City of Redmond

Redmond
WASHINGTON

Agenda

Monday, November 3, 2025

4:30 PM

Special Meeting Notice and Agenda

City Hall: 15670 NE 85th St; Remote: Comcast Ch. 21/321, Ziply Ch. 34, Facebook (@CityofRedmond), Redmond.gov/rctvlive, or 510-335-7371

Committee of the Whole - Planning and Public Works

Committee Members

Melissa Stuart, Presiding Officer
Jeralee Anderson
Steve Fields
Jessica Forsythe
Vanessa Kritzer
Angie Nuevacamina
Osman Salahuddin

Meetings can be attended in person, viewed live on RCTV (redmond.gov/rctvlive), Comcast Channel 21/321, Ziply Channel 34, Facebook/YouTube (@CityofRedmond), or listen live at 510-335-7371

AGENDA

ROLL CALL

A. Action Items

1. Development Impact Fees - 2026 Annual Indexing CM 25-606

Attachment A: Proposed 2026 Fire, Park, School, and Transportation Impact Fee Schedules

Department: Planning and Community Development, 5 minutes
Requested Action: Consent, November 18th

2. 2025-2027 Washington State Department of Transportation (WSDOT) Transportation Demand Management (TDM) and Commute Trip Reduction (CTR) Implementation Agreement CM 25-597

Attachment A: WSDOT 2025-2027 CTR TDM Implementation Agreement

Attachment B: Redmond Commute Trip Reduction Four-Year Plan Update: 2025-2029

Department: Planning and Community Development, 5 minutes
Requested Action: Consent, November 18th

3. Award of a Business License Process, Policy and Compliance Evaluation and Recommendation Contract to Strategica, Inc., in the Amount of $150,000 CM 25-604

Attachment A: Business License Study Contract

Attachment B: RFP Response

Department: Planning and Community Development, 5 minutes
Requested Action: Consent, November 18th

4. Approval to Renew Indigency Screening Agreement CM 25-594

Attachment A: Memorandum of Agreement

Department: Planning and Community Development, 5 minutes
Requested Action: Consent, November 18th

5. Approve Final Contract with Active Construction Incorporated and Accept Construction for the 156th Cycle Track Project CM 25-543

Attachment A: Project Information Sheet

Attachment B: Additional Project Information

Department: Public Works, 5 minutes
Requested Action: Consent, November 18th

6. Reject All Bids for Lift Station Equipment Upgrades Phase 2, Project No. 2408 CM 25-607

Attachment A: Lift Station Equipment Upgrades Ph 2 PIS

Attachment B: Additional Project Information

Attachment C: Draft Resolution to Reject All Bids

Department: Public Works, 5 minutes
Requested Action: Consent, November 18th

7. Approve Consultant Agreement with David Evans and Associates, Inc. and Accept Department of Commerce Grant for the Idylwood Park Parking Lot Expansion and Frontage Improvements Project CM 25-565

Attachment A: Project Information Sheet

Attachment B: Consultant Agreement

Attachment C: Notification of Grant Award

Department: Public Works, 5 minutes
Requested Action: Consent, November 18th

8. Award Construction Contract with Earthworks Solutions, LLC of Auburn WA and Approve Consultant Services Agreement Supplement 1 with Consor, Inc. for the Pavement Management - NE 24th Street (West Lake Sammamish Parkway to 172nd Avenue NE) Project CM 25-595

Attachment A: Project Information Sheet

Attachment B: Additional Project Information

Attachment C: Consor Supplemental Agreement 01

Department: Public Works, 5 minutes
Requested Action: Consent, November 18th

9. Resolution to Establish Additional Sewer Connection Charges for Redmond Town Center Area Sewer Improvements CM 25-612

Attachment A: Vicinity Map

Attachment B: BHC Technical Memorandum

Attachment C: Draft Resolution

Department: Public Works, 10 minutes

Requested Action: Consent, November 18th

B. Feedback for Study Session - N/A

C. Informational - N/A

D. Read Only - N/A

ADJOURNMENT

Meeting videos are usually posted by 12 p.m. the day following the meeting at redmond.legistar.com, and can be viewed anytime on Facebook/YouTube (@CityofRedmond) and OnDemand at redmond.gov/OnDemand

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-606
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Jeff Churchill	Long Range Planning Manager
Planning and Community Development	Glenn B. Coil	Senior Planner

TITLE:
Development Impact Fees - 2026 Annual Indexing

OVERVIEW STATEMENT:
Staff recommends that the City Council adopt an ordinance indexing impact fees for inflation as authorized in RMC 3.10.

Impact fees are one-time charges collected by the City from new commercial and residential developments to fund fire, park, school, and transportation facilities needed to accommodate growth. Impact fees are authorized in RMC 3.10.

Indexing or updating Redmond's impact fees annually allows the rates to keep pace with inflation to maintain the purchasing power of these impact fees and to help provide the capital facilities necessary to serve growth in Redmond. RMC 3.10 establishes the indexes and procedures that the City Council may apply annually to index or update Redmond's impact fees.

The City collects school impact fees on behalf of the Lake Washington School District (LWSD) by interlocal agreement. School impact fees, calculated by LWSD, reflect a proportionate share of the costs of school-related system improvements that are reasonably related to new development.

For 2026,

- Park impact fees will increase by 2.01%
- Transportation impact fees will increase by 0.85%
- School impact fees for single-family homes will increase from $5,972 to $7,277 per unit, and fees for multifamily units will increase from $0 to $170.

Also to note:

- Fire Impact Fees will not be indexed in 2026. Fire is updating its functional plan and in conjunction with that will conduct an impact fee rate study with a proposed new fee schedule based on capital needs related to growth.
- Parks will also be conducting an impact fee rate study in 2026, with a new fee schedule to be adopted for 2027.

- Transportation will be updating the Transportation Facilities Plan in 2026 as part of the Transportation Master Plan update, which will result in an updated fee schedule for 2027.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Comprehensive Plan policies CF-13, CF-15 and CF-16 concerning impact fees
- **Required:**
  Council approval is required for the adoption of an ordinance.
- **Council Request:**
  N/A
- **Other Key Facts:**
  RMC 3.10 authorizes the annual indexing of impact fees.
  2006 interlocal agreement between the City and LWSD governs the collection, distribution, and expenditure of school impact fees

OUTCOMES:

Impact fees:

- Contribute toward public infrastructure that is needed to accommodate population and employment growth.
- Can only be used to pay for system improvements. System improvements must be reasonably related to the new development and must benefit the new development.
- Cannot be used to pay for private facilities that solely benefit the development or to correct existing deficiencies in public infrastructure.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  November - December 2025
- **Outreach Methods and Results:**
  Staff will inform the development community about the recommended changes on the Development Service Center webpage and the broader community through the Plans, Policies, and Regulations E-newsletter.
- **Feedback Summary:**
  No feedback received at this time.

BUDGET IMPACT:

Total Cost:
$5,350,743 is the total value of the Community and Economic Development offer, which funds staff work related to indexing impact fees.

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
0000304

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
General Fund

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
12/2/2025	Business Meeting	Approve

Time Constraints:
Changes to impact fees are effective **January 1, 2026**. Timely adoption of the fees provides staff, developers, residents, and other interested parties an opportunity to prepare for fee changes associated with the development review process and ensures that new system improvements can be funded through impact fees.

ANTICIPATED RESULT IF NOT APPROVED:
If the Council chooses not to index impact fees for 2026, the fees will remain at 2025 levels, resulting in underfunding system improvements needed to address population and employment growth. Not updating fees for schools would also lead to an under collection of fees for the Lake Washington School District.

ATTACHMENTS:

Attachment A: Proposed 2026 Fire, Park, School, and Transportation Impact Fee Schedules

CITY OF REDMOND

PROPOSED 2026 FIRE, PARK, SCHOOL, AND TRANSPORTATION IMPACT FEE SCHEDULES

The City's municipal code authorizes the Council to update the rates annually to keep pace with inflation.

The 2026 City impact fee rate increases are based on a three-year moving average change from 2023 to 2025 in the indexes specified in RMC 3.10 — from August to August or the closest three consecutive 12-month time periods immediately prior to January 1, 2026.

Fire ^	Consumer Price Index-Urban (CPI-U)/Seattle	**n/a**
Parks	Building Cost Index (BCI) and CCI Average/Seattle	**2.01%**
Transportation	Construction Cost Index (CCI)/Seattle	**0.85%**

School Impact Fees: The City of Redmond also collects development impact fees on behalf of Lake Washington School District (LWSD). The methodology to determine these rates are described in the LWSD's *2025-30 Six-Year Capital Facilities Plan*.

SCHOOL IMPACT FEES	
Land Use	**2026 Rate**
Single-family dwelling unit	$7,277.00
Multi-family dwelling unit	$170.00

FIRE IMPACT FEES		
Land Use	**Units**	**2026 Impact Fee (per unit)** ***^ same as 2025 rates***
Single-Family Residences	1 housing unit	$148.78
Mobile Homes and Detached Single-Family Manufactured Homes	1 housing unit	$177.71
Multi-Family Residences	1 housing unit	$251.30
Residential Suites	1 residential suite	$125.66
Offices	1,000 sq. ft. of GFA	$208.06
Retail Trade	1,000 sq. ft. of GFA	$239.84
Manufacturing	1,000 sq. ft. of GFA	$24.57

PARKS IMPACT FEES		
Land Use	**Units**	**2026 Impact Fees (per unit)**
Single-Family Residences (inclusive of Mobile Homes and Detached Single-Family Manufactured Homes)	1 housing unit	$6,914.63
Multi-Family Residences	1 housing unit	$4,800.28
Residential Suite	1 residential suite	$2,609.01
Offices	1,000 sq. ft. of GFA	$1,873.06
Retail Trade	1,000 sq. ft. of GFA	$830.96
Manufacturing	1,000 sq. ft. of GFA	$843.03

Transportation Impact Fees

Land Use Category	Units *(based on ITE 11th Ed.)*	Impact Fee per Development Unit	Impact Fee per Development Unit in Centers*
Residential			
Single Family - Detached	per DU	$10,107.51	$7,668.97
Middle Housing[4]	per DU	$5,806.44	$4,405.58
4+ Story Multi/Townhome/Condo	per DU	$4,193.54	$3,181.80
10+ Story Multi/Townhome/Condo	per DU	$3,440.85	$2,610.71
Single Room Occupancy	per DU	$2,258.06	$1,713.28
Retirement Community	per DU	$3,225.80	$2,447.54
Congregate Care/Assisted Living	per DU	$1,935.48	$1,468.52
Education			
Elementary School	students	$1,195.99	$907.44
Middle/Junior High School	students	$1,111.77	$850.74
High School	students	$1,037.66	$794.02
Day Care Center[5]	per 1,000 square feet	$10,390.19	$7,883.45

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Land Use Category	Units *(based on ITE 11th Ed.)*	Impact Fee per Development Unit	Impact Fee per Development Unit in Centers*
Institutional			
Church	per 1,000 square feet	$4,578.41	$3,473.82
Nursing Home	per Bed	$1,065.69	$808.58
Industrial			
Light Industrial/Manufacturing	per 1,000 square feet	$5,566.17	$4,223.28
Industrial Park	per 1,000 square feet	$2,723.02	$2,066.06
Mini-Warehouse/Storage	per 1,000 square feet	$1,201.34	$911.50
Warehousing	per 1,000 square feet	$1,441.60	$1,093.80
Medical			
Hospital	per 1,000 square feet	$8,035.58	$6,096.91
Office	per 1,000 square feet		
Medical/Dental Office	per 1,000 square feet	$35,554.98	$26,976.99
General Office (10-100k)	per 1,000 square feet	$18,003.66	$13,660.10
General Office (100k-200k)	per 1,000 square feet	$15,832.38	$12,012.66
General Office (200k-300k)	per 1,000 square feet	$13,027.78	$9,884.69
General Office (300k)	per 1,000 square feet	$11,037.43	$8,374.54
Single Tenant Office	per 1,000 square feet	$15,922.84	$12,081.30
Recreation	per 1,000 square feet		
Golf Course	per 1,000 square feet	$20,230.76	$15,349.89
Bowling Alley	per 1,000 square feet	$8,064.50	$6,118.86
Movie Theater	per 1,000 square feet	$37,819.72	$28,695.33
Health Fitness Club	per 1,000 square feet	$23,984.93	$18,198.33
Recreational Community Center	per 1,000 square feet	$17,380.38	$13,187.20
Retail - Automotive			
Gasoline/Service Station	per VSP	$48,996.93	$37,175.93

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Land Use Category	Units *(based on ITE 11th Ed.)*	Impact Fee per Development Unit	Impact Fee per Development Unit in Centers*
Gas Station w/Convenience Market	per VSP	$64,883.06	$49,229.37
Self-Serve Car Wash	per stall	$33,379.61	$25,326.44
Auto Sales (New/Used)	per 1,000 square feet	$22,877.23	$17,357.86
Variety Store	per 1,000 square feet	$31,052.96	$23,561.12
Freestanding Discount Store	per 1,000 square feet	$32,886.47	$24,952.28
Supermarket	per 1,000 square feet	$51,436.67	$39,027.05
Retail - Large	per 1,000 square feet		
Shopping Center (>150k)	per 1,000 square feet	$22,376.67	$16,978.07
Shopping Plaza (40 - 150k)	per 1,000 square feet	$50,222.36	$38,105.71
Strip Retail Plaza (<40k)	per 1,000 square feet	$40,316.93	$30,590.07
Retail - Small	per 1,000 square feet		
Library	per 1,000 square feet	$56,729.57	$43,043.00
Hardware/Paint Store	per 1,000 square feet	$11,049.29	$8,383.54
Convenience Market	per 1,000 square feet	$177,538.54	$134,705.59
Pharmacy/Drug Store w/o Drive-Thru	per 1,000 square feet	$37,075.37	$28,130.56
Pharmacy/Drug Store w/ Drive-Thru	per 1,000 square feet	$48,456.51	$36,765.90
Furniture Store	per 1,000 square feet	$2,892.10	$2,194.35
Drive-In Bank	per 1,000 square feet	$126,589.45	$96,048.47
Walk-In Bank	per 1,000 square feet	$59,592.94	$45,215.54
Fine Dining Restaurant	per 1,000 square feet	$40,489.34	$30,720.88
High Turnover Restaurant	per 1,000 square feet	$47,816.91	$36,280.61
Fast Food w/o Drive-Thru	per 1,000 square feet	$156,999.10	$119,121.49
Fast Food w/ Drive-Thru	per 1,000 square feet	$137,777.78	$104,537.51
Coffee/Donut Shop w/o Drive-Thru	per 1,000 square feet	$152,649.83	$115,821.53
U.S. Post Office	per 1,000 square feet	$77,933.64	$59,131.37

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Land Use Category	Units *(based on ITE 11th Ed.)*	Impact Fee per Development Unit	Impact Fee per Development Unit in Centers*
Hotel			
Hotel	per room	$6,344.07	$4,813.50
Motel	per room	$3,870.96	$2,937.06

Transportation Impact Fee Notes

***Centers** refers to the **Overlake Metro Center**, **Downtown Redmond Urban Center**, and **Marymoor Village Center** as shown on the Redmond Centers Map.*

1. Source: ITE Trip Generation Manual, 11th Edition. Vehicle trip rates for weekday, peak hour of adjacent street traffic (4-6pm).

2. A pass-by trip is any trip that may go to a land use, but is part of a larger overall "trip tour." The defining feature of the pass-by trip is that it is an interim stop that did not initiate the overall need to travel.

3. Vehicle-to-person trip generation rate factors were developed from the 2017-2019 Puget Sound Regional Council Household Travel Survey.

4. Middle housing land use category is an average of ITE code #215 (single family attached/duplex) and #220 (1-3 Story Multi-Family/Townhome/ADU). This category includes all forms of multi-family housing not otherwise listed in the table above.

5. Per RCW 82.02.060 (4)(b), Redmond may exempt qualifying Day Care Centers and other "early learning facilities" as defined by state law, from transportation impact fees.

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Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-597
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Michael Hintze	Transportation Planning Manager
Planning and Community Development	Kim Keeling	Program Administrator

TITLE:
2025-2027 Washington State Department of Transportation (WSDOT) Transportation Demand Management (TDM) and Commute Trip Reduction (CTR) Implementation Agreement

OVERVIEW STATEMENT:
The City of Redmond is required to implement the Commute Trip Reduction Law (RCW 70.94.521-551). The requirements and parameters to reduce traffic congestion, fuel use, and air pollution through commute trip reduction programs, including TDM programs for growth and transportation efficiency centers are established by RCW 70A.15.4000 through RCW 70A.15.4110.

This agreement with WSDOT would provide the City of Redmond with $214,300 between July 1, 2025, and June 30, 2027, to execute the CTR law and TDM services in Redmond. The workplan approved by WSDOT is included in the agreement. This grant funding is a decrease of $90,106 over the prior biennium. The decrease is due to newly affected jurisdictions entering the State program. A portion of these funds were included in the City's 2025-2026 budget. The remaining portion of the funds will be included in the 2027-2028 budget proposals.

The recurring agreement contains a workplan that must be approved by WSDOT. The workplan includes recruiting new employer worksites, reviewing employer programs, providing site-specific suggestions for improved CTR performance, administering surveys, reviewing program exemption requests, providing employer training, providing incentives, performing promotion and marketing, and other commuter services. The workplan for this agreement has already been approved by WSDOT.

The CTR law currently affects 36 major work sites, and 20 employers located within the City. (A work site is a building or cluster with 100 or more employees in a single company. A major employer may have more than one work site.) The citywide Drive Alone Rate (DAR) for these Redmond employers for the 2023-2025 cycle was 41.3%, a decrease from the 2021-2023 DAR of 42.2%. More employees are continuing to use alternatives to driving alone, even while our employment-population has grown over the same period. This survey cycle, new mode share categories were added for Scooter, Uber/Lyft/Taxi, and Employer Shuttle. These mode shares were Scooter 0.1%, Uber/Lyft/Taxi 0.2%, and Employer Shuttle 8.2%. Remote work decreased 5.8% to 35.7% from 41.5% on the 2021/2022 survey.

The City has approved this agreement for more than 26 years and works in partnership with WSDOT to implement a successful CTR program. The request is for this agreement to be placed on the Committee of the Whole - Planning and Public Works agenda for the November 3, 2025, Meeting.

☐ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond 2050 Comprehensive Plan
  - **TR-30** Use TDM techniques to achieve efficient use of transportation infrastructure, increase person carrying capacity, reduce air pollution, and accommodate and facilitate future growth.
  - **TR-31** Establish TDM program requirements in the Transportation Master Plan that address Commute Trip Reduction Act requirements, support City mode split goals, address participation in transportation management associations, address mitigation funding from developments requiring TDM, and incorporate TDM support for non-commute/non-employer-based sites such as schools. Establish proactive methods for the City to enforce TDM program requirements.
  - **TR-38** Implement transportation programs, projects, and services to meet air quality standards established in state and federal clean air laws, including the Commute Trip Reduction Law (RCW 70.94.521), and requirements of Chapter 173-420 Washington DRAFT Administrative Code (WAC): "Conformity of Transportation Activities to Air Quality Implementation Plans."
  - **TR-52** Establish and report on targets and performance measures to assess progress toward transportation policy objectives, including:
    - Mode split
    - Carbon emissions

  Transportation Master Plan (TMP)

  - **Strategy 1:** Reduce the number of trips starting and ending in Redmond that utilize drive-alone methods and shift trip method choice to transit, carpooling, biking (or other micromobility), and walking through education and incentives.
  - **Strategy 2:** Revisit regulations and management of Mobility Management Plans and meet statewide Commute Trip Reduction requirements.

  Environmental Sustainability Action Plan (ESAP)

- **T1:** Increase the equitable use of non-SOV modes of transportation, such as biking, walking, and public transit
- **T1.8:** Increase new mobility options
- **T1.11:** Comprehensive transportation outreach and education

- **Required:**
  RCW 70.94.521-551 Commute Trip Reduction Law
  RCW 70A.15 Washington Clean Air Act
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:
Continued implementation of the CTR law produces a reduction in commute drive-alone rates and supports the City's vision to meet the travel needs of all modes. Reduction in traffic congestion, fuel use, and air pollution also meets the goals of the Environmental Sustainability Action Plan.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$214,300

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
00000310 - Mobility of People and Goods

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**
If yes, explain:
N/A

Funding source(s):
Grant

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/18/2025	Business Meeting	Approve

Time Constraints:
These funds were approved as part of the City's 2025-2026 budget. For the portion of funds that extend through June 2027, we will include that amount in our 2027-2028 budget proposals. Timely adoption of this interlocal agreement is necessary to receive funds to enable the City to proceed.

ANTICIPATED RESULT IF NOT APPROVED:
Loss of grant funding, CTR and TDM programs will not be administered, not in compliance with CTR law. No other funds have been budgeted by the City to support compliance with the state law.

ATTACHMENTS:
Attachment A: WSDOT 2025-2027 CTR TDM Implementation Agreement PTD1203-City of Redmond
Attachment B: Redmond Commute Trip Reduction Four-Year Plan Update: 2025-2029

Washington State Department of Transportation

Public Transportation Division
310 Maple Park Avenue S.E.
P.O. Box 47387
Olympia, WA 98504-7387

WSDOT Contact: Patrick Green
206-440-4026
patrick.green@wsdot.wa.gov

Commute Trip Reduction (CTR)			
Agreement Number	PTD1203	***Grantee:***	**City of Redmond**
Term of Project	July 1, 2025 through June 30, 2027		**PO Box 97010** **Redmond, WA 98073**
Vendor #	916001492	***Contact:***	Kim Keeling khkeeling@redmond.gov

THIS AGREEMENT, entered into by the Washington State Department of Transportation, hereinafter "WSDOT," and the Grantee identified above, hereinafter the "GRANTEE," individually the "PARTY" and collectively the "PARTIES."

WHEREAS, the State of Washington in its Sessions Laws of 2025, ESSB 5161, Sections 221 and 308, authorizes funding for Public Transportation Programs and other special proviso funding as identified in the budget through its 2025-2027 biennial appropriations to WSDOT; and

NOW THEREFORE, in consideration of the terms, conditions, covenants, and performances contained herein, or attached and incorporated and made a part hereof, IT IS MUTUALLY AGREED AS FOLLOWS:

SCOPE OF WORK AND BUDGET

The GRANTEE agrees to provide Transportation Demand Management (TDM) services, primarily used to support local Commute Trip Reduction (CTR) programs associated with the Statewide Commute Trip Reduction Program, including: 1) Development and submission of an Administrative Work Plan by the end of the first quarter of this AGREEMENT that must be approved by WSDOT in writing; and 2) Implementation of the strategies and production of the deliverables outlined in the WSDOT-approved Administrative Work Plan in order to implement a CTR program. The Administrative Work Plan shall be incorporated as an amendment to this AGREEMENT.

Funds	Current Funds
Commute Trip Reduction (MMA)	$ 214,300
Total Project Cost	**$ 214,300**

Budget: Current Funds reflect total funding appropriated by the Washington State Legislature for the Project in the 2025-2027 biennium.

Section 2
Purpose of Agreement

The purpose of this AGREEMENT is for WSDOT to provide funds to the GRANTEE for public transportation services that meet the needs of persons in the State of Washington.

Section 3
Scope of Project

The GRANTEE agrees to perform all designated tasks of the Project under this AGREEMENT as described in "Scope of Work and Budget".

Section 4
Term of Agreement

The GRANTEE shall commence, perform, and complete the work identified under this AGREEMENT within the time defined in the caption space header titled "Term of Agreement" on this AGREEMENT regardless of the date of signature and execution of this AGREEMENT unless terminated as provided herein.

Section 5
General Compliance Assurance

A. The GRANTEE agrees to comply with all instructions as prescribed in WSDOT's Public Transportation Grant Guidebook, Chapter 8: Commute Trip Reduction program, hereinafter referred to as the "Guidebook", and any amendments thereto, found at https://wsdot.wa.gov/business-wsdot/grants/public-transportation-grants/manage-your-public-transportation-grant, which by this reference is fully incorporated herein.
B. The GRANTEE agrees that WSDOT, and/or any authorized WSDOT representative, shall have not only the right to monitor the compliance of the GRANTEE with respect to the provisions of this AGREEMENT but also have the right to seek judicial enforcement with regard to any matter arising under this AGREEMENT.

Section 6
Administrative Work Plan

The GRANTEE agrees to submit to WSDOT an administrative work plan by the end of the first quarter of this agreement or when the GRANTEE submits its first invoice, whichever is sooner. The administrative work plan will include the following elements:

A. The work plan shall identify the activities and deliverables associated with this AGREEMENT and other strategies as defined in the approved and locally adopted CTR plans. These plans may include, but are not limited to, recruiting new employer worksites, reviewing employer programs and providing site-specific suggestions for improved CTR performance, administering surveys, CTR Work Plan reviewing program exemption requests, providing employer training, providing incentives, performing promotion and marketing, and providing emergency ride home and other commuter services.
B. The administrative work plan may be revised based on a mutual written agreement between the WSDOT Project Manager and the GRANTEE.

Section 7
CTR Plan

The GRANTEE shall prepare and submit a local CTR plan for each jurisdiction supported by project funds. The plan will meet the standards defined in the "Guidance Document."

Section 8
Survey Coordination

The GRANTEE agrees to coordinate with WSDOT and its contracting partners for Commute Trip Reduction employer surveys.

Section 9
Database Updates

The GRANTEE agrees to provide WSDOT and the GRANTEE's contracting partners with updated lists of affected or participating worksites, employee transportation coordinators, and jurisdiction contacts, as requested. These updates will be submitted in a format specified by WSDOT.

Section 10
Use of State Funds for Incentives

The GRANTEE agrees to use State funds provided as part of this AGREEMENT in accordance with incentives guidance that WSDOT shall provide to the GRANTEE.

Section 11
Coordination with Regional Transportation Planning Organizations (RTPO)

The GRANTEE shall coordinate the development and implementation of its CTR plan and programs with the applicable regional transportation planning organization (RTPO). The GRANTEE agrees to notify the RTPO of any substantial changes to its plans and programs that could impact the success of the regional CTR plan. The GRANTEE agrees to provide information about the progress of its CTR plan and programs to the RTPO upon request.

Section 12
Project Records

The GRANTEE agrees to establish and maintain accounts for the Project in order to sufficiently and properly reflect all eligible direct and related indirect Project costs incurred in the performance of this AGREEMENT. Such accounts are referred to herein collectively as the "Project Account." All costs claimed against the Project Account must be supported by properly executed payrolls, time records, invoices, contracts, and payment vouchers evidencing in sufficient detail the nature and propriety of the costs claimed.

Section 13
Funding Distribution

The GRANTEE may distribute funds to local jurisdictions to include counties, cities, transit agencies, Transportation Management Associations, Metropolitan Planning Organizations, or other eligible organizations authorized to enter into agreements for the purposes of implementing CTR, plans as applicable, and as authorized by RCW 70A.15.4080, and by ordinances adopted pursuant to RCW 70A.15.4020(5).

Section 14
Reports

The GRANTEE shall prepare and submit quarterly, and annual program reports pursuant to this agreement and as prescribed in WSDOT's Guidebook. Due to Legislative and WSDOT reporting requirements, any required quarterly progress reports shall be submitted for the duration of the AGREEMENT period regardless of whether the underlying funding sources have been exhausted. Post-grant annual performance reporting may also be required as prescribed in the aforementioned guidebook.

Section 15
Implementation Plans

The GRANTEE shall incorporate appropriate sections of the "Scope of Work and Budget" and description of allowable incentives in accordance with the incentives guidance provided to the GRANTEE by WSDOT as set forth in Section 10 of this AGREEMENT, as well as the WSDOT-approved Administrative Work Plan, in all agreements with an eligible contracting partner(s), as necessary, to coordinate the development, implementation, and administration of such CTR plans, and in compliance with applicable ordinances.

Section 16
Assignments and Subcontracts

A. The GRANTEE shall submit to WSDOT a copy of any contract, amendment, or change order thereto pertaining to this Project for review and documentation. This includes any completed Project facilities and/or infrastructure under this AGREEMENT, or other actions obligating the GRANTEE in any manner with any third party with respect to its rights and responsibilities under this AGREEMENT, including any leasing and/or lending the Project or any part thereof to be used by anyone, not under the GRANTEE's direct supervision.

B. The GRANTEE agrees to include all applicable sections of the AGREEMENT such as **Sections 5, 10, 11, and Sections 15 through 27,** of this AGREEMENT in each subcontract and in all contracts, it enters into for the employment of any individual, procurement of any materials, or the performance of any work to be accomplished under this AGREEMENT.

Section 17
Reimbursement and Payment

A. Payment will be made by WSDOT on a reimbursable basis for actual costs and expenditures incurred while performing eligible direct and related indirect Project work during the life of the Project. Payment is subject to the submission to and approval by WSDOT of properly prepared invoices that substantiate the costs and expenses submitted by the GRANTEE for reimbursement. Failure to send in progress reports and financial information as required in **Section 14 – "Reports**" may delay payment. The GRANTEE shall submit an invoice detailing and supporting the costs incurred. Such invoices may be submitted no more than once per month and no less than once per year, during the course of this AGREEMENT. If approved by WSDOT, properly prepared invoices shall be paid by WSDOT within thirty (30) days of receipt of the invoice.

B. **State Fiscal Year End Closure Requirement (RCW 43.88**): The GRANTEE shall submit an invoice for completed work in the same state fiscal period in which the work was performed. As defined in RCW 43.88, the state fiscal period starts on July 1 and ends on June 30 of the following year. Reimbursement requests must be received by July 15 of each state fiscal period. If the GRANTEE is unable to provide an invoice by this date, the GRANTEE shall provide an estimate of the expenses to be billed so WSDOT may accrue the expenditures in the proper fiscal period. Any subsequent reimbursement request submitted will be limited to the amount accrued as set forth in this section. Any payment request received after the timeframe prescribed above will not be eligible for reimbursement.

Section 18
Energy Credit

To the extent GRANTEE receives any monies from the sale or disposition of energy credits, decarbonization credits, environmental credits, or any other monies through its participation of a like program, GRANTEE agrees to reinvest those monies into services and projects consistent with the STATE'S public transportation grant program. GRANTEE'S obligation to reinvest these monies under this provision shall be in an amount no less than the proportion of the STATE'S funding of this AGREEMENT.

Section 19
Civil rights

The GRANTEE shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of any WSDOT-assisted contract or in the administration of its public transportation services.

Section 20
Compliance with Laws and Regulations

A. The GRANTEE agrees to abide by all applicable state and federal laws and regulations including but not limited to, those concerning employment, equal opportunity employment, nondiscrimination assurances, project record keeping necessary to evidence compliance with such federal and state laws and regulations, and retention of all such records. The GRANTEE will adhere to all applicable nondiscrimination provisions in chapter 49.60 RCW.
B. Additionally, the GRANTEE agrees to comply, as applicable, with the following:
    1. SB 5974 Move Ahead Washington
    2. RCW 70A.02 Healthy Environmental for All (HEAL) ACT,
    3. RCW 70A. 65.260 Climate Commitment ACT, and
    4. Chapter 49.46 RCW – Minimum Wage Requirements & Labor Standards
    5. RCW 43.21C State Environmental Policy Act (SEPA)
    6. Executive Order 21-02 Archeological and Cultural Resources
C. Except when a federal statute or regulation preempts state or local law, no provision of the AGREEMENT shall require the GRANTEE to observe or enforce compliance with any provision, perform any other act, or do any other thing in contravention of state or local law. If any provision or compliance with any provision of this AGREEMENT violates state or local law or would require the GRANTEE to violate state or local law, the GRANTEE agrees to notify WSDOT immediately in writing. Should this occur, WSDOT and the GRANTEE agree to make appropriate arrangements to proceed with or, if necessary, expeditiously, terminate the AGREEMENT.

Section 21
Ethics

A. Relationships with Employees and Officers of WSDOT. The GRANTEE shall not extend any loan, gratuity, or gift of money in any form whatsoever to any employee or officer of WSDOT, nor shall GRANTEE knowingly rent or purchase any equipment and materials from any employee or officer of WSDOT.
B. Employment of Former WSDOT Employees. The GRANTEE hereby warrants that it shall not engage on a full-time, part-time, or other basis during the period of this AGREEMENT, any professional or technical personnel who are, or have been, at any time during the period of this AGREEMENT, in the employ of WSDOT without written consent of WSDOT.

Section 22
Anti-Lobbying

A. It is WSDOT's policy that no funds awarded through the agency to grantees can be used for lobbying activities.
B. GRANTEEs who receive an award through WSDOT shall certify on an annual basis that the awarded funds ae not used for lobbying activities. This certification may be provided as part of the Certification & Assurances annual submittal.

Section 23
Accounting Records

The GRANTEE agrees to establish and maintain accounts for the Project in order to sufficiently and properly reflect all eligible direct and related indirect Project costs incurred in the performance of this AGREEMENT. Such accounts are referred to herein collectively as the "Project Account." All costs claimed against the Project Account must be supported by properly executed payrolls, time records, invoices, contracts, and payment vouchers evidencing in sufficient detail the nature and propriety of the costs claimed.

Section 24
Audits, Inspections, and Records Retention

WSDOT, the State Auditor, and any of their representatives shall have full access to and the right to examine, during normal business hours and as often as they deem necessary, all of the GRANTEE's records with respect to all matters covered by this AGREEMENT. Such representatives shall be permitted to audit, examine and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, and other matters covered by this AGREEMENT. In order to facilitate any audits and inspections, the GRANTEE shall retain all documents, papers, accounting records, and other materials pertaining to this AGREEMENT for six (6) years from the date of completion of the Project or the Project's final payment date. However, in case of audit or litigation extending past that six (6) year's period, then the GRANTEE must retain all records until the audit or litigation is completed. The GRANTEE shall be responsible to assure that the GRANTEE and any subcontractors of the GRANTEE comply with the provisions of this section and provide WSDOT, the State Auditor, and any of their representatives, access to such records within the scope of this AGREEMENT.

Section 25
Recapture Provision

In the event that the GRANTEE fails to expend State Funds in accordance with state law and/or the provisions of this AGREEMENT, WSDOT reserves the right to recapture State Funds in an amount equivalent to the extent of noncompliance. The GRANTEE agrees to repay such State Funds under this recapture provision within thirty (30) days of demand.

Section 26
No obligation by the state government

No contract between the GRANTEE and its subcontractors shall create any obligation or liability for WSDOT with regard to this AGREEMENT without WSDOT's specific written consent, notwithstanding its concurrence in, or approval of, the award of any contract or subcontract or the solicitations thereof.

Section 27
Personal Liability of Public Officers

No officer or employee of WSDOT shall be personally liable for any acts or failure to act in connection with this AGREEMENT, it being understood that in such matters they are acting solely as agents of WSDOT.

Section 28
Agreement Modifications

A. Either PARTY may request changes to this AGREEMENT, including changes in the Scope of Work and Budget. Such changes that are mutually agreed upon shall be incorporated as written amendments to this AGREEMENT. No variation or alteration of the terms of this AGREEMENT shall be valid unless made in writing and signed by authorized representatives of the PARTIES. However, changes to the Project title, the contact person of either PARTY, biennial adjustments with no impact to the overall project cost, or adding the Administrative Work Plan, will not require a written amendment, but will be approved and documented by WSDOT through an administrative revision or documentation in the Grants Management System. WSDOT shall notify the GRANTEE of any such approved revision in writing.
B. If there is an increase or decrease in funding under this AGREEMENT, the GRANTEE and WSDOT agree to enter into a written amendment to this AGREEMENT, providing for an appropriate change in the Scope of Work and Budget and/or the Total Project Cost in order to reflect any such increase in funding.

Section 29
Changed Conditions Affecting Performance

The GRANTEE hereby agrees to immediately notify WSDOT of any change in conditions or law, or of any other event which may affect its ability to perform the Project in accordance with the provisions of this AGREEMENT.

Section 30
Remedies for Misuse or Noncompliance.

If WSDOT determines that the Project has been used in a manner materially different from Section 1, WSDOT may direct the GRANTEE to repay WSDOT the State-funded share of the Project. WSDOT may also withhold payments should it determine that the GRANTEE has failed to materially comply with any provision of this AGREEMENT.

Section 31
Disputes

A. Disputes. Disputes, arising in the performance of this AGREEMENT, which is not resolved by agreement of the PARTIES, shall be decided in writing by the WSDOT Public Transportation Division's Assistant Director or Designee. This decision shall be final and conclusive unless within ten (10) days from the date of GRANTEE'S receipt of WSDOT's written decision, the GRANTEE mails or otherwise furnishes a written appeal to the Director of the Public Transportation Division or the Director's designee. The GRANTEE's appeal shall be decided in writing by the Director of the Public Transportation Division within thirty (30) days of receipt of the appeal by the Director of the Public Transportation Division or the Director's designee. The decision shall be binding upon the GRANTEE, and the GRANTEE shall abide by the decision.
B. Performance During Dispute. Unless otherwise directed by WSDOT, GRANTEE shall continue performance under this AGREEMENT while matters in dispute are being resolved.

Section 32
Termination

A. **Termination for Convenience**. WSDOT and/or the GRANTEE may suspend or terminate this AGREEMENT, in whole or in part, and all or any part of the financial assistance provided herein, at any time by written notice to the other PARTY. WSDOT and the GRANTEE shall agree upon the AGREEMENT termination provisions including but not

limited to the settlement terms, conditions, and in the case of partial termination the portion to be terminated. Written notification must set forth the reasons for such termination, the effective date, and in case of a partial termination the portion to be terminated. However, if, in the case of partial termination, WSDOT determines that the remaining portion of the award will not accomplish the purposes for which the award was made, WSDOT may terminate the award in its entirety. The PARTIES may terminate this AGREEMENT for convenience for reasons including, but not limited to, the following:

1. The requisite funding becomes unavailable through failure of appropriation or otherwise;
2. WSDOT determines, in its sole discretion, that the continuation of the Project would not produce beneficial results commensurate with the further expenditure of funds;
3. The GRANTEE is prevented from proceeding with the Project as a direct result of an Executive Order of the President with respect to the prosecution of a war or in the interest of national defense; or an Executive Order of the President or Governor of the state with respect to the preservation of energy resources;
4. The GRANTEE is prevented from proceeding with the Project by reason of a temporary preliminary, special, or permanent restraining order or injunction of a court of competent jurisdiction where the issuance of such order or injunction is primarily caused by the acts or omissions of persons or agencies other than the GRANTEE; or
5. The state Government determines that the purposes of the statute authorizing the Project would not be adequately served by the continuation of financial assistance for the Project.
6. In the case of termination for convenience under subsections A.1-5 above, WSDOT shall reimburse the GRANTEE for all costs payable under this AGREEMENT that the GRANTEE properly incurred prior to termination. The GRANTEE shall promptly submit its claim for reimbursement to WSDOT. If the GRANTEE has any property in its possession belonging to WSDOT, the GRANTEE will account for the same and dispose of it in the manner WSDOT directs.

B. **Termination for Default**. WSDOT may suspend or terminate this AGREEMENT for default, in whole or in part, and all or any part of the financial assistance provided herein, at any time by written notice to the GRANTEE, if the GRANTEE materially breaches or fails to perform any of the requirements of this AGREEMENT, including:

1. Takes any action pertaining to this AGREEMENT without the approval of WSDOT, which under the procedures of this AGREEMENT would have required the approval of WSDOT;
2. Jeopardizes its ability to perform pursuant to this AGREEMENT, United States of America laws, Washington state laws, or local governmental laws under which the GRANTEE operates;
3. Fails to make reasonable progress on the Project or other violation of this AGREEMENT that endangers substantial performance of the Project; or
4. Fails to perform in the manner called for in this AGREEMENT or fails, to comply with, or is in violation of, any provision of this AGREEMENT.
5. WSDOT shall serve a notice of termination on the GRANTEE, setting forth the manner in which the GRANTEE is in default. If it is later determined by WSDOT that the GRANTEE had an excusable reason for not performing, such as events which are not the fault of or are beyond the control of the GRANTEE, such as a strike, fire or flood, WSDOT may: (a) allow the GRANTEE to continue work after setting up a new delivery of performance schedule, or (b) treat the termination as a termination for convenience.

C. WSDOT, in its sole discretion, may, in the case of a termination for breach or default, allow the GRANTEE ten (10) business days, or such longer period as determined by WSDOT, in which to cure the defect. In such cases, the notice of termination will state the time period in which cure is permitted and other appropriate conditions. If the GRANTEE fails to remedy to WSDOT's satisfaction the breach or default within the timeframe and under the conditions set forth in the notice of termination, WSDOT shall have the right to terminate this AGREEMENT without any further obligation to GRANTEE. Any such termination for default shall not in any way operate to preclude WSDOT from also pursuing all available remedies against GRANTEE and its sureties for said breach or default.
D. In the event that WSDOT elects to waive its remedies for any breach by GRANTEE of any covenant, term or condition of this AGREEMENT, such waiver by WSDOT shall not limit WSDOT's remedies for any succeeding breach of that or of any other term, covenant, or condition of this AGREEMENT.
E. Any termination of the AGREEMENT, whether for convenience or for default, that requires the AGREEMENT to be terminated or discontinued before the specified end date set forth in the caption header, “Term of Project”, shall require WSDOT to amend the AGREEMENT by written amendment to reflect the termination date and reason for termination.

Section 33
Forbearance by WSDOT Not a Waiver

Any forbearance by WSDOT in exercising any right or remedy under this agreement, or otherwise afforded by law, shall not be a waiver of or preclude the exercise of any such right or remedy.

Section 34
Waiver

In no event shall any WSDOT payment of grant funds to the GRANTEE constitute or be construed as a waiver by WSDOT of any GRANTEE breach, or default, and shall in no way impair or prejudice any right or remedy available to WSDOT with respect to any breach or default. In no event shall acceptance of any WSDOT payment of grant funds by the GRANTEE constitute or be construed as a waiver by GRANTEE of any WSDOT breach, or default which shall in no way impair or prejudice any right or remedy available to GRANTEE with respect to any breach or default.

Section 35
WSDOT Advice

The GRANTEE bears complete responsibility for the administration and success of the work as it is defined in this AGREEMENT and any amendments thereto. Although the GRANTEE may seek the advice of WSDOT, the offering of WSDOT advice shall not modify the GRANTEE’s rights and obligations under this AGREEMENT and WSDOT shall not be held liable for any advice offered to the GRANTEE.

Section 36
Limitation of Liability and Indemnification

A. The GRANTEE shall indemnify and hold harmless WSDOT, its agents, employees, and officers and process and defend at its own expense any and all claims, demands, suits at law or equity, actions, penalties, losses, damages, or costs (hereinafter referred to collectively as “claims”), of whatsoever kind or nature brought against WSDOT, arising out of, in connection with or incident to this AGREEMENT and/or the GRANTEE’s performance or failure to perform any aspect of this AGREEMENT. This indemnity provision applies to all claims against WSDOT, its agents, employees, and officers arising out of, in connection with, or incident to the acts or omissions of the GRANTEE, its agents, employees, and officers. Provided, however, that nothing herein shall require the

GRANTEE to indemnify and hold harmless or defend the WSDOT, its agents, employees, or officers to the extent that claims are caused by the acts or omissions of the WSDOT, its agents, employees, or officers. The indemnification and hold harmless provision shall survive termination of this AGREEMENT.

B. The GRANTEE shall be deemed an independent GRANTEE for all purposes, and the employees of the GRANTEE or its subcontractors and the employees thereof, shall not in any manner be deemed to be the employees of WSDOT.
C. The GRANTEE specifically assumes potential liability for actions brought by the GRANTEE's employees and/or subcontractors and solely for the purposes of this indemnification and defense, the GRANTEE specifically waives any immunity under the state Industrial Insurance Law, Title 51 Revised Code of Washington.
D. In the event either the GRANTEE or WSDOT incurs attorney fees, costs, or other legal expenses to enforce the provisions of this section of this AGREEMENT against the other PARTY, all such fees, costs, and expenses shall be recoverable by the prevailing PARTY.

Section 37
Governing Law, Venue, and Process

This AGREEMENT shall be construed and enforced in accordance with, and the validity and performance thereof shall be governed by the laws of the state of Washington. In the event that either PARTY deems it necessary to institute legal action or proceedings to enforce any right or obligation under this AGREEMENT, the PARTIES hereto agree that any such action shall be initiated in the state of Washington Thurston County Superior Court situated in Thurston County.

Section 38
Order of Precedence

Any conflict or inconsistency in this AGREEMENT and its attachments will be resolved by giving documents precedence in the following order:

1. State law
2. This AGREEMENT
3. CTR Guidebook

Section 39
Severability

If any covenant or provision of this AGREEMENT shall be adjudged void, such adjudication shall not affect the validity or obligation of performance of any other covenant or provision, or part thereof, that in itself is valid if such remainder conforms to the terms and requirements of applicable law and the intent of this AGREEMENT. No controversy concerning any covenant or provision shall delay the performance of any other covenant or provision except as herein allowed.

Section 40
Counterparts

This AGREEMENT may be executed in several counterparts, each of which shall be deemed to be an original having identical legal effect. The GRANTEE does hereby ratify and adopt all statements, representations, warranties, covenants, and agreements and their supporting materials contained and/or mentioned in such executed counterpart and does hereby accept State Funds and agrees to all of the terms and conditions thereof.

Section 41
Execution

This AGREEMENT is executed by the Director of the Public Transportation Division, Washington State Department of Transportation, or the Director's designee, not as an individual incurring

personal obligation and liability, but solely by, for, and on behalf of the Washington State Department of Transportation, in his/her capacity as Director of the Public Transportation Division.

Section 42
Binding Agreement

The undersigned acknowledges that they are authorized to execute the AGREEMENT and bind their respective agency(ies) and/or entity(ies) to the obligations set forth herein.

IN WITNESS WHEREOF, the PARTIES hereto have executed this AGREEMENT the day and year last signed below.

WASHINGTON STATE DEPARTMENT OF TRANSPORTATION	GRANTEE
_____	_____
Authorized Representative Public Transportation Division	Authorized Representative
	_____
	Title
	_____
	Print Name
_____	_____
Date	Date

Redmond Commute Trip Reduction Four-Year Plan Update: 2025–2029

Benefits of CTR

1. Describe the local land use and transportation context and objectives.[1]

a. Describe the setting in the jurisdiction as it is today or will be in the near future.

Redmond is a vibrant city located in the Seattle metropolitan area within King County. The population estimate for 2024 was 80,040 and there are over 99,000 jobs within Redmond. Redmond has a distinct blend of residential, commercial, and major employers primarily in the information and technology sector. Here's a glimpse of its setting:

1. **Technological Hub**: Redmond continues to be a prominent hub for the information and technology industry, anchored by Microsoft's headquarters, Nintendo of America, Amazon Kuiper, Meta, Astronics, and Stryker. This concentration of innovation drives economic growth, attracts talent, and shapes the City's identity as a center of technological advancement.
2. **Urban Development**: The City's land use planning emphasizes sustainable growth and mixed-use developments. Downtown Redmond, for instance, features a mix of residential units, affordable housing, retail spaces, dining options, and entertainment venues. New developments are designed with walkability and connectivity in mind, promoting a more urban lifestyle.
3. **Green Spaces and Recreation**: Despite its urbanization, Redmond values its natural environment. Redmond has 37 developed parks and 10 underdeveloped parks on over 1,358 acres and 39 miles of developed trails. Parks like the Downtown Park, greenbelts, and trails like Redmond Central Connector and the Sammamish River Trail offer residents' and visitors' recreational opportunities and serve as community gathering spaces. Preserving and enhancing these green spaces is a priority for Redmond.
4. **Transportation Infrastructure**: Redmond's transportation infrastructure is expanding and improving to accommodate growth and ease commuting. This includes the opening of the Sound Transit 2 Line light rail with stations at Overlake Village and Redmond Technology located adjacent to Microsoft, where one can ride to South Bellevue and back to Redmond and throughout the region in 2025-2026. The 2 Line will extend to Downtown Redmond, with stations opening in Marymoor and Downtown Redmond in 2025 as well as a connection to Seattle and the Regional system in 2026. There are ongoing improvements in public transit: bus services, vanpooling, carshare, and Community Van.
5. **Cultural and Community Diversity**: Redmond celebrates its cultural diversity through various community events like Derby Days and Redmond Lights, festivals like Ananda Mela and Open Streets, and cultural institutions such as Centro Cultural Mexicano. Redmond has a diverse population that contributes to a rich tapestry of traditions, arts, and culinary experiences.

[1] *Sources: The plan shall highlight the existing and future land use and transportation conditions and characteristics considered most critical by the jurisdiction and evaluate the degree to which existing local services, policies, regulations, and programs, as well as any documented future investments, will complement the trip reduction efforts of CTR employers. (WAC 468-63-040(2)(a))*

The state intends for local jurisdictions to use information in existing plans and programs, such as the local comprehensive plan, unified development codes, the transportation improvement program, economic development plans, and others, as much as possible in order to develop the local CTR plan. (WAC 468-63-040(2))

6. **Education and Innovation**: Redmond's commitment to education is evident with top-rated schools in the Lake Washington School District, DigiPen Institute of Technology college, and educational resources like the Redmond branch of the King County Library System. Redmond supports innovation through partnerships between local schools and technology companies, fostering a pipeline of talent and ideas.
7. **Quality of Life**: Residents enjoy a high quality of life with access to amenities such as shopping centers, healthcare facilities, and recreational opportunities. The City of Redmond's commitment to sustainability, safety, and community engagement enhances overall well-being.

Looking forward, Redmond aims to balance growth with environmental stewardship, maintain its technological leadership, and cultivate a welcoming community that embraces diversity and innovation. These elements define Redmond's setting today and will continue to shape its future as a dynamic and desirable place to live, work, and play.

b. Describe features of land use and transportation facilities and services that affect commuters.

Commuters in Redmond are influenced by several key features of land use and transportation facilities and services. These aspects play a crucial role in shaping the daily commuting experience:

1. **Transportation Networks**: Redmond's transportation infrastructure includes major highways, State Route 520, and State Route 202, which connect Redmond to neighboring communities such as Bellevue, Kirkland, Woodinville, Sammamish, and Seattle. These highways serve as primary routes for commuters traveling by car, impacting traffic flow and congestion levels during peak hours.
2. **Public Transit**: King County Metro and Sound Transit operate bus routes throughout Redmond, providing essential connections to employment centers, residential areas, and regional transit hubs. Commuters rely on these bus services for commuting to work, school, and other destinations within and outside Redmond.
3. **Light Rail Access**: The Redmond Technology Center Station, part of Sound Transit's light rail system, offers commuters a convenient rail option for traveling to downtown Bellevue and to Seattle and other locations in the region in 2025-2026. This service provides an alternative to driving, reducing congestion and offering a reliable commute option for residents and workers.
4. **Bicycle and Pedestrian Infrastructure**: Redmond features a network of bike lanes, multi-use trails like the Sammamish River Trail, and pedestrian pathways. These facilities support active transportation modes, allowing commuters to bike or walk to work, school, or nearby amenities, promoting health and reducing reliance on motor vehicles. While the bike network is incomplete, Redmond is focused on filling network gaps with more separated facilities that attract bicyclists of all ages and abilities.
5. **Employment Centers**: Redmond is home to major employment centers: Overlake, Willows Road, and SE Redmond, notably at Overlake is Microsoft's headquarters and other technology companies. The concentration of jobs in these areas influences commuter patterns and transportation demand, particularly during peak commuting hours.
6. **Mixed-Use Developments**: Redmond's land use planning includes mixed-use developments that integrate residential, commercial, and recreational spaces. This approach encourages live-work-play environments, reducing the need for long commutes and supporting a more sustainable lifestyle.
7. **Traffic Management**: Redmond employs various traffic management strategies to improve commuter experiences, including signal synchronization, HOV lanes, and dynamic messaging signs. These measures help alleviate congestion and enhance traffic flow on major roadways during peak periods.

Overall, the features of Redmond's land use and transportation facilities and services impact commuters by providing diverse transportation options, managing traffic flow, supporting active transportation modes, and facilitating access to major employment centers. These factors collectively contribute to shaping the commuting experience and influencing residents' travel choices within and beyond Redmond.

c. Describe whether and how commuting patterns have changed in the past few years.

From 2019 to 2024, commuting patterns in Redmond have undergone significant shifts influenced by various factors including economic trends, technological advancements, and changes in work behaviors. Here's an overview of how commuting patterns have evolved during this period:

1. **Impact of COVID-19 Pandemic (2020-2021):**
    - The COVID-19 pandemic had a profound and immediate impact on commuting patterns worldwide, including in Redmond. During the initial phases of the pandemic in 2020 and into 2021, many businesses implemented remote work policies to comply with public health guidelines. This led to a drastic reduction in commuter traffic as many employees worked from home. Redmond's aggregate 2019 Commute Trip Reduction (CTR) survey telework mode share was 5.11% and the 2022 telework mode share increased to 41.45%.
    - Telecommuting became more widespread and normalized, with many companies, including major employers like Microsoft, transitioning to remote work arrangements. This shift significantly reduced the number of daily commuters traveling into Redmond and throughout the Puget Sound region.
2. **Return to Hybrid Work Models:**
    - As vaccination rates increased and public health restrictions eased in 2021 and beyond, there was a gradual return to in-person work, albeit often in hybrid models where employees split their time between remote work and office attendance.
    - Hybrid work models have influenced commuting patterns by potentially reducing the frequency of daily commutes while still necessitating some travel to physical workplaces.
3. **Shifts in Transportation Modes:**
    - During the pandemic and as remote work continues to influence work patterns, there has been a notable increase in alternative transportation modes such as cycling, walking, and using electric scooters. Many individuals have taken advantage of quieter roads and improved infrastructure to adopt healthier and environmentally friendly commuting options.
    - Public transit ridership initially declined during the pandemic but has shown signs of recovery as restrictions eased and commuters returned to workplaces.
4. **Infrastructure and Policy Changes:**
    - Infrastructure improvements, including new bike lanes, pedestrian pathways, and enhancements to transit services, have supported the shift towards alternative transportation modes. These improvements aim to accommodate changing commuting behaviors and promote sustainable travel options.
    - Policy changes and initiatives to support telecommuting, flexible work arrangements, and encouraging carpooling/vanpooling have also played roles in shaping commuting patterns during this period.
5. **Challenges and Future Considerations:**
    - Despite the positive shifts towards more sustainable commuting behaviors, challenges such as ongoing traffic congestion during midday hours increased nearly 10% from Spring 2021 to fall 2023. Whereas these trips are not commute related, they are likely a result of people working remotely.
    - Equity in access to transportation options, and the need for continued investment in infrastructure remain as challenges.

- Future considerations include how ongoing trends in remote work and technological advancements will continue to influence commuting patterns, as well as the role of policy and infrastructure in shaping a resilient and sustainable transportation system in Redmond and the broader region.

d. List the most important land use and transportation objectives from your city or county's plans that commute trip reduction most directly affects.

In Redmond, CTR directly impacts several key land use and transportation objectives outlined in Redmond's plans. These objectives are critical to improving transportation efficiency, reducing congestion, enhancing mobility, and promoting sustainable development. Here are the most important objectives:

1. **Reduce Traffic Congestion:**
   - CTR aims to decrease the number of single-occupancy vehicles on the roads during peak hours, thereby easing traffic congestion on key corridors and improving overall traffic flow.
2. **Promote Alternative Transportation Modes:**
   - Encouraging commuters to use alternative transportation modes such as public transit, light rail, carpooling, vanpooling, biking, and walking which helps reduce reliance on single-occupancy vehicles. This objective supports a more balanced and sustainable transportation system.
3. **Improve Air Quality:**
   - By reducing vehicle emissions through fewer commute trips and promoting cleaner transportation options, CTR contributes to improving air quality in Redmond. This objective aligns with environmental sustainability goals and public health initiatives.
4. **Enhance Transportation Equity:**
   - Addressing transportation equity involves ensuring that all residents, regardless of income or ability, have access to affordable and efficient transportation options. CTR initiatives can help mitigate transportation barriers and promote inclusive access to mobility resources.
5. **Support Sustainable Development:**
   - Integrating CTR strategies into land use planning supports sustainable development goals by reducing urban sprawl, promoting mixed-use development near transit hubs, and optimizing land use efficiency.
6. **Increase Transit Ridership:**
   - Increasing public transit ridership is a key objective that CTR supports. CTR works with employers to promote and incentivize transit use in Redmond, helping to reduce the environmental impact of transportation.
7. **Improve Transportation System Efficiency:**
   - Improving the efficiency of the transportation system involves reducing congestion, optimizing traffic flow, and maximizing the use of existing infrastructure. CTR contributes to achieving these efficiency goals by managing demand and promoting more efficient travel options.

These objectives underscore the interconnectedness of transportation planning, land use policy, and sustainability initiatives in Redmond. By focusing on CTR strategies, Redmond aims to create a more resilient and livable community while addressing the challenges of urban mobility and environmental stewardship.

e. Describe critical aspects of land use and transportation that should be sustained and key changes that should be considered to improve commute trip reduction's contribution to the land use and transportation objectives you reference.

To effectively enhance CTR and support the key land use and transportation objectives in Redmond, it's crucial to evaluate and sustain critical aspects while considering key changes. Here's a detailed analysis based on the provided sources of information:

Critical Aspects to Sustain:

1. **Mixed-Use Development and Transit-Oriented Development (TOD):**
    - **Current Status:** Redmond should continue promoting mixed-use zoning and TOD near transit hubs and major employment centers. This approach reduces commute distances and encourages walking, cycling, and the use of public transit.
    - **Sustainability:** Ensure that zoning regulations support mixed-use developments that integrate residential, commercial, and recreational spaces, reducing the need for long commutes, reducing the need for a personal vehicle, and supporting vibrant communities.
2. **Transit Infrastructure and Services:**
    - **Current Status:** Evaluate the adequacy of existing transit services provided by King County Metro and Sound Transit. This includes bus routes, frequency, reliability, and coverage to key destinations within and outside Redmond.
    - **Sustainability:** Sustain investments in transit infrastructure, including bus rapid transit (BRT) and light rail, to improve connectivity and encourage increased transit ridership. Enhance last-mile connectivity through shuttle services, escooter and ebike-sharing programs, and pedestrian-friendly infrastructure to complement transit options.
3. **Bicycle and Pedestrian Facilities:**
    - **Current Status:** Assess the availability and connectivity of bike lanes, multi-use trails, and pedestrian pathways across Redmond. Identify gaps in infrastructure that hinder safe and convenient biking and walking.
    - **Sustainability:** Continue expanding and maintaining bike lanes and pedestrian pathways to promote active transportation. Implement complete streets policies to ensure roads accommodate all users and improving safety and accessibility.
4. **Employer Engagement and TDM Strategies:**
    - **Current Status:** Review existing programs promoting telecommuting, flexible work hours, walking, escooters and ebikes, carpooling, and vanpooling among CTR employers in Redmond.
    - **Sustainability:** Strengthen partnerships with employers to implement and expand TDM strategies. Incentivize alternative commute options through employer subsidies, parking incentives, introduce parking cash-out, paid parking, and support for remote work arrangements.

Key Changes to Consider:

1. **Land Use Planning and Policy Updates:**
    - **Consideration:** Update comprehensive plans and zoning regulations to prioritize mixed-use development and TOD near transit corridors and employment centers.
    - **Objective:** Ensure new developments support equitable transit-oriented lifestyles, minimize sprawl, and enhance accessibility to transit, reducing dependency on private vehicles. Land use policies from Redmond 2050 that are supportive of CTR: LU-6 Encourage infill development and redevelopment that will maximize equity and walkability, LU-7 Provide opportunities for shops, services, recreation, and access to healthy food sources within walking or bicycling distance of homes, workplaces, and other gathering places, and LU-8 Encourage development projects that support travel by transit and foster accessible and active transportation options.

2. **Technology Integration and Innovation:**
    - **Consideration:** Embrace technology solutions and ridesharing platforms such as GoRedmond.com (rideshareonline.com), One Bus Away real-time transit app, and smart mobility initiatives like advocacy from Move Redmond to enhance accessibility and inclusivity.
    - **Objective:** Improve transportation efficiency, provide real-time information to commuters, support sustainable travel choices through technological advancements which also enhance accessibility and inclusivity.
3. **Community Engagement and Education:**
    - **Consideration:** Engage residents and stakeholders in transportation planning processes, like Redmond 2050. Educate the community on the benefits of CTR and sustainable transportation options.
    - **Objective:** Foster a culture of active transportation, increase awareness of transit services, and promote behavior change towards more sustainable commuting habits.
4. **Equity and Accessibility Improvements:**
    - **Consideration:** Address transportation equity issues by ensuring affordable and accessible transit options for all residents, including underserved communities.
    - **Objective:** Reduce barriers to transportation access, enhance mobility options, and promote social equity through targeted investments and inclusive planning practices.

By sustaining and growing critical aspects such as mixed-use development, robust transit infrastructure, and active transportation facilities, while implementing key changes in land use planning, technology integration, community engagement, and equity improvements, Redmond can effectively enhance CTR efforts. These strategies not only support Redmond's transportation objectives but also contribute to creating a more livable, sustainable, and equitable community for residents and businesses alike.

2. Describe how the CTR program will help achieve the jurisdiction's land use and transportation objectives.[2]

Describe how and to what extent your CTR program will help your city or county achieve the land use and transportation objectives referenced in question 1.

The CTR program in Redmond, plays a crucial role in achieving land use and transportation objectives by promoting sustainable transportation options, reducing traffic congestion, and supporting economic vitality. Here's how the CTR program contributes to these objectives:

1. **Reducing Single-Occupancy Vehicle Trips**: One of the primary goals of the CTR program is to reduce the number of single-occupancy vehicle trips during peak commuting hours. By encouraging employees to carpool, vanpool, use public transit, bike, or walk to work instead of driving alone, the program helps decrease traffic congestion on major roadways leading in and out of Redmond. The aggregate Non-Drive Alone Travel rate (NDAT) for all Redmond CTR employers in 2007/2008 was 30.9% with a target of 37% or higher, the 2021/2022 results were 57.4%, recognizing impacts of COVID created a large increase in telework work and the NDAT.
2. **Promoting Alternative Transportation Modes**: The CTR program incentivizes and supports alternative transportation modes such as biking, walking, and using public transit. This aligns with Redmond's objective to create a multimodal transportation network that reduces dependence on cars, lowers greenhouse gas emissions, and promotes safety.

[2] *Source: The local CTR plan shall describe how the CTR program will help achieve the jurisdiction's broader land use and transportation goals. (WAC 468-63-040(2))*

3. **Supporting Sustainable Development**: By reducing vehicle miles traveled (VMT) and promoting alternative transportation options, the CTR program contributes to sustainable development goals in Redmond. It aligns with the City's efforts to implement smart growth principles, enhance urban livability, and minimize the environmental impact of transportation. The CTR Survey aggregate Vehicle Miles Traveled (VMT) target was 8.9 miles or less, 2007/2008 VMT was 10.8 miles and 2021/2022 VMT was 6.7 miles, recognizing impacts of COVID created a large decrease in VMT due to the increase in telework mode.
4. **Enhancing Employee Mobility and Access**: Access to reliable transportation options is essential for economic productivity and workforce mobility. The CTR program ensures that employees have access to information, resources, and incentives to choose sustainable commuting options, thereby improving overall access to jobs and reducing barriers to employment. The GoRedmond.com program offers assistance and options to all that live or work in Redmond.
5. **Collaboration and Engagement**: The CTR program fosters collaboration between employers, employees, and local government to develop and implement effective transportation demand management strategies. This collaborative approach enhances community engagement, builds partnerships, and leverages resources to achieve shared transportation goals. The city partners with Move Redmond (Redmond's Transportation Management Association) to create collaboration events and trainings to encourage engagement and collaboration.
6. **Compliance and Performance Monitoring**: The CTR program includes requirements for employers to develop and implement commuter programs, conduct biennial employee surveys, annual program reports and track progress towards transportation goals. This accountability framework ensures that efforts to reduce commute trips and promote alternative modes are measured and adjusted as needed to achieve desired outcomes.

Overall, the CTR program in Redmond, WA, serves as a pivotal strategy for integrating transportation demand management with land use planning objectives. By encouraging sustainable commuting behaviors and reducing reliance on single-occupancy vehicles, the program supports a more efficient, equitable, and environmentally friendly transportation system that enhances the overall quality of life in Redmond.

3. Describe how the CTR program will help achieve the jurisdiction's environmental objectives.[3]

a. Describe how the CTR program will support jurisdiction greenhouse gas emission reduction efforts.

The CTR program in Redmond is integral to supporting the City's efforts to reduce greenhouse gas (GHG) emissions by targeting transportation-related emissions. Here's how the CTR program contributes to these emission reduction efforts:

1. **Promotion of Alternative Transportation Modes**: The CTR program encourages employees to use sustainable transportation options such as carpooling, vanpooling, biking, walking, and taking public transit instead of driving alone. By shifting commuters away from single-occupancy vehicles, which are major contributors to GHG emissions, the program helps reduce the overall carbon footprint associated with daily commuting. The Green House Gas (GHG) emissions results from the 2007/2008 CTR survey was 101,509 metric tons CO2e annually for all CTR affected employees in Redmond or 21.31 pounds per employee roundtrip. The 2021/2022 GHG results was 65,947 total annual metric tons or daily pounds of GHG per employee 12.03 pounds roundtrip.

[3] *Source: The legislature also finds that increasing automotive transportation is a major factor in increasing consumption of gasoline and, thereby, increasing reliance on imported sources of petroleum. Moderating the growth in automotive travel is essential to stabilizing and reducing dependence on imported petroleum and improving the nation's energy security (…) The intent of this chapter is to require local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle commute trips. (RCW 70A.15.4000)*

2. **Reduction in Vehicle Miles Traveled (VMT)**: By incentivizing and facilitating alternative commuting modes, the CTR program aims to decrease the total number of vehicle miles traveled within and around Redmond during peak commuting hours. This reduction directly translates to lower emissions from cars, trucks, and other motor vehicles on the road. The VMT results from the baseline 2007/2008 CTR survey was 10.8 miles with a target of 8.9 miles. The results from the 2021/2022 survey showed that the VMT had reduced by 38.3% or 6.7 miles for all CTR affected employees in Redmond, this in part due to COVID and the large increase in telework.
3. **Improved Fuel Efficiency**: Carpooling and vanpooling initiatives promoted by the CTR program maximize vehicle occupancy, leading to improved fuel efficiency per passenger mile compared to individual car trips. This efficiency helps reduce GHG emissions per commuter by optimizing the use of fossil fuels.
4. **Support for Transit-Oriented Development**: The CTR program aligns with Redmond's urban planning strategies that prioritize equitable transit-oriented development (eTOD). Transit-oriented Developments reduce the need for long-distance commuting and minimize associated emissions.
5. **Monitoring and Reporting**: The CTR program includes monitoring and reporting requirements that track progress in reducing commute related GHG emissions. Employers participating in the program are required to conduct employee surveys, measure mode shifts, and report on emission reductions achieved through their transportation demand management efforts.
6. **Partnerships and Collaboration**: The CTR program fosters partnerships between employers, local government agencies, transit providers, and community stakeholders to implement effective emission reduction strategies. Collaborative efforts ensure a coordinated approach to promoting sustainable commuting behaviors and achieving shared environmental goals.
7. **Educational Outreach**: The program includes educational components that raise awareness about the environmental impact of transportation choices and the benefits of using alternative modes. By providing information and resources to employers and commuters, the CTR program empowers individuals to make informed decisions that contribute to GHG emission reductions.

The CTR program in Redmond serves as a critical tool for reducing greenhouse gas emissions by promoting sustainable commuting behaviors, optimizing vehicle efficiency, supporting transit-oriented development, fostering collaboration, and raising awareness about the environmental benefits of alternative transportation modes. By targeting transportation-related emissions, the program contributes directly to Redmond's broader climate action and sustainability initiatives.

b. Describe how the CTR program will support jurisdiction environmental objectives in addition to greenhouse gas emission reductions.

In addition to supporting greenhouse gas (GHG) emission reduction efforts, the CTR program in Redmond contributes to broader environmental objectives in several keyways:

1. **Air Quality Improvement**: By reducing the number of single-occupancy vehicle trips and promoting alternative transportation modes such as carpooling, vanpooling, biking, walking, and public transit, the CTR program helps improve local air quality. Fewer vehicles on the road during peak commuting hours result in reduced emissions of pollutants such as nitrogen oxides (NOx), volatile organic compounds (VOCs), and particulate matter, which contribute to smog formation and respiratory health issues.
2. **Noise Reduction**: Decreasing traffic congestion and encouraging alternative commuting options through the CTR program can lead to reduced noise pollution in residential and commercial areas. This benefit enhances the quality of life for residents by mitigating the negative impacts of excessive traffic noise on sleep, concentration, and overall well-being.

3. **Conservation of Natural Resources**: The CTR program supports sustainable land use practices and transit-oriented development (TOD), promotes compact, mixed-use developments near transit corridors, the program helps conserve natural resources such as land, water, and energy used for infrastructure expansion.
4. **Water Quality Protection**: Reduced vehicle emissions and minimized impervious surfaces associated with sprawling development contribute to better water quality in streams, rivers, and lakes near Redmond. By supporting compact urban growth and reducing stormwater runoff, the CTR program helps protect aquatic ecosystems and aquatic biodiversity.
5. **Energy Efficiency**: Encouraging carpooling, vanpooling, and the use of public transit through the CTR program reduces overall energy consumption associated with transportation. This includes savings in fuel energy, as well as the energy required for vehicle production, maintenance, and operation. Energy efficiency gains support Redmond's goals of reducing its overall energy footprint and promoting sustainable practices across the community.
6. **Community Health and Well-being**: Beyond environmental benefits, the CTR program enhances community health and well-being by promoting active transportation modes such as walking and biking. Increased physical activity levels among commuters contribute to improved public health outcomes, including reduced rates of obesity, cardiovascular diseases, and mental health issues.
7. **Climate Resilience**: By reducing dependence on single-occupancy vehicles and promoting sustainable transportation options, the CTR program helps enhance Redmond's resilience to climate change impacts. This includes mitigating risks associated with extreme weather events, sea level rise, and other climate-related challenges that affect transportation infrastructure and urban resilience.

The CTR program in Redmond, WA, serves as a multifaceted strategy that supports environmental objectives beyond GHG emission reductions. By fostering sustainable commuting behaviors, promoting compact development, conserving natural resources, improving air and water quality, and enhancing community health, the program contributes to a more resilient and sustainable future for Redmond and its residents.

4. Describe how your CTR program will help achieve regional and state objectives.[4]

a. Summarize the local, regional, and state benefits that would be gained if you achieve your CTR targets.

Achieving the CTR target of a weighted average drive-alone rate of 52.3% or less in Redmond, WA would yield significant benefits at multiple geographical levels:

Redmond:

1. **Reduced Traffic Congestion:** Lowering the drive-alone rate decreases the number of single-occupancy vehicles on the road during peak hours, easing congestion on local streets and major thoroughfares like State Route 520 and Interstate 405.
2. **Improved Air Quality:** With fewer vehicles emitting pollutants, achieving the CTR target contributes to cleaner air in Redmond, enhancing public health by reducing respiratory illnesses and other health impacts associated with poor air quality.

[4] *Sources: In their local CTR plans, local jurisdictions shall communicate what local, regional, and state benefits would be gained if the established targets were achieved. Benefits may include but are not limited to:*

Regional transportation planning organizations (RTPOs) and WSDOT shall provide applicable data, if available, to assist this analysis. (WAC 468-63-030(3)(c))

The plan shall also discuss cross-boundary issues, such as passthrough commute patterns or larger regional issues, and how these affect the local CTR plan. (WAC 468-63-040(2)(a))

3. **Enhanced Quality of Life:** Commuters experience reduced stress and shorter commute times, allowing more time for family, recreation, and community engagement. Improved traffic flow enhances overall livability in Redmond.

Redmond 2050 Comprehensive Plan Transportation vision is for all community members that live, work, or play, within a short distance of frequent transit or have convenient access to comfortable and connected pedestrian and bicycle networks, enabling affordable and sustainable mobility for many trips. The transportation system is resilient, equitable, inclusive, and sustainable. Redmond's focus on accessible and active transportation systems has resulted in an integrated system that allows more people to thrive.

Puget Sound Regional Benefits:

1. **Traffic Relief:** Reducing the drive-alone rate in Redmond contributes to regional traffic relief by improving the efficiency and reliability of travel on major highways and transit corridors throughout the Puget Sound region.
2. **Environmental Impact:** Lowering vehicle emissions supports regional environmental goals, helping to mitigate climate change effects and reduce the region's carbon footprint. Improved air quality benefits residents across the Puget Sound area.
3. **Transportation Efficiency:** A more balanced transportation system with increased transit ridership and fewer single-occupancy vehicles enhances the overall efficiency of the regional transportation network. This supports economic productivity by reducing travel times and transportation costs.

CTR supports the Regional Transportation Plan TDM priorities with direct engagement with CTR affected employers and providing them with education, incentives, products, and programs that make non-drive alone trips much easier and convenient.

Washington State Benefits:

1. **Economic Productivity:** Enhanced transportation efficiency and reduced congestion support economic productivity statewide by improving access to employment centers, reducing business operating costs, and fostering economic growth.
2. **Healthcare Savings:** Better air quality resulting from reduced vehicle emissions can lead to healthcare cost savings by reducing the incidence of respiratory diseases and related health issues. This supports public health initiatives and improves community well-being.
3. **Environmental Stewardship:** Achieving the CTR target aligns with Washington state's environmental stewardship goals, contributing to sustainable growth and preserving natural resources for future generations.

Achieving the CTR target in Redmond, WA, not only benefits the local community by reducing congestion and improving air quality but also extends positive impacts regionally across the Puget Sound area and statewide in Washington. These benefits include enhanced transportation efficiency, economic productivity, public health improvements, and environmental sustainability, fostering a healthier and more sustainable future for all residents and stakeholders.

b. List adjacent CTR-affected cities and counties.

Redmond adjacent CTR-affected cities and counties: Bellevue, Kirkland, Woodinville, Snohomish County, and Pierce County.

c. *Describe the top few cross-border and regional transportation issues that affect your jurisdiction.*

Redmond faces several cross-border and regional transportation issues that impact its residents, commuters, and overall transportation infrastructure. Here are some of the top issues:

1. **Traffic Congestion:** Redmond experiences significant traffic congestion, especially during peak commuting hours. This congestion affects not only local roads but also regional highways and interstates, such as Interstate 405 and State Route 520, which are critical for commuting within the Puget Sound region.
2. **Transit Connectivity:** While Redmond is served by local and regional transit systems, such as King County Metro and Sound Transit, there are challenges related to transit connectivity along Willows Road where 7 CTR affected employers are located and the Southeast Redmond and Marymoor areas have 6 CTR employers. Ensuring seamless connections between different transit modes and improving last-mile connectivity to employment centers and residential areas are ongoing issues.
3. **Infrastructure Maintenance and Expansion:** Aging infrastructure and the need for expansion to accommodate population growth and economic development pose significant challenges. This includes maintaining existing roads and bridges, as well as expanding transit capacity and improving bicycle and pedestrian infrastructure.
4. **Transportation Equity:** Access to transportation options and affordability are critical issues, particularly for low-income residents and underserved communities. Ensuring equitable access to public transit, affordable housing near transit hubs, and addressing transportation barriers faced by vulnerable populations are important considerations.
5. **Environmental Impact:** Transportation contributes to air and noise pollution, as well as greenhouse gas emissions. Reducing the environmental impact of transportation, promoting sustainable transportation modes (such as biking, walking, and electric vehicles, bike, and scooters), and integrating environmental considerations into transportation planning are key challenges.
6. **Cross-Border Traffic with Bellevue and Seattle:** Redmond's proximity to Bellevue and Seattle creates interdependencies in traffic flow and transportation infrastructure. Coordinating transportation planning and investments across municipal boundaries to improve regional connectivity and mitigate traffic congestion is essential.

Addressing these cross-border and regional transportation issues requires collaborative efforts among local governments, transit agencies, businesses, and community stakeholders. Strategic planning, investment in sustainable transportation solutions, and enhancing transportation equity are critical to improving mobility and quality of life for residents in Redmond and the broader Puget Sound region.

d. *Describe the strategies you, adjacent cities and counties, and your region have agreed to use to address the top issues described in the previous bullet.*

Achieving CTR targets in Redmond would yield significant benefits at the local, Puget Sound regional, and Washington state levels:

1. Local Level:

- **Reduced Traffic Congestion:** Decreasing the number of single-occupancy vehicles commuting into Redmond can alleviate local traffic congestion on major roads and highways like State Route 520, 202, and Interstate 405. This improves traffic flow, reduces travel times, and enhances overall road safety.
- **Improved Air Quality:** With fewer vehicles on the road emitting pollutants, achieving CTR targets can lead to cleaner air in Redmond. This contributes to better public health outcomes by reducing

respiratory illnesses and other health impacts associated with poor air quality. The City of Redmond set a goal of reducing communitywide GHG emissions to net-zero by 2050.

- **Enhanced Quality of Life:** Commuters experience less stress and frustration due to reduced commute times and smoother traffic flow. This allows residents to spend more time with family, engage in community activities, and enjoy recreational opportunities within Redmond.
- **Cross Jurisdictional Collaboration:** Redmond, Bellevue, and Kirkland are all focused on creating multimodal transportation systems that give people more travel options while reducing VMT, GHG, improving safety, and addressing equity. Projects that Redmond is leading include Bel-Red buffered bike lanes, the final phase of the Redmond Central Connector, and separated bikeways on 152nd Ave, 156th Ave NE, and NE 40th St. A significant amount of travel that occurs in Redmond is regional in nature. Trips that are made through Redmond have their origin, destination, or both, outside city limits. Working with partners in the region, the city can significantly influence regional travel and the impacts of local travel within Redmond and between Redmond and neighboring communities.

2. Puget Sound Region:

- **Regional Traffic Relief:** CTR in Redmond contributes to easing congestion on key regional corridors such as Interstate 405 and State Routes 520 and 202. This benefits commuters across the Puget Sound region by improving mobility and reliability of travel. The Puget Sound Regional Council (PSRC) VISION 2050 Multicounty Planning Policies PSRC MPP-CC-12 Prioritize transportation investments that support achievement of regional greenhouse gas emissions reduction goals, such as by reducing vehicle miles traveled. The MPP policies support regional traffic relief and lowering VMT and GHG.
- **Environmental Impact:** Lowering vehicle miles traveled and reducing emissions supports regional environmental goals. Improved air quality from reduced pollutants helps mitigate climate change impacts and enhances the overall environmental health of the Puget Sound area.
- **Economic Productivity:** Efficient transportation systems resulting from reduced congestion can boost productivity and economic competitiveness across the region. Businesses benefit from improved access to employees and customers, reducing operational costs associated with transportation delays.

3. State of Washington:

- **Healthcare Savings:** Better air quality resulting from reduced vehicle emissions can lead to healthcare cost savings by reducing the incidence of respiratory diseases and related health issues. This supports public health initiatives and improves overall community well-being.
- **Transportation Efficiency:** Achieving CTR targets aligns with Washington state's goals for sustainable transportation and urban planning. It promotes efficient use of transportation infrastructure and resources, supporting long-term economic growth and development.
- **Environmental Stewardship:** By reducing greenhouse gas emissions and promoting sustainable transportation choices, Washington state can meet environmental stewardship commitments and contribute to global efforts to combat climate change. The State has set emissions limits that by 2050, reduce emissions to 50% below 1990 levels.

In summary, achieving CTR targets in Redmond, WA, offers benefits that extend beyond the local community to the broader Puget Sound region and the state of Washington. These benefits include improved traffic flow, enhanced air quality, increased economic productivity, and greater environmental sustainability, ultimately fostering a healthier and more livable region for residents and businesses alike.

Performance targets

5. List your jurisdiction's CTR performance target(s).[5]

a. List performance targets that reflect only CTR-affected worksites.

Redmond's 2025-2029 CTR performance target is the weighted average drive alone rate (DAR) of 15.5 percent below, or less, of the Redmond's census performance in 2019 for CTR-affected worksites at the jurisdictional level which is 52.3% DAR. The 52.3% performance target was chosen for 2025-2029 because Redmond achieved 62.6% DAR for 2019/2020 and 42.6 % DAR for 2021/2022.With the opening of two additional light rails stations in 2025 in downtown Redmond and Marymoor, then in 2026 across Lake Washington. With these upcoming changes we believe the 52.3% DAR is achievable. (2021/2022 DAR is most likely lower because of the effects of COVID increasing the telework mode and will reveal a more accurate representation in the 2023/2024 cycle as employers returned to more in office days.)

b. List any additional performance targets.

None

6. List the base value you'll use for each performance target.[6]

a. For each performance target, provide the number you'll use as the baseline (or starting number). You'll measure the difference between this number and your results to report performance.

Redmond will establish a base value during the 2023-2025 survey cycle and measure progress using the 2025-2027 survey results.

7. Describe the method you used to determine the base value for each target.

a. Provide the source for each base value listed.

Redmond will establish a base value during the 2023-2025 survey cycle and measure progress using the 2025-2027 survey results.

8. Describe how you'll measure progress toward each target.

a. List the method you'll use to measure progress for each target.

Redmond will use the WSDOT CTR Survey as the method to measure progress for each target.

[5] *Source: The plan shall establish the jurisdiction's CTR goals and targets. (WAC 468-63-040(2)(b))*

[6] *Source: The plan's measurement methodology shall be consistent with the measurement guidelines established by WSDOT and posted on the agency's website. (WAC 468-63-040(2)(c))*

9. List your jurisdiction's CTR-affected worksites.[7]

a. List all your CTR-affected sites.

Aerojet
Amazon:

- Astra
- Athena
- Gemini
- Odyssey
- Silverstone

CBRE
City of Redmond
Compass Group/Eurest Dining Services
Denali Advanced Integration
DigiPen
HCL
Honeywell
Lake Washington School District
LTI Mindtree
Meta:

- Redmond Campus
- Quadrant Willows Building D
- Willows Commerce Park Building C
- Willows Creek and Willows Creek Park Building G
- Willow Creek Building 5

Microsoft:

- Bear Creek A
- Central East Redmond Campus
- NE Redmond Campus
- North Redmond Campus
- Northwest
- Redmond Town Center
- Red West Campus
- SE Redmond Campus
- South Redmond Campus
- SW Redmond Campus
- West Redmond Campus

Nintendo
NVIDIA
Parker Staffing Services
Puget Sound Energy
Pushpay
Seagull Scientific Software
Stryker
Terex
United Parcel Service
Zetron

10. List a performance target for each CTR-affected worksite.[8]

a. *For any performance targets tied to the CTR survey, indicate that you'll establish performance targets during the 2023-2025 survey cycle.*

Redmond will establish a base value during the 2023-2025 survey cycle and measure progress using the 2025-2027 survey results.

11. List the base value you'll use for each site.

a. *For any performance targets tied to the CTR survey, indicate that you'll establish a base value during the 2023-2025 survey cycle.*

Redmond will establish a base value during the 2023-2025 survey cycle and measure progress using the 2025-2027 survey results.

Services and strategies

12. Describe the services and strategies your jurisdiction will use to achieve CTR targets.[9]

Redmond employs several services and strategies to achieve CTR targets, aiming to reduce single-occupancy vehicle trips and promote sustainable transportation options. Here are some key approaches:

1. **Transportation Demand Management (TDM) Programs**: Redmond implements TDM programs to encourage alternatives to driving alone, such as carpooling, vanpooling, using public transit, walking, and biking. These programs often include incentives like subsidies for transit passes, preferential parking for carpools, vanpools, and bicycles, transportation events at CTR affected employers to engage staff and provide information about what their alternatives are.
2. **Employer Engagement**: Redmond collaborates with local employers to develop and promote commute options for their employees. This involves providing resources for setting up telecommuting policies, organizing commute pools, and offering flexible work schedules to reduce peak-hour travel. Redmond will be doing more proactive outreach to employers, for example providing resources and information to employers and employees so they are ready for light rail on day one of the new stations opening.
3. **Public Transit Enhancements**: Redmond has partnerships with Sound Transit and King County Metro to encourage ridership. For example, Redmond conducted outreach for the Transportation Master Plan at Derby Days and 2 Line Opening Day. Redmond is also coordinating with Sound Transit for first-last mile enhancements to the Downtown Redmond stations for bike/scooter parking, and with King County Metro as part of the East Link Connections project which will enable Metro buses to access the new light rail stations easily. Redmond has also applied for funding to start a microtransit vehicles program to connect light rail and bus riders with employment centers. Enhancements like this make it easier residents and employees in Redmond to choose public transit over driving. In addition, Redmond's Community Van program allows for flexible transit options for those looking to reserve a vehicle in advance and travel anywhere within two hours of Redmond. Redmond is

[7] *Source: The plan shall also identify the major employer worksites, including affected state agency locations, within the jurisdiction's affected urban growth area and any major employment installations. (WAC 468-63-040(2)(e))*

[8] *Source: The plan shall describe the base year values and numerical targets for each major employer worksite required to participate in the CTR program. (WAC 468-63-040(2)(b))*

[9] *Source: The plan shall describe what local services and strategies will be implemented to achieve the plan's goals and targets, and how these services and strategies will support the CTR programs of major employers. Strategies may include, but are not limited to: (i) Modifications of local policies and regulations, including the transportation concurrency system, street design standards, parking, and zoning; (ii) Investments in services and facilities, including transit services, nonmotorized facilities and amenities; and (RCW 70.94.527(5))(iii) Marketing and incentives. Transit agencies shall work with counties, cities, and towns as a part of their six-year transit development plan established in RCW 35.58.2795 to take into account the location of major employer worksites when planning and prioritizing transit service changes or the expansion of public transportation services, including rideshare services. (WAC 468-63-040(2)(d))*

currently updating its Transportation Master Plan, which will present a "future transportation network" and other strategies for making transit more accessible to people who work and live in Redmond.

4. **Bicycle and Pedestrian Infrastructure**: Redmond invests in infrastructure such as bike lanes, sidewalks, and bike parking facilities to encourage walking and cycling as viable commuting options. This supports the creation of a safe and connected network for non-motorized transportation. In addition, Redmond's Shared Micromobility Program provides a viable first-last mile solution using escooters and ebikes. Redmond's Shared Micromobility Program serves an average of approximately 900 riders per month and the median distance per trip is approximately 0.9 miles, showing that this program is a successful first-last mile solution for Redmond.
5. **Education and Outreach Campaigns**: Redmond conducts educational campaigns like School Pool to raise awareness about the benefits of alternative transportation modes and how to access them. This includes providing information on route planning, cost savings, and environmental benefits.
6. **Parking Management**: By managing parking resources effectively, Redmond incentivizes alternative transportation. Strategies may include pricing adjustments, preferential parking for carpool vehicles, and creating parking-free zones in central areas.
7. **Technology and Innovation**: Redmond is exploring technological solutions such as installing an Adaptive Signal Control System, a Multimodal Detection and Analytics System, and an Automated Traffic Signal Performance Measures System in the Downtown and Overlake neighborhoods.
8. **Policy and Regulatory Support**: Redmond adopts policies and regulations that support CTR goals, such as zoning ordinances that prioritize transit-oriented development and require Mobility Management Plans (MMPs) for new developments. A MMP is required for a nonresidential development when it generates demand for more than 25 mobility units during PM trips, to achieve concurrency, or based on the amount of parking provided by the development. MMPs have the following required program activities:
    a. Administration: a MMP that is designed to achieve Redmond's program performance level,
    b. Occupant Survey,
    c. Transportation Coordinator,
    d. Promotion: Transportation Day for occupants to increase awareness of available programs and commuting alternatives, and annual distribution of transportation information resources to occupants,
    e. Preferential Parking for bicycles, carpools, and vanpools,
    f. Transportation Information Center,
    g. MMP information distributed to new occupants,
    h. Joining and maintaining membership in a Transportation Management Association,
    i. Incentives: At least one financial incentive equivalent to 25% of a monthly peak transit pass
9. **Monitoring and Evaluation**: Continuous monitoring of commuting patterns, network connectivity for Downtown and Overlake Village, network competition for drivers, bicyclists, pedestrians, transit users, and traffic congestion, conducting CTR surveys, CTR program reports, and evaluating program effectiveness allows Redmond to adjust strategies and ensure progress toward CTR targets.

By implementing these services and strategies, Redmond aims to reduce traffic congestion, improve air quality, and enhance the overall quality of life for its residents by providing sustainable transportation options.

13. Describe how jurisdiction services and strategies will support CTR-affected employers.[10]

The City of Redmond employs various services and strategies to support CTR-affected employers, aiming to reduce: SOV trips, congestion, GHG, vehicle miles traveled, and promote sustainable transportation options. How these efforts are typically structured:

1. **CTR Program Administration:**
    - **Coordination and Guidance:** Redmond typically oversees a CTR program that involves coordinating with affected employers to implement and comply with CTR regulations set forth by WSDOT and the City of Redmond.
    - **Technical Assistance:** Redmond provides technical assistance and resources to help employers develop and implement effective transportation demand management (TDM) plans tailored to their specific needs.
2. **Employee Transportation Coordinator (ETC) Support:**
    - **Training and Resources:** Redmond offers training sessions, workshops, and online resources for ETCs designated by employers. These sessions educate ETCs on strategies to promote alternative transportation modes and reduce single-occupancy vehicle trips.
    - **Networking Opportunities:** Redmond facilitates networking opportunities for ETCs to share best practices, strategies, and success stories, fostering a collaborative approach to CTR implementation.
3. **Transportation Options and Incentives:**
    - **Promotion of Alternative Transportation Modes:** Redmond encourages employers to provide incentives and amenities that promote biking, walking, carpooling, vanpooling, telecommuting, compressed work weeks and the use of public transit among employees.
    - **Subsidies and Discounts:** Redmond may facilitate subsidies or discounts for transit passes, bike-sharing programs, or other alternative transportation options to make them more accessible and attractive to employees.
4. **Infrastructure and Facilities:**
    - **Facilitation of Infrastructure Improvements:** Redmond supports employers in developing infrastructure improvements such as bike racks, showers, changing facilities, and secure bike storage to encourage cycling and walking.
    - **Transit Access:** Redmond collaborates with employers and transit agencies to improve transit access, potentially including shuttle services to transit hubs or first/last-mile solutions for employees.
5. **Compliance Monitoring and Reporting:**
    - **Monitoring and Evaluation:** Redmond monitors compliance with CTR regulations and evaluates the effectiveness of implemented strategies through data collection and analysis.
    - **Reporting Requirements:** Redmond assists employers in meeting reporting requirements to demonstrate progress in reducing vehicle trips and achieving CTR goals.
6. **Recognition and Awards:**
    - **Recognition Programs:** Redmond may establish recognition programs or awards to acknowledge employers that demonstrate exceptional commitment and success in reducing commute trips and promoting sustainable transportation practices.

Overall, Redmond's services and strategies aim to empower employers to effectively implement CTR programs, reduce SOV trips and enhance the overall quality of life for residents, visitors, and employees by promoting sustainable transportation choices. Through these efforts, Redmond strives to create a more

[10] *Source: The plan shall describe …how these services and strategies will support the CTR programs of major employers. (WAC 468-63-040(2)(d))*

efficient and environmentally friendly transportation system while supporting economic growth and community well-being.

14. Describe barriers your jurisdiction must address to achieve CTR targets.[11]

a. Describe how you'll address these barriers.

To achieve CTR (CTR) targets in Redmond, several barriers need to be addressed:

1. **Infrastructure Limitations**: Insufficient transportation infrastructure such as bike lanes, sidewalks, and public transit routes can discourage alternative commuting options. Improving these facilities could encourage more people to use non-car modes of transportation.
2. **Lack of Last-Mile Connectivity**: Even if public transit options exist, inadequate last-mile connectivity (the distance between the transit stop and the final destination) can deter commuters from using public transport. Enhancing options like bike-sharing programs or improving pedestrian access can help bridge this gap.
3. **Limited Telecommuting Policies**: Lack of supportive policies or culture around telecommuting can force employees to commute even when their work could be done remotely. Encouraging flexible work arrangements can reduce the number of single occupant vehicle trips. Employee comments from the 2022 CTR survey regarding telecommuting stated lack of supportive policies, no policies for telecommuting, and a culture that does not support it.
4. **Parking Availability and Costs**: High parking costs or insufficient parking facilities near transit hubs can discourage commuters from using public transportation for regional commute trips. Addressing these issues can make alternative commuting more attractive.
5. **Cultural and Behavioral Factors**: Some commuters may be accustomed to driving alone and may not be aware of or motivated to change their habits. Education campaigns and incentives can help shift attitudes towards alternative transportation options.
6. **Employer Engagement**: Employers play a significant role in commute choices through incentives, policies, and facilities. Lack of employer support for alternative commuting methods can hinder progress towards CTR goals.
7. **Geographic Spread**: Redmond's geographic layout may make it challenging for some residents to access public transportation options or alternative commute methods effectively. Targeted solutions tailored to different neighborhoods may be necessary.
8. **Affordability**: The cost of alternative transportation modes compared to driving alone might be a barrier for some commuters. Subsidies or discounts on public transit fares, ebike/escooter-share memberships, or carpooling incentives could help mitigate this barrier.
9. **Timing and Scheduling**: Inflexible work schedules or irregular transit schedules may make it difficult for commuters to plan alternative commute options effectively. Adjusting transit schedules or advocating for flexible work hours can address this barrier.
10. **Public Awareness and Education**: Many residents may not be aware of the benefits of alternative transportation modes or how to access them. Public campaigns and educational programs can inform and encourage residents to consider alternative commuting options.

    Addressing these barriers requires a comprehensive approach involving collaboration between local government, employers, residents, and transportation agencies to implement effective policies, infrastructure improvements, and incentives that support sustainable commuting choices.

[11] *Source: The plan shall evaluate the existing barriers to the success of the CTR program and identify how the jurisdiction and its partners can overcome these barriers. (WAC 468-63-040(2)(a))*

15. **Describe the transportation demand management technologies your jurisdiction plans to use to deliver CTR services and strategies.**

Redmond ETCs, employees, and residents use GoRedmond.com (Rideshareonline.com) platform to form carpools and vanpools, to track their use, and to promote and incentivize non-drive alone modes. Also, Redmond is installing an Adaptive Signal Control System, a Multimodal Detection and Analytics System, and an Automated Traffic Signal Performance Measures System in the Downtown and Overlake neighborhoods.

16. **Transcribe or link to your local CTR ordinance.**[12]

RMC 5.65

[12] *Source: The plan shall describe the requirements for major employers that will be outlined in the local ordinance. (WAC 468-63-040(2)(e))*

17. Describe your financial plan.[13]

a. Describe the estimated average annual costs of your plan.

Activity	Estimated Average Annual Cost
Employer engagement*	$86,750
CTR plan 4-year plan	$86,750
Performance reporting**	$69,400
Administration ***	$104,100
Total	**$347,000**

* Includes identifying worksites and ETCs, conducting training, providing technical assistance, and reviewing employer CTR plans.

** Includes worksite surveys and program reports.

*** Includes financial and program management; CTR for Redmond employees; involvement in comprehensive, regional transportation, and transit planning; transportation demand management technical assistance.

b. Describe likely funding sources, public and private, to implement your plan.

Source of Revenue	Estimated Average Annual Revenue
Redmond	$197,000
WSDOT	$150,000
Total	**$347,000**

18. Describe your implementation structure.[14]

a. Describe who will conduct the activities listed in your plan.

City of Redmond, potentially with support from Move Redmond, will conduct the activities listed in the plan.

b. *Indicate who will monitor progress on your plan. List job title, department, and name.*

Kim Keeling is the CTR Program Administrator for the City of Redmond. She is in the Planning Department and will monitor the overall CTR plan.

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[13] *Source: The plan shall describe the funding revenues from public and private sources that are reasonably expected to be available, as well as the expected costs, to implement the plan and achieve its goals and targets. (WAC 468-63-040(2)(g))*

[14] *Source: The plan shall describe how the various strategies identified in the CTR plan will be implemented, either by the local jurisdiction, its partners, or its contracting partners… (WAC 468-63-040(2)(h))*

19. List your implementation schedule.[15]

a. Provide the timeline for anticipated projects.

1st Biennium, July 2025 – June 2027

Employer engagement
- Identify worksites and ETCs.
- Engage and educate ETCs.
- Support distribution of information about transportation options to commuters.
- Enable incentives, subsidies, and disincentives.

CTR plan
- Implementation and compliance of the WSDOT approved CTR workplan.

Performance reporting
- Worksite surveys.
- Program reports.
- Worksite needs assessments.

Administration
- Financial management.
- Program management.
- Policymaker engagement
- Community of practice

2nd Biennium, July 2027 – June 2029

Employer engagement
- Identify worksites and ETCs.
- Engage and educate ETCs.
- Support distribution of information about transportation options to commuters.
- Enable incentives, subsidies, and disincentives.

CTR plan
- Comply with WSDOT CTR Plan guidance.
- Develop workplan and timeline.
- Public and stakeholder engagement.
- Identify and review resources.
- Develop plan content and draft plan.
- Integrate with regional 4-year plan.
- Obtain approvals from governing authorities of the CTR law and ordinance.

Performance reporting
- Worksite surveys.
- Program reports.
- Worksite needs assessments.

Administration
- Financial management.
- Program management.
- Policymaker engagement
- Community of practice

[15] *Source: The plan shall describe …when the elements of the plan are expected to be implemented. (WAC 468-63-040(2)(h))*

20. Describe the CTR plan for jurisdiction employees.[16]

a. Describe the services, programs, information, and other actions your city or county put in place to help its employees reduce their drive alone commute trips.

LaNaya Myers is the ETC for Redmond in its role as a CTR-affected worksite.

LaNaya administers the CTR program elements required of the employes including:

- Designation of the transportation coordinator and the display of name, email, phone, and location of the coordinator in a prominent manner at each affected worksite and on the intranet.
- Distribution information for drive alone alternatives to all employees.
- Reviewing employee commuting behavior and reporting of progress toward meeting the single-occupant vehicle reduction goals of Redmond consistent with the method established in the CTR plan and the rules established by Washington State Department of Transportation under RCW 70A.15.4040 and Redmond Municipal Code 5.65.
- Program administration, management, and implementation of the following elements to achieve Redmond's CTR goals:
    - ORCA contract and program for all employees.
    - Advertise local and statewide promotions, challenges and or campaigns to all City of Redmond employees.
    - Serves as the Employee Transportation Services program administrator for City of Redmond employees.
    - Go Redmond program.
    - Provides events and informational sessions for employees on program benefits and services.
    - CTR survey and reports to city council, mayor, and directors' team.
    - CTR annual report.
    - Membership and participation in Move Redmond (TMA).

21. Describe how the CTR plan for jurisdiction employees contributes to the success of the overall plan.[17]

a. Describe how the plan for jurisdiction employees reinforces the success of the jurisdiction plan?

The City of Redmond's CTR plan (as a CTR affected employer) shows the Redmond's commitment and dedication and are like those included in all CTR affected work site plans. These plans create a community of CTR focused employers. Redmond used as an example for other affected employers to show the city's commitment to CTR. ETC engagement in trainings, conferences, informal meetings, and regional CTR forums provides opportunities for building relationships with other ETCs and creating a space for support and creative ideas and solutions. The CTR opportunities, commitment, and engagement create a more supportive and successful program for all affected employes and sites in the City of Redmond and beyond the city boundaries.

[16] *Source: The plan shall also describe the program that the local jurisdiction will offer to its employees. (WAC 468-63-040(2)(e))*

[17] *Source: The plan shall also describe the program that the local jurisdiction will offer to its employees and how this contributes to the success of the overall plan. (WAC 468-63-040(2)(e))*

Alignment with plans

22. List the transit agencies that provide service in your jurisdiction.

King County Metro and Sound Transit.

23. List the transit plans you reviewed while developing this plan.

- King County Metro Strategic Plan 2021-2031 attachment a (kingcounty.gov)
- King County Metro Transit Development Plan 2023-2028 KC Metro Transit Development Plan 2023-2028 (kingcounty.gov)
- Sound Transit Development Plan 2023-2028 Sound Transit Development Plan 2023-2028 and 2022 Annual Report

24. Describe how this CTR plan supports the transit plans.

Employer Engagement and Promotion: Increases visibility and use of transit by creating awareness of the ORCA program and employer subsidies or fully subsidized cost of ORCA cards.

Transportation Infrastructure: Redmond's transportation infrastructure is expanding and improving to accommodate growth and ease commuting. This includes the opening of the Sound Transit 2 Line light rail with stations at Overlake Village and Redmond Technology located adjacent to Microsoft, where one can ride to South Bellevue and back to Redmond and throughout the region in 2025-2026. There are ongoing improvements in public transit: completion of the Redmond light rail extension in 2025 with new stations opening at Marymoor Village and downtown Redmond, bus services, vanpooling, carshare, Community Van, and Micromobility services available for first/last mile needs. East Link Connections is providing some additional service. Redmond conducted a micromobility pilot which has transitioned into permanent program to expand and increase micromobility options.

25. Describe any comprehensive plan updates that are needed and when they will be made.[18]

Redmond Transportation Master Plan: Redmond will be updating their Transportation Master Plan in 2025 to reflect changes to transportation as the city has grown. This will include changes to better support Transportation Demand Management programs and the City's CTR program. The changes make the CTR plan more engrained in the City's Transportation Master Plan and provide greater support for enforcement of the plan.

[18] *Source: The local jurisdiction shall review the local comprehensive plan to ensure that it is consistent with the local CTR plan. If the local jurisdiction determines that the local comprehensive plan needs to be updated or amended to be consistent with the local CTR plan, the local jurisdiction shall identify in the local CTR plan what changes may be needed and when the changes will be made. (WAC 468-63-040(1)(c))*

Engagement

26. Describe stakeholder engagement.[19]

a. Who did you talk to?

We reached out to all ETCs in Redmond and had individual conversations with the ETCs from Amazon Kuiper, Denali Advanced Integration, Lake Washington School District, Microvision, and United Parcel Service (UPS). We also sent a questionnaire out to all ETC's to send to their employees and received 27 responses from employees regarding their commute benefits and decisions. We felt as though this level of response gave us information and feedback from a variety of companies and business types, as well as employee schedule types.

b. When did you talk to them?

Outreach spanned from late April to early late June 2024.

c. What did they have to say?

Companies shared that commute benefits were somewhat used by employees. Some felt that the benefits were well communicated to employees, while others felt that it was less likely that employees were aware of the benefits. The biggest barrier to use that ETC's noted were lack of beneficial transit routes/times, employees living far away due to housing costs, and lack of safe walking and biking infrastructure. 66% of employees who responded to our questionnaire were aware of the commute benefits that were offered at their workplace, but only 4% of employees utilized these benefits. The biggest reasons for lack of use of benefits reported were carpooling being non feasible due to home location vs coworkers, carpooling being non feasible due to work hours, and transit routes not running near their home. Employees shared that they would be more likely to not drive alone to work if transit ran closer to their home, more direct, or more frequently, as well as increased bike infrastructure. Some benefits employees would like to see offered from their workplace include assistance with transportation from nearby transit centers, financial rewards for alternative transportation methods, assistance with facilitating carpool trips, and better bike infrastructure at work (secure storage, showers, locker rooms).

d. How did what they said influence the plan?

We have put more emphasis in this plan on non-drive alone options that are available for employees with non-standard schedules than previously. Our attempt is to ensure that all employees, regardless of their schedule have options to choose other than to drive alone. Previous plans incentivized non-driving alone without providing further options, and the feedback we got is that many people would choose a non-drive alone option if they had it, but they don't. This plan emphasizes our efforts to work with local transit agencies, update and increase pedestrian and bike infrastructure, and create alternative transportation options to support those whose needs are not currently being met.

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[19] Sources: The plan shall be developed in consultation with local transit agencies, the applicable regional transportation planning organization, major employers, and other interested parties. (RCW 70A.15.4020(4))

The local jurisdiction shall invite, as appropriate, representatives of major employers, local transit agencies, the applicable RTPO, business associations and economic development organizations, nonprofit transportation and land use advocacy organizations, pedestrian and bicycle advocacy organizations, public health agencies, tribal governments, and residents, employees and businesses that will be affected by the CTR plan to participate in the development of the local CTR plan.

The state intends for the invited partners to work collaboratively with the local jurisdiction by providing data and plans and discussing opportunities, including new and reprioritized investments and policy changes, to reduce drive-alone commute trips in the jurisdiction and increase transportation access to affected major employer worksites. (WAC 468-63-040(1)(b)(i))

The plan shall include documentation from the local jurisdiction that verifies consultation with employers, transit agencies and others to develop the plan. (WAC 468-63-040(2)(f))

27. Describe vulnerable populations considered.

We purposefully sought out a variety of business types to ensure that we were getting information from employees with a variety of backgrounds. This included talking to businesses with employees who work non-standard hours, such as night shift or longer shifts to make sure that employees who do not fit the 9-5 standard commute options.

Redmond 2050 conducted outreach work with the Community Based Organizations (CBO's) and discussed the following topics around transportation:

- Equity in Transportation – especially the expanded polices related to equity.
- Light Rail accessibility study.
- Community Van – information was shared with the CBO's and how to participate.

28. Describe engagement focused on vulnerable populations.

a. Who did you talk to?

We spoke with ETC's representing Amazon Kuiper, Denali Advanced Integration, Lake Washington School District, Microvision, and United Parcel Service (UPS).

b. When did you talk to them?

We spoke with them in May 2024, and again in August 2024.

c. What did they have to say?

They shared that commute benefits surrounding public transportation typically are not used by their employees due to the hours that they work and the lack of transit running at those hours. The ETC from UPS also shared that non-standard hours often lead to commutes occurring in the dark during the winter months, so employees do not feel safe biking or walking to work and rely on private vehicles for safety in those months.

d. How did what they said influence the plan?

The city has decided to refresh the GoRedmond program to better meet the needs of a variety of employees as the program was built based on a traditional 9-5, 5 days in week work schedule. Our goal is to create a program that better supports employees with a variety of schedules, therefore incentivizing all employees to reduce their drive alone trips. The city will also continue to seek solutions for employees with non-traditional schedules to increase their safe non-drive alone options.

29. List employers' suggestions to make CTR more effective.[20]

- Better education materials for employees so that they can know their benefits easier without having to dig deep into work resources.
- Clearer communication regarding updates or information from the City of Redmond.
- Increased push from Redmond for more transportation options such as transit frequency and route coverage.

[20] *Source: The state intends for the plan to be a mechanism through which employers can describe what policy changes, services and support they need to make their CTR programs more effective. (WAC 468-63-040(2)(a))*

30. **Describe results of engagement focused on vulnerable populations that will be provided for use in comprehensive plan and transit plan updates.**

We are finding ways to encourage employees with non-standard schedules to utilize other forms of transportation.

The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit redmond.gov/TitleVI.

无歧视声明可在本市的网址 redmond.gov/TitleVI 上查阅 | El aviso contra la discriminación está disponible en redmond.gov/TitleVI.

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-604
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Finance	Haritha Narra	Deputy Director
Planning and Community Development	Philly Marsh	Economic Development Manager
Planning and Community Development	Kim Dietz	Principal Planner
Finance	Denise Shinoda	Program Coordinator, Business Licensing

TITLE:
Award of a Business License Process, Policy and Compliance Evaluation and Recommendation Contract to Strategica, Inc., in the Amount of $150,000

OVERVIEW STATEMENT:
As part of the 2025-2026 budget, the City Council approved funding for a Business License Study. This study will research Redmond's current business license landscape, conduct a comparative analysis and best practices of peer cities' process and policies, an audit to understand gaps in compliance and revenue leakage, recommendations to obtain full business compliance, business license review process improvement policy changes, and reporting recommendations.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond 2050 Comprehensive Plan
  EV-8**:** Monitor the performance of economic development policies and strategies in business diversity, middle-wage job creation, and reduction of displacement risks. Identify and track key economic and demographic metrics to help the city evaluate the effectiveness of local economic strategies and

achievement of equitable outcomes.

Economic Development Strategic Plan

Action 1A.4. Encourage business licensing audit to ensure business license compliance for accurate data reporting and revenue generation.

- **Required:**
  Council Approval is required for contracts over $50,000
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:

The contract to Strategica outlines an agreement to provide professional services to conduct a comprehensive business license study.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  2024 Economic Development Plan Outreach
- **Outreach Methods and Results:**
  Questionnaire, focus groups and interviews
- **Feedback Summary:**
  Feedback imbedded into the Comprehensive Plan Policies and Economic Development Strategic Plan

BUDGET IMPACT:

Total Cost:
$150,000

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
0000304

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**
If yes, explain:
N/A

Funding source(s):

General Fund

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/18/2025	Business Meeting	Approve

Time Constraints:
Implementation of recommendations from study would be delayed and impact business assistance

ANTICIPATED RESULT IF NOT APPROVED:
The city would continue to struggle with accurate data representation of businesses in Redmond

ATTACHMENTS:
Attachment A: Contract with Strategica, Inc.
Attachment B: RFP Response

[Insert Contract Type] Agreement
[Non-Public Work]

PROJECT TITLE Business License Process, Policy and Compliance Evaluation and Recommendation	***EXHIBITS*** ***(List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)*** Attachment A- Scope of Work
CONTRACTOR Strategica, Inc	***CITY OF REDMOND PROJECT ADMINISTRATOR*** ***(Name, address, phone #)*** City of Redmond Philly Marsh 15670 85th St PO Box 97010 Redmond, WA 98052 425-556-2436
CONTRACTOR'S CONTACT INFORMATION ***(Name, address, phone #)*** David Howe 704 228th Ave NE #415 Sammamish, WA 98074	***BUDGET OR FUNDING SOURCE*** 100.80700.004100.55868.9015.100.88
CONTRACT COMPLETION DATE December 15, 2026	***MAXIMUM AMOUNT PAYABLE*** $150,000

THIS AGREEMENT is entered into on _____, 20__ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. Ownership of Work Product. Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. Independent Contractor. The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. Indemnity. The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. Insurance. The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars ($2,000,000) for bodily injury, including death, and property damage per occurrence.

C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars ($2,000,000) or more against claims arising out of work provided for in this agreement.

The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.

10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.

11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. Project Administrator. The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. Disputes. Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. Termination. The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. Non-Discrimination. The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. Compliance and Governing Law. The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. Subcontracting or Assignment. The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. Non-Waiver. Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. Litigation. In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. Taxes. The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. City Business License. The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. Entire Agreement. This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

CONSULTANT:

By: _____
Title: _____

CITY OF REDMOND:

_____
Angela Birney, Mayor
DATED: _____

ATTEST/AUTHENTICATED:

_____
City Clerk, City of Redmond

APPROVED AS TO FORM:

_____
Office of the City Attorney

RFP 10878-25

Business License Process, Policy and Compliance Evaluation and Recommendation

Attachment A- Scope of Work

Task 1: Kickoff and Establish Licensing Baseline

1. Conduct a kickoff meeting with the City's Core Team and initiate a working relationship. Reconfirm the project scope and discuss the needs of the City. Determine expectations on deliverable format and timing.

2. Determine calendar and format of bi-weekly check-in meetings, bi-monthly Core Team meetings and presentations to elected leaders. Note that it would be advantageous to time Core Team meetings with presentations of task deliverables.

3. Discuss access to City licensing systems and procedures for extracting data. Identify any data quality issues (e.g., missing years, corrupted or missing data elements). Meet City staff involved with report writing and data integrity.

4. Prepare and submit a detailed project workplan and gantt chart based on kickoff discussions.

5. Initiate procedures for procuring access to State and County systems (e.g., DoR,L&I, Secretary of State), utilities such as PSE and commercial business directories. Identify procedures for obtaining data extracts including confidentiality agreements.

6. Prepare a data dictionary (or metadata) of City licensing system including data elements, tables, history, file format.

7. Define reporting specification and presentation of licensing baseline data (e.g., report parameters, calculations, chart formats, narrative format). This would include data elements such as license and UBI number, EIN, business type, SIC and NAICS code, # of employees, business location, home office location, license type, business formation date, original license date, cancellations and revocations.

8. Submit report (or data extract) request. Inspect data and note anomalies, quality issues. Refine and augment data with additional requests as needed. 9. Process data using a database management tool such as Access or MySQL. Format output and

generate reports. Prepare demographic and trend analysis presentation for the Core Team.

10. Prepare charts and narrative documenting the licensing baseline and share with Core Team members. Modify project scope as needed

Task 2: Peer City Comparative Analysis

1. Identify parameters to benchmark (e.g., city ordinances impacting business formation, location, lease restrictions, home-based businesses, remote work and WFH, short term rentals, co-work spaces, non-resident businesses and contractors). Include sampling of KPIs used by peers and online tools for communicating with licensees, enforcement mechanisms.

2. Identify survey sample, create data collection instrument and distribute to peer cities.

3. Collect, clarify and normalize benchmark data. Identify relevant comparisons with Redmond and identify interesting disparities (if any).

4. Prepare and present comparative data deliverable to illustrate findings and share with City's Core Team members.

Task 3: Compliance Audit

1. Define parameters of non-compliance based on current City policies (e.g., ordinance section, conditions that would constitute non-compliance) and parameters for expanded definitions of licensees.

2. Obtain data extracts from potential sources containing business entity records. This could include State agency databases (e.g., DoR, L&I, Secretary of State), utilities (e.g., Comcast, PSE) and commercial business directories.

3. Define filter criteria for use in database record selection to create datasets of manageable size (i.e., how data would be selected to match compliance conditions – for example, active UBI in a State database, PSE business account, all with a Redmond address). Filters should also strip out records from unincorporated areas surrounding the City of Redmond.

4. Identify data elements for use in each filter criteria (i.e., element, data source, format) that can be used to eliminate duplicates and identify non-compliant business entities as well as delineating potential new licensee populations.

Define filtering logic for processing data. Define output data elements (i.e., elements produced by our analysis)

5. Test logic with data samples from each database source. Identify any inaccurate results or results that do not comport with desired output elements (i.e., unusable results). Make corrections to filtering logic as needed to refine data and outputs and improve accuracy and relevance.

6. Perform data runs and compile results from various data extracts. Clarify and categorize outputs based on accuracy, relevance and quality. Incorporate assumptions on fee levels to estimate lost revenue amounts.

7. Draw conclusions and chart results such as rates of non-compliance by business type, reporting status, fee status, location. Also prepare charts illustrating scope of potential licensee populations. Note areas where data was not available or of sufficient accuracy to draw reliable conclusions.

8. Prepare and present charts and narrative report to Core Team. Discuss results and project scope changes (if any).

Task 4: Develop Licensing Policy Recommendations

1. Define potential policies for registering, licensing, collecting data and fees, reporting and enforcement for new business types including but not limited to:

a. Work from home (WFH) businesses located in Redmond

b. Redmond WFH employees of non-Redmond businesses

c. Remote workers of Redmond-based businesses

d. Short term and vacation rentals

e. Collaborative and co-working spaces (and the businesses that support this)

f. Pawn brokers, tow truck operators, door-to-door solicitors, telecom providers and other businesses subject to specific regulations or that are temporary in nature

g. Contract workers residing or working in Redmond

2. Define desired regulatory and financial outcomes of each potential policy (i.e., what would compliance look like?)

3. Work with the City Attorney to determine and ensure legality of potential policies and identify any necessary ordinance changes or legal opinions to support policies.

Determine application, registration, renewal and reporting requirements. Determine enforcement mechanisms.

4. Identify any potential unintended consequences and level of public support (or lack thereof). Identify communication strategies for rolling out new policies.

5. Draft policy language and identify supporting systems and processes necessary to implement.

6. Share policy framework with City Core Team.

Task 5: Develop Recommendations to Improve Business License Compliance including Review and Approval Processes

Activities:

1. This Task 5 corresponds to, and consolidates, tasks 3 and 4 from the RFP except for KPIs which are included in Task 6.

2. Obtain and review any existing City process documentation such as process maps, KPI data, workload history, process analysis work such as the Business License Comparative Questionnaire.

3. Map existing application, registration, review, fee collection, certification, reporting, renewal, cancellation, revocation and enforcement processes such as notices and penalties for business licensing. Identify process breakdowns or inefficiencies such as excessive backlogs, chronic errors, timeliness issues, complaints. Identify process redesign ideas for mitigating breakdowns.

Include examination of public interfaces (that City controls) for licensing as well as interfaces between DoR systems and City permitting and licensing systems.

4. Prepare a staffing model (using MS-Excel) for the licensing function using City payroll data, licensing workload history, KPI data. Augment with a work distribution survey if necessary (i.e., to determine amount of staff time for licensing processes). Use model to determine FTE requirement for the City, compare to existing licensing FTEs and make recommendations for augmenting staff if necessary.

5. Document redesigned processes and staffing model and share with the City's Core Team. Make adjustments as necessary.

Task 6: Develop Reporting and Monitoring Recommendations

1. This task corresponds to task 5 in the RFP and also includes the KPI requirements of task

2. Inventory existing City KPIs for licensing. Determine reliability, accuracy, credibility and usage of existing KPIs. Identify potential KPIs (or redefined existing KPIs) that would support new or redesigned policies and processes.

Ensure that accurate data (and the supporting systems) exist to populate recommended KPIs. Discuss potential KPIs with licensing staff, budgeting staff and the Core Team members to ensure that future KPIs are credible, accurate and useful.

3. Working with City IT staff, design a reporting tool for presenting KPI data as well as workload reports, revenue reports, and reports for enforcement data such as non-compliance rates, enforcement actions taken, licenses revoked, penalties levied, waived and collected.

4. Evaluate how licensing data can be used for economic development purposes and reporting and determine indicators for business formations and closures by industry, type (e.g., WFH, collaborative workspace), location, # of employees, etc.

5. Share reporting and KPI templates and specifications with the City's Core Team. Make modifications as needed.

Task 7: Prepare Final Report

1. Prepare and deliver a briefing on preliminary recommendations and present to City's Core Team

2. Prepare a draft report that incorporates findings and recommendations for the following:

a. Licensing baseline statistics

b. Peer city comparative analysis

c. Results of compliance audit

d. Licensing policy recommendations

e. Licensing process and procedure recommendations

f. KPI and reporting recommendations

3. Present draft report to Core Team. Incorporate suggestions and edits as needed.

4. Brief City Council and Mayor on project results

5. Finalize report and issue it to City Core Team

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BID RESPONSE

Responding To:

Bid/Project Number: RFP 10878-25

Bid/Project Title: Business License Process, Policy and Compliance Evaluation and Recommendation

Closing Date: 09/10/2025 at 2:00pm PST

Submitted By:

Name of Company Submitting Response:
strategica, inc.

Printed Name of Person Submitting Response:
David Howe

Email:
dhowe1000@gmail.com

Signature of Person Submitting Response: Signed by: David Howe 5EDF0E07AA9A4CF...

Date:
9/10/2025

Attach Your Bid/Proposal:

Remember to sign your bid/proposal

Attach all pages of your response here

Docusign Envelope ID: D52DF2D3-CB50-4C9B-89BC-0F0C9EF7480F

proposal title

Proposal to Provide a Business License Process, Policy and Compliance Evaluation and Recommendation

RFP No. 10878-25

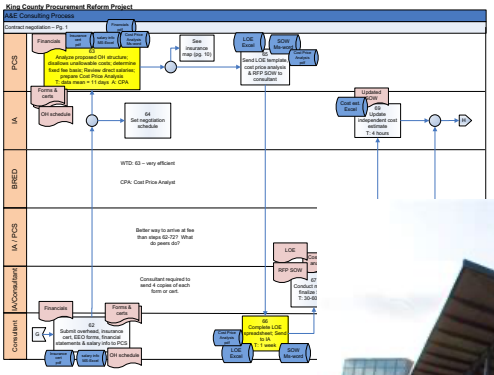
submitted to

City of Redmond

date sent

September 10, 2025

CityofRedmond
WASHINGTON





Lean Process improvement
Financial Modeling
Performance measurement
Performance Audits

STRATEGICA

strategica-usa.com

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Proposal to Provide a Business License Process, Policy and Compliance Evaluation and Recommendation

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STRATEGICA

704 228th Ave NE #415
Sammamish, WA 98074
Tel: (425) 427-5269
www.strategica-usa.com

September 10, 2025

City of Redmond
15670 NE 85th Street
Redmond, WA 98073
ATTN: Heidi Johnson

Dear Ms. Johnson:

Thank you for considering Strategica, Inc. for your **RFP No. 10878-25 for Proposal to Provide Business License Process, Policy and Compliance Evaluation and Recommendation.** We have a long and successful history of providing high quality professional services to public agencies and special districts up and down the west coast. This includes numerous projects improving the efficiency and performance of permitting and licensing systems for municipalities in Washington State including Kirkland, Woodinville and Issaquah.

This proposal demonstrates the value we can bring to the City on this important project. Our team is local to western Washington, and has a proven track record consulting to cities, a full complement of consulting techniques and methods that can benefit the City including our experience with data mining and analysis, lean process redesign, benchmarking and policy analysis. We are also dedicated to working closely, on-site, with the City in a partnership that will yield real results.

We are always looking for an opportunity to assist municipalities and special districts in our home region. We look forward to working with the City on this important project. If you need any additional information I can be reached at:

Strategica, Inc.
704 – 228th Ave NE #415
Sammamish, WA 98074
Dhowe1000@gmail.com
Tel: (425) 427-5269

Yours truly,



David Howe
President

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Approach

We have prepared this proposed project method based on the requirements set forth in the City's RFP. We are proposing some adjustments to the task numbering, timing and content that was described in the RFP:

- Splitting up Task 2 (research) into separate tasks for the baseline analysis, comparative analysis, compliance audit and policy research. We are recommending this due to the variety and complexity of sub-tasks within this element of the project and the amount of time required for each one. Splitting it up will allow more project management focus on the individual work elements with more client check-ins.
- Combining Tasks 3 and 4 from the RFP into one task (task 5 in our scheme) addressing processes and staffing. We believe that it would be advantageous to address these at the same time as they involve similar techniques.
- Moving the KPI sub-task from Task 3 to the data reporting task (task 6 in our scheme). We recommend this as the content and purpose of the KPIs will be driven by the results of the policy and process tasks (tasks 4 and 5 in our scheme) and so should be performed afterwards.

We are, of course, open to input from the City in tailoring this approach to match the specific needs of the City.

Task 1:	**Kickoff and Establish Licensing Baseline**
Activities:	1. Conduct a kickoff meeting with the City's Core Team and initiate a working relationship. Reconfirm the project scope and discuss the needs of the City. Determine expectations on deliverable format and timing. 2. Determine calendar and format of bi-weekly check-in meetings, bi-monthly Core Team meetings and presentations to elected leaders. Note that it would be advantageous to time Core Team meetings with presentations of task deliverables. 3. Discuss access to City licensing systems and procedures for extracting data. Identify any data quality issues (e.g., missing years, corrupted or missing data elements). Meet City staff involved with report writing and data integrity. 4. Prepare and submit a detailed project workplan and gantt chart based on kickoff discussions. 5. Initiate procedures for procuring access to State and County systems (e.g., DoR, L&I, Secretary of State), utilities such as PSE and commercial business directories. Identify procedures for obtaining data extracts including confidentiality agreements.

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6. Prepare a data dictionary (or metadata) of City licensing system including data elements, tables, history, file format.
7. Define reporting specification and presentation of licensing baseline data (e.g., report parameters, calculations, chart formats, narrative format). This would include data elements such as license and UBI number, EIN, business type, SIC and NAICS code, # of employees, business location, home office location, license type, business formation date, original license date, cancellations and revocations.
8. Submit report (or data extract) request. Inspect data and note anomalies, quality issues. Refine and augment data with additional requests as needed.
9. Process data using a database management tool such as Access or MySQL. Format output and generate reports. Prepare demographic and trend analysis presentation for the Core Team.
10. Prepare charts and narrative documenting the licensing baseline and share with Core Team members. Modify project scope as needed.

Task 2:	**Peer City Comparative Analysis**

Activities:

1. Identify parameters to benchmark (e.g., city ordinances impacting business formation, location, lease restrictions, home-based businesses, remote work and WFH, short term rentals, co-work spaces, non-resident businesses and contractors). Include sampling of KPIs used by peers and online tools for communicating with licensees, enforcement mechanisms.
2. Identify survey sample, create data collection instrument and distribute to peer cities.
3. Collect, clarify and normalize benchmark data. Identify relevant comparisons with Redmond and identify interesting disparities (if any).
4. Prepare and present comparative data deliverable to illustrate findings and share with City's Core Team members.

Task 3:	**Compliance Audit**

Activities:

1. Define parameters of non-compliance based on current City policies (e.g., ordinance section, conditions that would constitute non-compliance) and parameters for expanded definitions of licensees.
2. Obtain data extracts from potential sources containing business entity records. This could include State agency databases (e.g., DoR, L&I, Secretary of State), utilities (e.g., Comcast, PSE) and commercial business directories.

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3. Define filter criteria for use in database record selection to create datasets of manageable size (i.e., how data would be selected to match compliance conditions – for example, active UBI in a State database, PSE business account, all with a Redmond address). Filters should also strip out records from unincorporated areas surrounding the City of Redmond.
4. Identify data elements for use in each filter criteria (i.e., element, data source, format) that can be used to eliminate duplicates and identify non-compliant business entities as well as delineating potential new licensee populations. Define filtering logic for processing data. Define output data elements (i.e., elements produced by our analysis)
5. Test logic with data samples from each database source. Identify any inaccurate results or results that do not comport with desired output elements (i.e., unusable results). Make corrections to filtering logic as needed to refine data and outputs and improve accuracy and relevance.
6. Perform data runs and compile results from various data extracts. Clarify and categorize outputs based on accuracy, relevance and quality. Incorporate assumptions on fee levels to estimate lost revenue amounts.
7. Draw conclusions and chart results such as rates of non-compliance by business type, reporting status, fee status, location. Also prepare charts illustrating scope of potential licensee populations. Note areas where data was not available or of sufficient accuracy to draw reliable conclusions.
8. Prepare and present charts and narrative report to Core Team. Discuss results and project scope changes (if any).

Task 4:	**Develop Licensing Policy Recommendations**

Activities:

1. Define potential policies for registering, licensing, collecting data and fees, reporting and enforcement for new business types including but not limited to:
    a. Work from home (WFH) businesses located in Redmond
    b. Redmond WFH employees of non-Redmond businesses
    c. Remote workers of Redmond-based businesses
    d. Short term and vacation rentals
    e. Collaborative and co-working spaces (and the businesses that support this)
    f. Pawn brokers, tow truck operators, door-to-door solicitors, telecom providers and other businesses subject to specific regulations or that are temporary in nature

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g. Contract workers residing or working in Redmond

2. Define desired regulatory and financial outcomes of each potential policy (i.e., what would compliance look like?)
3. Work with the City Attorney to determine and ensure legality of potential policies and identify any necessary ordinance changes or legal opinions to support policies. Determine application, registration, renewal and reporting requirements. Determine enforcement mechanisms.
4. Identify any potential unintended consequences and level of public support (or lack thereof). Identify communication strategies for rolling out new policies.
5. Draft policy language and identify supporting systems and processes necessary to implement.
6. Share policy framework with City Core Team.

Task 5:	**Develop Recommendations to Improve Business License Compliance including Review and Approval Processes**

Activities:

1. This Task 5 corresponds to, and consolidates, tasks 3 and 4 from the RFP except for KPIs which are included in Task 6.
2. Obtain and review any existing City process documentation such as process maps, KPI data, workload history, process analysis work such as the Business License Comparative Questionnaire.
3. Map existing application, registration, review, fee collection, certification, reporting, renewal, cancellation, revocation and enforcement processes such as notices and penalties for business licensing. Identify process breakdowns or inefficiencies such as excessive backlogs, chronic errors, timeliness issues, complaints. Identify process redesign ideas for mitigating breakdowns. Include examination of public interfaces (that City controls) for licensing as well as interfaces between DoR systems and City permitting and licensing systems.
4. Prepare a staffing model (using MS-Excel) for the licensing function using City payroll data, licensing workload history, KPI data. Augment with a work distribution survey if necessary (i.e., to determine amount of staff time for licensing processes). Use model to determine FTE requirement for the City, compare to existing licensing FTEs and make recommendations for augmenting staff if necessary.
5. Document redesigned processes and staffing model and share with the City's Core Team. Make adjustments as necessary.

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Task 6:	**Develop Reporting and Monitoring Recommendations**

Activities:

1. This task corresponds to task 5 in the RFP and also includes the KPI requirements of task 3.
2. Inventory existing City KPIs for licensing. Determine reliability, accuracy, credibility and usage of existing KPIs. Identify potential KPIs (or redefined existing KPIs) that would support new or redesigned policies and processes. Ensure that accurate data (and the supporting systems) exist to populate recommended KPIs. Discuss potential KPIs with licensing staff, budgeting staff and the Core Team members to ensure that future KPIs are credible, accurate and useful.
3. Working with City IT staff, design a reporting tool for presenting KPI data as well as workload reports, revenue reports, and reports for enforcement data such as non-compliance rates, enforcement actions taken, licenses revoked, penalties levied, waived and collected.
4. Evaluate how licensing data can be used for economic development purposes and reporting and determine indicators for business formations and closures by industry, type (e.g., WFH, collaborative workspace), location, # of employees, etc.
5. Share reporting and KPI templates and specifications with the City's Core Team. Make modifications as needed.

Task 7:	**Prepare Final Report**

Activities:

1. Prepare and deliver a briefing on preliminary recommendations and present to City's Core Team
2. Prepare a draft report that incorporates findings and recommendations for the following:
    a. Licensing baseline statistics
    b. Peer city comparative analysis
    c. Results of compliance audit
    d. Licensing policy recommendations
    e. Licensing process and procedure recommendations
    f. KPI and reporting recommendations
3. Present draft report to Core Team. Incorporate suggestions and edits as needed.
4. Brief City Council and Mayor on project results
5. Finalize report and issue it to City Core Team

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Project Management and Client Coordination Approach

The Strategica project management approach has been proven through extensive experience managing large projects for state and local governments and other clients. Our experience has shown that effective management is a critical success factor in a project such as this one. Careful planning, close client involvement, and thoughtful progress reporting are necessary components to delivering quality results on-time and with a high-level of client satisfaction and minimal fuss.

Project Planning

Strategica is capable of effectively managing and scheduling numerous tasks in a complex project to successfully meet project deadlines. Our project work plan and the timing of tasks and deliverables is premised on our extensive knowledge of the chokepoints that normally occur on a project such as this. Benchmarking, for example, can often take longer than anticipated because we cannot control when peer cities will respond to inquiries. Also, obtaining data extracts and clarifying the data can be time consuming. All project tasks are programmed into a gantt chart where task status is tracked every few days to ensure that each phase is on schedule.

Client Communication and Coordination

Communication with our clients is the cornerstone of our client service approach and a key factor in delivering projects on-time and within budget. At project initiation we will determine the frequency and format of status meetings with project sponsors. These discussions could include:

- Tasks completed to date
- Tasks to complete in the next reporting period (before the next status meeting)
- What is going well on the project
- Risk factors
- Proposed scope or workplan changes
- Significant findings since the last status meeting
- Status of project budget and billings

Quality Assurance

The Strategica team of consultants includes only senior level personnel with extensive experience and a track record for high quality work. The expertise of our team in itself is a major factor in ensuring the quality of the overall project. The use of client-approved workplans, pre-screened deliverable formats and acceptance criteria can ensure a smooth, on-time project that yields actionable results.

Consultant Team Coordination

The Strategica consultant team has identified David Howe as our project lead. While we encourage regular contact between client personnel and each member of our consulting team to facilitate knowledge transfer, issues related to project management, status, and administration of the engagement should be directed to Mr. Howe to ensure consistency and continuity.

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Analytical Tools

For a project like this one that involves a great deal of data mining, clarification, categorization and analysis we will use proven database management tools such as MS-Access and SQL (a computer language that is useful for managing and analyzing the types of data commonly found in enterprise systems).

For analyzing and determining staffing requirements (part of Task 5) we have developed an MS-Excel based staffing model that looks at historical workloads and payroll data, current workload metrics and productivity metrics and forecasted workload variables and calculates FTE requirements. The model is user-friendly and can be used by clients after the consultants have completed their work and left.

Process analysis and redesign work is accomplished by using lean process redesign methods and tools such as process mapping templates using tools such as Vizio and Powerpoint.

Experience in Research, Data Analysis and Business License Evaluation & Compliance

The Strategica team has worked with several clients on various licensing applications including business licensing at both the State and municipal level. Often these projects were part of a larger effort that looked at all levels of licensing and land use permitting and the systems that supported it. As detailed later in this proposal, these clients included local cities like Woodinville, Issaquah and Kirkland, the State governments of Washington and California and other municipalities as far away as Philadelphia.

Our data analysis experience includes several projects that involved extracting data from enterprise systems and then organizing, categorizing and performing calculations to draw conclusions and findings on organizational performance that wouldn't be possible with the limitations of their enterprise systems. Examples of this include data mining projects for Los Angeles County, King County and several municipal clients. Often, these efforts were undertaken to determine performance metrics like process timeliness or unit cost that weren't otherwise available.

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Hours

The following table shows our estimated hours by task and consultant.

Task	Description	Consultant hours: D Howe	A Ruotsala	Total hours
1	Kick off and establish licensing baseline	40	24	64
2	Peer city comparative analysis	56	24	80
3	Compliance audit	88	32	120
4	Develop licensing policy recommendations	40	32	72
5	Develop recommendations to improve licensing processes	56	48	104
6	Develop reporting and monitoring recommendations	40	32	72
7	Prepare final report	40	32	72
	Total Hours	360	224	584

Project Schedule

		Month										
Task	Description	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	Kick off and establish licensing baseline											
	Deliverables: Licensing baseline presentation & data											
2	Peer city comparative analysis											
	Deliverable: peer city comparative data presentation											
3	Compliance audit											
	Deliverable: Compliance audit charts, narrative and data											
4	Develop licensing policy recommendations											
	Deliverable: Draft policy framework											
5	Develop recommendations to improve licensing processes											
	Deliverable: Redesigned process specs & staffing model											
6	Develop reporting and monitoring recommendations											
	Deliverable: Reporting & KPI templates and specs											
7	Prepare final report											
	Deliverable: Draft report											
	Deliverable: Final report											

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Project Lead and Team Qualifications

STRATEGICA

www.strategica-usa.com

Strategica was established in 1998 to help public sector organizations survive and thrive in the face of change and opportunity. We provide international-caliber consulting and advisory services in a form that is appropriate for our government clients.

The following resumes describe the experience of the proposed consultants. Mr. Howe, President of Strategica, Inc., is a certified Lean Black Belt and holds an MBA and Mr. Ruotsala is a longstanding member of the American Institute of Certified Planners and holds a Masters degree in City Planning. Mr. Howe will be the project principal.

David Howe, President of Strategica, Inc., has over 32 years of professional management consulting experience, performing more than 93 engagements. These engagements include financial modeling, data mining, process design and also include several engagements involving various licensing programs.



Licensing and Permitting Systems

- Facilitated the creation of a new strategic plan, redesigned processes, created a staffing model matching staffing with workload forecasts, and redesigned the organizational structure of the permitting and licensing functions of the City of Lynnwood, WA
- Conducted a performance audit for the California Contractors State License Board focusing on more effective ways to license building contractors and process and investigate complaints and violations.
- Conducted a management audit of the Washington State Department of Health focusing on the medical practitioner licensing and disciplinary function.
- Conducted a program review of the California State Bureau of Automotive Repair focusing on ways to improve licensing and enforcement of licensed auto repair businesses in the State.
- Conducted a performance audit of the Washington State Department of Licensing focusing on an efficient deployment of licensing service offices.
- Developed performance measures and a reporting mechanism for professional licensing programs within the Washington State Department of Licensing.

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- Redesigned the permitting and licensing processes for the City of Woodinville, WA

Education

- M.B.A., Wharton Business School, University of Pennsylvania
- B.S., Business Economics, California State University

Certifications

- Black Belt, Lean Process Improvement

Professional Experience

- Strategica, Inc., President, 1998 to present
- Price Waterhouse, Director, 1989 – 1998



Andy Ruotsala brings over 35 years of industry experience improving the effectiveness of permitting, licensing and regulatory systems in jurisdictions large and small across the U.S. and Canada. He founded and grew a software company from a one-man basement startup into an industry leader for permitting, licensing, and land management software, including major customers such as Orlando, Indianapolis, and Baltimore. With personal involvement in over 130 projects, he has a unique ability to analyze department operations, regulatory requirements, system design, technology issues, and industry best practices.

Licensing and Permitting Systems

- Mr. Ruotsala worked with a team to cross match licensing records in the city of Issaquah's third-party system against B&O data from DOR, identifying businesses that were registered with DOR but not licensed by the City - and vice versa. The project identified almost 700 records that did not appear in both systems, allowing City staff to follow up with business owners, helping to recover potentially lost licensing revenue for the City.
- Contract consultant for Tyler Technologies, reviewing business licensing and e-Plan review requirements for several EnerGov clients, recommending product and process improvements to speed up issuance of business licenses and cycles of e-Plan review.
- Reviewed and improved business licensing systems in Kirkland, WA, Torrance, CA and the lower mainland of British Columbia.
- Performed business process analysis and design for a business licensing system for the City of Philadelphia. Processes for 54 different types of legacy business licenses were streamlined.
- Redesigned the land use permitting and code enforcement processes for the City of Lynnwood, WA and developed specifications for an enterprise system replacement for the community development department. Advised the City in

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	the procurement of the replacement system. • Redesigned the permitting and business licensing processes for the City of Woodinville, WA.
Education	• Bachelor of Science, Electrical Engineering, Clarkson University • Master of City Planning, University of Pennsylvania • Master of Science, Engineering (Transportation), University of Pennsylvania • Member, American Institute of Certified Planners (AICP) since 1982
Professional Experience	• AwindRow LLC, Principal, independent consultant, August, 2000 – present • Tidemark Solutions, Inc., Founder, CEO, Chairman of the Board (1984 – 1998), CTO (1998 – 2000)

In the next few pages we describe the relevant projects the Strategica team has performed. All of these projects addressed licensing and permitting systems at the State and municipal level.

City of Issaquah

Business Licensing Compliance Study

Prior to utilizing the Department of Revenue Business Licensing Service (DOR/BLS), the City of Issaquah, like many Washington cities, tracked business licensing through third-party software systems that were not directly connected to DOR/BLS databases. As a subcontractor to the City, Mr. Ruotsala worked with a team to cross match licensing records in the city's third-party system against B&O data from DOR, identifying businesses that were registered with DOR but not licensed by the City - and vice versa. The project identified almost 700 records that did not appear in both systems, allowing City staff to follow up with business owners, helping to recover potentially lost licensing revenue for the City.

California Department of Consumer Affairs - Bureau of Automotive Repair

Enforcement Monitoring

Mr. Howe was retained to act as enforcement monitor over the Bureau of Auto Repair (BAR), a division of the Dept. of Consumer Affairs. Enforcement Monitors are retained in California to act as an independent, third party monitor over consumer protection boards. This project included observing field operations such as investigations, conferences with licensees, administrative hearings, and complaint mediation. The consultant also reviewed closed cases (both settled and adjudicated) and compared outcomes and procedures to established disciplinary guidelines and due process standards. The consultant also conducted extensive legal research to evaluate proposed statutory and procedural changes to the disciplinary process.

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City of Carlsbad, CA and Los Angeles County Department of Public Works (DPW)
Business Licensing Process Review

Mr. Ruotsala worked with City of Carlsbad to review business licensing application, review, issuance, and renewal procedures, to recommend changes to speed up licensing and reduce staff time requirements. While several recommendations resulted in product enhancements to EnerGov, the City also recognized and eliminated process bottlenecks outside of the EnerGov system.

City of Woodinville
Permitting/Licensing Operational Analysis

Messrs. Howe and Ruotsala were retained by the City of Woodinville to evaluate the organization and operations of the City's departments of Development Services and Public Works as it relates to land use permitting and business licensing. The consultants analyzed historical data to determine turnaround times, evaluated the organizational structure of the permitting and licensing function, analyzed work processes and how City staff use IT systems and tools. The consultants also benchmarked the City against a sample of peer cities to compare workloads, staffing, organization and performance levels. The consultants also created a workload and staffing forecasting tool that will allow the City to forecast future staffing needs. Recommendations focused on process improvements, customer service enhancements (especially for non-development professionals), staffing enhancements, and improvements to IT systems and GIS.

California Contractors State License Board
Transition Review

Mr. Howe directed a Transition Review of the Board's licensing, testing, enforcement, and education functions. After conducting an initial risk assessment, detailed fieldwork produced several recommendations for consideration by the new management team of the Board. Recommendations included instituting a complete set of performance measures, establishing new workload standards for investigators, devoting more resources to solving the more complex cases, and implementing effective ways to make key laws, procedures and regulations available to the far-flung Licensing Board staff.

Washington State Department of Licensing
Development of Performance Measures

Strategica, Inc. worked with staff from two program areas of the Business and Professions Division of the Department of Licensing: real estate licensing and security guard licensing, to develop a system of performance measurement. The tasks included selecting and specifying measures, identifying data sources, testing the availability of the necessary data, and developing reporting formats. The end products included measures for these two programs, prototype guidance for measures for other Division programs, and training and facilitation materials.

City of Lynnwood, Development and Business Services
Organizational Design, Process Redesign, Staffing Study

Messrs. Howe and Ruotsala worked with the management of the City of Lynnwood and its Department of Business Services (DBS) on a project to restructure the Department. DBS is the community development and building permitting agency within the City and also handles economic development and business licensing. DBS had been afflicted with significant turnover and a crisis in customer service and confidence.

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Strategica worked with the City and DBS to develop a one-page strategic blueprint for DBS, restructure the agency eliminating hard siloes and numerous vacancies, right-sized the staffing to deal with the workload, modernized code enforcement practices and developed specifications for a new enterprise permitting system.

Subconsultants

Awindrow LLC, subcontractor to Strategica, Inc., is a Gig Harbor-based consulting firm that specializes in permitting and licensing systems and processes. Awindrow and Strategica have teamed up on multiple projects in the past. Please refer to the previous section for details on Awindrow's professional experience.

Strategica, Inc. may also subcontract for data mining and analysis work as needed but these costs will be borne as an internal expense and the City will not be charged. We have various resources available for this work and the appropriate resource will be selected once the specific nature of the task is determined.

Business Name

Strategica, Inc. was established as a Washington sub-S corporation in 2001. Our offices are in Sammamish which is from where the project will be managed. Mr. David Howe, President of Strategica, will serve as our point of contact. He can be reached at:

Strategica, Inc.
704 – 228th Ave NE #415
Sammamish, WA 98074
Dhowe1000@gmail.com
Tel: (425) 427-5269

Business License

Strategica, Inc. will be pleased to register a business license with the City of Redmond prior to contracting for this project.

Valid Time Period

This proposal shall be valid for a period of 60 calendar days.

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References

The City of Redmond is welcome to contact the following references regarding the quality of our work and ability to communicate results:

Kevin O'Neill
Assistant City Manager
City of Woodinville
17301 133rd Ave NE
Woodinville WA 98072
206-867-4233
KevinO@ci.woodinville.wa.us
Messrs. Howe and Ruotsala worked with the City to determine appropriate staffing levels and redesign key work processes in their permitting and licensing function.

David Kleitsch
Director, Economic Development
City of Lynnwood
20816 44th Ave W, Suite 230
Lynnwood, WA 98036
office: 425-670-5042
dkleitsch@lynnwoodwa.gov
Messrs. Howe and Ruotsala worked with the City to determine appropriate staffing levels and organizational structure, redesign key business processes and develop an RFP for a new permitting/licensing system for the City's development permitting and licensing function.

Brian Moura
Senior Advisor - Finance & Economic Development at Regional Government Services Authority
Former Assistant City Manager, City of San Carlos
650-995-6249
bmoura8@comcast.net
Mr. Ruotsala worked with the City of San Carlos to identify permit review and service delivery issues in the Community Development Department and implement an automated permitting and licensing system for the city.

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Work Samples

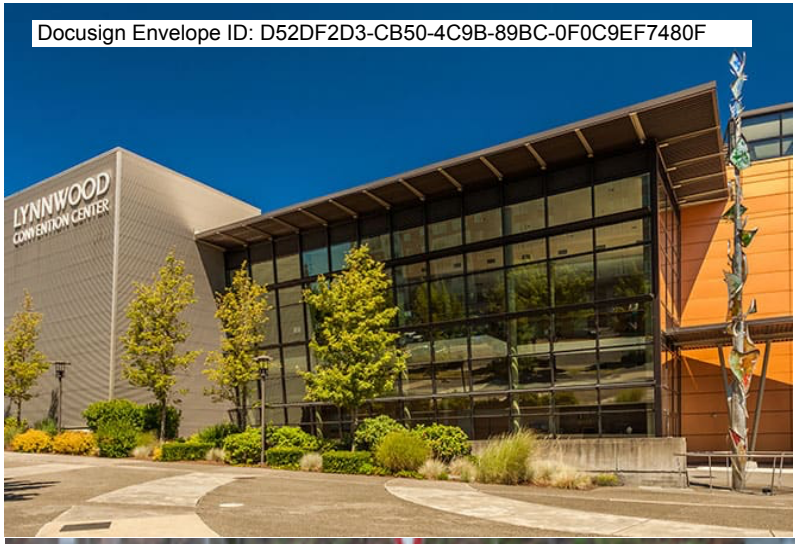
We have submitted two work samples as separate PDF documents that demonstrate our ability to perform technically demanding process and data analysis, policy formation and support and communicate project results.

Cost

The following table shows our proposed budget for the project broken down by consultant and task and our not-to-exceed estimate. This amount includes all expenses. We do not bill separately for expenses.

Task	Description	Consultant hours: D Howe	Consultant hours: A Ruotsala	Total hours
1	Kick off and establish licensing baseline	40	24	64
2	Peer city comparative analysis	56	24	80
3	Compliance audit	88	32	120
4	Develop licensing policy recommendations	40	32	72
5	Develop recommendations to improve licensing processes	56	48	104
6	Develop reporting and monitoring recommendations	40	32	72
7	Prepare final report	40	32	72
	Total Hours	360	224	584
	Rate	$250	$250	
	Extension	$90,000	$56,000	
	Total Project Cost	$146,000		

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City of Lynnwood
Development & Business Services

Process Review and Improvement Project

Final Report

June 19, 2020

LYNNWOOD
WASHINGTON

STRATEGICA

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Process Review and Improvement Project

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I. Executive Summary

The City of Lynnwood has undertaken an efficiency study for process and organization improvements at Development & Business Services (DBS). DBS consists of four independent departments:

- Community Development Department (Administration, Planning, Permitting and Inspecitions)
- Office of Economic Development (Economic Development and Tourism)
- Public Works (Development Engineering), and
- Fire Marshal's Office (South Snohomish County Fire)

This efficiency study has been undertaken in response to negative feedback regarding services provided at DBS.

Background

The City has been reviewing the organizational management structure of DBS, functional processes, and the customer service culture since 2017. This effort is a work in progress. To help expedite the process, the firm of Strategica, Inc. was retained in the summer of 2019 to evaluate the structure of DBS, formulate a new strategic plan, and improve the automated systems and processes of the various functions.

Lynnwood has a Community Vision, adopted by City Council in 2009 and reaffirmed in 2015, to be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government. In 2018, a Strategic Plan covering the period of 2018 to 2022 was prepared to compile priorities, objectives and strategies deemed to be of the highest importance. The top prioriteis for 2018-2022 are:

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1. Fullfill the community vision for the City Center and Lynnwood Link light rail
2. Ensure financial stabilty and economic success
3. Nurture operational and organizational excellence
4. Be a safe, welcoming and livable city
5. Pursue and maintain collaborative relationshieps and partnerships

The situation at DBS was seen as an impediment to achieving the Community Visision and implementing the Strategic Plan.

DBS Strategic Plan

While the City has a Community Vision and a Strategic Plan, DBS itself was operating without a strategic plan. Although the management and staff at DBS were operating with apparent strategic goals in mind, they were not articulated or necessarily aligned with the broader City vision. To address this situation, Strategica, Inc. first worked with DBS managers and then sought input from staff on documenting the strategic plan direction for DBS. Five DBS strategic goals evolved from this process:

1. Create a positive culture for applicants
2. Build systems, processes and codes to work smarter and more efficiently
3. Develop staff expertise and a culture to address Lynnwood's future growth
4. Enhance quality of life through implementing the Lynnwood Comprehensive Plan
5. Attract businesses and development partners to succeed in Lynnwood

The entire DBS Strategic Plan was documented on one page so that DBS staff can quickly instill a unified direction and incorporate these goals into their daily activities. These goals will be achieved and supported by specific strategies and tactics. The DBS Strategic Plan can be viewed in **Appendix A** and associated performance measures for tracking progress are found in **Appendix B**.

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Organizational Structure

In the summer of 2019, the organizational structure of DBS reflected an organization in transition. Nearly a third of the staff positions were either filled in an interim status, vacant, on leave, or staff were working out of class. This was due to significant turnover during the first half of 2019.

The organizational structure was also characterized by hard siloes, whereby the various functions within DBS involved in the core processes of handling development, building permit applications and business services were placed in separate City departments with no overall management of the processes.

In addition, DBS had not evolved its portfolio of skills and expertise to reflect an increasingly mixed-use urban environment that included more complicated projects. This evolution will become more critical in the future as Lynnwood becomes integrated into the Sound Transit light rail system and transit-oriented development (i.e., more dense, mixed-use development, pedestrian oriented) comes on line. In addition, the structure of DBS lacked sufficient administrative support or management/technical support.

The recommended DBS organizational structure (shown in Appendix C) resolves these problems and achieves unified command over all DBS functions, especially core building permit processing. The new structure reflects the strategic goals of DBS and clearly shows where accountability for these goals is placed within the organization. The new structure strengthens functional areas critical to the future growth of Lynnwood, and addresses the issues of staff vacancies, interim appointments and staff working out-of-class. Finally, the new organization structure adds critically needed managerial and technical support positions. This new structure reflects a net addition of 7 positions to DBS.

Permitting Process System

The existing permitting process system, was originally installed 11 years ago. It has never been fully implemented and has been incorrectly used over the years by staff that was insufficiently trained. The

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importance of a permit processing system to track the "life-cycle" of a permit is critical to organizational efficiency. The City should either re-install the system from scratch or evaluate and install a different software product through an open procurement process.

The most important feature in any future permitting process system is a workflow function that expedites and tracks planning cases, the processing of permit applications, business licenses and code enforcement cases. In addition, peripheral software applications such as electronic plan review, an online public portal, mobile inspection tools, geographic information system (GIS), and digital document storage should be part of the selected enterprise permitting system.

The most critical process at DBS is the processing of building permits given the volume of permits and fees involved. New processes should be implemented and facilitated by a new permitting system that features parallel reviews, workflow technology, digital plans and drawings, and automated tools for inspections.

Code Compliance Activities

The Community Vision and Strategic Plan speak to the quality and character of Lynnwood. Achieving these priorities can be supported through code enforcement. While DBS does a good job of achieving compliance for most cases, there needs to be new procedural and legal tools for dealing with serious conditions such as derelict houses and junk cars. In addition, with 43% of the City's housing stock consisting of rental units, Lynnwood needs to design and implement a program for ensuring that these housing units are safe, meet code and do not deviate or detract from community standards.

Achieving Planning and Policy Outcomes

In the effort for efficient processing of building permits, effective planning and economic development functions may be overshadowed. There is a big difference between efficiently processing applications and achieving the goals and policies of the Community Vision and the Strategic Plan. While tracking

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desired outcomes to be achieved through policies and development agreements is essential, specific performance measures and efficiencies are not as easily identified as with permit processing. Achieving the successful implementation of plans, policies, and related projects, however, should be tracked in the permit process system to monitor and evaluate progress.

The following pages present the findings and recommendations for the Development and Business Services efficiency study prepared by Strategica, Inc.

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II. What Work Was Done

This project was begun in August 2019 as the result of changes at Development & Business Services (DBS). DBS had acquired a negative reputation in the business and development community for heavy-handed regulation, slow turnaround times and unhelpful customer service. In February 2019, staff turnover at DBS provided the opportunity to install new management, and mandate process improvements and organizational change. Several new hires were made at DBS in an effort to improve the level of customer service, make Lynnwood a friendlier place to do business while staying faithful to the Lynnwood Municipal Code, and fulfilling regulatory responsibilities. Lynnwood sought the advice of outside experts in organizational development, process improvement and permitting systems to make impactful changes at DBS. This report is the product of that effort. The recommendations contained herein will result in a more efficient, mission-driven organization that helps to fulfill the policy objectives of City leaders.

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III. What should be the DBS Strategy?

A strategic plan is a plan for achieving impactful changes in an organization whether those changes be improved products, services, improved financial performance, policy goals realized, etc. All of these outcomes should result in achieving the mission of an organization. Strategies are different from tactics in that strategies have higher payoffs and bigger benefits that are directed at bigger problems or opportunities. Tactics, in contrast, are designed to achieve specific strategies and are more immediate in time. All organizations have a strategic plan whether it's explicit and written down or is just a general, unspoken understanding of what needs to be done to achieve the mission. It is easier to communicate and track performance of a well thought out and documented strategic plan, which is what Strategica, Inc. was asked to do at DBS.

The future strategy of DBS will be driven by attention to building a positive culture for staff and applicants; building new and enhanced permitting systems, processes and codes; build up skills and staffing to respond to address future growth patterns in Lynnwood; and attracting new development and business partners

What was the existing strategy at DBS?

DBS did not have a documented strategic plan in August 2019 when Strategica, Inc. started this project. In 2018, initial efforts were made by DBS staff to document a strategy. Some goals were documented for each operating unit within DBS but no strategies or tactical-level actions were defined.

A DBS mission statement dating from 2018 was documented by Community Development in the City budget:

"We strive to ensure our City is the safest, most livable and sustainable community in the region"

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This mission statement is limited in perspective and does not embrace a future for process improvements and customer service through proactive change.

The City itself does have a strategic plan that has been in place since 2018 which includes several vision statements and strategic priorities that involve DBS. These statements and priorities are incorporated into the DBS strategic plan that was created as part of this project.

Performance measures and targets to achieve the 2018 DBS mission statement are included in the biennial City budget but are not monitored on an ongoing basis. These measures and targets are separated by DBS departments. In addition, very little data is available for effective monitoring and management of DBS processes and outcomes. The current permit processing system is not configured to easily and consistently generate this data and cannot generate reliable management information for monitoring performance and mission achievement. These factors prevent regular assessments of efficiencies and effectiveness.

What problems or opportunities were identified for DBS that a strategic plan would address?

Based on interviews with DBS staff, City officials, and members of the development and business community, Strategica, Inc. identified several key issues that should be addressed by a strategic plan and the other components of this Process Review and Improvement Project. Key issues and opportunities requiring a strategic-level response included:

- An outdated, error-prone, user unfriendly permitting system that had not been properly configured when originally installed in 2012, had never been fully implemented and put into production, and in which the DBS staff had lost confidence.
- A longstanding reputation of DBS for poor customer service, long turnaround times for permits, non-responsiveness and heavy-handed regulation, which had become a hindrance to attracting new investment into the City.

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- Although the City had begun a well-received organizational revamp at DBS that included hiring new managers, transitioning from the less helpful managers and staff, and changing attitudes and customer service standards, there remained vacant positions, staff working out of class, and managers in interim appointments that needed to be addressed. In addition, the City has been undergoing significant redevelopment and is poised to be further transformed by the impending arrival of Sound Transit light rail. DBS does not have all the technical or professional expertise to handle this change. Outdated zoning designations, land use codes, development standards, and code enforcement do not match the emerging development that is occurring.

What is going to be the DBS strategic response to these problems and opportunities?

DBS managers met in December 2019 and developed a strategic plan that incorporated these five strategic goals:

1. Create a positive culture for applicants
2. Build systems, processes and codes to work smarter and more efficiently
3. Develop staff expertise and a culture to address Lynnwood's future growth
4. Enhance quality of life through implementing the Lynnwood Comprehensive Plan
5. Attract businesses and development partners to succeed in Lynnwood

From these goals, specific strategies were defined to drive implementation of the goals. DBS staff were given an opportunity to review the draft plan and suggest enhancements prior to adoption of the DBS strategic plan. The full plan can be viewed in **Appendix A**. It is a focused one-page document identifying the most important DBS goals and strategies.

How will DBS know if the mission and strategic plan are realized?

DBS managers have adopted a roster of performance measures to monitor strategic implementation and operational efficiency. These measures include:

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Measures of efficiency such as turnaround times:

- Response time to customer calls and email inquiries
- Plan review and inspection turnaround times
- Code enforcement case resolution time

Outcome measures such as:

- Permit applicant satisfaction index (an existing measure)
- Percent of City area covered by improved design guidelines
- Value of construction and public infrastructure in designated development zones

The entire roster of performance measures can be viewed in **Appendix B**

Recommendation III.1 – Continue to implement the new strategic plan (**Appendix A**) by making it part of managerial goal setting and performance review criteria, ongoing DBS managerial meetings, reporting to City Council and the Mayor, and monthly DBS All-Hands meetings.

Recommendation III.2 – Initiate the daily, monthly, semi-annual and annual monitoring of DBS performance using the measures in **Appendix B**. Ensure that configuration of a new permitting system include reporting tools and queries that generate regular, periodic data to populate the measures. Use the measures as part of managerial goal setting and performance review criteria.

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IV. How should DBS be organized and how many staff will be needed in the future?

In this section, the structure of DBS is examined, recommendations to streamline and focus the structure are offered and, using data-driven empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of DBS.

The DBS management structure reflects significant recent turnover, a high percentage of unfilled positions and interim appointments, and a lack of unified command. Although the current management is working hard to rectify these problems, the City should adopt a sweeping reorganization and staff right-sizing.

The structure of any organization is a key tool to achieving the organization's mission. In this light, the organizational structure should be thought of in the same way as the permit process systems, policies, work processes, strategies, and the staff; all of these are tools or enablers for mission achievement. A well-designed structure should clearly delineate accountability for the organization's strategic goals, facilitate easy communication between staff, and facilitate efficient work processes and transfers of information.

In this section, we examine the structure of DBS, offer recommendations to streamline and focus the structure and, using data-drive, empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of DBS.

What is the Current Structure of DBS?

The current structure of DBS is consistent with an organization that has been undergoing rapid and significant changes and turnover. Several long-term staff transitioned out of DBS in early 2019 leading to several vacancies, unfilled management positions, interim appointments and managers and staff working out of class. In addition, DBS is not a unified City department with unified command over all the staff, processes, and policies. Rather, it is modeled more like an agency with separate departments responsible for various functions. Specifically, as of November 2019:

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- 28% of the organization had been impacted by turnover.
- Of 6 mid-management positions at DBS; 2 were vacant, 1 was filled on an interim basis and 3 were filled permanently. Management vacancies still exist for the Permit Counter (the main point of contact with the public) and the Planning unit (which is filled on an interim basis).
- Of 36 total positions in DBS, 10 were vacant, serving as interim status, or on leave. There have been some new hires since April 2019.
- The DBS structure is characterized by siloes and the apparent chief executive of DBS, who leads Community Development and Economic Development, does not have direct managerial control over certain parts of the organization. The Public Works staff (that review private infrastructure development permits) and the Fire Prevention staff (that review fire building permit applications) report to outside entities: the Public Works Department, and the South Snohomish County Fire and Rescue Regional Fire Authority, respectively. Thus, there is no unity of command within DBS. Proposals for bringing the private development review function of Public Works under the control of DBS are being discussed. However, the Interlocal Agreement between the City and the Fire Authority memorializes this dis-unity of command for fire prevention services.
- All DBS staff except for 1 are engaged in line activities (i.e., involved directly with core DBS functions). There are only two management or admin support positions and one of those was on leave until recently. The other admin support position reports to the Fire Authority.
- Until recently, technical specialties in the planning unit reflected a suburban built environment rather than an urban built environment (e.g., high densities, multi-modal transportation, more complex design and construction techniques that are typically associated with transit oriented development or TOD).
- Staff resources are primarily focused on plan review and inspection; with limited resources provided to planning, policy, economic development, and business support services.

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- The structure features narrow spans of control (ratio of subordinates to manager) throughout DBS except at the Permit Center where it is 1:5; elsewhere it is 1:4 or less.
- There is currently no structure or staffing at DBS that analyzes the financial, budgetary or management operations or permit systems of the agency and assists top management. Consequently, these crucial tasks are done inconsistently.

What are the Current Staffing Levels at DBS?

Current staffing levels within DBS were established in the City's 2019-2020 Adopted Biennial Budget at 19 funded positions, no change from 2018. No empirically or data-based staffing model was in use for determining optimal staff levels based on workloads, performance or policy goals. The use of overtime is minimal within DBS although, as mentioned before, several funded positions have been vacant for quite some time. As an example of the amount of turnover experienced within DBS, 20 different people (not positions) worked on permit review and inspection functions (including Public Works and Fire Authority) during the 2019 calendar year, however, as of February 2020, only 13 of those remain with DBS.

The proposed structure for DBS eliminates siloes, focuses accountability for strategic goals, consolidates managerial control over all DBS functions and critical processes, adds technical and managerial support positions and adds skill sets that will be necessary to address future development trends in Lynnwood.

Strategica developed a workload and staffing forecast model that looked at historical workloads, how staff spend their time, and forecasted population growth to determine optimal staffing levels. In the future, as a new permitting system is configured and put into production, there should be sufficient performance data (specifically permit and inspection turnaround times) to refine this model to accurately forecast staffing needs in DBS in the future.

Recommendation IV.1 – Implement a new organizational structure that will have the following features:

- Unity of command for all DBS functions (including those handled by Public Works and the Fire Authority),

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- Pinpoint accurate accountability for the strategic goals embedded in the recommended strategic plan,
- Reasonable spans of control
- Elimination of the hard siloes that currently exist in DBS,
- Sufficient staffing of the right type and expertise to guide the community planning (i.e., long term) efforts of the City,
- Sufficient admin support for line staff and management,
- Unified, seamless, consolidated and close-up oversight of the key work processes at DBS (e.g., application intake to Certificate of Occupancy and everything that happens in-between),
- Sufficient staffing to address planning, policy, economic development, and business development services.
- Permanent appointments for the current management positions filled on an interim basis,
- A strengthened and expanded code enforcement function, and
- Two positions dedicated to management, financial and budget analysis and permit system applications support for DBS.

This recommended structure is shown in **Appendix C**. Specific implementing actions include:

1) Create new positions and hire for:
    a) Planning Technician (needs new classification as well)
    b) Management analyst
    c) Applications Analyst

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d) Deputy Director, Permitting Services (designate this person as Building Official)

e) Two Combo Plans Reviewer/Inspector

f) Two admin assistant or Sr. Finance Spec positions

g) One Business Development Manager

2) Reclassify/Rename positions:

a) Rename Building Official to Deputy Director, Permitting Services

b) Rename Planning Manager to Community Planning Manager

c) Rename Economic Development Director to Economic Development Manager

d) Reclassify one existing permit tech position as an Administrative Assistant

3) Fill currently budgeted positions for:

a) Permit Counter Supervisor

b) Senior Planner (w/ 50% Transportation Focus)

c) One code enforcement officer

4) Eliminate positions:

a) Existing vacant Assistant Building Official (funding used for new Deputy Director, Permitting Services)

b) Existing contract inspector (use funds for a permanent position)

5) Transfer supervisory responsibility to the Deputy Director, Permitting Services:

a) Private development public works (renamed Development Engineering). This should be facilitated by executing an Inter-Departmental Agreement between Public Works and

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DBS. The Public Works Director has prepared a draft agreement that serves as a good model.

b) Fire Marshall permitting staff. This should be facilitated by amending the existing Interlocal Agreement, Exhibit A, Section I.A so that the Director of DBS as delegated by the City will "Direct the management and supervision of personnel performing the Services" provided by the Fire Authority.

c) Explore co-locating DBS with other city departments to achieve organizational adjacencies and efficiencies.

Recommendation IV.2 – Based on the strategic and policy needs of the City and DBS and the results obtained from the Workload and Staffing Forecasting Model, right size the staffing level of DBS by creating and filling a net of 7 new positions within DBS as follows:

1) Create positions and hire for:
   a) Planning Technician (needs new classification as well)
   b) Management analyst
   c) Applications Analyst
   d) Deputy Director, Permitting Services (option to designate this person the Building Official)
   e) Two Combo Plans Reviewer/Inspector
   f) Two admin assistant or Senior Finance Spec positions
   g) Business Development Manager
2) Eliminate two existing positions:

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a) Existing vacant Assistant Building Official (funding used for new Deputy Director, Permitting Services)

b) Existing contract inspector (use funds for a permanent position)

Recommendation IV.3 – Analyze the staffing needs of DBS in the future using the Workload and Staffing Forecasting tool developed by Strategica. This model (an Excel-based tool) was provided to DBS staff in March 2020. The model should be updated annually with the population growth projections for the City.

The model calculates workloads and staffing requirements for the permit review and inspection and permit counter areas based on those population projections. In future years, time-based performance data from the new permitting system should be analyzed to calculate permitting turnaround times (based on the recommended performance measures from this report). The Workload and Staffing model can be modified so that the difference between current and targeted turnaround times can be programmed into the model and staffing needs can be calculated to close the gap (if any) between those current and targeted performance levels. The City may need to contract with a consultant to re-program the model for those purposes.

Staffing needs for planning, policy, economic development, and business development are not easily measured by a data-driven workload and staffing forecast tool. These functions serve to attain outcomes and benchmarks that achieve the community vision and strategic goals. The regular assessment of outcomes and benchmarks related to the community vision and strategic goals will track progress and serve to determine the resources required.

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V. What should be the future permit software system of DBS?

This chapter covers the permit process systems of DBS. The permit process system is the backbone of the organization that should track all activity and transactions from over-the-counter permits to long range community planning products that are implemented over years. In addition, this chapter discusses key peripheral applications. Topics covered include:

- Status of the current system and what to do about it
- Secure, On-line Public Portal
- Automated Review Routing and Electronic Plan Review
- Mobile Field Inspection Applications
- Digital Document Storage
- Geographic Information Systems (GIS)
- Network Infrastructure

The existing enterprise permitting system, the EnerGov system, was originally installed 11 years ago and has never been fully implemented and has been misused over the years by under-trained staff. The City should either re-install EnerGov from scratch or install a different software product through an open procurement process.

What is the Status of the Current Enterprise Permitting System Used at DBS?

The City has been using the EnerGov permit management system from Tyler Technologies for eleven years. EnerGov was originally installed to replace Accela PERMITS Plus, a legacy system that was no longer supported by the vendor. EnerGov is a server-based product hosted at the City Hall data center and managed by the City's Information Technology Department.

The EnerGov installation does not serve the needs of DBS. The following reasons lead to this conclusion:

- Staff who implemented EnerGov are no longer with the City and much of the background rationale and information about configuration decisions and design have been lost through staff changes over the years.

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- Some application types were never implemented (such as Development Agreements); and others have not been fully configured. For example, the workflow feature, a crucial element of a functional permitting system, has never been fully configured or put into production mode. For practical purposes, the EnerGov system is mostly functioning as a card file and word processor to generate and archive permits.
- Some design elements retained from PERMITS Plus impose extra work on DBS staff. For example, Building Permits must be entered as an EnerGov "plan" application type, after which separate "permit" cases (e.g., a building permit) are created for issuance and inspection. This situation is complex, confusing, and inefficient.
- Training on EnerGov for DBS staff has been inconsistent and incomplete, especially for new hires.
- City IT provides one staff person to support EnerGov via a system of support tickets submitted to IT to request changes and address issues with the software. DBS staff report that response times from City IT on many issues is slow and the backlog of tickets is approximately 300 items. A ticket list this extensive is more typical of a system in the first year or two of implementation, not a mature installation.
- DBS staff and IT efforts to reconfigure and improve EnerGov were hobbled a year ago, when a key DBS staffer left temporarily on extended leave.
- There is a deep lack of trust of EnerGov among DBS staff, given the lack of training, periodic software crashes, slow performance, gaps in functionality, and backlog of support issues.
- Historical data is severely corrupted due to null records, forced transactions, and general misuse of the system.

Recommendation V.1 - The City should scrap the existing EnerGov permitting process system configuration and either rebuild the EnerGov system (including permit, license, land use application and code enforcement configuration as a new installation to incorporate more complete and efficient processes needed by DBS in today's business

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environment), **OR** the City should replace the existing EnerGov system with a new permit system that can provide the required functionality. The choice to rebuild or replace should be based on evaluation of proposals and demos from vendors under Request For Proposal (RFP) 3178, currently in procurement. The design of application types, workflow processes, fees, forms, and other system configuration elements should follow the structured requirements outline in **Appendix E**. The City should retain change management or configuration services familiar with the selected software to install and configure the software to match the structured requirements shown in **Appendix E**, and to train DBS staff on proper use of the software. The DBS application support position will assist in this process and the on-going use of the system.

Peripheral applications that should support the permitting process system are discussed below.

Secure, On-line Public Portal

A permit system that provides a secure, on-line, public portal, available 24/7 will provide customers with access for submitting applications, checking status, paying fees, uploading and downloading documents, printing permit forms, scheduling inspections, and other tasks. An effective, self-service portal also substantially reduces staff time needed to process applications, compared to interacting with customers at the permit counter on many applications.

EnerGov includes a Customer Self-Service (CSS) on-line portal capability and can be configured to accommodate any permit, license or plan application. The City has configured and made available on CSS several simple application types that don't require plan submittal and review. Recently, however, the ability to submit applications via this portal was suspended on CSS because:

- Applicants became confused and chose the wrong application type at the start, requiring DBS staff to manually back out erroneous applications and refund fees.

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- Applicants sometimes created duplicate contact records for contractors, electricians, plumbers, and other licensed trades people who were already in the system, again requiring DBS staff to manually clean up contact records.

CSS continues to allow customers to check application status, pay fees, and schedule inspections.

Recommendation V.2 - The future enterprise permitting system should include a secure, on-line public portal that allows customers to perform all required tasks associated with the entire lifetime of an application, from beginning of an application through final approval, as described in RFP 3178 and as shown in scripts for vendor demos (see **Appendix D**). Particularly important for achieving the City's goal of going paperless, is the ability to upload/download digital plans and other documents for projects of any size, via the portal, instead of submitting paper plans and documents. Accommodations should also be made for "mom and pop" applicants, who have no ability to create digital plans. This may be achieved by providing a PC kiosk at DBS and scanning small paper plans for a nominal fee.

Automated Review Routing and Electronic Plan Review

Virtually all applications for permits, business licenses, and land use approvals, plus certain code enforcement cases, require routing plans, drawings or other submitted documents to one or more departments within the city, and occasionally to outside agencies, such as Snohomish PUD, Alderwood Water, and the Snohomish County Health Department. The only exception is certain minor "over-the-counter" permits (e.g., certain plumbing permits) that don't require plan submittal.

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EnerGov supports automating the routing of plans and documents to reviewing personnel (a concept known as workflow) but it has been only partially implemented. As a result, most staff continue to use their own tracking spreadsheets, paper logs sheets, and clipboards to track which reviews are required, who has signed off, and when a permit is ready to issue. These paper logs, clipboards and spreadsheets defeat a key purpose of using a permitting process system, which is to expedite the flow of documents, facilitate faster turnaround times, and keeping applications from falling through the cracks.

After tracking reviews with external spreadsheets, Microsoft Word documents, and paper logs, DBS staff update the application status after the fact in EnerGov. These workarounds slow the issuance process, consume large amounts of staff time shuffling paper in a sequential review process, and result in a highly siloed environment separating departments. More efficient parallel (i.e., simultaneous) review of plans by multiple departments is rendered impossible because paper plans are available to only one reviewer at any given time.

The most important feature in any future enterprise permitting system is a workflow function that expedites and tracks the processing of permit applications, planning cases, business licenses and some code enforcement cases.

DBS recently installed Bluebeam, an electronic plan review application that allows reviewers to examine and mark up plans and drawings without resorting to paper documents. EnerGov supports interaction with Bluebeam electronic plan review software, but only a few reviewers perform reviews in Bluebeam. Such digital plans are received as email attachments and manually loaded as documents into EnerGov. Most plan review is still done on paper plan sets. This process is inefficient and does not take full advantage of electronic permitting capabilities. While a few DBS staff are proficient in using Bluebeam from previous jobs, most staff have received little or no training in Bluebeam.

Recommendation V.3 – Ensure that the future permitting process system supports automated notification, review routing, and electronic plan review as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). The system should be configured to include standard automated routings and plan review steps (Workflow) that allow

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multiple departments and reviewers to simultaneously review and mark up plans and other digital documents submitted through the portal. The system should allow:

- adding and deleting routing steps as needed to handle unusual review situations.
- automated consolidation of markups, comments, corrections, and notes into a single correction or comment letter or memo to be sent electronically via the portal to contacts associated with the application.
- each reviewer to apply and "burn in" digital approval stamps and other notations to appropriate pages in the electronic plans and documents.
- applicants to download marked-up and approved versions of digital plans and documents through the portal.
- applicants to upload requested corrected plans and other submittals at the correct stage of the review process.
- insertion and/or replacement of single PDF plan pages into multipage plan sets.

DBS staff need to be thoroughly trained in working with automated review routing and whichever electronic plan review software is selected.

Mobile Field Inspection Applications

Providing connected software for inspectors to do their work in the field is essential to the success of the future permitting process system. The City currently uses EnerGov IG Connect field inspection software on Apple iPads. Inspection requests from applicants and contractors are made on the CSS portal or in the main EnerGov program, after which they are assigned and downloaded each day to each inspector's iPad. Inspectors can pull up a given inspection request, note corrections, approve or fail an inspection, capture digital signatures of the inspector and recipient of the inspection, and send an automated email with inspection results to the contractor and other contacts in minutes from the field.

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This reduces the amount of office work an inspector must do at the end of the day and customers appreciate getting inspection results quickly.

Some inspectors have had the following issues with IG Connect:

- At locations with poor or no cell service, inspectors cannot complete inspections. When cell service is available, previously unrecorded results may not be updated correctly in the main database.
- Contractors often request additional inspections while meeting with an inspector at the job site, but inspectors cannot add new inspections in the field, on top of those previously scheduled for the day.

> **Recommendation V.4 –** Ensure that the mobile field inspection component of the future enterprise permitting system replicates capabilities used by DBS inspectors today and include capabilities as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). In particular, the future system should include two important capabilities to remedy issues with the existing system:
>
> - Ability to work reliably and update accurately in areas with poor or no cell service, by automatically storing results and updating the back-end database when a cell connection is available.
> - Ability to add new inspections while out in the field.

Digital Document Storage

DBS staff create, access, file, and store thousands of pages of plans, specs, reports, memos, and other documents while processing applications and permits. Most large-format plan drawings are still handled in paper form during the review process, with plan storage on shelves and in bins or file cabinets. After finalizing a permit, one set of approved plans is boxed with other plans and sent to

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records management at City Hall for scanning, indexing, and archiving on the Application Xtender document management system. Reports, memos, spreadsheets, and other small-format Microsoft Office documents created during application processing are stored by individuals who have to remember to manually upload files to department network share drives and/or local hard drives.

This fragmented storage of both large- and small-format documents requires additional staff time to handle paper, risks loss of key documents stored in department network share drives, and risks losing track of documents stored on local hard drives.

Archiving only a portion of a file's documents on Application Xtender requires the additional cost and time to scan paper and could make potentially important documents unavailable in the future.

> **Recommendation V.5 –** The future permitting process should support cloud-based document storage capabilities associated with all permit and application types as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). The future system should facilitate easy saving of all large- and small-format documents from within an application workflow, instead of saving to a network shared or local hard drives. This will encourage saving critical documents in this centralized location. Records Management may choose to selectively download certain digital documents to Application Xtender for public records requests **OR** members of the public conducting record searches for permit information could access permit information directly from the future enterprise permitting system via the on-line portal or other portal user interface.

Geographic Information Systems (GIS)

Considerable GIS technology and data layers are potentially available to DBS staff, through extensive existing ESRI licenses of both ArcGIS Pro desktop and ArcGIS Online. Details are included in **Appendix E**. Planning staff are the primary users of GIS data and use GIS to review locations associated with Planning

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applications, produce vicinity maps, and generate lists for mailing labels for public notices. Despite the wealth of available GIS software and data, DBS staff utilization of GIS is extremely low. It has been hampered for months by periodic crashes loading ArcGIS Pro on HP laptops recently acquired for Planning staff. Recent investigations suggest a time-out problem with a legacy ArcSDE server and not the laptops themselves. GIS is supported by only one individual in IT.

Recommendation V.6 – The future permitting process system should support GIS capabilities associated with all permit, license, and application types and code enforcement as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). These capabilities should include:

- generating mailing labels, hearing notice postcards, and lists of properties within a certain radius of a land use application.
- Creating ad hoc polygon boundaries of multiple parcels (and fragments of parcels) associated with complex projects. This would allow identifying permits, land-use applications and their requirements related to complex project boundaries by clicking and drilling down from a map.
- Providing public access to up-to-date GIS data in a "What's in my Neighborhood?" portal page.

Network Infrastructure

The City's network infrastructure is vital for any future permitting process system to function in a fast, reliable manner. This network infrastructure currently includes:

- One gigabit/sec (GB) fiber connects all buildings across the city.
- Each workstation is equipped with a 1GB network interface card; each network closet has a new Cisco Meraki GB switch.

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- Wave Communications currently provides a 1GB internet connection with a secondary internet connection through Frontier Communications at City Hall. IT is transitioning that Frontier service to a second discreet WAVE internet service, allowing a transition to the backup internet without changing external IP addresses. That project is scheduled to be completed by late spring.
- A single Cisco model 4150 core network switch at City Hall has become a bottleneck for network traffic with the addition of additional security and traffic cameras, VOIP traffic, and other hardware requiring substantial bandwidth. This has resulted in complaints from DBS staff about slow network response using EnerGov and dropped calls on the agency phone system.
- Two new Cisco model 9500 core switches with substantially increased capacity are scheduled for installation when the hardware arrives from the manufacturer (in China).
- The change from the internally-hosted EnerGov system to a potential cloud-based system will increase demands for bandwidth, especially for electronic plan documents retrieved from cloud-based storage.

Recommendation V.7 – The City's IT Department should constantly monitor network traffic and bandwidth demand from the new permitting process system, set automatic notifications to IT staff when issues occur, and quickly make repairs and adjustments at the core switches and other hardware to maintain bandwidth for DBS. In the event that a cloud-based permitting system is chosen, network performance recommendations from the software vendor should be provided and maintained for all DBS users

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VI. How should work processes be improved?

This chapter discusses the key work processes of DBS and ways to make these processes more efficient, reduce turnaround times, achieve better outcomes and realize the strategic goals of DBS that address work processes. The chapter covers these processes:

- End-to-end permit intake, routing, review, inspection and finalizing
- Paperless Parallel Processing with Electronic Plan Review
- Field Inspection Hardware/Software
- Development Agreements
- Land-Use Application Processing
- Long-Range Planning
- Business Licensing
- Code enforcement for derelict houses
- Code enforcement for junk vehicles
- Rental unit registration and inspection

The most critical process is the processing of building permits given the volume of permits and fees involved. New processes should be implemented, facilitated by a new permitting system that feature parallel reviews, workflow technology, and using digital plans and drawings, and automated tools for inspections.

End-to-end Integration of Permit intake, routing, review, inspection and finalizing

DBS should provide for "life-cycle" review of permit applications from initial intake, through application review, final approvals, and archiving. End-to-end processing integration should encompass everything from customers being able to submit any type of application using a self-service on-line portal, through automated routing to staff who need to review, comment, and approve, to public hearings where required, to issuance of the permit or approval back to the applicant via the portal, to scheduling and managing inspections and final approvals in the field. Integration should also document projects approvals that arise through development agreements and impact fee requirements. Such integration should help to remedy the currently siloed, sequential series of largely manual workflows in DBS, supplemented by manually updated spreadsheets, Word documents, and

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paper log sheets, with the permit system serving as little more than an electronic "card file" system to record a few key dates and actions after the fact.

Partial, incomplete efforts have been made to achieve end-to-end integration in EnerGov, using the EnerGov Customer Self-Service (CSS) public portal for application submittal on the front end and IG Connect field inspections at the end of the process. Application submittal using CSS has been postponed due to applicant confusion in choosing the correct application type and creation of duplicate contact records. IG Connect functions moderately well, except when cell service is poor or non-existent.

> **Recommendation VI.1 –** In considering an RFP for a future permitting process system, the City should look for the best end-to-end integration suite of tools offered by a vendor. Where a vendor's solution incorporates some third-party products and services (such as electronic plan review, report writers, GIS, field inspection software, cashiering, etc.) that link with a vendor's main system, seamless integration is particularly important. One example to consider is how well a third-party electronic plan review application integrates with a) the on-line portal to send and receive digital drawing files, b) automated creation and sending of correction notices, and c) storage of digital documents related to the permit or land-use application.

Paperless Parallel Processing with Electronic Plan Review

In order to speed up reviews, all types of permits, licenses, and applications that require reviews by multiple agencies and staff should be reviewed in parallel, allowing multiple reviewers to perform their review tasks simultaneously. However, the current process features each reviewer looking at paper plans and drawings before handing them on to the next reviewer. Using paper makes it impossible to achieve parallel reviews which are much quicker and efficient. Instead of marking up paper, modern electronic plan review software allows all staff to access the same set of digital plans and other documents to add digital markups, corrections, notes, and stamps. A modern system should also expedite issuance of correction letters and incorporating updated plans and drawings.

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In addition to building permits, all planning and land-use applications should use this technology to review digital plans, consultant reports, staff reports, hearing decisions, and other documents. Furthermore, it is imperative that all DBS staff in Building, Planning, FMO, Public Works, Business Licensing, Economic Development, and Code Enforcement have thorough training to become as proficient in the use of the electronic plan review software as they are with Microsoft Word and email.

Recommendation VI.2 – Make sure that the following key functionality is integrated with the future permitting process system, to facilitate parallel, paperless processing:

1. Self-service on-line portal to allow applications to be filed along with managing the submittal of digital plans and documents
2. Automated routing for staff review to keep the review process moving
3. Electronic plan review app to allow simultaneous review and mark-up of digital plans
4. Markups and corrections noted on the digital plans should automatically flow into correction letters that are automatically emailed to the applicant
5. The system should send an automated correction letter to the applicant and allow the applicant to retrieve the marked-up plans through the on-line portal. The applicant should resubmit, via the portal, only the pages from the plan set that have been corrected, and the system should facilitate inserting the corrected pages into the full plan set for the next round of plan review. The system should automatically assign a version number to plans used in each round of plan review

Field Inspection Hardware/Software

Virtually all types of permits, licenses, land-use applications, and code enforcement require field inspections to verify compliance with codes and conditions of approval as a project is built out or violations are resolved. Inspections prescribed by approval of a permit or land-use application are

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typically requested by contractors and applicants using the on-line public portal. Ad hoc inspections may be performed at any time by staff to check on-going compliance.

Speedy posting of complete, accurate inspection results immediately from the field benefits contractors by alerting them to required corrections and allowing work to move ahead quickly when each stage of inspection is approved. Inspectors also benefit by completing each inspection at the job site, with little or no follow-up or paperwork to be done at the end of the day.

> **Recommendation VI.3 –** Acquire, install and implement a field inspection application and associated hardware that is compatible with the future permitting process system. Field inspection hardware should be compatible with the Cisco Meraki Mobile Device Management (MDM) standard adopted by IT. The field inspection software should accommodate a range of inspection tasks across the six main groups of the DBS organization: Building, Fire Marshal, Public Works, Planning applications, Business Licensing, and Code Enforcement. The system should be able to schedule prescribed inspections for Building, Fire, Planning and Public Works, plus ad hoc inspections not requested by the applicant for all groups.

Development Agreements

DBS Economic Development staff pursue policies and projects that address the vision and strategic goals of the community. Development Agreements are negotiated agreements between the City and a developer to clarify both the scope and timing of new development and to provide a consolidated approval framework for large projects. No fees are collected by the City, under the assumption that increased tax revenue from the development will more than offset the lost permit revenue.

Development Agreements (DAs) are currently done manually, on paper and with Microsoft Word and Excel, with no data entered in EnerGov and no system workflow to assist processing. The final negotiated Development Agreement is recorded on the subject property with the Snohomish County

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Auditor's Office. This memorializes the agreed-upon duties and responsibilities of both parties and is intended to transfer the requirements to new owners in the event the property is sold.

DAs may interact with other land-use approvals over wide areas of the project for years or decades to come. It is imperative that they be tracked in the future permitting system so their provisions may be easily accessed during future application review. Staff do not consistently monitor long-term compliance with the provisions of individual Development Agreements but should do so in the future using timed reminders programmed in the permitting system.

Development Agreements often span multiple parcels and encompass multiple street addresses; they should be mapped in GIS so staff can locate and drill down into the provisions from a map, even if addresses and parcel boundaries change in the future.

Recommendation VI.4 – Tracking Development Agreements would enable identification and tracking of outcomes achieved. The following should be included as an application type in the future permit processing system:

1. Include automated workflow with electronic plan review to speed up review and approval,
2. Include links to GIS (linked to polygonal geographical project extents) to map the potentially complex assemblage of parcels and addresses encompassed by the DA,
3. Incorporate on-line document storage to allow present and future staff full access to all documents (including the final recorded agreement) to track requirements and compliance during the lifetime of the DA, and
4. Include the ability to set alerts for site visits, conditions of approval with specific follow-up dates, and periodic inspections scheduled in the future system.

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Land-Use Application Processing

Requirements for processing land-use applications, holding hearings, and issuing decisions are governed by the Lynnwood Municipal Code (LMC). The LMC sets forth six decision-making processes (note that the LMC no longer defines a "Process V" so that number is skipped in the following text):

- Process I – Public Hearing and decision by Hearing Examiner
- Process II – Administrative decisions appealed to the Hearing Examiner
- Process III – Administrative permits review process
- Process IV – Decision by City Council after Review by Planning Commission
- Process VI – Appeals of administrative decisions to the Hearing Examiner
- Process VII – Appeals of decisions by the Hearing Examiner to City Council

Noticing, hearing, and decision requirements in the LMC are slightly different from one decision-making process to another, complicating staff work in processing applications. For example, the hearing notice for a Process I (Hearing Examiner) application must be sent at least 20 days prior to the hearing, but the Notice of Impending Decision for a Process III (administrative) application must be sent only 14 days before. Process I notices must be mailed to property owners within 300 feet, but Process III notices must be sent to 300-foot radius property owners and to occupants/tenants of multiple-tenant buildings and mobile home parks within the same radius as well.

Planning staff have identified potential changes to the LMC to create more common procedural requirements, while still preserving the existing tiers of review (Administrative, Hearing Examiner, Planning Commission, and City Council).

LMC 1.35.080 provides for process consolidation of two or more applications, where the applications would follow different processes if done separately. For example, a Short Plat is normally a Process III admin decision, but if a Variance is required (Process I – Hearing Examiner), the combined application would be heard by the Hearing Examiner.

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Efficiencies should be identified and implemented to improve the process for applicants and the community.

Recommendation VI.5 - Retain a code consultant to work with Planning staff on potential changes to the LMC. Strategica also recommends that the implementation of the future permitting system not be held up waiting for LMC code changes to be made. In our experience, code changes sometimes take much longer than originally anticipated and most modern permit software systems have configuration tools that allow changing workflow processes that may result from any likely code changes.

Recommendation VI.6 – Configure the future permitting system so that application combinations are entered as separate applications, grouped as a "project" in the system, with the higher-process application designated as the primary application.

Often overshadowed by the rush to churn out building permits, effective long range planning can be the difference between just another anonymous suburb and a place with unique amenities and character. Long range planning products should be processed and tracked the same as building permits in the new enterprise permitting system.

Long-Range Planning

Planning functions in DBS include both "current planning" (review of land-use applications) and "long-range planning" (preparation and maintenance of area and neighborhood plans, critical areas, transportation planning, and other activities that are not site-specific). While most of the focus of the permit processing system is on applications handled in current planning, DBS should track long-range planning polices and projects in the permitting process system. Like permit applications, long-range planning policies and projects involve multiple reviewers, production of documents, scheduling of meetings and hearings, and occur within project boundaries (such as neighborhoods and critical areas) that can be delineated in GIS. Being able to view and drill down into a long-range planning projects on a map would enrich decision making and help avoid possible conflicts where future land-use applications and permits fall within that planning project boundary.

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Recommendation VI.7 – Long-Range Planning should be included as an application type in the new system to provide staff with the same automated tools as they use for processing land-use applications and permits. Automated workflow should be used to track and schedule staff reviews, meetings, preparation of documents and reports for neighborhood, Planning Commission, and City Council hearings. The boundaries of the long-range planning project should be mapped in GIS, and all documents should be stored electronically for present and future staff to access. Because this would be an internal application type, no application would be available to the public on the on-line portal. This process would enable identification and tracking of outcomes achieved by adopted plans and policies.

Business Licensing

Starting in November 2019, the State Legislature mandated that all Washington municipalities process business license applications, issuances, and renewals on the Business License System (BLS) developed and operated by the State Department of Revenue (DOR). This mandate has provided some efficiencies for the customer and the licensing process. However, there are aspects of the licensing system that should be improved or that resulted in additional work for DBS staff:

- Instead of routing regulatory business license reviews electronically to affected city departments, routing is done manually using a spreadsheet and email.
- DBS must monitor reports from the State BLS system for licensees that are paid late and send a letter or invoice to collect a late fee, as is presently done on 551 accounts as of 2/7/2020. The State does not collect such late fees for the City.
- DBS must manually send out Occupancy Fee letters and invoices to collect alcohol fees from full-service restaurants because they are not included in BLS.
- DBS manually monitors accounts on the State termination report (115 account terminations at present) to see if the businesses are actually terminated or still doing business in Lynnwood.

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- DBS must follow up on 3,726 accounts that the State shows as doing business in Lynnwood that have never filed for a City business license before.
- DBS must follow up on 380 accounts that have not renewed their business license through BLS.
- BLS customer service to businesses at times is not very helpful, referring calls back to the City.

The City has become the de-facto fee collection agency for the DOR because the State does not attempt to collect any overdue business license fees. If a business fails to renew on BLS, the State sends two reminder notices, but if the business fails to respond, the State simply closes the account and refers the account to the City for collection. Also, the City is responsible for collection of all other regulatory non-State-related fees for businesses such as garbage collection, establishments serving alcohol, and body scrub parlors. The City must follow up by verifying if the business is still open and send collection letters for overdue amounts.

After three months on the State program, it is apparent that revenues are down primarily because the State prorates City license renewal due dates to coincide with the business license fee due dates on the State licenses. This process does not coincide with how Lynnwood previously issued business licenses on an annual basis making it more difficult to forecast and budget City fee revenue.

Lynnwood is evaluating other cities to learn from their experience and identify best practices. For example, Kirkland has seen a revenue loss after the first three months due to proration and sending of collection letters. They also have the same equivalent license volume administered. However, Kirkland has 1.5 staff FTEs for business license administration which is 0.5 FTE greater than Lynnwood. Kirkland's collection ordinance also allows them to go back and collect delinquent fees for three prior years plus penalties and one year forward. This process has resulted in over one million dollars of additional collections. Lynnwood could collect close to $500,000 if similar changes were implemented.

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There is currently no automated way to update Business Licensing records in EnerGov, based on changes in BLS. Without hand-keyed manual updates, data in EnerGov will become increasingly out of date and less reliable.

Recommendation VI.8 To maintain up-to-date information on licensed businesses in Lynnwood, the City should pursue periodic data updates of license data from BLS and create methods to import BLS data into the future permitting process system.

Recommendation VI.9 The City should implement changes to the LMC and department procedures to allow back billing for unpaid fees and penalties for up to three years back.

Recommendation VI.10 Ensure that the future permitting system includes a business license module to register all businesses in the City of Lynnwood, independently of licensing under the State BLS. This would include downloading BLS data to keep the Lynnwood data up to date, automated routing for departments to review new applications, and billing capabilities for following up on unpaid renewals and additional fees for businesses such as garbage collection, establishments serving alcohol, and body scrub parlors.

Recommendation VI.11 As reliable licensing volume data is available, DBS should budget for sufficient staff to handle manual processing tasks associated with business licensing tasks not handled by the State BLS.

The DBS code enforcement does a good job of achieving compliance for most cases but needs new procedural and legal tools for dealing with derelict houses and junk cars.

Code Enforcement

The code enforcement unit within DBS is currently comprised of one staffed Code Enforcement Officer (CEO) position and one additional vacant CEO position. The unit closes approximately 500 cases per year although that number varies from year to year. The majority of cases are investigated, mitigated and closed within 180 days. As of February 2020, 8 cases (comprising 13 separate violations) had been open beyond 180 days. Of these 13 outstanding violations, 6 were for

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houses that were unsafe to occupy or junked vehicles on private property but visible from the street. The oldest case (a derelict house) has been on the books for more than three years. Despite the best efforts of the Code Enforcement unit, these cases linger due to uncooperative property owners or difficulties in finding responsible parties.

In some of the outstanding derelict house cases, the responsible property owners were recently deceased, and the heirs are difficult to track down or are not cooperative or competent. In some junk vehicle cases, it can also be difficult to track down registered vehicle owners to obtain cooperation in removing the vehicles or the property owners may not agree to remove the vehicle. Usually, these junk vehicles have some scrap value and once title is made available, it is relatively easy to have them towed away and sold. But if the vehicle is on private property and title is not available, it requires the cooperation of the property owner in the absence of a warrant.

Legal remedies are available to the City to mitigate these conditions; however, these remedies are difficult to undertake since they often require a warrant from Snohomish County Superior Court. Thus far, the Code Enforcement unit has not been able to obtain adequate legal support from the resources currently available. The current code enforcement process relies on informal persuasion and fines to motivate compliance, which is eventually effective in most cases. However, for the most egregious cases, more intensive methods, including legal discovery tools and litigation, are required.

If the City opts to improve the code enforcement process, further study will be needed to identify specific recommendations, which may include additional staffing to handle the informal persuasion code enforcement tactics while other staff are following up with more egregious violations and litigated cases.

In the same way that "life-cycle" permit processing integration can help expedite permits and land-use applications, Code Enforcement can benefit from such integration. This would involve the public using the on-line portal to enter complaints (anonymously or not); automated workflow among code

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enforcement officers, planners, inspectors, and other staff; creation of routine forms such as the Notice of Violation; tracking inspections and site visits; maintaining lists of property owners, tenants, complainants, property managers, etc.; and keeping an extemporaneous log of everything that's transpired with the violation, in the event that stronger civil and/or criminal actions must be taken.

Rental Unit Regulation

The City should also address the fact that 43% of the housing stock in Lynnwood are rental properties (this includes apartments). Cities with such high proportions of rental units are adopting rental unit registry and inspection programs to maintain their housing stock and property values and ensure that rental units are maintained to code and incorporate life safety measures such as smoke and carbon monoxide detectors. Tenants are often hesitant to report code violations for fear of landlord retribution. A proactive registry and inspection program addresses this problem by making inspection mandatory rather than just based on complaints.

Recommendation VI.12 – The City should hire and fill the existing vacant Code Enforcement Officer position and assign each officer geographically-based territories (e.g., South Lynnwood, North Lynnwood).

Recommendation VI.13 The City should choose a software solution that supports Code Enforcement with the ability to receive complaints via the on-line portal, conduct automated workflow and creation of routine notices, enter inspection results and site visits in the field, and track all the parcels, addresses, and people involved with code enforcement cases.

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Recommendation VI.14 – Strengthen the process for mitigating derelict houses to include a stronger litigation component and a new cost recovery procedure under the authority of RCW 35.80. This would include:

1. Retain contract legal services focused on code enforcement to initiate litigation on difficult derelict house cases to obtain abatement warrants through Snohomish County Superior Court to mitigate the blight (i.e., demolition).

2. Recover the abatement cost (typically demolition which can amount to $50,000 or more) through a Special Assessment on the property to recover the costs through property tax collections, or a tax foreclosure and sale if necessary. RCW 35.80.030 (1)(h) provides that:

   "…amount of the cost of such repairs, alterations or improvements; or vacating and closing; or removal or demolition by the board or officer, shall be assessed against the real property upon which such cost was incurred…"

   And that

   "…county treasurer shall enter the amount of such assessment upon the tax rolls against the property for the current year…"



This unoccupied house on 200th St SW is literally collapsing, constitutes a blight and a safety hazard and needs to be demolished

RCW 35.80.030 also specifies the due process protections that may be afforded the property owner. If adopted into ordinance by the City, these protections will require the City to serve notice to all interested parties (RCW 35.80.030 (1)(c)) of the violation and an order to mitigate (up to and including demolition).

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3. Provide additional due process protection to property owners by utilizing the City's contracted hearing examiner to hear appeals to abatement orders.

Recommendation VI.15 – Expedite the process to remove junk vehicles that incorporates issuance of the initial infraction within 30 days of initial contact with the property owner. Second infractions should be issued after 60 days of initial contact if the vehicles have not been removed.

Recommendation VI.16 – Implement a Rental Unit Registry (RUR) program in the City for purposes of encouraging preventive maintenance of rental units, protecting the interest of vulnerable tenants (e.g., low income, disabled) that may be resistant to lodging complaints with their landlords, and maintaining the housing stock and property values in the City. The RUR should be administered by the Code Enforcement Unit of Development and Business Services and should incorporate the following features:

With 43% of the City's housing stock rented out, the City needs to design and implement a program for ensuring that these housing units are safe, meet code and do not deviate or detract from community standards.

1) **Scope of Program.** The program should apply to any housing unit available for long term rental. Exemptions may include short-term rental (Air BNBs), hotels & motels, government-owned or subsidized rental housing (Section 8), owner-occupied rental housing (e.g. owner lives in one-half of a duplex or the property owner rents out a room), and properties built within the past five years.
2) **Rental Unit Registration.** Registration should be renewed annually. A detailed process and fee study is warranted to ensure the fees are accurate and defensible.
3) **Registration requirements.** The registration should include contact info to identity the property owner and insurer. For property owners located out-of-state, the registration should require a Snohomish County contact that will accept legal notices and Notices of Violations. Registration should require a property owner to agree to expedited authority of the City to abate nuisances and blight with less due process (e.g., hearing officer appeal is final) and at owner's expense, and that all outstanding code violations be cured before annual certificate is issued. The registration certificate should include an inspection guide listing

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criteria used in quadrennial inspections. Finally, the Certificate cannot be transferable if the property is sold.

4) **Inspections.** Inspections should be required within a specific term, such as every four years, and accelerated to annually for rental units with violation history of 5 or more violations in any one calendar year. Inspections should be noticed beforehand to both the property owner and the tenant so a property owner has a chance to clean up potential problems.

5) **Inspections Fees.** The initial inspection should be free to encourage compliance. If violations are found that need to be corrected and re-inspected, fees could be charged.

6) **Initial Inspections.** At the RUR program inception, DBS should assign all registered units to four zones. Each zone should be inspected during one of the first four years. DBS could also phase it in by age of building – oldest units first, or properties with a history of code violations. An inspection and new registration should also be triggered by a change in ownership.

7) **Mitigation.** A property owner should be given specific timelines to correct both non-life threatening and life-threatening violations. A follow-up inspection should be scheduled based on the highest-scoring (most serious) violation (30 days if no life-threatening violations).

8) **Program staffing.** Rough estimates show that the program would require approximately 2,000 inspections per year. Assuming an inspector could handle 4 to 6 inspections per day, this would require 1.5 to 2 inspector FTEs. An additional FTE may be required to handle the administrative tasks of registrations, accounting, processing violations, etc. for a total FTE count of 2.5 to 3. The exact number of positions should be determined once program specifications are finalized.

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Appendix A – Adopted 2020-22 DBS Strategic Plan

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Goal 1 – Create a positive service culture for applicants

Tactics

a. Hire and retain people with a customer service mentality
b. Simplify (or communicate simply) our processes so applicants can understand them
c. Provide customer service training for DBS staff
d. Provide recognition and rewards for good customer service
e. Shorten turnaround times (while still meeting our regulatory responsibilities)
f. Define and track customer service metrics

Goal 2 – Build systems, processes and codes to work smarter and more efficient

Tactics

a. Implement a new user-friendly, DBS-wide permitting system that facilitates accurate data, 24/7 access and workflow data sharing
    1. Align work processes with the capabilities and functions of the new system
    2. Streamline permit types and supporting processes
    3. Obtain continuous training in the software functionality for DBS staff
b. Streamline and untangle our codes and regulations
    1. Eliminate duplicative sections and resolve conflicts
    2. Modernize regulations to address projected development patterns
    3. Make it easy for applicants and businesses to access and understand
    4. Streamline the zoning code

Goal 3 – Develop staff expertise and a culture to address Lynnwood's future growth

Tactics

a. Identify the expertise, qualifications and skills we need
b. Determine how many staff we need and hire up to that level

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c. Create an organizational structure that promotes accountability for results and fosters a cohesive, positive culture
d. Train our people in customer service and technical expertise for their success
e. Update and/or create new job descriptions that match DBS needs
f. Provide staff the flexibility to work with applicants to identify solutions and solve problems
g. Track performance to ensure accountability to our mission and strategy

Goal 4 – Enhance quality of life through implementing the Lynnwood Comprehensive Plan

Tactics

a. Track implementation of the current Comprehensive Plan
b. Gear up for the 2023 update of the Comprehensive Plan and make it simpler and more accessible
c. Develop plans through meaningful public engagement
d. Implement fair and equitable code enforcement
    1. Build a system allowing us to expeditiously process the tougher cases

Goal 5 – Attract businesses and development partners to succeed in Lynnwood

Tactics

a. Explore and adopt programs to promote new business formation and expansion
b. Partner with the Lynnwood Chamber and other business organizations for economic vitality
c. Change public perception on how friendly it is to do business in Lynnwood
d. Promote tourism, visitor spending and hotel stays
e. Prioritize and facilitate development of projects for community benefit
    1. Quantify and communicate the benefit to the community

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Appendix B – Recommended Performance Measures

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Performance Measures

	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Permit Counter								
1	Average calendar days between final inspection and closeout	energov or replacement	subtract julian date of final inspection from closeout date for all permits closed out during month. Calc mean of all elapsed times	final inspection logged	permit closed out	monthly	permit counter supervisor	shorten turnaround times
2	Average calendar days between plan submittal and completeness check	energov or replacement	subtract julian date of submittal from completeness check for all plans deemed complete during month. Calc mean of all elapsed times	plans submitted	completeness check	monthly	permit counter supervisor	shorten turnaround times
3	Average call hold time	ACD	Calc mean of all hold times on incoming calls during the day	incoming call	call answered	daily	permit counter supervisor	positive service culture
4	Average time to respond to emails	?	subtract julian date of email received from date of response for all email responses during month. Calc mean of all elapsed times	email received	email answered	daily	permit counter supervisor	positive service culture
Code Enforcement								
5	Average calendar days, complaint to initial inspection	energov or replacement	subtract julian date of complaint received from initial inspection date for all complaints received during month. Calc mean of all elapsed times	complaint logged	initial inspection logged	monthly	Building Official	expeditious processing of code enforce cases
6	Average calendar days, Initial inspection to forced compliance	energov or replacement	subtract julian date of initial inspection from closure date for all forced cases closed during month. Calc mean of all elapsed times	initial inspection logged	forced compliance case closed	monthly	Building Official	expeditious processing of code enforce cases
7	Average calendar days, Initial inspection to voluntary compliance	energov or replacement	subtract julian date of initial inspection from closure date for all voluntarily resolved cases closed during month. Calc mean of all elapsed times	initial inspection logged	voluntary compliance case closed	monthly	Building Official	expeditious processing of code enforce cases
8	Percentage of cases resolved through forced compliance	energov or replacement	# of forced compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	forced compliance case closed	monthly	Building Official	fair & equitable code enforcement
9	Percentage of cases resolved through voluntary compliance	energov or replacement	# of voluntary compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	voluntary compliance case closed	monthly	Building Official	fair & equitable code enforcement
10	Percentage of cases resolved through informal measures (door hangars, etc.)	energov or replacement	# of informally resolved compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	informally resolved case closed	monthly	Building Official	fair & equitable code enforcement
11	# of cases unresolved longer than 365 days	energov or replacement	subtract julian date of initial complaint or observation from current date. Sum # of cases where elapsed time is greater than 365	initial inspection logged	N/A	monthly	Building Official	expeditious processing of code enforce cases

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	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Plan Review & Inspection (building/public works/fire)								
12	Average # of calendar days from plan submittal to completion of all reviews by Department (building, public works, FMO)	energov or replacement	subtract julian date of plan submittal from date of last finished review for the cycle for all applications where all reviews are complete during month. Calc mean of all elapsed times	plans submitted & logged into system	last review completed per cycle	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
13	Average # of calendar days per review (review assigned to correction letter/pass) by Department (building, public works, FMO)	energov or replacement	subtract julian date of plan submittal from date of each finished review for all applications where at least one review was completed during month. Calc mean of all elapsed times	review assigned	each review completed	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
14	Development: Average calendar days from request to inspection: Commercial (by Department (building, public works, FMO))	energov or replacement	subtract julian date of inspection request from date of inspection for all completed commercial inspections during month. Calc mean of all elapsed times	inspection request received	inspection results logged in	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
15	Development: Average calendar days from request to inspection: Residential (by Department (building, public works, FMO))	energov or replacement	subtract julian date of inspection request from date of inspection for all completed residential inspections during month. Calc mean of all elapsed times	inspection request received	inspection results logged in	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
16	# of plan review cycles by Department (building, public works, FMO)	energov or replacement	sum the number of review cycles for each application sorted by reviewing department	review assigned	review completed	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)

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	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Planning								
17	Average # of calendar days to issue notice of complete application or request for additional information	energov or replacement	subtract julian date of application received from date of notice of complete application/request for additional info issued for all applications where a notice was issued during month. Calc mean of all elapsed times	Application received	Notice of complete application request for add'l info issued	quarterly	Planning Manager	RCW 36.70B.070
18	Average # of calendar days to post public notices	energov or replacement	subtract julian date of notice of complete application from date of public notice posting for all applications where a public notice was posted during month. Calc mean of all elapsed times	Notice of Complete Application issued	Public notice posted	quarterly	Planning Manager	shorten turnaround times (while meeting regulatory reqts)
19	Average # of calendar days to send first round of comments to applicant	energov or replacement	subtract julian date of public notice posted from date comment letter was sent to applicant for all applications where comments were received. Calc mean of all elapsed times.	Public notice posted	Comments sent	quarterly	Planning Manager	shorten turnaround times (while meeting regulatory reqts)
20	Average # of calendar days to issue notice of decision	energov or replacement	subtract julian date of conclusion of testimony or notice of impending decision from date of notice of decision issued for all applications where a notice was issued during month. Calc mean of all elapsed times	conclusion of testimony (hearing examiner) or notice of impending decision (admin cases)	Notice issued	quarterly	Planning Manager	RCW 36.70B.080
21	Average # of round of comments sent to applicant	energov or replacement	Divide total number of rounds of comments by the number of applications receiving comments	decision made		quarterly	Planning Manager	statistical

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	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Business licensing								
22	Average # of calendar days between application and submittal of approval to WA DOR	State system	subtract julian date of license application from date approved application submitted to DOR for all licenses submitted to DOR during month. Calc mean of all elapsed times	Application received	Approved application logged into DOR system	monthly	Building Official	shorten turnaround times (while meeting regulatory reqts)
23	Average # of calendar days between regulatory license application and approval	energov or replacement	subtract julian date of regulatory license application from date approved for all licenses approved during a selected time period. Calc mean of all elapsed times	Application received	Approved license	As needed	Building Official	shorten turnaround times (while meeting regulatory reqts)
Economic Development								
24	applicant satisfaction index	survey monkey tool	% of applicants expressing target level of overall satisfaction	N/A	N/A	semi-annual	Econ Dev Director	positive service culture

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Input/Output Measures

DBS Input/Output Measures - Proposed				
Org Unit/Measure		data source	reporting frequency	responsible party
Permit Counter				
1	# of plan submittals by permit type	energov or replacemnt	monthly	permit counter supervisor
2	# of counter visits	TBD	daily	permit counter supervisor
3	# of phone call	ACD	daily	permit counter supervisor
Code Enforcement				
4	# of complaints	energov or replacemnt	monthly	Building Official
5	# of inspections	energov or replacemnt	monthly	Building Official
6	# of cases closed	energov or replacemnt	monthly	Building Official
Plan Review & Inspection (building/public works/fire)				
7	# of plans reviewed by permit type	energov or replacemnt	monthly	Building Official
8	# of reviews by permit type	energov or replacemnt	monthly	Building Official
9	# of inspections by permit type	energov or replacemnt	monthly	building Official
10	# of permits issued by type	energov or replacemnt	monthly	building Official
11	# of review hours by permit type	energov or replacemnt	monthly	building Official

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DBS Input/Output Measures - Proposed				
Org Unit/Measure		data source	reporting frequency	responsible party
Planning				
12	# of projects that use planned action ordinance	TBD	Annual	Planning Manager
13	# of formal partnership contacts (e.g., ST, AHA, HART, Edmonds School District)	TBD	Annual	Planning Manager
14	Amount/types of public outreach for projects	TBD	Annual	Planning Manager
15	# of public notices issued	energov or replacemnt	quarterly	Planning Manager
16	# of notices of decision issued	energov or replacemnt	quarterly	Planning Manager
17	# of complete applications received (RCW 36.70B.080)	energov or replacemnt	quarterly	Planning Manager
18	# of of complete applications received during the year for which a notice of final decision was issued before the deadline established	energov or replacemnt	quarterly	Planning Manager
19	# of applications received during the year for which a notice of final decision was issued after the deadline	energov or replacemnt	quarterly	Planning Manager
20	# of applications received during the year for which an extension of time was mutually agreed upon by the applicant and the city	energov or replacemnt	quarterly	Planning Manager
21	# of notices of decision issued	energov or replacemnt	quarterly	Planning Manager
Business licensing				
22	# of license applications received	State system	monthly	Building Official

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Planning Outcome Measures

Org Unit/Measure		reporting frequency	responsible party	Purpose or strategy link
Planning Outcome Measures				
1	# of subsections of code changes proposed to Council that promote development and allow for greater flexibility	Annual	Planning Manager	remove unnecessary development obstacles and allow greater innovation in design and construction
2	% of City area overlaid by new or improved design guidelines	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
3	# of City road miles overlaid by streetscape standards	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
4	% of City area overlaid by new or improved sub-Area plans	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
5	# of subsidized and # of market-rate units approved	Annual	Planning Manager	Encourage the development of affordable housing for all income levels
6	% of eligible development utilizing MFTE	Annual	Planning Manager	?
7	% of population and employment growth specified by the Countywide Planning Policies occurring within designated Lynnwood Regional Growth Center and Highway 99	Annual	Planning Manager	?

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Economic Development Outcome Measures and Benchmarks

	Org Unit/Measure	reporting frequency	responsible party	Purpose or strategy link
Economic Development/Tourism Outcome Measures				
1	Marketing impressions per dollar	Annual	ED Manager	Promote tourism, visitor spending and hotel stays
2	valuation of construction and public infrastructure in City Center	Annual	City Center Manager	Track City Center development goals
3	Tourism	Annual	ED Manager	Track tourism metrics
4	Development agreements	Annual	ED Manager	Track DA requirements
5	Policy Implementation	Annual	ED Manager	Track policy/plan achievements

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Appendix C – Recommended DBS Organizational Structure

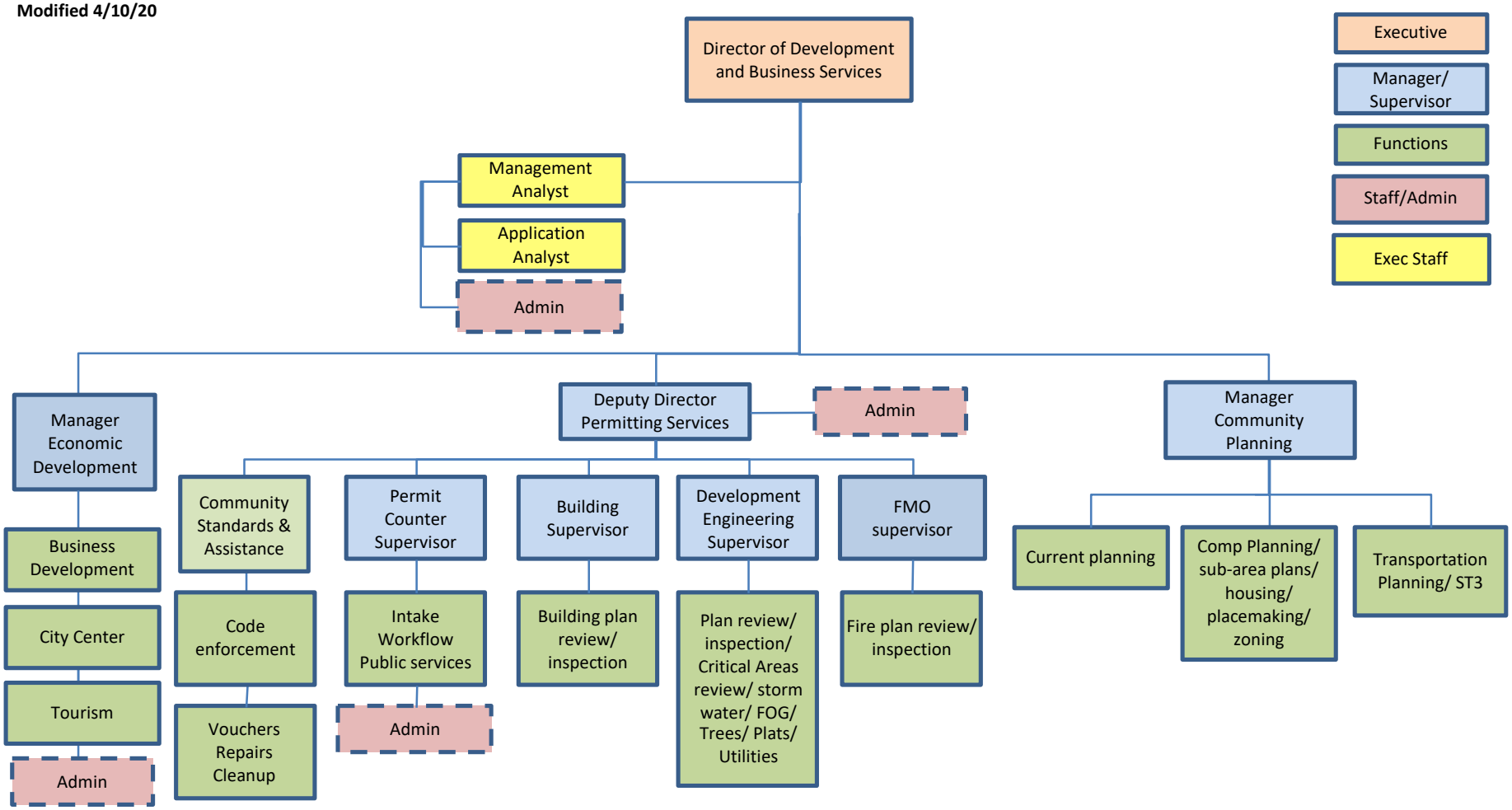
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Recommended DBS Organizational Structure – Functional Chart

Lynnwood DBS
Proposed functional structure
Created 2/3/20
Modified 4/10/20

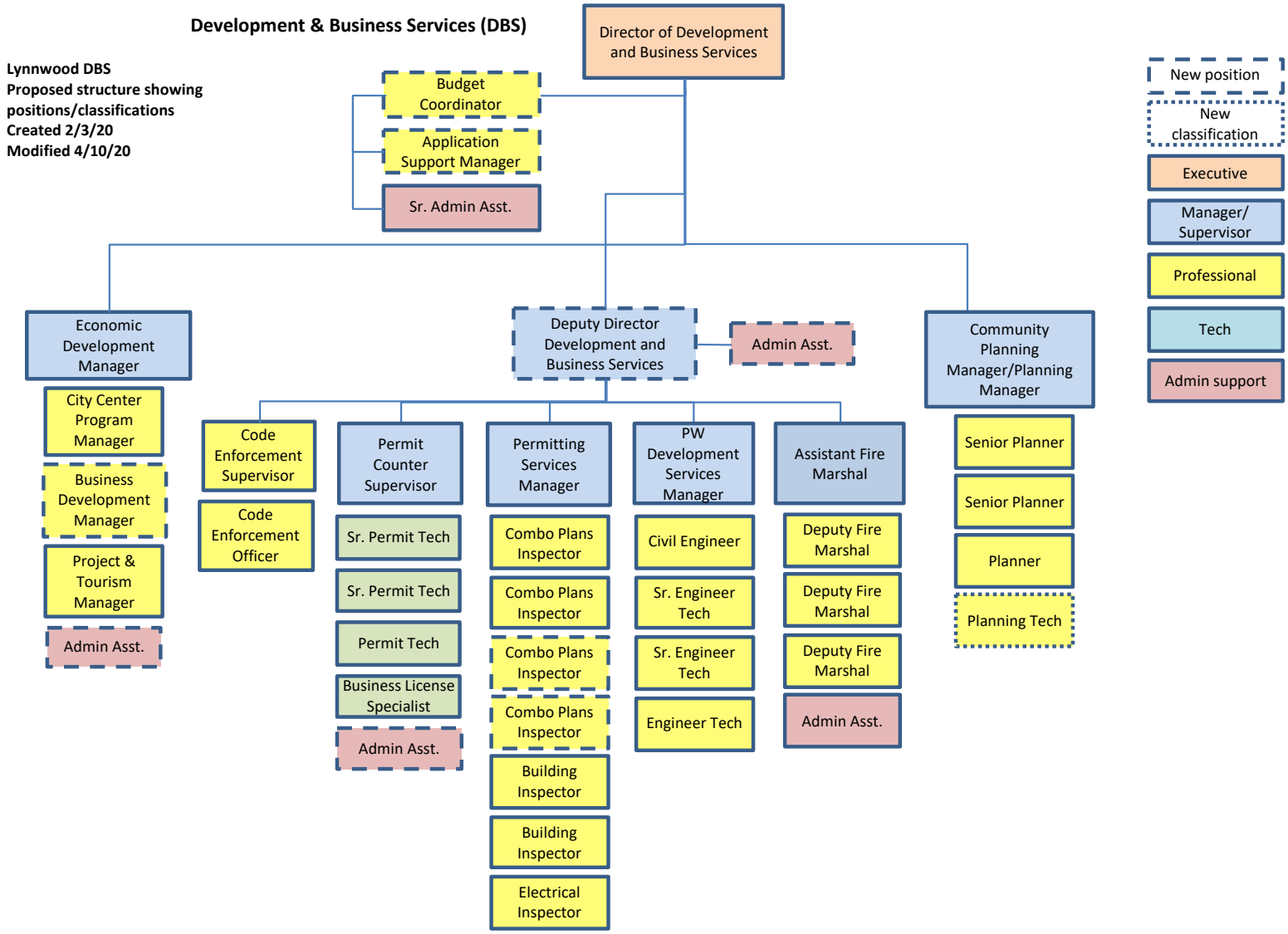
Development and Business Services

Position boxes are shown as representations only and not as the actual number of positions.



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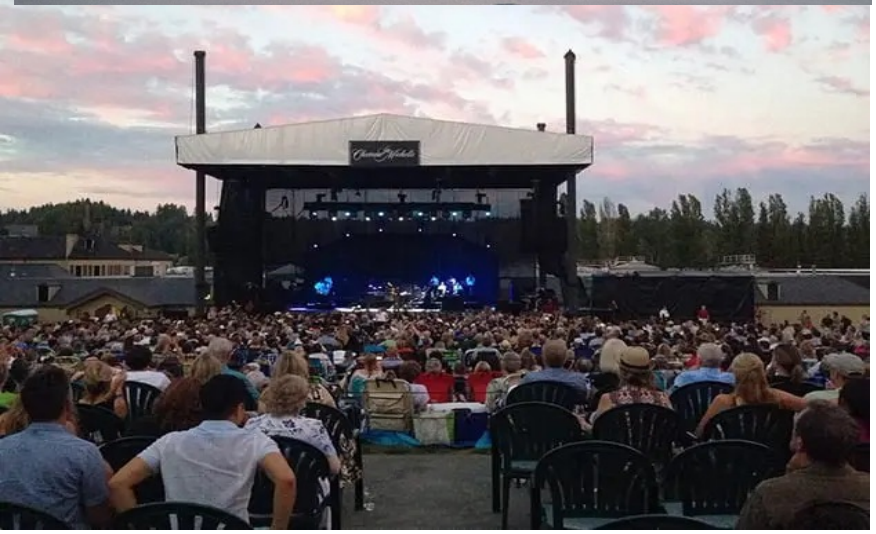
Recommended DBS Organizational Structure – Position Chart



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City of Woodinville

Permitting Operational Analysis

Final Report

March 15, 2022

WOODINVILLE

STRATEGICA

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I. Executive Summary

Background

This project began in late September 2021 as the result of concerns about permitting turnaround times, customer service, and whether the departments of Development Services (DS) and Public Works (PW) were positioned to deal with expected growth in Woodinville. Woodinville (population 13,000) has been transitioning from a small city characterized by suburban development, small-scale retail, and some light industry to more dense mixed-use projects and tourism-oriented development centered on the wine and spirits industry. Larger, more complicated projects coming on line have stressed the ability of the City DS and PW staff to process permits in a timely manner. Woodinville sought the advice of outside experts in organizational development, process improvement, and permitting systems to recommend impactful changes at DS and PW. In response to this, Strategica, Inc. was retained to conduct this Permitting Operational Analysis with the following objectives:

Determine if and where deficiencies exist within the organization's structure, policies, procedures, forms, technology, etc.

Identify improvements as it relates to processes, staffing, communications (internal and external), customer service, and teamwork amongst staff.

Determine and recommend solutions to the identified issues, including likely resources and funding needed to implement the solutions.

Propose implementation timelines, and methods of tracking improvements.

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This report is the result of that effort. The recommendations contained herein will result in a more efficient, mission-driven organization that helps to fulfill the policy objectives of City leaders.

How should the permitting function be organized and staffed?

The City's permitting function is split between Development Services and Public Works. A significant portion of permit applications are reviewed by both departments but there is no managerial position that oversees both departments below the level of City Manager. Despite this, the two departments coordinate reasonably well. All positions are currently filled although turnover in Public Works has resulted in short-staffing among the engineers that review permit applications. Public Works lacks any administrative or analytical capacity other than what their managers (all engineers) can provide.

Recommendation: The City can mitigate these structural and staffing issues by adding an Engineer I position in Public Works, a GIS Analyst, and a Management Analyst position to enhance the administrative and performance management capabilities of both departments. The City should also have more direct supervision over Fire personnel on permit review matters.

Setting and tracking performance targets

The City's permitting staff sets target times to complete specific permitting tasks (tasks are intermediate steps taken to process a permit application). The City completes 78% of these permitting tasks within established time standards. However, there are certain areas where performance lags such as Public Works plan reviews, Fire plan reviews, as well as permits that involve critical areas, design reviews and large, complicated projects. Measuring the overall start-to-finish timing is not relevant as some tasks are performed by applicants themselves and, therefore, the City has no control over how those tasks are performed.

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Recommendation: The City should develop additional performance management tools so that Department managers can better monitor the progress of applications. This would include a "red line" report that draws attention to permitting tasks that have exceeded time targets. The City should also update selected time standards for permitting review tasks and begin publishing performance standards and actual results on the City's website.

Getting work done faster

The City's permitting system, Accela, has instilled good management practices such as workflow (an automated process for assigning and routing tasks and work materials) and a paperless work environment but potentially useful Accela functions were never implemented. Also, review practices and procedures performed outside the Accela system can add additional days to review and approval times.

Recommendation: The City should implement additional practices that, combined with Accela, can speed up the permitting process (at least the part that the City can control). These practices include better application checklists, backfilling for Permit Tech absences, automating fee calculation and payment options, expediting the initial application reviews (i.e., completeness reviews), simplifying the consolidation of departmental application reviews, reducing the scope of the Design Review Committee, improving the consistency of approval stamping of plans, adopting a triage procedure for incoming applications in order to expedite the easy ones, and simplifying approval memos for certain permit types.

Getting more value from Accela

Accela is the City's enterprise permitting system, installed in 2018. While Accela has improved City permitting processes, there are many features that either were not activated or are not being used. For example, while building permit applications are completely handled through Accela, many planning

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applications (e.g. site development permit) are not initiated using Accela and instead rely on email and PDF forms.

Recommendation: Accela, the City's permitting system, can be improved by implementing several easy enhancements such as using Accela (instead of email) for uploading and downloading of application materials, simplifying and consolidating document storage practices, including consultants (e.g., Geotech, traffic) in the workflow process, including project owners when communicating application review comments, assigning planners as the main point of contact rather than Permit Techs, identifying and tracking code deviation requests in Accela, and inputting conditions of approval in Accela so they can be easily referenced in the future.

Serving the public better

The City should strive for a better balance between code compliance and public service. To the extent that compliance isn't compromised, there should be some room to better help all applicants but especially those who are not in the building trade or are not using design professionals.

Recommendation: The City should require pre-app conferences for those permit situations that frequently get bogged down due to communication problems or insufficient documentation and should reach out to non-professional applicants (e.g., homeowners) that are not using design professionals and establishing a consistent point of contact. In addition, the City should implement enhanced informational PDFs on common building permits, and an automated email generator that alerts applicants when a permit review action is taken.

Geographic Information System (GIS)

The City has GIS but does not use it to its potential. There is no public access to GIS on the City's website and even planning staff have difficulty accessing GIS. GIS enhancements could provide more

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information to the public, better information on site characteristics (e.g., critical areas, utility infrastructure, active permits) that could impact development, and information that could help permitting staff perform their jobs better (e.g., existing conditions of approval).

Recommendation: The City should provide a public point of access to GIS on the City's website and install the additional informational layers mentioned above. In addition, a new GIS Analyst position would be able to oversee this new functionality and keep GIS up to date.

Administrative improvements

The City's Accela system has a large number of dormant applications and issued, but uninspected, permits. Permitting staff also handle a large number of public information requests (PIRs) and business license applications that are not tracked in their IT systems.

Recommendation: The City should purge some dormant application records and follow up on the uninspected permits. In addition, the City should improve recordkeeping practices for public information requests and business licenses.

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II. What Work Was Performed

The following are the major work tasks undertaken during this project:

Reviewed 14 background documents including codes, workload statistics, budget, City Council priorities, fee studies, organization charts
Conducted 28 interviews of City Council members, City staff, applicants, and developers
Obtained and analyzed Accela workflow data and calculated process delays by permit type and workflow task
Observed the City's public portal for applicants
Mapped processes for tree removal, building, development permits and inspections
Conducted ridealongs with PW and DS staff documenting inspections and review processes
Observed and documented how DS and PW staff use Accela
Collected and reviewed workload and performance tracking reports prepared by DS and PW managers
Documented strategic goals for the permitting function
Documented the current organizational structure of permitting function
Conducted a benchmark survey of six peer cities to obtain data on workload, staffing, structure, performance, and workload measures
Documented current state of GIS and public access to GIS
Developed a workload and staffing model that forecast staffing requirements for PW and DS
Analyzed permitting workflow to identify and quantify processing delays and causes of delays

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Developed recommendations on improving customer service, expediting permitting, streamlining the organizational structure, improving the use of IT systems, and expanding the scope of data available to City staff and the public and improving service levels for less sophisticated applicants

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III. How Should the Permitting Function be Organized and Staffed?

In this section, the structure of the City's permitting function is examined, recommendations to streamline and focus the structure are offered and, using data-driven empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of the City.

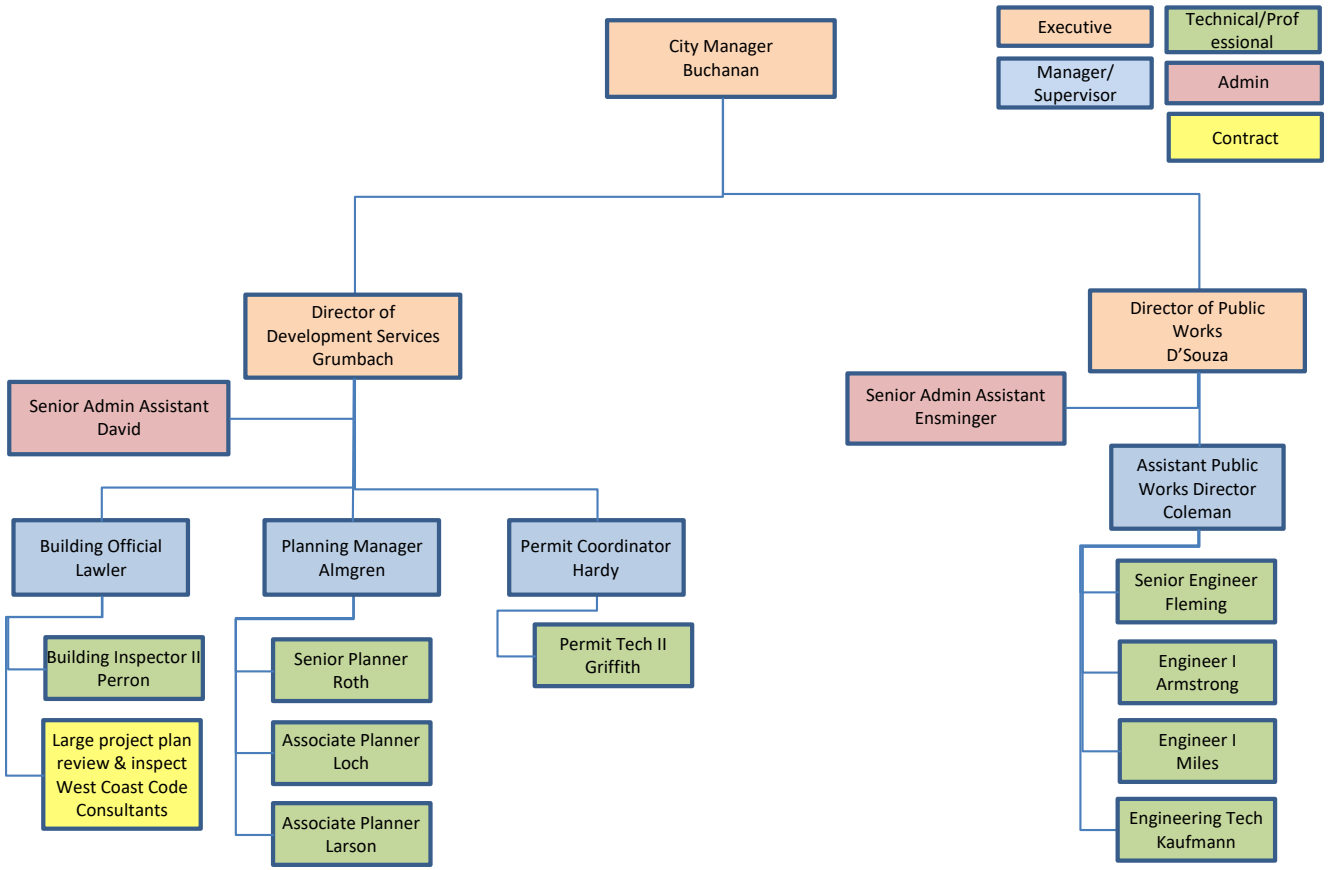
The structure of any organization is a key tool to achieving the organization's mission and achieving strategic goals. In this light, the organizational structure should be thought of in the same way as the permit process systems, policies, work processes, strategies, and the staff; all of these are tools or enablers for mission achievement. A well-designed structure should clearly delineate accountability for the organization's strategic goals, facilitate easy communication between staff, and facilitate efficient work processes and transfers of information.

The City's permitting function is split between Development Services and Public Works. While the two departments coordinate reasonably well, additional personnel including management support and engineering staffing would help in managing the workload and improving processing outcomes.

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How is the permitting function currently structured?

DS and PW are separate City departments co-located on the first floor of City Hall. Both departments are overseen by Director level positions that report to the City Manager. The current structure for the permitting function of the City is shown below.



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Some specific observations include:

- Spans of control are narrow ranging from 1:2 to 1:4 but that's to be expected in a smaller City where the workload is complicated and demands technical specialization.
- Both DS and PW share responsibility for processing land use and building permit applications. Each department has a role in the combined process. Coordination necessary to manage this combined process is not reflected well in the formal organizational structure of the City where the common link between both departments occurs at the level of the City Manager. However, informal working relationships between PW and DS management and staff and workplace proximity help to sustain coordination. This arrangement would be more effective if there was a common system of workload and performance tracking (covered in section IV of this report).
- The mix of specialties and experience of the staff match well with the nature of the workload and the types of development occurring in the City. Outside expertise is retained for specialties such as traffic and structural plan check where the size of the workload does not merit hiring a full time person. Some ancillary expertise is missing such as GIS.
- There is currently no management analyst or similar position in either DS or PW that analyzes and manages the financial or budget data of DS and PW, tracks and reports on performance metrics, manages contracts and IT systems, and assists the directors of the two departments in running their operations.

What are the Current Staffing Levels at the City?

- DS currently has 10 budgeted positions, all filled. PW performs additional work besides permit review (e.g., capital improvements for the City, maintenance) but the portion that is involved in permitting is composed of five budgeted positions (actually 5.3), all currently filled. Similarly,

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DS performs important functions above and beyond permit review such as code enforcement and long range planning.

- Overtime utilization (including comp time earned) is minimal accounting for about one-tenth of one percent of total staff hours.
- Turnover is moderate to high in both departments. Of the 15 budgeted positions in DS and PW (permitting portion), four positions experienced turnover in 2021. Turnover is more of a problem in PW. One of the three engineer positions that deals with permit review was vacant for about half of 2021 compromising their ability to keep up with the workload.
- As with most areas of the economy, staffing retention and recruitment is getting increasingly difficult. It is becoming common to have only one qualified candidate (or none at all) apply for open positions especially those that require specialized knowledge.

What Strategic Goals should the Permitting Function Strive For?

As mentioned above, the structure of any organization should be, foremost, a tool for accomplishing the organization's mission, in a similar way that machinery, policies, people, processes, etc. are also the tools for mission attainment. Given this, the first step would be to identify what the mission is or what the key strategic goals are.

Neither the City nor the DS or PW departments have a formal mission statement or strategic plan but the City does have a set of Council Priorities that were adopted for the 2021-2022 biennium. Of the nine Priorities, three are relevant for the permitting function and the scope of this project:

- Provide excellent customer service so that residents feel listened to and can easily do business with the City

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- Utilize technology, metrics and process improvements to guide decisions and enhance service delivery, and
- Enhance economic vitality and maintain a unique sense of place by facilitating investment in commercial areas.

The key takeaways from these priorities for purposes of this project and in looking at the permitting function org structure would be 1) good customer service, 2) make it easy to apply for permits and work through the review process, 3) use technology, metrics and process improvement to make the permitting process easier and more efficient, and 4) facilitate the development of commercial areas in the City.

Based on the input we received from interviews and our investigations, we drafted a targeted set of strategic goals for addressing the various opportunities for improvement uncovered during our work. Some of these goals complement and support the highlighted Council Priorities (especially those in red).

- **Address organizational gaps in permitting and improve performance tracking and management**
- Simplify the code in select areas
- **Reduce permitting cycle time for targeted permit types and actions**
- **Make it easier for average citizens to navigate the permitting process**
- Push permitting conflict resolution down from the City Manager level into the organization
- Improve credibility of permitting function at City Council

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Staffing needed to achieve these goals?

Recommendation III.1 – Based on the strategic and policy needs of the City and the results obtained from the Workload and Staffing Forecasting Model, right size the staffing level of DS and PW and augment the organization as follows:

1) Create, budget, and recruit for an additional Engineer I position for Public Works-Engineering. This new position would handle permit review and selected CIP tasks.
2) Management Analyst capabilities need to be added for tracking workloads and performance, management reporting, budget and financial analysis, contract management for engineer and consultant contracts and task orders, ADA transition planning, transportation master planning, and overseeing the capital improvement plan.
3) Create or reclassify an existing position to implement a GIS Analyst position. The City does not have a GIS Analyst job description but Appendix B contains the essential duties of this position. In addition, this position can also perform current and long range planning tasks such as transportation planning, CIP, etc.

Woodinville F&R Contract

Woodinville Fire and Rescue (WFR) is a special district that provides fire prevention and suppression and emergency response services to the City of Woodinville and unincorporated areas east of the City either directly or through subcontracting with Eastside Fire & Rescue. A Deputy Fire Marshal is assigned to review permit applications to ensure compliance with relevant fire and building codes. These reviews are conducted alongside reviews performed by DS and PW staff and are held to a similar standard on timeliness. In addition, these applications are usually overseen by a DS planner. Only about 5% of

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review tasks involve WFR but approximately 40% of these assigned tasks exceed time standards (usually 14 days but sometimes more or less) although this may be due to recordkeeping errors. The City should ensure that there is some degree of common oversight over all permit review functions, including WFR reviews, so that time standards are better monitored and any record keeping issues are addressed.

> **Recommendation III.2 –** The City should amend the Interlocal Agreement with WFR so that the Director of DS, as delegated by the City, will have direct supervision of the Deputy Fire Marshal for all permit review tasks performed by WFR. All other responsibilities of the Deputy Fire Marshal and any discipline, promotion, annual review functions should continue to be within the authority of WFR. These contract terms should flow through to any subcontracting organizations (i.e., Eastside Fire & Rescue).

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IV. Setting and Tracking Performance Targets

In the previous section, we discussed important strategic goals for the permitting function. Among these goals was 1) reduce permitting cycle times for targeted permit types and actions, and 2) improve credibility of permitting function at City Council – which is partly a function of reducing cycle times. In addition to goals, the City should establish targeted performance levels tied to the goals and a performance reporting system to monitor how these goals are attained. These targets and reporting tools can also be used to identify applications and permits that need immediate attention and communicating with City management and elected representatives regarding permitting timeliness and workload levels. This will build confidence and rapport with the City Council. **It should be added that success in land use and development permitting is not just about speed. The quality of analysis, fair and consistent interpretation of codes, providing good public service and, ultimately, the extent that the built environment of Woodinville reflects the values instilled in the comprehensive plan is equally, if not more important, than processing speed.** This section delves into processing speed because this is an area of concern and is tied to providing good public service.

The City's permitting function completes 78% of permitting tasks within established time standards. However, there are certain areas where performance lags such as Public Works plan reviews, Fire plan reviews and permits that involve critical areas, design reviews and large, complicated projects. A more robust performance tracking tool would help in identifying potential problem applications and intervening in a more timely manner.

Strategica, Inc. performed several analyses to determine the extent that City staff are performing review tasks within established standards and found:

- City staff perform 290 different tasks (e.g., plan routing, planning review, review consolidation) for 58 different permit types (e.g., tenant improvement, single family house construction, site development permit). Of these 290 tasks, 226 tasks (or 78%) were, on average, performed within established time standards.
- Specific tasks that most frequently exceeded time standards were fire reviews (exceeding standards 65% of the time) and public works reviews (exceeding standards 59% of the time).

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- Permit types that most frequently exceeded time standards (or included processing tasks that exceeded standards) included:

  Anything in a critical area (e.g., wetland)

  Anything that involved a design review especially those where the applicant requested deviations from code standards

  Site development permits

  Site plan reviews (especially those where applicants request deviations from road standards)

  Mechanical permits with planning issues (usually setbacks or height issues)

  Large projects that involved a complex hierarchy of permits

- Tree removal permits are a high-volume application type and usually involve Woodinville homeowners rather than development professionals but these permits are usually processed expeditiously.

This section covers these elements:

- Setting standards and targets
- Tracking and Reporting Performance

Setting Standards and Targets

Standard time durations, or targeted durations, expressed in calendar days are defined for every task configured in Accela. For example, the standard or targeted time is 14 days for each work group

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(Building, Fire, Planning, and Public Works) to perform its plan review task for most permit types. State law sets some maximum task durations, such as Completeness Review which may not exceed 28 days (RCW36.70B.070) and maximum time to issue a decision which is 120 days (RCW 36.70B.080). These standard times are meant to be not-to-exceed times, not ideal times. The ideal processing time target for these tasks would be less.

The Accela system uses these time standards to generate due dates for permitting tasks and are part of the workflow system that assigns tasks to staff and provides due date reminders (or widgets) on workstation desktop screens. Most of the current standard time durations are reasonable but some task time standards should be adjusted for critical path tasks that should be monitored closely for purposes of expediting applications and maximizing service to the public.

Overall start-to-finish elapsed times are not actively monitored but a canned report is available in Accela that shows these "days to issuance" statistics. However, a start-to-finish metric is not a useful tool for managing performance since some review tasks are not within the control of City staff. For example, once the City has completed an initial review and requested changes or clarifications, an applicant may, and often does, take weeks or months to respond. In some cases, applicants put a project on hold, rethink it or sell it. What the City should be tracking and reporting is elapsed times for tasks for which they do have control.

Recommendation IV.1 – The City should change time standards for certain critical tasks in the permit review process (All days in calendar days):

Plan Routing. Plan routing is the process of routing newly submitted building and site plans to the reviewing departments (e.g., Development Services, Public Works). Since nearly all plans are submitted online, the routing is also done in digital form. The current standard for plan routing is currently set at 7 days but should be compressed to 3 days.

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Completeness Review. A completeness review is performed for all newly submitted applications and plans. Each reviewing department reviews the submittal and determines if all the documentation necessary to perform the actual review is present (i.e., the submittal is "complete"). While State Law sets a maximum of 28 days to determine if an application is complete, the City should strive to determine if an application is complete enough to proceed with the actual review within 7 days of application. This goal is attainable if Permit Technicians are tasked with conducting the completeness review (See recommendation V.5).

Review Consolidation. Review consolidation is the step in the process at which all department reviews are complete, and comments are bundled together by the Project Manager (usually a Planner) for forwarding to the applicant. Review consolidation may result in approval of the plans or a request for revised plans or clarifications to deal with comments and corrections noted by the reviewing departments. Because department reviews are done in parallel, the number of days to get to Review Consolidation will be determined by the slowest reviewing department. The standard for review consolidation is currently set at 7 days in most cases but should be compressed to 5 days.

Permit Issuance. Currently, the standard for this task is 7 days in most cases but should be set at 4 days.

Recommendation IV.2 – The City should publish the above time standards on the City website and also post a report on actual times. Start by developing internal monthly reports showing percentage of applications meeting the targets. Adjust targets as needed, then begin publishing reports on the City website when the City is confident about meeting the standards.

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Tracking and Reporting Performance

Workflow data in Accela is a valuable resource for tracking performance. Every task assigned to and completed by each staff member includes the date assigned and date completed, creating a history of who did what and how long it took to complete each task. However, systems and tools for tracking and reporting performance (measured by elapsed time) are a mixed bag. Accela does not currently provide any useful reporting tools except for a "days to issuance" report but, for reasons already provided, this is not a useful performance management tool. Accela does have a built-in Ad Hoc Report Writer and supports third-party report writing tools such as Crystal Reports. These tools make it possible to track performance, run reports on a timed schedule, and have PDF copies of reports automatically emailed to key staff.

Development Services generates a monthly report showing permit volumes, construction valuation and a status report on some large, high-profile projects. A 'late tasks' report can be generated but it mostly shows permit tasks for dormant and completed projects or tasks that are not in the control of City staff so the utility of this report is mostly limited to housekeeping work such as purging long-dormant applications or tasks for completed projects that were never closed out (i.e., many inspections). Public Works maintains a spreadsheet that tracks due dates for reviews assigned to them. Development Services staff maintain a variety of Excel spreadsheets or MS-Word documents for tracking their workload but these are personal tools and, while useful for that purpose, they do not provide an overall view of the permitting workload nor are they visible to department management. What is missing is a real-time tracking tool for identifying processing tasks that are exceeding standard times and directing management attention to these out-of-standard tasks and the most critical applications and tasks.

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Recommendation IV.3 – The City should activate the start/stop processing clock in Accela to track the number of days reviews are active with City staff and the number of days it takes for the applicant to respond to requests for information and to resubmit plans in response to corrections required by City staff.

Recommendation IV.4 – The City should implement a "Red Line" report to track applications where tasks are exceeding standard time allocations by more than 7 days. For example, if a building plan review is more than 7 days past its due date, this should be reported to both the reviewing department's management (e.g., Development Services, Public Works) and the Office of the City Manager. This will provide an early warning system to identify overdue tasks in real-time and direct management's attention to these tasks so they can be worked by staff or whatever logjam is occurring can be cleared. This type of report may have to be configured using Crystal Reports and may require a consultant to configure and test the report and train users. Specifications for this report are included in Appendix C.

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V. Getting Work Done Faster

This section discusses Woodinville's key work processes and ways to make these processes more efficient, reduce turnaround times, achieve better outcomes, and realize the City's strategic goals that address work processes.

Woodinville has been fortunate in having the Accela system implemented prior to the start of the COVID-19 pandemic since Accela supports applications being entered on-line, without the need to come to City Hall. Digital submittal of plans also means no need to handle paper. On-line review in Accela and the Bluebeam document collaboration and editing tool allowed staff to work from home while City Hall was shut down.

The original installation and configuration of Accela, however, introduced process steps that automatically introduce delay. Potentially useful modules in the software were never implemented, and review practices and procedures outside the system can add additional days to review and approval times.

The section covers these processes:

- Improving application forms and checklists
- Keeping applications flowing
- Expediting payment of fees
- Expediting determinations of completeness
- Expediting and simplifying review consolidation
- Refine the scope of the DRC

The City's permitting system, Accela, has instilled good management practices such as workflow and a paperless process but potentially useful functions were never implemented, and review practices and procedures outside the system can add additional days to review and approval times. Improvements in application materials, initial completeness reviews, documenting review findings and decisions and triaging applications can yield additional benefits.

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- Streamline simple building permit decisions
- Marking digital plan sets
- Permit triage

Improving Application Forms and Checklists

The point of entry into the permitting system is an Application along with supporting plans and documents. Once an application is taken, the first process involves examining the application and supporting documents in a step called the 'completeness review.' This completeness review can take anywhere from a couple of hours to several days. Cities and counties will try and expedite the process and help applicants by publishing checklists showing everything that needs to be submitted to facilitate the review process. The content and quality of these application forms and checklists can greatly affect an applicant's ability to submit an application that will pass Completeness Review the first time and not trigger requests to submit additional documentation. Reviewing correction memos from failed Completeness Reviews since 2018 show that site plans are often defective and require revisions to be acceptable.

Recommendation V.1 – The City should revise application checklists to call out requirements that have in the past been missed and cause failed Completeness Reviews. These checklists should match with checklists used by City staff to determine if an application is complete. Commonly missed requirements include:

Site plan requirements. A number of cities in the Seattle area publish site plan requirements on their websites, which could be used as a guide for requiring better information and illustrative diagrams on issues such as contour lines (existing and proposed), setbacks, easements, building envelopes and height calculations, boundaries

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of Critical Areas, and other natural and manmade features of the site. Appendix D includes links to examples of site plan requirements from the City of Bothell which provide a good model.

External mechanical equipment. Community concerns about noisy air conditioners and bulky, unisightly rooftop equipment have sparked code changes requiring additional review for setbacks and visual and noise screening – something that homeowners may not be ready to deal with. The city should amend mechanical permit application checklists to require illustrative diagrams showing required setbacks and screening to expedite Planning review of setbacks and rooftop screening for external equipment.

Keeping Applications Flowing

Processing applications is a team effort among planners, engineers, plan checkers, inspectors and permit techs. Many tasks that are vital to the smooth flow of permits are performed by Permit Technicians. These tasks include creating fee invoices, routing new applications for Completeness Review and Plan Review, routing plans and resubmittals, and marking applications as Ready to Issue. If these routine tasks are delayed, planners, plan checkers and engineers will not be able to see upcoming tasks on their to-do lists, and applications may suffer unnecessary delay.

During our investigations, we observed times when new applications stacked up in processing queues when Permit Techs were on vacation or ill. Delayed projects all incurred an equal amount of delay and downstream reviewers received a flood of new tasks when staff returned to the office.

Recommendation V.2 – The City should implement procedures to keep applications flowing if Permit Technicians are out of the office, especially with unpredictable COVID-19 illnesses. If a

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Permit Technician is absent for more than three days, the remaining Tech, or one of the planners, should be assigned to check the absent Tech's task queue and move the stalled tasks along. In the event of a lengthy planned absence, such as two weeks' vacation, Development Services management should assign the Tech's duties to other Techs and planners on a rotating basis.

Expediting Payment of Fees

Payment of fees is an essential part of the permit process. Most application types require an up-front application or plan check fee that must be paid before any further review work can begin. While Accela can calculate such fees for some permit types from the information entered in the application, some application types require a Permit Technician to prepare a manual fee invoice in Accela, once an applicant has finished entering the application.

This introduces two kinds of delay. Because the Permit Technician may not be able to create an invoice immediately after completion of the online application (e.g., applications filed during evenings and weekends), it may take hours or days for the Permit Tech to see that an application is ready to have the fee invoice prepared, depending on when the Techs are back in the office and checking their to-do lists.

Next, once the invoice is created in the system, the applicant must be notified to pay it. Again, it may take hours or days for the applicant to see the notification and pay the invoice before the review can actually begin. A similar laborious process occurs after all reviews are completed and all final fees are calculated.

Recommendation V.3 – The City should configure Accela to automatically compute up-front fees for all application types, so an applicant can pay them immediately, at the time of online

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application, without waiting for a Tech to create an invoice. If the applicant chooses to pay online, the application can move automatically to the Completeness Review task in the workflow thereby kicking off the review process. If paying by check, workflow is held until receipt of the check.

Recommendation V.4 – During department reviews, staff should add and update all fee categories from their own departments, that are required for issuance or approval. Such fees should be immediately available for online payment by the applicant, without having to wait for a Permit Tech to prepare an invoice before payment is allowed on Accela.

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Expediting Determination of Completeness

State law (RCW36.70B.070) requires a Determination of Completeness (DoC) (i.e., the application is either complete or it's not) to be issued within 28 days of application. While this is the upper time limit, in practice, DoCs should be issued well before the 28 day clock is up. Certain types of common applications took an average of more than 10 days, independent of whether it was determined to be complete or incomplete, as shown in the table below:

Permit Type	Avg Days	# of Permits
Amendment	14	7
Commercial Addition	9	7
Commercial New	4	2
Commercial TI	15	58
Commercial TI - Combo	8	9
Commercial Wall	5	3
Design Review	13	18
Final Plat	17	2
Mixed Use TI	4	9
Multi-Family Addition	16	2
Multi-Family TI	14	2
Preliminary Plat	24	2
Residential Addition	12	22
Residential Addition - Combo	14	5
Residential New	33	12
Residential New - Combo	18	7
Residential TI	4	16
Residential TI - Combo	4	6
Residential Wall	12	8
SEPA Application	37	13
Site Development	24	23
Site Plan Review	11	7

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Accela routes the DoC task to the assigned project manager (usually a planner), who then works this task into their current workload. Accela's to-do list dashboard reminds them of how many days are left within the standard time duration of 28 days.

After reviewing an application, the project manager prepares a signed, boilerplate Application Submittal Notification memo in MS-Word, saying the application is complete or incomplete, listing any additional information needed (if any), and emails it to the applicant. The applicant must submit revised plans with the required information, after which the DoC process begins all over again and continues until the application is deemed to be "complete."

In the past, when applicants brought paper applications and plan sets to the counter at City Hall, the DoC would be done on the spot by a Permit Technician, with possible assistance from other staff. Applications that were deemed "incomplete" would be rejected right at the counter, and the applicant provided with instructions on what to provide, without the application being entered into the system.

With the advent of online applications (accelerated by COVID 19 office closures) an average of two to three weeks of delays are added to some types of applications, which were previously processed in minutes. When faced with tight upcoming deadlines on other projects in one's Accela task queue, having 28 days to perform a Determination of Completeness may seem like a luxury and encourage deferring these mundane tasks.

A DoC is intended to designate an application as complete enough to begin plan review, but we observed some DoC memos containing comments that would normally be generated during the plan review phase (e.g., a missing ADA-compliant door hardware schedule).

> **Recommendation V.5 –** The City should have Permit Technicians perform completeness reviews, calling on specialized staff only as necessary. In many jurisdictions, it has been customary for decades for Techs to perform this task. Notification back to the applicant can be

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sent through Accela's Communication Manager, without the additional work of preparing a formal signed memo in MS-Word.

For this to be successful, applicants should have informative application checklists that highlight what is required to make a complete application (See recommendation V.1 for more on this). Permit Technicians should have training and instructions on how to quickly check an application, without making judgments that should be reserved for higher level plan reviewers.

Feedback from department reviews should be used to fine-tune completeness criteria and application documents over time. The combination of having Permit Technicians perform DoCs and doing notifications through Accela instead of generating memos in MS-Word has the potential to trim weeks off processing times for many applications.

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Expediting and Simplifying Review Consolidations

During review of an application, planners, engineers, and other staff review a wide range of submitted plans, drawings, and supporting documents to ensure the proposed project complies with adopted codes, ordinances, and engineering standards. To keep track of requirements that have been reviewed and to list comments and corrections that must be made, each reviewer in each department crafts their own review spreadsheet, allowing them to start and stop plan reviews over a period of time, returning and picking up where they left off.

Reviewers also prepare their own comment memos containing requested plan changes and corrections as well as other notes. Since these spreadsheets, memos and notes are prepared using different formats and applications, it is difficult for the project manager, who is responsible for consolidating all this review material, to combine it into one document to be forwarded to the applicant.

In addition, review consolidation memos frequently read as a friendly list of comments and suggestions and can be read as a list of "suggestions" for discussion, rather than a mandatory list of actionable corrections designed to encourage applicants to comply with the requirements to move their applications along.

> **Recommendation V.6 –** The City should adopt a common spreadsheet format for use by all reviewers. Each department should forward their correction spreadsheet to the project manager, who would consolidate the rows from reviewer spreadsheets into a Correction Action List spreadsheet to be printed as a PDF and emailed to the applicant. This will save time in reformatting and wordsmithing combined memos and presenting the items in a consistent format from one review cycle to the next.

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The following illustrates a recommended format, including a column for Plan Review Cycle. If corrections aren't made on a resubmittal, the cycle is incremented to show that the item remains to be resolved.

City of Woodinville
Development Services Department
17301 NE 133rd St
Woodinville, WA 98072

CORRECTION ACTION LIST

	Application Number(s):			**XYZ21099**				
	Location:			**17301 131st Ave NE**				
	Date of Correction Action List:			**#########**	**Review Cycle: 2**			
#	**Comment Date**	**Dept**	**User**	**Category**	**Source Documents, Dates, Pages**	**Issue/Correction**	**Cycle**	**Met**
1	9/1/2021	PLN	AMANDAA	Height Calcs	Design Addendum for Building A, 4/4/2019, P. 3 	The height calculations provided in the Design Addendum 2 for Building A do not appear to have the correct average. The average of 48.33, 47, 51, and 47.15 is 48.37, not 48.33 as shown on page 3 of the Design Addendum 2.	1	YES
2	9/1/2021	PLN	AMANDAA	Height Calcs	Design Review Packet, 9/18/2018, P. 30	Please provide updated building sections showing the height of the buildings from the average finished grade, like the diagrams provided on page 30 of the original Design Review Packet submitted September 18, 2018	1	YES
3	9/1/2021	PLN	AMANDAA	Parking	Parking Reduction Request, 1/10/2019, P. ?	The Parking Reduction Request dated January 10, 2019 states that 400 parking stalls will be provided, however the Design Addendum 2 states that there will be 399 stalls. Provide consistent numbers.	1	NO
4	9/1/2021	PLN	AMANDAA	Parking	Design Addendum 2, 7/1/2019, P. ?	Pursuant to WMC 21.44.060 bicycle parking is required to be provided at a rate of 1 stall per 20 units of residential and 1 stall per 2,000 square feet of restaurant and retail. Additionally, enclosed bicycle storage is required at a rate of 1 stall per 2 units of residential and 1 stall per 4,000 square feet of retail and restaurant space. Please XXX	1	NO

In addition, text in the Issue/Correction column should read as declarative requirements, including specific code wording to guide the applicant about meeting requirements. For example, the items about height calculation above should state the maximum allowed by code and the method used by code to calculate height.

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Refine the Scope of the Design Review Committee (DRC)

The DRC is an advisory committee with no direct decision-making authority. The DRC hears Design Review applications requesting deviations from codes and standards. Preparation for a DRC meeting often means preparing voluminous meeting exhibits and packets that consume considerable staff and applicant time yet do not result in any material decision point or progress towards ultimate application approval (or denial). While the DRC may have some utility as a deliberative body for refining City design standards, the current scope is too broad.

> **Recommendation V.7 –** The City should reduce the scope of the DRC to a standards setting body (which would then feed into code amendments) and should not be used in the permit review process.

Streamline Simple Building Permit Decisions

It is common practice for planners to generate an individualized, signed decision memo in MS-Word for some minor building permits (such as a single-family residence) that have no Zoning, Public Works, or Fire complications. Unlike more complicated planning applications, for which the Woodinville Municipal Code requires a written decision, these are simple ministerial actions.

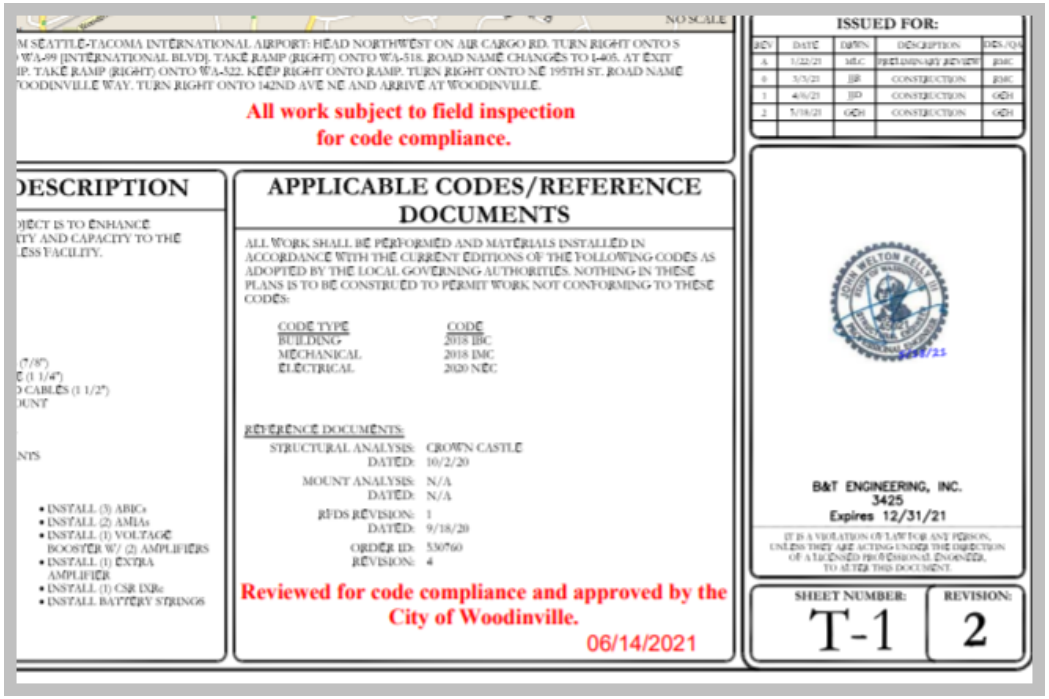
This extra level of documentation to approve simple permits is not a common practice. Staff in other jurisdictions simply review the plans, digitally stamp them approved by the Planning Department, and record approval in the permit system.

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Recommendation V.8 – The City should refrain from preparing approval memos for simple permits to free up time for more complicated projects. Staff can simply stamp plans as 'approved' and issue the permit.

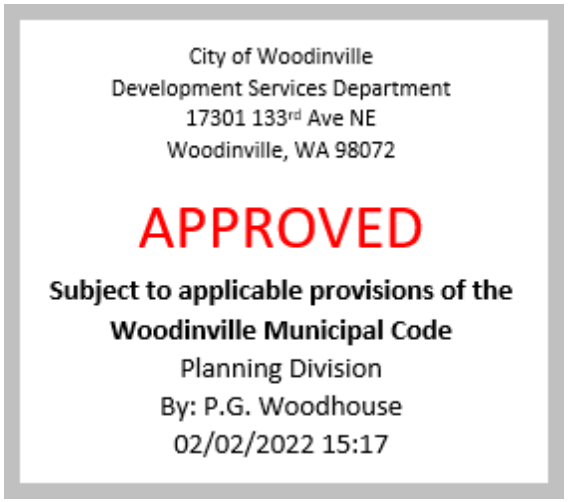
Marking Digital Plan Sets

In the past when paper plans were the typical medium, reviewers would use rubber stamps on plan drawings and other documents to signify approval. Since going paperless, City staff review and mark up drawings electronically using Bluebeam software. Some reviewers signify approval in simple text boxes on drawings, such as the approval shown below (this was approved by a plan checker), while reviewers in other departments don't stamp approved drawings at all.



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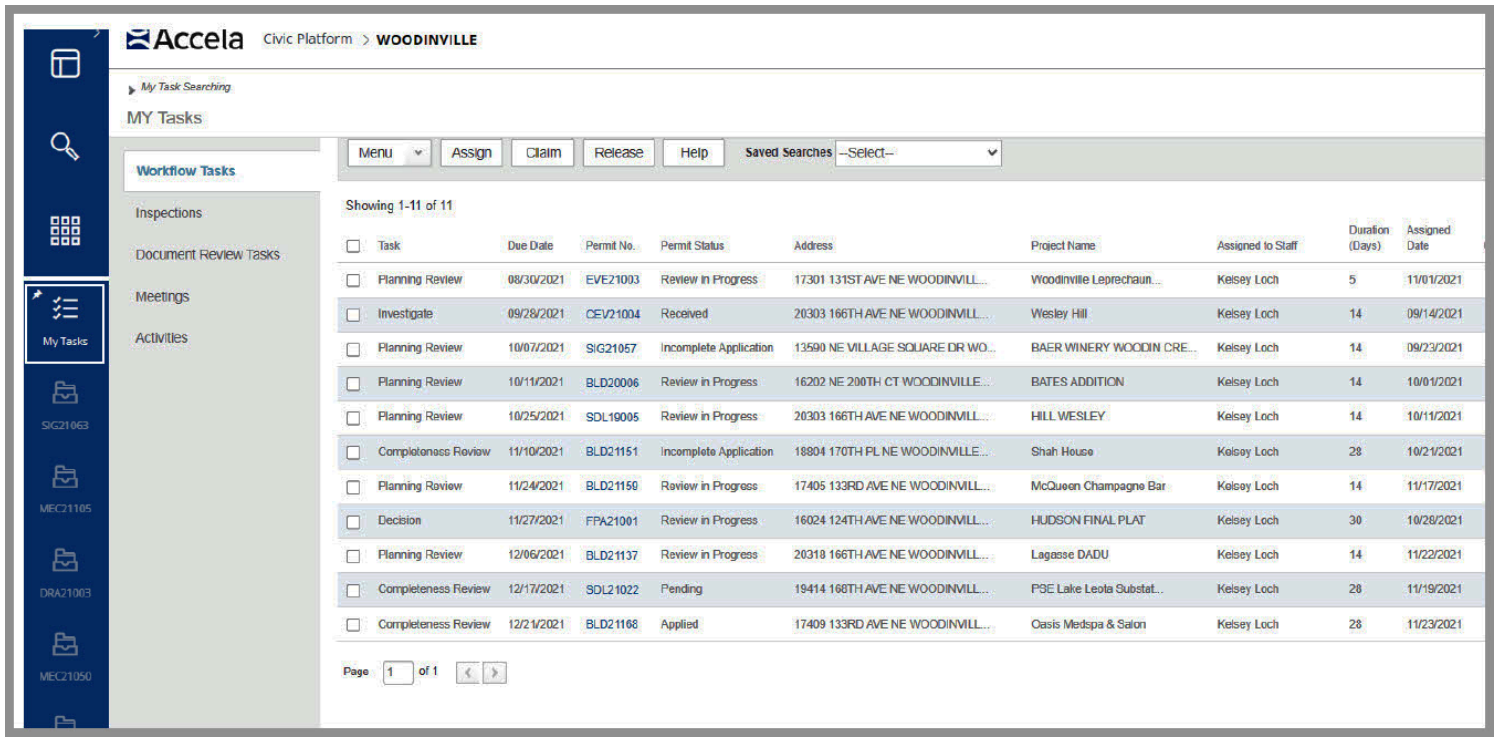
Recommendation V.9 – Reviewers in all departments should be equipped with digital approval stamps, of a consistent design across all departments, including the name of the approver, date/time stamp, and applicable wording and disclaimers, which can be applied in Bluebeam to applicable sheets in the approved plans. Such stamps can then be "burned into" the PDF file to help prevent future alteration. Below is an example of such a stamp. Stamping individual sheets also verifies that a reviewer has seen and approved each applicable sheet, instead of simply commenting on plans in a memo.



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Permit Triage

Reviewers, whether from Development Services or Public Works, plan their work weeks using the Accela to-do list, shown below. The Due Date column shows the calculated due date, based on the date the task was assigned to the staff member and the standard Duration (Days) configured in Accela for that task.



Tasks that are getting close to, or over, the Due Date, tend to be given higher priority. Tasks such as Completeness Reviews, which Accela allocates a standard time of 28 days to complete, may drop in perceived importance.

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For new tasks showing up on the to-do list, it may be difficult to tell how long they may take to complete. For example, a Completeness Review may take minutes, but a Public Works review on a complicated site development (SDL) application may take days of concentrated work.

Without a sense of how long a task will actually take, and by working on tasks strictly in order of Due Date, reviewers may be tempted to put off such tasks until closer to the Accela-assigned Due Date. Simple tasks that could be dispatched quickly linger in the system in favor of those approaching due dates. In many cases, simple tasks or permits can be triaged out and quickly dispatched thereby reducing overall turnaround times. Some jurisdictions will allocate a day or an afternoon to the easy permits and tasks just to get them finished and simplify the workload.

> **Recommendation V.10 –** City staff should frequently perform permit triage when new tasks come on their to-do list by asking "How simple will this task be?" and "Can I dispatch this one right now?" to sign off simple tasks quickly for the benefit of downstream tasks and to reduce overall time to permit issuance. In addition, should consider setting aside an afternoon or morning a week to dispatch simple permit applications.

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VI. Getting More Value from Accela

Accela is currently used as a simple portal for receiving applications via Accela Citizen Access (ACA) (i.e., the public portal) and as a basic workflow engine to help staff perform essential tasks such as reviews, approval/issuance, and inspections. Out of 87 total application types configured in Accela, 48 (mostly Building) may currently be applied for through ACA, while 39 (mostly Planning) may not. During the Accela implementation in 2018, staff decided not to include these application types on ACA because of the small number of applications and the complexity of determining which application types are required for a project. Instead, applicants contact Planning staff by phone and email and schedule a pre-application conference to receive guidance on application requirements. To apply, applicants fill out a PDF application form and email it with PDFs of plans and other required documents to a Permit Tech who then creates the new application in Accela and uploads plans and documents.

Accela has the potential to automate and improve the permitting process more than is the case currently. Improvements should be made in communications with applicants, document uploading and downloading and document management.

Apart from the initial creation of the application and upload of plans, much of the process details, reviews, and documents appear to be performed outside Accela in email and Word and Excel files stored in Microsoft OneDrive (a cloud-based document hosting service).

This section discusses the following:

- Using Accela for Uploading/downloading all documents
- Consolidated document storage
- Including consultants in system workflow
- Including owner/project sponsors in review comments
- Designating the project manager as “assigned to” for applications in Accela
- Entering conditions of approval in Accela
- Identifying code deviations in Accela
- Staff training

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Using Accela for Uploading/Downloading of Documents

Accela's document upload/download and cloud storage capabilities are not being effectively utilized. Accela has the capability to handle uploading of plans, application documents, revised plans and also downloading of marked-up plans for correction and approved plans. However, many documents continue to be exchanged between applicants and staff by email, with no central record of these document transactions. This also limits the ability to share documents among planning staff including sharing of emails from applicants.

> **Recommendation VI.1 –** All documents uploaded from and downloaded to the applicant should come through the ACA portal, not email. In addition to initial application documents, this should include corrective action lists and drawings marked up with corrections, resubmittals of revised plans from the applicant, and downloads of approved plans upon issuance.
>
> Using the ACA for document transfer preserves a record of transactions from authorized system users and allows automatic versioning of documents that may otherwise become difficult to identify and retrieve. Notifications from Accela can alert applicants that corrections and approved plans are available on ACA and the system can track when and by whom documents are retrieved.

Consolidating Document Storage

Documents associated with the life of a permit, from application to review, approval, issuance, inspection, and close-out are scattered, partly in Accela's cloud-based document repository and partly on multiple OneDrive folders that are not accessible across department boundaries. This makes it

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difficult to search for documents and for specific document versions that may need to be retrieved for Public Information Requests and researching document history. Currently, all documents for an application are jumbled together with dozens of other files with unintelligible filenames in the same location.

> **Recommendation VI.2 –** The City should consolidate all document storage for an application in Accela, instead of partly in Accela and partly on multiple OneDrive systems. In addition, the City should implement a standard set of virtual folders for each application type in Accela cloud document storage to facilitate filing and retrieval of documents.

Including Consultants in System Workflow

Many applications require external review by outside consultants (Structural, Geotech, Drainage, Arborist, Traffic, etc.). Such tasks have not been configured in Accela or are not being used, so information about which consultants worked on plans, dates of involvement, turn-around time, and working documents generated by the consultants are not being entered into Accela. Instead, this information is stored in email and on OneDrive. This makes it difficult to assess how consultant reviews affect overall turnaround times and how a consultant's work was woven into City staff decision-making. Currently, it is difficult to determine if a consultant was involved in a project at all due to the lack of documentation in Accela.

> **Recommendation VI.3 –** The City should add all external consultants as related parties with specifically defined professional "roles" (such as GeoTech, Arborist, Traffic, etc.) in Accela Contacts. This would allow staff to view external consultants for an application in the Accela Contacts list. Tasks should be created in the workflow for each type of consultant showing dates

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assigned, due dates, and completion dates. In addition, standard virtual folders should be created in Accela cloud document storage for consultant working documents.

Including Owner/Project Sponsors in Review Comments

Correction Action Lists generated by City staff during the review consolidation phase specify changes, corrections or additional information that must be provided for a project to be in compliance with applicable codes, standards, and ordinances. Correction Action lists are typically sent to a project's design team (i.e., architect and/or engineer) but not necessarily to project owners or sponsors. This is a problem because architects and engineers do not always communicate back to the project owners in a timely manner or they withhold information.

Recommendation VI.4 – The City should send Correction Action lists to all the contacts on record in Accela for the application to make sure all members of an applicant's project team, including owners and sponsors of record, are aware of requirements in the list.

Designating the Project Manager as "Assigned To" for applications in Accela

Accela allows one user to be "Assigned To" the overall application, but individual tasks in the workflow are assigned to individuals in different departments who will perform those tasks. Typically, the Permit Technician who initially processed the application becomes the "Assigned To" individual even though a planner assumes the project manager role for the life of the permit.

Because the planner is not listed as the "Assigned To" individual, it is difficult to generate reports that accurately list all open applications for which the planner is designated as project manager. For

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example, one planner in Development Services had 11 active tasks on their Accela to-do list but had 32 applications for which they were designated as project manager. Only the active tasks show up on the to-do list and the planner has to resort to manually looking up and keeping ad hoc notes to know the status of the other 21 projects.

> **Recommendation VI.5 –** The City should enact a policy whereby a project manager should update the application record with their UserID when an application is first received or the assignment is transferred to another planner. This will facilitate generating reports showing all the assigned workload for a planner.

Entering Conditions of Approval in Accela

Nearly every permit approved by the City includes conditions of approval. Some may be simple "canned" conditions from the Building Code, where others control allowed uses, the building envelope, materials, required road and drainage infrastructure, and restrictions imposed in Critical Areas. Conditions of approval can be negotiated with the applicant, required by staff, or imposed in a decision by the Hearing Examiner. Conditions of approval may affect project construction or they can influence future development or use of the property well into the future.

Accela has the capability to store conditions of approval to allow them to be applied to related projects, and to automatically pass down certain conditions from parent to child applications (e.g., building permits issued for an approved final plat). Conditions can also require a sign-off by a planner, engineer, or building inspector indicating they've been satisfied allowing future approvals to proceed.

Currently, many conditions of approval are stored in MS-Word documents (such as written decisions) in OneDrive folders, where they may be overlooked in the future as staff may not know or remember

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where to look. This can result in conditions not being implemented and the potential for serious conflict and litigation.

> **Recommendation VI.6 –** City staff should enter conditions of approval in Accela, especially for complex projects for which conditions need to be checked and enforced over time and where conditions imposed now may affect future development or changes in existing projects over time.

Identifying Code Deviations in Accela

Many applicants request deviations from published zoning, development, Fire, Public Works, and other codes, ordinances, and standards. Examples include requests to increase the number of housing units above code allowances, reducing building setbacks and parking requirements, and reducing street width.

While City codes and ordinances allow deviations to be considered on a case-by-case basis, deviations typically require negotiations between applicants and the City and/or consultant involvement. This invariably adds to the turnaround time for processing permit applications. Accela currently has no way to track which applicants are asking for deviations.

> **Recommendation VI.7 –** The City should add data fields in the Accela Summary screen to clearly identify that the application includes a requested deviation from standards. Added fields should include the type(s) of deviations requested and a note field with a brief description. These additional data fields will facilitate generating an Accela report listing deviation requests and keeping tabs on potentially excessive turnaround times.

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Staff Training

When the current version of Accela was implemented in 2018, the City worked with an Arizona-based third party consulting firm called IK Consulting to configure permit types, fee calculations, workflows, printed forms, and other components of the system to the City's needs. IK Consulting also provided training at that time. Since that time there has been no formal user training for City staff (e.g., using the ad-hoc report writer, system administration). Newly hired City staff have either learned the system on their own or received some informal training by their peers. The lack of a more formal, systematic training approach will result in misuse of the system, unusable data and missing out on new system capabilities.

> **Recommendation VI.8 –** New City permitting staff should receive formal Accela training from Accela, IK Consulting, or other Accela-approved training vendor and not just rely on an informal and unstructured mentoring by more senior staff. Periodic refresher training every 18-24 months, from an approved vendor, should also be provided.

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VII. Serving the Public Better

While recognizing that the ultimate goal of land use regulation and permit review is adherence to code, City development standards and a built environment that is consistent with the vision of City policy makers, the City is also in the business of serving the public. To the extent that Development Services and Public Works can maximize service to the public without compromising their regulatory mission, they should make that effort. This section discusses some options for the City to improve their public service.

- Pre-app conferences
- Help for the average citizen

The City should strive for a better balance between code compliance and public service. To the extent that compliance isn't compromised, there should be some room to better help all applicants but especially those who are not in the building trade or are not using design professionals.

Pre-Application Conferences

The City offers every applicant an opportunity to participate in a pre-application conference. This is a conference designed to alert the applicant to potential issues and concerns regarding the site and the proposed project. Common issues raised at these conferences include critical areas (e.g., wetlands, stream buffers), traffic impacts, design review issues (e.g., building facades, landscaping), site issues (e.g., street dimensions), infrastructure availability, and other Code requirements.

While many applicants choose to participate in a conference, some do not, only to realize later in the application review process that certain issues and requirements could have been surfaced early on and now require additional time and cost to resolve.

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Recommendation VII.1 – The City should pro-actively reach out and require pre-application conferences for applicants in the following situations:

- Developers, builders, and contractors who have not previously worked in Woodinville and who may not be familiar with City code requirements.
- Sites shown as being in Critical Areas, according to Critical Area maps maintained by the City.
- Any combination of application types including
    - Critical Area Determination (CAD)
    - Critical Area Alteration (CAE)
    - Land Use Approval (LUA)
    - Site Development (SDL)
    - Design Review (DRA)
    - Deviation of Decision (DEC)
- Homeowners applying for permits without the help of design professionals.

Help for the Average Citizen

Applying for and working through the permit process can be daunting for homeowners and citizens who have never been through the process before and are unfamiliar with City codes and ordinances and with the various steps in the review process. Commonly asked questions include:

1. What kinds of permits do I need for my project?
2. What kind of information do I need to supply with an application?
3. How much will it cost?
4. How long will it take to get the permit?
5. How can I see that my application is on-track through the system?

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Recommendation VII.2 – The City should develop informational PDFs that can be downloaded from the City website, listing requirements for typical single-family residential projects: additions, remodels, garages, sheds, decks, and retaining walls. Sketches and sample illustrations for site plans, deck details, height calculation, and rockeries would be helpful for unsophisticated applicants. While the City website already includes application forms and checklists, material specific to frequently built projects would provide enhanced assistance for members of the general public and those not involved in the building or design trades.

Recommendation VII.3 – The City should implement a permit fee calculator in Accela Community Access (ACA), (i.e., the public portal to Accela) to allow citizens to enter information about a proposed project and print out an estimate based on information entered.

Recommendation VII.4 – The City should configure the Communication Manager function within Accela to send automatic emails to applicants and others associated with an application whenever a user signs off a task signifying a status changes (e.g., completeness review, plans routed) instead of creating memos in Word or writing up emails regarding the status change. ACA also includes a basic progress indicator showing the applicant which tasks are underway, completed, and yet to be done

Recommendation VII.5 – Assigned project managers should reach out to the homeowner or citizen on applications that appear to be from unsophisticated applicants especially if they are not using professional engineers or architects. A brief phone call early in the process, introducing oneself as the project manager and asking if there are any questions can be a big help in allaying fears about the process. In the days before electronic submittal, this was accomplished when the applicant brought paperwork to apply at the counter. This recommendation should include a caveat that the City cannot replace the role of engineers or

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architects in designing a project, but the City can improve communication about expediting or explaining the process.

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VIII. Geographic Information System (GIS)

Woodinville licenses a suite of GIS software from the Environmental Sciences Research Institute (ESRI), including desktop ArcGIS Pro and web-based ArcGIS Online. GIS offers enormous potential to display maps of physical and environmental layers for all staff to use in reviewing applications. In addition, GIS data can be available 24/7 on a public website allowing citizens and applicants to see:

- Property information and environmental constraints such as Critical Areas, floodplains, and steep slopes
- Available city services such as water, sewer, and storm drainage
- Current permit applications and projects in the neighborhood

This section discusses the following:

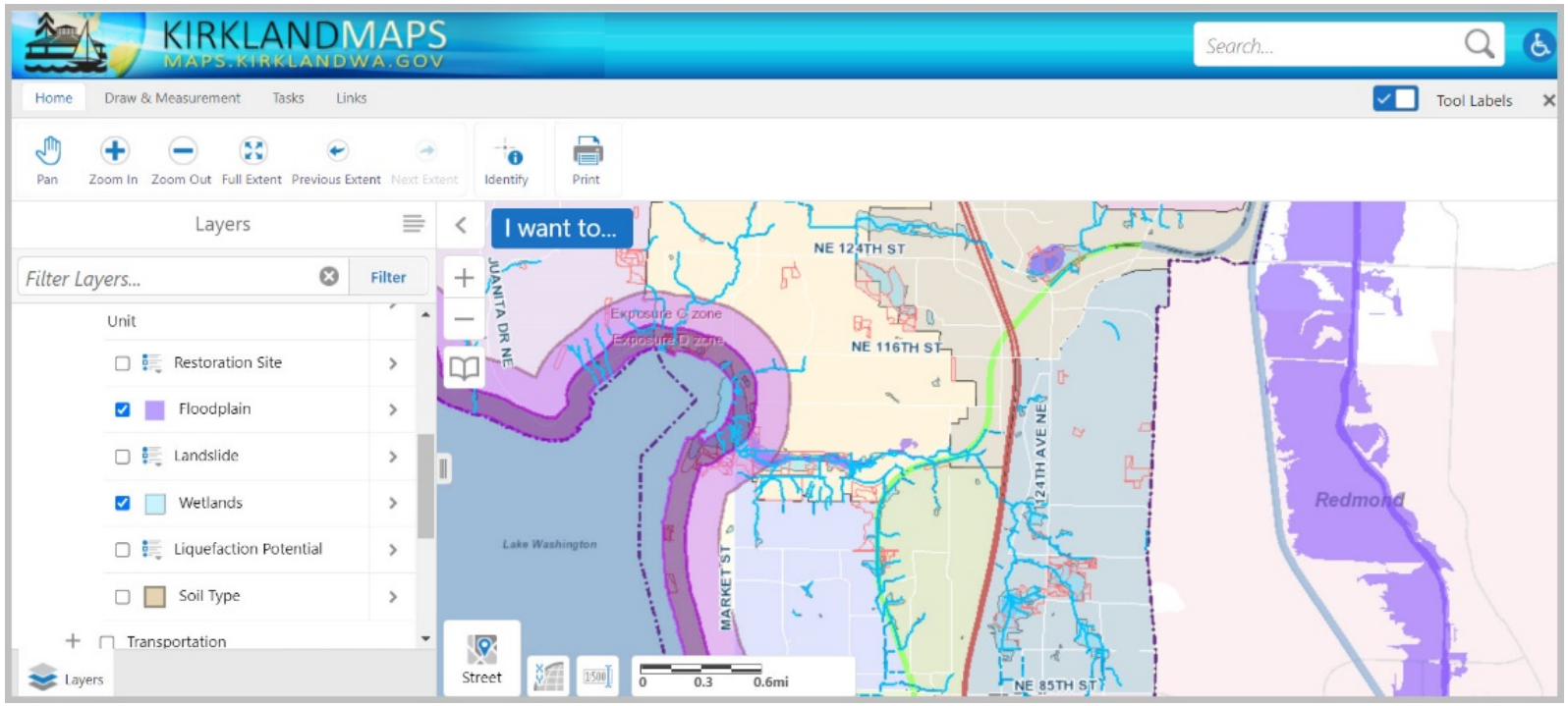
- Public Access to GIS
- Critical Areas
- Addressing point layer
- Utility availability maps
- Active Projects Map Page on City Website
- Accessing documents via GIS map

The City has GIS but does not use it to its potential. GIS enhancements could provide more information to the public, better information on site characteristics that could impact development and information that could help permitting staff perform their jobs better.

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Public Access to GIS

Many of Woodinville's neighboring cities offer extensive online GIS data to citizens via city websites. Below is an example from Kirkland (KirklandMaps).



No city-maintained GIS website is currently available to the public or to Development Services staff in Woodinville. To research physical and environmental conditions on a site during permit review, Development Services uses King County's browser-based iMAP application and limited city layers viewed through desktop GIS (which stopped working recently and no one has followed up to fix).

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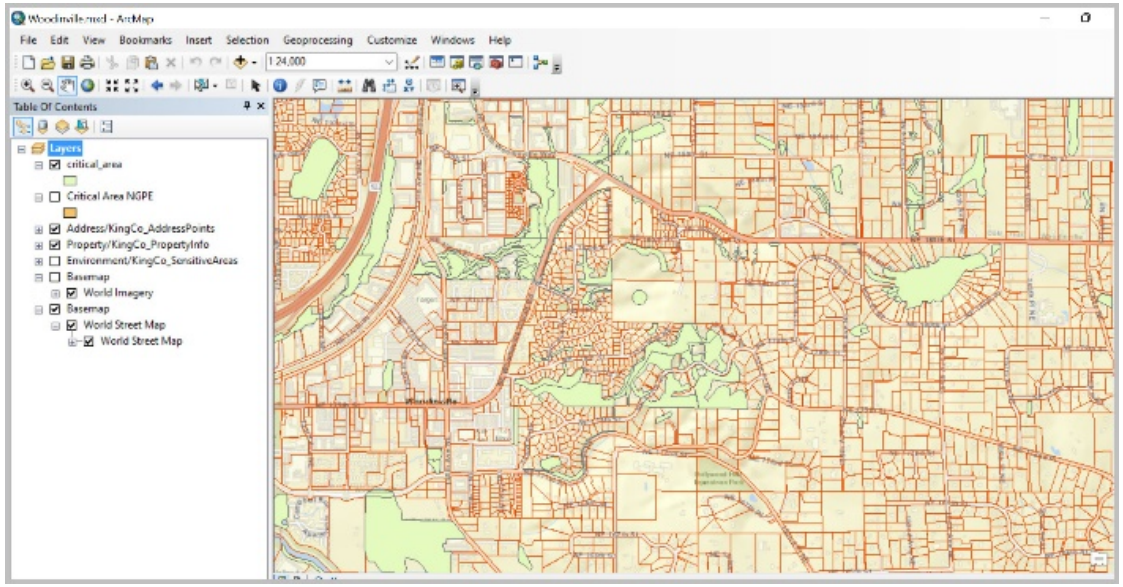
Recommendation VIII.1 – The City should implement web-based GIS for both public users on the City website and for internal staff use in all departments. Use surrounding communities as a guide for the data layers and types of services provided. A number of GIS vendors offer packaged, ESRI-compatible website designs that can be easily integrated into the City's website. Initial contacts should include:

Heather Glock, Account Rep for City of Woodinville
Environmental Systems Research Institute (ESRI)
Phone: 360-754-4727
111 Market St NE, Suite 250
Olympia, WA 98501
Email: hglock@esri.com

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Critical Areas

City staff use King County iMAP to research locations in the city limits. Many of the data layers, including Critical Areas in iMAP, cover unincorporated King County but are inaccurate and incomplete within the city limits. King County's Critical Areas map was last updated in 1990 but the current City Critical Areas layer (light green-shaded areas below) is updated by Public Works regularly as new plats and project as-builts are received. It's an excellent data source about one of Woodinville's most difficult natural constraints, yet virtually no one can access it.



Recommendation VIII.2 – The City should install a Critical Areas map layer in a new web-based ArcGIS application for use by both public and internal staff. The public GIS interface should include banners, pop-ups, or other visual devices to alert new users to the site about new availability of Critical Areas layers.

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Addressing Point Layer

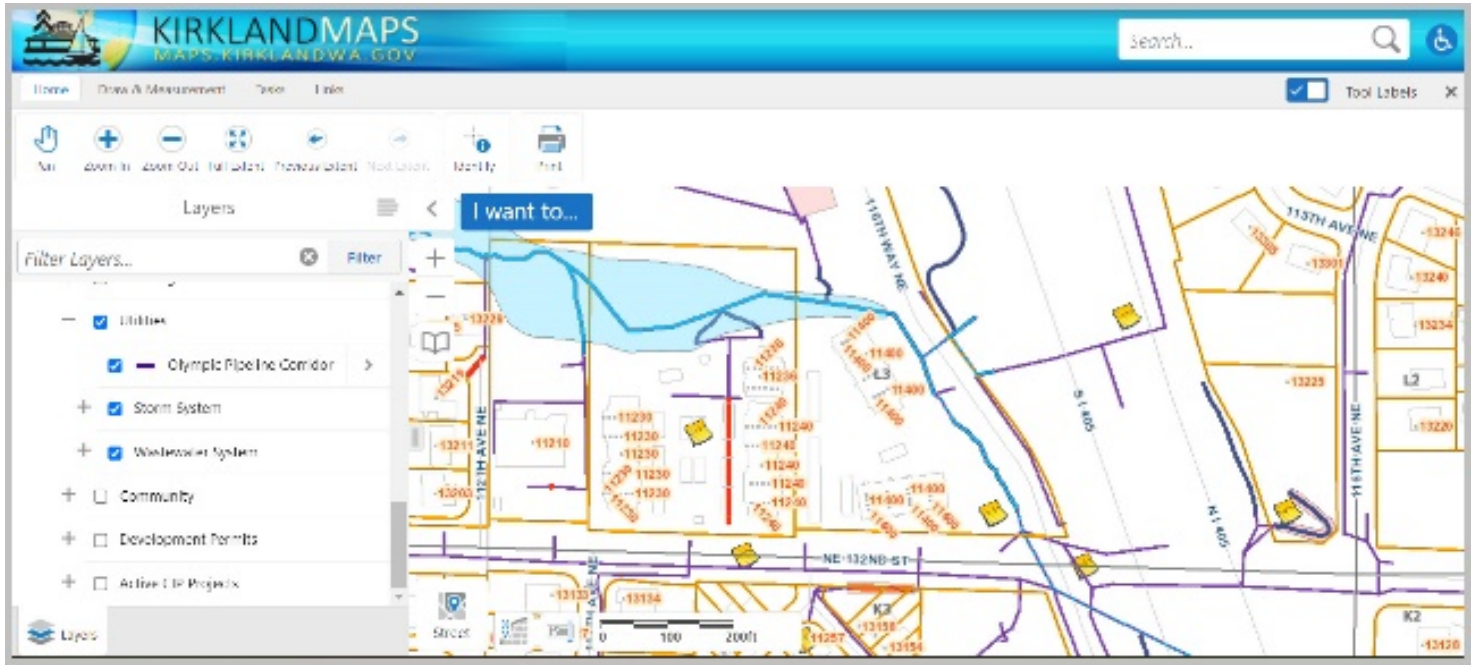
Looking up properties on a map by address is an everyday task for most City staff yet staff must rely on King County iMAP's parcel map layer to do so. While the King County Assessor maintains an up-to-date parcel base layer, it may be missing address points because the Assessor needs only one address for the parcel, but the City is responsible for addressing and may assign many addresses to a multi-tenant building on that single parcel, addressed off different streets.

> **Recommendation VIII.3 –** The City should implement and maintain an address point layer in GIS and display of that layer in both public and internal web-based GIS applications.

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Utility Availability Maps

Many nearby cities include map layers showing the availability of water, sewer, and drainage systems on both public and internal web-based GIS. Below is a screenshot from KirklandMaps (which is found on the City's webpage). Property owners, real estate agents, potential buyers, as well as city staff, can easily determine which services are available on a site.



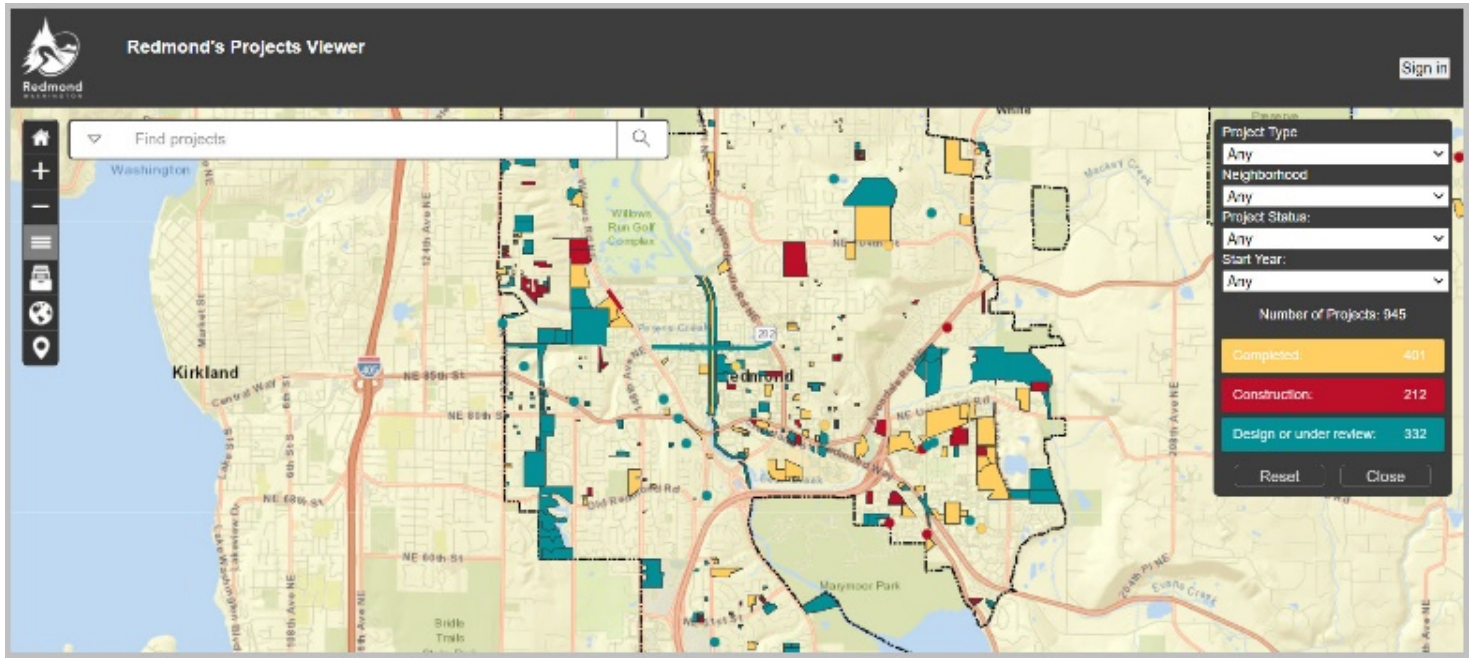
Recommendation VIII.4 – The City should work with the Woodinville Water District, which provides water and sewer service to parts of Woodinville, to provide simple availability maps for its service area in the City. We are aware of Homeland Security concerns about providing such

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infrastructure information on a public site. Yet many cities provide basic availability maps without exposing critical infrastructure detail.

Active Projects Map Page on City Website

Online public GIS can be a valuable tool for citizen access by providing a searchable map of on-going permit applications and development projects. Instead of calling or emailing staff about activity in their neighborhood, citizens can look at a real-time map of applications and projects and click to drill down for more information. Below is an example from Redmond.



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Recommendation VIII.5 – The City should implement an active projects GIS map in the City's website. An active projects GIS layer can be created by connecting Accela permit data to a parcel base layer. Symbolizing with colored points, lines, and shadings denotes the types of applications. Such a map can be created in the City's ArcGIS Online environment by a reasonably competent GIS analyst familiar with Accela and ArcGIS Online.

Accessing Documents via GIS Map

Accela GIS, an add-on module for the City's existing permit system, allows internal staff to locate permit applications and projects from a web-based map. Currently, there is no way to locate applications and projects from a map. Because document files, such as approved plans, project reviews, consultant reports, and other information stored in Accela's cloud document storage are linked in the database to both address and parcel data, linking further to the map may make it possible to click on a map location and, for example, pull up all the geotechnical reports for projects in the surrounding area without manually searching for documents on each application in the system.

Recommendation VIII.6 – The City should implement Accela GIS and its document lookup capabilities to provide better information for staff about nearby conditions when reviewing applications. Accela and IK Consulting should be able to provide guidance from other customers who have implemented this functionality.

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IX. Administrative Improvements

This section addresses miscellaneous administrative improvements in the following areas:

- Clearing inactive applications
- Investigating uninspected permits
- Public Information Requests
- Business/liquor licenses

The City's Accela system has a large number of dormant applications and issued, but uninspected, permits. Efforts should be made to purge some records and follow up on the uninspected permits. In addition, the City should improve recordkeeping practices for public information requests and business licenses. .

Clearing Inactive Applications

The Accela system contains many dormant applications or pending tasks, some dating back years. In some cases, the project was completed but certain tasks, such as inspections, were not closed out. In other cases, a reviewer issued a memo requesting corrections or a notice of incomplete application but the applicant never responded (which can happen for many reasons). While these dormant applications are not harming anything and may, in fact, be resurrected at some point, they do clutter up the workflow and, for expired applications, they should be purged.

Recommendation IX.1 – The City should periodically review inactive or dormant applications or pending tasks and close or purge them from Accela, per WMC requirements.

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Investigating uninspected permits

Similarly, Accela contains many building-related permits that had been issued, but for which no inspections had ever been performed (or was performed but not recorded in Accela). This sometimes occurs with minor plumbing and mechanical inspections, where the contractor obtains the permit and does the work, but never calls for inspection. This oversight may expose the contractor, property owner, and the City to potential legal liability if faulty work is performed.

> **Recommendation IX.2 –** The City should determine whether uninspected permits are the result of recordkeeping lapses (and correct those) or the result of missed inspections. For the latter, the City should contact owners whose permits have not received inspection within 180 days of issuance and request that the inspections be scheduled and completed. If there is no response the permit should be voided in the system.

Public Information Requests (PIRs)

The Washington State Public Records Act (RCW 42.56) allows any member of the public to request public information about a property, permit, or action taken by a municipality in the State. Types of requests received often include documents and emails pertaining to a permit, a parcel of land in the city, action of City Council, etc. Requests are filed with the City Clerk through a web-based cloud app called JustFOIA. The City Clerk then assigns requests related to Development Services to a planner. State law requires a response back to the requestor within 5 days, stating how long it will likely take to assemble the requested documents.

At this point, the assigned planner must review and accumulate PDF files, Accela records, GIS documents, electronic documents from one or more OneDrive folders related to the application, plus

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any historic paper plans and documents used before the advent of electronic review. Paper documents are scanned as PDFs. The City Clerk's office searches the City's email servers for emails related to the request and saves them as PDFs, which are combined with document PDFs and sent to the requestor as an email link to OneDrive.

During 2021, Development Services responded to 106 of the 131 PIRs filed with the City (81%), an average of two requests per week. Gathering the requested information may take as little as 30 minutes or many hours over several days for complicated cases.

> **Recommendation IX.3 –** The City should create a simple case type in Accela to track PIRs in Accela listing the addresses, parcels, and applications related to a PIR, along with the dates the request was received and fulfilled and the UserID of the Development Services staffer handling the request. This can help provide historic data about staff workload responding to such requests and help when researching future requests in the same areas.

Business License and Liquor License Reviews

Before 2019, Business Licenses were issued by the City but since then this function has been absorbed by the Washington State Department of Revenue (DOR). Applications are filed through DOR, which then notifies the City to do any required department reviews and respond with a recommendation to approve or not approve the license. The City's Finance Department assigns Development Services to conduct a review based on the zoning code and other applicable sections of WMC and respond back to Finance. Finance then submits the City's recommendation to DOR. Business License renewals follow a similar path. No Business Licensing applications or tracking information is currently stored in Accela.

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In 2021, Development Services reviewed 337 license applications, approving 309 and denying 28, as shown in the table below. On average, Development Services staff must evaluate and prepare a response to one new DOR licensing request every business day, in addition to regularly assigned permit review tasks in Accela.

Review by Development Services is vital, in that some businesses requesting DOR licenses may not be permitted uses according to the zoning code or may be subject to bulk, density, or performance standards. For example, a proposed fast-food outlet may be a permitted use according to zoning, but the proposed site may be too small to accommodate required parking.

Issuance of a Business License does not grant carte-blanche approval for a business to operate in a city, so it's important to review applications to recommend denial of incompatible applications or to notify Business License applicants of additional City requirements. Business Licenses that are issued without careful screening may create liability for the City if the business opens, thinking everything is okay, then gets shut down with violations.

> **Recommendation IX.4 –** The City should enter DOR Business Licensing reviews in Accela, by piggybacking on the existing Home Occupation Permit (HOP) processed by the City, independently from the State DOR Business License. The data structure and review processes are already in place in Accela. This will allow automatic routing to applicable staff, tracking review times, and providing a process record related to all businesses licensed in Woodinville. In addition, having business license records in Accela will allow mapping and analysis of trends about the types and locations of businesses coming to the City.

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Appendix A – GIS Analyst Job Duties (See recommendation III.1)

- Develop and maintain data documentation for the City's core GIS data sets.
- Augment GIS with additional layers
- Maintain the public GIS interface
- Work with City staff to develop complex analysis and reports.
- Production of high quality maps for City Departments.
- Works with City Departments on developing spatial analyses in support of their program areas.
- Ensures accuracy and completeness of data entry.
- Analyze the GIS application needs of client departments and perform application development projects.
- Provides information and technical assistance to users regarding the GIS system and other related issues.
- Aids in project planning and management.
- Provides technical support for GIS and database software.

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Appendix B – Red Line Report Specifications (See Recommendation IV.4)

- Application records sorted by permit type and project name
- Task and Task Status limited to those tasks where City staff have an active role (e.g., routed for review, revisions received)
- Projects on hold, completed, not approved or deemed incomplete are not included in record selection
- Only those tasks that have not been completed and where the report date exceeds the due date by 7 days or more are included
- Days overdue is reported along with assigned staff name

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Appendix C – Sample Application Checklists (See Recommendation V.1)

- City of Bothell Commercial/Multi-family Permit Checklist: https://www.bothellwa.gov/DocumentCenter/View/862/2---Commercial--Multi-Family-Building-Permit-PDF?bidId=
- City of Bothell Critical Areas Identification and Alteration Checklist: http://www.ci.bothell.wa.us/DocumentCenter/View/917/25---Critical-Areas-Alterations-Checklist-PDF?bidId=
- City of Bothell Final Short Plat: http://www.ci.bothell.wa.us/DocumentCenter/View/920/27a---Final-Short-Plat-Intake-Checklist-PDF?bidId=
- City of Bothell SF Building Permit: http://www.ci.bothell.wa.us/DocumentCenter/View/851/3---Single-Family-Building-Permit-PDF?bidId=
- City of Bothell Site Plan Review: http://www.ci.bothell.wa.us/DocumentCenter/View/8286/15---Site-Plan-Review-PDF?bidId=

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Appendix E – List of Recommendations

Recommendation III.1 – Based on the strategic and policy needs of the City and the results obtained from the Workload and Staffing Forecasting Model, the City should right size the staffing level of DS and PW and augment the organization as follows:

1) Create, budget, and recruit for an additional Engineer I position for Public Works-Engineering. This new position would handle permit review and selected CIP tasks.
2) Management Analyst capabilities need to be added for tracking workloads and performance, management reporting, budget and financial analysis, contract management for engineer and consultant contracts and task orders, ADA transition planning, transportation master planning, and overseeing the capital improvement plan.
3) Reclassify the existing Engineer Tech position in PW to a GIS Analyst. The City does not have a GIS Analyst job description but Appendix B contains the essential duties of this position. In addition, this position can also process right-of-way permits.

Recommendation III.2 – The City should amend the Interlocal Agreement with WFR so that the Director of DS, as delegated by the City, will have direct supervision of the Deputy Fire Marshal for all permit review tasks performed by WFR. All other responsibilities of the Deputy Fire Marshal and any discipline, promotion, annual review functions should continue to be within the authority of WFR. These contract terms should flow through to any subcontracting organizations (i.e., Eastside Fire & Rescue).

Recommendation IV.1 – The City should change time standards for certain critical tasks in the permit review process (All days in calendar days):

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Plan Routing. Plan routing is the process of routing newly submitted building and site plans to the reviewing departments (e.g., Development Services, Public Works). Since nearly all plans are submitted online, the routing is also done in digital form. The current standard for plan routing is currently set at 7 days but should be compressed to 3 days.

Completeness Review. A completeness review is performed for all newly submitted applications and plans. Each reviewing department reviews the submittal and determines if all the documentation necessary to perform the actual review is present (i.e., the submittal is "complete"). While State Law sets a maximum of 28 days to determine if an application is complete, the City should strive to determine if an application is complete enough to proceed with the actual review within 7 days of application. This goal is attainable if Permit Technicians are tasked with conducting the completeness review (See recommendation V.5).

Review Consolidation. Review consolidation is the step in the process at which all department reviews are complete, and comments are bundled together by the Project Manager (usually a Planner) for forwarding to the applicant. Review consolidation may result in approval of the plans or a request for revised plans or clarifications to deal with comments and corrections noted by the reviewing departments. Because department reviews are done in parallel, the number of days to get to Review Consolidation will be determined by the slowest reviewing department. The standard for review consolidation is currently set at 7 days in most cases but should be compressed to 5 days.

Permit Issuance. Currently, the standard for this task is 7 days in most cases but should be set at 4 days.

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Recommendation IV.2 – The City should publish the above time standards on the City website and also post a report on actual times. Start by developing internal monthly reports showing percentage of applications meeting the targets. Adjust targets as needed, then begin publishing reports on the City website when the City is confident about meeting the standards.

Recommendation IV.3 – The City should activate the start/stop processing clock in Accela to track the number of days reviews are active with City staff and the number of days it takes for the applicant to respond to requests for information and to resubmit plans in response to corrections required by City staff.

Recommendation IV.4 – The City should implement a "Red Line" report to track applications where tasks are exceeding standard time allocations by more than 7 days. For example, if a building plan review is more than 7 days past its due date, this should be reported to both the reviewing department's management (e.g., Development Services, Public Works) and the Office of the City Manager. This will provide an early warning system to identify overdue tasks in real-time and direct management's attention to these tasks so they can be worked by staff or whatever logjam is occurring can be cleared. This type of report may have to be configured using Crystal Reports and may require a consultant to configure and test the report and train users. Specifications for this report are included in Appendix C.

Recommendation V.1 – The City should revise application checklists to call out requirements that have in the past been missed and cause failed Completeness Reviews. These checklists should match with checklists used by City staff to determine if an application is complete. Commonly missed requirements include:

> **Site plan requirements.** A number of cities in the Seattle area publish site plan requirements on their websites, which could be used as a guide for requiring better information and illustrative diagrams on issues such as contour lines (existing and proposed), setbacks, easements, building

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envelopes and height calculations, boundaries of Critical Areas, and other natural and manmade features of the site. Appendix D includes links to examples of site plan requirements from the City of Bothell which provide a good model.

External mechanical equipment. Community concerns about noisy air conditioners and bulky, unisightly rooftop equipment have sparked code changes requiring additional review for setbacks and visual and noise screening – something that homeowners may not be ready to deal with. The city should amend mechanical permit application checklists to require illustrative diagrams showing required setbacks and screening to expedite Planning review of setbacks and rooftop screening for external equipment.

Recommendation V.2 – The City should implement procedures to keep applications flowing if Permit Technicians are out of the office, especially with unpredictable COVID-19 illnesses. If a Permit Technician is absent for more than three days, the remaining Tech, or one of the planners, should be assigned to check the absent Tech's task queue and move the stalled tasks along. In the event of a lengthy planned absence, such as two weeks' vacation, Development Services management should assign the Tech's duties to other Techs and planners on a rotating basis.

Recommendation V.3 – The City should configure Accela to automatically compute up-front fees for all application types, so an applicant can pay them immediately, at the time of online application, without waiting for a Tech to create an invoice. If the applicant chooses to pay online, the application can move automatically to the Completeness Review task in the workflow thereby kicking off the review process. If paying by check, workflow is held until receipt of the check.

Recommendation V.4 – During department reviews, staff should add and update all fee categories from their own departments, that are required for issuance or approval. Such fees should be immediately

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available for online payment by the applicant, without having to wait for a Permit Tech to prepare an invoice before payment is allowed on Accela.

Recommendation V.5 – The City should have Permit Technicians perform completeness reviews, calling on specialized staff only as necessary. In many jurisdictions, it has been customary for decades for Techs to perform this task. Notification back to the applicant can be sent through Accela's Communication Manager, without the additional work of preparing a formal signed memo in MS-Word.

For this to be successful, applicants should have informative application checklists that highlight what is required to make a complete application (See recommendation V.1 for more on this). Permit Technicians should have training and instructions on how to quickly check an application, without making judgments that should be reserved for higher level plan reviewers.

Feedback from department reviews should be used to fine-tune completeness criteria and application documents over time. The combination of having Permit Technicians perform DoCs and doing notifications through Accela instead of generating memos in MS-Word has the potential to trim weeks off processing times for many applications.

Recommendation V.6 – The City should adopt a common spreadsheet format for use by all reviewers. Each department should forward their correction spreadsheet to the project manager, who would consolidate the rows from reviewer spreadsheets into a Correction Action List spreadsheet to be printed as a PDF and emailed to the applicant. This will save time in reformatting and wordsmithing combined memos and presenting the items in a consistent format from one review cycle to the next. In addition, text in the Issue/Correction column should read as declarative requirements, including specific code wording to guide the applicant about meeting requirements. For example, the items about height calculation above should state the maximum allowed by code and the method used by code to calculate height.

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Recommendation V.7 – The City should reduce the scope of the DRC to a standards setting body (which would then feed into code amendments) and should not be used in the permit review process.

Recommendation V.8 – The City should refrain from preparing approval memos for simple permits to free up time for more complicated projects. Staff can simply stamp plans as 'approved' and issue the permit.

Recommendation V.9 – Reviewers in all departments should be equipped with digital approval stamps, of a consistent design across all departments, including the name of the approver, date/time stamp, and applicable wording and disclaimers, which can be applied in Bluebeam to applicable sheets in the approved plans. Such stamps can then be "burned into" the PDF file to help prevent future alteration. Stamping individual sheets also verifies that a reviewer has seen and approved each applicable sheet, instead of simply commenting on plans in a memo.

Recommendation V.10 – City staff should frequently perform permit triage when new tasks come on their to-do list by asking "How simple will this task be?" and "Can I dispatch this one right now?" to sign off simple tasks quickly for the benefit of downstream tasks and to reduce overall time to permit issuance. In addition, should consider setting aside an afternoon or morning a week to dispatch simple permit applications.

Recommendation VI.1 – All documents uploaded from and downloaded to the applicant should come through the ACA portal, not email. In addition to initial application documents, this should include corrective action lists and drawings marked up with corrections, resubmittals of revised plans from the applicant, and downloads of approved plans upon issuance.

Using the ACA for document transfer preserves a record of transactions from authorized system users and allows automatic versioning of documents that may otherwise become difficult to identify and

Docusign Envelope ID: D52DF2D3-CB50-4C9B-89BC-0F0C9EF7480F

retrieve. Notifications from Accela can alert applicants that corrections and approved plans are available on ACA and the system can track when and by whom documents are retrieved.

Recommendation VI.2 – The City should consolidate all document storage for an application in Accela, instead of partly in Accela and partly on multiple OneDrive systems. In addition, the City should implement a standard set of virtual folders for each application type in Accela cloud document storage to facilitate filing and retrieval of documents.

Recommendation VI.3 – The City should add all external consultants as related parties with specifically defined professional "roles" (such as GeoTech, Arborist, Traffic, etc.) in Accela Contacts. This would allow staff to view external consultants for an application in the Accela Contacts list. Tasks should be created in the workflow for each type of consultant showing dates assigned, due dates, and completion dates. In addition, standard virtual folders should be created in Accela cloud document storage for consultant working documents.

Recommendation VI.4 – The City should send Correction Action lists to all the contacts on record in Accela for the application to make sure all members of an applicant's project team, including owners and sponsors of record, are aware of requirements in the list.

Recommendation VI.5 – The City should enact a policy whereby a project manager should update the application record with their UserID when an application is first received or the assignment is transferred to another planner. This will facilitate generating reports showing all the assigned workload for a planner.

Recommendation VI.6 – City staff should enter conditions of approval in Accela, especially for complex projects for which conditions need to be checked and enforced over time and where conditions imposed now may affect future development or changes in existing projects over time.

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Recommendation VI.7 – The City should add data fields in the Accela Summary screen to clearly identify that the application includes a requested deviation from standards. Added fields should include the type(s) of deviations requested and a note field with a brief description. These additional data fields will facilitate generating an Accela report listing deviation requests and keeping tabs on potentially excessive turnaround times.

Recommendation VI.8 – New City permitting staff should receive formal Accela training from Accela, IK Consulting, or other Accela-approved training vendor and not just rely on an informal and unstructured mentoring by more senior staff. Periodic refresher training every 18-24 months, from an approved vendor, should also be provided.

Recommendation VII.1 – The City should pro-actively reach out and require pre-application conferences for applicants in the following situations:

- Developers, builders, and contractors who have not previously worked in Woodinville and who may not be familiar with City code requirements.
- Sites shown as being in Critical Areas, according to Critical Area maps maintained by the City.
- Any combination of application types including
  - Critical Area Determination (CAD)
  - Critical Area Alteration (CAE)
  - Land Use Approval (LUA)
  - Site Development (SDL)
  - Design Review (DRA)
  - Deviation of Decision (DEC)
- Homeowners applying for permits without the help of design professionals.

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Recommendation VII.2 – The City should develop informational PDFs that can be downloaded from the City website, listing requirements for typical single-family residential projects: additions, remodels, garages, sheds, decks, and retaining walls. Sketches and sample illustrations for site plans, deck details, height calculation, and rockeries would be helpful for unsophisticated applicants. While the City website already includes application forms and checklists, material specific to frequently built projects would provide enhanced assistance for members of the general public and those not involved in the building or design trades.

Recommendation VII.3 – The City should implement a permit fee calculator in Accela Community Access (ACA), (i.e., the public portal to Accela) to allow citizens to enter information about a proposed project and print out an estimate based on information entered.

Recommendation VII.4 – The City should configure the Communication Manager function within Accela to send automatic emails to applicants and others associated with an application whenever a user signs off a task signifying a status changes (e.g., completeness review, plans routed) instead of creating memos in Word or writing up emails regarding the status change. ACA also includes a basic progress indicator showing the applicant which tasks are underway, completed, and yet to be done

Recommendation VII.5 – Assigned project managers should reach out to the homeowner or citizen on applications that appear to be from unsophisticated applicants especially if they are not using professional engineers or architects. A brief phone call early in the process, introducing oneself as the project manager and asking if there are any questions can be a big help in allaying fears about the process. In the days before electronic submittal, this was accomplished when the applicant brought paperwork to apply at the counter. This recommendation should include a caveat that the City cannot replace the role of engineers or architects in designing a project, but the City can improve communication about expediting or explaining the process.

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Recommendation VIII.1 – The City should implement web-based GIS for both public users on the City website and for internal staff use in all departments. Use surrounding communities as a guide for the data layers and types of services provided. A number of GIS vendors offer packaged, ESRI-compatible website designs that can be easily integrated into the City's website.

Recommendation VIII.2 – The City should install a Critical Areas map layer in a new web-based ArcGIS application for use by both public and internal staff. The public GIS interface should include banners, pop-ups, or other visual devices to alert new users to the site about new availability of Critical Areas layers.

Recommendation VIII.3 – The city should implement and maintain an address point layer in GIS and display of that layer in both public and internal web-based GIS applications.

Recommendation VIII.4 – The City should work with the Woodinville Water District, which provides water and sewer service to parts of Woodinville, to provide simple availability maps for its service area in the City. We are aware of Homeland Security concerns about providing such infrastructure information on a public site. Yet many cities provide basic availability maps without exposing critical infrastructure detail.

Recommendation VIII.5 – The City should implement an active projects GIS map in the City's website. An active projects GIS layer can be created by connecting Accela permit data to a parcel base layer. Symbolizing with colored points, lines, and shadings denotes the types of applications. Such a map can be created in the City's ArcGIS Online environment by a reasonably competent GIS analyst familiar with Accela and ArcGIS Online.

Recommendation VIII.6 – The City should implement Accela GIS and its document lookup capabilities to provide better information for staff about nearby conditions when reviewing applications. Accela

Docusign Envelope ID: D52DF2D3-CB50-4C9B-89BC-0F0C9EF7480F

and IK Consulting should be able to provide guidance from other customers who have implemented this functionality.

Recommendation IX.1 – The City should periodically review inactive or dormant applications or pending tasks and close or purge them from Accela, per WMC requirements.

Recommendation IX.2 – The City should determine whether uninspected permits are the result of recordkeeping lapses (and correct those) or the result of missed inspections. For the latter, the City should contact owners whose permits have not received inspection within 180 days of issuance and request that the inspections be scheduled and completed. If there is no response the permit should be voided in the system.

Recommendation IX.3 – The City should create a simple case type in Accela to track PIRs in Accela listing the addresses, parcels, and applications related to a PIR, along with the dates the request was received and fulfilled and the UserID of the Development Services staffer handling the request. This can help provide historic data about staff workload responding to such requests and help when researching future requests in the same areas.

Recommendation IX.4 – The City should enter DOR Business Licensing reviews in Accela, by piggybacking on the existing Home Occupation Permit (HOP) processed by the City, independently from the State DOR Business License. The data structure and review processes are already in place in Accela. This will allow automatic routing to applicable staff, tracking review times, and providing a process record related to all businesses licensed in Woodinville. In addition, having business license records in Accela will allow mapping and analysis of trends about the types and locations of businesses coming to the City.

Certificate Of Completion

Envelope Id: D52DF2D3-CB50-4C9B-89BC-0F0C9EF7480F
Status: Completed
Subject: RFP 10878-25 Business License Process, Policy, Compliance, Eval and Recs Closes 9/10/2025 @ 2pm PST
Source Envelope:
Document Pages: 155
Signatures: 1
Certificate Pages: 2
Initials: 0
AutoNav: Enabled
EnvelopeId Stamping: Enabled
Time Zone: (UTC-08:00) Pacific Time (US & Canada)

Envelope Originator:
DocuSign Purchasing
15670 Ne 85th St
Redmond, WA 98052
docusignpurchasing@redmond.gov
IP Address: 73.11.225.155

Record Tracking

Status: Original
9/10/2025 10:29:03 AM
Holder: DocuSign Purchasing
docusignpurchasing@redmond.gov
Location: DocuSign

Security Appliance Status: Connected
Pool: StateLocal

Storage Appliance Status: Connected
Pool: City of Redmond, WA
Location: Docusign

Signer Events	Signature	Timestamp
David Howe dhowe1000@gmail.com strategica, inc. Security Level: Email, Account Authentication (None)	Signed by: David Howe 5EDF0E07AA9A4CF... Signature Adoption: Pre-selected Style Using IP Address: 2601:600:a401:6a60:7d47:139b:1291:abeb	Sent: 9/10/2025 10:29:04 AM Viewed: 9/10/2025 10:29:44 AM Signed: 9/10/2025 10:31:47 AM

Electronic Record and Signature Disclosure:
Not Offered via Docusign

Secure Bids SecureBids@Redmond.gov Security Level: Email, Account Authentication (None)	**Completed** Using IP Address: 204.152.61.20	Sent: 9/10/2025 10:31:50 AM Viewed: 9/10/2025 2:02:03 PM Signed: 9/10/2025 2:02:12 PM

Electronic Record and Signature Disclosure:
Not Offered via Docusign

In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	9/10/2025 10:29:04 AM
Certified Delivered	Security Checked	9/10/2025 2:02:03 PM

Envelope Summary Events	Status	Timestamps
Signing Complete	Security Checked	9/10/2025 2:02:12 PM
Completed	Security Checked	9/10/2025 2:02:12 PM

Payment Events	Status	Timestamps

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-594
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Brooke Buckingham	Human Services Manager

TITLE:
Approval to Renew Indigency Screening Agreement

OVERVIEW STATEMENT:
The City of Redmond contracts with the King County Department of Public Defense (DPD) for indigent screening services for Redmond defendants, in order to determine income eligibility for Public Defender representation. The current agreement expires December 31, 2025. A new agreement would extend services through 2026. Staff is requesting Council's approval to provide the Mayor authority to approve this agreement.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  N/A
- **Required:**
  RCW 10.101.020 and RCW 10.101.030 (Determination of indigency); Council approval is required for Interlocal Agreements.
- **Council Request:**
  N/A
- **Other Key Facts:**
  The City of Redmond contracts with the King County Department of Public Defense to provide indigent screening services for Redmond District Court defendants. Department of Public Defense staff screen defendants to determine income eligibility requirements for public defender services. Providing these services is

a requirement of state law and the process of public defense. The amount of the contract is based on the cost to King County of providing the service and includes the salary and benefits of the screening staff, their supervision, and King County overhead necessary to provide the service. The cost allocation to the City is based on the historical average of screenings conducted per month. The proposed contract for 2026 would be $336 per month, an increase of 10% from 2025. Language has been added to the agreement to designate renewal authority to the Mayor if there are no substantive changes to the terms.

OUTCOMES:
Entering into this agreement allows the City to provide for required indigency screening services. This has also been more cost effective than having City staff provide this service.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$4032

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
0000276

Budget Priority:
Safe and Resilient

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
General Fund

Budget/Funding Constraints:
King County calculates the City's costs based on average number of screenings per month which is proportionately shared with other participating cities

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
12/2/2025	Business Meeting	Approve

Time Constraints:
The current Agreement expires on December 31, 2025. To continue these services for 2026, a new agreement must be adopted prior to that date.

ANTICIPATED RESULT IF NOT APPROVED:
The City would not be able to provide the required legal service to Redmond defendants after the expiration date of the current agreement and would need to seek alternatives to providing these services.

ATTACHMENTS:
Attachment A: Memorandum of Agreement Between King County and the City of Redmond Relating to Indigency Screening Services

Memorandum of Agreement Between
King County and the City of *Redmond*
Relating to Indigency Screening Services

This AGREEMENT entered into this 1st day of January 2026 between King County, State of Washington, hereinafter referred to as the "County", and the municipal corporation of *Redmond, WA* hereinafter referred to as the "City."

WITNESSETH:

WHEREAS, the City, pursuant to RCW 10.101.020 and RCW 10.101.030, is authorized to and desirous of reaching agreement with the County for the performance of Indigency Screening Services; and,

WHEREAS, the County is authorized by King County Code 2.60.060 to render such services and is agreeable to rendering such services on the terms and conditions hereinafter set forth and in consideration of payments, mutual covenants and agreements herein contained.

IT IS, THEREFORE, covenanted and agreed as follows:

I. OBLIGATIONS

A. In consideration of the promise of the City and payment of the sum hereinafter set forth, the County promises to:

1. Perform consistent with available resources all services relating to screening for financial indigency as set forth in the most recent King County Department of Public Defense screening criteria and procedures.

2. Not rescreen an individual for indigency within one year unless a new case is filed.

3. Except as set forth in section VII.A. below, services to be provided by the County pursuant to this agreement do not include legal services, which shall be provided by the City at its own expense.

4. Routinely provide telephone indigency screening services via a trained screener Monday through Friday, 8:00 a.m. - 4:30 p.m. excluding holidays.

5. Provide screening documentation to the City upon request.

B. In consideration of the promises of the County herein before set forth, the City promises to:

1. Make available a telephone in a private space for the client to contact the screening staff. Post appropriate signage directing clients to indigency screening services and if applicable, provide similar information on the City's official website.

2. Follow the King County District Court, East Division at the Redmond Courthouse (KCDC) system for notification of any temporary cancellations. If the KCDC is closed due to adverse conditions, the Department of Public

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Defense will be notified by calling 206-477-9727 so the screening staff may be notified.

3. Develop and transmit to the County the rate that the City will charge those defendants who are found indigent but able to contribute to the cost of their defense. This rate will be charged based on the Department of Public Defense's procedure for calculating ability to contribute to the cost of defense. Collection of fees and communication to defendants regarding collections is the responsibility of the City.

4. Provide the County with a current, updated list of contracted Public Defense Attorneys.

II. COMPENSATION AND METHOD OF PAYMENT

The City shall reimburse the County for the services as delineated in this agreement in the following manner:

A. The County shall generate a monthly invoice within ten working days after the end of the month. The invoice will include the number of phone calls received from clients for the City, listed by date. For 2026, the rate for indigency screening services provided will be $336 per month. Per King County code, the rate is based on full cost recovery for providing this service and includes the salary and benefits of the screening staff, their supervision and King County overhead necessary to provide the service.

B. The City shall remit payment to the County within thirty calendar days of receipt of the invoice.

III. TIME OF PERFORMANCE

This agreement shall be effective the 1st day of January 2026 through the 31st day of December 2026. The rate and continuation of services will be reviewed within the period of 90 days prior to December 31, 2026 or at any time through the duration of the memorandum of understanding at the request of either party. The City of Redmond Council designates its renewal authority of this agreement to the City of Redmond Mayor if the renewal terms of this agreement contain no significant changes and the rate increase is no more than 10% for the year.

IV. MODIFICATIONS

The parties agree that this agreement is the complete expression of the terms hereto and any oral representation or understanding not incorporated herein is excluded. The parties reserve the right to modify this agreement. Any modifications of this agreement shall be in writing, signed by both parties, and affixed to this original agreement. The County reserves the right to increase fees of Section II.A. of this agreement upon ninety (90) days written notice to the City.

V. TERMINATION

This agreement may be terminated without cause only after ninety (90) days written notice received by one party given by the other. Failure to comply with any of the provisions stated herein shall constitute material breach of agreement and cause for immediate termination

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upon notice received by one party given by the other. Any termination of this agreement shall not terminate any obligation of either party incurred prior to such termination.

VI. MUTUAL COVENANTS

Both parties understand and agree that the County is acting hereunder as an independent contractor, with the intended following results:

A. Control of personnel, standards of performance, discipline, and all other aspects of performance shall be governed entirely by the County.

B. All persons rendering Indigency Screening Services hereunder shall be for all purposes employees of the County.

C. The contact for the City regarding citizen complaints about the indigency screening process is the Department of Public Defense at 206-477-9727. The Department of Public Defense will institute its complaint investigation process immediately. The City contact regarding citizen complaints about the defense attorney performance shall be directed to the City's Human Services Manager, who can be reached at 425-556-2416.

D. Any controversy or claim arising out of or relating to this agreement shall be referred to a mediator selected by the parties. Demand for mediation may be made by either party by providing written notice to the other party setting forth the controversy or claim. If the parties cannot mutually agree upon selection of a mediator within seven days of notice of the demand, then the mediator shall be selected by the presiding judge of the King County Superior Court. Once selected, the mediator shall conduct a mediation session with the parties within ten days from the date of his/her selection or at such other time as the parties may mutually agree. The cost of the mediator, if any, shall be shared equally by the parties. Such mediation shall precede any court action.

Nothing in this section shall affect the parties' right to terminate this agreement for cause, as per Section V.

VII. INDEMNIFICATION

A. The County shall indemnify and hold harmless the City and its officers, agents and employees or any of them from any and all claims, actions, suits, liability, loss, costs, expenses, and damages of any nature whatsoever, by reason of or arising out of any negligent action or omission of the County, its officers, agents, and employees, or any of them, in performing services pursuant to this agreement. In the event that any suit based upon such a claim, action, loss, or damage is brought against the City, the County shall defend the same at its sole cost and expense; provided that the City retains the right to participate in said suit if any principle of governmental or public law is involved; and if final judgment be rendered against the City and its officers, agents, employees, or any of them, or jointly against the City and County and their respective officers, agents, and employees, or any of them, the County shall satisfy the same.

B. The City shall indemnify and hold harmless the County and its officers, agents, and employees, or any of them from any and all claims, actions, suits, liability, loss, costs, expenses, and damages of any nature whatsoever, by reason of or arising out of any negligent act or omission of the City, its officers, agents, and employees, or any of them. In the event that any suit based upon such a claim, action, loss or damage is brought against the County, the City shall defend the same at its sole cost and expense; provided that the County retains the right to participate in said suit if any

principle of governmental or public laws is involved; and if final judgment be rendered against the County, and its officers, agents, and employees, or any of them, or jointly against the County and City and their respective officers, agents and employees, or any of them, the City shall satisfy the same.

C. In executing this agreement, the County does not assume liability or responsibility for or in any way release the City from any liability or responsibility which arises in whole or in part from the existence or effect of city ordinances, rules or regulations. If any cause, claim, suit, action or administrative proceeding is commenced in which the enforceability and/or validity of any such City ordinance, rule or regulation is at issue, the City shall defend the same at its sole expense and if judgment is entered or damages are awarded against the City, the County, or both, the City shall satisfy the same, include all chargeable costs and attorney's fees.

VIII. AUDITS AND INSPECTION

The records and documents with respect to all matters covered by this agreement shall be subject to inspection, review or audit by the County or City during the term of this agreement and six years after termination hereof.

IX. NON-DISCRIMINATION

The County certifies that it is an Equal Opportunity Employer and has developed and implemented an Affirmative Action Program in accordance with federal regulations including but not limited to 41 CFR Part 60-2.

IN WITNESS HEREOF, the parties hereto have caused this amendment to be executed and instituted on the date first above written.

KING COUNTY

FOR

King County Executive

Date

CITY OF

NAME (Please type or print)

Date

ATTEST:

City Clerk

Approved as to Form:

Date

DRAFT

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-543
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Aaron Noble	Project Manger
Planning and Community Development	Micah Ross	Functional Area Lead
Public Works	Steve Gibbs	Division Manager
Public Works	Vangie Garcia	Deputy Public Works Director

TITLE:
Approve Final Contract with Active Construction Incorporated and Accept Construction for the 156th Cycle Track Project

OVERVIEW STATEMENT:
Public Works is requesting Council to approve the final contract and accept construction for the 156th Cycle Track project (No. 2001). This contract with Active Construction Incorporated had a base bid amount of $3,259,259, plus or minus change orders and bid items increases or decreases, resulting in a final contract amount of $3,382,138.54

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Capital Investment Program
- **Required:**
  Council approval is required to accept a Public Works contract that exceeds $300,000 (2018 City Resolution 1503
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:
This project built a modally separated pedestrian walkway and bicycle track along 156th Ave NE from NE 28th St to NE 31st St and NE 36th St to NE 40th St. The cycle track extends the portion built by Microsoft and improves safety for pedestrians and cyclists along this busy arterial. The project met the objectives.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$3,382,138.54

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
CIP

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**
If yes, explain:
N/A

Funding source(s):
Transportation CIP, Grant

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
5/18/2021	Business Meeting	Approve
6/20/2023	Business Meeting	Approve
7/5/2025	Business Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/18/2025	Business Meeting	Approve

Time Constraints:
Following project acceptance, in accordance with RCW 60.28, the contract retainage will be released upon receipt of clearances from the Washington State Departments of Revenue and Labor and Industries, and a mandatory 45-day waiting period for filing claims and liens.

ANTICIPATED RESULT IF NOT APPROVED:
The warranty period begins upon Council acceptance. Not accepting construction will result in delay of warranty start, increasing the project close-out cost.

ATTACHMENTS:
Attachment A: 156th Cycle Track Project Information Sheet
Attachment B: Additional Project Information

CIP Project Information Sheet

Project Name: Cycle Track - 156th Avenue (NE 28th Street to 31st Street and 36th Street to 40th Street)

Project Status: Existing
Functional Area(s): Transportation
Relevant Plan(s): Transportation Master Plan
Neighborhood: Overlake

Time Frame: 2021-2024
Budget Priority: Vibrant and Connected
Citywide Rank: 5
Functional Area Priority High

Location: 156th Avenue NE between NE 28th Street to NE 40th Street

Description:
Build a two-way cycle track and replace sidewalk on the east side of 156th Avenue, extending Microsoft's NE 31st Street to NE 36th Street cycle track.

Anticipated Outcomes: ***Primary:*** Upgrade/Enhancement ***Secondary:*** Safety
This project will construct approximately 0.5 miles of a multi modal pedestrian and bicycle pathway.

Request: ***Primary Reason(s):*** Budget Process
Project approved in the 2023-2028 CIP budget process.

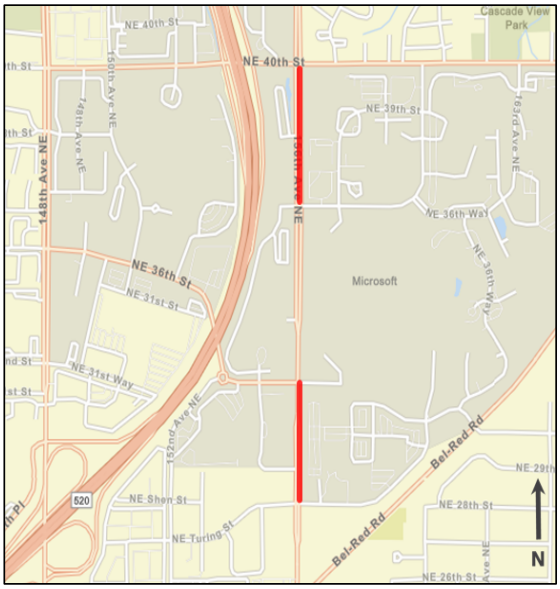
Budget:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Original Budget	$5,229,108								$5,229,108
Approved Changes	$2,465,951								$2,465,951
Current Approved Budget	**$7,695,059**								**$7,695,059**
Proposed New Budget	**$6,041,420**	**$1,653,639**							**$7,695,059**
Proposed changes due to	__ Scope Change	__ Schedule Change	__ Budget Change						

Project Phasing:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Preliminary Design (0-30%)	$274,554								**$274,554**
Right of Way	$10,000								**$10,000**
Design (31-100%)	$736,060								**$736,060**
Construction	$5,020,806								**$5,020,806**
Contingency		$1,653,639							**$1,653,639**
Total	**$6,041,420**	**$1,653,639**							**$7,695,059**

Estimated M&O Impacts:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Cost				$9,000	$9,000	$9,000	$9,000	ongoing	**$36,000**

Explanation: Impacts include sweeping, curb repairs, painting, markings, signage. In-street operations may require additional flagging.

Proposed Funding Sources:	Prior	2025-2030	Future	Total
Transportation CIP	$1,724,298			$1,724,298
Business Tax	$991,171	$1,653,639		$2,644,810
Grant	$1,160,000			$1,160,000
Impact Fees	$2,165,951			$2,165,951
Total	**$6,041,420**	**$1,653,639**		**$7,695,059**



Attachment B – Additional Project Information

156th Cycle Track

Fiscal Information

Current Project Budget	
Transportation CIP	$2,540,485
Business Tax	$1,828,623
Sound Transit Grant	$1,160,000
Impact Fees	$2,165,951
Total Funding	**$7,695,059**

Estimated Project Costs	
Preliminary Design	$274,554
Design	$647,627
Right of Way	$10,000
Construction	$3,990,487
Contingency	$1,599,194
Total Estimated Project Cost	**$6,514,862**

Budget Difference	**$1,185,439**

Previous Project-Related Council Touches

Date	**Meeting**	**Action**
May 18, 2021	City Council	Approve Consultant Agreement
June 20, 2023	City Council	Award Bid and approve Grant
July 7, 2023	City Council	Approve Consultant Supplement

Photos



Cycle Track



Aerial view of 156th Cycle Track



Cycle Track ADA ramp connection to Microsoft garage

15670 NE 85th Street
Redmond, WA

City of Redmond

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-607
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Mike Haley	Project Manager
Public Works	Steven Gibbs	Engineering Supervisor
Public Works	Steven Gibbs	Capital Projects Division Manager
Public Works	Vangie Garcia	Deputy Public Works Director

TITLE:
Reject All Bids for Lift Station Equipment Upgrades Phase 2, Project No. 2408

OVERVIEW STATEMENT:
Public Works requests approval of the attached resolution rejecting all bids for the Lift Station Equipment Upgrades, Phase 2 project, Project No. 2408. A recent amendment to RCW 39.30.060 now requires subcontractor license numbers to be listed within bid proposals. To ensure full compliance with this updated requirement, the City will revise the bid documents and rebid the project in Q1 2026.

The Lift Station Equipment Upgrades Project will replace aging pumps and related electrical systems at wastewater lift stations 17, 51, 52, and 53, improving system reliability and reducing the risk of equipment failure.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☐ **Provide Direction** ☒ **Approve**

Move to approve the attached resolution rejecting all bids for the Lift Station Equipment Upgrades, Phase 2 project, Project No. 2408.

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Capital Investment Program

Community Strategic Plan - Objective #1: Invest in infrastructure preservation and replacement across the City to maintain the current level of service, the reliability of capital assets, and provide timely and cost-effective replacement.

- **Required:**
  Council approval is required to award a Public Works contract that exceeds $300,000 (2018 City Resolution 1503)
- **Council Request:**
  N/A
- **Other Key Facts:**
  Public Works is requesting this item go forward for Council approval at the November 18, 2025, Council business meeting.

OUTCOMES:
Approving this action enables the City to update bid documents for compliance with the recently amended RCW 39.30.060 and rebid the project in Q1 2026. This approach maintains competitive pricing and supports completion of the Lift Station Equipment Upgrades, Phase 2 Project, reducing equipment failure risk and improving the safety and reliability of the wastewater lift station system.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
N/A

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
CIP

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**
If yes, explain:

N/A

Funding source(s):
Wastewater CIP 404 and 408 Funds

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
9/17/2024	Business Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/3/2025	Committee of the Whole - Planning and Public Works	Provide Direction
11/18/2025	Business Meeting	Approve

Time Constraints:
Award of bid must occur within 60 days of the bid opening (which occurred on October 2, 2025) or the contractor may withdraw their bid.

ANTICIPATED RESULT IF NOT APPROVED:
Not approving reject all bids resolution will result in delaying construction, increasing the cost to complete the project.

ATTACHMENTS:
Attachment A: Lift Station Equipment Upgrades Phase 2 Project Information Sheet
Attachment B: Additional Project Information
Attachment C: Draft Resolution- Reject all bids WWLS Equipment Upgrades Phase 2

CIP Project Information Sheet

Project Name: Lift Station Equipment Upgrades Phase 2

Project Status: Existing
Functional Area(s): Wastewater
Relevant Plan(s): General Wastewater Plan, Utilities Strategic Plan
Neighborhood: Citywide - Multiple

Time Frame: 2024-2027
Budget Priority: Healthy and Sustainable
Citywide Rank: 22
Functional Area Priority: High

Location: Citywide at one location and three locations on Novelty Hill.

Description:
Replace pumps and associated equipment at wastewater lift stations 51, 52, 53, and 17

Anticipated Outcomes: ***Primary:*** Rehabilitation ***Secondary:***
Update equipment in multiple lift stations to reduce risk of failure and improve ability to restore function of stations. Pumps and associated equipment will meet industry standard, and have parts readily available.

Request: ***Primary Reason(s):***
Project approved in the 2023-2028 CIP budget process.

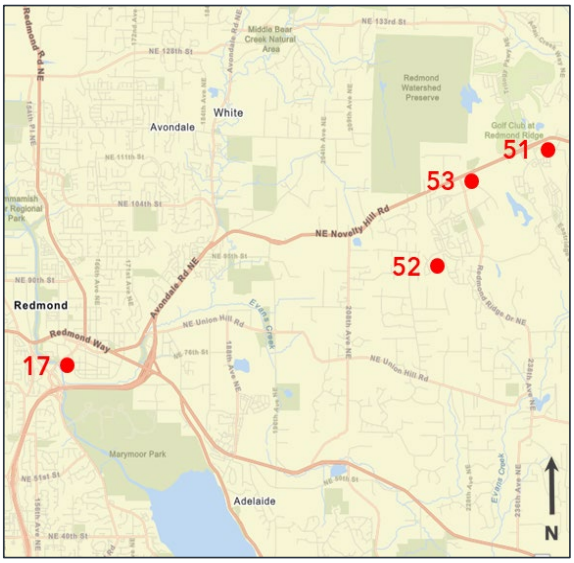
Budget:	Prior	2023	2024	2025	2026	2027	2028	Future	Total
Original Budget			$107,925	$222,265	$542,695	$135,674			$1,008,559
Approved Changes									
Current Approved Budget			**$107,925**	**$222,265**	**$542,695**	**$135,674**			**$1,008,559**
Proposed New Budget			**$524,915**	**$1,109,257**	**$630,873**	**$658,492**	**$603,145**		**$3,526,682**
Proposed changes due to	___ Scope Change		X Schedule Change		X Budget Change				

Project Phasing:	Prior	2023	2024	2025	2026	2027	2028	Future	Total
Preliminary Design (0-30%)			$156,074						**$156,074**
Right of Way			$40,020						**$40,020**
Design (31-100%)			$223,838	$249,915	$106,267	$44,278			**$624,298**
Construction				$637,491	$398,432	$482,516	$482,516		**$2,000,955**
Contingency			$104,983	$221,851	$126,174	$131,698	$120,629		**$705,335**
Total			**$524,915**	**$1,109,257**	**$630,873**	**$658,492**	**$603,145**		**$3,526,682**

Estimated M&O Impacts:	Prior	2023	2024	2025	2026	2027	2028	Future	Total
Cost									

Explanation: This project replaces an existing asset, reducing risk of failure, with no increase in maintenance cost.

Proposed Funding Sources:	Prior	2023-2028	Future	Total
Wastewater CIP		$3,526,682		$3,526,682
Total		**$3,526,682**		**$3,526,682**



23456789##

Lift Station Equipment Upgrades, Phase 2

ATTACHMENT B – Additional Project Information

Project Overview

This project replaces the remaining Paco pumping systems operating in four City-owned wastewater lift stations. WWLS 17 supports Redmond Town Center, while WWLS 51, 52, and 53 serve the Novelty Hill Urban Development area. Construction includes mechanical and electrical upgrades necessary to install City-pre-purchased replacement pumps and to replace the generator fuel tank at Lift Station 51.

Bid Results and Protest Summary

The project was advertised on September 10 and 17, 2025. Four bids were received and opened on October 2, 2025:

Bidder	Bidder Location	Bid Amount
Award Construction Inc.	**Ferndale, WA**	**$2,066,356.80**
Interwest Construction Inc.	Burlington, WA	$2,460,816.00
Road Construction NW Inc.	Renton, WA	$2,529,264.00
McClure and Sons, Inc.	Mill Creek, WA	$3,009,279.78
Engineer's Estimate		**$2,969,594.40**

Bid review confirmed accurate totals and acceptable references.

Following the bid opening, the second-lowest bidder submitted a protest citing a recent amendment to RCW 39.30.060, requiring subcontractor license numbers to be included as proof of licensing within bid proposals. The City's bid forms had not yet been updated to reflect this requirement. Although the lowest and second-lowest bidders listed the same electrical subcontractor, only the second-lowest bidder provided the license number, making the lowest bid nonresponsive. Awarding to the second-lowest bidder would increase costs by approximately $394,459. Staff recommends rejecting all bids and rebidding the project in Q1 2026 using fully compliant bid documents. This recommendation is made in consultation with the City Attorney's Office to ensure alignment with state procurement requirements and to minimize risk to the City.

Project Cost and Funding Considerations

The current construction estimate indicates additional funding will be needed prior to award. Contingency was reduced below standard levels due to limited remaining risk after Redmond pre-purchased the pumps. Staff will return to Council with a funding adjustment request concurrent with contract award when the project is rebid.

Rejecting all bids allows the City to:

- Update bid forms for compliance with amended RCW 39.30.060
- Preserve competitive pricing and avoid a $394K cost increase
- Reduce award challenge and claim risk
- Maintain public accountability in procurement

Rebidding in Q1 2026 maintains progress with minimal delay.

Community and Stakeholder Outreach

Work is contained to existing lift station properties with limited to no service disruption; outreach is not anticipated.

Funding

Funding is provided through the Wastewater CIP and remains within the adopted biennium plan.

Previous Project-Related Council Touches

Council previously approved consultant services to advance design and coordinate pump procurement for this project.

Date	Meeting	Action
9/17/2024	Business Meeting	Approve Consultant

ATTACHMENT C

RESOLUTION: REJECT ALL BIDS

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, REJECTING ALL BIDS RECEIVED BY THE CITY ON THE WATEWATER LIFT STATION EQUIPMENT UPGRADES, PHASE 2, PROJECT NO. 2408

WHEREAS, the City opened bids on the project commonly known as the Wastewater Lift Stations Equipment Upgrade, Phase II, Project No. 2408, on October 2, 2025, and

WHEREAS, all bids received by the City are within the engineer's construction estimate for the project but included an out of date bid form included in the contract and,

WHEREAS, in light of these facts, the Public Works Department has recommended that the City Council reject all bids on the project, and that any rebidding of the project include the most updated form(s) under State law, and

WHEREAS, the City Council concurs with this recommendation, now therefore,

THE CITY COUNCIL OF REDMOND, WASHINGTON, HEREBY RESOLVE AS FOLLOWS:

Section 1. Rejection of Bids. All bids received by the City on the Wastewater Lift Stations Equipment Upgrade, Phase II, Project No. 2408, are hereby rejected. All bid deposits received by the City shall be returned to the bidders with notification of the rejection.

RESOLVED this _____day of _____, 2025.

CITY OF REDMOND

_____
ANGELA BIRNEY, MAYOR

ATTEST/AUTHENTICATED:

_____
CHERYL D. XANTHOS, CITY CLERK

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
RESOLUTION NO. _____

City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-565
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Vangie Garcia	Deputy Public Works Director
Public Works	Steve Gibbs	Capital Construction Division Manager
Parks	Dave Tuchek	Parks and Recreation Deputy Director
Parks	Lindsey Falkenburg	Parks Planning Manager
Planning and Community Development	Micah Ross	Senior Engineer
Public Works	John Mork	Project Manager

TITLE:
Approve Consultant Agreement with David Evans and Associates, Inc. and Accept Department of Commerce Grant for the Idylwood Park Parking Lot Expansion and Frontage Improvements Project

OVERVIEW STATEMENT:
Public Works is requesting to approve the consultant agreement with David Evans and Associates, Inc. in the amount of $701,960. This agreement is for design for the Idylwood Park Parking Lot Expansion and Frontage Improvements project, Project No. 2371.

Public Works is also requesting to accept Department of Commerce grant in the amount of $215,000. The Department of Commerce will retain three percent to cover administrative costs, resulting in a net award to the City of $208,550.

This project will include expansion and renovation of the Idylwood Park main parking lot to increase capacity and address pavement failures, drainage issues, damaged curb, and ADA deficiencies. Pedestrian and cyclist safety enhancements will also be made along the park frontage.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Capital Investment Program, PARCC Plan, ADA Transition Plan
- **Required:**
  Council approval is required to award an Architectural and Engineering Services agreement that exceeds $50,000 (2018 City Resolution 1503)
  The City Council must approve grant acceptance
- **Council Request:**
  N/A
- **Other Key Facts:**
  Public Works is requesting this item go forward for Council approval at the November 18, 2025, Council business meeting

OUTCOMES:
This project will repair and expand the park parking lot, improve accessibility and add safety improvements along West Lake Sammamish Parkway

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  City Communications, Parks and Public Works staff will alert park users, local residences and commuters to construction impacts prior to work beginning
- **Outreach Methods and Results:**
  Social media, email, postcards, message boards, etc. as appropriate
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$701,960 (consultant agreement)
$208,550 (grant funding)

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
CIP

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**

If yes, explain:
N/A

Funding source(s):
Real Estate Excise Tax, Parks CIP, Transportation, Grant

Budget/Funding Constraints:
None

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/18/2025	Business Meeting	Approve

Time Constraints:
N/A

ANTICIPATED RESULT IF NOT APPROVED:
Not approving the design contract affects the anticipated city project timeline for construction and the completion of this project would be delayed according to CIP budget documents.

ATTACHMENTS:
Attachment A: Idylwood Park Parking Lot Expansion and Frontage Improvements Project Information Sheet
Attachment B: David Evans and Associates, Inc. Consultant Agreement
Attachment C: Notification of Grant Award

CIP Project Information Sheet

Project Name: Idylwood Park Parking Lot Expansion and Frontage Improvements

Project Status: Existing - Revised
Functional Area(s): Parks, Transportation
Relevant Plan(s): PARCC Plan, ADA Transition Plan
Neighborhood: Idylwood

Time Frame: 2025-2026
Budget Priority: Vibrant and Connected
Citywide Rank: 25
Functional Area Priority: High

Location: 3650 West Lake Sammamish Parkway NE

Description:
Expansion and renovation of Idylwood main parking lot to address pavement failures, drainage issues, damaged curbing, and ADA deficiencies. Addition of pedestrian and cyclists safety enhancements along park frontage.

Anticipated Outcomes: ***Primary:*** Rehabilitation ***Secondary:*** Code Requirement

Provide a safe, level surface for vehicles to park and visitors to walk on. New ADA parking stalls will be in compliance with current ADA guidelines and requirements.

Request: ***Primary Reason(s):*** Budget Process

Project approved in the 2023-2028 CIP budget process.

Budget:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Original Budget	$335,479								$335,479
Approved Changes	$257,646	$130,391							$388,037
Current Approved Budget	$593,125	$130,391							$723,516
Proposed New Budget		$461,698	$3,221,089	$793,876					$4,476,663
Proposed changes due to	___ Scope Change		X Schedule Change		X Budget Change				

Project Phasing:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Preliminary Design (0-30%)		$190,302							$190,302
Right of Way		$8,698							$8,698
Design (31-100%)		$167,839	$593,370						$761,209
Construction			$2,012,599	$635,724					$2,648,323
Contingency		$94,859	$615,120	$158,152					$868,131
Total		$461,698	$3,221,089	$793,876					$4,476,663

Estimated M&O Impacts:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Cost									

Explanation: No M&O costs expected.

Proposed Funding Sources:	Prior	2025-2030	Future	Total
Real Estate Excise Tax		$2,649,944		$2,649,944
Parks CIP		$833,535		$833,535
Transportation CIP		$784,634		$784,634
Grant - Dept. of Commerce		$208,550		$208,550
Total		$4,476,663		$4,476,663



Local Agency A&E Professional Services
Negotiated Hourly Rate Consultant Agreement

Agreement Number:

Firm/Organization Legal Name (do not use dba's): David Evans and Associates, Inc.	
Address 14432 SE Eastgate Way, Ste 400, Bellevue, WA 98007	Federal Aid Number
UBI Number 600 227 608	Federal TIN 93-0661195
Execution Date	Completion Date 12/31/2027
1099 Form Required ☐ Yes ☒ No	Federal Participation ☐ Yes ☒ No
Project Title Idylwood Park Parking Lot Expansion and Frontage Improvements	
Description of Work Engineering Services See Exhibit A for the Scope of Services	
☐ Yes ☒ No DBE Participation ☐ Yes ☒ No MBE Participation ☐ Yes ☒ No WBE Participation ☐ Yes ☒ No SBE Participation	Maximum Amount Payable: 701,960.00

Index of Exhibits

Exhibit A Scope of Work
~~Exhibit B DBE Participation~~ not applicable
Exhibit C Preparation and Delivery of Electronic Engineering and Other Data
Exhibit D Prime Consultant Cost Computations
Exhibit E Sub-consultant Cost Computations
Exhibit F Title VI Assurances
Exhibit G Certification Documents
~~Exhibit H Liability Insurance Increase~~ not applicable
Exhibit I Alleged Consultant Design Error Procedures
Exhibit J Consultant Claim Procedures

THIS AGREEMENT, made and entered into as shown in the "Execution Date" box on page one (1) of this AGREEMENT, between the City of Redmond, hereinafter called the "AGENCY," and the "Firm / Organization Name" referenced on page one (1) of this AGREEMENT, hereinafter called the "CONSULTANT."

WHEREAS, the AGENCY desires to accomplish the work referenced in "Description of Work" on page one (1) of this AGREEMENT and hereafter called the "SERVICES;" and does not have sufficient staff to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary SERVICES; and

WHEREAS, the CONSULTANT represents that they comply with the Washington State Statutes relating to professional registration, if applicable, and has signified a willingness to furnish consulting services to the AGENCY.

NOW, THEREFORE, in consideration of the terms, conditions, covenants, and performance contained herein, or attached and incorporated and made a part hereof, the parties hereto agree as follows:

I. General Description of Work

The work under this AGREEMENT shall consist of the above-described SERVICES as herein defined, and necessary to accomplish the completed work for this project. The CONSULTANT shall furnish all services, labor, and related equipment and, if applicable, sub-consultants and subcontractors necessary to conduct and complete the SERVICES as designated elsewhere in this AGREEMENT.

II. General Scope of Work

The Scope of Work and projected level of effort required for these SERVICES is described in Exhibit "A" attached hereto and by this reference made a part of this AGREEMENT. The General Scope of Work was developed utilizing performance based contracting methodologies.

III. General Requirements

All aspects of coordination of the work of this AGREEMENT with outside agencies, groups, or individuals shall receive advance approval by the AGENCY. Necessary contacts and meetings with agencies, groups, and/or individuals shall be coordinated through the AGENCY. The CONSULTANT shall attend coordination, progress, and presentation meetings with the AGENCY and/or such State, Federal, Community, City, or County officials, groups or individuals as may be requested by the AGENCY. The AGENCY will provide the CONSULTANT sufficient notice prior to meetings requiring CONSULTANT participation. The minimum required hours or days' notice shall be agreed to between the AGENCY and the CONSULTANT and shown in Exhibit "A."

The CONSULTANT shall prepare a monthly progress report, in a form approved by the AGENCY, which will outline in written and graphical form the various phases and the order of performance of the SERVICES in sufficient detail so that the progress of the SERVICES can easily be evaluated.

The CONSULTANT, any sub-consultants, and the AGENCY shall comply with all Federal, State, and local laws, rules, codes, regulations, and all AGENCY policies and directives, applicable to the work to be performed under this AGREEMENT. This AGREEMENT shall be interpreted and construed in accordance with the laws of the State of Washington.

Participation for Disadvantaged Business Enterprises (DBE) or Small Business Enterprises (SBE), if required, per 49 CFR Part 26, shall be shown on the heading of this AGREEMENT. If DBE firms are utilized at the commencement of this AGREEMENT, the amounts authorized to each firm and their certification number will be shown on Exhibit "B" attached hereto and by this reference made part of this AGREEMENT. If the Prime CONSULTANT is, a DBE certified firm they must comply with the Commercial Useful Function (CUF) regulation outlined in the AGENCY's "DBE Program Participation Plan" and perform a minimum of 30% of the total amount of this AGREEMENT. It is recommended, but not required, that non-DBE Prime CONSULTANTS perform a minimum of 30% of the total amount of this AGREEMENT.

In the absence of a mandatory DBE goal, a voluntary SBE goal amount of ten percent of the Consultant Agreement is established. The Consultant shall develop a SBE Participation Plan prior to commencing work. Although the goal is voluntary, the outreach efforts to provide SBE maximum practicable opportunities are not.

The CONSULTANT, on a monthly basis, shall enter the amounts paid to all firms (including Prime) involved with this AGREEMENT into the wsdot.diversitycompliance.com program. Payment information shall identify any DBE Participation.

All Reports, PS&E materials, and other data furnished to the CONSULTANT by the AGENCY shall be returned. All electronic files, prepared by the CONSULTANT, must meet the requirements as outlined in Exhibit "C – Preparation and Delivery of Electronic Engineering and other Data."

All designs, drawings, specifications, documents, and other work products, including all electronic files, prepared by the CONSULTANT prior to completion or termination of this AGREEMENT are instruments of service for these SERVICES, and are the property of the AGENCY. Reuse by the AGENCY or by others, acting through or on behalf of the AGENCY of any such instruments of service, not occurring, as a part of this SERVICE, shall be without liability or legal exposure to the CONSULTANT.

Any and all notices or requests required under this AGREEMENT shall be made in writing and sent to the other party by (i) certified mail, return receipt requested, or (ii) by email or facsimile, to the address set forth below:

If to AGENCY:
Name: John Mork
Agency: City of Redmond
Address: 15670 NE 85th Street
City: Redmond State: WA Zip: 98052
Email: jemork@redmond.gov
Phone: 425.556.2713
Facsimile: 425.556.2776

If to CONSULTANT:
Name: Manuel Feliberti
Agency: David Evans and Associates, Inc.
Address: 14432 SE Eastgate Way, Suite 400
City: Bellevue State: WA Zip: 98007
Email: manuel.feliberti@deainc.com
Phone: 425.519.6580
Facsimile:

IV. Time for Beginning and Completion

The CONSULTANT shall not begin any work under the terms of this AGREEMENT until authorized in writing by the AGENCY. All work under this AGREEMENT shall conform to the criteria agreed upon detailed in the AGREEMENT documents. These SERVICES must be completed by the date shown in the heading of this AGREEMENT titled "Completion Date."

The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the AGENCY in the event of a delay attributable to the AGENCY, or because of unavoidable delays caused by an act of GOD, governmental actions, or other conditions beyond the control of the CONSULTANT. A prior supplemental AGREEMENT issued by the AGENCY is required to extend the established completion time.

V. Payment Provisions

The CONSULTANT shall be paid by the AGENCY for completed SERVICES rendered under this AGREEMENT as provided hereinafter. Such payment shall be full compensation for SERVICES performed or SERVICES rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete SERVICES. The CONSULTANT shall conform to all applicable portions of 48 CFR Part 31 (www.ecfr.gov).

A. Hourly Rates: Hourly rates are comprised of the following elements - Direct (Raw) Labor, Indirect Cost Rate, and Fee (Profit). The CONSULTANT shall be paid by the AGENCY for work done, based upon the negotiated hourly rates shown in Exhibits "D" and "E" attached hereto and by reference made part of this AGREEMENT. These negotiated hourly rates will be accepted based on a review of the CONSULTANT's direct labor rates and indirect cost rate computations and agreed upon fee. The accepted negotiated rates shall be memorialized in a final written acknowledgment between the parties. Such final written acknowledgment shall be incorporated into, and become a part of, this AGREEMENT. The initially accepted negotiated rates shall be applicable from the approval date, as memorialized in a final written acknowledgment, to 180 days following the CONSULTANT's fiscal year end (FYE) date.

   The direct (raw) labor rates and classifications, as shown on Exhibits "D" and "E" shall be subject to renegotiations for each subsequent twelve (12) month period (180 days following FYE date to 180 days following FYE date) upon written request of the CONSULTANT or the AGENCY. The written request must be made to the other party within ninety (90) days following the CONSULTANT's FYE date. If no such written request is made, the current direct (raw) labor rates and classifications as shown on Exhibits "D" and "E" will remain in effect for the twelve (12) month period.

   Conversely, if a timely request is made in the manner set forth above, the parties will commence negotiations to determine the new direct (raw) labor rates and classifications that will be applicable for the twelve (12 month period. Any agreed to renegotiated rates shall be memorialized in a final written acknowledgment between the parties. Such final written acknowledgment shall be incorporated into, and become a part of, this AGREEMENT. If requested, the CONSULTANT shall provide current payroll register and classifications to aid in negotiations. If the parties cannot reach an agreement on the direct (raw) labor rates and classifications, the AGENCY shall perform an audit of the CONSULTANT's books and records to determine the CONSULTANT's actual costs. The audit findings will establish the direct (raw) labor rates and classifications that will applicable for the twelve (12) month period.

   The fee as identified in Exhibits "D" and "E" shall represent a value to be applied throughout the life of the AGREEMENT.

   The CONSULTANT shall submit annually to the AGENCY an updated indirect cost rate within 180 days of the close of its fiscal year. An approved updated indirect cost rate shall be included in the current fiscal year rate under this AGREEMENT, even if/when other components of the hourly rate are not renegotiated. These rates will be applicable for the twelve (12) month period. At the AGENCY's option, a provisional and/or conditional indirect cost rate may be negotiated. This provisional or conditional indirect rate shall remain in effect until the updated indirect cost rate is completed and approved. Indirect cost rate costs incurred during the provisional or conditional period will not be adjusted. The CONSULTANT may request an extension of the last approved indirect cost rate for the twelve (12) month period. These requests for provisional indirect cost rate and/or extension will be considered on a case-by-case basis, and if granted, will be memorialized in a final written acknowledgment.

   The CONSULTANT shall maintain and have accessible support data for verification of the components of the hourly rates, i.e., direct (raw) labor, indirect cost rate, and fee (profit) percentage. The CONSULTANT shall bill each employee's actual classification, and actual salary plus indirect cost rate plus fee.

A. Direct Non-Salary Costs: Direct Non-Salary Costs will be reimbursed at the actual cost to the CONSULTANT. These charges may include, but are not limited to, the following items: travel, printing, long distance telephone, supplies, computer charges, and fees of sub-consultants. Air or train travel will be reimbursed only to lowest price available, unless otherwise approved by the AGENCY. The CONSULTANT shall comply with the rules and regulations regarding travel costs (excluding air, train, and rental car costs) in accordance with the WSDOT's Accounting Manual M 13-82, Chapter 10 – Travel Rules and Procedures, and all revisions thereto. Air, train, and rental card costs shall be reimbursed in accordance with 48 Code of Federal Regulations (CFR) Part 31.205-46 "Travel Costs." The billing for Direct Non-salary Costs shall include an itemized listing of the charges directly identifiable with these SERVICES. The CONSULTANT shall maintain the original supporting documents in their office. Copies of the original supporting documents shall be supplied to the STATE upon request. All above charges must be necessary for the SERVICES provided under this AGREEMENT.

B. Maximum Amount Payable: The Maximum Amount Payable by the AGENCY to the CONSULTANT under this AGREEMENT shall not exceed the amount shown in the heading of this AGREEMENT on page one (1.) The Maximum Amount Payable does not include payment for extra work as stipulated in section XIII, "Extra Work." No minimum amount payable is guaranteed under this AGREEMENT.

C. Monthly Progress Payments: Progress payments may be claimed on a monthly basis for all costs authorized in A and B above. Detailed statements shall support the monthly billings for hours expended at the rates established in Exhibit "D," including names and classifications of all employees, and billings for all direct non-salary expenses. To provide a means of verifying the billed salary costs for the CONSULTANT's employees, the AGENCY may conduct employee interviews. These interviews may consist of recording the names, titles, salary rates, and present duties of those employees performing work on the SERVICES at the time of the interview.

D. Final Payment: Final Payment of any balance due the CONSULTANT of the gross amount earned will be made promptly upon its verification by the AGENCY after the completion of the SERVICES under this AGREEMENT, contingent upon receipt of all PS&E, plans, maps, notes, reports, electronic data, and other related documents, which are required to be furnished under this AGREEMENT. Acceptance of such Final Payment by the CONSULTANT shall constitute a release of all claims for payment, which the CONSULTANT may have against the AGENCY unless such claims are specifically reserved in writing and transmitted to the AGENCY by the CONSULTANT prior to its acceptance. Said Final Payment shall not, however, be a bar to any claims that the AGENCY may have against the CONSULTANT or to any remedies the AGENCY may pursue with respect to such claims.

The payment of any billing will not constitute agreement as to the appropriateness of any item and at the time of final audit all required adjustments will be made and reflected in a final payment. In the event that such final audit reveals an overpayment to the CONSULTANT, the CONSULTANT will refund such overpayment to the AGENCY within thirty (30) calendar days of notice of the overpayment. Such refund shall not constitute a waiver by the CONSULTANT for any claims relating to the validity of a finding by the AGENCY of overpayment. Per WSDOT's "Audit Guide for Consultants," Chapter 23 "Resolution Procedures," the CONSULTANT has twenty (20) working days after receipt of the final Post Audit to begin the appeal process to the AGENCY for audit findings

E. Inspection of Cost Records: The CONSULTANT and their sub-consultants shall keep available for inspection by representatives of the AGENCY and the United States, for a period of six (6) years after receipt of final payment, the cost records and accounts pertaining to this AGREEMENT and all items related to or bearing upon these records with the following exception: if any litigation, claim or audit arising out of, in connection with, or related to this AGREEMENT is initiated before the expiration of the six (6) year period, the cost records and accounts shall be retained until such litigation, claim, or audit involving the records is completed. An interim or post audit may be performed on this AGREEMENT. The audit, if any, will be performed by the State Auditor, WSDOT's Internal Audit Office and /or at the request of the AGENCY's Project Manager.

VI. Sub-Contracting

The AGENCY permits subcontracts for those items of SERVICES as shown in Exhibit "A" attached hereto and by this reference made part of this AGREEMENT.

The CONSULTANT shall not subcontract for the performance of any SERVICE under this AGREEMENT without prior written permission of the AGENCY. No permission for subcontracting shall create, between the AGENCY and sub-consultant, any contract or any other relationship.

Compensation for this sub-consultant SERVICES shall be based on the cost factors shown on Exhibit "E" attached hereto and by this reference made part of this AGREEMENT.

The SERVICES of the sub-consultant shall not exceed its maximum amount payable identified in each sub consultant cost estimate unless a prior written approval has been issued by the AGENCY.

All reimbursable direct labor, indirect cost rate, direct non-salary costs and fee costs for the sub-consultant shall be negotiated and substantiated in accordance with section V "Payment Provisions" herein and shall be memorialized in a final written acknowledgment between the parties

All subcontracts shall contain all applicable provisions of this AGREEMENT, and the CONSULTANT shall require each sub-consultant or subcontractor, of any tier, to abide by the terms and conditions of this AGREEMENT. With respect to sub-consultant payment, the CONSULTANT shall comply with all applicable sections of the STATE's Prompt Payment laws as set forth in RCW 39.04.250 and RCW 39.76.011.

The CONSULTANT, sub-recipient, or sub-consultant shall not discriminate on the basis of race, color, national origin, or sex in the performance of this AGREEMENT. The CONSULTANT shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the CONSULTANT to carry out these requirements is a material breach of this AGREEMENT, which may result in the termination of this AGREEMENT or such other remedy as the recipient deems appropriate.

VII. Employment and Organizational Conflict of Interest

The CONSULTANT warrants that they have not employed or retained any company or person, other than a bona fide employee working solely for the CONSULTANT, to solicit or secure this contract, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the CONSULTANT, any fee, commission, percentage, brokerage fee, gift, or any other consideration, contingent upon or resulting from the award or making of this agreement. For breach or violation of this warrant, the AGENCY shall have the right to annul this AGREEMENT without liability or, in its discretion, to deduct from this AGREEMENT price or consideration or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

Any and all employees of the CONSULTANT or other persons while engaged in the performance of any work or services required of the CONSULTANT under this AGREEMENT, shall be considered employees of the CONSULTANT only and not of the AGENCY, and any and all claims that may arise under any Workmen's Compensation Act on behalf of said employees or other persons while so engaged, and any and all claims made by a third party as a consequence of any act or omission on the part of the CONSULTANT's employees or other persons while so engaged on any of the work or services provided to be rendered herein, shall be the sole obligation and responsibility of the CONSULTANT.

The CONSULTANT shall not engage, on a full- or part-time basis, or other basis, during the period of this AGREEMENT, any professional or technical personnel who are, or have been, at any time during the period of this AGREEMENT, in the employ of the United States Department of Transportation or the AGENCY, except regularly retired employees, without written consent of the public employer of such person if he/she will be working on this AGREEMENT for the CONSULTANT.

VIII. Nondiscrimination

During the performance of this AGREEMENT, the CONSULTANT, for itself, its assignees, sub-consultants, subcontractors and successors in interest, agrees to comply with the following laws and regulations:

- Title VI of the Civil Rights Act of 1964

  (42 U.S.C. Chapter 21 Subchapter V § 2000d through 2000d-4a)
- Federal-aid Highway Act of 1973 (23 U.S.C. Chapter 3 § 324)
- Rehabilitation Act of 1973

  (29 U.S.C. Chapter 16 Subchapter V § 794)
- Age Discrimination Act of 1975 (42 U.S.C. Chapter 76 § 6101 *et. seq.*)
- Civil Rights Restoration Act of 1987 (Public Law 100-259)
- American with Disabilities Act of 1990 (42 U.S.C. Chapter 126 § 12101 *et. seq.*)
- 23 CFR Part 200
- 49 CFR Part 21
- 49 CFR Part 26
- RCW 49.60.180

In relation to Title VI of the Civil Rights Act of 1964, the CONSULTANT is bound by the provisions of Exhibit "F" attached hereto and by this reference made part of this AGREEMENT, and shall include the attached Exhibit "F" in every sub-contract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto.

IX. Termination of Agreement

The right is reserved by the AGENCY to terminate this AGREEMENT at any time with or without cause upon ten (10) days written notice to the CONSULTANT.

In the event this AGREEMENT is terminated by the AGENCY, other than for default on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for actual hours charged at the time of termination of this AGREEMENT, plus any direct non-salary costs incurred up to the time of termination of this AGREEMENT.

No payment shall be made for any SERVICES completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. If the accumulated payment made to the CONSULTANT prior to Notice of Termination exceeds the total amount that would be due when computed as set forth in paragraph two (2) of this section, then no final payment shall be due and the CONSULTANT shall immediately reimburse the AGENCY for any excess paid.

If the services of the CONSULTANT are terminated by the AGENCY for default on the part of the CONSULTANT, the above formula for payment shall not apply.

In the event of a termination for default, the amount to be paid to the CONSULTANT shall be determined by the AGENCY with consideration given to the actual costs incurred by the CONSULTANT in performing SERVICES to the date of termination, the amount of SERVICES originally required which was satisfactorily completed to date of termination, whether that SERVICE is in a form or a type which is usable to the AGENCY at the time of termination, the cost to the AGENCY of employing another firm to complete the SERVICES required and the time which may be required to do so, and other factors which affect the value to the AGENCY of the SERVICES performed at the time of termination. Under no circumstances shall payment made under this subsection exceed the amount, which would have been made using the formula set forth in paragraph two (2) of this section.

If it is determined for any reason, that the CONSULTANT was not in default or that the CONSULTANT's failure to perform is without the CONSULTANT's or its employee's fault or negligence, the termination shall be deemed to be a termination for the convenience of the AGENCY. In such an event, the CONSULTANT would be reimbursed for actual costs in accordance with the termination for other than default clauses listed previously.

The CONSULTANT shall, within 15 days, notify the AGENCY in writing, in the event of the death of any member, partner, or officer of the CONSULTANT or the death or change of any of the CONSULTANT's supervisory and/or other key personnel assigned to the project or disaffiliation of any principally involved CONSULTANT employee.

The CONSULTANT shall also notify the AGENCY, in writing, in the event of the sale or transfer of 50% or more of the beneficial ownership of the CONSULTANT within 15 days of such sale or transfer occurring. The CONSULTANT shall continue to be obligated to complete the SERVICES under the terms of this AGREEMENT unless the AGENCY chooses to terminate this AGREEMENT for convenience or chooses to renegotiate any term(s) of this AGREEMENT. If termination for convenience occurs, final payment will be made to the CONSULTANT as set forth in the second and third paragraphs of this section.

Payment for any part of the SERVICES by the AGENCY shall not constitute a waiver by the AGENCY of any remedies of any type it may have against the CONSULTANT for any breach of this AGREEMENT by the CONSULTANT, or for failure of the CONSULTANT to perform SERVICES required of it by the AGENCY.

Forbearance of any rights under the AGREEMENT will not constitute waiver of entitlement to exercise those rights with respect to any future act or omission by the CONSULTANT.

X. Changes of Work

The CONSULTANT shall make such changes and revisions in the completed work of this AGREEMENT as necessary to correct errors appearing therein, without additional compensation thereof. Should the AGENCY find it desirable for its own purposes to have previously satisfactorily completed SERVICES or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the AGENCY. This work shall be considered as Extra Work and will be paid for as herein provided under section XIII "Extra Work."

XI. Disputes

Any disputed issue not resolved pursuant to the terms of this AGREEMENT shall be submitted in writing within 10 days to the Director of Public Works or AGENCY Engineer, whose decision in the matter shall be final and binding on the parties of this AGREEMENT; provided however, that if an action is brought challenging the Director of Public Works or AGENCY Engineer's decision, that decision shall be subject to judicial review. If the parties to this AGREEMENT mutually agree, disputes concerning alleged design errors will be conducted under the procedures found in Exhibit "J". In the event that either party deem it necessary to institute legal action or proceeding to enforce any right or obligation under this AGREEMENT, this action shall be initiated in the Superior Court of the State of Washington, situated in the county in which the AGENCY is located. The parties hereto agree that all questions shall be resolved by application of Washington law and that the parties have the right of appeal from such decisions of the Superior Court in accordance with the laws of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, situated in the county in which the AGENCY is located.

XII. Legal Relations

The CONSULTANT, any sub-consultants, and the AGENCY shall comply with all Federal, State, and local laws, rules, codes, regulations and all AGENCY policies and directives, applicable to the work to be performed under this AGREEMENT. This AGREEMENT shall be interpreted and construed in accordance with the laws of the State of Washington.

The CONSULTANT shall defend, indemnify, and hold the State of Washington (STATE) and the AGENCY and their officers and employees harmless from all claims, demands, or suits at law or equity arising in whole or in part from the negligence of, or the breach of any obligation under this AGREEMENT by, the CONSULTANT or the CONSULTANT's agents, employees, sub consultants, subcontractors or vendors, of any tier, or any other persons for whom the CONSULTANT may be legally liable; provided that nothing herein shall require a CONSULTANT

to defend or indemnify the STATE and the AGENCY and their officers and employees against and hold harmless the STATE and the AGENCY and their officers and employees from claims, demands or suits based solely upon the negligence of, or breach of any obligation under this AGREEMENT by the STATE and the AGENCY, their agents, officers, employees, sub-consultants, subcontractors or vendors, of any tie , or any other persons for whom the STATE and /or the AGENCY may be legally liable; and provided further that if the claims or suits are caused by or result from the concurrent negligence of (a) the CONSULTANT or the CONSULTANT's agents, employees, sub-consultants, subcontractors or vendors, of any tier, or any other persons for whom the CONSULTANT is legally liable, and (b) the STATE and/or AGENCY, their agents, officers, employees, sub-consultants, subcontractors and or vendors, of any tier, or any other persons for whom the STATE and/or AGENCY may be legally liable, the defense and indemnity obligation shall be valid and enforceable only to the extent of the CONSULTANT's negligence or the negligence of the CONSULTANT's agents, employees, sub-consultants, subcontractors or vendors, of any tier, or any other persons for whom the CONSULTANT may be legally liable. This provision shall be included in any AGREEMENT between CONSULTANT and any sub-consultant, subcontractor and vendor, of any tier.

The CONSULTANT shall also defend, indemnify, and hold the STATE and the AGENCY and their officers and employees harmless from all claims, demands, or suits at law or equity arising in whole or in part from the alleged patent or copyright infringement or other allegedly improper appropriation or use of trade secrets, patents, proprietary information, know-how, copyright rights or inventions by the CONSULTANT or the CONSULTANT's agents, employees, sub-consultants, subcontractors or vendors, of any tier, or any other persons for whom the CONSULTANT may be legally liable, in performance of the Work under this AGREEMENT or arising out of any use in connection with the AGREEMENT of methods, processes, designs, information or other items furnished or communicated to STATE and/or the AGENCY, their agents, officers and employees pursuant to the AGREEMENT; provided that this indemnity shall not apply to any alleged patent or copyright infringement or other allegedly improper appropriation or use of trade secrets, patents, proprietary information, know-how, copyright rights or inventions resulting from STATE and/or AGENCY's, their agents', officers and employees' failure to comply with specific written instructions regarding use provided to STATE and/or AGENCY, their agents, officers and employees by the CONSULTANT, its agents, employees, sub-consultants, subcontractors or vendors, of any tier, or any other persons for whom the CONSULTANT may be legally liable.

The CONSULTANT's relation to the AGENCY shall be at all times as an independent contractor.

Notwithstanding any determination by the Executive Ethics Board or other tribunal, the AGENCY may, in its sole discretion, by written notice to the CONSULTANT terminate this AGREEMENT if it is found after due notice and examination by the AGENCY that there is a violation of the Ethics in Public Service Act, Chapter 42.52 RCW; or any similar statute involving the CONSULTANT in the procurement of, or performance under, this AGREEMENT.

The CONSULTANT specifically assumes potential liability for actions brought by the CONSULTANT's own employees or its agents against the STATE and/or the AGENCY and, solely for the purpose of this indemnification and defense, the CONSULTANT specifically waives any immunity under the state industrial insurance law, Title 51 RCW. The Parties have mutually negotiated this waiver.

Unless otherwise specified in this AGREEMENT, the AGENCY shall be responsible for administration of construction contracts, if any, on the project. Subject to the processing of a new sole source, or an acceptable supplemental AGREEMENT, the CONSULTANT shall provide On-Call assistance to the AGENCY during contract administration. By providing such assistance, the CONSULTANT shall assume no responsibility for proper construction techniques, job site safety, or any construction contractor's failure to perform its work in accordance with the contract documents.

The CONSULTANT shall obtain and keep in force during the terms of this AGREEMENT, or as otherwise required, the following insurance with companies or through sources approved by the State Insurance Commissioner pursuant to Title 48 RCW.

Insurance Coverage

A. Worker's compensation and employer's liability insurance as required by the STATE.

B. Commercial general liability insurance written under ISO Form CG 00 01 12 04 or its equivalent with minimum limits of one million dollars ($1,000,000.00) per occurrence and two million dollars ($2,000,000.00) in the aggregate for each policy period.

C. Business auto liability insurance written under ISO Form CG 00 01 10 01 or equivalent providing coverage for any "Auto" (Symbol 1) used in an amount not less than a one million dollar ($1,000,000.00) combined single limit for each occurrence.

Excepting the Worker's Compensation Insurance and any Professional Liability Insurance, the STATE and AGENCY, their officers, employees, and agents will be named on all policies of CONSULTANT and any sub-consultant and/or subcontractor as an additional insured (the "AIs"), with no restrictions or limitations concerning products and completed operations coverage. This coverage shall be primary coverage and non-contributory and any coverage maintained by the AIs shall be excess over, and shall not contribute with, the additional insured coverage required hereunder. The CONSULTANT's and the sub-consultant's and/or subcontractor's insurer shall waive any and all rights of subrogation against the AIs. The CONSULTANT shall furnish the AGENCY with verification of insurance and endorsements required by this AGREEMENT. The AGENCY reserves the right to require complete, certified copies of all required insurance policies at any time.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. The CONSULTANT shall submit a verification of insurance as outlined above within fourteen (14) days of the execution of this AGREEMENT to:

Name: John Mork
Agency: City of Redmond
Address: 15670 NE 85th Street
City: Redmond State: WA Zip: 98052
Email: jemork@redmond.gov
Phone: 425.556.2713
Facsimile: 425.556.2776

No cancellation of the foregoing policies shall be effective without thirty (30) days prior notice to the AGENCY.

The CONSULTANT's professional liability to the AGENCY, including that which may arise in reference to section IX "Termination of Agreement" of this AGREEMENT, shall be limited to the accumulative amount of the authorized AGREEMENT or one million dollars ($1,000,000.00), whichever is greater, unless the limit of liability is increased by the AGENCY pursuant to Exhibit H. In no case shall the CONSULTANT's professional liability to third parties be limited in any way.

The parties enter into this AGREEMENT for the sole benefit of the parties, and to the exclusion of any third party, and no third party beneficiary is intended or created by the execution of this AGREEMENT.

The AGENCY will pay no progress payments under section V "Payment Provisions" until the CONSULTANT has fully complied with this section. This remedy is not exclusive; and the AGENCY may take such other action as is available to it under other provisions of this AGREEMENT, or otherwise in law.

XIII. Extra Work

A. The AGENCY may at any time, by written order, make changes within the general scope of this AGREEMENT in the SERVICES to be performed.

B. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the SERVICES under this AGREEMENT, whether or not changed by the order, or otherwise affects any other terms and conditions of this AGREEMENT, the AGENCY shall make an equitable adjustment in the: (1) maximum amount payable; (2) delivery or completion schedule, or both; and (3) other affected terms and shall modify this AGREEMENT accordingly.

C. The CONSULTANT must submit any "request for equitable adjustment," hereafter referred to as "CLAIM," under this clause within thirty (30) days from the date of receipt of the written order. However, if the AGENCY decides that the facts justify it, the AGENCY may receive and act upon a CLAIM submitted before final payment of this AGREEMENT.

D. Failure to agree to any adjustment shall be a dispute under the section XI "Disputes" clause. However, nothing in this clause shall excuse the CONSULTANT from proceeding with the AGREEMENT as changed.

E. Notwithstanding the terms and conditions of paragraphs (A.) and (B.) above, the maximum amount payable for this AGREEMENT, shall not be increased or considered to be increased except by specific written supplement to this AGREEMENT.

XIV. Endorsement of Plans

If applicable, the CONSULTANT shall place their endorsement on all plans, estimates, or any other engineering data furnished by them.

XV. Federal Review

The Federal Highway Administration shall have the right to participate in the review or examination of the SERVICES in progress.

XVI. Certification of the Consultant and the Agency

Attached hereto as Exhibit "G-1(a and b)" are the Certifications of the CONSULTANT and the AGENCY, Exhibit "G-2" Certification Regarding Debarment, Suspension and Other Responsibility Matters - Primary Covered Transactions, Exhibit "G-3" Certification Regarding the Restrictions of the Use of Federal Funds for Lobbying and Exhibit "G-4" Certificate of Current Cost or Pricing Data. Exhibit "G-3" is required only in AGREEMENTS over one hundred thousand dollars ($100,000.00) and Exhibit "G-4" is required only in AGREEMENTS over five hundred thousand dollars ($500,000.00.) These Exhibits must be executed by the CONSULTANT, and submitted with the master AGREEMENT, and returned to the AGENCY at the address listed in section III "General Requirements" prior to its performance of any SERVICES under this AGREEMENT.

XVII. Complete Agreement

This document and referenced attachments contain all covenants, stipulations, and provisions agreed upon by the parties. No agent, or representative of either party has authority to make, and the parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein. No changes, amendments, or modifications of the terms hereof shall be valid unless reduced to writing and signed by the parties as a supplement to this AGREEMENT.

XVIII. Execution and Acceptance

This AGREEMENT may be simultaneously executed in several counterparts, each of which shall be deemed to be an original having identical legal effect. The CONSULTANT does hereby ratify and adopt all statements, representations, warranties, covenants, and AGREEMENT's contained in the proposal, and the supporting material submitted by the CONSULTANT, and does hereby accept this AGREEMENT and agrees to all of the terms and conditions thereof.

XIX. Protection of Confidential Information

The CONSULTANT acknowledges that some of the material and information that may come into its possession or knowledge in connection with this AGREEMENT or its performance may consist of information that is exempt from disclosure to the public or other unauthorized persons under either chapter 42.56 RCW or other local, state, or federal statutes ("State's Confidential Information"). The "State's Confidential Information" includes, but is not limited to, names, addresses, Social Security numbers, e-mail addresses, telephone numbers, financial profiles credit card information, driver's license numbers, medical data, law enforcement records (or any other information identifiable to an individual), STATE and AGENCY source code or object code, STATE and AGENCY security data, non-public Specifications, STATE and AGENCY non-publicly available data, proprietary software, STATE and AGENCY security data, or information which may jeopardize any part of the project that relates to any of these types of information. The CONSULTANT agrees to hold the State's Confidential Information in strictest confidence and not to make use of the State's Confidential Information for any purpose other than the performance of this AGREEMENT, to release it only to authorized employees, sub-consultants or subcontractors requiring such information for the purposes of carrying out this AGREEMENT, and not to release, divulge, publish, transfer, sell, disclose, or otherwise make it known to any other party without the AGENCY's express written consent or as provided by law. The CONSULTANT agrees to release such information or material only to employees, sub-consultants or subcontractors who have signed a nondisclosure AGREEMENT, the terms of which have been previously approved by the AGENCY. The CONSULTANT agrees to implement physical, electronic, and managerial safeguards to prevent unauthorized access to the State's Confidential Information.

Immediately upon expiration or termination of this AGREEMENT, the CONSULTANT shall, at the AGENCY's option: (i) certify to the AGENCY that the CONSULTANT has destroyed all of the State's Confidential Information; or (ii) returned all of the State's Confidential Information to the AGENCY; or (iii) take whatever other steps the AGENCY requires of the CONSULTANT to protect the State's Confidential Information.

As required under Executive Order 00-03, the CONSULTANT shall maintain a log documenting the following: the State's Confidential Information received in the performance of this AGREEMENT; the purpose(s) for which the State's Confidential Information was received; who received, maintained, and used the State's Confidential Information; and the final disposition of the State's Confidential Information. The CONSULTANT's records shall be subject to inspection, review, or audit upon reasonable notice from the AGENCY.

The AGENCY reserves the right to monitor, audit, or investigate the use of the State's Confidential Information collected, used, or acquired by the CONSULTANT through this AGREEMENT. The monitoring, auditing, or investigating may include, but is not limited to, salting databases.

Violation of this section by the CONSULTANT or its sub-consultants or subcontractors may result in termination of this AGREEMENT and demand for return of all State's Confidential Information, monetary damages, or penalties

It is understood and acknowledged that the CONSULTANT may provide the AGENCY with information, which is proprietary and/or confidential during the term of this AGREEMENT. The parties agree to maintain the confidentiality of such information during the term of this AGREEMENT and afterwards. All materials containing such proprietary and/or confidential information shall be clearly identified and marked as "Confidential" and shall be returned to the disclosing party at the conclusion of the SERVICES under this AGREEMENT.

The CONSULTANT shall provide the AGENCY with a list of all information and materials it considers confidential and/or proprietary in nature: (a) at the commencement of the term of this AGREEMENT, or (b) as soon as such confidential or proprietary material is developed. "Proprietary and/or confidential information" is not meant to include any information which, at the time of its disclosure: (i) is already known to the other party; (ii) is rightfully disclosed to one of the parties by a third party that is not acting as an agent or representative for the other party; (iii) is independently developed by or for the other party; (iv) is publicly known; or (v) is generally utilized by unaffiliated third parties engaged in the same business or businesses as the CONSULTANT.

The parties also acknowledge that the AGENCY is subject to Washington State and federal public disclosure laws. As such, the AGENCY shall maintain the confidentiality of all such information marked proprietary and or confidential or otherwise exempt, unless such disclosure is required under applicable state or federal law. If a public disclosure request is made to view materials identified as "Proprietary and/or confidential information" or otherwise exempt information, the AGENCY will notify the CONSULTANT of the request and of the date that such records will be released to the requester unless the CONSULTANT obtains a court order from a court of competent jurisdiction enjoining that disclosure. If the CONSULTANT fails to obtain the court order enjoining disclosure, the AGENCY will release the requested information on the date specified.

The CONSULTANT agrees to notify the sub-consultant of any AGENCY communication regarding disclosure that may include a sub-consultant's proprietary and/or confidential information. The CONSULTANT notification to the sub-consultant will include the date that such records will be released by the AGENCY to the requester and state that unless the sub-consultant obtains a court order from a court of competent jurisdiction enjoining that disclosure the AGENCY will release the requested information. If the CONSULTANT and/or sub-consultant fail to obtain a court order or other judicial relief enjoining the AGENCY by the release date, the CONSULTANT shall waive and release and shall hold harmless and indemnify the AGENCY from all claims of actual or alleged damages, liabilities, or costs associated with the AGENCY's said disclosure of sub-consultants' information.

XX. Records Maintenance

During the progress of the Work and SERVICES provided hereunder and for a period of not less than six (6) years from the date of final payment to the CONSULTANT, the CONSULTANT shall keep, retain, and maintain all "documents" pertaining to the SERVICES provided pursuant to this AGREEMENT. Copies of all "documents" pertaining to the SERVICES provided hereunder shall be made available for review at the CONSULTANT's place of business during normal working hours. If any litigation, claim, or audit is commenced, the CONSULTANT shall cooperate with AGENCY and assist in the production of all such documents. "Documents" shall be retained until all litigation, claims or audit findings have been resolved even though such litigation, claim, or audit continues past the six (6) year retention period.

For purposes of this AGREEMENT, "documents" means every writing or record of every type and description, including electronically stored information ("ESI"), that is in the possession, control, or custody of the CONSULTANT, including, without limitation, any and all correspondences, contracts, AGREEMENTs, appraisals, plans, designs, data, surveys, maps, spreadsheets, memoranda, stenographic or handwritten notes, reports, records, telegrams, schedules, diaries, notebooks, logbooks, invoices, accounting records, work sheets, charts, notes, drafts, scribblings, recordings, visual displays, photographs, minutes of meetings, tabulations, computations, summaries, inventories, and writings regarding conferences, conversations or telephone conversations, and any and all other taped, recorded, written, printed or typed matters of any kind or description; every copy of the foregoing whether or not the original is in the possession, custody, or control of the CONSULTANT, and every copy of any of the foregoing, whether or not such copy is a copy identical to an original, or whether or not such copy contains any commentary or notation whatsoever that does not appear on the original.

For purposes of this AGREEMENT, "ESI" means any and all computer data or electronic recorded media of any kind, including "Native Files", that are stored in any medium from which it can be retrieved and examined, either directly or after translation into a reasonably useable form. ESI may include information and/or documentation stored in various software programs such as Email, Outlook, Word, Excel, Access, Publisher, PowerPoint, Adobe Acrobat, SQL databases, or any other software or electronic communication programs or databases that the CONSULTANT may use in the performance of its operations. ESI may be located on network servers, backup tapes, smart phones, thumb drives, CDs, DVDs, floppy disks, work computers, cell phones, laptops, or any other electronic device that CONSULTANT uses in the performance of its Work or SERVICES hereunder, including any personal devices used by the CONSULTANT or any sub-consultant at home.

"Native files" are a subset of ESI and refer to the electronic format of the application in which such ESI is normally created, viewed, and /or modified

The CONSULTANT shall include this section XX "Records Maintenance" in every subcontract it enters into in relation to this AGREEMENT and bind the sub-consultant to its terms, unless expressly agreed to otherwise in writing by the AGENCY prior to the execution of such subcontract.

In witness whereof, the parties hereto have executed this AGREEMENT as of the day and year shown in the "Execution Date" box on page one (1) of this AGREEMENT.

Signature	Date
Signature	Date

Any modification, change, or reformation of this AGREEMENT shall require approval as to form by the Office of the Attorney General.

Exhibit A
Scope of Work

Project No.

See attached Scope of Services

EXHIBIT A

CITY OF REDMOND

Idylwood Park Parking Lot Expansion and Frontage Improvements

City Project Number 2371

Scope of Services

Prepared by:

David Evans and Associates, Inc.
14432 SE Eastgate Way, Suite 400
Bellevue, WA 98007

September 30, 2025

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Task 1.0 Project Description, Design Criteria, and Project Assumptions

1.1 Project Description

The City of Redmond (CITY/CLIENT) is requesting professional services from David Evans and Associates, Inc. (CONSULTANT) for the Idylwood Park Parking Lot Expansion and Frontage Improvements project (PROJECT). The improvements will include reconfiguring the existing parking lot, adding parking stalls with a new parking lot, new stormwater system, ADA improvements, and new shared use path on the east side of West Lake Sammamish Parkway.

Services include project management, surveying, utility coordination, environmental/permitting/SEPA documentation, geotechnical, alternatives evaluation, preliminary / final design, PS&E document preparation, and support during bid advertisement. Optional services may include additional investigation to support project development, construction engineering support, construction management, inspection support, and record drawings preparation.

This project is funded by City of Redmond.

For purposes of this agreement, the term CONSULTANT refers to the collective efforts of the following firms:

Firm Name	Services
David Evans and Associates, Inc. (DEA)	All services listed except for geotechnical and pavement
HWA Geosciences (HWA)	Geotechnical and Pavement

DEA shall be the prime consultant, with other firms listed above contracted to DEA as subconsultants.

Contingency tasks are shown in italics throughout this Scope and unanticipated tasks are discussed in the Optional Services Task. Budgets for *contingency tasks* are included but optional services are not included at this time. Both *Contingency* and Optional Services shall be pre-authorized and will be funded out of the Contingency or unused tasks.

1.2 Design Criteria

The design and plans, specifications, and estimate (PS&E) will be based on the requirements of the City of Redmond Public Works Standards, City of Redmond Municipal Code, and ADA guidelines. Project specifications will be based on the most current WSDOT/APWA Standard Specifications and the City of Redmond's General Special Provisions.

1.3 Project Understanding

The Idylwood Park Parking Lot Expansion and Frontage Improvements project currently consists of the following features:

- Adding 35 new parking stalls within the park boundaries to provide a total of 70 parking stalls with 4 ADA stalls.
- Constructing a new parking lot.
- Reconfiguring and regrading the existing parking lot. It has 36 parking stalls and 4 ADA parking stalls.
- New stormwater system including water treatment.
- Landscaping plan for the parking area.

- Decommission an existing water well.
- New shared use path along the east side of West Lake Sammamish Parkway along Idylwood Park frontage where on-street is allowed.

1.4 Responsibilities and Services Provided by the CLIENT

The CLIENT will:

- Provide all available existing as-built plans, right-of-way plans, horizontal and vertical monument information, GIS maps, and other mapping information, as available, to the CONSULTANT.
- Provides templates for items such as invoices.
- Provide all City standard specifications and City bid forms in Microsoft Word format.
- Review all submittals made to the CLIENT within 15 working days, or as agreed, and return them to the CONSULTANT with consolidated written comments regarding changes needed.
- Provide all property title reports, if needed.
- Obtain parcels right-of-entry, if needed.

1.5 Project Assumptions

- The total number of parking stalls will be approximately 70 with at least 4 ADA parking stalls.
- Illumination will not be provided.
- Tree assessment survey is not anticipated so it was not included in this scope of services.
- All drawings will be prepared in AutoCAD Civil3D 2025 format, utilizing the CONSULTANT's CAD standards, and will be drawn at one-inch equals forty feet for 11"x17" plans. Drawings shall conform to City of Redmond's record drawing submittal standards.
- Specifications will follow WSDOT/APWA Standard Specifications and the City of Redmond's General Special Provisions.
- The project design duration is assumed to be 12 months.
- All deliverables will be electronic PDF files unless otherwise noted.
- A project design report will not be prepared.

Task 2.0 Project Management and Quality Control

2.1 Project Management

Direction of the CONSULTANT (DEA) staff and review of their work over the course of the project shall be provided. This work element includes preparing monthly progress reports including the status of individual work elements, number of meetings attended, outstanding information required, and work items planned for the following month, including any critical path tasks and any items impacting contract scope, schedule, and / or budget.

The CONSULTANT (DEA) shall perform periodic monitoring of the consultant's design budget and schedule over the course of the project. This work element is intended to help monitor costs and budgets, and to propose corrective actions. These actions may include formal requests for increases, modifications, or reductions in scope and/or budget.

The CONSULTANT (DEA) will use an earned value spreadsheet to monitor and track project expenditures by task. If requested by the CLIENT, the earned value spreadsheet shall be submitted with each invoice and progress report.

Drawings and documents received and generated over the course of the project require review, coordination, and file management. The status of requested information will also be maintained.

The CONSULTANT (DEA) will use the CITY's SharePoint site for the project. The CONSULTANT (DEA) will use the City's templates, for example for invoices.

2.2 Subconsultant Coordination

The CONSULTANT (DEA) shall provide directions to the SUBCONSULTANT and review of their work over the course of the project shall be provided by the CONSULTANT (DEA). Monthly monitoring of the SUBCONSULTANT's design budget will occur over the course of the project. Current status, as well as projections, will be developed. This work element is intended to help monitor costs and budgets, and to propose corrective actions. These actions could include formal requests for increases, modifications, or reductions in scope and/or budget.

2.3 Develop Project Schedule

The CONSULTANT (DEA) and the CLIENT will jointly develop an overall project schedule showing all major and supportive activities, using the CITY's draft schedule. The schedule shall be prepared to reflect a 12-month design completion of the project. The schedule shall be arranged to meet key target dates including the bid period and overall anticipated construction time. The CONSULTANT shall update the schedule monthly to reflect the current status of the project.

Deliverables:

- Project Schedule and Monthly Updates.

2.4 Monthly Invoices/Progress Reports

Monthly invoices using City template will be prepared by the CONSULTANT (DEA) per CLIENT requirements for work activities for the prior month. These invoices shall also include SUBCONSULTANT work and will be accompanied by monthly progress reports. Invoices will include back-up material for all expenses and will show approved budget and amount expended to date.

Deliverables:

- Monthly Invoices and Progress Reports (12 total).

2.5 Project Kick-off Meeting and Progress Meetings

This work element provides for the preparation, attendance, follow-up, and documentation of meetings during the length of the project. These meetings will be the forums for agencies to provide input and guidance for the direction of the project. They will also be used to discuss project issues, approve submittals, and develop potential solutions.

Kick-off Meeting

After receiving notice to proceed from the CLIENT, the CONSULTANT (DEA and subconsultants) will conduct a project team kick-off meeting with staff expected to be involved in the project and key CLIENT staff. The meeting will be used to discuss key elements of the scope of work, the project schedule and risks, document control, and QA/QC procedures, and to clearly define the roles and responsibilities of the project team members.

Progress Meetings

The CONSULTANT (DEA) shall prepare for, attend/conduct, and document up to 37 meetings/phone calls, including the kick-off meeting, with CLIENT staff. Meetings/phone calls will be required for coordination with the CLIENT and other affected agencies. The

CONSULTANT will attend/conduct two meetings every month with the CLIENT's project manager for the duration of the project. The meetings will be virtual via Teams. As needed, regular phone calls and email communication will be made with the CLIENT's project manager.

Meetings:

Meeting	Number
Kick-off Meeting with CITY and CONSULTANT Staff	1 (Minutes to be prepared by CONSULTANT).
Progress meetings with City and CONSULTANT	26 (Assumes bi-weekly meeting for 52 weeks) Minutes to be prepared by CONSULTANT

Assumptions:

- CONSULTANT shall prepare agenda and minutes for each meeting.

Deliverables:

- Progress Meeting Minutes (27 total).

2.6 Quality Control/Quality Assurance Review

This work element is for the QC/QA review of CONSULTANT deliverables by a designated QC/QA staff member of the CONSULTANT team. The review will cover documents, reports, PS&Es, and pertinent information on an on-going basis. The program entails the periodic review of study criteria, design, and assumptions, as well as concepts and presentation of product format, and assures that the overall project objectives are being fulfilled.

2.7 Change Management

Project Managers from the CLIENT and the CONSULTANT (DEA) are responsible for managing changes to the scope and schedule. The CLIENT is responsible for the authorization of any changes to the scope, budget, and/or schedule. Team members must verify that work within their areas remains within the defined project scope, schedule, and budget. When issues, actions, or circumstances occur that could cause a change in scope, personnel, cost, or schedule, team members must communicate potential changes to the Project Manager as early as possible. Project Managers will determine whether the potential change issue will lead to a change in scope, cost, or schedule.

The CONSULTANT (DEA) shall obtain written authorization from the CLIENT before implementing any change to this scope of work, schedule, or budget. All changes shall be documented using the Project Change Form.

Task 3.0 Survey

3.1 Data Collection

The CONSULTANT (DEA) has performed a survey adjacent to the PROJECT site and will recover and utilize monuments previously surveyed that control the site when possible. The CONSULTANT will research and collect existing roadway, right-of-way, and utility information from the CITY and respective utility agencies for inclusion in the mapping.

3.2 Horizontal and Vertical Control Network

The CONSULTANT (DEA) shall establish local horizontal and vertical control points throughout the corridor for the purpose of performing surveying services, and they shall be based upon the Horizontal and Vertical Control Point Network established by Redmond or as otherwise specified by the CLIENT.

The CONSULTANT (DEA) shall locate and set reference points outside of the proposed construction area for visible street survey monuments along the street corridor.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- Control points will be shown on the topographic base map deliverable noted under Task 3.3 below, and a listing of the control points ID, northing, easting, elevation, and material make-up description.

3.3 Establish Road Centerline Alignments and Right-of-Ways for Corridor (Base Map)

The CONSULTANT (DEA) shall establish the existing centerlines and right-of-way within the corridor limits for preparation of the right-of-way base map for this project. The CONSULTANT will perform records research deemed necessary to create an accurate right-of-way. Parcel lines for adjacent properties will be shown as near as possible to their actual locations, but will be solely based upon public records, maps, and GIS data. No additional survey work is proposed to perform boundary surveying on any parcel, unless requested at a later date. The right-of-way centerlines and margins will be shown on the topographic base map. The base map will show located street monuments found that are used to calculate the centerlines and right-of-way margins.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- Right-of-Way centerlines, margins, and survey monuments will be shown on the topographic base map deliverable noted under Task 3.4 below.
- Documents for permanent and temporary easements.

3.4 Topographic Survey

The CONSULTANT shall prepare a project topographic base map for Idylwood Park and along West Lake Sammamish Parkway for the project as follows:

- Idylwood Park - see Figure 1 for survey area
- West Lake Sammamish Park Way
    - Northern limit: NE 38th Street intersection.
    - Southern limit: Approximately 100 feet northwest of NE 36th Street intersection.
    - Western limit: Existing double yellow stripe along West Lake Sammamish Parkway.
    - Eastern limit: roadway right-of-way line.

Figure 1: Survey Limits



The final design topographic base will be prepared primarily with standard ground surveying equipment and methodology. The base map will include sufficient ground data to generate a 1-foot contour interval and will incorporate right-of-ways and road centerlines, property lines, driveways, parking lot, limits and type of paving, fences, structures, sidewalks, above-ground utilities and associated overhead lines, street signs, channelization, landscape areas, and significant trees.

The survey will include photos of the top and inside of water well above the water level and approximate depth and diameter of well.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

Assumptions for the PROJECT include the following:

- Horizontal and Vertical Datum will be based on Horizontal = Washington State Plane Coordinate System NAD 83/91, and Vertical = NAVD-88.
- Drafting and CAD standards will be based on CONSULTANT's in-house standards.

Deliverables:

- Site mapping prepared on 22"x34" sheets at a scale of 1"=20' utilizing AutoCAD Civil3D 2025 using CONSULTANT drafting standards.
- AutoCAD Civil3D 2025 electronic drawing file.

3.5 Future Survey Needs

This work element is to establish a budget for future survey needs that are identified during project development. For budgetary purposes, the CONSULTANT has included up to an additional 3 days or 24 hours of 2-person survey crew and 24 hours of survey office technician to process and update the existing basemap AutoCAD file. The 3 days shall be used at the discretion of the CITY or CONSULTANT project team.

3.6 Underground Utilities

The CONSULTANT (DEA) will contract with an underground utility locate service to set paint marks as the surface location of the underground utilities. The CONSULTANT will use these marks as evidence to depict the underground location of these utilities.

The limits of utility locates are as follows:

- The east side of West Lake Sammamish Parkway from existing double yellow stripe to right-of-way line.
- The intersection area of NE 38th Street and 175th Avenue NE.

Storm drain structures will be opened to determine pipe type, size, depth, and connection invert elevations. Sanitary sewer will be plotted based on the surveyed location of manholes together with system maps to determine pipe size and connection invert elevations. The CONSULTANT will coordinate with a private utility locate vendor to arrange to have the locations of existing utilities surface marked and will request utility as-builts for the areas where improvements are planned. For areas outside the right of way, the CONSULTANT will work with the CITY to obtain private utility information. The CONSULTANT shall survey the locations of the painted utility locates and incorporate the lines into the base mapping.

Task 4.0 Environmental Documentation

The purpose of this task is to determine the environmental impacts associated with Idylwood Park Improvements project and prepare the applicable environmental compliance documentation and permit applications for the project. Environmental documents will be developed in a manner that satisfies regulatory requirements.

4.1 Environmental Technical Reports

The CONSULTANT (DEA and HWA) shall prepare Technical Reports (TRs) to support the SEPA documentation and permits.

Prior to beginning any environmental work, the CONSULTANT shall coordinate an environmental kick-off meeting with the CITY. The intent is to develop communication, confirm the approach, discuss the environmental documentation schedule, exchange information, and develop relationships for continued work on the PROJECT.

Meetings:

- One Environmental kick-off meeting between the CONSULTANT and the CITY environmental lead.

4.1.1 Critical Areas Report

The CONSULTANT (DEA) shall prepare a Critical Areas Report (CAR) addressing fish and wildlife habitat conservation areas, wetlands, geologic hazard areas, frequently flooded areas, and critical aquifer recharge areas in the action area.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- There will be no wetlands affected by the project that will trigger additional permitting.
- One round of review will be required.

Deliverables:

- Draft CAR.
- Final CAR.

4.2 SEPA Environmental Documentation

4.2.1 Compliance with Governor's Executive Order 21-02

The CONSULTANT shall prepare an EZ-1 Project Review Form and submit it to the Washington Department of Archaeology and Historic Preservation to comply with EO 21-02. The information in the determination letter from DAHP will be used in the SEPA checklist.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- One round of review will be required.
- The determination from DAHP will be, no adverse effect on cultural/historic resources.

Deliverables:

- Draft EZ-1 form.
- Final EZ-1 form.

4.2.2 Environmental Checklist

The CONSULANT shall prepare an environmental checklist to comply with SEPA.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- The CITY will be the SEPA Lead Agency.
- Up to two rounds of CITY review may be required.
- A Mitigated Determination of Non-Significance (MDNS) will be issued for the PROJECT by the CITY.

Deliverables:

- Draft SEPA Checklist.
- Final SEPA Checklist.

4.3 Environmental Permitting

4.3.1 WDFW Hydraulic Project Approval (HPA)

The project will involve stormwater discharge to the northern stream on site triggering the need for an HPA permit. The CONSULTANT shall apply for the permit through WDFW's simplified application procedure (not using the JARPA form).

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- Online Aquatic Protection Permitting System (APPS) HPA permit application.

4.3.2 Permits

The CONSULTANT shall prepare and submit the following Redmond permit applications to go along with the SEPA documentation:

- General Application Form
- General SEPA Form

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- No project activities will occur within 200 feet of the shoreline of Lake Sammamish.

Deliverables:

- Redmond permit applications.

4.3.3 NPDES Permit and SWPPP

An NPDES Stormwater Construction General Permit will be required for disturbance of over one acre during construction. The CONSULTANT shall prepare the Notice of Intent (NOI) form, the public notice, and supporting documentation for submittal to Redmond, including plan sheets and associated notes and text. The CITY shall publish the public notice twice in a local newspaper, seven (7) days apart, consistent with the NPDES permit requirements. The CITY will transfer the Stormwater Construction General Permit to the Contractor when construction begins. The CONSULTANT will follow the City's stormwater requirements and prepare memorandums and stormwater calculations for permits, administrative modification, and/or project files. Stormwater calculations and memorandum work are included in Task 9.0.

The CONSULTANT shall prepare a Stormwater Pollution Prevention Plan (SWPPP) in accordance with Redmond's current Stormwater Management Manual. Temporary Erosion and Sediment Control Plans will be utilized for the drawing portion of the SWPPP.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- The CONTRACTOR will use the SWPPP as the basis for their SWPPP submittal.

Deliverables:

- Notice of Intent Application.
- NPDES Public Notice.
- TESC Plan.
- SWPPP.

Task 5.0 Alternatives Analysis (10% Design)

5.1 Project Site Visits (2 Total)

The CONSULTANT (DEA) shall conduct two (2) site visits during the Alternatives Analysis to become familiar with the site. CLIENT staff shall be present at the site visits, if requested.

5.2 Alternatives Analysis/Alternatives Analysis Summary Document (10% Design)

The CONSULTANT (DEA) shall develop alternatives analysis for the following items:

- Parking Lot: The CONSULTANT (DEA) shall develop up to three parking lot(s) layouts to accommodate 70 parking stalls and additional ADA parking stalls. Four (4) ADA parking stalls are anticipated to meet Redmond code. This 70-stall layout includes redevelopment of the existing lots and a potential additional parking lot to the south. Cut retaining walls may be required for the site grading to comply with ADA requirement. Safety railing will also be needed at top of retaining wall for fall protection. The existing prefabricated shed may need to be relocated to accommodate a potential new south parking lot.
- Stormwater detention: This may include infiltration, tank, pond, vault, pipe, or dispersion to name a few. A custom concrete treatment vault may be required due to site constraints.
- Stormwater water quality treatment: This may include infiltration, bioswales, or treatment vaults to name a few. A custom concrete treatment vault may be required due to site constraints.
- West Lake Sammamish Parkway Share Use Path: The CONSULTANT (DEA) shall develop up to two alternatives that minimizes impacts to drainage, utilities, and park boundary.

Preliminary grading plan will be developed for each parking lot and share use path alternative.

The CONSULTANT (DEA) shall prepare an alternatives analysis summary document. The Alternatives Analysis Summary document and shall include the following elements:

- Parking Lot Alternatives Discussion.
- Stormwater Detention Discussion
- Stormwater Water Quality Treatment Discussion.
- Shared Use Path Alternatives Discussion.
- Preliminary Cost Estimates.
- Pros and Cons Matrix.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- Draft Alternatives Analysis Summary document.
- Final Alternatives Analysis Summary document.
- 11”x17” alternative exhibits.

Task 6.0 Preliminary Design (30% Plans and Estimate)

6.1 Preliminary Design (30% Completion)

For the preliminary design, the CONSULTANT (DEA) shall develop a 30% preliminary design and prepare the project drawings as shown in Appendix A.

An opinion of probable construction cost for the preliminary design shall be prepared by the CONSULTANT (DEA).

Using the design schedule, the CONSULTANT shall update the schedule with any time sensitive elements or restrictions and major work elements.

Meetings:

- The CONSULTANT shall attend one comment resolution meeting to discuss the CITY's comments on 30% comments.

Assumptions:

- None.

Deliverables:

- 30% Plans.
- 30% Opinion of Probable Construction Cost.

Task 7.0 Utility Coordination

7.1 Utility Coordination

The CITY will take the lead with contacting, coordinating, and arranging meetings with utility owners. The CONSULTANT (DEA) shall assist the CITY meeting utility owners at the project site, preparing exhibits for utility owner verification, and PDF files of 30%, 60%, and 90% PS&E submittals.

Meetings:

- The CONSULTANT (DEA) shall attend up to one (1) meeting with utility owners at the project site.

Assumptions:

- Anticipated utilities are existing overhead utility lines and Redmond's water, storm lines, and sanitary sewer lines.

Deliverables:

- Utility basemap exhibits for utility owners' verification.
- 30%, 60%, and 90% Plans for Utility Owners review.

7.2 Utility Conflict Resolution and Potholing

The CONSULTANT (DEA) will provide identification, documentation, and a proposed resolution of potential subsurface conflicts between existing utilities and proposed CITY facilities. The CONSULTANT will also provide identification, documentation, and a proposed resolution of potential surface and above-ground conflicts between existing utilities and proposed CITY facilities.

The proposed improvements may require and would benefit from having subsurface utility potholing performed. The CONSULTANT (DEA) shall coordinate the potholing, including the survey and the contracting of the potholing subcontractor. For estimating purposes, it is

assumed Five (5) locations will be potholed. If additional potholes are required, this will be done as an extra service.

The CONSULTANT (DEA) shall utilize a private locating service to locate and determine the depth of buried utilities. The CONSULTANT (DEA) shall identify the potential conflicts with existing utilities to remain and identify up to three (3) locations where more data would assist in the relocation design. The utility locate company will provide temporary traffic control plans and a plan of the potholing procedure to the CITY for approval prior to performing work.

The CONSULTANT (DEA) shall coordinate with the utility locating service and survey the pothole locations and elevations. The locating information shall be provided to the CITY in tabular format with references to the plan locations.

The CONSULTANT (DEA) shall prepare a utility summary memorandum. This memorandum will include list of utilities contacted, utility resolutions for each utility conflict, and unresolved utility conflicts that need to be addressed during construction.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- Traffic Control Plans for the field work to be coordinated with adjacent projects.

Deliverables:

- Traffic Control Plans for fieldwork.
- Utility conflict resolution and pothole matrix (30%, 60%, 90%).
- Updated utility base map.
- Utility Summary Memorandum (Draft and Final) (Electronic PDF format).

Task 8.0 Geotechnical

See attached geotechnical scope of services by HWA.

Task 9.0 Hydraulic Report

9.1 Preliminary and Final Hydraulic Report

As part of the 30% preliminary design, the CONSULTANT shall develop a conceptual drainage design for the PROJECT. The 30% preliminary design will further develop the selected water quality alternatives from Task 5.0.

The CONSULTANT (DEA) shall prepare stormwater calculations and a Draft and Final Hydraulic Report based upon the proposed facilities for the corridor that includes the following elements:

- Project overview
  - General description of project
  - Existing soils type(s)
- Existing conditions summary
  - Review existing site conditions
  - Identify site limitations
- Off-site analysis (upstream and downstream)
  - Study area definition
  - Review of available information
  - Field Inspection

- Minimum requirements
  - Address 9 minimum requirements outlined by Department of Ecology
- Permanent Stormwater Control Plan
  - Existing Site Hydrology
  - Developed Site Hydrology
  - Performance Standards and Goals
  - Flow Control System
  - Water Quality System
  - Conveyance System Analysis and Design, including downstream analysis ¼ mile past project limits
- Construction Stormwater Pollution Prevention Plan
  - Evaluation of 13 elements outlined by Washington State Department of Ecology (DOE)
- Special reports and studies
  - Reference other studies prepared for project (geotechnical report, critical area study, etc.)
- Other permits
  - List of other permits and approvals required
- Operations and maintenance manual

Exhibits will be used within the Hydraulic Report to convey the existing conditions and design approach proposed for the PROJECT. The following specific items, or combination of items, will be added as an exhibit or exhibits to the appropriate sections of the Hydraulic Report:

- Existing/proposed conditions
- Existing/proposed pavement limits
- Threshold discharge areas
- Off-site flow onto/through the project limits
- Stormwater release points
- Critical areas
- Existing drainage system with flow direction, 'used,' and 'abandoned' notations

Meetings:

- The CONSULTANT shall attend up to two (2) drainage focused meetings with Redmond's stormwater staff to discuss various stormwater topics.

Assumptions:

- For 30% Preliminary Design, drainage profiles will not be developed, but areas of new impervious areas will be estimated.
- Stormwater preliminary design data will be determined and provided to support the SEPA documentation.
- It is assumed the PROJECT will be defined as a "Large Project" as define in City of Redmond Stormwater Technical Notebook, Section 3.5
- Two (2) site visit will be required to locate proposed facilities.
- The Final Hydraulic Report assumes compliance with City of Redmond 2022 Stormwater Technical Notebook, Issue No. 9, amended on January 1, 2025.
- Low impact stormwater design concepts will be incorporated into the drainage design where practical.
- The drainage design will be incorporated into the Final Design element.

- The CITY will provide one set of consolidated comments for each draft submittal of the Hydraulic Report.

Deliverables:

- Stormwater Data for SEPA document.
- Draft Hydraulic Report. Submitted with 30% design.
- Draft Hydraulic Report. Submitted with 60% design.
- Final Hydraulic Report. Submitted with 100% design.

Task 10.0 Water Well Decommission

The purpose of this project is to decommission an existing hand-dug well located in the park in accordance with Washington Administrative Code (WAC) 173-160-381 and Department of Ecology (Ecology) requirements. The well is not intended for future beneficial use and poses potential environmental and liability risks if left in its current condition.

The CONSULTANT shall perform the following items.

- Notify Ecology's Northwest Regional Office of the City's intent to decommission the well.
- Confirm well registration, applicability of decommissioning standards, and required documentation.
- Obtain applicable Ecology forms and coordinate submittals.

Meetings:

- No meetings are anticipated for this work element.

Assumptions:

- No hazardous or contaminated materials are anticipated; discovery of such conditions will require a contract amendment.
- Ecology filing fees, if applicable, are excluded.
- Site restoration is limited to returning disturbed areas to pre-existing grade; landscaping is excluded.

Deliverables:

- Email Correspondence

Task 11.0 Final Design Plans, Specifications, and Estimates (PS&E)

11.1 60% Submittal

11.1.1 60% Plans

Symbols used by the CONSULTANT in the plans shall follow APWA standards. If the symbols are not in the APWA standards, then WSDOT standard symbols shall be used.

The CONSULTANT's 60% submittal shall include drawings, quantities, specifications, and the Engineer's estimate. All 30% plan submittal comments received shall be incorporated into the submittal. The CITY shall review the submittal and return a consolidated set of comments to the CONSULTANT. The anticipated 60% plans are shown in Appendix A.

Meetings:

- The CONSULTANT shall attend a comment resolution meeting to discuss the CITY's 60% comments.

Assumptions:

- The CITY review period shall last three weeks.
- Project design work will be performed assuming basic design parameters that will be acceptable to the CITY. Examples include, but are not limited to, the use of standard proprietary retaining walls such as modular block walls, railings, standard and uniform landscape items and design, standard plan and profiles, and similar design criteria.
- The CITY will provide requirements or input on the aesthetic treatment of exposed wall surfaces.
- Irrigation will be contractor design item; DEA will show on the plans known irrigation and points of connection for irrigation water supply.

Deliverables:

- Comment responses spreadsheet from 30% submittal.
- 60% Plans.

11.1.2 60% Estimate

The CONSULTANT's opinion of probable construction cost shall be included with the submittal. The opinion of probable construction cost will include an itemized list in tabular form describing specification section, item, number of units (quantity), estimated unit costs, and total cost, with the understanding that any cost opinion provided by the CONSULTANT will be on the basis of experience and judgment. The cost opinion shall be prepared using standard unit costs and lump sum prices. The "Bid Proposal" within the boilerplate specifications shall be prepared from this information by the CONSULTANT.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- There will be two bid schedules, one for shared use path improvements and one for pavement overlay.

Deliverables:

- Comment responses spreadsheet from 30% submittal.
- 60% Opinion of Probable Construction Cost

11.1.3 60% Specifications

The CONSULTANT shall develop the PROJECT specifications. Project specific special provisions will be identified at the 60% level but not completed at this stage.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- The CITY will supply the CONSULTANT (DEA) with the current version of the City of Redmond Special Provisions.

Deliverables:

- Comment responses spreadsheet from 30% submittal.
- 60% Specification.

11.2 90% Submittal

The CONSULTANT's 90% submittal shall be the complete PS&E and shall include all drawings, quantities, the specification package and special provisions, and the opinion of probable construction cost.

11.2.1 90% Plans

The 60% Design Plan submittal comments shall be incorporated into the 90% submittal. The CITY shall review the submittal and return one set of consolidated comments to the CONSULTANT. The review period shall last three weeks.

Meetings:

- The CONSULTANT shall attend a comment resolution meeting to discuss the CITY's 60% comments.

Assumptions:

- The CITY review period shall last three weeks.

Deliverables

- Comment response spreadsheet from 60% submittal.
- 90% Plans.

11.2.2 90% Estimate

The 60% opinion of probable construction cost submittal comments shall be incorporated into the 90% submittal. The CONSULTANT shall update the Engineer's Estimate based on design updates.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- Comment responses spreadsheet from 60% submittal.
- 90% Opinion of Probable Construction Cost.

11.2.3 90% Specifications

The 60% specification submittal comments shall be incorporated into the 90% submittal. The CONSULTANT shall update the specifications and prepare all special provisions.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- Comment responses spreadsheet from 60% submittal.
- 90% Specification.

11.2.4 90% Construction Schedule

The CONSULTANT shall prepare a construction schedule to determine construction duration.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- 90% Construction Schedule.

11.3 100% Submittal

The CONSULTANT 100% package shall include completed drawings, the quantities complete, the specifications package and special provisions ready to advertise for bid, and the final opinion of probable construction cost. Plans and specifications shall include details on any property acquisitions and commitments. The 90% PS&E Plan submittal comments shall be incorporated into the submittal. The CONSULTANT shall make no further changes to the documents without the approval of the CITY.

The CONSULTANT shall update the design report based on comments received by the City and any new project information.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- None.

Deliverables:

- Comment responses spreadsheet from 90% submittal.
- 100% Complete Plan set.
- 100% Complete Contract Provisions Book.
- 100% Opinion of Probable Construction Cost.
- Final Construction Schedule.

11.4 Bid Ready Documents

The CONSULTANT's Bid Ready package shall include completed drawings, the quantities complete, the specifications package and special provisions ready to advertise for bid, and the final Engineer's estimate. The 100% PS&E Plan submittal comments shall be incorporated into the submittal.

Meetings:

- No meeting is anticipated with this work element.

Assumptions:

- Each sheet shall be stamped and signed by the CONSULTANT.
- The cover page shall be stamped and signed by the CONSULTANT.

Deliverables:

- Signed Plan Set.
- Signed Contract Provisions Book (PDF and Word Electronic files).
- Bid Ready Engineer's Estimate that matches the bid item lists in the contract plans (PDF and Excel Electronic files).

Task 12.0 Bid and Award Support

The CONSULTANT shall provide assistance during the bid and award of the construction contract. The following tasks will be provided by the CONSULTANT on an as-needed basis. The CONSULTANT shall obtain written authorization from the CITY prior to providing any of the following services:

- The CONSULTANT shall attend and participate in a pre-Bid meeting to assist the CITY in responding to questions and inquires.
- The CONSULTANT shall attend and summarize a pre-construction meeting with the construction contractor to assist the CITY in responding to questions and inquiries.
- The CONSULTANT shall assist the CITY during the bid period to answer any questions that arise concerning the PS&E documents and will assist the CITY in preparing any addenda required to the extent of the budget provided in this contract.

The CONSULTANT shall prepare As-Bid plans and contract provisions that incorporates all addenda's plans and specifications revisions to the CITY.

Assumptions:

- No hard copy will be provided by the CONSULTANT.

Deliverables:

- Attend, participate in and summarize pre-Bid meeting.
- Attend, participate in and summarize pre-construction meeting.
- Prepare response to bidder questions and bid document addenda.
- Assist with bidder checks such as bid documents and reference checks.
- As-Bid Plans.
- As-Bid Contract Provisions.

Task 13.0 Optional Services

In addition, Optional Services may be required and are to be utilized only for unforeseen added work that is not included in this Scope of Services. The CONSULTANT shall obtain written authorization from the CITY prior to doing any work under Optional Services. The compensation amount for work under Optional Services must be agreed to prior to the commencement of the work and will be paid for with the Management Reserve (aka contingency) funds and / or supplemental agreement(s). The CITY will not compensate the CONSULTANT for work under Optional Services without prior written authorization and agreement on the compensation amount. Potential Optional Services tasks may include but not limited to:

- Maximum Extent Feasible (MEF) document preparation
- Additional investigations and design services
- Construction Support
- Record Drawings preparation

Appendix A

Anticipate Plans

Anticipated PS&E Plan Sheet Index					
Number of Plan Sheets	Description	Anticipated Plan Sheets at Each PS&E Delivery			
		30%	60%	90%	100%
1	Cover Sheet with Vicinity Map and Index	x	x	x	x
1	Legend and Abbreviations	x	x	x	x
1	Typical Sections	x	x	x	x
4	Survey Control/Alignment Plan	x	x	x	x
5	TESC Plans and Details			x	x
4	Site Preparation Plan	x	x	x	x
1	Well Decomission Plan and Details			x	x
2	Parking Lot Plan	x	x	x	x
2	Parking Lot Grading Plan	x	x	x	x
2	Parking Lot Details		x	x	x
2	Roadway/Shared Use Path Plan	x	x	x	x
1	Roadway/Shared Use Path Details			x	x
1	Driveway Plan and Profile		x	x	x
2	Curb Ramp Plan		x	x	x
2	Wall Plan and Profile	x	x	x	x
1	Wall Details			x	x
2	Parking Lot Drainage Plan	x	x	x	x
2	Parking Lot Drainage Profile		x	x	x
2	Parking Lot Details			x	x
2	Roadway Drainage Plan	x	x	x	x
2	Roadway Drainage Profile		x	x	x
1	Roadway Drainage Details			x	x
2	Parking Lot Channelization Plan	x	x	x	x
2	Roadway Channelization Plan	x	x	x	x
2	Tree Preservation/Mitigation Plan			x	x
2	Parking Lot Landscape Plan		x	x	x
2	Roadway Landscape Plan		x	x	x
2	Landscape Details		x	x	x
2	Parking Lot Irrigation Plan			x	x
2	Roadway Irrigation Plan			x	x
1	Irrigation Details			x	x
2	Parking Lot Staging Plans		x	x	x
2	Traffic Control Plans		x	x	x
64	Anticipated Total Sheets				
Contract Special Provisions			x	x	x
Engineer's Opinion of Construction Cost		x	x	x	x

Appendix B

HWA Geotechnical Scope of Services

HWA GeoSciences Inc.
DBE/MWBE

September 15, 2025
HWA Project No. 2025-184-21

David Evans and Associates, Inc.
14432 SE Eastgate Way, Suite 400
Bellevue, Washington 98007

Attention: Manuel Feliberti, P.E.

Regarding: **GEOTECHNICAL SERVICES**
IDYLWOOD PARK IMPROVEMENTS
REDMOND, WASHINGTON

Mr. Feliberti,

As requested, HWA GeoSciences Inc. (HWA) is pleased to present this scope of work to provide geotechnical engineering services to support the Idylwood Park Improvements project in Redmond, Washington. Based on our understanding of the project, we recommend the following additional geotechnical scope of work.

SCOPE OF WORK

Project Management

1. **Project Setup:** HWA will set the project up in our billing system and attend one conference call with the design team to go over project objectives and requirements.
2. **Project and Contract Management:** HWA will prepare monthly invoices, and progress reports, if required. We will correspond with the design team in the form of emails, telephone calls, and meetings, as necessary. We will provide project management for the geotechnical engineering task, and we will coordinate with and manage our subcontractors.

Geotechnical Field Work:

1. **Plan Field Exploration Program:** HWA will plan and coordinate a geotechnical exploration program for the project consisting of approximately 6 test pit excavations. Planning will include identification of the locations of the test pits and clearing subsurface utilities using a private utility locator as well as the Utility Notification Center. HWA will subcontract excavation of the test pits. We assume no traffic control plans or ROW permit will be required.
2. **Mark Test Pit Locations & Conduct Utility Locates:** HWA will visit the site with a private utility locator and mark the proposed test pit locations in the field with stakes and white paint and arrange for

21312 30th Dr. SE, STE. 110, Bothell, WA 98021 | 425.774.0106 | hwageo.com

utility locates using the Utility Notification Center. HWA will not be held liable for damage to utilities or other underground structures not defined or located for HWA by the City or the Utilities Underground Location Center.

3. **Conduct Explorations:** HWA will log the excavation of approximately 6 test pits (one day) to assess subsurface soils and groundwater conditions in the vicinity of proposed improvements. Soil samples will be taken for laboratory testing to assess engineering properties and the feasibility of stormwater infiltration.
4. **Generate Test Pit Logs and Assign Laboratory Testing:** HWA will prepare photographic test pit logs and perform laboratory testing to evaluate relevant physical properties of the site soils.

Geotechnical Engineering Analysis and Recommendations

1. **Evaluate Field and Laboratory Data:** HWA will evaluate the data obtained from the test pits and laboratory testing to develop design recommendations for new parking lot pavement, shallow utility installation, general earthwork, feasibility of stormwater infiltration and short retaining walls.
2. **Draft Geotechnical Letter Report**: HWA will prepare a draft letter report containing the results of the explorations and analyses performed, including descriptions of surface and subsurface conditions; a site plan showing test pit locations; summary test pit logs; and laboratory test results. This report will provide our design recommendations for the proposed improvements.
3. **Final Report:** HWA will finalize the previously submitted draft geotechnical report based on review comments from the design team and the City.

ASSUMPTIONS

- The test pits proposed herein will not be used to assess site environmental conditions. However, visual or olfactory observations regarding potential contamination will be noted. Analysis, testing, storage, and handling of potentially contaminated soil and groundwater are beyond this scope of services. If contaminated soils and/or groundwater are encountered, the material will be properly contained on-site for disposal as mutually agreed upon without additional cost to HWA.
- The test pits will be backfilled with excavated soils, compacted in lifts with the excavator bucket, and the surface restored with sod removed prior to excavation. Some disturbance and surface settlement should be anticipated in these locations.
- Test pit locations will be located using handheld GPS and measurements from existing know features.

September 15, 2025
HWA Project No. 2025-184-21

We appreciate the opportunity to present this proposal for services on this project. If you have any questions regarding this proposal, or need additional information, please do not hesitate to contact us.

Sincerely,
HWA GeoSciences Inc.



Bryan Hawkins, P.E.
Senior Geotechnical Engineer

N/A

~~Exhibit B~~
~~DBE Participation Plan~~

In the absents of a mandatory DBE goal, a voluntary SBE goal amount of ten percent of the Consultant Agreement is established. The Consultant shall develop a SBE Participation Plan prior to commencing work. Although the goal is voluntary, the outreach efforts to provide SBE maximum practicable opportunities are not.

Exhibit C
Preparation and Delivery of Electronic Engineering and Other Data

In this Exhibit the agency, as applicable, is to provide a description of the format and standards the consultant is to use in preparing electronic files for transmission to the agency. The format and standards to be provided may include, but are not limited to, the following:

I. Surveying, Roadway Design & Plans Preparation Section

A. Survey Data

Standard: City of Redmond Datum Control, State Plan Coordinate System
Format: Basemap in CAD/Civil3d
Transmission: Email, Sharepoint

B. Roadway Design Files

Standard: City of Redmond Datum Control, State Plan Coordinate System
Format: Basemap in CAD/Civil3d
Transmission: Email, Sharepoint

C. Computer Aided Drafting Files

Standard: City of Redmond Datum Control, State Plan Coordinate System
Format: Basemap in CAD/Civil3d
Transmission: Email, Sharepoint

D. Specify the Agency's Right to Review Product with the Consultant

Agency will retain the rights to review all deliverables referenced in the Scope of Work Exhibit A.

E. Specify the Electronic Deliverables to Be Provided to the Agency

Deliverables outlined in Scope of Work Exhibit A.

F. Specify What Agency Furnished Services and Information Is to Be Provided

Agency furnished services and information outlined in Scope of Work Exhibit A.

II. Any Other Electronic Files to Be Provided

Excel Spreadsheets
Word Documents
PDF Files
Microsoft Project Schedule

III. Methods to Electronically Exchange Data

Email, Sharepoint

A. Agency Software Suite

N/A

B. Electronic Messaging System

N/A

C. File Transfers Format

PDF, ZIP, Word, Excel, Project, CAD

Exhibit D
Prime Consultant Cost Computations

See attached Exhibit D

Exhibit D

Consultant Fee Determination

Project Name: Idylwood Park Parking Lot Expansion and Frontage Improvements
Project Number: 2371
Consultant: David Evans and Associates, Inc.

NEGOTIATED HOURLY RATES

Classification	Hours	DSC	Overhead 177.26%	Fee (Profit) 26.25%	Total Hourly Rate	Total
Project Manager V	216	$ 103.30	$183.11	$27.12	$314	$67,722
Project Manager IV	62	$ 88.00	$155.99	$23.10	$267	$16,560
Project Coordinator III	21	$ 41.30	$73.21	$10.84	$125	$2,632
Project Accountant V	13	$ 52.00	$92.18	$13.65	$158	$2,052
Project Manager IV	19	$ 75.22	$133.33	$19.75	$228	$4,338
Office Survey Technician V	76	$ 53.30	$94.48	$13.99	$162	$12,295
Party Chief IV	76	$ 49.68	$88.06	$13.04	$151	$11,460
Party Chief I	76	$ 37.50	$66.47	$9.84	$114	$8,650
Engineer III	292	$ 56.00	$99.27	$14.70	$170	$49,630
Designer IV	620	$ 68.00	$120.54	$17.85	$206	$127,960
Designer IV	32	$ 68.50	$121.42	$17.98	$208	$6,653
Engineering Designer I	182	$ 37.30	$66.12	$9.79	$113	$20,604
Engineer V	16	$ 77.00	$136.49	$20.21	$234	$3,739
Engineer V	186	$ 76.30	$135.25	$20.03	$232	$43,074
Engineering Designer I	131	$ 38.00	$67.36	$9.98	$115	$15,109
Engineer VII	234	$ 101.36	$179.67	$26.61	$308	$71,987
Engineer III	329	$ 55.28	$97.99	$14.51	$168	$55,200
Project Manager V	147	$ 72.00	$127.63	$18.90	$219	$32,123
Landscape Architect III	138	$ 46.00	$81.54	$12.08	$140	$19,267
Business Development IV	66	$ 82.00	$145.35	$21.53	$249	$16,426
GIS Analyst IV	22	$ 55.00	$97.49	$14.44	$167	$3,672
Scientist III	48	$ 44.00	$77.99	$11.55	$134	$6,410
Scientist II	16	$ 40.40	$71.61	$10.61	$123	$1,962
Project Manager III	2	$ 73.00	$129.40	$19.16	$222	$443
Total Hours	3,020				**Subtotal:**	$599,966

REIMBURSABLES

Mileage	$420
Potholes	$4,500
Utility Locates	$2,000
Subtotal:	$6,920

SUBCONSULTANT COSTS (See Exhibit E)

HWA GeoSciences	$31,258
Subtotal:	$31,258
Total:	$638,144
Contingency:	$63,816
GRAND TOTAL:	$701,960

Only key staff are shown and other staff may work on and charge to the project as needed by the project manager.
This sheet is to used as cost estimate sheet only, not as job classification rate sheet.

Actuals Not To Exceed Table (ANTE)

David Evans and Associates, Inc.
Idylwood Park Parking Lot Expansion and Frontage Improvements

JOB CLASSIFICATIONS	2025 Labor Rate NTE	Overhead NTE 177.26%	Fixed Fee NTE 26.25%	2025 All Inclusive Hourly Billing Rate NTE
Administrative Assist IV (ADM4)	$47.25	$83.76	$12.40	$143.41
Business Development Leader I (BUD1)	$73.74	$130.71	$19.36	$223.81
Business Development Leader II (BUD2)	$119.32	$211.50	$31.32	$362.14
Business Development Leader III (BUD3)	$113.59	$201.35	$29.82	$344.75
Business Development Leader IV (BUD4)	$155.40	$275.46	$40.79	$471.65
BU/COE Sr. Manager I (BUS1)	$88.81	$157.43	$23.31	$269.55
BU/COE Sr. Manager II (BUS2)	$122.17	$216.55	$32.07	$370.79
BU/COE Sr. Manager III (BUS3)	$164.85	$292.21	$43.27	$500.34
CAD Technician I (CAD1)	$31.19	$55.29	$8.19	$94.67
CAD Technician II (CAD2)	$39.52	$70.05	$10.37	$119.95
CAD Technician III (CAD3)	$41.04	$72.75	$10.77	$124.56
CAD Technician IV (CAD4)	$58.16	$103.10	$15.27	$176.53
CAD Technician V (CAD5)	$59.24	$105.01	$15.55	$179.79
COE Delivery Leader I (CDL1)	$54.32	$96.28	$14.26	$164.85
COE Delivery Leader II (CDL2)	$61.63	$109.25	$16.18	$187.07
COE Delivery Leader III (CDL3)	$92.49	$163.94	$24.28	$280.70
Construction Inspector I (CIN1)	$38.50	$68.25	$10.11	$116.85
Construction Inspector II (CIN2)	$44.85	$79.50	$11.77	$136.13
Construction Inspector III (CIN3)	$53.29	$94.46	$13.99	$161.73
Construction Inspector IV (CIN4)	$64.98	$115.19	$17.06	$197.23
Construction Inspector V (CIN5)	$70.00	$124.08	$18.38	$212.46
Construction Services Manager I (CSM1)	$44.31	$78.54	$11.63	$134.48
Construction Services Manager II (CSM2)	$54.27	$96.20	$14.25	$164.71
Construction Services Manager III (CSM3)	$81.10	$143.76	$21.29	$246.15
Construction Services Manager IV (CSM4)	$86.43	$153.21	$22.69	$262.32
Deputy Construction Manager (DCON)	$46.45	$82.33	$12.19	$140.97
Designer I (DES1)	$37.05	$65.67	$9.73	$112.45
Designer II (DES2)	$48.30	$85.62	$12.68	$146.60
Designer III (DES3)	$61.95	$109.81	$16.26	$188.02
Designer IV (DES4)	$72.47	$128.46	$19.02	$219.96
Designer V (DES5)	$74.09	$131.34	$19.45	$224.88
Electrical Engineer II (ELE2)	$53.13	$94.18	$13.95	$161.25
Electrical Engineer III (ELE3)	$52.08	$92.32	$13.67	$158.07
Engineering Designer I (END1)	$45.13	$80.00	$11.85	$136.97
Engineering Designer II (END2)	$56.13	$99.50	$14.73	$170.36
Engineering Designer III (END3)	$62.15	$110.17	$16.31	$188.63

Actuals Not To Exceed Table (ANTE)

David Evans and Associates, Inc.
Idylwood Park Parking Lot Expansion and Frontage Improvements

JOB CLASSIFICATIONS	2025 Labor Rate NTE	Overhead NTE 177.26%	Fixed Fee NTE 26.25%	2025 All Inclusive Hourly Billing Rate NTE
Engineer III (ENG3)	$64.94	$115.11	$17.05	$197.09
Engineer IV (ENG4)	$72.98	$129.36	$19.16	$221.50
Engineer V (ENG5)	$82.95	$147.04	$21.77	$251.76
Engineer VI (ENG6)	$96.60	$171.23	$25.36	$293.19
Engineer VII (ENG7)	$119.70	$212.18	$31.42	$363.30
Flight Operations Manager (FLOM)	$81.23	$143.99	$21.32	$246.54
Field Survey Technician I (FST1)	$28.35	$50.25	$7.44	$86.05
Field Survey Technician II (FST2)	$30.62	$54.28	$8.04	$92.95
Field Survey Technician III (FST3)	$34.67	$61.45	$9.10	$105.22
Field Survey Technician IV (FST4)	$37.14	$65.83	$9.75	$112.72
GIS Analyst II (GIA2)	$47.25	$83.76	$12.40	$143.41
GIS Analyst III (GIA3)	$51.99	$92.15	$13.65	$157.79
GIS Analyst IV (GIA4)	$55.65	$98.65	$14.61	$168.90
GIS Manager (GISM)	$61.95	$109.81	$16.26	$188.02
Graphic Designer II (GRD2)	$48.30	$85.62	$12.68	$146.60
Graphic Designer III (GRD3)	$51.65	$91.55	$13.56	$156.75
Geospatial Technician I (GST1)	$41.18	$73.00	$10.81	$124.99
Geospatial Technician II (GST2)	$45.00	$79.77	$11.81	$136.58
Geospatial Technician III (GST3)	$51.50	$91.29	$13.52	$156.31
Geospatial Technician IV (GST4)	$64.18	$113.77	$16.85	$194.79
Hydrographer I (HYD1)	$32.49	$57.58	$8.53	$98.60
Hydrographer II (HYD2)	$35.09	$62.19	$9.21	$106.49
Hydrographer III (HYD3)	$42.00	$74.45	$11.03	$127.47
Hydrographer IV (HYD4)	$61.86	$109.66	$16.24	$187.76
Hydrographer V (HYD5)	$73.50	$130.29	$19.29	$223.08
Hydrographer VI (HYD6)	$85.00	$150.67	$22.31	$257.98
Intern I (INT1)	$27.52	$48.77	$7.22	$83.51
Intern II (INT2)	$24.05	$42.63	$6.31	$72.99
Landscape Designer I (LAD1)	$30.87	$54.72	$8.10	$93.69
Landscape Designer IV (LAD4)	$50.04	$88.70	$13.14	$151.87
Landscape Architect II (LAR2)	$43.50	$77.11	$11.42	$132.02
Landscape Architect III (LAR3)	$51.54	$91.36	$13.53	$156.43
Landscape Architect IV (LAR4)	$63.53	$112.61	$16.68	$192.81
Landscape Architect V (LAR5)	$65.61	$116.30	$17.22	$199.13
Office Survey Technician I (OST1)	$35.18	$62.35	$9.23	$106.76
Office Survey Technician II (OST2)	$35.28	$62.54	$9.26	$107.08

Actuals Not To Exceed Table (ANTE)

David Evans and Associates, Inc.
Idylwood Park Parking Lot Expansion and Frontage Improvements

JOB CLASSIFICATIONS	2025 Labor Rate NTE	Overhead NTE 177.26%	Fixed Fee NTE 26.25%	2025 All Inclusive Hourly Billing Rate NTE
Office Survey Technician III (OST3)	$42.71	$75.71	$11.21	$129.64
Office Survey Technician IV (OST4)	$48.15	$85.35	$12.64	$146.14
Office Survey Technician V (OST5)	$50.83	$90.10	$13.34	$154.27
Office Survey Technician VI (OST6)	$56.00	$99.27	$14.70	$169.97
Project Accountant II (PAC2)	$37.91	$67.19	$9.95	$115.05
Project Accountant III (PAC3)	$43.58	$77.25	$11.44	$132.27
Project Accountant IV (PAC4)	$49.35	$87.48	$12.95	$149.78
Project Accountant V (PAC5)	$53.32	$94.51	$14.00	$161.83
Party Chief I (PCH1)	$38.33	$67.93	$10.06	$116.32
Party Chief II (PCH2)	$44.18	$78.31	$11.60	$134.09
Party Chief III (PCH3)	$50.69	$89.85	$13.31	$153.84
Party Chief IV (PCH4)	$58.28	$103.30	$15.30	$176.87
Party Chief V (PCH5)	$65.00	$115.22	$17.06	$197.28
Project Controls Specialist I (PCS1)	$41.00	$72.68	$10.76	$124.44
Project Controls Specialist II (PCS2)	$48.00	$85.08	$12.60	$145.68
Project Controls Specialist III (PCS3)	$53.97	$95.67	$14.17	$163.80
Project Controls Specialist IV (PCS4)	$63.29	$112.18	$16.61	$192.08
Project Controls Specialist V (PCS5)	$72.44	$128.41	$19.02	$219.86
Project Coordinator I (PJC1)	$33.50	$59.38	$8.79	$101.68
Project Coordinator II (PJC2)	$36.87	$65.36	$9.68	$111.91
Project Coordinator III (PJC3)	$41.30	$73.21	$10.84	$125.35
Project Coordinator IV (PJC4)	$46.14	$81.80	$12.11	$140.05
Project Coordinator V (PJC5)	$51.54	$91.36	$13.53	$156.43
Project Coordinator VI (PJC6)	$61.50	$109.01	$16.14	$186.66
Project Manager I (PJM1)	$59.24	$105.01	$15.55	$179.80
Project Manager II (PJM2)	$71.48	$126.70	$18.76	$216.94
Project Manager III (PJM3)	$86.58	$153.47	$22.73	$262.78
Project Manager IV (PJM4)	$106.04	$187.97	$27.84	$321.85
Project Manager V (PJM5)	$124.95	$221.49	$32.80	$379.24
Project Manager VI (PJM6)	$138.60	$245.68	$36.38	$420.66
Planner I (PLN1)	$38.99	$69.12	$10.24	$118.34
Planner II (PLN2)	$48.74	$86.41	$12.80	$147.95
Planner III (PLN3)	$61.12	$108.34	$16.04	$185.51
Planner IV (PLN4)	$72.53	$128.56	$19.04	$220.13
Project Surveyor I (PSV1)	$56.84	$100.75	$14.92	$172.52
Project Surveyor II (PSV2)	$56.18	$99.58	$14.75	$170.50

Actuals Not To Exceed Table (ANTE)

David Evans and Associates, Inc.
Idylwood Park Parking Lot Expansion and Frontage Improvements

JOB CLASSIFICATIONS	2025 Labor Rate NTE	Overhead NTE 177.26%	Fixed Fee NTE 26.25%	2025 All Inclusive Hourly Billing Rate NTE
Project Surveyor III (PSV3)	$65.10	$115.40	$17.09	$197.59
Project Surveyor IV (PSV4)	$75.60	$134.01	$19.85	$229.45
QA/QC Specialist II (QAC2)	$43.23	$76.63	$11.35	$131.21
QA/QC Specialist III (QAC3)	$54.60	$96.78	$14.33	$165.72
QA/QC Specialist IV (QAC4)	$96.60	$171.23	$25.36	$293.19
Remote Pilot I (RPL1)	$30.56	$54.16	$8.02	$92.74
Remote Pilot II (RPL2)	$44.18	$78.31	$11.60	$134.09
Remote Pilot III (RPL3)	$68.25	$120.98	$17.92	$207.15
Survey Analyst I (SAN1)	$40.72	$72.18	$10.69	$123.60
Survey Analyst II (SAN2)	$60.38	$107.02	$15.85	$183.24
Scientist I (SCI1)	$38.71	$68.62	$10.16	$117.50
Scientist II (SCI2)	$43.05	$76.31	$11.30	$130.66
Scientist III (SCI3)	$45.48	$80.62	$11.94	$138.05
Scientist IV (SCI4)	$76.65	$135.87	$20.12	$232.64
Support Svcs Specialist II (SSS2)	$23.27	$41.26	$6.11	$70.64
Support Svcs Specialist III (SSS3)	$32.51	$57.63	$8.53	$98.68
Support Svcs Specialist IV (SSS4)	$35.00	$62.04	$9.19	$106.23
Support Svcs Specialist V (SSS5)	$43.00	$76.22	$11.29	$130.51
Support Svcs Specialist VI (SSS6)	$50.00	$88.63	$13.13	$151.76
Support Svcs Specialist VII (SSS7)	$58.80	$104.23	$15.44	$178.46
Survey Manager I (SVM1)	$66.93	$118.65	$17.57	$203.15
Survey Manager II (SVM2)	$80.85	$143.31	$21.22	$245.39
Survey Manager III (SVM3)	$85.05	$150.76	$22.33	$258.14

Washington State Department of Transportation

Development Division
Contract Services Office
PO Box 47408
Olympia, WA 98504-7408
7345 Linderson Way SW
Tumwater, WA 98501-6504

TTY: 1-800-833-6388
www.wsdot.wa.gov

April 17, 2025

David Evans and Associates, Inc
703 Douglas Fir Dr.
Magnolia, TX, 77354

Subject: Acceptance FYE 2024 ICR – Cognizant Review

Dear Marie Fuzzell:

We have accepted your firm's FYE 2024 Indirect Cost Rate (ICR) of 177.26% of direct labor (rate includes 0.90% Facilities Capital Cost of Money) based on the "Cognizant Review" from The Oregon Department of Transportation (ODOT). This rate will be applicable for WSDOT Agreements and Local Agency Contracts in Washington only. This rate may be subject to additional review if considered necessary by WSDOT. Your ICR must be updated on an annual basis.

Costs billed to agreements/contracts will still be subject to audit of actual costs, based on the terms and conditions of the respective agreement/contract.

Any other entity contracting with your firm is responsible for determining the acceptability of the ICR.

If you have any questions, feel free to contact our office at **(360) 704-6397** or via email **consultantrates@wsdot.wa.gov**.

Regards,

Schatzie Harvey
Schatzie Harvey (Apr 18, 2025 06:39 PDT)

SCHATZIE HARVEY, CPA
Contract Services Manager

SH:kb

Exhibit E
Sub-consultant Cost Computations

If no sub-consultant participation listed at this time. The CONSULTANT shall not sub-contract for the performance of any work under this AGREEMENT without prior written permission of the AGENCY. Refer to section VI "Sub-Contracting" of this AGREEMENT.

See attached Exhibit E

EXHIBIT E

Subcontracted Work

Project Name: Idylwood Park Parking Lot Expansion and Frontage Improvements
Project Number: 2371
Consultant: David Evans and Associates, Inc.

The City permits subcontracts for the following portions of work of the Agreement:

Subconsultant	Work Description	Amount
HWA GeoSciences	Geotechnical	$31,258
	Total:	$31,258

Exhibit E

Consultant Fee Determination

Project Name: Idylwood Park Parking Lot Expansion and Frontage Improvements
Project Number: 2371
Subconsultant: **HWA GeoSciences**
Work Description: **Geotechnical**

NEGOTIATED HOURLY RATES

Classification	Hours	DSC	Overhead 30%	Fee (Profit) 179.28%	Total Hourly Rate	Total
Geotechnical Engineer VIII	24	$ 96.00	$28.80	$172.11	$297	$7,126
Geotechnical Engineer III	52	$ 54.00	$16.20	$96.81	$167	$8,685
Geologist III	34	$ 41.00	$12.30	$73.50	$127	$4,311
Geologist II		$ 34.00	$10.20	$60.96	$105	
CAD	4	$ 36.00	$10.80	$64.54	$111	$445
Contracts	4	$ 53.00	$15.90	$95.02	$164	$656
Administrative Support		$ 38.00	$11.40	$68.13	$118	
Total Hours	118				**Subtotal:**	$21,223

REIMBURSABLES

Mileage	$100
Laboratory Testing	$4,110
GPS for Exploration Locations	$75
Utility Locates	$750
Excavation Subcontractor	$5,000
Subtotal:	$10,035

Total: $31,258

Washington State Department of Transportation

Development Division
Contract Services Office
PO Box 47408
Olympia, WA 98504-7408
7345 Linderson Way SW
Tumwater, WA 98501-6504

TTY: 1-800-833-6388
www.wsdot.wa.gov

July 2, 2025

HWA GeoSciences, Inc
21312 30th Dr SE, Suite 110
Bothell, WA 98021

Subject: Acceptance FYE 2024 ICR – CPA Report

Dear Vasiliy P. Babko:

We have accepted your firm's FYE 2024 Indirect Cost Rate (ICR) of 179.28% of direct labor (rate includes 0.96% Facilities Capital Cost of Money) based on the "Independent CPA Report" prepared by T-MAX, CPA. This rate will be applicable for WSDOT Agreements and Local Agency Contracts in Washington only. This rate may be subject to additional review if considered necessary by WSDOT. Your ICR must be updated on an annual basis.

Costs billed to agreements/contracts will still be subject to audit of actual costs, based on the terms and conditions of the respective agreement/contract.

This was not a cognizant review. Any other entity contracting with the firm is responsible for determining the acceptability of the ICR.

If you have any questions, feel free to contact our office at **(360) 704-6397** or via email **consultantrates@wsdot.wa.gov**.

Regards,

Schatzie Harvey
Schatzie Harvey (Jul 3, 2025 07:03 PDT)

SCHATZIE HARVEY, CPA
Contract Services Manager

SH: kb

APPENDIX A

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

1. **Compliance with Regulations:** The contractor (hereinafter includes consultants) will comply with the Acts and the Regulations relative to Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, ***(Federal Highway Administration)***, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.

2. **Non-discrimination:** The contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor will not participate directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21. ***[Include Washington State Department of Transportation specific program requirements.]***

3. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding, or negotiation made by the contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the contractor of the contractor's obligations under this contract and the Acts and the Regulations relative to Non-discrimination on the grounds of race, color, or national origin. ***[Include Washington State Department of Transportation specific program requirements.]***

4. **Information and Reports:** The contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient or the ***(Federal Highway Administration)*** to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the contractor will so certify to the Recipient or the ***(Federal Highway Administration)***, as appropriate, and will set forth what efforts it has made to obtain the information.

5. **Sanctions for Noncompliance:** In the event of a contractor's noncompliance with the Non- discrimination provisions of this contract, the Recipient will impose such contract sanctions as it or the ***(Federal Highway Administration)*** may determine to be appropriate, including, but not limited to:

    a. withholding payments to the contractor under the contract until the contractor complies; and/or
    b. cancelling, terminating, or suspending a contract, in whole or in part.

6. **Incorporation of Provisions:** The contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The contractor will take action with respect to any subcontract or procurement as the Recipient or the ***(Federal Highway Administration)*** may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the contractor may request the Recipient to enter into any litigation to protect the interests of the Recipient. In addition, the contractor may request the United States to enter into the litigation to protect the interests of the United States.

APPENDIX E

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

Pertinent Non-Discrimination Authorities:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21.
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et seq.), (prohibits discrimination on the basis of sex);
- Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 et seq.), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27;
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131-12189) as implemented by Department of Transportation regulations at 49 C.F.R. parts 37 and 38;
- The Federal Aviation Administration's Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 et seq).

Exhibit G-1(a)	Certification of Consultant
Exhibit G-1(b)	Certification of City of Redmond
Exhibit G-2	Certification Regarding Debarment, Suspension and Other Responsibility Matters - Primary Covered Transactions
Exhibit G-3	Certification Regarding the Restrictions of the Use of Federal Funds for Lobbying
Exhibit G-4	Certificate of Current Cost or Pricing Data

Exhibit G-1(a) Certification of Consultant

I hereby certify that I am the and duly authorized representative of the firm of

David Evans and Associates, Inc.

whose address is

14432 SE Eastgate Way, Suite 400, Bellevue, WA 98007

and that neither the above firm nor I have

a) Employed or retained for a commission, percentage, brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for me or the above CONSULTANT) to solicit or secure this AGREEMENT;

b) Agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out this AGREEMENT; or

c) Paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for me or the above CONSULTANT) any fee, contribution, donation, or consideration of any kind for, or in connection with, procuring or carrying out this AGREEMENT; except as hereby expressly stated (if any);

I acknowledge that this certificate is to be furnished to the Washington State Department of Transportation and the Federal Highway Administration, U.S. Department of Transportation in connection with this AGREEMENT involving participation of Federal-aid highway funds, and is subject to applicable State and Federal laws, both criminal and civil.

David Evans and Associates, Inc.

Consultant (Firm Name)

Signature (Authorized Official of Consultant)

Date

Exhibit G-1(b) Certification of the City of Redmond

I hereby certify that I am the:

☒ Mayor

☐ Other

of the City of Redmond, and the City

or its representative has not been required, directly or indirectly as an express or implied condition in connection with obtaining or carrying out this AGREEMENT to:

a) Employ or retain, or agree to employ to retain, any firm or person; o

b) Pay, or agree to pay, to any firm, person, or organization, any fee, contribution, donation, or consideration of any kind; except as hereby expressly stated (if any):

I acknowledge that this certificate is to be furnished to the Washington State Department of Transportation

and the Federal Highway Administration, U.S. Department of Transportation, in connection with this AGREEMENT involving participation of Federal-aid highway funds, and is subject to applicable State and Federal laws, both criminal and civil.

Signature

Date

Exhibit G-2 Certification Regarding Debarment Suspension and Other Responsibility Matters - Primary Covered Transactions

I. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

A. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

B. Have not within a three (3) year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State anti-trust statues or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

C. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; an

D. Have not within a three (3) year period preceding this application / proposal had one or more public transactions (Federal, State and local) terminated for cause or default.

II. Where the prospective primary participant is unable to certify to any of the statements in this certification such prospective participant shall attach an explanation to this proposal.

David Evans and Associates, Inc.

Consultant (Firm Name)

Signature (Authorized Official of Consultant)

Date

Exhibit G-3 Certification Regarding the Restrictions of the Use of Federal Funds for Lobbying

The prospective participant certifies, by signing and submitting this bid or proposal, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress, or any employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative AGREEMENT, and the extension, continuation, renewal, amendment, or modification of Federal contract, grant, loan or cooperative AGREEMENT.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative AGREEMENT, the undersigned shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

   This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the require certification shall be subject to a civil penalty of not less than $10,000.00, and not more than $100,000.00 for each such failure.

   The prospective participant also agrees by submitting his or her bid or proposal that he or she shall require that the language of this certification be included in all lower tier sub-contracts, which exceed $100,000 and that all such sub-recipients shall certify and disclose accordingly.

David Evans and Associates, Inc.

Consultant (Firm Name)

Signature (Authorized Official of Consultant)

Date

Exhibit G-4 Certification of Current Cost or Pricing Data

This is to certify that, to the best of my knowledge and belief, the cost or pricing data (as defined in section of the Federal Acquisition Regulation (FAR) and required under FAR subsection 15.403-4) submitted, either actually or by specific identification in writing, to the Contracting Officer or to the Contracting Officer's representative in support of Idylwood Park Parking Lot Expansion and Frontage Improvements* are accurate, complete, and current as of _____**.

This certification includes the cost or pricing data supporting any advance AGREEMENT's and forward pricing rate AGREEMENT's between the offer or and the Government that are part of the proposal.

Firm: David Evans and Associates, Inc.

_____ _____

Signature Title

Date of Execution _____***:

*Identify the proposal, quotation, request for pricing adjustment, or other submission involved, giving the appropriate identifying number (e.g. project title.)
**Insert the day, month, and year, when price negotiations were concluded and price AGREEMENT was reached.
***Insert the day, month, and year, of signing, which should be as close as practicable to the date when the price negotiations were concluded and the contract price was agreed to.

To Be Used Only If Insurance Requirements Are Increased

The professional liability limit of the CONSULTANT to the AGENCY identified in Section XII, Legal Relations and Insurance of this Agreement is amended to $ _____ .

The CONSULTANT shall provide Professional Liability insurance with minimum per occurrence limits in the amount of $ _____.

Such insurance coverage shall be evidenced by one of the following methods:

- Certificate of Insurance
- Self-insurance through an irrevocable Letter of Credit from a qualified financial institution

Self-insurance through documentation of a separate fund established exclusively for the payment of professional liability claims, including claim amounts already reserved against the fund, safeguards established for payment from the fund, a copy of the latest annual financial statements, and disclosure of the investment portfolio for those funds.

Should the minimum Professional Liability insurance limit required by the AGENCY as specified above exceed $1 million per occurrence or the value of the contract, whichever is greater, then justification shall be submitted to the Federal Highway Administration (FHWA) for approval to increase the minimum insurance limit.

If FHWA approval is obtained, the AGENCY may, at its own cost, reimburse the CONSULTANT for the additional professional liability insurance required.

Notes: Cost of added insurance requirements: $ _____.

- Include all costs, fee increase, premiums.
- This cost shall not be billed against an FHWA funded project.
- For final contracts, include this exhibit

Exhibit I
Alleged Consultant Design Error Procedures

The purpose of this exhibit is to establish a procedure to determine if a consultant has alleged design error is of a nature that exceeds the accepted standard of care. In addition, it will establish a uniform method for the resolution and/or cost recovery procedures in those instances where the agency believes it has suffered some material damage due to the alleged error by the consultant.

Step 1 Potential Consultant Design Error(s) is Identified by Agency's Project Manager

At the first indication of potential consultant design error(s), the first step in the process is for the Agency's project manager to notify the Director of Public Works or Agency Engineer regarding the potential design error(s). For federally funded projects, the Region Local Programs Engineer should be informed and involved in these procedures. (Note: The Director of Public Works or Agency Engineer may appoint an agency staff person other than the project manager, who has not been as directly involved in the project, to be responsible for the remaining steps in these procedures.)

Step 2 Project Manager Documents the Alleged Consultant Design Error(s)

After discussion of the alleged design error(s) and the magnitude of the alleged error(s), and with the Director of Public Works or Agency Engineer's concurrence, the project manager obtains more detailed documentation than is normally required on the project. Examples include all decisions and descriptions of work, photographs, records of labor, materials, and equipment.

Step 3 Contact the Consultant Regarding the Alleged Design Error(s)

If it is determined that there is a need to proceed further, the next step in the process is for the project manager to contact the consultant regarding the alleged design error(s) and the magnitude of the alleged error(s). The project manager and other appropriate agency staff should represent the agency and the consultant should be represented by their project manager and any personnel (including sub-consultants) deemed appropriate for the alleged design error(s) issue.

Step 4 Attempt to Resolve Alleged Design Error with Consultant

After the meeting(s) with the consultant have been completed regarding the consultant's alleged design error(s), there are three possible scenarios:

- It is determined via mutual agreement that there is not a consultant design error(s). If this is the case, then the process will not proceed beyond this point.
- It is determined via mutual agreement that a consultant design error(s) occurred. If this is the case, then the Director of Public Works or Agency Engineer, or their representatives, negotiate a settlement with the consultant. The settlement would be paid to the agency or the amount would be reduced from the consultant's agreement with the agency for the services on the project in which the design error took place. The agency is to provide LP, through the Region Local Programs Engineer, a summary of the settlement for review and to make adjustments, if any, as to how the settlement affects federal reimbursements. No further action is required.
- There is not a mutual agreement regarding the alleged consultant design error(s). The consultant may request that the alleged design error(s) issue be forwarded to the Director of Public Works or Agency Engineer for review. If the Director of Public Works or Agency Engineer, after review with their legal counsel, is not able to reach mutual agreement with the consultant, proceed to Step 5.

Step 5 Forward Documents to Local Programs

For federally funded projects, all available information, including costs, should be forwarded through the Region Local Programs Engineer to LP for their review and consultation with the FHWA. LP will meet with representatives of the agency and the consultant to review the alleged design error(s), and attempt to find a resolution to the issue. If necessary, LP will request assistance from the Attorney General's Office for legal interpretation. LP will also identify how the alleged error(s) affects eligibility of project costs for federal reimbursement.

- If mutual agreement is reached, the agency and consultant adjust the scope of work and costs to reflect the agreed upon resolution. LP, in consultation with FHWA, will identify the amount of federal participation in the agreed upon resolution of the issue.
- If mutual agreement is not reached, the agency and consultant may seek settlement by arbitration or by litigation.

Exhibit J
Consultant Claim Procedures

The purpose of this exhibit is to describe a procedure regarding claim(s) on a consultant agreement. The following procedures should only be utilized on consultant claims greater than $1,000. If the consultant's claim(s) total a $1,000 or less, it would not be cost effective to proceed through the outlined steps. It is suggested that the Director of Public Works or Agency Engineer negotiate a fair and reasonable price for the consultant's claim(s) that total $1,000 or less.

This exhibit will outline the procedures to be followed by the consultant and the agency to consider a potential claim by the consultant.

Step 1 Consultant Files a Claim with the Agency Project Manager

If the consultant determines that they were requested to perform additional services that were outside of the agreement's scope of work, they may be entitled to a claim. The first step that must be completed is the request for consideration of the claim to the Agency's project manager.

The consultant's claim must outline the following:

- Summation of hours by classification for each firm that is included in the claim
- Any correspondence that directed the consultant to perform the additional work;
- Timeframe of the additional work that was outside of the project scope;
- Summary of direct labor dollars, overhead costs, profit and reimbursable costs associated with the additional work; and
- Explanation as to why the consultant believes the additional work was outside of the agreement scope of work.

Step 2 Review by Agency Personnel Regarding the Consultant's Claim for Additional Compensation

After the consultant has completed step 1, the next step in the process is to forward the request to the Agency's project manager. The project manager will review the consultant's claim and will met with the Director of Public Works or Agency Engineer to determine if the Agency agrees with the claim. If the FHWA is participating in the project's funding, forward a copy of the consultant's claim and the Agency's recommendation for federal participation in the claim to the WSDOT Local Programs through the Region Local Programs Engineer. If the claim is not eligible for federal participation, payment will need to be from agency funds.

If the Agency project manager, Director of Public Works or Agency Engineer, WSDOT Local Programs (if applicable), and FHWA (if applicable) agree with the consultant's claim, send a request memo, including backup documentation to the consultant to either supplement the agreement, or create a new agreement for the claim. After the request has been approved, the Agency shall write the supplement and/or new agreement and pay the consultant the amount of the claim. Inform the consultant that the final payment for the agreement is subject to audit. No further action in needed regarding the claim procedures.

If the Agency does not agree with the consultant's claim, proceed to step 3 of the procedures.

Step 3 Preparation of Support Documentation Regarding Consultant's Claim(s)

If the Agency does not agree with the consultant's claim, the project manager shall prepare a summary for the Director of Public Works or Agency Engineer that included the following:

- Copy of information supplied by the consultant regarding the claim;
- Agency's summation of hours by classification for each firm that should be included in the claim
- Any correspondence that directed the consultant to perform the additional work;
- Agency's summary of direct labor dollars, overhead costs, profit and reimbursable costs associate with the additional work;
- Explanation regarding those areas in which the Agency does/does not agree with the consultant's claim(s);
- Explanation to describe what has been instituted to preclude future consultant claim(s); and
- Recommendations to resolve the claim.

Step 4 Director of Public Works or Agency Engineer Reviews Consultant Claim and Agency Documentation

The Director of Public Works or Agency Engineer shall review and administratively approve or disapprove the claim, or portions thereof, which may include getting Agency Council or Commission approval (as appropriate to agency dispute resolution procedures). If the project involves federal participation, obtain concurrence from WSDOT Local Programs and FHWA regarding final settlement of the claim. If the claim is not eligible for federal participation, payment will need to be from agency funds.

Step 5 Informing Consultant of Decision Regarding the Claim

The Director of Public Works or Agency Engineer shall notify (in writing) the consultant of their final decision regarding the consultant's claim(s). Include the final dollar amount of the accepted claim(s) and rationale utilized for the decision.

Step 6 Preparation of Supplement or New Agreement for the Consultant's Claim(s)

The agency shall write the supplement and/or new agreement and pay the consultant the amount of the claim. Inform the consultant that the final payment for the agreement is subject to audit

STATE OF WASHINGTON
DEPARTMENT OF COMMERCE
1011 Plum Street SE • *PO Box 42525 • Olympia, Washington 98504-2525 • (360) 725-4000*

May 16, 2024

Amy Tsai
City of Redmond
15670 NE 85th St
Redmond, WA 98052

Dear Amy:

Congratulations! Governor Inslee recently signed the 2024 Supplemental State Capital Budget, which includes an appropriation of $215,000 for the Idylwood Beach Park Accessibility Improvements Project. The Department of Commerce, which will administer the project, will retain three percent (up to a maximum of $50,000) to cover our administrative costs. Accordingly, your net grant award will be $208,550.

Prior to receiving funds, your organization will need to fulfill the following requirements:

- Provide documentation of your organization's financial ability to complete the project. All funds from sources other than the state must be expended, raised, or secured by documented pledges or loans.
- For nonprofit grantees, any property relevant to the project must be owned or secured by a long-term lease that remains in effect for a minimum of ten years following the final payment date the date the facility becomes usable by the public, whichever is later. A lien on owned property is also required when receiving grants over $250,000.
- Prevailing wages must be paid for all construction labor costs incurred as of March 29, 2024.
- Review by the Washington State Department of Archaeology and Historic Preservation and any affected Tribes (Governor's Executive Order 21-02).
- Your project may also need to comply with the state's green buildings standards (RCW 39.35D).
- Additional details are available online within our CCF Resource Toolkit.

Please fill out the linked Contract Readiness Survey and submit at your earliest convenience.

Also enclosed is a comprehensive set of contracting guidelines to assist you with the process. If you have any questions or need additional information, please contact your Project Manager, Chelsea Bagwell, at 360-458-3890 or Chelsea.Bagwell@commere.wa.gov.

Sincerely,

Addeline Craig, Managing Director
Community Capital Facilities

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-595
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Mike Haley	Project Manager
Public Works	Steve Gibbs	Capital Projects Division Manager
Public Works	Vangie Garcia	Deputy Public Works Director

TITLE:
Award Construction Contract with Earthworks Solutions, LLC of Auburn WA and Approve Consultant Services Agreement Supplement 1 with Consor, Inc. for the Pavement Management - NE 24th Street (West Lake Sammamish Parkway to 172nd Avenue NE) Project

OVERVIEW STATEMENT:
This project will rehabilitate the NE 24th Street corridor from West Lake Sammamish Parkway to 172nd Avenue NE by replacing aging water, sewer, and stormwater infrastructure that has reached the end of its useful life and extending the pavement life through asphalt overlay and channelization improvements. Completing the utility upgrades in advance of the resurfacing work minimizes future roadway disruptions and protects the City's investment.

Public Works requests Council approval to award the construction contract to Earthworks Solutions, LLC as the lowest responsible bidder, in the amount of $6,307,345 for the Pavement Management - NE 24th Street (West Lake Sammamish Parkway to 172nd Avenue NE) Project (Project No. 2319). Public Works also requests Council approval of Supplemental Agreement No. 1 to the consultant services contract with Consor, Inc., in the amount of $380,710, for construction engineering and inspection support services. The supplemental agreement would increase the maximum amount payable for consultant services to $1,774,670.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☐ **Provide Direction** ☒ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**

Transportation Master Plan
Community Strategic Plan - Objective #1: Invest in infrastructure preservation and replacement across the city to maintain the current level of service, the reliability of capital assets, and provide timely and cost-effective replacement

- **Required:**
  Council approval is required to award a Public Works contract that exceeds $300,000 (2018 City Resolution 1503)
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:

NE 24th Street is a key east-west corridor for Redmond. Approving this contract and consultant supplement will allow replacement of the existing water, sewer, and stormwater pipes, rehabilitation of the pavement surface, upgrades to ADA-compliant curb ramps, updated street lighting, and installation of new roadway and bike markings. Additional work includes coordination with King County Metro to improve bus stops along the corridor.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$6,307,345 Construction Contract
$380,710 Supplemental Agreement Number 1

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
CIP

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**
If yes, explain:
N/A

Funding source(s):
Transportation, Water, Wastewater, and Stormwater CIPs; Transportation Benefit District

Budget/Funding Constraints:
N/A

☒ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/3/2025	Committee of the Whole - Planning and Public Works	Provide Direction
11/18/2025	Business Meeting	Approve

Time Constraints:
Award of bid must occur within 60 days of the bid opening (which occurred on September 25, 2025) or the contractor may withdraw their bid.

ANTICIPATED RESULT IF NOT APPROVED:
Not approving contract will result in delaying construction, increasing the cost to complete the project.

ATTACHMENTS:
Attachment A: Pavement Mgmt - NE 24th (WLSP to 172nd) PIS Project Information Sheet
Attachment B: Additional Project Information
Attachment C: Consultant Supplemental Agreement

CIP Project Information Sheet

Project Name: Pavement Management - NE 24th Street (West Lake Sammamish Parkway to 172nd Avenue NE)

Project Status: Existing
Functional Area(s): Transportation, Water, Stormwater, Wastewater
Relevant Plan(s): Transportation Master Plan, ADA Transition Plan
Neighborhood: Idylwood

Time Frame: 2023-2027
Budget Priority: Vibrant and Connected
Citywide Rank: 12
Functional Area Priority: High

Location: NE 24th Street from West Lake Sammamish Parkway to 172nd Avenue NE

Description:
Rehabilitate and overlay pavement to extend useful life. Replace water, wastewater, and stormwater pipes that have reached the end of their useful life prior to pavement rehabilitation.

Anticipated Outcomes: ***Primary:*** Rehabilitation ***Secondary:***
Finished pavement has a pavement index (PCI) of 90 or higher and provides 20 years of life (with proper maintenance). Utilities underneath the overlay that are at the end of their life cycle will be replaced to prevent damage to the overlay.

Request: ***Primary Reason(s):*** Budget Process
Project approved in the 2023-2028 CIP budget process.

Budget:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Original Budget	$2,936,322	$1,498,434	$4,503,401	$5,505,396					$14,443,553
Approved Changes									
Current Approved Budget	$2,936,322	$1,498,434	$4,503,401	$5,505,396					$14,443,553
Proposed New Budget	$1,942,117	$1,238,083	$4,957,403	$5,530,261					$13,667,865

Proposed changes due to ___ Scope Change ___ Schedule Change X Budget Change

Project Phasing:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Preliminary Design (0-30%)	$902,611								$902,611
Right of Way	$50,882								$50,882
Design (31-100%)	$988,624	$912,575	$304,192						$2,205,391
Construction			$3,202,014	$4,402,771					$7,604,785
Contingency		$325,508	$1,451,197	$1,127,490					$2,904,196
Total	$1,942,117	$1,238,083	$4,957,403	$5,530,261					$13,667,865

Estimated M&O Impacts:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Cost									

Explanation: No M&O costs expected.

Proposed Funding Sources:	Prior	2025-2030	Future	Total
General Fund	$81,017	$1,447,697		$1,528,714
Transportation Benefit District	$555,006	$1,979,092		$2,534,098
Transportation CIP		$500,000		$500,000
Stormwater CIP	$103,702	$693,744		$797,446
Water CIP	$888,965	$5,944,713		$6,833,678
Wastewater CIP	$313,427	$1,160,502		$1,473,929
Total	$1,942,117	$11,725,748		$13,667,865



Attachment B – Additional Project Information

Pavement Management & Utilities Upgrades – NE 24th St from 172nd Ave NE to WLSP Final Design

Project Discussion

This project will replace aging water, sewer, and stormwater piping along the NE 24th Street corridor between 172nd Ave NE and West Lake Sammamish Parkway, followed by resurfacing the roadway and upgrading curb ramps to current ADA standards. Completing these utility improvements in advance of the pavement work protects the City's investment and minimizes future disruptions to residents and businesses.

Preliminary design has been completed, including survey, potholing of potential utility conflicts, geotechnical investigations, archaeological review, and development of plan and profile drawings for proposed new utility alignments.

Project Specifics:

- Replace approximately 6,200 feet of water pipe (4" – 12"), including approximately 15 water meters and service lines, and six fire hydrants.
- Replace approximately 2,085 feet of sewer pipe (6" – 10"), including eight manholes and eight side sewers.
- Replace approximately 615 feet of storm pipe (12") and catch basins.
- Repave and restripe approximately three lane-miles of roadway.
- Upgrade all curb ramps to existing ADA standards.
- Update existing streetlights to LED.

Project work will include coordination of other design efforts in the project vicinity including the King County Lake Hills Trunk Sewer Replacement Project.

Bid Results

The project was advertised in the *Daily Journal of Commerce* and *The Seattle Times* on August 27, 2025, and September 3, 2025. Bids were received and opened on September 25, 2025. The City received eight (8) bids which are summarized below.

Bidder	Bidder Location	Bid Amount
Sunset Grill Construction	Seattle, WA	$6,180,610.29
Earthworks Solutions, LLC	**Arlington, WA**	**$6,307,344.70**
Fury Site Works	North Bend, WA	$6,902,327.57
Active Construction	Tacoma, WA	$7,452,452.00
Rodarte Construction	Auburn, WA	$7,922,587.43
KLB Construction	Mukilteo, WA	$7,987,126.36
Granite Construction	Everett, WA	$8,845,383.50
OMA Construction	Maple Valley, WA	$9,126,619.72
Engineer's Estimate		**$9,231,969.96**

All bidders' unit prices, extensions, and additions have been checked for accuracy and evaluated for unbalanced bid items. Based on that review, staff determined that the Sunset Grill Construction bid was non-responsive and that the firm did not meet responsibility requirements, resulting in disqualification of the bid. Staff investigated the bid submitted by Earthworks Solutions, LLC and found it to be both responsive and responsible. Staff recommends awarding the contract to Earthworks Solutions, LLC as the lowest responsible bidder..

Consultant Agreement History

	Date	Amount	Maximum Amount Payable
Consor Original Agreement	July 2, 2024	$1,393,960	$1,393,960
Consor Supplement 1	Nov 18, 2025	$380,710	$1,774,670

Fiscal Information

Current Project Budget	
General Fund	$1,528,714
Wastewater CIP	$1,473,929
Water CIP	$6,833,678
Stormwater CIP	$797,446
Transportation Benefit District	$2,534,098
Transportation CIP	$500,000
Total Funding	**$13,667,865**

Estimated Project Costs	
Preliminary Design	$691,013
Design	$1,455,812
Construction	$7,318,055
Contingency	$1,850,000
Total Estimated Project Cost	**$11,314,880**
Budget Difference	**$2,352,985**

Attachment C

Washington State Department of Transportation

Supplemental Agreement Number 01	Organization and Address: Consor North America, Inc. One SW Columbia St. Ste 1700 Portland OR 97204 Phone:	
Original Agreement Number 10563		
Project Number 2319	Execution Date	Completion Date 12/31/2027
Project Title Pavement Management - NE 24th St from 172nd Ave NE to WLSP Construction Support	New Maximum Amount Payable $ 1,774,670	
Description of Work This scope includes construction support and observation services to assist the City during construction of the project.		

The Local Agency of City of Redmond desires to supplement the agreement entered into with Consor North America, Inc. and executed on 7/2/2024 and identified as Agreement No. 10563

All provisions in the basic agreement remain in effect except as expressly modified by this supplement.

The changes to the agreement are described as follows:

I

Section 1, SCOPE OF WORK, is hereby changed to read:

See attachment A

II

Section IV, TIME FOR BEGINNING AND COMPLETION, is amended to change the number of calendar days for completion of the work to read: End date of 12/31/2027

III

Section V, PAYMENT, shall be amended as follows:

See attachment B

as set forth in the attached Exhibits, and by this reference made a part of this supplement.

If you concur with this supplement and agree to the changes as stated above, please sign in the appropriate spaces below and return to this office for final action.

By: _____ Consultant Signature

By: _____ Approving Authority Signature

_____ Date

DOT Form 140-063 EF
Revised 9/2005

Attachment A- SCOPE OF WORK

Pavement Management and Utility Upgrades
NE 24th Street
Construction Management Services
City of Redmond

Project Summary

Consor North America, Inc. (Consultant) has developed the following scope of services and accompanying fee estimate based on our understanding of the project and discussions with City of Redmond (City) staff. This scope includes construction support and observation services to assist the City during construction of the project. The City will be responsible for all necessary permitting, bidding, and construction management not provided for herein.

The project includes construction of approximately 6,200 feet of water pipe (4"-12" in diameter), 2,100 feet of sanitary sewer pipe (6"-10" in diameter), and 600 feet of storm pipe (12" in diameter); repaving and restriping of approximately 3 lane-miles of roadway; and upgrade to existing curb ramps to meet ADA standards. Work includes, but is not limited to, installation of piping, fire hydrants, water meters, manholes, catch basins, side sewers, sidewalks, curb ramps, paving, and other work necessary to complete the project

Project Assumptions

Construction is anticipated to commence in January 2026 for project kick-off and critical submittal phase. For budgeting purposes, an active construction duration of 250 working days (approximately 50 weeks) has been assumed.

Scope of Services

Consultant is proposing to perform the following services in relation to the City's NE 24th Pavement Management and Utilities Upgrade Project:

Task 1 - Project Management and Contract Administration

Objective

Provide strategic guidance aligned with City staff objectives. Coordinate & monitor the project resources to meet the technical, communication, and contractual obligations required for developing and implementing the project scope.

Subtask 1.1 Project Coordination

- Perform general administration and project management throughout the construction phase to ensure successful completion of all tasks and elements of the Project within the established scope, schedule, and budget.
- Proactively track progress of project work completed against schedule & budget.
- Inform the City of any anticipated challenges during the construction phase as they may arise and develop solutions together.

Subtask 1.2 Invoices/Status Reporting

- Prepare monthly invoices, including expenditures by task, hours worked by project personnel, and other direct expenses with the associated backup documentation.
- Monthly status reports to accompany each invoice and include comparisons of monthly expenditures and cumulative charges to budget by Task.

Subtask 1.2 Assumptions

- Assume fourteen (14) monthly invoices and status reports

Subtask 1.2 Deliverables

- Consultant will deliver to the City a monthly invoice and status report covering:
  - Work on the project performed during the previous month
  - Issues encountered, and actions taken for their resolution
  - Potential impacts to submittal dates, budget shortfalls, or optional services
  - Issues requiring project team action

Task 2 – Construction Contract Administration and Closeout

Objective

Be a point of contact for construction phase activities where assistance is needed. Coordinate with City staff and design team. Attend twenty-five (25) project meetings and monitor project budget and schedule and assist when requested.

Subtask 2.1 Pre-Construction Services / Meeting

Attend the Pre-Construction Meeting with up to one Consultant team member in attendance.

Subtask 2.1 Assumptions

- One (1) Consultant staff to attend Pre-Construction Meeting.

Subtask 2.1 Deliverables

- Items as requested at meeting

Subtask 2.2 Project and Weekly Construction Meetings

Attend virtually up to twenty-five (25) weekly construction, and utility coordination meetings with up to one (1) Consultant team member in attendance.

Subtask 2.2 Assumptions

- One (1) Consultant staff to attend virtually.

Subtask 2.2 Deliverables

- Items as requested at meetings.

Subtask 2.3 Contract Administration

Provide construction management and administration services to monitor that the project is completed according to the Contract Documents. Perform the following tasks.

1. Develop change orders, including independent cost justifications, and maintain a change order log.

2. Maintain material quantity and quality documentation, including maintenance of the Record of Materials (ROM).

3. Assist Redmond Inspector with scheduling on site testing and review by subconsultants.

Subtask 2.3 Assumptions

- Assume 8 (eight) change orders taking ten (10) hours per change orders to coordinate with City and Contractor and draft change orders.

Subtask 2.3 Deliverables

- Change order documents for City review and approval.
- Updated ROM

Subtask 2.4 Shop Drawings, Submittals and RFIs

Prepare and maintain submittal log for approximately 50 submittals and/or shop drawings. Receive, log, distribute, and track submittal reviews and responses for project submittals. Prepare a submittal and documentation matrix for reference by contractor and construction management team. Prepare and maintain RFI log for 50 RFIs. Receive, log, distribute, and track RFIs and respond to construction contractor.

Subtask 2.4 Assumptions

- Fifty (50) shop drawings and submittals are assumed, with an average of two (2) hours per submittal. Assume fifteen (15) additional re-submittals.
- Fifty (50) RFIs are assumed, with an average of two (2) hours per RFI.

Subtask 2.4 Deliverables

- Updated Submittal Log
- Reviewed submittals and shop drawings returned to construction contractor
- Updated RFI Log
- Reviewed RFI responses to construction contractor

Subtask 2.5 Project Closeout

Consultant will lead the close-out phase to document completion of the project and adherence to WSDOT LAG requirements. Consultant will provide complete project files to the City and perform the following duties to assist with project close-out.

Substantial Completion/Punch List: Upon substantial completion of work, Construction Inspector will provide punch list of any outstanding items and coordinate completion with contractor.

Subtask 2.4 Assumptions

- Up to 5 visits for 2 staff to confirm punch list items such as ADA compliance

Subtask 2.5 Deliverables

- Punch list
- Project Closeout Documents (Project documentation files including Electronic documents and pictures on a thumb drive). Hard copies if requested.

Subtask 2.6 Record Drawings

As-Built Drawings: Construction Inspector will confirm that the contractor is maintaining a set of "Record Drawings".

Consor will use the marked-up plan set to update their project CAD file per the requirements in the City of Redmond's Record Drawing Policy.

When complete, Consor will submit the following to the City for GIS review:

- Upload to the Record Drawings library on the project's SharePoint site, one composite DWG file(AutoCAD 2019 or earlier)
- Completed "Digital Submittal Checklist" (Appendix A of the City of Redmond Record Drawing Requirements)
- One full size record drawing plan set in PDF format (All sheets in one file)

Following GIS review, comments or recommendations for changes or corrections will be provided and returned to the Consultant. The Consultant will make corrections and resubmit the digital CAD file, Digital Submittal Checklist and PDF file. This process will continue until all comments have been addressed.

Project Closeout: Transfer project documentation to the City for permanent storage. Provide a thumb drive or other electronic transfer method with all electronic documents and pictures. Provide hard copies of documentation upon request.

Subtask 2.6 Deliverables

- Record Drawings

Task 3 – Construction Inspection

Objective

The City will staff the project with a full-time construction inspection to observe construction, monitor the work by the construction contractor, and document that the work is in general compliance with the requirements of the Contract Documents. The inspector is responsible for routine interfacing with the construction contractor and stakeholders and is to observe the construction contractor's operations and work.

Consor will provide supplemental inspection as requested by the City.

Subtask 3.1 Construction Inspection

The Construction Inspector's activities, in general, will include the following tasks.

1. Attend pre-construction conference, project, and weekly progress meetings.

2. Establish pre-construction site conditions using photo and video log of sites.

3. Observe/inspect the contractor's activities, operations, and work and document the contractor's work is in general compliance with the requirements of the contract documents. Observations will be completed on the standard WSDOT daily report form unless specified differently by the City.

4. Monitor the contractor's progress with respect to planned/scheduled work.

5. Document the contractor's construction activities (preparation of daily reports, photographs, etc.).

6. Create field note records of bid item work performed.

7. Verify and document that traffic control is per accepted traffic control plans when on-site.

8. Keep Construction Manager and City informed of project progress, issues, and developments.

9. Review minor change requests by the contractor.

10. Coordinate, observe, and document material testing and special inspection

11. Utility coordination with stakeholders

12. Track force account labor and equipment/materials; issue force account sheets for additional payment when required.

13. Maintain field construction records and as-built set.

14. Maintain photo log

Subtask 3.1 Assumptions

- Supplemental Inspection hours estimated at 45 hours per week with field work occurring for 6 weeks total.

Subtask 3.1 Deliverables

- Daily progress reports, photos, force account documentation
- Contractor and sub-contractors wage rate interviews
- Daily on-site contractor and sub-contractors list

Task 4 – Subconsultant Services

Objective

Quality Assurance and materials sampling and testing.

Subtask 4.1 Material Testing and Special Inspections

Consultant will assist the City in developing a quality assurance program. Consultant will provide material testing and special inspection as outlined and at the frequency indicated in the WSDOT LAG Manual.

Subtask 4.1 Assumptions

- Testing level of effort based on assumptions included in HWA's quote (attached).

Subtask 4.1 Deliverables

- Materials test reports and summary report spreadsheet

Subtask 4.2 Geotechnical Services

Subtask 4.1 Assumptions

- Testing level of effort based on assumptions included in HWA's quote (attached).

Subtask 4.1 Deliverables

- Summary reports

Task 5 – Management Reserve

5.1 Management Reserve

Written permission from the City is required to access $20,000 of management reserve funds. Scope of services and fee estimate to be negotiated with request to access the management reserve.

The City, at its discretion, may supplement the scope of services to include any or all of the tasks noted below.

- · Additional Investigations and Design Services
- · Construction Engineering Support
- · Construction Management
- · Inspection Support
- · Record Drawings Preparation

Project Cost Estimate
Inspection & Testing
Redmond NE 24th Street Improvements
Redmond, Washington
Prepared For: Mike Hagerty, PE, Consor

HWA GeoSciences Inc. DBE/MWBE

HWA Ref: 2025-198
Date: 4-Sep-25

Prepared By: BS/BKH

PROPOSED WORK SCOPE:

This cost estimate is based on plans and specifications provided by Client.

1. Sampling and acceptance/Proctor testing of CSTC, Gravel Borrow, and Foundation Material for use in trench backfill, and roadway/sidewalk construction.
2. Inspection and testing of compacted aggregates for utility trenches, roadway/sidewalk subgrade, and ADA ramp construction.
3. Concrete sampling for curb and gutter, ADA ramps, and driveways.
4. Sampling of HMA aggregate for acceptance and oil at the plant for ignition oven correction factor.
5. Sampling and testing HMA during paving for Rice density, extraction and gradation (minimum: one test sample per 1000 tons).
6. Inspection and testing of HMA placement and compaction (minimum: one test per 100 tons).
7. Written field reports will be prepared for all inspections and reviewed for QC.

Material Testing - ESTIMATED HWA LABOR:

Scope of Services	2025 PERSONNEL & BILLING RATES						
	GeoEng VIII $320.00	GeoEng II $155.00	Geol VI $230.00	Geol II $130.00	Contracts $175.00	TOTAL HOURS	TOTAL AMOUNT
Aggregate Inspection and Testing, including:							
Sampling of CSTC, GB, and Foundation Material at WSDOT intervals (assume 2 sources)				16		16	$2,080
Inspection and Testing of Storm and Sewer Trench Backfill (10 visits)				60		60	$7,800
Inspection and Testing of Water Main Trench Backfill (10 visits)				60		60	$7,800
Inspection and Testing of compacted aggregates for roadway/sidewalk construction				20		20	$2,600
Asphalt Inspection and Testing, including:							
Inspection and Testing during HMA permanent trench patching (4 full days)				40		40	$5,200
Inspection and Testing during HMA Roadway/Overlay (4 full days)				40		40	$5,200
HMA Oven Ignition Correction Sampling of Aggregate and Oil (2 mixes x 1 source)				6		6	$780
HMA Sampling at Batch Plant (7 trips)				21		21	$2,730
Concrete Inspection and Testing, including:							
Curb & Gutter Testing (4 visits, plus pickups)				24		24	$3,120
ADA Ramps (6 visits, plus pickups)				36		36	$4,680
Driveway Testing (1 visit, plus pickups)				6		6	$780
Geotechnical Observation/Project Management							
Preconstruction Meeting			2			2	$460
QA Review, PM, Reporting, Submittal Reviews, and Report Distribution	8		12		6	26	$6,370
TOTAL LABOR COST	8	0	14	329	6	357	**$49,600**

LABORATORY TESTING SUMMARY:	Est. No. Tests	Unit Cost	Total Cost
Acceptance Testing for CSTC (GS, SE, Fracture) - assume 2 sources	4	$390	$1,560
Acceptance Testing Foundation Material Class A (GS) - assume 2 sources	2	$200	$400
Acceptance Testing Gravel Borrow (GS, SE) - assume 2 sources	2	$320	$640
Proctor Tests on all Materials to be Compacted	6	$290	$1,740
Concrete Compressive Strength Cylinders (assume 11 sets x 4 cylinders each set)	44	$40	$1,760
HMA Oven Correction Factor (2 mixes x 1 source x 3 burns per OCF)	2	$550	$1,100
HMA: Rice Density, Extraction/Gradation	7	$600	$4,200
TOTAL LABORATORY TESTING:			**$11,400**

ESTIMATED DIRECT EXPENSES:	
Mileage to Job Site IRS Rate 0.7/mile, assume 55 trips	$1,580
Mileage for Sampling Aggregates and HMA at Sources	$380
Nuclear Gauge Rental (Thin Lift or Soil): 33 days @ $60/day	$1,980
TOTAL DIRECT EXPENSES:	**$3,940**

ESTIMATED PROJECT TOTALS AND SUMMARY:	
Total Labor Cost	$49,600
Laboratory Testing	$11,400
Direct Expenses	$3,940
ESTIMATED TASK TOTAL:	**$64,940**

Assumptions:

1. These estimates may require adjustment due to the Contractor's rate of construction, weather delays, source changes and/or other factors beyond our control.
2. The HWA PM reserves the right to shift hours between the various subtasks as required.
3. The HWA work scope does not include safety assessment nor work pertaining to any environmental issues.
4. This cost estimate was prepared with the understanding that the Client will schedule inspection as needed.
5. All night work is charged at an 8 hour minimum segment. Night work cancelled within 12 hrs of scheduled time will be charged 4 hrs.
6. All weekend work is charged at an 4 hour minimum segment. Weekend work cancelled within 12 hrs of scheduled time will be charged 4 hrs.
7. 3000 psi, Commercial, and concrete for sidewalks and thrust blocks will not be tested.
8. No density testing will be needed for water service connections outside of the roadway prism.
9. HWA's laboratory is not equipped to test HMA binder or tackifier. This testing is performed by WSDOT's Bituminous Materials Lab. WSDOT will only allow invoicing to a contract with the Owner (they cannot invoice HWA for this work). This estimate does not contain time for sampling/driving samples to the Tumwater lab.
10. This cost estimate does not include Special Inspections (reinforcing steel, welding, structural anchors, etc). HWA is not WABO certified.

Ciani & Hatch Engineering, PLLC
Level of Effort Estimate
Contract Title: City of Redmond - Engineering Construction Services

Task	Billing Rate:	Principal $ 225	Associate $ 205	Senior $ 185	Senior Project Coor. $ 155	Project Engineer $ 158	Senior Staff $ 149	Staff $ 138	Hours	Labor Cost	CHE NonLabor Cost	CHE Total
Task 1.0 - Engineering Construction Services												
Project Management, Projet Setup, & Invoicing		4		8	10		0		22	$ 3,930.00	$ 224.00	$ 4,154.00
In-Person Preconstruction meeting		0		4	0		0		4	$ 740.00	$ -	$ 740.00
Up to 3 half day Site Visits		2		4	0		21		27	$ 4,319.00	$ -	$ 4,319.00
Review of Materials Testing Field Reports (up to 40)		8		20	0		0		28	$ 5,500.00	$ -	$ 5,500.00
RFIs & General Consultation		8		15	0		0		23	$ 4,575.00	$ -	$ 4,575.00
Task Total:		22	0	51	10	0	21	0	104	$ 19,064.00	$ 224.00	$ 19,288.00
Hours Total:		22	0	51	10	0	21	0	104	$ 19,064.00	$ 224.00	$ 19,288.00

CHE Labor Cost Total:	$	19,064
CHE Non-Labor Cost:	$	224
CHE Total:	$	19,288
Total Subcontractor Cost:	$	-
TOTAL FEE:	$	19,288

Assumptions:

- Project management includes up to 6 invoicing cycles
- Up to 3 half day site visits. Each site visit assumes 4 hours on site, travel time, and field reporting time. These site visits will be performed on an as-need basis.
- Assumes up to 40 Materials Testing field report reviews
- Mileage for each site visit is calculated using the current IRS standard rate of $0.70 per mile.

Exhibit B

Consultant Fee Determination

Project Name: Pavement Management & Utilities Upgrades – NE 2
Project Number: 2319-096, -403, -404, -406
Consultant: Consor

NEGOTIATED HOURLY RATES

Classification	Hours	DSC	Overhead 171%	Fee (Profit) 28%	Total Hourly Rate	Total
Engineering Designer VII		$ 78.93	$134.97	$22.18	$236.08	
Professional Engineer VI	200	$ 77.93	$133.26	$21.90	$233.09	$46,618
Engineering Designer VI		$ 75.26	$128.69	$21.15	$225.10	
Professional Engineer V		$ 73.92	$126.40	$20.77	$221.09	
Engineering Designer V		$ 71.24	$121.82	$20.02	$213.08	
Professional Engineer IV		$ 69.57	$118.96	$19.55	$208.08	
Engineering Designer IV		$ 68.23	$116.67	$19.17	$204.08	
Professional Engineer III		$ 67.23	$114.96	$18.89	$201.08	
Engineering Designer III		$ 67.23	$114.96	$18.89	$201.08	
Engineering Designer II		$ 63.22	$108.11	$17.76	$189.09	
Engineering Designer I		$ 58.87	$100.67	$16.54	$176.08	
Technician IV	100	$ 67.23	$114.96	$18.89	$201.08	$20,108
Technician III		$ 61.21	$104.67	$17.20	$183.08	
Technician II		$ 53.18	$90.94	$14.94	$159.06	
Technician I		$ 46.83	$80.08	$13.16	$140.07	
Administrative III	14	$ 48.83	$83.50	$13.72	$146.05	$2,045
Administrative II		$ 44.82	$76.64	$12.59	$134.06	
Administrative I		$ 40.14	$68.64	$11.28	$120.06	
Cost Estimator III		$ 105.69	$180.73	$29.70	$316.12	
Cost Estimator II		$ 85.62	$146.41	$24.06	$256.09	
Cost Estimator I		$ 64.89	$110.96	$18.23	$194.09	
Construction Manager X		$ 110.37	$188.73	$31.01	$330.12	
Construction Manager IX		$ 102.68	$175.58	$28.85	$307.12	
Construction Manager VIII		$ 96.99	$165.85	$27.25	$290.10	
Construction Manager VII		$ 93.32	$159.58	$26.22	$279.12	
Construction Manager VI	480	$ 86.63	$148.14	$24.34	$259.11	$124,373
Construction Manager V		$ 79.94	$136.70	$22.46	$239.10	
Construction Manager IV		$ 75.92	$129.82	$21.33	$227.08	
Construction Coordinator I		$ 49.84	$85.23	$14.01	$149.07	
Construction Admin Specialist IV		$ 67.23	$114.96	$18.89	$201.08	
Construction Admin Specialist III	120	$ 61.21	$104.67	$17.20	$183.08	$21,969
Construction Admin Specialist II		$ 53.18	$90.94	$14.94	$159.06	
Construction Admin Specialist I		$ 46.83	$80.08	$13.16	$140.07	
Inspector VII		$ 79.94	$136.70	$22.46	$239.10	
Inspector VI		$ 73.92	$126.40	$20.77	$221.09	
Inspector V		$ 66.89	$114.38	$18.80	$200.07	
Inspector IV	300	$ 61.88	$105.81	$17.39	$185.08	$55,525
Inspector III		$ 54.85	$93.79	$15.41	$164.06	
Inspector II		$ 49.84	$85.23	$14.01	$149.07	
Quality Control Compliance Specialist		$ 66.89	$114.38	$18.80	$200.07	
Total Hours	1,214				**Subtotal:**	$270,638
REIMBURSABLES						
Mileage						$4,034
CAD						$1,800
Geotechnical Inspection						$19,288
					Subtotal:	$25,122
SUBCONSULTANT COSTS (See Exhibit B1)						
HWA						$64,950
					Total:	$360,710
					Contingency:	20,000
					GRAND TOTAL:	$380,710

Exhibit B1

Consultant Fee Determination

Project Name:	Pavement Management & Utilities Upgrades – NE 24th St from 172nd Ave NE to WLSP Final Design Construction Management
Project Number:	2319-096, -403, -404, -406
Consultant:	HWA Geo Sciences Inc.

NEGOTIATED HOURLY RATES

Classification	Hours	DSC	Overhead 196%	Fee (Profit) 28%	Total Hourly Rate	Total
GeoEng VIII	8	$ 98.74	$193.53	$27.75	$320	$2,560
GeoEng II		$ 47.83	$93.75	$13.44	$155	
Geol VI	14	$ 70.97	$139.10	$19.94	$230	$3,220
Geol II	329	$ 40.12	$78.64	$11.27	$130	$42,780
Contracts	6	$ 54.00	$105.84	$15.17	$175	$1,050
Total Hours	357				**Subtotal:**	$49,610
REIMBURSABLES						
Laboratory Testing						$11,400
Mileage						$1,960
Nuclear Gauge Rental						$1,980
					Subtotal:	$15,340
					GRAND TOTAL:	$64,950

Memorandum

Date: 11/3/2025
Meeting of: Committee of the Whole - Planning and Public Works

File No. CM 25-612
Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Jeff Thompson	Senior Utility Engineer
Public Works	Chris Stenger	Deputy Public Works Director

TITLE:
Resolution to Establish Additional Sewer Connection Charges for Redmond Town Center Area Sewer Improvements

OVERVIEW STATEMENT:
Public Works is requesting Council approval of a Resolution to establish Additional Sewer Connection Charges (ACCs) for properties within the Redmond Town Center area. These charges will enable the City to recover costs associated with sewer infrastructure improvements required to support anticipated growth outlined in the Redmond 2050 Comprehensive Plan.

To accommodate this growth, the City will undertake critical sewer system upgrades, including the upsizing of Lift Station #17 and associated sewer mains. While these improvements were identified as "Developer-Funded" in the 2024 General Sewer Plan, the City is proactively funding the work to help remove redevelopment barriers in the area. ACCs will ensure equitable cost recovery from parcels that directly benefit from these upgrades.

The total estimated project cost is $20.8 million. Charges will be assessed at the parcel level based on parcel size and the proportional benefit received. The proposed Resolution also includes provisions for cost reconciliation: property owners will receive refunds if actual project costs are lower than estimated; however, no additional charges will be imposed if actual costs exceed projections.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☐ **Provide Direction** ☒ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  2050 Comprehensive Plan & General Sewer Plan

  o UT-1: Ensure that adequate public utilities and facilities are planned for, located, extended, and sized consistent with planned growth and service standards described in the Redmond Comprehensive Plan.

  o UT-7: Require development to pay for or construct the growth-related portion of infrastructure needs to the extent consistent with state and federal law.

  o UT-10: Determine utility infrastructure necessary for a given development at the subdivision or entitlement phase of permit review.

  o UT-28: Design wastewater systems to provide efficient and reliable service while balancing short- and long-term costs.

  · Justification:

  o Infrastructure is required to meet growth and zoning changes under the Redmond 2050 Plan

  o Developers should pay their fair share of the infrastructure they benefit from

  o ACCs are authorized under RMC 13.11.035 and structured by parcel-specific benefit

  o The City avoids legal and logistical issues tied to Reimbursement Agreements

  o City-constructed improvements accelerate redevelopment readiness and streamline permitting

- **Required:**
  Council approval is required for a Resolution
- **Council Request:**
  N/A
- **Other Key Facts:**
  o Costs per parcel range from $930.55 to $4.04 million, based on size and benefit

  o ACCs are paid at the time of General Sewer Connection Charge collection

  o 50% payment option available for partial development

  o ACCs are not triggered by tenant improvements or meter changes unless redevelopment thresholds are met

OUTCOMES:
o Ensures growth-related infrastructure is funded by development

o Avoids delays or unequal cost burdens for early developers

o Supports sewer capacity upgrades to meet zoning demands and service population through 2050

o Provides cost transparency and equitable cost sharing among parcels

o Enables timely redevelopment of the Redmond Town Center area

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  April 16, 2025
- **Outreach Methods and Results:**
  Office Hours
- **Feedback Summary:**
  Comments were received and incorporated from the Redmond Town Center Development group

BUDGET IMPACT:

Total Cost:
$20.8M (City-funded, to be recouped via ACCs)

Approved in current biennial budget: ☐ **Yes** ☒ **No** ☐ **N/A**

Budget Offer Number:
CIP

Budget Priority:
Healthy and Sustainable / Reliable Infrastructure

Other budget impacts or additional costs: ☒ **Yes** ☐ **No** ☐ **N/A**
If yes, explain:
o Potential refunds if project costs are lower than projected

o No additional costs to developers beyond adopted charges

Funding source(s):
Wastewater CIP

Budget/Funding Constraints:
Refunds allowed if final costs are lower, and ACCs are capped at adopted values, even if final costs exceed estimates

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
Click and select a date, or click and press delete if none.	Click and select a meeting from the dropdown menu.	Click and select an action from the dropdown menu.

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/3/2025	Committee of the Whole - Planning and Public Works	Provide Direction
11/18/2025	Business Meeting	Approve

Time Constraints:
This Resolution must be approved before any development in the Redmond Town Center area vests. Without timely adoption, initial developers or the City may bear more than their fair share of the infrastructure cost.

ANTICIPATED RESULT IF NOT APPROVED:
o Risk of inequitable cost distribution

o Delays to redevelopment

o Potential need for case-by-case negotiations with developers

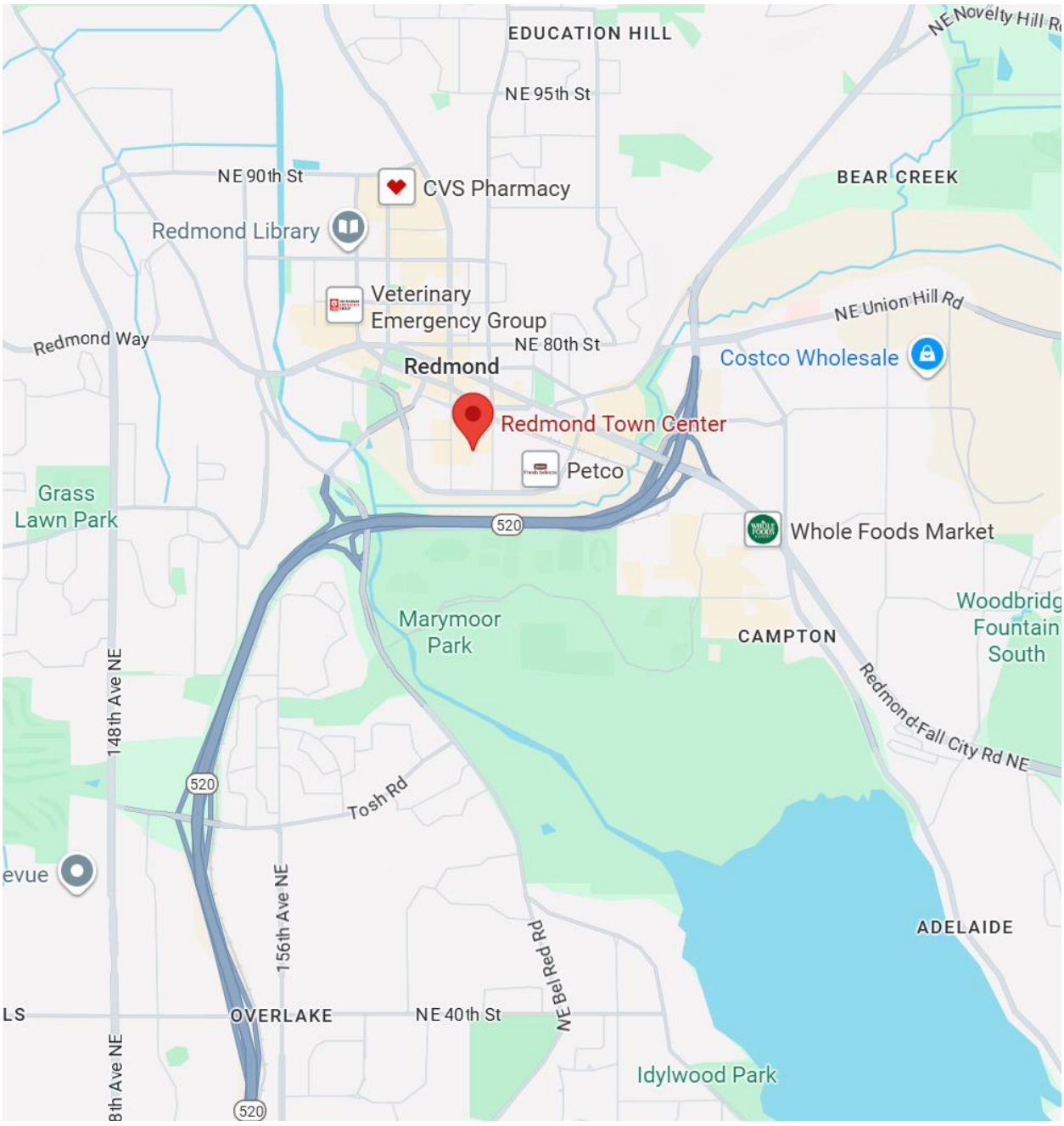
o Loss of cost recovery mechanism for City-funded infrastructure

ATTACHMENTS:
Attachment A: Vicinity Map

Attachment B: BHC Technical Memorandum (Dec. 20, 2024)

Attachment C: Resolution No.

Attachment A: Vicinity Map



TECHNICAL MEMORANDUM

Date:	**December 20, 2024**
To:	**Jeff Thompson, PE; Matt Stefanson, PE, City of Redmond**
From:	**BHC Consultants, LLC**
CC:	**Design Team**
Subject:	**Town Center Sanitary Sewer Evaluation**
Project No:	**24-10730.16**



12/20/2024

1. Introduction

Development of the Redmond Town Center (Town Center) in 1997 resulted in construction of a gravity sanitary sewer collection system and associated wastewater lift station (WWLS) 17 to serve the area designated as the Leary Way Basin. The City of Redmond (City) is working to rezone the Leary Way Basin to allow higher density mixed-use developments in the Town Center zone. This technical memorandum provides a summary of the evaluated impacts of the updated zoning requirements on the wastewater flows and identifies recommended improvements in the City's collection and conveyance system to address those impacts. In addition to the planning level review of necessary improvements, this technical memorandum includes planning level costs, developed at the capital improvement project (CIP) planning level to support the City's CIP planning and to identify additional connection charges (ACC) for future developments.

2. General Wastewater Plan Update for the 2050 Comprehensive Plan

The City is currently undergoing a Comprehensive Plan Update (Vision 2050) to consolidate and change zoning classifications throughout the city. In response to the Vision 2050 Plan Update, the City evaluated impacts of potential zoning changes on their wastewater system and current General Wastewater Plan (Plan). The updated wastewater system analysis assumes Town Center can and will accommodate higher densities than currently exist, and that Town Center will mostly develop to six-story high mixed-use developments.

These zoning changes have presented the opportunity for developers to consider changes to properties in the Town Center area with some parcels actively engaged in the planning process for redevelopment. This interest in redevelopment resulted in a need for the City to review the wastewater collection system improvements necessary within the Leary Way Basin to meet the future development demands.

3. Gravity Collection System Improvements

3.1 Existing System Limits

Redmond Town Center is located within the Leary Way Basin. Wastewater generally flows south through gravity submains in 164th Ave SE, 166th Ave SE, and 168th Ave NE. Wastewater then enters a larger gravity main in Bear Creek Parkway and flows westerly to WWLS 17. WWLS 17 pumps wastewater back up to the Bear Creek Parkway gravity main, where it flows north to Leary Way then southwesterly to the King County Interceptor pipe. The County connection is located on the east side of the Sammamish River just north of Leary Way.

3.2 Required Gravity Collection System Improvements

Impacts to the wastewater system as a result in higher development interest and zoning changes were analyzed as part of the General Wastewater Plan Update for the 2050 Comprehensive Plan (April 2024). Results of the analysis indicated wastewater system improvements are needed in Town Center to accommodate future buildout wastewater demand in the area. More specifically, gravity wastewater improvements are necessary along Leary Way, Bear Creek Parkway, 164th Ave SE, 166th Ave SE and 168th Ave SE. Upgrades and capacity improvements are also necessary at Wastewater Lift Station (WWLS) 17. 164th Ave SE, 166th Ave SE and 168th Ave SE gravity system improvements will be paid for and constructed directly by developers; remaining improvements along Leary Way, Bear Creek Parkway and at WWLS 17 will be paid for and constructed upfront by the City and recovered later through an Additional Connection Charge.

3.3 Development of Gravity Conveyance Improvement Costs for Planning Level Estimates

Estimates of probable construction costs were developed for each gravity conveyance system improvement using the City's cost estimating template. Construction cost estimates for replacing/upsizing the pipes in Bear Creek Parkway and Leary Way were generated using the City's standard project cost estimate template for CIPs. Cost estimates assume existing pipes and manholes will be removed and replaced; 20-feet wide roadway restoration on average; and limited demolition costs. Pipe lengths were obtained from the Record Length field of the City's GIS layer for wastewater pipes. Allied costs were applied to estimate pre-design, construction, and right-of-way costs. Risk assessments were complete to determine the contingency for each project, which are identified in the summary cost sheets included as Attachment 1.

The contingency amount for the Design and Construction phases is based on the total estimated construction costs multiplied by the risk assessment, while the contingency amount for Right of Way is based on the total estimated rights of way costs multiplied by the risk assessment. A high risk for design and construction is assumed due proximity to the Sammamish River and potential for high groundwater during trenching for and installation of the replacement piping. A low risk for right of way is assumed since work will be done within existing right of way. A high-risk level corresponds to 40 percent contingency, while

a low-risk level corresponds to 25 percent contingency. Construction of the Leary Way Basin gravity sewer improvements is anticipated to begin within an approximate 5-year window, and as such, costs have been escalated to 2030 dollars using the City's cost template.

4. WWLS 17 Improvements

The higher density and associated increase in wastewater flows within the Leary Way Basin will result in a need to upgrade the existing WWLS 17. Upgrades to the existing lift station include both improvements that are required to modernize WWLS 17 and to serve future growth in the Redmond Town Center. Portions of the modernization of WWLS 17 will be required regardless of increased wastewater flows. These improvements are based on the *City of Redmond Wastewater Lift Station Standards* (December 2023), which summarizes the requirements for constructing new and retrofitting existing lift stations in the City of Redmond. For the purpose of this analysis and establishing cost responsibilities, only those improvements directly driven by the increased flow rate will be attributed to future developments.

4.1 WWLS 17 Design Flow

With the anticipated development in Redmond Town Center, a capacity of 1,500 gpm has been identified as the basis for design for WWLS 17. This increased flow rate would still be served through a duplex pump configuration within the existing wet well/dry well. Determination of the WWLS design flow rate was based on analysis of three alternative methods. These methods included basing the flow rate solely on the model outputs for the 2024 basin analysis, using revised peaking factors for the model output, or basing the calculation on the Washington State Department of Ecology (Ecology) Criteria for Sewage Work Design (Orange Book) method.

Utilizing only model outputs generally provides for a lower flow rate to WWLS 17 than the two other methods reviewed. Conversely, the Orange Book method results in higher design flows, due to the requirement for use of a peaking factor of 3.0 (per Figure C1-1 of the Orange Book).

The revised peaking factor method was selected as appropriate for determining the WWLS 17 capacity after review of the evaluation and corresponding design flows with the City of Redmond. Calculation of the design flow of 1,500 gpm was developed using the methodology and basis information described below.

- The build-out sewer demand for the Leary Way basin has been identified as 19,000 gallons per day per acre (gpad). A total of 61 acres would contribute to this dry weather flow rate.
- Infiltration and inflow (I/I) for wet weather flows is 3,500 gpad. 72 acres contribute to this I/I flow rate.
- Model hydrograph results indicate a peak inflow of 985 gallons per minute (gpm) to WWLS 17. However, it was noted that two load points were incorrectly assigned downstream of WWLS 17. These parcels were identified to contribute flow to WWLS 17 and for the purpose of this flow

determination added to the 985-gpm modeled flow. Loading these points upstream of WWLS 17 raises the peak flow to 1,172 gpm.

- Basin modeling analysis indicates a diurnal peaking factor slightly greater than 1.4. A peaking factor of 1.6 was selected to provide a conservative estimate of peak flows and provide a factor of safety to the peak hour flows.
- Dry weather flow was calculated as 805 gpm (19,000 gpad applied over 61 acres), which results in 1,288 gpm with a peaking factor of 1.6. The wet weather I/I flow calculated at the 3,500 gpad rate over 72 acres (175 gpm) was added to the peak dry weather flow resulting in a rate of 1,463 gpm, which was rounded to 1,500 gpm for establishing the WWLS 17 design flow.

4.2 Interim Capital Improvement Project

The City is currently undertaking a capital improvement project to replace the pumps, pump pedestals, and adjacent valves in WWLS 17. This limited upgrade was identified to address the existing aging pumps and replace them with models that eliminate the current seal water system. The existing 1,000 gpm capacity pumps will be replaced with 1,500 gpm pumps, meeting the future capacity demands identified above. The work associated with the pump replacement will be borne by the City using their maintenance fund. Similarly, the upgrades to suction and discharge piping and valves will be included as part of the City's maintenance of the station. Replacement pumps are compatible with variable frequency drive (VFD) starters to meet the requirements outlined in the lift station standards and to be compliant with the anticipated future modernization project.

4.3 Improvements to WWLS 17

To support the preparation of planning level costs for modernization of WWLS 17 and to meet the future development needs, an evaluation of station upgrades was completed. This focused on the requirements identified in the Redmond Wastewater Lift Station Standards for dry pit configurations. A description of the upgrades needs are described herein. In addition, the responsibility for costs is also identified.

The existing 8-inch discharge force main needs will require replacement to meet the design flow rate of 1,500 gpm due to the velocity in this pipe exceeding the eight feet per sec (fps) requirement. The City's standard is to size force mains to maintain pipe velocity between four and eight fps. To accomplish this, a 12-inch force main is recommended to replace the existing 8-inch force main. Approximately 30 lineal feet of force main in the lift station dry well and 120 lineal feet of buried force main will require replacement. Replacing the discharge force main is solely a requirement of the increased design capacity as a result of redevelopment of the Town Center. This is the only component of the WWLS 17 modernization that is a direct impact of the development activity, and the sole item included in the additional connection charge calculations further discussed in Section 5 of this technical memorandum.

Wet well modernization is required to meet City standards, operational needs, and WISHA/OSHA requirements. Improvements include retrofitting the fall protection systems and replacing the ladder and platform to meet current regulatory requirements and meet operational needs. The level transducer and floats in the wet well will be replaced due to obsolescence. A drop bowl will be added to the influent pipe to reduce the turbulence of influent flow to the wet well and reduce corrosion potential within the structure. All improvements to the wet well are maintenance/age related and are not a result of redevelopment in the Town Center.

Dry well improvements are also required to meet City standards, operational needs, and WISHA/OSHA requirements. Improvements include replacement of the ladder entry system , spot repairs to the interior coating, and general refurbishment of fall protection systems are necessary to extend the usable life of the dry well structure. A dehumidifier will be added to the facility and the sump pump replaced along with the unit heaters in the lower pump room. Due to their age, the crane and hoist must be replaced to maintain the ability to remove the pumps and associated equipment. All improvements to the dry well are maintenance/age related and are not a result of redevelopment in the Town Center.

Adding a flow meter to WWLS 17 is necessary to meet the City Standards for lift stations. Due to a limited footprint within the lift station's dry well, it is recommended to place the flow meter within a vault along the replacement force main alignment adjacent to the station. Estimates for this improvement include costs for a 12-inch flow meter, vault, associated appurtenances, and a remote panel located within the pump room to display flow data.

The existing odor control in WWLS 17 requires replacement due to obsolescence. While the odor control system in WWLS 17 has sufficient capacity to support the increased wastewater flow rate, its replacement is recommended as the unit approaches the end of its life-cycle. Improvements include removal and replacement of existing odor control unit, supply fans, and exhaust fans.

Several electrical improvements are required to modernize WWLS 17. Fluorescent lighting will be replaced with LED lighting. The motor starters will be upgraded to VFDs to meet City standards. The existing generator can still meet the requirements of the larger replacement pumps if soft starts or VFDs replace the existing direct-on-line starters, it is recommended to replace the generator, fuel tank, and fuel monitoring systems due to age and the likelihood of additional energy demands in the future.

The existing control panels in WWLS 17 require replacement to fit the VFDs and standard electrical and control configurations for a City lift station. Replacing the control panel necessitates an increase in the building footprint to provide the required electrical clearance for the panels.

To provide sufficient space for the upgraded electrical and control equipment and meet regulatory requirements, a new building with larger footprint will be required. The building replacement will incorporate an expanded footprint utilizing a concrete masonry unit extending over the dry well portion of the below grade structure. The approximate 1,000 square foot building will be comprised of multiple rooms (generator and controls) and include a standing seam roof, exterior and interior coatings, gutter and downspouts, generator exhaust penetrations, lighting, and HVAC. Other building improvements include replacing the davit retrieval system with a sleeve to eliminate trip hazard while not in use. The increase in building size, necessitating replacement, is independent of the increased flows from the Town Center development.

4.4 Development of WWLS Upgrades Costs for Planning Level Estimates

A planning level estimate of probable construction has been developed for the WWLS 17 modernization/upgrades. The costs for each component of the upgrades were prepared by identifying major elements of the work required. The lump sum value developed for the individual components were then input into the City's cost estimating template for CIP projects. Risk was assessed to apply the appropriate contingency to the planning level costs. Due to the complexity of retrofitting an existing station and the need to replace a portion of force main within a potentially high ground water table area, a high risk was identified for the cost proposal. Construction of the WWLS 17 upgrades is anticipated to begin within an approximate 5-year window, and as such, costs have been escalated to 2030 dollars using the City's cost template. All work will be within existing City ROW, easements, or parcels, which reduces that risk component.

Table 1 summarizes the planning level project costs associated with each improvement category described above and identifies whether the improvement is maintenance or development driven.

Table 1
Required Improvements in WWLS 17

Improvement	Driver for Improvements	Estimates of Probable Cost
Replace the discharge force main	Developer	$691,449
Wet well modernization	Maintenance	$88,647
Dry well improvements	Maintenance	$177,295
Provision of a flow meter	Maintenance	$159,565
Odor control system replacement	Maintenance	$265,942
Electrical improvements	Maintenance	$2,482,126
Building Improvements	Maintenance	$4,113,237
Startup and Testing	Maintenance	$265,942
TOTAL WWLS 17 IMPROVEMENTS COST		**$8,244,203**

Only that portion of the WWLS 17 improvements associated with Developer Driven costs are considered as part of the Additional Connection Charges identified and presented in Section 5. Pump replacement will be completed under a separate maintenance project prior to the station modernization, as described in Section 4.2.

5. Additional Connection Charges

The wastewater system improvements will be designed and constructed as part of City-funded CIP, or CIPs. The City will fund the improvements upfront, covering all initial costs. To recoup the costs, the City will collect an Additional Connection Charge (ACC) from property owners when properties undergo redevelopment. This section outlines the assumptions and provides supporting data used to calculate the ACC. Figure 1 shows a map detailing the location of the wastewater improvements and the boundaries of the ACC area.

5.1 ACC Areas and Project Components

The ACC serves as a financial tool to equitably distribute the costs of infrastructure improvements across the redeveloped properties benefiting from the upgraded wastewater system. Property owners will only pay for downstream improvements relative to their property. For purposes of this analysis, the ACC area and project components are divided into smaller areas. There are five “ACC Areas” which represent different tributary discharge areas to the Town Center wastewater system. Wastewater improvement projects are divided into six project components, which are: Lift Station Component, Gravity Component 1, Gravity Component, Gravity Component 3, Gravity Component 4 and Gravity Component 5. Figure 2 shows a map of the ACC Areas and Project Components.

Each ACC Area is responsible for cost-sharing of the downstream project components. For some parcels, wastewater enters the public collection system in two locations and ultimately affects two different project components. For purposes of this analysis, wastewater from these parcels (PINs 7202410010, 7202410080, 7202410070, 4202410150, 7202410160, 7202410100, and 7202410030) is assumed to discharge evenly between the project component boundaries, and the ACC areas are therefore split evenly (i.e. 50/50). Table 2, below, presents project component responsibility by ACC Area.

Table 2
Project Component Responsibility by ACC Area

ACC Area (#)	ACC Area (square footage)	Project Component Responsibility
1	399,844	Gravity Component 1
2	897,503	Gravity Component 1 Lift Station Component Gravity Component 2
3	713,066	Gravity Component 1 Lift Station Component Gravity Component 2 Gravity Component 3
4	407,677	Gravity Component 1 Lift Station Component Gravity Component 2 Gravity Component 3 Gravity Component 4
5	545,321	Gravity Component 1 Lift Station Component Gravity Component 2 Gravity Component 3 Gravity Component 4 Gravity Component 5

5.2 Project Components and Costs

The six project components are displayed in Figure 2. Separating project components allows for application of the ACC only to the properties directly benefiting from each project component. Individual planning level opinions of probable project cost (OPPC) are provided for each project component and are included in Attachment 1. As only a portion of the cost associated with the WWLS 17 upgrades are attributable to the ACC, two cost breakouts are provided; one of the overall WWLS improvements cost and one representing only the force main replacement costs that are a result of development potential. Table 3 below shows the OPCC by project component and estimated cost, in parcel square footage, for each responsible ACC area.

Table 3
ACC Area by Cost

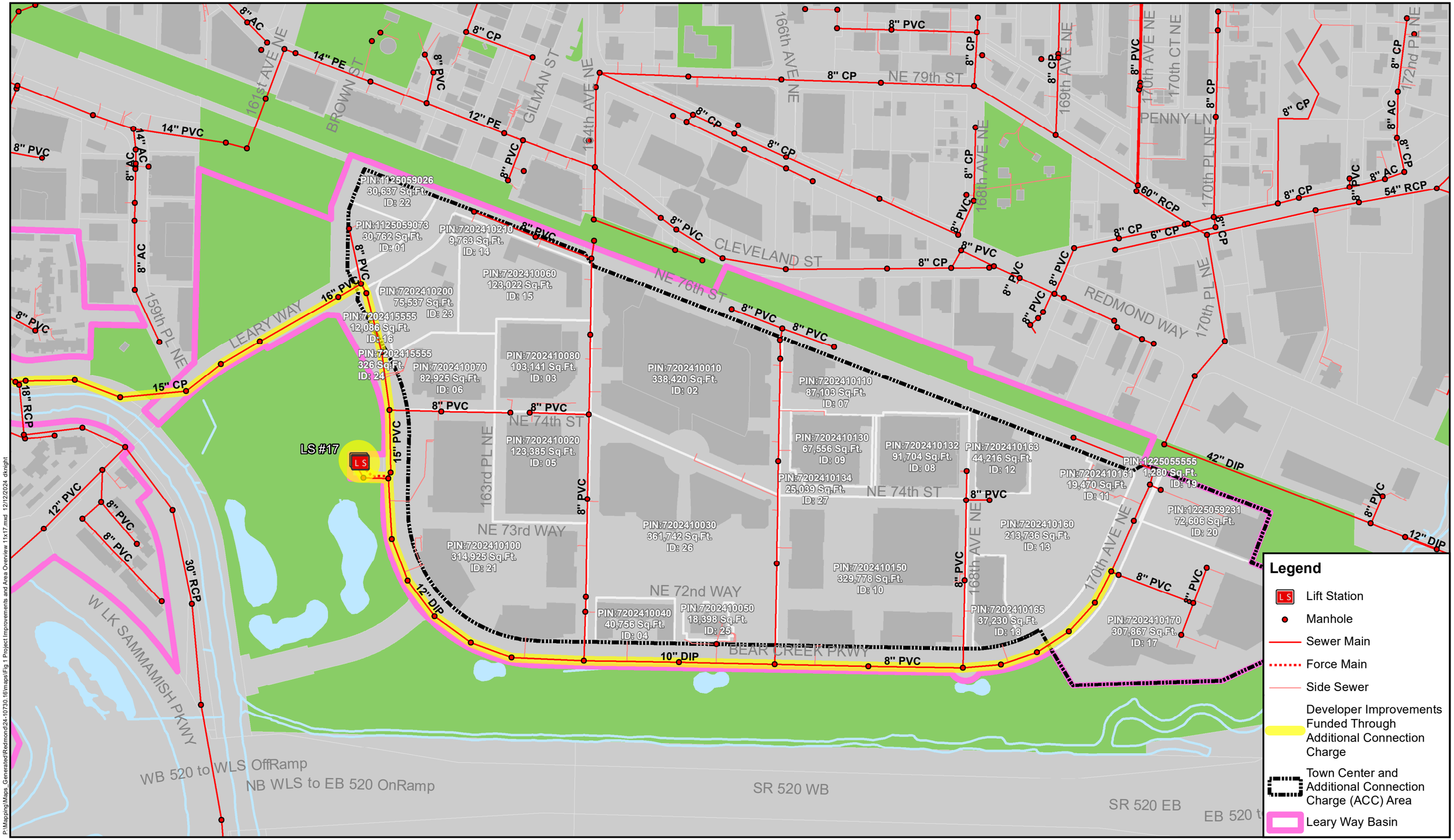
Project Component	OPPC ($)	ACC Area Responsibility	Total responsible ACC Area (SF)	Cost per sf ($/SF)
Gravity Component 1	$8,447,128	All (1, 2, 3, 4, 5)	2,963,411	$2.85
Lift Station Component	$691,449	2, 3, 4, 5	2,563,567	$0.27
Gravity Component 2	$4,655,655	2, 3, 4, 5	2,563,567	$1.82
Gravity Component 3	$2,377,107	3,4,5	1,666,064	$1.43
Gravity Component 4	$2,272,992	4,5	952,998	$2.39
Gravity Component 5	$2,378,780	5	545,321	$4.36

The cost per parcel square foot can also be summated and organized by ACC Area. For example, ACC Area 2 is responsible for project improvement costs for Gravity Component 1, Gravity Component 2 and the Lift Station Component. Adding up the cost per parcel square footage for project components downstream of ACC Area 2 gives the total cost per parcel square foot. Table 4 provides the summarized costs, in cost per parcel square foot, by ACC Area. To provide a cost for each parcel within the Town Center development area a matrix, delineated by tax parcel number, has been prepared that distributes the per square foot cost for each component. This provides both the distribution of costs and the total for each parcel. This matrix is included as Attachment 2 to this technical memorandum.

Table 4
ACC by Area and $/SF

ACC Area	Additional Connection Charge ($/SF)
1	$2.85
2	$4.94
3	$6.36
4	$8.75
5	$13.11

Figures



P:\Mapping\Maps_Generated\Redmond\24-10730.16\maps\Fig 1 Project Improvements and Area Overview 11x17.mxd 12/12/2024 dknight

bhc CONSULTANTS

GIS Data: City of Redmond

Data sources supplied may not reflect current or actual conditions. This map is a geographic representation based on information available. It does not represent survey data. No warranty is made concerning the accuracy, currency, or completeness of data depicted on this map.
BHC Consultants LLC., assumes no responsibility for the validity of any information presented herein, nor any responsibility for the use or misuse of the data.

N

*Side streets - 164th Ave NE, 166th Ave NE and 168th Ave NE - sewer mains also require upgrades to support buildout wastewater demand. Developers will be required to construct additional side street sewer improvements based individual development impacts and as negotiated with the City during the development application process.

0 150 300 600 Feet

Redmond WASHINGTON

Project Improvements and Area Overview

Town Center Sanitary Sewer Evaluation
City of Redmond
December 2024

Figure 1 360

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Legend

- Lift Station
- Manhole
- Sewer Main
- Force Main
- Side Sewer

Developer Improvements Funded Through Additional Connection Charge

- Lift Station Component
- Gravity Component 1
- Gravity Component 2
- Gravity Component 3
- Gravity Component 4
- Gravity Component 5

ACC Area

- 1
- 2
- 3
- 4
- 5

- Town Center and Additional Connection Charge (ACC) Area
- Leary Way Basin

P:\Mapping\Maps_Generated\Redmond\24-10730.16\maps\Fig 2 ACC Area 11x17.mxd 11/22/2024 dknight

GIS Data: City of Redmond

Data sources supplied may not reflect current or actual conditions. This map is a geographic representation based on information available. It does not represent survey data. No warranty is made concerning the accuracy, currency, or completeness of data depicted on this map.
BHC Consultants LLC., assumes no responsibility for the validity of any information presented herein, nor any responsibility for the use or misuse of the data.

*Side streets - 164th Ave NE, 166th Ave NE and 168th Ave NE - sewer mains also require upgrades to support buildout wastewater demand. Developers will be required to construct additional side street sewer improvements based individual development impacts and as negotiated with the City during the development application process.

N

0 150 300 600 Feet

ACC Area and Project Component Breakdown

Town Center Sanitary Sewer Evaluation
City of Redmond
November 2024

Figure 2 361

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ATTACHMENT 1

Individual Component CIP Worksheets

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

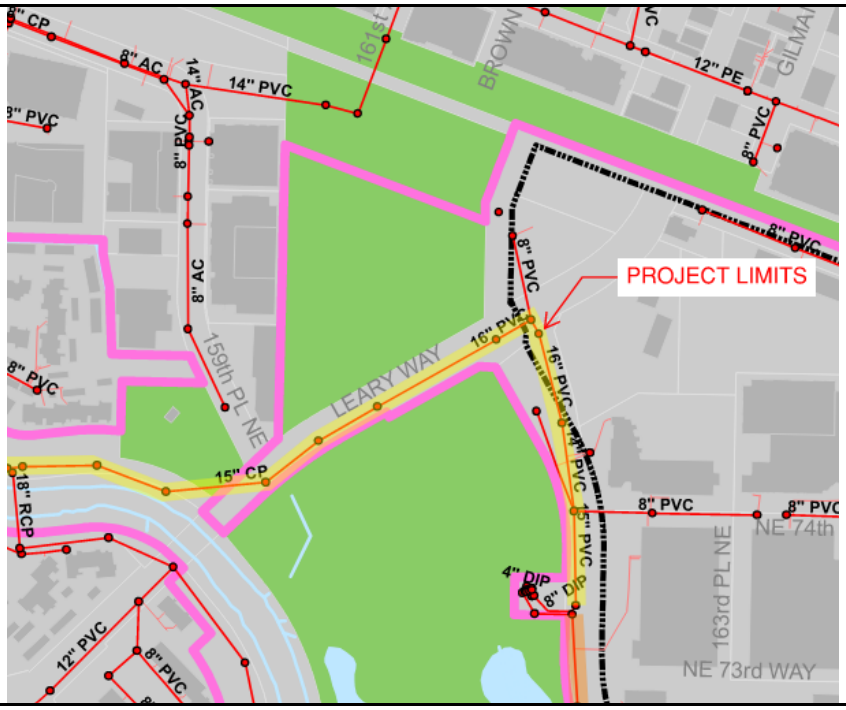
Project Overview

Project Name:	TO 16 - Gravity Component 1		
Project ID:		**Concept No.:**	
Created By:	KG	**Date:**	11/18/2024
Reviewed By:	JRZ	**Date:**	11/21/2024
Neighborhood:	Downtown	**Primary Street:**	Leary Way
Existing Zoning:		**Secondary Street:**	Bear Creek Parkway
Functional Plan:			
Parcel Based:		**CFC Area:**	

Project Description and Scope: This project upsizes/replaces 1,943 LF of 14", 15" and 16" PVC pipe with 16" pipes for future flows in Redmond Town Center. Pipe lineal footage is determined from Record Length field of the City's wwPipe layer.

Estimate of Probable Costs: **$8,447,128**

Project Map



City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Cost Summary

Project Name: TO 16 - Gravity Component 1

Project ID: 0 **Created By:** KG

Concept No.: 0 **Date:** 11/18/2024

Contingency amount for the Design & Construction phases is based on the total estimated construction costs x the risk assessment %. Contingency amount for the Right of Way phase is is based on the total estimated Right of Ways costs x the risk assessment %.

	Cost	Risk Assessment	Contingency		Total
			%	Amount	
Pre-Design	$186,933	*Total based on Const. Total w/contingency*		$219,060	**$629,828**
Design	$747,733	*Total based on Const. Total w/contingency*		$876,239	**$2,519,314**
Construction	$2,396,582	High	40%	$958,633	**$5,205,039**
Right of Way	$47,932	Low	25%	$11,983	**$92,947**
Cost Estimate with Escalation			**Subtotal**		**$8,447,128**

Project Escalation **$3,002,034**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

Annual Maintenance and Operations Cost 2021 **$0**

Maintenance Escalation **$0**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

TOTAL ESTIMATE OF MAINTENANCE COST WITH ESCALATION **$0**

See Detail Sheets for Assumptions

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

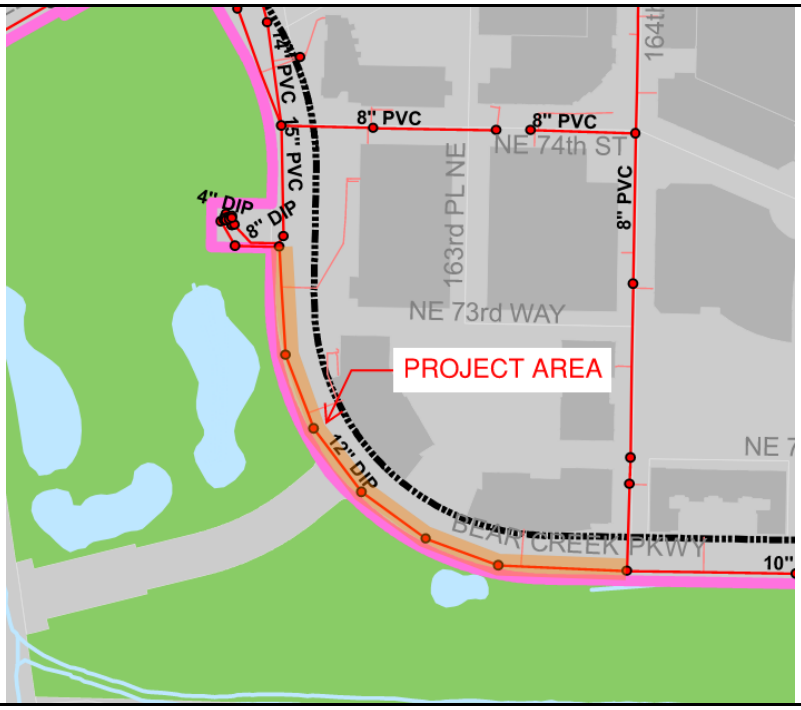
Project Overview

Project Name:	TO 16 - Gravity Component 2		
Project ID:		**Concept No.:**	
Created By:	KG	**Date:**	11/18/2024
Reviewed By:	JRZ	**Date:**	11/21/2024
Neighborhood:	Downtown	**Primary Street:**	Bear Creek Parkway
Existing Zoning:		**Secondary Street:**	
Functional Plan:			
Parcel Based:		**CFC Area:**	

Project Description and Scope: This project upsizes 1061 LF of 12" DI pipe to 15" pipe for future flows in Redmond Town Center. Pipe lineal footage is determined from Record Length field of the City's wwPipe layer.

Estimate of Probable Costs: **$4,655,655**

Project Map



City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Cost Summary

Project Name: TO 16 - Gravity Component 2

Project ID: 0 **Created By:** KG

Concept No.: 0 **Date:** 11/18/2024

Contingency amount for the Design & Construction phases is based on the total estimated construction costs x the risk assessment %. Contingency amount for the Right of Way phase is is based on the total estimated Right of Ways costs x the risk assessment %.

	Cost	Risk Assessment	Contingency %	Contingency Amount	Total
Pre-Design	$103,029	*Total based on Const. Total w/contingency*		$120,735	**$347,131**
Design	$412,115	*Total based on Const. Total w/contingency*		$482,941	**$1,388,526**
Construction	$1,320,882	High	40%	$528,353	**$2,868,770**
Right of Way	$26,418	Low	25%	$6,604	**$51,228**
Cost Estimate with Escalation			**Subtotal**		**$4,655,655**

Project Escalation **$1,654,578**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

Annual Maintenance and Operations Cost 2021 **$0**

Maintenance Escalation **$0**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

TOTAL ESTIMATE OF MAINTENANCE COST WITH ESCALATION **$0**

See Detail Sheets for Assumptions

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

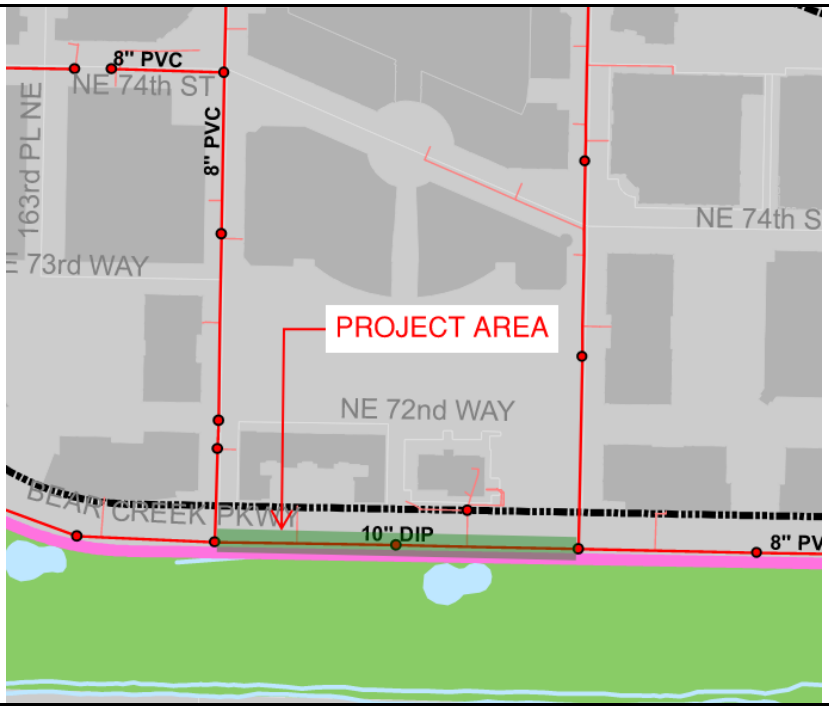
Project Overview

Project Name:	TO 16 - Gravity Component 3		
Project ID:		**Concept No.:**	
Created By:	KG	**Date:**	11/18/2024
Reviewed By:	JRZ	**Date:**	11/21/2024
Neighborhood:	Downtown	**Primary Street:**	Bear Creek Parkway
Existing Zoning:		**Secondary Street:**	
Functional Plan:			
Parcel Based:		**CFC Area:**	

Project Description and Scope: This project upsizes 652 LF of 10" DI pipe to 12" pipe for future flows in Redmond Town Center. Pipe lineal footage is determined from Record Length field of the City's wwPipe layer.

Estimate of Probable Costs: **$2,377,107**

Project Map



Unit Costs: August 2017
ROW and Stormwater CFC: October 2021

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Cost Summary

Project Name: TO 16 - Gravity Component 3

Project ID: 0 **Created By:** KG

Concept No.: 0 **Date:** 11/18/2024

Contingency amount for the Design & Construction phases is based on the total estimated construction costs x the risk assessment %. Contingency amount for the Right of Way phase is is based on the total estimated Right of Ways costs x the risk assessment %.

	Cost	Risk Assessment	Contingency %	Contingency Amount	Total
Pre-Design	$52,605	*Total based on Const. Total w/contingency*		$61,646	**$177,240**
Design	$210,420	*Total based on Const. Total w/contingency*		$246,582	**$708,960**
Construction	$674,422	High	40%	$269,769	**$1,464,750**
Right of Way	$13,488	Low	25%	$3,372	**$26,156**
Cost Estimate with Escalation			**Subtotal**		**$2,377,107**

Project Escalation **$844,803**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

Annual Maintenance and Operations Cost 2021 **$0**

Maintenance Escalation **$0**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

TOTAL ESTIMATE OF MAINTENANCE COST WITH ESCALATION **$0**

See Detail Sheets for Assumptions

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

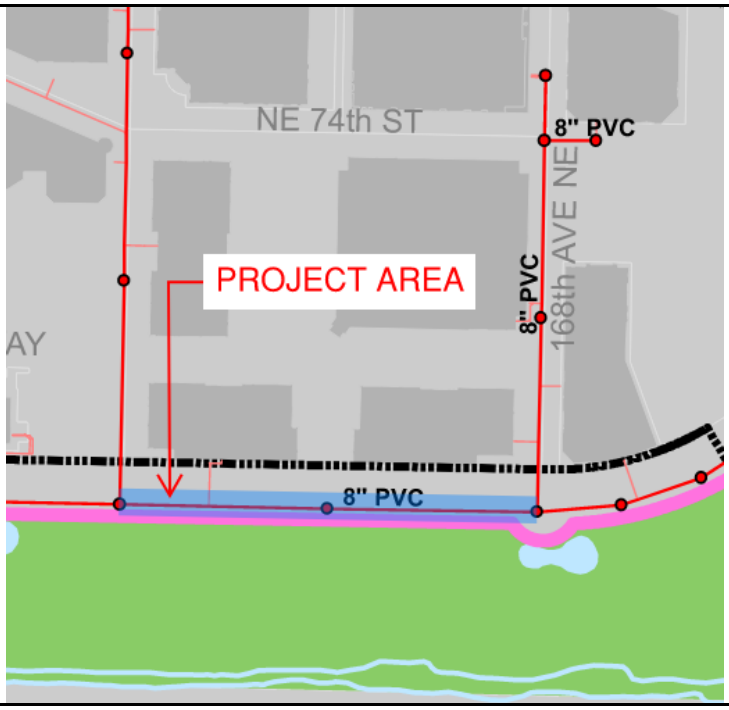
Project Overview

Project Name:	TO 16 - Gravity Component 4		
Project ID:		**Concept No.:**	
Created By:	KG	**Date:**	11/18/2024
Reviewed By:	JRZ	**Date:**	11/21/2024
Neighborhood:	Downtown	**Primary Street:**	Bear Creek Parkway
Existing Zoning:		**Secondary Street:**	
Functional Plan:			
Parcel Based:		**CFC Area:**	

Project Description and Scope: This project upsizes 642 LF of 8" PVC to with 10" pipes for future flows in Redmond Town Center. Pipe lineal footage is determined from Record Length field of the City's wwPipe layer.

Estimate of Probable Costs: **$2,272,992**

Project Map



City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Cost Summary

Project Name: TO 16 - Gravity Component 4

Project ID: 0 **Created By:** KG

Concept No.: 0 **Date:** 11/18/2024

Contingency amount for the Design & Construction phases is based on the total estimated construction costs x the risk assessment %. Contingency amount for the Right of Way phase is is based on the total estimated Right of Ways costs x the risk assessment %.

	Cost	Risk Assessment	Contingency %	Contingency Amount	Total
Pre-Design	$50,301	*Total based on Const. Total w/contingency*		$58,946	**$169,477**
Design	$201,204	*Total based on Const. Total w/contingency*		$235,782	**$677,908**
Construction	$644,883	High	40%	$257,953	**$1,400,596**
Right of Way	$12,898	Low	25%	$3,224	**$25,011**
Cost Estimate with Escalation			**Subtotal**		**$2,272,992**

Project Escalation **$807,801**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

Annual Maintenance and Operations Cost 2021 **$0**

Maintenance Escalation **$0**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

TOTAL ESTIMATE OF MAINTENANCE COST WITH ESCALATION **$0**

See Detail Sheets for Assumptions

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Overview

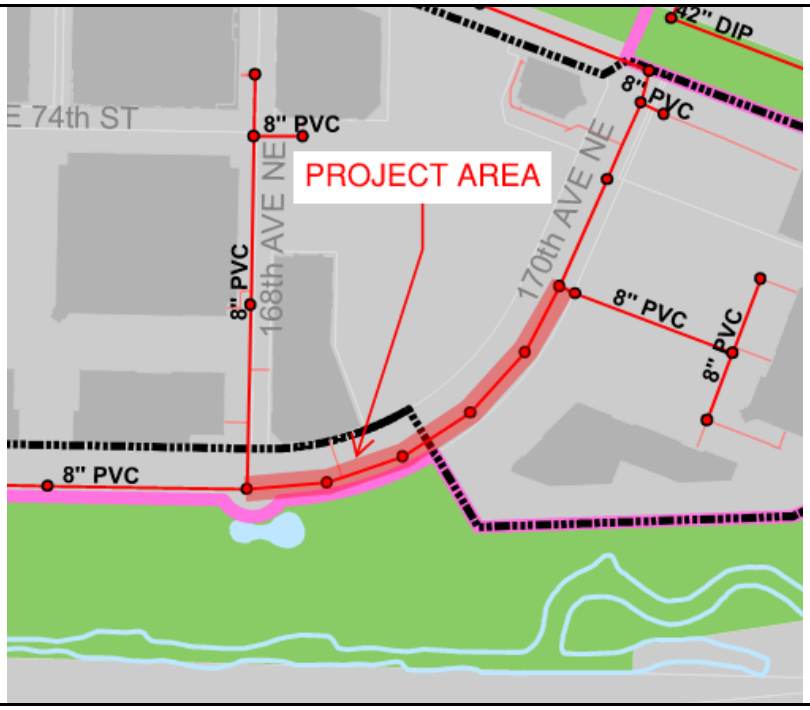
Project Name:	TO 16 - Gravity Component 5		
Project ID:		**Concept No.:**	
Created By:	KG	**Date:**	11/18/2024
Reviewed By:	JRZ	**Date:**	11/21/2024
Neighborhood:	Downtown	**Primary Street:**	Bear Creek Parkway
Existing Zoning:		**Secondary Street:**	170th Ave NE
Functional Plan:			
Parcel Based:		**CFC Area:**	

Project Description and Scope:

This project upsizes 644 LF of 8" PVC to with 10" pipes for future flows in Redmond Town Center. Pipe lineal footage is determined from Record Length field of the City's wwPipe layer.

Estimate of Probable Costs: **$2,378,780**

Project Map



Unit Costs: August 2017
ROW and Stormwater CFC: October 2021

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Cost Summary

Project Name: TO 16 - Gravity Component 5

Project ID: 0 **Created By:** KG

Concept No.: 0 **Date:** 11/18/2024

Contingency amount for the Design & Construction phases is based on the total estimated construction costs x the risk assessment %. Contingency amount for the Right of Way phase is is based on the total estimated Right of Ways costs x the risk assessment %.

	Cost	Risk Assessment	Contingency %	Contingency Amount	Total
Pre-Design	$52,642	*Total based on Const. Total w/contingency*		$61,689	**$177,365**
Design	$210,568	*Total based on Const. Total w/contingency*		$246,756	**$709,459**
Construction	$674,897	High	40%	$269,959	**$1,465,781**
Right of Way	$13,498	Low	25%	$3,374	**$26,175**
Cost Estimate with Escalation			**Subtotal**		**$2,378,780**

Project Escalation **$845,397**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

Annual Maintenance and Operations Cost 2021 **$0**

Maintenance Escalation **$0**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

TOTAL ESTIMATE OF MAINTENANCE COST WITH ESCALATION **$0**

See Detail Sheets for Assumptions

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

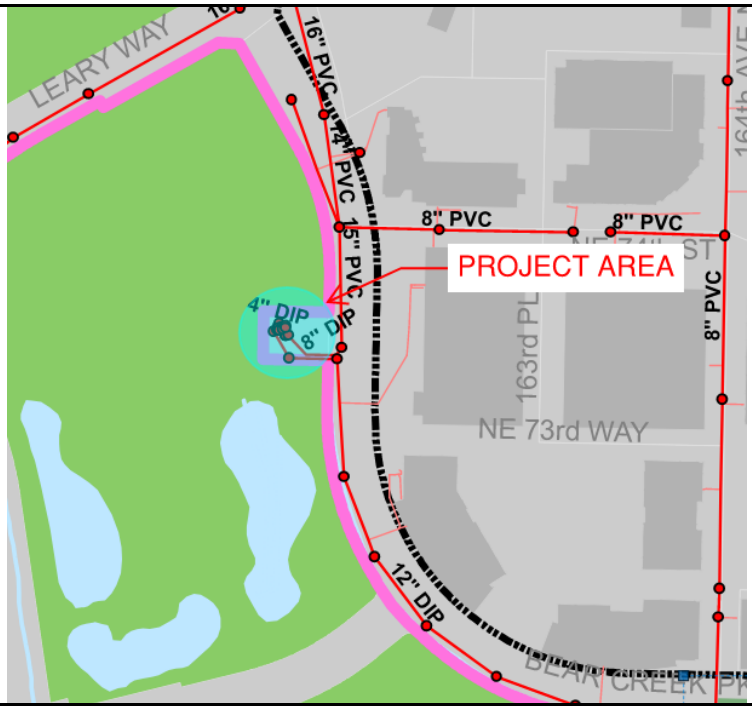
Project Overview

Project Name:	TO 16 - WWLS 17		
Project ID:		**Concept No.:**	
Created By:	KG	**Date:**	11/18/2024
Reviewed By:		**Date:**	
Neighborhood:	Downtown	**Primary Street:**	
Existing Zoning:		**Secondary Street:**	
Functional Plan:			
Parcel Based:		**CFC Area:**	

Project Description and Scope: Replacement of WWLS 17 discharge force main for developer driven flow increase. Costs only reflect force main replacement. Upgrades to WWLS 17 are provided separate as a maintenance/CIP element.

Estimate of Probable Costs: **$691,449**

Project Map



Unit Costs: August 2017
ROW and Stormwater CFC: October 2021

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Cost Summary

Project Name: TO 16 - WWLS 17

Project ID: 0 **Created By:** KG

Concept No.: 0 **Date:** 11/18/2024

Contingency amount for the Design & Construction phases is based on the total estimated construction costs x the risk assessment %. Contingency amount for the Right of Way phase is is based on the total estimated Right of Ways costs x the risk assessment %.

	Cost	Risk Assessment	Contingency		Total
			%	Amount	
Pre-Design	$42,998	*Total based on Const. Total w/contingency*		$0	**$57,621**
Design	$171,990	*Total based on Const. Total w/contingency*		$0	**$230,483**
Construction	$214,988	High	40%	$85,995	**$403,345**
Right of Way	$0	Low	25%	$0	**$0**
Cost Estimate with Escalation			**Subtotal**		**$691,449**

Project Escalation **$175,479**

Year of cost index:	2024
Midpoint of Construction:	2030
Escalation Rate:	5.00%

Annual Maintenance and Operations Cost 2021 **$0**

Maintenance Escalation **$0**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

TOTAL ESTIMATE OF MAINTENANCE COST WITH ESCALATION **$0**

See Detail Sheets for Assumptions

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

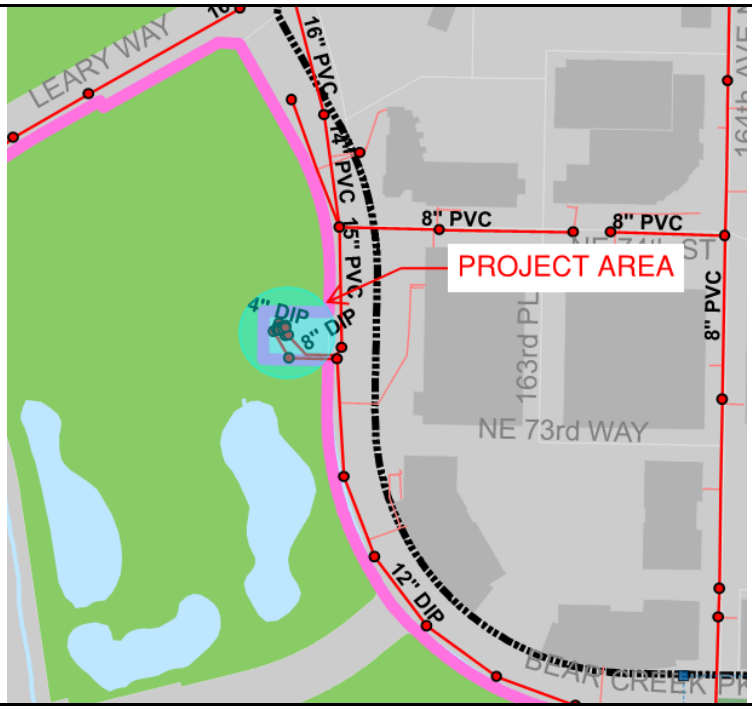
Project Overview

Project Name:	TO 16 - WWLS 17		
Project ID:		**Concept No.:**	
Created By:	KG	**Date:**	11/18/2024
Reviewed By:		**Date:**	
Neighborhood:	Downtown	**Primary Street:**	
Existing Zoning:		**Secondary Street:**	
Functional Plan:			
Parcel Based:		**CFC Area:**	

Project Description and Scope: This project includes maintenance driven and developer driven improvements to WWLS 17.

Estimate of Probable Costs: **$8,244,201**

Project Map



Unit Costs: August 2017
ROW and Stormwater CFC: October 2021

City of Redmond

Planning Level Opinion of Probable Costs

Drainage and Environment Cost Estimate

Project Cost Summary

Project Name: TO 16 - WWLS 17

Project ID: 0 **Created By:** KG

Concept No.: 0 **Date:** 11/18/2024

Contingency amount for the Design & Construction phases is based on the total estimated construction costs x the risk assessment %. Contingency amount for the Right of Way phase is is based on the total estimated Right of Ways costs x the risk assessment %.

	Cost	Risk Assessment	Contingency		Total
			%	Amount	
Pre-Design	$512,663	*Total based on Const. Total w/contingency*		$0	**$687,017**
Design	$2,050,650	*Total based on Const. Total w/contingency*		$0	**$2,748,067**
Construction	$2,563,313	High	40%	$1,025,325	**$4,809,117**
Right of Way	$0	Low	25%	$0	**$0**
Cost Estimate with Escalation			**Subtotal**		**$8,244,201**

Project Escalation **$2,092,251**

Year of cost index:	2024
Midpoint of Construction:	2030
Escalation Rate:	5.00%

Annual Maintenance and Operations Cost 2021 **$28,000**

Maintenance Escalation **$15,438**

Year of cost index:	2021
Midpoint of Construction:	2030
Escalation Rate:	5.00%

TOTAL ESTIMATE OF MAINTENANCE COST WITH ESCALATION **$43,438**

See Detail Sheets for Assumptions

ATTACHMENT 2

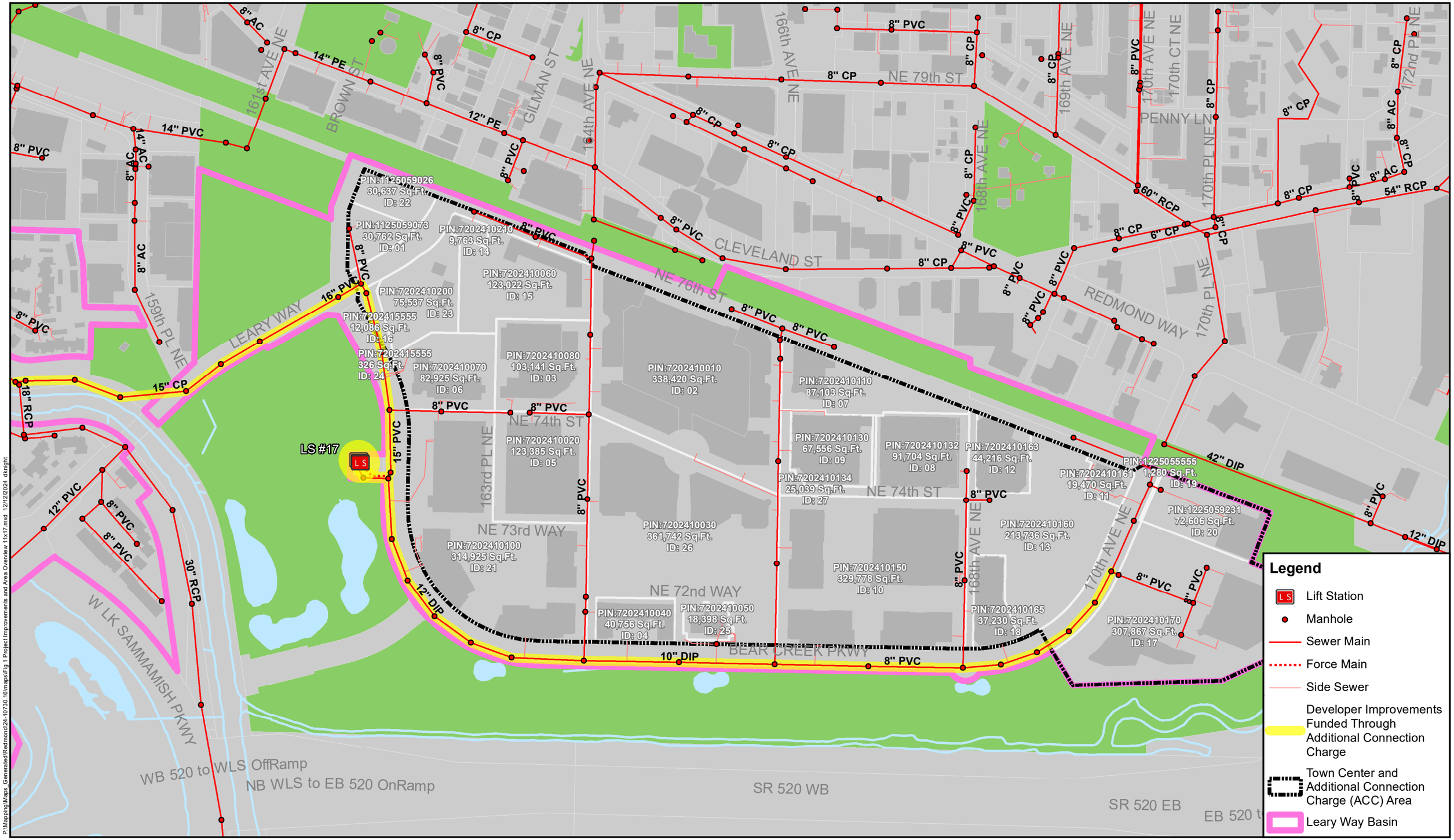
Additional Connection Charge by Parcel

Attachment 2 - Cost Per Parcel

ID	ACC Area	PIN	Parcel Area (sq ft)	$/SF (See Table 3)	ACC by Parcel ($)	ACC Combined for Split Parcels
01	1	1125059073	30,762	$2.85	$87,684.95	$87,684.95
02	2	7202410010	169,210	$4.94	$835,267.62	$1,911,960.57
	3	7202410010	169,210	$6.36	$1,076,692.95	
03	1	7202410080	51,570	$2.85	$146,999.78	$401,565.18
	2	7202410080	51,570	$4.94	$254,565.40	
04	2	7202410040	40,756	$4.94	$201,184.70	$201,184.70
05	2	7202410020	123,385	$4.94	$609,064.21	$609,064.21
06	1	7202410070	41,463	$2.85	$118,188.33	$322,859.78
	2	7202410070	41,463	$4.94	$204,671.45	
07	3	7202410110	87,103	$6.36	$554,243.39	$554,243.39
08	4	7202410132	91,704	$8.75	$802,245.32	$802,245.32
09	3	7202410130	67,556	$6.36	$429,864.11	$429,864.11
10	3	7202410150	164,889	$6.36	$1,049,199.10	$2,491,674.46
	4	7202410150	164,889	$8.75	$1,442,475.36	
11	5	7202410161	19,470	$13.11	$255,255.45	$255,255.45
12	4	7202410163	44,216	$8.75	$386,807.84	$386,807.84
13	4	7202410160	106,868	$8.75	$934,897.07	$2,335,969.45
	5	7202410160	106,868	$13.11	$1,401,072.38	
14	2	7202410210	9,763	$4.94	$48,191.64	$48,191.64
15	2	7202410060	123,022	$4.94	$607,272.13	$607,272.13
16	1	7202415555	12,086	$2.85	$34,450.71	$34,450.71
17	5	7202410170	307,867	$13.11	$4,036,234.88	$4,036,234.88
18	5	7202410165	37,230	$13.11	$488,098.06	$488,098.06
19	5	1225055555	1,280	$13.11	$16,780.80	$16,780.80
20	5	1225059231	72,606	$13.11	$951,891.74	$951,891.74
21	1	7202410100	157,462	$2.85	$448,842.86	$1,226,121.99
	2	7202410100	157,462	$4.94	$777,279.12	
22	1	1125059026	30,637	$2.85	$87,331.32	$87,331.32
23	1	7202410200	75,537	$2.85	$215,316.78	$215,316.78
24	1	7202415555	326	$2.85	$930.55	$930.55
25	3	7202410050	18,398	$6.36	$117,064.81	$117,064.81
26	2	7202410030	180,871	$4.94	$892,829.91	$2,043,722.93
	3	7202410030	180,871	$6.36	$1,150,893.02	
27	3	7202410134	25,039	$6.36	$159,325.31	$159,325.31

***Highlighted parcels indicate parcels that have multiple discharge locations. Parcels are divided 50/50 and assigned to two applicable ACC Areas.**

****See Figure 1 for map of parcels with PINs, IDs and parcel areas**



Legend

- Lift Station
- Manhole
- Sewer Main
- Force Main
- Side Sewer
- Developer Improvements Funded Through Additional Connection Charge
- Town Center and Additional Connection Charge (ACC) Area
- Leary Way Basin

P:\Mapping\Maps_Generated\Redmond\24-10730.16\maps\Fig 1 Project Improvements and Area Overview 11x17.mxd 12/12/2024 dknight

bhc CONSULTANTS

GIS Data: City of Redmond

Data sources supplied may not reflect current or actual conditions. This map is a geographic representation based on information available. It does not represent survey data. No warranty is made concerning the accuracy, currency, or completeness of data depicted on this map.
BHC Consultants LLC., assumes no responsibility for the validity of any information presented herein, nor any responsibility for the use or misuse of the data.

N

*Side streets - 164th Ave NE, 166th Ave NE and 168th Ave NE - sewer mains also require upgrades to support buildout wastewater demand. Developers will be required to construct additional side street sewer improvements based individual development impacts and as negotiated with the City during the development application process.

0 150 300 600 Feet

Redmond WASHINGTON

Project Improvements and Area Overview

Town Center Sanitary Sewer Evaluation
City of Redmond
December 2024

Figure 1 379

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RESOLUTION NO._____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, ESTABLISHING THE AMOUNT OF SEWER ADDITIONAL CONNECTION CHARGES FOR THE REDMOND TOWN CENTER SEWER SYSTEM IMPROVEMENT AREA (LEARY WAY BASIN).

WHEREAS, the City of Redmond is constructing sewer infrastructure improvements in the Redmond Town Center Area (Leary Way Sewer Basin) in support of the increased zoning density allowed by the 2050 Comprehensive Plan update and rezone adopted by Ordinance No. 3181; and

WHEREAS, this sewer infrastructure will include upgrades to or replacement of Lift Station No. 17, the associated forcemain, and gravity pipes in Bear Creek Parkway and Leary Way; and

WHEREAS, RCW 35.92.025 and Redmond Municipal Code Section 13.11.035 authorize the City to collect from any person desiring to connect to the sewer system or to develop a property for which the sewer improvements were provided, the costs incurred by the City in designing and constructing the sewer system improvements; and

WHEREAS, Redmond Municipal Code Section 13.11.035 states that the Additional Connection Charge amount shall be established by resolution of the City Council; and

WHEREAS, the City of Redmond Director of Public Works has recommended Additional Connection Charge amounts to the City Council for the property within the Redmond Town Center Sewer System Improvement Area (Leary Way Basin); and

WHEREAS, the City Council, after reveiwing these amounts, finds the Additional Connection Charge amounts are reasonable; and

WHEREAS, RCW 35.92.025 and Redmond Muncipal Code Section 13.11.100 authorize the Ctiy to collect interest on the amount of each Additional Connection Charge from the date of construction of the sewer system improvements which serve the property until payment of the Additional Connection Charge, not to exceed ten (10) years; now, therefore,

NOW, THEREFORE THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. Additional Connection Charge Amount. Pursuant to RCW 35.92.025 and Redmond Municipal Code Section 13.11.035, any person who desires to connect to the City's sewer system within the Redmond Town Center Sewer System Improvement Area (Leary Way Basin), or develop a property for which the sewer system improvements were provided, shall make payment to the City of the City's costs incurred in constructing the sewer system improvements. The Additional Connection Charges for the Redmond Town Center Sewer System Improvement Area shall be as set forth in Exhibit A, "Redmond Town Center Sewer System Improvement Area Additional Connection Charges", attached hereto and incorporated herein by this reference as if set forth in full.

Section 2. Interest Amount. Pursuant to RCW 35.92.025 and Redmond Municipal Code Section 13.11.100, the City shall collect interest, at the rate of 4.25%, on the amount of each Additional Connection Charge from January 1, 2026. This interest charge shall not accrue for more than ten (10) years.

Section 3. Additional Connection Charge Triggers. The Additional Sewer Connection Charges are triggered by any of the following actions:

- Any development of a vacant site;
- Any new construction requiring a new connection to the water and/or sewer system;
- Redevelopment of a parcel(s) based on value of improvements as defined by the Redmond Zoning Code (RZC) 21.17.010.F.1.d; or
- The connection of a new water meter or side sewer.

Partial Payment: When 50% or less of the area of an existing parcel is developed, the owner/developer shall pay fifty percent (50%) of the Additional Connection Charge identified for that parcel. The remaining fifty percent (50%) of the Additional Connection Charge shall be paid when any portion of the remaining fifty percent (50%) of such existing parcel area is developed.

Additional Sewer Connection Charges are NOT triggered by the following actions unless the value of the improvements triggers a Redevelopment:

- Change-in-use within an existing building that is 15,000 s.f. or smaller in size;
- Change-in-use within an existing building that does not increase the size of the water meter or side sewer;
- Tenant improvements that are 15,000 s.f. or smaller in size;
- Tenant improvements that do NOT require an increase in water meter or side sewer size;

- Building additions that do NOT require an increase in water meter or side sewer size; or
- The addition of an irrigation meter.

Section 4. Assessment of Charge - Time. Applications for connection to the water or sewer systems shall be made to the City of Redmond Development Services Division for that purpose, and the Public Works Department shall calculate the applicable Additional Connection Charge, including interest, at that time. The Additional Sewer Connection Charges will be paid by the applicant at the same time the City collects the General Sewer Connection Charges for the parcel(s). If parcels are to be split or modified via approved mechanisms (ie. short plat, Binding Site Plan, etc) then each new parcel shall be responsible for a proportionate share of the original parcel's assigned Additional Sewer Connection Charges based upon a ratio of the area of the new parcel to the area of the original parcel. If a section of the modified original parcel is short platted as an area not needing water or sewer (ie. park, open space, stormwater detention area, or for parking) then the Additional Connection Charge for that area will be proportionately allocated to the remaining parcels for payment according to this policy. General Sewer Connection Charge credits not used towards the first connection will remain available towards any remaining connections planned as part of the development on the parcel.

Section 5. Assessment of Charge – Estimated versus Final Project Costs. These Additional Connection Charges are based upon an estimated total project cost. The City may recalculate the Additional Connection Charges upon review of the final project costs. If the City adopts revised Additional Connection Charges, then the City will refund the difference if costs are smaller, but not ask for more if the difference is higher.

Section 6. Improvements Constructed by Others. If the gravity sewer pipes in Bear Creek parkway or Leary Way are constructed by someone other than the City, then the Additional Connection Charge associated with the sewer pipe will be removed. The cost of constructing the sewer pipe could be charged to the benefitted properties using a Reimbursement Agreement.

Section 7. General Connection Charge Special Credit. The maximum credit for sewer system improvements constructed to serve property as established in Section 4 of Resolution No. 1506 adopted December 4, 2018, or any subsequent replacement resolution shall be increased by a factor of 1.33 to recognize the special circumstances regarding the impacts to the properties of these Additional Connection Charges.

RESOLVED this _____day of _____, 2025.

APPROVED:

_____

MAYOR, ANGELA BIRNEY

ATTEST/ AUTHENTICATED:

_____

CITY CLERK, CHERYL XANTHOS

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
RESOLUTION NO._____

Resolution No._____

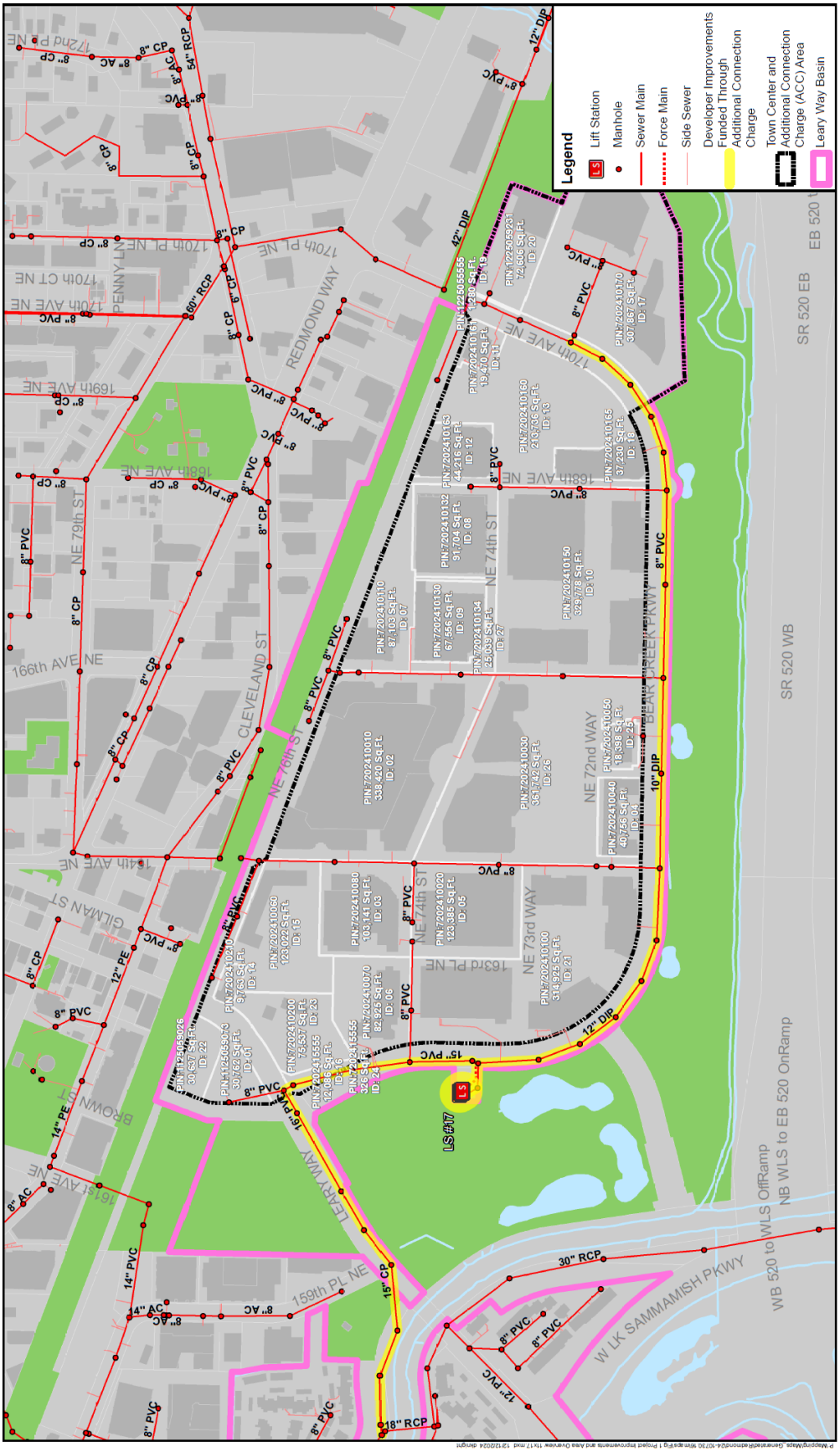
EXHIBIT A
REDMOND TOWN CENTER SEWER SYSTEM IMPROVEMENT AREA
SEWER ADDITIONAL CONNECTION CHARGES

ID	ACC Area	PIN	Parcel Area (sq ft)	$/SF (See Table 3)	ACC by Parcel ($)	ACC Combined for Split Parcels
01	1	1125059073	30,762	$2.85	$87,684.95	$87,684.95
02	2	7202410010	169,210	$4.94	$835,267.62	$1,911,960.57
	3	7202410010	169,210	$6.36	$1,076,692.95	
03	1	7202410080	51,570	$2.85	$146,999.78	$401,565.18
	2	7202410080	51,570	$4.94	$254,565.40	
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27	3	7202410134	25,039	$6.36	$159,325.31	$159,325.31

*Highlighted parcels indicate parcels that have multiple discharge locations. Parcels are divided 50/50 and assigned to two applicable ACC Areas.

**See Figure 1 for map of parcels with PINs, IDs and parcel areas

Total **$20,823,113.06**


Legend
Lift Station
Manhole
Sewer Main
Force Main
Side Sewer
Developer Improvements Funded Through Additional Connection Charge
Town Center and Additional Connection Charge (ACC) Area
Leary Way Basin
LS #17
REDMOND WAY
NE 74th ST
NE 76th ST
NE 72nd WAY
NE 73rd WAY
CLEVELAND ST
BEAR CREEK PKWY
LEARY WAY
W LK SAMMAMISH PKWY
SR 520 EB
SR 520 WB
NB WLS to EB 520 OnRamp
WB 520 to WLS OffRamp
166th AVE NE
168th AVE NE
169th AVE NE
170th AVE NE
170th PL NE
171st AVE NE
172nd PL NE
NE 79th ST
163rd PL NE
159th PL NE
GILMAN ST
BROWN ST
PENNY LN
170th CT NE

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BID RESPONSE

Responding To:

Bid/Project Number: RFP 10878-25

Bid/Project Title: Business License Process, Policy and Compliance Evaluation and Recommendation

Closing Date: 09/10/2025 at 2:00pm PST

Submitted By:

Name of Company Submitting Response:
strategica, inc.

Printed Name of Person Submitting Response:
David Howe

Email:
dhowe1000@gmail.com

Signature of Person Submitting Response: Signed by: David Howe 5EDF0E07AA9A4CF...

Date:
9/10/2025

Attach Your Bid/Proposal:

Remember to sign your bid/proposal

Attach all pages of your response here

Docusign Envelope ID: D52DF2D3-CB50-4C9B-89BC-0F0C9EF7480F

proposal title

Proposal to Provide a Business License Process, Policy and Compliance Evaluation and Recommendation

RFP No. 10878-25

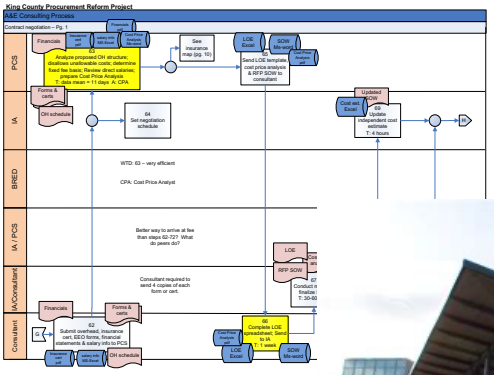
submitted to

City of Redmond

date sent

September 10, 2025

CityofRedmond
WASHINGTON





Lean Process improvement
Financial Modeling
Performance measurement
Performance Audits

STRATEGICA

strategica-usa.com

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Proposal to Provide a Business License Process, Policy and Compliance Evaluation and Recommendation

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STRATEGICA

704 228th Ave NE #415
Sammamish, WA 98074
Tel: (425) 427-5269
www.strategica-usa.com

September 10, 2025

City of Redmond
15670 NE 85th Street
Redmond, WA 98073
ATTN: Heidi Johnson

Dear Ms. Johnson:

Thank you for considering Strategica, Inc. for your **RFP No. 10878-25 for Proposal to Provide Business License Process, Policy and Compliance Evaluation and Recommendation.** We have a long and successful history of providing high quality professional services to public agencies and special districts up and down the west coast. This includes numerous projects improving the efficiency and performance of permitting and licensing systems for municipalities in Washington State including Kirkland, Woodinville and Issaquah.

This proposal demonstrates the value we can bring to the City on this important project. Our team is local to western Washington, and has a proven track record consulting to cities, a full complement of consulting techniques and methods that can benefit the City including our experience with data mining and analysis, lean process redesign, benchmarking and policy analysis. We are also dedicated to working closely, on-site, with the City in a partnership that will yield real results.

We are always looking for an opportunity to assist municipalities and special districts in our home region. We look forward to working with the City on this important project. If you need any additional information I can be reached at:

Strategica, Inc.
704 – 228th Ave NE #415
Sammamish, WA 98074
Dhowe1000@gmail.com
Tel: (425) 427-5269

Yours truly,



David Howe
President

Docusign Envelope ID: D52DF2D3-CB50-4C9B-89BC-0F0C9EF7480F

Approach

We have prepared this proposed project method based on the requirements set forth in the City's RFP. We are proposing some adjustments to the task numbering, timing and content that was described in the RFP:

- Splitting up Task 2 (research) into separate tasks for the baseline analysis, comparative analysis, compliance audit and policy research. We are recommending this due to the variety and complexity of sub-tasks within this element of the project and the amount of time required for each one. Splitting it up will allow more project management focus on the individual work elements with more client check-ins.
- Combining Tasks 3 and 4 from the RFP into one task (task 5 in our scheme) addressing processes and staffing. We believe that it would be advantageous to address these at the same time as they involve similar techniques.
- Moving the KPI sub-task from Task 3 to the data reporting task (task 6 in our scheme). We recommend this as the content and purpose of the KPIs will be driven by the results of the policy and process tasks (tasks 4 and 5 in our scheme) and so should be performed afterwards.

We are, of course, open to input from the City in tailoring this approach to match the specific needs of the City.

Task 1:	**Kickoff and Establish Licensing Baseline**
Activities:	1. Conduct a kickoff meeting with the City's Core Team and initiate a working relationship. Reconfirm the project scope and discuss the needs of the City. Determine expectations on deliverable format and timing. 2. Determine calendar and format of bi-weekly check-in meetings, bi-monthly Core Team meetings and presentations to elected leaders. Note that it would be advantageous to time Core Team meetings with presentations of task deliverables. 3. Discuss access to City licensing systems and procedures for extracting data. Identify any data quality issues (e.g., missing years, corrupted or missing data elements). Meet City staff involved with report writing and data integrity. 4. Prepare and submit a detailed project workplan and gantt chart based on kickoff discussions. 5. Initiate procedures for procuring access to State and County systems (e.g., DoR, L&I, Secretary of State), utilities such as PSE and commercial business directories. Identify procedures for obtaining data extracts including confidentiality agreements.

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6. Prepare a data dictionary (or metadata) of City licensing system including data elements, tables, history, file format.
7. Define reporting specification and presentation of licensing baseline data (e.g., report parameters, calculations, chart formats, narrative format). This would include data elements such as license and UBI number, EIN, business type, SIC and NAICS code, # of employees, business location, home office location, license type, business formation date, original license date, cancellations and revocations.
8. Submit report (or data extract) request. Inspect data and note anomalies, quality issues. Refine and augment data with additional requests as needed.
9. Process data using a database management tool such as Access or MySQL. Format output and generate reports. Prepare demographic and trend analysis presentation for the Core Team.
10. Prepare charts and narrative documenting the licensing baseline and share with Core Team members. Modify project scope as needed.

Task 2:	**Peer City Comparative Analysis**

Activities:

1. Identify parameters to benchmark (e.g., city ordinances impacting business formation, location, lease restrictions, home-based businesses, remote work and WFH, short term rentals, co-work spaces, non-resident businesses and contractors). Include sampling of KPIs used by peers and online tools for communicating with licensees, enforcement mechanisms.
2. Identify survey sample, create data collection instrument and distribute to peer cities.
3. Collect, clarify and normalize benchmark data. Identify relevant comparisons with Redmond and identify interesting disparities (if any).
4. Prepare and present comparative data deliverable to illustrate findings and share with City's Core Team members.

Task 3:	**Compliance Audit**

Activities:

1. Define parameters of non-compliance based on current City policies (e.g., ordinance section, conditions that would constitute non-compliance) and parameters for expanded definitions of licensees.
2. Obtain data extracts from potential sources containing business entity records. This could include State agency databases (e.g., DoR, L&I, Secretary of State), utilities (e.g., Comcast, PSE) and commercial business directories.

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3. Define filter criteria for use in database record selection to create datasets of manageable size (i.e., how data would be selected to match compliance conditions – for example, active UBI in a State database, PSE business account, all with a Redmond address). Filters should also strip out records from unincorporated areas surrounding the City of Redmond.
4. Identify data elements for use in each filter criteria (i.e., element, data source, format) that can be used to eliminate duplicates and identify non-compliant business entities as well as delineating potential new licensee populations. Define filtering logic for processing data. Define output data elements (i.e., elements produced by our analysis)
5. Test logic with data samples from each database source. Identify any inaccurate results or results that do not comport with desired output elements (i.e., unusable results). Make corrections to filtering logic as needed to refine data and outputs and improve accuracy and relevance.
6. Perform data runs and compile results from various data extracts. Clarify and categorize outputs based on accuracy, relevance and quality. Incorporate assumptions on fee levels to estimate lost revenue amounts.
7. Draw conclusions and chart results such as rates of non-compliance by business type, reporting status, fee status, location. Also prepare charts illustrating scope of potential licensee populations. Note areas where data was not available or of sufficient accuracy to draw reliable conclusions.
8. Prepare and present charts and narrative report to Core Team. Discuss results and project scope changes (if any).

Task 4:	**Develop Licensing Policy Recommendations**

Activities:

1. Define potential policies for registering, licensing, collecting data and fees, reporting and enforcement for new business types including but not limited to:
    a. Work from home (WFH) businesses located in Redmond
    b. Redmond WFH employees of non-Redmond businesses
    c. Remote workers of Redmond-based businesses
    d. Short term and vacation rentals
    e. Collaborative and co-working spaces (and the businesses that support this)
    f. Pawn brokers, tow truck operators, door-to-door solicitors, telecom providers and other businesses subject to specific regulations or that are temporary in nature

Docusign Envelope ID: D52DF2D3-CB50-4C9B-89BC-0F0C9EF7480F

g. Contract workers residing or working in Redmond

2. Define desired regulatory and financial outcomes of each potential policy (i.e., what would compliance look like?)
3. Work with the City Attorney to determine and ensure legality of potential policies and identify any necessary ordinance changes or legal opinions to support policies. Determine application, registration, renewal and reporting requirements. Determine enforcement mechanisms.
4. Identify any potential unintended consequences and level of public support (or lack thereof). Identify communication strategies for rolling out new policies.
5. Draft policy language and identify supporting systems and processes necessary to implement.
6. Share policy framework with City Core Team.

Task 5:	**Develop Recommendations to Improve Business License Compliance including Review and Approval Processes**

Activities:

1. This Task 5 corresponds to, and consolidates, tasks 3 and 4 from the RFP except for KPIs which are included in Task 6.
2. Obtain and review any existing City process documentation such as process maps, KPI data, workload history, process analysis work such as the Business License Comparative Questionnaire.
3. Map existing application, registration, review, fee collection, certification, reporting, renewal, cancellation, revocation and enforcement processes such as notices and penalties for business licensing. Identify process breakdowns or inefficiencies such as excessive backlogs, chronic errors, timeliness issues, complaints. Identify process redesign ideas for mitigating breakdowns. Include examination of public interfaces (that City controls) for licensing as well as interfaces between DoR systems and City permitting and licensing systems.
4. Prepare a staffing model (using MS-Excel) for the licensing function using City payroll data, licensing workload history, KPI data. Augment with a work distribution survey if necessary (i.e., to determine amount of staff time for licensing processes). Use model to determine FTE requirement for the City, compare to existing licensing FTEs and make recommendations for augmenting staff if necessary.
5. Document redesigned processes and staffing model and share with the City's Core Team. Make adjustments as necessary.

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Task 6:	**Develop Reporting and Monitoring Recommendations**

Activities:

1. This task corresponds to task 5 in the RFP and also includes the KPI requirements of task 3.
2. Inventory existing City KPIs for licensing. Determine reliability, accuracy, credibility and usage of existing KPIs. Identify potential KPIs (or redefined existing KPIs) that would support new or redesigned policies and processes. Ensure that accurate data (and the supporting systems) exist to populate recommended KPIs. Discuss potential KPIs with licensing staff, budgeting staff and the Core Team members to ensure that future KPIs are credible, accurate and useful.
3. Working with City IT staff, design a reporting tool for presenting KPI data as well as workload reports, revenue reports, and reports for enforcement data such as non-compliance rates, enforcement actions taken, licenses revoked, penalties levied, waived and collected.
4. Evaluate how licensing data can be used for economic development purposes and reporting and determine indicators for business formations and closures by industry, type (e.g., WFH, collaborative workspace), location, # of employees, etc.
5. Share reporting and KPI templates and specifications with the City's Core Team. Make modifications as needed.

Task 7:	**Prepare Final Report**

Activities:

1. Prepare and deliver a briefing on preliminary recommendations and present to City's Core Team
2. Prepare a draft report that incorporates findings and recommendations for the following:
    a. Licensing baseline statistics
    b. Peer city comparative analysis
    c. Results of compliance audit
    d. Licensing policy recommendations
    e. Licensing process and procedure recommendations
    f. KPI and reporting recommendations
3. Present draft report to Core Team. Incorporate suggestions and edits as needed.
4. Brief City Council and Mayor on project results
5. Finalize report and issue it to City Core Team

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Project Management and Client Coordination Approach

The Strategica project management approach has been proven through extensive experience managing large projects for state and local governments and other clients. Our experience has shown that effective management is a critical success factor in a project such as this one. Careful planning, close client involvement, and thoughtful progress reporting are necessary components to delivering quality results on-time and with a high-level of client satisfaction and minimal fuss.

Project Planning

Strategica is capable of effectively managing and scheduling numerous tasks in a complex project to successfully meet project deadlines. Our project work plan and the timing of tasks and deliverables is premised on our extensive knowledge of the chokepoints that normally occur on a project such as this. Benchmarking, for example, can often take longer than anticipated because we cannot control when peer cities will respond to inquiries. Also, obtaining data extracts and clarifying the data can be time consuming. All project tasks are programmed into a gantt chart where task status is tracked every few days to ensure that each phase is on schedule.

Client Communication and Coordination

Communication with our clients is the cornerstone of our client service approach and a key factor in delivering projects on-time and within budget. At project initiation we will determine the frequency and format of status meetings with project sponsors. These discussions could include:

- Tasks completed to date
- Tasks to complete in the next reporting period (before the next status meeting)
- What is going well on the project
- Risk factors
- Proposed scope or workplan changes
- Significant findings since the last status meeting
- Status of project budget and billings

Quality Assurance

The Strategica team of consultants includes only senior level personnel with extensive experience and a track record for high quality work. The expertise of our team in itself is a major factor in ensuring the quality of the overall project. The use of client-approved workplans, pre-screened deliverable formats and acceptance criteria can ensure a smooth, on-time project that yields actionable results.

Consultant Team Coordination

The Strategica consultant team has identified David Howe as our project lead. While we encourage regular contact between client personnel and each member of our consulting team to facilitate knowledge transfer, issues related to project management, status, and administration of the engagement should be directed to Mr. Howe to ensure consistency and continuity.

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Analytical Tools

For a project like this one that involves a great deal of data mining, clarification, categorization and analysis we will use proven database management tools such as MS-Access and SQL (a computer language that is useful for managing and analyzing the types of data commonly found in enterprise systems).

For analyzing and determining staffing requirements (part of Task 5) we have developed an MS-Excel based staffing model that looks at historical workloads and payroll data, current workload metrics and productivity metrics and forecasted workload variables and calculates FTE requirements. The model is user-friendly and can be used by clients after the consultants have completed their work and left.

Process analysis and redesign work is accomplished by using lean process redesign methods and tools such as process mapping templates using tools such as Vizio and Powerpoint.

Experience in Research, Data Analysis and Business License Evaluation & Compliance

The Strategica team has worked with several clients on various licensing applications including business licensing at both the State and municipal level. Often these projects were part of a larger effort that looked at all levels of licensing and land use permitting and the systems that supported it. As detailed later in this proposal, these clients included local cities like Woodinville, Issaquah and Kirkland, the State governments of Washington and California and other municipalities as far away as Philadelphia.

Our data analysis experience includes several projects that involved extracting data from enterprise systems and then organizing, categorizing and performing calculations to draw conclusions and findings on organizational performance that wouldn't be possible with the limitations of their enterprise systems. Examples of this include data mining projects for Los Angeles County, King County and several municipal clients. Often, these efforts were undertaken to determine performance metrics like process timeliness or unit cost that weren't otherwise available.

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Hours

The following table shows our estimated hours by task and consultant.

Task	Description	Consultant hours: D Howe	A Ruotsala	Total hours
1	Kick off and establish licensing baseline	40	24	64
2	Peer city comparative analysis	56	24	80
3	Compliance audit	88	32	120
4	Develop licensing policy recommendations	40	32	72
5	Develop recommendations to improve licensing processes	56	48	104
6	Develop reporting and monitoring recommendations	40	32	72
7	Prepare final report	40	32	72
	Total Hours	360	224	584

Project Schedule

		Month										
Task	Description	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	Kick off and establish licensing baseline											
	Deliverables: Licensing baseline presentation & data											
2	Peer city comparative analysis											
	Deliverable: peer city comparative data presentation											
3	Compliance audit											
	Deliverable: Compliance audit charts, narrative and data											
4	Develop licensing policy recommendations											
	Deliverable: Draft policy framework											
5	Develop recommendations to improve licensing processes											
	Deliverable: Redesigned process specs & staffing model											
6	Develop reporting and monitoring recommendations											
	Deliverable: Reporting & KPI templates and specs											
7	Prepare final report											
	Deliverable: Draft report											
	Deliverable: Final report											

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Project Lead and Team Qualifications

STRATEGICA

www.strategica-usa.com

Strategica was established in 1998 to help public sector organizations survive and thrive in the face of change and opportunity. We provide international-caliber consulting and advisory services in a form that is appropriate for our government clients.

The following resumes describe the experience of the proposed consultants. Mr. Howe, President of Strategica, Inc., is a certified Lean Black Belt and holds an MBA and Mr. Ruotsala is a longstanding member of the American Institute of Certified Planners and holds a Masters degree in City Planning. Mr. Howe will be the project principal.

David Howe, President of Strategica, Inc., has over 32 years of professional management consulting experience, performing more than 93 engagements. These engagements include financial modeling, data mining, process design and also include several engagements involving various licensing programs.



Licensing and Permitting Systems

- Facilitated the creation of a new strategic plan, redesigned processes, created a staffing model matching staffing with workload forecasts, and redesigned the organizational structure of the permitting and licensing functions of the City of Lynnwood, WA
- Conducted a performance audit for the California Contractors State License Board focusing on more effective ways to license building contractors and process and investigate complaints and violations.
- Conducted a management audit of the Washington State Department of Health focusing on the medical practitioner licensing and disciplinary function.
- Conducted a program review of the California State Bureau of Automotive Repair focusing on ways to improve licensing and enforcement of licensed auto repair businesses in the State.
- Conducted a performance audit of the Washington State Department of Licensing focusing on an efficient deployment of licensing service offices.
- Developed performance measures and a reporting mechanism for professional licensing programs within the Washington State Department of Licensing.

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- Redesigned the permitting and licensing processes for the City of Woodinville, WA

Education

- M.B.A., Wharton Business School, University of Pennsylvania
- B.S., Business Economics, California State University

Certifications

- Black Belt, Lean Process Improvement

Professional Experience

- Strategica, Inc., President, 1998 to present
- Price Waterhouse, Director, 1989 – 1998



Andy Ruotsala brings over 35 years of industry experience improving the effectiveness of permitting, licensing and regulatory systems in jurisdictions large and small across the U.S. and Canada. He founded and grew a software company from a one-man basement startup into an industry leader for permitting, licensing, and land management software, including major customers such as Orlando, Indianapolis, and Baltimore. With personal involvement in over 130 projects, he has a unique ability to analyze department operations, regulatory requirements, system design, technology issues, and industry best practices.

Licensing and Permitting Systems

- Mr. Ruotsala worked with a team to cross match licensing records in the city of Issaquah's third-party system against B&O data from DOR, identifying businesses that were registered with DOR but not licensed by the City - and vice versa. The project identified almost 700 records that did not appear in both systems, allowing City staff to follow up with business owners, helping to recover potentially lost licensing revenue for the City.
- Contract consultant for Tyler Technologies, reviewing business licensing and e-Plan review requirements for several EnerGov clients, recommending product and process improvements to speed up issuance of business licenses and cycles of e-Plan review.
- Reviewed and improved business licensing systems in Kirkland, WA, Torrance, CA and the lower mainland of British Columbia.
- Performed business process analysis and design for a business licensing system for the City of Philadelphia. Processes for 54 different types of legacy business licenses were streamlined.
- Redesigned the land use permitting and code enforcement processes for the City of Lynnwood, WA and developed specifications for an enterprise system replacement for the community development department. Advised the City in

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	the procurement of the replacement system. • Redesigned the permitting and business licensing processes for the City of Woodinville, WA.
Education	• Bachelor of Science, Electrical Engineering, Clarkson University • Master of City Planning, University of Pennsylvania • Master of Science, Engineering (Transportation), University of Pennsylvania • Member, American Institute of Certified Planners (AICP) since 1982
Professional Experience	• AwindRow LLC, Principal, independent consultant, August, 2000 – present • Tidemark Solutions, Inc., Founder, CEO, Chairman of the Board (1984 – 1998), CTO (1998 – 2000)

In the next few pages we describe the relevant projects the Strategica team has performed. All of these projects addressed licensing and permitting systems at the State and municipal level.

City of Issaquah

Business Licensing Compliance Study

Prior to utilizing the Department of Revenue Business Licensing Service (DOR/BLS), the City of Issaquah, like many Washington cities, tracked business licensing through third-party software systems that were not directly connected to DOR/BLS databases. As a subcontractor to the City, Mr. Ruotsala worked with a team to cross match licensing records in the city's third-party system against B&O data from DOR, identifying businesses that were registered with DOR but not licensed by the City - and vice versa. The project identified almost 700 records that did not appear in both systems, allowing City staff to follow up with business owners, helping to recover potentially lost licensing revenue for the City.

California Department of Consumer Affairs - Bureau of Automotive Repair

Enforcement Monitoring

Mr. Howe was retained to act as enforcement monitor over the Bureau of Auto Repair (BAR), a division of the Dept. of Consumer Affairs. Enforcement Monitors are retained in California to act as an independent, third party monitor over consumer protection boards. This project included observing field operations such as investigations, conferences with licensees, administrative hearings, and complaint mediation. The consultant also reviewed closed cases (both settled and adjudicated) and compared outcomes and procedures to established disciplinary guidelines and due process standards. The consultant also conducted extensive legal research to evaluate proposed statutory and procedural changes to the disciplinary process.

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City of Carlsbad, CA and Los Angeles County Department of Public Works (DPW)
Business Licensing Process Review

Mr. Ruotsala worked with City of Carlsbad to review business licensing application, review, issuance, and renewal procedures, to recommend changes to speed up licensing and reduce staff time requirements. While several recommendations resulted in product enhancements to EnerGov, the City also recognized and eliminated process bottlenecks outside of the EnerGov system.

City of Woodinville
Permitting/Licensing Operational Analysis

Messrs. Howe and Ruotsala were retained by the City of Woodinville to evaluate the organization and operations of the City's departments of Development Services and Public Works as it relates to land use permitting and business licensing. The consultants analyzed historical data to determine turnaround times, evaluated the organizational structure of the permitting and licensing function, analyzed work processes and how City staff use IT systems and tools. The consultants also benchmarked the City against a sample of peer cities to compare workloads, staffing, organization and performance levels. The consultants also created a workload and staffing forecasting tool that will allow the City to forecast future staffing needs. Recommendations focused on process improvements, customer service enhancements (especially for non-development professionals), staffing enhancements, and improvements to IT systems and GIS.

California Contractors State License Board
Transition Review

Mr. Howe directed a Transition Review of the Board's licensing, testing, enforcement, and education functions. After conducting an initial risk assessment, detailed fieldwork produced several recommendations for consideration by the new management team of the Board. Recommendations included instituting a complete set of performance measures, establishing new workload standards for investigators, devoting more resources to solving the more complex cases, and implementing effective ways to make key laws, procedures and regulations available to the far-flung Licensing Board staff.

Washington State Department of Licensing
Development of Performance Measures

Strategica, Inc. worked with staff from two program areas of the Business and Professions Division of the Department of Licensing: real estate licensing and security guard licensing, to develop a system of performance measurement. The tasks included selecting and specifying measures, identifying data sources, testing the availability of the necessary data, and developing reporting formats. The end products included measures for these two programs, prototype guidance for measures for other Division programs, and training and facilitation materials.

City of Lynnwood, Development and Business Services
Organizational Design, Process Redesign, Staffing Study

Messrs. Howe and Ruotsala worked with the management of the City of Lynnwood and its Department of Business Services (DBS) on a project to restructure the Department. DBS is the community development and building permitting agency within the City and also handles economic development and business licensing. DBS had been afflicted with significant turnover and a crisis in customer service and confidence.

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Strategica worked with the City and DBS to develop a one-page strategic blueprint for DBS, restructure the agency eliminating hard siloes and numerous vacancies, right-sized the staffing to deal with the workload, modernized code enforcement practices and developed specifications for a new enterprise permitting system.

Subconsultants

Awindrow LLC, subcontractor to Strategica, Inc., is a Gig Harbor-based consulting firm that specializes in permitting and licensing systems and processes. Awindrow and Strategica have teamed up on multiple projects in the past. Please refer to the previous section for details on Awindrow's professional experience.

Strategica, Inc. may also subcontract for data mining and analysis work as needed but these costs will be borne as an internal expense and the City will not be charged. We have various resources available for this work and the appropriate resource will be selected once the specific nature of the task is determined.

Business Name

Strategica, Inc. was established as a Washington sub-S corporation in 2001. Our offices are in Sammamish which is from where the project will be managed. Mr. David Howe, President of Strategica, will serve as our point of contact. He can be reached at:

Strategica, Inc.
704 – 228th Ave NE #415
Sammamish, WA 98074
Dhowe1000@gmail.com
Tel: (425) 427-5269

Business License

Strategica, Inc. will be pleased to register a business license with the City of Redmond prior to contracting for this project.

Valid Time Period

This proposal shall be valid for a period of 60 calendar days.

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References

The City of Redmond is welcome to contact the following references regarding the quality of our work and ability to communicate results:

Kevin O'Neill
Assistant City Manager
City of Woodinville
17301 133rd Ave NE
Woodinville WA 98072
206-867-4233
KevinO@ci.woodinville.wa.us
Messrs. Howe and Ruotsala worked with the City to determine appropriate staffing levels and redesign key work processes in their permitting and licensing function.

David Kleitsch
Director, Economic Development
City of Lynnwood
20816 44th Ave W, Suite 230
Lynnwood, WA 98036
office: 425-670-5042
dkleitsch@lynnwoodwa.gov
Messrs. Howe and Ruotsala worked with the City to determine appropriate staffing levels and organizational structure, redesign key business processes and develop an RFP for a new permitting/licensing system for the City's development permitting and licensing function.

Brian Moura
Senior Advisor - Finance & Economic Development at Regional Government Services Authority
Former Assistant City Manager, City of San Carlos
650-995-6249
bmoura8@comcast.net
Mr. Ruotsala worked with the City of San Carlos to identify permit review and service delivery issues in the Community Development Department and implement an automated permitting and licensing system for the city.

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Work Samples

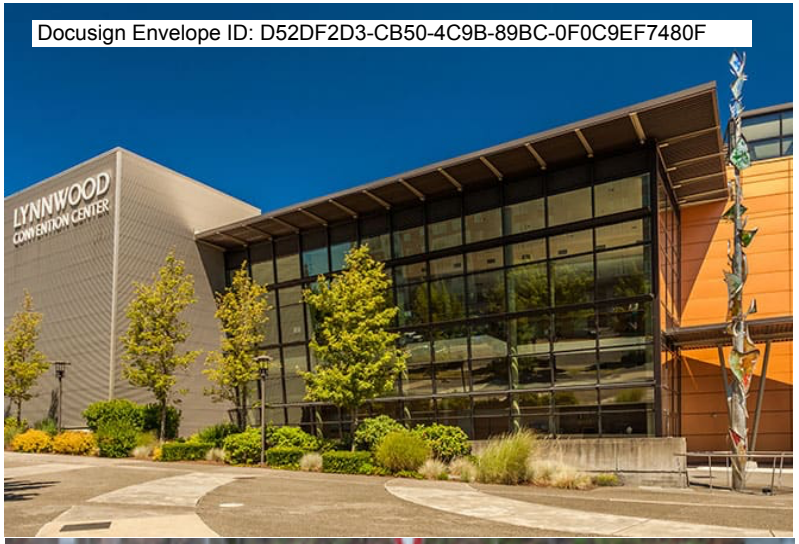
We have submitted two work samples as separate PDF documents that demonstrate our ability to perform technically demanding process and data analysis, policy formation and support and communicate project results.

Cost

The following table shows our proposed budget for the project broken down by consultant and task and our not-to-exceed estimate. This amount includes all expenses. We do not bill separately for expenses.

Task	Description	Consultant hours: D Howe	Consultant hours: A Ruotsala	Total hours
1	Kick off and establish licensing baseline	40	24	64
2	Peer city comparative analysis	56	24	80
3	Compliance audit	88	32	120
4	Develop licensing policy recommendations	40	32	72
5	Develop recommendations to improve licensing processes	56	48	104
6	Develop reporting and monitoring recommendations	40	32	72
7	Prepare final report	40	32	72
	Total Hours	360	224	584
	Rate	$250	$250	
	Extension	$90,000	$56,000	
	Total Project Cost	$146,000		

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City of Lynnwood
Development & Business Services

Process Review and Improvement Project

Final Report

June 19, 2020

LYNNWOOD
WASHINGTON

STRATEGICA

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Process Review and Improvement Project

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I. Executive Summary

The City of Lynnwood has undertaken an efficiency study for process and organization improvements at Development & Business Services (DBS). DBS consists of four independent departments:

- Community Development Department (Administration, Planning, Permitting and Inspecitions)
- Office of Economic Development (Economic Development and Tourism)
- Public Works (Development Engineering), and
- Fire Marshal's Office (South Snohomish County Fire)

This efficiency study has been undertaken in response to negative feedback regarding services provided at DBS.

Background

The City has been reviewing the organizational management structure of DBS, functional processes, and the customer service culture since 2017. This effort is a work in progress. To help expedite the process, the firm of Strategica, Inc. was retained in the summer of 2019 to evaluate the structure of DBS, formulate a new strategic plan, and improve the automated systems and processes of the various functions.

Lynnwood has a Community Vision, adopted by City Council in 2009 and reaffirmed in 2015, to be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government. In 2018, a Strategic Plan covering the period of 2018 to 2022 was prepared to compile priorities, objectives and strategies deemed to be of the highest importance. The top prioriteis for 2018-2022 are:

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1. Fullfill the community vision for the City Center and Lynnwood Link light rail
2. Ensure financial stabilty and economic success
3. Nurture operational and organizational excellence
4. Be a safe, welcoming and livable city
5. Pursue and maintain collaborative relationshieps and partnerships

The situation at DBS was seen as an impediment to achieving the Community Visision and implementing the Strategic Plan.

DBS Strategic Plan

While the City has a Community Vision and a Strategic Plan, DBS itself was operating without a strategic plan. Although the management and staff at DBS were operating with apparent strategic goals in mind, they were not articulated or necessarily aligned with the broader City vision. To address this situation, Strategica, Inc. first worked with DBS managers and then sought input from staff on documenting the strategic plan direction for DBS. Five DBS strategic goals evolved from this process:

1. Create a positive culture for applicants
2. Build systems, processes and codes to work smarter and more efficiently
3. Develop staff expertise and a culture to address Lynnwood's future growth
4. Enhance quality of life through implementing the Lynnwood Comprehensive Plan
5. Attract businesses and development partners to succeed in Lynnwood

The entire DBS Strategic Plan was documented on one page so that DBS staff can quickly instill a unified direction and incorporate these goals into their daily activities. These goals will be achieved and supported by specific strategies and tactics. The DBS Strategic Plan can be viewed in **Appendix A** and associated performance measures for tracking progress are found in **Appendix B**.

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Organizational Structure

In the summer of 2019, the organizational structure of DBS reflected an organization in transition. Nearly a third of the staff positions were either filled in an interim status, vacant, on leave, or staff were working out of class. This was due to significant turnover during the first half of 2019.

The organizational structure was also characterized by hard siloes, whereby the various functions within DBS involved in the core processes of handling development, building permit applications and business services were placed in separate City departments with no overall management of the processes.

In addition, DBS had not evolved its portfolio of skills and expertise to reflect an increasingly mixed-use urban environment that included more complicated projects. This evolution will become more critical in the future as Lynnwood becomes integrated into the Sound Transit light rail system and transit-oriented development (i.e., more dense, mixed-use development, pedestrian oriented) comes on line. In addition, the structure of DBS lacked sufficient administrative support or management/technical support.

The recommended DBS organizational structure (shown in Appendix C) resolves these problems and achieves unified command over all DBS functions, especially core building permit processing. The new structure reflects the strategic goals of DBS and clearly shows where accountability for these goals is placed within the organization. The new structure strengthens functional areas critical to the future growth of Lynnwood, and addresses the issues of staff vacancies, interim appointments and staff working out-of-class. Finally, the new organization structure adds critically needed managerial and technical support positions. This new structure reflects a net addition of 7 positions to DBS.

Permitting Process System

The existing permitting process system, was originally installed 11 years ago. It has never been fully implemented and has been incorrectly used over the years by staff that was insufficiently trained. The

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importance of a permit processing system to track the "life-cycle" of a permit is critical to organizational efficiency. The City should either re-install the system from scratch or evaluate and install a different software product through an open procurement process.

The most important feature in any future permitting process system is a workflow function that expedites and tracks planning cases, the processing of permit applications, business licenses and code enforcement cases. In addition, peripheral software applications such as electronic plan review, an online public portal, mobile inspection tools, geographic information system (GIS), and digital document storage should be part of the selected enterprise permitting system.

The most critical process at DBS is the processing of building permits given the volume of permits and fees involved. New processes should be implemented and facilitated by a new permitting system that features parallel reviews, workflow technology, digital plans and drawings, and automated tools for inspections.

Code Compliance Activities

The Community Vision and Strategic Plan speak to the quality and character of Lynnwood. Achieving these priorities can be supported through code enforcement. While DBS does a good job of achieving compliance for most cases, there needs to be new procedural and legal tools for dealing with serious conditions such as derelict houses and junk cars. In addition, with 43% of the City's housing stock consisting of rental units, Lynnwood needs to design and implement a program for ensuring that these housing units are safe, meet code and do not deviate or detract from community standards.

Achieving Planning and Policy Outcomes

In the effort for efficient processing of building permits, effective planning and economic development functions may be overshadowed. There is a big difference between efficiently processing applications and achieving the goals and policies of the Community Vision and the Strategic Plan. While tracking

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desired outcomes to be achieved through policies and development agreements is essential, specific performance measures and efficiencies are not as easily identified as with permit processing. Achieving the successful implementation of plans, policies, and related projects, however, should be tracked in the permit process system to monitor and evaluate progress.

The following pages present the findings and recommendations for the Development and Business Services efficiency study prepared by Strategica, Inc.

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II. What Work Was Done

This project was begun in August 2019 as the result of changes at Development & Business Services (DBS). DBS had acquired a negative reputation in the business and development community for heavy-handed regulation, slow turnaround times and unhelpful customer service. In February 2019, staff turnover at DBS provided the opportunity to install new management, and mandate process improvements and organizational change. Several new hires were made at DBS in an effort to improve the level of customer service, make Lynnwood a friendlier place to do business while staying faithful to the Lynnwood Municipal Code, and fulfilling regulatory responsibilities. Lynnwood sought the advice of outside experts in organizational development, process improvement and permitting systems to make impactful changes at DBS. This report is the product of that effort. The recommendations contained herein will result in a more efficient, mission-driven organization that helps to fulfill the policy objectives of City leaders.

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III. What should be the DBS Strategy?

A strategic plan is a plan for achieving impactful changes in an organization whether those changes be improved products, services, improved financial performance, policy goals realized, etc. All of these outcomes should result in achieving the mission of an organization. Strategies are different from tactics in that strategies have higher payoffs and bigger benefits that are directed at bigger problems or opportunities. Tactics, in contrast, are designed to achieve specific strategies and are more immediate in time. All organizations have a strategic plan whether it's explicit and written down or is just a general, unspoken understanding of what needs to be done to achieve the mission. It is easier to communicate and track performance of a well thought out and documented strategic plan, which is what Strategica, Inc. was asked to do at DBS.

The future strategy of DBS will be driven by attention to building a positive culture for staff and applicants; building new and enhanced permitting systems, processes and codes; build up skills and staffing to respond to address future growth patterns in Lynnwood; and attracting new development and business partners

What was the existing strategy at DBS?

DBS did not have a documented strategic plan in August 2019 when Strategica, Inc. started this project. In 2018, initial efforts were made by DBS staff to document a strategy. Some goals were documented for each operating unit within DBS but no strategies or tactical-level actions were defined.

A DBS mission statement dating from 2018 was documented by Community Development in the City budget:

"We strive to ensure our City is the safest, most livable and sustainable community in the region"

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This mission statement is limited in perspective and does not embrace a future for process improvements and customer service through proactive change.

The City itself does have a strategic plan that has been in place since 2018 which includes several vision statements and strategic priorities that involve DBS. These statements and priorities are incorporated into the DBS strategic plan that was created as part of this project.

Performance measures and targets to achieve the 2018 DBS mission statement are included in the biennial City budget but are not monitored on an ongoing basis. These measures and targets are separated by DBS departments. In addition, very little data is available for effective monitoring and management of DBS processes and outcomes. The current permit processing system is not configured to easily and consistently generate this data and cannot generate reliable management information for monitoring performance and mission achievement. These factors prevent regular assessments of efficiencies and effectiveness.

What problems or opportunities were identified for DBS that a strategic plan would address?

Based on interviews with DBS staff, City officials, and members of the development and business community, Strategica, Inc. identified several key issues that should be addressed by a strategic plan and the other components of this Process Review and Improvement Project. Key issues and opportunities requiring a strategic-level response included:

- An outdated, error-prone, user unfriendly permitting system that had not been properly configured when originally installed in 2012, had never been fully implemented and put into production, and in which the DBS staff had lost confidence.
- A longstanding reputation of DBS for poor customer service, long turnaround times for permits, non-responsiveness and heavy-handed regulation, which had become a hindrance to attracting new investment into the City.

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- Although the City had begun a well-received organizational revamp at DBS that included hiring new managers, transitioning from the less helpful managers and staff, and changing attitudes and customer service standards, there remained vacant positions, staff working out of class, and managers in interim appointments that needed to be addressed. In addition, the City has been undergoing significant redevelopment and is poised to be further transformed by the impending arrival of Sound Transit light rail. DBS does not have all the technical or professional expertise to handle this change. Outdated zoning designations, land use codes, development standards, and code enforcement do not match the emerging development that is occurring.

What is going to be the DBS strategic response to these problems and opportunities?

DBS managers met in December 2019 and developed a strategic plan that incorporated these five strategic goals:

1. Create a positive culture for applicants
2. Build systems, processes and codes to work smarter and more efficiently
3. Develop staff expertise and a culture to address Lynnwood's future growth
4. Enhance quality of life through implementing the Lynnwood Comprehensive Plan
5. Attract businesses and development partners to succeed in Lynnwood

From these goals, specific strategies were defined to drive implementation of the goals. DBS staff were given an opportunity to review the draft plan and suggest enhancements prior to adoption of the DBS strategic plan. The full plan can be viewed in **Appendix A**. It is a focused one-page document identifying the most important DBS goals and strategies.

How will DBS know if the mission and strategic plan are realized?

DBS managers have adopted a roster of performance measures to monitor strategic implementation and operational efficiency. These measures include:

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Measures of efficiency such as turnaround times:

- Response time to customer calls and email inquiries
- Plan review and inspection turnaround times
- Code enforcement case resolution time

Outcome measures such as:

- Permit applicant satisfaction index (an existing measure)
- Percent of City area covered by improved design guidelines
- Value of construction and public infrastructure in designated development zones

The entire roster of performance measures can be viewed in **Appendix B**

Recommendation III.1 – Continue to implement the new strategic plan (**Appendix A**) by making it part of managerial goal setting and performance review criteria, ongoing DBS managerial meetings, reporting to City Council and the Mayor, and monthly DBS All-Hands meetings.

Recommendation III.2 – Initiate the daily, monthly, semi-annual and annual monitoring of DBS performance using the measures in **Appendix B**. Ensure that configuration of a new permitting system include reporting tools and queries that generate regular, periodic data to populate the measures. Use the measures as part of managerial goal setting and performance review criteria.

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IV. How should DBS be organized and how many staff will be needed in the future?

In this section, the structure of DBS is examined, recommendations to streamline and focus the structure are offered and, using data-driven empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of DBS.

The DBS management structure reflects significant recent turnover, a high percentage of unfilled positions and interim appointments, and a lack of unified command. Although the current management is working hard to rectify these problems, the City should adopt a sweeping reorganization and staff right-sizing.

The structure of any organization is a key tool to achieving the organization's mission. In this light, the organizational structure should be thought of in the same way as the permit process systems, policies, work processes, strategies, and the staff; all of these are tools or enablers for mission achievement. A well-designed structure should clearly delineate accountability for the organization's strategic goals, facilitate easy communication between staff, and facilitate efficient work processes and transfers of information.

In this section, we examine the structure of DBS, offer recommendations to streamline and focus the structure and, using data-drive, empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of DBS.

What is the Current Structure of DBS?

The current structure of DBS is consistent with an organization that has been undergoing rapid and significant changes and turnover. Several long-term staff transitioned out of DBS in early 2019 leading to several vacancies, unfilled management positions, interim appointments and managers and staff working out of class. In addition, DBS is not a unified City department with unified command over all the staff, processes, and policies. Rather, it is modeled more like an agency with separate departments responsible for various functions. Specifically, as of November 2019:

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- 28% of the organization had been impacted by turnover.
- Of 6 mid-management positions at DBS; 2 were vacant, 1 was filled on an interim basis and 3 were filled permanently. Management vacancies still exist for the Permit Counter (the main point of contact with the public) and the Planning unit (which is filled on an interim basis).
- Of 36 total positions in DBS, 10 were vacant, serving as interim status, or on leave. There have been some new hires since April 2019.
- The DBS structure is characterized by siloes and the apparent chief executive of DBS, who leads Community Development and Economic Development, does not have direct managerial control over certain parts of the organization. The Public Works staff (that review private infrastructure development permits) and the Fire Prevention staff (that review fire building permit applications) report to outside entities: the Public Works Department, and the South Snohomish County Fire and Rescue Regional Fire Authority, respectively. Thus, there is no unity of command within DBS. Proposals for bringing the private development review function of Public Works under the control of DBS are being discussed. However, the Interlocal Agreement between the City and the Fire Authority memorializes this dis-unity of command for fire prevention services.
- All DBS staff except for 1 are engaged in line activities (i.e., involved directly with core DBS functions). There are only two management or admin support positions and one of those was on leave until recently. The other admin support position reports to the Fire Authority.
- Until recently, technical specialties in the planning unit reflected a suburban built environment rather than an urban built environment (e.g., high densities, multi-modal transportation, more complex design and construction techniques that are typically associated with transit oriented development or TOD).
- Staff resources are primarily focused on plan review and inspection; with limited resources provided to planning, policy, economic development, and business support services.

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- The structure features narrow spans of control (ratio of subordinates to manager) throughout DBS except at the Permit Center where it is 1:5; elsewhere it is 1:4 or less.
- There is currently no structure or staffing at DBS that analyzes the financial, budgetary or management operations or permit systems of the agency and assists top management. Consequently, these crucial tasks are done inconsistently.

What are the Current Staffing Levels at DBS?

Current staffing levels within DBS were established in the City's 2019-2020 Adopted Biennial Budget at 19 funded positions, no change from 2018. No empirically or data-based staffing model was in use for determining optimal staff levels based on workloads, performance or policy goals. The use of overtime is minimal within DBS although, as mentioned before, several funded positions have been vacant for quite some time. As an example of the amount of turnover experienced within DBS, 20 different people (not positions) worked on permit review and inspection functions (including Public Works and Fire Authority) during the 2019 calendar year, however, as of February 2020, only 13 of those remain with DBS.

The proposed structure for DBS eliminates siloes, focuses accountability for strategic goals, consolidates managerial control over all DBS functions and critical processes, adds technical and managerial support positions and adds skill sets that will be necessary to address future development trends in Lynnwood.

Strategica developed a workload and staffing forecast model that looked at historical workloads, how staff spend their time, and forecasted population growth to determine optimal staffing levels. In the future, as a new permitting system is configured and put into production, there should be sufficient performance data (specifically permit and inspection turnaround times) to refine this model to accurately forecast staffing needs in DBS in the future.

Recommendation IV.1 – Implement a new organizational structure that will have the following features:

- Unity of command for all DBS functions (including those handled by Public Works and the Fire Authority),

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- Pinpoint accurate accountability for the strategic goals embedded in the recommended strategic plan,
- Reasonable spans of control
- Elimination of the hard siloes that currently exist in DBS,
- Sufficient staffing of the right type and expertise to guide the community planning (i.e., long term) efforts of the City,
- Sufficient admin support for line staff and management,
- Unified, seamless, consolidated and close-up oversight of the key work processes at DBS (e.g., application intake to Certificate of Occupancy and everything that happens in-between),
- Sufficient staffing to address planning, policy, economic development, and business development services.
- Permanent appointments for the current management positions filled on an interim basis,
- A strengthened and expanded code enforcement function, and
- Two positions dedicated to management, financial and budget analysis and permit system applications support for DBS.

This recommended structure is shown in **Appendix C**. Specific implementing actions include:

1) Create new positions and hire for:
    a) Planning Technician (needs new classification as well)
    b) Management analyst
    c) Applications Analyst

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d) Deputy Director, Permitting Services (designate this person as Building Official)

e) Two Combo Plans Reviewer/Inspector

f) Two admin assistant or Sr. Finance Spec positions

g) One Business Development Manager

2) Reclassify/Rename positions:

a) Rename Building Official to Deputy Director, Permitting Services

b) Rename Planning Manager to Community Planning Manager

c) Rename Economic Development Director to Economic Development Manager

d) Reclassify one existing permit tech position as an Administrative Assistant

3) Fill currently budgeted positions for:

a) Permit Counter Supervisor

b) Senior Planner (w/ 50% Transportation Focus)

c) One code enforcement officer

4) Eliminate positions:

a) Existing vacant Assistant Building Official (funding used for new Deputy Director, Permitting Services)

b) Existing contract inspector (use funds for a permanent position)

5) Transfer supervisory responsibility to the Deputy Director, Permitting Services:

a) Private development public works (renamed Development Engineering). This should be facilitated by executing an Inter-Departmental Agreement between Public Works and

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DBS. The Public Works Director has prepared a draft agreement that serves as a good model.

b) Fire Marshall permitting staff. This should be facilitated by amending the existing Interlocal Agreement, Exhibit A, Section I.A so that the Director of DBS as delegated by the City will "Direct the management and supervision of personnel performing the Services" provided by the Fire Authority.

c) Explore co-locating DBS with other city departments to achieve organizational adjacencies and efficiencies.

Recommendation IV.2 – Based on the strategic and policy needs of the City and DBS and the results obtained from the Workload and Staffing Forecasting Model, right size the staffing level of DBS by creating and filling a net of 7 new positions within DBS as follows:

1) Create positions and hire for:
   a) Planning Technician (needs new classification as well)
   b) Management analyst
   c) Applications Analyst
   d) Deputy Director, Permitting Services (option to designate this person the Building Official)
   e) Two Combo Plans Reviewer/Inspector
   f) Two admin assistant or Senior Finance Spec positions
   g) Business Development Manager
2) Eliminate two existing positions:

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a) Existing vacant Assistant Building Official (funding used for new Deputy Director, Permitting Services)

b) Existing contract inspector (use funds for a permanent position)

Recommendation IV.3 – Analyze the staffing needs of DBS in the future using the Workload and Staffing Forecasting tool developed by Strategica. This model (an Excel-based tool) was provided to DBS staff in March 2020. The model should be updated annually with the population growth projections for the City.

The model calculates workloads and staffing requirements for the permit review and inspection and permit counter areas based on those population projections. In future years, time-based performance data from the new permitting system should be analyzed to calculate permitting turnaround times (based on the recommended performance measures from this report). The Workload and Staffing model can be modified so that the difference between current and targeted turnaround times can be programmed into the model and staffing needs can be calculated to close the gap (if any) between those current and targeted performance levels. The City may need to contract with a consultant to re-program the model for those purposes.

Staffing needs for planning, policy, economic development, and business development are not easily measured by a data-driven workload and staffing forecast tool. These functions serve to attain outcomes and benchmarks that achieve the community vision and strategic goals. The regular assessment of outcomes and benchmarks related to the community vision and strategic goals will track progress and serve to determine the resources required.

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V. What should be the future permit software system of DBS?

This chapter covers the permit process systems of DBS. The permit process system is the backbone of the organization that should track all activity and transactions from over-the-counter permits to long range community planning products that are implemented over years. In addition, this chapter discusses key peripheral applications. Topics covered include:

- Status of the current system and what to do about it
- Secure, On-line Public Portal
- Automated Review Routing and Electronic Plan Review
- Mobile Field Inspection Applications
- Digital Document Storage
- Geographic Information Systems (GIS)
- Network Infrastructure

The existing enterprise permitting system, the EnerGov system, was originally installed 11 years ago and has never been fully implemented and has been misused over the years by under-trained staff. The City should either re-install EnerGov from scratch or install a different software product through an open procurement process.

What is the Status of the Current Enterprise Permitting System Used at DBS?

The City has been using the EnerGov permit management system from Tyler Technologies for eleven years. EnerGov was originally installed to replace Accela PERMITS Plus, a legacy system that was no longer supported by the vendor. EnerGov is a server-based product hosted at the City Hall data center and managed by the City's Information Technology Department.

The EnerGov installation does not serve the needs of DBS. The following reasons lead to this conclusion:

- Staff who implemented EnerGov are no longer with the City and much of the background rationale and information about configuration decisions and design have been lost through staff changes over the years.

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- Some application types were never implemented (such as Development Agreements); and others have not been fully configured. For example, the workflow feature, a crucial element of a functional permitting system, has never been fully configured or put into production mode. For practical purposes, the EnerGov system is mostly functioning as a card file and word processor to generate and archive permits.
- Some design elements retained from PERMITS Plus impose extra work on DBS staff. For example, Building Permits must be entered as an EnerGov "plan" application type, after which separate "permit" cases (e.g., a building permit) are created for issuance and inspection. This situation is complex, confusing, and inefficient.
- Training on EnerGov for DBS staff has been inconsistent and incomplete, especially for new hires.
- City IT provides one staff person to support EnerGov via a system of support tickets submitted to IT to request changes and address issues with the software. DBS staff report that response times from City IT on many issues is slow and the backlog of tickets is approximately 300 items. A ticket list this extensive is more typical of a system in the first year or two of implementation, not a mature installation.
- DBS staff and IT efforts to reconfigure and improve EnerGov were hobbled a year ago, when a key DBS staffer left temporarily on extended leave.
- There is a deep lack of trust of EnerGov among DBS staff, given the lack of training, periodic software crashes, slow performance, gaps in functionality, and backlog of support issues.
- Historical data is severely corrupted due to null records, forced transactions, and general misuse of the system.

Recommendation V.1 - The City should scrap the existing EnerGov permitting process system configuration and either rebuild the EnerGov system (including permit, license, land use application and code enforcement configuration as a new installation to incorporate more complete and efficient processes needed by DBS in today's business

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environment), **OR** the City should replace the existing EnerGov system with a new permit system that can provide the required functionality. The choice to rebuild or replace should be based on evaluation of proposals and demos from vendors under Request For Proposal (RFP) 3178, currently in procurement. The design of application types, workflow processes, fees, forms, and other system configuration elements should follow the structured requirements outline in **Appendix E**. The City should retain change management or configuration services familiar with the selected software to install and configure the software to match the structured requirements shown in **Appendix E**, and to train DBS staff on proper use of the software. The DBS application support position will assist in this process and the on-going use of the system.

Peripheral applications that should support the permitting process system are discussed below.

Secure, On-line Public Portal

A permit system that provides a secure, on-line, public portal, available 24/7 will provide customers with access for submitting applications, checking status, paying fees, uploading and downloading documents, printing permit forms, scheduling inspections, and other tasks. An effective, self-service portal also substantially reduces staff time needed to process applications, compared to interacting with customers at the permit counter on many applications.

EnerGov includes a Customer Self-Service (CSS) on-line portal capability and can be configured to accommodate any permit, license or plan application. The City has configured and made available on CSS several simple application types that don't require plan submittal and review. Recently, however, the ability to submit applications via this portal was suspended on CSS because:

- Applicants became confused and chose the wrong application type at the start, requiring DBS staff to manually back out erroneous applications and refund fees.

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- Applicants sometimes created duplicate contact records for contractors, electricians, plumbers, and other licensed trades people who were already in the system, again requiring DBS staff to manually clean up contact records.

CSS continues to allow customers to check application status, pay fees, and schedule inspections.

Recommendation V.2 - The future enterprise permitting system should include a secure, on-line public portal that allows customers to perform all required tasks associated with the entire lifetime of an application, from beginning of an application through final approval, as described in RFP 3178 and as shown in scripts for vendor demos (see **Appendix D**). Particularly important for achieving the City's goal of going paperless, is the ability to upload/download digital plans and other documents for projects of any size, via the portal, instead of submitting paper plans and documents. Accommodations should also be made for "mom and pop" applicants, who have no ability to create digital plans. This may be achieved by providing a PC kiosk at DBS and scanning small paper plans for a nominal fee.

Automated Review Routing and Electronic Plan Review

Virtually all applications for permits, business licenses, and land use approvals, plus certain code enforcement cases, require routing plans, drawings or other submitted documents to one or more departments within the city, and occasionally to outside agencies, such as Snohomish PUD, Alderwood Water, and the Snohomish County Health Department. The only exception is certain minor "over-the-counter" permits (e.g., certain plumbing permits) that don't require plan submittal.

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EnerGov supports automating the routing of plans and documents to reviewing personnel (a concept known as workflow) but it has been only partially implemented. As a result, most staff continue to use their own tracking spreadsheets, paper logs sheets, and clipboards to track which reviews are required, who has signed off, and when a permit is ready to issue. These paper logs, clipboards and spreadsheets defeat a key purpose of using a permitting process system, which is to expedite the flow of documents, facilitate faster turnaround times, and keeping applications from falling through the cracks.

After tracking reviews with external spreadsheets, Microsoft Word documents, and paper logs, DBS staff update the application status after the fact in EnerGov. These workarounds slow the issuance process, consume large amounts of staff time shuffling paper in a sequential review process, and result in a highly siloed environment separating departments. More efficient parallel (i.e., simultaneous) review of plans by multiple departments is rendered impossible because paper plans are available to only one reviewer at any given time.

The most important feature in any future enterprise permitting system is a workflow function that expedites and tracks the processing of permit applications, planning cases, business licenses and some code enforcement cases.

DBS recently installed Bluebeam, an electronic plan review application that allows reviewers to examine and mark up plans and drawings without resorting to paper documents. EnerGov supports interaction with Bluebeam electronic plan review software, but only a few reviewers perform reviews in Bluebeam. Such digital plans are received as email attachments and manually loaded as documents into EnerGov. Most plan review is still done on paper plan sets. This process is inefficient and does not take full advantage of electronic permitting capabilities. While a few DBS staff are proficient in using Bluebeam from previous jobs, most staff have received little or no training in Bluebeam.

Recommendation V.3 – Ensure that the future permitting process system supports automated notification, review routing, and electronic plan review as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). The system should be configured to include standard automated routings and plan review steps (Workflow) that allow

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multiple departments and reviewers to simultaneously review and mark up plans and other digital documents submitted through the portal. The system should allow:

- adding and deleting routing steps as needed to handle unusual review situations.
- automated consolidation of markups, comments, corrections, and notes into a single correction or comment letter or memo to be sent electronically via the portal to contacts associated with the application.
- each reviewer to apply and "burn in" digital approval stamps and other notations to appropriate pages in the electronic plans and documents.
- applicants to download marked-up and approved versions of digital plans and documents through the portal.
- applicants to upload requested corrected plans and other submittals at the correct stage of the review process.
- insertion and/or replacement of single PDF plan pages into multipage plan sets.

DBS staff need to be thoroughly trained in working with automated review routing and whichever electronic plan review software is selected.

Mobile Field Inspection Applications

Providing connected software for inspectors to do their work in the field is essential to the success of the future permitting process system. The City currently uses EnerGov IG Connect field inspection software on Apple iPads. Inspection requests from applicants and contractors are made on the CSS portal or in the main EnerGov program, after which they are assigned and downloaded each day to each inspector's iPad. Inspectors can pull up a given inspection request, note corrections, approve or fail an inspection, capture digital signatures of the inspector and recipient of the inspection, and send an automated email with inspection results to the contractor and other contacts in minutes from the field.

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This reduces the amount of office work an inspector must do at the end of the day and customers appreciate getting inspection results quickly.

Some inspectors have had the following issues with IG Connect:

- At locations with poor or no cell service, inspectors cannot complete inspections. When cell service is available, previously unrecorded results may not be updated correctly in the main database.
- Contractors often request additional inspections while meeting with an inspector at the job site, but inspectors cannot add new inspections in the field, on top of those previously scheduled for the day.

> **Recommendation V.4 –** Ensure that the mobile field inspection component of the future enterprise permitting system replicates capabilities used by DBS inspectors today and include capabilities as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). In particular, the future system should include two important capabilities to remedy issues with the existing system:
>
> - Ability to work reliably and update accurately in areas with poor or no cell service, by automatically storing results and updating the back-end database when a cell connection is available.
> - Ability to add new inspections while out in the field.

Digital Document Storage

DBS staff create, access, file, and store thousands of pages of plans, specs, reports, memos, and other documents while processing applications and permits. Most large-format plan drawings are still handled in paper form during the review process, with plan storage on shelves and in bins or file cabinets. After finalizing a permit, one set of approved plans is boxed with other plans and sent to

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records management at City Hall for scanning, indexing, and archiving on the Application Xtender document management system. Reports, memos, spreadsheets, and other small-format Microsoft Office documents created during application processing are stored by individuals who have to remember to manually upload files to department network share drives and/or local hard drives.

This fragmented storage of both large- and small-format documents requires additional staff time to handle paper, risks loss of key documents stored in department network share drives, and risks losing track of documents stored on local hard drives.

Archiving only a portion of a file's documents on Application Xtender requires the additional cost and time to scan paper and could make potentially important documents unavailable in the future.

> **Recommendation V.5 –** The future permitting process should support cloud-based document storage capabilities associated with all permit and application types as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). The future system should facilitate easy saving of all large- and small-format documents from within an application workflow, instead of saving to a network shared or local hard drives. This will encourage saving critical documents in this centralized location. Records Management may choose to selectively download certain digital documents to Application Xtender for public records requests **OR** members of the public conducting record searches for permit information could access permit information directly from the future enterprise permitting system via the on-line portal or other portal user interface.

Geographic Information Systems (GIS)

Considerable GIS technology and data layers are potentially available to DBS staff, through extensive existing ESRI licenses of both ArcGIS Pro desktop and ArcGIS Online. Details are included in **Appendix E**. Planning staff are the primary users of GIS data and use GIS to review locations associated with Planning

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applications, produce vicinity maps, and generate lists for mailing labels for public notices. Despite the wealth of available GIS software and data, DBS staff utilization of GIS is extremely low. It has been hampered for months by periodic crashes loading ArcGIS Pro on HP laptops recently acquired for Planning staff. Recent investigations suggest a time-out problem with a legacy ArcSDE server and not the laptops themselves. GIS is supported by only one individual in IT.

Recommendation V.6 – The future permitting process system should support GIS capabilities associated with all permit, license, and application types and code enforcement as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). These capabilities should include:

- generating mailing labels, hearing notice postcards, and lists of properties within a certain radius of a land use application.
- Creating ad hoc polygon boundaries of multiple parcels (and fragments of parcels) associated with complex projects. This would allow identifying permits, land-use applications and their requirements related to complex project boundaries by clicking and drilling down from a map.
- Providing public access to up-to-date GIS data in a "What's in my Neighborhood?" portal page.

Network Infrastructure

The City's network infrastructure is vital for any future permitting process system to function in a fast, reliable manner. This network infrastructure currently includes:

- One gigabit/sec (GB) fiber connects all buildings across the city.
- Each workstation is equipped with a 1GB network interface card; each network closet has a new Cisco Meraki GB switch.

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- Wave Communications currently provides a 1GB internet connection with a secondary internet connection through Frontier Communications at City Hall. IT is transitioning that Frontier service to a second discreet WAVE internet service, allowing a transition to the backup internet without changing external IP addresses. That project is scheduled to be completed by late spring.
- A single Cisco model 4150 core network switch at City Hall has become a bottleneck for network traffic with the addition of additional security and traffic cameras, VOIP traffic, and other hardware requiring substantial bandwidth. This has resulted in complaints from DBS staff about slow network response using EnerGov and dropped calls on the agency phone system.
- Two new Cisco model 9500 core switches with substantially increased capacity are scheduled for installation when the hardware arrives from the manufacturer (in China).
- The change from the internally-hosted EnerGov system to a potential cloud-based system will increase demands for bandwidth, especially for electronic plan documents retrieved from cloud-based storage.

Recommendation V.7 – The City's IT Department should constantly monitor network traffic and bandwidth demand from the new permitting process system, set automatic notifications to IT staff when issues occur, and quickly make repairs and adjustments at the core switches and other hardware to maintain bandwidth for DBS. In the event that a cloud-based permitting system is chosen, network performance recommendations from the software vendor should be provided and maintained for all DBS users

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VI. How should work processes be improved?

This chapter discusses the key work processes of DBS and ways to make these processes more efficient, reduce turnaround times, achieve better outcomes and realize the strategic goals of DBS that address work processes. The chapter covers these processes:

- End-to-end permit intake, routing, review, inspection and finalizing
- Paperless Parallel Processing with Electronic Plan Review
- Field Inspection Hardware/Software
- Development Agreements
- Land-Use Application Processing
- Long-Range Planning
- Business Licensing
- Code enforcement for derelict houses
- Code enforcement for junk vehicles
- Rental unit registration and inspection

The most critical process is the processing of building permits given the volume of permits and fees involved. New processes should be implemented, facilitated by a new permitting system that feature parallel reviews, workflow technology, and using digital plans and drawings, and automated tools for inspections.

End-to-end Integration of Permit intake, routing, review, inspection and finalizing

DBS should provide for "life-cycle" review of permit applications from initial intake, through application review, final approvals, and archiving. End-to-end processing integration should encompass everything from customers being able to submit any type of application using a self-service on-line portal, through automated routing to staff who need to review, comment, and approve, to public hearings where required, to issuance of the permit or approval back to the applicant via the portal, to scheduling and managing inspections and final approvals in the field. Integration should also document projects approvals that arise through development agreements and impact fee requirements. Such integration should help to remedy the currently siloed, sequential series of largely manual workflows in DBS, supplemented by manually updated spreadsheets, Word documents, and

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paper log sheets, with the permit system serving as little more than an electronic "card file" system to record a few key dates and actions after the fact.

Partial, incomplete efforts have been made to achieve end-to-end integration in EnerGov, using the EnerGov Customer Self-Service (CSS) public portal for application submittal on the front end and IG Connect field inspections at the end of the process. Application submittal using CSS has been postponed due to applicant confusion in choosing the correct application type and creation of duplicate contact records. IG Connect functions moderately well, except when cell service is poor or non-existent.

> **Recommendation VI.1 –** In considering an RFP for a future permitting process system, the City should look for the best end-to-end integration suite of tools offered by a vendor. Where a vendor's solution incorporates some third-party products and services (such as electronic plan review, report writers, GIS, field inspection software, cashiering, etc.) that link with a vendor's main system, seamless integration is particularly important. One example to consider is how well a third-party electronic plan review application integrates with a) the on-line portal to send and receive digital drawing files, b) automated creation and sending of correction notices, and c) storage of digital documents related to the permit or land-use application.

Paperless Parallel Processing with Electronic Plan Review

In order to speed up reviews, all types of permits, licenses, and applications that require reviews by multiple agencies and staff should be reviewed in parallel, allowing multiple reviewers to perform their review tasks simultaneously. However, the current process features each reviewer looking at paper plans and drawings before handing them on to the next reviewer. Using paper makes it impossible to achieve parallel reviews which are much quicker and efficient. Instead of marking up paper, modern electronic plan review software allows all staff to access the same set of digital plans and other documents to add digital markups, corrections, notes, and stamps. A modern system should also expedite issuance of correction letters and incorporating updated plans and drawings.

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In addition to building permits, all planning and land-use applications should use this technology to review digital plans, consultant reports, staff reports, hearing decisions, and other documents. Furthermore, it is imperative that all DBS staff in Building, Planning, FMO, Public Works, Business Licensing, Economic Development, and Code Enforcement have thorough training to become as proficient in the use of the electronic plan review software as they are with Microsoft Word and email.

Recommendation VI.2 – Make sure that the following key functionality is integrated with the future permitting process system, to facilitate parallel, paperless processing:

1. Self-service on-line portal to allow applications to be filed along with managing the submittal of digital plans and documents
2. Automated routing for staff review to keep the review process moving
3. Electronic plan review app to allow simultaneous review and mark-up of digital plans
4. Markups and corrections noted on the digital plans should automatically flow into correction letters that are automatically emailed to the applicant
5. The system should send an automated correction letter to the applicant and allow the applicant to retrieve the marked-up plans through the on-line portal. The applicant should resubmit, via the portal, only the pages from the plan set that have been corrected, and the system should facilitate inserting the corrected pages into the full plan set for the next round of plan review. The system should automatically assign a version number to plans used in each round of plan review

Field Inspection Hardware/Software

Virtually all types of permits, licenses, land-use applications, and code enforcement require field inspections to verify compliance with codes and conditions of approval as a project is built out or violations are resolved. Inspections prescribed by approval of a permit or land-use application are

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typically requested by contractors and applicants using the on-line public portal. Ad hoc inspections may be performed at any time by staff to check on-going compliance.

Speedy posting of complete, accurate inspection results immediately from the field benefits contractors by alerting them to required corrections and allowing work to move ahead quickly when each stage of inspection is approved. Inspectors also benefit by completing each inspection at the job site, with little or no follow-up or paperwork to be done at the end of the day.

> **Recommendation VI.3 –** Acquire, install and implement a field inspection application and associated hardware that is compatible with the future permitting process system. Field inspection hardware should be compatible with the Cisco Meraki Mobile Device Management (MDM) standard adopted by IT. The field inspection software should accommodate a range of inspection tasks across the six main groups of the DBS organization: Building, Fire Marshal, Public Works, Planning applications, Business Licensing, and Code Enforcement. The system should be able to schedule prescribed inspections for Building, Fire, Planning and Public Works, plus ad hoc inspections not requested by the applicant for all groups.

Development Agreements

DBS Economic Development staff pursue policies and projects that address the vision and strategic goals of the community. Development Agreements are negotiated agreements between the City and a developer to clarify both the scope and timing of new development and to provide a consolidated approval framework for large projects. No fees are collected by the City, under the assumption that increased tax revenue from the development will more than offset the lost permit revenue.

Development Agreements (DAs) are currently done manually, on paper and with Microsoft Word and Excel, with no data entered in EnerGov and no system workflow to assist processing. The final negotiated Development Agreement is recorded on the subject property with the Snohomish County

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Auditor's Office. This memorializes the agreed-upon duties and responsibilities of both parties and is intended to transfer the requirements to new owners in the event the property is sold.

DAs may interact with other land-use approvals over wide areas of the project for years or decades to come. It is imperative that they be tracked in the future permitting system so their provisions may be easily accessed during future application review. Staff do not consistently monitor long-term compliance with the provisions of individual Development Agreements but should do so in the future using timed reminders programmed in the permitting system.

Development Agreements often span multiple parcels and encompass multiple street addresses; they should be mapped in GIS so staff can locate and drill down into the provisions from a map, even if addresses and parcel boundaries change in the future.

Recommendation VI.4 – Tracking Development Agreements would enable identification and tracking of outcomes achieved. The following should be included as an application type in the future permit processing system:

1. Include automated workflow with electronic plan review to speed up review and approval,
2. Include links to GIS (linked to polygonal geographical project extents) to map the potentially complex assemblage of parcels and addresses encompassed by the DA,
3. Incorporate on-line document storage to allow present and future staff full access to all documents (including the final recorded agreement) to track requirements and compliance during the lifetime of the DA, and
4. Include the ability to set alerts for site visits, conditions of approval with specific follow-up dates, and periodic inspections scheduled in the future system.

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Land-Use Application Processing

Requirements for processing land-use applications, holding hearings, and issuing decisions are governed by the Lynnwood Municipal Code (LMC). The LMC sets forth six decision-making processes (note that the LMC no longer defines a "Process V" so that number is skipped in the following text):

- Process I – Public Hearing and decision by Hearing Examiner
- Process II – Administrative decisions appealed to the Hearing Examiner
- Process III – Administrative permits review process
- Process IV – Decision by City Council after Review by Planning Commission
- Process VI – Appeals of administrative decisions to the Hearing Examiner
- Process VII – Appeals of decisions by the Hearing Examiner to City Council

Noticing, hearing, and decision requirements in the LMC are slightly different from one decision-making process to another, complicating staff work in processing applications. For example, the hearing notice for a Process I (Hearing Examiner) application must be sent at least 20 days prior to the hearing, but the Notice of Impending Decision for a Process III (administrative) application must be sent only 14 days before. Process I notices must be mailed to property owners within 300 feet, but Process III notices must be sent to 300-foot radius property owners and to occupants/tenants of multiple-tenant buildings and mobile home parks within the same radius as well.

Planning staff have identified potential changes to the LMC to create more common procedural requirements, while still preserving the existing tiers of review (Administrative, Hearing Examiner, Planning Commission, and City Council).

LMC 1.35.080 provides for process consolidation of two or more applications, where the applications would follow different processes if done separately. For example, a Short Plat is normally a Process III admin decision, but if a Variance is required (Process I – Hearing Examiner), the combined application would be heard by the Hearing Examiner.

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Efficiencies should be identified and implemented to improve the process for applicants and the community.

Recommendation VI.5 - Retain a code consultant to work with Planning staff on potential changes to the LMC. Strategica also recommends that the implementation of the future permitting system not be held up waiting for LMC code changes to be made. In our experience, code changes sometimes take much longer than originally anticipated and most modern permit software systems have configuration tools that allow changing workflow processes that may result from any likely code changes.

Recommendation VI.6 – Configure the future permitting system so that application combinations are entered as separate applications, grouped as a "project" in the system, with the higher-process application designated as the primary application.

Often overshadowed by the rush to churn out building permits, effective long range planning can be the difference between just another anonymous suburb and a place with unique amenities and character. Long range planning products should be processed and tracked the same as building permits in the new enterprise permitting system.

Long-Range Planning

Planning functions in DBS include both "current planning" (review of land-use applications) and "long-range planning" (preparation and maintenance of area and neighborhood plans, critical areas, transportation planning, and other activities that are not site-specific). While most of the focus of the permit processing system is on applications handled in current planning, DBS should track long-range planning polices and projects in the permitting process system. Like permit applications, long-range planning policies and projects involve multiple reviewers, production of documents, scheduling of meetings and hearings, and occur within project boundaries (such as neighborhoods and critical areas) that can be delineated in GIS. Being able to view and drill down into a long-range planning projects on a map would enrich decision making and help avoid possible conflicts where future land-use applications and permits fall within that planning project boundary.

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Recommendation VI.7 – Long-Range Planning should be included as an application type in the new system to provide staff with the same automated tools as they use for processing land-use applications and permits. Automated workflow should be used to track and schedule staff reviews, meetings, preparation of documents and reports for neighborhood, Planning Commission, and City Council hearings. The boundaries of the long-range planning project should be mapped in GIS, and all documents should be stored electronically for present and future staff to access. Because this would be an internal application type, no application would be available to the public on the on-line portal. This process would enable identification and tracking of outcomes achieved by adopted plans and policies.

Business Licensing

Starting in November 2019, the State Legislature mandated that all Washington municipalities process business license applications, issuances, and renewals on the Business License System (BLS) developed and operated by the State Department of Revenue (DOR). This mandate has provided some efficiencies for the customer and the licensing process. However, there are aspects of the licensing system that should be improved or that resulted in additional work for DBS staff:

- Instead of routing regulatory business license reviews electronically to affected city departments, routing is done manually using a spreadsheet and email.
- DBS must monitor reports from the State BLS system for licensees that are paid late and send a letter or invoice to collect a late fee, as is presently done on 551 accounts as of 2/7/2020. The State does not collect such late fees for the City.
- DBS must manually send out Occupancy Fee letters and invoices to collect alcohol fees from full-service restaurants because they are not included in BLS.
- DBS manually monitors accounts on the State termination report (115 account terminations at present) to see if the businesses are actually terminated or still doing business in Lynnwood.

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- DBS must follow up on 3,726 accounts that the State shows as doing business in Lynnwood that have never filed for a City business license before.
- DBS must follow up on 380 accounts that have not renewed their business license through BLS.
- BLS customer service to businesses at times is not very helpful, referring calls back to the City.

The City has become the de-facto fee collection agency for the DOR because the State does not attempt to collect any overdue business license fees. If a business fails to renew on BLS, the State sends two reminder notices, but if the business fails to respond, the State simply closes the account and refers the account to the City for collection. Also, the City is responsible for collection of all other regulatory non-State-related fees for businesses such as garbage collection, establishments serving alcohol, and body scrub parlors. The City must follow up by verifying if the business is still open and send collection letters for overdue amounts.

After three months on the State program, it is apparent that revenues are down primarily because the State prorates City license renewal due dates to coincide with the business license fee due dates on the State licenses. This process does not coincide with how Lynnwood previously issued business licenses on an annual basis making it more difficult to forecast and budget City fee revenue.

Lynnwood is evaluating other cities to learn from their experience and identify best practices. For example, Kirkland has seen a revenue loss after the first three months due to proration and sending of collection letters. They also have the same equivalent license volume administered. However, Kirkland has 1.5 staff FTEs for business license administration which is 0.5 FTE greater than Lynnwood. Kirkland's collection ordinance also allows them to go back and collect delinquent fees for three prior years plus penalties and one year forward. This process has resulted in over one million dollars of additional collections. Lynnwood could collect close to $500,000 if similar changes were implemented.

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There is currently no automated way to update Business Licensing records in EnerGov, based on changes in BLS. Without hand-keyed manual updates, data in EnerGov will become increasingly out of date and less reliable.

Recommendation VI.8 To maintain up-to-date information on licensed businesses in Lynnwood, the City should pursue periodic data updates of license data from BLS and create methods to import BLS data into the future permitting process system.

Recommendation VI.9 The City should implement changes to the LMC and department procedures to allow back billing for unpaid fees and penalties for up to three years back.

Recommendation VI.10 Ensure that the future permitting system includes a business license module to register all businesses in the City of Lynnwood, independently of licensing under the State BLS. This would include downloading BLS data to keep the Lynnwood data up to date, automated routing for departments to review new applications, and billing capabilities for following up on unpaid renewals and additional fees for businesses such as garbage collection, establishments serving alcohol, and body scrub parlors.

Recommendation VI.11 As reliable licensing volume data is available, DBS should budget for sufficient staff to handle manual processing tasks associated with business licensing tasks not handled by the State BLS.

The DBS code enforcement does a good job of achieving compliance for most cases but needs new procedural and legal tools for dealing with derelict houses and junk cars.

Code Enforcement

The code enforcement unit within DBS is currently comprised of one staffed Code Enforcement Officer (CEO) position and one additional vacant CEO position. The unit closes approximately 500 cases per year although that number varies from year to year. The majority of cases are investigated, mitigated and closed within 180 days. As of February 2020, 8 cases (comprising 13 separate violations) had been open beyond 180 days. Of these 13 outstanding violations, 6 were for

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houses that were unsafe to occupy or junked vehicles on private property but visible from the street. The oldest case (a derelict house) has been on the books for more than three years. Despite the best efforts of the Code Enforcement unit, these cases linger due to uncooperative property owners or difficulties in finding responsible parties.

In some of the outstanding derelict house cases, the responsible property owners were recently deceased, and the heirs are difficult to track down or are not cooperative or competent. In some junk vehicle cases, it can also be difficult to track down registered vehicle owners to obtain cooperation in removing the vehicles or the property owners may not agree to remove the vehicle. Usually, these junk vehicles have some scrap value and once title is made available, it is relatively easy to have them towed away and sold. But if the vehicle is on private property and title is not available, it requires the cooperation of the property owner in the absence of a warrant.

Legal remedies are available to the City to mitigate these conditions; however, these remedies are difficult to undertake since they often require a warrant from Snohomish County Superior Court. Thus far, the Code Enforcement unit has not been able to obtain adequate legal support from the resources currently available. The current code enforcement process relies on informal persuasion and fines to motivate compliance, which is eventually effective in most cases. However, for the most egregious cases, more intensive methods, including legal discovery tools and litigation, are required.

If the City opts to improve the code enforcement process, further study will be needed to identify specific recommendations, which may include additional staffing to handle the informal persuasion code enforcement tactics while other staff are following up with more egregious violations and litigated cases.

In the same way that "life-cycle" permit processing integration can help expedite permits and land-use applications, Code Enforcement can benefit from such integration. This would involve the public using the on-line portal to enter complaints (anonymously or not); automated workflow among code

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enforcement officers, planners, inspectors, and other staff; creation of routine forms such as the Notice of Violation; tracking inspections and site visits; maintaining lists of property owners, tenants, complainants, property managers, etc.; and keeping an extemporaneous log of everything that's transpired with the violation, in the event that stronger civil and/or criminal actions must be taken.

Rental Unit Regulation

The City should also address the fact that 43% of the housing stock in Lynnwood are rental properties (this includes apartments). Cities with such high proportions of rental units are adopting rental unit registry and inspection programs to maintain their housing stock and property values and ensure that rental units are maintained to code and incorporate life safety measures such as smoke and carbon monoxide detectors. Tenants are often hesitant to report code violations for fear of landlord retribution. A proactive registry and inspection program addresses this problem by making inspection mandatory rather than just based on complaints.

Recommendation VI.12 – The City should hire and fill the existing vacant Code Enforcement Officer position and assign each officer geographically-based territories (e.g., South Lynnwood, North Lynnwood).

Recommendation VI.13 The City should choose a software solution that supports Code Enforcement with the ability to receive complaints via the on-line portal, conduct automated workflow and creation of routine notices, enter inspection results and site visits in the field, and track all the parcels, addresses, and people involved with code enforcement cases.

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Recommendation VI.14 – Strengthen the process for mitigating derelict houses to include a stronger litigation component and a new cost recovery procedure under the authority of RCW 35.80. This would include:

1. Retain contract legal services focused on code enforcement to initiate litigation on difficult derelict house cases to obtain abatement warrants through Snohomish County Superior Court to mitigate the blight (i.e., demolition).

2. Recover the abatement cost (typically demolition which can amount to $50,000 or more) through a Special Assessment on the property to recover the costs through property tax collections, or a tax foreclosure and sale if necessary. RCW 35.80.030 (1)(h) provides that:

   "…amount of the cost of such repairs, alterations or improvements; or vacating and closing; or removal or demolition by the board or officer, shall be assessed against the real property upon which such cost was incurred…"

   And that

   "…county treasurer shall enter the amount of such assessment upon the tax rolls against the property for the current year…"



This unoccupied house on 200th St SW is literally collapsing, constitutes a blight and a safety hazard and needs to be demolished

RCW 35.80.030 also specifies the due process protections that may be afforded the property owner. If adopted into ordinance by the City, these protections will require the City to serve notice to all interested parties (RCW 35.80.030 (1)(c)) of the violation and an order to mitigate (up to and including demolition).

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3. Provide additional due process protection to property owners by utilizing the City's contracted hearing examiner to hear appeals to abatement orders.

Recommendation VI.15 – Expedite the process to remove junk vehicles that incorporates issuance of the initial infraction within 30 days of initial contact with the property owner. Second infractions should be issued after 60 days of initial contact if the vehicles have not been removed.

Recommendation VI.16 – Implement a Rental Unit Registry (RUR) program in the City for purposes of encouraging preventive maintenance of rental units, protecting the interest of vulnerable tenants (e.g., low income, disabled) that may be resistant to lodging complaints with their landlords, and maintaining the housing stock and property values in the City. The RUR should be administered by the Code Enforcement Unit of Development and Business Services and should incorporate the following features:

With 43% of the City's housing stock rented out, the City needs to design and implement a program for ensuring that these housing units are safe, meet code and do not deviate or detract from community standards.

1) **Scope of Program.** The program should apply to any housing unit available for long term rental. Exemptions may include short-term rental (Air BNBs), hotels & motels, government-owned or subsidized rental housing (Section 8), owner-occupied rental housing (e.g. owner lives in one-half of a duplex or the property owner rents out a room), and properties built within the past five years.
2) **Rental Unit Registration.** Registration should be renewed annually. A detailed process and fee study is warranted to ensure the fees are accurate and defensible.
3) **Registration requirements.** The registration should include contact info to identity the property owner and insurer. For property owners located out-of-state, the registration should require a Snohomish County contact that will accept legal notices and Notices of Violations. Registration should require a property owner to agree to expedited authority of the City to abate nuisances and blight with less due process (e.g., hearing officer appeal is final) and at owner's expense, and that all outstanding code violations be cured before annual certificate is issued. The registration certificate should include an inspection guide listing

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criteria used in quadrennial inspections. Finally, the Certificate cannot be transferable if the property is sold.

4) **Inspections.** Inspections should be required within a specific term, such as every four years, and accelerated to annually for rental units with violation history of 5 or more violations in any one calendar year. Inspections should be noticed beforehand to both the property owner and the tenant so a property owner has a chance to clean up potential problems.

5) **Inspections Fees.** The initial inspection should be free to encourage compliance. If violations are found that need to be corrected and re-inspected, fees could be charged.

6) **Initial Inspections.** At the RUR program inception, DBS should assign all registered units to four zones. Each zone should be inspected during one of the first four years. DBS could also phase it in by age of building – oldest units first, or properties with a history of code violations. An inspection and new registration should also be triggered by a change in ownership.

7) **Mitigation.** A property owner should be given specific timelines to correct both non-life threatening and life-threatening violations. A follow-up inspection should be scheduled based on the highest-scoring (most serious) violation (30 days if no life-threatening violations).

8) **Program staffing.** Rough estimates show that the program would require approximately 2,000 inspections per year. Assuming an inspector could handle 4 to 6 inspections per day, this would require 1.5 to 2 inspector FTEs. An additional FTE may be required to handle the administrative tasks of registrations, accounting, processing violations, etc. for a total FTE count of 2.5 to 3. The exact number of positions should be determined once program specifications are finalized.

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Appendix A – Adopted 2020-22 DBS Strategic Plan

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Goal 1 – Create a positive service culture for applicants

Tactics

a. Hire and retain people with a customer service mentality
b. Simplify (or communicate simply) our processes so applicants can understand them
c. Provide customer service training for DBS staff
d. Provide recognition and rewards for good customer service
e. Shorten turnaround times (while still meeting our regulatory responsibilities)
f. Define and track customer service metrics

Goal 2 – Build systems, processes and codes to work smarter and more efficient

Tactics

a. Implement a new user-friendly, DBS-wide permitting system that facilitates accurate data, 24/7 access and workflow data sharing
    1. Align work processes with the capabilities and functions of the new system
    2. Streamline permit types and supporting processes
    3. Obtain continuous training in the software functionality for DBS staff
b. Streamline and untangle our codes and regulations
    1. Eliminate duplicative sections and resolve conflicts
    2. Modernize regulations to address projected development patterns
    3. Make it easy for applicants and businesses to access and understand
    4. Streamline the zoning code

Goal 3 – Develop staff expertise and a culture to address Lynnwood's future growth

Tactics

a. Identify the expertise, qualifications and skills we need
b. Determine how many staff we need and hire up to that level

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c. Create an organizational structure that promotes accountability for results and fosters a cohesive, positive culture
d. Train our people in customer service and technical expertise for their success
e. Update and/or create new job descriptions that match DBS needs
f. Provide staff the flexibility to work with applicants to identify solutions and solve problems
g. Track performance to ensure accountability to our mission and strategy

Goal 4 – Enhance quality of life through implementing the Lynnwood Comprehensive Plan

Tactics

a. Track implementation of the current Comprehensive Plan
b. Gear up for the 2023 update of the Comprehensive Plan and make it simpler and more accessible
c. Develop plans through meaningful public engagement
d. Implement fair and equitable code enforcement
    1. Build a system allowing us to expeditiously process the tougher cases

Goal 5 – Attract businesses and development partners to succeed in Lynnwood

Tactics

a. Explore and adopt programs to promote new business formation and expansion
b. Partner with the Lynnwood Chamber and other business organizations for economic vitality
c. Change public perception on how friendly it is to do business in Lynnwood
d. Promote tourism, visitor spending and hotel stays
e. Prioritize and facilitate development of projects for community benefit
    1. Quantify and communicate the benefit to the community

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Appendix B – Recommended Performance Measures

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Performance Measures

	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Permit Counter								
1	Average calendar days between final inspection and closeout	energov or replacement	subtract julian date of final inspection from closeout date for all permits closed out during month. Calc mean of all elapsed times	final inspection logged	permit closed out	monthly	permit counter supervisor	shorten turnaround times
2	Average calendar days between plan submittal and completeness check	energov or replacement	subtract julian date of submittal from completeness check for all plans deemed complete during month. Calc mean of all elapsed times	plans submitted	completeness check	monthly	permit counter supervisor	shorten turnaround times
3	Average call hold time	ACD	Calc mean of all hold times on incoming calls during the day	incoming call	call answered	daily	permit counter supervisor	positive service culture
4	Average time to respond to emails	?	subtract julian date of email received from date of response for all email responses during month. Calc mean of all elapsed times	email received	email answered	daily	permit counter supervisor	positive service culture
Code Enforcement								
5	Average calendar days, complaint to initial inspection	energov or replacement	subtract julian date of complaint received from initial inspection date for all complaints received during month. Calc mean of all elapsed times	complaint logged	initial inspection logged	monthly	Building Official	expeditious processing of code enforce cases
6	Average calendar days, Initial inspection to forced compliance	energov or replacement	subtract julian date of initial inspection from closure date for all forced cases closed during month. Calc mean of all elapsed times	initial inspection logged	forced compliance case closed	monthly	Building Official	expeditious processing of code enforce cases
7	Average calendar days, Initial inspection to voluntary compliance	energov or replacement	subtract julian date of initial inspection from closure date for all voluntarily resolved cases closed during month. Calc mean of all elapsed times	initial inspection logged	voluntary compliance case closed	monthly	Building Official	expeditious processing of code enforce cases
8	Percentage of cases resolved through forced compliance	energov or replacement	# of forced compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	forced compliance case closed	monthly	Building Official	fair & equitable code enforcement
9	Percentage of cases resolved through voluntary compliance	energov or replacement	# of voluntary compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	voluntary compliance case closed	monthly	Building Official	fair & equitable code enforcement
10	Percentage of cases resolved through informal measures (door hangars, etc.)	energov or replacement	# of informally resolved compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	informally resolved case closed	monthly	Building Official	fair & equitable code enforcement
11	# of cases unresolved longer than 365 days	energov or replacement	subtract julian date of initial complaint or observation from current date. Sum # of cases where elapsed time is greater than 365	initial inspection logged	N/A	monthly	Building Official	expeditious processing of code enforce cases

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	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Plan Review & Inspection (building/public works/fire)								
12	Average # of calendar days from plan submittal to completion of all reviews by Department (building, public works, FMO)	energov or replacement	subtract julian date of plan submittal from date of last finished review for the cycle for all applications where all reviews are complete during month. Calc mean of all elapsed times	plans submitted & logged into system	last review completed per cycle	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
13	Average # of calendar days per review (review assigned to correction letter/pass) by Department (building, public works, FMO)	energov or replacement	subtract julian date of plan submittal from date of each finished review for all applications where at least one review was completed during month. Calc mean of all elapsed times	review assigned	each review completed	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
14	Development: Average calendar days from request to inspection: Commercial (by Department (building, public works, FMO))	energov or replacement	subtract julian date of inspection request from date of inspection for all completed commercial inspections during month. Calc mean of all elapsed times	inspection request received	inspection results logged in	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
15	Development: Average calendar days from request to inspection: Residential (by Department (building, public works, FMO))	energov or replacement	subtract julian date of inspection request from date of inspection for all completed residential inspections during month. Calc mean of all elapsed times	inspection request received	inspection results logged in	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
16	# of plan review cycles by Department (building, public works, FMO)	energov or replacement	sum the number of review cycles for each application sorted by reviewing department	review assigned	review completed	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)

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	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Planning								
17	Average # of calendar days to issue notice of complete application or request for additional information	energov or replacement	subtract julian date of application received from date of notice of complete application/request for additional info issued for all applications where a notice was issued during month. Calc mean of all elapsed times	Application received	Notice of complete application request for add'l info issued	quarterly	Planning Manager	RCW 36.70B.070
18	Average # of calendar days to post public notices	energov or replacement	subtract julian date of notice of complete application from date of public notice posting for all applications where a public notice was posted during month. Calc mean of all elapsed times	Notice of Complete Application issued	Public notice posted	quarterly	Planning Manager	shorten turnaround times (while meeting regulatory reqts)
19	Average # of calendar days to send first round of comments to applicant	energov or replacement	subtract julian date of public notice posted from date comment letter was sent to applicant for all applications where comments were received. Calc mean of all elapsed times.	Public notice posted	Comments sent	quarterly	Planning Manager	shorten turnaround times (while meeting regulatory reqts)
20	Average # of calendar days to issue notice of decision	energov or replacement	subtract julian date of conclusion of testimony or notice of impending decision from date of notice of decision issued for all applications where a notice was issued during month. Calc mean of all elapsed times	conclusion of testimony (hearing examiner) or notice of impending decision (admin cases)	Notice issued	quarterly	Planning Manager	RCW 36.70B.080
21	Average # of round of comments sent to applicant	energov or replacement	Divide total number of rounds of comments by the number of applications receiving comments	decision made		quarterly	Planning Manager	statistical

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	Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Business licensing								
22	Average # of calendar days between application and submittal of approval to WA DOR	State system	subtract julian date of license application from date approved application submitted to DOR for all licenses submitted to DOR during month. Calc mean of all elapsed times	Application received	Approved application logged into DOR system	monthly	Building Official	shorten turnaround times (while meeting regulatory reqts)
23	Average # of calendar days between regulatory license application and approval	energov or replacement	subtract julian date of regulatory license application from date approved for all licenses approved during a selected time period. Calc mean of all elapsed times	Application received	Approved license	As needed	Building Official	shorten turnaround times (while meeting regulatory reqts)
Economic Development								
24	applicant satisfaction index	survey monkey tool	% of applicants expressing target level of overall satisfaction	N/A	N/A	semi-annual	Econ Dev Director	positive service culture

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Input/Output Measures

DBS Input/Output Measures - Proposed				
Org Unit/Measure		data source	reporting frequency	responsible party
Permit Counter				
1	# of plan submittals by permit type	energov or replacemnt	monthly	permit counter supervisor
2	# of counter visits	TBD	daily	permit counter supervisor
3	# of phone call	ACD	daily	permit counter supervisor
Code Enforcement				
4	# of complaints	energov or replacemnt	monthly	Building Official
5	# of inspections	energov or replacemnt	monthly	Building Official
6	# of cases closed	energov or replacemnt	monthly	Building Official
Plan Review & Inspection (building/public works/fire)				
7	# of plans reviewed by permit type	energov or replacemnt	monthly	Building Official
8	# of reviews by permit type	energov or replacemnt	monthly	Building Official
9	# of inspections by permit type	energov or replacemnt	monthly	building Official
10	# of permits issued by type	energov or replacemnt	monthly	building Official
11	# of review hours by permit type	energov or replacemnt	monthly	building Official

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DBS Input/Output Measures - Proposed				
Org Unit/Measure		data source	reporting frequency	responsible party
Planning				
12	# of projects that use planned action ordinance	TBD	Annual	Planning Manager
13	# of formal partnership contacts (e.g., ST, AHA, HART, Edmonds School District)	TBD	Annual	Planning Manager
14	Amount/types of public outreach for projects	TBD	Annual	Planning Manager
15	# of public notices issued	energov or replacemnt	quarterly	Planning Manager
16	# of notices of decision issued	energov or replacemnt	quarterly	Planning Manager
17	# of complete applications received (RCW 36.70B.080)	energov or replacemnt	quarterly	Planning Manager
18	# of of complete applications received during the year for which a notice of final decision was issued before the deadline established	energov or replacemnt	quarterly	Planning Manager
19	# of applications received during the year for which a notice of final decision was issued after the deadline	energov or replacemnt	quarterly	Planning Manager
20	# of applications received during the year for which an extension of time was mutually agreed upon by the applicant and the city	energov or replacemnt	quarterly	Planning Manager
21	# of notices of decision issued	energov or replacemnt	quarterly	Planning Manager
Business licensing				
22	# of license applications received	State system	monthly	Building Official

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Planning Outcome Measures

Org Unit/Measure		reporting frequency	responsible party	Purpose or strategy link
Planning Outcome Measures				
1	# of subsections of code changes proposed to Council that promote development and allow for greater flexibility	Annual	Planning Manager	remove unnecessary development obstacles and allow greater innovation in design and construction
2	% of City area overlaid by new or improved design guidelines	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
3	# of City road miles overlaid by streetscape standards	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
4	% of City area overlaid by new or improved sub-Area plans	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
5	# of subsidized and # of market-rate units approved	Annual	Planning Manager	Encourage the development of affordable housing for all income levels
6	% of eligible development utilizing MFTE	Annual	Planning Manager	?
7	% of population and employment growth specified by the Countywide Planning Policies occurring within designated Lynnwood Regional Growth Center and Highway 99	Annual	Planning Manager	?

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Economic Development Outcome Measures and Benchmarks

	Org Unit/Measure	reporting frequency	responsible party	Purpose or strategy link
Economic Development/Tourism Outcome Measures				
1	Marketing impressions per dollar	Annual	ED Manager	Promote tourism, visitor spending and hotel stays
2	valuation of construction and public infrastructure in City Center	Annual	City Center Manager	Track City Center development goals
3	Tourism	Annual	ED Manager	Track tourism metrics
4	Development agreements	Annual	ED Manager	Track DA requirements
5	Policy Implementation	Annual	ED Manager	Track policy/plan achievements

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Appendix C – Recommended DBS Organizational Structure

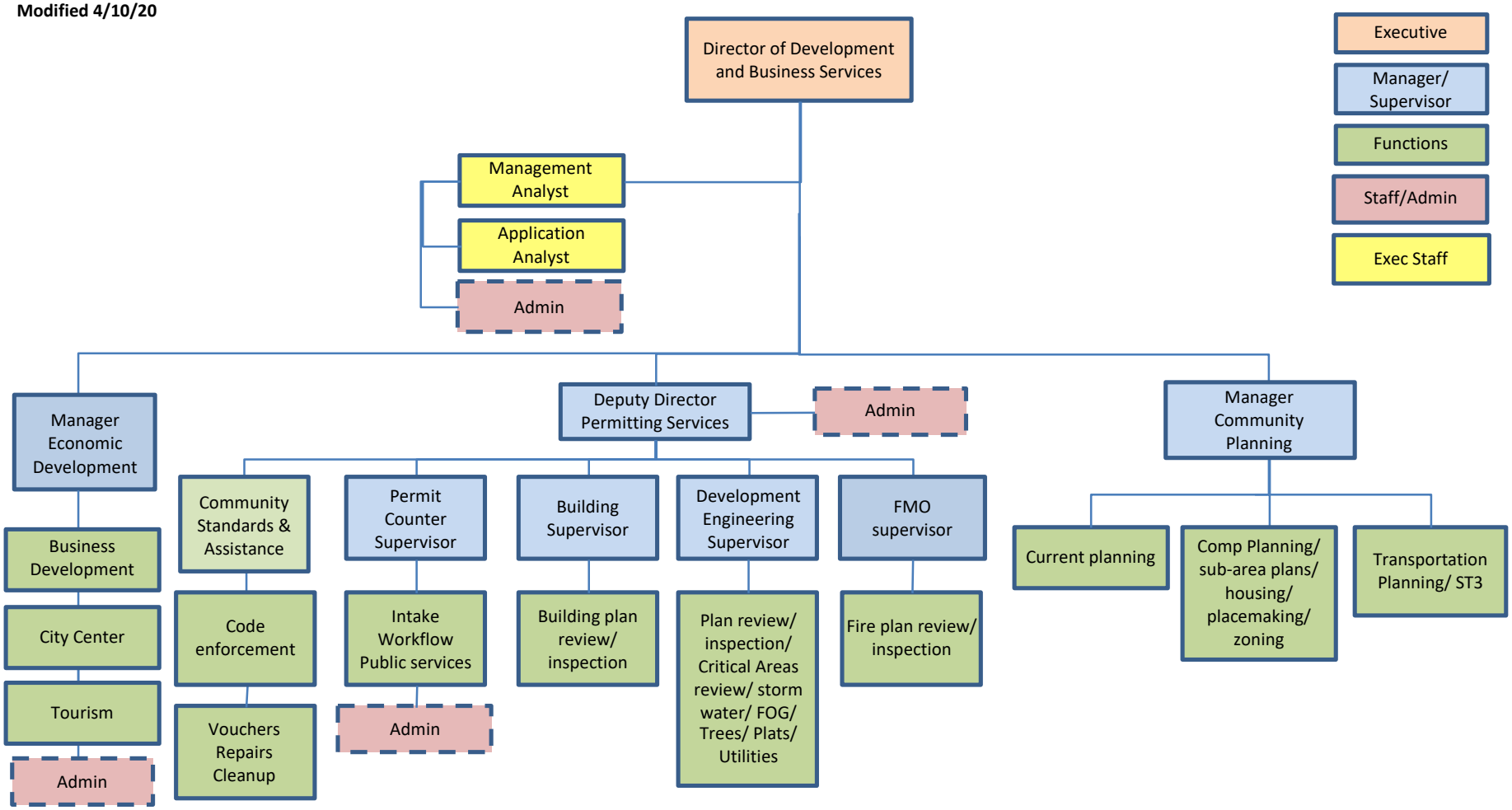
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Recommended DBS Organizational Structure – Functional Chart

Lynnwood DBS
Proposed functional structure
Created 2/3/20
Modified 4/10/20

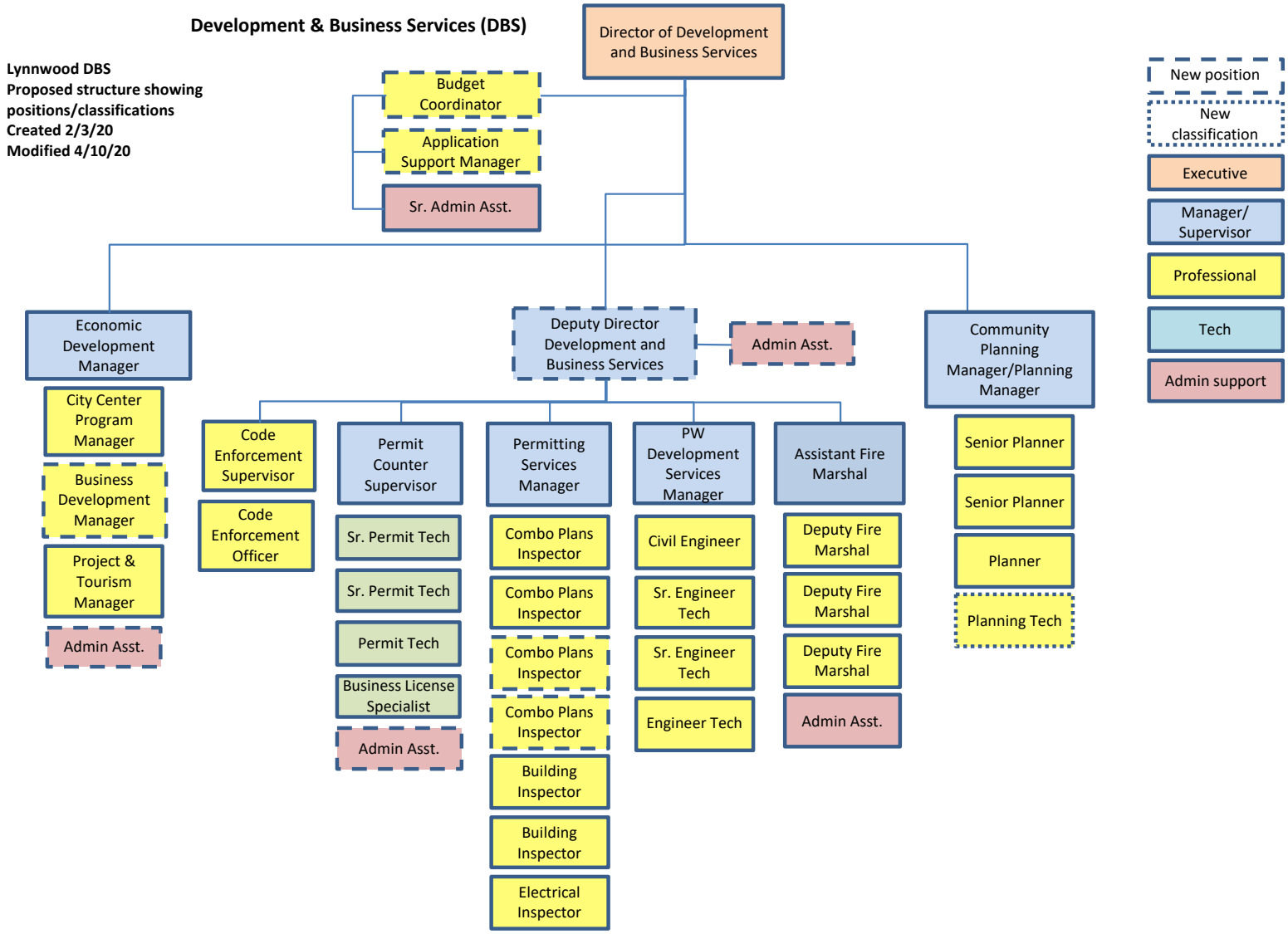
Development and Business Services

Position boxes are shown as representations only and not as the actual number of positions.



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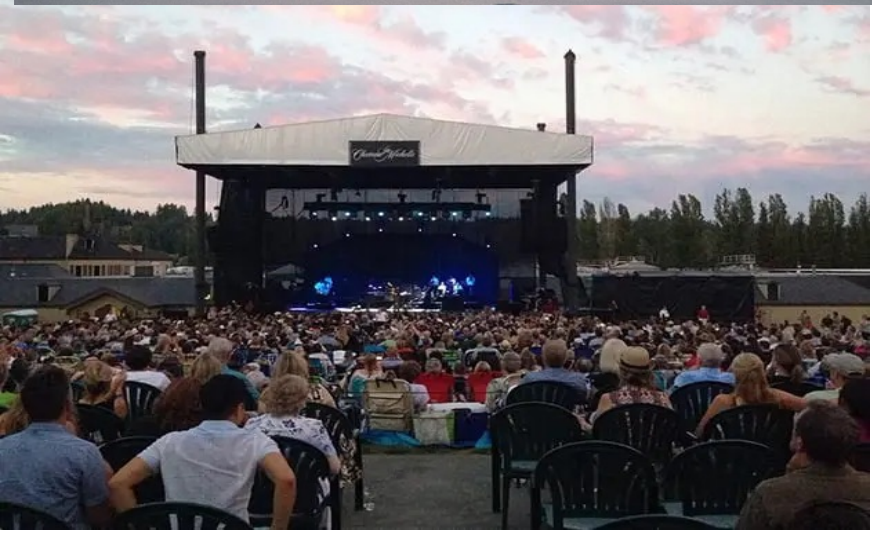
Recommended DBS Organizational Structure – Position Chart



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City of Woodinville

Permitting Operational Analysis

Final Report

March 15, 2022

WOODINVILLE

STRATEGICA

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I. Executive Summary

Background

This project began in late September 2021 as the result of concerns about permitting turnaround times, customer service, and whether the departments of Development Services (DS) and Public Works (PW) were positioned to deal with expected growth in Woodinville. Woodinville (population 13,000) has been transitioning from a small city characterized by suburban development, small-scale retail, and some light industry to more dense mixed-use projects and tourism-oriented development centered on the wine and spirits industry. Larger, more complicated projects coming on line have stressed the ability of the City DS and PW staff to process permits in a timely manner. Woodinville sought the advice of outside experts in organizational development, process improvement, and permitting systems to recommend impactful changes at DS and PW. In response to this, Strategica, Inc. was retained to conduct this Permitting Operational Analysis with the following objectives:

Determine if and where deficiencies exist within the organization's structure, policies, procedures, forms, technology, etc.

Identify improvements as it relates to processes, staffing, communications (internal and external), customer service, and teamwork amongst staff.

Determine and recommend solutions to the identified issues, including likely resources and funding needed to implement the solutions.

Propose implementation timelines, and methods of tracking improvements.

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This report is the result of that effort. The recommendations contained herein will result in a more efficient, mission-driven organization that helps to fulfill the policy objectives of City leaders.

How should the permitting function be organized and staffed?

The City's permitting function is split between Development Services and Public Works. A significant portion of permit applications are reviewed by both departments but there is no managerial position that oversees both departments below the level of City Manager. Despite this, the two departments coordinate reasonably well. All positions are currently filled although turnover in Public Works has resulted in short-staffing among the engineers that review permit applications. Public Works lacks any administrative or analytical capacity other than what their managers (all engineers) can provide.

Recommendation: The City can mitigate these structural and staffing issues by adding an Engineer I position in Public Works, a GIS Analyst, and a Management Analyst position to enhance the administrative and performance management capabilities of both departments. The City should also have more direct supervision over Fire personnel on permit review matters.

Setting and tracking performance targets

The City's permitting staff sets target times to complete specific permitting tasks (tasks are intermediate steps taken to process a permit application). The City completes 78% of these permitting tasks within established time standards. However, there are certain areas where performance lags such as Public Works plan reviews, Fire plan reviews, as well as permits that involve critical areas, design reviews and large, complicated projects. Measuring the overall start-to-finish timing is not relevant as some tasks are performed by applicants themselves and, therefore, the City has no control over how those tasks are performed.

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Recommendation: The City should develop additional performance management tools so that Department managers can better monitor the progress of applications. This would include a "red line" report that draws attention to permitting tasks that have exceeded time targets. The City should also update selected time standards for permitting review tasks and begin publishing performance standards and actual results on the City's website.

Getting work done faster

The City's permitting system, Accela, has instilled good management practices such as workflow (an automated process for assigning and routing tasks and work materials) and a paperless work environment but potentially useful Accela functions were never implemented. Also, review practices and procedures performed outside the Accela system can add additional days to review and approval times.

Recommendation: The City should implement additional practices that, combined with Accela, can speed up the permitting process (at least the part that the City can control). These practices include better application checklists, backfilling for Permit Tech absences, automating fee calculation and payment options, expediting the initial application reviews (i.e., completeness reviews), simplifying the consolidation of departmental application reviews, reducing the scope of the Design Review Committee, improving the consistency of approval stamping of plans, adopting a triage procedure for incoming applications in order to expedite the easy ones, and simplifying approval memos for certain permit types.

Getting more value from Accela

Accela is the City's enterprise permitting system, installed in 2018. While Accela has improved City permitting processes, there are many features that either were not activated or are not being used. For example, while building permit applications are completely handled through Accela, many planning

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applications (e.g. site development permit) are not initiated using Accela and instead rely on email and PDF forms.

Recommendation: Accela, the City's permitting system, can be improved by implementing several easy enhancements such as using Accela (instead of email) for uploading and downloading of application materials, simplifying and consolidating document storage practices, including consultants (e.g., Geotech, traffic) in the workflow process, including project owners when communicating application review comments, assigning planners as the main point of contact rather than Permit Techs, identifying and tracking code deviation requests in Accela, and inputting conditions of approval in Accela so they can be easily referenced in the future.

Serving the public better

The City should strive for a better balance between code compliance and public service. To the extent that compliance isn't compromised, there should be some room to better help all applicants but especially those who are not in the building trade or are not using design professionals.

Recommendation: The City should require pre-app conferences for those permit situations that frequently get bogged down due to communication problems or insufficient documentation and should reach out to non-professional applicants (e.g., homeowners) that are not using design professionals and establishing a consistent point of contact. In addition, the City should implement enhanced informational PDFs on common building permits, and an automated email generator that alerts applicants when a permit review action is taken.

Geographic Information System (GIS)

The City has GIS but does not use it to its potential. There is no public access to GIS on the City's website and even planning staff have difficulty accessing GIS. GIS enhancements could provide more

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information to the public, better information on site characteristics (e.g., critical areas, utility infrastructure, active permits) that could impact development, and information that could help permitting staff perform their jobs better (e.g., existing conditions of approval).

Recommendation: The City should provide a public point of access to GIS on the City's website and install the additional informational layers mentioned above. In addition, a new GIS Analyst position would be able to oversee this new functionality and keep GIS up to date.

Administrative improvements

The City's Accela system has a large number of dormant applications and issued, but uninspected, permits. Permitting staff also handle a large number of public information requests (PIRs) and business license applications that are not tracked in their IT systems.

Recommendation: The City should purge some dormant application records and follow up on the uninspected permits. In addition, the City should improve recordkeeping practices for public information requests and business licenses.

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II. What Work Was Performed

The following are the major work tasks undertaken during this project:

Reviewed 14 background documents including codes, workload statistics, budget, City Council priorities, fee studies, organization charts
Conducted 28 interviews of City Council members, City staff, applicants, and developers
Obtained and analyzed Accela workflow data and calculated process delays by permit type and workflow task
Observed the City's public portal for applicants
Mapped processes for tree removal, building, development permits and inspections
Conducted ridealongs with PW and DS staff documenting inspections and review processes
Observed and documented how DS and PW staff use Accela
Collected and reviewed workload and performance tracking reports prepared by DS and PW managers
Documented strategic goals for the permitting function
Documented the current organizational structure of permitting function
Conducted a benchmark survey of six peer cities to obtain data on workload, staffing, structure, performance, and workload measures
Documented current state of GIS and public access to GIS
Developed a workload and staffing model that forecast staffing requirements for PW and DS
Analyzed permitting workflow to identify and quantify processing delays and causes of delays

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Developed recommendations on improving customer service, expediting permitting, streamlining the organizational structure, improving the use of IT systems, and expanding the scope of data available to City staff and the public and improving service levels for less sophisticated applicants

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III. How Should the Permitting Function be Organized and Staffed?

In this section, the structure of the City's permitting function is examined, recommendations to streamline and focus the structure are offered and, using data-driven empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of the City.

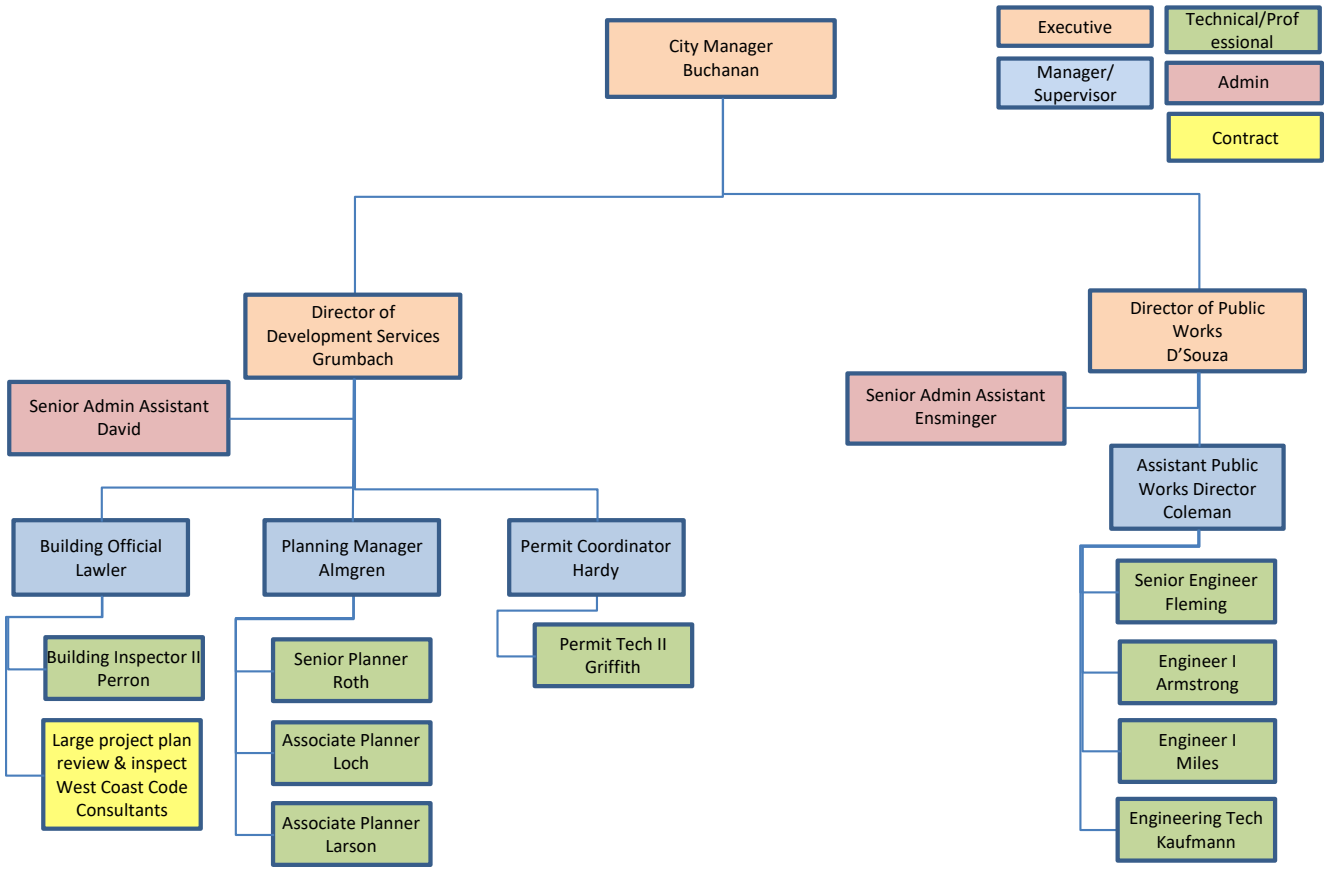
The structure of any organization is a key tool to achieving the organization's mission and achieving strategic goals. In this light, the organizational structure should be thought of in the same way as the permit process systems, policies, work processes, strategies, and the staff; all of these are tools or enablers for mission achievement. A well-designed structure should clearly delineate accountability for the organization's strategic goals, facilitate easy communication between staff, and facilitate efficient work processes and transfers of information.

The City's permitting function is split between Development Services and Public Works. While the two departments coordinate reasonably well, additional personnel including management support and engineering staffing would help in managing the workload and improving processing outcomes.

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How is the permitting function currently structured?

DS and PW are separate City departments co-located on the first floor of City Hall. Both departments are overseen by Director level positions that report to the City Manager. The current structure for the permitting function of the City is shown below.



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Some specific observations include:

- Spans of control are narrow ranging from 1:2 to 1:4 but that's to be expected in a smaller City where the workload is complicated and demands technical specialization.
- Both DS and PW share responsibility for processing land use and building permit applications. Each department has a role in the combined process. Coordination necessary to manage this combined process is not reflected well in the formal organizational structure of the City where the common link between both departments occurs at the level of the City Manager. However, informal working relationships between PW and DS management and staff and workplace proximity help to sustain coordination. This arrangement would be more effective if there was a common system of workload and performance tracking (covered in section IV of this report).
- The mix of specialties and experience of the staff match well with the nature of the workload and the types of development occurring in the City. Outside expertise is retained for specialties such as traffic and structural plan check where the size of the workload does not merit hiring a full time person. Some ancillary expertise is missing such as GIS.
- There is currently no management analyst or similar position in either DS or PW that analyzes and manages the financial or budget data of DS and PW, tracks and reports on performance metrics, manages contracts and IT systems, and assists the directors of the two departments in running their operations.

What are the Current Staffing Levels at the City?

- DS currently has 10 budgeted positions, all filled. PW performs additional work besides permit review (e.g., capital improvements for the City, maintenance) but the portion that is involved in permitting is composed of five budgeted positions (actually 5.3), all currently filled. Similarly,

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DS performs important functions above and beyond permit review such as code enforcement and long range planning.

- Overtime utilization (including comp time earned) is minimal accounting for about one-tenth of one percent of total staff hours.
- Turnover is moderate to high in both departments. Of the 15 budgeted positions in DS and PW (permitting portion), four positions experienced turnover in 2021. Turnover is more of a problem in PW. One of the three engineer positions that deals with permit review was vacant for about half of 2021 compromising their ability to keep up with the workload.
- As with most areas of the economy, staffing retention and recruitment is getting increasingly difficult. It is becoming common to have only one qualified candidate (or none at all) apply for open positions especially those that require specialized knowledge.

What Strategic Goals should the Permitting Function Strive For?

As mentioned above, the structure of any organization should be, foremost, a tool for accomplishing the organization's mission, in a similar way that machinery, policies, people, processes, etc. are also the tools for mission attainment. Given this, the first step would be to identify what the mission is or what the key strategic goals are.

Neither the City nor the DS or PW departments have a formal mission statement or strategic plan but the City does have a set of Council Priorities that were adopted for the 2021-2022 biennium. Of the nine Priorities, three are relevant for the permitting function and the scope of this project:

- Provide excellent customer service so that residents feel listened to and can easily do business with the City

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- Utilize technology, metrics and process improvements to guide decisions and enhance service delivery, and
- Enhance economic vitality and maintain a unique sense of place by facilitating investment in commercial areas.

The key takeaways from these priorities for purposes of this project and in looking at the permitting function org structure would be 1) good customer service, 2) make it easy to apply for permits and work through the review process, 3) use technology, metrics and process improvement to make the permitting process easier and more efficient, and 4) facilitate the development of commercial areas in the City.

Based on the input we received from interviews and our investigations, we drafted a targeted set of strategic goals for addressing the various opportunities for improvement uncovered during our work. Some of these goals complement and support the highlighted Council Priorities (especially those in red).

- **Address organizational gaps in permitting and improve performance tracking and management**
- Simplify the code in select areas
- **Reduce permitting cycle time for targeted permit types and actions**
- **Make it easier for average citizens to navigate the permitting process**
- Push permitting conflict resolution down from the City Manager level into the organization
- Improve credibility of permitting function at City Council

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Staffing needed to achieve these goals?

Recommendation III.1 – Based on the strategic and policy needs of the City and the results obtained from the Workload and Staffing Forecasting Model, right size the staffing level of DS and PW and augment the organization as follows:

1) Create, budget, and recruit for an additional Engineer I position for Public Works-Engineering. This new position would handle permit review and selected CIP tasks.
2) Management Analyst capabilities need to be added for tracking workloads and performance, management reporting, budget and financial analysis, contract management for engineer and consultant contracts and task orders, ADA transition planning, transportation master planning, and overseeing the capital improvement plan.
3) Create or reclassify an existing position to implement a GIS Analyst position. The City does not have a GIS Analyst job description but Appendix B contains the essential duties of this position. In addition, this position can also perform current and long range planning tasks such as transportation planning, CIP, etc.

Woodinville F&R Contract

Woodinville Fire and Rescue (WFR) is a special district that provides fire prevention and suppression and emergency response services to the City of Woodinville and unincorporated areas east of the City either directly or through subcontracting with Eastside Fire & Rescue. A Deputy Fire Marshal is assigned to review permit applications to ensure compliance with relevant fire and building codes. These reviews are conducted alongside reviews performed by DS and PW staff and are held to a similar standard on timeliness. In addition, these applications are usually overseen by a DS planner. Only about 5% of

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review tasks involve WFR but approximately 40% of these assigned tasks exceed time standards (usually 14 days but sometimes more or less) although this may be due to recordkeeping errors. The City should ensure that there is some degree of common oversight over all permit review functions, including WFR reviews, so that time standards are better monitored and any record keeping issues are addressed.

Recommendation III.2 – The City should amend the Interlocal Agreement with WFR so that the Director of DS, as delegated by the City, will have direct supervision of the Deputy Fire Marshal for all permit review tasks performed by WFR. All other responsibilities of the Deputy Fire Marshal and any discipline, promotion, annual review functions should continue to be within the authority of WFR. These contract terms should flow through to any subcontracting organizations (i.e., Eastside Fire & Rescue).

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IV. Setting and Tracking Performance Targets

In the previous section, we discussed important strategic goals for the permitting function. Among these goals was 1) reduce permitting cycle times for targeted permit types and actions, and 2) improve credibility of permitting function at City Council – which is partly a function of reducing cycle times. In addition to goals, the City should establish targeted performance levels tied to the goals and a performance reporting system to monitor how these goals are attained. These targets and reporting tools can also be used to identify applications and permits that need immediate attention and communicating with City management and elected representatives regarding permitting timeliness and workload levels. This will build confidence and rapport with the City Council. **It should be added that success in land use and development permitting is not just about speed. The quality of analysis, fair and consistent interpretation of codes, providing good public service and, ultimately, the extent that the built environment of Woodinville reflects the values instilled in the comprehensive plan is equally, if not more important, than processing speed.** This section delves into processing speed because this is an area of concern and is tied to providing good public service.

The City's permitting function completes 78% of permitting tasks within established time standards. However, there are certain areas where performance lags such as Public Works plan reviews, Fire plan reviews and permits that involve critical areas, design reviews and large, complicated projects. A more robust performance tracking tool would help in identifying potential problem applications and intervening in a more timely manner.

Strategica, Inc. performed several analyses to determine the extent that City staff are performing review tasks within established standards and found:

- City staff perform 290 different tasks (e.g., plan routing, planning review, review consolidation) for 58 different permit types (e.g., tenant improvement, single family house construction, site development permit). Of these 290 tasks, 226 tasks (or 78%) were, on average, performed within established time standards.
- Specific tasks that most frequently exceeded time standards were fire reviews (exceeding standards 65% of the time) and public works reviews (exceeding standards 59% of the time).

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- Permit types that most frequently exceeded time standards (or included processing tasks that exceeded standards) included:

  Anything in a critical area (e.g., wetland)

  Anything that involved a design review especially those where the applicant requested deviations from code standards

  Site development permits

  Site plan reviews (especially those where applicants request deviations from road standards)

  Mechanical permits with planning issues (usually setbacks or height issues)

  Large projects that involved a complex hierarchy of permits

- Tree removal permits are a high-volume application type and usually involve Woodinville homeowners rather than development professionals but these permits are usually processed expeditiously.

This section covers these elements:

- Setting standards and targets
- Tracking and Reporting Performance

Setting Standards and Targets

Standard time durations, or targeted durations, expressed in calendar days are defined for every task configured in Accela. For example, the standard or targeted time is 14 days for each work group

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(Building, Fire, Planning, and Public Works) to perform its plan review task for most permit types. State law sets some maximum task durations, such as Completeness Review which may not exceed 28 days (RCW36.70B.070) and maximum time to issue a decision which is 120 days (RCW 36.70B.080). These standard times are meant to be not-to-exceed times, not ideal times. The ideal processing time target for these tasks would be less.

The Accela system uses these time standards to generate due dates for permitting tasks and are part of the workflow system that assigns tasks to staff and provides due date reminders (or widgets) on workstation desktop screens. Most of the current standard time durations are reasonable but some task time standards should be adjusted for critical path tasks that should be monitored closely for purposes of expediting applications and maximizing service to the public.

Overall start-to-finish elapsed times are not actively monitored but a canned report is available in Accela that shows these "days to issuance" statistics. However, a start-to-finish metric is not a useful tool for managing performance since some review tasks are not within the control of City staff. For example, once the City has completed an initial review and requested changes or clarifications, an applicant may, and often does, take weeks or months to respond. In some cases, applicants put a project on hold, rethink it or sell it. What the City should be tracking and reporting is elapsed times for tasks for which they do have control.

Recommendation IV.1 – The City should change time standards for certain critical tasks in the permit review process (All days in calendar days):

Plan Routing. Plan routing is the process of routing newly submitted building and site plans to the reviewing departments (e.g., Development Services, Public Works). Since nearly all plans are submitted online, the routing is also done in digital form. The current standard for plan routing is currently set at 7 days but should be compressed to 3 days.

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Completeness Review. A completeness review is performed for all newly submitted applications and plans. Each reviewing department reviews the submittal and determines if all the documentation necessary to perform the actual review is present (i.e., the submittal is "complete"). While State Law sets a maximum of 28 days to determine if an application is complete, the City should strive to determine if an application is complete enough to proceed with the actual review within 7 days of application. This goal is attainable if Permit Technicians are tasked with conducting the completeness review (See recommendation V.5).

Review Consolidation. Review consolidation is the step in the process at which all department reviews are complete, and comments are bundled together by the Project Manager (usually a Planner) for forwarding to the applicant. Review consolidation may result in approval of the plans or a request for revised plans or clarifications to deal with comments and corrections noted by the reviewing departments. Because department reviews are done in parallel, the number of days to get to Review Consolidation will be determined by the slowest reviewing department. The standard for review consolidation is currently set at 7 days in most cases but should be compressed to 5 days.

Permit Issuance. Currently, the standard for this task is 7 days in most cases but should be set at 4 days.

Recommendation IV.2 – The City should publish the above time standards on the City website and also post a report on actual times. Start by developing internal monthly reports showing percentage of applications meeting the targets. Adjust targets as needed, then begin publishing reports on the City website when the City is confident about meeting the standards.

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Tracking and Reporting Performance

Workflow data in Accela is a valuable resource for tracking performance. Every task assigned to and completed by each staff member includes the date assigned and date completed, creating a history of who did what and how long it took to complete each task. However, systems and tools for tracking and reporting performance (measured by elapsed time) are a mixed bag. Accela does not currently provide any useful reporting tools except for a "days to issuance" report but, for reasons already provided, this is not a useful performance management tool. Accela does have a built-in Ad Hoc Report Writer and supports third-party report writing tools such as Crystal Reports. These tools make it possible to track performance, run reports on a timed schedule, and have PDF copies of reports automatically emailed to key staff.

Development Services generates a monthly report showing permit volumes, construction valuation and a status report on some large, high-profile projects. A 'late tasks' report can be generated but it mostly shows permit tasks for dormant and completed projects or tasks that are not in the control of City staff so the utility of this report is mostly limited to housekeeping work such as purging long-dormant applications or tasks for completed projects that were never closed out (i.e., many inspections). Public Works maintains a spreadsheet that tracks due dates for reviews assigned to them. Development Services staff maintain a variety of Excel spreadsheets or MS-Word documents for tracking their workload but these are personal tools and, while useful for that purpose, they do not provide an overall view of the permitting workload nor are they visible to department management. What is missing is a real-time tracking tool for identifying processing tasks that are exceeding standard times and directing management attention to these out-of-standard tasks and the most critical applications and tasks.

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Recommendation IV.3 – The City should activate the start/stop processing clock in Accela to track the number of days reviews are active with City staff and the number of days it takes for the applicant to respond to requests for information and to resubmit plans in response to corrections required by City staff.

Recommendation IV.4 – The City should implement a "Red Line" report to track applications where tasks are exceeding standard time allocations by more than 7 days. For example, if a building plan review is more than 7 days past its due date, this should be reported to both the reviewing department's management (e.g., Development Services, Public Works) and the Office of the City Manager. This will provide an early warning system to identify overdue tasks in real-time and direct management's attention to these tasks so they can be worked by staff or whatever logjam is occurring can be cleared. This type of report may have to be configured using Crystal Reports and may require a consultant to configure and test the report and train users. Specifications for this report are included in Appendix C.

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V. Getting Work Done Faster

This section discusses Woodinville's key work processes and ways to make these processes more efficient, reduce turnaround times, achieve better outcomes, and realize the City's strategic goals that address work processes.

Woodinville has been fortunate in having the Accela system implemented prior to the start of the COVID-19 pandemic since Accela supports applications being entered on-line, without the need to come to City Hall. Digital submittal of plans also means no need to handle paper. On-line review in Accela and the Bluebeam document collaboration and editing tool allowed staff to work from home while City Hall was shut down.

The original installation and configuration of Accela, however, introduced process steps that automatically introduce delay. Potentially useful modules in the software were never implemented, and review practices and procedures outside the system can add additional days to review and approval times.

The section covers these processes:

- Improving application forms and checklists
- Keeping applications flowing
- Expediting payment of fees
- Expediting determinations of completeness
- Expediting and simplifying review consolidation
- Refine the scope of the DRC

The City's permitting system, Accela, has instilled good management practices such as workflow and a paperless process but potentially useful functions were never implemented, and review practices and procedures outside the system can add additional days to review and approval times. Improvements in application materials, initial completeness reviews, documenting review findings and decisions and triaging applications can yield additional benefits.

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- Streamline simple building permit decisions
- Marking digital plan sets
- Permit triage

Improving Application Forms and Checklists

The point of entry into the permitting system is an Application along with supporting plans and documents. Once an application is taken, the first process involves examining the application and supporting documents in a step called the 'completeness review.' This completeness review can take anywhere from a couple of hours to several days. Cities and counties will try and expedite the process and help applicants by publishing checklists showing everything that needs to be submitted to facilitate the review process. The content and quality of these application forms and checklists can greatly affect an applicant's ability to submit an application that will pass Completeness Review the first time and not trigger requests to submit additional documentation. Reviewing correction memos from failed Completeness Reviews since 2018 show that site plans are often defective and require revisions to be acceptable.

Recommendation V.1 – The City should revise application checklists to call out requirements that have in the past been missed and cause failed Completeness Reviews. These checklists should match with checklists used by City staff to determine if an application is complete. Commonly missed requirements include:

Site plan requirements. A number of cities in the Seattle area publish site plan requirements on their websites, which could be used as a guide for requiring better information and illustrative diagrams on issues such as contour lines (existing and proposed), setbacks, easements, building envelopes and height calculations, boundaries

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of Critical Areas, and other natural and manmade features of the site. Appendix D includes links to examples of site plan requirements from the City of Bothell which provide a good model.

External mechanical equipment. Community concerns about noisy air conditioners and bulky, unisightly rooftop equipment have sparked code changes requiring additional review for setbacks and visual and noise screening – something that homeowners may not be ready to deal with. The city should amend mechanical permit application checklists to require illustrative diagrams showing required setbacks and screening to expedite Planning review of setbacks and rooftop screening for external equipment.

Keeping Applications Flowing

Processing applications is a team effort among planners, engineers, plan checkers, inspectors and permit techs. Many tasks that are vital to the smooth flow of permits are performed by Permit Technicians. These tasks include creating fee invoices, routing new applications for Completeness Review and Plan Review, routing plans and resubmittals, and marking applications as Ready to Issue. If these routine tasks are delayed, planners, plan checkers and engineers will not be able to see upcoming tasks on their to-do lists, and applications may suffer unnecessary delay.

During our investigations, we observed times when new applications stacked up in processing queues when Permit Techs were on vacation or ill. Delayed projects all incurred an equal amount of delay and downstream reviewers received a flood of new tasks when staff returned to the office.

Recommendation V.2 – The City should implement procedures to keep applications flowing if Permit Technicians are out of the office, especially with unpredictable COVID-19 illnesses. If a

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Permit Technician is absent for more than three days, the remaining Tech, or one of the planners, should be assigned to check the absent Tech's task queue and move the stalled tasks along. In the event of a lengthy planned absence, such as two weeks' vacation, Development Services management should assign the Tech's duties to other Techs and planners on a rotating basis.

Expediting Payment of Fees

Payment of fees is an essential part of the permit process. Most application types require an up-front application or plan check fee that must be paid before any further review work can begin. While Accela can calculate such fees for some permit types from the information entered in the application, some application types require a Permit Technician to prepare a manual fee invoice in Accela, once an applicant has finished entering the application.

This introduces two kinds of delay. Because the Permit Technician may not be able to create an invoice immediately after completion of the online application (e.g., applications filed during evenings and weekends), it may take hours or days for the Permit Tech to see that an application is ready to have the fee invoice prepared, depending on when the Techs are back in the office and checking their to-do lists.

Next, once the invoice is created in the system, the applicant must be notified to pay it. Again, it may take hours or days for the applicant to see the notification and pay the invoice before the review can actually begin. A similar laborious process occurs after all reviews are completed and all final fees are calculated.

Recommendation V.3 – The City should configure Accela to automatically compute up-front fees for all application types, so an applicant can pay them immediately, at the time of online

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application, without waiting for a Tech to create an invoice. If the applicant chooses to pay online, the application can move automatically to the Completeness Review task in the workflow thereby kicking off the review process. If paying by check, workflow is held until receipt of the check.

Recommendation V.4 – During department reviews, staff should add and update all fee categories from their own departments, that are required for issuance or approval. Such fees should be immediately available for online payment by the applicant, without having to wait for a Permit Tech to prepare an invoice before payment is allowed on Accela.

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Expediting Determination of Completeness

State law (RCW36.70B.070) requires a Determination of Completeness (DoC) (i.e., the application is either complete or it's not) to be issued within 28 days of application. While this is the upper time limit, in practice, DoCs should be issued well before the 28 day clock is up. Certain types of common applications took an average of more than 10 days, independent of whether it was determined to be complete or incomplete, as shown in the table below:

Permit Type	Avg Days	# of Permits
Amendment	14	7
Commercial Addition	9	7
Commercial New	4	2
Commercial TI	15	58
Commercial TI - Combo	8	9
Commercial Wall	5	3
Design Review	13	18
Final Plat	17	2
Mixed Use TI	4	9
Multi-Family Addition	16	2
Multi-Family TI	14	2
Preliminary Plat	24	2
Residential Addition	12	22
Residential Addition - Combo	14	5
Residential New	33	12
Residential New - Combo	18	7
Residential TI	4	16
Residential TI - Combo	4	6
Residential Wall	12	8
SEPA Application	37	13
Site Development	24	23
Site Plan Review	11	7

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Accela routes the DoC task to the assigned project manager (usually a planner), who then works this task into their current workload. Accela's to-do list dashboard reminds them of how many days are left within the standard time duration of 28 days.

After reviewing an application, the project manager prepares a signed, boilerplate Application Submittal Notification memo in MS-Word, saying the application is complete or incomplete, listing any additional information needed (if any), and emails it to the applicant. The applicant must submit revised plans with the required information, after which the DoC process begins all over again and continues until the application is deemed to be "complete."

In the past, when applicants brought paper applications and plan sets to the counter at City Hall, the DoC would be done on the spot by a Permit Technician, with possible assistance from other staff. Applications that were deemed "incomplete" would be rejected right at the counter, and the applicant provided with instructions on what to provide, without the application being entered into the system.

With the advent of online applications (accelerated by COVID 19 office closures) an average of two to three weeks of delays are added to some types of applications, which were previously processed in minutes. When faced with tight upcoming deadlines on other projects in one's Accela task queue, having 28 days to perform a Determination of Completeness may seem like a luxury and encourage deferring these mundane tasks.

A DoC is intended to designate an application as complete enough to begin plan review, but we observed some DoC memos containing comments that would normally be generated during the plan review phase (e.g., a missing ADA-compliant door hardware schedule).

> **Recommendation V.5 –** The City should have Permit Technicians perform completeness reviews, calling on specialized staff only as necessary. In many jurisdictions, it has been customary for decades for Techs to perform this task. Notification back to the applicant can be

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sent through Accela's Communication Manager, without the additional work of preparing a formal signed memo in MS-Word.

For this to be successful, applicants should have informative application checklists that highlight what is required to make a complete application (See recommendation V.1 for more on this). Permit Technicians should have training and instructions on how to quickly check an application, without making judgments that should be reserved for higher level plan reviewers.

Feedback from department reviews should be used to fine-tune completeness criteria and application documents over time. The combination of having Permit Technicians perform DoCs and doing notifications through Accela instead of generating memos in MS-Word has the potential to trim weeks off processing times for many applications.

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Expediting and Simplifying Review Consolidations

During review of an application, planners, engineers, and other staff review a wide range of submitted plans, drawings, and supporting documents to ensure the proposed project complies with adopted codes, ordinances, and engineering standards. To keep track of requirements that have been reviewed and to list comments and corrections that must be made, each reviewer in each department crafts their own review spreadsheet, allowing them to start and stop plan reviews over a period of time, returning and picking up where they left off.

Reviewers also prepare their own comment memos containing requested plan changes and corrections as well as other notes. Since these spreadsheets, memos and notes are prepared using different formats and applications, it is difficult for the project manager, who is responsible for consolidating all this review material, to combine it into one document to be forwarded to the applicant.

In addition, review consolidation memos frequently read as a friendly list of comments and suggestions and can be read as a list of "suggestions" for discussion, rather than a mandatory list of actionable corrections designed to encourage applicants to comply with the requirements to move their applications along.

> **Recommendation V.6 –** The City should adopt a common spreadsheet format for use by all reviewers. Each department should forward their correction spreadsheet to the project manager, who would consolidate the rows from reviewer spreadsheets into a Correction Action List spreadsheet to be printed as a PDF and emailed to the applicant. This will save time in reformatting and wordsmithing combined memos and presenting the items in a consistent format from one review cycle to the next.

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The following illustrates a recommended format, including a column for Plan Review Cycle. If corrections aren't made on a resubmittal, the cycle is incremented to show that the item remains to be resolved.

City of Woodinville
Development Services Department
17301 NE 133rd St
Woodinville, WA 98072

CORRECTION ACTION LIST

	Application Number(s):			**XYZ21099**				
	Location:			**17301 131st Ave NE**				
	Date of Correction Action List:			**#########**	**Review Cycle: 2**			
#	**Comment Date**	**Dept**	**User**	**Category**	**Source Documents, Dates, Pages**	**Issue/Correction**	**Cycle**	**Met**
1	9/1/2021	PLN	AMANDAA	Height Calcs	Design Addendum for Building A, 4/4/2019, P. 3 	The height calculations provided in the Design Addendum 2 for Building A do not appear to have the correct average. The average of 48.33, 47, 51, and 47.15 is 48.37, not 48.33 as shown on page 3 of the Design Addendum 2.	1	YES
2	9/1/2021	PLN	AMANDAA	Height Calcs	Design Review Packet, 9/18/2018, P. 30	Please provide updated building sections showing the height of the buildings from the average finished grade, like the diagrams provided on page 30 of the original Design Review Packet submitted September 18, 2018	1	YES
3	9/1/2021	PLN	AMANDAA	Parking	Parking Reduction Request, 1/10/2019, P. ?	The Parking Reduction Request dated January 10, 2019 states that 400 parking stalls will be provided, however the Design Addendum 2 states that there will be 399 stalls. Provide consistent numbers.	1	NO
4	9/1/2021	PLN	AMANDAA	Parking	Design Addendum 2, 7/1/2019, P. ?	Pursuant to WMC 21.44.060 bicycle parking is required to be provided at a rate of 1 stall per 20 units of residential and 1 stall per 2,000 square feet of restaurant and retail. Additionally, enclosed bicycle storage is required at a rate of 1 stall per 2 units of residential and 1 stall per 4,000 square feet of retail and restaurant space. Please XXX	1	NO

In addition, text in the Issue/Correction column should read as declarative requirements, including specific code wording to guide the applicant about meeting requirements. For example, the items about height calculation above should state the maximum allowed by code and the method used by code to calculate height.

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Refine the Scope of the Design Review Committee (DRC)

The DRC is an advisory committee with no direct decision-making authority. The DRC hears Design Review applications requesting deviations from codes and standards. Preparation for a DRC meeting often means preparing voluminous meeting exhibits and packets that consume considerable staff and applicant time yet do not result in any material decision point or progress towards ultimate application approval (or denial). While the DRC may have some utility as a deliberative body for refining City design standards, the current scope is too broad.

> **Recommendation V.7 –** The City should reduce the scope of the DRC to a standards setting body (which would then feed into code amendments) and should not be used in the permit review process.

Streamline Simple Building Permit Decisions

It is common practice for planners to generate an individualized, signed decision memo in MS-Word for some minor building permits (such as a single-family residence) that have no Zoning, Public Works, or Fire complications. Unlike more complicated planning applications, for which the Woodinville Municipal Code requires a written decision, these are simple ministerial actions.

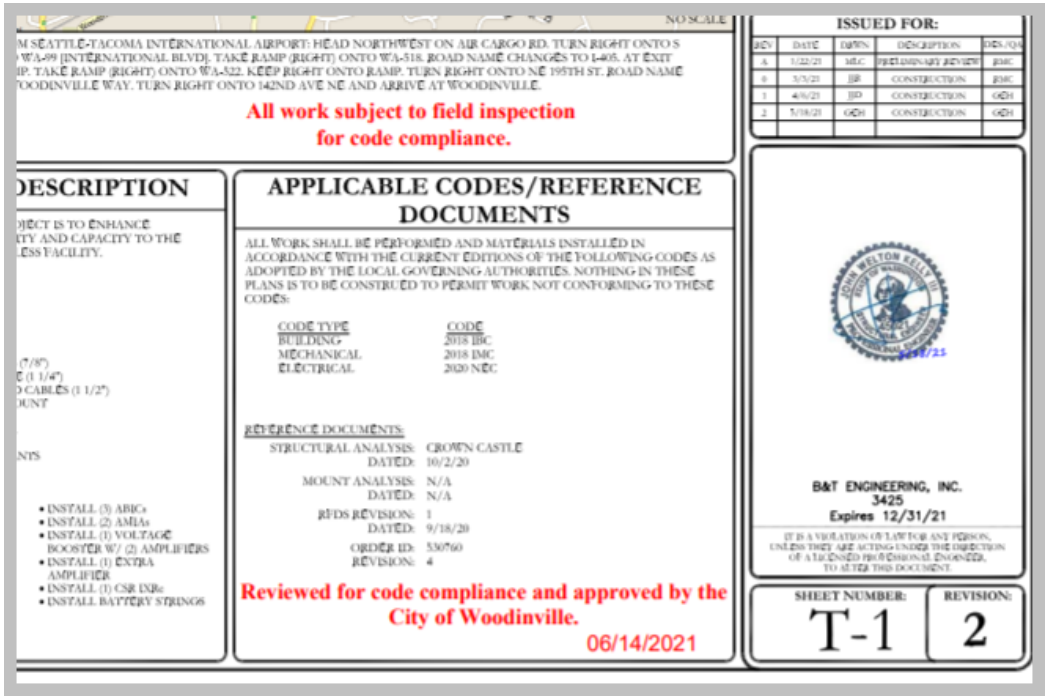
This extra level of documentation to approve simple permits is not a common practice. Staff in other jurisdictions simply review the plans, digitally stamp them approved by the Planning Department, and record approval in the permit system.

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Recommendation V.8 – The City should refrain from preparing approval memos for simple permits to free up time for more complicated projects. Staff can simply stamp plans as 'approved' and issue the permit.

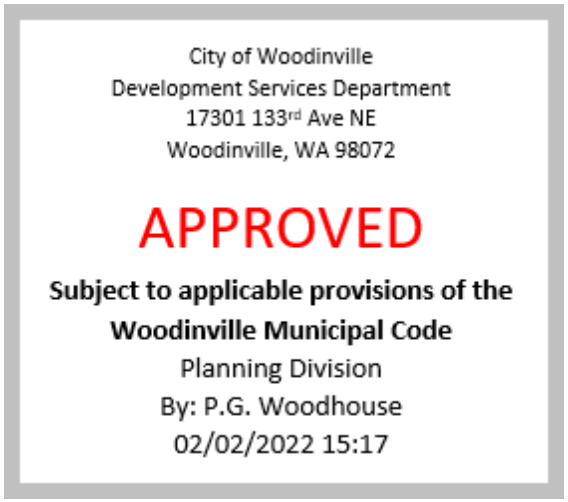
Marking Digital Plan Sets

In the past when paper plans were the typical medium, reviewers would use rubber stamps on plan drawings and other documents to signify approval. Since going paperless, City staff review and mark up drawings electronically using Bluebeam software. Some reviewers signify approval in simple text boxes on drawings, such as the approval shown below (this was approved by a plan checker), while reviewers in other departments don't stamp approved drawings at all.



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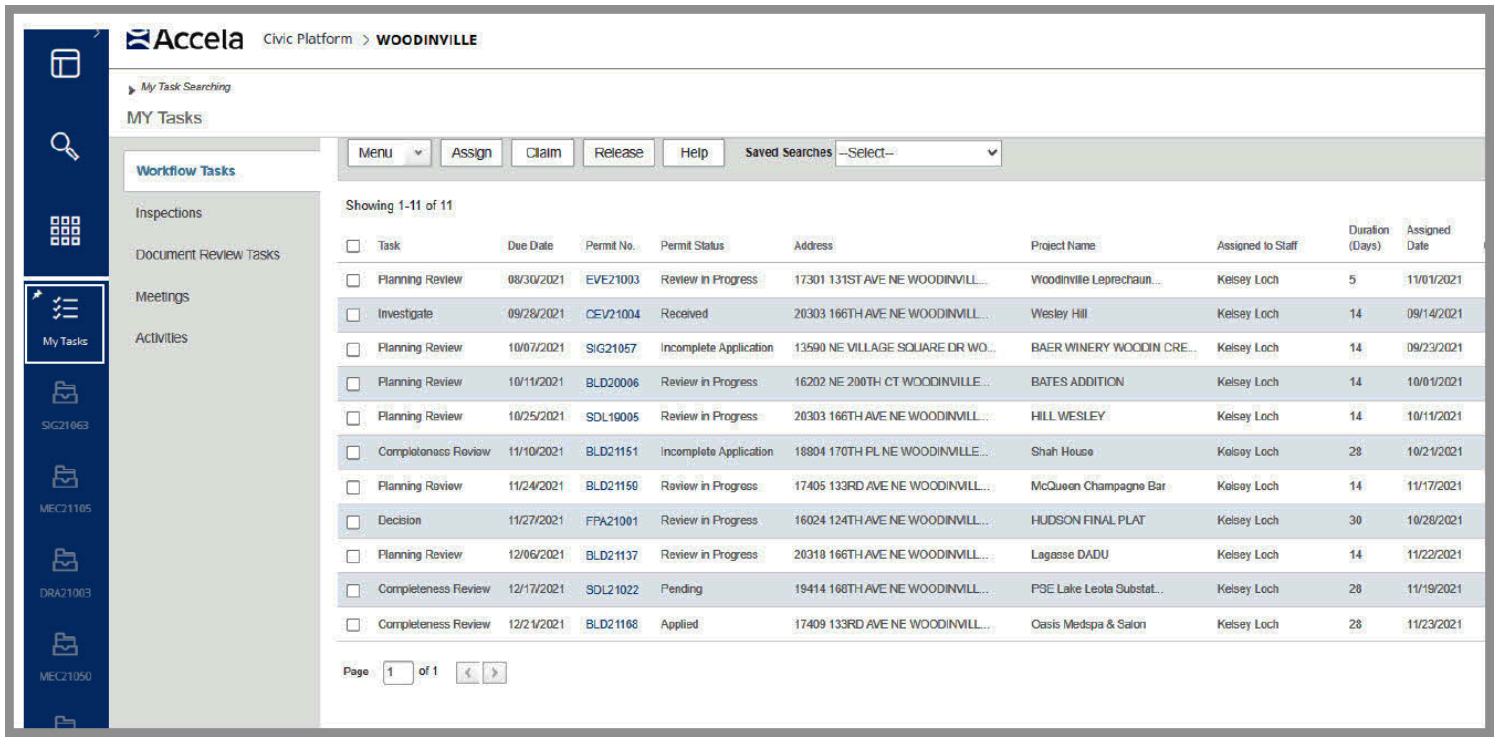
Recommendation V.9 – Reviewers in all departments should be equipped with digital approval stamps, of a consistent design across all departments, including the name of the approver, date/time stamp, and applicable wording and disclaimers, which can be applied in Bluebeam to applicable sheets in the approved plans. Such stamps can then be "burned into" the PDF file to help prevent future alteration. Below is an example of such a stamp. Stamping individual sheets also verifies that a reviewer has seen and approved each applicable sheet, instead of simply commenting on plans in a memo.



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Permit Triage

Reviewers, whether from Development Services or Public Works, plan their work weeks using the Accela to-do list, shown below. The Due Date column shows the calculated due date, based on the date the task was assigned to the staff member and the standard Duration (Days) configured in Accela for that task.



Tasks that are getting close to, or over, the Due Date, tend to be given higher priority. Tasks such as Completeness Reviews, which Accela allocates a standard time of 28 days to complete, may drop in perceived importance.

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For new tasks showing up on the to-do list, it may be difficult to tell how long they may take to complete. For example, a Completeness Review may take minutes, but a Public Works review on a complicated site development (SDL) application may take days of concentrated work.

Without a sense of how long a task will actually take, and by working on tasks strictly in order of Due Date, reviewers may be tempted to put off such tasks until closer to the Accela-assigned Due Date. Simple tasks that could be dispatched quickly linger in the system in favor of those approaching due dates. In many cases, simple tasks or permits can be triaged out and quickly dispatched thereby reducing overall turnaround times. Some jurisdictions will allocate a day or an afternoon to the easy permits and tasks just to get them finished and simplify the workload.

> **Recommendation V.10 –** City staff should frequently perform permit triage when new tasks come on their to-do list by asking "How simple will this task be?" and "Can I dispatch this one right now?" to sign off simple tasks quickly for the benefit of downstream tasks and to reduce overall time to permit issuance. In addition, should consider setting aside an afternoon or morning a week to dispatch simple permit applications.

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VI. Getting More Value from Accela

Accela is currently used as a simple portal for receiving applications via Accela Citizen Access (ACA) (i.e., the public portal) and as a basic workflow engine to help staff perform essential tasks such as reviews, approval/issuance, and inspections. Out of 87 total application types configured in Accela, 48 (mostly Building) may currently be applied for through ACA, while 39 (mostly Planning) may not. During the Accela implementation in 2018, staff decided not to include these application types on ACA because of the small number of applications and the complexity of determining which application types are required for a project. Instead, applicants contact Planning staff by phone and email and schedule a pre-application conference to receive guidance on application requirements. To apply, applicants fill out a PDF application form and email it with PDFs of plans and other required documents to a Permit Tech who then creates the new application in Accela and uploads plans and documents.

Accela has the potential to automate and improve the permitting process more than is the case currently. Improvements should be made in communications with applicants, document uploading and downloading and document management.

Apart from the initial creation of the application and upload of plans, much of the process details, reviews, and documents appear to be performed outside Accela in email and Word and Excel files stored in Microsoft OneDrive (a cloud-based document hosting service).

This section discusses the following:

- Using Accela for Uploading/downloading all documents
- Consolidated document storage
- Including consultants in system workflow
- Including owner/project sponsors in review comments
- Designating the project manager as “assigned to” for applications in Accela
- Entering conditions of approval in Accela
- Identifying code deviations in Accela
- Staff training

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Using Accela for Uploading/Downloading of Documents

Accela's document upload/download and cloud storage capabilities are not being effectively utilized. Accela has the capability to handle uploading of plans, application documents, revised plans and also downloading of marked-up plans for correction and approved plans. However, many documents continue to be exchanged between applicants and staff by email, with no central record of these document transactions. This also limits the ability to share documents among planning staff including sharing of emails from applicants.

> **Recommendation VI.1 –** All documents uploaded from and downloaded to the applicant should come through the ACA portal, not email. In addition to initial application documents, this should include corrective action lists and drawings marked up with corrections, resubmittals of revised plans from the applicant, and downloads of approved plans upon issuance.
>
> Using the ACA for document transfer preserves a record of transactions from authorized system users and allows automatic versioning of documents that may otherwise become difficult to identify and retrieve. Notifications from Accela can alert applicants that corrections and approved plans are available on ACA and the system can track when and by whom documents are retrieved.

Consolidating Document Storage

Documents associated with the life of a permit, from application to review, approval, issuance, inspection, and close-out are scattered, partly in Accela's cloud-based document repository and partly on multiple OneDrive folders that are not accessible across department boundaries. This makes it

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difficult to search for documents and for specific document versions that may need to be retrieved for Public Information Requests and researching document history. Currently, all documents for an application are jumbled together with dozens of other files with unintelligible filenames in the same location.

> **Recommendation VI.2 –** The City should consolidate all document storage for an application in Accela, instead of partly in Accela and partly on multiple OneDrive systems. In addition, the City should implement a standard set of virtual folders for each application type in Accela cloud document storage to facilitate filing and retrieval of documents.

Including Consultants in System Workflow

Many applications require external review by outside consultants (Structural, Geotech, Drainage, Arborist, Traffic, etc.). Such tasks have not been configured in Accela or are not being used, so information about which consultants worked on plans, dates of involvement, turn-around time, and working documents generated by the consultants are not being entered into Accela. Instead, this information is stored in email and on OneDrive. This makes it difficult to assess how consultant reviews affect overall turnaround times and how a consultant's work was woven into City staff decision-making. Currently, it is difficult to determine if a consultant was involved in a project at all due to the lack of documentation in Accela.

> **Recommendation VI.3 –** The City should add all external consultants as related parties with specifically defined professional "roles" (such as GeoTech, Arborist, Traffic, etc.) in Accela Contacts. This would allow staff to view external consultants for an application in the Accela Contacts list. Tasks should be created in the workflow for each type of consultant showing dates

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assigned, due dates, and completion dates. In addition, standard virtual folders should be created in Accela cloud document storage for consultant working documents.

Including Owner/Project Sponsors in Review Comments

Correction Action Lists generated by City staff during the review consolidation phase specify changes, corrections or additional information that must be provided for a project to be in compliance with applicable codes, standards, and ordinances. Correction Action lists are typically sent to a project's design team (i.e., architect and/or engineer) but not necessarily to project owners or sponsors. This is a problem because architects and engineers do not always communicate back to the project owners in a timely manner or they withhold information.

Recommendation VI.4 – The City should send Correction Action lists to all the contacts on record in Accela for the application to make sure all members of an applicant's project team, including owners and sponsors of record, are aware of requirements in the list.

Designating the Project Manager as "Assigned To" for applications in Accela

Accela allows one user to be "Assigned To" the overall application, but individual tasks in the workflow are assigned to individuals in different departments who will perform those tasks. Typically, the Permit Technician who initially processed the application becomes the "Assigned To" individual even though a planner assumes the project manager role for the life of the permit.

Because the planner is not listed as the "Assigned To" individual, it is difficult to generate reports that accurately list all open applications for which the planner is designated as project manager. For

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example, one planner in Development Services had 11 active tasks on their Accela to-do list but had 32 applications for which they were designated as project manager. Only the active tasks show up on the to-do list and the planner has to resort to manually looking up and keeping ad hoc notes to know the status of the other 21 projects.

> **Recommendation VI.5 –** The City should enact a policy whereby a project manager should update the application record with their UserID when an application is first received or the assignment is transferred to another planner. This will facilitate generating reports showing all the assigned workload for a planner.

Entering Conditions of Approval in Accela

Nearly every permit approved by the City includes conditions of approval. Some may be simple "canned" conditions from the Building Code, where others control allowed uses, the building envelope, materials, required road and drainage infrastructure, and restrictions imposed in Critical Areas. Conditions of approval can be negotiated with the applicant, required by staff, or imposed in a decision by the Hearing Examiner. Conditions of approval may affect project construction or they can influence future development or use of the property well into the future.

Accela has the capability to store conditions of approval to allow them to be applied to related projects, and to automatically pass down certain conditions from parent to child applications (e.g., building permits issued for an approved final plat). Conditions can also require a sign-off by a planner, engineer, or building inspector indicating they've been satisfied allowing future approvals to proceed.

Currently, many conditions of approval are stored in MS-Word documents (such as written decisions) in OneDrive folders, where they may be overlooked in the future as staff may not know or remember

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where to look. This can result in conditions not being implemented and the potential for serious conflict and litigation.

> **Recommendation VI.6 –** City staff should enter conditions of approval in Accela, especially for complex projects for which conditions need to be checked and enforced over time and where conditions imposed now may affect future development or changes in existing projects over time.

Identifying Code Deviations in Accela

Many applicants request deviations from published zoning, development, Fire, Public Works, and other codes, ordinances, and standards. Examples include requests to increase the number of housing units above code allowances, reducing building setbacks and parking requirements, and reducing street width.

While City codes and ordinances allow deviations to be considered on a case-by-case basis, deviations typically require negotiations between applicants and the City and/or consultant involvement. This invariably adds to the turnaround time for processing permit applications. Accela currently has no way to track which applicants are asking for deviations.

> **Recommendation VI.7 –** The City should add data fields in the Accela Summary screen to clearly identify that the application includes a requested deviation from standards. Added fields should include the type(s) of deviations requested and a note field with a brief description. These additional data fields will facilitate generating an Accela report listing deviation requests and keeping tabs on potentially excessive turnaround times.

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Staff Training

When the current version of Accela was implemented in 2018, the City worked with an Arizona-based third party consulting firm called IK Consulting to configure permit types, fee calculations, workflows, printed forms, and other components of the system to the City's needs. IK Consulting also provided training at that time. Since that time there has been no formal user training for City staff (e.g., using the ad-hoc report writer, system administration). Newly hired City staff have either learned the system on their own or received some informal training by their peers. The lack of a more formal, systematic training approach will result in misuse of the system, unusable data and missing out on new system capabilities.

> **Recommendation VI.8 –** New City permitting staff should receive formal Accela training from Accela, IK Consulting, or other Accela-approved training vendor and not just rely on an informal and unstructured mentoring by more senior staff. Periodic refresher training every 18-24 months, from an approved vendor, should also be provided.

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VII. Serving the Public Better

While recognizing that the ultimate goal of land use regulation and permit review is adherence to code, City development standards and a built environment that is consistent with the vision of City policy makers, the City is also in the business of serving the public. To the extent that Development Services and Public Works can maximize service to the public without compromising their regulatory mission, they should make that effort. This section discusses some options for the City to improve their public service.

- Pre-app conferences
- Help for the average citizen

The City should strive for a better balance between code compliance and public service. To the extent that compliance isn't compromised, there should be some room to better help all applicants but especially those who are not in the building trade or are not using design professionals.

Pre-Application Conferences

The City offers every applicant an opportunity to participate in a pre-application conference. This is a conference designed to alert the applicant to potential issues and concerns regarding the site and the proposed project. Common issues raised at these conferences include critical areas (e.g., wetlands, stream buffers), traffic impacts, design review issues (e.g., building facades, landscaping), site issues (e.g., street dimensions), infrastructure availability, and other Code requirements.

While many applicants choose to participate in a conference, some do not, only to realize later in the application review process that certain issues and requirements could have been surfaced early on and now require additional time and cost to resolve.

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Recommendation VII.1 – The City should pro-actively reach out and require pre-application conferences for applicants in the following situations:

- Developers, builders, and contractors who have not previously worked in Woodinville and who may not be familiar with City code requirements.
- Sites shown as being in Critical Areas, according to Critical Area maps maintained by the City.
- Any combination of application types including
    - Critical Area Determination (CAD)
    - Critical Area Alteration (CAE)
    - Land Use Approval (LUA)
    - Site Development (SDL)
    - Design Review (DRA)
    - Deviation of Decision (DEC)
- Homeowners applying for permits without the help of design professionals.

Help for the Average Citizen

Applying for and working through the permit process can be daunting for homeowners and citizens who have never been through the process before and are unfamiliar with City codes and ordinances and with the various steps in the review process. Commonly asked questions include:

1. What kinds of permits do I need for my project?
2. What kind of information do I need to supply with an application?
3. How much will it cost?
4. How long will it take to get the permit?
5. How can I see that my application is on-track through the system?

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Recommendation VII.2 – The City should develop informational PDFs that can be downloaded from the City website, listing requirements for typical single-family residential projects: additions, remodels, garages, sheds, decks, and retaining walls. Sketches and sample illustrations for site plans, deck details, height calculation, and rockeries would be helpful for unsophisticated applicants. While the City website already includes application forms and checklists, material specific to frequently built projects would provide enhanced assistance for members of the general public and those not involved in the building or design trades.

Recommendation VII.3 – The City should implement a permit fee calculator in Accela Community Access (ACA), (i.e., the public portal to Accela) to allow citizens to enter information about a proposed project and print out an estimate based on information entered.

Recommendation VII.4 – The City should configure the Communication Manager function within Accela to send automatic emails to applicants and others associated with an application whenever a user signs off a task signifying a status changes (e.g., completeness review, plans routed) instead of creating memos in Word or writing up emails regarding the status change. ACA also includes a basic progress indicator showing the applicant which tasks are underway, completed, and yet to be done

Recommendation VII.5 – Assigned project managers should reach out to the homeowner or citizen on applications that appear to be from unsophisticated applicants especially if they are not using professional engineers or architects. A brief phone call early in the process, introducing oneself as the project manager and asking if there are any questions can be a big help in allaying fears about the process. In the days before electronic submittal, this was accomplished when the applicant brought paperwork to apply at the counter. This recommendation should include a caveat that the City cannot replace the role of engineers or

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architects in designing a project, but the City can improve communication about expediting or explaining the process.

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VIII. Geographic Information System (GIS)

Woodinville licenses a suite of GIS software from the Environmental Sciences Research Institute (ESRI), including desktop ArcGIS Pro and web-based ArcGIS Online. GIS offers enormous potential to display maps of physical and environmental layers for all staff to use in reviewing applications. In addition, GIS data can be available 24/7 on a public website allowing citizens and applicants to see:

- Property information and environmental constraints such as Critical Areas, floodplains, and steep slopes
- Available city services such as water, sewer, and storm drainage
- Current permit applications and projects in the neighborhood

This section discusses the following:

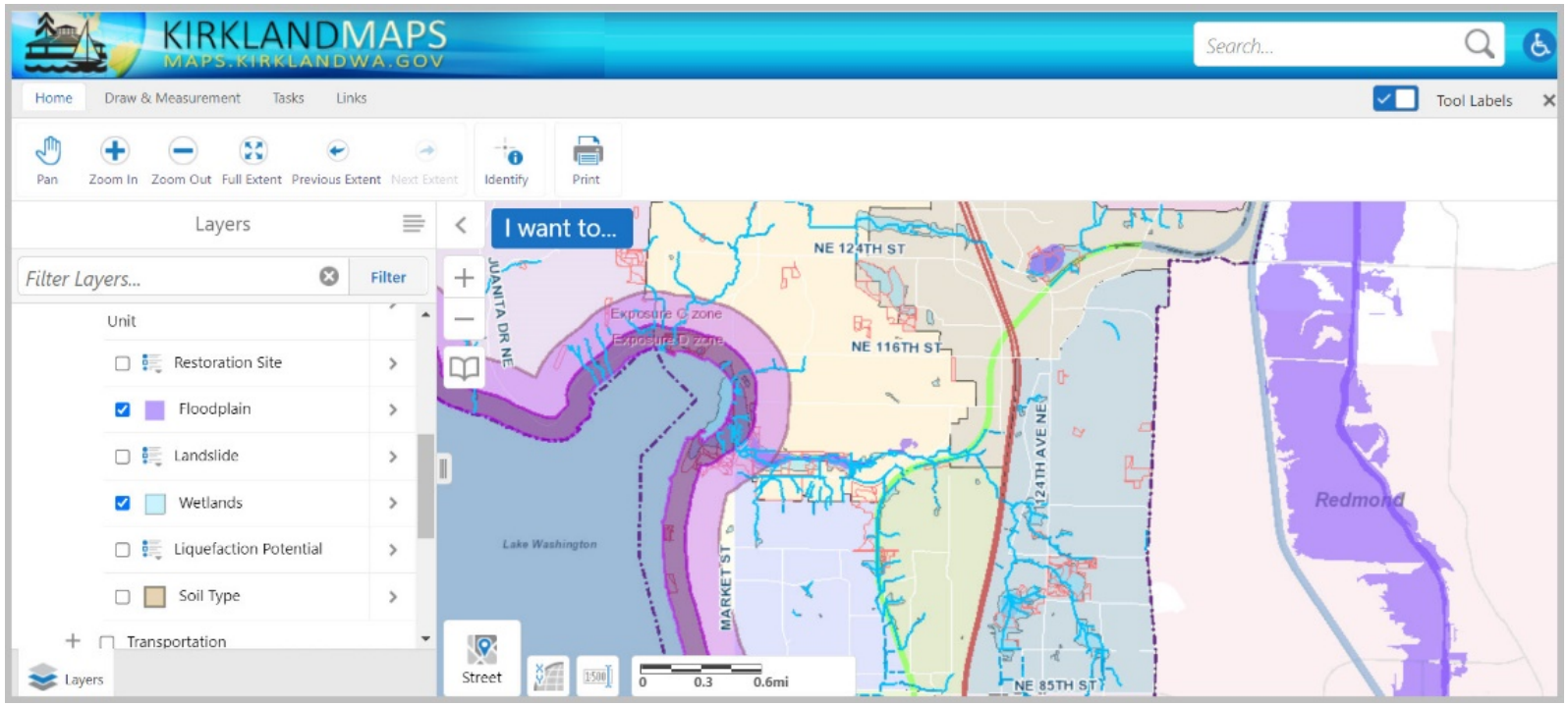
- Public Access to GIS
- Critical Areas
- Addressing point layer
- Utility availability maps
- Active Projects Map Page on City Website
- Accessing documents via GIS map

The City has GIS but does not use it to its potential. GIS enhancements could provide more information to the public, better information on site characteristics that could impact development and information that could help permitting staff perform their jobs better.

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Public Access to GIS

Many of Woodinville's neighboring cities offer extensive online GIS data to citizens via city websites. Below is an example from Kirkland (KirklandMaps).



No city-maintained GIS website is currently available to the public or to Development Services staff in Woodinville. To research physical and environmental conditions on a site during permit review, Development Services uses King County's browser-based iMAP application and limited city layers viewed through desktop GIS (which stopped working recently and no one has followed up to fix).

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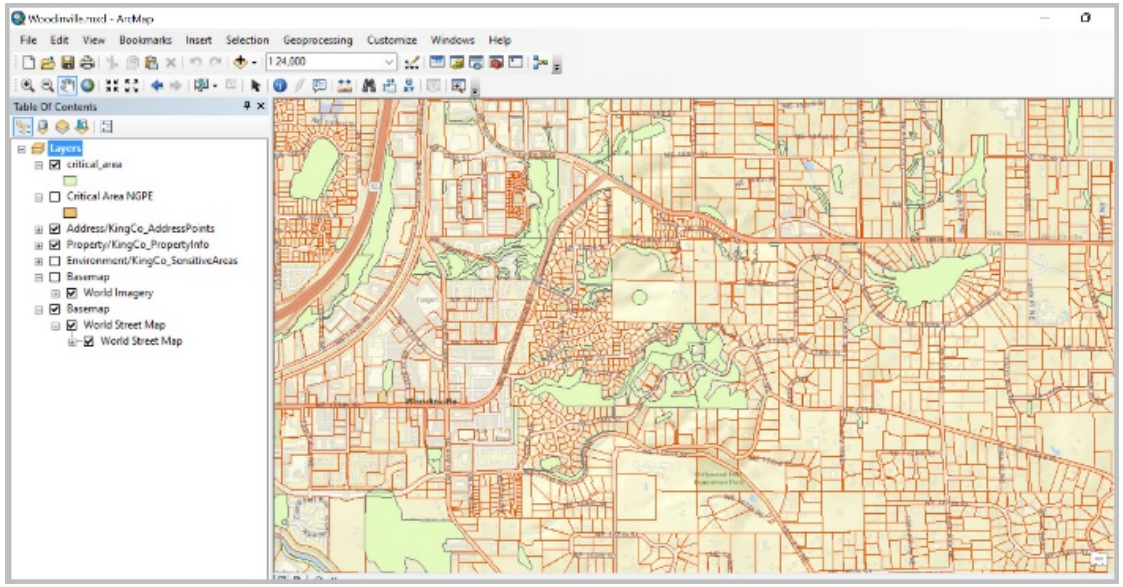
Recommendation VIII.1 – The City should implement web-based GIS for both public users on the City website and for internal staff use in all departments. Use surrounding communities as a guide for the data layers and types of services provided. A number of GIS vendors offer packaged, ESRI-compatible website designs that can be easily integrated into the City's website. Initial contacts should include:

Heather Glock, Account Rep for City of Woodinville
Environmental Systems Research Institute (ESRI)
Phone: 360-754-4727
111 Market St NE, Suite 250
Olympia, WA 98501
Email: hglock@esri.com

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Critical Areas

City staff use King County iMAP to research locations in the city limits. Many of the data layers, including Critical Areas in iMAP, cover unincorporated King County but are inaccurate and incomplete within the city limits. King County's Critical Areas map was last updated in 1990 but the current City Critical Areas layer (light green-shaded areas below) is updated by Public Works regularly as new plats and project as-builts are received. It's an excellent data source about one of Woodinville's most difficult natural constraints, yet virtually no one can access it.



Recommendation VIII.2 – The City should install a Critical Areas map layer in a new web-based ArcGIS application for use by both public and internal staff. The public GIS interface should include banners, pop-ups, or other visual devices to alert new users to the site about new availability of Critical Areas layers.

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Addressing Point Layer

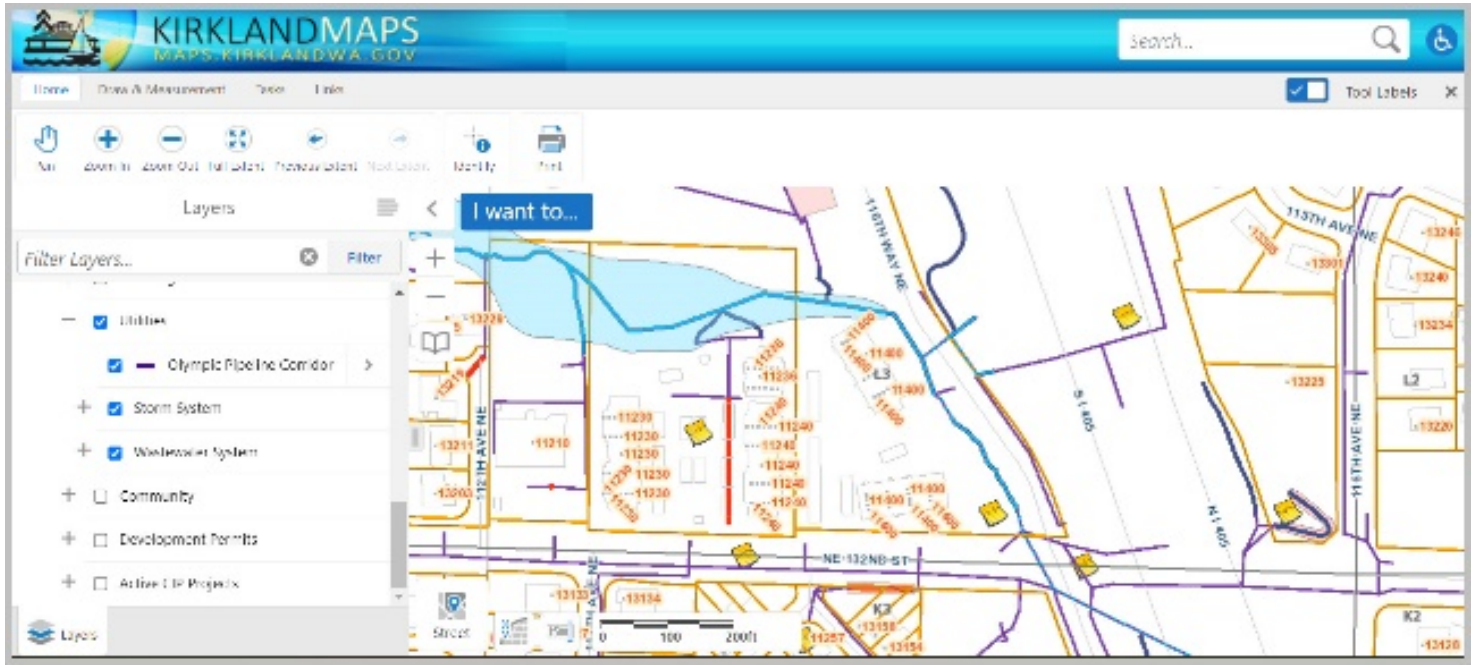
Looking up properties on a map by address is an everyday task for most City staff yet staff must rely on King County iMAP's parcel map layer to do so. While the King County Assessor maintains an up-to-date parcel base layer, it may be missing address points because the Assessor needs only one address for the parcel, but the City is responsible for addressing and may assign many addresses to a multi-tenant building on that single parcel, addressed off different streets.

> **Recommendation VIII.3 –** The City should implement and maintain an address point layer in GIS and display of that layer in both public and internal web-based GIS applications.

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Utility Availability Maps

Many nearby cities include map layers showing the availability of water, sewer, and drainage systems on both public and internal web-based GIS. Below is a screenshot from KirklandMaps (which is found on the City's webpage). Property owners, real estate agents, potential buyers, as well as city staff, can easily determine which services are available on a site.



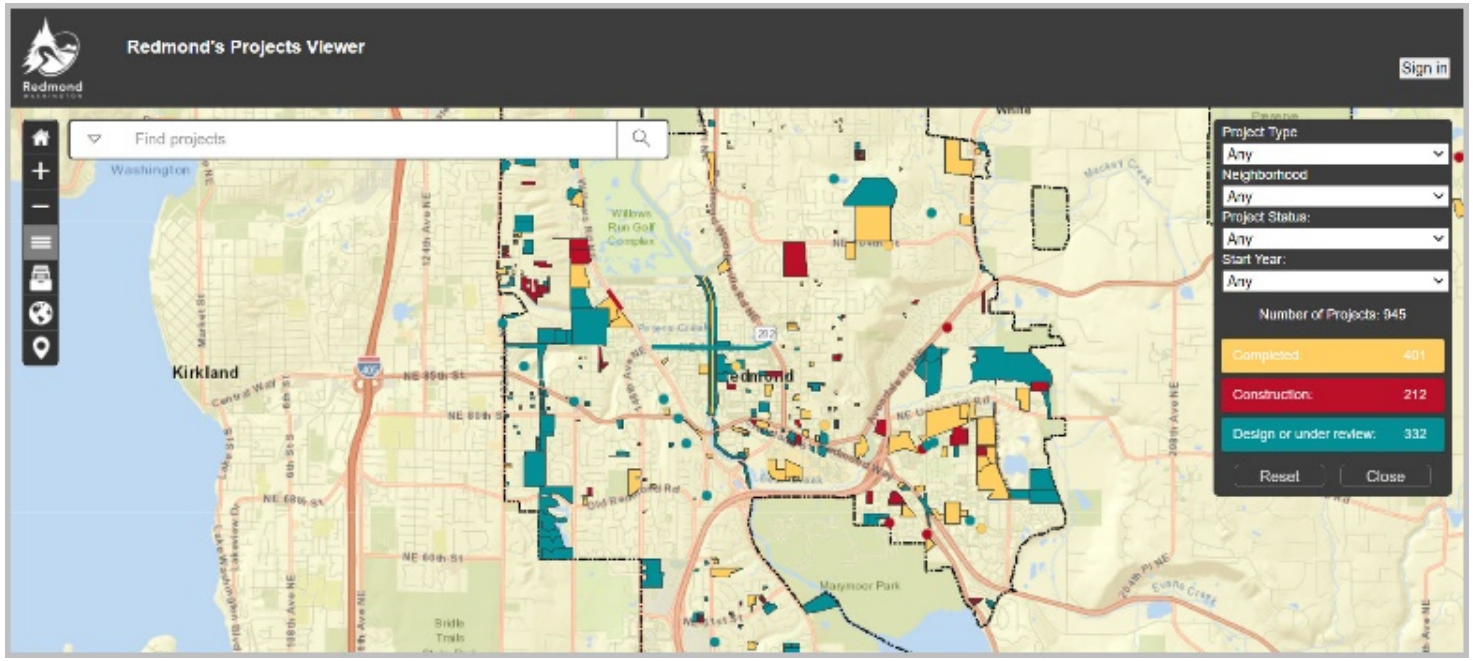
Recommendation VIII.4 – The City should work with the Woodinville Water District, which provides water and sewer service to parts of Woodinville, to provide simple availability maps for its service area in the City. We are aware of Homeland Security concerns about providing such

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infrastructure information on a public site. Yet many cities provide basic availability maps without exposing critical infrastructure detail.

Active Projects Map Page on City Website

Online public GIS can be a valuable tool for citizen access by providing a searchable map of on-going permit applications and development projects. Instead of calling or emailing staff about activity in their neighborhood, citizens can look at a real-time map of applications and projects and click to drill down for more information. Below is an example from Redmond.



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Recommendation VIII.5 – The City should implement an active projects GIS map in the City's website. An active projects GIS layer can be created by connecting Accela permit data to a parcel base layer. Symbolizing with colored points, lines, and shadings denotes the types of applications. Such a map can be created in the City's ArcGIS Online environment by a reasonably competent GIS analyst familiar with Accela and ArcGIS Online.

Accessing Documents via GIS Map

Accela GIS, an add-on module for the City's existing permit system, allows internal staff to locate permit applications and projects from a web-based map. Currently, there is no way to locate applications and projects from a map. Because document files, such as approved plans, project reviews, consultant reports, and other information stored in Accela's cloud document storage are linked in the database to both address and parcel data, linking further to the map may make it possible to click on a map location and, for example, pull up all the geotechnical reports for projects in the surrounding area without manually searching for documents on each application in the system.

Recommendation VIII.6 – The City should implement Accela GIS and its document lookup capabilities to provide better information for staff about nearby conditions when reviewing applications. Accela and IK Consulting should be able to provide guidance from other customers who have implemented this functionality.

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IX. Administrative Improvements

This section addresses miscellaneous administrative improvements in the following areas:

- Clearing inactive applications
- Investigating uninspected permits
- Public Information Requests
- Business/liquor licenses

The City's Accela system has a large number of dormant applications and issued, but uninspected, permits. Efforts should be made to purge some records and follow up on the uninspected permits. In addition, the City should improve recordkeeping practices for public information requests and business licenses. .

Clearing Inactive Applications

The Accela system contains many dormant applications or pending tasks, some dating back years. In some cases, the project was completed but certain tasks, such as inspections, were not closed out. In other cases, a reviewer issued a memo requesting corrections or a notice of incomplete application but the applicant never responded (which can happen for many reasons). While these dormant applications are not harming anything and may, in fact, be resurrected at some point, they do clutter up the workflow and, for expired applications, they should be purged.

Recommendation IX.1 – The City should periodically review inactive or dormant applications or pending tasks and close or purge them from Accela, per WMC requirements.

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Investigating uninspected permits

Similarly, Accela contains many building-related permits that had been issued, but for which no inspections had ever been performed (or was performed but not recorded in Accela). This sometimes occurs with minor plumbing and mechanical inspections, where the contractor obtains the permit and does the work, but never calls for inspection. This oversight may expose the contractor, property owner, and the City to potential legal liability if faulty work is performed.

> **Recommendation IX.2 –** The City should determine whether uninspected permits are the result of recordkeeping lapses (and correct those) or the result of missed inspections. For the latter, the City should contact owners whose permits have not received inspection within 180 days of issuance and request that the inspections be scheduled and completed. If there is no response the permit should be voided in the system.

Public Information Requests (PIRs)

The Washington State Public Records Act (RCW 42.56) allows any member of the public to request public information about a property, permit, or action taken by a municipality in the State. Types of requests received often include documents and emails pertaining to a permit, a parcel of land in the city, action of City Council, etc. Requests are filed with the City Clerk through a web-based cloud app called JustFOIA. The City Clerk then assigns requests related to Development Services to a planner. State law requires a response back to the requestor within 5 days, stating how long it will likely take to assemble the requested documents.

At this point, the assigned planner must review and accumulate PDF files, Accela records, GIS documents, electronic documents from one or more OneDrive folders related to the application, plus

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any historic paper plans and documents used before the advent of electronic review. Paper documents are scanned as PDFs. The City Clerk's office searches the City's email servers for emails related to the request and saves them as PDFs, which are combined with document PDFs and sent to the requestor as an email link to OneDrive.

During 2021, Development Services responded to 106 of the 131 PIRs filed with the City (81%), an average of two requests per week. Gathering the requested information may take as little as 30 minutes or many hours over several days for complicated cases.

> **Recommendation IX.3 –** The City should create a simple case type in Accela to track PIRs in Accela listing the addresses, parcels, and applications related to a PIR, along with the dates the request was received and fulfilled and the UserID of the Development Services staffer handling the request. This can help provide historic data about staff workload responding to such requests and help when researching future requests in the same areas.

Business License and Liquor License Reviews

Before 2019, Business Licenses were issued by the City but since then this function has been absorbed by the Washington State Department of Revenue (DOR). Applications are filed through DOR, which then notifies the City to do any required department reviews and respond with a recommendation to approve or not approve the license. The City's Finance Department assigns Development Services to conduct a review based on the zoning code and other applicable sections of WMC and respond back to Finance. Finance then submits the City's recommendation to DOR. Business License renewals follow a similar path. No Business Licensing applications or tracking information is currently stored in Accela.

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In 2021, Development Services reviewed 337 license applications, approving 309 and denying 28, as shown in the table below. On average, Development Services staff must evaluate and prepare a response to one new DOR licensing request every business day, in addition to regularly assigned permit review tasks in Accela.

Review by Development Services is vital, in that some businesses requesting DOR licenses may not be permitted uses according to the zoning code or may be subject to bulk, density, or performance standards. For example, a proposed fast-food outlet may be a permitted use according to zoning, but the proposed site may be too small to accommodate required parking.

Issuance of a Business License does not grant carte-blanche approval for a business to operate in a city, so it's important to review applications to recommend denial of incompatible applications or to notify Business License applicants of additional City requirements. Business Licenses that are issued without careful screening may create liability for the City if the business opens, thinking everything is okay, then gets shut down with violations.

> **Recommendation IX.4 –** The City should enter DOR Business Licensing reviews in Accela, by piggybacking on the existing Home Occupation Permit (HOP) processed by the City, independently from the State DOR Business License. The data structure and review processes are already in place in Accela. This will allow automatic routing to applicable staff, tracking review times, and providing a process record related to all businesses licensed in Woodinville. In addition, having business license records in Accela will allow mapping and analysis of trends about the types and locations of businesses coming to the City.

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Appendix A – GIS Analyst Job Duties (See recommendation III.1)

- Develop and maintain data documentation for the City's core GIS data sets.
- Augment GIS with additional layers
- Maintain the public GIS interface
- Work with City staff to develop complex analysis and reports.
- Production of high quality maps for City Departments.
- Works with City Departments on developing spatial analyses in support of their program areas.
- Ensures accuracy and completeness of data entry.
- Analyze the GIS application needs of client departments and perform application development projects.
- Provides information and technical assistance to users regarding the GIS system and other related issues.
- Aids in project planning and management.
- Provides technical support for GIS and database software.

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Appendix B – Red Line Report Specifications (See Recommendation IV.4)

- Application records sorted by permit type and project name
- Task and Task Status limited to those tasks where City staff have an active role (e.g., routed for review, revisions received)
- Projects on hold, completed, not approved or deemed incomplete are not included in record selection
- Only those tasks that have not been completed and where the report date exceeds the due date by 7 days or more are included
- Days overdue is reported along with assigned staff name

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Appendix C – Sample Application Checklists (See Recommendation V.1)

- City of Bothell Commercial/Multi-family Permit Checklist: https://www.bothellwa.gov/DocumentCenter/View/862/2---Commercial--Multi-Family-Building-Permit-PDF?bidId=
- City of Bothell Critical Areas Identification and Alteration Checklist: http://www.ci.bothell.wa.us/DocumentCenter/View/917/25---Critical-Areas-Alterations-Checklist-PDF?bidId=
- City of Bothell Final Short Plat: http://www.ci.bothell.wa.us/DocumentCenter/View/920/27a---Final-Short-Plat-Intake-Checklist-PDF?bidId=
- City of Bothell SF Building Permit: http://www.ci.bothell.wa.us/DocumentCenter/View/851/3---Single-Family-Building-Permit-PDF?bidId=
- City of Bothell Site Plan Review: http://www.ci.bothell.wa.us/DocumentCenter/View/8286/15---Site-Plan-Review-PDF?bidId=

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Appendix E – List of Recommendations

Recommendation III.1 – Based on the strategic and policy needs of the City and the results obtained from the Workload and Staffing Forecasting Model, the City should right size the staffing level of DS and PW and augment the organization as follows:

1) Create, budget, and recruit for an additional Engineer I position for Public Works-Engineering. This new position would handle permit review and selected CIP tasks.
2) Management Analyst capabilities need to be added for tracking workloads and performance, management reporting, budget and financial analysis, contract management for engineer and consultant contracts and task orders, ADA transition planning, transportation master planning, and overseeing the capital improvement plan.
3) Reclassify the existing Engineer Tech position in PW to a GIS Analyst. The City does not have a GIS Analyst job description but Appendix B contains the essential duties of this position. In addition, this position can also process right-of-way permits.

Recommendation III.2 – The City should amend the Interlocal Agreement with WFR so that the Director of DS, as delegated by the City, will have direct supervision of the Deputy Fire Marshal for all permit review tasks performed by WFR. All other responsibilities of the Deputy Fire Marshal and any discipline, promotion, annual review functions should continue to be within the authority of WFR. These contract terms should flow through to any subcontracting organizations (i.e., Eastside Fire & Rescue).

Recommendation IV.1 – The City should change time standards for certain critical tasks in the permit review process (All days in calendar days):

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Plan Routing. Plan routing is the process of routing newly submitted building and site plans to the reviewing departments (e.g., Development Services, Public Works). Since nearly all plans are submitted online, the routing is also done in digital form. The current standard for plan routing is currently set at 7 days but should be compressed to 3 days.

Completeness Review. A completeness review is performed for all newly submitted applications and plans. Each reviewing department reviews the submittal and determines if all the documentation necessary to perform the actual review is present (i.e., the submittal is "complete"). While State Law sets a maximum of 28 days to determine if an application is complete, the City should strive to determine if an application is complete enough to proceed with the actual review within 7 days of application. This goal is attainable if Permit Technicians are tasked with conducting the completeness review (See recommendation V.5).

Review Consolidation. Review consolidation is the step in the process at which all department reviews are complete, and comments are bundled together by the Project Manager (usually a Planner) for forwarding to the applicant. Review consolidation may result in approval of the plans or a request for revised plans or clarifications to deal with comments and corrections noted by the reviewing departments. Because department reviews are done in parallel, the number of days to get to Review Consolidation will be determined by the slowest reviewing department. The standard for review consolidation is currently set at 7 days in most cases but should be compressed to 5 days.

Permit Issuance. Currently, the standard for this task is 7 days in most cases but should be set at 4 days.

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Recommendation IV.2 – The City should publish the above time standards on the City website and also post a report on actual times. Start by developing internal monthly reports showing percentage of applications meeting the targets. Adjust targets as needed, then begin publishing reports on the City website when the City is confident about meeting the standards.

Recommendation IV.3 – The City should activate the start/stop processing clock in Accela to track the number of days reviews are active with City staff and the number of days it takes for the applicant to respond to requests for information and to resubmit plans in response to corrections required by City staff.

Recommendation IV.4 – The City should implement a "Red Line" report to track applications where tasks are exceeding standard time allocations by more than 7 days. For example, if a building plan review is more than 7 days past its due date, this should be reported to both the reviewing department's management (e.g., Development Services, Public Works) and the Office of the City Manager. This will provide an early warning system to identify overdue tasks in real-time and direct management's attention to these tasks so they can be worked by staff or whatever logjam is occurring can be cleared. This type of report may have to be configured using Crystal Reports and may require a consultant to configure and test the report and train users. Specifications for this report are included in Appendix C.

Recommendation V.1 – The City should revise application checklists to call out requirements that have in the past been missed and cause failed Completeness Reviews. These checklists should match with checklists used by City staff to determine if an application is complete. Commonly missed requirements include:

> **Site plan requirements.** A number of cities in the Seattle area publish site plan requirements on their websites, which could be used as a guide for requiring better information and illustrative diagrams on issues such as contour lines (existing and proposed), setbacks, easements, building

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envelopes and height calculations, boundaries of Critical Areas, and other natural and manmade features of the site. Appendix D includes links to examples of site plan requirements from the City of Bothell which provide a good model.

External mechanical equipment. Community concerns about noisy air conditioners and bulky, unisightly rooftop equipment have sparked code changes requiring additional review for setbacks and visual and noise screening – something that homeowners may not be ready to deal with. The city should amend mechanical permit application checklists to require illustrative diagrams showing required setbacks and screening to expedite Planning review of setbacks and rooftop screening for external equipment.

Recommendation V.2 – The City should implement procedures to keep applications flowing if Permit Technicians are out of the office, especially with unpredictable COVID-19 illnesses. If a Permit Technician is absent for more than three days, the remaining Tech, or one of the planners, should be assigned to check the absent Tech's task queue and move the stalled tasks along. In the event of a lengthy planned absence, such as two weeks' vacation, Development Services management should assign the Tech's duties to other Techs and planners on a rotating basis.

Recommendation V.3 – The City should configure Accela to automatically compute up-front fees for all application types, so an applicant can pay them immediately, at the time of online application, without waiting for a Tech to create an invoice. If the applicant chooses to pay online, the application can move automatically to the Completeness Review task in the workflow thereby kicking off the review process. If paying by check, workflow is held until receipt of the check.

Recommendation V.4 – During department reviews, staff should add and update all fee categories from their own departments, that are required for issuance or approval. Such fees should be immediately

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available for online payment by the applicant, without having to wait for a Permit Tech to prepare an invoice before payment is allowed on Accela.

Recommendation V.5 – The City should have Permit Technicians perform completeness reviews, calling on specialized staff only as necessary. In many jurisdictions, it has been customary for decades for Techs to perform this task. Notification back to the applicant can be sent through Accela's Communication Manager, without the additional work of preparing a formal signed memo in MS-Word.

For this to be successful, applicants should have informative application checklists that highlight what is required to make a complete application (See recommendation V.1 for more on this). Permit Technicians should have training and instructions on how to quickly check an application, without making judgments that should be reserved for higher level plan reviewers.

Feedback from department reviews should be used to fine-tune completeness criteria and application documents over time. The combination of having Permit Technicians perform DoCs and doing notifications through Accela instead of generating memos in MS-Word has the potential to trim weeks off processing times for many applications.

Recommendation V.6 – The City should adopt a common spreadsheet format for use by all reviewers. Each department should forward their correction spreadsheet to the project manager, who would consolidate the rows from reviewer spreadsheets into a Correction Action List spreadsheet to be printed as a PDF and emailed to the applicant. This will save time in reformatting and wordsmithing combined memos and presenting the items in a consistent format from one review cycle to the next. In addition, text in the Issue/Correction column should read as declarative requirements, including specific code wording to guide the applicant about meeting requirements. For example, the items about height calculation above should state the maximum allowed by code and the method used by code to calculate height.

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Recommendation V.7 – The City should reduce the scope of the DRC to a standards setting body (which would then feed into code amendments) and should not be used in the permit review process.

Recommendation V.8 – The City should refrain from preparing approval memos for simple permits to free up time for more complicated projects. Staff can simply stamp plans as 'approved' and issue the permit.

Recommendation V.9 – Reviewers in all departments should be equipped with digital approval stamps, of a consistent design across all departments, including the name of the approver, date/time stamp, and applicable wording and disclaimers, which can be applied in Bluebeam to applicable sheets in the approved plans. Such stamps can then be "burned into" the PDF file to help prevent future alteration. Stamping individual sheets also verifies that a reviewer has seen and approved each applicable sheet, instead of simply commenting on plans in a memo.

Recommendation V.10 – City staff should frequently perform permit triage when new tasks come on their to-do list by asking "How simple will this task be?" and "Can I dispatch this one right now?" to sign off simple tasks quickly for the benefit of downstream tasks and to reduce overall time to permit issuance. In addition, should consider setting aside an afternoon or morning a week to dispatch simple permit applications.

Recommendation VI.1 – All documents uploaded from and downloaded to the applicant should come through the ACA portal, not email. In addition to initial application documents, this should include corrective action lists and drawings marked up with corrections, resubmittals of revised plans from the applicant, and downloads of approved plans upon issuance.

Using the ACA for document transfer preserves a record of transactions from authorized system users and allows automatic versioning of documents that may otherwise become difficult to identify and

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retrieve. Notifications from Accela can alert applicants that corrections and approved plans are available on ACA and the system can track when and by whom documents are retrieved.

Recommendation VI.2 – The City should consolidate all document storage for an application in Accela, instead of partly in Accela and partly on multiple OneDrive systems. In addition, the City should implement a standard set of virtual folders for each application type in Accela cloud document storage to facilitate filing and retrieval of documents.

Recommendation VI.3 – The City should add all external consultants as related parties with specifically defined professional "roles" (such as GeoTech, Arborist, Traffic, etc.) in Accela Contacts. This would allow staff to view external consultants for an application in the Accela Contacts list. Tasks should be created in the workflow for each type of consultant showing dates assigned, due dates, and completion dates. In addition, standard virtual folders should be created in Accela cloud document storage for consultant working documents.

Recommendation VI.4 – The City should send Correction Action lists to all the contacts on record in Accela for the application to make sure all members of an applicant's project team, including owners and sponsors of record, are aware of requirements in the list.

Recommendation VI.5 – The City should enact a policy whereby a project manager should update the application record with their UserID when an application is first received or the assignment is transferred to another planner. This will facilitate generating reports showing all the assigned workload for a planner.

Recommendation VI.6 – City staff should enter conditions of approval in Accela, especially for complex projects for which conditions need to be checked and enforced over time and where conditions imposed now may affect future development or changes in existing projects over time.

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Recommendation VI.7 – The City should add data fields in the Accela Summary screen to clearly identify that the application includes a requested deviation from standards. Added fields should include the type(s) of deviations requested and a note field with a brief description. These additional data fields will facilitate generating an Accela report listing deviation requests and keeping tabs on potentially excessive turnaround times.

Recommendation VI.8 – New City permitting staff should receive formal Accela training from Accela, IK Consulting, or other Accela-approved training vendor and not just rely on an informal and unstructured mentoring by more senior staff. Periodic refresher training every 18-24 months, from an approved vendor, should also be provided.

Recommendation VII.1 – The City should pro-actively reach out and require pre-application conferences for applicants in the following situations:

- Developers, builders, and contractors who have not previously worked in Woodinville and who may not be familiar with City code requirements.
- Sites shown as being in Critical Areas, according to Critical Area maps maintained by the City.
- Any combination of application types including
  - Critical Area Determination (CAD)
  - Critical Area Alteration (CAE)
  - Land Use Approval (LUA)
  - Site Development (SDL)
  - Design Review (DRA)
  - Deviation of Decision (DEC)
- Homeowners applying for permits without the help of design professionals.

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Recommendation VII.2 – The City should develop informational PDFs that can be downloaded from the City website, listing requirements for typical single-family residential projects: additions, remodels, garages, sheds, decks, and retaining walls. Sketches and sample illustrations for site plans, deck details, height calculation, and rockeries would be helpful for unsophisticated applicants. While the City website already includes application forms and checklists, material specific to frequently built projects would provide enhanced assistance for members of the general public and those not involved in the building or design trades.

Recommendation VII.3 – The City should implement a permit fee calculator in Accela Community Access (ACA), (i.e., the public portal to Accela) to allow citizens to enter information about a proposed project and print out an estimate based on information entered.

Recommendation VII.4 – The City should configure the Communication Manager function within Accela to send automatic emails to applicants and others associated with an application whenever a user signs off a task signifying a status changes (e.g., completeness review, plans routed) instead of creating memos in Word or writing up emails regarding the status change. ACA also includes a basic progress indicator showing the applicant which tasks are underway, completed, and yet to be done

Recommendation VII.5 – Assigned project managers should reach out to the homeowner or citizen on applications that appear to be from unsophisticated applicants especially if they are not using professional engineers or architects. A brief phone call early in the process, introducing oneself as the project manager and asking if there are any questions can be a big help in allaying fears about the process. In the days before electronic submittal, this was accomplished when the applicant brought paperwork to apply at the counter. This recommendation should include a caveat that the City cannot replace the role of engineers or architects in designing a project, but the City can improve communication about expediting or explaining the process.

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Recommendation VIII.1 – The City should implement web-based GIS for both public users on the City website and for internal staff use in all departments. Use surrounding communities as a guide for the data layers and types of services provided. A number of GIS vendors offer packaged, ESRI-compatible website designs that can be easily integrated into the City's website.

Recommendation VIII.2 – The City should install a Critical Areas map layer in a new web-based ArcGIS application for use by both public and internal staff. The public GIS interface should include banners, pop-ups, or other visual devices to alert new users to the site about new availability of Critical Areas layers.

Recommendation VIII.3 – The city should implement and maintain an address point layer in GIS and display of that layer in both public and internal web-based GIS applications.

Recommendation VIII.4 – The City should work with the Woodinville Water District, which provides water and sewer service to parts of Woodinville, to provide simple availability maps for its service area in the City. We are aware of Homeland Security concerns about providing such infrastructure information on a public site. Yet many cities provide basic availability maps without exposing critical infrastructure detail.

Recommendation VIII.5 – The City should implement an active projects GIS map in the City's website. An active projects GIS layer can be created by connecting Accela permit data to a parcel base layer. Symbolizing with colored points, lines, and shadings denotes the types of applications. Such a map can be created in the City's ArcGIS Online environment by a reasonably competent GIS analyst familiar with Accela and ArcGIS Online.

Recommendation VIII.6 – The City should implement Accela GIS and its document lookup capabilities to provide better information for staff about nearby conditions when reviewing applications. Accela

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and IK Consulting should be able to provide guidance from other customers who have implemented this functionality.

Recommendation IX.1 – The City should periodically review inactive or dormant applications or pending tasks and close or purge them from Accela, per WMC requirements.

Recommendation IX.2 – The City should determine whether uninspected permits are the result of recordkeeping lapses (and correct those) or the result of missed inspections. For the latter, the City should contact owners whose permits have not received inspection within 180 days of issuance and request that the inspections be scheduled and completed. If there is no response the permit should be voided in the system.

Recommendation IX.3 – The City should create a simple case type in Accela to track PIRs in Accela listing the addresses, parcels, and applications related to a PIR, along with the dates the request was received and fulfilled and the UserID of the Development Services staffer handling the request. This can help provide historic data about staff workload responding to such requests and help when researching future requests in the same areas.

Recommendation IX.4 – The City should enter DOR Business Licensing reviews in Accela, by piggybacking on the existing Home Occupation Permit (HOP) processed by the City, independently from the State DOR Business License. The data structure and review processes are already in place in Accela. This will allow automatic routing to applicable staff, tracking review times, and providing a process record related to all businesses licensed in Woodinville. In addition, having business license records in Accela will allow mapping and analysis of trends about the types and locations of businesses coming to the City.

Certificate Of Completion

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Subject: RFP 10878-25 Business License Process, Policy, Compliance, Eval and Recs Closes 9/10/2025 @ 2pm PST
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Document Pages: 155
Signatures: 1
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Initials: 0
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David Howe dhowe1000@gmail.com strategica, inc. Security Level: Email, Account Authentication (None)	Signed by: David Howe 5EDF0E07AA9A4CF... Signature Adoption: Pre-selected Style Using IP Address: 2601:600:a401:6a60:7d47:139b:1291:abeb	Sent: 9/10/2025 10:29:04 AM Viewed: 9/10/2025 10:29:44 AM Signed: 9/10/2025 10:31:47 AM

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Secure Bids SecureBids@Redmond.gov Security Level: Email, Account Authentication (None)	**Completed** Using IP Address: 204.152.61.20	Sent: 9/10/2025 10:31:50 AM Viewed: 9/10/2025 2:02:03 PM Signed: 9/10/2025 2:02:12 PM

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In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	9/10/2025 10:29:04 AM
Certified Delivered	Security Checked	9/10/2025 2:02:03 PM

Envelope Summary Events	Status	Timestamps
Signing Complete	Security Checked	9/10/2025 2:02:12 PM
Completed	Security Checked	9/10/2025 2:02:12 PM

Payment Events	Status	Timestamps