City of Redmond

Redmond
WASHINGTON

Agenda

Business Meeting

Tuesday, February 17, 2026

7:00 PM

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

City Council

Mayor
Angela Birney

Councilmembers
Melissa Stuart, President
Angie Nuevacamina, Vice President
Jessica Forsythe
Vanessa Kritzer
Sayna Parsi
Vivek Prakriya
Menka Soni

REDMOND CITY COUNCIL
AGENDA SECTION TITLE REFERENCE GUIDE

Items From The Audience provides an opportunity for community members to address the Council regarding any issue. Speakers must sign their intention to speak on a sheet located at the entrance of the Council Chamber, and limit comments to **three minutes**.

The **Consent Agenda** consists of routine items for which a staff recommendation has been prepared, and which do not require further Council discussion. A council member may ask questions about an item before the vote is taken, or request that an item be removed from the Consent Agenda and placed on the regular agenda for more detailed discussion. A single vote is taken to approve all items remaining on the Consent Agenda.

Public Hearings are held to receive public comment on important issues and/or issues requiring a public hearing by state statute. Community members wishing to comment will follow the same procedure as for 'Items from the Audience', and may speak after being recognized by the Mayor. After all persons have spoken, the hearing is closed to public comment. The Council then proceeds with its deliberation and decision making.

Staff Reports are presented to the Council by city staff on issues of interest to the Council which do not require Council action.

The **Ombudsperson Report** is made by the Councilmember who is serving as ombudsperson. The ombudsperson designation rotates among Council members on a monthly basis. She/he is charged with assisting community members in resolving issues with city services. The current ombudsperson is listed on the City Council webpage at www.redmond.gov/189/city-council.

The **Council Committees** are created to advise the Council as a whole. They consider, review, and make recommendations to the Council on policy matters in their work programs, as well as issues referred to them by the Council.

Unfinished Business consists of business or subjects returning to the Council for additional discussion or resolution.

New Business consists of subjects which have not previously been considered by Council and which may require discussion and action.

Ordinances are legislative acts or local laws. They are the most permanent and binding form of Council action and may be changed or repealed only by a subsequent ordinance. Ordinances normally become effective five days after they are published in the City's official newspaper.

Resolutions are adopted to express Council policy or to direct certain types of administrative action. A resolution may be changed by adoption of a subsequent resolution.

Quasi-Judicial proceedings are either closed record hearings (each side receiving ten minutes maximum to speak) or public hearings (each speaker allotted three minutes each to speak). Proceedings are those in which the City Council determines the rights or privileges of specific parties (Council Rules of Procedure, Section IV., J).

Executive Sessions - all regular and special meetings of the City Council are open to the public except for executive sessions at which subjects such as national security, property acquisition, contract bid negotiations, personnel issues and litigation are discussed.

Redmond City Council Agendas, Meeting Videos, and Minutes are available on the City's Web Site:
https://redmond.legistar.com/

FOR ASSISTANCE AT COUNCIL MEETINGS FOR THE HEARING OR VISUALLY IMPAIRED:
Please contact the City Clerk's office at (425) 556-2194 one week in advance of the meeting.

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

I. SPECIAL ORDERS OF THE DAY

II. ITEMS FROM THE AUDIENCE

Members of the public may address the City Council for a maximum of three minutes per person. Please use the speaker sign-up sheet located at the entry of the City Hall Council Chambers available from 6:30 - 7 p.m. on the day of the meeting.

In the event of difficulty attending a meeting in person, please contact the City Clerk (cityclerk@redmond.gov) by 2 p.m. on the day of the meeting to provide written public comment (400-word limit - please label your comment as "Items from the Audience") or for the remote comment registration form.

III. CONSENT AGENDA

A. Consent Agenda

1. Approval of the Minutes: February 3, 2026, Regular Meeting (recording is available at Redmond.gov/rctv)

Regular Meeting Minutes for February 3, 2026

2. Approval of Payroll/Direct Deposit and Claims Checks

Payroll Check Approval Register December 10, 2025 Sick Leave Bonus
Payroll Check Approval Register December 23, 2025
Payroll Check Approval Register January 9, 2026
Payroll Check Approval Register January 23, 2026
Payroll Check Approval Register February 10, 2026
Check Approval Register February, 17, 2026

3. **AM No. 26-020** Approval of the 2026 Planning and Public Works Committee of the Whole Workplan

Attachment A: 2026 Planning and Public Works Workplan

Legislative History

2/3/26	Committee of the Whole - Planning and Public Works	referred to the City Council

4. **AM No. 26-021** Approval of the 2026 Finance, Administration, and Communications Committee of the Whole Workplan

Attachment A: 2026 Finance Administration and Communications Workplan

Legislative History

2/10/26	Committee of the Whole - Finance, Administration, and Communications	referred to the City Council

5. **AM No. 26-023** Acceptance of Funds and Addition of the Overlake Area Bicycle/Pedestrian Improvements Project to the CIP, and Removal of the 148th Ave Trail Project from the CIP

Department: Planning and Community Development

Attachment A: Funding Award Letter
Attachment B: Vicinity Map
Attachment C: 148th Ave Shared Use Path Project Information Sheet
Attachment D: NE 36th St. Bicycle Facilities Project Information Sheet
Attachment E: 148th Ave Trail Project Information Sheet (Removed from CIP)

Legislative History

2/3/26	Committee of the Whole - Planning and Public Works	referred to the City Council

6. **AM No. 26-024** Approval of Annual CUES GraniteNET Contract

Department: Technology and Information Services

Attachment A: CUES GraniteNET Contract

Legislative History

2/10/26	Committee of the Whole - Finance, Administration, and Communications	referred to the City Council

7. **AM No. 26-025** Approval of a Consultant Agreement with Hazen and Sawyer, for Feasibility and Pre-Design Analysis for PFAS Treatment for Wells 1 and 2, in the Amount of $284,276

Department: Public Works

Attachment A: Consultant Agreement

Legislative History

2/3/26 Committee of the Whole - Planning and Public Works referred to the City Council

8. **AM No. 26-026** Award of a Business District Feasibility and Formation Contract to Uncommon Bridges in the Amount of $130,000

Department: Planning and Community Development

Attachment A: Consultant Contract
Attachment B: Uncommon Bridges RFP Response

Legislative History

2/3/26 Committee of the Whole - Planning and Public Works referred to the City Council

B. Items Removed from the Consent Agenda

IV. HEARINGS AND REPORTS

A. Public Hearings

B. Reports

1. Staff Reports

a. **AM No. 26-027** Evans Creek Relocation Project Update

Department: Public Works

Attachment A: Presentation

Legislative History

2/3/26 Committee of the Whole - Planning and Public Works referred to the City Council

b. **AM No. 26-028** World Cup Planning Update: Public Safety and Emergency Management Focus

Department: Planning and Community Development/Police/Fire

Attachment A: Presentation

2. Ombudsperson Report

January: Kritzer
February: Forsythe

3. Committee Reports

V. UNFINISHED BUSINESS

VI. NEW BUSINESS

VII. EXECUTIVE SESSION

A. Potential Litigation [RCW 42.30.110(1)(i)] - 20 minutes

VIII. 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

15670 NE 85th Street
Redmond, WA

City of Redmond

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. SPC 26-015
Type: Minutes

Approval of the Minutes: February 3, 2026, Regular Meeting (recording is available at Redmond.gov/rctv)

CALL TO ORDER

A Regular Meeting of the Redmond City Council was called to order by Mayor Pro Tem Melissa Stuart at 7 p.m. The meeting was held in the Redmond City Hall Council Chambers.

ROLL CALL AND ESTABLISHMENT OF A QUORUM

Present: Councilmembers Forsythe, Kritzer, Nuevacamina, Parsi, Prakriya, Soni and Stuart

Absent: None

SPECIAL ORDERS OF THE DAY:

A. PROCLAMATION: Black History Month

Council Vice President Nuevacamina read the proclamation and spoke regarding Black History Month.

B. PRESENTATION: Cascadia's State of the College

Dr. Eric Murray, President of Cascadia College, provided a presentation and responded to Councilmember inquiries.

ITEMS FROM THE AUDIENCE

Mayor Pro Tem Stuart opened Items from the Audience at this time. The following persons spoke:

- Linda Seltzer – Holocaust Remembrance Day and genealogy;
- Alex Tsimerman – politics and history;

MOTION: Councilmember Forsythe made a motion to remove Alex Tsimerman from participation in our Council meetings and public comment periods for up to 180 days as per our Council Rules of Procedure. The motion was seconded by Councilmember Nuevacamina.

VOTE: The motion passed without objection (7-0).

- Maritza Lauriano – representing Move Redmond speaking in support of shared streets;
- Mark Ostrow - speaking in support of AM No. 26-019;
- Peter Janus – environmental stewardship;
- David Jones – experienced with firing ranges and in support of the Interlake Sporting Association;

DRAFT

- Wolfe Adriatico – preserving items from the Old Firehouse Teen Center;
- Erin Hamilton - requesting the removal of FLOCK cameras and police use of the system;
  Carol Helland, Director of Planning and Community Development, provided context on a short plat on 157th.

- Deborah Voll, Katy Ballard, Yang You, Stephanie Holt, and Zane Teh – concerns with changes due to the short plat development on 157th;
- David Morton – PFAS detections in Redmond's drinking water, and Evans Creek relocation project;
- Joe Kunzler – public comment rules; and
- Max Ruhlman – design process of the new teen center.

CONSENT AGENDA

MOTION: Councilmember Forsythe moved to approve the Consent Agenda. The motion was seconded by Councilmember Kritzer.

VOTE: The motion to approve the Consent Agenda passed without objection (7-0).

1. Approval of the Minutes: January 20, 2026, Regular Meeting, and January 20 and 21, 2026 Special Meetings

2. Approval of Payroll/Direct Deposit and Claims Checks

   #16290 through #16533

   $1,244,413.75

3. AM No. 26-011: Approval of the 2026 Public Safety and Human Services Committee of the Whole Workplan

4. AM No. 26-012: Approval of the 2026 Parks and Environmental Sustainability Committee of the Whole Workplan

5. AM No. 26-013: Approval of Authorization for Acquisition of the Property Located at 18459 NE 76th St, Redmond, WA, from DCC Propane

6. AM No. 26-014: Approval of the Acquisition of Cycle Track Property from Jefferson Overlake, LLC (Stream Project Overlake)

7. AM No. 26-015: Approval of the Diamond Parking 6-Month Contract Extension, in the Amount of $173,028

8. AM No. 26-016: Approval of the Final Contract with Absher Construction Company and Acceptance of Construction for the Redmond Senior & Community Center Project

9. AM No. 26-017: Approval of the King County Independent Force Investigations Team (IFIT-KC) Interlocal Agreement Modification

10. AM No. 26-018[1]: Adoption of Three Resolutions Related to Provision of Affordable Housing

    a. Adopt a Resolution Approving the Allocation of $1,217,000 to A Regional Coalition for Housing (ARCH) for the Development of Affordable Housing

       Resolution No. 1620: A Resolution of the City Council of the City of Redmond, Washington, Authorizing the Duly-Appointed Administering Agency for A Regional Coalition for Housing (ARCH) to Execute all Documents Necessary to Enter into Agreements for the Funding of Affordable Housing Projects, as Recommended by the ARCH Executive Board, Utilizing Funds from the City's Housing Trust Fund

    b. Adopt a Resolution Approving the Recommended Changes to the House Key Plus ARCH East King County Downpayment Program

       Resolution No. 1621: A Resolution of the City Council of the City of Redmond, Washington, Approving Revisions to the House Key Plus ARCH (East King County) Down Payment Assistance Program, Authorizing Execution of Related Agreements, and Ratifying Prior Actions Taken in Support of Said Program, all as Recommended by the Executive Board for A Regional Coalition for Housing (ARCH)

[1] Councilmembers Kritzer and Stuart spoke to this item.

DRAFT

c. Adopt a Resolution to Delegate Administrative Duties to Bellevue for the ARCH Housing Trust Fund (HTF) Financing Agreements that Pre-Date the 2010 Interlocal Agreement (ILA) Amendment

Resolution No. 1622: A Resolution of the City Council of the City of Redmond, Washington, Authorizing the City of Bellevue to Administer Certain Housing Project Agreements on Behalf of the City of Redmond, Consistent with the Amended and Restated Interlocal Agreement for A Regional Coalition for Housing (ARCH)

11. AM No. 26-019[2]: Adoption of the Final Transportation Master Plan

a. Ordinance No. 3249: An Ordinance of the City of Redmond, Washington, Amending the Redmond 2050 Comprehensive Plan by Repealing the 2013 Transportation Master Plan, Adopting the 2026 Transportation Master Plan, Amending the Transportation Element and Capital Facilities Elements, Providing for Severability, and Establishing an Effective Date

Mayor Pro Tem Stuart read the resolution and ordinance titles into the record.

ITEMS REMOVED FROM THE CONSENT AGENDA: NONE

HEARINGS AND REPORTS

Ombudsperson Reports:

Councilmember Kritzer reported receiving resident contacts regarding: FLOCK cameras; ICE; actions Woodinville has taken; tenant protections; outcome maps and metrics; boy scouts attending a council meeting; 157th development; PFAS; state approved public safety tax increase; updating the Council Rules of Procedure; Old Firehouse Teen Center; lunar new years celebration; Recology service; and discrimination in recruiting.

Councilmember Forsythe reported receiving resident contacts regarding: legislation ideas; tenant

[2] Councilmember Kritzer spoke to this item.

protections; ICE; drones; OneRedmond poker pub crawl; and attending City Action Days.

Councilmember Nuevacamina reported receiving resident contacts regarding: AWC; Council retreat; football for all; speaker series; grand opening; and meeting with department heads.

Councilmember Parsi reported receiving resident a contact regarding: more inclusion in hiring forms.

Councilmember Prakriya reported receiving resident contact regarding: the lights at Grass Lawn Park; King County Affordable Housing symposium; Council retreat; and the 77th National Republic Day of India celebration.

Councilmember Soni reported regarding: Council Retreat; King County Affordable Housing symposium; Eastrail Advisory meeting; introductory meeting with Congresswoman Suzan Delbene; the 77th Republic Day of India; and the Washington Low Income Housing Alliance.

Councilmember Stuart reported regarding: FLOCK contract; ICE; rapid response dollars; Council retreat; Council Conversations; boards and commissions openings; and subcommittees.

Committee Reports:

Councilmember Forsythe provided committee reports:

- Committee of the Whole – Planning and Public Works;
- Eastrail; and
- Housing consortium.

Councilmember Forsythe provided a committee report:

- Committee of the Whole – Parks and Environmental Sustainability.

Councilmember Kritzer provided a committee report:

- WRIA 8 Salmon Recovery Council.

UNFINISHED BUSINESS: NONE

NEW BUSINESS: NONE

EXECUTIVE SESSION: NONE

ADJOURNMENT

There being no further business to come before the Council the regular meeting adjourned at 8:37 p.m.

_____ _____

ANGELA BIRNEY, MAYOR CITY CLERK

Minutes Approved: February 17, 2026

DRAFT

City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. SPC 26-016
Type: Check Register

Approval of Payroll/Direct Deposit and Claims Checks

Docusign Envelope ID: 9FE539AB-4258-4044-9EA1-5D39B9E0484B

City of Redmond
Payroll Check Approval Register
Pay period: 12/10/2025
Check Date: 12/10/2025

Check Total:	$	64,902.04
Direct Deposit Total:	$	4,675.99
Wires & Electronic Funds Transfers:	$	6,888.68
Grand Total:	$	76,466.71

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188874** through **188947** ,
Direct deposits numbered **196812** through **196816** , and
Electronic Fund transfers through
are approved for payment in the amount of **$76,466.71**
on this **10th day of December 2025.**

Note:

City of Redmond
Payroll Final Check List
Pay period: 12/10/2025
Check Date: 12/10/2025

Total Checks and Direct deposit:	$	69,578.03
Wire Wilmington Trust RICS (MEBT):	$	6,888.68
Grand Total:	$	76,466.71

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:
Catheryn Laird
7C0092BCC9C549B...

Human Resources Director, City of Redmond
Redmond, Washington

Docusign Envelope ID: 0BABCFBA-65C5-435B-A6B2-8BCA9CECD45A

City of Redmond
Payroll Check Approval Register
Pay period: 12/01-12/15/2025
Check Date: 12/23/2025

Check Total:	$	33,929.90
Direct Deposit Total:	$	2,954,775.89
Wires & Electronic Funds Transfers:	$	1,613,390.46
Grand Total:	$	4,602,096.25

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188874** through **188947** ,
Direct deposits numbered **196812** through **196816** , and
Electronic Fund transfers **1922** through **1926**
are approved for payment in the amount of **$4,602,096.25**
on this **10th day of December 2025.**

Note:

City of Redmond
Payroll Final Check List
Pay period: 12/01-12/15/2025
Check Date: 12/23/2025

Total Checks and Direct deposit:	$	4,212,175.03
Wire Wilmington Trust RICS (MEBT):	$	389,921.22
Grand Total:	$	4,602,096.25

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:
Catheryn Laird
7C0092BCC9C549B...

Human Resources Director, City of Redmond
Redmond, Washington

Docusign Envelope ID: 8AC07ADA-8D37-4E04-AA14-56130596239F

City of Redmond

Payroll Check Approval Register

Pay period: 12/16 - 12/31/2025
Check Date: 01/09/2026

Check Total:	$	44,360.20
Direct Deposit Total:	$	2,939,489.55
Wires & Electronic Funds Transfers:	$	1,795,186.68
Grand Total:	$	4,779,036.43

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188965** through **188974** ,
Direct deposits numbered **197600** through **198360** , and
Electronic Fund transfers **1927** through **1932**
are approved for payment in the amount of **$4,779,036.43**
on this **09th day of January 2026.**

Note:

City of Redmond

Payroll Final Check List Pay

period: 12/16 - 12/31/2025
Check Date: 01/09/2026

Total Checks and Direct deposit:	$	4,208,595.52
Wire Wilmington Trust RICS (MEBT):	$	570,440.91
Grand Total:	$	4,779,036.43

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:
Catheryn Laird
7C0092BCC9C549B...

Human Resources Director, City of Redmond
Redmond, Washington

Docusign Envelope ID: 97A894E7-F792-4BFF-959C-62BAD7F32428

City of Redmond
Payroll Check Approval Register
Pay period: 1/1 - 1/15/2026
Check Date: 01/23/2026

Check Total:	$	27,905.13
Direct Deposit Total:	$	3,043,989.08
Wires & Electronic Funds Transfers:	$	1,831,713.00
Grand Total:	$	4,903,607.21

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188976** through **188989** ,
Direct deposits numbered **198364** through **199146** , and
Electronic Fund transfers **1933** through **1937**
are approved for payment in the amount of **$4,903,607.21**
on this **23rd day of January 2026.**

Note:

City of Redmond
Payroll Final Check List
Pay period: 1/1 - 1/15/2026
Check Date: 01/23/2026

Total Checks and Direct deposit:	$	4,324,510.38
Wire Wilmington Trust RICS (MEBT):	$	579,096.83
Grand Total:	$	4,903,607.21

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:
Catheryn Laird
7C0092BCC9C549B...

Human Resources Director, City of Redmond
Redmond, Washington

Docusign Envelope ID: 95B5D17F-3694-480B-B316-61488E42667B

City of Redmond
Payroll Check Approval Register
Pay period: 1/16 - 1/31/2026
Check Date: 02/10/2026

Check Total:	$	36,447.18
Direct Deposit Total:	$	2,985,260.04
Wires & Electronic Funds Transfers:	$	1,803,775.22
Grand Total:	$	4,825,482.44

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188993** through **189006** ,
Direct deposits numbered **199152** through **199940** , and
Electronic Fund transfers **1939** through **1944**
are approved for payment in the amount of **$4,825,482.44**
on this **10th day of February 2026.**

Note:

City of Redmond
Payroll Final Check List
Pay period: 1/16 - 1/31/2026
Check Date: 02/10/2026

Total Checks and Direct deposit:	$	4,256,585.88
Wire Wilmington Trust RICS (MEBT):	$	568,896.56
Grand Total:	$	4,825,482.44

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:
Catheryn Laird
7C0092BCC9C549B...

Human Resources Director, City of Redmond
Redmond, Washington

Docusign Envelope ID: F09CAE94-1008-4A23-98E8-0B9A217D64D5

I, Finance Director, do hereby certify to the City Council, that the checks for the month of January and February are true and correct to the best of my knowledge.

Signed by:
KELLEY COCHRAN
706AE71EFDB1430...

Kelley Cochran, Finance Director
City of Redmond
Redmond, Washington

We, the undersigned Councilmembers, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim. All checks numbered 16534 through 16792, and WIRE and ACH Transfers are approved for payment in the amount of $701,226.43 this 17th day of February 2026.

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-020
Type: Consent Item

Approval of the 2026 Planning and Public Works Committee of the Whole Workplan

Redmond WASHINGTON	Committee of the Whole – Planning and Public Works 2026 Work Plan

Presiding Officer: Councilmember Forsythe

Directors: Carol Helland, Planning and Community Development; Aaron Bert, Public Works

Quarter	Planning and Community Development	Public Works
1 **Jan.** **Feb.** **Mar.**	Updates • Tourism Update • Transportation Demand Management program update • Matrix Update New Items • R22 Master Plan and Development Agreement • Overlake Commons Master Plan and Development Agreement Contracts/Agreements • Business District Consultant • Move Ahead Washington funds acceptance • MOVA (148th Ave/NE 36th St) design consultant contract Ordinances/Resolutions	Updates • CIP Quarterly Update (will include MOC Update) • APWA Accreditation (final actions) • Transportation Benefit District Annual Update Contracts/Agreements • Consultant Agreement – PFAS Treatment Design • Consultant Agreement - AC Watermain Replacements Viewpoint North and South • Consultant Agreement – SE Redmond Park • Consultant Agreement – ADA Improvements-Parks Restrooms • Consultant Agreement – Hartman Park Playground Replacement • Consultant Agreement – 148th Ave Shared Use Path • Consultant Agreement – NE 36th St. Bike Facilities

	• Comprehensive Plan Amendment: 6900 188th Ave NE • MFTE Amendments (Policy coming forward with Finance) • ARCH Housing Trust Fund • Transportation Master Plan adoption • Redmond 2050 Completion Resolution	• Consultant Agreement – Ardmore Stormwater Pond Repair • Contract Award – Lift Station Equipment Upgrades Phase 2 • Contract Award - Bel-Red Bike Lanes Schedule B • Contract Award - NE 70th St. Crosswalk • Construction Acceptance – Control & Telemetry Phases 2 & 3 • Construction Acceptance – Redmond Senior & Community Center • Construction Acceptance – 152nd Ave NE • Construction Acceptance – 10,000 Blk of Avondale Rd. Erosion Control • Construction Acceptance – NE 40th St. Sidewalk Repairs • Construction Acceptance – Turf Replacements, Grass Lawn Park and Hartman Park • Construction Acceptance – Sustainability LED Lighting Building Retrofit Ordinances/Resolutions • Redmond Municipal Code Revisions – Final Ordinance Approval: o Title 10, Vehicles & Traffic o Title 12, Streets and Sidewalks o Title 13, Water and Sewers

Redmond WASHINGTON	Committee of the Whole – Planning and Public Works 2026 Work Plan

		○ Title 15, Buildings and Construction
2 **Apr.** **May** **Jun.**	Updates • World Cup • Joint Meeting with Planning Commission • Safer Streets Action Plan progress update • Tree Management Code Amendments New Items • Design Standards Update Contracts/Agreements • Secure bike parking vendor contract Ordinances/Resolutions • 2026 Code Amendments: Business, Fences, Legislative • Noise Code Amendments	Updates • High Water Users Informational Update • CIP Quarterly Update (will include MOC Update) • Recology Change Over Update • FOG | Private Drainage Inspection Update • Paired Watershed Study Contracts/Agreements • Consultant Agreement – 51st St. Watermain Replacement • Contract Award – Pedestrian & Bicycle Safety Projects • Contract Award – ADA Curb Ramps • Contract Award – 154th Paving • Contract Award – Willows Rd. Watermain Extension • Construction Acceptance – Redmond Central Connector Phase 3 • Construction Acceptance – WLSP Paving • Construction Acceptance – Fire Station 17 Siding Replacement Ordinances/Resolutions • Redmond Municipal Code Revisions – Final Ordinance Approval:

		○ Title 1, General Provisions ○ Title 2, Administration and Personnel ○ Title 3, Revenue and Finance ○ Title 4, Boards, Commissions, and Committees ○ Title 5, Business Licenses and Regulations ○ Title 6, Health and Sanitation ○ Title 7, Animals ○ Title 9, Public Peace, Morals and Safety
3 **Jul.** **Aug.** **Sept.**	Updates • Economic Development and Tourism New Items • Housing and Human Services Strategic Plan Contracts/Agreements • WSDOT SRTS/Bike/Ped Grant acceptance (if successful) • WSDOT HSIP grant acceptance (if successful) Ordinances/Resolutions • 2026-27 Annual Comprehensive Plan Amendment Docket	Updates • CIP Quarterly Update (will include MOC Update) • Speed Study Update • Curbside Management Update • PFAS Containment Strategies • Septic to Sewer Recommended Program Plan Contracts/Agreements • Contract Award – Control & Telemetry Upgrades Phase 4 • Contract Award – EV Charging Stations Phase 2 • Contract Award – Idylwood Park Parking Lot Expansion and Frontage Improvements • Contract Award – NE 40th St. Shared Use Path

	• 2026 Annual RZC Amendments • Washington State Building Code Adoption: Effective 11/1/26	• Construction Acceptance – Reservoir Park Sports Court Replacement and Water Tank
4 **Oct.** **Nov.** **Dec.**	Updates • Transportation Demand Management program/RedLink update • Transportation Master Plan Performance Measures and progress reporting • World Cup Update/Postmortem Contracts/Agreements • Tourism Grants • TIB grant acceptance (if successful) Ordinances/Resolutions • Impact Fee Amendments • Tree Management Code Amendments	Updates • CIP Quarterly Update (will include MOC Update) • 60% Design Update on 156th Shared Use Path Project Contracts/Agreements • Contract Award – Avondale Rd. Watermain and Paving • Construction Acceptance – Bel-Red Rd. Buffered Bike Lanes • Construction Acceptance –Public Safety Building Phase 2 & Sustainability Building Automation • Construction Acceptance – Sidewalk Repairs Avondale Way • Construction Acceptance – NE 70th St. Crosswalk

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-021
Type: Consent Item

Approval of the 2026 Finance, Administration, and Communications Committee of the Whole Workplan

Redmond WASHINGTON

Committee of the Whole – Finance, Administration, and Communications

2026 Work Plan

Presiding Officer: Councilmember Kritzer

Directors: Malisa Files, Executive; Kelley Cochran, Finance; Michael Marchand, Technology and Information Services (TIS); Cathryn Laird, Human Resources

Quarter	Executive	Finance	TIS	Human Resources
1 **Jan.** **Feb.** **Mar.**	Updates • Grants Approval Thresholds • R.E.D.I (monthly) • New Communications Investment • Council Engagement (quarterly)	Updates • Long-Range Financial Strategy • Fiscal Policies • Budget Process Overview • Budget Calendar Special Meetings: • 2024 Financial Audit Entrance Conference As Needed: • Budget Updates • Budget Adjustment • Real Property Management/ Transactions	Updates • BTIP Project Status Updates • Data Governance Update • EDM/GIS Program Update	Updates • Update on anticipated 2026 decisions from HR work plan Anticipated Consent Items • 2025 Union tentative agreements approvals (3 CBAs) • Consulting contract amendment approval
2 **Apr.** **May** **Jun.**	Updates • Community Strategic Plan • Grant Management (bi-annual) • R.E.D.I (monthly)	Updates • Community Results Team • CFD 2016-01 Board of Supervisors Reappointments	Updates • Technology Infrastructure Update • Customer Care Program Update	Updates • Salary Commission Council salary decision

	• City Communications Strategy ○ Includes social media strategy and policies • Citywide Communications (bi-annual) • Council Engagement (quarterly)	• Purchasing Improvement Update • CIP - Annual Impact Fee Report for 2024 (Read Only) Special Meetings: • 2024 Financial Audit Exit Conference As Needed: • Budget Updates • Budget Adjustment • Real Property Management/ Transactions		
3 **Jul.** **Aug.** **Sept.**	Updates • R.E.D.I (monthly) • Council Engagement (quarterly)	Updates • Budget Updates Special Meetings: • 2025 Financial Audit Entrance Conference As Needed: • Budget Updates • Budget Adjustment • Real Property Management/ Transactions	Updates • BSOL Program Update • Data Governance Policy	Updates • Anticipated Consent Items • Benefit changes approval (tentative) • Salary Commission candidate selection (3 vacancies)
4	Updates	Updates	Updates	Updates

Redmond WASHINGTON	Committee of the Whole – Finance, Administration, and Communications 2026 Work Plan

Oct. **Nov.** **Dec.**	• Grants Management (bi-annual) • R.E.D.I (monthly) • Council Engagement (quarterly) • Citywide Communications (bi-annual)	• Unclaimed Property Report (Read-Only) • Business License Fee for 2027 • Property Tax for 2027 • CIP - Annual Impact Fee Report for 2025 (Read Only) Special Meetings: • 2025 Financial Audit Exit Conference As Needed: • Budget Updates • Budget Adjustment • Real Property Management/ Transactions	• TIS Security & Compliance Program Update	• Anticipated Consent Items • COLA/Pay Plan/ Classification changes approval • Personnel Manual benefit changes approval (tentative)

15670 NE 85th Street
Redmond, WA

City of Redmond

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-023
Type: Consent Item

TO: Members of the City Council
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	Micah Ross	Senior Engineer

TITLE:
Acceptance of Funds and Addition of the Overlake Area Bicycle/Pedestrian Improvements Project to the CIP, and Removal of the 148th Ave Trail Project from the CIP

OVERVIEW STATEMENT:
WSDOT has awarded the City $8,000,000 in Move Ahead Washington (MAWA) funds for the Overlake Area Bicycle/Pedestrian Improvements Project. This project will construct a shared use path on 148th Ave from NE 31st St to NE 40th Street, and bike lanes on NE 36th Street from 148th Ave to the 520 Trail (the scope of this project was previously for the construction of a new pedestrian bridge over Hwy 520 along 148th Ave, titled 148th Ave Trail - 520 to NE 24th St). This request is to accept funds from WSDOT and add the project into the City's Capital Investment Program, and to remove the 148th Ave Trail project from the CIP, which was originally funded with these dollars.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Capital Investment Program (CIP), Transportation Master Plan (TMP)
- **Required:**
  Council approval is required to accept grant funding and to make additions and deletions from the CIP
- **Council Request:**
  N/A
- **Other Key Facts:**

The 148th Ave Trail project was originally to be funded with the State Move Ahead Washington dollars and would have constructed a new non-motorized bridge over SR 520 along the east side of 148th Ave, but the $8,000,000 far from sufficient to fund design and construction of the project. Furthermore, with the recent opening of the Overlake Village Station Pedestrian Bridge less than a quarter mile to the east of 148th Ave NE, it was determined that the MAWA funding could be used to fully fund alternative pedestrian and bicycle projects in the same vicinity that would improve access to light rail and services. To reflect the change in scope for these dollars, the new Overlake Area Bike/Pedestrian project is being added to the CIP, and the 148th Trail project will be removed.

OUTCOMES:
Design and construction of this project supports safe pedestrian and bicycle movement on key north/south and east/west corridors in the Overlake area as identified in the Transportation Master Plan.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  Outreach will be included in the project's design phase.
- **Outreach Methods and Results:**
  Anticipated outreach will include website updates, post card mailer, open house, and direct outreach.
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
Total: $8,000,000
*$3,000,000 of the total funding is designated for the 2027-2029 biennium, and will require Legislative action prior to authorization.

Approved in current biennial budget: ☐ **Yes** ☐ **No** ☒ **N/A**
No additional dollars are being requested. This is reflective of a change of scope for the project.

Budget Offer Number:
0000384 - Transportation Capital CIP

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☒ **Yes** ☐ **No** ☐ **N/A**
If yes, explain:
Annual operations and maintenance costs after the project is completed.

Funding source(s):
Grant - Move Ahead Washington (MAWA)

Budget/Funding Constraints:
Funding must be obligated during the biennium to maintain funding and project status.

☒ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
2/3/2026	Committee of the Whole - Planning and Public Works	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:
Funds are currently available to be obligated

ANTICIPATED RESULT IF NOT APPROVED:
State funding would be returned.

ATTACHMENTS:
Attachment A: Funding Award Letter
Attachment B: Vicinity Map
Attachment C: 148th Ave Shared Use Path Project Information Sheet (Project being added to CIP)
Attachment D: NE 36th Street Bike Lanes Project Information Sheet (Project being added to CIP)
Attachment E: 148th Ave Trail Project Information Sheet (Removed from CIP)

Washington State Department of Transportation

Local Programs
310 Maple Park Avenue S.E.
P.O. Box 47390
Olympia WA 98504-7390
360-705-7370
www.wsdot.wa.gov

July 8, 2025

Mr. Aaron Bert
Public Works Director
City of Redmond
P.O. Box 97010
Redmond, WA 98073-9710

RE: Overlake Area Bicycle/Pedestrian Improvements
Move Ahead Washington – Tier Pedestrian & Bicycle
2025-27 Transportation Budget
State Funding

Dear Mr. Bert:

WSDOT is pleased to advise you that the 2025-27 Transportation Budget updated the above-mentioned project title (previously SR 520 & 148th Ave NE Bicycle/Pedestrian Crossing) and funding through the Move Ahead Washington (MAWA) – Tier Pedestrian & Bicycle program utilizing Climate Commitment Act (CCA) funds. The state funding is limited as shown below:

Overlake Area Bicycle/Pedestrian Improvements **$8,000,000**

2023-25 Available Funding: ***$ 250,000***
2025-27 Available Funding: ***$ 4,750,000***
2027-29 Available Funding: *$ 3,000,000 – Legislative action is required prior to authorization.*

Scope: Funding is provided for multimodal and access improvements in the Overlake area.

The MAWA legislation intends to provide funding in future biennia for this project. In the event the 2023-25 funding is not reimbursed, WSDOT will need to request the remaining funding through the 2026 supplemental budget process. Until the funding is provided by the legislature, WSDOT can only reimburse your agency for the approved work completed each biennium, as reflected above. Therefore, it is critical that your agency update the Local Project Report detailing the project's delivery, so that the funding aligns with the project schedule. As a reminder, the amount of MAWA funds available in each biennium is contained within the enacting legislation.

A Local Programs State Funding Agreement or Supplement must be authorized before the start of each state funded phase of the project. This includes authorization of the construction phase prior to advertisement of the construction contract.

To meet the state requirements for this project, the following are required:

- ***Project expenditures incurred before receiving notice from Local Programs of fund authorization are not eligible for reimbursement.***

- Please refer to the Local Programs webpage for detailed authorization information, including: (http://www.wsdot.wa.gov/localprograms/)
  - ✓ Local Agency Guidelines (LAG) manual for detailed requirements.
  - ✓ Transportation Improvement Program (TIP) and Statewide Transportation Improvement Program (STIP) amendments, as applicable.
  - ✓ Funding and billing forms.
  - ✓ Local Project Report is required to be completed by the end of June and December each year. To access the database, you will need an account name and password. Your account name is **Redmond** and your password is **Redmo163**. The password is case sensitive.
- Directive 24-01 "Use of Climate Commitment Act Branding in Agency Contracts" – compels agencies like WSDOT that administer CCA-funded programs to require subrecipients to implement consistent branding and funding acknowledgements. Therefore, **you are required to use the branding guidance for this CCA-funded project.** If CCA is a portion of your project's overall funding, please also list other funding sources as applicable on your communications including webpages. It is important to note that there is no additional funding for this effort, so please do what is feasible relative to your grant award. The directive and related branding requirements are attached to this letter.

Local Programs encourages all agencies to submit monthly progress billings to ensure timely reimbursement of eligible expenditures.

For questions or assistance, please contact your Region Local Programs Engineer, Mehrdad Moini at 206.440.4734 or Mehrdad.Moini@wsdot.wa.gov.

Sincerely,

Jay Drye, PE
Director
Local Programs

Attachments

JD:st:cdm

cc: Mehrdad Moini, PE, Northwest Region Local Programs Engineer

STATE OF WASHINGTON
OFFICE OF GOVERNOR JAY INSLEE

DIRECTIVE OF THE GOVERNOR
24-01

Date: January 16, 2024

To: Executive and Small Cabinet Agencies

From: Governor Jay Inslee

Subject: Use of Climate Commitment Act Branding in Agency Contracts

As agencies begin deploying appropriations from the Climate Commitment Act (CCA), we are creating tools to ensure transparency about how CCA funding is being put to work across the state. One of the ways we can help people see CCA benefits in their own neighborhoods and communities is through consistent branding and funding acknowledgements.

Effective today, January 16, 2024, agency contracts related to CCA-funded programs and projects *must* include provisions consistent with the attached branding contract guidelines.

The CCA is supercharging state efforts to reduce pollution and keep our air clean. The projects and programs supported by the CCA provide Washingtonians more options for cleaner, healthier homes, schools, businesses and communities. Examples include keeping kids safe from asthma by switching to electric school buses and improving air ventilation systems in schools; helping thousands of families reduce utility bills by weatherizing their homes and upgrading to energy-efficient heat pumps; and creating clean energy jobs in solar, wind, clean hydrogen and other clean energy sectors.

The attached CCA branding contract guidelines are similar to the kinds of funding requirements often seen in federally-funded programs or other infrastructure funding programs.

For CCA-funded contracts that were executed *prior to* this effective date, agencies should evaluate on a case-by-case basis if amendments to include any or all of these requirements are feasible or justifiably infeasible.

I appreciate everyone’s dedication and progress toward a cleaner, healthier, safer Washington for all.

STATE OF WASHINGTON
OFFICE OF GOVERNOR JAY INSLEE

Climate Commitment Act funding acknowledgments and branding: Contract guidelines for agencies

Last updated: January 16, 2024
Issued by Office of the Governor Pursuant to Directive 24-01

The Climate Commitment Act (CCA) is the centerpiece of the state's climate action efforts. Revenue from the program will support thousands of projects, programs and jobs that reduce pollution, and improve the health, safety, and resilience of neighborhoods and communities across Washington state.

To strengthen public awareness of how CCA funding is used, the Office of the Governor is directing state agencies that administer funding or manage a CCA-supported program to include CCA funding acknowledgement and branding provisions in funding or contract agreements.

The following guidance and sample contract language is intended to help agencies identify when and how to include requirements for funding acknowledgments and branding. These flow-down provisions apply to contractors, subcontractors, service providers and others doing business with the agency to implement a program that is receiving CCA funding. Such guidelines are similar to routine funding conditions from the federal government and will feel familiar to many agencies, particularly those who do federally-funded public works projects.

This guidance is effective January 16, 2024. For CCA-funded contracts that were executed prior to this effective date, agencies should evaluate on a case-by-case basis if amendments to include any or all of these requirements are feasible or justifiably infeasible.

Appendix A provides the official brand guide for "Climate Commitment Act" logo usage, signage guidelines, and access to high-resolution files. The brand guide is also available at climate.wa.gov/brandtoolkit. Please feel free to refer grantees and contractors to that web page.

Funding source acknowledgement

Administering agencies and all funding recipients, including sub-grantees and local agencies that receive CCA funding to supplement existing programs, must include recognition of CCA funding in alignment with this guidance.

The funding source acknowledgment should be used in related publications, websites, signage, invitations and other media-related and public-outreach products. This is the standard funding language to be used on websites and included in announcements, press releases, and publications:

> "The [PROGRAM NAME / GRANT / ETC.] is supported with funding from Washington's Climate Commitment Act. The CCA supports Washington's climate action efforts by putting cap-and-invest dollars to work reducing climate pollution, creating jobs, and improving public health. Information about the CCA is available at www.climate.wa.gov."

Logo and signage, decals, stickers

In addition to including a funding acknowledgement on websites and media or outreach materials, recipients must display the "Climate Commitment Act" logo if logos for other partnering organizations are included.

Logos must be printed on publicly-visible equipment and signage, as applicable and to the extent practical. If equipment and signage includes logos from other partners, it must also include a "Climate Commitment Act" logo. Likely examples include EV charging station signs, the side of an electric school bus, or the exterior surface of a heat pump.

Examples of applicable projects and programs

Large capital projects
Examples include but are not limited to large-scale or solar projects, shore power at ports, or retrofits on public buildings.

- **Pre- and during construction project signs**
  If the project is installing pre-construction signage or will have signage up during construction, signage must include a CCA logo.

- **Website information**
  If the project has a related website or webpage, it must include the funding acknowledgement. If the website or webpage includes logos for other project partners or funding sources, it must also include a CCA logo.

- **Public outreach or promotional materials**
  Fliers, brochures, public meeting notices, and other similar education and outreach materials must include the funding acknowledgement. If materials include logos for other project partners, they must also include a CCA logo.

- **Permanent signs**
  Once the project is complete, any prominent signage that will remain permanently within the footprint of the site must include a CCA logo.

Small capital projects
Examples include but are not limited to culvert projects along major roadways, community solar projects, new or upgraded EV charging stations, new or upgraded air quality monitoring stations.

- **Pre- and during construction project signs**
  If the project is installing pre-construction signage or will have signage up during construction, it must include a CCA logo.

- **Website information**
  If the project has a related website or webpage, it must include the funding acknowledgement. If the website or webpage includes logos for other project partners or funding sources, it must also include a CCA logo.

- **Public outreach or promotional materials**
  Fliers, brochures, public meeting notices, and other similar education and outreach materials must include the funding acknowledgement. If materials include logos of other project partners, they must also include a CCA logo.

- **Permanent signs**
  Once the project is complete, any prominent signage that will remain permanently within the footprint of the site must include a CCA logo.

Stationary projects or consumer incentive programs
Examples include but are not limited to weatherization or heat pump programs for homes or apartments, new electric school buses, free youth transit.

- **Website information**
  If the project has a related website or webpage, it must include the funding acknowledgement. If the website or webpage includes logos for other project partners or funding sources, it must also include a CCA logo.

- **Public outreach or promotional materials**
  Fliers, brochures, public meeting notices, and other similar education and outreach materials must include the funding acknowledgement. If materials include logos of other project partners, they must also include a CCA logo.

- **On-product**
  Equipment such as heat pumps, updated electrical panels, zero-emission or electric-hybrid vehicles including drayage trucks, buses or ferries, and other products or equipment purchased with CCA funding must include a CCA logo decal in a place that is generally visible to the consumer or user. This includes equipment installed in residential buildings as well as commercial, industrial and community buildings or settings.

Sample contract language

This sample contract language is a starting point. Please work with your contracts manager to ensure contract language is appropriate for the specific circumstances of your project or program. The intent and spirit of this contract language is to ensure the Climate Commitment Act is consistently and properly recognized as a source of funding, particularly to emphasize the benefit to the end user.

Section X.Y: Ensure coordinated Climate Commitment Act branding
[PROGRAM/PROJECT NAME] received funding from Washington's Climate Commitment Act (CCA). To strengthen public awareness of how CCA funding is used, the Office of the Governor is directing state agencies that administer funding or manage a CCA-supported program to ensure consistent branding and funding acknowledgments are used in all communications and included in funding agreements and contracts. The "Climate Commitment Act" logo and funding acknowledgment make it easy for consumers and the public to see how the state is using CCA funds to reduce climate pollution, create jobs, and improve public health and the environment, particularly for low-income and overburdened populations.

The following provisions apply to all contractors, subcontractors, service providers and others who assist CONTRACTOR in implementing [PROGRAM/PROJECT NAME].

Logo requirements. The CCA logo must be used in the following circumstances, consistent with the branding guidelines posted at climate.wa.gov/brandtoolkit.

- Any PROGRAM/PROJECT website or webpage that includes logos from other funding partners.
- Any PROGRAM/PROJECT media or public information materials that include logos from other funding partners.
- On-site signage *[for consumer-related projects or programs this could instead say something like: Decal placed on front of installed heat pump OR logo printed on delivery tag]*

Funding source acknowledgement. This standard funding language must be used on websites and included in announcements, press releases and publications used for media-related activities, publicity and public outreach.

"The [PROGRAM/PROJECT] is supported with funding from Washington's Climate Commitment Act. The CCA supports Washington's climate action efforts by putting cap-and-invest dollars to work reducing climate pollution, creating jobs, and improving public health. Information about the CCA is available at www.climate.wa.gov."

Appendix A: Official brand guide and toolkit

This brand guide and logo and font files are available online at climate.wa.gov/brandtoolkit.

To strengthen public awareness of how Climate Commitment Act (CCA) funding is put to work, state agencies and recipients of programs or projects funded by the CCA are directed to use a funding acknowledgement and/or logo.

The Climate Commitment Act logo is a symbol of the state's commitment to fighting climate change and pollution. The simple but powerful design conveys our progress towards a cleaner, zero emission future. The primary color palette is the three shades of green representing the Evergreen State's natural beauty and its commitment to environmental protection.

The funding acknowledgement provides standard language for websites, press releases, public outreach materials and other related promotional products.

The guidance below provides general information about funding acknowledgement language and logo usage. Funding recipients should refer to their contracts for information about if and when these requirements apply.

Funding acknowledgement

Administering agencies and all funding recipients, including sub-grantees and local agencies that receive CCA funding to supplement existing programs, must include recognition of CCA funding in alignment with this guidance.

The funding source acknowledgment should be used in project- or program-related publications, websites, signage, invitations, and other media-related and public-outreach products. The standard funding language to be used is:

“The [PROGRAM NAME / GRANT / ETC.] is supported with funding from Washington’s Climate Commitment Act. The CCA supports Washington’s climate action efforts by putting cap-and-invest dollars to work reducing climate pollution, creating jobs, and improving public health. Information about the CCA is available at www.climate.wa.gov.”

Logo usage

The logo should always be used in its entirety, with the wordmark and symbols together. The logo should not be altered in any way, including changing the colors, proportions or fonts.

The logo should be displayed on a white background. If a white background isn’t possible, use the primary logo with the border or one of the approved white logos. The primary color palette is the shades of green, but it can also be used in black and white and/or gray scale as required.

The logo can be used in a variety of applications, including websites, social media, print materials, and signage. When using the logo in digital applications or printing for signage, it is important to use a high-resolution version of the logo file.

Primary logo



Primary with border & white background



Social media icon: For social media sites where a round icon is necessary or useful.



Grayscale logo*:* ONLY use the grayscale logo for black and white printing, limited color printing, or low-resolution displays.



White logo

While the primary CCA logo is always preferred, circumstances may necessitate using an alternative white logo. To ensure optimal visual impact, use only the listed logos with the black background or one of the approved CCA green hues.



Non-allowable logo modifications - DO NOT:
Squeeze, stretch, or condense logo out of proportion or reduce size smaller than 100px:



Retype or change the font in the logotype:



Combine with other elements:



Outline the logo:



Place logo on low contrasted background:



These are just a few examples of non-allowable modifications. For more information, please contact the Office of the Governor.

COLORS & FONTS

PRIMARY GREEN | Color codes for copy/paste on next page.

HEX: #005151 CMYK: 92, 49, 60, 35 RGB: 0, 81, 81	HEX: #027B5F CMYK: 87, 29, 72, 14 RGB: 2, 123, 95	HEX: #07B14C CMYK: 80, 0, 100, 0 RGB: 7, 177, 76

GRAYSCALE

HEX: #000000 CMYK: 0, 0, 0, 100 RGB: 0, 0, 0	HEX: #585858 CMYK: 0, 0, 0, 65 RGB: 88, 88, 88	HEX: #A6A6A6 CMYK: 0, 0, 0, 35 RGB: 166, 166, 166

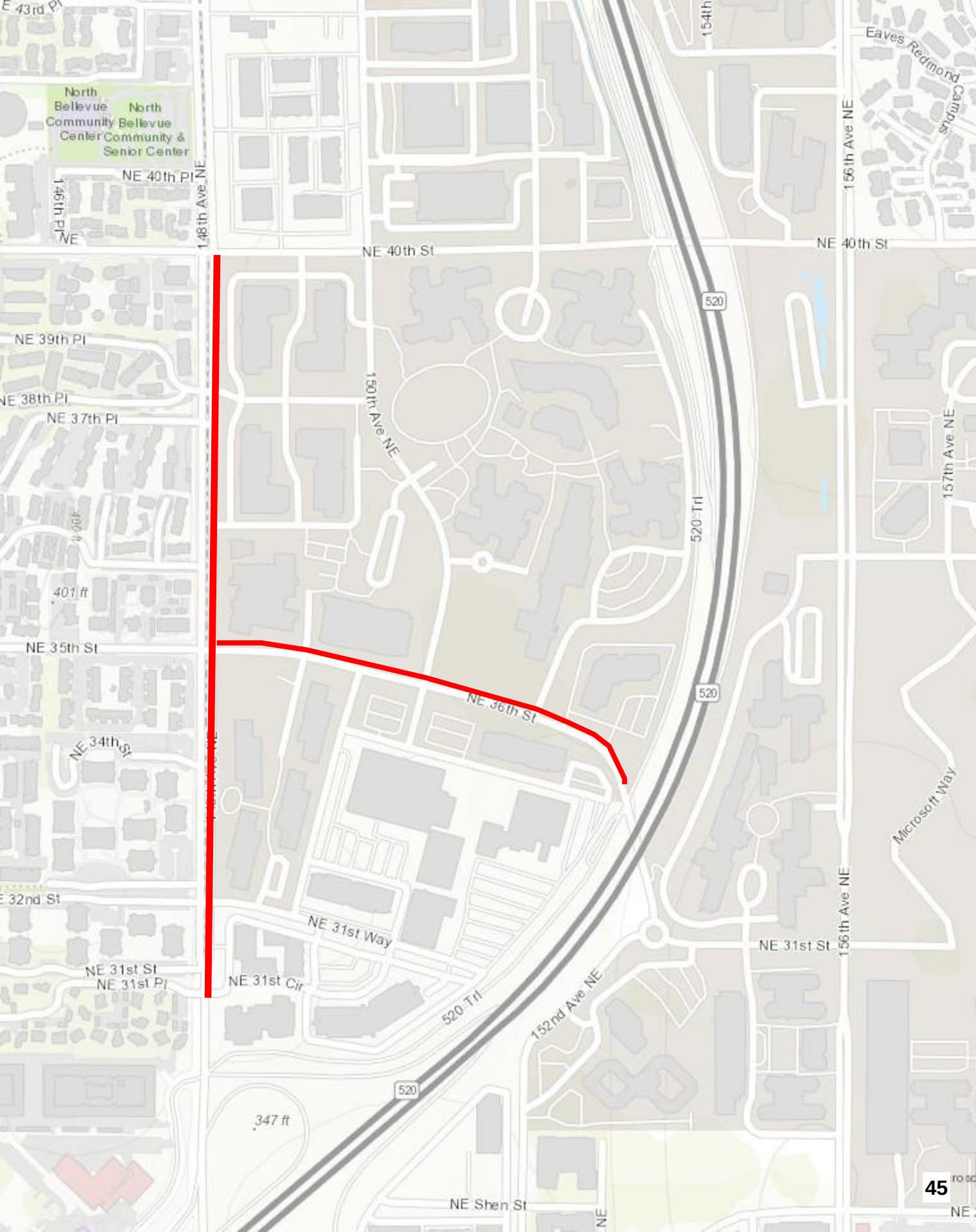
FONTS

TITLE FONT: OSALD REGULAR

FUNDED BY WASHINGTON'S

LOGO TYPE: POPPINS BOLD

CLIMATE COMMITMENT ACT


North Bellevue Community Center
North Bellevue Community & Senior Center
NE 40th Pl
146th Pl NE
148th Ave NE
NE 40th St
NE 40th St
154th Ave NE
156th Ave NE
Eaves Redmond Campus
520
NE 39th Pl
NE 38th Pl
NE 37th Pl
150th Ave NE
520 Trl
157th Ave NE
401 ft
NE 35th St
NE 36th St
NE 34th St
Microsoft Way
32nd St
NE 31st Way
NE 31st St
NE 31st Pl
NE 31st Cir
520 Trl
152nd Ave NE
156th Ave NE
NE 31st St
520
347 ft
NE Shen St

CIP Project Information Sheet

Project Name: 148th Ave NE Shared Use Path

Project Status: New
Functional Area(s): Planning
Relevant Plan(s): Transportation Master Plan
Neighborhood: Overlake

Time Frame: 2026-2028
Budget Priority: Vibrant and Connected
Citywide Rank: N/A
Functional Area Priority: High

Location: 148th Ave NE, from NE 31st St to NE 40th St

Description:
This project will replace the existing sidewalk on the east side of 148th Ave with a shared use path for increased pedestrian and bicycle mobility.

Anticipated Outcomes: ***Primary:*** Upgrade/Enhancement ***Secondary:***

Request: ***Primary Reason(s):*** New Project
This project is part of the Overlake Area Bicycle/Pedestrian Improvements project.

Proposed Budget:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Proposed Budget			$1,045,645	$3,412,400	$969,098				$5,427,143

Project Phasing:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Preliminary Design (0-30%)			$232,583						$232,583
Right of Way			$59,637						$59,637
Design (31-100%)			$531,620	$398,715					$930,335
Construction				$2,236,381	$745,460				$2,981,841
Contingency			$221,805	$777,304	$223,638				$1,222,747
Total			$1,045,645	$3,412,400	$969,098				$5,427,143

Estimated M&O Impacts:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Cost									

Explanation:

Proposed Funding Sources:	Prior	2025-2030	Future	Total
Grant - WSDOT		$5,427,143		$5,427,143
Total		$5,427,143		$5,427,143



CIP Project Information Sheet

Project Name: NE 36th Street Bicycle Facilities

Project Status: New
Functional Area(s): Planning
Relevant Plan(s): Transportation Master Plan
Neighborhood: Overlake

Time Frame: 2026-2028
Budget Priority: Vibrant and Connected
Citywide Rank: N/A
Functional Area Priority: High

Location: NE 36th St, from 148th Ave to the 520 Trail

Description:
The project will construct new bike lanes between 148th Ave NE and 150th Ave NE where none currently exist by reallocating existing road space. It will also enhance the existing standard painted bike lanes east of 150th Ave to the connection to the 520 Trail

Anticipated Outcomes: ***Primary:*** Upgrade/Enhancement ***Secondary:***

Request: ***Primary Reason(s):*** New Project
This project is part of the Overlake Area Bicycle/Pedestrian Improvements project.

Proposed Budget:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Proposed Budget			$429,138	$1,429,222	$407,444				$2,265,804

Project Phasing:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Preliminary Design (0-30%)			$101,699						$101,699
Right of Way			$26,077						$26,077
Design (31-100%)			$232,452	$174,339					$406,791
Construction				$977,865	$325,955				$1,303,820
Contingency			$68,910	$277,018	$81,489				$427,417
Total			$429,138	$1,429,222	$407,444				$2,265,804

Estimated M&O Impacts:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Cost									

Explanation:

Proposed Funding Sources:	Prior	2025-2030	Future	Total
Grant - WSDOT		$2,265,804		$2,265,804
Total		$2,265,804		$2,265,804



CIP Project Information Sheet

Project Name: 148th Avenue Trail (State Route 520 to 24th Street)

Project Status: Existing
Functional Area(s): Transportation
Relevant Plan(s): Transportation Master Plan
Neighborhood: Overlake

Time Frame: 2027-2028
Budget Priority: Vibrant and Connected
Citywide Rank: 81
Functional Area Priority: High

Location: 148th Ave NE, from SR 520 Trail to NE 24th St

Description:
Preliminary design and right-of-way to be funded from Move Ahead Washington ($8M) for a pedestrian and bicycle path on the east side of 148th Ave NE across State Route 520.

Anticipated Outcomes: ***Primary:*** Upgrade/Enhancement ***Secondary:***
Preliminary design work for a pedestrian and bicycle path to improve pedestrian and bicycle safety and to improve connection of the State Route 520 Regional Trail system; as well as to progress future funding requests from outside sources.

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				$417,500	$4,175,000				$4,592,500
Approved Changes									
Current Approved Budget				$417,500	$4,175,000				$4,592,500
Proposed New Budget				$4,175,000	$4,175,000				$8,350,000
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%)				$3,500,000					$3,500,000
Right of Way					$3,575,000				$3,575,000
Design (31-100%)									
Construction									
Contingency				$675,000	$600,000				$1,275,000
Total				$4,175,000	$4,175,000				$8,350,000

Estimated M&O Impacts:	Prior	2025	2026	2027	2028	2029	2030	Future	Total
Cost									

Explanation: This project is design work only; maintenance costs to be determined.

Proposed Funding Sources:	Prior	2025-2030	Future	Total
Business Tax		$350,000		$350,000
Grant		$8,000,000		$8,000,000
Total		$8,350,000		$8,350,000



Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-024
Type: Consent Item

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Technology and Information Services	Michael Marchand	(425) 556-2173

DEPARTMENT STAFF:

Technology and Information Services	Jeremy Mikkola	Business Solutions Manager

TITLE:
Approval of Annual CUES GraniteNET Contract

OVERVIEW STATEMENT:
Approve the Mayor to sign an updated contract with CUES, in the Amount of $146,788, to support Stormwater and Wastewater pipe inspection program.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  N/A
- **Required:**
  Council approval is required for contracts that exceed $50,000.
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:
This contract provides the City with a modern platform to support wastewater and stormwater pipe inspections, enhancing the existing staff-led inspection practices with an additional layer of review supported by AI-enabled analysis.

Implementation of CUES GraniteNET defect coding and prescriptive planning increases consistency and operational

efficiency in inspection review, supports timely identification of asset conditions, and reduces the risk of undetected issues.

These capabilities strengthen proactive asset management, extend the useful life of critical utility assets, and promote reliable service delivery to the community.

GraniteNET positions the City to continue evolving its asset management practices while enabling data informed maintenance planning and long-term asset stewardship.

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:
$146,788

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

Budget Offer Number:
315

Budget Priority:
Healthy and Sustainable

Other budget impacts or additional costs: ☒ **Yes** ☐ **No** ☐ **N/A**
If yes, explain:
Ongoing operational cost is $121,550 plus potential 3% increase each year.

Funding source(s):
Stormwater and Wastewater Utility Funds

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
2/10/2026	Committee of the Whole - Finance, Administration, and Communications	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:
N/A

ANTICIPATED RESULT IF NOT APPROVED:
If not approved, the City would continue relying on existing inspection processes without the added analytical capabilities provided by GraniteNET. This would limit the City's ability to further improve consistency, operational efficiency, and insight across inspection reviews. Opportunities to further strengthen long-term asset stewardship and inspection insight could be impacted.

ATTACHMENTS:
Attachment A: CUES GraniteNET Contract

GRANITENET SOFTWARE CLOUD SERVICE SUBSCRIPTION AGREEMENT

This **GRANITENET SOFTWARE CLOUD SERVICE SUBSCRIPTION AGREEMENT** ("Agreement") by and between **CUES, Inc.** a Delaware corporation, located at 3600 Rio Vista Ave, Orlando, Florida 32805 ("Provider"), and the City of Redmond Wastewater Division, located at 18080 NE 76th Street Redmond, WA 98052, ("Subscriber") Hereinafter, the Provider and Subscriber may be collectively referred to as "the Parties" or where appropriate singularly, as a "Party".

WHEREAS, Provider desires to provide Subscriber with access to Provider's GraniteNet Software Cloud Service (referred to herein as "GNET Cloud") hosted on the Amazon Web Services ("AWS") platform; and

AND WHEREAS, Subscriber desires to subscribe to Provider's Services (defined below) pursuant to this Agreement at the rates and terms set forth in the Products and Service Order defined in Section 1 and attached hereto and incorporated in this Agreement.

NOW THEREFORE, In consideration of the mutual covenants, promises, terms, and conditions contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, intending to be legally bound hereby, Provider and Subscriber agree as follows:

Contract Documents. The Agreement between the Parties includes the following exhibits which are attached hereto are hereby incorporated in this Agreement.

1. Product and Service Order (**Exhibit 1**)
2. CUES Representations about GraniteNet Cloud Security & SLA's (**Exhibit 2**).

1. Definitions

1.1 "AWS" means the Amazon Web Services Platform on which the Provider's Services are hosted.

1.2 "Documentation" means certain Provider documentation that describes the use, functions, features, or purpose of the Services or any component thereof, in any medium, which is delivered to Subscriber by Provider under this Agreement, including, but not limited to, Provider's user manuals, recommended best practices, training materials, instructions, and complete or partial copies of the foregoing.

1.3 "Effective Date" means the date on which the Subscriber's responsible designee signs this Agreement.

1.4 "GNET Access" means the process by which Provider enables its subscribers to access the AWS Platform.

1.5 "Initial Subscription Term" means the period of time specified on the Product and Service Order.

1.6 "Intellectual Property Rights" means patent, copyright, trade secret, know-how, trademark, trade dress rights, and any other intellectual property or proprietary rights in the Services, Software, and all processes and facilities utilized by or on behalf of Provider to provide the services contemplated herein.

1.7 "Product and Service Order" (hereinafter "Order" or "Exhibit 1") means the Products and Service Order, attached hereto as Exhibit 1, that sets forth the software and subscription details to which the Agreement applies, and any unique product-specific terms applicable to Subscriber's

subscription, which may be updated from time-to-time with additional Products and Services as requested by the Subscriber to the Provider in writing according to the terms of this Agreement.

1.8 “Permitted Users” means (a) Subscriber’s employees (including temporary employees and contract employees) authorized by Subscriber, in a writing with Provider, to access and use the Services on Subscriber’s behalf, and (b) Subscriber’s service providers that need to access to the Services, provided such third parties are subject to written restrictions comparable to the restrictions on use in this Agreement and may only use the Services for purposes of providing Services to Subscriber. The acts and omissions of Permitted Users shall be deemed the acts and omissions of Subscriber.

1.9 “Renewal Subscription Term” means any extension to this Agreement, commencing upon the expiration of the Initial Subscription Term or any extensions thereto, as provided in this Agreement or otherwise in the Order as defined herein.

1.10 “Services” means the hosted cloud solution provided to the Subscriber for use by Permitted Users, which may include GNET WebOffice, WebSync and WebInspect software applications and other desired GNET Cloud Products, depending upon what applications are included in the Order (Exhibit 1).

1.11 “Subscriber Content” or “Subscriber Data” (used interchangeably) means the data or content Subscriber collects or stores using GNET Cloud and any data entered into and/or generated by Subscriber and its Permitted Users using the Services.

1.12 “Subscription Fees” means Subscriber’s fees for various packages and options of different services pursuant to the applicable sales offering as set forth in the Order, which is paid by Subscriber for access to the Services.

1.13 “Subscription Term” means the Initial Subscription Term together with any renewal Subscription Terms.

1.14 “Term” means the term of the Agreement, which begins on the Effective Date and continues until: (i) this Agreement is terminated by a Party as provided herein or (ii) this Agreement expires as provided herein, whichever is earlier.

1.15 “Usage Observations” has the meaning set out in Section 6.9.

2. Access Rights, License and Services

2.1.Access. Subject to the terms of this Agreement and during the Subscription Term, Provider grants to Subscriber non-exclusive, non-transferable access rights for each Permitted User using GNET Access to access and use the Services specified in the Order, which may include: GraniteNet “WebOffice”, “WebSync”, “WebInspect” and other desired GNET Cloud products available through the Provider and accessible on the Amazon Web Services (AWS) Platform.

2.2.Adding Permitted Users and/or Modifying Services. In the event that the Subscriber desires to increase the Services being purchased, the Subscriber and Provider must enter into an agreed amendment to the Order to provide for the additional modified Services and corresponding Subscription Fees. In the event that Subscriber desires to add Permitted Users, the Subscriber

must (a) first pay a one-time User Activation fee to Provider to set up and configure a user account for each such requested Permitted User; and (b) enter into an agreed amendment to the Order to pay for the additional Subscription Fees. Any amendments to the Order shall be in writing, reflect the new scope and Subscription Fee(s) and be agreed to by both Parties. Notwithstanding anything herein to the contrary, amendments to the Order may also be accomplished by the issuance of an additional purchase order by the Subscriber and accepted, in writing, by the Provider, with the understanding between the Parties that, beyond updates to the quantity of Permitted Users, revised Subscription Fees, and/or any additional Services purchased by Subscriber, no new terms or conditions will be introduced into this Agreement via this method.

2.3. AWS Platform. Subscriber understands and acknowledges that the Services are hosted by AWS within a cloud environment owned and operated by AWS.

2.4. Obligations, Responsibilities and Restrictions of Subscriber and Permitted Users: Log-In Credentials provided by the Provider are for Subscriber's internal use only by Permitted Users performing work on Subscriber's behalf in accordance with the subsections below, and Subscriber shall not sell, transfer or otherwise provide Log-In Credentials to or allow access to the Services by any other entity or person. Permitted Users of Subscriber will be required to comply with Amazon Web Services (AWS) Terms of Use and/or Privacy Policies, as applicable, available at http://aws.amazon.com/aup/ and http://aws.amazon.com/privacy/ in order to gain access the Services.

2.4.1. Subscriber is responsible for all activities that occur under Subscriber's account, unless such activities are due to the gross negligence or willful misconduct of Provider.

2.4.2. Subscriber may allow Permitted Users to use the Services as intended, including, as applicable, rights to upload, download, store, view, retrieve, query, serve, and execute Subscriber Data, and use GraniteNet WebSync Modules and the WebInspect application to upload Subscriber Data, provided such Subscriber Data is owned, licensed or lawfully obtained by the Subscriber. Subscriber is solely responsible for the introduction and use of its associated Subscriber Content stored within the GNET Cloud. Subscriber is responsible for ensuring that its Subscriber Data and use of the Services by Subscriber and its Permitted Users complies with the terms of this Agreement as well as any applicable third party provider terms and all applicable laws, including data protection and export control laws.

2.4.3. Subscriber shall not, and shall not permit any Authorized User to, without the express written consent of Provider: (a) reverse engineer, reverse assemble, decompile, or disassemble any technology or software included or used in the underlying the Services; (b) otherwise attempt to discover the source code to any underlying technology or software included in the Services; (c) translate or migrate any of the underlying technology or software underlying the Services into another format, language, or hardware platform; (d) make the Services available to anyone other than Permitted Users; (e) alter or remove any copyright, trademark or other proprietary notices on or within the Services, underlying software or Documentation; (f) create derivative works based upon the Services or underlying software in whole or in part; (g) develop or modify any software based on ideas, processes or materials incorporated into the Services or (h) knowingly permit any third party to do any of the foregoing.

2.4.4. The Services may be unavailable and/or their performance may be negatively affected by scheduled and unscheduled maintenance. Provider will use reasonable efforts to notify Subscriber in advance of scheduled maintenance, but Provider may be unable to provide advance notice of unscheduled or emergency maintenance. Notwithstanding the foregoing, the Provider shall use commercially reasonable efforts to provide the Services in accordance with the provisions contained in Exhibit 2 attached hereto and incorporated herein.

3. Payment

3.1. Subscription Fees. Subscriber shall pay Provider the undisputed Fees ("Subscription Fees") set forth in the Order. Such Subscription Fees may include the following:

3.1.1. Implementation Fee. This fee is a one-time fee for the set-up and implementation of the Services.

3.1.2. Annual Subscription Fee. This fee is payable annually in advance for Subscriber's access to the Services. The annual Subscription Fees for the first year of the Subscription Term will be invoiced upon the commencement of the Subscription Term. The annual Subscription Fees for all subsequent years of the Subscription Term will be payable prior to the anniversary date of the start of the Subscription Term.

3.1.3. User Activation Fee. This fee is a one-time fee for the Provider to set up each Permitted User to be provisioned to use the Services in accordance with this Agreement.

3.1.4. Fees for Additional Services. In the event that Subscriber increases the scope of Services, Provider shall invoice Subscriber the applicable fees as identified in an updated Order.

3.1.5. During any Subscription Term, Provider shall have the right, in its sole discretion, to increase the Subscription Fees by up to three percent (3%) for any Renewal Subscription Term by providing Subscriber with at least thirty [30] days' notice before the end of the then-current Subscription Term.

3.2. Taxes. Fees stated in any Order do not include applicable taxes. Unless Subscriber is a tax-exempt entity and provides Provider with reasonable documentation demonstrating tax-exempt status, Subscriber agrees to pay all taxes required of it by law.

3.3. Invoice Terms. Subscriber shall pay in full all undisputed amounts owed in an invoice within thirty (30) days from the invoice date except as otherwise provided in an Order.

4. Term and Termination

4.1. Initial Subscription Term. The Services will be provided for the Initial Subscription Term agreed to between the Parties and stated in the Order. In no event, however, shall the Initial Subscription Term be less than one year.

4.2. Renewal Subscription Term. Upon the expiration of the Initial Subscription Term, the Agreement shall be automatically renewed for consecutive one (1) year periods, unless at least sixty (60) days prior to the renewal date, either Party gives the other Party written notice of its intent not to renew the Agreement. During any renewal term of the Agreement, the terms, conditions and provisions set forth in this Agreement shall remain in effect unless modified in accordance with the terms of this Agreement.

4.3. Material Breach by Provider. Subscriber may terminate this Agreement, including any and all access and usage rights for the Services provided herein, upon written notice, for a material breach by the Provider that is not cured within thirty (30) days after written notice of such material breach is provided. If Subscriber terminates this Agreement in accordance with this Section 4.3, and if such termination occurs within the first twelve (12) months of the Initial Term of this Agreement, Subscriber shall be entitled to receive a refund of its Implementation Fee, as well as, a prorated refund of its Service Fees within 30 days of termination.

4.4. Material Breach by Subscriber. Provider may terminate this Agreement and all access and usage rights for the Services in the event of a material breach by the Subscriber that is not cured within thirty (30) days after written notice of such material breach is provided. Subscriber's failure to pay any undisputed invoiced Subscription Fees or taxes when due is a material breach.

4.5. Other Grounds for Termination. Either Party may, upon the provision of written notice, immediately terminate this Agreement and or suspend its performance thereunder, if the other Party (i) files for bankruptcy, (ii) becomes insolvent, (iii) ceases to do business, or (iv) violates any terms of use of this Agreement, any third party providers terms of use and/or any violation of laws.

4.6. Termination by Provider. Provider may terminate this Agreement, on written notice, if: (i) the Parties agree that the provision of the Services to Subscriber is no longer commercially viable, (ii) the Services are deemed, or Provider reasonably believes the Services, or any portion thereof, violate an applicable local, state, or federal law or regulation, (iii) Provider has a reasonable belief that the continued provision of Services puts Provider, or its systems at any operational or security risk, or (iv) the underlying software or technology is no longer used in connection with the Services. If such an event happens within the first twelve (12) months of the Initial Term of the Agreement, Subscriber shall be entitled to receive a refund of its one-time Implementation Fee, as well as, a prorated refund of remaining Subscription Fees and Additional Service Fees within 30 days of termination.

4.7. Effect of Termination. Access and usage rights for the Services will automatically terminate upon termination of this Agreement. Notwithstanding anything to the contrary in the Agreement, after the termination or expiry of this Agreement,except as otherwise provided herein, the Subscriber, at no additional cost to the Subscriber, shall be allowed up to thirty (30) calendar days to retrieve its Subscriber Data from storage. Subscriber will have no further right to access or use the Services. After thirty (30) calendar days from the termination date, Subscriber Content may be deleted or inaccessible to Subscriber. Provider shall reasonably cooperate with Subscriber to facilitate export of Subscriber's Data with an understanding that should Subscriber's Data exceed its monthly download quota as defined in the Order, an additional charge may be incurred. Within thirty (30) calendar days from termination, Subscriber will immediately return or, if instructed by Provider, destroy all GNET cloud materials, documents related to the Provider's Services, Documentation, and/or any other Provider Confidential Information.

4.8. If this Agreement expires or is terminated for any reason, Subscriber may continue to utilize the Services for a “Transition Period” of up to thirty (30) days after expiration or termination of this Agreement, subject to payment of all undisputed applicable Subscription Fees (“the “Transition Period”). Should Subscriber require further assistance during the Transition Period, Provider may, in its sole discretion, offer additional transition services at Provider’s then-current rates. In any event, upon request from Subscriber, Provider shall reasonably cooperate with Subscriber to export Subscriber’s Data with an understanding that should Subscriber’s Data exceed its monthly download quota, additional charges may be incurred.

5. <u>Confidential Information</u>

5.1. “Confidential Information” means any trade secret or other information of Provider or Subscriber, whether of a technical, business, or other nature, which is disclosed by one Party (“Discloser”) to the other Party (“Recipient”) orally or in writing and that is of a nature that a reasonable person would understand to be confidential, but specifically excludes any anonymized data.

5.2. Provider Confidential Information specifically includes, but is not limited to: Documentation, GNET Cloud Materials, Usage Observations, and suggestions concerning the GNET Cloud Service, or any other information about or involving the GNET Cloud Service. Subscriber shall not disclose (including, but not limited to, in a press release or other public statement) any Provider Confidential Information, except as agreed by Provider in writing in advance of such disclosure.

5.3. Confidential Information does not include any information that: (a) was known to Recipient before receiving it from the Discloser; (b) is independently developed by Recipient without use of or reference to any Confidential Information of the Discloser; (c) is received from a third party who had a lawful right to disclose such information (without corresponding confidentiality obligations) to it; or (d) is or becomes part of the public domain through no fault or action of the Recipient.

5.4. Recipient will: (a) use the Confidential Information of the Discloser solely for the purpose(s) for which it is provided; (b) not disclose Confidential Information to competitors of the Discloser, (c) not disclose such Confidential Information to any third party, and (d) protect such Confidential Information from unauthorized use and disclosure to the same extent that it protects its own Confidential Information of a similar nature, but using no less than a reasonable degree of care in consideration of the nature of the Confidential Information. However, Recipient may disclose Confidential Information to its employees, agents or contractors who need to know such Confidential Information in order to obtain or provide the Services hereunder so long as Recipient limits the scope of disclosure of Confidential Information to only that which is necessary under the circumstances. Recipient shall ensure that any employees, agents, or contractors to whom it discloses Confidential Information are bound by obligations of confidentiality and use restrictions that are no less protective than those set forth in this Agreement, and that such individuals use the Confidential Information solely for the purpose of providing or receiving the Services. Each Party will be responsible for any improper disclosure of Confidential Information by such Party’s employees, agents, or contractors.

5.5. Recipient may disclose Confidential Information of Discloser to the extent required to satisfy any legal requirement of a competent governmental or regulatory authority, provided that (to the extent permitted by law) it promptly advises Discloser prior to making such disclosure and

provides Discloser a reasonable opportunity to object to such disclosure or take such other action as it considers appropriate to protect the Confidential Information.

Provider recognizes the Subscriber is a municipal entity subject to the Washington State Public Records Act, Chapter 42.56 RCW, and that Subscriber is obligated to disclose records upon request unless a specific exemption from disclosure exists. Nothing in the Agreement is intended to prevent the Subscriber's compliance with the Public Records Act, and Subscriber shall not be liable to Provider due to Subscriber's compliance with any law or court order requiring the release of public records.

5.6. Upon the expiry or termination of this Agreement and at the request of the Discloser, Recipient will promptly return or destroy (and provide certification of such destruction) any materials in any medium that contains or refers to Discloser's Confidential Information and in no event more than thirty (30) days of the request to do so. Subject to the confidentiality obligations herein, Recipient may retain copies of Discloser's Confidential Information to the extent required to document its performance or for compliance with applicable laws or regulations and Provider may also retain Subscriber Data in its backups, archives and disaster recovery systems until such Subscriber Data is deleted in the ordinary course.

5.7. Each Party shall take all necessary steps designed to ensure that the provisions of this Section are not violated by any employee, service provider, Permitted User or any other person under Subscriber's control or in its service.

6. **Ownership, Restricted Rights, Security**

6.1. Provider IP Rights. Provider owns and shall retain all rights, title and interests in and to the Services, including all intellectual property rights in and to the Services (including all Usage Observations and any other improvements, enhancements, modifications and derivative works for the Services) and the software incorporated therein, and the Documentation, as the proprietary product of Provider.

6.2. Data Ownership. Subscriber shall retain ownership of all Subscriber Data. Subscriber shall have no rights to any data in Provider's proprietary format; however, Provider shall reasonably cooperate with Subscriber to export Subscribers Data from the GNET Cloud in a mutually agreed file format at Subscriber's request in accordance with the terms herein. Subscriber warrants and represents that it has obtained all required consents and/or provided all required notifications to allow Provider to collect, use, process, transfer, store, access, disclose and use Subscriber Data as contemplated under this Agreement.

6.3. Anonymized Data License. Subscriber hereby grants Provider a limited right to aggregate and/or anonymize the Subscriber Data during the Term of this Agreement and an unlimited, perpetual and irrevocable rights and permissions as are necessary or useful to use, reproduce, and distribute such aggregated and/or anonymized Subscriber Data for any legal purpose. Provider's rights to collect, use process, transfer, store, access, disclose and use Subscriber Data are limited to those necessary to deliver the Services and as set out herein.

6.4. Subscriber's Usage Information. To improve its Services and the technical performance of the Services, Provider shall be permitted to collect information about Subscriber's use of the GNET Cloud, including CPU and GPU utilization, memory usage, IO performance, content type, client

session length, transmission latency, client geographic and network locations, video and audio quality, and error and information messages.

6.5. Subscriber Branded License. Certain features of the Services may require the use of Subscriber's name, logo, trademarks, and/or tradenames ("Subscriber Branding"). Should Subscriber's use of the Services require Subscriber Branding, upon Subscriber's prior written approval, Subscriber grants Provider a license to reproduce, copy, distribute and use such Subscriber Branding in Provider's provision of the Services. Subscriber represents and warrants

that Subscriber has the necessary rights and consents to grant the use of the Subscriber Branding to Provider.

6.6. Provider Intellectual Property. Certain portions of the Services may be branded with Provider's or other third party providers' trademarks, logos and copyright notices. Subscriber agrees that it will not hide, remove, obscure, modify or otherwise change any such trademarks, logos or notices.

6.7. Security and Data Privacy. This Agreement permits the Subscriber to store Subscriber Data in the GNET Cloud, which is hosted in a certified data center which is external to the Subscriber's premises. Provider acknowledges that Subscriber's Data is a valuable asset of the Subscriber and that, in entering into this Agreement, the Subscriber is relying upon Provider's representations of the security, availability, and processing within the GNET Cloud to protect through encryption and preserve the confidentiality and privacy of Subscriber's Data.

6.7.1. Subscriber shall be responsible for managing Subscriber Data and the management, operation and verification of local IT controls to access the GNET Cloud and the Services. Subscriber shall be responsible for all activities that occur under its account by its Permitted Users and for unauthorized access due to the fault of Subscriber. Provider shall only be responsible for unauthorized access to Subscriber's account as set forth in this Section 6.

6.7.2. Provider shall be responsible for protecting and securing Subscriber Data from unauthorized access, loss or corruption of Subscriber Data due to the gross negligence or willful misconduct of Provider and in the event thereof, to the extent reasonable, restoration of Subscriber Data. Provider shall be responsible for the security configuration and management tasks within the GNET Cloud Service (including backup of data, updates and security patches), any application software or utilities installed on the instances, the configuration of the firewall (called a security group) on each instance. Unless due to the default of the Subscriber or a party contracted by the Subscriber other than the Provider, Provider shall, in the event of any such loss, corruption or destruction due to the gross negligence or willful misconduct of Provider, restore the Subscriber Data to the restoration point in the last daily backup performed. This restoration will be Provider's sole obligation and liability and Subscriber's sole remedy in the event of loss, corruption or destruction of Subscriber Data.

6.7.3. Subscriber shall be responsible for all activities of persons, employees, subcontractors, customers and service providers that have a direct relationship with Subscriber, including but not limited to those contracted with, operated, maintained, controlled and managed by Subscriber and including Permitted Users and parties with which the Subscriber has a contractual relationship, such as internet service providers, IT subcontractors and data security providers.

6.7.4. Subscriber shall be responsible to ensure Subscriber's Data is free from viruses when uploaded in the GNET Cloud.

6.8. Provider Access to Subscriber Content. Provider will not access or use Subscriber's Data except as necessary to maintain or provide the Services, or as necessary to comply with the law or a binding order of a governmental body. Provider will not (a) disclose Subscriber's Data to any government or third party or (b) move Subscriber's Data from the GNET Cloud, except in each case as necessary to comply with the law or a binding order of a governmental body. Unless it would violate applicable law or a binding order of a governmental body, Provider will give Subscriber notice of any legal requirement or order referred to in this Section.

6.9. Service Improvement. To improve and enhance the GNET Cloud Service, Provider may request and Subscriber agrees to confidentially provide information relating to Subscriber's access and functional use of the GNET Cloud Service, including observations or information regarding the performance, features and functionality of the GNET Cloud Service, when and in the form reasonably requested by Provider ("Usage Observations"). Provider will own and may use and evaluate all Usage Observations for its own purposes to improve the Service. Subscriber will not use any Usage Observations except for Subscriber's internal business purposes of identifying improvements for the Provider's GNET Cloud Service.

7. Warranties; Disclaimers

7.1. Each Party warrants that it has the right and power to enter into this Agreement and to perform its obligations herein. Provider hereby warrants that it has the right to provide the Services and grant access to Subscriber in the manner provided in this Agreement.

7.2. Provider warrants that the Services shall materially conform to the specifications in the then-current Documentation. Provider's sole obligation under this warranty (which shall be Subscriber's exclusive remedy) shall be to use reasonable efforts to correct demonstrated material defects in the Services, and supply Subscriber with access to a corrected version of such Services, or a commercially reasonable workaround as soon as practicable after Subscriber has notified Provider of such defects. Provider's warranty obligations hereunder shall not apply to the extent a non-conformity results from use of the Services or Software contrary to the terms of this Agreement or the instructions in any related materials.

7.3. EXCEPT AS SPECIFICALLY SET FORTH ABOVE IN SECTIONS 7.1 AND 7.2, TO THE MAXIMUM EXTENT ALLOWED BY LAW, THE SERVICES ARE PROVIDED "AS IS." AND PROVIDER AND ITS LICENSORS, VENDORS AND SERVICE PROVIDERS DO NOT MAKE ANY EXPRESS OR IMPLIED WARRANTIES, INCLUDING BUT NOT LIMITED TO THE WARRANTIES OF DESIGN, MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE, OR ARISING FROM A COURSE OF DEALING OR USAGE OF TRADE, AND PROVIDER EXPRESSLY DISCLAIMS ANY AND ALL SUCH WARRANTIES.

7.4. PROVIDER DOES NOT WARRANT THAT: (A) OPERATION OF ANY OF THE SERVICES SHALL BE UNINTERRUPTED OR ERROR-FREE OR (B) THAT FUNCTIONS CONTAINED IN THE SERVICES SHALL MEET THE SUBSCRIBER'S REQUIREMENTS.

7.5. SUBCRIBER ACKNOWLEDGES AND AGREES THAT PROVIDER IS NOT RESPONSIBLE FOR: (I) THE ACCURACY OR INTEGRITY OF ANY DATA SUBMITTED BY SUBSCRIBER OR PERMITTED USERS OR (II) THE PERFORMANCE OF SUBSCRIBER'S OR PERMITTED USER'S EQUIPMENT, SUBSCRIBER OR (III) ANY DOWNTIME, LOSS OR CORRUPTION OF, BREACH OF OR LOSS OF DATA THAT OCCURS AS A RESULT OF TRANSMITTING OR RECEIVING DATA OR VIRUSES BY OR FROM SUBSCRIBER VIA THE INTERNET.

8. Infringement Remedy

8.1. In the event the Services become, or in Provider's opinion are likely to become, the subject of a claim of infringement of a patent, trade secret or copyright, Provider may, in its sole discretion, (a) procure for Subscriber, at no cost to Subscriber, the right to continue to use the Services, (b) replace or modify the Services, at no cost to Subscriber, to make them non-infringing, provided that substantially the same functionality is provided by the replacement or modified Services, or (c) if in Provider's judgment the right to continue to use the Services cannot be reasonably

procured or the Services cannot reasonably be replaced or modified, terminate the Agreement with respect to all or part of the Services and grant Subscriber a pro-rated refund on any advance Subscription Fees already paid for such terminated Services for the remainder of the Subscription Term paid.

8.2. In addition to its obligations under Section 8.1 above, Provider will fully defend, indemnify, and hold Subscriber and Subscriber's Indemnitees (for example council members, officers, partners, employees, and agents) harmless from and against any loss, cost, and expense in connection with a third-party claim that the Services infringe on any trade secret or copyright of others. Provider's obligations under this indemnification are expressly conditioned on the following:

8.2.1. Subscriber must promptly notify Provider in writing of any such claim; and

8.2.2. Provider or its vendor or service providers, as applicable, must have sole control of the defense of any such claim and of all negotiations for its settlement or compromise; and

8.2.3. Subscriber must reasonably cooperate with Provider to facilitate the settlement or defense of the claim.

8.2.4. Provider will have no obligation under this Section 8.2 or otherwise with respect to any infringement claim based on or relating to: (i) any intellectual property provided by Subscriber which is included or embedded in, or interfaces with, the Services: (ii) modification of the Services, or Documentation, by a person other than Provider, or on Provider's behalf; (iii) use of the Services other than in accordance with this Agreement; or (iv) use of the Services in combination with other products or services where such combination or use was not required or approved in writing by Provider.

9. Limitation of Liability

9.1. IN NO EVENT WILL SUBSCRIBER OR PROVIDER BE LIABLE TO THE OTHER PARTY FOR SPECIAL, INDIRECT, INCIDENTAL, CONSEQUENTIAL, PUNITIVE, OR EXEMPLARY DAMAGES IN CONNECTION WITH THE PROVISION, USE OR PERFORMANCE OF THE SERVICES OR SOFTWARE REGARDLESS OF THE THEORY OF LIABILITY EVEN IF SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. NEITHER PARTY WILL BE LIABLE TO THE OTHER PARTY FOR ANY LOSS OF PROFITS, LOSS OF REVENUES, OR LOSS OF BUSINESS ARISING UNDER OR IN CONNECTION WITH THIS AGREEMENT.

9.2. IN NO EVENT SHALL THE MAXIMUM AGGREGATE LIABILITY OF ANY PARTY EXCEED THE AMOUNT OF SUBSCRIPTION FEES PAID BY SUBSCRIBER DURING THE TWELVE (12) MONTHS PRECEDING THE DATE ON WHICH THE CLAIM FIRST ACCRUED.

10. Miscellaneous

10.1. Conflicts. In the event of a conflict between the terms of this Agreement and any Exhibit hereto, the Agreement is controlling.

10.2. Public Announcements. Conditional upon Subscriber's prior written approval, Subscriber grants Provider and its affiliates the right to use Subscriber's name, logo, trademarks and/or trade names in press releases, product brochures, internal reports, shareholder reports, proposals and demos indicating that Subscriber is a Subscriber of Provider. Except for disclosures required by public companies, all other public statements or releases shall require the mutual consent of the Parties.

10.3. Independent Contractor. The relationship of the Parties hereunder is that of independent contractors, and neither Party shall be considered to be a partner, joint venture, employer or employee of the other under this Agreement. This Agreement creates no agency in either Party, and neither Party has any authority whatsoever to bind the other Party in any transaction or make any representations on behalf of the other Party.

10.4. Audit. Provider, in its sole discretion, may audit Subscriber's use of the Services at any time to verify compliance with the terms of this Agreement. Subscriber agrees to cooperate with such audit and provide Provider with reasonable assistance and access to information. If the audit reveals a violation by Subscriber, Subscriber shall pay Provider all undisputed fees actually due and pay all costs and fees for such audit in addition to any other remedy available to Provider under the terms of this Agreement. If Provider determines or reasonably believes any Subscriber Data violates the terms of this Agreement, Provider will notify Subscriber and request that such data be removed from GNET Cloud. If Subscriber fails to remove the data within two (2) business days of its receipt of Provider Notice, Provider shall remove or suspend Subscriber's Services in its sole discretion.

10.5. Survival. Neither expiration nor termination of this Agreement shall terminate those obligations and rights of the Parties pursuant to provisions of this Agreement which by their express terms are intended to survive and such provisions shall survive the expiration or termination of this Agreement. Without limiting the foregoing, the respective rights and obligations of the Parties under Sections 5, 6, 7, 8, 9 and 10 shall survive the expiration or termination of this Agreement regardless of when such termination becomes effective.

10.6. Amendment. No change or modification of this Agreement shall be valid unless in writing and signed by all Parties to this Agreement; provided, however, Exhibit 1 can be updated as provided in Section 2.2.

10.7. Notice. Any claim, payment, demand, invoice, notice or declaration of any kind which must be delivered to the other Party, shall be in writing and served: (i) personally; (ii) by a recognized overnight courier providing a written confirmation of delivery; or (iii) by United States first-class mail (postage prepaid), addressed to the Party at its address set forth below or at such address as either Party may advise the other in writing from time-to-time. Notices given hereunder shall be deemed to have been given on: (i) the date of personal delivery; (ii) the date of delivery as documented by the overnight courier; or (iii) on the third business day after the date of mailing.

To Provider at:

Cues, Inc.
Attn: President & Legal Counsel
3600 Rio Vista Ave
Orlando, FL 32895

To Subscriber at: **City of Redmond**
15670 NE 85th St.
Redmond, WA 98052

10.8. Assignment. Except as otherwise provided in this section, neither Party will assign this Agreement or delegate any of its duties, in whole or in part, without the prior written consent of the other Party. No consent of the other Party will be required when the assignment is to one of the assigning Party's Affiliates, or through a change of control of the assigning Party, including through merger, acquisition, or a sale of all or substantially all of its business related to this Agreement. An authorized assignee of either Party will be subject to and bound by the terms of this Agreement. If any assignee does not agree to be bound by all of the terms and obligations of this Agreement, or if any assignment is made in breach of the terms of this Agreement, then that assignment is and will be null and void and of no force or effect.

10.9. Force Majeure. Neither Party shall be in default or otherwise liable for any delay in or failure of its performance under this Agreement if such delay or failure arises by any reason beyond its reasonable control, including any act of God or the common enemy or earthquakes, floods, fires, epidemics, pandemics, riots, telecommunications delays, failure of electrical power, lightning, national emergency, war, action of court or public authority, terrorist act, military action, civil disturbance, internet outages, failures or delay in transportation or communications. The Parties will promptly inform and consult with each other as to any of the above causes which in their judgment may or could be the cause of a delay in the performance of this Agreement.

10.10. Waiver. The waiver by either Party of a breach or violation of any provision of this Agreement shall not operate as, or be construed to be, a waiver of any subsequent breach of the same or any other provision hereof.

10.11. Severability. In the event any provision of this Agreement is held to be unenforceable for any reason, the unenforceability thereof shall not affect the remainder of this Agreement, which shall remain in full force and effect and enforceable in accordance with its terms. With respect to any unenforceable provision, the applicable arbitrator or court shall deem the provision modified to the extent necessary, in such adjudicator's opinion, as to render such term or provision enforceable, and the rights and obligations of the Parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the Parties set forth herein.

10.12. Governing Law and Venue. The laws of the State of Washington, without regard to conflict of laws principles, will govern all matters relating to or arising out of this Agreement, its subject matter and the transactions it contemplates, including, without limitation, the validity, construction, performance and enforcement of the Agreement and any legal actions relating to its subject matter. Each Party hereto submits to and accepts generally and unconditionally the jurisdiction of those courts with respect to any dispute arising related to this Agreement. Each Party hereby irrevocably waives any objection to the laying of venue of any such action or proceeding in the above-described courts. The prevailing Party to any dispute or litigation concerning or related to

this Agreement shall be entitled to recover its costs, expenses and reasonable attorney fees incurred in connection with the dispute or litigation.

10.13. Dispute Resolution.

10.13.1. Good Faith Negotiation –The parties agree to engage in good faith efforts to settle any Disputes (hereinafter "Dispute") by negotiations between them prior to engaging in arbitration. Such negotiations are to include, at a minimum, (a) written notice by the party asserting a Dispute describing in detail the legal, evidentiary, and business bases of the Dispute and any proposed remedy or solution; (b) a written response to such notice describing in detail the receiving party's disagreements, if any, with the sending party's description of the bases of the Dispute and proposed remedy or solution; and (c) one or more discussions between executives with authority to resolve the Dispute. Unless otherwise mutually agreed by the Parties in writing, the period for negotiation will be deemed ended forty-five (45) days after receipt of the initial written notice. Arbitrator(s) shall have the authority to award sanctions for any party's failure to participate in good faith in these required notices, responses, and negotiations.

10.13.2. Arbitration. The parties agree to first utilize good faith efforts to resolve any Dispute informally between the parties in accordance with the terms of this Section 10.13 of this Agreement. Within ten (10) days after good faith attempts to resolve the underlying matter have proven to be unsuccessful, any unresolved controversy or claim arising out of or relating to this Agreement, or breach thereof, shall be referred to nonbinding arbitration administered by the American Arbitration Association in accordance with its Commercial Arbitration Rules. The arbitration shall be conducted as swiftly as is reasonably possible under the circumstances. The arbitration shall be conducted before one neutral arbitrator to be selected in accordance with the Commercial Rules of the American Arbitration Association and shall proceed under the Expedited Procedures of said Rules, irrespective of the amount in dispute. The arbitration shall be held in the venue established in Section 10.12 unless the Parties mutually agree upon another place. In its award, the arbitral authority shall fix and apportion the costs of arbitration. Except as provided in this Agreement, no lawsuit shall be filed prior to the entry of a written award by the arbitral authority. The award of the arbitral authority shall be non-binding, however, if after forty-five (45) days from the date of the award, no party files a separate lawsuit in a court of competent jurisdiction to resolve the dispute, controversy or claim, the award will become final and non-appealable and the award may be enforced by any court having jurisdiction over the Party according to Section 10.12 of this Agreement. Each party will be responsible for its own attorneys' fees and an equal portion of any costs related to the arbitration.

10.14. Data Access. Subscriber shall have access to Subscriber Data via a Structure Query Language (SQL) backup file, subject to the terms of this Agreement.

10.14.1. Access Method. Data access will be provided through [describe method, e.g., Secure FTP, etc.] at a frequency of [describe how often this SQL backup file will be made available].

10.14.2. Access Levels. Subscriber's access will be limited to [describe any limitations, e.g., administrative account(s), etc.]

11. **Insurance.** Provider shall maintain cyber liability insurance coverage with a limit of liability of at least $1,000,000.00 USD per occurrence and in the aggregate during the term of this Agreement. Provider shall deliver to Subscriber a certificate of insurance evidencing such coverage and shall promptly notify Subscriber in writing of any cancellation, non-renewal, material change in coverage, or change in the insurance provider. In the event of such change or cancellation, Provider shall ensure that equivalent coverage is maintained without interruption.
12. **Counterparts.** This Agreement may be signed and delivered by the Parties in counterparts, with the same effect as if each of the Parties had signed and delivered the same document, and that execution and delivery will be valid and legally effective.

SIGNATURES TO FOLLOW ON NEXT PAGE

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed by their properly and duly authorized officers or representatives as of the date first set forth below.

SUBSCRIBER	CUES, INC.
_____	_____
Signature	*Signature*
_____	_____
Printed Name	*Printed Name*
_____	_____
Title	*Title*
_____	_____
Date	*Date*

Business Tax Certificate No.
(As applicable)

Approved as to form and legality:

_____	_____
Entity's Attorney Signature (As applicable)	Date

EXHIBIT 1
Product and Service Order

10/23/2025
Quote#Q-05759

Brandon Beuhler
REDMOND, CITY OF (WA) WASTEWATER (MAIN)
WASTEWATER DIVISION
18080 NE 76TH STREET
REDMOND WA 98052-5023
UNITED STATES
Office: 425-556-2272
bbuehler@redmond.gov

Brandon Beuhler:

Thank you for the opportunity to quote the GraniteNet Asset Inspection and Decision Support software platform from CUES, the most trusted brand in North America for pipeline inspection technology.

For more than two decades, CUES has supplied the industry with the most innovative and extensible software platform available to help utilities and contractors alike achieve their regulatory and productivity goals. Our clients demand software that is able to be customized to meet their needs while supporting the process flows unique to their organization. GraniteNet offers unmatched flexibility to create many different types of inspections in addition to CCTV assessments such as cleaning inspections, smoke test inspections, GPS surveys, inclination surveys, hydrant inspections, light pole inspections etc. Additionally, this new software platform offers a very simple User Interface to allow people to quickly become proficient users, often in a matter of minutes.

For those organizations that desire more advanced capabilities such as GIS map (ESRI/Cartegraph) integration, CMMS integration (Cityworks, Maximo, Infor Hansen), User Management controls, enterprise database support (Oracle & SQL), a Web-based Portal, custom Scoring formulas, etc., the CUES GraniteNet software platform can meet the needs of the REDMOND, CITY OF (WA) WASTEWATER (MAIN) now or in the future as the requirements evolve.

The following is a short description of each GraniteNet software package and the suggested optional modules to be included in the software package for the REDMOND, CITY OF (WA) WASTEWATER (MAIN).

Please feel free to contact me with any questions, comments or concerns.

Sincerely,
Nino Rivas
nrivas@cuesinc.com
Office:(407) 795-2791
Mobile:(407) 795-2791

GraniteNet Defect Coding As A Service

CUES provides PACP 6 and PACP 7 coding services to carefully evaluate sanitary mainline pipelines so that you and your crews do not have to. Using CUES' proprietary Artificial Intelligence and machine learning algorithms, video inspections are uploaded to the CUES Cloud where they are processed by its "AI machine". After the machine has rendered its evaluation with PACP defect codes associated to the frames within the video stream where the defects are located, each inspection is routed to a certified PACP coder for final review and certification. Once approved, the coded inspections are provided to the customer for review and acceptance.

GraniteNet Cloud SaaS WebOffice

The **GraniteNet SAAS Cloud Hosting Service**, powered by Amazon Web Services, is a complete solution provided by CUES to enable each organization to transform their on-premise infrastructure to the Cloud to build an effective business and technology strategy. CUES, as an Amazon Technology Partner, provides a turnkey solution comprised of Wastewater/Public Works asset management software - and hosting - that can be implemented by CUES cloud specialists in amazingly fast turnaround times. The GraniteNet SAAS Cloud Service is offered as a one year contract which includes by default a dedicated virtual database server, a web server, a 5 TB storage volume for inspection media, a 1 TB monthly data download capacity from the Cloud, and access for 1 administrative Permitted User. Increased Permitted Users, storage capacity or monthly download capacities can be added for an additional annual cost as needed. CUES Cloud customers immediately gain access to and redundancy from the AWS infrastructure that CUES configures for its Cloud customers including back-ups, server patch maintenance and OS upgrades. CUES and AWS are responsible for protecting the infrastructure that runs all of the services offered in the AWS Cloud, commonly referred to as "Security of the Cloud". GraniteNet's Web applications are secured via Amazon Security Groups and an Amazon Web Application Firewall (WAF). The GraniteNet SAAS Cloud Service will substantially carry forward AWS' standard service level commitment policies published online.

The complete Cloud Hosting service also includes the **GraniteNet WebOffice (Viewer)** solution which is a browser-based, read only Web Application built for assessing infrastructure, videos and statuses about assets from virtually any portable device (iPad, Android, Chrome Book, Surface Pro, smart phone, etc.) with an internet connection. It streamlines operations by enabling real time, map-driven views into the condition of utility infrastructure as well as the status of tasks assigned to crews for greater efficiency and productivity. No software needs to be installed by end users. Simply log in and view productivity dashboards, review inspections, run filtered reports, and generate PDF's to share to others from virtually any internet-connected device.

By default the Cloud SAAS service also provides **GraniteNet WebSync** which is a powerful connectivity tool that enables entities with vehicular field crews to use encrypted internet connectivity to transmit inspection data and video from the field (such as trucks, mobile inspectors, etc.) wirelessly to the Cloud SAAS. There's no need for carrying storage drives. Inspectors simply finish their inspection and the transfer will begin automatically in the background while new inspections are started or while crews move to the next location.

Unlike some inferior methods being used by others, WebSync is unique in that it truly synchronizes data instead of merely making a copy of a file at a location such as Drop Box or Google Docs - which requires a manual two-step process susceptible to human error. Whether synching out new, incomplete inspection tasks to the field trucks from WebOffice or synching in data from the field to the Cloud, WebSync happens at the database level to ensure precise, up-to-the-minute statuses that do not require human intervention. Additionally with growing cyber threats, many organizations can no longer afford to risk intrusions that can happen when portable media devices are connected to the network. WebSync is highly secure because it uses Web API's that provide Secure Sockets Layer (SSL) security that can be encrypted. Data exchange happens quickly so that QA/QC reviewers do not have to wait for inspectors to physically return with storage drives.

SaaS Terms and Conditions:

The CUES SaaS solution is provided under the GraniteNet Software Cloud Service Terms and Conditions available in the following link: **SaaS Terms:**https://saasterms.granitenetweb.com These terms are specifically aligned with the scope of services outlined in this Sales Order and it is CUES expectation that upon receipt of a corresponding Purchase Order, these Terms will prevail in the event of any conflict. During any Subscription Term, Provider shall have the right, in its sole discretion, to increase the Subscription Fees by up to three percent (3%) for any Renewal Subscription Term by providing Subscriber with at least thirty [30] days' notice before the end of the then-current Subscription Term.

WebOffice Edit User Activation

For activation of user for use on GraniteNet WebOffice.

GraniteNet WebOffice Edit User Annual Subscription

GraniteNet WebOffice Edit User is an annual subscription which enables a user to connect from any computer to securely log in to the GraniteNet Web environment with the ability to perform the following tasks:

- Create, edit and delete objects
- Edit media of objects (take snapshot, link observations)
- Calculate scores
- Accept/reject tasks

GraniteNet WebSync Module

The GraniteNet WebSync Module allows users to transfer encrypted inspection data, asset information, and media, via the internet, back and forth between a GraniteNet license in the field and the office.

GraniteNet Annual Prescriptive Planning Service (PPS)

The PPS is an annual service that provides automated decision support recommendations that prescribe rehabilitation/ replacement actions to take against pipeline assets based on the types and severities of PACP observation codes. Using a CUES proprietary and customizable formula within the GraniteNet inspection software, the service will evaluate each inspection and, when required, its decision matrix will automatically suggest the decision(s) to be taken to repair or replace assets based on an out-of-the-box set of rules that CUES has defined with input from customers. These "suggestions" can be modified based on the Engineering Department's requirements as an additional professional service. The PPS decision matrix is based on a pipeline's observation codes (only) including their count (major codes, minor codes, how many codes per inspection, etc.) to arrive at an automated decision for rehabilitation/replacement courses of action such as "Replace within one year", "Replace immediately – imminent failure likely", "Point repair – Severe", "Full Lining", "Dig and Replace", "Heavy Clean and CIPP", "Re-inspect (5 yrs)", "Re-inspect (10 yrs)", etc. The PPS does not perform mathematical calculations such as "Grade 5" or "Grade 10", but it's formula embedded in GraniteNet's Prescriptive Planning Module determines courses of action to take based on the noted observation codes and the categories they fall into. The suggested actions are output from the GraniteNet Cloud in the form of scheduled reports or viewable in online dashboards to streamline operations and made visible in GIS (exported to GIS or created as Dynamic Layers created via the GraniteNet desktop software) for planning and scheduling for in-house crews and contractors. Both the NASSCO PACP and Formula Fields Modules are prerequisites to utilize this Service delivered via the CUES Cloud. Additional Artificial Intelligence and PACP certified Defect Coding services can be combined with the overall deliverable to clients of the CUES Cloud as well.

During any Subscription Term, Provider shall have the right, in its sole discretion, to increase the Subscription Fees by up to three percent (3%) for any Renewal Subscription Term by providing Subscriber with at least thirty [30] days' notice before the end of the then-current Subscription Term.

Software

PART #	GraniteNet Software & Services	Asset Id	PRICE	QTY	Subtotal	Actual
GF101	GraniteNet Defect Coding As A Service		$0.32	250,000	$0.32	$80,000.00
GY111	GraniteNet Cloud SaaS WebOffice		$20,600.00	1	$20,600.00	$20,600.00
GN615	WebOffice Edit User Activation		$1,040.00	1	$1,040.00	$1,040.00
GY107	GraniteNet WebOffice Edit User Annual Subscription		$500.00	1	$500.00	$500.00
GN600	GraniteNet WebSync Module		$1,560.00	2	$1,560.00	$3,120.00
GY108	GraniteNet Annual Prescriptive Planning Service		$9,000.00	1	$9,000.00	$9,000.00

Software TOTAL: $114,260.00

TOTAL: $114,260.00

Total Estimated Annual Recurring Costs for additions below: $110,100
Includes:
GY113 SaaS WebOffice Cloud Service $20,600
Defect Coding Contract Annually @250,000k -.32PLF – $80,000 (billed per linear foot monthly)
GY108: GraniteNet Prescriptive Planning Service $9,000
GY107 WebOffice Edit Per User Subscription $ (1x $500)

* We will make sure the SQL database backup is made available for your access per the Agreement.

The pricing outlined above pertains to the procurement of the CUES AI Defect Coding Service for a total linear footage of 250,000 feet designated for Redmond,WA . The quoted rate for Defect Coding Services stands at 32 cents ($0.32) per linear foot, as indicated in the provided pricing details. Defect Coding Services will be invoiced on a monthly basis, calculated based on the actual linear feet processed during the billing period.
Additionally, this quote includes our GraniteNet Prescriptive Planning service for all existing and ongoing inspections. GraniteNet Prescriptive Planning is an annual service, requiring yearly renewal.

As the steward for the Recipient's data, CUES invests significant overhead to ensure that every inspection is cataloged and tracked in detail. Inherent in its performance of processing video to identify defects, there is a certain baseline "minimum length" of 40 linear feet expected to justify CUES infrastructure costs.
For inspections that are partially processed by the AI service but are discovered to not meet the quality standards required by NASSCO (blurry video, lighting loss, camera under water, etc.), at ten dollar ($10) Rejected Fee will be charged for the inspection.
For clients who supply stand alone video files independent from an asset inventory which rely upon video titling information to link the "orphaned" video to a known asset ID or address, a ten dollar ($10) Orphaned Video fee will be charged per inspection. It is understood that the CUES DCAAS service will create a defect tied to the video's frame counter (without the availability of actual distance encoder values) to estimate distance traveled in the pipeline using a time-based, frame counting method. Finally, if the client's video format is not in the MPEG4.H264 streaming video format, CUES can offer a service to convert the video so that it's AI can process the video. The cost of the conversion depends on the quantity of videos to convert and will be defined in the Service Order as deemed necessary by the CUES salesperson upfront.
For Additional information, please review the CUES AI DEFECT CODING AS A SERVICE TERMS AND CONDITIONS DISCLOSURE document. Please contact your CUES Software Sales Representative for any questions or clarifications.

This Quotation is valid for 90 days for the itemized products and services listed herein and is subject to the following Terms and Conditions. Delivery of a purchase order by Subscriber pursuant to this quotation shall be deemed to be an acceptance by Subscriber of these Terms and Conditions. Pro-rata payments shall become due upon the shipment of goods and/or delivery of services. Provider shall not be liable or penalized for any delays beyond its reasonable control, including but not limited to acts of God, acts of Subscriber, carrier delays, accidents, etc. In the event of any such delay, delivery or performance shall be extended accordingly and shall not relieve Subscriber of its obligation to accept and make payment net 30 days from the date deliverables are provided. Past due invoices are subject to 1.5% per month (18% APR) charge or as permitted by applicable law. Payments made by credit card may be subject to an additional 3% finance fee at the time of processing. No merchandise will be acceptable for return without a Material Return Authorization Number written on the outside of the package. No returns will be accepted on used electrical parts. This quote is provided in US dollars and does not include tax.

10/7/2025
Quote#Q-05760

Brandon Beuhler
REDMOND, CITY OF (WA) WASTEWATER (MAIN)
WASTEWATER DIVISION
18080 NE 76TH STREET
REDMOND WA 98052-5023
UNITED STATES
Office: 425-556-2272
bbuehler@redmond.gov

Brandon Beuhler:

Thank you for the opportunity to quote the GraniteNet Asset Inspection and Decision Support software platform from CUES, the most trusted brand in North America for pipeline inspection technology.

For more than two decades, CUES has supplied the industry with the most innovative and extensible software platform available to help utilities and contractors alike achieve their regulatory and productivity goals. Our clients demand software that is able to be customized to meet their needs while supporting the process flows unique to their organization. GraniteNet offers unmatched flexibility to create many different types of inspections in addition to CCTV assessments such as cleaning inspections, smoke test inspections, GPS surveys, inclination surveys, hydrant inspections, light pole inspections etc. Additionally, this new software platform offers a very simple User Interface to allow people to quickly become proficient users, often in a matter of minutes.

For those organizations that desire more advanced capabilities such as GIS map (ESRI/Cartegraph) integration, CMMS integration (Cityworks, Maximo, Infor Hansen), User Management controls, enterprise database support (Oracle & SQL), a Web-based Portal, custom Scoring formulas, etc., the CUES GraniteNet software platform can meet the needs of the REDMOND, CITY OF (WA) WASTEWATER (MAIN) now or in the future as the requirements evolve.

The following is a short description of each GraniteNet software package and the suggested optional modules to be included in the software package for the REDMOND, CITY OF (WA) WASTEWATER (MAIN).

Please feel free to contact me with any questions, comments or concerns.

Sincerely,
Nino Rivas
nrivas@cuesinc.com
Office:(407) 795-2791
Mobile:(407) 795-2791

GraniteNet ESRI Implementation

The implementation service of ESRI maps and map data within CCTV operations includes integration consultation, documentation, and training with the client's office staff by a CUES software division implementation specialist in accordance with the unique business requirements of the organization. An ESRI Implementation service with GraniteNet is required for any organization that has not defined, or has changed, their GIS mapping profiles which allow for the seamless import and export of GIS data. CUES shall provide integration consultation, documentation, and training with the client's office staff through a series of guided instruction sessions performed via a remote virtual meeting tool called Zoom. CUES will work with an appointed resource/project manager from the organization to define the goals and then collaboratively create the standard operating procedures desired by the organization. As a best practice, initiating the Implementation Service well in advance of receiving a vehicle/field equipment is critical to ensure a smooth deployment, often with basic field training, that leverages the integration. Before a CUES technical resource is assigned to the implementation project, a GraniteNet ESRI Pre-Implementation Checklist must be completed by the client and submitted to CUES. Once it is received by CUES and verified that all prerequisites are met to begin the work, the client's Implementation Service request will be placed into a queue where CUES will assign the appropriate implementation specialist Project Manager based on the order in which the Checklist was received. Due to the fluctuating availability of resources needed by both parties to complete the implementation, the actual start date for the project may vary.

The Checklist requests that a "Readiness Date" be provided which means the date the customer will be ready to start the implementation work with CUES. CUES will plan its resource availability around this important date so that it can establish the date for the completion of the work which shall be within forty five (45) business days from the Readiness Date. For each business day the implementation extends beyond the Readiness Date due to the Organization's failure to complete its key tasks or other Organization delays impacting the implementation, a "Time Extension Fee" will be applied on the 46th business day following the Organization's readiness date in the amount of fifty dollars ($50) per business day, invoiced monthly, until the implementation is completed.

GraniteNet Web Server Implementation

The GraniteNet Web Server Implementation Includes the following provided by a CUES Web Software Implementation Specialist:

- Dedicated project management for installation and configuration of Web Server
- Remote web sessions to plan, execute, and test implementation of Web Server into GraniteNet Office Environment and GIS maps (if available)
- Office training and access to follow-up sessions as needed

Before a CUES technical resource is assigned to the implementation project, a Pre-Implementation Checklist must be completed by the client and submitted to CUES. Once it is received by CUES and verified that all prerequisites are met to begin the work, the client's Implementation Service request will be placed into a queue where CUES will assign the appropriate implementation specialist Project Manager based on the order in which the Checklist was received. Due to the fluctuating availability of resources needed by both parties to complete the implementation, the actual start date for the project may vary.

The Checklist requests that a "Readiness Date" be provided which means the date the customer will be ready to start the implementation work with CUES. CUES will plan its resource availability around this important date so that it can establish the date for the completion of the work which shall be within forty five (45) business days from the Readiness Date. For each business day the implementation extends beyond the Readiness Date due to the Organization's failure to complete its key tasks or other Organization delays impacting the implementation, a "Time Extension Fee" will be applied on the 46th business day following the Organization's readiness date in the amount of fifty dollars ($50) per busineSss day, invoiced monthly, until the implementation is completed.

DCAAS Implementation

Our AI-enhanced defect coding service provides a streamlined, turnkey process for converting your inspection footage into fully coded, NASSCO-compliant reports. Once footage is submitted, our system automatically processes each inspection, applies certified defect codes, and performs quality checks to ensure accuracy and consistency. Completed results are delivered directly back into GraniteNet—organized, review-ready, and immediately usable for planning, reporting, and asset management workflows. The implementation requires no added software, no workflow changes, and minimal training, allowing your team to begin submitting inspections and receiving coded results within days.

Software

PART #	GraniteNet Software & Services	Asset Id	PRICE	QTY	Subtotal	Actual
GN576	GraniteNet ESRI Implementation		$7,270.00	1	$7,270.00	$7,270.00
GN579	GraniteNet Web Server Implementation		$6,230.00	1	$6,230.00	$6,230.00
GN618	DCAAS Implementation		$5,200.00	1	$5,200.00	$5,200.00
					Software TOTAL:	$18,700.00

TOTAL: $18,700.00

This Quotation is valid for 90 days for the itemized products and services listed herein and is subject to the following Terms and Conditions. Delivery of a purchase order by Subscriber pursuant to this quotation shall be deemed to be an acceptance by Subscriber of these Terms and Conditions. Pro-rata payments shall become due upon the shipment of goods and/or delivery of services. Provider shall not be liable or penalized for any delays beyond its reasonable control, including but not limited to acts of God, acts of Subscriber, carrier delays, accidents, etc. In the event of any such delay, delivery or performance shall be extended accordingly and shall not relieve Subscriber of its obligation to accept and make payment net 30 days from the date deliverables are provided. Past due invoices are subject to 1.5% per month (18% APR) charge or as permitted by applicable law. Payments made by credit card may be subject to an additional 3% finance fee at the time of processing. No merchandise will be acceptable for return without a Material Return Authorization Number written on the outside of the package. No returns will be accepted on used electrical parts. This quote is provided in US dollars and does not include tax.

EXHIBIT 2

CUES Representations about GraniteNet Cloud Security and SLA's

CUES is an Amazon Technology Partner that provides software and connectivity services on AWS.

As a customer of CUES, you (the "Subscriber") gain access to Cloud hosted infrastructure that CUES will configure for you that will run GraniteNet software using AWS services specified within the GraniteNet Cloud service Product and Service Order. This "Representations" document is intended to be made a part of your **GRANITENET SOFTWARE CLOUD SERVICE SUBSCRIPTION AGREEMENT** (the "Agreement") with CUES. It is expected that detailed technical evaluations and demonstrations have been completed previously through a customer's internal due diligence process. Furthermore, it is understood that that you are solely responsible for limiting the sharing of your organization's sensitive data, adhering to your organization's security requirements, and complying with all applicable laws and regulations. You are responsible for any personal data that you transmit into or out of the GraniteNet Cloud. For more detailed "Security and Data Privacy" legal information please review the relevant sections of the above referenced Agreement. The following representations shall set forth at a high level the technical safeguards that CUES implements to protect its Subscriber's Content within the GraniteNet Cloud.

Security and Data Protection

CUES and AWS are responsible for protecting the infrastructure that runs all of the services offered in the AWS Cloud, commonly referred to as "Security of the Cloud". However, Security and Compliance are a shared responsibility among all of the parties who utilize the Cloud.

Cloud security is a high priority for CUES to provide to its customers. As a Technology Partner of the largest Cloud infrastructure provider in the world, GraniteNet Cloud leverages the certifications that AWS has gained for compliance with ISO/IEC 27001:2013, 27017:2015, 27018:2019, and ISO/IEC 9001:2015 and CSA STAR CCM v3.0.1.

These certifications are performed by independent third-party auditors on behalf of AWS and this widely-recognized international security standard specifies that AWS:

- Systematically evaluates its information security risks, taking into account the impact of threats and vulnerabilities.
- Designs and implements a comprehensive suite of information security controls and other forms of risk management to address customer and architecture security risks.
- Executes an overarching management process to ensure that the information security controls meet AWS's needs on an ongoing basis.

Certification for compliance with ISO/IEC has been achieved by AWS for the following components used in the GraniteNet Cloud:

Amazon Elastic Compute Cloud (EC2)	AWS Backup
Amazon CloudWatch	Amazon Virtual Private Cloud (VPC)
Amazon Elastic Block Store (EBS)	Amazon Route 53
AWS Web Application Firewall (WAF)	Elastic Load Balancing (ELB)

In addition to providing the software, infrastructure and services for the GraniteNet Cloud, CUES also implements a pre-defined set of AWS blueprints and guardrails to help CUES customers adopt Security Best Practices. The GraniteNet Cloud leverages the robust AWS toolsets noted below to govern and enforce policies and to detect violations for a comprehensive and layered security posture:

Amazon Control Tower	Amazon Config
Amazon Security Hub	AWS GuardDuty & Guardrails

Password Management, Authentication Controls and Encryption

While CUES is responsible for providing continuous oversight over the data hosted on the infrastructure it provides, you as the customer ("Subscriber"), assume responsibility for any activities that occur under the Log-In Credentials issued to your Permitted Users by CUES ("Provider"), regardless of whether such activities are undertaken by you, your employees, agents, subcontractors, or any other third party. You are responsible for maintaining the secrecy and security of the Log-In Credentials provided to you.

CUES provides you with application-level User Access Controls via the GraniteNet User Management Module to set up groups, roles and privileges for GraniteNet Permitted Users. Additionally, to access the GraniteNet Cloud, CUES shall provision Log-In access to enable Permitted Users to use the GraniteNet Cloud service that runs the GraniteNet suite of applications. You are responsible for the security of both of these separate User Account Log-Ins and you should never provide or share your credentials with a third party. CUES will deploy a password policy that will regularly require users to create and regularly change complex passwords.

CUES uses AWS encryption solutions by default for industry-standard Transport Layer Security (TLS) encryption to encrypt Subscriber Content in transit for transport layer security via web communication sessions. Additionally by default, CUES uses encryption at rest with a minimum encryption protocol of Advanced Encryption Standard (AES) 256-bit encryption. In addition, CUES also provides by default additional layers of protection through encryption for backups and snapshots within the GraniteNet Cloud service.

Service Commitments:

As a Technology Partner of AWS, CUES will honor and follow the service commitment policies detailed for each of the services provided within the GraniteNet Cloud service as published online by AWS for failure to meet the service commitments and hourly commitments specified. Several examples are provided below and any can be referenced online as needed.

Since Amazon AppStream 2.0 is the primary connectivity service that CUES will provide, it uses commercially reasonable efforts to make AppStream available to you with a Monthly Uptime Percentage of at least 99.9% during any monthly billing cycle. CUES will follow the policies detailed in the Amazon AppStream Service Level Agreement published online by Amazon should it fail to meet its Service Commitment. [AppStream SLA]

Under the Amazon Compute Service Level Agreement for single EC2 Instances, CUES will use commercially reasonable efforts to ensure that each individual Amazon EC2 instance ("Single EC2 Instance") has an Hourly Uptime Percentage of at least 90% of the time in which that Single EC2 Instance is deployed during each clock hour (the "Hourly Commitment"). In the event any Single EC2 Instance does not meet the Hourly Commitment, you will not be charged for that instance hour of Single EC2 Instance usage. [AWS EC2 SLA]

Central to GraniteNet Cloud is Amazon S3, an object storage built to store and retrieve any amount of data from anywhere on the Internet. It's a simple storage service that offers industry leading durability, availability, performance, security, and virtually unlimited scalability at very low costs. The S3 Standard storage class is designed for 99.99% availability, the S3 Standard-IA storage class is designed for 99.9% availability. Please refer to its SLA published online. [AWS S3 SLA] For more detailed information please contact your technical resource at CUES.

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-025
Type: Consent Item

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Ken Waldo	Environmental Scientist
Public Works	Lisa Rigg	Senior Engineer
Public Works	Ernest Fix	Operations Manager
Public Works	Chris Stenger	Deputy Director

TITLE:
Approval of a Consultant Agreement with Hazen and Sawyer, for Feasibility and Pre-Design Analysis for PFAS Treatment for Wells 1 and 2, in the Amount of $284,276

OVERVIEW STATEMENT:
Public Works is requesting approval of a consultant agreement with Hazen and Sawyer in the amount of $284,276 for feasibility and pre-design services for potential PFAS Treatment for Wells 1 and 2.

BACKGROUND:

PFAS regulations have been evolving in recent years, both at the state and federal level. On April 10, 2024, the U.S. Environmental Protection Agency (EPA) finalized the first-ever maximum contaminant levels (MCLs) for six PFAS chemicals, which takes effect in 2029. Effective on January 15, 2026, the Washington State Department of Health (DOH) will decrease the State Action Levels for six PFAS chemicals to align with EPA's MCLs.

Based on water sample results at Supply Wells 1 and 2, it is anticipated that treatment will be needed by 2029 to meet the EPA MCL for perfluorooctanesulfonic acid (PFOS). Public Works is proposing to move forward with a pre-design analysis for PFAS treatment for Wells 1 and 2 as the first step in formal design and potential construction of a treatment facility. Attachment B shows recent sample results for Supply Wells 1 and 2.

Four consultant Statement of Qualification (SOQ) documents were selected from the MRSC roster for PFAS treatment services. Requests for project-specific SOQs were issued to the selected consultants, and three firms submitted responses. The SOQs were evaluated and scored by three stakeholder teams within Public Works. Hazen and Sawyer received the highest overall rating for this project. Public Works and the consultant are working together to finalize scope and budget.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Water System Plan
- **Required:**
  Council approval is required to award an Architectural and Engineering Services agreement that exceeds $50,000 (2018 City Resolution 1503).
- **Council Request:**
  N/A
- **Other Key Facts:**
  PFAS treatment is required by April 26, 2029, if sampling levels remain above defined thresholds. Failing to treat will result in having to stop serving water from Wells 1 and 2.

OUTCOMES:
The feasibility and pre-design analysis will provide direction and preliminary testing for PFAS treatment for Wells 1 and 2. The results of the analysis will provide the framework for a Capital Project to build long-term treatment for removal of PFAS from the well water. The project, once complete, will allow the City to continue to serve water from Wells 1 and 2 long-term.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  Future communication will include notification to customers within the well service area based on DOH requirements.

- **Outreach Methods and Results:**
  Current Communication: Results of PFAS detections have been shared via the city website redmond.gov/PFAS, the Water Quality Report with a utility bill insert, and in multiple social media posts. The City website also links to the Department of Health website which includes additional information on PFAS and what steps can be taken to lower exposure. For example, using certified filters that remove PFAS.

  Future Communication: Public notification of PFOS detections in Wells 1 and 2 to customers in the well service area will likely be required by DOH in Q1 2027.

- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:

$284,276

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

Budget Offer Number:
0000267

Budget Priority:
Healthy and Sustainable

Other budget impacts or additional costs: ☒ **Yes** ☐ **No** ☐ **N/A**
If yes, explain:
Water Utility Fund Balance.

Funding source(s):
Water Operations

Budget/Funding Constraints:
None

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
1/20/2026	Business Meeting	Receive Information

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:
Effective PFAS treatment needs to be in place and fully functional to allow the City to serve water from Wells 1 and 2 by April 26th, 2029, and continue to meet Cascade Water Alliance independent supply requirements.

ANTICIPATED RESULT IF NOT APPROVED:
The pre-design analysis is the first step in formally addressing the need for PFAS treatment for Wells 1 and 2. If it is not approved, design and construction of PFAS treatment will not move forward. This will result in removing Wells 1 and 2 from production by April 26th, 2029. Additional water will need to be purchased through Cascade Water Alliance at a significant cost increase to the City.

ATTACHMENTS:
Attachment A: Hazen and Sawyer Consultant Agreement

Local Agency A&E Professional Services
Negotiated Hourly Rate Consultant Agreement

Agreement Number:

Firm/Organization Legal Name (do not use dba's): Hazen and Sawyer	
Address 1601 Fifth Avenue, Suite 2040, Seattle, WA, 98101	Federal Aid Number NA
UBI Number 604-235-052	Federal TIN 13-2904652
Execution Date	Completion Date 12/31/2027
1099 Form Required ☒ Yes ☐ No	Federal Participation ☐ Yes ☒ No
Project Title Feasibility and Pre-design Analysis for PFAS Treatment for Wells 1 and 2	
Description of Work The general scope of services for this project is to provide the City with engineering services to assess the feasibility of treating PFAS at municipal wells 1 and 2 and to develop a conceptual design for the recommended treatment alternative.	
☐ Yes ☐ No DBE Participation ☐ Yes ☐ No MBE Participation ☐ Yes ☐ No WBE Participation ☐ Yes ☐ No SBE Participation	Maximum Amount Payable: $284,276

Index of Exhibits

Exhibit A Scope of Work
Exhibit B DBE Participation
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 used
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: Kenneth Waldo
Agency: City of Redmond
Address: 15670 NE 85th St.
City: Redmond State: WA Zip: 98052
Email: krwaldo@redmond.gov
Phone: 425-556-2714
Facsimile:

If to CONSULTANT:
Name: Aaron Duke
Agency: Hazen and Sawyer
Address: 1601 Fifth Avenue, Suite 2040
City: Seattle State: WA Zip: 98101
Email: aduke@hazenandsawyer.com
Phone: 206-796-9177
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: Kenneth Waldo

Agency: City of Redmond

Address: 15670 NE 85th Street

City: Redmond State: WA Zip: 98052

Email: krwaldo@redmond.gov

Phone: 425-556-2714

Facsimile:

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.

Project No.

Scope of Work for PFAS Treatment System Cost Estimate and Preliminary Design

Background

The City of Redmond (City) owns and operates a water treatment and distribution network to deliver finished drinking water to its customers. The City gets a little less than 2/3 of its water supply from the Cascade Water Alliance (CWA) via Seattle Public Utilities' Tolt System, with the remainder provided via five municipal groundwater wells. PFOS has been detected in Wells 1, 2, 3 and 5 (4 is offline) via quarterly testing initiated in Fall 2024, with the results in Wells 1 and 2 exceeding the EPA MCL of 4 ppt (levels range between 4.86 and 5.08 ppt). Quarterly testing also identified low level detections of the short-chain PFBS in all wells (initially only Wells 1 and 2, but more recently all wells showed detections of PFBS). These levels range from 2.09 to 4.54 ppt, with only the more recent detections in Wells 1 and 2 being above the 3 ppt practical quantitation limit (PQL) for PFBS.

To comply with the U.S. Environmental Protection Agency's (EPA) regulations, particularly the new Maximum Contaminant Levels (MCLs) for certain PFAS compounds, the City has retained Hazen and Sawyer (Hazen) to provide engineering services to perform a feasibility study and conceptual design for a system to treat the PFAS levels observed in Wells 1 and 2. The feasibility analysis and conceptual design will consider alternative treatment processes to address the observed PFAS concentrations and will evaluate their overall effectiveness, cost to construct and operate and the feasibility of implementing the technologies (considering factors such as residuals management, ease of permitting, space requirements, etc.). To support this City in this effort, Hazen will perform the following tasks:

- Task 1 – Project Administration
- Task 2 – Feasibility Analysis and Conceptual Design

General Scope

The general scope of services for this project is to provide the City with engineering services to assess the feasibility of treating PFAS at municipal wells 1 and 2 and to develop a conceptual design for the recommended treatment alternative. In providing these services, Hazen will:

- Utilize One Water Engineering for bench-top evaluation of treatment process efficacy (via Rapid Small-Scale Column Tests, or RSSCTs).
- Provide engineering services for assessing feasibility of different treatment technologies and providing a conceptual design for the recommended treatment approach.

General Assumptions

The following general assumptions are common to each task and subtask under this Scope of Services, unless stated otherwise:

- The City will provide Hazen one set of consolidated and reconciled City comments on submittals from Hazen. City review times are estimated as no more than 10 business days from the date of transmittal of each deliverable from Hazen to the City.
- Final submittals identified in the following task and subtask descriptions will be electronic in PDF format transmitted via email or Hazen file transfer application.
- Hazen has a reasonable right to rely on the accuracy of information, data and documents provided by the City without independent verification by Hazen.
- No surveying services are required for this project.
- Geotechnical investigation work is not required for this level of analysis.
- The opinions of probable project or construction cost (OPCC) provided by Hazen are made based on information available to Hazen at the time of development and based on Hazen's experience and qualifications and represents its judgment as an experienced and qualified professional engineer. However, Hazen has no control over the cost of labor, materials, equipment, or services furnished by others, or the contractor(s') methods of determining prices, or competitive bidding or market conditions, Hazen therefore does not guarantee that proposals, bids or actual project or construction cost will not vary from opinions of probable cost Hazen prepares. Each OPCC prepared for this project will have a range of accuracy based upon Association for the Advancement of Cost Estimating (AACE) International Recommended Practice No. 18R-97, as defined in this scope for each deliverable.

Task 1 – Project Administration

Task 1.1 – Project Management

Objective

The purpose of this task is to manage scope, schedule, and budget throughout the completion of all tasks. Budget in this task will allow for project oversight and management by the Project Manager. Tasks include monthly invoicing, progress and schedule updates, management of project team, a written management plan, and general coordination with the City of Redmond and the larger project team to deliver this scope of services.

Hazen Services

- Prepare the Project Management Plan (PMP) outlining project scope, overall Work Breakdown Structure (WBS), team organization, preliminary project schedule, and project communications protocol.
- Prepare the project Quality Assurance and Quality Control (QA/QC) Plan to outline the QA/QC procedures for this project.

- Conduct quality assurance reviews regularly throughout the project to discuss technical approach, team resources, other available or required firm resources, and project management approach.
- Coordinate with and manage the project team and subconsultant.
- Prepare monthly invoices in accordance with the contract terms and conditions.
- Prepare a monthly status report, describing the following:
    - Services completed during the invoice month
    - Services planned for the following month
    - Needs for additional information
    - Scope/Schedule/Budget status
    - Project schedule update and financial status summary
- Attend a bi-weekly project management check-in meeting via Microsoft Teams with the City Project Manager to review scope, schedule, and budget. This meeting will provide a means for communication of potential issues and project challenges.

City Responsibilities

- Participate in project management meetings.
- Timely processing and payment of project invoices.
- Review and process contract change requests and amendments, if required.

Assumptions

- Task 1.1 duration is 10 months for the feasibility assessment and conceptual design services.
- Project schedule is as shown at the end of this Scope of Services.
- One (1) 30-minute project management and design update meeting will be held biweekly for the duration of the project, for a total of 20 meetings. These meetings will be conducted via phone or teleconference. An allowance for an additional five 30-minute meetings will be included in the fee estimate for this task.
- Invoices will be standard Hazen format in electronic format (Portable Document Format [PDF] file).

Deliverables

- Project management meeting agenda (PDF file).
- Monthly progress report and invoice (PDF file).

Task 1.2 – Project Initiation and Data Review

Objective

Conduct and participate in a project kick-off meeting with City staff and provide for an opportunity to participate in a site visit with City staff to collect and identify existing conditions and project site data for conceptual design considerations including limitations and restrictions that will apply to the project. Obtain and review data necessary to perform the feasibility assessment and conceptual design.

Hazen Services

- Prepare for and conduct the project kick-off meeting with City staff.
    - The kick-off meeting will introduce project team members, identify roles and responsibilities, define communication organization, review project background, review scope of services, present a baseline project schedule, and identify critical issues related to the project (i.e., defining overall project goals).
    - The kick-off meeting will also establish the overall goals for the process evaluation and technology selection effort.
- Prepare and submit a data request list to the City, which will include facility record drawings, information regarding surrounding utilities (water, sewer and storm), property information, PFAS monitoring data and other groundwater quality data. It should be noted that some of these data have been provided to Hazen during the scoping process but are listed here for clarity.
- Review the collected data to inform overall project understanding and to support the feasibility assessment and conceptual design efforts.

City Responsibilities

- Facilitate and participate in the project kick-off meeting.
- Provide access to the Wells 1 and 2 treatment facility site for Hazen staff to conduct a field investigation.
- Provide requested data to Hazen in a timely manner.

Assumptions

- The project kick-off meeting is limited to a single 1-hour period.
- The project kick-off meeting will be attended by up to three (3) Hazen staff, who will then proceed to perform the site visit / field investigation.

Deliverables

- Project kick-off meeting agenda and notes (PDF file).
- Data request list (PDF file).

Task 2 – Technology Evaluation and Recommendation

Under this task, Hazen will evaluate multiple treatment technologies for suitability to address observed PFAS in municipal wells 1 and 2. Each technology will be evaluated based on treatment efficiency and overall effectiveness, operational complexity, high-level capital cost to implement, compatibility with other treatments used at the wells, and approximate lifecycle costs, among other factors. Bench-scale treatability testing will be performed for selected technologies to better assess their operational performance. The result of this task will be a recommended technology for use in conceptual design development.

Task 2.1 – Bench-Scale Adsorbent Testing

Objective

Evaluate the applicability of adsorbents to remove PFAS from the City of Redmond's blended municipal well 1 and 2 source water.

Subconsultant Services – Testing Services

Hazen will contract with a testing laboratory to perform bench-scale adsorbent testing with applicable methods to determine the effectiveness of selected adsorbents with water sourced from municipal wells 1 and 2.

- Prepare a bench-testing plan to outline objectives, procedures and analytical requirements for each test performed.
- Receive and store water sourced from municipal wells 1 and 2.
- Confirm presence of PFAS in sampled water and discuss / implement spiking of PFAS for improved test resolution.
- Perform bench-scale testing with alternative adsorbent materials and applicable methods.
- Provide a data analysis and summary report to document processes, results, summary and recommendations.

Hazen Services

- Conduct a bench-testing process kick-off meeting with City staff.
- Coordinate testing requirements with the subconsultant.
- Coordinate with carbon, ion-exchange and novel adsorbent manufacturers to obtain samples of adsorbents for testing.
- Obtain water samples of blended well 1 and 2 water from the City's tap.
- Package, prepare and ship samples to the subconsultant.
- Manage testing subconsultant contract.
- Coordinate and pay for analysis of water quality samples.
- Review and provide comments on bench testing plan.
- Review and provide comments on data analysis and summary report.
- Incorporate the results of the data analysis and summary report with media cost estimates and process recommendation as part of the technology review recommendation (Task 2.2 deliverable).

City Responsibilities

- Provide applicable historical testing results and reports.
- Participate in the bench-testing kick-off meeting.
- Review and provide comments on bench testing plan.
- Review and provide comments on data analysis and summary report.

Assumptions

- The sample water will be collected in 55-gallon drums at the location of the combined municipal well 1 and 2 tap and shipped to the testing agency by Hazen. Shipment of these drums will be on a pallet (three drums per pallet) wrapped together with each drum approximately 90% full. The shipment will be a class 50, less than load (LTL) shipment. Shipments will be coordinated through a shipping broker such as Freight Center or directly through a shipping company like TForce Freight. Drums and pallet for shipment be procured from Uline (Drum Part Number: S-10757BLU, Pallet Part Number: H-1211). It is assumed that shipment will require liftgate at pickup and dropoff locations.
- Adsorbent testing will be performed with up to three (3) types of adsorbents:
    - Granular Activated Carbon (GAC)
    - Ion-Exchange (IX) Resin
    - Specialty Adsorbent, proprietary source
- Testing will be conducted on up to six media samples.
- Two raw water samples will be collected and analyzed for PFAS, TOC, UV254, alkalinity, hardness, iron, manganese, iron, manganese, sulfate, nitrate, chloride, chlorine, and pH.
- The effluent of each of the six media samples will be analyzed for PFAS (up to 10 samples per media sample), TOC (up to 10 samples per media sample), UV254 (up to 6 samples per media sample), and sulfate, nitrate, and chlorine (up to 3 samples per media sample).
- Adsorbent testing data analysis and summary report will consist of up to 50 pages.

Deliverables

- Adsorbent Testing Data Analysis and Summary Report (PDF file).

Task 2.2 – Technology Evaluation

Objective

Incorporating the results of the bench-scale testing, evaluate potential PFAS treatment technologies to treat the water from municipal wells 1 and 2. Factors to be considered in the evaluation include approximate, high-level capital and operating costs (and lifecycle cost); potential pre-treatment requirements to address background constituents (e.g., iron and manganese) as well as other contaminants that could impact fouling / treatment performance and media longevity; changes to chemical feed process to incorporate the additional treatment; hydraulic impacts of treatment on the existing system pumps; waste disposal requirements to handle startup flushes and periodic backwashing of media; site availability, including property availability, zoning, setbacks / maximum height requirements, etc.; and, permitting feasibility. The results of the evaluation will be a recommended treatment technology to be used in conceptual design development. The evaluation will be summarized in a section of the final feasibility and conceptual design report, discussed in Task 4.

Hazen Services

- Perform an evaluation of historical raw water quality to characterize raw water quality parameters and PFAS concentrations.
- Identify additional treatment needs to address background water quality constituents (e.g., iron and manganese) and develop preliminary sizing for those treatment systems.
- Establish the basis of design for up to four PFAS treatment approaches, including GAC, IX, novel adsorbents and reverse osmosis (RO) membranes.
    - It should be noted that the RO membrane sizing is being performed for thoroughness of the evaluation but will be limited to approximate capital cost and overall footprint. Based on the nature of the project, siting constraints and the types of PFAS observed and their concentrations, this technology is unlikely to be recommended so more qualitative responses to the remaining factors will be provided based on previous project experience (i.e., difficulty in RO concentrate disposal, O&M costs, etc.).
    - For the other three PFAS technologies the conceptual design will include loading rates, empty bed contact times (EBCTs), size and number of units, headloss, pretreatment needs, and waste flows (both startup and during media changeout). Facilities will be sized based on the reported 1,400 gpm combined flow rate from wells 1 and 2.
- Evaluate the existing disinfection and chemical feed systems at the well 1 and 2 facility to identify any required modifications, whether related to moving the point of chemical addition or additional feed requirements for pre-treatment facilities.
- Size the PFAS treatment building (both in plan and approximate elevation) and compare the sizes of structures needed for the different treatment technologies to the available space.
- Develop a preliminary hydraulic profile through the PFAS treatment trains to identify pressure requirements for new treatment vessels, piping and related equipment, and any identified pre-treatment systems. Coordinate with the City to obtain a system curve from the hydraulic model that the existing pumps see. Review the system curves for the existing pumps, coupled with the additional headloss from the proposed treatment trains, and identify potential impacts on their performance.
    - *If needed, Hazen will coordinate with the City to perform pump testing to assess the current pump operating curve compared to the published operating curve for the pumps.*
- Using the waste flows identified for each PFAS treatment process, coordinate with the City to understand limitations on disposal rate and potential contaminant concentrations (e.g., arsenic). Establish the volume and configuration of the residuals holding/equalization tank for each treatment process to accommodate sewer discharge flow restrictions and identify pumping / flow control valve requirements. This includes alternative means of addressing startup arsenic for GAC systems, including low rinse approaches and procuring alternative carbons with lower arsenic levels (e.g., acid rinsed media). Evaluate returning decant water from the residuals holding/equalization tank to the head of the treatment train.
- Develop a matrix that compares each technology based on:
    - Treatment performance / time to breakthrough for target PFAS
    - Anticipated media change out costs / O&M costs
    - Pre-treatment needs
    - Chemical feed modifications
    - Facility footprint and ease of siting the facility
    - Capital cost to construct

    - Hydraulic impacts on existing pumps
    - Residuals handling and disposal considerations
- Prepare for and lead a workshop with the City to review the analyses performed and discuss the comparison matrix such that the team can reach consensus on the preferred treatment technology to address the well 1 and 2 PFAS concentrations.

City Responsibilities

- Share additional requested data and respond to questions from the project team regarding the technology assessment tasks.
- Provide access to the Wells 1 and 2 treatment facility site for Hazen staff if additional visits are needed to gather additional information or address identified questions.
- Participate actively in the treatment process review workshop.

Assumptions

- Cost estimates will be Class 5.
- Facility sizing / layout figures will consist of "boxes" that establish overall footprint at this stage to allow differences in technologies to be assessed.
- One treatment option to address background water quality constituents will be developed at this stage for planning purposes.
- Data are available to permit the evaluation of the sewer capacity and pump hydraulics / system curve.
- The workshop will be attended virtually and will be two hours in duration.
- The bench-scale RSSCT evaluation will be sufficient to perform the PFAS treatment feasibility assessment and that the results will be acceptable to DOH without piloting. This is consistent with other recent PFAS projects performed by Hazen in Washington State.

Deliverables

- PFAS treatment technology comparison matrix (PDF)
- Treatment process review workshop agenda and notes (PDF file).

Task 2.3 – Optional Task: Municipal Well 4 Water Quality and Treatment Evaluation

Objective

Leverage the work performed under Tasks 2.1 and 2.2 coupled with available water quality data for Municipal Well 4 to identify if the results for Wells 1 and 2 could be used to guide future planning for Well 4.

Hazen Services

- Review historical water quality data for Well 4 along with anticipated production.

- Identify if the water quality from Well 4 suggests that the results from the evaluation for Wells 1 and 2 would be applicable to Well 4.
- Assuming the data suggests applicability, identify the preliminary treatment recommendations for Well 4 and an approximate cost to implement the recommended concept(s).

City Responsibilities

- Share available production and water quality data for Well 4 and representative monitoring wells in the vicinity of Well 4.
- Provide answers to questions raised by Hazen relative to Well 4 operations.

Assumptions

- It is assumed that Well 4 quality will be comparable to that from Wells 1 and 2 such that recommendations can be made and costs provided.
- No bench-scale testing, preliminary engineering or workshops will be performed relative to this evaluation.

Deliverables

- Summary email documenting the analysis, findings and recommendations for Well 4.

Task 3 – Conceptual Treatment System Design

Objective

Develop a conceptual design for the recommended / preferred PFAS treatment technology to facilitate the City's planning and budgeting for the proposed system. This includes conceptual design drawings, documenting site development considerations, costs, implementation schedule, and implementation risks. The outcome will be a technical report that summarizes the evaluation and effort and documents the above considerations.

Hazen Services

- Prepare conceptual design drawings for the proposed treatment facility. A basis of design table will be prepared documenting the proposed design criteria for the proposed facilities (sizes, loading rates, etc.). Drawings to support the conceptual design will consist of:
    - Process flow schematic depicting existing and proposed facilities
    - Proposed modifications to the existing facilities (via redline markup of existing PDF record drawings), to include potential changes to chemical feeds, piping and/or pumps
    - Plan view of the proposed PFAS treatment building depicting the major process elements
    - Site plan depicting the proposed facilities and connecting piping
- Prepare a summary of key conceptual design considerations for inclusion in the final report. This summary shall include:

    - Site constraints and space needs including discussion of siting and site permitting related challenges with the proposed facilities, including property acquisition / easement needs, permit requirements and potential waiver needs, stormwater management needs, etc. Hazen will also investigate truck access requirements on the proposed site location for delivery of treatment media (as the City noted the site was somewhat constrained).
    - Ancillary items such as identification of possible geotechnical / seismic risks, electrical power needs, noise, and architectural treatments for the proposed facilities.
    - Cost analysis for both capital and operating costs. Capital costs will include construction costs and major markups (overhead and profit, contingency, and other "general conditions" items) as well as engineering, permitting and property acquisition costs. O&M costs will include approximate labor costs, energy costs, costs for residuals disposal and treatment media replacement costs, chemical costs and other recurring treatment costs. A life cycle cost estimate will also be performed.
    - A summary of the major risks and mitigating activities, including those discussed above as well as regulatory changes, material shortages or manufacturing delays, etc.
- Prepare a preliminary project implementation schedule, to include:
    - Final design and permitting.
    - Regulatory deadlines (including the current EPA 2029 deadline and potential future changes).
    - The City of Redmond's Capital Improvement Program (CIP) process and budgeting cycles.
    - Current and anticipated lead times for critical materials and equipment.
    - Availability of qualified contractors for design and construction.
    - Property acquisition if required for project footprint.
- Prepare for and lead a Preliminary Design Review Workshop.
- Prepare for and lead a Project Cost, Schedule and Risk Workshop

City Responsibilities

- Provide requested reference documents and information on a timely basis.
- Coordinate with the serving electric utility company if the existing utility service needs to be upgraded to understand the nature of the effort, costs and schedule.
- Participate in project coordination meetings and workshops.

Assumptions

- The City can provide data related to labor costs for staff, sewer disposal costs, chemical costs and costs for property acquisition (if needed).
- Two 1-hour project coordination meetings will be held during the conceptual design effort, each of which will be attended virtually.
- Each workshop will be two hours in duration and will be attended virtually.
- Preliminary project cost estimate will be a Class 5 estimate

Deliverables

- Conceptual design drawings (PDF)

- Project coordination meeting agendas and notes (PDF)
- Workshop agendas and notes (PDF)

Task 4 – Feasibility Analysis and Conceptual Design Report

Objective

Develop a written report summarizing the efforts expended in the preceding Tasks 2 and 3.

Hazen Services

- Prepare a written report summarizing the feasibility analysis and conceptual design tasks, pulling from previously prepared sections, figures, tables and drawings as necessary.
- Respond to review comments from the City.

City Responsibilities

- Provide review comments on the draft report.

Assumptions

- The City will provide one round of consolidated review comments on the draft report.

Deliverables

- Draft and final Feasibility Analysis and Conceptual Design Report (PDF)

PROJECT SCHEDULE

Work will begin as soon as written Notice to Proceed is issued by the City of Redmond (email is sufficient). The anticipated start date is approximately March 3 (the February 17 Council approval date plus 2 weeks). The anticipated project schedule is as follows (specific dates are preliminary to be coordinated with the City after kickoff):

- **Engineer Notice to Proceed** **March 3, 2026**
- **Project Kickoff Meeting** **week of March 16, 2026**
    - **Site Visit and Sampling** **March 17, 2026**
- **Process Recommendation Workshop** **August 18, 2026**
- **Preliminary Design Review Workshop** **September 21, 2026**
- **Project Cost, Schedule and Risk Workshop** **October 21, 2026**
- **Submission of draft Feasibility Report** **December 2026**

		PFAS Compounds (parts per trillion)						Hazard Index (Unitless)
		PFOA	PFOS	PFHxS	PFNA	HFPO-DA	PFBS	Mixtures containing two or more of PFHxS, PFNA, HFPO DA, and PFBS
	Final MCL (effective 2029)	4.0	4.0	10	10	10	NA	1
	State Action Levels	10	15	65	9	NA	345	NA
10/30/2024	Well 1 & 2 Treatment	ND	**4.99**	ND	ND	ND	2.09	0*
	Well 3	ND	2.62	ND	ND	ND	ND	0*
	Well 4**	NS	NS	NS	NS	NS	NS	NS
	Well 5	ND	2.41	ND	ND	ND	ND	0*
1/31/2025	Well 1 & 2 Treatment	Down for Maintenance - No Sample Taken						
	Well 3	ND	2.78	ND	ND	ND	2.12	0*
	Well 4**	NS	NS	NS	NS	NS	NS	NS
	Well 5	ND	2.82	ND	ND	ND	ND	0*
5/8/2025	Well 1 & 2 Treatment	ND	**4.86**	ND	ND	ND	4.54	0*
	Well 3	ND	2.57	ND	ND	ND	2.14	0*
	Well 4**	NS	NS	NS	NS	NS	NS	NS
	Well 5	ND	2.51	ND	ND	ND	2.17	0*
8/14/2025	Well 1 & 2 Treatment	ND	**5.08**	ND	ND	ND	4.53	0*
	Well 3	ND	2.27	ND	ND	ND	2.32	0*
	Well 4**	NS	NS	NS	NS	NS	NS	NS
	Well 5	ND	3.47	ND	ND	ND	2.99	0*
10/9/2025	Well 1 & 2 Treatment	ND	**4.92**	ND	ND	ND	5.06	0*
	Well 3	ND	2.51	ND	ND	ND	2.4	0*
	Well 4**	NS	NS	NS	NS	NS	NS	NS

	Well 5	ND	2.8	ND	ND	ND	2.98	0*
Scheduled 1/2026	Well 1 & 2 Treatment							
	Well 3							
	Well 4**	NS	NS	NS	NS	NS	NS	NS
	Well 5							

ND = not detected; NS = not sampled

Results that are listed in **bold font** are detection levels that exceed the future MCL for the associated compound.

* The Hazard Index (HI) is a long-established approach that EPA regularly uses to understand health risk from a chemical mixture (i.e., exposure to multiple chemicals). The HI is made up of a sum of fractions. Each fraction compares the level of each PFAS measured in the water to the health-based water concentration.

For more information on how the HI is calculated visit this link.

**Well 4 is inactive and has not yet been sampled for Initial Monitoring

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 2013 or higher
Transmission: FTP, Email

B. Roadway Design Files

NA

C. Computer Aided Drafting Files

Standard: Consultant Drafting Standards, City of Redmond Title Block Format
Format: Basemap in CAD/Civil3D 2013
Transmission: FTP, Email

D. Specify the Agency's Right to Review Product with the Consultant

Agency will retain the right to review all deliverable 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

Files outlined in Scope of Work Exhibit A

III. Methods to Electronically Exchange Data

Email, FTP

A. Agency Software Suite

N/A

B. Electronic Messaging System

N/A

C. File Transfers Format

See File type listed in Scope Attachment A

Exhibit D
Prime Consultant Cost Computations

Exhibit D

Consultant Fee Determination

Project Name: Wells 1 and 2 PFAS Treatment Feasibility Study and Conceptual Design
Project Number:
Consultant: Hazen and Sawyer

NEGOTIATED HOURLY RATES

Classification	Hours	DSC	Overhead 167%	Fee (Profit) 27%	Total Hourly Rate	Total
VP (Project Management)	74	$ 144.87	$242.22	$38.61	$426	$31,502
VP (Technical Advisor / QAQC)	68	$ 144.87	$242.22	$38.61	$426	$28,948
Senior Associate (Wells)	32	$ 103.90	$173.72	$27.69	$305	$9,770
Senior Associate (Disciplines)	38	$ 103.90	$173.72	$27.69	$305	$11,602
Sr. Principal Engineer (Process)	322	$ 74.67	$124.85	$19.90	$219	$70,653
Sr. Principal Engineer (Disciplin	22	$ 74.67	$124.85	$19.90	$219	$4,827
Assistant Engineer 2	132	$ 47.12	$78.78	$12.56	$138	$18,277
CAD/BIM	48	$ 47.18	$78.88	$12.57	$138.64	$6,655
Total Hours	736				**Subtotal:**	$182,233

REIMBURSABLES

Travel (airfare and mileage)	$2,200
Shipping Water Samples to One Water Engineering	$3,000
Laboratory Costs	$25,000
RSSCTs (6 columns @ $7,000/column)	$42,000
PFAS Spiking (4 drums @ $1,000/55 gal drum)	$4,000
Subtotal:	$76,200
Total:	$258,433
Contingency:	25,843
GRAND TOTAL:	$284,276

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.

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 Hazen and Sawyer
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

Hazen and Sawyer

whose address is

1601 Fifth Avenue, Suite 2040, Seattle, WA 98101

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 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.

Hazen and Sawyer

Consultant (Firm Name)

Signature (Authorized Official of Consultant)

Date

Exhibit G-1(b) Certification of City of Redmond

I hereby certify that I am the:

☒ Mayor or Mayor Designee

☐ Other

of the City of Redmond, and Hazen and Sawyer

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.

Hazen and Sawyer

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.

Hazen and Sawyer

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 _____* 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: _____

_____ _____

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

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-026
Type: Consent Item

TO: Members of the City Council
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	Philly Marsh	Economic Development Manager
Planning and Community Development	Domonique Meeks	Small Business Assistance Program Manager

TITLE:
Award of a Business District Feasibility and Formation Contract to Uncommon Bridges in the Amount of $130,000

OVERVIEW STATEMENT:
The 2024 Economic Development Strategic Plan included a focus area for district development. This study will explore the feasibility in forming and sustaining business district organizations in Redmond's centers.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond 2050 Comprehensive Plan
  EV-18 Foster the creation of business districts that help small businesses thrive and that are centers of local commerce, community, and culture.

  EV-19 Enhance local arts, culture, recreation, nightlife, and social amenities that promote Redmond as an attractive place to work and live.

  Redmond Economic Development Strategic Plan
  Strategy 6A. Foster the creation of district organizations that can convene, brand, program and promote Redmond's unique business districts
  Action 6A.1. Research models for successful business districts, including business improvement districts and

provide recommendations on how to facilitate their successful creation and operation.
Action 6A.2. Consider facilitation of business improvement districts to increase effectiveness and funding for district branding and improvements.

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

OUTCOMES:
Creation of sustainable business district organizations will provide partnership opportunities for the city to foster small business support, placemaking and shared program delivery.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  2024 Economic Development Plan Outreach provided direction for this study and extensive stakeholder outreach is part of this consultant scope
- **Outreach Methods and Results:**
  Questionnaire, focus groups and interviews
- **Feedback Summary:**
  Feedback is imbedded into the Comprehensive Plan Policies and Economic Development Strategic Plan

BUDGET IMPACT:

Total Cost:
$130,000

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

Budget Offer Number:
0000304 - Community & Economic Development

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 and Port of Seattle Grant support

Budget/Funding Constraints:

N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
2/3/2026	Committee of the Whole - Planning and Public Works	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:
Implementation of recommendations from this study would be delayed and impact program delivery.

ANTICIPATED RESULT IF NOT APPROVED:
The City would continue to lack district level organizations to partner with on service delivery.

ATTACHMENTS:
Attachment A: Contract with Uncommon Bridges
Attachment B: RFP Response

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

PROJECT TITLE Business District Feasibility and Formation Consultant	***EXHIBITS*** ***(List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)*** Attachment A- Scope of Work
CONTRACTOR Uncommon Bridges, Inc	***CITY OF REDMOND PROJECT ADMINISTRATOR*** ***(Name, address, phone #)*** City of Redmond Philly Marsh, Economic Development Manager 425-556-2436
CONTRACTOR'S CONTACT INFORMATION ***(Name, address, phone #)*** 1932 1st Avenue, Suite 814 Seattle, Washington 98101	***BUDGET OR FUNDING SOURCE*** 100.80700.00410.55863.2556-100-88
CONTRACT COMPLETION DATE March 31, 2027	***MAXIMUM AMOUNT PAYABLE*** $130,000

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 10885-25

Business District Feasibility and Formation

Scope of Work

The City's Economic Development division is responding to local interests by business owners and property owners to identify portions of the city as unique districts. In addition to Downtown, the 2050 Comprehensive Plan identifies and established boundaries for Marymoor Village as a creative, cultural district and Overlake as an intracultural district. It is unclear the level of awareness and interest both internally and externally for proceeding with formal district organizing. Therefore, the City of Redmond is seeking comprehensive support to convening, educated and engaging relevant internal and external stakeholders, analyzing levels of interest, and propose opportunities for district organizations.

Scope of Work

The objective of this project is to evaluate the feasibility of Business District formation in Redmond with a shared vision approach between various departments within the City of Redmond and external stakeholders. The scope of work has two phases with the second phase dependent on the outcomes of first phase

PHASE 1

Task 1: Project Management

- Kick off meeting
- Bi-weekly check-in meetings (virtual)
- Core team coordination meetings
- Leadership and Council briefings and presentations

Task 2: Research and Education

- Identify key internal city departments and programs to benefit from a business district
- Provide internal material and presentations on different structures and benefits of business districts
    - Range of programming from business districts
    - Examples and lessons learned from other cities
    - Mainstreet and Creative District formation process and benefit analysis
    - Technical and Legislative process for creation of a Business Improvement District (BID)
    - Internal city systems and programs needed to support a Business Improvement District (BID)
- 1x1 interviews with key internal departments and programs to understand concerns and opportunities with district types and locations
- Landscape analysis of existing Redmond organizations and potential for enhanced

business district programming
- ***Deliverable:*** Report on opportunities and challenges with business district formation in Redmond including a risk analysis and policy considerations. Recommendation on timeline and order of opportunity for district organization formation in different urban centers of Redmond.

Task 3: Stakeholder engagement and visioning

- Help city staff identify key external stakeholders to join conversation(s) in district organization development
- Organize and lead study trips to other business districts and BIDs
- Joint City and stakeholder visioning sessions on mission, programs and services of district organizations, structure and formation pathways of different district organization models.
- ***Deliverable:*** Report on interest, feasibility and timeline for district organization formation in the urban centers of Redmond.

Task 4: Preliminary Organization Mission and Budget Analysis

- Develop district organization(s) program budget assessment scenarios
- Develop district organization(s) revenue scenarios included a ratepayer analysis

- Analysis of existing Redmond organizations and feasibility for meeting need of a district managing organization
- Assessment on readiness for district organization and BIDs in Redmond centers
- ***Deliverable:*** Recommendations on readiness and district formation direction including district management (existing or new organization), and district organization revenue recommendations (membership, sponsorships, assessments)

If recommendations lead to Business Improvement District consideration and formation:

PHASE 2
Task 4: Organizational Development and District Formation

Organizational Development

- New organization creation and support Board recruitment and formation (If needed steering committee(s) formations)
    - Board and steering committee meeting facilitation
    - Organization incorporation with State of Washington
    - Bylaw development
    - Business plan development
    - Bridge funding strategy and implementation
    - Executive Director recruitment

    - Workplan and BID formation timeline

- Existing organization reorganization
    - Current organization assessment
    - Organizational Development Workplan including:
        - Technical assistance training for district management
        - Board evaluation and reorganization
        - Business plan development
        - Budget evaluation
            - Bridge funding strategy and implementation
        - Program development timelines
        - Staffing and capacity needs

Business Improvement District Formation

- Comprehensive ratepayer analysis
    - Assessment logistics and percentages
    - Boundary planning with assessor data
- Ratepayer engagement
- Political assessment and navigation
- Technical processes of petition
- BIA ordinance alignment
- Collecting signatures on ordinance

EXHIBIT ____
INSURANCE ADDENDUM

THIS ADDENDUM modifies the provisions of the (check one): ☐ General Services Agreement, ☑ Non-Public Work Consultant Agreement, ☐ Instructional Services Agreement, ☐ Social/Community Services Agreement, ☐ Short Term Facility Agreement, ☐ Fixed Asset Loan Agreement, ☐ Three Party Consultant Agreement (hereinafter "the Agreement") or ☐ Public Work Consultant Agreement entered into between the parties on _____, _____.

THE UNDERSIGNED PARTIES agree to modify paragraph 8 (if a General Services Agreement), 9 (if Non-Public Work Consultant Agreement), 7 (if Instructional Services Agreement), 6 (if Social/Community Services Agreement, 9 (if Short Term Facility Agreement), 5 (if Fixed Asset Loan Agreement), 10 (if a Three Party Consultant Agreement) or 8 (if Public Work Consultant Agreement) as follows (check all applicable items):

☐ **The general public liability and property damage insurance limit is increased/reduced to $ _____ (insert amount).**

☑ **The professional liability insurance amount is increased/reduced to $ 1,000,000 (insert amount). This item relates to Consultant and Three Party Consultant Agreements only.**

☐ **The professional liability insurance requirement is eliminated. This item relates to Consultant and Three Party Consultant Agreements only.**

☐ **The insurance provisions are otherwise modified as follows:**

_____

_____

Except as expressly modified above, all insurance-related terms and conditions of the Agreement will remain unchanged and in full force and effect. The City has made no recommendation to the contractor/consultant as to the insurance necessary to protect the contractor/consultant's interests and any decision by the contractor/consultant to carry or not carry insurance amounts or coverage in excess of the above is solely that of the contractor/ consultant.

DATED _____, _____.

CITY OF REDMOND

_____

MAYOR ANGELA BIRNEY

ATTEST/AUTHENTICATED:

_____

CITY CLERK, CITY OF REDMOND

APPROVED AS TO FORM:

_____

OFFICE OF THE CITY ATTORNEY

APPROVED:

_____

RISK MANAGER, CITY OF REDMOND

CONTRACTOR/CONSULTANT

_____

By: _____

Title: _____

APPLICANT (IF THREE PARTY CONSULTANT AGREEMENT

_____

By: _____

Title: _____

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BID RESPONSE

Responding To:

Bid/Project Number: RFP 10885-25

Bid/Project Title: Business District Feasibility and Fromation

Closing Date: 12/8/2025 at 2:00pm PST

Submitted By:

Name of Company Submitting Response:
Uncommon Bridges

Printed Name of Person Submitting Response:
Noel Frame

Email:
noel@uncommonbridges.com

Signature of Person Submitting Response: Signed by: Noel Frame A392F9FC52A24D8...

Date:
12/8/2025

Attach Your Bid/Proposal:

Remember to sign your bid/proposal

Attach all pages of your response here

Docusign Envelope ID: 92D430AF-F133-4247-9071-7130D2014990

December 8, 2025

Business District Feasibility Formation

Proposal for: City of Redmond

Dear Selection Committee Members,

Uncommon Bridges is a leader in urban place management. We specialize in supporting the creation, expansion, evaluation, and reauthorization of assessment districts. We are experts in building consensus and unlikely coalitions, communicating complex information, demonstrating leading ideas, and shaping organizations. We have a track record of leading difficult negotiations to consensus for assessment districts.

We are enthusiastic about supporting the City of Redmond in evaluating the feasibility and forming three new business districts that will strengthen business vitality, placemaking, and tourism. We are familiar with the City of Redmond from our work leading a study in 2023 on Racial Equity, Anti-Displacement Policies, and Middle Housing. We also participated in several regional trips with the mayor, sponsored by the Seattle Metropolitan Chamber of Commerce. We are currently analyzing the success of the Tourism Protection Area for Experience Redmond as part of a research report for the legislature on Washington Destination Marketing Organizations.

Our team has helped cities like Everett, Seattle, Tacoma, Olympia, and Portland to create, develop, and update their management plans to align with evolving needs, develop expanded and sustainable funding mechanisms, and negotiate the expansion of services. We have expertise in potential assessee engagement, iterative planning, data analytics, and legal and technical advice. Our services include consensus building around BID concepts, technical proposal development, direct ratepayer engagement, legislation, and public testimony.

Since 1985, our firm's founding partner, Brian Scott, has helped form, expand, or renew over 50 assessment districts across the country in 17 states. As Partner in Charge for this project, he will focus on leading the engagement of Redmond stakeholders to ensure successful BID adoption. Jacqueline Robinette will serve as Project Director, building on her years of experience facilitating strategic planning and BID formation.

It would be our pleasure to collaborate with the City of Redmond on this important project to realize the goals outlined in your Economic Development Strategic Plan and Tourism Strategic Plan to foster thriving cultural and economic business districts within your city. Please don't hesitate to contact me with any questions.

Best regards,

Noel Frame

Noel Frame
Managing Partner

Our Team Expertise

The Uncommon Bridges Team brings expertise in ratepayer engagement, iterative planning, data analytics, and legal and technical advice. We offer:

- Top-tier national expertise in BID formation, renewal, and expansion
- Deep knowledge and relationships of the region
- Outstanding data analytics, mapping, and visualization
- Hands-on experience of taking BIDs from ideas to mature organizations
- Direct, on-site, strategic engagement with City staff and stakeholders.

Proposer Information
Uncommon Bridges, Inc.
Legal Status: S-Corporation (inc. 2009)
State Of Incorporation: Washington
1932 1st Avenue, Suite 814
Seattle, Washington 98101
Uncommonbridges.com

Brian Scott, Founding Partner
Brian@uncommonbridges.com
1-949-230-9130

Noel Frame, Managing Partner,
Noel@uncommonbridges.com
360-241-6635

If appointed to lead this project, our firm will obtain a City of Redmond business license.

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Uncommon Bridges is a leader in business district revitalization, especially in forming, renewing, and expanding business improvement districts (BIDs). With more than 40 years of business district experience, Uncommon Bridges' founding partner, Brian Scott, helped write Oregon's enabling legislation for BIDs and led the effort to revise the state law twice to improve operations for local business districts. Since then, our firm has supported numerous communities nationwide in creating, managing, modifying, and renewing their BIDs. In addition, Uncommon Bridges has worked for City governments and BIDs in these efforts. Services include consensus building around BID concepts, technical proposal development, direct ratepayer engagement, legislation, and public testimony.

Project Understanding

The City of Redmond is seeking consulting support to explore feasibility in forming and sustaining business districts in Redmond's centers of Downtown, Overlake, and Marymoor. The City's Request for Proposals describes two project phases, with Phase 1 including Research and Education (mostly internal to the City), Stakeholder Engagement and Visioning in the business districts, and preliminary analyses of organizational missions and budgets. Phase 1 involves producing a report on the opportunities and challenges of business district formation, including risk analysis and policy considerations. Additionally, a report will be compiled on the interest, feasibility, and timeline for district organization formation, as well as recommendations on readiness for district formation in each of the three districts. Phase 2 is focused on organizational development and the formation of one or more Business Improvement Districts. The City envisions Phase 1 to occur from February to May 2026 and Phase 2 from May to December 2026. The budget limit for the project is $130,000, with $50,000 for Phase 1 and $80,000 for Phase 2.

Uncommon Bridges is uniquely qualified for this effort, with many dozen similar projects in the Puget Sound, across Washington, and throughout the country. We are deeply versed in Washington state law and have extensive local experience in the Puget Sound region, including in Redmond. We are also deeply committed to staying current on national best practices and innovative approaches, so that we can continuously improve our work and deliver the best value to the communities we serve. To that end, we are highly engaged in the International Downtown Association, where the personnel proposed for this project are both respected leaders and active learners of lessons from across the place management industry. Partner-in-Charge Brian Scott has been an active IDA member since 1985 and served on the board of directors twice (12 years total). Firm Partner Ishmael Nuñez is currently a member of the IDA board. Project Director Jacqueline Robinette is an IDA Education Committee member and a regular presenter at IDA conferences on fundraising, strategic planning, and district formation.

A Note on Timing

We are delighted to undertake this effort, and the City's budget is sufficient to complete one or more districts (possibly all three). We also think the February-May timeline for Phase 1 is reasonable for internal research and education, as well as engagement, visioning, and conceptual planning and budgeting in three districts. In our experience, however, the timeframe of May to December for district formation is very ambitious. This is not a limitation on consulting capacity to complete the technical requirements, but rather the time-consuming nature of stakeholder engagement, iterative planning, and building support for potential ratepayers to support the formation of the Business Improvement District as it moves through the City Council process. We typically recommend a year as the minimum timeframe, and that is when the district organizations are well-prepared and have solid local reputations. For example, the formation of the Ballard BIA took two years, the SODO BIA took one year, and the formation of the Tacoma Hilltop neighborhood BIA, which we are currently working on, has taken more than two years. It often takes as long as two years to build support when local districts require organizational development work. From our conversations with City of Redmond staff, it appears that the Downtown, Overlake, and Marymoor organizations may need this.

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The approach, methodology, timeline, and budget that follow are based on our extensive experience with exactly this kind of work locally and nationally, but we expect to negotiate the details with the City before work begins so that we can deliver exactly what the City needs in an appropriate timeframe.

Approach

We will begin with internal grounding on how city departments can benefit from business district organizing in Redmond. This means internal research and education through materials and presentations on different structures for business district organizations, with programming provided, lessons from other cities, connections to the Washington (and national) Main Street Program, creative districts, and other similar efforts, technical and legislative processes, as well as needed city systems to support business districts. We have both a long history and current work exactly like this in Seattle, Tacoma, Everett, Portland, Eugene, and other cities.

In our experience with specific districts, successful assessment district formation requires iterative planning between project leaders and ratepayers to flesh out scenarios and vet them with ratepayers and thought leaders for input. We then respond with revisions and refinement, and further vetting until a plan emerges that has strong ratepayer and City support.

The overarching questions in BIDs are: What do you intend to do? Where do you intend to do it? How much will it cost? And, how will the work be accomplished? This involves defining a scope of services and programs that align with property owner priorities and the needs of stakeholders to create a District Management Plan that balances the needs of ratepayer, the City, and the community, while ensuring reasonable funding. It is also important to differentiate proposed services from those that are (or should be) provided by the City, which often includes a formal agreement between the City and the place management entity that will be funded by the assessment. This agreement outlines who is responsible for which services, at what level, and what remedies are available if services fall short.

The objective is to detail a set of services that will provide sufficient benefits, at a reasonable cost, so that ratepayers are willing to support the proposal. Once a draft proposal has been sufficiently vetted with ratepayers to determine adequate support, it is time to circulate a petition for ratepayer signatures, initiate a petition drive, and go through the City Council approval process.

Elements of Uncommon Bridges proven approach to business improvement district formation:

Key Property and Business Owner Engagement: Early engagement and one-on-one interviews with key property and business owners are critical for BID formation. This engagement presents an opportunity to identify influential property and business owners, understand must-haves and deal breakers, and recognize the critical issues for those with a large stake in the business district. This process helps us to consider feasible options, build trust, and design BID recommendations that can be successfully marketed and implemented.

Technical Analysis: Determining the specifics of a BID structure is both technical and political. It requires analysis of county assessor data, projecting likely growth, and navigating the political nuances of various assessment options. Much of our work is at the junction of technical analysis and human facilitation among stakeholders to ensure the support of the proposed district.

Iterative Planning: Business Improvement Districts are funding mechanisms that allow property owners and tenants in a specifically-defined area to pool their resources to support services for their mutual benefit. Getting them passed requires agreement among prospective ratepayers about what services they are willing to fund at what level. Uncommon Bridges specializes in an iterative process aimed at building consensus.

Legislative Process: Washington State has a specific process by which city councils consider and authorize district formation. Most cities in Washington require a demonstration of ratepayer support (usually a petition signed by a majority of ratepayers), as well as specific ordinance language about boundaries, assessment mechanisms, services, budgets, and

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governance, as well as a formal process of City Council review and public testimony. Uncommon Bridges has prepared each of these elements in line with the Revised Codes of Washington (Chapter 35.87A) and local requirements.

Our Consensus-Driven Approach

- **Substantive Facilitation:** Uncommon Bridges is known for dynamic and substantive facilitation that guides the group toward a working consensus that everyone can accept. We develop real-time graphic displays, allowing everyone to know that they have been heard and helping the group build a common understanding of the current consensus and the next steps.
- **Individual Engagement:** In between meetings, we engage individual stakeholders in a safe environment for private discussion to identify individual must-haves and deal breakers, test tolerances for actions, and design upcoming group sessions. We encourage stakeholders to candidly express their thoughts and ask questions to build trust and ensure that group discussions address the most important issues.
- **Working Consensus:** We believe in outcome-driven consensus. This means that everyone has an opportunity to contribute, and a result emerges that everyone can accept. Tangible outcomes at every meeting keep people interested and engaged during the process and help participants build a sense of ownership over the final product. This, in turn, ensures that communication about outcomes begins immediately and continues into collaborative action.

Stakeholders from Capitol Hill discuss new business districts at a convening with the Office of Economic Development in the City of Seattle.



QUALIFICATIONS

		Assess & Prioritize					Engage					Plan			Approve			
		Steering Committee	Needs Assessment	Compliance & Best Practices	Organizational Capacity	Strategic Planning	Outreach Strategy & Messagi	Survey	Key Ratepayer Outreach	Major University Adjacent	Public Meeting(s)	Ratepayer Work Group	Property Data Analysis	Assessment Methodology	Petitioning Support	Public Hearing	Council Process	Approved
Assessment District Formation	Ballard BIA (Seattle)	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	SODO BIA (Seattle)	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	Seattle Waterfront LID						◆		◆		◆	◆	◆	◆		◆	◆	◆
	Downtown Rochester BID (New York)						◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	
	Tacoma Hilltop BIA (Washington)	◆	◆		◆		◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	
	Vancouver Tower Mall BID (WA)						◆		◆									◆
	Downtown Indy Inc. (Indiana)	◆	◆	◆	◆	◆	◆		◆			◆		◆			◆	◆
	Seattle Manufacturing & Maritime Improvement Area	◆	◆	◆	◆	◆	◆		◆									
	Telegraph BID (Berkeley, CA)	◆	◆	◆	◆	◆	◆		◆		◆	◆	◆	◆	◆	◆	◆	
Assessment District Renew / Expand	Pioneer Square BIA (Seattle)	◆	◆	◆	◆		◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	Broadway BIA (Seattle)		◆	◆	◆		◆	◆	◆		◆	◆	◆	◆				◆
	Chinatown-International District BIA (Seattle)	◆	◆	◆	◆				◆		◆	◆	◆	◆				
	Downtown Everett BIA (WA)						◆		◆		◆	◆	◆	◆	◆	◆	◆	◆
	Eugene Downtown Services (Oregon)		◆	◆	◆		◆		◆	◆								
	U District Partnership (Seattle)	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
	Oakland (Pittsburgh)	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆				◆
	Downtown Seattle/MID	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	Iowa City Downtown District (Iowa)	◆	◆	◆	◆	◆				◆				◆				
	Coeur d'Alene (Idaho)	◆	◆		◆	◆	◆		◆			◆	◆	◆				
City Program	City of Seattle BIA Assistance Program		◆	◆	◆	◆	◆		◆		◆	◆	◆	◆				
	Portland Enhanced Services District Recommendations (Oregon)		◆	◆	◆					◆								
	Spokane BID Evaluation (Washington)		◆	◆	◆				◆		◆		◆	◆				

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MORE THAN CLEANING STREETS: THE COMPREHENSIVE IMPACT OF DOWNTOWN SEATTLE'S MID

CASE STUDY: METROPOLITAN IMPROVEMENT DISTRICT RENEWAL

In 1999 the Downtown community came together under the leadership of the Downtown Seattle Association (DSA) to form the Metropolitan Improvement District (MID). With support and funding from commercial and residential property owners within the MID boundaries, DSA provides an array of services to ensure a clean, safe and welcoming downtown for all. The downtown MID ratepayers and community members came together again in 2013 to request the City to renew the MID and it was renewed again in 2023.

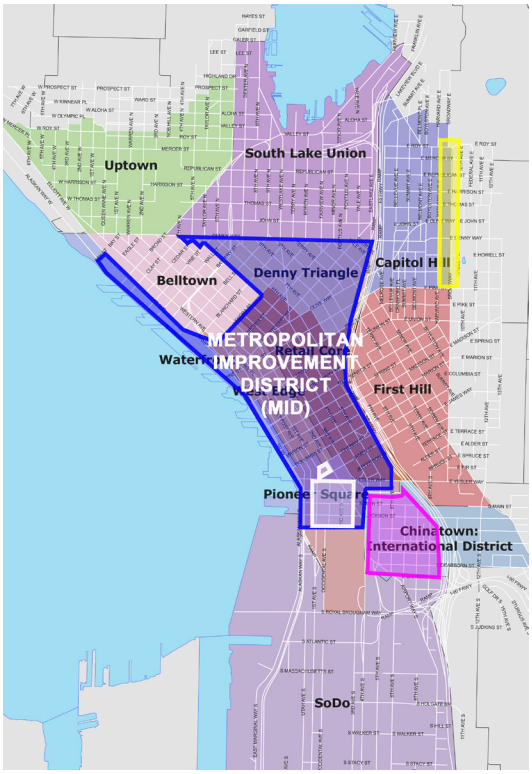
As required by the City MID ordinance, a diverse advisory board of 35 property owners recommends an annual budget, program manager, and work plan, and provides ongoing input and oversight of MID programs. In addition to making sure downtown is clean, safe and a great place to live, work, and do business, the MID offers stability and employment, healthcare, and housing support to justice-involved individuals and those experiencing homelessness.

The MID is Washington's largest Business Improvement Area. Uncommon Bridges was the lead process, technical, and outreach consultant for renewal and expansion in both 2013 and 2023.

Challenge: The proposed expansion of the MID boundaries in 2013 (eventually a 30% increase in area and budget) was met by skepticism from bidders, especially condominium associations, who did not want to pay for services.

Approach: We led direct outreach to residential condominium associations throughout the district, especially in Belltown. In the end, the MID Renewal and Expansion garnered the support of ratepayers representing 62% of the assessment and received unanimous approval by the Seattle City Council.

Renewal: In 2023, recovery from the COVID pandemic and crises in homelessness, drug use, mental health, retail theft, and vandalism were at the top of everyone's minds. Skepticism about the MID's value from ten years earlier was replaced with enthusiastic support for renewal, a modest expansion in footprint, and a moderate expansion in budget. Petitioning went fast, with many long-time detractors signing on in support of the renewal.





62%
ratepayer support

Unanimous
support from City Council

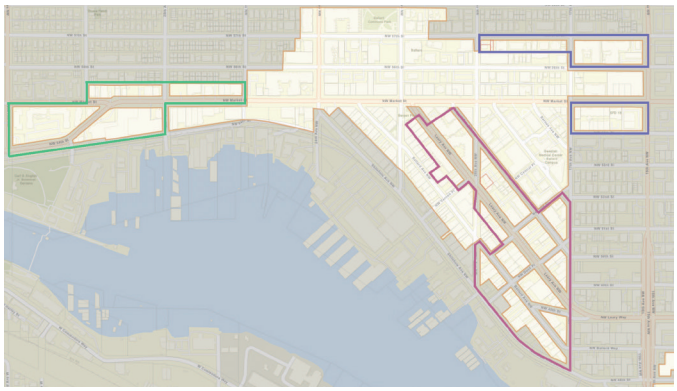
Location: Seattle, Washington	**Est:** 1999
Staff: 51 FTE	**Term:** 10 Years
Assessment: $18.06 million	**Total Budget:** $19.3 million
Service Area: 1.17 sq miles, 285 sq blocks in 6 neighborhoods	

MID Business Plan:
[MID 2023 - 2033 Business Plan]

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UNLOCKING BALLARD'S POTENTIAL: BIA RENEWAL AND EXPANSION

CASE STUDY: BALLARD BUSINESS IMPROVEMENT AREA RENEWAL & EXPANSION



For nearly a century, the Ballard Chamber of Commerce served as a cornerstone of the Ballard community, fostering business growth and civic engagement. In 2017, the Chamber transformed into the Ballard Alliance, a non-profit organization administering the projects and programs of the Ballard Improvement Area. Driven by a vision to better serve the evolving needs of Ballard's businesses, residents, and property owners, the BIA was formed to provide a broader range of services and support to the neighborhood.

In 2024, the BIA was re-authorized with a modest expansion of its geographic boundary. Ballard's deep maritime roots and Nordic influences, with the backdrop of historical buildings and time-honored events, are embedded in the unique culture of Ballard today. The Ballard Alliance, through the work done on behalf of the BIA, plays a crucial role in preserving and promoting this unique culture, supporting local businesses, and fostering community initiatives that ensure Ballard remains a thriving, diverse, and economically vital Seattle neighborhood for residents, business owners, property owners, and visitors alike.



The Ballard BIA engaged the support and services of Uncommon Bridges to navigate the authorization of a new BIA ordinance through City Council.

Challenges: As residential assessments make up more than 40% of the Ballard district budget, the relationship with residential owners and tenants posed a particular challenge. Ballard has a popular nightlife scene, and balancing the interests of bars, restaurants, and retail was a challenge, as retail could not afford the same rents as restaurants.

Approach: After completing an organizational strategic plan in 2022, the Ballard Alliance was poised to renew its BIA to fund projects and initiatives for the Ballard business district. We spent significant time in rooms with developers, operators of apartment buildings, and resident advocates to get them to a place where they were not fighting the plan and assuring them that it would not price them out of the neighborhoods. We facilitated a series of key stakeholder meetings to reach consensus on the key elements of the updated BIA business plan. We also worked closely with staff and board leadership to support the Alliance through the BIA petitioning and Council process.

25%
boundary expansion

12 year
renewal cycle

$1.1M
nearly doubled assessment

Location: Seattle, Washington
Est: 2017
Staff: 6 FTE
Service Area: 0.17 sq miles

Term: 12 years
Assessment: $1.097 million
Total Budget: $2.192 million

For more information online:
Ballard Alliance Strategic Plan
BIA Renewal & Business Plan

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FORGING A STRONG PARTNERSHIP BETWEEN A WORLD-CLASS UNIVERSITY AND ITS FRONT PORCH

CASE STUDY: U DISTRICT STRATEGIC PLAN, BIA REINVENTION + RENEWAL

Uncommon Bridges was the primary facilitator, process lead, technical and outreach consultant for the reinvention and expansion of the U District BIA adjacent to the University of Washington main campus.

Passage of the BIA culminated a 3-year effort to re-imagine and vitalize the U District's leadership to be more balanced among businesses, property owners, residents, the University, social service agencies, and faith communities. We served as facilitator and project manager for a process that led the U District Chamber of Commerce to reconfigure itself into the U District Partnership, with a multi-disciplinary public-private board of directors.

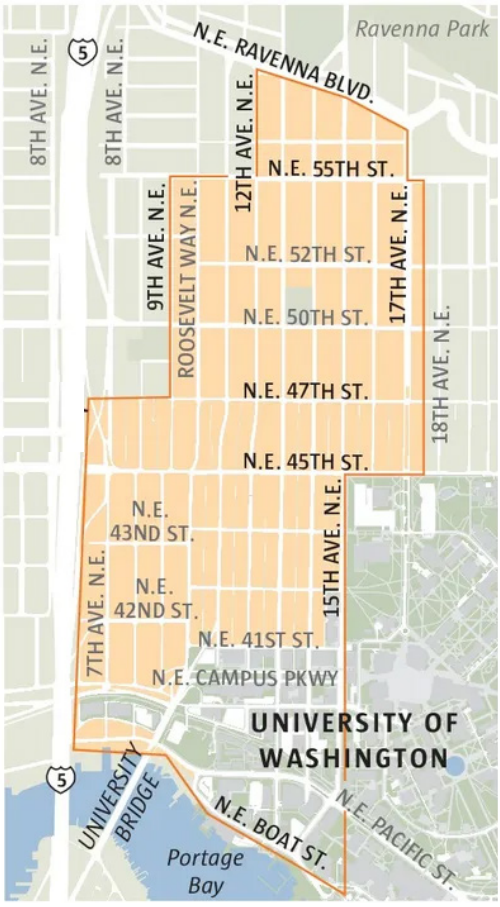
Challenge: Overcoming a long-standing antagonism between the business district and the university that gives it its name, economic foundation, and reason for being. Helping the University of Washington overcome significant barriers to growth, allowing for new housing, new classrooms, and a more desirable neighborhood for faculty and student recruitment.

BIA Reinvention: When Uncommon Bridges engaged with the U District in 2012, the University District Chamber of Commerce was in tough shape. It's budget, programs, partnerships, and community reputation were in tatters.

Approach: This effort required a fine-grained, parcel-by-parcel analysis of who owns what and of individual motivations for the district. Using in-depth research, strategic communications, active facilitation, careful listening, and catalytic leadership, we helped the U District community craft a work plan and funding strategies tailored to local needs and ensured passage through the Seattle City Council in 2015.

Results: Over a 3-year process of engagement, partnership building, strategic planning, and district formation, we helped reinvent the organization as a thriving community-university partnership with a multi-million dollar budget, robust programming, and enviable national reputation.

Renewal: We helped the U District Partnership renew and expand the BIA in 202, achieving a $2 million annual budget and a 12-year term.



65%
ratepayer support

Unanimous
support from City Council

BIA Business Plan online:
U District Partnership

Location: Seattle, Washington	**Established:** 1996
Term: 12 Years	**Rinvented:** 2015
Service Area: 75 sq blocks	**Renewed:** 2020
Staff: 9 FTE	**Assessment:** $2 million
	Total Budget: $2.3 million

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ORGANIZING A VOICE FOR A PORT-ADJACENT DISTRICT IN TRANSITION

CASE STUDY: SODO BUSINESS IMPROVEMENT DISTRICT & ORGANIZATIONAL DEVELOPEMT

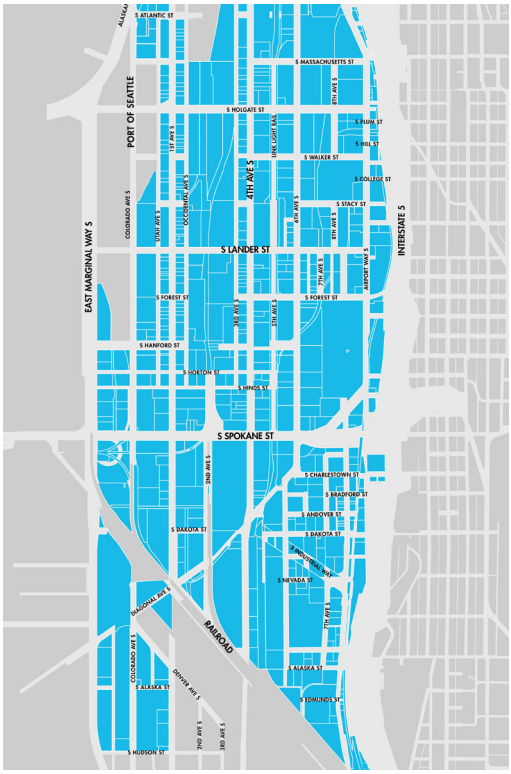
The SODO BIA represents a vibrant mixed industrial and commercial neighborhood south of downtown Seattle that includes the Port of Seattle and two major stadiums (Major League Baseball; National Football League; Major League Soccer).

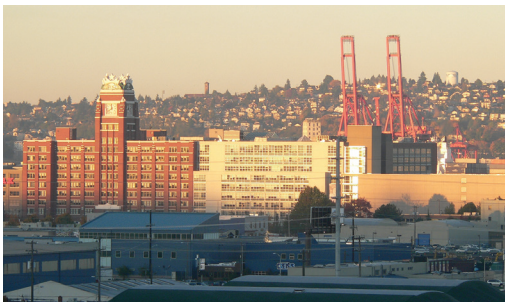
Challenge: With almost no residential population, SODO long struggled to have an effective voice with elected officials, as it also contended with the myriad issues faced by urban districts everywhere. Compounding these challenges, their lack of voice made SODO an easy place to locate unpopular land uses with noise, smells, and challenging clientele.

In 2011, the once-vital SODO Business Association was fractured. With the neighborhood in transition from its historic manufacturing and industrial base toward office and service commercial, and logistics uses, property and business interests were also changing. Despite conversions of many properties (personified by COSTCO's first retail store and the world headquarters for Starbucks locating in a former Sears & Roebuck warehouse), many clung to the image of SODO in its traditional role. The Port of Seattle also worried about increasing traffic impeding freight movement to its shipping facilities.

Approach: The City of Seattle Office of Economic Development asked Uncommon Bridges (then BDS Planning & Urban Design) to assess the existing business association and help area property and business owners confront current realities and organize a sustainable response. Uncommon Bridges helped conceive and create the SODO Business Improvement District and then supported a renewal and expansion, facilitated a strategic plan for the newly formed BIA leadership organization, and subsequently conducted a racial equity in urban place management training for the board and staff.

Formation, Renewal, Expansion: Uncommon Bridges led formation of the SODO BIA in 2013, gaining City Council approval for long-term sustainable funding for place management. We provided technical and strategic guidance to the SODO BIA for reauthorization and expansion of their district in 2018, doubling their geography and budget. Uncommon Bridges is currently facilitating a strategic plan update, as well as providing technical and strategic guidance for reauthorization that is due at City Council in 2028.





Advocacy
for a district in transition

Doubled
service area & budget

Location: Seattle, Washington

Est: 2013; expanded/renewed 2018

Service Area: 950 acres **Number of staff:** 7 FTE

Assessment Term: 10 Years

Assessment Total: $1.6 million **Total Budget:** $1.9 million

Link to Plan: SODO Strategic Plan

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METHODOLOGY

Task 1: Project Management

- ***1.1 Time, Task & Budget Management***
  We are committed to bringing the project in on time and on budget with high client satisfaction. Daily time sheets, financial record keeping, and regular client communication make this both possible and simple.
- ***1.2 Bi-weekly Project Planning Check-ins***
  We believe close communication with the client keeps everyone up to speed, avoid misunderstandings, and ensure efficient product delivery. Accordingly, we recommend regular calls between Uncommon Bridges and City project managers to review progress, schedules, outstanding tasks, and related issues. Bi-weekly calls are probably appropriate for this effort.
- ***1.3 Core Team Coordination Meetings***
  The Uncommon Bridges team will support the City's project manager in meetings with other city staff as needed. We budgeted this at 2-3 hours per month through 2026.
- ***1.4 Leadership & Council Briefings***
  The Uncommon Bridges team will provide briefings and presentations to City Council and other City leaders as requested. We have budgeted this at an average of 1-2 hours per month through 2026.

Phase 1: Research, Education, & Feasibility Analysis

Task 2 – Research & Education — approximately 1 month

- ***2.1 Internal Research***
  Uncommon Bridges will work with the City's project manager to identify city departments and programs that might benefit from stronger business district organizations.
- ***2.2 Internal Education (materials & presentations)***
  Uncommon Bridges will prepare materials for and make presentations to city staff on the many different benefits, structures, programs, services, budgets, and funding mechanism of assessment districts for place management.
- ***2.3 Local Organizational Landscape Analysis***
  Uncommon Bridges will work with city staff to assess the array of existing organizations in Redmond that might serve as place management organizations for the Downtown, Overlake, and Marymoor districts.
- ***2.4 Deliverable: Report & Recommendations***
  Following the analysis above, Uncommon Bridges will prepare a succinct report on opportunities and challenges with business district formation in Redmond, including risk analysis and policy considerations, as well as recommendations on timeline and order of opportunity for forming new or further developing existing organizations in Redmond's urban centers.

Task 3 – Stakeholder Engagement & Visioning — approximately 1 month

- ***3.1 Stakeholder Identification***
  Uncommon Bridges will help city staff identify key external stakeholder to join conversations about further organizing business districts.
- ***3.2 Study Trips***
  Uncommon Bridges will organize and lead study trips to other business districts and BIDs in the Puget Sound region. We have extensive relationships with these organizations and a thorough understanding of their programs, structures, and funding, as well as their strengths and weaknesses. Likely candidates may include Everett, Edmonds, Tacoma, and Bellevue, as well as Ballard, SODO, and Pioneer Square in Seattle, among others.

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- ***3.3 Visioning Sessions***
  Uncommon Bridges will facilitate joint City and stakeholder visioning sessions with each business district to consider various options for each urban center, including structures, pathways to formation, services and funding.
- ***3.4 Deliverable: Report on Interest & Feasibility***
  Uncommon Bridges will prepare a report on interest, feasibility and timeline for district organization formation in Redmond's urban centers.

Task 4 – Preliminary Organizational Missions & Budgets — approximately 1 month

- ***4.1 Budget & Revenue Scenarios***
  Based on the Visioning Sessions above, Uncommon Bridges will develop one or more budget and revenue scenarios for each of the three urban centers. We will us GIS mapping and analysis to evaluate property characteristics and ownership and explore assessment scenarios, as well as other options.
- ***4.2 Organizational Analysis***
  Based on the Visioning Sessions above, Uncommon Bridges will evaluate the readiness of the existing organizations in each urban center to take on assessment district formation. Analysis will include the existing organizational structure, participation, current programs, reputation, and stability over time.
- ***4.3 Readiness Assessment***
  Uncommon Bridges will summarize the above analyses into a readiness assessment of each urban center.
- ***4.4 Deliverable: Recommendations on Readiness***
  Based on all the above, Uncommon Bridges will provide the City of Redmond with professional recommendations on the readiness of each urban center for organizational development, management, funding, assessment district formation, and sustainability.

Phase 2: Organizational Development & District Formation

Assuming the City of Redmond decides to proceed with Phase 2, Uncommon Bridges is ready to provide consulting support as follows.

Task 5 – Organizational Development & District Formation — 8 months or longer

- **5.1 New Organizational Development**
  Where appropriate as determined in Phase 1, Uncommon Bridges will work with the City and local stakeholders to form a new place management organization, including facilitation of a steering committee (and eventually a board of directors), incorporation with the State of Washington, application for tax status with the Internal Revenue Service, bylaws development, business plan, initial funding strategy, staff recruitment, and a workplan and timeline for BID formation.
- **5.2 Existing Organization Reorganization**
  Where appropriate as determined in Phase 1, Uncommon Bridges will work with the City and local stakeholders to reorganize and strengthen existing organization(s), including technical assistance, training, board development, budgeting, bridge funding, program development, and and a workplan and timeline for BID formation.
- **5.3 Business Improvement District Formation**
  Once the urban center place management organizations are ready, Uncommon Bridges will work with them on forming a Business Improvement District to provide long-term stable funding. This will include comprehensive ratepayer analysis (again using GIS), assessment mechanism, boundary, ratepayer engagement, political navigation, program planning, and staffing needs, as well as navigation of the petitioning and City Council processes.

Note: As noted earlier, in our experience, formation of a Business Improvement District often takes 1-2 years or longer. We understand that the City's current timeline is for ten months, including both phases. We are prepared to proceed on that timeline, but want to be clear that it is likely to take a bit longer to get the districts organized, gain ratepayer consensus and support, and navigate the petitioning and City Council processes.

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PROJECT SCHEDULE

Background & Grounding

To get up to speed on the realities, issues, and opportunities in Redmond, we will review existing documents provided by the City and investigate the dynamics of property and businesses in districts for consideration. Property analysis may be through examining data the City already has, and is likely also to include accessing the King County Assessor's property records. Business analysis may also be through City records but could also include direct field analysis. Cost Breakdown:

- Initial meeting and tour of the district(s) with City staff. (2x2 = 4 hours)
- Data review and analysis. (2+2-8 = 4-10 hours)
- Follow-up meeting with City staff to review findings (2x2 = 4 hours)
- **12-18 hours total** (depends on state of existing data)

Internal Engagement: City Staff & Management

To prepare the City of Redmond for considering Business Improvement Areas as a local economic development tool, Uncommon Bridges will brief City staff on BIA basics and facilitate discussions of issues, opportunities, and potential policy requirements. Cost Breakdown:

- BIA 101 presentation for City staff. (2x2 = 4 hours)
- 1-on-1 follow-up discussions with key staff and management (4-8 hours)
- Facilitation and technical support as needed (6-20 hours)
- **12-32 hours total** (depends on number of 1x1 and group discussions)

External Engagement: Business & Property Owners

We will work with City staff to identify a small group (5-10) of significant and influential stakeholders (especially potential ratepayers) educate and ascertain levels of interest in district formation. This should be a group of who knows their district well, have a major stake, and are respected by their peers. Ideally, this initial group will be individuals who are generally cooperative with community improvement efforts and inclined to cooperate with the City.

If (and only if) the BID effort proceeds, this group would meet several times to guide the process, consider options, craft a final proposal, and elicit support for that proposal among their peers. But this initial time estimate, we assume they will meet twice as a group before and after individual conversations with Uncommon Bridges. Cost Breakdown:

- BIA 101 presentation for with key stakeholders. (2x2 = 4 hours)
- 1-on-1 follow-up discussions with key stakeholders (4-8 hours)
- Follow-up meeting with key stakeholders to determine next steps (2x2 = 4 hours)
- **8-16 hours total** (depends on number of key stakeholders)

Organizational Development

Organizational assessment and development for place management organizations is a core service for Uncommon Bridges. We have helped form, reorganize, grow, and/or reinvent scores of organizations to enable them to be effective district managers. This always includes an assessment of the organization's strengths, weaknesses, opportunities, and threats as we begin, and often includes ongoing facilitation, coaching, and/or direct management support.

For Redmond, this would include initial meetings with one or more possible district management organizations (such as an historical society, chamber of commerce, or business association), and potentially on-going support through BID formation and management. Cost Breakdown:

- Initial organizational assessment. (6 hours)

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- Organizational development work plan development. (4 hours)
- On-going assistance. (4-8 hours/month or more)
- **10 hours + 4-8 hours/month** (depends on level of needed support)

Project Coordination & Management

We believe in hands-on project management in close communication with the client. Regular phone calls, in-person meetings, and e-mail communication keep everyone up to speed, avoid misunderstandings, and ensure efficient product delivery. We are committed to bringing projects in on time and on budget with high client satisfaction. Daily time sheets, financial record keeping, and regular client communication will make this possible.

For effective project management, we recommend regular calls between Uncommon Bridges and Redmond's project manager to review progress, schedules, outstanding tasks, and related issues. Bi-weekly calls are probably appropriate for this effort. Cost Breakdown:

- Project Management. (1-2 hours / month)
- On-going Coordination & client check-ins. (2-3 hours / month)
- **3-5 hours/month** (depending on the pace and complexity of the work)

PROJECT TEAM

Our dedicated project team is ready to offer our deep bench of experience, expertise, and in-person support for your business district feasibility and formation. All of them will be available for the duration of your project.



Jacqueline Robinette (she/her) will serve as **Project Director**. Jacqueline is the Organizational Development Lead at Uncommon Bridges. She has led the facilitation of strategic plans for downtowns and assessment districts nationwide and specializes in guiding clients through complex challenges, building consensus, and developing clear, actionable plans. She is an expert in helping clients She holds a Master's in Public Administration from the University of Washington.

Selected Relevant Projects:

- Telegraph BID 2025 Work Plan, 5-Year Strategic Plan, & BID Renewal Berkeley, CA
- NORCOM 911 – Strategic Plan, Bellevue, WA
- Tampa Downtown Partnership Strategic Plan
- Downtown Partnership of Baltimore Strategic Plan
- Seattle Office of Economic Development – BIA District Formation & BIA Policy & Tools Support
- Downtown Seattle Association, MID Update & State of the Arts & Culture Sector Facilitation
- Downtown Indy Inc. Strategic Plan
- DowntownDC BID Strategic Plan
- Downtown Ausitn Alliance Strategic Plan
- Iowa City Downtown District Strategic Plan & BID Renewal
- Chicago Loop Alliance Strategic Plan
- National Landing BID Organizational Development, Arlington, VA



Brian Douglas Scott (he/him) will serve as **Partner-in-Charge**. Brian's 40+ year career has been all about building consensus toward vibrant and livable downtowns. Since founding the firm in 2009, Brian has led scores of strategic planning efforts for place management nonprofits in a dozen states and throughout the Pacific Northwest. Brian specializes in projects that call for his facilitation skills, political instincts, and focus on implementation. He's twice served on the International Downtown Association board of directors and holds a Ph.D. in Urban Studies from Portland State University.

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Selected Relevant Projects:

- Telegraph BID Work Plan, 5-Year Strategic Plan, & BID Renewal, Berkeley, CA
- NORCOM 911 – Strategic Plan, Bellevue, WA
- Downtown Seattle Association Strategic Plans & BIA Renewal
- Ballard Alliance Strategic Plan, Implementation, BIA Formation & Renewal
- Iowa City Downtown District Strategic Plan & BID Renewal
- Seattle BIA Renewals & Expansions for Capitol Hill, West Seattle, Chinatown / International District
- DowntownDC BID Strategic Plan
- Downtown Rochester Strategic Plan & BID Formation, Rochester, NY
- Downtown Everett (WA) BIA Renewals & Expansions
- City of Tacoma (WA) Business Improvement Areas Formation
- U District Strategic Plan, BID Formation & Renewal (Seattle)
- Oakland BID Renewal & Strategic Plan, Pittsburgh, PA



Andrés Mantilla (he/him) is a Partner at Uncommon Bridges and will serve as **Strategic Advisor.** He oversees the firm's Policy and Program Development portfolio. He has 20 years of experience in facilitation, policy development, data analysis, and engaging diverse stakeholders and communities, including four years as the Director of the City of Seattle's Department of Neighborhoods, leading community engagement and planning initiatives for the City. He was recently named Director of the Transition Team for Mayor-Elect Katie Wilson. Andrés holds a Bachelor's Degree from University of California-Santa Barbara.

Selected Relevant Projects:

- Seattle Office of Economic Development BIA District Formation, Policy Support & Tool Development
- City of Tacoma Business Improvement Areas Formation
- Enhanced Service Districts, City of Portland
- Seattle Metropolitan Chamber of Commerce Membership Vision Survey
- City of Eugene – Downtown Services Strategic Plan
- Puget Sound Energy, Priority Framework
- Sound Industrial Association - Organizational Development and Foundational Documents
- Waterloo Greenway Strategic Plan
- Downtown Emergency Service Center Strategic Plan



Skylar Benson (she/her) will serve as **Project Manager** for this project. Skylar brings five years of experience supporting inclusive community building, program development, event planning, consensus facilitation, and strategic planning. She supports our firm across our business district portfolio with clients like the Seattle Office of Economic Development, the City of Portland, and the City of Tacoma. She holds a Bachelor's Degree in biology from Boise State University.

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BUDGET

Uncommon Bridge proposes to deliver a deliverable to client based on the approach provided for $130,000. We expect to negotiate details and contract terms to meet client's needs. Our blended Rate across our experts is: $210/hour.

PHASE / TIMELINE	ACTIVITIES	HOURS / FEE
Project Management, Planning & Leadership Communication		
Task 1: Project Management	• 1.1 Time, Task & Budget Management • 1.2 Bi-weekly Project Planning Check-ins • 1.3 Core Team Coordination Meetings • 1.4 Leadership & Council Briefings	89 $21,000
PHASE 1: Research, Education, & Feasibility Analysis		
Task 2: Research & Education	• 2.1 Internal Research • 2.2 Internal Education (materials & presentations) • 2.3 Local Organizational Landscape Analysis • 2.4 Deliverable: Report & Recommendations	46 $10,000
Task 3: Stakeholder Engagement & Visioning	• 3.1 Stakeholder Identification • 3.2 Study Trips • 3.3 Visioning Sessions • 3.4 Deliverable: Report on Interest & Feasibility	62 $13,000
Task 4: Preliminary Organization Mission & Budget Analysis	• 4.1 Budget & Revenue Scenarios • 4.2 Organizational Analysis • 4.3 Readiness Assessment • 4.4 Deliverable: Recommendations on Readiness	72 $13,000
PHASE 2: Organizational Development & District Formation		
Task 5: Organizational Development & District Formation	• 5.1 New Organizational Development • 5.2 Existing Organization Reorganization • 5.3 Business Improvement District Formation	326 $67,000
Direct Expenses	• Expense, expense	$6,000
	TOTAL PROPOSED FEE	**$130,000**

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CLIENT REFERENCES

Theresa Barreras
Business Districts Manager
City of Seattle, Office of Economic Development
(206) 684-8090,
theresa.barreras@seattle.gov

RE: New BIA Exploration

Dan Eernissee
Economic Development Director
City of Everett
deernissee@everettwa.gov
Phone: 425-257-8681

RE: Everett BIA Renewal

Karl Lisle
External Partnerships & Programs Manager
City of Portland, Office of Management and Finance
(503) 823-5876,
karl.lisle@portlandoregon.gov

RE: Portland Enhanced Service Districts

Mike Stewart
Executive Director, Ballard Alliance
206.784.9705,
mike@ballardalliance.com

RE: Ballard Alliance Vision, Strategic Plan & BIA Renewal

Debbie Bingham
Economic Development Specialist
City of Tacoma
debbie.bingham@cityoftacoma.org
Phone: 253.591.5117

RE: City of Tacoma Business Improvement Area Formation Services

Erin Goodman
Executive Director SODO BIA
206.294.3285
erin@sodoseattle.org

RE: BIA Implementation & Reauthorization

Downtown Seattle: Metropolitan Improvement District Renewal

"Uncommon Bridges managed stakeholder relationships very professionally and productively. We worked closely with them on the Seattle MID renewal (with several hundred property owners) and on the Pioneer Square BIA (with several hundred businesses). They did an outstanding job on both projects, facilitating discussions on challenging topics and leading a process where all parties had the opportunity for input."

- Ryan Smith, Martin Smith Inc

DowntownDC BID

"The team at Uncommon Bridges possesses valuable place management industry knowledge from across the country on business, placemaking, race, and equity. Hiring their firm affords you a national lens on your local challenges and adds a new dimension of expertise to your efforts."

- Rachel Hartman, Chief Strategy Officer, DowntownDC BID

King County Executive Transition Committee

"I'm so impressed with the way this event went today. From the moment I walked in, I felt the room was full of joy, energy, and opportunity. And because the event was so organized, the energy was able to flow into something productive."

- Girmay Zahilay, King County Executive Elect, reflecting on Executive Transition Committee meeting that our team facilitated with 100 local leaders

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APPENDIX

List of Contracts

WORK SAMPLES

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Consultant's Name: Uncommon Bridges, Inc. November 2020 - November 2025

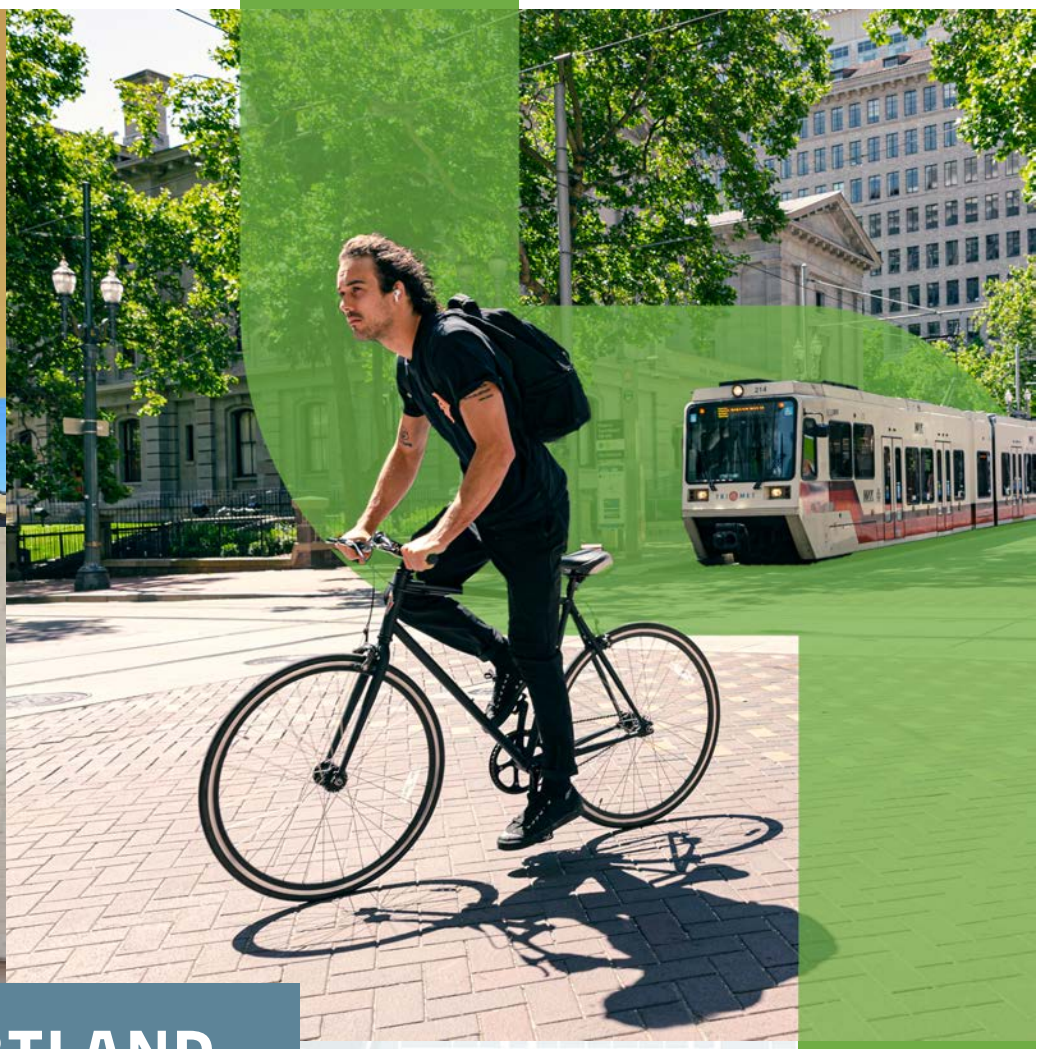
- Alliance For Pioneer Square; Seattle, WA
- Ballard Alliance; Seattle, WA
- BHC Consultants, LLC; Seattle, WA
- City of Boise, ID
- City of Burien, WA
- Community Attributes Inc.; Seattle, WA
- Clackamas County, OR
- Downtown Everett Association; Everett, WA
- Downtown Long Beach Alliance; Long Beach, CA
- Downtown Partnership of Baltimore; Baltimore, MD
- Downtown Pasco Development Authority; Pasco, WA
- Downtown Seattle Association; Seattle, WA
- Downtown Spokane Partnership; Spokane, WA
- ECONorthwest; Portland, OR
- City of Everett, WA
- Georgetown BID; Washington, DC
- Greater Redmond Transportation Association; Redmond, WA
- City of Issaquah, WA
- King County, WA
- King County - Public Health; Seattle, WA
- King County E-911 Program Office; Kent, WA
- King County Sheriff's Office; Seattle, WA
- Local Initiatives Support Corporation; Seattle, WA
- City of Longview, WA
- City of Lynnwood, WA
- City of McMinnville, OR
- Mid-Willamette Valley Community Action Agency; Salem, OR
- Millionaire Club Charity; Seattle, WA
- National Development Council; Seattle, WA
- Oakland BID; Pittsburgh, PA
- City of Olympia, WA
- Pierce County, WA
- Polk County 911 Service Board; Des Moines, IA
- Port of Seattle; Seattle, WA
- City of Portland, OR
- Puget Sound Partnership; Seattle, WA
- City of Pullman, WA
- City of Salem, OR
- City of SeaTac, WA
- Seattle Foundation; Seattle, WA
- City of Seattle, WA, Department of Neighborhoods
- City of Seattle, WA, Office of Economic Development
- Seattle Public Utilities; Seattle, WA
- SODO Business Improvement Area; Seattle, WA
- Spokane Housing Authority; Spokane, WA
- Spokane Regional Clean Air Agency; Spokane, WA
- Spokane Regional Emergency Communications (SREC); Spokane, WA
- Sound Industrial Alliance; Seattle, WA
- City of Tacoma, WA
- Tacoma Housing Authority; Tacoma, WA
- U District Partnership; Seattle, WA
- United Indians of All Tribes Foundation; Seattle, WA
- University of Chicago Urban Labs' Health Labs; Chicago, IL
- Valley Communications Center; Kent, WA
- City of Vancouver, WA
- Washington State Department of Commerce; Olympia, WA
- Washington Trust for Historic Preservation; Seattle, WA
- Washington Cities Insurance Authority; Tukwila, WA
- Welch-Comer Engineers; Coeur d'Alene, ID
- City of West Des Moines, IA
- WorkForce Central; Tacoma, WA

Note: *Uncommon Bridges was doing business as BDS Planning Design until April 2024*

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CITY OF PORTLAND

Enhanced Services District (ESD) HANDBOOK

2024

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Introduction

The City of Portland Enhanced Services Districts (ESDs) are funding mechanisms that assess fees on property management in specified districts to help pay for business and community revitalization activities. Nationally, place management districts exist as funding vehicles for crucial placemaking and economic development organizations that provide services for the mutual benefit of district stakeholders. Place management districts go by many different names, including Business Improvement Districts (BIDs), Business Improvement Areas (BIAs), Economic Improvement Districts (EIDs), Community Benefit Districts (CBDs), Public Improvement Districts (PIDs), and so forth; in Portland, they are known as Enhanced Services Districts or ESDs.

There are many reasons to create a place management district. Most commonly, the districts are conceived, designed, and managed locally by those who are paying the assessments for their mutual benefit, with everyone in the district required to pay a share of the cost that is commensurate to individual benefit. These districts reflect that successful community and economic development is supported by local stakeholders collaborating toward shared goals and priorities.

National experience shows that place management districts like Portland's ESDs add value to urban environments, providing a wide variety of services: including leadership, public space management, planning and design, economy development, and policy and advocacy.

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"The industry consists of 4000+ place management organizations globally with 2,500 in North America employing 100,000 people and paying $3 billion in wages. On average, each organization provides $1.2 million in services in their districts to help businesses thrive and to make the district a great place for workers, residents, and visitors."

- International Downtown Association (downtown.org)

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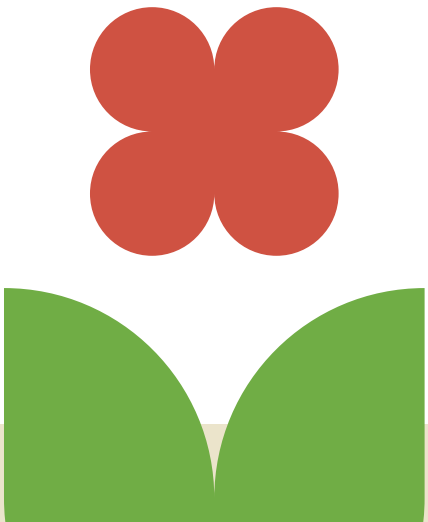
Portland & Place Management

Portland's Enhanced Services District program began in the late 1980s and matured in the 1990s, which was a time when Portland enjoyed a national reputation as a model for downtown revitalization, vitality, and livability. Similarly, Portland's first ESD was widely respected as a leading place management program.

The ESD now known as Downtown Clean & Safe began in 1988 as an "Economic Improvement District" that was created by the Association for Portland Progress following state legislation (ORS 223.112). Along with the Grand Central Partnership in New York City, the downtown Portland Economic Improvement District was one of the first large (more than $1 million annually) place management districts in the nation. The place management industry has grown substantially since then, with thousands of similar districts operating in every state and around the world.

Downtown Portland's initial district was modified in 1991 and again in 1994 in response to new statewide property tax limitations (Ballot Measure 5). The 1994 ordinance created the current structure of Enhanced Services Districts as fees on property management rather than assessments on property. Three such districts operate in Portland today.

In the early 2000s, the Association for Portland Progress merged with the Portland Metropolitan Chamber of Commerce to form the Portland Business Alliance. Today, the Portland Business Alliance is an affiliation of three highly synergistic corporate entities - including the Portland Metro Chamber, Downtown Clean & Safe District, and the Charitable Institute - that share a collection mission, vision and values.



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Place Management Best Practices

Since the place management industry emerged in the 1970s and 1980s, the International Downtown Association (IDA) has become its primary professional organization in the United States, Canada, and around the world.

IDA offers extensive professional networking, conferences, industry best practices, leadership and technical training, as well as professional certification. To define national best practices, it is worth noting that IDA's professional certification (Leadership in Place Management or LPM) relies on a 7-part curriculum, including Leadership; Organizational Management; Economic Development; Planning, Design, & Infrastructure; Policy & Advocacy; Public Space Management & Operations; Marketing, Communications, & Events.

As such, the best place management organizations excel in each of these areas, which can be characterized as follows:



Learn more about at IDA at downtown.org

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Leadership

Successful place management organizations have high functioning executive leadership and staff, as well as an involved board of directors that represents private, nonprofit, and public interests in and around the district. The best place management organizations are both strong partners and independent counterpoints to local and regional governments. Place management organizations enhance, rather than replace public services and leadership; they also provide a consistent voice.



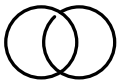
Economic Development

Effective place management organizations are fervent proponents with steadfast focus on the success of their district. Successful organizations are active partners to local governments and other economic development organizations (like chambers of commerce, tourism promoters, and regional economic development councils).



Policy & Advocacy

Place management organizations act as conveners. They facilitate information sharing as well as consensus building around advocacy efforts surrounding issues that matter to their ratepayers and community stakeholders. Successful organizations have a robust awareness of city process, policy, and programs, lending a powerful voice for district needs.



Organizational Management

Successful place management organizations reflect the best of their private, public, and nonprofit constituencies. Their leadership and funding structure is transparent, diverse, representative, and sustainable. Internal and external polices are clear, inclusive, and ethical.



Planning, Design, & Infrastructure

Planning, design, and infrastructure, of course, are primarily government responsibilities, but place management organizations are excellent champions for their places and adept partners with local government. Many place management organizations help create community consensus and support for planning, design, and infrastructure improvements, and some augment government planning processes and programs.



Public Space Management & Operations

Place management organizations may be best known for public space management and operations. Many have assessment districts that pay for cleaning, hospitality, maintenance, and security services.



Marketing, Communications, & Events

Place management organizations are also well known for marketing, communications, and events. Many of them manage substantial promotional programs, advertising campaigns, and community events of various scales.

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Purpose of this Document



This ESD Handbook is meant to provide guidelines for establishinag, renewing, expanding, or dissociating an ESD. It also provides a framework for best practices for district management and operations for ESDs, while providing the history, a snapshot of services, benefits, and funding sources for current districts.

ESDs are governed by Chapter 6.06 District Property Management License of the Portland City Code and Charter. The first ESD, Downtown Clean and Safe, was established 1988. Portland currently has three ESDs: Downtown Clean and Safe, the Lloyd ESD (formed in 2001), and Central Eastside Together (formed in 2019).

ESDs are managed locally. Each district establishes a fee for property management based on an agreed upon district-wide formula. These fees are collected and used to fund locally determined services such as sidewalk cleaning, activation, business attraction, tourism, marketing, graffiti removal, and so forth for the benefit of the district. At the time of approval, the City of Portland enters into a contract with an ESD outlining fee type, ratepayers and establishes levels of base services the City will continue to provide to the ESD. This partnership is managed by the City's Enhanced Services District Coordinator (ESD Coordinator) who serves as a liaison between the City and ESDs and oversees all contracts. The ESD Coordinator is also tasked with supporting communities to establish, renew, expand, or dissociate ESDs throughout the city.



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To establish an ESD, interested districts must:

- Establish a voluntary Board of Directors composed of potential ratepayers that oversee and guide the proposed ESD and its District Management Association (DMA)
- Work with the ESD Coordinator and the City's Revenue Division (Revenue), to establish a workplan and budget to meet the needs of the ratepayers
- Hire a third-party non-profit [501(c)3 or 501(c)6] DMA to fulfill the work plan
- Along with the ESD Coordinator, Department of Revenue staff, and ESD Board of Directors present the proposed ESD and the proposed contract between the ESD and the City, to City Council for approval

Once approved, the ratepayers pay license fees directly to Revenue, who then release payment to the ESD's District Management Association for the work performed on behalf of the ESD's ratepayers.

ESDs are required to report their work to the City Council annually, regularly engage with their board and ratepayers, and be transparent in how fees collected are being allocated for services.

Relevant case law includes:

Roseburg School District v. Roseburg 316 OR 374 (1993)

Affirmed that fees for services are not taxes if they are not a direct consequence of owning property.

City of Portland v. Atwood 13 OTR 136 (1994)

Affirmed the property license fee was not a tax as defined by the Oregon Constitution Article XI.

Knapp v. City of Jacksonville 342 OR 268 (2007)

Re-affirmed that fees for services are not taxes if they are not a direct consequence of owning property.

Old City Lofts v. City of Portland 20 OTR 58 (2009)

Re-affirmed property license fee is not a tax and affirmed fee can be applied to condominium property managers.



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Definitions

Boundary: A boundary defines the geographic benefit zone for the Enhanced Service District that will pay an assessment to receive enhanced services. All ratepayers within the boundary are required to pay their assessment and entitled to enhanced services.

District Management Association (DMA): The organization that administers the operations of the ESD. The DMA is recommended by the ESD Board of Directors to the City (i.e., Downtown Clean & Safe, Inc. and the Portland Metro Chamber; Lloyd ESD and Go Lloyd; Central Eastside Together and Central Eastside Industrial Council). The ESD Board of Directors approves an annual budget for use of ESD generated funds in alignment with the ESD ordinance. The DMA administers the funds in accordance with the approved budget through direct expenditures and/or contracts with service providers. The DMA's administration must comply with all applicable provisions of law, with all county and City resolutions and ordinances, and with all regulations lawfully imposed by the state auditor or other state agencies. City Code uses the term "Qualified Contractor" to refer to DMAs and states that they are 'non-profit corporations or other non-profit entities established by property owners or licensees in the District for the purpose of providing services that benefit the District'. (City Code 6.06.020 – www.portland.gov/code/6/06/020)

District Ratepayer / Advisory Board: The City requires applicants to create an ESD Board to oversee operations of the funds, approve an annual budget for use of ESD generated revenues, and recommend a District Management Association. In its primary function, a ratepayer board oversees budget and performance as managed by an operating entity. The City's role is to administer assessment collections, financial accountability, and operating standards within the scope of the purposes stated in City Code Chapter 6.06.

Engaged Property Manager / Ratepayer: Those individuals, organizations or entities that are assessed, i.e. those that receive an assessment bill from the City and are within the district boundary. Individuals, organizations or entities that receive an increase in their lease rates or other contractual agreement with ratepayers because of the establishment of an ESD are not, for purposes of City policies, considered ratepayers, but can be considered beneficiaries.

Enhanced Services District (ESD): These districts provide funds for enhanced services beyond City basic services. The ESD program is governed by City Code Chapter 6.06 and established by the City Council with support from district property managers and stakeholders. Fees (also known as assessments) are collected by the City and distributed to a nonprofit District Management Association created to specifically contract services within the district. The City oversees programs provided by the enhanced districts to ensure they align with with approved contracts, as well as City goals and standards.

ESD Coordinator: The partnership between the City and ESD District Management Association is managed by the City's Enhanced Services District Coordinator (ESD Coordinator) who serves as a liaison between the City and ESDs and oversees all contracts. The ESD Coordinator is also tasked with supporting communities to establish, renew, expand, or dissociate ESDs throughout the city.

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ESD Notification and Petition Validation Process: Processes in which the ESD, and then the City notifies potential ratepayers of the ESD proposal and validates any official opposition by prospective ratepayers who do not favor the ESD proposal. The City expects the ESD (proposed or existing) to conduct prospective ratepayer outreach via mailings, public meetings, and one-on-one meetings with the goal of building broad support for the proposed action. Only after this has been done, and a formal letter has been received from the district board (proposed or existing), will the City send a letter/postcard to all potential ratepayers to notify them that the ESD proposal has been submitted to the City. The City will validate all official opposition from prospective ratepayers by verifying their parcel number and water bill account number. The City will then assign a value associated with each opposing prospective ratepayer based on what their annual assessment would be. If total opposition by ratepayers who would be responsible for more than 33% of revenues in the new district or expansion area formally object, the proposal will not move forward.

Exempt Property: Mass shelters and religious properties are typically exempt from ESD assessments. (City Code 6.06.020 – www.portland.gov/code/6/06/020)

Property Management License Fee (Assessment): Any person engaged in property management activities within an ESD will pay a license fee for such activities covering each license year, or if registration is made after the beginning of a license year, then for the balance of the license year. The license fees prescribed are for the privilege of engaging in the activity of property management in an ESD and the revenues collected will be used to provide, through a qualified contractor (DMA), cleaning, security, crime prevention, business development, transportation, public policy, housing, and marketing and communications services, or any such services that benefit properties in the ESD. Essentially, this assessment is a fee that each ratepayer pays to support the programs funded by the ESD. The sum of all the individual assessments that ratepayers pay comprise the total yearly assessment of the ESD, and underwrite most, if not all, annual operating expenses. The total yearly assessment is unique to each ESD in Portland. (City Code 6.06.010 – www.portland.gov/code/6/06/010)

Ratepayer Classification: Ratepayers that are grouped into categories either for purposes of applying a unique assessment rate or formula or for distinguishing a unique type or level of benefit. See examples online at www.portland.gov/venues/enhanced-services-districts

Stakeholder: Individuals, organizations or entities that are located in, or have a direct interest in the boundaries of the district. Stakeholders can be ratepayers or non-ratepayers. They may include, but not be limited to, property owners, businesses, residents, government agencies, nonprofit agencies, service providers, and other institutions. For example, a district might have manufacturing businesses, retail and service businesses, a private school, nonprofit service providers, condo associations, residential property owners, commercial property owners, etc.

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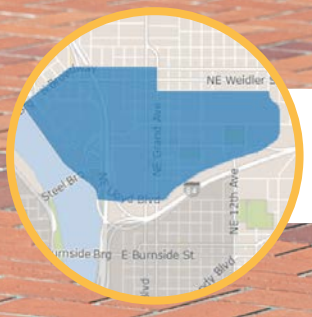
Current Enhanced Service District Programs



Central Eastside Together



Downtown Clean & Safe



Lloyd ESD

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Central Eastside Together

The Central Eastside Industrial Council is a business association focused solely on the Central Eastside Industrial District's economic success, vitality, and livability. Central Eastside is hyper-local and intentionally focused on member businesses that make the District an incredible place to live, work, play, and stay. Central Eastside Together was formed in 2019 and has an annual assessment of $1.2-1.5 million.

Letter From the Executive Director

Thanks to the unwavering advocacy efforts of the Central Eastside Industrial Council and our district's passionate business and community leaders, the Central Eastside Together (CET) Enhanced Service District was unanimously supported and approved by the City Council in 2019. Since its inception, CET has emerged as a leader in addressing our community's most pressing needs through responsive and impactful programs.

The Central Eastside Together Enhanced Service District provides a unique opportunity for businesses to equitably and collectively maintain, improve, and promote our district. From vibrant district banners and signage to enhanced lighting, public art commissions, meticulous sidewalk cleaning, and improved safety through environmental design, CET actively supports economic development and neighborhood beautification. These efforts encourage livability, vitality, and a strong sense of community. CET staff and board members serve as ground-level advocates, community conveners, and dedicated program service providers for our neighborhoods.

Through Central Eastside Together, we embrace our collective responsibility to steward public investment for maximum community impact. This commitment furthers our mission to create a safer district, enhance the pedestrian experience, reinforce economic viability, and promote the Central Eastside—restoring vibrancy for all those who live, work, and play here.

CET's accomplishments and initiatives underscore the power of community-driven efforts, where our ESD has piloted new programs and services, partnered with the City to create vibrant districts for all, and continues to develop a framework for ESDs as a sustainable solution for community development and economic prosperity where local control and decision-making are at the center.

Together, we are building a brighter future for the Central Eastside. Thank you for your continued support and dedication to making our district a thriving, dynamic community.



Carolyne Holcomb
Executive Director, Central Eastside Together

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Central Eastside Together Programs Include:

- Cleaning
- Graffiti removal
- Ambassadors
- Mural preservation & development
- District enhancement







Revenues

Total Revenues	**$1,244,252**

Expenses

Private Security - Securitas	$430,773
Cleaning - Central City Concern + Ground Score	$241,000
District Enhancement	$50,000
ESD Fees (Overhead, IT, ESD Coordinator)	$102,900
Operations & Admin	$81, 785
Staff	$174,471
Total Expenses	**$1,180,929**

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Downtown Clean & Safe

The Downtown Portland Clean & Safe District provides enhanced services to the people, places and businesses within a core 213-block area of our central city. The district is one of the oldest, largest and most successful enhanced service districts in the nation. Downtown Clean & Safe was initially formed in 1988, most recently renewed in 2021, and has an annual assessment of $5-8 million.

Letter From the Executive Director

The oldest of the City of Portland's three Enhanced Service Districts, or ESD's, Downtown Portland Clean & Safe serves all who work, live and play in our 213-block service district in the heart of downtown Portland. Formed in 1988, we have worked to continually improve our programs and services to the ever-evolving business and community in our downtown core. An avid member and participating in the International Downtown Association, Clean & Safe is one of thousands of ESD's, or business improvement districts working diligently to provide clean, vibrant and thriving downtown and business areas.



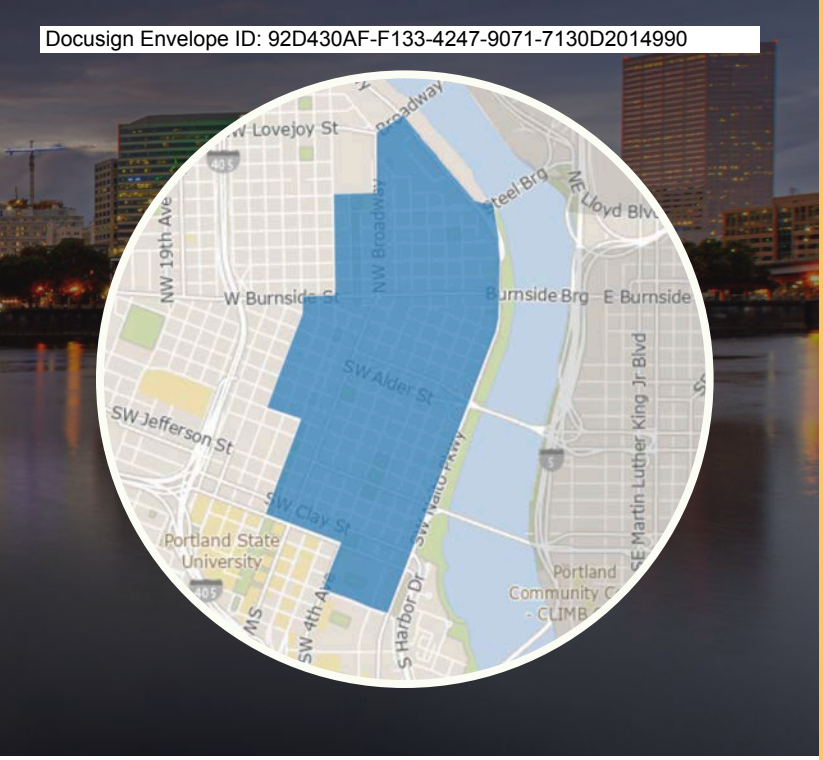
Our core service programs include providing public safety and janitorial services 24 hours a day, seven days a week. Complementing this is our street outreach program who work to provide basic and more complex social services and case management for some of our most vulnerable Portlanders. We take great pride in maintaining decades long partnerships with local and national vendors to provide a highly trained and supported group of state certified security officers and cleaners who work in often challenging situations and conditions.

Our janitorial program provides immediate and gainful employment opportunities for individuals recently released from incarceration and/or starting their journey of substance abuse recovery. These partnerships and opportunities are a shining example of lifting up individuals and organizations so everyone has an opportunity to thrive.

While clean and safe is core to our name and mission, we also offer and support a wide host of downtown retail programming and place making opportunities. Our retail and programs team provides programs such as annual "pop-up" shops allowing existing small businesses the opportunity to be in a brick-and-mortar location, a robust holiday lighting and event program illuminating over 700 trees and dozens of lighting installations, and yearly family friendly programming and events at local parks such as Director Park. Our downtown programs are dedicated to retail and business retention and recruitment.

Key to our success is the private-public partnership with the City of Portland. While Clean & Safe is funded through annually assessed fees paid by property owners located in our district, we maintain a formal, ten-year ESD contract with the City. This provides oversight, reporting metrics, and accountability for the fulfillment of the ESD's scope of work and also the City's responsibility to provide basic and essential City services related to public safety and livability.

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Downtown Clean & Safe Programs Include:

- Cleaning
- Ambassadors
- Community Health Outreach
- Crow abatement
- Business support development
- Holiday lighting

We have seen and continue to explore new and updated projects and programming with the City of Portland and other government agencies to ensure our downtown Portland community is open, safe and accessible to all Portlanders and visitors.

We look forward to seeing you in downtown Portland!

Mark Wells
Executive Director,
Downtown Portland Clean & Safe

Revenues

Contract Income – Clean and Safe District Fees	$6,214,758
Lighting District Fees	$769,440
Contribution Income	$130,000
Interest Income $	- $20,394
Total Revenue	$7,114,198

Expenses

Total Personnel Expenses	$ 1,242,133
Program (Direct) Expenses	
Holiday Lights $ 320,000	$130,000
Interest Income $	- $20,394
Total Revenue	$7,114,198
Cleaning / Maintenance	$ 1,860,287
Crow Abatement	$ 55,000
Private Security Contract	$ 2,144,529
Public Security (PPB	$ 584,000
Technology	$ 97,000
Mall (PMMI)	$0
Marketing/Retail	$ 22,500
Downtown Retail Advocate	$ 110,000
Ambassadors	$ 157,050
CHOW	$ 75,000
Total Program (Direct) Expenses	$ 5,425,366
Operating Expenses	$ 436,284
City Processing Fee	$ 159,690
ITS Cost Sharing Fee	$ 55,904
ESD Coordinator Expense	$ 64,446
Total Operating Expenses	$ 716,324
Total Expenses	**$ 7,383,823**

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Lloyd ESD

The Lloyd Enhanced Services District (ESD) was established in 2001 to encourage growth and ensure the continued health and development of, and pride in, the Lloyd neighborhood by making it a better place to live, work, and visit. In 2023, the ESD was successfully renewed with an annual assessment of $0.6-0.7 million, which includes a transportation program led by Go Lloyd and the Lloyd EcoDistrict. This program collaborates with neighborhood stakeholders to promote prosperity, environmental quality, and social welfare.

Letter from the Executive Director

Enhanced Services Districts (ESDs) are coalitions of property owners and managers united by their vision of a prosperous neighborhood business district. These ESDs pool their collective resources to maintain, improve, and promote economic development in their communities through a City-authorized, equitable revenue generation model. Funds are reinvested in the neighborhood by offering services beyond those provided by the City. These may vary by district, but typically focus on cleaning, safety, livability, advocacy, and events.

ESDs act as a collective voice for their communities, advocating for the programs, projects, and initiatives that the neighborhood values. ESDs provide an opportunity to localize decision-making regarding specific improvements and services in affected neighborhoods. They are managed by a board of directors, made up of ratepayers (property owners/managers, residents, and employers), whose goal is to promote and enhance their district.

We are so appreciative of ESDs and the value they bring to their ratepayers. The ESD in the Lloyd neighborhood has more recently prioritized



cleaning services but has long valued less traditional programs like transportation access for employees and residents provided through a transportation management association (Go Lloyd), and a program that promotes sustainable and resilient business practices along with community-building events (Lloyd EcoDistrict).

Equipped with a stable funding source, ESDs can invest in community priorities that benefit ratepayers in the district. ESDs enable neighborhoods to secure additional necessary services to reinforce what the City provides. Though each ESD is an independent organization with a localized decision-making process, we regularly collaborate with each other on common issues all of our neighborhoods face. Additionally,

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Lloyd ESD Programs Include:

- Go Lloyd Transportation Mgmt.
- Lloyd EcoDistrict
- Trash Collection
- Neighborhood/Community Association
- Holladay Street Landscaping
- Neighborhood Advocacy & Promotion



we partner with the City to find innovative ways to make each of our communities extraordinary and welcoming to all.

Portland currently has three ESDs that offer services, manage their districts, and provide a voice for their communities. This handbook is a snapshot of those ESDs, including their

Owen Ronchelli
Executive Director, Lloyd ESD



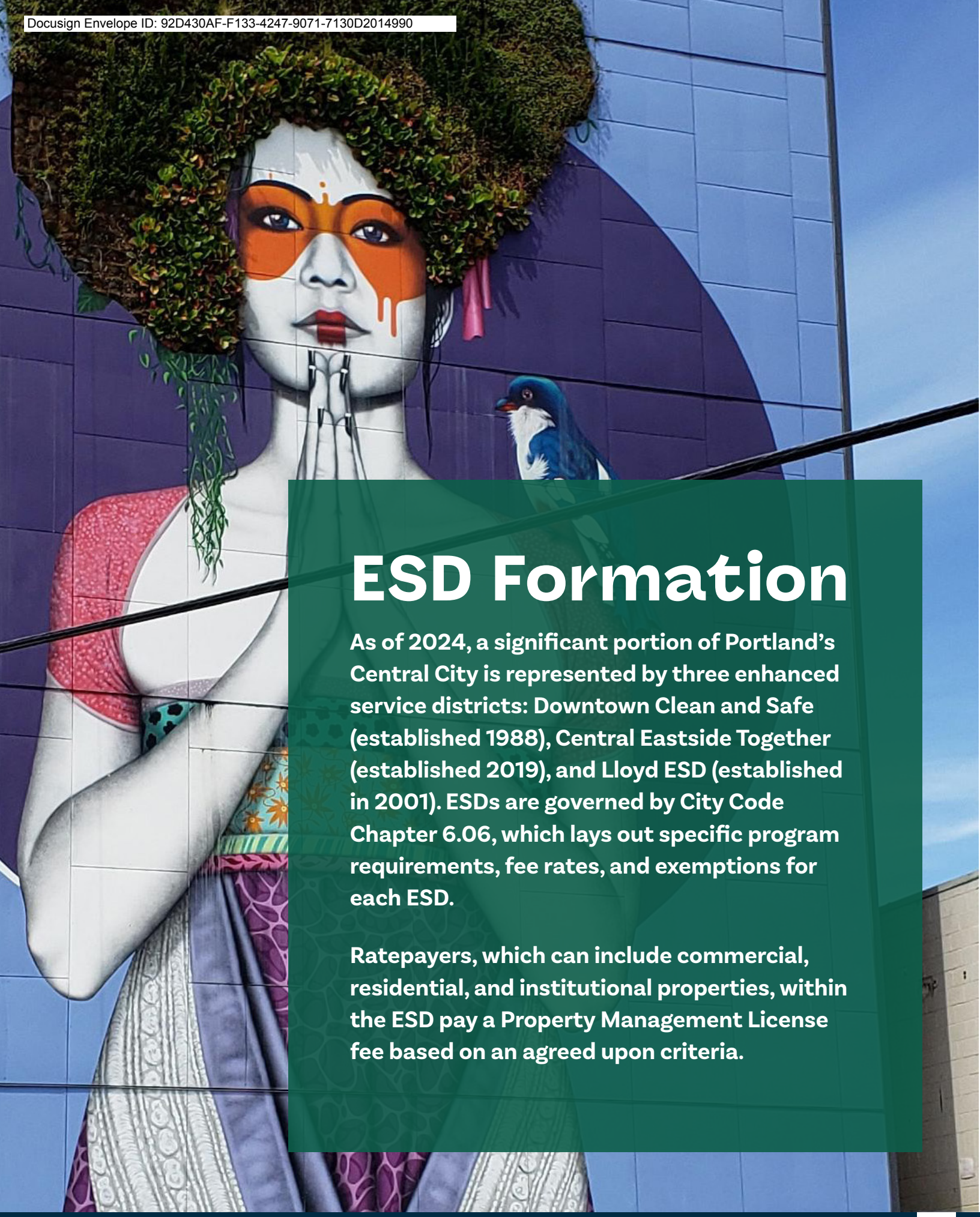
Revenues

Existing Revenue Collected (current rates)	$540,966
Estimated Assessment Increase: rates adjusted for inflation; caps increase	$128,034
Total Projected Revenue (via Dept. of Revenue)	**$669,000**

Expenses

Programs	
Trash for Peace	$0
Go Lloyd	$207,030
Lloyd EcoDistrict	$160,000
Lloyd Community Association*	$20,000
Holladay landscape islands	$16,995
Special projects	$25,750
Existing/New Org Operations Consulting	$7,725
Organizational Expenses	$6,798
ESD AdministrativeSsupport	$14,336
Executive Director (part-time)	$80,000
Marketing & Communications staff person	$0
Potential New Programs Cleaning & Ambassadors: (2) bike cleaners, (1) graffiti abatemen	$181,245
Right 2 Dream Too Rest Area Operations (50%)	$15,000
Grafitti Removal Reimbursement Grants to business owners	$20,000
Total Expenses	**$734,879**

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ESD Formation

As of 2024, a significant portion of Portland's Central City is represented by three enhanced service districts: Downtown Clean and Safe (established 1988), Central Eastside Together (established 2019), and Lloyd ESD (established in 2001). ESDs are governed by City Code Chapter 6.06, which lays out specific program requirements, fee rates, and exemptions for each ESD.

Ratepayers, which can include commercial, residential, and institutional properties, within the ESD pay a Property Management License fee based on an agreed upon criteria.

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Forming or Expanding an ESD

Business districts interested in forming an ESD must begin with a group of interested ratepayers within a proposed boundary. Working collaboratively, and through significant outreach and engagement with impacted stakeholders, prospective ESDs must determine a suitable formula to determine a fee for the management of qualified properties. Once approved, this fee applies district-wide.

The group proposing a new or modified ESD shall complete an ESD Checklist and submit the required application materials to the ESD Coordinator for formal review. Proponents shall complete the following steps when preparing to present a ESD proposal to the City Council:

Classification of Ratepayers

- Boundaries
- Formula and Fee Methodology
- Services and Programs
- Budget
- ESD Workplan
- Organizational Structure & Management
- District Management Association
- Outreach and Ratepayer Support

The City Council will consider formation of an ESD only after significant potential ratepayer outreach and engagement is completed. For the City to approve a formation or renewal of an ESD, proponents must demonstrate to the City that there is not active disapproval for the proposed action that represents more than 33% of the total assessed value from the proposed ESD.

Typically, the City Council approves ESDs for ten-year life cycles that are governed by five-year contracts, which are also approved by City Council. These contracts are overseen by the ESD Coordinator and outline the district property management license structure, the projected annual operating budget, and roles and responsibilities. City Council must approve these contracts every five years. At the end of the ESD's lifecycle, the ESD is required to go through a "sunset review," followed by a "renewal," process if that ESD wishes to be extended for another ten-year life cycle.

Motivations to Forming an ESD

ESDs provide district-wide and district-specific enhanced services that are beyond the basic services the City of Portland provides. Assessment dollars that are collected from the district must be spent within the boundary, and budget use is determined by the ratepayers and approved by the City. This is unique to place management district funding and unlike taxes collected and used via the city.

Establishing a Ratepayer Board

Each ESD shall form a ratepayer board to adopt bylaws, approve budgets and provide policy and programming direction to staff and the DMA. Boards are also responsible for approving annual reports, approving documents required by the City, and providing guidance to the DMA to ensure the ratepayer services are delivered. Boards should be made up of ratepayers representing the district and should be largely proportional to ratepayer types that that make up the district. ESDs should be aware of the diversity of its district. Ratepayer boards should be comprised of varying sizes, types, locations, and classifications of businesses, property owners, or representatives.

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Outreach and Engagement

The City recommends a robust outreach and engagement process for the formation or expansion of an ESD. Proponents can work with the ESD Coordinator on ideas of how to engage potential ratepayers. ESD proponents should conduct discussions with potential ratepayers within the proposed ESD boundary to understand support and opposition. ESD proponents are required to mail or distribute packets to new/existing ratepayers outlining the rational for establishing, renewing or modifying an ESD along with a clear description of the proposed or refined rate structure, residential caps, and proposed services. ESD should also provide a proposed boundary map, workplan and budget to potential ratepayers. The City also that at least one public meeting be held with potential ratepayers and that the ESD proponents be available for one-on-one meetings with stakeholders.

Transparency

The City requires ESD to meet certain transparency standards in how the organization meets with its ratepayers, community and broader stakeholders. See the table below to better understand current transparency requirements as well as suggestions on how to engage with ratepayers and stakeholders.

REQUIRED	RECOMMENDED
Develop and broadly share annual report with ratepayers and stakeholders.	At least one public meeting per year where ratepayers are invited to learn about ESD governance, budget and programs.
Provide annual report to City Council.	Regular mailers, newsletters or communication with ratepayers on ESD work.
Establish a financial management system that allows the tracking and documentation of all expenses incurred in carrying out District programs.	Creating one-pager outlining mid-year ESD successes and updates.
Make financial reports and statements available to ESD Coordinator on a quarterly basis and upon request.	Posting founding documents, rate structure, etc., on website.
Provide tracking measures on all programs to the ESD Coordinator on a quarterly basis.	Hold ratepayer board meetings at least quarterly. Ratepayer board meeting dates, agendas and minutes on a public website.

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Equity

The City of Portland's Racial Equity Toolkit directs the City to assess equity impacts of City actions that benefit or burden communities of color. Through this work the City recommends ESDs to think through the impacts of proposed services on all stakeholders. The City also encourages a diverse set of voices and interests to be included on the Board of Director including but not limited to residential, legacy businesses, institutional, religious partners, and small commercial owners. We also suggest ESDs to engage in robust and regular conversations with all stakeholders including non-ratepayers to understand needs and better inform programs. The City encourages thoughtful consideration of staff diversity as well as diversity in subcontractors to provide goods and services.

ESDs should work with the ESD coordinator to better understand the CIty's ongoing equity and social justice efforts and to access toolkit materials.

Boundaries

A boundary map must be determined and provided to the City to form, renew or modify an ESD. Boundary maps determine where services will be provided, and which ratepayers are responsible for the ESD fee. Formal boundaries are described in City Code and set as part of formation and renewal.

Proponents need to describe how all ratepayers within the proposed boundaries are receiving or will receive benefits related to their assessment. Boundary markers are typically included streets and roads or other natural barriers that can be reasonable defined. The boundaries should also specify if properties adjoining both sides of a street are included. If only the properties on one side of the street are included, the boundaries can be set at the midpoint of the street.

For the City to approve an expansion and/or boundary change of an existing ESD, the ESD must demonstrate to the City that there is not active disapproval for the proposed action that represents more than 33% of the total assessed value from the proposed expansion or new boundary area. Ratepayers who collectively contribute 33% or more of the total assessed value of the proposed new boundary area can prevent the expansion of an ESD by submitting written opposition directly to the City of Portland's Enhanced Services District Coordinator (ESD Coordinator) 30 days prior to the first council hearing slated to hear testimony on the expanding or changing of ESD boundaries. Ratepayers wishing to provide written opposition must also provide their business name, parcel number, and water billing account number associated with their specific proposed property management license fee so the City can verify they are the correct decision maker responsible for paying that specific property management license fee.



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Property Management License Fees

Rate Structures are determined via local preference. Proponents can work with the City's ESD coordinator and the Revenue Division to understand fee assumptions. ESDs must determine a suitable formula to set a fee for the management of qualified properties. Once an ESD is established, any persons engaged in property management activities within the defined District is required to pay a license fee unless otherwise exempt by ordinance or by laws of the State of Oregon.

Licenses fees are for the privilege of engaging in the activity of property management in the District. No physical license is provided.

Typical fee structures include formulas based on:

- Land square footage
- Building square footage
- Assed value of improvements
- Square feet of improvements
- Annual rates for residential condos or rental apartments

Rate Caps

Proponents may consider annual caps on types of ratepayers or type of assessment. When considering caps proponents should weigh impacts on budget, ability to provide services, ratepayer support, and length of district period.

Inflation and Annual Escalators

The City recommends that proponents include considerations for inflation or annual escalators as part of their budget assumptions. This allows the organization to plan for rising costs of programming, staff,s and other operations.



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City Roles, Fees, and Support



The City also provides program oversight and guidance to ESDs as well as ensures that fees are collected, and contract obligations are met.

As part of its agreement with ESDs, the City will enter into a basic service agreement with each district that delineates the ongoing services the City intends to provide in the district after the ESD is formed. These services are tracked by the ESD Coordinator and reported to the DMA quarterly. ESDs are also required to provide quarterly reports to the ESD coordinator describing services delivered.

The City is responsible for the annual collection of license fees from businesses and distributing the dollars to the approved DMA. The City will prepare and provide notice of the fee to each ratepayer. This information will include, amount of license fee being charged, including data and the formula being used to arrive at this amount, activities being performed in the district and any exemptions that apply. The City will also handle any appeals from ratepayers. Appeals must be received from ratepayers 30 days after the notice from Revenue is mailed.

The City will provide collection services for each ESD for a fee of 2% of the total District License Fee billings for each year. The City will deduct its fees from the License Fees collected. In addition to the 2% fee, an allocation of direct overhead charges will be deducted to arrive at the net License Fee revenues payable to each ESD. ESDs agrees to partially fund the City of Portland Enhanced Services District Coordinator position during the City of Portland's fiscal year, roughly 1%.

Dissolution

Ratepayers who collectively contribute 33% or more of the total assessed value of an ESD can request dissolution of district and elimination of the license fee by submitting written opposition directly to the City of Portland's Enhanced Services District Coordinator (ESD Coordinator). Ratepayers must provide their business name, parcel number, and water billing account number associated with their specific property management license fee so the City can verify they are the correct decision maker responsible for paying that specific property management license fee.

Renewal / Expansion

The City of Portland's Enhanced Services District (ESD) Petition Packet guides districts that are renewing or expanding their district. For more details on current requirements, please refer to the ESD Petition Packet (www.portland.gov/venues/enhanced-services-districts).

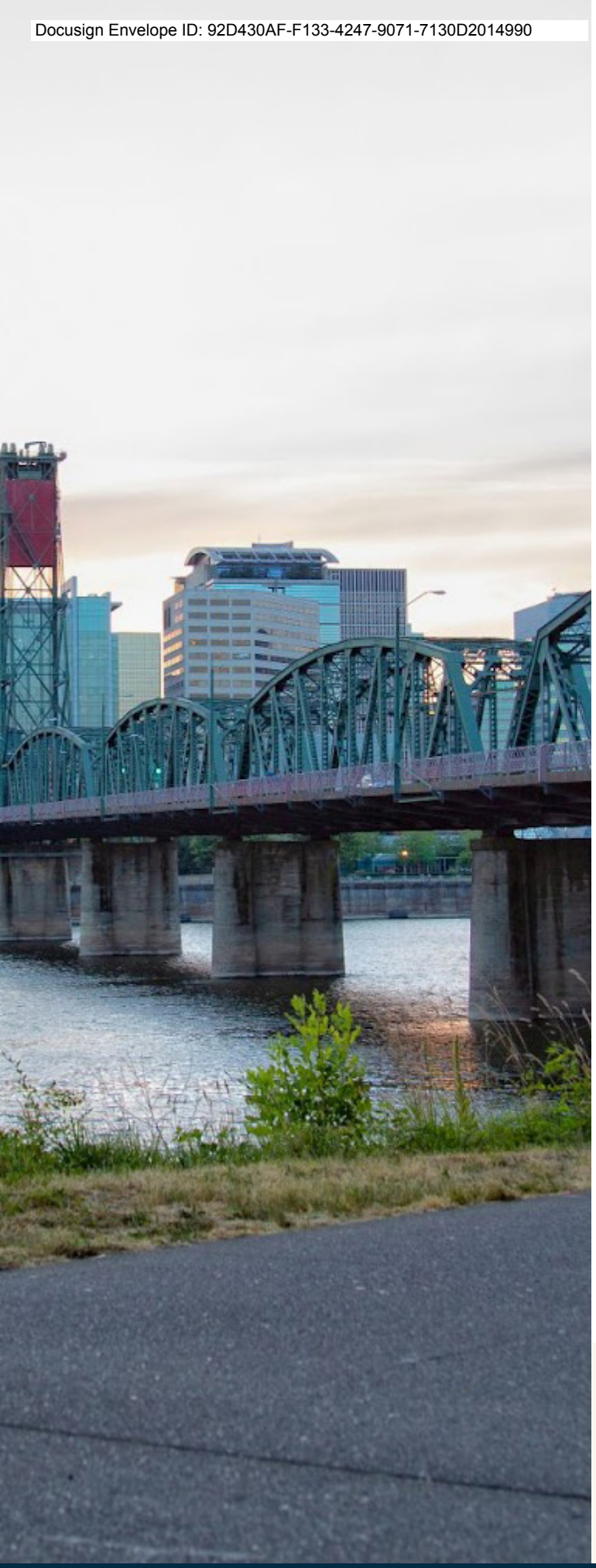
The City reserves the right to continue the fee until any city debt and pledge obligations are recovered.

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Central Eastside Together ESD



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Central Eastside Together

centraleastsidetogether.org

Downtown Clean & Safe

downtownportland.org

Lloyd ESD

lloydpdx.org

City of Portland

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Uncommon Bridges

Report produced by Uncommon Bridges

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CITY OF PORTLAND

ENHANCED SERVICES DISTRICT HANDBOOK

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(This text was used for a website that was distributed to the community.)

Hilltop Business Improvement Area Information

Since 2022, a dedicated group of businesses, property owners, community leaders, non-profits, and residents has spent nearly 24 months collaborating to create a comprehensive plan for the Hilltop BIA. Together, they've developed a budget, identified essential services, and defined a boundary to ensure the Hilltop community remains vibrant, thriving, and well-supported.

What is a BIA?

Business Improvement Areas (BIAs), authorized under **RCW Chapter 35.87A**, are critical tools for revitalizing business districts. They provide a locally controlled, sustained funding mechanism for community enhancements and business development. As Hilltop continues to grow, the BIA will offer a cohesive approach to address challenges and capitalize on new opportunities for the neighborhood.

Proposed Function of the Hilltop BIA

The Hilltop BIA is structured to support our diverse community through direct, immediate services and investments. The program will respond to direct stakeholder feedback, tackling the most urgent needs, including:

- **Clean & Beautification Services**
- **Hospitality & Outreach Services**
- **Marketing Services**
- **Administration Support**
- **Activation Services**
- **Business Support Services**
- **Legacy Business Grant Fund**

Through these efforts, the Hilltop BIA will advocate for the community, collaborating with the City of Tacoma to ensure Hilltop remains clean, safe, and welcoming. The Hilltop BIA will also serve as a voice for residents and businesses on key policy issues, including transit, transportation, public safety, and development.

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Petition to Establish the Hilltop BIA

The Hilltop community is petitioning the City of Tacoma to establish a six-year Parking and Business Improvement Area within the defined Hilltop boundaries. If approved, this proposal will create Tacoma's **second BIA**, following over two years of planning and community engagement.

The petition includes:

1. **Boundary Definition** – outlining the Hilltop BIA service area
2. **Assessment Formula** – detailing how fees will be calculated and applied to property owners
3. **Business Plan** – specifying services, programs, and budget

Assessment Formula: How the Hilltop BIA Will Be Funded

The Hilltop Business Improvement Area will be funded through special assessments on properties within the BIA boundary. These assessments ensure a fair contribution from those who benefit directly from BIA services, including improvements in safety, cleanliness, business support, marketing, and activation programs.

Assessments will apply to:

- **Commercial properties**
- **Multifamily residential properties** with four or more units
- **Mixed-use properties** (both residential and commercial)
- **Nonprofit-owned properties**

Standard Rate	(Value Rate x TAV/$1,000) + (Lot SF Rate x Lot SF)	*$0.60 (Value Rate)* *$0.14 (Lot SF Rate)*
Residential Ceiling	Units x Ceiling Rate	*$65 per unit/yr*
Subsidized housing ceiling	Units x Ceiling Rate	*$30 per unit/yr*

Least Value Assessment (LVA): Where applicable, ensures the lowest possible assessment based on the standard formula or applicable ceilings

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Non-Profit Rate: A 25% reduction to the standard rate is applied when Total Appraised Value and Total Taxable Value are not equal, and Total Taxable Value = 0
For each subsequent year of the Hilltop Improvement Area assessment (2026 -2032), the following may be factored in, per the board's request:

- An increase to each property's annual assessment by the local Consumer Price Index, no more than 6%
- A recalculation of the assessment based on the current Pierce County Assessor's data is needed to determine if net building square footage changes from one year to the next.

Oversight

The **Hilltop BIA Ratepayer Board** will oversee assessments and all operations. The board includes representatives from:

- North and South-end property owners
- Property owners within the City-defined business district
- Hospital and community groups
- Hilltop Neighborhood Business District Association
- Four at-large property owners (residential or commercial)

This governance ensures transparency, accountability, and equitable use of all BIA funds.

Proposed Use of BIA Funds

The Hilltop BIA budget totals **$604,777.19**, allocated to key services:

Service Area	Cost	% of Budget
Clean & Beautification	$139,098.75	23%
Hospitality & Outreach	$127,003.21	21%
Business Support	$90,716.58	15%
Activation	$72,573.26	12%
Marketing	$78,621.03	13%
Administration	$66,525.49	11%

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Legacy Business Grant Fund	$30,238.87	5%

Key Initiatives Include:

- **Clean & Welcoming Services:** Litter pickup, graffiti removal, pressure washing, hospitality ambassadors, partnerships with local service providers
- **Marketing:** District promotion, business outreach, wayfinding to local businesses
- **Activation Services:** Street fairs, public space improvements, coordinated public art, park activations
- **Business Support:** Technical assistance, legacy business grants, retail recruitment, policy advocacy, data analysis
- **Administration Support:** Partnership coordination, contract management, and collaboration with the City of Tacoma

The Hilltop BIA is committed to hiring **locally** for up to 70% of contracted services, prioritizing **BIPOC** and **WMBE** providers within Hilltop and the Greater Tacoma Area.

Next Steps: What Happens Now?

The Hilltop BIA is a structured, locally driven funding mechanism designed to ensure a thriving business district, stronger community connections, and a brighter economic future. Here's what to expect in the coming months:

Petition Circulation

Petitions are circulated to over 200 property owners within the proposed BIA boundaries. Once property owners representing 60% of the assessed value return signed petitions, they will be submitted to the City of Tacoma for consideration.

City Review and Ordinance Process

After receiving the petitions, the City will:

1. Review the submitted petitions
2. Introduce an ordinance to formally create the Hilltop BIA
3. Present the ordinance to the Economic Development Committee for consideration, followed by review by the full Tacoma City Council

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4. Hold a public meeting and provide opportunities for public comment.

Grounding Period and First Board Nominations

If the ordinance is approved, the City will open the application process for the first Hilltop BIA Board of Directors application period, which will remain open for one month. Key steps include:

- The Economic Development Committee will review board applications
- Selected candidates will be referred to the full City Council for appointment
- This process applies only to the first BIA board

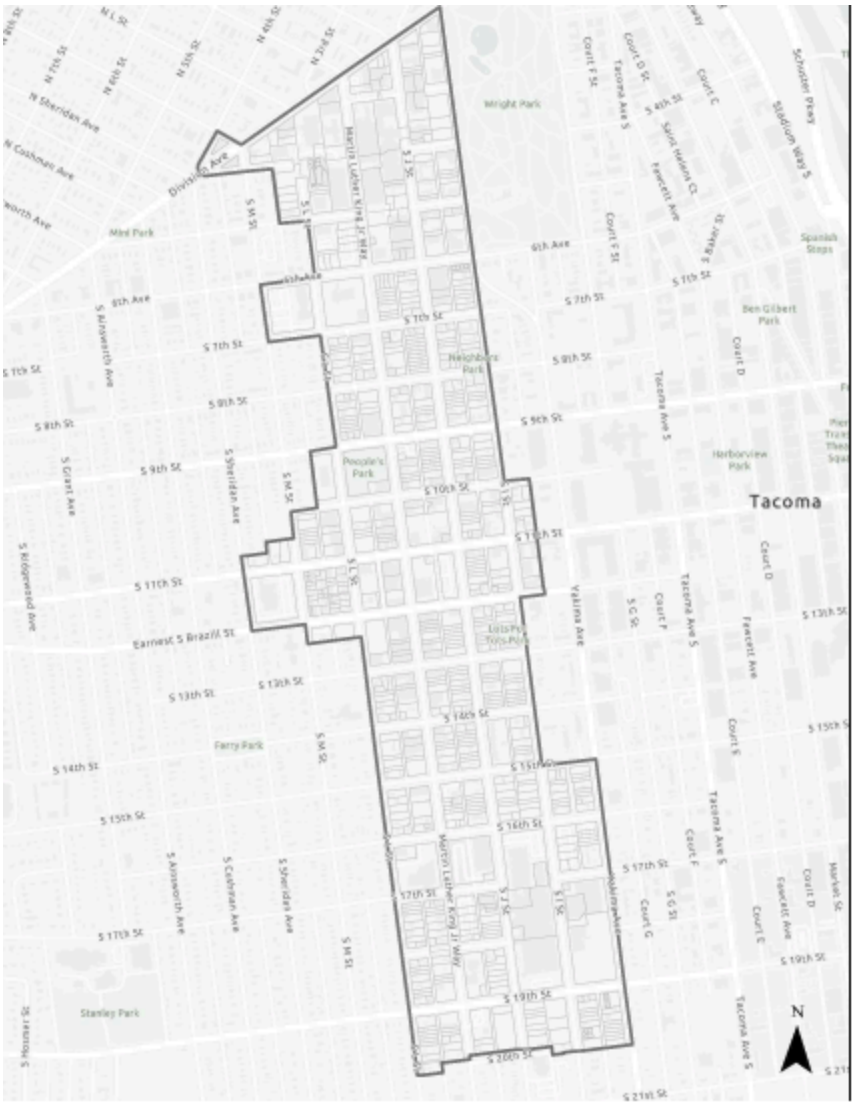
The City of Tacoma has committed to a **6-month community grounding period** to ensure a strong foundation for the Hilltop BIA. During this period:

- Ratepayer board member applications and selections will be finalized
- A **nonprofit organization** will be selected or established to administer BIA operations
- **Year-one services and programs** will be developed
- **Bylaws** for the BIA Ratepayer Board will be created.

This structured approach ensures that the Hilltop BIA begins operations with strong governance, clear priorities, and a framework for effectively serving the community.

For more information, please visit our **Google Drive** or email us at **HilltopBIA@gmail.com.** The shared drive has been publicly available and updated throughout the duration of this effort.

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Proposed Boundary Definition of Hilltop BIA

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Note: Uncommon Bridges was previously known as BDS Planning & Urban Design.

RACIAL EQUITY, ANTI-DISPLACEMENT POLICIES, AND "MIDDLE HOUSING" RECOMMENDATIONS FINAL CONSOLIDATED REPORT

City of Redmond

***Draft* Recommendations Prepared by**
BDS Planning and Urban Design;
BHC Consultants

June 21, 2023

Redmond
WASHINGTON

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EXECUTIVE SUMMARY

BACKGROUND

The State of Washington has a housing deficit. Redmond is no exception. The Department of Commerce estimates the state will need an additional 1.1 million homes over the next 20 years to meet demand. **For Redmond, this results in 20,000 additional units that need to be added between 2019 and 2044.**

Additionally, the City of Redmond faces a lack of housing diversity. According to Redmond's Housing Needs Assessment, less than 1% of housing units were middle housing types, such as duplexes, triplexes, fourplexes, and townhomes. To address the statewide shortage of housing, the state legislature has passed several bills in the past three years, including HB 1110 during the 2023 session. **This Bill mandates that fourplexes be allowed on most residential lots** and for residences within one-quarter mile of major transit, or if the developer provides two additional affordable units, six units per lot must be allowed.

Lastly, **many residents are unable to acess and/or matain stable housing in Redmond**. One quarter of Redmond's residents pay more than 30% of their household income on housing. Elderly and young adult populations face the greatest burden. Additionally, 89% of Redmond's local workforce lived outside of the city in 2017.[1] In some cases, the legacies of present day housing instability and unaffordability see their roots tied to a web of discrimintatory housing policies, practices and other general cultural pressures of disenfranchisement in King County and Redmond's history.

PROJECT PURPOSE

In response to these housing challenges and their intersecting issues, BDS Planning and Urban Design (BDS) and BHC Consultants (BHC) were hired through the Washington Department of Commerce's Growth Management grants to develop middle housing and anti-displacement strategies for Redmond. Displacement is defined as a process that forces a household to move from its community because of conditions beyond its control. Displacement may fall into one of three categories:

- *Physical displacement:* Households are directly forced to move for reasons such as eviction, foreclosure, natural disaster, or deterioration in housing quality.
- *Economic displacement:* Households are compelled to move by rising rents or costs of home ownership like property taxes.
- *Cultural displacement:* Residents are compelled to move because the people and institutions that make up their cultural community have left the area.[2]

---

[1] City of Redmond, Housing Needs Assessment, 2020.

[2] Department of Commerce. "Guidance to Address Racially Disparate Impacts."Washington State Department of Commerce, 2023. https://deptofcommerce.app.box.com/s/1l217l98jattb87qobtw63pkplzhxege.

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This report intends to communicate a set of recommendations and strategies that strive to bridge the relationship between middle housing options as a means for addressing racially disparate impacts related to housing access and affordability in Redmond.

This is a consolidated body of work inclusive of racial equity analysis, a public engagement report, and recommended middle housing code and policy changes.

MAJOR THEMES & OUTCOMES

Across the threefold analysis described above, the following major themes best describe the balance of Redmond's context and its opportunities to address racial equity and anti-displacement in and with middle housing policies:

- The presence and/or absence of documented historical racism and discrimination cannot alone justify the level of attention needed to address present day racially disparate impacts
    - An equitable and culturally inclusive response to addressing racially disparate impacts necessitates an approach that tackles histories of racisim, building of community relationships & power, and housing policy updates together.
- Redmond is a desirable yet costly place to live with simultaneous experiences of wealth and meaningful housing/income instability.
- Racial equity, anti-displacement policies, and middle housing recommendations should:
    - Consolidate residential zones to meet new state law and address the housing deficit.
    - Create complete and culturally responsive neighborhoods. Exclusive single-family neighborhoods have long been a tool of discrimination in housing. Allowing more flexibility in uses, as well as housing types, enables more culturally responsive neighborhoods in response to this legacy.
    - Change permitting procedures. While land and material costs impact housing affordability, so too does review timelines and procedures. Creating more flexibility and streamlining, where possible, types of housing, could increase reduce burdens to supplying middle housing.
    - Enhance equity in housing and zoning processes to address past and present harms. Allowing more housing types and diversity does not erase displacement pressures. Continuing and enhancing anti-displacement policies is essential to mitigating further displacement. Implementing inclusive outreach is essential to this to better identify policies and programs that meet the specific needs for communities at risk of displacement.
- Ongoing community engagement should support the City's planning for prioritization and implementation of recommendations

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RACIAL EQUITY ANALYSIS REPORT

In 2021, the Washington State Legislature passed HB1220 which amended the Growth Management Act in statute RCW 36.70A.020(4) requiring communities to "encourage affordable housing" and to "plan for and accommodate" housing affordable to all income levels. [3]

Additionally, the update requires jurisdictions to adopt a new housing element that identifies local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing; and seeks to implement changes to address and begin to undo such impacts and harms.

This section of this consolidated Racial Equity, Anti-Displacement Policies, and "Middle Housing" Recommendations report responds to the relationship of these updated requirements as referenced within the supporting Washington State Middle Housing Grant Program.

This section is organized according to the following subsections:

- History of Redmond's Racially Exclusive and Discriminatory
- Land Use and Housing Practices
- Findings of Racially Disparate Impacts in Redmond
- Next Steps and Best Practice Recommendations

HISTORY OF REDMOND'S RACIALLY EXCLUSIVE AND DISCRIMINATORY LAND USE & HOUSING PRACTICES

Throughout the 20th century, the practice of urban planning explicitly and implicitly disrupted the ability of Black, Indigenous, and other communities of color to thrive in place.

With emphasis on the past 100 years, urban planning and policies related to housing, land use, transportation, etc. have compounded the impacts of harms experienced by diverse communities already felt across racist citizenship, education, criminial justice, and other societal instuitutions since the 1700s and beginnings of the United States of America.

This subsection seeks to describe of some of these exclusionary urban planning and housing practices within Redmond and its likely connected communities. A brief description of each practice along with information about associated local impacts (not exhaustive) in Redmond and the surrounding area is provided. These practices, along with other social dynamics, contributed to racial segregation, systemic barriers to homeownership opportunities for people of color, and exclusion from wealth generating opportunities through homeownership for people of color.

Note – the information presented below represents only those histories that show a documented relationship with Redmond and may not account for the complete breadth of impacts experienced by communities present at the time. Such practices were common not only in the Seattle metro area but also across the country. So, even though there may not be documented instances of some of

[3] Washington State Legislature. *Emergency Shelters and Housing – Local Planning and Development*. Engrossed Second Substitute House Bill 1220. 67th Legislature., 2021 Regular Session

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these practices occurring in Redmond, it certainly does not mean that it never occurred there or that Redmond was impervious to the prevailing discriminatory practices and racist attitudes of that time.

Practice	Description	Local Impacts
Exclusionary Zoning (1910s – Present)	After race-based zoning was ruled unconstitutional (1917), many cities began to legally use zoning as a tool to covertly exclude certain populations (e.g. low-income households, racial minorities) from certain areas. Exclusionary practices in single-family zoned areas became more prevalent, which included: minimum lot size requirements, floor area requirements, large setbacks, and exclusion of multi-family housing.[4]	Racist sentiments and exclusionary practices made their way into neighborhood and housing development throughout the region. Restrictive covenants, redlining, and other practices and conditions exacerbated these disparate impacts. Currently, Redmond has high housing costs and lacks housing diversity, which makes finding housing difficult or unattainable to some people who need or prefer to rent housing or who can only afford lower-cost housing types for ownership.[5] In a recent housing survey, people of color reported greater barriers to both renting and buying in Redmond: "More than half said they couldn't find a place they could afford, nearly one-third said they had trouble with down payments/financing, and 16% cited discrimination."[6]
Racially Restrictive Covenants (1926 – 1948)	Racially restrictive covenants, enforceable contracts used by developers, prohibited the sale or rental of property to certain racial minorities and religious groups (e.g. Blacks, Asians, Jewish). These covenants became a widespread instrument used in	Based on preliminary estimates of the number of subdivisions with racially restrictive covenants, 20 subdivisions in cities contiguous with Redmond restricted residence by race. Ames Lake and Weber's point, both on the eastside outside of Redmond, restricted their

[4] Washington State Department of Commerce. "Guidance to address racially disparate impacts: Updating your housing element to address new requirements." WA Dept. of Commerce. Accessed June 16, 2023. https://deptofcommerce.app.box.com/s/1l217l98jattb87qobtw63pkplzhxege.

[5] City of Redmond, Housing Needs Assessment, 2020.

[6] "Redmond Housing Strategy Questionnaire: Survey Response Report." City of Redmond, 2021. https://www.redmond.gov/DocumentCenter/View/25990/Housing_Survey_Responses_Report.

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	the 1920's until they were declared unenforceable in 1948.	ownership to "those of the Caucasian race".[7]
Federal Mortgage Discrimination & Redlining (1934 – 1968)	During the New Deal era, a federal agency was created to provide mortgage assistance to homeowners and would-be homeowners: the Home Owners' Loan Corporation (HOLC). HOLC created "residential security" maps (evaluating perceived lending risk) in which lines were drawn around and rated neighborhoods in larger metropolitan areas across the U.S. as better or worse for housing investments. Properties in neighborhoods with people of color or economically disadvantaged conditions were deemed as riskiest based on these HOLC maps; consequently, people living in these "risky" or "riskiest" neighborhoods were denied access to housing loans by lending institutions (i.e. redlined).[8]	Neighborhoods rated best for housing investments were typically in affluent White suburbs; one of eight criteria for a higher rating was if deed and zoning restrictions were in place to sufficiently protect a neighborhood from certain racial and social groups and incompatible land uses (e.g. multifamily housing). The Seattle metro area includes examples of HOLC maps and associated redlining (e.g. Seattle, Tacoma).[9] Redlining contributed to extremely low homeownership rates in neighborhoods of color, creating a generations-long barrier to wealth building. A 1975 report by the *Central Seattle Community Council Federation* titled "Redlining and Disinvestment in Central Seattle: How the Banks are Destroying our Neighborhoods" found that disinvestment in Seattle's Central Area possible contributed to helping the suburbs: "Ratios of deposits to loans in the Central branch banks was 24%, according to the report; in suburban brank baks the ratio was 97%."[10]
Urban Renewal & Transportation	From the 1950s – 1970s, the federal government provided significant funding for "urban renewal" projects across the U.S.	During this time, various urban renewal and transportation infrastructure projects were federally funded in King County; major transportation projects included

[7] Seattle Civil Rights and Labor History Project. "Racial Restrictive Covenants." University of Washington. Accessed June 9, 2023. https://depts.washington.edu/civilr/covenants.htm.

[8] "Guidance to address racially disparate impacts."

[9] Robert K. Nelson, LaDale Winling, Richard Marciano, Nathan Connolly, et al., "Mapping Inequality," American Panorama, ed. Robert K. Nelson and Edward L. Ayers, accessed June 18, 2023, https://dsl.richmond.edu/panorama/redlining/

[10] Seattle Municipal Archives. "Redlining in Seattle". City of Seattle. Accessed June 20, 2023, https://www.seattle.gov/cityarchives/exhibits-and-education/online-exhibits/redlining-in-seattle

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Infrastructure (1950s – 1990s)	This practice allowed cities to use funds to improve areas they had deemed "blighted." Due to patterns of deliberate underinvestment, redlined areas were more likely to be deemed as "blighted", and therefore slated for renewal.	Interstates 5 and 90.[11] Projects implemented as part of these programs often led to disproportionate impacts to low-income and minority communities. Such impacts included displacement, reinforced segregation (e.g. physical barriers via highways), loss of community relations, and further impoverishing communities.[12]
Suburbanization (1950s – 1990s)	The construction of the national highway system accelerated the population growth of suburban cities at the expense of central cities. Most people migrating from central cities to the suburbs were White, leading to a description of this migration as "White flight." Fueling this "White flight" were racially restrictive covenants, redlining, racially-based federal housing incentives post WWII (G.I. bill), and a prevailing racist culture.[13]	The national highway system accelerated population growth in the suburbs of east and south King County. Also, the original opening of the 520 Bridge in 1963 and subsequent improvements to this facility contributed to suburbanization. Moreover, mandatory school integration ordinances in King County fueled "White flight" to Eastside communities.[14]
Gentrification & Displacement (1970s – Present)	Displacement occurs when housing or neighborhood conditions force residents to move. Gentrification occurs when previously disinvested in and/or low-income neighborhoods experience higher-income residents move-in and increase housing costs.[15] Historical	Redmond is growing at a faster rate than King County as a whole, and its local housing market has not kept pace with increased demand. Redmond's "housing costs and rental rates have skyrocketed."[16] Based on PSRC's displacement risk map, 3 of the approximately 12 census tracts

[11] Digital Scholarship Lab, "Renewing Inequality," American Panorama, ed. Robert K. Nelson and Edward L. Ayers, accessed June 18, 2023, https://dsl.richmond.edu/panorama/renewal/#view=-2820.35/-984.31/18&viz=map&city=seattleWA&loc=12/47.6080/-122.3230

[12] "Guidance to address racially disparate impacts."

[13] King County. "King County Countywide Planning Policies Housing Chapter: Resources for Documenting the Local History of Racially Exclusive and Discriminatory Land Use and Housing Practices." King County.

[14] "King County Countywide Planning Policies Housing Chapter"

[15] "King County Countywide Planning Policies Housing Chapter"

[16] City of Redmond, Housing Action Plan, 2021.

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	patterns of disinvestment, discriminatory practices, economic development and urban renewal projects, along with regional economic and housing market pressures have set the stage for gentrification and displacement.	that make up most of City limits in Redmond is considered "moderate risk."[17] Older buildings and homes are at risk of redevelopment and/or renovation, which can potentially increase rents.[18]

Prior to the 19th and 20th century, impacts related to colonialism and fractured treaties with Indigneous People and Black Exclusion Laws in Oregon Territory have acted to shape the foundational basis for White settler entitlement over land occupation and access. Additional ethnic and other discriminatory practices compounding these implications in King County and Washington include Chinese exclusion and "Alien" Land Laws[19] and Japanese Internment.

Other anecdotes of racist ideas and culture practiced in Redmond prominently includes the establishment of the Redmond lodge for the paramilitary Silver Shirt Legion founded by known Hitler supporter and national figure William Dudley Pelley.[20] The land dedicated for the lodge was donated to Dudley by Redmond residents Ruby and Arthur Johnson.[21] Though the lodge stood until the late 1980s and is no longer present, remants tied to this history remain, as the namesake of Arthur Johnson is the current name of known park on the east side of the City.

FINDINGS OF RACIALLY DISPARATE IMPACTS IN REDMOND

Given the historical context of *documented* racial history in Redmond's housing and other land use practices, the purpose of this subsection is to describe a modern-day cross-section of relative housing outcomes.

NOTE – it is important to understand that the presence or absence of documented discriminatory housing practices does not alone determine the level of response or attention required to address modern racially disparate impacts in housing. The reason for this is two-fold:

[17] Puget Sound Regional Council. "Displacement Risk Mapping." Accessed June 18, 2023. https://psregcncl.maps.arcgis.com/apps/MapSeries/index.html?appid=1769d732e3de4905ba0bf5ffaf75f602

[18] City of Redmond, Housing Action Plan, 2021.

[19] Grant, Nicole. "White Supremacy and the Alien Land Laws of Washington State". *The Seattle Civil Rights & Labor History Project*. Accessed June 19,2023. https://depts.washington.edu/civilr/alien_land_laws.htm

[20] *When the 'American Hitler' Came to Washington | Mossback's Northwest*, 2018. https://www.youtube.com/watch?v=mqMWngthj3M.

[21] DAHP. "Silver Shirt Legion Hall; Johnson, Arthur and Ruby House." DAHP, 1985. 46742.

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1. It is often difficult to identify or know of historical records detailing narratives from the perspectives of impacted communities. We must acknowledge that our understanding of history likely includes a deficit of records that were not documented or retained; and
2. Many communities – to this day – will cite lore or other beliefs to explain how and why populations did or do not interact with the housing market. As legacies of cultural racism and discrimination created new economic realities, communities With such caveats recognized, the following information reflects the existing findings of racially disparate impacts in Redmond.

Total Population Redmond and King County

Race / Ethnicity	Redmond Count Estimate	% Redmond Population Estimate	% King County Population Estimate
American Indian and Alaska Native	124	0.2%	0.4%
Asian	24,953	36.7%	18.2%
Black or African American	1,069	1.6%	6.4%
Native Hawaiian and other Pacific Islander	155	0.2%	0.7%
White (alone)	33,396	49.1%	58.2%
Other Race	349	0.5%	0.4%
Two or more races	2,725	4%	5.7%
Hispanic or Latino (of any race)	5,188	7.6%	9.8%
Total	67,959	99.9%	

Source: Washington RDI Data Toolkit, 2023

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Redmond Median Income, 2021

The 2021 American Community Survey 5-year estimates the Median Household Income in Redmond to be **$147,006.** A breakdown by race/ethnicity:

Race / Ethnicity	White (alone)	Black or African American	American Indian & Alaska Native	Asian	Native Hawaiian and other Pacific Islander	Two or more races	Hispanic or Latino (of any race)
Median Income (dollars)	126,836	124,416	n/a	174,762	n/a	128,631	96,356

Source: 2021 ACS 5-Year Estimates Table S1903

Redmond five year change in households by income and race, 2014-2019

The data in this section describes the difference in median household income by race between 2015 and 2020. For the purposes of this detailing, the Washington State RDI Data Toolkit organizes Area Median Income (AMI) bands as such:

- Extremely Low-income (≤30% AMI)
- Very Low-income (30-50% AMI)
- Low-Income (50-80% AMI)
- Moderate Income (80-100% AMI)
- Above Median Income (>100%)

For the purposes of this analysis, *"middle incomes"* will be used to refer to the source data values associated with incomes between 30 – 100% AMI.

	All Households	White (alone)	Black or African American	American Indian & Alaska Native	Asian	Native Hawaiian and other Pacific Islander	Hispanic or Latino (of any race)
%change Above Median Income (2015 – 2020)	1.17	1.04	0.77	n/a	1.57	n/a	0.89

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%change "Middle Incomes" (2015 – 2020)	0.99	0.91	1.01	n/a	1.50	n/a	0.67

Source: Washington RDI Data Toolkit, 2023

Across this information, it is apparent that overall median income in Redmond is relatively unchanged since 2015 with a modest increase in the highest tier of income earners.

When examining for racial/ethnic categories, only Asian housheholds have seen an increase in both "middle" and high incomes. Black or African American and Hispanic households have seen a decrease in median incomes with the latter seeing a substantial dip in middle incomes. Comparatievely, white households, though reltaively stable, have seen a decrease in middle incomes.

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Other Household Characteristics

Race / Ethnicity	0-30% AMI	31-50% AMI	51-80% AMI	81-100% AMI	>100% AMI	Renter	Owner	Cost or Severely-Burdened*
All Households	8%	7%	6%	6%	73%	50%	50%	23%
American Indian and Alaska Native	n/a							
Asian	5%	3%	3%	5%	84%	52%	48%	13%
Black or African American	18%	21%	0%	2%	59%	73%	27%	37%
Native Hawaiian and other Pacific Islander	n/a							
White (alone)	9%	8%	8%	7%	68%	45%	55%	27%
Two or more races	11%	5%	15%	4%	65%	70%	30%	17%
Hispanic or Latino (of any race)	8%	6%	20%	5%	61%	73%	27%	24%

**Cost or Severely-Burdened: combined households whose housing costs amount to 30% or greater of income*

Source: 2020 Census Data

RACIALLY DISPARATE IMPACTS SUMMARY

The brief picture of household characteristics, income, and homeownership across available racial/ethnic data points shows evidence of some racially disparate impacts in Redmond.

Of the data available, the demographic picture demonstrates Redmond to be a community that is predominantly white and Asian; representing ~ 86% of the total population combined. Within these demographics, Asian households in Redmond appear to be higher-income earners with a closer split on homeownership. These trends have been increasing in this direction for the past couple of decades. Information suggests this picture is largely reflective of the recruitment patterns of engineering and other tech industry jobs such as Microsoft which boomed in the 1990s and saw a wave of immigrant and domestic recruitment of South Asian people. By 2017, Redmond, among the

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King County Eastside suburbs, had the highest percentage of working residents who are employed in computer and mathematical occupations in the country, even ousting Silicon Valley.[22]

Between 2010 and 2020 Redmond's Asian population nearly doubled. This trend suggests such wealth and stability among this community is more recent – aligning with engineering and tech industry recruitment cycles – as opposed to long-standing households holding onto wealth. Though some first-person accounts hesitate against the understanding of Asians and Indians in Redmond falling to the "model minority" archetype:

> *" We should also not forget that this is an area with a very large working-class community of South Asians ... that community never gets talked about because we tend to tell the high-tech success model minority stories"* [23]

For white populations, there are far greater gaps and variations. Simultaneously, while white households in Redmond experience some of the higher ends of income bands and homeownership, they also make up for a significant proportion of the population meaningfully struggling with housing costs. This information suggests that when accounting for more than race, some of the greatest contributors to housing unaffordability and displacement have been economic.

Nonetheless, disparities and impacts and Redmond cannot be entirely justified by solely economic factors. The populations most signficantly experiencing the brunt of rising costs, widening income earnings, and high levels of housing instability comparatively are Black/African American and Hispanic/Latino communities.

When accounting for historical contexts, it is reasonable to assert that Redmond has always been a largely white city. Throughout its history as a predominantly white community, variations in classes have been most related to suburbanization, white flight, and local industry impacts. For communities of color, there is little evidence to suggest that there have been long-standing households; which in some part is a result of direct exclusionary practices. The economic impacts of the past 15 years in Redmond have *greatly* shaped the picture of displacement and gentrification.

Given the historical context and present day profile – as presented above – it is apparent that when populations in Redmond have either 1) a long history in Redmond or 2) have moved into the area with high incomes, then they are more likely to be less impacted by such market changes.

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[22] Balk, Gene. "Diversity surges on the Eastside, especially in Microsoft's hometown, but stalls in Seattle". Seattle Times, December 17, 2018. Accessed June 19, 2023. https://www.seattletimes.com/seattle-news/data/diversity-surges-on-the-eastside-especially-in-microsofts-hometown-but-stalls-in-seattle/

[23] Iyer, Nalini, Interview by Radke, Bill. "'Four raisins in a rice bowl' no more". KUOW, published January 16, 2019. Accessed June 19, 2023. kuow.org/stories/how-has-the-indian-community-in-the-puget-sound-changed-over-time

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NEXT STEPS & BEST PRACTICES RECOMMENDATIONS

As the City of Redmond continues to make clear, a multi-pronged approach to addressing racially disparate impacts is necessary to be tackled alongside policies addressing housing unaffordability and access issues. Over the course of its history, whether directly or indirectly, Redmond’s use of exclusionary land use practices such as zoning, racially restrictive covenants, and development restrictions have likely contributed to disproportional benefit/harms more so than not.

Middle housing, though not a singular solution to issues of affordability and responding to housing market pressures, could support access to housing stability for communities who are seeing their competitive buying power in Redmond decreasing.

For the purposes of ongoing progress across these issues, Redmond should emphasize engagement with under/misrepresented communities and consider progressive recommendations to chip away at existing policies that limit the potential of bridging racial and economic gaps. The following two sections of this report describe best practices and recommendations to address these items.

Beyond what is detailed in this report, it is clear that – while not exhaustive – more consistent and available quantitative data is needed to understand the broader explicit and covert relationships between race, income, and housing. It is especially important to acknowledge that data for American Indian/Alaska Native and Native Hawaiian and other Pacific Islander is significantly underrepresented. Such information should be deliberately collected to reflect on the complete extent of racially disparate impacts for groups which otherwise regularly experience deficits and barriers to benefits.

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PUBLIC ENGAGEMENT REPORT

Equitable and targeted public engagement should serve as the cornerstone contibutor to the inquiry and analysis regarding complex planning proposals. Where the City of Redmond chooses to validate race and social equity as important considerations to evaluate its planning policies/practices, so too then should public engagement. Through thoughtful and deliberate engagement, the City of Redmond can best gather perspectives, collaborate on ideas, and vet potential solutions regarding Middle Housing and other housing policy recommendations' relationship to racial equity and anti-displacement measures.

As the City of Redmond set out to center public engagement as part of the development of this report's recommendations, it contracted with BDS Planning to serve as lead. Critical to this process included compensated co-leadership and advice from local community based organizations (CBOs) to reflect on gaps and identify other opportunties for impacted community feedback and insights on process suggestions. As is detailed below, the City of Redmond, in conjunction with its ARCH partners agreed for local CBO *Eastside For All* (EFA) to lead on the joint middle housing engagement.

This section is organized according to the following subsections:

- Redmond Middle Housing Engagement Process Overview
- Preliminary Engagement Outcomes (Eastside For All)
- Lessons Learned & Next Steps

REDMOND MIDDLE HOUSING ENGAGEMENT PROCESS OVERVIEW

In collaboration with City of Redmond staff, BDS Planning developed a framework and approach to targeted and equitable engagement of Redmond's most underrepresented and impacted communities. The framework and outline for the engagement process followed a process later documented as part of the Department of Commerce's "Talking Race for Planners Toolkit". [24]

The framework includes:

1. Research & Understand History
2. Define Intended Outcomes
3. Recognize Dynamics
4. Engage the community through equitable approaches and practices

1. Research & Understand History

The foreground of any engagement effort begins with a preliminary research exercise to explore questions like:

- What histories occurred within its local communities?
- How have these histories – or their legacies – impacted current conditions?

[24] Nuñez, Ishmael. "Talking Race for Planners". Washington Growth Management Services., May 24th, 2023. Accessed June 20, 2023. https://deptofcommerce.app.box.com/s/hen7osms0qbl23hv4jay52foqth4eo97

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- What documented sources of information exist – or do not exist – that describe these histories or their impacts?
- What other sources of information could help to better understand and/or validate the relationship between historical and current conditions?

Through this study, it is evident that documented histories of discrimination are relatively sparse, and do not seem to directly justify current conditions related to housing.

From what is and was known at the outset of this effort, the project team sought to priortize Black/African American, Latino and Spanish Speaking, and Native communities as the focus for engagement.

2. Define Intended Outcomes

The pursuit of evaluated and updated policies to address housing access and affordability is an appropriate endeavor for the City of Redmond. As has, and will continue to be mentioned in this report, middle housing policies alone will not suffice to solve these issues with emphasis on improving racial equity and anti-displacement.

Though not entirely rooted in historical circumstances, the City of Redmond should define intended outcomes for such evaluation and progress around what future conditions it seeks to influence.

Redmond remains a costly yet desirable place to live and by way of its circumstances is exclusionary to a diversified range of households and their needs. In order to mitigate ongoing barriers for certain communities of Color – including those underpreresented in data – the City of Redmond should reasonably explore and implement policies to address race and other socioeconomic disparities where possible.

The goals for the engagement were to create buy-in and sustainable relationships with the City of Redmond and community based organizations. The CBOs, in partnership with the City of Redmond, have an opportunity to help shape the housing development and address further displacement in Redmond.

3. Recognize Dynamics

When seeking to unearth such histories and/or current racialized experiences, it is important to acknowledge the power the City holds as a government institution.

The City should leverage and utilize its privelege and historical power to boldy learn new truths and share such a platform with communities who have been most impacted by harms.

As directed by the Department of Commerce, the City of Redmond allocated a portion of funding toward compensation of local community based organizations for their collaborative leadership in the delivery of the work and what long-term relationship building might look like.

The City of Redmond should then acknowledge, that as trust and relationships are built with community, the City is the best positioned to respond to community needs where appropriate. Engaging in a cycle of shared problem solving supported by City infrastructure, resources, and power will best set the city up for a healthy and reciprocal relationship with impacted communities.

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4. Engage the Community through Equitable Approaches and Practices

For the purposes of this effort, the BDS team proposed an approach coupling CBO partnership with targeted small-group activities. The process was outlined as such:

a) Identify Community Based Organizations

Leveraging existing contacts and relationships, conduct one-on-one conversations to understand relevant organization's interests, capacity, and networks to serve as a contracted partner organization.

b) Community Partner Recruitment

BDS, and the City of Redmond will contract with CBOs as connectors to ethnic groups and convening affinity groups. CBO representatives would serve as trusted advocates between the City and the communities they serve and/or are a part of. Preferences would be expected for bridging across cultural, linguistic, and other ethnic needs.

c) CBO-led Community Engagement

Citywide outreach strategy to gather insights on challenges that communities are experiencing in addition to investments they prefer.

d) Affinity Group Sessions

Up to 5 sessions organized around populations or interests for intimate discussions on housing challenges and reactions to possible solutions.

e) Post Engagement Synthesis

Information validation and synthesis with CBO partners to ground and fill in any outstanding gaps from the affinity-based engagement. Staff recommendations would serve to validate community preferences with an emphasis on implementation.

Following progression of these steps, Eastside for All was identified as the anchor community partner and would eventually sign a contract with ARCH to pool together engagement capacity and mitigate redundancies across similar work of Eastside communities related to middle housing.

As part of this arrangement, Eastside for All took on leadership of all engagement planning, strategy, and coordination. Information from their engagement effort is referenced below, but otherwise, its final product is titled: *Missing Middle Housing: Tell Your City; Engagement Report for A Regional Coalition for Housing and East King County Partner Cities* and should be crosswalked with the recommendations in this report.

PRELIMINARY ENGAGEMENT OUTCOMES (EASTSIDE FOR ALL)

The analysis presented here is generated from source data provided by Eastside For All as part of its *Missing Middle Housing: Tell Your City; Engagement Report for A Regional Coalition for Housing and East King County Partner Cities* report.

Where possible, BDS Planning filtered the source data to isolate for Redmond-based participants (n=101) across EFA coordinated community meetings and survey respondents.

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- 48% of respondents said they are renters, 35% are homeowners, and the remaining either live with others, in a mobile home, are in transitional housing, are unhoused, or have some other living arrangement.
- Household income bands of respondents is broken down as such:
    - 20% of households make less than $25,000
    - 18% of households make between $25,000 - $50,000
    - 9% of households make between $50,000 - $75,000
    - 10% of households make between $75,000 - $100,000
    - 7% of households make between $100,000 - $150,000
    - 26% of households make more than $150,000 and more than $200,000

Consistent with the information above, there is a deficit of households with "middle income" earnings roughly between $50,000 - $150,000 using the above values as a reference

- Race/Ethnicity breakdown of respondents is as such:
    - 11% Black or African American
    - 31% Asian (East and South Asian)
    - 23% Latino/Hispanic
    - 30% White, (including Western/Eastern European) non-Hispanic
    - 1% Indigenous/Native Alaskan
- Approximately 33% of respondents indicated they are not able to afford to live in the city they want. 47% indicated they are able.
    - Approximately 47% of respondents indicated a preference to exclusively live in a City other than Redmond would they be able to afford it. Most of these responses indicated Bellevue as a preferred destination.
- 54 % of respondents indicated that they have had to move in the past due to high costs of renting and/or owning a home.
    - For respondents that indicated they moved for financial reasons, most have done so in the past three years since 2020.
- 18% of households indicated experiencing bias or discrimination in housing
- 60% of respondents indicate their support for having middle housing options in Redmond – even if it is financially beyond reach at the moment.

In addition to these data points, BDS Planning conducted a handful of initial community/cultural stakeholder interviews at the outset of this process. These insights include:

- Affordability is a top priority for communities
- Language access and barriers impact the ability for immigrant and refugee communities to participate in City feedback
- City of Redmond participation in community-led activities is minimal and not proactive
- There is a relevant relationship between minoritized communities, housing instability, and other pressures affecting living conditions

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- Organizations attention on addressing housing challenges usually aimed at lowest income bands. Many people are very housing insecure.

LESSONS LEARNED & NEXT STEPS

There are clear threads of connection among historical information and local community conversations to suggest that while racially disparate impacts in Redmond are creating polar experiences for and within communities. Within similar racial/ethnic populations, we can see segments of the community experience the higest end of wealth and housing stability in a similar frequency as there are segments of the community experiencing high barriers.

Given the resultant process and engagement outcomes, the consulting team suggests the following next steps to build on this initial engagement and fortify long-standing relationships.

- Maintain and evolve partnership with Eastside for All to include collaboration on Redmond-specific activities.
- Establish personal contacts with broader community service organizations.
- Identify and invest in City representatives that can maintain consistent visbility, access, and contacts with community.
- Conduct targeted engagement effort to best understand opportunities for population progression into middle-income bands.
- Round out engagement picture by engaging large foreign-born and other non-English dominant speaking communities.

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MIDDLE HOUSING CODE AND POLICY CHANGES REPORT

PURPOSE

The purpose of this section is to recommend middle housing and anti-displacement policies in support of achieving housing goals and implementing HB 1110. The following recommendations aim to address the following grant objectives:

- Identifies local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including Zoning; Disinvestment; Infrastructure
- Identifies and implements policies and regulations to address and begin to undo racially disparate impacts, displacement, and exclusion in housing caused by local policies, plans, and actions;
- Identifies areas that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and capital investments;

SUMMARY OF OPTIONS

This report provides four categories of policy options. The Policy Options are evaluated against each other in the policy evaluation matrix on page 36.

1. Consolidate residential zones to meet new state law and address the housing deficit.
2. Create complete and culturally responsive neighborhoods.
3. Change permitting procedures.
4. Instill equity in housing and through anti-displacement policies.

Where possible, these recommendations balance providing guidance on tools that the City can leverage with the relationship of adjacent but very important approaches to address racial equity and anti-displacement.

The policy options proposed in this document do not provide specific guidance on drafting new development regulations but rather provide a policy framework as well as specific guidance for drafting new development regulations. Furthermore, community discussions and outreach have been led by a community-based organization consultant, Eastside for All.

While these recommendations consider some community input that has been gathered thus far, guidance from this report should be crosswalked with EFA's engagement outputs. **Moreover, we recommend that the City of Redmond engage with community populations as a result of these recommendations to vet ideas and identify priorities prior to implementation.**

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RECOMMENDATIONS

1. CONSOLIDATE RESIDENTIAL ZONES: POLICY APPROACHES

Redmond is proposing consolidating zones to both increase housing diversity and choices and satisfy HB 1110 middle housing requirements. The zoning changes would combine:

- R-1 through R-8 into a Neighborhood Residential zone
- R-12 through R-30 into a new Neighborhood Multifamily zone

The policy options in this section ask the question, how should these zones be regulated to address the following key issues, in addition to housing supply and state compliance?

- Housing is generally unaffordable for those making less than the area median income (AMI) of $108,600.[25]
- Redmond lacks housing diversity in its types of housing. The majority of Redmond's housing is single-family residential and apartment building types.
- Development regulations limit, and in some cases prohibit, middle housing types. For example, existing R-4 and R-6 zoning requires distance between duplexes.
- Redmond's development patterns and land use regulations make car ownership a de facto requirement in many neighborhoods. Corner stores and small-scale neighborhood commercial opportunities require a neighborhood process and land use changes to be developed in residential zones.

Policy Option 1.A Form-Based Code

Traditional zoning regulations limit types of land use in a zoning district. A form-based code approach allows a variety of different uses in a building or on a property but regulates the built form for conformance with the desired neighborhood scale and design.

This approach would deregulate land uses and instead regulate the building massing and form. Form-Based Codes can be designed and implemented in a variety of ways to achieve community design objectives. For example, Form-Based Codes may require larger buildings to provide setbacks to ensure neighboring structures are not impacted by shade. Or, it may require that the frontage of the building provide transparency and have entrances certain feet from the public right-of-way. The case study, below, describes how a Form-Based Code is applied in Kirkland.

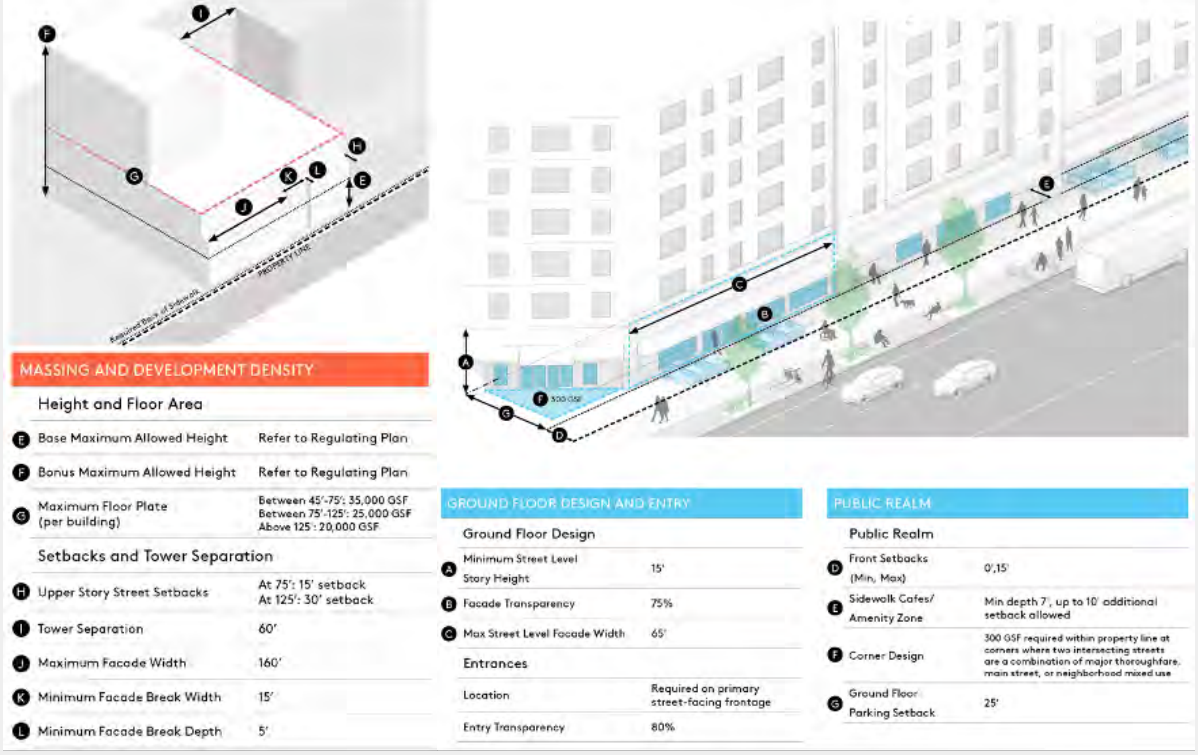
Case Study: Form-Based Code in Kirkland, WA

To support the vision for Sound Transit's regional transit investment (new Bus Rapid Transit Station) in Kirkland for a redeveloped interchange at NE 85th St and I-405, Kirkland adopted a Station Area Plan that holistically aims to leverage and maximize the investment to encourage an equitable, mixed-use, and sustainable transit-oriented community. To support this Plan (first phase), Kirkland adopted a Form-Based Code in 2022 that focuses on *regulating districts,*

[25] City of Redmond, Housing Needs Assessment, 2020.

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frontage types, street types, and districtwide standards. These four complementary elements work together to support the implementation of this vision.



The image on the left shows development standards for commercial mixed-use districts; the image on the right shows frontage standards for retail and active uses.

Regulating districts define primary characteristics of overall building form (e.g. lot parameters, height, and permitted uses). *Frontage types* provide design regulations for private property frontages (e.g. ground floor design, café and amenity zones), the types of which are defined based on street type designation. *Street types* provide a cohesive design direction for improvements to private and public right of way (e.g. sidewalks, road widths, streetscapes). *Districtwide standards* concerning parking, public space, and landscaping requirements (and others) are consistent throughout the regulating districts to support the vision and objectives of the Station Area Plan.[26]

Moreover, the Form-Based Code includes an Incentive Zoning Program, which provides additional development capacity above the allowed base height zoning in exchange for providing amenities with a clear public benefit. Among the list of eligible amenities is affordable housing; more

[26] City of Kirkland, "Form-Based Code for the NE 85th Street Station Area Plan," in Kirkland Zoning Code Chapter 57, (Kirkland: City of Kirkland, 2022).

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specifically, commercial development contributions (fee-in-lieu) to affordable housing. As part of the second phase of the Station Area Plan, Kirkland is working to finalize affordable housing requirements by Spring 2023 as well as expand on the Form-Based Code.[27]

Pros

- De-regulates use types
- Potential to promote greater mixed uses and complete neighborhoods. By de-regulating uses, property owners and builders have greater flexibility to provide different residential and businesses that would complement each other through a market-based approach.
- Provision of affordable housing is prioritized in the Incentive Zoning Program, which helps to mitigate displacement potential. Also, the Station Area Plan includes a community benefits policy framework, in which maximizing affordable housing options is identified as a priority community benefit.[28]
  Form-Based Code supports other city-wide housing initiatives that aim to address supply and affordability issues (e.g. inclusionary zoning requirements).

Cons

- Could require complex design standards to translate the FBC into approved building design, thereby excluding smaller, locally-owned contractors.
- Unclear of whether community development contributions to affordable housing will be directed to meet the greatest impact for affordability.
- Perhaps there are additional opportunities to expand the list of eligible amenities under the Incentive Zoning Program that further prioritize development of affordable housing as well as other equity considerations.

Policy Option 1.B Deregulation in the consolidated zones.

This option would de-regulate uses and housing types in the consolidated zones, reduce lot size and parking restrictions, and instead set a density level. This is a free market approach, enabling the market to address housing supply issues and allow neighborhood commercial services through permitted use changes. Practically, for Redmond, this would mean allowing more uses in the zones by right. Development would still be regulated through various dimensional standards, parking requirements, and landscaping.

[27] City of Kirkland, "NE 85th Street Station Area Plan," City of Kirkland Washington, 2023, https://www.kirklandwa.gov/Government/Departments/Planning-and-Building/Code-and-Plan-Amendment-Projects/NE-85th-Street-Station-Area-Plan#panel-1-1.

[28] City of Kirkland, "4.0 Community Benefit Strategies," in NE 85th Street Station Area Plan, (Kirkland: City of Kirkland, 2022), 110-111.

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Case Study: Reducing Regulations to Encourage Infill in Houston, TX

Houston, Texas, does not have a zoning code. In other words, they do not regulate uses in a traditional permitted use table. However, certain uses are still regulated to mitigate nuisances. For example, junk shops, slaughterhouses, and uses that have impacts to the community are not allowed within certain distances of residential areas and schools. Furthermore, the City still regulates development through a series of ordinances including, but not limited to:

- Subdivision platting, minimum lot sizes, and development
- Parking requirements
- Hazardous uses and tower regulations
- Landscaping and historic preservation

In 1998, the city reduced the minimum lot size from 5,000 square feet to 3,500. With the lack of zoning regulation and the liberalization of lot size restrictions, an estimated 25,000 infill housing units were developed over 20 years.[29]

As a result of this regulatory regime, the city has been able to mitigate increasing housing costs with increasing demands, as supply has better kept pace with demand through infill.[30]

Pros

- Allows greater development flexibility and predictability, encouraging supply.
- Enables the city to regulate potential negative impacts directly through code, rather than indirectly by regulating density and land use.
- By creating more flexibility, more builders will be able to enter the market. This opens the door to a variety of builders serving a diversity of markets, potentially opening the gates for more culturally responsive housing.

Cons

- May not address middle housing directly, as housing development will be driven by the market rather than guided through policy. For example, to maximize profits, housing development may continue to skew towards one- and two-bedroom units to fit more units per square foot.
- While it encourages supply to meet housing demands, which keeps costs lower, it does not guarantee affordability for lower-income earning brackets.

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[29] Gray, M Nolan, and Adam A Millsap. "Subdividing the Unzoned City: An Analysis of the Causes and Effects of Houston's 1998 Subdivision Reform." *Journal of Planning Education and Research*, 2020.

[30] Hamilton, Emily. "Want More Housing? Ending Single-Family Zoning Won't Do It." *Bloomberg.Com*, July 29, 2020. https://www.bloomberg.com/news/articles/2020-07-29/to-add-housing-zoning-code-reform-is-just-a-start.

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- Does not effectively promote and advance racial equity goals.[31] Deregulation alone would not undo racial discriminatory impacts from zoning and land use.

Policy Option 1.C. Zone consolidation

This option consolidates zones to meet the minimum requirements of the new state law on middle housing, HB 1110. Two zones would be created from the existing residential zones: Neighborhood Residential and Neighborhood Multi-Family. This consolidation would simplify zones with fewer changes to the permitted use tables except where necessary to meet state requirements. This would perpetuate existing issues surrounding residential areas of Redmond–lack of affordability and segregated uses that hinder cohesive neighborhoods with diverse services. However, it would be a more moderate change with less staff time to implement.

Pros

- Consistent with the approach of the other zoning designations.
- Less of a change than the other options.
- Encourage more diverse housing stock by allowing new options for developers

Cons

- Does not address inherent shortcomings that accompany a traditional zoning approach with segregated uses. For example, it does not encourage compact, culturally responsive, and resilient neighborhoods that are connected with services. While this addresses compliance with updated state housing law, the opportunity to do a more "complete" update might have to wait for a later date.

Policy Option 1.D. Combination approach.

This option would involve a combination of approaches 1.A through 1.C. For example, Form-Based Code could be applied to arterials or collectors, while a traditional land-use approach with greater flexibility for different types of uses allowed along local streets. The benefit of this approach is that it would harness the strengths of the different options. However, it could create more complexity in how the zoning map is applied instead of having one approach.

Implementation Recommendations

Regardless of the chosen policy path for updating zoning designations, there are a few key recommendations that would apply to any of the above.

- Allow greater density 20-minute walk from downtown. Downtown already has a variety of uses and businesses that could serve nearby residential areas. Encourage more density closer to these services.

[31] Qian, Zhu. "Shaping Urban Form without Zoning: A Case Study of Houston," 2009. https://oaktrust.library.tamu.edu/handle/1969.1/ETD-TAMU-3253.

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- Parking requirements increase the costs of residential development. Consider reductions in required on-site parking wherever feasible.
- Allow greater flexibility in the permitted use tables in the consolidated zones. Currently, the tables prohibit certain use types in residential zones (see Table 21.04.030A above). These limitations result in segregated uses and increased car dependency. Notable categories are food-related retail and commercial uses, postal services, and neighborhood-scale medical offices and clinics. Without allowing more mixed uses and with increased housing capacity, Redmond's neighborhoods will continue to seem disjointed and lack overall cohesion. Additionally, it would increase pressure to drive to these services in other zones, increasing traffic volumes and parking demand.

2. Create Complete And Culturally Responsive Neighborhoods

Exclusive single-family development and zoning have been used to exclude Black, Indigenous, and people of color from housing opportunities.[32] To address this racist legacy, this report provides options to create more "complete neighborhoods" that are more culturally responsive and resilient to allow more small business opportunities. Providing more flexibility in allowable uses in exclusively residential neighborhoods has the potential to encourage small-scale businesses, cultural institutions, and income-generating opportunities to reduce both residential and business displacement pressures.

The options in this section should be considered as complements to the policy path chosen in *Section 1, Consolidate Residential Zones*. Currently, Redmond's residential subdivisions face inward and away from each other, hindering a cohesive public realm.

Policy Option 2.A Allow more Retail and Commercial Uses by Right in Residential Neighborhoods

Currently, retail sales are not permitted in residential zones (See RZC Table 21.04.030A below). While the City of Redmond allows these uses in Neighborhood Commercial zones, or "nodes," neighborhoods or developers would need to petition for a zoning change to obtain more flexibility. Allowing small-scale, corner-store retail in residential zones by right could provide more opportunities for goods and services in residential zones with fewer restrictions to start up such an endeavor. Impacts from commercial uses could be effectively mitigated by the scale of the use. For example, a small corner or convenience store could be allowed, but a larger grocery store would not be.

[32] Rothstein, Richard. The Color of Law: A Forgotten History of How Our Government Segregated America. Reprint edition. New York London: Norton, 2018.

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Table 21.04.030A
Comprehensive Allowed Uses Chart: Residential Zones[1, 2]

Online Users: Click on District Abbreviation to View Map -->	UR	RA5	R1	R3	R4, R5	R6	R8	RIN	R12, R18, R20, R30	MDD3	NDD1
General Sales or Service											
Retail sales	N	N	N	N	N	N	N	N	N	N	N
Marijuana retail sales	N	N	N	N	N	N	N	N	N	N	N
Business and service	N	N	N	N	N	N	N	N	N	N	N
Food and beverage	N	N	N	N	N	N	N	N	N	N	N

Policy Option 2.B Amend the Home Business Code to allow garage businesses or Accessory Commercial Units (ACUs), where feasible.

Redmond's Home Business Code allows for businesses within residential areas. These can include anything from a local music teacher to a family day care facility. This policy option would amend the code to allow garages to be converted into small-scale commercial and retail opportunities for the neighborhood.

Because Home Businesses are required to be virtually invisible in the context of the residential neighborhood, certain commercial uses are not feasible. For example, Redmond's Zoning I Code states:

> **RZC 21.08.340.C.6 - Maintaining Residential Character.** The business shall be conducted in a manner which is consistent with the residential use in the zone where it is located. Alterations and operations that have potential to impact residential uses include but are not limited to exterior alteration of the property, expansion of parking, construction, creation of a separate entrance, the use of color, materials, lighting, signs (other than on the applicant's vehicle), exterior storage of materials, goods or merchandise, or by the emission of sound, electric interference, vibration, dust, glare, heat, smoke, odors or liquids.
>
> This standard means a small-scale, neighborhood cafe would not be allowed to display a sign to list beverages. Relaxing these standards to allow greater flexibility would enable opportunities for small-scale commercial opportunities and local business development.

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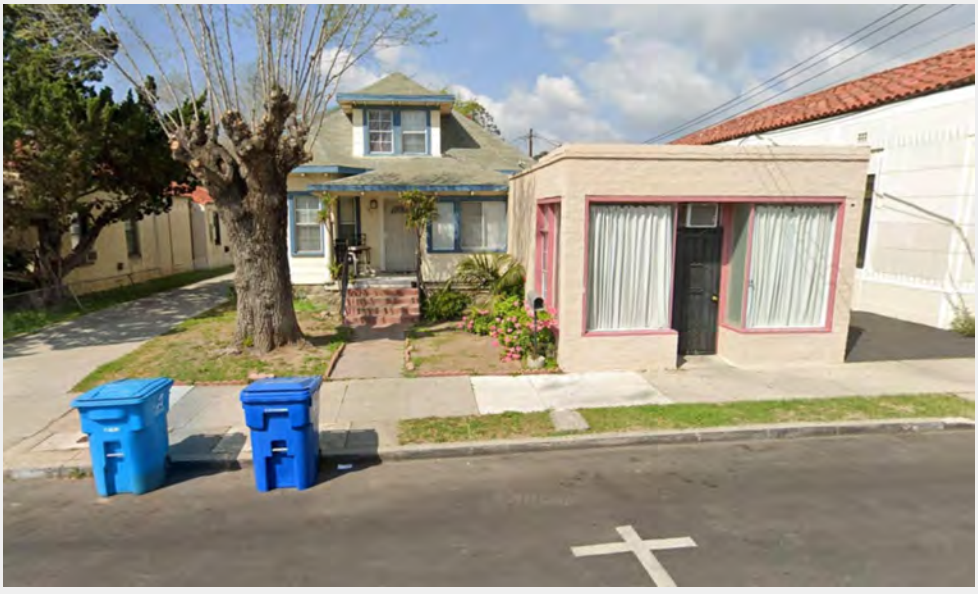
Specifically, to allow this, the Home Business code would be amended to provide an exception to on-site parking requirements for home business (RMC 21.08.340.C.9). To mitigate any impacts—such as street parking impact—the City may include the following conditions for approval:

- Parking is currently provided in a garage;
- On-street parking is already available; and
  The garage is converted into a home business/corner store.

As an alternative to updating the Home Business code, a separate use could be created to allow "Accessory Commercial Units" (ACUs). An ACU would be similar to an Accessory Dwelling Unit (ADU), except it would serve a commercial use rather than a residential one.

Case Study: Allowing Accessory Commercial Units (ACUs)

Accessory Commercial Units (ACUs) provide opportunities for locally sourced economic development. They can provide opportunities for a neighborhood cafe, salon, or deli in a neighborhood where residents would otherwise have to travel further to for services. Not only do they provide an opportunity to enable small, neighborhood-scale commercial opportunities, but they also reduce the barriers to entry for new local businesses. A prospective business owner or entrepreneur could pilot their business out of their own home, without needing to sign a lease for a retail storefront.



[Image source: Google Maps] An ACU salon space in Santa Paula, CA

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3. Change Permitting Procedures

To support housing production, these policy options would make it easier to permit housing. The policy options in this section consider the following key issues:

- Permitting process is currently slow. This prevents additional housing units from being added, contributing to housing deficits.
- Development currently favors larger mixed-use and multi-family construction, providing development opportunities for a small number of larger developers.
- Local, smaller developers could benefit from regulations and procedures that allow for smaller, simpler construction techniques. Opening the door to a larger pool of developers could allow developers to build for their target markets, leading to housing development that is more culturally responsive to the needs of broader communities.
- Current zoning requirements set up inconsistencies between densities allowed via attached dwelling units and the density restrictions set by the underlying zone. Internal inconsistencies of this kind are not easy for local developers to understand and navigate.
- Adoption of new Washington State legislation in 2023 has opened up new opportunities for accessory dwelling units.

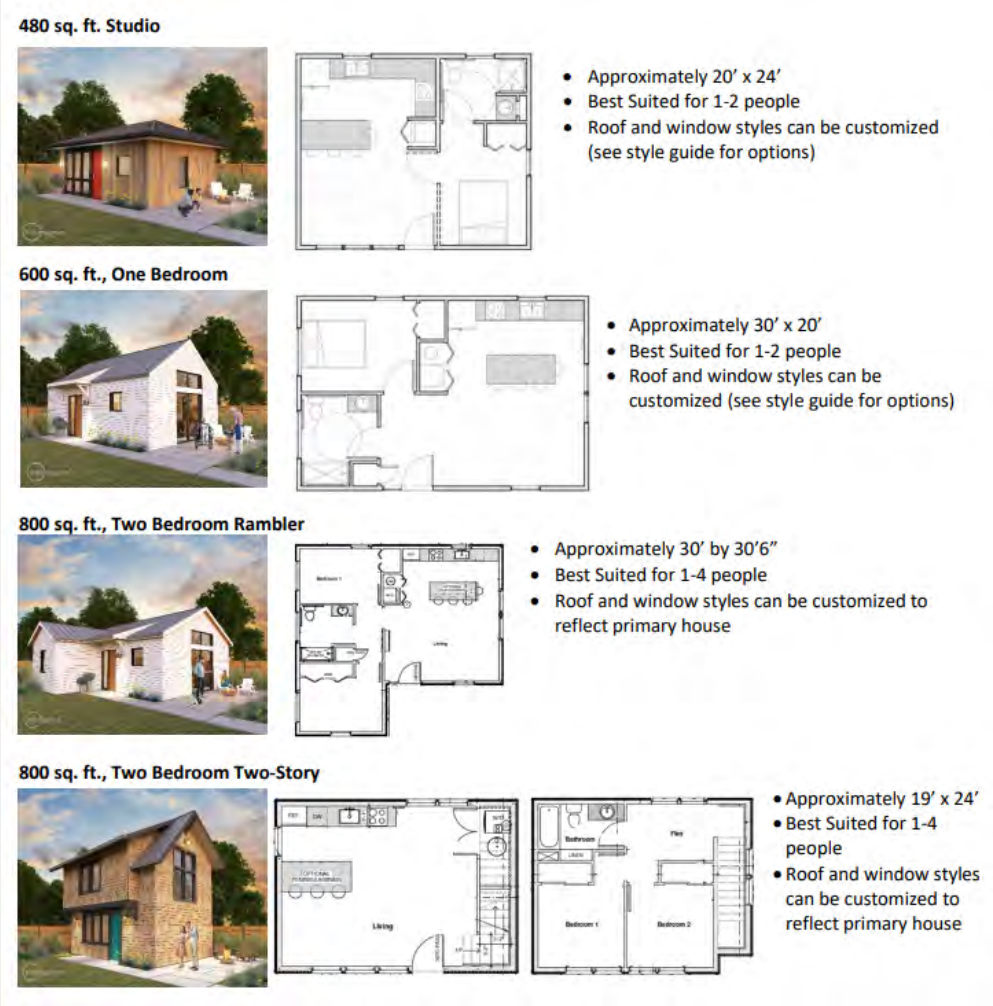
Policy Option 3.A: Pre-approve ADU designs (pilot program)

Pre-approved designs for accessory dwelling units (ADUs) can reduce permit approval times and save on construction costs. Coordination with community-based organizations could provide insight into culturally appropriate design considerations. The City could test a few designs and site parameters through a pilot program.

Case Study: Pre-Approved ADU Plans in the Cities of Olympia, Lacey, and Tumwater

These cities have pre-approved four ADU plans that are compliant with building health and safety codes. A variety of design finishing choices are available so that homeowners can match design elements of the ADU to those of the primary residence. The size of the pre-approved ADUs range from about 480 to 800 square feet, appropriate for occupancy of between one and four people.

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[Image source: City of Olympia] Examples from the City's pre-approved design handout.

Pros

- Allows greater development flexibility and predictability, encouraging supply.
- By reducing costs and process barriers, more builders may be able to enter the market.
- Lower construction costs can lead to lower housing costs.
- This style of ADU may not directly address Redmond's need for family housing, but ADU's might provide additional flexibility for Redmond populations to age in place, vacating larger, affordable homes if they can make the move to smaller ones in the same community.
- Pre-approved designs could be provided as guides to support development regulations, rather than being directly codified, allowing the guides to be more easily updated over time.

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Cons

- Pre-approved designs may or not be feasible, based on a lot's specific dimensions. While providing a variety of options could mitigate this, it may not resolve all issues of a site's condition.
- If pre-approved designs are codified, the development community has expressed concern that "unmarketable" designs could remain in the code longer than desirable. If trends in housing shift, pre-approved designs could lag consumer choice and become less profitable over time if they don't sell as quickly as custom designed ADUs.

Policy Option 3.B: Reduce permit times and design standards for middle and multi-family housing

This option includes revising design standards to both become compliant with HB 1293, as well as expand revisions to ensure that middle and multifamily housing developments do not face greater burdens in design review. Design review can add both time and cost to development.

Case Study: Washington State House Bill 1293

This is a new state law that was passed by the Washington State legislature in 2023. The law states that design requirements must be "clear and objective" for review of building exteriors. It also prohibits jurisdictions from requiring more than one public meeting for design review purposes.

4. Instill Equity in Housing and through Anti-Displacement Policies

Reducing displacement pressures involves two key elements:

- Preserve and enhance opportunities for community members to remain in the city. This can be accomplished by providing financial incentives or by preserving the existing affordable housing stock .
- Ensure inclusive and consistent outreach and engagement. Direct and inclusive outreach can connect community members at risk of displacement to programs that reduce displacement pressure. Additionally, it is impossible for the City to anticipate all displacement pressures at once. Providing the community a voice in policy would be more effective at reducing displacement risk by providing resources that best meet community needs.

Policy Option 4.A: Increase Diversity, Equity, and Inclusion Outreach Capacity.

The City of Redmond has one position for a Diversity, Equity, and Inclusion (DEI) Manager. However, one position does not encourage continuity of services and coordination between the city and community. Much of the benefits from such a role comes out of long-term relationship building. Having more staff to do this work would ensure resilience of service if there is staff turnover.

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Moreover, a *trusted advocate* model honors the ability and knowledge of leaders from a wide spectrum of cultural, ethnic, and racial identities and experiences, including immigrant and refugee communities, as experts on what their community needs to thrive. Trusted advocate programs are most successful when overlapped with civic education, leadership, workforce development, and capacity building. Such programs should be compensated and have been known as Community Liaisons or Community Consultants.

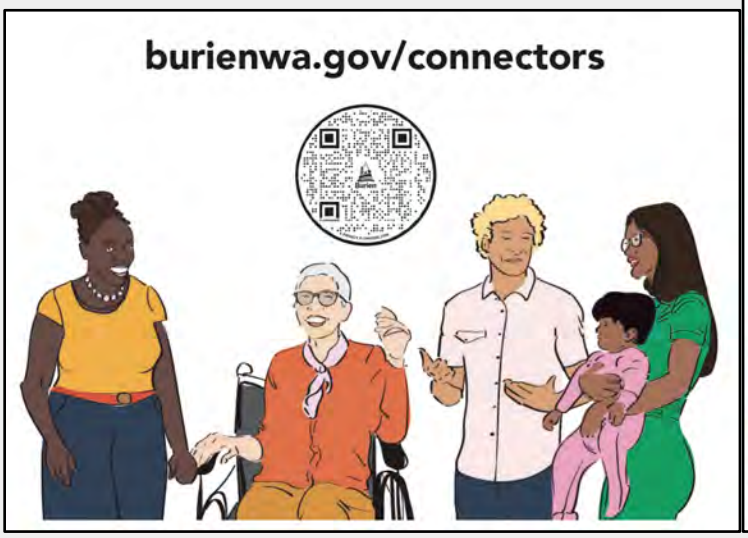
Through such an initiative the City of Redmond can maximize on the multi-pronged approach necessary to address racial disparities, elevate community invovlement, and tackle housing affordability together. This approach can serve to better evaluate and produce new policies and regulations targeted at anti-displacement whether through middle housing, or other means.

Case Study: Community Connectors Program in Burien, WA

The Burien Community Connectors program works with trusted leaders from Burien’s diverse communities to connect more people to civic planning processes. In the first cohort, Connectors from Spanish, Amharic and Vietnamese communities were recruited to the program. Burien’s Community Connectors are compensated and work with City staff to advise on engagement plans and program development, conduct outreach and engagement, create events, interact with ethnic media and other community media outlets, provide interpretation, and translate materials as needed.

The benefits of a trusted advocate model like the Community Connectors program is that it allows the City to build stronger relationships with non-English speaking communities connecting them to resources and gathering information on how City programs impact their communities.

In Burien, the Community Connectors program launched in tandem with the promotion of the City's “Shape Your City” engagement campaign tied to updates to the Comprehensive Plan, a new Transportation Master Plan, and an update to the Parks, Recreation and Open Space Plan.





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Highly visible and graphic communication materials are used in Burien to request applicants for recruitment and promote its connectors.

Policy Option 4.B: Expand funding and opportunities for Community Land Trusts (CLTs) to be implemented

Land costs are one of the most expensive items for providing housing. For example, a senior household living in a small, single-family residence could be displaced as property taxes increase due to land costs, while the home itself depreciates. Or a younger household looking to purchase a home but cannot due to high land costs may need to look to other cities. CLTs can be particularly valuable in preserving existing affordable housing stock by controlling the land in perpetuity.

Controlling these costs by acquiring the land through a non-profit ownership structure can substantially increase affordability and reduce displacement pressures. ARCH has an existing Housing Trust Fund that targets incomes 80% or less Area median Income (AMI). However, demand for this program has outstripped funding. ARCH estimates that they will receive $21 million in funding requests for potential pipeline projects over the next three years. However, the program only has around $3 million budgeted to go towards such projects.

Policy Option 4.C: Explore a Guaranteed Basic Income program for Redmond residents based on housing cost burden.

Economic inequality has risen across the U.S.[33] Rising housing costs have only exacerbated these differences. This approach aims to reduce these burdens for Redmond residents by addressing the source issue–the lack of financial resources to afford housing. While housing vouchers address some of these gaps, despite illegality, housing discrimination still occurs for voucher holders.[34] Providing payments could resolve this issue. Furthermore, providing direct funding for housing could prevent further displacement of Redmond residents struggling to afford to live and work in the city--considering affordability is a key issue identified through outreach efforts, providing funding to reduce these burdens may have a direct impact in reducing displacement pressures.

However, such a program would be a change in approach from existing city programs and may involve tradeoffs and startup costs to best implement. Additionally, providing such assistance does not alleviate housing cost increases due to insufficient supply.

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[33] Mitchell, Travis. "Trends in Income and Wealth Inequality." Pew Research Center's Social & Demographic Trends Project, January 9, 2020. https://www.pewresearch.org/social-trends/2020/01/09/trends-in-income-and-wealth-inequality/.

[34] Vesoulis, Abby. "How Housing Voucher Programs Can Hurt the Low-Income Families They're Designed to Help." *Time*, February 20, 2020. https://time.com/5783945/housing-vouchers-discrimination/.

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Case Study: Growing Resilience in Tacoma

The City of Tacoma is currently piloting a Guaranteed Basic Income Program. While the complete impact assessment is not going to be completed until summer 2024, preliminary results have shown that 23% of the payments were spent on food and groceries and 12% on housing costs. For one such participant, the "dream of buying a house she can one day pass down to her grandson finally feels achievable."[35] Given housing stability and intergenerational wealth is often tied with homeownership, the implications of this impact could extend beyond the life of the pilot program.

Policy Options 4.D and 4.E: Continue and expand the Inclusionary Zoning and Multifamily Property Tax Exemption (MFTE) programs.

The City's Housing Action Plan recommended expanding and improving both the MFTE and Inclusionary Zoning programs to increase housing production. Particular recommendations noted in the Action plan were to expand the areas where MFTE could be used in the city. With the consolidation of zones to allow more diverse housing types and options, ensuring that the MFTE program expands alongside will help ensure that new housing is not only built, but is affordable.

Policy Options 4.D and 4.E: Continue and expand the Inclusionary Zoning and Multifamily Property Tax Exemption (MFTE) programs.

The City's Housing Action Plan recommended expanding and improving both the MFTE and Inclusionary Zoning programs to increase housing production. Recommendations noted in the Action Plan were to expand the areas where MFTE could be used in the city. With the consolidation of zones to allow more diverse housing types and options, ensuring that the MFTE program expands alongside will help ensure that new housing is not only built but is affordable.

Policy Option 4.F Support Homeownership Programs for Wealth Generation and Equity

Homeownership is important to generating wealth. However, racial disparities in ownership persist throughout the country.[36] Reducing these disparities through both existing programs and expanding opportunities with increases in middle housing supply has the potential to reduce such disparities and displacement pressures among Black and Indigenous and other communities of color in Redmond. ARCH conducts a Downpayment Assistance Loan Program that should be supported and continued to this effect. Additionally, with the passage of HB 1110 HB 1337 and the implications for more housing supply and ownership opportunities, this report recommends pursuing incentives to encourage affordable homeownership opportunities to this effect. Specifically,

[35] Yoon-Hendricks, Alexandra. "How Tacoma's Yearlong Guaranteed Income Experiment Fared." The Seattle Times, January 5, 2023. https://www.seattletimes.com/seattle-news/how-tacomas-yearlong-guaranteed-income-experiment-fared/.

[36] Snowden, Brandi. "Racial Disparities in Homeownership Rates." National Association of Realtors, March 3, 2022. https://www.nar.realtor/blogs/economists-outlook/racial-disparities-in-homeownership-rates.

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- Provide incentives for middle housing applications that guarantee affordable homeownership opportunities. For example, if an ADU or duplex development guarantees that the unit will be guaranteed affordable, the city will fast track the proposal or provide financial relief. Affordability could be guaranteed through covenants. Coordinate with ARCH on presiding and facilitating such sales and covenants.
- Pursue and explore incentives and grant and funding opportunities to expand downpayment assistance programs.

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POLICY ANALYSIS TABLE

METHODS

Evaluation Criteria

To evaluate potential impact of the policy options and recommendations, this report uses a multi-criteria evaluation method. Criteria were selected based on the grant objectives and city and community input. The criteria are:

- **Reduced racially disparate impacts**. Selected based on grant objectives.
- **Fosters middle housing supply**. Selected based on grant objectives.
- **Increases housing affordability**. This criterion acknowledges that while increasing housing supply can impact affordability in the long term, just allowing more housing types and supply does not inevitably mean that new units will be more affordable.
- **Encourages complete, culturally responsive neighborhoods**. Complete neighborhoods encourage a variety of uses. Ensuring that neighborhoods are connected to services can encourage more culturally responsive institutions and businesses in zones modeled after exclusionary principles.
- **Evidence of impact**. Has this policy option been implemented before? Is it the best practice option for the issues at hand?
- **Policy complexity**. How easy would the policy be to implement? Are there significant trade-offs?

Scoring

The policy options are evaluated against one another in the following matrix using a three-tiered system: low, moderate, and high potential impact. The scores are informed by both case studies, historical impact and precedent, and how relevant the policy option is to address the underlying key issues affecting the criterion.

- **Low** impact. The policy will likely have a low positive impact on achieving the criterion objective. For example, for the racially disparate impact criterion, if an aspect of the policy has shown that similar policies have ignored addressing displacement pressures, it would receive a low score.
- **Moderate** potential impact. The policy will likely have a moderately positive impact on meeting the criterion.
- **High** potential impact. The policy will likely have a high positive impact towards or plays a vital role in, meeting the criterion.

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POLICY ANALYSIS TABLE

	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
1. Consolidate SF Zones into one R8 Zone							
1.A	Form-Based Code Approach	**Moderate.** Allowing more diverse uses does not undo past injustices. However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	**High.** By regulating form and not uses and density, more housing types would be allowed.	**Low**. While increasing potential for greater housing supply would reduce housing costs in the long run, it does not guarantee affordable housing in the short term.	**High.** A Form-Based approach would provide specific regulations on the size and locations of development to encourage a more cohesive and connected public realm.	**High.** Form-Based Codes have been implemented in various US communities since 1982.	**Moderate.** Redmond would need to identify what form elements they would want to regulate and how form design standards can mitigate any foreseen impacts from the change.
1.B	De-regulatory Approach	**Moderate.** Removing zoning restrictions does not undo past injustices.	**Moderate**. Allowing more flexibility to build different types of housing could	**Low**. While increasing potential for greater housing supply would	**Moderate.** While this approach would allow greater uses and flexibility in	**Moderate**. While shown effective in Houston to encourage housing supply to	**Moderate**. While this approach would mean loosening restrictions and

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
		However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	support middle housing production.	reduce housing costs in the long run, it does not guarantee affordable housing in the short-term.	neighborhoods to establish local retail opportunities within shorter distances, without regulation walkability may not be addressed.	meet demand, it has not been widely used in other places.	red tape, it would also mean accounting for unforeseen consequences of the change. For example, would deregulation mean greater commercial capacity and result in fewer housing units?
1.C	Zoning consolidation	**Low**. Regulating land uses has historically had little impact on addressing racially disparate zoning practices.	**High**. Redmond currently does not have a large supply of middle housing types due to lack of permission in code. Allowing	**Low**. Existing land use regulations have not been able to adjust fast enough for Redmond to accommodate the housing supply	**Low.** The current approach to regulating uses has proven inadequate to encourage complete neighborhoods. As	**Low.** This regulatory framework separates uses and constraints housing supplies.	**High.** This policy option would require the least amount of planning to implement.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
			middle housing types by right is a vital step before any supply can be added.	demanded. This has contributed to increasing housing unaffordability in the city.	a result, subdivisions appear disjoined from one another. Neighborhoods lack walkability and nearby services/retail to support them		
1.D	Combination approach. For example, FBC on arterials and main corridors, with a more relaxed land use based approach on local streets.	**Moderate.** Removing zoning restrictions does not undo past injustices. However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	**High.** This change would target providing greater flexibility for middle housing types.	**Moderate.** This approach could focus on ensuring lower barriers to housing affordability and lower cost production through streamlined development regulations.	**High.** This approach could use Form-Based Approaches and overlays to target walkability, connectivity, and complete neighborhoods	**High**. Many existing Form-Based approaches do not apply to whole areas of a city, but rather certain places where it has been identified to be most effective.	**Moderate.** This approach could reduce the burden of implementation by accounting for existing practices, while providing flexibility and design standards in others. However, designing the

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
							program would involve staff efforts to draft the best mix of policy approaches.
2. Create complete neighborhoods							
2.A	Allow more Retail and Commercial Uses by Right in Residential Neighborhoods	**Moderate**: Could open pathways for neighborhood patterns that are more culturally responsive.	NA	**Moderate**: Allowing a property to provide housing in addition to family income generation could assist with affordability and reduce residential and business displacement pressures.	**High.** Allowing scale-appropriate commercial opportunities in residential zones reduces the need for residents to travel longer distances to purchase everyday items or essential services.	**High**. Allowing small-scale commercial opportunities in residential areas is a long standing practice, both in the US in older neighborhoods and internationally.	**High**. This change would involve amending the permitted land use tables to allow more uses in residential zones.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
2.B	Amend the Home Business Code to allow garage businesses or Accessory Commercial Units (ACUs), where feasible.	**Moderate.** Allowing greater flexibility may reduce displacement pressures by allowing economic development opportunities for those wishing to start a business, by reducing overhead costs by seeding those businesses in current residences.	NA	NA	**High.** Allowing a greater mix of uses encourages more "third places", making residential neighborhoods	**Moderate.** Garage businesses and Accessory Commercial Units have been implemented in both Seattle and Portland. Seattle made it easier for garage businesses to run in response to the pandemic to encourage local businesses and reduce displacement	**Moderate.** This policy would be implemented similar to an ADU program, however for commercial uses. However, considering curb and on-site parking requirements to ensure feasibility would involve some impact analysis.
3. Change the Permitting Process							

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
3.A	Pre-approved ADU designs (pilot program)	**Low**. New construction is unlikely to be affordable. Pre-approved designs may not be directly responsive to cultural needs.	**Low**. Pre-approved designs (or a test pilot program) will likely need to be smaller scale and less complex than what might typically be considered middle housing.	**Low**. Even if time can be shaved from the design process, new ADU construction is unlikely to be affordable in the short term. It could allow for faster ADU development, which would chip at overall housing deficits	**Low.** An increase in ADUs would diversify housing options in each neighborhood.	**Low.**. Pre-approved ADU programs are relatively new, thus evidence of impact is as yet undetermined. However, they have been implemented in other cities from Olympia/Lacey, Seattle, Eugene and Bend, OR.	**Moderate**. The city would need to fund architects and coordinate with them to design ADUs that would work for various, "typical" neighborhoods in Redmond.
3.B	Reduce permit times and design standards for middle and	**Moderate.** Allowing middle and multi-family housing to be built faster will not	**High**. Developers who want to build middle and multi-family housing could benefit from	**Moderate**. Faster permitting times could result in some increased affordability.	**Moderate.** An increase in middle and multi-family housing would diversify housing	**High**. Cities with fewer permit requirements and design standards tend to have	**Moderate**. While some design standards and processes need to be streamlined

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
	multi-family housing	undo past injustices. However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	inside guidance and reduced permit times.	Mostly, however, new construction is unlikely to be affordable in the short term.	options in each neighborhood.	greater housing production	per updated state law (HB 1293), ensuring that design processes are optimized to provide both oversight and ease of use may take code testing and trial and error.
4. Instill Equity in Housing and through Anti-Displacement Policies							
4.A	Expand the Community Liaison/DEI Staff Program	**High.** Providing more staff connections directly to the community increases representation in decisions and city	NA	**Moderate.** Staff could play an active role in providing resources to community	NA	**High.** This program has been effective in bridging the gap between community voices	**High.** This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
		processes. This results in more inclusive processes.		members facing housing burdens.		and city staff and processes	
4.B	Expand funding and opportunities for Community Land Trusts (CLTs) to be implemented	**Moderate**. CLTs can be programmed to alleviate racially disparate impacts in housing. However, it can be dependent on the program's design and implementation. For example, some CLT's focus on housing for seniors.	NA. CLTs can be designed for various housing typologies.	**High**. Controlling for the cost of land can have a high impact in maintaining housing affordability.	NA	**High**. CLTs have been a proven to be effective in both preserving existing affordable housing and expanding affordable ownership opportunities	**High**. This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
4.C	Explore a Guaranteed Basic Income program for Redmond residents based on housing cost burden.	**High.** Addresses racially disparate impacts by providing financial tools to reduce economic inequity by race for residents who are in Redmond. (Would not be able to assist those who have already been displaced from Redmond)	NA	**High.** High land values and increasing housing costs have made it unaffordable for many of Redmond's workers to afford to live in the city. A UBI would directly address the key issue of inadequate funds to afford housing.	NA	**Low**. While there have been UBI pilot programs and studies, there has not been a program with long-term implementation.	**Low**. This program would involve creating a funding mechanism and completing a study to ensure the benefit would be sufficient enough to address the problems.
4.D	Continue and expand the Inclusionary Zoning Program	**Moderate**. IZ programs have potential to reduce displacement pressures.	NA	**High.** IZ programs require a certain number of units to be affordable, or by providing a fee to support	NA	**Moderate.** IZ programs are known to be effective in providing support for different	**High**. This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
				affordable housing		incomes. It can also encourages mixes of incomes in one residential building rather than increasing housing segregation by income. However, fee-in-lieu can sometimes result in paying the fee rather than supplying the housing	
4.E	Continue and expand the City's Multifamily Property Tax Exemption (MFTE) program	**Moderate**. MFTE programs could reduce racially disparate housing burdens and reduce	NA	**High.** MFTE programs are known to be effective in providing support	NA	**High.** MFTE programs are known to be effective in providing support for different	**High**. This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
		displacement pressure. However, since it is a race-neutral program, it does not immediately address wealth distribution imp		for different incomes.		incomes. It can also encourages mixes of incomes in one residential building rather than increasing housing segregation by income	
4.F	Support Homeownership Programs for Wealth Generation and Equity	**High**. Providing homeownership assistance can reduce the racial gaps in homeownership.	NA	**Moderate**. Reduce the burdens of entry for homeownership increases affordability. However, homeownership can provide other barriers to affordability	NA	**Moderate**. This would be an expansion of existing programs while programming new ones to target homeownership opportunities through middle housing.	**Moderate**. This would be an expansion of existing programs while programming new ones to target homeownership opportunities through middle housing.

Certificate Of Completion

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Security Appliance Status: Connected
Pool: StateLocal

Storage Appliance Status: Connected
Pool: City of Redmond, WA
Location: Docusign

Signer Events	Signature	Timestamp
Noel Frame noel@uncommonbridges.com Managing Partner Uncommon Bridges Security Level: Email, Account Authentication (None)	Signed by: Noel Frame A392F9FC52A24D8... Signature Adoption: Pre-selected Style Using IP Address: 104.36.45.235	Sent: 12/8/2025 1:15:05 PM Viewed: 12/8/2025 1:16:52 PM Signed: 12/8/2025 1:30:12 PM
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: 12/8/2025 1:30:17 PM Viewed: 12/8/2025 2:04:55 PM Signed: 12/8/2025 2:05:02 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	12/8/2025 1:15:05 PM
Certified Delivered	Security Checked	12/8/2025 2:04:55 PM
Signing Complete	Security Checked	12/8/2025 2:05:02 PM

Envelope Summary Events	Status	Timestamps
Completed	Security Checked	12/8/2025 2:05:02 PM

Payment Events	Status	Timestamps

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-027
Type: Staff Report

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Public Works	Aaron Bert	425-556-2786

DEPARTMENT STAFF:

Public Works	Steve Gibbs	Division Manager
Public Works	Brandon Buehler	Acting Deputy Director
Public Works	Shailee Jain	Project Manager
Public Works	Aaron Noble	Project Manager

TITLE:
Evans Creek Relocation Project Update

OVERVIEW STATEMENT:
As per Council request, this report provides an update to Council on the anticipated costs, regulatory status, risks and schedule of the Evans Creek Relocation Project.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Healthy and Sustainable
- **Required:**
  N/A
- **Council Request:**
  October 14, 2025
- **Other Key Facts:**
  N/A

OUTCOMES:

N/A

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:
N/A

Budget Priority:
N/A

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

Funding source(s):
N/A

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
10/14/2025	Study Session	Receive Information
2/3/2026	Committee of the Whole - Planning and Public Works	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:
N/A

ANTICIPATED RESULT IF NOT APPROVED:
N/A

ATTACHMENTS:
Attachment A: Evans Creek Presentation



Evan Creek Relocation Project – Status Update

Presented by:
Aaron Bert
Director, Public Works

Redmond
WASHINGTON

Project Goals

- **Improves salmon habitat**

  by relocating a section of the creek, creating better rearing areas for juvenile Chinook in the Bear Creek and Sammamish River watersheds

- **Restores natural wetlands**

  by reconnecting the channel to the floodplain, removing invasive plants, and planting native vegetation.

- **Enhances community recreation**

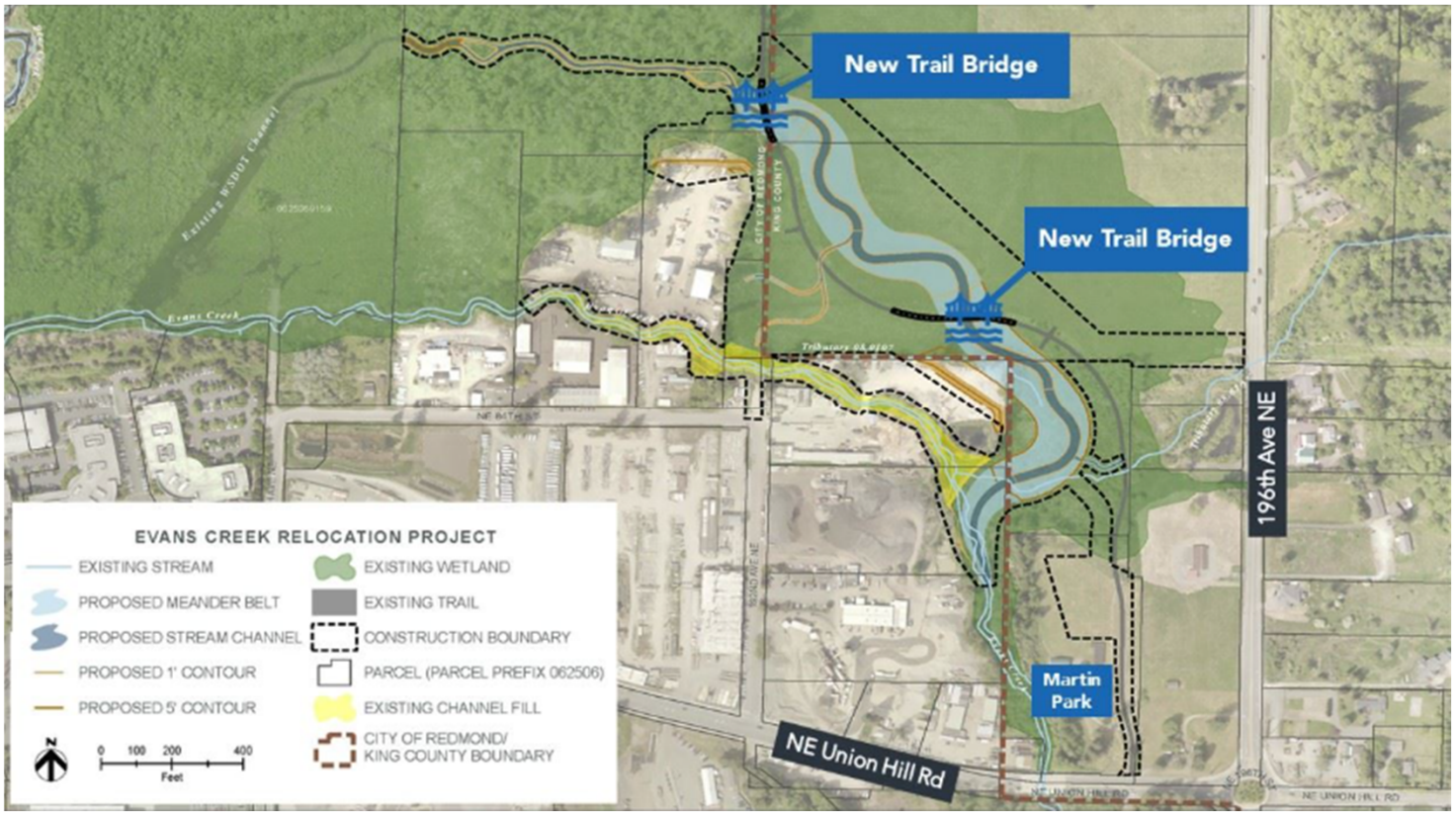
  with two new pedestrian bridges that support future westward expansion of the Evans Creek regional trail.

- **Advances regional salmon recovery goals**

  outlined in the WRIA 8 Chinook Conservation Plan, with strong support from King County.



Project Overview



Project Timeline

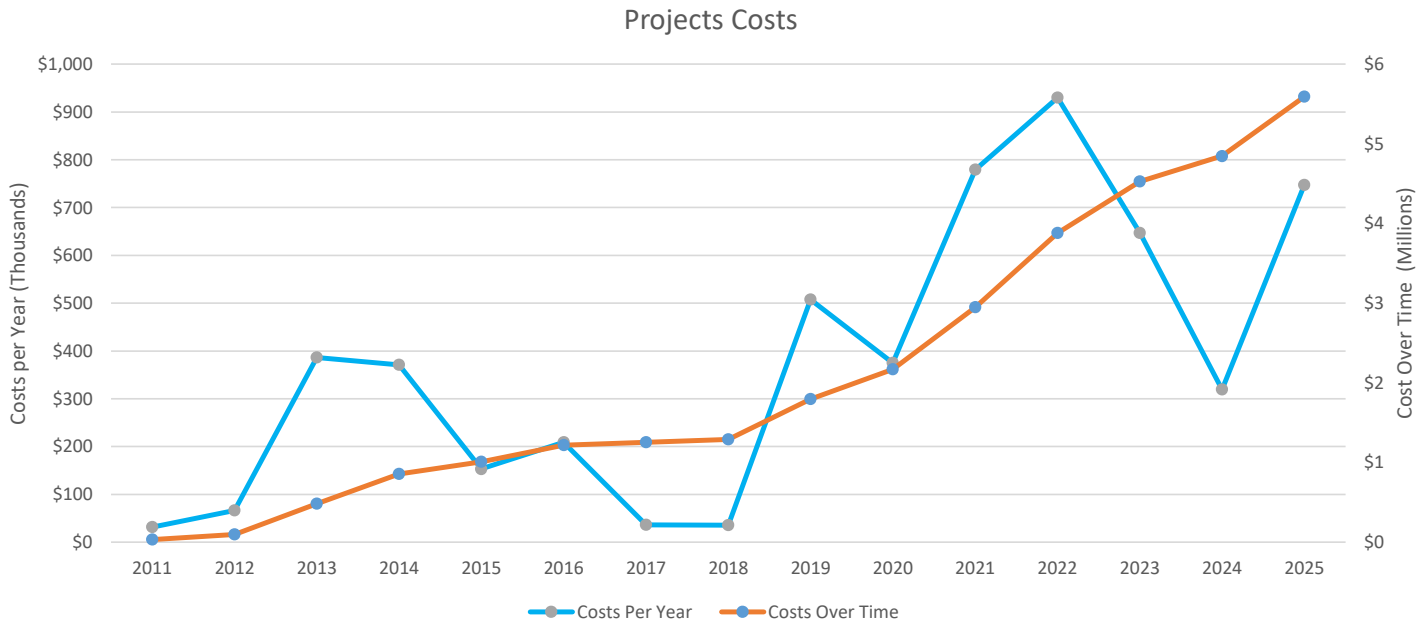
- **2009 -** Project Start, Extensive Alternatives Analyses
- **2019 –** Ongoing project design and outreach to adjacent property owners
- **2020 –** Completed Stream and Wetland Delineation Report and Biological Assessment
- **2021 –** Completed permitting actions, including federal and state joint application (JARPA) and State Environmental Policy Act (SEPA) Determination of Non-Significance. Began King County permitting process
- **2027** – Construction (relies on favorable negotiations and collaboration with King County)



Project Costs Timeline

Total Project Costs - $5,593,574

- Right of Way - $1,361,933
- Design - $4,231,641



Permitting and County Discussions

- Applied for King County Clear and Grade Permit – Winter 2021
- Submitted King County Floodplain Permit – Spring 2023
- Submitted Conditional Letter of Map Revision (CLOMR) to FEMA – 2024
- Submitted Variance Request for Bridge Freeboard to County – Summer 2025
- Operations and Maintenance Agreement (discussed on next slide) is also under County review



Operations & Maintenance Agreement – Context and Process

- **Why an Agreement Is Needed**
  - Floodway transfer to County jurisdiction is unprecedented, prompting County to require a formal agreement.
- **Key Difference in Perspective**
  - City views the project as a natural system that evolves over time; County treats it as a man-made system with higher long-term liability.
- **Status & Coordination**
  - Two rounds of staff and legal review completed; County review ongoing.
  - Regular coordination between County directors and City Public Works; last meeting Feb. 6.
- **Approval & Timing**
  - County Council approval required (3 months); permits issued after approval.
  - Mayor working with County Executive to identify potential schedule acceleration.



Risk Management

County Position

- Seeks perpetual indemnification for all current and future risks associated with project
- No specific risks identified

City Position

- Supports agreement with clear guardrails to define responsibility and limit liability

City-Requested Guardrails

- Timeframe: System transitions to natural; review after ~10 years
- Boundary: Liability limited to defined maintenance area
- Control: City accepts force majeure risk, not County-controlled actions (e.g., changes to permitting standards)

Risk Mitigation

- Draft language provided to:
    - Align liability with jurisdictional control
    - Use risk-based maintenance triggers (only when impacts occur)

Status

- City comments submitted; awaiting County response



Anticipated Cost and Timeline Increase

- Cost increase
  - Anticipated current cost overrun of $3M.
  - Escalatory costs are estimated at $550,000 to $1,000,000 per year of delay
    - Inflation; tariffs; additional design and permitting costs
- Potential Additional Funding Opportunities
  - King County Flood Control District – Sub-Regional Opportunity Funds (non-competitive)
    - Approximately $1M available to apply to the project through reimbursement.
      - Funds reserved for the City, very likely, they can be included
  - King Conservation District – Member Jurisdiction Funds (non-competitive)
    - Approximately $500,000 available to apply to project through reimbursement
      - Funds reserved for the City, very likely, they can be included
  - King County Flood Control District – CIP
    - Request funding to be added from the Flood Control District CIP
      - It is unlikely this funding source could be secured in time.
- Timeline
  - If the O&M agreement can be resolved, the earliest construction start would be in 2027
  - Critical Path
    - O&M Staff Agreement (1 month)
    - O&M Council Approval (3 months)
    - FEMA Processing (3-6 months)
    - Clear and Grade Permit + Flood Permit
    - Bid, Award and Begin Construction



Thank You

Any Questions?



Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. AM No. 26-028
Type: Staff Report

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107
Police	Darrell Lowe	425-556-2529
Fire	Adrian Sheppard	425-556-2200

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Philly Marsh	Economic Development Manager
Planning and Community Development	Kristen Raftis	World Cup Planning Program Manager
Executive	Kelly Schutz	Communications Manager
Parks	Zach Houvener	Deputy Director
Police	Brian Coats	Deputy Chief
Fire	Ameé Virelle	Deputy Chief
Fire	Nathan Hupp	Emergency Manager

TITLE:
World Cup Planning Update: Public Safety and Emergency Management Focus

OVERVIEW STATEMENT:
The staff report on February 17, 2026, will provide an update on planning efforts in preparation for the 2026 World Cup with a focus on public safety and emergency management.

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

REQUESTED ACTION:

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

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  - Redmond 2050 Comprehensive Plan
  - 2024 Economic Development Strategic Plan

  - 2024 Tourism Development Strategic Plan
  - 2023 Comprehensive Emergency Management Plan
- **Required:**
  N/A
- **Council Request:**
  N/A
- **Other Key Facts:**
  Seattle was selected to host six matches from the FIFA World Cup 26, including USA's second group fixture and two knockout games. These matches take place from June 15-July 6. Hosting the event is anticipated to leverage more than $100 million in economic activity. A projected 750,000 visitors will be in the Seattle region to soak up the event atmosphere with the over 4 billion global viewers who watch the World Cup. With a new transformational transportation system, Redmond should be ready to leverage this opportunity to welcome the World and highlight the City through visitation and global broadcast.

The following planning subgroups have been meeting bi-weekly and implementing applicable programming.

- Watch Parties and Activations - Lead: Economic Development
  - This group focuses on watch party grants and logistics, Fútbol for All Speaker Series, and business activations.
- Communications - Lead: Communications
  - This group focuses on communications plan and strategy, internal and external communications, branding, and Mayor liaison.
- Emergency Preparedness - Lead: Fire Department
  - This group focuses on pre-planning for local and regional response, continuity of government, and coordinated communications.
- Public Safety and Response - Lead: Police Department
  - This group focuses on local and regional response, human trafficking awareness training, threat assessments, and coordinated communications.
- Operations and Logistics - Lead: Parks Department
  - This group focuses on the transportation corridor, maps, sidewalks, traffic flow, cable internet, and other critical operational functions.
- Finance - Lead: Finance Department
  - This group will review the World Cup budget, track, and report expenses.
- Internal City of Redmond - Lead: Planning and Community Development
  - The group activates City of Redmond employees who are interested in leading and supporting staff activities during and leading up to the World Cup. They can also volunteer at city-sponsored events.

OUTCOMES:

The World Cup provides the opportunity for an unforgettable experience for visitors, athletes, and residents by showcasing Redmond's connectivity to the region, celebrating our diverse culture, and fostering an atmosphere of excitement and hospitality. Objectives and outcomes include:

- Brand and Promote Redmond as a Destination
- Attract Visitation and Spending for Economic Impact
- Legacy Coalition Building for District Development and Branding
- Foster Community Pride and Connection
- Safe and Enjoyable Experience for the Redmond Community

To date, activations have included:

To date, policy, department programming, and activations have included:

Human Trafficking Training
Major international events like the 2026 World Cup bring economic opportunity and global attention, but they can also increase the risk of human trafficking. In preparation, the Redmond Police Department has received specialized training from the FBI to strengthen identification, investigation, and interagency coordination, while the City is advancing a community-focused prevention strategy through partnerships with the Port of Seattle, including the distribution of Redmond-specific awareness materials to local hotels and the development of additional training for the hospitality industry and City staff.

Emergency Management Training
City employees have attended and will continue to attend several key training and exercise opportunities in the region. For training, Emergency Management and Communications staff will be attending two Public Information Officer specific courses in April. Staff positions that will be or have the potential to work in the Emergency Operations Center will receive position-specific training administered by OEM, which includes training on updated procedures. Staff continue to work on their regular ongoing NIMS training progression. Staff have participated in or will participate in various regional and local exercises. A joint tabletop exercise with the City of Bellevue and Kirkland will occur on April 6th to prepare staff for various World Cup-specific scenarios, as well as test and validate plans.

Police Staffing Plan
The Redmond Police Department's 2026 FIFA World Cup staffing plan outlines a coordinated deployment from June 11 through July 19, 2026, designed to maintain normal police services while addressing increased activity related to game day matches, downtown watch parties, and visitor presence. The plan establishes a clear incident command structure, leverages patrol, specialty units, and non-patrol personnel, and uses targeted overtime to enhance visibility, traffic control, and public safety.

Fire Staffing Plan
Fire Operations is an integral component of regional preparedness, supporting coordinated response across King County through established mutual- and automatic-aid frameworks. This includes pre-scheduled operational assignments to Strike Teams, Task Forces, King County Office of Emergency Management Emergency Support Function operations, and Zone One Coordinator roles. These assignments are executed with the intent of maintaining continuous threat and risk assessments and ensuring the availability of rapid-response, scalable resources capable of supporting incidents across local jurisdictions and countywide communities.

Infrastructure
Ped Scrambles: Public Works is installing three new ped scrambles along Cleveland Ave in Downtown Redmond at 164th, Leary Way, and 161st by June 2026. These enhancements will provide a safer, lower stress experience for pedestrians as we all enjoy World Cup festivities. Ped Scrambles allow people to cross the street in any direction when the walk signs go on, giving them the right of way in every direction at periodic intervals while car traffic is completely halted. You can find out more information about pedestrian safety and Ped Scrambles by visiting Walking Redmond | Redmond, WA <https://www.redmond.gov/244/Walking>

Mobile Barriers: Public Works purchased a fleet of mobile barriers that will be available for use during community events and block parties should the need arise to provide pedestrian safety and security during World Cup celebrations.

Business and Community Meetings

Economic Development team has hosted 4 community meetings focused on how to prepare for World Cup coming to the region. We have grown attendance from 15 people to close to 100 at each session. The agenda features subject matter experts from FIFA, Local Organizing Committee, small businesses, and Sounders FC, along with our City programs. Our latest meeting was on February 9, 2026, and focused on public safety, emergency preparedness, and community readiness ahead of the summer's World Cup event. Sounders legends James Riley and Brad Evans provided insights on the teams still competing for a spot in the World Cup and the teams coming to Seattle following their hosting of Redmond's draw party on December 5th at the Archer Hotel.

Expanded Alcohol Service (HB 1515)

The City is pursuing an expanded alcohol service permit under House Bill 1515, which allows local jurisdictions to authorize temporary extension of alcohol service into public rights-of-way for community events while ensuring appropriate public safety and oversight. If granted, the permit would enable participating businesses to extend outdoor service from May 1 through the end of the year. Individual establishments must submit event plans to the City and the Washington Liquor and Cannabis Board for approval as part of this opportunity.

Community Event Grants

These grants are for community organizations, nonprofits, and businesses that would like to host a Watch Party during the World Cup. Applications were accepted October 1, 2025, through January 15, 2026. 32 total organizations applied for approximately $160,000. A staff committee is reviewing applications in late January and contacting organizations regarding award amounts and next steps in mid-February. Redmond World Cup Watch Party Grant Program | Redmond, WA <https://www.redmond.gov/2369/Redmond-World-Cup-Watch-Party-Grant-Prog>

Fùtbol for All Speaker Series

With sponsorship dollars from Amazon and the Port of Seattle, Redmond has hosted 3 Fùtbol for All Speakers. The Series kicked off with a Soccer 101 class with Sounders legend James Riley and friends on Monday, October 27, and has been followed by Talk Sporty to Me with Jen Mueller, local broadcast veteran sharing how talking about sports can build relationships , and Corky Trewin, one of the official team photographers for Sounders FC and a graduate of Redmond High School.

Soccer Stories

Soccer Stories are live, and we continue to invite Redmond residents and community members to submit their own personal accounts about how soccer and Redmond have shaped them. Stories are shared in written format on redmond.gov, with select stories shared via the City's social accounts.

Short Term Rentals

On December 2, 2025, the Council updated Short Short-Term Rental Code, and since staff has implemented and educated the public on these regulations, including two webinars in partnership with Airbnb to inform current and interested operators Short-Term Rentals | Redmond, WA <https://www.redmond.gov/2301/Short-Term-Rentals>

Legacy Sign Project:

As part of celebrating the World Cup's impact in the region, the City of Redmond will create a legacy installation in Downtown Park. Led by the Parks Department, the project will add oversized REDMOND letters as a permanent park feature and new point of interest for visitors and residents alike, giving a community rallying point and building lasting city pride.

Meet me at Marymoor - World Cup final watch party

To celebrate the conclusion of the 2026 World Cup, the City of Redmond will host a free World Cup Final watch party

event at Marymoor Park on Sunday, July 19. Meet Me At Marymoor will provide an opportunity for the Eastside community to gather together for all the thrills of the tournament's championship match. Further details will be shared closer to the event date.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  May 2025-July 2026
- **Outreach Methods and Results:**
  Meetings, questionnaire and individual stakeholder outreach
- **Feedback Summary:**
  Redmond residents and businesses who have completed the questionnaire are very excited for the World Cup and activities that will be planned in Redmond.

BUDGET IMPACT:

Total Cost:
$2,000,000.00

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

Budget Offer Number:
0000311

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, Grants

- $135,000 Sponsorship from Amazon for 2025 Club World Cup and other World Cup activities
- $100,000 State of Washington Grant
- $30,000 Port of Seattle Grant
- On February 2nd, City staff submitted a state grant application for potential emergency and police overtime related to the World Cup activities and will hear back on February 20th if awarded.

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
10/7/2025	Business Meeting	Receive Information

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
5/19/2026	Business Meeting	Receive Information

Time Constraints:
N/A

ANTICIPATED RESULT IF NOT APPROVED:
N/A

ATTACHMENTS:
Attachment A: Presentation

City of Redmond World Cup Program Staff Report

February 17, 2026

Seraphie Allen, Brian Coats, Amee Virelle, and Nathan Hupp

Redmond WASHINGTON

REDMOND IS READY FOR THE WORLD

Agenda

- **Program Overview and Opportunities**
- **Subgroup Reports**
  - Public Safety Response
  - Emergency Preparedness
  - Other subgroup updates
- **2025 and 2026 Updates**
- **Council Engagement**



World Cup 2026

- **June 11 – July 19, 2026**
  Anticipated to be the largest sporting event in world history

- **Seattle Match Schedule**
  - **Belgium v Egypt** I Group G I June 15
  - **USA v Australia** I Group D I June 19
  - **TBD v Qatar** I Group D I June 24
  - **Egypt v IR Iran** I Group G I June 26
  - Knock Out Round of 32 I July 1
  - Knock Out Round of 16 I July 6

- **World Cup Final**
  Sunday, July 19 New York New Jersey Stadium





Cross Department Collaboration

- World Cup Watch Party and Activations
- Emergency Preparedness
- Public Safety Response
- Communications
- Operations and Logistics
- Finance
- Internal City Group

Redmond WASHINGTON | REDMOND IS READY FOR THE WORLD



Public Safety Response

- Police Staffing Plan
  - Real-Time Information Center (RTIC)
  - Light rail stations
- Fusion Center Safety and Security updates
- HB 1515: Expanded Alcohol Service
  - City permit granted, allowing for this opportunity May 1 through the rest of the year
  - Individual businesses required to submit event permits
- Human Trafficking Training
  - All police officers receiving specialized training from FBI
  - Training and literature provided to hotel industry and city staff

Redmond WASHINGTON | REDMOND IS READY FOR THE WORLD



Emergency Preparedness

Emergency Management

- Regional and state preparedness
  - Strike Team and Task Force
  - Staffing ESF 4 and 8 at KCOEM and Zone Coordination
- Redmond preparedness
  - Plans, training, and exercises
- Upcoming emergency notification system launch
  - World Cup keyword
- Safety campaigns
- Business risk reduction

Redmond WASHINGTON | REDMOND IS READY FOR THE WORLD



Additional Updates From Subgroups

- World Cup Community Grants
- World Cup Banners, Mobile Barriers, Pedestrian Scrambles
- Legacy Sign Project
- Short-Term Rentals
- Soccer Stories
- Spring Focus Newsletter
- Sponsorships
  - Redmond Town Center Screen Partnership
- Meet Me at Marymoor

Redmond WASHINGTON | REDMOND IS READY FOR THE WORLD



Activities 2025

- Light rail openings
- Sounders FC legends partnerships
- Club World Cup Watch Party
- Mayor's Ambassador Program
- Quarterly Small Business and Community Meetings
- World Cup Office Hours
- Fútbol for All Speaker Series
- Soccer Stories
- World Cup Community Grants
- World Cup Draw Celebration

Redmond WASHINGTON | REDMOND IS READY FOR THE WORLD

2026 Key Dates

- March 28 Light Rail Cross Lake Connection
- RedLink Launch
- Feb. 9 and May 11 Quarterly Small Business and Community meeting
- Fútbol for All Speaker Series
  - Jan. 26 Talk Sporty to Me – Jen Mueller
  - Feb. 11 Sports Photography - Corky Trewin
  - March 23: Kick It with Reign FC – Lauren Barnes
- May 2 Free Play Day with Rave Foundation
- July 19 Meet Me at Marymoor World Cup Final Celebration

Redmond WASHINGTON | REDMOND IS READY FOR THE WORLD



How Council Can Get Involved

- Promote Redmond's Ready for the World programming
- Attend events – represent the City and share feedback from the event
- Share what you are hearing from constituents about World Cup
- Be aware and share emergency procedures and trainings

Redmond WASHINGTON | REDMOND IS READY FOR THE WORLD

City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 2/17/2026
Meeting of: City Council

File No. SPC 26-017
Type: Executive Session

Potential Litigation [RCW 42.30.110(1)(i)] - 20 minutes

Docusign Envelope ID: 92D430AF-F133-4247-9071-7130D2014990

BID RESPONSE

Responding To:

Bid/Project Number: RFP 10885-25

Bid/Project Title: Business District Feasibility and Fromation

Closing Date: 12/8/2025 at 2:00pm PST

Submitted By:

Name of Company Submitting Response:
Uncommon Bridges

Printed Name of Person Submitting Response:
Noel Frame

Email:
noel@uncommonbridges.com

Signature of Person Submitting Response: Signed by: Noel Frame A392F9FC52A24D8...

Date:
12/8/2025

Attach Your Bid/Proposal:

Remember to sign your bid/proposal

Attach all pages of your response here

Docusign Envelope ID: 92D430AF-F133-4247-9071-7130D2014990

December 8, 2025

Business District Feasibility Formation

Proposal for: City of Redmond

Dear Selection Committee Members,

Uncommon Bridges is a leader in urban place management. We specialize in supporting the creation, expansion, evaluation, and reauthorization of assessment districts. We are experts in building consensus and unlikely coalitions, communicating complex information, demonstrating leading ideas, and shaping organizations. We have a track record of leading difficult negotiations to consensus for assessment districts.

We are enthusiastic about supporting the City of Redmond in evaluating the feasibility and forming three new business districts that will strengthen business vitality, placemaking, and tourism. We are familiar with the City of Redmond from our work leading a study in 2023 on Racial Equity, Anti-Displacement Policies, and Middle Housing. We also participated in several regional trips with the mayor, sponsored by the Seattle Metropolitan Chamber of Commerce. We are currently analyzing the success of the Tourism Protection Area for Experience Redmond as part of a research report for the legislature on Washington Destination Marketing Organizations.

Our team has helped cities like Everett, Seattle, Tacoma, Olympia, and Portland to create, develop, and update their management plans to align with evolving needs, develop expanded and sustainable funding mechanisms, and negotiate the expansion of services. We have expertise in potential assessee engagement, iterative planning, data analytics, and legal and technical advice. Our services include consensus building around BID concepts, technical proposal development, direct ratepayer engagement, legislation, and public testimony.

Since 1985, our firm's founding partner, Brian Scott, has helped form, expand, or renew over 50 assessment districts across the country in 17 states. As Partner in Charge for this project, he will focus on leading the engagement of Redmond stakeholders to ensure successful BID adoption. Jacqueline Robinette will serve as Project Director, building on her years of experience facilitating strategic planning and BID formation.

It would be our pleasure to collaborate with the City of Redmond on this important project to realize the goals outlined in your Economic Development Strategic Plan and Tourism Strategic Plan to foster thriving cultural and economic business districts within your city. Please don't hesitate to contact me with any questions.

Best regards,

Noel Frame

Noel Frame
Managing Partner

Our Team Expertise

The Uncommon Bridges Team brings expertise in ratepayer engagement, iterative planning, data analytics, and legal and technical advice. We offer:

- Top-tier national expertise in BID formation, renewal, and expansion
- Deep knowledge and relationships of the region
- Outstanding data analytics, mapping, and visualization
- Hands-on experience of taking BIDs from ideas to mature organizations
- Direct, on-site, strategic engagement with City staff and stakeholders.

Proposer Information
Uncommon Bridges, Inc.
Legal Status: S-Corporation (inc. 2009)
State Of Incorporation: Washington
1932 1st Avenue, Suite 814
Seattle, Washington 98101
Uncommonbridges.com

Brian Scott, Founding Partner
Brian@uncommonbridges.com
1-949-230-9130

Noel Frame, Managing Partner,
Noel@uncommonbridges.com
360-241-6635

If appointed to lead this project, our firm will obtain a City of Redmond business license.

Docusign Envelope ID: 92D430AF-F133-4247-9071-7130D2014990

Uncommon Bridges is a leader in business district revitalization, especially in forming, renewing, and expanding business improvement districts (BIDs). With more than 40 years of business district experience, Uncommon Bridges' founding partner, Brian Scott, helped write Oregon's enabling legislation for BIDs and led the effort to revise the state law twice to improve operations for local business districts. Since then, our firm has supported numerous communities nationwide in creating, managing, modifying, and renewing their BIDs. In addition, Uncommon Bridges has worked for City governments and BIDs in these efforts. Services include consensus building around BID concepts, technical proposal development, direct ratepayer engagement, legislation, and public testimony.

Project Understanding

The City of Redmond is seeking consulting support to explore feasibility in forming and sustaining business districts in Redmond's centers of Downtown, Overlake, and Marymoor. The City's Request for Proposals describes two project phases, with Phase 1 including Research and Education (mostly internal to the City), Stakeholder Engagement and Visioning in the business districts, and preliminary analyses of organizational missions and budgets. Phase 1 involves producing a report on the opportunities and challenges of business district formation, including risk analysis and policy considerations. Additionally, a report will be compiled on the interest, feasibility, and timeline for district organization formation, as well as recommendations on readiness for district formation in each of the three districts. Phase 2 is focused on organizational development and the formation of one or more Business Improvement Districts. The City envisions Phase 1 to occur from February to May 2026 and Phase 2 from May to December 2026. The budget limit for the project is $130,000, with $50,000 for Phase 1 and $80,000 for Phase 2.

Uncommon Bridges is uniquely qualified for this effort, with many dozen similar projects in the Puget Sound, across Washington, and throughout the country. We are deeply versed in Washington state law and have extensive local experience in the Puget Sound region, including in Redmond. We are also deeply committed to staying current on national best practices and innovative approaches, so that we can continuously improve our work and deliver the best value to the communities we serve. To that end, we are highly engaged in the International Downtown Association, where the personnel proposed for this project are both respected leaders and active learners of lessons from across the place management industry. Partner-in-Charge Brian Scott has been an active IDA member since 1985 and served on the board of directors twice (12 years total). Firm Partner Ishmael Nuñez is currently a member of the IDA board. Project Director Jacqueline Robinette is an IDA Education Committee member and a regular presenter at IDA conferences on fundraising, strategic planning, and district formation.

A Note on Timing

We are delighted to undertake this effort, and the City's budget is sufficient to complete one or more districts (possibly all three). We also think the February-May timeline for Phase 1 is reasonable for internal research and education, as well as engagement, visioning, and conceptual planning and budgeting in three districts. In our experience, however, the timeframe of May to December for district formation is very ambitious. This is not a limitation on consulting capacity to complete the technical requirements, but rather the time-consuming nature of stakeholder engagement, iterative planning, and building support for potential ratepayers to support the formation of the Business Improvement District as it moves through the City Council process. We typically recommend a year as the minimum timeframe, and that is when the district organizations are well-prepared and have solid local reputations. For example, the formation of the Ballard BIA took two years, the SODO BIA took one year, and the formation of the Tacoma Hilltop neighborhood BIA, which we are currently working on, has taken more than two years. It often takes as long as two years to build support when local districts require organizational development work. From our conversations with City of Redmond staff, it appears that the Downtown, Overlake, and Marymoor organizations may need this.

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The approach, methodology, timeline, and budget that follow are based on our extensive experience with exactly this kind of work locally and nationally, but we expect to negotiate the details with the City before work begins so that we can deliver exactly what the City needs in an appropriate timeframe.

Approach

We will begin with internal grounding on how city departments can benefit from business district organizing in Redmond. This means internal research and education through materials and presentations on different structures for business district organizations, with programming provided, lessons from other cities, connections to the Washington (and national) Main Street Program, creative districts, and other similar efforts, technical and legislative processes, as well as needed city systems to support business districts. We have both a long history and current work exactly like this in Seattle, Tacoma, Everett, Portland, Eugene, and other cities.

In our experience with specific districts, successful assessment district formation requires iterative planning between project leaders and ratepayers to flesh out scenarios and vet them with ratepayers and thought leaders for input. We then respond with revisions and refinement, and further vetting until a plan emerges that has strong ratepayer and City support.

The overarching questions in BIDs are: What do you intend to do? Where do you intend to do it? How much will it cost? And, how will the work be accomplished? This involves defining a scope of services and programs that align with property owner priorities and the needs of stakeholders to create a District Management Plan that balances the needs of ratepayer, the City, and the community, while ensuring reasonable funding. It is also important to differentiate proposed services from those that are (or should be) provided by the City, which often includes a formal agreement between the City and the place management entity that will be funded by the assessment. This agreement outlines who is responsible for which services, at what level, and what remedies are available if services fall short.

The objective is to detail a set of services that will provide sufficient benefits, at a reasonable cost, so that ratepayers are willing to support the proposal. Once a draft proposal has been sufficiently vetted with ratepayers to determine adequate support, it is time to circulate a petition for ratepayer signatures, initiate a petition drive, and go through the City Council approval process.

Elements of Uncommon Bridges proven approach to business improvement district formation:

Key Property and Business Owner Engagement: Early engagement and one-on-one interviews with key property and business owners are critical for BID formation. This engagement presents an opportunity to identify influential property and business owners, understand must-haves and deal breakers, and recognize the critical issues for those with a large stake in the business district. This process helps us to consider feasible options, build trust, and design BID recommendations that can be successfully marketed and implemented.

Technical Analysis: Determining the specifics of a BID structure is both technical and political. It requires analysis of county assessor data, projecting likely growth, and navigating the political nuances of various assessment options. Much of our work is at the junction of technical analysis and human facilitation among stakeholders to ensure the support of the proposed district.

Iterative Planning: Business Improvement Districts are funding mechanisms that allow property owners and tenants in a specifically-defined area to pool their resources to support services for their mutual benefit. Getting them passed requires agreement among prospective ratepayers about what services they are willing to fund at what level. Uncommon Bridges specializes in an iterative process aimed at building consensus.

Legislative Process: Washington State has a specific process by which city councils consider and authorize district formation. Most cities in Washington require a demonstration of ratepayer support (usually a petition signed by a majority of ratepayers), as well as specific ordinance language about boundaries, assessment mechanisms, services, budgets, and

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governance, as well as a formal process of City Council review and public testimony. Uncommon Bridges has prepared each of these elements in line with the Revised Codes of Washington (Chapter 35.87A) and local requirements.

Our Consensus-Driven Approach

- **Substantive Facilitation:** Uncommon Bridges is known for dynamic and substantive facilitation that guides the group toward a working consensus that everyone can accept. We develop real-time graphic displays, allowing everyone to know that they have been heard and helping the group build a common understanding of the current consensus and the next steps.
- **Individual Engagement:** In between meetings, we engage individual stakeholders in a safe environment for private discussion to identify individual must-haves and deal breakers, test tolerances for actions, and design upcoming group sessions. We encourage stakeholders to candidly express their thoughts and ask questions to build trust and ensure that group discussions address the most important issues.
- **Working Consensus:** We believe in outcome-driven consensus. This means that everyone has an opportunity to contribute, and a result emerges that everyone can accept. Tangible outcomes at every meeting keep people interested and engaged during the process and help participants build a sense of ownership over the final product. This, in turn, ensures that communication about outcomes begins immediately and continues into collaborative action.

Stakeholders from Capitol Hill discuss new business districts at a convening with the Office of Economic Development in the City of Seattle.



QUALIFICATIONS

		Assess & Prioritize					Engage					Plan			Approve			
		Steering Committee	Needs Assessment	Compliance & Best Practices	Organizational Capacity	Strategic Planning	Outreach Strategy & Messagi	Survey	Key Ratepayer Outreach	Major University Adjacent	Public Meeting(s)	Ratepayer Work Group	Property Data Analysis	Assessment Methodology	Petitioning Support	Public Hearing	Council Process	Approved
Assessment District Formation	Ballard BIA (Seattle)	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	SODO BIA (Seattle)	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	Seattle Waterfront LID						◆		◆		◆	◆	◆	◆		◆	◆	◆
	Downtown Rochester BID (New York)						◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	
	Tacoma Hilltop BIA (Washington)	◆	◆		◆		◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	
	Vancouver Tower Mall BID (WA)						◆		◆									◆
	Downtown Indy Inc. (Indiana)	◆	◆	◆	◆	◆	◆		◆			◆		◆			◆	◆
	Seattle Manufacturing & Maritime Improvement Area	◆	◆	◆	◆	◆	◆		◆									
	Telegraph BID (Berkeley, CA)	◆	◆	◆	◆	◆	◆		◆		◆	◆	◆	◆	◆	◆	◆	
Assessment District Renew / Expand	Pioneer Square BIA (Seattle)	◆	◆	◆	◆		◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	Broadway BIA (Seattle)		◆	◆	◆		◆	◆	◆		◆	◆	◆	◆				◆
	Chinatown-International District BIA (Seattle)	◆	◆	◆	◆				◆		◆	◆	◆	◆				
	Downtown Everett BIA (WA)						◆		◆		◆	◆	◆	◆	◆	◆	◆	◆
	Eugene Downtown Services (Oregon)		◆	◆	◆		◆		◆	◆								
	U District Partnership (Seattle)	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
	Oakland (Pittsburgh)	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆				◆
	Downtown Seattle/MID	◆	◆	◆	◆	◆	◆	◆	◆		◆	◆	◆	◆	◆	◆	◆	◆
	Iowa City Downtown District (Iowa)	◆	◆	◆	◆	◆				◆				◆				
	Coeur d'Alene (Idaho)	◆	◆		◆	◆	◆		◆			◆	◆	◆				
City Program	City of Seattle BIA Assistance Program		◆	◆	◆	◆	◆		◆		◆	◆	◆	◆				
	Portland Enhanced Services District Recommendations (Oregon)		◆	◆	◆					◆								
	Spokane BID Evaluation (Washington)		◆	◆	◆				◆		◆		◆	◆				

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MORE THAN CLEANING STREETS: THE COMPREHENSIVE IMPACT OF DOWNTOWN SEATTLE'S MID

CASE STUDY: METROPOLITAN IMPROVEMENT DISTRICT RENEWAL

In 1999 the Downtown community came together under the leadership of the Downtown Seattle Association (DSA) to form the Metropolitan Improvement District (MID). With support and funding from commercial and residential property owners within the MID boundaries, DSA provides an array of services to ensure a clean, safe and welcoming downtown for all. The downtown MID ratepayers and community members came together again in 2013 to request the City to renew the MID and it was renewed again in 2023.

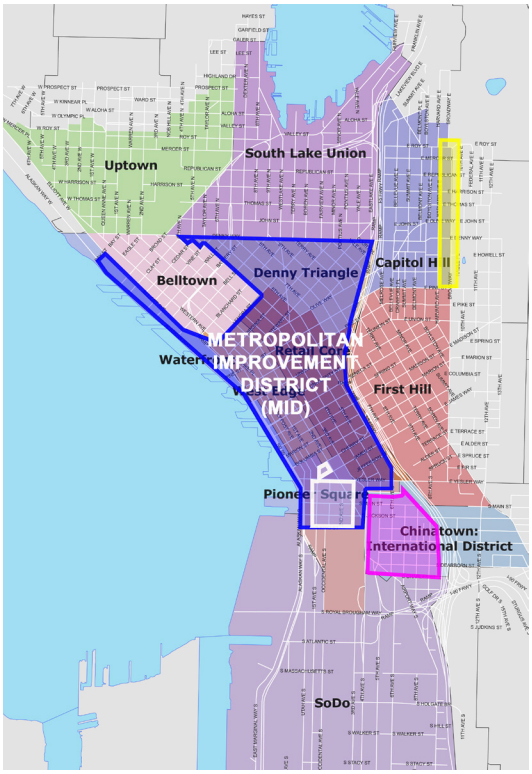
As required by the City MID ordinance, a diverse advisory board of 35 property owners recommends an annual budget, program manager, and work plan, and provides ongoing input and oversight of MID programs. In addition to making sure downtown is clean, safe and a great place to live, work, and do business, the MID offers stability and employment, healthcare, and housing support to justice-involved individuals and those experiencing homelessness.

The MID is Washington's largest Business Improvement Area. Uncommon Bridges was the lead process, technical, and outreach consultant for renewal and expansion in both 2013 and 2023.

Challenge: The proposed expansion of the MID boundaries in 2013 (eventually a 30% increase in area and budget) was met by skepticism from bidders, especially condominium associations, who did not want to pay for services.

Approach: We led direct outreach to residential condominium associations throughout the district, especially in Belltown. In the end, the MID Renewal and Expansion garnered the support of ratepayers representing 62% of the assessment and received unanimous approval by the Seattle City Council.

Renewal: In 2023, recovery from the COVID pandemic and crises in homelessness, drug use, mental health, retail theft, and vandalism were at the top of everyone's minds. Skepticism about the MID's value from ten years earlier was replaced with enthusiastic support for renewal, a modest expansion in footprint, and a moderate expansion in budget. Petitioning went fast, with many long-time detractors signing on in support of the renewal.





62%
ratepayer support

Unanimous
support from City Council

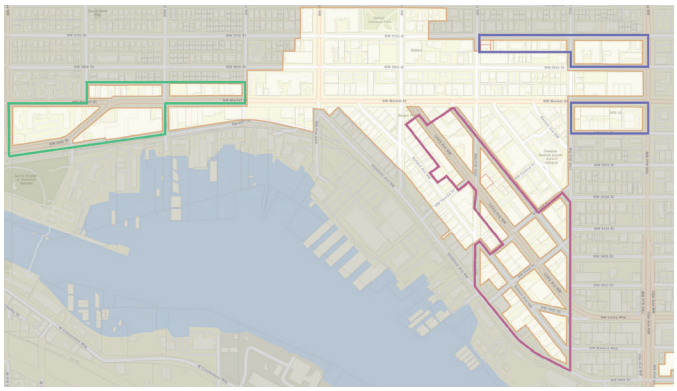
Location: Seattle, Washington	**Est:** 1999
Staff: 51 FTE	**Term:** 10 Years
Assessment: $18.06 million	**Total Budget:** $19.3 million
Service Area: 1.17 sq miles, 285 sq blocks in 6 neighborhoods	

MID Business Plan:
[MID 2023 - 2033 Business Plan]

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UNLOCKING BALLARD'S POTENTIAL: BIA RENEWAL AND EXPANSION

CASE STUDY: BALLARD BUSINESS IMPROVEMENT AREA RENEWAL & EXPANSION



For nearly a century, the Ballard Chamber of Commerce served as a cornerstone of the Ballard community, fostering business growth and civic engagement. In 2017, the Chamber transformed into the Ballard Alliance, a non-profit organization administering the projects and programs of the Ballard Improvement Area. Driven by a vision to better serve the evolving needs of Ballard's businesses, residents, and property owners, the BIA was formed to provide a broader range of services and support to the neighborhood.

In 2024, the BIA was re-authorized with a modest expansion of its geographic boundary. Ballard's deep maritime roots and Nordic influences, with the backdrop of historical buildings and time-honored events, are embedded in the unique culture of Ballard today. The Ballard Alliance, through the work done on behalf of the BIA, plays a crucial role in preserving and promoting this unique culture, supporting local businesses, and fostering community initiatives that ensure Ballard remains a thriving, diverse, and economically vital Seattle neighborhood for residents, business owners, property owners, and visitors alike.



The Ballard BIA engaged the support and services of Uncommon Bridges to navigate the authorization of a new BIA ordinance through City Council.

Challenges: As residential assessments make up more than 40% of the Ballard district budget, the relationship with residential owners and tenants posed a particular challenge. Ballard has a popular nightlife scene, and balancing the interests of bars, restaurants, and retail was a challenge, as retail could not afford the same rents as restaurants.

Approach: After completing an organizational strategic plan in 2022, the Ballard Alliance was poised to renew its BIA to fund projects and initiatives for the Ballard business district. We spent significant time in rooms with developers, operators of apartment buildings, and resident advocates to get them to a place where they were not fighting the plan and assuring them that it would not price them out of the neighborhoods. We facilitated a series of key stakeholder meetings to reach consensus on the key elements of the updated BIA business plan. We also worked closely with staff and board leadership to support the Alliance through the BIA petitioning and Council process.

25%
boundary expansion

12 year
renewal cycle

$1.1M
nearly doubled assessment

Location: Seattle, Washington
Est: 2017
Staff: 6 FTE
Service Area: 0.17 sq miles

Term: 12 years
Assessment: $1.097 million
Total Budget: $2.192 million

For more information online:
Ballard Alliance Strategic Plan
BIA Renewal & Business Plan

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FORGING A STRONG PARTNERSHIP BETWEEN A WORLD-CLASS UNIVERSITY AND ITS FRONT PORCH

CASE STUDY: U DISTRICT STRATEGIC PLAN, BIA REINVENTION + RENEWAL

Uncommon Bridges was the primary facilitator, process lead, technical and outreach consultant for the reinvention and expansion of the U District BIA adjacent to the University of Washington main campus.

Passage of the BIA culminated a 3-year effort to re-imagine and vitalize the U District's leadership to be more balanced among businesses, property owners, residents, the University, social service agencies, and faith communities. We served as facilitator and project manager for a process that led the U District Chamber of Commerce to reconfigure itself into the U District Partnership, with a multi-disciplinary public-private board of directors.

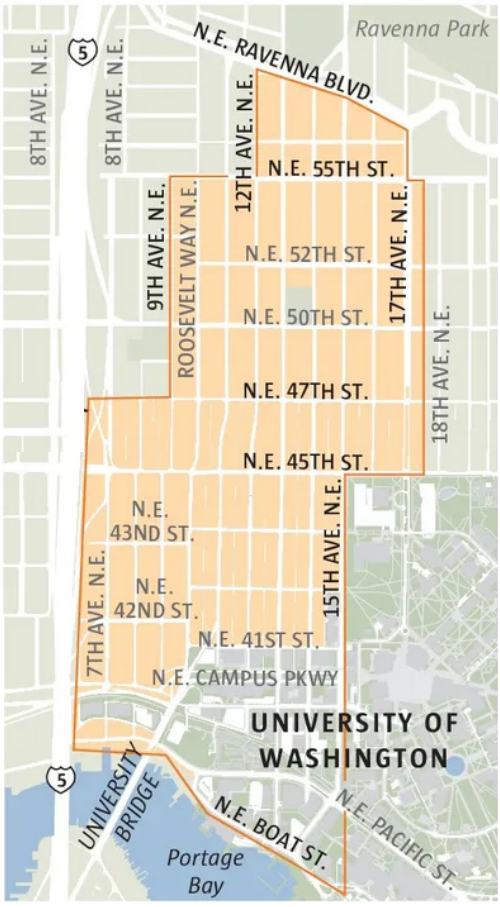
Challenge: Overcoming a long-standing antagonism between the business district and the university that gives it its name, economic foundation, and reason for being. Helping the University of Washington overcome significant barriers to growth, allowing for new housing, new classrooms, and a more desirable neighborhood for faculty and student recruitment.

BIA Reinvention: When Uncommon Bridges engaged with the U District in 2012, the University District Chamber of Commerce was in tough shape. It's budget, programs, partnerships, and community reputation were in tatters.

Approach: This effort required a fine-grained, parcel-by-parcel analysis of who owns what and of individual motivations for the district. Using in-depth research, strategic communications, active facilitation, careful listening, and catalytic leadership, we helped the U District community craft a work plan and funding strategies tailored to local needs and ensured passage through the Seattle City Council in 2015.

Results: Over a 3-year process of engagement, partnership building, strategic planning, and district formation, we helped reinvent the organization as a thriving community-university partnership with a multi-million dollar budget, robust programming, and enviable national reputation.

Renewal: We helped the U District Partnership renew and expand the BIA in 202, achieving a $2 million annual budget and a 12-year term.



65%
ratepayer support

Unanimous
support from City Council

BIA Business Plan online:
U District Partnership

Location: Seattle, Washington	**Established:** 1996
Term: 12 Years	**Rinvented:** 2015
Service Area: 75 sq blocks	**Renewed:** 2020
Staff: 9 FTE	**Assessment:** $2 million
	Total Budget: $2.3 million

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ORGANIZING A VOICE FOR A PORT-ADJACENT DISTRICT IN TRANSITION

CASE STUDY: SODO BUSINESS IMPROVEMENT DISTRICT & ORGANIZATIONAL DEVELOPEMT

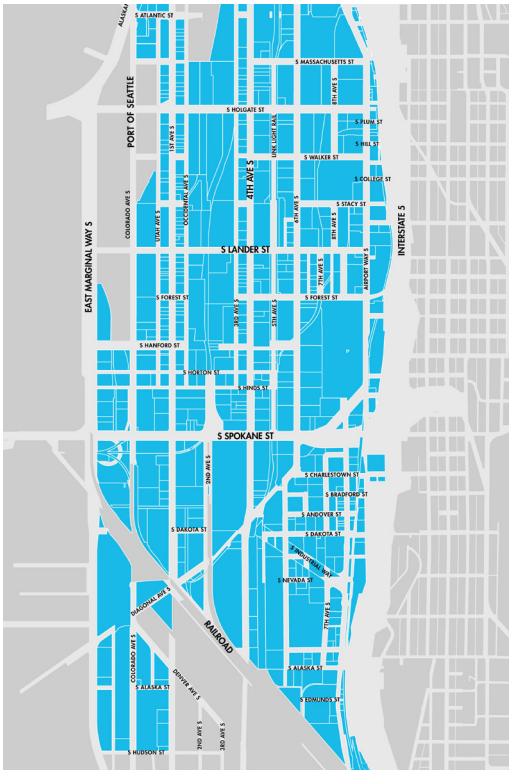
The SODO BIA represents a vibrant mixed industrial and commercial neighborhood south of downtown Seattle that includes the Port of Seattle and two major stadiums (Major League Baseball; National Football League; Major League Soccer).

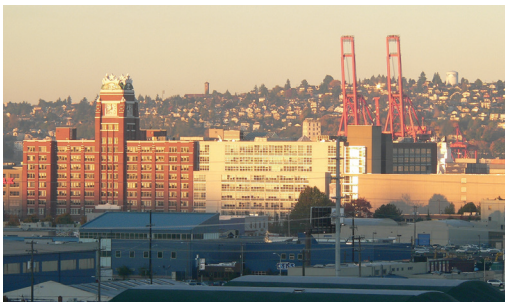
Challenge: With almost no residential population, SODO long struggled to have an effective voice with elected officials, as it also contended with the myriad issues faced by urban districts everywhere. Compounding these challenges, their lack of voice made SODO an easy place to locate unpopular land uses with noise, smells, and challenging clientele.

In 2011, the once-vital SODO Business Association was fractured. With the neighborhood in transition from its historic manufacturing and industrial base toward office and service commercial, and logistics uses, property and business interests were also changing. Despite conversions of many properties (personified by COSTCO's first retail store and the world headquarters for Starbucks locating in a former Sears & Roebuck warehouse), many clung to the image of SODO in its traditional role. The Port of Seattle also worried about increasing traffic impeding freight movement to its shipping facilities.

Approach: The City of Seattle Office of Economic Development asked Uncommon Bridges (then BDS Planning & Urban Design) to assess the existing business association and help area property and business owners confront current realities and organize a sustainable response. Uncommon Bridges helped conceive and create the SODO Business Improvement District and then supported a renewal and expansion, facilitated a strategic plan for the newly formed BIA leadership organization, and subsequently conducted a racial equity in urban place management training for the board and staff.

Formation, Renewal, Expansion: Uncommon Bridges led formation of the SODO BIA in 2013, gaining City Council approval for long-term sustainable funding for place management. We provided technical and strategic guidance to the SODO BIA for reauthorization and expansion of their district in 2018, doubling their geography and budget. Uncommon Bridges is currently facilitating a strategic plan update, as well as providing technical and strategic guidance for reauthorization that is due at City Council in 2028.





Advocacy
for a district in transition

Doubled
service area & budget

Location: Seattle, Washington

Est: 2013; expanded/renewed 2018

Service Area: 950 acres **Number of staff:** 7 FTE

Assessment Term: 10 Years

Assessment Total: $1.6 million **Total Budget:** $1.9 million

Link to Plan: SODO Strategic Plan

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METHODOLOGY

Task 1: Project Management

- ***1.1 Time, Task & Budget Management***
  We are committed to bringing the project in on time and on budget with high client satisfaction. Daily time sheets, financial record keeping, and regular client communication make this both possible and simple.
- ***1.2 Bi-weekly Project Planning Check-ins***
  We believe close communication with the client keeps everyone up to speed, avoid misunderstandings, and ensure efficient product delivery. Accordingly, we recommend regular calls between Uncommon Bridges and City project managers to review progress, schedules, outstanding tasks, and related issues. Bi-weekly calls are probably appropriate for this effort.
- ***1.3 Core Team Coordination Meetings***
  The Uncommon Bridges team will support the City's project manager in meetings with other city staff as needed. We budgeted this at 2-3 hours per month through 2026.
- ***1.4 Leadership & Council Briefings***
  The Uncommon Bridges team will provide briefings and presentations to City Council and other City leaders as requested. We have budgeted this at an average of 1-2 hours per month through 2026.

Phase 1: Research, Education, & Feasibility Analysis

Task 2 – Research & Education — approximately 1 month

- ***2.1 Internal Research***
  Uncommon Bridges will work with the City's project manager to identify city departments and programs that might benefit from stronger business district organizations.
- ***2.2 Internal Education (materials & presentations)***
  Uncommon Bridges will prepare materials for and make presentations to city staff on the many different benefits, structures, programs, services, budgets, and funding mechanism of assessment districts for place management.
- ***2.3 Local Organizational Landscape Analysis***
  Uncommon Bridges will work with city staff to assess the array of existing organizations in Redmond that might serve as place management organizations for the Downtown, Overlake, and Marymoor districts.
- ***2.4 Deliverable: Report & Recommendations***
  Following the analysis above, Uncommon Bridges will prepare a succinct report on opportunities and challenges with business district formation in Redmond, including risk analysis and policy considerations, as well as recommendations on timeline and order of opportunity for forming new or further developing existing organizations in Redmond's urban centers.

Task 3 – Stakeholder Engagement & Visioning — approximately 1 month

- ***3.1 Stakeholder Identification***
  Uncommon Bridges will help city staff identify key external stakeholder to join conversations about further organizing business districts.
- ***3.2 Study Trips***
  Uncommon Bridges will organize and lead study trips to other business districts and BIDs in the Puget Sound region. We have extensive relationships with these organizations and a thorough understanding of their programs, structures, and funding, as well as their strengths and weaknesses. Likely candidates may include Everett, Edmonds, Tacoma, and Bellevue, as well as Ballard, SODO, and Pioneer Square in Seattle, among others.

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- ***3.3 Visioning Sessions***
  Uncommon Bridges will facilitate joint City and stakeholder visioning sessions with each business district to consider various options for each urban center, including structures, pathways to formation, services and funding.
- ***3.4 Deliverable: Report on Interest & Feasibility***
  Uncommon Bridges will prepare a report on interest, feasibility and timeline for district organization formation in Redmond's urban centers.

Task 4 – Preliminary Organizational Missions & Budgets — approximately 1 month

- ***4.1 Budget & Revenue Scenarios***
  Based on the Visioning Sessions above, Uncommon Bridges will develop one or more budget and revenue scenarios for each of the three urban centers. We will us GIS mapping and analysis to evaluate property characteristics and ownership and explore assessment scenarios, as well as other options.
- ***4.2 Organizational Analysis***
  Based on the Visioning Sessions above, Uncommon Bridges will evaluate the readiness of the existing organizations in each urban center to take on assessment district formation. Analysis will include the existing organizational structure, participation, current programs, reputation, and stability over time.
- ***4.3 Readiness Assessment***
  Uncommon Bridges will summarize the above analyses into a readiness assessment of each urban center.
- ***4.4 Deliverable: Recommendations on Readiness***
  Based on all the above, Uncommon Bridges will provide the City of Redmond with professional recommendations on the readiness of each urban center for organizational development, management, funding, assessment district formation, and sustainability.

Phase 2: Organizational Development & District Formation

Assuming the City of Redmond decides to proceed with Phase 2, Uncommon Bridges is ready to provide consulting support as follows.

Task 5 – Organizational Development & District Formation — 8 months or longer

- **5.1 New Organizational Development**
  Where appropriate as determined in Phase 1, Uncommon Bridges will work with the City and local stakeholders to form a new place management organization, including facilitation of a steering committee (and eventually a board of directors), incorporation with the State of Washington, application for tax status with the Internal Revenue Service, bylaws development, business plan, initial funding strategy, staff recruitment, and a workplan and timeline for BID formation.
- **5.2 Existing Organization Reorganization**
  Where appropriate as determined in Phase 1, Uncommon Bridges will work with the City and local stakeholders to reorganize and strengthen existing organization(s), including technical assistance, training, board development, budgeting, bridge funding, program development, and and a workplan and timeline for BID formation.
- **5.3 Business Improvement District Formation**
  Once the urban center place management organizations are ready, Uncommon Bridges will work with them on forming a Business Improvement District to provide long-term stable funding. This will include comprehensive ratepayer analysis (again using GIS), assessment mechanism, boundary, ratepayer engagement, political navigation, program planning, and staffing needs, as well as navigation of the petitioning and City Council processes.

Note: As noted earlier, in our experience, formation of a Business Improvement District often takes 1-2 years or longer. We understand that the City's current timeline is for ten months, including both phases. We are prepared to proceed on that timeline, but want to be clear that it is likely to take a bit longer to get the districts organized, gain ratepayer consensus and support, and navigate the petitioning and City Council processes.

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PROJECT SCHEDULE

Background & Grounding

To get up to speed on the realities, issues, and opportunities in Redmond, we will review existing documents provided by the City and investigate the dynamics of property and businesses in districts for consideration. Property analysis may be through examining data the City already has, and is likely also to include accessing the King County Assessor's property records. Business analysis may also be through City records but could also include direct field analysis. Cost Breakdown:

- Initial meeting and tour of the district(s) with City staff. (2x2 = 4 hours)
- Data review and analysis. (2+2-8 = 4-10 hours)
- Follow-up meeting with City staff to review findings (2x2 = 4 hours)
- **12-18 hours total** (depends on state of existing data)

Internal Engagement: City Staff & Management

To prepare the City of Redmond for considering Business Improvement Areas as a local economic development tool, Uncommon Bridges will brief City staff on BIA basics and facilitate discussions of issues, opportunities, and potential policy requirements. Cost Breakdown:

- BIA 101 presentation for City staff. (2x2 = 4 hours)
- 1-on-1 follow-up discussions with key staff and management (4-8 hours)
- Facilitation and technical support as needed (6-20 hours)
- **12-32 hours total** (depends on number of 1x1 and group discussions)

External Engagement: Business & Property Owners

We will work with City staff to identify a small group (5-10) of significant and influential stakeholders (especially potential ratepayers) educate and ascertain levels of interest in district formation. This should be a group of who knows their district well, have a major stake, and are respected by their peers. Ideally, this initial group will be individuals who are generally cooperative with community improvement efforts and inclined to cooperate with the City.

If (and only if) the BID effort proceeds, this group would meet several times to guide the process, consider options, craft a final proposal, and elicit support for that proposal among their peers. But this initial time estimate, we assume they will meet twice as a group before and after individual conversations with Uncommon Bridges. Cost Breakdown:

- BIA 101 presentation for with key stakeholders. (2x2 = 4 hours)
- 1-on-1 follow-up discussions with key stakeholders (4-8 hours)
- Follow-up meeting with key stakeholders to determine next steps (2x2 = 4 hours)
- **8-16 hours total** (depends on number of key stakeholders)

Organizational Development

Organizational assessment and development for place management organizations is a core service for Uncommon Bridges. We have helped form, reorganize, grow, and/or reinvent scores of organizations to enable them to be effective district managers. This always includes an assessment of the organization's strengths, weaknesses, opportunities, and threats as we begin, and often includes ongoing facilitation, coaching, and/or direct management support.

For Redmond, this would include initial meetings with one or more possible district management organizations (such as an historical society, chamber of commerce, or business association), and potentially on-going support through BID formation and management. Cost Breakdown:

- Initial organizational assessment. (6 hours)

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- Organizational development work plan development. (4 hours)
- On-going assistance. (4-8 hours/month or more)
- **10 hours + 4-8 hours/month** (depends on level of needed support)

Project Coordination & Management

We believe in hands-on project management in close communication with the client. Regular phone calls, in-person meetings, and e-mail communication keep everyone up to speed, avoid misunderstandings, and ensure efficient product delivery. We are committed to bringing projects in on time and on budget with high client satisfaction. Daily time sheets, financial record keeping, and regular client communication will make this possible.

For effective project management, we recommend regular calls between Uncommon Bridges and Redmond's project manager to review progress, schedules, outstanding tasks, and related issues. Bi-weekly calls are probably appropriate for this effort. Cost Breakdown:

- Project Management. (1-2 hours / month)
- On-going Coordination & client check-ins. (2-3 hours / month)
- **3-5 hours/month** (depending on the pace and complexity of the work)

PROJECT TEAM

Our dedicated project team is ready to offer our deep bench of experience, expertise, and in-person support for your business district feasibility and formation. All of them will be available for the duration of your project.



Jacqueline Robinette (she/her) will serve as **Project Director**. Jacqueline is the Organizational Development Lead at Uncommon Bridges. She has led the facilitation of strategic plans for downtowns and assessment districts nationwide and specializes in guiding clients through complex challenges, building consensus, and developing clear, actionable plans. She is an expert in helping clients She holds a Master's in Public Administration from the University of Washington.

Selected Relevant Projects:

- Telegraph BID 2025 Work Plan, 5-Year Strategic Plan, & BID Renewal Berkeley, CA
- NORCOM 911 – Strategic Plan, Bellevue, WA
- Tampa Downtown Partnership Strategic Plan
- Downtown Partnership of Baltimore Strategic Plan
- Seattle Office of Economic Development – BIA District Formation & BIA Policy & Tools Support
- Downtown Seattle Association, MID Update & State of the Arts & Culture Sector Facilitation
- Downtown Indy Inc. Strategic Plan
- DowntownDC BID Strategic Plan
- Downtown Ausitn Alliance Strategic Plan
- Iowa City Downtown District Strategic Plan & BID Renewal
- Chicago Loop Alliance Strategic Plan
- National Landing BID Organizational Development, Arlington, VA



Brian Douglas Scott (he/him) will serve as **Partner-in-Charge**. Brian's 40+ year career has been all about building consensus toward vibrant and livable downtowns. Since founding the firm in 2009, Brian has led scores of strategic planning efforts for place management nonprofits in a dozen states and throughout the Pacific Northwest. Brian specializes in projects that call for his facilitation skills, political instincts, and focus on implementation. He's twice served on the International Downtown Association board of directors and holds a Ph.D. in Urban Studies from Portland State University.

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Selected Relevant Projects:

- Telegraph BID Work Plan, 5-Year Strategic Plan, & BID Renewal, Berkeley, CA
- NORCOM 911 – Strategic Plan, Bellevue, WA
- Downtown Seattle Association Strategic Plans & BIA Renewal
- Ballard Alliance Strategic Plan, Implementation, BIA Formation & Renewal
- Iowa City Downtown District Strategic Plan & BID Renewal
- Seattle BIA Renewals & Expansions for Capitol Hill, West Seattle, Chinatown / International District
- DowntownDC BID Strategic Plan
- Downtown Rochester Strategic Plan & BID Formation, Rochester, NY
- Downtown Everett (WA) BIA Renewals & Expansions
- City of Tacoma (WA) Business Improvement Areas Formation
- U District Strategic Plan, BID Formation & Renewal (Seattle)
- Oakland BID Renewal & Strategic Plan, Pittsburgh, PA



Andrés Mantilla (he/him) is a Partner at Uncommon Bridges and will serve as **Strategic Advisor.** He oversees the firm's Policy and Program Development portfolio. He has 20 years of experience in facilitation, policy development, data analysis, and engaging diverse stakeholders and communities, including four years as the Director of the City of Seattle's Department of Neighborhoods, leading community engagement and planning initiatives for the City. He was recently named Director of the Transition Team for Mayor-Elect Katie Wilson. Andrés holds a Bachelor's Degree from University of California-Santa Barbara.

Selected Relevant Projects:

- Seattle Office of Economic Development BIA District Formation, Policy Support & Tool Development
- City of Tacoma Business Improvement Areas Formation
- Enhanced Service Districts, City of Portland
- Seattle Metropolitan Chamber of Commerce Membership Vision Survey
- City of Eugene – Downtown Services Strategic Plan
- Puget Sound Energy, Priority Framework
- Sound Industrial Association - Organizational Development and Foundational Documents
- Waterloo Greenway Strategic Plan
- Downtown Emergency Service Center Strategic Plan



Skylar Benson (she/her) will serve as **Project Manager** for this project. Skylar brings five years of experience supporting inclusive community building, program development, event planning, consensus facilitation, and strategic planning. She supports our firm across our business district portfolio with clients like the Seattle Office of Economic Development, the City of Portland, and the City of Tacoma. She holds a Bachelor's Degree in biology from Boise State University.

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BUDGET

Uncommon Bridge proposes to deliver a deliverable to client based on the approach provided for $130,000. We expect to negotiate details and contract terms to meet client's needs. Our blended Rate across our experts is: $210/hour.

PHASE / TIMELINE	ACTIVITIES	HOURS / FEE
Project Management, Planning & Leadership Communication		
Task 1: Project Management	• 1.1 Time, Task & Budget Management • 1.2 Bi-weekly Project Planning Check-ins • 1.3 Core Team Coordination Meetings • 1.4 Leadership & Council Briefings	89 $21,000
PHASE 1: Research, Education, & Feasibility Analysis		
Task 2: Research & Education	• 2.1 Internal Research • 2.2 Internal Education (materials & presentations) • 2.3 Local Organizational Landscape Analysis • 2.4 Deliverable: Report & Recommendations	46 $10,000
Task 3: Stakeholder Engagement & Visioning	• 3.1 Stakeholder Identification • 3.2 Study Trips • 3.3 Visioning Sessions • 3.4 Deliverable: Report on Interest & Feasibility	62 $13,000
Task 4: Preliminary Organization Mission & Budget Analysis	• 4.1 Budget & Revenue Scenarios • 4.2 Organizational Analysis • 4.3 Readiness Assessment • 4.4 Deliverable: Recommendations on Readiness	72 $13,000
PHASE 2: Organizational Development & District Formation		
Task 5: Organizational Development & District Formation	• 5.1 New Organizational Development • 5.2 Existing Organization Reorganization • 5.3 Business Improvement District Formation	326 $67,000
Direct Expenses	• Expense, expense	$6,000
	TOTAL PROPOSED FEE	**$130,000**

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CLIENT REFERENCES

Theresa Barreras
Business Districts Manager
City of Seattle, Office of Economic Development
(206) 684-8090,
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RE: New BIA Exploration

Dan Eernissee
Economic Development Director
City of Everett
deernissee@everettwa.gov
Phone: 425-257-8681

RE: Everett BIA Renewal

Karl Lisle
External Partnerships & Programs Manager
City of Portland, Office of Management and Finance
(503) 823-5876,
karl.lisle@portlandoregon.gov

RE: Portland Enhanced Service Districts

Mike Stewart
Executive Director, Ballard Alliance
206.784.9705,
mike@ballardalliance.com

RE: Ballard Alliance Vision, Strategic Plan & BIA Renewal

Debbie Bingham
Economic Development Specialist
City of Tacoma
debbie.bingham@cityoftacoma.org
Phone: 253.591.5117

RE: City of Tacoma Business Improvement Area Formation Services

Erin Goodman
Executive Director SODO BIA
206.294.3285
erin@sodoseattle.org

RE: BIA Implementation & Reauthorization

Downtown Seattle: Metropolitan Improvement District Renewal

"Uncommon Bridges managed stakeholder relationships very professionally and productively. We worked closely with them on the Seattle MID renewal (with several hundred property owners) and on the Pioneer Square BIA (with several hundred businesses). They did an outstanding job on both projects, facilitating discussions on challenging topics and leading a process where all parties had the opportunity for input."

- Ryan Smith, Martin Smith Inc

DowntownDC BID

"The team at Uncommon Bridges possesses valuable place management industry knowledge from across the country on business, placemaking, race, and equity. Hiring their firm affords you a national lens on your local challenges and adds a new dimension of expertise to your efforts."

- Rachel Hartman, Chief Strategy Officer, DowntownDC BID

King County Executive Transition Committee

"I'm so impressed with the way this event went today. From the moment I walked in, I felt the room was full of joy, energy, and opportunity. And because the event was so organized, the energy was able to flow into something productive."

- Girmay Zahilay, King County Executive Elect, reflecting on Executive Transition Committee meeting that our team facilitated with 100 local leaders

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APPENDIX

List of Contracts

WORK SAMPLES

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Consultant's Name: Uncommon Bridges, Inc. November 2020 - November 2025

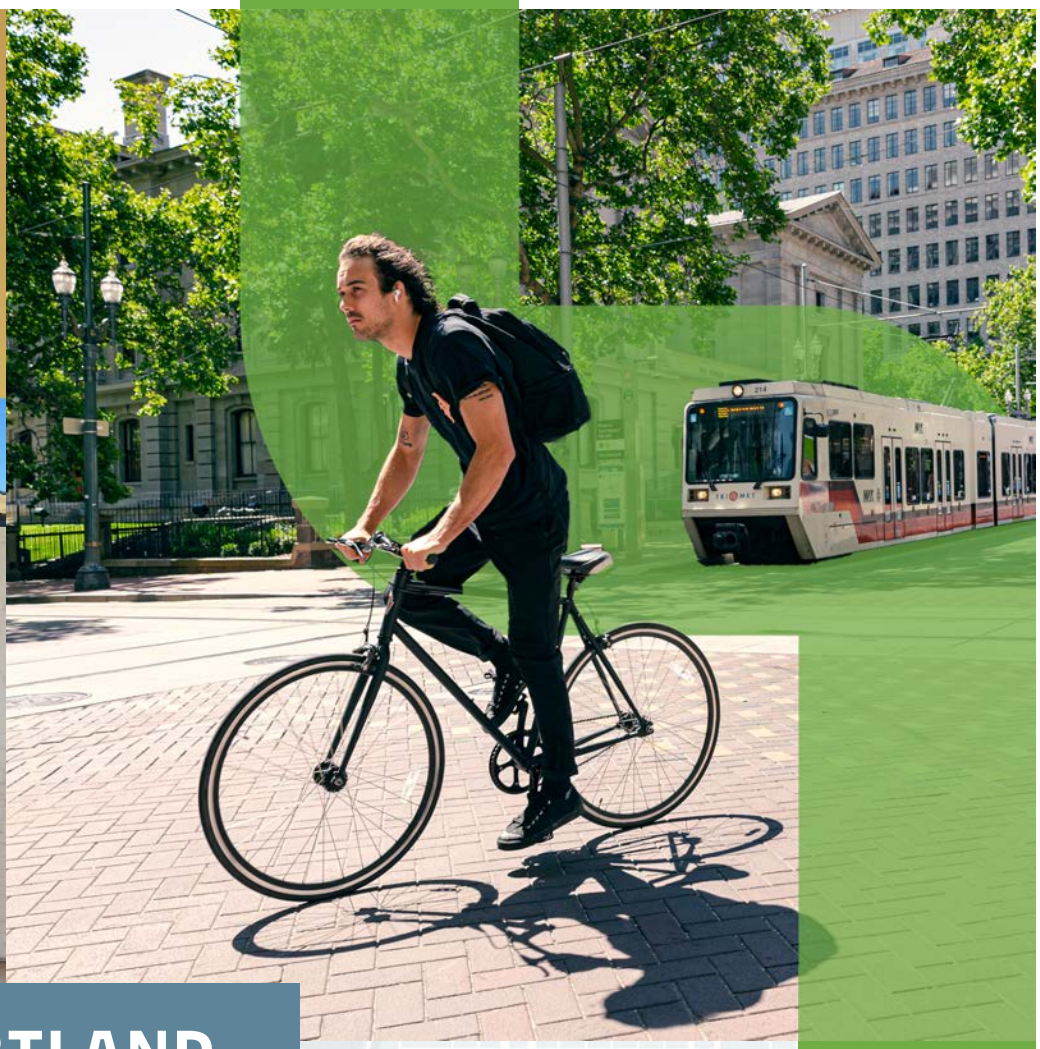
- Alliance For Pioneer Square; Seattle, WA
- Ballard Alliance; Seattle, WA
- BHC Consultants, LLC; Seattle, WA
- City of Boise, ID
- City of Burien, WA
- Community Attributes Inc.; Seattle, WA
- Clackamas County, OR
- Downtown Everett Association; Everett, WA
- Downtown Long Beach Alliance; Long Beach, CA
- Downtown Partnership of Baltimore; Baltimore, MD
- Downtown Pasco Development Authority; Pasco, WA
- Downtown Seattle Association; Seattle, WA
- Downtown Spokane Partnership; Spokane, WA
- ECONorthwest; Portland, OR
- City of Everett, WA
- Georgetown BID; Washington, DC
- Greater Redmond Transportation Association; Redmond, WA
- City of Issaquah, WA
- King County, WA
- King County - Public Health; Seattle, WA
- King County E-911 Program Office; Kent, WA
- King County Sheriff's Office; Seattle, WA
- Local Initiatives Support Corporation; Seattle, WA
- City of Longview, WA
- City of Lynnwood, WA
- City of McMinnville, OR
- Mid-Willamette Valley Community Action Agency; Salem, OR
- Millionaire Club Charity; Seattle, WA
- National Development Council; Seattle, WA
- Oakland BID; Pittsburgh, PA
- City of Olympia, WA
- Pierce County, WA
- Polk County 911 Service Board; Des Moines, IA
- Port of Seattle; Seattle, WA
- City of Portland, OR
- Puget Sound Partnership; Seattle, WA
- City of Pullman, WA
- City of Salem, OR
- City of SeaTac, WA
- Seattle Foundation; Seattle, WA
- City of Seattle, WA, Department of Neighborhoods
- City of Seattle, WA, Office of Economic Development
- Seattle Public Utilities; Seattle, WA
- SODO Business Improvement Area; Seattle, WA
- Spokane Housing Authority; Spokane, WA
- Spokane Regional Clean Air Agency; Spokane, WA
- Spokane Regional Emergency Communications (SREC); Spokane, WA
- Sound Industrial Alliance; Seattle, WA
- City of Tacoma, WA
- Tacoma Housing Authority; Tacoma, WA
- U District Partnership; Seattle, WA
- United Indians of All Tribes Foundation; Seattle, WA
- University of Chicago Urban Labs' Health Labs; Chicago, IL
- Valley Communications Center; Kent, WA
- City of Vancouver, WA
- Washington State Department of Commerce; Olympia, WA
- Washington Trust for Historic Preservation; Seattle, WA
- Washington Cities Insurance Authority; Tukwila, WA
- Welch-Comer Engineers; Coeur d'Alene, ID
- City of West Des Moines, IA
- WorkForce Central; Tacoma, WA

Note: *Uncommon Bridges was doing business as BDS Planning Design until April 2024*

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CITY OF PORTLAND

Enhanced Services District (ESD) HANDBOOK

2024

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Introduction

The City of Portland Enhanced Services Districts (ESDs) are funding mechanisms that assess fees on property management in specified districts to help pay for business and community revitalization activities. Nationally, place management districts exist as funding vehicles for crucial placemaking and economic development organizations that provide services for the mutual benefit of district stakeholders. Place management districts go by many different names, including Business Improvement Districts (BIDs), Business Improvement Areas (BIAs), Economic Improvement Districts (EIDs), Community Benefit Districts (CBDs), Public Improvement Districts (PIDs), and so forth; in Portland, they are known as Enhanced Services Districts or ESDs.

There are many reasons to create a place management district. Most commonly, the districts are conceived, designed, and managed locally by those who are paying the assessments for their mutual benefit, with everyone in the district required to pay a share of the cost that is commensurate to individual benefit. These districts reflect that successful community and economic development is supported by local stakeholders collaborating toward shared goals and priorities.

National experience shows that place management districts like Portland's ESDs add value to urban environments, providing a wide variety of services: including leadership, public space management, planning and design, economy development, and policy and advocacy.

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"The industry consists of 4000+ place management organizations globally with 2,500 in North America employing 100,000 people and paying $3 billion in wages. On average, each organization provides $1.2 million in services in their districts to help businesses thrive and to make the district a great place for workers, residents, and visitors."

- International Downtown Association (downtown.org)

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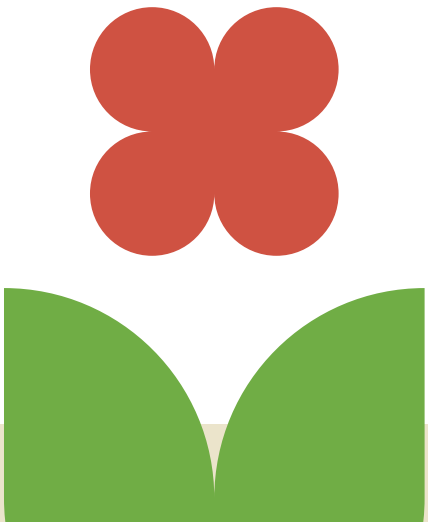
Portland & Place Management

Portland's Enhanced Services District program began in the late 1980s and matured in the 1990s, which was a time when Portland enjoyed a national reputation as a model for downtown revitalization, vitality, and livability. Similarly, Portland's first ESD was widely respected as a leading place management program.

The ESD now known as Downtown Clean & Safe began in 1988 as an "Economic Improvement District" that was created by the Association for Portland Progress following state legislation (ORS 223.112). Along with the Grand Central Partnership in New York City, the downtown Portland Economic Improvement District was one of the first large (more than $1 million annually) place management districts in the nation. The place management industry has grown substantially since then, with thousands of similar districts operating in every state and around the world.

Downtown Portland's initial district was modified in 1991 and again in 1994 in response to new statewide property tax limitations (Ballot Measure 5). The 1994 ordinance created the current structure of Enhanced Services Districts as fees on property management rather than assessments on property. Three such districts operate in Portland today.

In the early 2000s, the Association for Portland Progress merged with the Portland Metropolitan Chamber of Commerce to form the Portland Business Alliance. Today, the Portland Business Alliance is an affiliation of three highly synergistic corporate entities - including the Portland Metro Chamber, Downtown Clean & Safe District, and the Charitable Institute - that share a collection mission, vision and values.



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Place Management Best Practices

Since the place management industry emerged in the 1970s and 1980s, the International Downtown Association (IDA) has become its primary professional organization in the United States, Canada, and around the world.

IDA offers extensive professional networking, conferences, industry best practices, leadership and technical training, as well as professional certification. To define national best practices, it is worth noting that IDA's professional certification (Leadership in Place Management or LPM) relies on a 7-part curriculum, including Leadership; Organizational Management; Economic Development; Planning, Design, & Infrastructure; Policy & Advocacy; Public Space Management & Operations; Marketing, Communications, & Events.

As such, the best place management organizations excel in each of these areas, which can be characterized as follows:



Learn more about at IDA at downtown.org

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Leadership

Successful place management organizations have high functioning executive leadership and staff, as well as an involved board of directors that represents private, nonprofit, and public interests in and around the district. The best place management organizations are both strong partners and independent counterpoints to local and regional governments. Place management organizations enhance, rather than replace public services and leadership; they also provide a consistent voice.



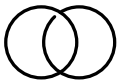
Economic Development

Effective place management organizations are fervent proponents with steadfast focus on the success of their district. Successful organizations are active partners to local governments and other economic development organizations (like chambers of commerce, tourism promoters, and regional economic development councils).



Policy & Advocacy

Place management organizations act as conveners. They facilitate information sharing as well as consensus building around advocacy efforts surrounding issues that matter to their ratepayers and community stakeholders. Successful organizations have a robust awareness of city process, policy, and programs, lending a powerful voice for district needs.



Organizational Management

Successful place management organizations reflect the best of their private, public, and nonprofit constituencies. Their leadership and funding structure is transparent, diverse, representative, and sustainable. Internal and external polices are clear, inclusive, and ethical.



Planning, Design, & Infrastructure

Planning, design, and infrastructure, of course, are primarily government responsibilities, but place management organizations are excellent champions for their places and adept partners with local government. Many place management organizations help create community consensus and support for planning, design, and infrastructure improvements, and some augment government planning processes and programs.



Public Space Management & Operations

Place management organizations may be best known for public space management and operations. Many have assessment districts that pay for cleaning, hospitality, maintenance, and security services.



Marketing, Communications, & Events

Place management organizations are also well known for marketing, communications, and events. Many of them manage substantial promotional programs, advertising campaigns, and community events of various scales.

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Purpose of this Document



This ESD Handbook is meant to provide guidelines for establishinag, renewing, expanding, or dissociating an ESD. It also provides a framework for best practices for district management and operations for ESDs, while providing the history, a snapshot of services, benefits, and funding sources for current districts.

ESDs are governed by Chapter 6.06 District Property Management License of the Portland City Code and Charter. The first ESD, Downtown Clean and Safe, was established 1988. Portland currently has three ESDs: Downtown Clean and Safe, the Lloyd ESD (formed in 2001), and Central Eastside Together (formed in 2019).

ESDs are managed locally. Each district establishes a fee for property management based on an agreed upon district-wide formula. These fees are collected and used to fund locally determined services such as sidewalk cleaning, activation, business attraction, tourism, marketing, graffiti removal, and so forth for the benefit of the district. At the time of approval, the City of Portland enters into a contract with an ESD outlining fee type, ratepayers and establishes levels of base services the City will continue to provide to the ESD. This partnership is managed by the City's Enhanced Services District Coordinator (ESD Coordinator) who serves as a liaison between the City and ESDs and oversees all contracts. The ESD Coordinator is also tasked with supporting communities to establish, renew, expand, or dissociate ESDs throughout the city.



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To establish an ESD, interested districts must:

- Establish a voluntary Board of Directors composed of potential ratepayers that oversee and guide the proposed ESD and its District Management Association (DMA)
- Work with the ESD Coordinator and the City's Revenue Division (Revenue), to establish a workplan and budget to meet the needs of the ratepayers
- Hire a third-party non-profit [501(c)3 or 501(c)6] DMA to fulfill the work plan
- Along with the ESD Coordinator, Department of Revenue staff, and ESD Board of Directors present the proposed ESD and the proposed contract between the ESD and the City, to City Council for approval

Once approved, the ratepayers pay license fees directly to Revenue, who then release payment to the ESD's District Management Association for the work performed on behalf of the ESD's ratepayers.

ESDs are required to report their work to the City Council annually, regularly engage with their board and ratepayers, and be transparent in how fees collected are being allocated for services.

Relevant case law includes:

Roseburg School District v. Roseburg 316 OR 374 (1993)

Affirmed that fees for services are not taxes if they are not a direct consequence of owning property.

City of Portland v. Atwood 13 OTR 136 (1994)

Affirmed the property license fee was not a tax as defined by the Oregon Constitution Article XI.

Knapp v. City of Jacksonville 342 OR 268 (2007)

Re-affirmed that fees for services are not taxes if they are not a direct consequence of owning property.

Old City Lofts v. City of Portland 20 OTR 58 (2009)

Re-affirmed property license fee is not a tax and affirmed fee can be applied to condominium property managers.



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Definitions

Boundary: A boundary defines the geographic benefit zone for the Enhanced Service District that will pay an assessment to receive enhanced services. All ratepayers within the boundary are required to pay their assessment and entitled to enhanced services.

District Management Association (DMA): The organization that administers the operations of the ESD. The DMA is recommended by the ESD Board of Directors to the City (i.e., Downtown Clean & Safe, Inc. and the Portland Metro Chamber; Lloyd ESD and Go Lloyd; Central Eastside Together and Central Eastside Industrial Council). The ESD Board of Directors approves an annual budget for use of ESD generated funds in alignment with the ESD ordinance. The DMA administers the funds in accordance with the approved budget through direct expenditures and/or contracts with service providers. The DMA's administration must comply with all applicable provisions of law, with all county and City resolutions and ordinances, and with all regulations lawfully imposed by the state auditor or other state agencies. City Code uses the term "Qualified Contractor" to refer to DMAs and states that they are 'non-profit corporations or other non-profit entities established by property owners or licensees in the District for the purpose of providing services that benefit the District'. (City Code 6.06.020 – www.portland.gov/code/6/06/020)

District Ratepayer / Advisory Board: The City requires applicants to create an ESD Board to oversee operations of the funds, approve an annual budget for use of ESD generated revenues, and recommend a District Management Association. In its primary function, a ratepayer board oversees budget and performance as managed by an operating entity. The City's role is to administer assessment collections, financial accountability, and operating standards within the scope of the purposes stated in City Code Chapter 6.06.

Engaged Property Manager / Ratepayer: Those individuals, organizations or entities that are assessed, i.e. those that receive an assessment bill from the City and are within the district boundary. Individuals, organizations or entities that receive an increase in their lease rates or other contractual agreement with ratepayers because of the establishment of an ESD are not, for purposes of City policies, considered ratepayers, but can be considered beneficiaries.

Enhanced Services District (ESD): These districts provide funds for enhanced services beyond City basic services. The ESD program is governed by City Code Chapter 6.06 and established by the City Council with support from district property managers and stakeholders. Fees (also known as assessments) are collected by the City and distributed to a nonprofit District Management Association created to specifically contract services within the district. The City oversees programs provided by the enhanced districts to ensure they align with with approved contracts, as well as City goals and standards.

ESD Coordinator: The partnership between the City and ESD District Management Association is managed by the City's Enhanced Services District Coordinator (ESD Coordinator) who serves as a liaison between the City and ESDs and oversees all contracts. The ESD Coordinator is also tasked with supporting communities to establish, renew, expand, or dissociate ESDs throughout the city.

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ESD Notification and Petition Validation Process: Processes in which the ESD, and then the City notifies potential ratepayers of the ESD proposal and validates any official opposition by prospective ratepayers who do not favor the ESD proposal. The City expects the ESD (proposed or existing) to conduct prospective ratepayer outreach via mailings, public meetings, and one-on-one meetings with the goal of building broad support for the proposed action. Only after this has been done, and a formal letter has been received from the district board (proposed or existing), will the City send a letter/postcard to all potential ratepayers to notify them that the ESD proposal has been submitted to the City. The City will validate all official opposition from prospective ratepayers by verifying their parcel number and water bill account number. The City will then assign a value associated with each opposing prospective ratepayer based on what their annual assessment would be. If total opposition by ratepayers who would be responsible for more than 33% of revenues in the new district or expansion area formally object, the proposal will not move forward.

Exempt Property: Mass shelters and religious properties are typically exempt from ESD assessments. (City Code 6.06.020 – www.portland.gov/code/6/06/020)

Property Management License Fee (Assessment): Any person engaged in property management activities within an ESD will pay a license fee for such activities covering each license year, or if registration is made after the beginning of a license year, then for the balance of the license year. The license fees prescribed are for the privilege of engaging in the activity of property management in an ESD and the revenues collected will be used to provide, through a qualified contractor (DMA), cleaning, security, crime prevention, business development, transportation, public policy, housing, and marketing and communications services, or any such services that benefit properties in the ESD. Essentially, this assessment is a fee that each ratepayer pays to support the programs funded by the ESD. The sum of all the individual assessments that ratepayers pay comprise the total yearly assessment of the ESD, and underwrite most, if not all, annual operating expenses. The total yearly assessment is unique to each ESD in Portland. (City Code 6.06.010 – www.portland.gov/code/6/06/010)

Ratepayer Classification: Ratepayers that are grouped into categories either for purposes of applying a unique assessment rate or formula or for distinguishing a unique type or level of benefit. See examples online at www.portland.gov/venues/enhanced-services-districts

Stakeholder: Individuals, organizations or entities that are located in, or have a direct interest in the boundaries of the district. Stakeholders can be ratepayers or non-ratepayers. They may include, but not be limited to, property owners, businesses, residents, government agencies, nonprofit agencies, service providers, and other institutions. For example, a district might have manufacturing businesses, retail and service businesses, a private school, nonprofit service providers, condo associations, residential property owners, commercial property owners, etc.

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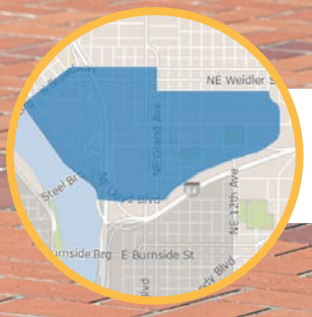
Current Enhanced Service District Programs



Central Eastside Together



Downtown Clean & Safe



Lloyd ESD

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Central Eastside Together

The Central Eastside Industrial Council is a business association focused solely on the Central Eastside Industrial District's economic success, vitality, and livability. Central Eastside is hyper-local and intentionally focused on member businesses that make the District an incredible place to live, work, play, and stay. Central Eastside Together was formed in 2019 and has an annual assessment of $1.2-1.5 million.

Letter From the Executive Director

Thanks to the unwavering advocacy efforts of the Central Eastside Industrial Council and our district's passionate business and community leaders, the Central Eastside Together (CET) Enhanced Service District was unanimously supported and approved by the City Council in 2019. Since its inception, CET has emerged as a leader in addressing our community's most pressing needs through responsive and impactful programs.

The Central Eastside Together Enhanced Service District provides a unique opportunity for businesses to equitably and collectively maintain, improve, and promote our district. From vibrant district banners and signage to enhanced lighting, public art commissions, meticulous sidewalk cleaning, and improved safety through environmental design, CET actively supports economic development and neighborhood beautification. These efforts encourage livability, vitality, and a strong sense of community. CET staff and board members serve as ground-level advocates, community conveners, and dedicated program service providers for our neighborhoods.

Through Central Eastside Together, we embrace our collective responsibility to steward public investment for maximum community impact. This commitment furthers our mission to create a safer district, enhance the pedestrian experience, reinforce economic viability, and promote the Central Eastside—restoring vibrancy for all those who live, work, and play here.

CET's accomplishments and initiatives underscore the power of community-driven efforts, where our ESD has piloted new programs and services, partnered with the City to create vibrant districts for all, and continues to develop a framework for ESDs as a sustainable solution for community development and economic prosperity where local control and decision-making are at the center.

Together, we are building a brighter future for the Central Eastside. Thank you for your continued support and dedication to making our district a thriving, dynamic community.



Carolyne Holcomb
Executive Director, Central Eastside Together

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Central Eastside Together Programs Include:

- Cleaning
- Graffiti removal
- Ambassadors
- Mural preservation & development
- District enhancement







Revenues

Total Revenues	**$1,244,252**

Expenses

Private Security - Securitas	$430,773
Cleaning - Central City Concern + Ground Score	$241,000
District Enhancement	$50,000
ESD Fees (Overhead, IT, ESD Coordinator)	$102,900
Operations & Admin	$81, 785
Staff	$174,471
Total Expenses	**$1,180,929**

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Downtown Clean & Safe

The Downtown Portland Clean & Safe District provides enhanced services to the people, places and businesses within a core 213-block area of our central city. The district is one of the oldest, largest and most successful enhanced service districts in the nation. Downtown Clean & Safe was initially formed in 1988, most recently renewed in 2021, and has an annual assessment of $5-8 million.

Letter From the Executive Director

The oldest of the City of Portland's three Enhanced Service Districts, or ESD's, Downtown Portland Clean & Safe serves all who work, live and play in our 213-block service district in the heart of downtown Portland. Formed in 1988, we have worked to continually improve our programs and services to the ever-evolving business and community in our downtown core. An avid member and participating in the International Downtown Association, Clean & Safe is one of thousands of ESD's, or business improvement districts working diligently to provide clean, vibrant and thriving downtown and business areas.



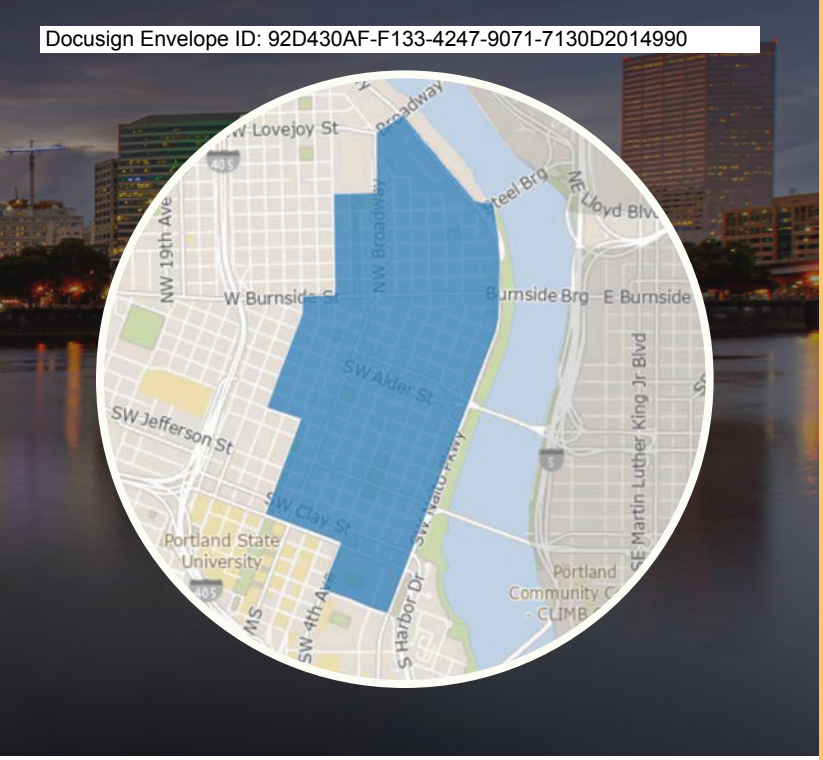
Our core service programs include providing public safety and janitorial services 24 hours a day, seven days a week. Complementing this is our street outreach program who work to provide basic and more complex social services and case management for some of our most vulnerable Portlanders. We take great pride in maintaining decades long partnerships with local and national vendors to provide a highly trained and supported group of state certified security officers and cleaners who work in often challenging situations and conditions.

Our janitorial program provides immediate and gainful employment opportunities for individuals recently released from incarceration and/or starting their journey of substance abuse recovery. These partnerships and opportunities are a shining example of lifting up individuals and organizations so everyone has an opportunity to thrive.

While clean and safe is core to our name and mission, we also offer and support a wide host of downtown retail programming and place making opportunities. Our retail and programs team provides programs such as annual "pop-up" shops allowing existing small businesses the opportunity to be in a brick-and-mortar location, a robust holiday lighting and event program illuminating over 700 trees and dozens of lighting installations, and yearly family friendly programming and events at local parks such as Director Park. Our downtown programs are dedicated to retail and business retention and recruitment.

Key to our success is the private-public partnership with the City of Portland. While Clean & Safe is funded through annually assessed fees paid by property owners located in our district, we maintain a formal, ten-year ESD contract with the City. This provides oversight, reporting metrics, and accountability for the fulfillment of the ESD's scope of work and also the City's responsibility to provide basic and essential City services related to public safety and livability.

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Downtown Clean & Safe Programs Include:

- Cleaning
- Ambassadors
- Community Health Outreach
- Crow abatement
- Business support development
- Holiday lighting

We have seen and continue to explore new and updated projects and programming with the City of Portland and other government agencies to ensure our downtown Portland community is open, safe and accessible to all Portlanders and visitors.

We look forward to seeing you in downtown Portland!

Mark Wells
Executive Director,
Downtown Portland Clean & Safe

Revenues

Contract Income – Clean and Safe District Fees	$6,214,758
Lighting District Fees	$769,440
Contribution Income	$130,000
Interest Income $	- $20,394
Total Revenue	$7,114,198

Expenses

Total Personnel Expenses	$ 1,242,133
Program (Direct) Expenses	
Holiday Lights $ 320,000	$130,000
Interest Income $	- $20,394
Total Revenue	$7,114,198
Cleaning / Maintenance	$ 1,860,287
Crow Abatement	$ 55,000
Private Security Contract	$ 2,144,529
Public Security (PPB	$ 584,000
Technology	$ 97,000
Mall (PMMI)	$0
Marketing/Retail	$ 22,500
Downtown Retail Advocate	$ 110,000
Ambassadors	$ 157,050
CHOW	$ 75,000
Total Program (Direct) Expenses	$ 5,425,366
Operating Expenses	$ 436,284
City Processing Fee	$ 159,690
ITS Cost Sharing Fee	$ 55,904
ESD Coordinator Expense	$ 64,446
Total Operating Expenses	$ 716,324
Total Expenses	**$ 7,383,823**

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Lloyd ESD

The Lloyd Enhanced Services District (ESD) was established in 2001 to encourage growth and ensure the continued health and development of, and pride in, the Lloyd neighborhood by making it a better place to live, work, and visit. In 2023, the ESD was successfully renewed with an annual assessment of $0.6-0.7 million, which includes a transportation program led by Go Lloyd and the Lloyd EcoDistrict. This program collaborates with neighborhood stakeholders to promote prosperity, environmental quality, and social welfare.

Letter from the Executive Director

Enhanced Services Districts (ESDs) are coalitions of property owners and managers united by their vision of a prosperous neighborhood business district. These ESDs pool their collective resources to maintain, improve, and promote economic development in their communities through a City-authorized, equitable revenue generation model. Funds are reinvested in the neighborhood by offering services beyond those provided by the City. These may vary by district, but typically focus on cleaning, safety, livability, advocacy, and events.

ESDs act as a collective voice for their communities, advocating for the programs, projects, and initiatives that the neighborhood values. ESDs provide an opportunity to localize decision-making regarding specific improvements and services in affected neighborhoods. They are managed by a board of directors, made up of ratepayers (property owners/managers, residents, and employers), whose goal is to promote and enhance their district.

We are so appreciative of ESDs and the value they bring to their ratepayers. The ESD in the Lloyd neighborhood has more recently prioritized



cleaning services but has long valued less traditional programs like transportation access for employees and residents provided through a transportation management association (Go Lloyd), and a program that promotes sustainable and resilient business practices along with community-building events (Lloyd EcoDistrict).

Equipped with a stable funding source, ESDs can invest in community priorities that benefit ratepayers in the district. ESDs enable neighborhoods to secure additional necessary services to reinforce what the City provides. Though each ESD is an independent organization with a localized decision-making process, we regularly collaborate with each other on common issues all of our neighborhoods face. Additionally,

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Lloyd ESD Programs Include:

- Go Lloyd Transportation Mgmt.
- Lloyd EcoDistrict
- Trash Collection
- Neighborhood/Community Association
- Holladay Street Landscaping
- Neighborhood Advocacy & Promotion



we partner with the City to find innovative ways to make each of our communities extraordinary and welcoming to all.

Portland currently has three ESDs that offer services, manage their districts, and provide a voice for their communities. This handbook is a snapshot of those ESDs, including their

Owen Ronchelli
Executive Director, Lloyd ESD



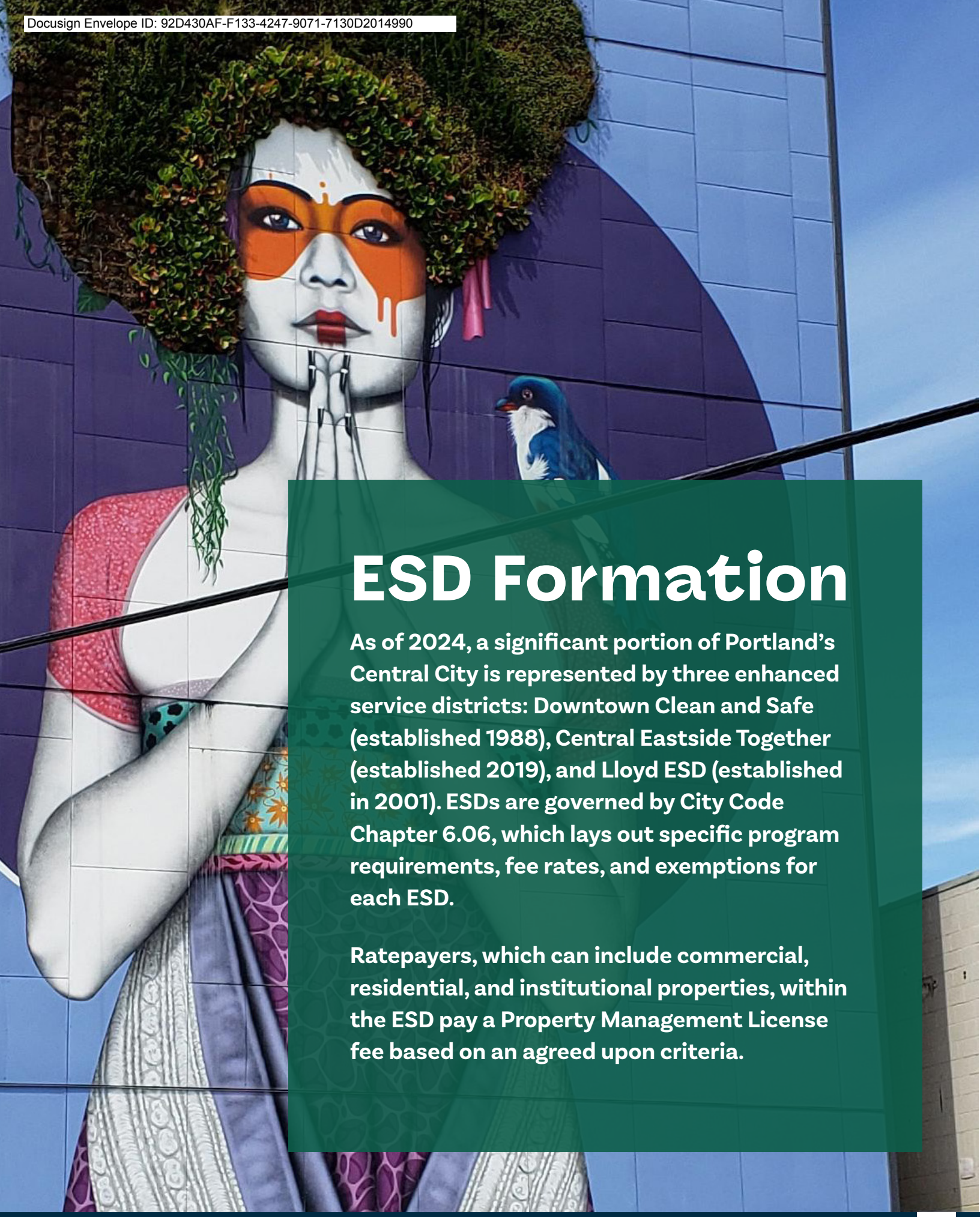
Revenues

Existing Revenue Collected (current rates)	$540,966
Estimated Assessment Increase: rates adjusted for inflation; caps increase	$128,034
Total Projected Revenue (via Dept. of Revenue)	**$669,000**

Expenses

Programs	
Trash for Peace	$0
Go Lloyd	$207,030
Lloyd EcoDistrict	$160,000
Lloyd Community Association*	$20,000
Holladay landscape islands	$16,995
Special projects	$25,750
Existing/New Org Operations Consulting	$7,725
Organizational Expenses	$6,798
ESD AdministrativeSsupport	$14,336
Executive Director (part-time)	$80,000
Marketing & Communications staff person	$0
Potential New Programs Cleaning & Ambassadors: (2) bike cleaners, (1) graffiti abatemen	$181,245
Right 2 Dream Too Rest Area Operations (50%)	$15,000
Grafitti Removal Reimbursement Grants to business owners	$20,000
Total Expenses	**$734,879**

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ESD Formation

As of 2024, a significant portion of Portland's Central City is represented by three enhanced service districts: Downtown Clean and Safe (established 1988), Central Eastside Together (established 2019), and Lloyd ESD (established in 2001). ESDs are governed by City Code Chapter 6.06, which lays out specific program requirements, fee rates, and exemptions for each ESD.

Ratepayers, which can include commercial, residential, and institutional properties, within the ESD pay a Property Management License fee based on an agreed upon criteria.

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Forming or Expanding an ESD

Business districts interested in forming an ESD must begin with a group of interested ratepayers within a proposed boundary. Working collaboratively, and through significant outreach and engagement with impacted stakeholders, prospective ESDs must determine a suitable formula to determine a fee for the management of qualified properties. Once approved, this fee applies district-wide.

The group proposing a new or modified ESD shall complete an ESD Checklist and submit the required application materials to the ESD Coordinator for formal review. Proponents shall complete the following steps when preparing to present a ESD proposal to the City Council:

Classification of Ratepayers

- Boundaries
- Formula and Fee Methodology
- Services and Programs
- Budget
- ESD Workplan
- Organizational Structure & Management
- District Management Association
- Outreach and Ratepayer Support

The City Council will consider formation of an ESD only after significant potential ratepayer outreach and engagement is completed. For the City to approve a formation or renewal of an ESD, proponents must demonstrate to the City that there is not active disapproval for the proposed action that represents more than 33% of the total assessed value from the proposed ESD.

Typically, the City Council approves ESDs for ten-year life cycles that are governed by five-year contracts, which are also approved by City Council. These contracts are overseen by the ESD Coordinator and outline the district property management license structure, the projected annual operating budget, and roles and responsibilities. City Council must approve these contracts every five years. At the end of the ESD's lifecycle, the ESD is required to go through a "sunset review," followed by a "renewal," process if that ESD wishes to be extended for another ten-year life cycle.

Motivations to Forming an ESD

ESDs provide district-wide and district-specific enhanced services that are beyond the basic services the City of Portland provides. Assessment dollars that are collected from the district must be spent within the boundary, and budget use is determined by the ratepayers and approved by the City. This is unique to place management district funding and unlike taxes collected and used via the city.

Establishing a Ratepayer Board

Each ESD shall form a ratepayer board to adopt bylaws, approve budgets and provide policy and programming direction to staff and the DMA. Boards are also responsible for approving annual reports, approving documents required by the City, and providing guidance to the DMA to ensure the ratepayer services are delivered. Boards should be made up of ratepayers representing the district and should be largely proportional to ratepayer types that that make up the district. ESDs should be aware of the diversity of its district. Ratepayer boards should be comprised of varying sizes, types, locations, and classifications of businesses, property owners, or representatives.

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Outreach and Engagement

The City recommends a robust outreach and engagement process for the formation or expansion of an ESD. Proponents can work with the ESD Coordinator on ideas of how to engage potential ratepayers. ESD proponents should conduct discussions with potential ratepayers within the proposed ESD boundary to understand support and opposition. ESD proponents are required to mail or distribute packets to new/existing ratepayers outlining the rational for establishing, renewing or modifying an ESD along with a clear description of the proposed or refined rate structure, residential caps, and proposed services. ESD should also provide a proposed boundary map, workplan and budget to potential ratepayers. The City also that at least one public meeting be held with potential ratepayers and that the ESD proponents be available for one-on-one meetings with stakeholders.

Transparency

The City requires ESD to meet certain transparency standards in how the organization meets with its ratepayers, community and broader stakeholders. See the table below to better understand current transparency requirements as well as suggestions on how to engage with ratepayers and stakeholders.

REQUIRED	RECOMMENDED
Develop and broadly share annual report with ratepayers and stakeholders.	At least one public meeting per year where ratepayers are invited to learn about ESD governance, budget and programs.
Provide annual report to City Council.	Regular mailers, newsletters or communication with ratepayers on ESD work.
Establish a financial management system that allows the tracking and documentation of all expenses incurred in carrying out District programs.	Creating one-pager outlining mid-year ESD successes and updates.
Make financial reports and statements available to ESD Coordinator on a quarterly basis and upon request.	Posting founding documents, rate structure, etc., on website.
Provide tracking measures on all programs to the ESD Coordinator on a quarterly basis.	Hold ratepayer board meetings at least quarterly. Ratepayer board meeting dates, agendas and minutes on a public website.

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Equity

The City of Portland's Racial Equity Toolkit directs the City to assess equity impacts of City actions that benefit or burden communities of color. Through this work the City recommends ESDs to think through the impacts of proposed services on all stakeholders. The City also encourages a diverse set of voices and interests to be included on the Board of Director including but not limited to residential, legacy businesses, institutional, religious partners, and small commercial owners. We also suggest ESDs to engage in robust and regular conversations with all stakeholders including non-ratepayers to understand needs and better inform programs. The City encourages thoughtful consideration of staff diversity as well as diversity in subcontractors to provide goods and services.

ESDs should work with the ESD coordinator to better understand the CIty's ongoing equity and social justice efforts and to access toolkit materials.

Boundaries

A boundary map must be determined and provided to the City to form, renew or modify an ESD. Boundary maps determine where services will be provided, and which ratepayers are responsible for the ESD fee. Formal boundaries are described in City Code and set as part of formation and renewal.

Proponents need to describe how all ratepayers within the proposed boundaries are receiving or will receive benefits related to their assessment. Boundary markers are typically included streets and roads or other natural barriers that can be reasonable defined. The boundaries should also specify if properties adjoining both sides of a street are included. If only the properties on one side of the street are included, the boundaries can be set at the midpoint of the street.

For the City to approve an expansion and/or boundary change of an existing ESD, the ESD must demonstrate to the City that there is not active disapproval for the proposed action that represents more than 33% of the total assessed value from the proposed expansion or new boundary area. Ratepayers who collectively contribute 33% or more of the total assessed value of the proposed new boundary area can prevent the expansion of an ESD by submitting written opposition directly to the City of Portland's Enhanced Services District Coordinator (ESD Coordinator) 30 days prior to the first council hearing slated to hear testimony on the expanding or changing of ESD boundaries. Ratepayers wishing to provide written opposition must also provide their business name, parcel number, and water billing account number associated with their specific proposed property management license fee so the City can verify they are the correct decision maker responsible for paying that specific property management license fee.



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Property Management License Fees

Rate Structures are determined via local preference. Proponents can work with the City's ESD coordinator and the Revenue Division to understand fee assumptions. ESDs must determine a suitable formula to set a fee for the management of qualified properties. Once an ESD is established, any persons engaged in property management activities within the defined District is required to pay a license fee unless otherwise exempt by ordinance or by laws of the State of Oregon.

Licenses fees are for the privilege of engaging in the activity of property management in the District. No physical license is provided.

Typical fee structures include formulas based on:

- Land square footage
- Building square footage
- Assed value of improvements
- Square feet of improvements
- Annual rates for residential condos or rental apartments

Rate Caps

Proponents may consider annual caps on types of ratepayers or type of assessment. When considering caps proponents should weigh impacts on budget, ability to provide services, ratepayer support, and length of district period.

Inflation and Annual Escalators

The City recommends that proponents include considerations for inflation or annual escalators as part of their budget assumptions. This allows the organization to plan for rising costs of programming, staff,s and other operations.



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City Roles, Fees, and Support



The City also provides program oversight and guidance to ESDs as well as ensures that fees are collected, and contract obligations are met.

As part of its agreement with ESDs, the City will enter into a basic service agreement with each district that delineates the ongoing services the City intends to provide in the district after the ESD is formed. These services are tracked by the ESD Coordinator and reported to the DMA quarterly. ESDs are also required to provide quarterly reports to the ESD coordinator describing services delivered.

The City is responsible for the annual collection of license fees from businesses and distributing the dollars to the approved DMA. The City will prepare and provide notice of the fee to each ratepayer. This information will include, amount of license fee being charged, including data and the formula being used to arrive at this amount, activities being performed in the district and any exemptions that apply. The City will also handle any appeals from ratepayers. Appeals must be received from ratepayers 30 days after the notice from Revenue is mailed.

The City will provide collection services for each ESD for a fee of 2% of the total District License Fee billings for each year. The City will deduct its fees from the License Fees collected. In addition to the 2% fee, an allocation of direct overhead charges will be deducted to arrive at the net License Fee revenues payable to each ESD. ESDs agrees to partially fund the City of Portland Enhanced Services District Coordinator position during the City of Portland's fiscal year, roughly 1%.

Dissolution

Ratepayers who collectively contribute 33% or more of the total assessed value of an ESD can request dissolution of district and elimination of the license fee by submitting written opposition directly to the City of Portland's Enhanced Services District Coordinator (ESD Coordinator). Ratepayers must provide their business name, parcel number, and water billing account number associated with their specific property management license fee so the City can verify they are the correct decision maker responsible for paying that specific property management license fee.

Renewal / Expansion

The City of Portland's Enhanced Services District (ESD) Petition Packet guides districts that are renewing or expanding their district. For more details on current requirements, please refer to the ESD Petition Packet (www.portland.gov/venues/enhanced-services-districts).

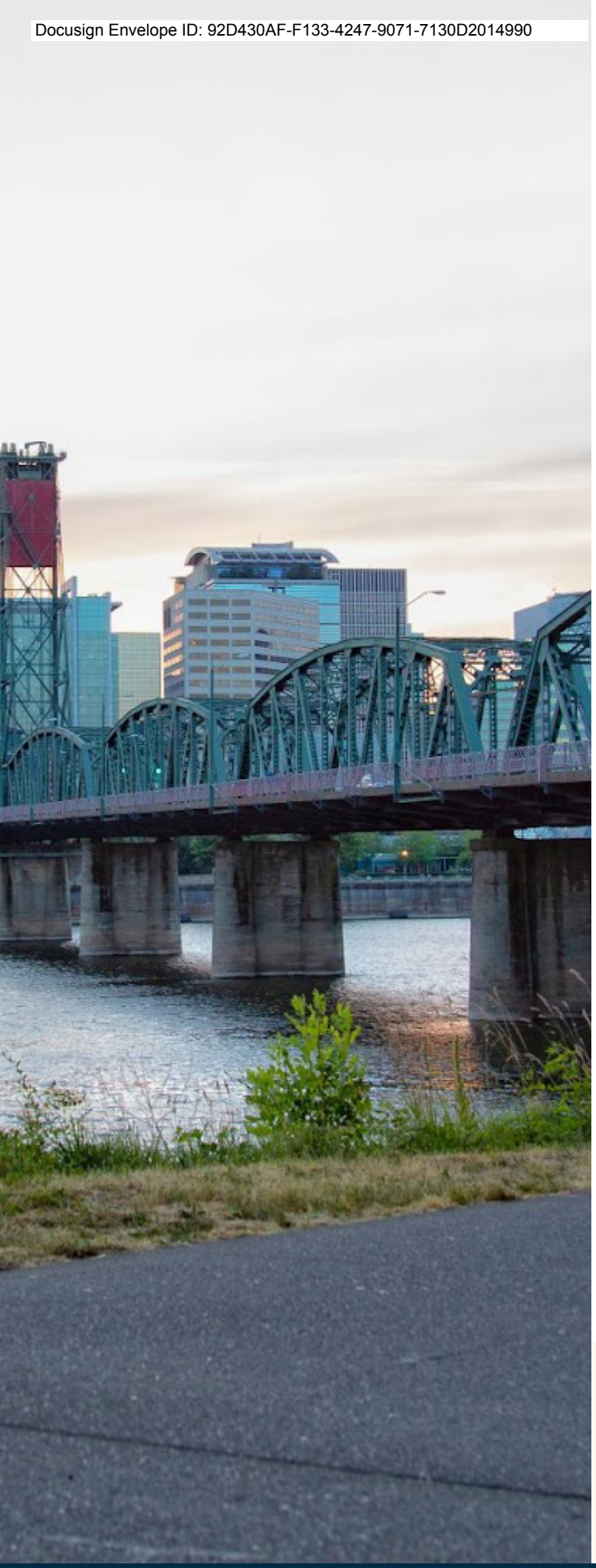
The City reserves the right to continue the fee until any city debt and pledge obligations are recovered.

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Central Eastside Together ESD



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Central Eastside Together

centraleastsidetogether.org

Downtown Clean & Safe

downtownportland.org

Lloyd ESD

lloydpdx.org

City of Portland

Devin Reynolds, ESD Coordinator

Devin.reynolds@portlandoregon.gov

Uncommon Bridges

Report produced by Uncommon Bridges

uncommonbridges.com

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CITY OF PORTLAND

ENHANCED SERVICES DISTRICT HANDBOOK

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(This text was used for a website that was distributed to the community.)

Hilltop Business Improvement Area Information

Since 2022, a dedicated group of businesses, property owners, community leaders, non-profits, and residents has spent nearly 24 months collaborating to create a comprehensive plan for the Hilltop BIA. Together, they've developed a budget, identified essential services, and defined a boundary to ensure the Hilltop community remains vibrant, thriving, and well-supported.

What is a BIA?

Business Improvement Areas (BIAs), authorized under **RCW Chapter 35.87A**, are critical tools for revitalizing business districts. They provide a locally controlled, sustained funding mechanism for community enhancements and business development. As Hilltop continues to grow, the BIA will offer a cohesive approach to address challenges and capitalize on new opportunities for the neighborhood.

Proposed Function of the Hilltop BIA

The Hilltop BIA is structured to support our diverse community through direct, immediate services and investments. The program will respond to direct stakeholder feedback, tackling the most urgent needs, including:

- **Clean & Beautification Services**
- **Hospitality & Outreach Services**
- **Marketing Services**
- **Administration Support**
- **Activation Services**
- **Business Support Services**
- **Legacy Business Grant Fund**

Through these efforts, the Hilltop BIA will advocate for the community, collaborating with the City of Tacoma to ensure Hilltop remains clean, safe, and welcoming. The Hilltop BIA will also serve as a voice for residents and businesses on key policy issues, including transit, transportation, public safety, and development.

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Petition to Establish the Hilltop BIA

The Hilltop community is petitioning the City of Tacoma to establish a six-year Parking and Business Improvement Area within the defined Hilltop boundaries. If approved, this proposal will create Tacoma's **second BIA**, following over two years of planning and community engagement.

The petition includes:

1. **Boundary Definition** – outlining the Hilltop BIA service area
2. **Assessment Formula** – detailing how fees will be calculated and applied to property owners
3. **Business Plan** – specifying services, programs, and budget

Assessment Formula: How the Hilltop BIA Will Be Funded

The Hilltop Business Improvement Area will be funded through special assessments on properties within the BIA boundary. These assessments ensure a fair contribution from those who benefit directly from BIA services, including improvements in safety, cleanliness, business support, marketing, and activation programs.

Assessments will apply to:

- **Commercial properties**
- **Multifamily residential properties** with four or more units
- **Mixed-use properties** (both residential and commercial)
- **Nonprofit-owned properties**

Standard Rate	(Value Rate x TAV/$1,000) + (Lot SF Rate x Lot SF)	*$0.60 (Value Rate)* *$0.14 (Lot SF Rate)*
Residential Ceiling	Units x Ceiling Rate	*$65 per unit/yr*
Subsidized housing ceiling	Units x Ceiling Rate	*$30 per unit/yr*

Least Value Assessment (LVA): Where applicable, ensures the lowest possible assessment based on the standard formula or applicable ceilings

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Non-Profit Rate: A 25% reduction to the standard rate is applied when Total Appraised Value and Total Taxable Value are not equal, and Total Taxable Value = 0
For each subsequent year of the Hilltop Improvement Area assessment (2026 -2032), the following may be factored in, per the board's request:

- An increase to each property's annual assessment by the local Consumer Price Index, no more than 6%
- A recalculation of the assessment based on the current Pierce County Assessor's data is needed to determine if net building square footage changes from one year to the next.

Oversight

The **Hilltop BIA Ratepayer Board** will oversee assessments and all operations. The board includes representatives from:

- North and South-end property owners
- Property owners within the City-defined business district
- Hospital and community groups
- Hilltop Neighborhood Business District Association
- Four at-large property owners (residential or commercial)

This governance ensures transparency, accountability, and equitable use of all BIA funds.

Proposed Use of BIA Funds

The Hilltop BIA budget totals **$604,777.19**, allocated to key services:

Service Area	Cost	% of Budget
Clean & Beautification	$139,098.75	23%
Hospitality & Outreach	$127,003.21	21%
Business Support	$90,716.58	15%
Activation	$72,573.26	12%
Marketing	$78,621.03	13%
Administration	$66,525.49	11%

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Legacy Business Grant Fund	$30,238.87	5%

Key Initiatives Include:

- **Clean & Welcoming Services:** Litter pickup, graffiti removal, pressure washing, hospitality ambassadors, partnerships with local service providers
- **Marketing:** District promotion, business outreach, wayfinding to local businesses
- **Activation Services:** Street fairs, public space improvements, coordinated public art, park activations
- **Business Support:** Technical assistance, legacy business grants, retail recruitment, policy advocacy, data analysis
- **Administration Support:** Partnership coordination, contract management, and collaboration with the City of Tacoma

The Hilltop BIA is committed to hiring **locally** for up to 70% of contracted services, prioritizing **BIPOC** and **WMBE** providers within Hilltop and the Greater Tacoma Area.

Next Steps: What Happens Now?

The Hilltop BIA is a structured, locally driven funding mechanism designed to ensure a thriving business district, stronger community connections, and a brighter economic future. Here's what to expect in the coming months:

Petition Circulation

Petitions are circulated to over 200 property owners within the proposed BIA boundaries. Once property owners representing 60% of the assessed value return signed petitions, they will be submitted to the City of Tacoma for consideration.

City Review and Ordinance Process

After receiving the petitions, the City will:

1. Review the submitted petitions
2. Introduce an ordinance to formally create the Hilltop BIA
3. Present the ordinance to the Economic Development Committee for consideration, followed by review by the full Tacoma City Council

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4. Hold a public meeting and provide opportunities for public comment.

Grounding Period and First Board Nominations

If the ordinance is approved, the City will open the application process for the first Hilltop BIA Board of Directors application period, which will remain open for one month. Key steps include:

- The Economic Development Committee will review board applications
- Selected candidates will be referred to the full City Council for appointment
- This process applies only to the first BIA board

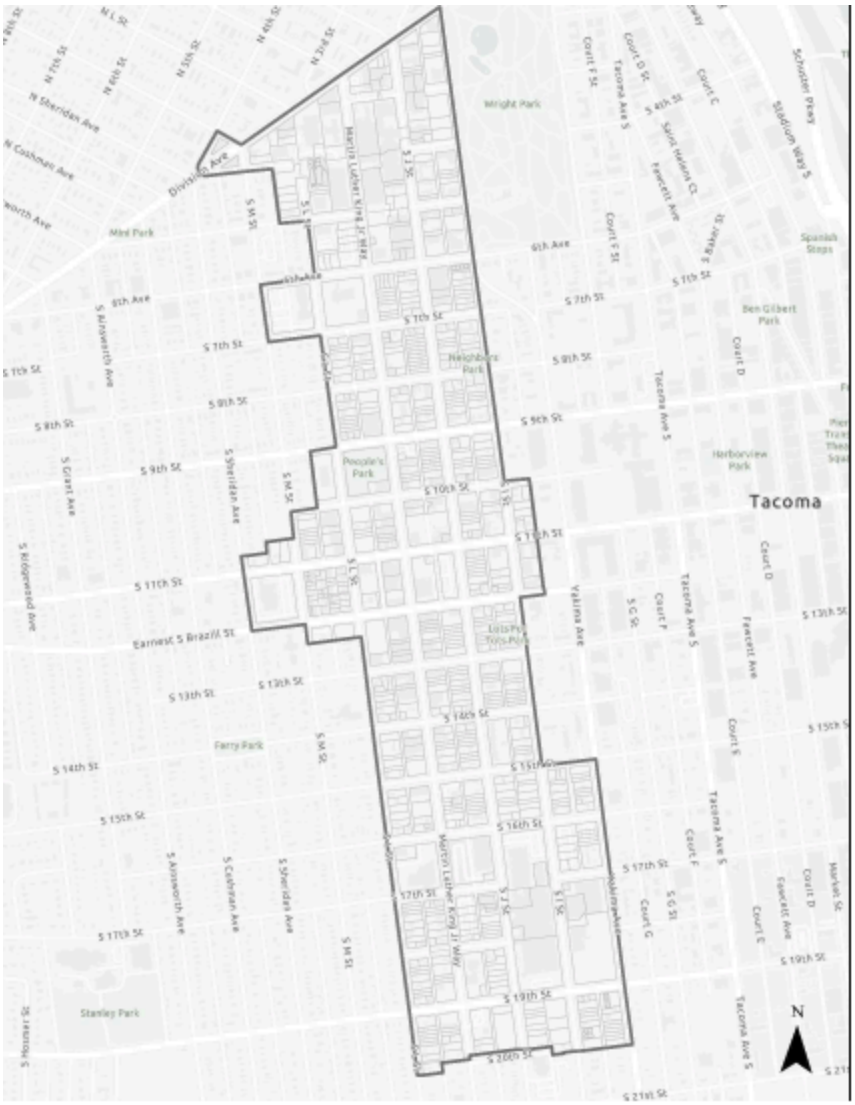
The City of Tacoma has committed to a **6-month community grounding period** to ensure a strong foundation for the Hilltop BIA. During this period:

- Ratepayer board member applications and selections will be finalized
- A **nonprofit organization** will be selected or established to administer BIA operations
- **Year-one services and programs** will be developed
- **Bylaws** for the BIA Ratepayer Board will be created.

This structured approach ensures that the Hilltop BIA begins operations with strong governance, clear priorities, and a framework for effectively serving the community.

For more information, please visit our **Google Drive** or email us at **HilltopBIA@gmail.com.** The shared drive has been publicly available and updated throughout the duration of this effort.

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Proposed Boundary Definition of Hilltop BIA

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Note: Uncommon Bridges was previously known as BDS Planning & Urban Design.

RACIAL EQUITY, ANTI-DISPLACEMENT POLICIES, AND "MIDDLE HOUSING" RECOMMENDATIONS FINAL CONSOLIDATED REPORT

City of Redmond

***Draft* Recommendations Prepared by**
BDS Planning and Urban Design;
BHC Consultants

June 21, 2023

Redmond
WASHINGTON

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EXECUTIVE SUMMARY

BACKGROUND

The State of Washington has a housing deficit. Redmond is no exception. The Department of Commerce estimates the state will need an additional 1.1 million homes over the next 20 years to meet demand. **For Redmond, this results in 20,000 additional units that need to be added between 2019 and 2044.**

Additionally, the City of Redmond faces a lack of housing diversity. According to Redmond's Housing Needs Assessment, less than 1% of housing units were middle housing types, such as duplexes, triplexes, fourplexes, and townhomes. To address the statewide shortage of housing, the state legislature has passed several bills in the past three years, including HB 1110 during the 2023 session. **This Bill mandates that fourplexes be allowed on most residential lots** and for residences within one-quarter mile of major transit, or if the developer provides two additional affordable units, six units per lot must be allowed.

Lastly, **many residents are unable to acess and/or matain stable housing in Redmond**. One quarter of Redmond's residents pay more than 30% of their household income on housing. Elderly and young adult populations face the greatest burden. Additionally, 89% of Redmond's local workforce lived outside of the city in 2017.[1] In some cases, the legacies of present day housing instability and unaffordability see their roots tied to a web of discrimintatory housing policies, practices and other general cultural pressures of disenfranchisement in King County and Redmond's history.

PROJECT PURPOSE

In response to these housing challenges and their intersecting issues, BDS Planning and Urban Design (BDS) and BHC Consultants (BHC) were hired through the Washington Department of Commerce's Growth Management grants to develop middle housing and anti-displacement strategies for Redmond. Displacement is defined as a process that forces a household to move from its community because of conditions beyond its control. Displacement may fall into one of three categories:

- *Physical displacement:* Households are directly forced to move for reasons such as eviction, foreclosure, natural disaster, or deterioration in housing quality.
- *Economic displacement:* Households are compelled to move by rising rents or costs of home ownership like property taxes.
- *Cultural displacement:* Residents are compelled to move because the people and institutions that make up their cultural community have left the area.[2]

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[1] City of Redmond, Housing Needs Assessment, 2020.

[2] Department of Commerce. "Guidance to Address Racially Disparate Impacts."Washington State Department of Commerce, 2023. https://deptofcommerce.app.box.com/s/1l217l98jattb87qobtw63pkplzhxege.

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This report intends to communicate a set of recommendations and strategies that strive to bridge the relationship between middle housing options as a means for addressing racially disparate impacts related to housing access and affordability in Redmond.

This is a consolidated body of work inclusive of racial equity analysis, a public engagement report, and recommended middle housing code and policy changes.

MAJOR THEMES & OUTCOMES

Across the threefold analysis described above, the following major themes best describe the balance of Redmond's context and its opportunities to address racial equity and anti-displacement in and with middle housing policies:

- The presence and/or absence of documented historical racism and discrimination cannot alone justify the level of attention needed to address present day racially disparate impacts
    - An equitable and culturally inclusive response to addressing racially disparate impacts necessitates an approach that tackles histories of racisim, building of community relationships & power, and housing policy updates together.
- Redmond is a desirable yet costly place to live with simultaneous experiences of wealth and meaningful housing/income instability.
- Racial equity, anti-displacement policies, and middle housing recommendations should:
    - Consolidate residential zones to meet new state law and address the housing deficit.
    - Create complete and culturally responsive neighborhoods. Exclusive single-family neighborhoods have long been a tool of discrimination in housing. Allowing more flexibility in uses, as well as housing types, enables more culturally responsive neighborhoods in response to this legacy.
    - Change permitting procedures. While land and material costs impact housing affordability, so too does review timelines and procedures. Creating more flexibility and streamlining, where possible, types of housing, could increase reduce burdens to supplying middle housing.
    - Enhance equity in housing and zoning processes to address past and present harms. Allowing more housing types and diversity does not erase displacement pressures. Continuing and enhancing anti-displacement policies is essential to mitigating further displacement. Implementing inclusive outreach is essential to this to better identify policies and programs that meet the specific needs for communities at risk of displacement.
- Ongoing community engagement should support the City's planning for prioritization and implementation of recommendations

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RACIAL EQUITY ANALYSIS REPORT

In 2021, the Washington State Legislature passed HB1220 which amended the Growth Management Act in statute RCW 36.70A.020(4) requiring communities to "encourage affordable housing" and to "plan for and accommodate" housing affordable to all income levels. [3]

Additionally, the update requires jurisdictions to adopt a new housing element that identifies local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing; and seeks to implement changes to address and begin to undo such impacts and harms.

This section of this consolidated Racial Equity, Anti-Displacement Policies, and "Middle Housing" Recommendations report responds to the relationship of these updated requirements as referenced within the supporting Washington State Middle Housing Grant Program.

This section is organized according to the following subsections:

- History of Redmond's Racially Exclusive and Discriminatory
- Land Use and Housing Practices
- Findings of Racially Disparate Impacts in Redmond
- Next Steps and Best Practice Recommendations

HISTORY OF REDMOND'S RACIALLY EXCLUSIVE AND DISCRIMINATORY LAND USE & HOUSING PRACTICES

Throughout the 20th century, the practice of urban planning explicitly and implicitly disrupted the ability of Black, Indigenous, and other communities of color to thrive in place.

With emphasis on the past 100 years, urban planning and policies related to housing, land use, transportation, etc. have compounded the impacts of harms experienced by diverse communities already felt across racist citizenship, education, criminial justice, and other societal instuitutions since the 1700s and beginnings of the United States of America.

This subsection seeks to describe of some of these exclusionary urban planning and housing practices within Redmond and its likely connected communities. A brief description of each practice along with information about associated local impacts (not exhaustive) in Redmond and the surrounding area is provided. These practices, along with other social dynamics, contributed to racial segregation, systemic barriers to homeownership opportunities for people of color, and exclusion from wealth generating opportunities through homeownership for people of color.

Note – the information presented below represents only those histories that show a documented relationship with Redmond and may not account for the complete breadth of impacts experienced by communities present at the time. Such practices were common not only in the Seattle metro area but also across the country. So, even though there may not be documented instances of some of

[3] Washington State Legislature. *Emergency Shelters and Housing – Local Planning and Development*. Engrossed Second Substitute House Bill 1220. 67th Legislature., 2021 Regular Session

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these practices occurring in Redmond, it certainly does not mean that it never occurred there or that Redmond was impervious to the prevailing discriminatory practices and racist attitudes of that time.

Practice	Description	Local Impacts
Exclusionary Zoning (1910s – Present)	After race-based zoning was ruled unconstitutional (1917), many cities began to legally use zoning as a tool to covertly exclude certain populations (e.g. low-income households, racial minorities) from certain areas. Exclusionary practices in single-family zoned areas became more prevalent, which included: minimum lot size requirements, floor area requirements, large setbacks, and exclusion of multi-family housing.[4]	Racist sentiments and exclusionary practices made their way into neighborhood and housing development throughout the region. Restrictive covenants, redlining, and other practices and conditions exacerbated these disparate impacts. Currently, Redmond has high housing costs and lacks housing diversity, which makes finding housing difficult or unattainable to some people who need or prefer to rent housing or who can only afford lower-cost housing types for ownership.[5] In a recent housing survey, people of color reported greater barriers to both renting and buying in Redmond: "More than half said they couldn't find a place they could afford, nearly one-third said they had trouble with down payments/financing, and 16% cited discrimination."[6]
Racially Restrictive Covenants (1926 – 1948)	Racially restrictive covenants, enforceable contracts used by developers, prohibited the sale or rental of property to certain racial minorities and religious groups (e.g. Blacks, Asians, Jewish). These covenants became a widespread instrument used in	Based on preliminary estimates of the number of subdivisions with racially restrictive covenants, 20 subdivisions in cities contiguous with Redmond restricted residence by race. Ames Lake and Weber's point, both on the eastside outside of Redmond, restricted their

[4] Washington State Department of Commerce. "Guidance to address racially disparate impacts: Updating your housing element to address new requirements." WA Dept. of Commerce. Accessed June 16, 2023. https://deptofcommerce.app.box.com/s/1l217l98jattb87qobtw63pkplzhxege.

[5] City of Redmond, Housing Needs Assessment, 2020.

[6] "Redmond Housing Strategy Questionnaire: Survey Response Report." City of Redmond, 2021. https://www.redmond.gov/DocumentCenter/View/25990/Housing_Survey_Responses_Report.

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	the 1920's until they were declared unenforceable in 1948.	ownership to "those of the Caucasian race".[7]
Federal Mortgage Discrimination & Redlining (1934 – 1968)	During the New Deal era, a federal agency was created to provide mortgage assistance to homeowners and would-be homeowners: the Home Owners' Loan Corporation (HOLC). HOLC created "residential security" maps (evaluating perceived lending risk) in which lines were drawn around and rated neighborhoods in larger metropolitan areas across the U.S. as better or worse for housing investments. Properties in neighborhoods with people of color or economically disadvantaged conditions were deemed as riskiest based on these HOLC maps; consequently, people living in these "risky" or "riskiest" neighborhoods were denied access to housing loans by lending institutions (i.e. redlined).[8]	Neighborhoods rated best for housing investments were typically in affluent White suburbs; one of eight criteria for a higher rating was if deed and zoning restrictions were in place to sufficiently protect a neighborhood from certain racial and social groups and incompatible land uses (e.g. multifamily housing). The Seattle metro area includes examples of HOLC maps and associated redlining (e.g. Seattle, Tacoma).[9] Redlining contributed to extremely low homeownership rates in neighborhoods of color, creating a generations-long barrier to wealth building. A 1975 report by the *Central Seattle Community Council Federation* titled "Redlining and Disinvestment in Central Seattle: How the Banks are Destroying our Neighborhoods" found that disinvestment in Seattle's Central Area possible contributed to helping the suburbs: "Ratios of deposits to loans in the Central branch banks was 24%, according to the report; in suburban brank baks the ratio was 97%."[10]
Urban Renewal & Transportation	From the 1950s – 1970s, the federal government provided significant funding for "urban renewal" projects across the U.S.	During this time, various urban renewal and transportation infrastructure projects were federally funded in King County; major transportation projects included

[7] Seattle Civil Rights and Labor History Project. "Racial Restrictive Covenants." University of Washington. Accessed June 9, 2023. https://depts.washington.edu/civilr/covenants.htm.

[8] "Guidance to address racially disparate impacts."

[9] Robert K. Nelson, LaDale Winling, Richard Marciano, Nathan Connolly, et al., "Mapping Inequality," American Panorama, ed. Robert K. Nelson and Edward L. Ayers, accessed June 18, 2023, https://dsl.richmond.edu/panorama/redlining/

[10] Seattle Municipal Archives. "Redlining in Seattle". City of Seattle. Accessed June 20, 2023, https://www.seattle.gov/cityarchives/exhibits-and-education/online-exhibits/redlining-in-seattle

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Infrastructure (1950s – 1990s)	This practice allowed cities to use funds to improve areas they had deemed "blighted." Due to patterns of deliberate underinvestment, redlined areas were more likely to be deemed as "blighted", and therefore slated for renewal.	Interstates 5 and 90.[11] Projects implemented as part of these programs often led to disproportionate impacts to low-income and minority communities. Such impacts included displacement, reinforced segregation (e.g. physical barriers via highways), loss of community relations, and further impoverishing communities.[12]
Suburbanization (1950s – 1990s)	The construction of the national highway system accelerated the population growth of suburban cities at the expense of central cities. Most people migrating from central cities to the suburbs were White, leading to a description of this migration as "White flight." Fueling this "White flight" were racially restrictive covenants, redlining, racially-based federal housing incentives post WWII (G.I. bill), and a prevailing racist culture.[13]	The national highway system accelerated population growth in the suburbs of east and south King County. Also, the original opening of the 520 Bridge in 1963 and subsequent improvements to this facility contributed to suburbanization. Moreover, mandatory school integration ordinances in King County fueled "White flight" to Eastside communities.[14]
Gentrification & Displacement (1970s – Present)	Displacement occurs when housing or neighborhood conditions force residents to move. Gentrification occurs when previously disinvested in and/or low-income neighborhoods experience higher-income residents move-in and increase housing costs.[15] Historical	Redmond is growing at a faster rate than King County as a whole, and its local housing market has not kept pace with increased demand. Redmond's "housing costs and rental rates have skyrocketed."[16] Based on PSRC's displacement risk map, 3 of the approximately 12 census tracts

[11] Digital Scholarship Lab, "Renewing Inequality," American Panorama, ed. Robert K. Nelson and Edward L. Ayers, accessed June 18, 2023, https://dsl.richmond.edu/panorama/renewal/#view=-2820.35/-984.31/18&viz=map&city=seattleWA&loc=12/47.6080/-122.3230

[12] "Guidance to address racially disparate impacts."

[13] King County. "King County Countywide Planning Policies Housing Chapter: Resources for Documenting the Local History of Racially Exclusive and Discriminatory Land Use and Housing Practices." King County.

[14] "King County Countywide Planning Policies Housing Chapter"

[15] "King County Countywide Planning Policies Housing Chapter"

[16] City of Redmond, Housing Action Plan, 2021.

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	patterns of disinvestment, discriminatory practices, economic development and urban renewal projects, along with regional economic and housing market pressures have set the stage for gentrification and displacement.	that make up most of City limits in Redmond is considered "moderate risk."[17] Older buildings and homes are at risk of redevelopment and/or renovation, which can potentially increase rents.[18]

Prior to the 19th and 20th century, impacts related to colonialism and fractured treaties with Indigneous People and Black Exclusion Laws in Oregon Territory have acted to shape the foundational basis for White settler entitlement over land occupation and access. Additional ethnic and other discriminatory practices compounding these implications in King County and Washington include Chinese exclusion and "Alien" Land Laws[19] and Japanese Internment.

Other anecdotes of racist ideas and culture practiced in Redmond prominently includes the establishment of the Redmond lodge for the paramilitary Silver Shirt Legion founded by known Hitler supporter and national figure William Dudley Pelley.[20] The land dedicated for the lodge was donated to Dudley by Redmond residents Ruby and Arthur Johnson.[21] Though the lodge stood until the late 1980s and is no longer present, remants tied to this history remain, as the namesake of Arthur Johnson is the current name of known park on the east side of the City.

FINDINGS OF RACIALLY DISPARATE IMPACTS IN REDMOND

Given the historical context of *documented* racial history in Redmond's housing and other land use practices, the purpose of this subsection is to describe a modern-day cross-section of relative housing outcomes.

NOTE – it is important to understand that the presence or absence of documented discriminatory housing practices does not alone determine the level of response or attention required to address modern racially disparate impacts in housing. The reason for this is two-fold:

[17] Puget Sound Regional Council. "Displacement Risk Mapping." Accessed June 18, 2023. https://psregcncl.maps.arcgis.com/apps/MapSeries/index.html?appid=1769d732e3de4905ba0bf5ffaf75f602

[18] City of Redmond, Housing Action Plan, 2021.

[19] Grant, Nicole. "White Supremacy and the Alien Land Laws of Washington State". *The Seattle Civil Rights & Labor History Project*. Accessed June 19,2023. https://depts.washington.edu/civilr/alien_land_laws.htm

[20] *When the 'American Hitler' Came to Washington | Mossback's Northwest*, 2018. https://www.youtube.com/watch?v=mqMWngthj3M.

[21] DAHP. "Silver Shirt Legion Hall; Johnson, Arthur and Ruby House." DAHP, 1985. 46742.

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1. It is often difficult to identify or know of historical records detailing narratives from the perspectives of impacted communities. We must acknowledge that our understanding of history likely includes a deficit of records that were not documented or retained; and
2. Many communities – to this day – will cite lore or other beliefs to explain how and why populations did or do not interact with the housing market. As legacies of cultural racism and discrimination created new economic realities, communities With such caveats recognized, the following information reflects the existing findings of racially disparate impacts in Redmond.

Total Population Redmond and King County

Race / Ethnicity	Redmond Count Estimate	% Redmond Population Estimate	% King County Population Estimate
American Indian and Alaska Native	124	0.2%	0.4%
Asian	24,953	36.7%	18.2%
Black or African American	1,069	1.6%	6.4%
Native Hawaiian and other Pacific Islander	155	0.2%	0.7%
White (alone)	33,396	49.1%	58.2%
Other Race	349	0.5%	0.4%
Two or more races	2,725	4%	5.7%
Hispanic or Latino (of any race)	5,188	7.6%	9.8%
Total	67,959	99.9%	

Source: Washington RDI Data Toolkit, 2023

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Redmond Median Income, 2021

The 2021 American Community Survey 5-year estimates the Median Household Income in Redmond to be **$147,006.** A breakdown by race/ethnicity:

Race / Ethnicity	White (alone)	Black or African American	American Indian & Alaska Native	Asian	Native Hawaiian and other Pacific Islander	Two or more races	Hispanic or Latino (of any race)
Median Income (dollars)	126,836	124,416	n/a	174,762	n/a	128,631	96,356

Source: 2021 ACS 5-Year Estimates Table S1903

Redmond five year change in households by income and race, 2014-2019

The data in this section describes the difference in median household income by race between 2015 and 2020. For the purposes of this detailing, the Washington State RDI Data Toolkit organizes Area Median Income (AMI) bands as such:

- Extremely Low-income (≤30% AMI)
- Very Low-income (30-50% AMI)
- Low-Income (50-80% AMI)
- Moderate Income (80-100% AMI)
- Above Median Income (>100%)

For the purposes of this analysis, *"middle incomes"* will be used to refer to the source data values associated with incomes between 30 – 100% AMI.

	All Households	White (alone)	Black or African American	American Indian & Alaska Native	Asian	Native Hawaiian and other Pacific Islander	Hispanic or Latino (of any race)
%change Above Median Income (2015 – 2020)	1.17	1.04	0.77	n/a	1.57	n/a	0.89

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%change "Middle Incomes" (2015 – 2020)	0.99	0.91	1.01	n/a	1.50	n/a	0.67

Source: Washington RDI Data Toolkit, 2023

Across this information, it is apparent that overall median income in Redmond is relatively unchanged since 2015 with a modest increase in the highest tier of income earners.

When examining for racial/ethnic categories, only Asian housheholds have seen an increase in both "middle" and high incomes. Black or African American and Hispanic households have seen a decrease in median incomes with the latter seeing a substantial dip in middle incomes. Comparatievely, white households, though reltaively stable, have seen a decrease in middle incomes.

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Other Household Characteristics

Race / Ethnicity	0-30% AMI	31-50% AMI	51-80% AMI	81-100% AMI	>100% AMI	Renter	Owner	Cost or Severely-Burdened*
All Households	8%	7%	6%	6%	73%	50%	50%	23%
American Indian and Alaska Native	n/a							
Asian	5%	3%	3%	5%	84%	52%	48%	13%
Black or African American	18%	21%	0%	2%	59%	73%	27%	37%
Native Hawaiian and other Pacific Islander	n/a							
White (alone)	9%	8%	8%	7%	68%	45%	55%	27%
Two or more races	11%	5%	15%	4%	65%	70%	30%	17%
Hispanic or Latino (of any race)	8%	6%	20%	5%	61%	73%	27%	24%

**Cost or Severely-Burdened: combined households whose housing costs amount to 30% or greater of income*

Source: 2020 Census Data

RACIALLY DISPARATE IMPACTS SUMMARY

The brief picture of household characteristics, income, and homeownership across available racial/ethnic data points shows evidence of some racially disparate impacts in Redmond.

Of the data available, the demographic picture demonstrates Redmond to be a community that is predominantly white and Asian; representing ~ 86% of the total population combined. Within these demographics, Asian households in Redmond appear to be higher-income earners with a closer split on homeownership. These trends have been increasing in this direction for the past couple of decades. Information suggests this picture is largely reflective of the recruitment patterns of engineering and other tech industry jobs such as Microsoft which boomed in the 1990s and saw a wave of immigrant and domestic recruitment of South Asian people. By 2017, Redmond, among the

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King County Eastside suburbs, had the highest percentage of working residents who are employed in computer and mathematical occupations in the country, even ousting Silicon Valley.[22]

Between 2010 and 2020 Redmond's Asian population nearly doubled. This trend suggests such wealth and stability among this community is more recent – aligning with engineering and tech industry recruitment cycles – as opposed to long-standing households holding onto wealth. Though some first-person accounts hesitate against the understanding of Asians and Indians in Redmond falling to the "model minority" archetype:

> *" We should also not forget that this is an area with a very large working-class community of South Asians ... that community never gets talked about because we tend to tell the high-tech success model minority stories"* [23]

For white populations, there are far greater gaps and variations. Simultaneously, while white households in Redmond experience some of the higher ends of income bands and homeownership, they also make up for a significant proportion of the population meaningfully struggling with housing costs. This information suggests that when accounting for more than race, some of the greatest contributors to housing unaffordability and displacement have been economic.

Nonetheless, disparities and impacts and Redmond cannot be entirely justified by solely economic factors. The populations most signficantly experiencing the brunt of rising costs, widening income earnings, and high levels of housing instability comparatively are Black/African American and Hispanic/Latino communities.

When accounting for historical contexts, it is reasonable to assert that Redmond has always been a largely white city. Throughout its history as a predominantly white community, variations in classes have been most related to suburbanization, white flight, and local industry impacts. For communities of color, there is little evidence to suggest that there have been long-standing households; which in some part is a result of direct exclusionary practices. The economic impacts of the past 15 years in Redmond have *greatly* shaped the picture of displacement and gentrification.

Given the historical context and present day profile – as presented above – it is apparent that when populations in Redmond have either 1) a long history in Redmond or 2) have moved into the area with high incomes, then they are more likely to be less impacted by such market changes.

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[22] Balk, Gene. "Diversity surges on the Eastside, especially in Microsoft's hometown, but stalls in Seattle". Seattle Times, December 17, 2018. Accessed June 19, 2023. https://www.seattletimes.com/seattle-news/data/diversity-surges-on-the-eastside-especially-in-microsofts-hometown-but-stalls-in-seattle/

[23] Iyer, Nalini, Interview by Radke, Bill. "'Four raisins in a rice bowl' no more". KUOW, published January 16, 2019. Accessed June 19, 2023. kuow.org/stories/how-has-the-indian-community-in-the-puget-sound-changed-over-time

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NEXT STEPS & BEST PRACTICES RECOMMENDATIONS

As the City of Redmond continues to make clear, a multi-pronged approach to addressing racially disparate impacts is necessary to be tackled alongside policies addressing housing unaffordability and access issues. Over the course of its history, whether directly or indirectly, Redmond’s use of exclusionary land use practices such as zoning, racially restrictive covenants, and development restrictions have likely contributed to disproportional benefit/harms more so than not.

Middle housing, though not a singular solution to issues of affordability and responding to housing market pressures, could support access to housing stability for communities who are seeing their competitive buying power in Redmond decreasing.

For the purposes of ongoing progress across these issues, Redmond should emphasize engagement with under/misrepresented communities and consider progressive recommendations to chip away at existing policies that limit the potential of bridging racial and economic gaps. The following two sections of this report describe best practices and recommendations to address these items.

Beyond what is detailed in this report, it is clear that – while not exhaustive – more consistent and available quantitative data is needed to understand the broader explicit and covert relationships between race, income, and housing. It is especially important to acknowledge that data for American Indian/Alaska Native and Native Hawaiian and other Pacific Islander is significantly underrepresented. Such information should be deliberately collected to reflect on the complete extent of racially disparate impacts for groups which otherwise regularly experience deficits and barriers to benefits.

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PUBLIC ENGAGEMENT REPORT

Equitable and targeted public engagement should serve as the cornerstone contibutor to the inquiry and analysis regarding complex planning proposals. Where the City of Redmond chooses to validate race and social equity as important considerations to evaluate its planning policies/practices, so too then should public engagement. Through thoughtful and deliberate engagement, the City of Redmond can best gather perspectives, collaborate on ideas, and vet potential solutions regarding Middle Housing and other housing policy recommendations' relationship to racial equity and anti-displacement measures.

As the City of Redmond set out to center public engagement as part of the development of this report's recommendations, it contracted with BDS Planning to serve as lead. Critical to this process included compensated co-leadership and advice from local community based organizations (CBOs) to reflect on gaps and identify other opportunties for impacted community feedback and insights on process suggestions. As is detailed below, the City of Redmond, in conjunction with its ARCH partners agreed for local CBO *Eastside For All* (EFA) to lead on the joint middle housing engagement.

This section is organized according to the following subsections:

- Redmond Middle Housing Engagement Process Overview
- Preliminary Engagement Outcomes (Eastside For All)
- Lessons Learned & Next Steps

REDMOND MIDDLE HOUSING ENGAGEMENT PROCESS OVERVIEW

In collaboration with City of Redmond staff, BDS Planning developed a framework and approach to targeted and equitable engagement of Redmond's most underrepresented and impacted communities. The framework and outline for the engagement process followed a process later documented as part of the Department of Commerce's "Talking Race for Planners Toolkit". [24]

The framework includes:

1. Research & Understand History
2. Define Intended Outcomes
3. Recognize Dynamics
4. Engage the community through equitable approaches and practices

1. Research & Understand History

The foreground of any engagement effort begins with a preliminary research exercise to explore questions like:

- What histories occurred within its local communities?
- How have these histories – or their legacies – impacted current conditions?

[24] Nuñez, Ishmael. "Talking Race for Planners". Washington Growth Management Services., May 24th, 2023. Accessed June 20, 2023. https://deptofcommerce.app.box.com/s/hen7osms0qbl23hv4jay52foqth4eo97

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- What documented sources of information exist – or do not exist – that describe these histories or their impacts?
- What other sources of information could help to better understand and/or validate the relationship between historical and current conditions?

Through this study, it is evident that documented histories of discrimination are relatively sparse, and do not seem to directly justify current conditions related to housing.

From what is and was known at the outset of this effort, the project team sought to priortize Black/African American, Latino and Spanish Speaking, and Native communities as the focus for engagement.

2. Define Intended Outcomes

The pursuit of evaluated and updated policies to address housing access and affordability is an appropriate endeavor for the City of Redmond. As has, and will continue to be mentioned in this report, middle housing policies alone will not suffice to solve these issues with emphasis on improving racial equity and anti-displacement.

Though not entirely rooted in historical circumstances, the City of Redmond should define intended outcomes for such evaluation and progress around what future conditions it seeks to influence.

Redmond remains a costly yet desirable place to live and by way of its circumstances is exclusionary to a diversified range of households and their needs. In order to mitigate ongoing barriers for certain communities of Color – including those underpreresented in data – the City of Redmond should reasonably explore and implement policies to address race and other socioeconomic disparities where possible.

The goals for the engagement were to create buy-in and sustainable relationships with the City of Redmond and community based organizations. The CBOs, in partnership with the City of Redmond, have an opportunity to help shape the housing development and address further displacement in Redmond.

3. Recognize Dynamics

When seeking to unearth such histories and/or current racialized experiences, it is important to acknowledge the power the City holds as a government institution.

The City should leverage and utilize its privelege and historical power to boldy learn new truths and share such a platform with communities who have been most impacted by harms.

As directed by the Department of Commerce, the City of Redmond allocated a portion of funding toward compensation of local community based organizations for their collaborative leadership in the delivery of the work and what long-term relationship building might look like.

The City of Redmond should then acknowledge, that as trust and relationships are built with community, the City is the best positioned to respond to community needs where appropriate. Engaging in a cycle of shared problem solving supported by City infrastructure, resources, and power will best set the city up for a healthy and reciprocal relationship with impacted communities.

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4. Engage the Community through Equitable Approaches and Practices

For the purposes of this effort, the BDS team proposed an approach coupling CBO partnership with targeted small-group activities. The process was outlined as such:

a) Identify Community Based Organizations

Leveraging existing contacts and relationships, conduct one-on-one conversations to understand relevant organization's interests, capacity, and networks to serve as a contracted partner organization.

b) Community Partner Recruitment

BDS, and the City of Redmond will contract with CBOs as connectors to ethnic groups and convening affinity groups. CBO representatives would serve as trusted advocates between the City and the communities they serve and/or are a part of. Preferences would be expected for bridging across cultural, linguistic, and other ethnic needs.

c) CBO-led Community Engagement

Citywide outreach strategy to gather insights on challenges that communities are experiencing in addition to investments they prefer.

d) Affinity Group Sessions

Up to 5 sessions organized around populations or interests for intimate discussions on housing challenges and reactions to possible solutions.

e) Post Engagement Synthesis

Information validation and synthesis with CBO partners to ground and fill in any outstanding gaps from the affinity-based engagement. Staff recommendations would serve to validate community preferences with an emphasis on implementation.

Following progression of these steps, Eastside for All was identified as the anchor community partner and would eventually sign a contract with ARCH to pool together engagement capacity and mitigate redundancies across similar work of Eastside communities related to middle housing.

As part of this arrangement, Eastside for All took on leadership of all engagement planning, strategy, and coordination. Information from their engagement effort is referenced below, but otherwise, its final product is titled: *Missing Middle Housing: Tell Your City; Engagement Report for A Regional Coalition for Housing and East King County Partner Cities* and should be crosswalked with the recommendations in this report.

PRELIMINARY ENGAGEMENT OUTCOMES (EASTSIDE FOR ALL)

The analysis presented here is generated from source data provided by Eastside For All as part of its *Missing Middle Housing: Tell Your City; Engagement Report for A Regional Coalition for Housing and East King County Partner Cities* report.

Where possible, BDS Planning filtered the source data to isolate for Redmond-based participants (n=101) across EFA coordinated community meetings and survey respondents.

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- 48% of respondents said they are renters, 35% are homeowners, and the remaining either live with others, in a mobile home, are in transitional housing, are unhoused, or have some other living arrangement.
- Household income bands of respondents is broken down as such:
    - 20% of households make less than $25,000
    - 18% of households make between $25,000 - $50,000
    - 9% of households make between $50,000 - $75,000
    - 10% of households make between $75,000 - $100,000
    - 7% of households make between $100,000 - $150,000
    - 26% of households make more than $150,000 and more than $200,000

Consistent with the information above, there is a deficit of households with "middle income" earnings roughly between $50,000 - $150,000 using the above values as a reference

- Race/Ethnicity breakdown of respondents is as such:
    - 11% Black or African American
    - 31% Asian (East and South Asian)
    - 23% Latino/Hispanic
    - 30% White, (including Western/Eastern European) non-Hispanic
    - 1% Indigenous/Native Alaskan
- Approximately 33% of respondents indicated they are not able to afford to live in the city they want. 47% indicated they are able.
    - Approximately 47% of respondents indicated a preference to exclusively live in a City other than Redmond would they be able to afford it. Most of these responses indicated Bellevue as a preferred destination.
- 54 % of respondents indicated that they have had to move in the past due to high costs of renting and/or owning a home.
    - For respondents that indicated they moved for financial reasons, most have done so in the past three years since 2020.
- 18% of households indicated experiencing bias or discrimination in housing
- 60% of respondents indicate their support for having middle housing options in Redmond – even if it is financially beyond reach at the moment.

In addition to these data points, BDS Planning conducted a handful of initial community/cultural stakeholder interviews at the outset of this process. These insights include:

- Affordability is a top priority for communities
- Language access and barriers impact the ability for immigrant and refugee communities to participate in City feedback
- City of Redmond participation in community-led activities is minimal and not proactive
- There is a relevant relationship between minoritized communities, housing instability, and other pressures affecting living conditions

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- Organizations attention on addressing housing challenges usually aimed at lowest income bands. Many people are very housing insecure.

LESSONS LEARNED & NEXT STEPS

There are clear threads of connection among historical information and local community conversations to suggest that while racially disparate impacts in Redmond are creating polar experiences for and within communities. Within similar racial/ethnic populations, we can see segments of the community experience the higest end of wealth and housing stability in a similar frequency as there are segments of the community experiencing high barriers.

Given the resultant process and engagement outcomes, the consulting team suggests the following next steps to build on this initial engagement and fortify long-standing relationships.

- Maintain and evolve partnership with Eastside for All to include collaboration on Redmond-specific activities.
- Establish personal contacts with broader community service organizations.
- Identify and invest in City representatives that can maintain consistent visbility, access, and contacts with community.
- Conduct targeted engagement effort to best understand opportunities for population progression into middle-income bands.
- Round out engagement picture by engaging large foreign-born and other non-English dominant speaking communities.

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MIDDLE HOUSING CODE AND POLICY CHANGES REPORT

PURPOSE

The purpose of this section is to recommend middle housing and anti-displacement policies in support of achieving housing goals and implementing HB 1110. The following recommendations aim to address the following grant objectives:

- Identifies local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including Zoning; Disinvestment; Infrastructure
- Identifies and implements policies and regulations to address and begin to undo racially disparate impacts, displacement, and exclusion in housing caused by local policies, plans, and actions;
- Identifies areas that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and capital investments;

SUMMARY OF OPTIONS

This report provides four categories of policy options. The Policy Options are evaluated against each other in the policy evaluation matrix on page 36.

1. Consolidate residential zones to meet new state law and address the housing deficit.
2. Create complete and culturally responsive neighborhoods.
3. Change permitting procedures.
4. Instill equity in housing and through anti-displacement policies.

Where possible, these recommendations balance providing guidance on tools that the City can leverage with the relationship of adjacent but very important approaches to address racial equity and anti-displacement.

The policy options proposed in this document do not provide specific guidance on drafting new development regulations but rather provide a policy framework as well as specific guidance for drafting new development regulations. Furthermore, community discussions and outreach have been led by a community-based organization consultant, Eastside for All.

While these recommendations consider some community input that has been gathered thus far, guidance from this report should be crosswalked with EFA's engagement outputs. **Moreover, we recommend that the City of Redmond engage with community populations as a result of these recommendations to vet ideas and identify priorities prior to implementation.**

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RECOMMENDATIONS

1. CONSOLIDATE RESIDENTIAL ZONES: POLICY APPROACHES

Redmond is proposing consolidating zones to both increase housing diversity and choices and satisfy HB 1110 middle housing requirements. The zoning changes would combine:

- R-1 through R-8 into a Neighborhood Residential zone
- R-12 through R-30 into a new Neighborhood Multifamily zone

The policy options in this section ask the question, how should these zones be regulated to address the following key issues, in addition to housing supply and state compliance?

- Housing is generally unaffordable for those making less than the area median income (AMI) of $108,600.[25]
- Redmond lacks housing diversity in its types of housing. The majority of Redmond's housing is single-family residential and apartment building types.
- Development regulations limit, and in some cases prohibit, middle housing types. For example, existing R-4 and R-6 zoning requires distance between duplexes.
- Redmond's development patterns and land use regulations make car ownership a de facto requirement in many neighborhoods. Corner stores and small-scale neighborhood commercial opportunities require a neighborhood process and land use changes to be developed in residential zones.

Policy Option 1.A Form-Based Code

Traditional zoning regulations limit types of land use in a zoning district. A form-based code approach allows a variety of different uses in a building or on a property but regulates the built form for conformance with the desired neighborhood scale and design.

This approach would deregulate land uses and instead regulate the building massing and form. Form-Based Codes can be designed and implemented in a variety of ways to achieve community design objectives. For example, Form-Based Codes may require larger buildings to provide setbacks to ensure neighboring structures are not impacted by shade. Or, it may require that the frontage of the building provide transparency and have entrances certain feet from the public right-of-way. The case study, below, describes how a Form-Based Code is applied in Kirkland.

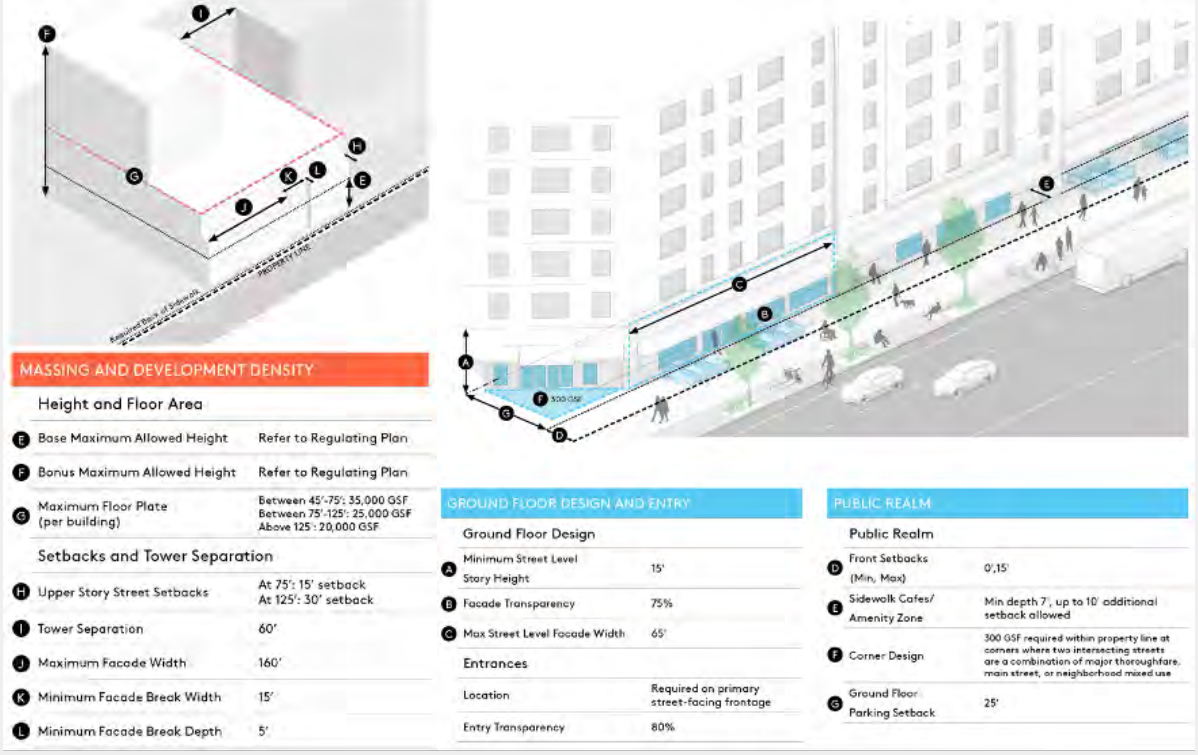
Case Study: Form-Based Code in Kirkland, WA

To support the vision for Sound Transit's regional transit investment (new Bus Rapid Transit Station) in Kirkland for a redeveloped interchange at NE 85th St and I-405, Kirkland adopted a Station Area Plan that holistically aims to leverage and maximize the investment to encourage an equitable, mixed-use, and sustainable transit-oriented community. To support this Plan (first phase), Kirkland adopted a Form-Based Code in 2022 that focuses on *regulating districts,*

[25] City of Redmond, Housing Needs Assessment, 2020.

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frontage types, street types, and districtwide standards. These four complementary elements work together to support the implementation of this vision.



The image on the left shows development standards for commercial mixed-use districts; the image on the right shows frontage standards for retail and active uses.

Regulating districts define primary characteristics of overall building form (e.g. lot parameters, height, and permitted uses). *Frontage types* provide design regulations for private property frontages (e.g. ground floor design, café and amenity zones), the types of which are defined based on street type designation. *Street types* provide a cohesive design direction for improvements to private and public right of way (e.g. sidewalks, road widths, streetscapes). *Districtwide standards* concerning parking, public space, and landscaping requirements (and others) are consistent throughout the regulating districts to support the vision and objectives of the Station Area Plan.[26]

Moreover, the Form-Based Code includes an Incentive Zoning Program, which provides additional development capacity above the allowed base height zoning in exchange for providing amenities with a clear public benefit. Among the list of eligible amenities is affordable housing; more

[26] City of Kirkland, "Form-Based Code for the NE 85th Street Station Area Plan," in Kirkland Zoning Code Chapter 57, (Kirkland: City of Kirkland, 2022).

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specifically, commercial development contributions (fee-in-lieu) to affordable housing. As part of the second phase of the Station Area Plan, Kirkland is working to finalize affordable housing requirements by Spring 2023 as well as expand on the Form-Based Code.[27]

Pros

- De-regulates use types
- Potential to promote greater mixed uses and complete neighborhoods. By de-regulating uses, property owners and builders have greater flexibility to provide different residential and businesses that would complement each other through a market-based approach.
- Provision of affordable housing is prioritized in the Incentive Zoning Program, which helps to mitigate displacement potential. Also, the Station Area Plan includes a community benefits policy framework, in which maximizing affordable housing options is identified as a priority community benefit.[28]
  Form-Based Code supports other city-wide housing initiatives that aim to address supply and affordability issues (e.g. inclusionary zoning requirements).

Cons

- Could require complex design standards to translate the FBC into approved building design, thereby excluding smaller, locally-owned contractors.
- Unclear of whether community development contributions to affordable housing will be directed to meet the greatest impact for affordability.
- Perhaps there are additional opportunities to expand the list of eligible amenities under the Incentive Zoning Program that further prioritize development of affordable housing as well as other equity considerations.

Policy Option 1.B Deregulation in the consolidated zones.

This option would de-regulate uses and housing types in the consolidated zones, reduce lot size and parking restrictions, and instead set a density level. This is a free market approach, enabling the market to address housing supply issues and allow neighborhood commercial services through permitted use changes. Practically, for Redmond, this would mean allowing more uses in the zones by right. Development would still be regulated through various dimensional standards, parking requirements, and landscaping.

[27] City of Kirkland, "NE 85th Street Station Area Plan," City of Kirkland Washington, 2023, https://www.kirklandwa.gov/Government/Departments/Planning-and-Building/Code-and-Plan-Amendment-Projects/NE-85th-Street-Station-Area-Plan#panel-1-1.

[28] City of Kirkland, "4.0 Community Benefit Strategies," in NE 85th Street Station Area Plan, (Kirkland: City of Kirkland, 2022), 110-111.

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Case Study: Reducing Regulations to Encourage Infill in Houston, TX

Houston, Texas, does not have a zoning code. In other words, they do not regulate uses in a traditional permitted use table. However, certain uses are still regulated to mitigate nuisances. For example, junk shops, slaughterhouses, and uses that have impacts to the community are not allowed within certain distances of residential areas and schools. Furthermore, the City still regulates development through a series of ordinances including, but not limited to:

- Subdivision platting, minimum lot sizes, and development
- Parking requirements
- Hazardous uses and tower regulations
- Landscaping and historic preservation

In 1998, the city reduced the minimum lot size from 5,000 square feet to 3,500. With the lack of zoning regulation and the liberalization of lot size restrictions, an estimated 25,000 infill housing units were developed over 20 years.[29]

As a result of this regulatory regime, the city has been able to mitigate increasing housing costs with increasing demands, as supply has better kept pace with demand through infill.[30]

Pros

- Allows greater development flexibility and predictability, encouraging supply.
- Enables the city to regulate potential negative impacts directly through code, rather than indirectly by regulating density and land use.
- By creating more flexibility, more builders will be able to enter the market. This opens the door to a variety of builders serving a diversity of markets, potentially opening the gates for more culturally responsive housing.

Cons

- May not address middle housing directly, as housing development will be driven by the market rather than guided through policy. For example, to maximize profits, housing development may continue to skew towards one- and two-bedroom units to fit more units per square foot.
- While it encourages supply to meet housing demands, which keeps costs lower, it does not guarantee affordability for lower-income earning brackets.

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[29] Gray, M Nolan, and Adam A Millsap. "Subdividing the Unzoned City: An Analysis of the Causes and Effects of Houston's 1998 Subdivision Reform." *Journal of Planning Education and Research*, 2020.

[30] Hamilton, Emily. "Want More Housing? Ending Single-Family Zoning Won't Do It." *Bloomberg.Com*, July 29, 2020. https://www.bloomberg.com/news/articles/2020-07-29/to-add-housing-zoning-code-reform-is-just-a-start.

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- Does not effectively promote and advance racial equity goals.[31] Deregulation alone would not undo racial discriminatory impacts from zoning and land use.

Policy Option 1.C. Zone consolidation

This option consolidates zones to meet the minimum requirements of the new state law on middle housing, HB 1110. Two zones would be created from the existing residential zones: Neighborhood Residential and Neighborhood Multi-Family. This consolidation would simplify zones with fewer changes to the permitted use tables except where necessary to meet state requirements. This would perpetuate existing issues surrounding residential areas of Redmond–lack of affordability and segregated uses that hinder cohesive neighborhoods with diverse services. However, it would be a more moderate change with less staff time to implement.

Pros

- Consistent with the approach of the other zoning designations.
- Less of a change than the other options.
- Encourage more diverse housing stock by allowing new options for developers

Cons

- Does not address inherent shortcomings that accompany a traditional zoning approach with segregated uses. For example, it does not encourage compact, culturally responsive, and resilient neighborhoods that are connected with services. While this addresses compliance with updated state housing law, the opportunity to do a more "complete" update might have to wait for a later date.

Policy Option 1.D. Combination approach.

This option would involve a combination of approaches 1.A through 1.C. For example, Form-Based Code could be applied to arterials or collectors, while a traditional land-use approach with greater flexibility for different types of uses allowed along local streets. The benefit of this approach is that it would harness the strengths of the different options. However, it could create more complexity in how the zoning map is applied instead of having one approach.

Implementation Recommendations

Regardless of the chosen policy path for updating zoning designations, there are a few key recommendations that would apply to any of the above.

- Allow greater density 20-minute walk from downtown. Downtown already has a variety of uses and businesses that could serve nearby residential areas. Encourage more density closer to these services.

[31] Qian, Zhu. "Shaping Urban Form without Zoning: A Case Study of Houston," 2009. https://oaktrust.library.tamu.edu/handle/1969.1/ETD-TAMU-3253.

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- Parking requirements increase the costs of residential development. Consider reductions in required on-site parking wherever feasible.
- Allow greater flexibility in the permitted use tables in the consolidated zones. Currently, the tables prohibit certain use types in residential zones (see Table 21.04.030A above). These limitations result in segregated uses and increased car dependency. Notable categories are food-related retail and commercial uses, postal services, and neighborhood-scale medical offices and clinics. Without allowing more mixed uses and with increased housing capacity, Redmond's neighborhoods will continue to seem disjointed and lack overall cohesion. Additionally, it would increase pressure to drive to these services in other zones, increasing traffic volumes and parking demand.

2. Create Complete And Culturally Responsive Neighborhoods

Exclusive single-family development and zoning have been used to exclude Black, Indigenous, and people of color from housing opportunities.[32] To address this racist legacy, this report provides options to create more "complete neighborhoods" that are more culturally responsive and resilient to allow more small business opportunities. Providing more flexibility in allowable uses in exclusively residential neighborhoods has the potential to encourage small-scale businesses, cultural institutions, and income-generating opportunities to reduce both residential and business displacement pressures.

The options in this section should be considered as complements to the policy path chosen in *Section 1, Consolidate Residential Zones*. Currently, Redmond's residential subdivisions face inward and away from each other, hindering a cohesive public realm.

Policy Option 2.A Allow more Retail and Commercial Uses by Right in Residential Neighborhoods

Currently, retail sales are not permitted in residential zones (See RZC Table 21.04.030A below). While the City of Redmond allows these uses in Neighborhood Commercial zones, or "nodes," neighborhoods or developers would need to petition for a zoning change to obtain more flexibility. Allowing small-scale, corner-store retail in residential zones by right could provide more opportunities for goods and services in residential zones with fewer restrictions to start up such an endeavor. Impacts from commercial uses could be effectively mitigated by the scale of the use. For example, a small corner or convenience store could be allowed, but a larger grocery store would not be.

[32] Rothstein, Richard. The Color of Law: A Forgotten History of How Our Government Segregated America. Reprint edition. New York London: Norton, 2018.

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Table 21.04.030A
Comprehensive Allowed Uses Chart: Residential Zones[1, 2]

Online Users: Click on District Abbreviation to View Map -->	UR	RA5	R1	R3	R4, R5	R6	R8	RIN	R12, R18, R20, R30	MDD3	NDD1
General Sales or Service											
Retail sales	N	N	N	N	N	N	N	N	N	N	N
Marijuana retail sales	N	N	N	N	N	N	N	N	N	N	N
Business and service	N	N	N	N	N	N	N	N	N	N	N
Food and beverage	N	N	N	N	N	N	N	N	N	N	N

Policy Option 2.B Amend the Home Business Code to allow garage businesses or Accessory Commercial Units (ACUs), where feasible.

Redmond's Home Business Code allows for businesses within residential areas. These can include anything from a local music teacher to a family day care facility. This policy option would amend the code to allow garages to be converted into small-scale commercial and retail opportunities for the neighborhood.

Because Home Businesses are required to be virtually invisible in the context of the residential neighborhood, certain commercial uses are not feasible. For example, Redmond's Zoning I Code states:

> **RZC 21.08.340.C.6 - Maintaining Residential Character.** The business shall be conducted in a manner which is consistent with the residential use in the zone where it is located. Alterations and operations that have potential to impact residential uses include but are not limited to exterior alteration of the property, expansion of parking, construction, creation of a separate entrance, the use of color, materials, lighting, signs (other than on the applicant's vehicle), exterior storage of materials, goods or merchandise, or by the emission of sound, electric interference, vibration, dust, glare, heat, smoke, odors or liquids.
>
> This standard means a small-scale, neighborhood cafe would not be allowed to display a sign to list beverages. Relaxing these standards to allow greater flexibility would enable opportunities for small-scale commercial opportunities and local business development.

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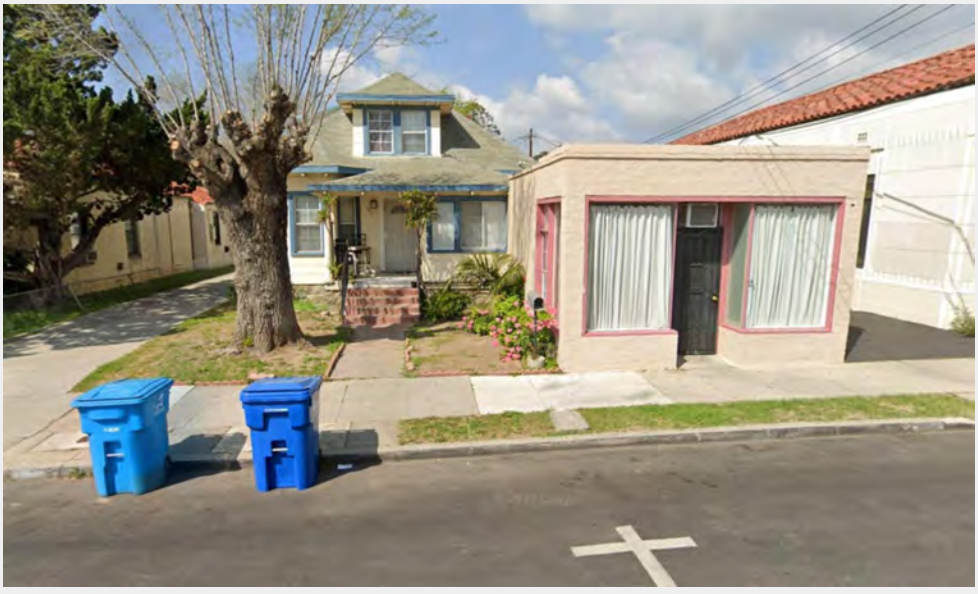
Specifically, to allow this, the Home Business code would be amended to provide an exception to on-site parking requirements for home business (RMC 21.08.340.C.9). To mitigate any impacts—such as street parking impact—the City may include the following conditions for approval:

- Parking is currently provided in a garage;
- On-street parking is already available; and
  The garage is converted into a home business/corner store.

As an alternative to updating the Home Business code, a separate use could be created to allow "Accessory Commercial Units" (ACUs). An ACU would be similar to an Accessory Dwelling Unit (ADU), except it would serve a commercial use rather than a residential one.

Case Study: Allowing Accessory Commercial Units (ACUs)

Accessory Commercial Units (ACUs) provide opportunities for locally sourced economic development. They can provide opportunities for a neighborhood cafe, salon, or deli in a neighborhood where residents would otherwise have to travel further to for services. Not only do they provide an opportunity to enable small, neighborhood-scale commercial opportunities, but they also reduce the barriers to entry for new local businesses. A prospective business owner or entrepreneur could pilot their business out of their own home, without needing to sign a lease for a retail storefront.



[Image source: Google Maps] An ACU salon space in Santa Paula, CA

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3. Change Permitting Procedures

To support housing production, these policy options would make it easier to permit housing. The policy options in this section consider the following key issues:

- Permitting process is currently slow. This prevents additional housing units from being added, contributing to housing deficits.
- Development currently favors larger mixed-use and multi-family construction, providing development opportunities for a small number of larger developers.
- Local, smaller developers could benefit from regulations and procedures that allow for smaller, simpler construction techniques. Opening the door to a larger pool of developers could allow developers to build for their target markets, leading to housing development that is more culturally responsive to the needs of broader communities.
- Current zoning requirements set up inconsistencies between densities allowed via attached dwelling units and the density restrictions set by the underlying zone. Internal inconsistencies of this kind are not easy for local developers to understand and navigate.
- Adoption of new Washington State legislation in 2023 has opened up new opportunities for accessory dwelling units.

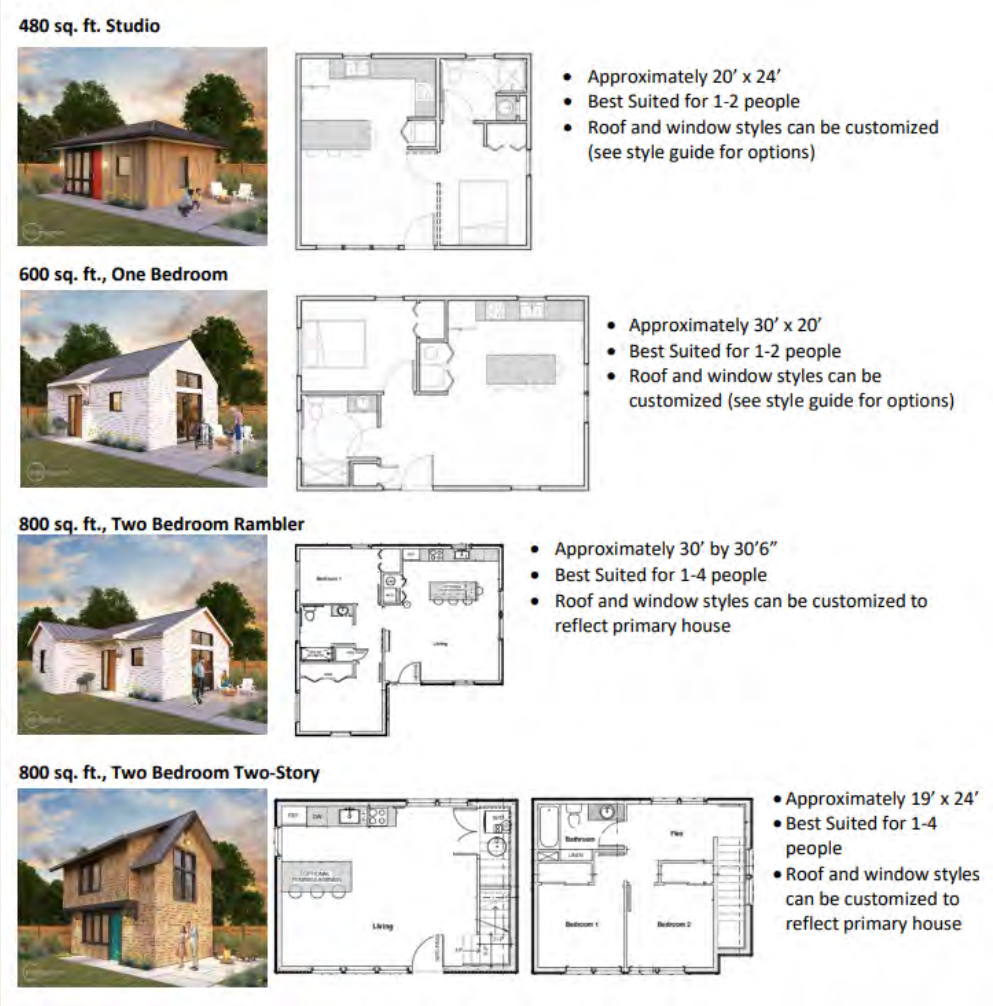
Policy Option 3.A: Pre-approve ADU designs (pilot program)

Pre-approved designs for accessory dwelling units (ADUs) can reduce permit approval times and save on construction costs. Coordination with community-based organizations could provide insight into culturally appropriate design considerations. The City could test a few designs and site parameters through a pilot program.

Case Study: Pre-Approved ADU Plans in the Cities of Olympia, Lacey, and Tumwater

These cities have pre-approved four ADU plans that are compliant with building health and safety codes. A variety of design finishing choices are available so that homeowners can match design elements of the ADU to those of the primary residence. The size of the pre-approved ADUs range from about 480 to 800 square feet, appropriate for occupancy of between one and four people.

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[Image source: City of Olympia] Examples from the City's pre-approved design handout.

Pros

- Allows greater development flexibility and predictability, encouraging supply.
- By reducing costs and process barriers, more builders may be able to enter the market.
- Lower construction costs can lead to lower housing costs.
- This style of ADU may not directly address Redmond's need for family housing, but ADU's might provide additional flexibility for Redmond populations to age in place, vacating larger, affordable homes if they can make the move to smaller ones in the same community.
- Pre-approved designs could be provided as guides to support development regulations, rather than being directly codified, allowing the guides to be more easily updated over time.

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Cons

- Pre-approved designs may or not be feasible, based on a lot's specific dimensions. While providing a variety of options could mitigate this, it may not resolve all issues of a site's condition.
- If pre-approved designs are codified, the development community has expressed concern that "unmarketable" designs could remain in the code longer than desirable. If trends in housing shift, pre-approved designs could lag consumer choice and become less profitable over time if they don't sell as quickly as custom designed ADUs.

Policy Option 3.B: Reduce permit times and design standards for middle and multi-family housing

This option includes revising design standards to both become compliant with HB 1293, as well as expand revisions to ensure that middle and multifamily housing developments do not face greater burdens in design review. Design review can add both time and cost to development.

Case Study: Washington State House Bill 1293

This is a new state law that was passed by the Washington State legislature in 2023. The law states that design requirements must be "clear and objective" for review of building exteriors. It also prohibits jurisdictions from requiring more than one public meeting for design review purposes.

4. Instill Equity in Housing and through Anti-Displacement Policies

Reducing displacement pressures involves two key elements:

- Preserve and enhance opportunities for community members to remain in the city. This can be accomplished by providing financial incentives or by preserving the existing affordable housing stock .
- Ensure inclusive and consistent outreach and engagement. Direct and inclusive outreach can connect community members at risk of displacement to programs that reduce displacement pressure. Additionally, it is impossible for the City to anticipate all displacement pressures at once. Providing the community a voice in policy would be more effective at reducing displacement risk by providing resources that best meet community needs.

Policy Option 4.A: Increase Diversity, Equity, and Inclusion Outreach Capacity.

The City of Redmond has one position for a Diversity, Equity, and Inclusion (DEI) Manager. However, one position does not encourage continuity of services and coordination between the city and community. Much of the benefits from such a role comes out of long-term relationship building. Having more staff to do this work would ensure resilience of service if there is staff turnover.

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Moreover, a *trusted advocate* model honors the ability and knowledge of leaders from a wide spectrum of cultural, ethnic, and racial identities and experiences, including immigrant and refugee communities, as experts on what their community needs to thrive. Trusted advocate programs are most successful when overlapped with civic education, leadership, workforce development, and capacity building. Such programs should be compensated and have been known as Community Liaisons or Community Consultants.

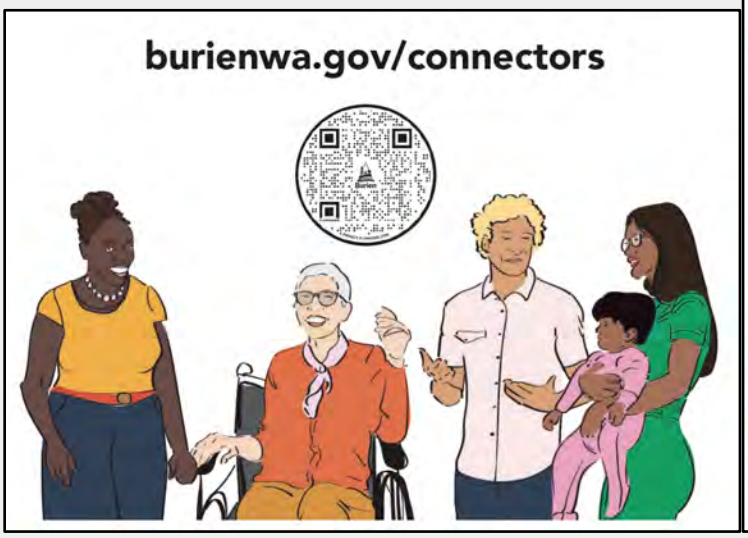
Through such an initiative the City of Redmond can maximize on the multi-pronged approach necessary to address racial disparities, elevate community invovlement, and tackle housing affordability together. This approach can serve to better evaluate and produce new policies and regulations targeted at anti-displacement whether through middle housing, or other means.

Case Study: Community Connectors Program in Burien, WA

The Burien Community Connectors program works with trusted leaders from Burien’s diverse communities to connect more people to civic planning processes. In the first cohort, Connectors from Spanish, Amharic and Vietnamese communities were recruited to the program. Burien’s Community Connectors are compensated and work with City staff to advise on engagement plans and program development, conduct outreach and engagement, create events, interact with ethnic media and other community media outlets, provide interpretation, and translate materials as needed.

The benefits of a trusted advocate model like the Community Connectors program is that it allows the City to build stronger relationships with non-English speaking communities connecting them to resources and gathering information on how City programs impact their communities.

In Burien, the Community Connectors program launched in tandem with the promotion of the City's “Shape Your City” engagement campaign tied to updates to the Comprehensive Plan, a new Transportation Master Plan, and an update to the Parks, Recreation and Open Space Plan.





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Highly visible and graphic communication materials are used in Burien to request applicants for recruitment and promote its connectors.

Policy Option 4.B: Expand funding and opportunities for Community Land Trusts (CLTs) to be implemented

Land costs are one of the most expensive items for providing housing. For example, a senior household living in a small, single-family residence could be displaced as property taxes increase due to land costs, while the home itself depreciates. Or a younger household looking to purchase a home but cannot due to high land costs may need to look to other cities. CLTs can be particularly valuable in preserving existing affordable housing stock by controlling the land in perpetuity.

Controlling these costs by acquiring the land through a non-profit ownership structure can substantially increase affordability and reduce displacement pressures. ARCH has an existing Housing Trust Fund that targets incomes 80% or less Area median Income (AMI). However, demand for this program has outstripped funding. ARCH estimates that they will receive $21 million in funding requests for potential pipeline projects over the next three years. However, the program only has around $3 million budgeted to go towards such projects.

Policy Option 4.C: Explore a Guaranteed Basic Income program for Redmond residents based on housing cost burden.

Economic inequality has risen across the U.S.[33] Rising housing costs have only exacerbated these differences. This approach aims to reduce these burdens for Redmond residents by addressing the source issue–the lack of financial resources to afford housing. While housing vouchers address some of these gaps, despite illegality, housing discrimination still occurs for voucher holders.[34] Providing payments could resolve this issue. Furthermore, providing direct funding for housing could prevent further displacement of Redmond residents struggling to afford to live and work in the city--considering affordability is a key issue identified through outreach efforts, providing funding to reduce these burdens may have a direct impact in reducing displacement pressures.

However, such a program would be a change in approach from existing city programs and may involve tradeoffs and startup costs to best implement. Additionally, providing such assistance does not alleviate housing cost increases due to insufficient supply.

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[33] Mitchell, Travis. "Trends in Income and Wealth Inequality." Pew Research Center's Social & Demographic Trends Project, January 9, 2020. https://www.pewresearch.org/social-trends/2020/01/09/trends-in-income-and-wealth-inequality/.

[34] Vesoulis, Abby. "How Housing Voucher Programs Can Hurt the Low-Income Families They're Designed to Help." *Time*, February 20, 2020. https://time.com/5783945/housing-vouchers-discrimination/.

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Case Study: Growing Resilience in Tacoma

The City of Tacoma is currently piloting a Guaranteed Basic Income Program. While the complete impact assessment is not going to be completed until summer 2024, preliminary results have shown that 23% of the payments were spent on food and groceries and 12% on housing costs. For one such participant, the "dream of buying a house she can one day pass down to her grandson finally feels achievable."[35] Given housing stability and intergenerational wealth is often tied with homeownership, the implications of this impact could extend beyond the life of the pilot program.

Policy Options 4.D and 4.E: Continue and expand the Inclusionary Zoning and Multifamily Property Tax Exemption (MFTE) programs.

The City's Housing Action Plan recommended expanding and improving both the MFTE and Inclusionary Zoning programs to increase housing production. Particular recommendations noted in the Action plan were to expand the areas where MFTE could be used in the city. With the consolidation of zones to allow more diverse housing types and options, ensuring that the MFTE program expands alongside will help ensure that new housing is not only built, but is affordable.

Policy Options 4.D and 4.E: Continue and expand the Inclusionary Zoning and Multifamily Property Tax Exemption (MFTE) programs.

The City's Housing Action Plan recommended expanding and improving both the MFTE and Inclusionary Zoning programs to increase housing production. Recommendations noted in the Action Plan were to expand the areas where MFTE could be used in the city. With the consolidation of zones to allow more diverse housing types and options, ensuring that the MFTE program expands alongside will help ensure that new housing is not only built but is affordable.

Policy Option 4.F Support Homeownership Programs for Wealth Generation and Equity

Homeownership is important to generating wealth. However, racial disparities in ownership persist throughout the country.[36] Reducing these disparities through both existing programs and expanding opportunities with increases in middle housing supply has the potential to reduce such disparities and displacement pressures among Black and Indigenous and other communities of color in Redmond. ARCH conducts a Downpayment Assistance Loan Program that should be supported and continued to this effect. Additionally, with the passage of HB 1110 HB 1337 and the implications for more housing supply and ownership opportunities, this report recommends pursuing incentives to encourage affordable homeownership opportunities to this effect. Specifically,

[35] Yoon-Hendricks, Alexandra. "How Tacoma's Yearlong Guaranteed Income Experiment Fared." The Seattle Times, January 5, 2023. https://www.seattletimes.com/seattle-news/how-tacomas-yearlong-guaranteed-income-experiment-fared/.

[36] Snowden, Brandi. "Racial Disparities in Homeownership Rates." National Association of Realtors, March 3, 2022. https://www.nar.realtor/blogs/economists-outlook/racial-disparities-in-homeownership-rates.

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- Provide incentives for middle housing applications that guarantee affordable homeownership opportunities. For example, if an ADU or duplex development guarantees that the unit will be guaranteed affordable, the city will fast track the proposal or provide financial relief. Affordability could be guaranteed through covenants. Coordinate with ARCH on presiding and facilitating such sales and covenants.
- Pursue and explore incentives and grant and funding opportunities to expand downpayment assistance programs.

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POLICY ANALYSIS TABLE

METHODS

Evaluation Criteria

To evaluate potential impact of the policy options and recommendations, this report uses a multi-criteria evaluation method. Criteria were selected based on the grant objectives and city and community input. The criteria are:

- **Reduced racially disparate impacts**. Selected based on grant objectives.
- **Fosters middle housing supply**. Selected based on grant objectives.
- **Increases housing affordability**. This criterion acknowledges that while increasing housing supply can impact affordability in the long term, just allowing more housing types and supply does not inevitably mean that new units will be more affordable.
- **Encourages complete, culturally responsive neighborhoods**. Complete neighborhoods encourage a variety of uses. Ensuring that neighborhoods are connected to services can encourage more culturally responsive institutions and businesses in zones modeled after exclusionary principles.
- **Evidence of impact**. Has this policy option been implemented before? Is it the best practice option for the issues at hand?
- **Policy complexity**. How easy would the policy be to implement? Are there significant trade-offs?

Scoring

The policy options are evaluated against one another in the following matrix using a three-tiered system: low, moderate, and high potential impact. The scores are informed by both case studies, historical impact and precedent, and how relevant the policy option is to address the underlying key issues affecting the criterion.

- **Low** impact. The policy will likely have a low positive impact on achieving the criterion objective. For example, for the racially disparate impact criterion, if an aspect of the policy has shown that similar policies have ignored addressing displacement pressures, it would receive a low score.
- **Moderate** potential impact. The policy will likely have a moderately positive impact on meeting the criterion.
- **High** potential impact. The policy will likely have a high positive impact towards or plays a vital role in, meeting the criterion.

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POLICY ANALYSIS TABLE

	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
1. Consolidate SF Zones into one R8 Zone							
1.A	Form-Based Code Approach	**Moderate.** Allowing more diverse uses does not undo past injustices. However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	**High.** By regulating form and not uses and density, more housing types would be allowed.	**Low**. While increasing potential for greater housing supply would reduce housing costs in the long run, it does not guarantee affordable housing in the short term.	**High.** A Form-Based approach would provide specific regulations on the size and locations of development to encourage a more cohesive and connected public realm.	**High.** Form-Based Codes have been implemented in various US communities since 1982.	**Moderate.** Redmond would need to identify what form elements they would want to regulate and how form design standards can mitigate any foreseen impacts from the change.
1.B	De-regulatory Approach	**Moderate.** Removing zoning restrictions does not undo past injustices.	**Moderate**. Allowing more flexibility to build different types of housing could	**Low**. While increasing potential for greater housing supply would	**Moderate.** While this approach would allow greater uses and flexibility in	**Moderate**. While shown effective in Houston to encourage housing supply to	**Moderate**. While this approach would mean loosening restrictions and

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
		However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	support middle housing production.	reduce housing costs in the long run, it does not guarantee affordable housing in the short-term.	neighborhoods to establish local retail opportunities within shorter distances, without regulation walkability may not be addressed.	meet demand, it has not been widely used in other places.	red tape, it would also mean accounting for unforeseen consequences of the change. For example, would deregulation mean greater commercial capacity and result in fewer housing units?
1.C	Zoning consolidation	**Low**. Regulating land uses has historically had little impact on addressing racially disparate zoning practices.	**High**. Redmond currently does not have a large supply of middle housing types due to lack of permission in code. Allowing	**Low**. Existing land use regulations have not been able to adjust fast enough for Redmond to accommodate the housing supply	**Low.** The current approach to regulating uses has proven inadequate to encourage complete neighborhoods. As	**Low.** This regulatory framework separates uses and constraints housing supplies.	**High.** This policy option would require the least amount of planning to implement.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
			middle housing types by right is a vital step before any supply can be added.	demanded. This has contributed to increasing housing unaffordability in the city.	a result, subdivisions appear disjoined from one another. Neighborhoods lack walkability and nearby services/retail to support them		
1.D	Combination approach. For example, FBC on arterials and main corridors, with a more relaxed land use based approach on local streets.	**Moderate.** Removing zoning restrictions does not undo past injustices. However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	**High.** This change would target providing greater flexibility for middle housing types.	**Moderate.** This approach could focus on ensuring lower barriers to housing affordability and lower cost production through streamlined development regulations.	**High.** This approach could use Form-Based Approaches and overlays to target walkability, connectivity, and complete neighborhoods	**High**. Many existing Form-Based approaches do not apply to whole areas of a city, but rather certain places where it has been identified to be most effective.	**Moderate.** This approach could reduce the burden of implementation by accounting for existing practices, while providing flexibility and design standards in others. However, designing the

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
							program would involve staff efforts to draft the best mix of policy approaches.
2. Create complete neighborhoods							
2.A	Allow more Retail and Commercial Uses by Right in Residential Neighborhoods	**Moderate**: Could open pathways for neighborhood patterns that are more culturally responsive.	NA	**Moderate**: Allowing a property to provide housing in addition to family income generation could assist with affordability and reduce residential and business displacement pressures.	**High.** Allowing scale-appropriate commercial opportunities in residential zones reduces the need for residents to travel longer distances to purchase everyday items or essential services.	**High**. Allowing small-scale commercial opportunities in residential areas is a long standing practice, both in the US in older neighborhoods and internationally.	**High**. This change would involve amending the permitted land use tables to allow more uses in residential zones.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
2.B	Amend the Home Business Code to allow garage businesses or Accessory Commercial Units (ACUs), where feasible.	**Moderate.** Allowing greater flexibility may reduce displacement pressures by allowing economic development opportunities for those wishing to start a business, by reducing overhead costs by seeding those businesses in current residences.	NA	NA	**High.** Allowing a greater mix of uses encourages more "third places", making residential neighborhoods	**Moderate.** Garage businesses and Accessory Commercial Units have been implemented in both Seattle and Portland. Seattle made it easier for garage businesses to run in response to the pandemic to encourage local businesses and reduce displacement	**Moderate.** This policy would be implemented similar to an ADU program, however for commercial uses. However, considering curb and on-site parking requirements to ensure feasibility would involve some impact analysis.
3. Change the Permitting Process							

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
3.A	Pre-approved ADU designs (pilot program)	**Low**. New construction is unlikely to be affordable. Pre-approved designs may not be directly responsive to cultural needs.	**Low**. Pre-approved designs (or a test pilot program) will likely need to be smaller scale and less complex than what might typically be considered middle housing.	**Low**. Even if time can be shaved from the design process, new ADU construction is unlikely to be affordable in the short term. It could allow for faster ADU development, which would chip at overall housing deficits	**Low.** An increase in ADUs would diversify housing options in each neighborhood.	**Low.**. Pre-approved ADU programs are relatively new, thus evidence of impact is as yet undetermined. However, they have been implemented in other cities from Olympia/Lacey, Seattle, Eugene and Bend, OR.	**Moderate**. The city would need to fund architects and coordinate with them to design ADUs that would work for various, "typical" neighborhoods in Redmond.
3.B	Reduce permit times and design standards for middle and	**Moderate.** Allowing middle and multi-family housing to be built faster will not	**High**. Developers who want to build middle and multi-family housing could benefit from	**Moderate**. Faster permitting times could result in some increased affordability.	**Moderate.** An increase in middle and multi-family housing would diversify housing	**High**. Cities with fewer permit requirements and design standards tend to have	**Moderate**. While some design standards and processes need to be streamlined

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
	multi-family housing	undo past injustices. However, it does facilitate other solutions to ensure greater inclusion and equity in housing.	inside guidance and reduced permit times.	Mostly, however, new construction is unlikely to be affordable in the short term.	options in each neighborhood.	greater housing production	per updated state law (HB 1293), ensuring that design processes are optimized to provide both oversight and ease of use may take code testing and trial and error.
4. Instill Equity in Housing and through Anti-Displacement Policies							
4.A	Expand the Community Liaison/DEI Staff Program	**High.** Providing more staff connections directly to the community increases representation in decisions and city	NA	**Moderate.** Staff could play an active role in providing resources to community	NA	**High.** This program has been effective in bridging the gap between community voices	**High.** This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
		processes. This results in more inclusive processes.		members facing housing burdens.		and city staff and processes	
4.B	Expand funding and opportunities for Community Land Trusts (CLTs) to be implemented	**Moderate**. CLTs can be programmed to alleviate racially disparate impacts in housing. However, it can be dependent on the program's design and implementation. For example, some CLT's focus on housing for seniors.	NA. CLTs can be designed for various housing typologies.	**High**. Controlling for the cost of land can have a high impact in maintaining housing affordability.	NA	**High**. CLTs have been a proven to be effective in both preserving existing affordable housing and expanding affordable ownership opportunities	**High**. This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
4.C	Explore a Guaranteed Basic Income program for Redmond residents based on housing cost burden.	**High.** Addresses racially disparate impacts by providing financial tools to reduce economic inequity by race for residents who are in Redmond. (Would not be able to assist those who have already been displaced from Redmond)	NA	**High.** High land values and increasing housing costs have made it unaffordable for many of Redmond's workers to afford to live in the city. A UBI would directly address the key issue of inadequate funds to afford housing.	NA	**Low**. While there have been UBI pilot programs and studies, there has not been a program with long-term implementation.	**Low**. This program would involve creating a funding mechanism and completing a study to ensure the benefit would be sufficient enough to address the problems.
4.D	Continue and expand the Inclusionary Zoning Program	**Moderate**. IZ programs have potential to reduce displacement pressures.	NA	**High.** IZ programs require a certain number of units to be affordable, or by providing a fee to support	NA	**Moderate.** IZ programs are known to be effective in providing support for different	**High**. This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
				affordable housing		incomes. It can also encourages mixes of incomes in one residential building rather than increasing housing segregation by income. However, fee-in-lieu can sometimes result in paying the fee rather than supplying the housing	
4.E	Continue and expand the City's Multifamily Property Tax Exemption (MFTE) program	**Moderate**. MFTE programs could reduce racially disparate housing burdens and reduce	NA	**High.** MFTE programs are known to be effective in providing support	NA	**High.** MFTE programs are known to be effective in providing support for different	**High**. This would expand an existing program.

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	Policy Option	Reduces racially disparate impacts	Fosters middle housing supply	Increases housing affordability	Encourages complete neighborhoods (mix of uses, increased walkability/ connectivity)	Evidence of impact. Has there been a proof of concept? Is it a known best practice approach?	Policy Complexity. How easy would it be to implement? What are the tradeoffs?
		displacement pressure. However, since it is a race-neutral program, it does not immediately address wealth distribution imp		for different incomes.		incomes. It can also encourages mixes of incomes in one residential building rather than increasing housing segregation by income	
4.F	Support Homeownership Programs for Wealth Generation and Equity	**High**. Providing homeownership assistance can reduce the racial gaps in homeownership.	NA	**Moderate**. Reduce the burdens of entry for homeownership increases affordability. However, homeownership can provide other barriers to affordability	NA	**Moderate**. This would be an expansion of existing programs while programming new ones to target homeownership opportunities through middle housing.	**Moderate**. This would be an expansion of existing programs while programming new ones to target homeownership opportunities through middle housing.

Certificate Of Completion

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Certificate Pages: 2
Initials: 0
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Noel Frame noel@uncommonbridges.com Managing Partner Uncommon Bridges Security Level: Email, Account Authentication (None)	Signed by: Noel Frame A392F9FC52A24D8... Signature Adoption: Pre-selected Style Using IP Address: 104.36.45.235	Sent: 12/8/2025 1:15:05 PM Viewed: 12/8/2025 1:16:52 PM Signed: 12/8/2025 1:30:12 PM
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: 12/8/2025 1:30:17 PM Viewed: 12/8/2025 2:04:55 PM Signed: 12/8/2025 2:05:02 PM
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Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

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Witness Events	Signature	Timestamp

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Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	12/8/2025 1:15:05 PM
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Completed	Security Checked	12/8/2025 2:05:02 PM

Payment Events	Status	Timestamps

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City of Redmond
Payroll Check Approval Register
Pay period: 1/16 - 1/31/2026
Check Date: 02/10/2026

Check Total:	$	36,447.18
Direct Deposit Total:	$	2,985,260.04
Wires & Electronic Funds Transfers:	$	1,803,775.22
Grand Total:	$	4,825,482.44

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188993** through **189006** ,
Direct deposits numbered **199152** through **199940** , and
Electronic Fund transfers **1939** through **1944**
are approved for payment in the amount of **$4,825,482.44**
on this **10th day of February 2026.**

Note:

City of Redmond
Payroll Final Check List
Pay period: 1/16 - 1/31/2026
Check Date: 02/10/2026

Total Checks and Direct deposit:	$	4,256,585.88
Wire Wilmington Trust RICS (MEBT):	$	568,896.56
Grand Total:	$	4,825,482.44

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:
Catheryn Laird
7C0092BCC9C549B...

Human Resources Director, City of Redmond
Redmond, Washington

Docusign Envelope ID: 0BABCFBA-65C5-435B-A6B2-8BCA9CECD45A

City of Redmond
Payroll Check Approval Register
Pay period: 12/01-12/15/2025
Check Date: 12/23/2025

Check Total:	$	33,929.90
Direct Deposit Total:	$	2,954,775.89
Wires & Electronic Funds Transfers:	$	1,613,390.46
Grand Total:	$	4,602,096.25

We, the undersigned Council members, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the City of Redmond, and that we are authorized to authenticate and certify to said claim.

All Checks numbered **188874** through **188947** ,
Direct deposits numbered **196812** through **196816** , and
Electronic Fund transfers **1922** through **1926**
are approved for payment in the amount of **$4,602,096.25**
on this **10th day of December 2025.**

Note:

City of Redmond
Payroll Final Check List
Pay period: 12/01-12/15/2025
Check Date: 12/23/2025

Total Checks and Direct deposit:	$	4,212,175.03
Wire Wilmington Trust RICS (MEBT):	$	389,921.22
Grand Total:	$	4,602,096.25

I, the Human Resources Director, do hereby certify to the City Council, that the checks and direct deposits presented are true and correct to the best of my knowledge.

Signed by:
Catheryn Laird
7C0092BCC9C549B...

Human Resources Director, City of Redmond
Redmond, Washington