City of Redmond



Agenda

Tuesday, October 3, 2023

4:30 PM

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

Committee of the Whole - Planning and Public Works

Committee Members

Melissa Stuart, Presiding Officer
Jeralee Anderson
David Carson
Steve Fields
Jessica Forsythe
Varisha Khan
Vanessa Kritzer

AGENDA

ROLL CALL

1. 2024 Budget and Work Program for A Regional Coalition for CM 23-512 Housing (ARCH)

Attachment A: 2024 ARCH Budget and Work Program

Department: Planning and Community Development, 5 minutes

Requested Action: Staff Report, November 6th

2. Approve \$282,420 Washington Conservation Corps (WCC) CM 23-473
2023-24 Agreement between the City of Redmond and the
Washington State Department of Ecology

Attachment A: WCC Restoration and Maintenance Map 2023-24

Attachment B: WCC Agreement 2023-24

Department: Public Works, 5 minutes
Requested Action: Consent, October 17th

3. Paired Watershed Approve Redmond Study Contract CM 23-482 the of \$70,050 with Washington Amendments, in amount \$84,050 with State Department of Ecology and Herrera **Environmental Consulting**

Attachment A: WA State Department of Ecology Interagency Agreement

Amendment 7

Attachment B: Herrera Environmental Consulting Supplemental Agreement

Attachment C: Redmond Watersheds Map

Department: Public Works, 5 minutes Requested Action: Consent, October 17th

4. Approve Interlocal Agreement with City of Kirkland for the <u>CM 23-518</u> Signal and Intersection Improvements Project at 132nd

Avenue NE and NE 100th Street

Attachment A: Interlocal Agreement

Attachment B: Conceptual Project Plan

Attachment C: Preliminary Cost Estimate

Attachment D: Project Information Sheet

Department: Public Works, 5 minutes Requested Action: Consent, October 17th **5.** Approval of Startup425 Interlocal Agreement Amendments

CM 23-486

Attachment A: Startup 425 ILA Amendment FINAL

Attachment B: Startup425 Analysis Final Report 2023

Attachment C: Small Business Gap Analysis

Department: Planning and Community Development, 5 minutes

Requested Action: Consent, October 17th

6. Approval of the 2024 Tourism Funding Lodging Tax Advisory CM 23-509 Committee (LTAC) Recommendations

Attachment A: 2024 List of Grant Applicants

Attachment B: Simplified Grant Scoring Matrix

Attachment C: Grant Application Recommendations Matrix Spreadsheet –

Full Scoring

Attachment D: General Tourism and LTAC FAQ and Overview

Department: Planning and Community Development, 5 minutes

Requested Action: Consent, October 17th

7. Approval of a contract with InterVISTAS Consulting USA CM 23-510 LLC, not to exceed \$75,000, for a Tourism Strategic Plan

Attachment A: Intervistas Contract and Exhibits

Department: Planning and Community Development, 5 minutes

Requested Action: Consent, October 17th

8. Redmond 2050 Supplemental Draft Environmental Impact CM 23-514 Statement

Attachment A: Report Card Preferred Alternative

Attachment B: SDEIS Presentation

Department: Planning and Community Development, 5 minutes

Requested Action: Staff Report, October 17th

9. Redmond Flex Master Plan, Development Agreement, and Site CM 23-498 Plan Entitlement: Type V Quasi-Judicial

Attachment A: Redmond Flex 2PW

Department: Planning and Community Development, 5 minutes

Requested Action: Staff Report, October 17th

10. Ratification of King County Countywide Planning Policies

CM 23-506

Attachment A: Summary of 2023 Amendments to CPPs

Attachment B: AHC Letter to Redmond on Draft Housing Element

Attachment C: Draft Resolution Adopting CPPs

Attachment D: Exhibit 1, 2023 Amendments to CPPs

Department: Planning and Community Development, 5 minutes

Requested Action: Staff Report, October 17th

11. Authorize Mayor to sign a Strategic Alliance Memorandum of CM 23-508 Understanding (MOU) with the United States Small Business Administration

Attachment A: Strategic Alliance Memorandum between the SBA and City of Redmond

Department: Planning and Community Development, 5 minutes

Requested Action: Consent, October 17th

ADJOURNMENT



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Pla	File No. CM 23 Type: Commit		
TO: Committee of the Whole - Planning a FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT(S):	nd Public Works		
	Carol Helland	425-556-2107]
DEPARTMENT STAFF:			-
Planning and Community Development	Seraphie Allen	Deputy Director	7
Planning and Community Development	Jeff Churchill, AICP	Long Range Planning Manager	1
Planning and Community Development	lan Lefcourte, AICP	Senior Planner	1
TITLE:			
2024 Budget and Work Program for A Reg	gional Coalition for Hou	sing (ARCH)	
City staff and the ARCH Executive Board of For A Regional Coalition for Housing (ARCH ARCH was created in 1993 through an it assists member governments in developments members' financial support to the Internal and ownership housing. The 2024 member councils that are party to the Internal and the Internal and the Internal and Internal and Internal and Internal	H). interlocal agreement boping housing policies, so groups creating affor ARCH Budget and Wor	etween several eastside cities and Kin strategies, programs, and developn dable housing; and assists people look	ng County. ARCH nent regulations ing for affordable
The proposed 2024 administrative budge from the 2023 budget of \$199,499. The supplement the current capacity provide maintain current levels of support for program, ARCH rental program and local	e increase provides ne d by the Bellevue City administering local ho	w funding (\$95,000) for outside legal Attorney's Office. The budget also ens	l counsel to help sures staffing car
The 2024 Budget and Work Program deta	ils are provided in Atta	chment A.	
☑ Additional Background Informati	on/Description of Prop	osal Attached	
REQUESTED ACTION:			
☑ Receive Information ☐	☐ Provide Direction	☐ Approve	

Date: 10/3/2023 File No. CM 23-512 **Meeting of**: Committee of the Whole - Planning and Public Works Type: Committee Memo

REQUEST RATIONALE:

• Relevant Plans/Policies:

Comprehensive Plan policy HO-4 directs the City to cooperate with A Regional Coalition for Housing (ARCH) to "assess housing needs, create affordable housing opportunities, and coordinate a regional approach to funding and meeting the housing needs of Eastside Communities."

Required:

The ARCH Interlocal Agreement of 1993 as amended in 2010 requires that the annual ARCH work program and budget be approved by each member council.

Council Request:

N/A

Other Key Facts:

This is an annual process with ARCH and associated member jurisdictions.

OUTCOMES:

ARCH supports housing across East King County communities through a cooperative approach and creates efficiencies in housing planning and affordable housing project development. ARCH collaborates with local members, including Redmond, to:

- Administer the Housing Trust Fund;
- Support proposals to acquire dedicated funding for affordable housing;
- Facilitate production of affordable housing;
- Steward affordable housing assets;
- Analyze affordable housing practices;
- Review legal decisions related to affordable housing;
- Develop measurable goals for production and preservation of affordable housing; and
- Manage select affordable housing programs and projects.

Further information is contained within Attachment A.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

Timeline (previous or planned):

Annual process; must be approved before the end of the year.

Outreach Methods and Results:

Opportunity for input through Council review process.

Feedback Summary:

Any feedback provided will be summarized by staff and provided to Council.

BUDGET IMPACT:

Date: 10/3/2023 Meeting of: Comm	ittee of the Whole - Planni	File No . CM 23-512 Type : Committee Memo			
Total Cost: \$234,358 for the Ci	ty of Redmond contribution	on to 2024 ARC	H administrati	ve budget.	
Approved in currer	nt biennial budget:	⊠ Yes	□ No	□ N/A	
Budget Offer Numl 0000037 Housing a					
Budget Priority : Vibrant and Connec	cted				
Other budget impa If yes, explain: N/A	ects or additional costs:	☐ Yes	⊠ No	□ N/A	
Funding source(s): General Fund					
Budget/Funding Co N/A	onstraints:				
☐ Additional b	oudget details attached				
COUNCIL DEVIEW					
COUNCIL REVIEW:	.				
Previous Contact(s	Meeting			Requested Action	7
Click and select a	Item has not been presen	nted to Council		Click and select an action	\dashv
date, or click and				from the dropdown menu	ı.
press delete if				·	
none.					
Proposed Upcomin	g Contact(s)				
Date	Meeting			Requested Action	7
11/6/2023	Business Meeting			Approve	7
ANTICIPATED RESU	timely approval of the 202 ILT IF NOT APPROVED: ICH will not have Redmone			udget. 24 operations and implemen	ntation of its wor
program.					

ATTACHMENTS:

7

Date: 10/3/2023 File No. CM 23-512

Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

Attachment A: 2024 ARCH Budget and Work Program



A Regional Coalition for Housing

Celebrating 30 years of bringing cities together to house East King County

Together Center Campus 16307 NE 83rd St, Suite 201 Redmond, WA 98052 (425) 861-3677

MEMORANDUM

Date: September 20, 2023

From: Lindsay Masters, ARCH Executive Director

To: ARCH Member Councils

Subject: ARCH 2024 Budget and Work Program

Please find attached the 2024 ARCH Budget and Work Program, which was adopted by a unanimous vote of the ARCH Executive Board in June of 2023. This memo provides an overview of the final budget and work program, as well as an update on work program priorities identified by the Board.

2024 Administrative Budget and Work Program

This year the ARCH Executive Board initiated a strategic planning process that will provide direction on ARCH's priorities, how to address varying needs among ARCH members and work most effectively as a coalition to advance our mission. We look forward to engaging with members and other stakeholders on this process in the coming months. While this process is underway, the Board decided to maintain ARCH's current budget and work program, with some minor adjustments noted below.

Administrative Budget Highlights

- Constant staffing levels will maintain current levels of support for policy and planning and administration of local housing programs, including the ARCH Homeownership Program, ARCH Rental Program, local Incentive Programs, ARCH Trust Fund and Bellevue Housing Stability Program.
- New funding (\$95,000) was approved for outside legal counsel to help supplement the current capacity provided by the Bellevue City Attorney's Office. The Board also authorized the use of ARCH reserves for one-time legal expenses.

Work Program Highlights

ARCH's Work Program will continue to provide core services in five key areas: affordable housing investment, housing policy and planning, housing program administration, education and outreach, and general administration. In addition, the Work Program details specific support requested by individual member jurisdictions based on local housing plans and initiatives.

Across this Work Program, the ARCH Executive Board elevated several priorities for the coming year. Following is a description of these priorities and an update on work to date:

- Implement actions and recommendations from ARCH's strategic planning process. ARCH hired Loveall Price and Associates (LPA) and kicked off its strategic planning process earlier this year. We look forward to engaging members along the way and taking actions to implement the ultimate recommendations in 2024.
- Facilitate and advance proposals for dedicated revenue sources for affordable housing in East King County. Following our successful collaboration last year to identify a priority revenue source for affordable housing, ARCH is continuing to engage members on legislative advocacy to pursue new options such as using Real Estate Excise Tax (REET) funding for affordable housing. We are proud of the strong advocacy by many of our members to enable us to invest more in affordable housing.
- Assist members to implement policies to reduce cost burden in affordable housing. Starting last fall, ARCH has undertaken a robust policy development process that tackles how rent limits are allowed to increase in local affordable housing programs. A recommendation from the ARCH Executive Board is planned by the end of this year, to be followed by collaboration with members to consider adoption at the local level.
- Convene members to advance one or two strategic legislative priorities that impact local jurisdictions' ability to address affordable housing needs. ARCH worked with member staff and lobbyists to conduct a legislative workshop and survey to help shape common priorities around housing. The results of this work led to the development of two recommended priorities, which will be transmitted to members for consideration as part of your legislative agendas.
- Advance the development of high impact special projects, including transitoriented development (TOD) projects and other projects on public lands. ARCH is working closely with Kenmore, Redmond and Bellevue on several high priority projects on public land, including significant TOD projects that are well underway. These projects are expected to deliver hundreds of affordable units in areas near transit and other amenities. We also serve as a continual resource to faith communities and others interested in using their property for affordable housing.

2

10

- Support members with implementation of Comprehensive Plan updates and compliance with state mandates such as HB 1220 and HB 1110. ARCH is continuing to provide housing data and other support as needed by members for Comprehensive Plan Updates. In addition, ARCH has initiated discussions to identify areas for collaboration among members as they take steps to comply with HB 1110, which will create significant opportunities to add new and affordable housing options across member jurisdictions.
- Continue to provide excellent stewardship of affordable housing assets. ARCH staff remain committed to consistent monitoring and stewardship of the collective affordable housing created by members. Monitoring activities are included in regular reports to the ARCH Board, which continues to evaluate appropriate staffing levels to keep up with the growth in ARCH programs.

Conclusion

Thank you for your support of our shared mission. Your continued commitment has helped to create a strong coalition that together will have a lasting impact on housing opportunities in our region.

Attachments:

- 1. 2024 ARCH Administrative Budget
- 2. 2024 ARCH Work Program

Final 2024 ARCH Administrative Budget

ARCH Executive Board Recommendation June 2023

	2023 Adopted Budget	Final 2024 Recommended Budget	%
			Change
I. TOTAL EXPENSES	\$1,874,248	\$ 2,254,199	20%
A. Personnel	\$1,717,777	\$ 1,981,178	15%
Salaries	\$ 1,286,581	\$ 1,492,415	
Benefits	\$ 431,196	\$ 488,763	
12 FTEs (incl. 1 dedicated to Bellevue Housing Sta	bility Program)		
Note: % change in budget for existing staff is 5%.			
B. Operating	\$ 103,142	\$ 108,192	4.9%
Rent & Utilities	\$ 38,117	\$ 44,133	
Telephone	\$ 7,518	\$ 7,819	
Travel/Training	\$ 2,600	\$ 2,600	
Auto Mileage	\$ 3,000	\$ 1,500	
Postage/Printing Costs	\$ 2,600	\$ 2,678	
Office Supplies/Furnishing	\$ 5,027	\$ 2,500	
Internet/Website Fees	\$ 3,214	\$ 3,342	
Periodical/Membership	\$ 11,400	\$ 15,000	
Misc. (events, job posting fees, etc.)	\$ 2,080	\$ 3,000	
Equipment Replacement	\$ 7,280	\$ 4,500	
Database/software licensing	\$ 20,307	\$ 21,120	
C. In-Kind Admin/Services	\$ 28,329	\$ 44,830	58%
Insurance	\$ 15,750	\$ 32,000	
IT Services	\$ 12,579	\$ 12,830	
D. Grants and Consultant Contracts	\$ 25,000	\$ 120,000	380%
Consultant Contracts	\$ 25,000	\$ 25,000	
Outside Legal Counsel Contract		\$ 95,000	

	2023	3 Adopted Bud	dget	F	Final 202	24 R	ecommend	ed B	udget	% Change
		City Per Capita \$2.58 KC Per Capita \$2.16	Add'l \$0.36 Per Capita or \$3k minimum				ty Per Capita \$2.87 C Per Capita \$2.49	Add	d'l \$0.38 Per Capita	Change
II. TOTAL INCOME	\$1,874,248			\$ 2,2	254,199					20%
	TOTAL	BASE	ADD'L							
A. Member Contributions (General Fund \$)	\$1,687,043	\$1,550,543			910,802	-	1,764,978	\$	145,825	13%
Beaux Arts Village	\$2,653	\$2,653		\$	3,019	\$	3,019			14%
Bellevue	\$429,021	\$376,377			485,060	\$	428,932	\$	56,127	13%
Bothell	\$119,461	\$119,461	\$0		135,990	\$	135,990	\$	-	14%
Clyde Hill	\$8,653	\$8,653		\$	8,954	\$	8,954			3%
Hunts Point	\$2,653	\$2,653	642.042	\$	3,019	\$	3,019	ć	44.677	14%
Issaquah	\$113,628	\$99,685	\$13,943		126,837	\$	112,160	\$	14,677	12%
Kenmore	\$62,304	\$59,154		1 -	71,011		67,646	\$	3,365	14%
Kirkland Medina	\$267,567	\$234,734	\$32,833	\$ 2 \$	297,651	\$ \$	263,209	\$	34,442	11% -1%
	\$8,455	\$8,455	¢2.1E0		8,408	-	8,408	ċ	2 265	
Mercer Island Newcastle	\$69,646 \$24,255	\$66,496 \$31,105	\$3,150 \$3,150		76,611 40,281	\$ \$	73,246 36,916	\$ ¢	3,365	10% 18%
Newcastie Redmond	\$34,255 \$199,499	\$31,105 \$175,019	. ,		40,281	\$ \$	207,240	\$ \$	3,365 27,118	18%
Sammamish	\$199,499		\$24,480		234,336 194,426	۶ \$	191,060	\$ \$	3,365	14%
Woodinville	\$33,578	\$168,081 \$33,578	•		38,041	۶ \$	38,041		3,303	13%
Yarrow Point	\$3,484	\$3,484	Ş 0	\$	3,920	۶ \$	3,920	Ş	-	12%
King County	\$160,957	\$160,957			-	\$	183,216			149
B. Bellevue Detail	\$ 429,021			\$ 6	561,142					54%
Cash Contributions	\$ 215,762			l .	233,409					
In-Kind Contributions	\$ 213,259				427,733					
Personnel	\$ 184,930			\$ 3	382,903					
Insurance	\$ 15,750			\$	32,000					
IT Services	\$ 12,579			\$	12,830					
C. Other Income	\$ 187,205			\$ 1	167,315					-11%
Homeownership Program Fees	\$ 185,000			\$ 1	165,000					
Existing Administrative Fees	\$ -			\$	-					
Interest Earned	\$ 2,205			\$	2,315					
III. RESERVES, CONTINGENT INCOME AND EXPEN	ISES									
Note: This section expresses intended use of any excess revenues above levels needed to cover basic operating costs, as authorized by the ARCH Board, and any agreement by an ARCH member to fund work under section 13 of the ARCH Interlocal Agreement										
A. Contingent Expenses										
Replenish operating reserves	\$ -			\$	-					
Staffing/Administrative Expenses	\$ 150,000			\$ 1	150,000					
Other Services/Consulting	\$ 300,000				300,000					
B. Contingent Revenue	4									
Excess Administrative Fees	\$ 100,000				100,000					
Service Fees	\$ 50,000				50,000					
Grant Funding	\$ 500,000				145,000					
Board-Approved Reserves	\$ 100,000			\$ 1	155,000					

ARCH WORK PROGRAM: 2024

Contents

	2024	1 Priorities	. 2
ı.	AFFC	DRDABLE HOUSING INVESTMENT	. 2
	A. A	RCH Housing Trust Fund	. 2
	В.	Bellevue Housing Stability Program	.3
	C.	Special Projects and Other Local Housing Investments	.3
11.	нοι	JSING POLICY AND PLANNING	.4
	A.	Local Policy, Planning and Code Development	.4
	B.	Inter-Local / Eastside Planning Activities	.4
	C.	State Legislative Activities	.5
	D.	Regional/Countywide Planning Activities	.6
Ш	. но	USING PROGRAM IMPLEMENTATION	.6
	A.	Administration of Housing Incentive and Inclusionary Programs	.6
	B.	Stewardship of Affordable Housing Assets	.7
I۷	. EDI	UCATION AND OUTREACH	.8
	A.	Housing 101/Education Efforts	.8
	B.	Information and Assistance for the Public	.8
	C.	Equitable Access to Affordable Housing in East King County	.9
V.	ADN	MINISTRATION	.9
	A.	Administrative Procedures	.9
	B.	Organizational Assessment and Planning	.9
	Atta	chment A: Local Planning Efforts by City	10

ARCH WORK PROGRAM: 2024

2024 Priorities

In 2024, ARCH will elevate the following priorities in its Work Program:

- Implement actions and recommendations from ARCH's strategic planning process
- Facilitate and advance proposals for dedicated revenue sources for affordable housing in East King County
- Assist members to implement policies to reduce cost burden in affordable housing
- Convene members to advance one or two strategic legislative priorities that impact local jurisdictions' ability to address affordable housing needs
- Advance the development of high impact special projects, including transit-oriented development projects and other projects on public lands
- Support members with implementation of Comp Plan updates and compliance with state mandates such as HB 1220 and HB 1110
- Continue to provide excellent stewardship of affordable housing assets

I. AFFORDABLE HOUSING INVESTMENT

A. ARCH Housing Trust Fund

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

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

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

<u>Private Funding Coordination</u>. Work with private investors and lenders to maximize leverage of public investment into affordable housing. Negotiate maximum public benefits from investment of housing funds into private projects. Engage with Enterprise Community Partners and other investors on the potential extension of the Regional Equitable Development Initiative (REDI) Fund. Complete implementation of a Bridge Financing Pilot in partnership with Microsoft.

<u>Project Pipeline Management</u>. Work with member cities and project sponsors to develop a robust pipeline of projects to be funded over the next five years (see related work on Transit Center sites, below). Actively vet

potential HTF projects, and lead funding policy and prioritization discussions with the ARCH Executive Board to facilitate planning and decision-making.

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

<u>Centralized Trust Fund Reporting</u>. Work with Administering Agency (Bellevue) to maintain records and produce regular financial reports for the ARCH Trust Fund accounts. Update internal policies and procedures regarding records maintenance efforts coordinated with the Administering Agency.

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

B. Bellevue Housing Stability Program

<u>Annual Request for Proposals</u>. On an annual basis, advertise available funds for capital, operating and maintenance and services funds. Solicit application interest and provide in-depth review of funding applications. Develop recommendations through a Bellevue interdepartmental staff team, ensuring coordination with the Trust Fund and other regional and state funding processes. Coordinate with City staff and present recommendations to the Bellevue City Council for approval.

<u>Contract Development and Administration, Reporting</u>. Prepare contract documents in consultation with legal counsel and facilitate approval of contracts. Review and approve disbursement of funds to awarded projects in accordance with executed contracts. Maintain contract data and assist with regular reporting to the Bellevue City Council.

<u>Support for Other HSP Initiatives</u>. Provide advice and support for other City initiatives funded through the Housing Stability Program, such as acquisition and preservation partnerships. Support may include assisting with overall outreach and engagement, evaluation of project feasibility, development of funding terms and conditions and preparation of project agreements.

C. Special Projects and Other Local Housing Investments

<u>Local Housing Investments</u>. Provide strategic policy support and administrative capacity to cities making other investments in housing, for example with fee in lieu funds, dedicated sales tax funds, pass through of state grant funds or other sources directed by individual cities. Ensure coordination with regional funding processes to maximize affordable housing outcomes.

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

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

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

<u>Strategic Predevelopment Investment</u>. With approval of the Executive Board, invest in predevelopment studies to investigate feasibility of special projects.

II. HOUSING POLICY AND PLANNING

A. Local Policy, Planning and Code Development

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

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

B. Inter-Local / Eastside Planning Activities

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

ARCH Regional Affordable Housing Goals and Reporting. Work with member staff and the ARCH Executive Board to report on adopted goals for production and preservation of affordable housing across ARCH member communities. Utilize data methodologies consistent with the requirements of GMA and Countywide Planning Policies.

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

<u>Incentive/Inclusionary Housing Program Policies</u>. As program implementation issues arise, assist member jurisdictions to develop coordinated policy solutions that incorporate input from the diverse range of stakeholders. Work with member city staff to develop code amendments that adapt programs to new knowledge and best practices (for example, implementing fee strategies to create sustainable revenue for monitoring). In 2024, this will include assisting members to consider new rent increase policies for ARCH monitored housing that create more predictable outcomes for tenants and property owners.

<u>Tenant Protection Policies</u>. Share information and help identify common policy priorities relating to tenant protections. Facilitate consideration of local regulations by ARCH members and help to encourage consistent protections for renters across the region that reduce evictions and economic displacement.

<u>Eastside Housing Data Analysis and Planning for GMA Housing Requirements</u>. On an annual basis, provide local housing and demographic data as available. Make information available to members for planning efforts and incorporate into ARCH educational materials. Facilitate and encourage members to collaborate in addressing new GMA/CPP housing requirements so that the affordable and special housing needs across east King County are addressed.

<u>Middle Housing/HB 1110 Implementation</u>. Support members to implement new affordability incentives required by HB 1110, including evaluating new incentive programs and stewarding affordable units that may be created through the new regulations. In addition, support members to utilize input from a range of community based organizations representing diverse constituents when considering middle housing regulations.

C. State Legislative Activities

The ARCH Executive Board will discuss and explore shared legislative priorities for advancing affordable housing in the region, and identify one or two strategic legislative priorities to advance to their respective councils for consideration in the upcoming legislative session that impact local jurisdictions' ability to address affordable housing needs. ARCH will convene its members to discuss how to align and advance these priorities, with a goal to enable members to advocate collectively for greater impact.

ARCH staff will track relevant state (and, where feasible, federal) legislation, particularly any legislation related to priorities established by the Board. As needed, staff will report to the Executive Board and members, and coordinate with relevant organizations (e.g., AWC, SCA, WLIHA, HDC) to advance shared legislative priorities.

D. Regional/Countywide Planning Activities

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

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

<u>King County Regional Homelessness Authority (KCRHA) / Eastside Homeless Advisory Committee (EHAC)</u>. Support Eastside collaboration in regional homelessness efforts, as appropriate and as resources allow. Collaborate with KCRHA, EHAC and other relevant organizations and initiatives to advance shared work on homelessness. Promote best practices in development of housing solutions that move people out of homelessness. Coordinate allocation of resources, and work on specific initiatives.

<u>Explore Collaboration with Cities in North and East King County</u>. As requested, engage cities interested in supporting affordable housing in north and east King County that are not currently members of ARCH. Explore collaboration that provides benefits for additional cities and current ARCH member cities. Enter into agreements to provide services to other cities, as directed by the ARCH Executive Board.

III. HOUSING PROGRAM IMPLEMENTATION

A. Administration of Housing Incentive and Inclusionary Programs

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

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

ARCH roles and responsibilities will typically include:

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

B. Stewardship of Affordable Housing Assets

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

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

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

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

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

<u>ARCH Homeownership Program</u>. Provide effective administration to ensure strong stewardship of resale restricted homes in the ARCH Homeownership Program, including:

- Oversee resales and new construction sales to ensure ongoing compliance with affordability, buyer eligibility and other program requirements
- Implement adopted policies and procedures for monitoring and work with cities to address noncompliance

- Distribute an annual communication with relevant homeowner resources and respond to homeowners in financial distress
- Collect program fees to ensure sustainable operations

As time and resources allow, continue to implement recommendations from the 2019 Program Assessment and make other improvements that support the program objective of creating and preserving long-term affordability, including:

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

Work with the Washington State Housing Finance Commission to evaluate the ARCH Eastside Down Payment Assistance Program and make updates to provide effective financial assistance to income-eligible first time homebuyers in East King County.

<u>Database/Systems Development</u>. Continue to utilize the new ARCH Homeownership Program database to collect critical program data and evaluation, compliance monitoring, communication with program participants, and other key functions. Continue to improve and streamline data systems for ARCH Rental Program and Trust Fund Program. Develop a new Trust Fund project and loan database to assist with timely loan monitoring and reporting. Update information systems to ensure accurate, efficient recording of transactions within ARCH Trust Fund accounts.

IV. EDUCATION AND OUTREACH

A. Housing 101/Education Efforts

<u>Housing 101</u>. Develop educational tools and conduct or support events to inform councils, planning commissions, member staff and the broader community of current housing conditions, and of successful housing programs. Build connections with community groups, faith communities, developers, nonprofits and others interested in housing issues. Plan and conduct a Housing 101 event.

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

B. Information and Assistance for the Public

<u>Office Hours.</u> Provide published office hours, consistent with public health guidelines, for appointments or walk-in customer service. Open office hours will be advertised on the ARCH website and ARCH Facebook page and shared with partner organizations.

<u>ARCH Website</u>. Continually update and build on information in the ARCH website. Maintain information on the most urgently needed resources in the community, including rental assistance, no-cost legal services, mortgage assistance, and senior resources available in East King County.

Assist Community Members Seeking Affordable Housing. Maintain up-to-date information on affordable housing in East King County (rental and ownership) and distribute to people looking for affordable housing. Continue to maintain a list of households interested in affordable ownership and rental housing and advertise newly available housing opportunities. Work with other community organizations and public agencies to develop appropriate referrals for different types of inquiries received by ARCH (e.g., rapid rehousing, eviction prevention, landlord tenant issues, building code violations, fair housing complaints, etc.).

C. Equitable Access to Affordable Housing in East King County

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

V. ADMINISTRATION

A. Administrative Procedures

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

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

B. Organizational Assessment and Planning

The ARCH Executive Board will continue to evaluate ARCH's organizational capacity to accomplish its Work Program and broader mission. The Board will review ARCH's organizational structure, staffing resources, capital resources and other foundational aspects of the organization to determine any gaps and assess options for expanding organizational capacity. The assessment will inform recommendations for the following year's work program and budget. In 2024, this will include implementing actions and recommendations from ARCH's strategic planning process.

Attachment A: Local Planning Efforts by City

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

Bellevue

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

- Assist staff with preparation of educational and marketing materials to encourage affordable
 housing on suitable land owned by public agencies, faith-based groups, and non-profits housing
 entities. Tasks could include connecting property owners with non-profit developers and
 consultants, providing case studies, and other information related to the development process.
- Analysis of affordable housing recommendations in the Wilburton neighborhood plan,
 Comprehensive Plan Periodic Update, and Next Right Work increased residential FAR for specific areas (TBD) in the city.
- Participate in developer selection processes and work with staff to develop funding strategy for affordable housing on suitable public lands in proximity to transit hubs, including 130th TOD parcels, Metro (Civic Center site), and Lincoln Center parcel.
- Provide consultation on a comprehensive acquisition strategy, such as preservation of existing, naturally occurring affordable housing, setting up a community land trust, and an expanded homeownership program.

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

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

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

Bothell

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

Support affordable housing opportunities, especially in the Downtown/Canyon Park areas, including production strategies for city-owned property.

Help to identify potential Bothell Trust Fund projects.

Evaluate affordable housing incentives and requirements such as parking reductions or other development incentives, code amendments that add capacity and rezones, and implement those adopted.

Assist with compliance with new requirements under HB 1220.

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

Help pursue funding and implement further outreach, equity, and implementation measures to encourage more middle housing and address potential displacement.

Issaguah

Provide data for the annual Housing Report Card.

Assist with implementation of Strategies 6, 7 and 8 of the Housing Strategy Work Plan expanding inclusionary zoning, increasing missing middle as permitted uses, and removing barriers to the construction of condominiums.

Provide research and assist with development of potential code amendments concerning:

- Inclusionary zoning (in conjunction with changes to density, parking, and other regulations) and multifamily tax exemptions.
- Middle housing and ADUs in wake of new state legislation.

Help to evaluate potential projects/opportunities that arise under current or amended Development Agreements (e.g., Lakeside, Rowley) and prepare contractual agreements as needed.

Help to evaluate potential pioneer development in Central Issaquah District.

Provide data and other information needed for new page on city's website, information on affordable housing opportunities and resources in Issaquah.

Support implementation and funding of the city's TOD project with the King County Housing Authority.

Kenmore

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

Assist with updating the Housing Strategy Plan

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

Assist with any amendments needed to the Comprehensive Plan Housing Element update, including help with new affordable housing targets.

Assist with ongoing implementation and monitoring of the adopted Affordable Housing Targets.

Provide technical support, data, and best practices to assist with potential code changes, such as for "missing middle" housing amendments or amendments to the Multifamily Tax Exemption (MFTE) regulations.

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

Provide technical support and assistance on financing strategies for the Plymouth Housing project.

Provide technical support in development of a Request for Proposal (RFP), proposal review, and assistance on financing strategies to advance siting affordable housing on the City owned Holt property.

Provide technical support to assist with developing policies and regulations required to implement new state legislation (e.g. ADU regulations, missing middle regulations, TOD regulations).

Kirkland

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

Assist with implementing programs to encourage construction of more ADUs and other middle housing.

Evaluate housing-related issues in 2044 Comprehensive Plan Update.

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

Assist with updating the City's Housing Dashboard and ongoing implementation and monitoring of the adopted Affordable Housing Targets.

Assist the City in its potential expansion of the inclusionary zoning program through new incentives for areas like downtown that don't have a requirement and expanded incentives for more affordable housing in other areas of the City.

Assist the City with its reevaluation of parking standards as they relate to affordable housing.

Mercer Island

Assist the City with synthesizing the Housing Needs Analysis findings with housing-related requirements under the Countywide Planning Policies and the Growth Management Act to develop updated housing goals and policies for the city's comprehensive plan periodic update.

Provide input and assistance in drafting updated development regulations related to implementation of housing diversity and affordability provisions in HB 1220 (2022) and HB 1110 (2023).

Newcastle

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

Assist with updating the City's Housing Strategy Plan.

Redmond

Provide advice and technical support to evaluate and refine existing inclusionary and incentive programs, and impact fee waiver provisions, focusing on Downtown and Marymoor centers.

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

Help city staff write and propose comprehensive plan and code amendments for meeting existing and future housing needs, including residential zone consolidation and regulations.

Assist with potential strategies for increasing housing capacity from commercial development, such as housing over big box stores and commercial spaces in mixed-use buildings.

Sammamish

Partner with city staff to refine the Housing Action Plan/Housing Diversification Toolkit implementation plan by creating detailed work plans and identifying related budget needs.

Support city staff in responding to public inquiries related to affordable housing development.

Review development regulation updates and additions related to affordability requirements and incentives to ensure alignment with state, regional, and county policies, the Comprehensive Plan update, the Housing Action Plan/Housing Diversification Toolkit, and best practices.

Review and confirm the assumptions and approach used by the city in the Barrier Review Checklists provided in the Washington State Department of Commerce's Guidance for Making Adequate Provision to Meet all Housing Needs to assist the City in preparing for successful Comprehensive Plan certification.

Woodinville

Assist in evaluating options and developing proposals for programs and code amendments following the city's new Housing Action Plan.

King County

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

Partner with King County to preserve affordable homes with expiring covenants in unincorporated areas.

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



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Who	ole - Planning and Public Works	File No. CM 2 Type: Commi	
TO: Committee of the Whole - Plar FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTAC	-		
Public Works	Aaron Bert	425-556-2786	
DEPARTMENT STAFF:			
Public Works	Chris Stenger	Deputy Public Works Director	7
Public Works	Steve Hitch	Engineering Manager	1
Public Works	Tom Hardy	Environmental Scientist	
Washington State Department of E OVERVIEW STATEMENT:			
The Washington Conservation Co	y required by permit approval	and habitat restoration sites through s for the first 5-10 years after project	•
,	ormation/Description of Propo	osal Attached	
REQUESTED ACTION:			
☐ Receive Information	☐ Provide Direction	☑ Approve	

REQUEST RATIONALE:

- Relevant Plans/Policies:
 - **Utilities Strategic Plan**
- Required:

Contract over \$50,000

• Council Request:

N/A

• Other Key Facts:

WCC Agreement begins October 1, 2023

Date: 10/3/2023 Meeting of: Committee of the Whole - Planning and Public Works	File No. CM 23-473 Type : Committee Memo

OUTCOMES:

Maintenance is a crucial activity to the success of restoration and mitigation associated with capital improvement projects. Approximately 100-acres of maintenance sites are distributed around the City (Attachment A).

The value of site maintenance goes far beyond permit compliance. Maintenance of restoration sites involves control of invasive weeds, litter patrol, replacement planting, and other activities important to overall project success. This regular site maintenance enhances already completed projects, building on the initial investment, as well as improving the aesthetics of sites.

WCC members are typically college-age students learning restoration techniques and gaining job skills. A crew consists of six staff that work a 40-hour work week, for 41 weeks, primarily managing noxious weeds and installing replacement plantings at City capital improvement projects. In addition, the crew helps with volunteer events, native tree planting, habitat assessment, small stream maintenance projects, site monitoring, and de-fishing stream projects. This year's contract also includes 4-weeks of an additional crew time to assist with planting in the winter and noxious weed control in the spring. The contract with the Washington State Department of Ecology is included in Attachment B.

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: \$282,420				
Approved in current biennial bud	get:	⊠ Yes	□ No	□ N/A
Budget Offer Number: 00214				
Budget Priority : Healthy & Sustainable				
Other budget impacts or addition <i>If yes, explain</i> : N/A	nal costs:	□ Yes	⊠ No	□ N/A
Funding source(s): Stormwater Operations \$2	282,420			
Budget/Funding Constraints:				

Examples: acceptance deadlines, earmarked funds, etc. - if none, enter N/A.

Date: 10/3/2023 File No. CM 23-473 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

☐ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

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

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
10/3/2023	Committee of the Whole - Planning and Public Works	Approve
10/17/2023	Business Meeting	Approve

Time Constraints:

Agreement is for work between October 1, 2023 - September 30, 2024

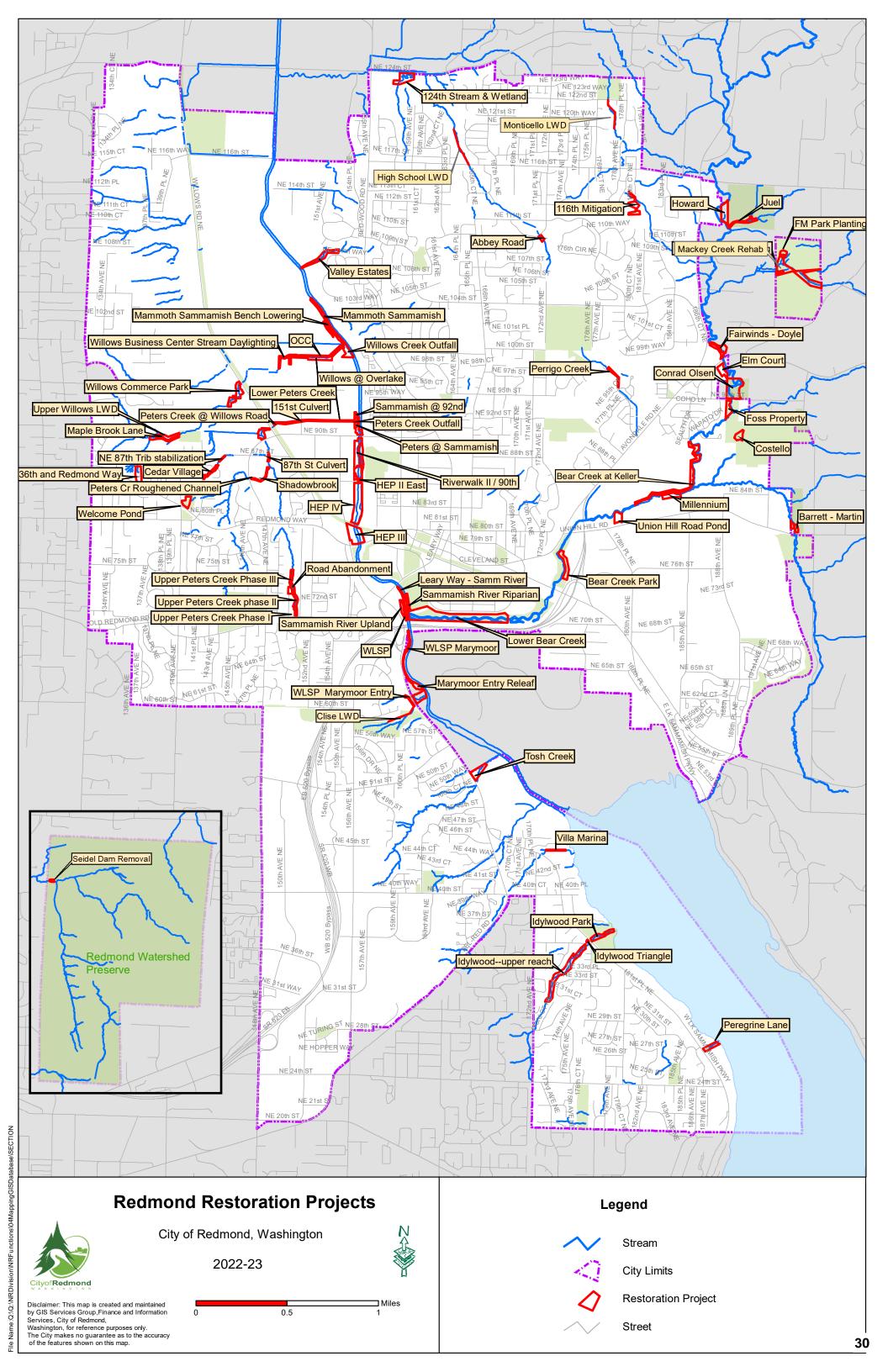
ANTICIPATED RESULT IF NOT APPROVED:

The City would not meet its maintenance obligations for previously permitted CIP projects. In addition, this lack of maintenance would compound, and future maintenance would be more expensive.

ATTACHMENTS:

Attachment A: WCC 2023-24 Restoration and Maintenance Map

Attachment B: WCC 2023-24 Agreement





AGREEMENT NO WCC-2312

AGREEMENT BETWEEN

The State of Washington, Department of ECOLOGY
AND

City of Redmond (SPONSOR)

THIS AGREEMENT is made and entered into by and between the Department of Ecology, hereinafter referred to as "ECOLOGY", and City of Redmond hereinafter referred to as the "SPONSOR."

IT IS THE PURPOSE OF THIS AGREEMENT to provide Washington Conservation Corps (WCC) members to complete environmental or disaster services projects, pursuant to Chapter 43.220 of the Revised Code of Washington.

THEREFORE, IT IS MUTUALLY AGREED THAT:

STATEMENT OF WORK

Both parties agree to do all things necessary for or incidental to the performance of the work set forth in Appendix "A" attached hereto and incorporated herein.

PERIOD OF PERFORMANCE

Subject to its other provisions, the period of performance of this Agreement shall commence on 10/1/2023 and be completed on 9/30/2024 unless terminated sooner as provided herein. The WCC Crew and/or WCC Individual Placement corpsmember specified in this agreement will be available to SPONSOR on the dates set forth on the calendar in Appendix "B" attached hereto and incorporated herein.

COMPENSATION

The parties have determined that the cost of accomplishing the work herein will not exceed \$282,420. Payment for satisfactory performance of the work shall not exceed this amount unless the parties mutually agree to a higher amount. Compensation for service(s) shall be based on the following established rates:

Provided by ECOLOGY	Reimbursed to ECOLOGY by Sponsor	
WCC Services		
1 full term WCC Crew	\$257,316	
16 additional crew days @ 1,569/ day	\$25,104	
Total SPONSOR Cost	\$282,420	
	Above cost not to be exceeded	

The costs reimbursed to ECOLOGY by SPONSOR are a cost-share rate. Estimated value of a WCC crew is \$294,107 annually per WCC Crew consisting of five WCC/AmeriCorps Members and one WCC Supervisor and/or \$40,896 annually per WCC Individual Placement. Indirect costs are included in SPONSOR share at a standard rate of 5% of direct costs.

BILLING PROCEDURE

ECOLOGY shall submit invoices monthly to the SPONSOR's designated contact person listed under "Agreement Management" section. Payment to ECOLOGY for approved and completed work will be made by warrant or account

Page **1** of **4** WCC-2312 **31**

transfer by SPONSOR within 30 days of receipt of the invoice. Upon expiration of the Agreement, any claim for payment not already made shall be submitted within 30 days after the expiration date or the end of the fiscal year, whichever is earlier.

AGREEMENT ALTERATIONS AND AMENDMENTS

This Agreement may be amended by mutual agreement of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

ASSIGNMENT

The work to be provided under this Agreement, and any claim arising thereunder, is not assignable or delegable by either party in whole or in part, without the express prior written consent of the other party, which consent shall not be unreasonably withheld.

ASSURANCES

Parties to this Agreement agree that all activity pursuant to this contract will be in accordance with all the applicable current federal, state and local laws, rules, and regulations.

CONFORMANCE

If any provision of this Agreement violates any statute or rule of law of the state of Washington, it is considered modified to conform to that statute or rule of law.

DISPUTES

If a dispute arises under this Agreement, it shall be determined by a Dispute Board in the following manner: Each party to this Agreement shall appoint one member to the Dispute Board. The members so appointed shall jointly appoint an additional member to the Dispute Board. The Dispute Board shall review the facts, agreement terms and applicable statutes and rules and make a determination of the dispute. The determination of the Dispute Board shall be final and binding on the parties hereto. As an alternative to this process, if SPONSOR is a state agency, either of the parties may request intervention by the Governor, as provided by RCW 43.17.330, in which event the Governor's process will control.

FUNDING AVAILABILITY

The obligation of the SPONSOR to provide reimbursements is contingent upon appropriation of funds by the SPONSOR's governing body for the specific purpose of funding the project, which is the subject of this Agreement. Upon the failure of such appropriation, the SPONSOR may terminate this Agreement.

ECOLOGY's ability to provide cost-share is contingent on availability of funding. In the event funding from state, federal, or other sources is withdrawn, reduced, or limited in any way after the effective date and prior to completion or expiration date of this Agreement, ECOLOGY, at its sole discretion, may elect to terminate the agreement, in whole or part, for convenience or to renegotiate the agreement subject to new funding limitations and conditions. ECOLOGY may also elect to suspend performance of the agreement until ECOLOGY determines the funding insufficiency is resolved. ECOLOGY may exercise any of these options with no notification restrictions.

GOVERNING LAW AND VENUE

This Agreement is entered into pursuant to and under the authority granted by the laws of the state of Washington and any applicable federal laws. The provisions of this Agreement shall be construed to conform to those laws. This Agreement shall be construed and interpreted in accordance with the laws of the state of Washington, and the venue of any action brought hereunder shall be in the Superior Court for Thurston County.

Page **2** of **4** WCC-2312 **32**

INDEPENDENT CAPACITY

The employees or agents of each party who are engaged in the performance of this Agreement shall continue to be employees or agents of that party and shall not be considered for any purpose to be employees or agents of the other party.

INDEMNIFICATION

To the fullest extent permitted by law, each party shall defend, indemnify, and hold harmless the other party, including officials, agents, and employees from and against all claims of third parties, and all associated losses arising out of or resulting from the performance of the contract. "Claim," as used in this contract, means any financial loss, claim, suit, action, damage, or expense, including but not limited to attorney's fees, attributable for bodily injury, sickness, disease, or death, or injury to or destruction of tangible property including loss of use resulting therefrom. Parties waive their immunities under Title 51 RCW to the extent it is required to indemnify, defend and hold harmless the other party and their agencies, officials, agents or employees.

ORDER OF PRECEDENCE

In the event of an inconsistency in the terms of this Agreement, or between its terms and any applicable statute or rule, the inconsistency shall be resolved by giving precedence in the following order:

- 1. Applicable federal and state of Washington statutes, regulations, and rules.
- 2. Mutually agreed written amendments to this Agreement
- 3. This Agreement
- 4. Statement of Work and Budget.
- 5. Any other provisions of this Agreement, including materials incorporated by reference.

RECORDS MAINTENANCE

The parties to this Agreement shall each maintain books, records, documents and other evidence that sufficiently and properly reflect all direct and indirect costs expended by either party in the performance of the service(s) described herein. These records shall be subject to inspection, review or audit by personnel of both parties, other personnel duly authorized by either party, the Office of the State Auditor, and federal officials so authorized by law. All books, records, documents, and other material relevant to this Agreement will be retained for six years after expiration of this Agreement and the Office of the State Auditor, federal auditors, and any persons duly authorized by the parties shall have full access and the right to examine any of these materials during this period.

Records and other documents, in any medium, furnished by one party to this Agreement to the other party, will remain the property of the furnishing party, unless otherwise agreed. The receiving party will not disclose or make available this material to any third parties without first giving notice to the furnishing party and giving it a reasonable opportunity to respond. Each party will utilize reasonable security procedures and protections to assure that records and documents provided by the other party are not erroneously disclosed to third parties subject to state public disclosure laws.

RESPONSIBILITIES OF THE PARTIES

Each party of this Agreement hereby assumes responsibility for claims and/or damages to persons and/or property resulting from any act or omissions on the part of itself, its employees, its officers, and its agents. Neither party will be considered the agent of the other party to this Agreement.

RIGHTS IN DATA

Unless otherwise provided, data, which originates from this Agreement shall be "works for hire" as defined by the U.S. Copyright Act of 1976 and shall be jointly owned by ECOLOGY and SPONSOR. Data shall include, but not be limited to, reports, documents, pamphlets, advertisements, books magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions. Ownership includes the right to copyright, patent, register, and the ability to transfer these rights.

SEVERABILITY

If any provision of this Agreement or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Agreement which can be given effect without the invalid

Page **3** of **4** WCC-2312 **33**

provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Agreement are declared to be severable.

TERMINATION FOR CAUSE

If for any cause, either party does not fulfill in a timely and proper manner its obligations under this Agreement, or if either party violates any of these terms and conditions, the aggrieved party will give the other party written notice of such failure or violation. The responsible party will be given the opportunity to correct the violation or failure within 15 working days. If failure or violation is not corrected, this Agreement may be terminated immediately by written notice of the aggrieved party to the other.

TERMINATION FOR CONVENIENCE

Either party may terminate this Agreement upon 30 days prior written notification to the other party. If this Agreement is so terminated, the parties shall be liable only for performance rendered or costs incurred in accordance with the terms of this Agreement prior to the effective date of termination.

WAIVER

A failure by either party to exercise its rights under this Agreement shall not preclude that party from subsequent exercise of such rights and shall not constitute a waiver of any other rights under this Agreement unless stated to be such in a writing signed by an authorized representative of the party and attached to the original Agreement.

ALL WRITINGS CONTAINED HEREIN

The Contract Manager for ECOLOGY is:

This Agreement contains all the terms and conditions agreed upon by the parties. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the parties hereto.

The Contract Manager for SPONSOR is:

Tom Hardy

AGREEMENT MANAGEMENT

Josiah Downey

The program manager for each of the parties shall be responsible for and shall be the contact person for all communications and billings regarding the performance of this Agreement.

Printed Name, Title		Printed Name, Title	Printed Name, Title	
Signature	Date	Signature	 Date	
State of Washington Department of ECOLOGY	intes nave executed this i	SPONSOR		
IN WITNESS WHEREOF, the pa	arties have executed this	Agraement		
Josiah.downey@ecy.wa.	gov	TWHARDY@redmond.go	TWHARDY@redmond.gov	
(360) 480-2603		425-556-2762		
Olympia, WA 98504		Redmond WA 98073		
PO Box 47600		PO BOX 97010	PO BOX 97010	

Page **4** of **4** WCC-2312 **34**

STATEMENT OF WORK Appendix A

Work summary:

Under direction of SPONSOR, crew(s) will perform restoration activities. Specific tasks could include invasive control, native species installation, plant nursery care, scientific monitoring, and fence installation or repair.

Special terms and conditions:

- 1. WCC resources (members, supervisors, tools and trucks) will not be utilized to clean public restrooms, monitor, survey, or clear active or abandoned encampments, and/or to clean up hazardous materials including hypodermic needles. If a significant amount of hazardous or unidentifiable material is discovered on a project site, activity will cease until SPONSOR mitigates potential hazards or finds an alternate project site. If active or abandoned encampments prevent WCC activities from taking place at a project site, WCC supervisors and members may contact their partner organization and work with their coordinator on alternative activities. While WCC can share encampment information with project partners, when relevant to service activities, WCC personnel will not monitor, survey, or report on encampments directly to regulatory agencies or anyone other than a partner organization.
- 2. WCC vehicle is not to be used for heavy hauling; the primary use is for transportation of crew, tools, and safety equipment. In the event that WCC vehicles are requested to tow SPONSOR-provided equipment (including rentals), it will only be on a limited basis and SPONSOR is solely responsible for accidental damages, unless damages are caused by WCC negligence.
- 3. WCC is not responsible for normal wear and tear when project requires the use of SPONSOR-provided tools, equipment, or safety gear.
- 4. The assignment of members shall not result in the displacement of currently employed workers, including partial displacement such as reduction in hours of non-overtime work, wages, or other employment benefits. Agencies that participate in the program may not terminate, lay-off, or reduce working hours of any employee for the purpose of using a member with available funds. In circumstances where substantial efficiencies or a public purpose may result, participating agencies may use members to carry out essential agency work or contractual functions without displacing current employees.
- 5. All state holidays and shutdown weeks are non-working days for members. Shutdown weeks are to be used by WCC staff/supervisors for planning purposes. The WCC standard 40-hour schedule is Monday through Thursday from 7:00am to 5:30pm. An alternate schedule may be arranged with prior approval from the WCC.
- 6. WCC's cost-share rate is calculated using the full costs of supporting WCC crews and IPs, including time spent training, required community service events, shutdowns, etc. Indirect costs are included in SPONSOR share at a standard rate of 5% of direct costs.
- 7. If inclement weather makes a project site inaccessible, then the sponsor should reassign the WCC crew or IP to alternative projects in an accessible location. In inclement weather, WCC crews follow the weather-related guidance (e.g. shut-down, delayed start, early end, etc.) from the regional Ecology office closest to the crew lock-up or IP service location. If the member's assigned location is more than one hour from an Ecology regional office, then WCC follows weather-related guidance of federal, state and local governments. Only WCC can instruct a crew or IP to shut-down due to weather. Sponsors are not charged for WCC-initiated, weather related shut-downs or delays.

If a shut-down is requested by the SPONSOR for any reason, then the sponsor is responsible for crew costs.

ECOLOGY shall:

Appendix A, Page 1 of 3 WCC-2312 35

- 1. Provide WCC members for the number of weeks specified in this agreement. Full-term crews and Individual Placements are available to SPONSOR for a maximum of 164 days (approximately 41 weeks) during the Federal AmeriCorps program service year (October-September).
- 2. Enroll members to begin service no sooner than October 2, 2023 and no later than October 16, 2023 to attain a full AmeriCorps scholarship. Member vacancies may be filled with a 1200 hour, three-quarter-term AmeriCorps Education Award beginning January 16, 2024. Any further member enrollment for the remainder of the program year is at the discretion of ECOLOGY and based on availability.
- 3. In the event of a disaster response deployment, ECOLOGY will make every effort to fulfill SPONSOR needs, including sending additional members, whenever possible. Unless disaster response activities are requested by the sponsor, sponsors are not charged for WCC's emergency and disaster responses.
- 4. Provide training and development specified in Appendix B: eight days of formal WCC training, a two to four day Orientation Training, one day dedicated to MLK Community Service, one day of training in noxious weed control, and one day for a debrief meeting near the conclusion of the term. Beyond dates included in Appendix B, Ecology will schedule up to six additional days of Supervisor training or meetings during the term. WCC members and supervisors are logging hours on the dates identified for WCC-sanctioned events, but are unavailable to SPONSOR. ECOLOGY will provide a four day Assistant Supervisor training to the designated Assistant Supervisor.
- 5. Each full-term crew or IP may spend up to two weeks (eight days) with an alternative sponsor during the crew year. These dates will be determined in coordination with their full-term Sponsor.
- 6. For crews, ECOLOGY agrees to provide a crew of 5 members, a crew supervisor, vehicle, and basic hand tools. Rates are not based on actual attendance, however, invoices will be reduced for member or supervisor vacancies lasting 20 days or more.

SPONSOR shall:

- 1. Guide completion of appropriate projects for number of weeks specified in this agreement by providing logistical, technical and safety-related support necessary for project completion. Provide site orientation for WCC members, site-specific training, and materials beyond basic hand tools to complete tasks. Obtain and ensure adherence to applicable permits as set by local, state, tribal or federal laws and regulations.
- 2. Help promote the AmeriCorps and WCC brands, logo, slogans and phrases. WCC will provide camera-ready logo. AmeriCorps is a registered service mark of the Corporation for National and Community Service.
- 3. For a SPONSOR hosting Individual Placement positions, SPONSOR agrees to provide computer access, email, transportation to and from WCC events (or private mileage reimbursement), and day-to-day direction of activities.
- 4. For a SPONSOR hosting full-term WCC Crew(s), SPONSOR shall provide a secure site to store tools and park crew vehicles that allows access to potable water and restrooms as well as desk and internet access for the crew supervisor. In the event of theft, vandalism, or loss, the SPONSOR shall provide reimbursement (75 percent sponsor share) of expenditures and deductibles.
- 5. For a SPONSOR that assigns WCC crew(s) or WCC Individual Placement members to serve with other organizations, SPONSOR shall inform the other organizations of WCC policies, procedures and contract terms.

AmeriCorps Prohibited Activities:

Appendix A, Page **2** of **3** WCC-2312 **36**

While charging time to the AmeriCorps program, accumulating service or training hours, or otherwise performing activities supported by the AmeriCorps program, staff and members may not engage in the following activities (see 45 CFR § 2520.65):

- A. Attempting to influence legislation;
- B. Organizing or engaging in protests, petitions, boycotts, or strikes;
- C. Assisting, promoting, or deterring union organizing;
- D. Impairing existing contracts for services or collective bargaining agreements;
- E. Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office;
- F. Participating in, or endorsing, events or activities that are likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation, or elected officials;
- G. Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious instruction or worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization;
- H. Providing a direct benefit to—
 - I. A business organized for profit;
 - II. A labor union;
 - III. A partisan political organization;
 - IV. A nonprofit organization that fails to comply with the restrictions contained in section 501(c)(3) of the Internal Revenue Code of 1986 related to engaging in political activities or substantial amount of lobbying except that nothing in these provisions shall be construed to prevent participants from engaging in advocacy activities undertaken at their own initiative; and
 - V. An organization engaged in the religious activities described in paragraph 3.g. above, unless AmeriCorps assistance is not used to support those religious activities;
- Conducting a voter registration drive or using AmeriCorps funds to conduct a voter registration drive;
- J. Providing abortion services or referrals for receipt of such services; and
- K. Census Activities. AmeriCorps members and volunteers associated with AmeriCorps grants may not engage in census activities during service hours. Being a census taker during service hours is categorically prohibited. Census-related activities (e.g., promotion of the Census, education about the importance of the Census) do not align with AmeriCorps State and National objectives.
- L. Election and Polling Activities. AmeriCorps members may not provide services for election or polling locations or in support of such activities
- M. Such other activities as AmeriCorps may prohibit.

AmeriCorps members may not engage in the above activities directly or indirectly by recruiting, training, or managing others for the primary purpose of engaging in one of the activities listed above. Individuals may exercise their rights as private citizens and may participate in the activities listed above on their initiative, on non-AmeriCorps time, and using non-AmeriCorps funds. Individuals should not wear the AmeriCorps logo while doing so

Appendix A, Page 3 of 3 WCC-2312 37

_	Appendix B WCC CALENDAR							
	October February June Fullterm: C	TBD	M (10) 3√ 17√ 24	M M M M M M M M M M M M				
	ber m: Oct	Holiday (Ob Orientation Assistant Su MLK- Sup H Individual P Elective Tra 3/4-Term IV Extended IV Supervisor I Spike (2 wk)	T 4 4 11 18 25	T 3 10 17 24 31 1 13 31 13				
	October February June Fullterm: Oct. 2-Sept. 5 FT: 1700-hr min, \$6	Holiday (Observe Orientation Assistant Supervi Assistant Placer Individual Placer Elective Training: 3/4-Term Memb Extended Manag Supervisor Refres Spike (2 wks on s		0 W W W W W W W W W W W W W W W W W W W				
	œ <u> </u>	Holiday (Observed) - Day Off Orientation Assistant Supervisor Training MLK- Sup Holiday, Member Service Individual Placement Meeting (Virtu Elective Training: 3/4-Term Member Orientation Extended Management & Ops Mee Supervisor Refresher Trainings Spike (2 wks on special assignment)	June T 13 13 13 13 13 13 13 13 13 13 13 13 13	October 1 12 126 26 26 15 17 17 17 17 19				
	180 160 150 1860) - Day or Traii Memb nt Me Orien Orien nent & nent a	7 7 14 21 28	113 113 220 27 27 27 27 27				
	\ward	Off ning per Ser eting (eting (tation k Ops I inings ssignm	S 1 1 1 1 1 1 2 2 2 9	S 7 7 7 114 221 221 10 110				
	Members' Potential Hours (For general guidance only - November 150 March 160 July 180 Oct. 3QT: Oct. 2-June 6 1370 aQT: 1200-hr min, \$4,826.5 Ed Award	Holiday (Observed) - Day Off Orientation Assistant Supervisor Training MLK- Sup Holiday, Member Service Day Individual Placement Meeting (Virtual) Elective Training: 3/4-Term Member Orientation Extended Management & Ops Meeting Supervisor Refresher Trainings Spike (2 wks on special assignment)	S 2 2 9 16 23 30	S 115 229 299 255				
	November March July Oct. 3QT: Oct. 2-June 6	e e e	8 1√ 15 8 22 22 29	M M M 277 277 113 13 13 13 13 13 13 13 13 13 13 13 13				
WC	Poter nber 1	4/18		7 7 7 114 221 221 12 119 19				
Cstan	ntial I	AmeriC DPs D Time: Time: Time: Troduc Produc Voxiou Olym S. Puge S. Kin	\ 	202 Novem W T 1				
WCC standard schedule (40 hours/week) is Monday - Sunday	Hours (For general guidance on	AmeriCorps Swearing-in (0.5 day - Virtual) PDPs Due (July: QT members only) eTime: Hours entered eTime: Prior pay period approval due Payday (10th & 25th, varies on weekends) Production (last Thursday of the month) Supervisors: Crew interviews Noxious Weed Control Workshops 3/21 Olympic; 3/28 Central/E. WA; 4/4 S. Puget Sound; 4/11 N. King County/Snohomish;						
chedi	rs (For 150 160 180 1370 1200-h	wearing; QT is enterpoly; QT is enterpoly per & 25tl ast Thu ast Thu d Cont id Cont id Cont id Cont; 4/inty; 4		3 3 3 10 21 17 17 17 17 17 17 17 17 17 17 17 17 17				
ule (40	r min,	ng-in (() memb ed riod ap riod ap n, varion rsday rsday rtervie rol Wo ntral/E 11 N. P		24 W 4 4 111 1 118 1 118 1 25 2 2 2 2 9 1 16 1 16 1 16 1 17 2 23 2 30 3				
) hour	S4,82	D.5 day ers onl pprova pprova ss on w ss on w of the ws of the ws rkshop rkshop cling Cc		/CC E				
s/we	guidance December April August Jan. 3QT: Ja	/ - Virtu y) due due veeker montl ps	} * 	went M M M M M M M M M M M M M M M M M M M				
ek) is	ber Jan. 1	ual) nds) n)		ts Ca				
Mond	guidance only - ho December Appril August Jan. 301: Jan. 16-Sept. 5 26.5 Ed Award	mish;	7 + + + + + + + + + + + + + + + + + + +	Events Calendar Decem				
lay - S	hour	\$\frac{1}{29} \frac{1}{8} \frac{1}{29} \frac{1}{8} \frac{1}{2} \frac{1}{	August 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					
unday	urs not 150 180 170	Start (FT/Oct. 3QT=1 Credit Card Log Due End Date (FT/Jan. 3C End-of-year Present 5 Olympic; 8/22 Cen 9 S. King County & N Shutdown Weeks: Supervisors: F Supervisors: C	F 2 3 3 3 3 3 3 3 3	F 1 2 2 2 3 2 9 2 2 2 2				
`	guar	/Oct. 3 ard Log (FT/J; ear Pr c; 8/2; Count Wn W. pervis pervis	S S S 3 4 4 11 11 11 18 17 18 24 25 24 25 31	S S S S S S S S S S S S S S S S S S S				
	hours not guaranteed) 150 Janua 180 May Septe 170 Septe 01: Junua 170 Septe 01: Junua 01: Junua	Start (FT/Oct. 3QT=10/2, Jan. 3QT=1/16, QT=6/10) Credit Card Log Due End Date (FT/Jan. 3QT/QT=9/5, Oct. 3QT=6/6) End-of-year Presentations 8/15 Olympic; 8/22 Central/E. WA & S. Puget Sound; 8/29 S. King County & N. King County/Snohomish; 9/5 Shutdown Weeks: Supervisors: Finalize Interviews/Enrollment Supervisors: Cross-training Supervisors: All staff meeting & prep days						
	January May September QT: June 10-Sept. 5 QT: 450-hr min, \$:	0/2, Ja T/QT= Tions tions ral/E. I King (King (1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	M M 229 3 29 3 20 27 27 27 27 2				
	ber 10-Se	n. 3QI 9/5, 0 9/5, 0 WA & County Intervi		1 V 2 3 2 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3				
	pt. 5 in, \$1	:=1/16 ct. 3Q: ct. 3Q: //Snoh //Snoh		January W T 3 4 10* 11* 17 18 24 25* 31 May W T 17 2 19 9 8 9 8 9 22 23 22 23 29 30				
	180 170 30 490 ,824.07	, QT=6 F=6/6) F=6/6 ref Sou omish	T F F 13 20 20 20 20 20 20 20 20 20 20 20 20 20	nuary T F 4 5 111 12 118 19 25* 26 Way Way T F 2 3 9 10 16' 17 16' 17 16' 17 30 31				
	7 Ed /	Start (FT/Oct. 3QT=10/2, Jan. 3QT=1/16, QT=6/10) Credit Card Log Due End Date (FT/Jan. 3QT/QT=9/5, Oct. 3QT=6/6) End-of-year Presentations 8/15 Olympic; 8/22 Central/E. WA & S. Puget Sound; 8/29 S. King County & N. King County/Snohomish; 9/5 NW Shutdown Weeks: Supervisors: Finalize Interviews/Enrollment Supervisors: All staff meeting & prep days	S S 7 3 14 3 14 7 28	S S S S S S S S S S S S S S S S S S S				
	eed) January 180 May 170 September 30 QT: June 10-Sept. 5 490 QT: 450-hr min, \$1,824.07 Ed Award	¥	5 1 1 1 1 1 1 1 1 2 2 3 8 2 9	S				
Ш		l						

Appendix B, Page 1 of 1 WCC-2312



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the	Whole - Planning and Public Work	File No. CM : Type: Comm	
TO: Committee of the Whole FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CO	G		
Public Works	Aaron L. Bert	425-556-2786	\neg
DEPARTMENT STAFF:	<u> </u>	•	_
Public Works	Jessica Atlakson	Senior Environmental Scientist	7
Public Works	Amanda Balzer	Science and Data Analytics Manager	
 Street Sweeping project through Amendment No. 7 to amount of \$70,050 to Supplemental Agree 	ugh the Redmond Paired Watershee o the Interagency Agreement witl to fund the contract with Herrera.	h the Washington State Department	t of Ecology in the
REQUESTED ACTION:			
☐ Receive Information	☐ Provide Direction	⊠ Approve	
REQUEST RATIONALE:			
 Relevant Plans/Polic Comprehensive Plan, Required: NA Council Request: NA Other Key Facts: Background 		n Plan, Redmond Watershed Manage	ment Plan

Date: 10/3/2023 File No. CM 23-482

Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

Redmond received a King County WaterWorks grant to fund increased street sweeping in the Tosh Creek Watershed for two years. Tosh Creek Watershed is identified as a priority watershed within the Redmond Watershed Management Plan. Council accepted the grant on July 19, 2022, and the project began implementation in October 2022 and will continue through September 2024.

Water quality sampling from the Redmond Paired Watershed Study (RPWS) has been leveraged to determine if increased street sweeping within the Tosh Creek Watershed will improve water quality. Additional funding from the Washington Department of Ecology was granted to the City to add 6PPD-quinone (6PPD-q) to the water quality sampling through Water Year 2023 (year 1 of the Tosh Creek Watershed Street Sweeping project). 6PPD-q is released as car tires ware and has recently been discovered to be acutely toxic to Coho Salmon adults in freshwater urban streams.

Washington Department of Ecology has recently received more 6PPD-q funding and has agreed to extend the agreement with Redmond to cover the costs of 6PPD-q water quality analysis through year 2 of the Tosh Creek Watershed Street Sweeping project.

The RPWS is designed measure the effectiveness of actions taken by Redmond's Stormwater Utility and King County to restore urban streams on a watershed scale. This is done by analysis of monitoring data collected in six watersheds within Redmond, including the Tosh Creek Watershed. Council was provided with an update on RPWS findings during the June 1, 2021, staff report. RPWS data collected from Tosh Creek will be used to determine the effectiveness of street sweeping to improve water quality.

<u>Sustainability</u>

This project supports Strategy N1 and N3 in the Environmental Sustainability Action Plan.

Additional Benefits

While not called out as a specific NPDES permit requirement, street sweeping helps Redmond meet permit obligations to prevent degradation of receiving waters (in this case, Tosh Creek) by keeping pollutants out of the storm drain, which discharges without any treatment to Tosh Creek.

This study in Tosh Creek will benefit the Puget Sound region by quantifying the benefits of street sweeping on instream water quality. Street sweeping is a cost-effective, readily available stormwater management tool that can be equitably served throughout a jurisdiction.

OUTCOMES:

These agreements will allow the RPWS to continue as planned as a long term (10 year) study to determine the effectiveness of actions taken to restore urban streams on a watershed scale. The study will help guide regional actions to refine stormwater management programs. Additionally, the RPWS and will help state agencies assess whether current regulations and program requirements are effectively improving stream conditions in urban areas.

Funding from the Washington Department of Ecology will be utilized to continue the analysis of 6PPD-q in Tosh Creek to determine the effectiveness of street sweeping at reducing the amount of 6PPD-q entering urban streams. This agreement will allow 6PPD-q analysis through year 2 of the street sweeping project, where street sweeping will be increased from monthly to twice a month. 6PPD-q is released as car tires wear and has been found to be acutely toxic to Coho Salmon adults in freshwater urban streams. Little is known about this emerging contaminant and there will be great regional interest in the results of this study.

Date: 10/3/2023 Meeting of: Committee of the Whole - Plan	nning and Public W	/orks	File No. CM 23-482 Type: Committee Memo
· · · · · · · · · · · · · · · · · · ·	tormwater throug	_	uring storm events compared to baseflow nd analysis will be conducted with the data
COMMUNITY/STAKEHOLDER OUTREACH	AND INVOLVEMEN	<u>NT</u> :	
	e Tosh Creek Wate by moving cars of	ershed provided If the streets on	June 2023. information on the project and requested sweeping dates. There has been a slight
BUDGET IMPACT:			
Total Cost: Total project cost since 2014: \$3,619,784.3 program).	3 (this cost has be	en funded throu	gh Ecology's Stormwater Action Monitoring
Project cost included in this current amend	lment: \$84,050		
Funding for current amendment costs:			
Stormwater Action Monitoring Program	King County Wat	erWorks Grant	Total
\$70,050	\$14,000		\$84,050
Approved in current biennial budget: Budget Offer Number:	□ Yes	⊠ No	□ N/A
000214			
Budget Priority : Healthy and Sustainable			
Other budget impacts or additional costs: <i>If yes, explain</i> : N/A	☐ Yes	⊠ No	□ N/A

Funding source(s):

Date: 10/3/2023 File No. CM 23-482

Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

\$70,050 will be funded through the Stormwater Action Monitoring program, administered through Washington Department of Ecology.

\$14,000 will be funded through the King County WaterWorks grant, awarded, and accepted by the City on July 19, 2022.

Budget/Funding Constraints:

NA

☐ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
7/19/2022	Business Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Approve

Time Constraints:

Current funding from Washington Department of Ecology for 6PPD-q analysis is through year 1 of the street sweeping project. If there are delays in approving the amendments, there could be impacts to sample collection.

ANTICIPATED RESULT IF NOT APPROVED:

The RPWS uses the pooled resources from Phase I and II municipal stormwater permittees. There is great interest from the permittees to determine the effectiveness of a widely available and relatively inexpensive operational practice (street sweeping) to address water quality and 6PPD-q pollution. Information from this study can be used by Western Washington jurisdictions to prioritize stormwater management practices and enhance salmon restoration activities. By not approving the amendments, Redmond will miss an opportunity to leverage the RPWS and assist the region with critical data for salmon recovery.

ATTACHMENTS:

Attachment A: Washington State Department of Ecology Interagency Agreement

Amendment 7

Attachment B: Herrera Environmental Consulting Supplemental Agreement

Attachment C: Redmond Watersheds Map



AMENDMENT NO. 7

TO

Contract NO. C1500059

BETWEEN THE

STATE OF WASHINGTON DEPARTMENT OF ECOLOGY

AND

CITY OF REDMOND

PURPOSE: To amend the Agreement between the state of Washington, Department of Ecology,

hereinafter referred to as "ECOLOGY," and City of Redmond, hereinafter referred to as

"CITY" or "CONTRACTOR."

WHEREAS, the original Contract No. C1500059 provided funding for a pilot street sweeping

effectiveness study as a task in the larger monitoring program. The City of Redmond secured other funds to repeat the street sweeping study in another subbasin for WY2023 and WY2024. Additional funds are needed to continue sampling and analyzing for a novel chemical recently discovered to contaminate stormwater that were added to this

street sweeping study under Task E2 in Amendment No. 6.

WHEREAS, this amendment extends sampling and analyzing data for water chemistry parameters in

an already existing street sweeping study effort being conducted by the City of Redmond. Results and findings will be combined with other data and reporting that is planned under

this contract's Task E2 and E6.

IT IS MUTUALLY AGREED the Agreement is amended as follows:

1) The total budget for covered work in this amendment will increase the Agreement by \$70,050.

43

- 2) The Scope of Work is amended to reflect revisions to existing deliverables:
 - a. Total cost for Deliverable E6.4 will increase by \$1,280 for a total of \$2,150. Deliverable E6.4 is amended to read, new text is underlined:

Deliverable 6.4 Analytical data uploaded to the Environmental Information Management (EIM) database for WY2023 and WY2024. Target date of 5/30/3023 12/31/2024.

b. Deliverable E6.6 is amended to read, new text is underlined:

Deliverable E6.6 Fact sheet for interim analysis of the PAHs and 6PPD-quinone for WY 2023 and WY2024 Data Summary Report under Task E2. Target date of 5/30/2022 12/31/2024.

c. Task E6.0 is amended to add the following background text:

To further evaluate the effectiveness of street sweeping for improving water quality, the City obtained grant funding from King County Wastewater Treatment Division (WTD) to progressively increase street sweeping in the Tosh Creek watershed. Using this funding, City staff are sweeping all public roads (3.54 miles) in the Tosh Creek watershed within Redmond city limits one time per month from October 2022 through September 2023, and two times per month from October 2023 through September 2024. This is in addition to the regularly scheduled quarterly street sweeping.

At the same time, Herrera has performed supplemental sampling and analysis for the RPWS to evaluate whether the increased frequency of street sweeping is effective at removing other pollutants of concern that are associated with roadway runoff. Specifically, using Ecology proviso funds, the City is collecting samples for evaluating concentrations of 6PPD-quinone (6PPD-q) and polycyclic aromatic hydrocarbons (PAHs) during the routine water quality monitoring that is conducted for the RPWS.

3) The Scope of Work is amended to reflect a new task E7.0 added by this amendment to Appendix E to continue monitoring and reporting of the additional novel chemical from the Q4 of WY2023 through all of WY2024:

Task E7.0 – Continuation of Street Sweeping Chemical Analysis through WY2024

Street sweeping impact monitoring was conducted over the first three quarters of WY 2023 (October 1, 2022 through June 30, 2023) pursuant to Amendment No. 6 to Contract No. C1500059 between Ecology and the City . This scope of work further Aamendment No. 7 of this contract to extends the supplemental sampling and analysis through the end of WY 2024. It also includes the following additional activities related to this monitoring:

- Preparation of a data validation memorandum and trend analysis report
- Presentation of study results at a local or regional conference
- Budget adjustment for previous laboratory analytical services

Work on these tasks will be performed by REDMOND with assistance from Herrera Environmental Consultants (Herrera), and King County. REDMOND, Herrera, and King County are collectively referred to as the "Project Team" in this scope of work. Where applicable, specific roles for each member of the Project Team are called out under individual tasks. The cost by deliverable, and schedule are included in the table at the end of this section.

Under this task, the Project Team will implement required monitoring activities identified in Addendum 1 to the Quality Assurance Project Plan for the RPWS over the final quarter of water year 2023 and all of water year 2024. This would include field measurement collection, data management and quality assurance review, and reporting. These activities are described in more detail under the following subtasks:

Subtask E7.1 – 4Q WY2023 and WY2024 Street Sweeping Sample Collection and Analysis

Under this task, the supplemental sampling and analysis for 6PPD-Q and PAHs will occur from the fourth quarter of WY 2023 through the end of WY 2024 (July 1, 2023, through September 31, 2024) in the Tosh Creek watershed (an Application watershed) and the Country Creek watershed (a Control watershed). In these watersheds, the additional sampling and analysis will specifically occur at the following stations located at the creek mouth and mid-watershed:

- Tosh-Mouth (TOSMO)
- Tosh-Mid (TOSMI)
- Country-Mouth (COUMO)
- Country-Mid (COUMI)

The locations of these stations are shown in Figures 4 and 7 of the quality assurance project plan (QAPP) that was prepared for the RPWS (Herrera 2015).

Up to three grab samples will be collected during storm events at each station per quarter. In addition, one grab sample will be collected during a base flow event at each station per quarter. Given the specified monitoring period identified above spans 5 quarters, this will nominally result in sample collection from each station up to 20 events (4 events per quarter x 5 quarters). One additional sample will be collected during either a storm or base flow event each quarter to serve as a field duplicate. The anticipated total number of samples to be collected under this subtask is summarized below:

		Base Flow	Regular	Field			
	Storm Event	Event	Samples	Duplicates	Samples	Number	Total
	Samples Per	Samples Per	per	Samples per	per	of	Number of
Stations	Quarter	Quarter	Quarter	Quarter	Quarter	Quarters	Samples
4	3	1	16	1	17	5	85

In connection with this supplemental sampling and analysis, the following activities will be performed:

- Weather tracking and go/no go decision coordination
- Mobilization of field crews for sampling during the event
- Delivery and shipment of samples to the laboratory after the event
- Auditing of laboratory analytical results for quality assurance / quality control (QA/QC) purposes within seven days of their receipt

Assumptions

- The supplemental sampling for 6PPD-q and PAHs will be performed in connection with routine sampling for the RPWS.
- Obtaining storm event samples may not be possible during particularly dry quarters. If this should occur, efforts will be made to conduct makeup sampling in subsequent quarters to obtain 20 grab samples from each station over the water year.

Deliverables

• Laboratory analytical results from up to 20 sampling events with documentation from the associated QA/QC audits.

Subtask E7.2 – Study Reporting

Following completion of the supplemental sampling and analysis at the end of WY 2024, Herrera's Data Quality Assurance Officer will provide an independent review of the laboratory quality control (QC) data from each sampling event based on the method quality objectives (MQOs) that have been identified for the study (Herrera 2022). The results will be presented in a data validation memorandum that will be included as an appendix to the trend analysis report for the study (see description below). The data validation memorandum will summarize quality control results, identify when data quality objectives were not met, and discuss the resulting limitations (if any) on the use or interpretation of the data.

Following preparation of the data validation report, Herrera will prepare a trend analysis report for the study. This report will summarize the compiled data for 6PPD-q and PAHs (WY 2023 – 2024) and summarize results from statistical trend analyses that will be performed on these data to assess potential benefits from the increase in street sweeping frequency. The statistical trend analyses will follow procedures that are identified in the QAPP for the RPWS. This report will be written to satisfy both the City's reporting obligations related to the King County WTD grant funding and Ecology's 6PPD-Q research funding described above. The King County WTD grant funding will be used for the cost of the trend analysis report.

A draft of the trend analysis report will be prepared for review by Ecology, King County, and the technical advisory committee for the RPWS. A final version of the report will be prepared based on comments received.

Following preparation of the data validation report and concurrent with the preparation of the trend analysis report, Herrera will upload all the compiled data for 6PPD-q and PAHs to Ecology's Environmental Information Management (EIM) database. The uploaded data will include any necessary quality assurance flags that were identified through the independent review of the laboratory QC data as documented in the data validation memorandum.

The Project Team will present findings from the study at a local or regional conference (e.g., Washington Stormwater Center's Municon, Pacific Northwest Clean Water Association Annual Conference, or American Public Works Association's Spring or Fall Conference). A PowerPoint presentation will be created for the conference that provides a summary of the study's experimental design, compiled 6PPD-q and PAHs data, and results from the statistical trend analyses.

Assumptions

- The data summary report identified above will 10 to 20 pages in length include tables, figures, and appendices (excluding the appendix for the data validation memorandum).
- The factsheet identified above will be 2 to 4 pages in length including figures and tables.

Deliverables

- Data validation memorandum
- Preliminary draft, revised draft, and final trend analysis report

Page **4** of **6**

46

- Upload of compiled 6PPD-q and PAHs data to the EIM. The EIM upload file will be emailed to the SAM Coordinator.
- Preliminary draft, revised draft, and final factsheet
- Conference presentation

Subtask E7.3 - Budget adjustment for previous laboratory analytical services

Due to a miscommunication between Herrera and the two laboratories providing analytical services for the study (Onsite for PAHs; SGS AXYS Analytical Services for 6PPD-q); the cost for analyzing 6PPD-q was incorrectly represented in the budget for previous sampling that was conducted over the first three quarters of WY 2023 (Amendment No. 6). The cost included in the budget for this parameter was \$305 per sample whereas the actual cost is \$435 per sample. This subtask provides additional budget to make up the difference (\$130) between these two costs for laboratory services. The full cost for this adjustment is estimated to be \$6,500 based on the 50 samples for 6PPD-q that have been analyzed. The table below summarizes the following information for these samples: laboratory reference number, sample collection date, event type (e.g., storm versus base), the number of samples collected per event (regular and field duplicate), and cost difference for analytical services.

Laboratory	Sample	Event	No. Regular	No. Field	Total No.	6PPD-Q	6PPD-Q	Difference
Reference	Collection	Type	Samples	Duplicates	Samples	at \$305	at \$435	
No.	Date		Collected	Collected	Collected			
2210-222	10/21/2022	Storm	4		4	\$1,220	\$1,740	\$520
2210-298	10/26/2022	Base	4		4	\$1,220	\$1,740	\$520
2211-296	11/22/2022	Storm	4		4	\$1,220	\$1,740	\$520
2211-351	11/29/2022	Storm	4		4	\$1,220	\$1,740	\$520
2301-049	1/8/2023	Storm	4		4	\$1,220	\$1,740	\$520
2301-084	1/12/2023	Storm	4		4	\$1,220	\$1,740	\$520
2301-173	1/20/2023	Base	4	1	5	\$1,525	\$2,175	\$650
2302-068	2/7/2023	Storm	4		4	\$1,220	\$1,740	\$520
2304-066	4/6/2023	Storm	4		4	\$1,525	\$2,175	\$650
2304-245	4/20/2023	Storm	4	1	5	\$1,220	\$1,740	\$520
2304-315	4/27/2023	Base	4		4	\$1,525	\$2,175	\$650
2305-051	5/5/2023	Storm	4		4	\$1,220	\$1,740	\$520
Total:			48	2	50	\$15,250	\$21,750	\$6,500

Deliverables

• Documentation of budget shortfall for previous laboratory analytical services

Task/Deliverable	Quantity	Total by Deliverable	Target Dates
Deliverable E7.1 4Q WY2023 and WY2024 Street Sweeping Sample Collection and Analysis Unverified lab data	20	\$59,600	9/31/2024
Deliverable E7.2a Data validation memo	1	\$2,070	11/30/2024
Deliverable E7.2b Conference presentation	1	\$600	6/30/2025
Deliverable E7.3 Documentation of budget shortfall for previous laboratory analytical services	1	\$6,500	8/31/2023
E7 Task Total		\$68,770	

47

All other terms and conditions of the original Agreement including any other amendments remain in full force and effect, except as expressly provided by this Amendment.

This Amendment is signed by persons who represent that they have the authority to execute this Amendment and bind their respective organizations to this Amendment.

This Amendment is effective on the Ecology signature date.

IN WITNESS WHEREOF, the parties below, having read this Amendment in its entirety, including any attachments, do agree in each and every particular as indicated by their below signatures.

State of Washington Department of Ecology		City of Redmond	
By:		By:	
Signature	Date	Signature	Date
Heather R. Bartlett		Print Name	
Deputy Director		Title	



REDMOND PAIRED WATERSHED STUDY IMPLEMENTATION: TOSH CREEK WATERSHED STREETSWEEPING EFFECTIVENESS MONITORING

In February 2014, the Washington State Department of Ecology (Ecology) approved a Citywide Watershed Management Plan (WMP) for the City of Redmond (City) that allows use of a watershed approach for implementing required stormwater best management practices (BMPs) pursuant to the Phase II municipal stormwater permit. Through the implementation of this WMP, the City will focus stormwater BMPs in a subset of priority watersheds that are moderately impacted by urbanization and therefore expected to respond more quickly to rehabilitation efforts. This provides a unique opportunity to study the effectiveness of stormwater BMPs for improving receiving water conditions on an accelerated timeframe. Recognizing this opportunity, the City is implementing the Redmond Paired Watershed Study (RPWS) to quantify improvements in receiving water conditions based on routine and continuous measurements of various hydrologic, chemical, physical, and biological indicators of stream health.

This study is be implemented over an anticipated ten-year timeframe with funding from Ecology's Stormwater Action Monitoring (SAM) program. To date, the City has authorized Herrera to implement the monitoring identified in the QAPP over a period that extends from water years (WY) 2016 through 2024 (a water year is defined as the 12-month period that extends from October 1 in any given year through September 30 of the following year). The monitoring is planned to be a 10-year effort and will extend through WY 2025.

A trend analysis report that was prepared by Herrera after four years of study implementation (Herrera 2021) documented a significant decrease in total suspended solids (TSS) and total copper concentrations in Monticello Creek that appeared related to a City project that progressively increased street sweeping frequency in the associated watershed. These results were consistent with another study that was implemented by Seattle (SPU 2018).

To further evaluate the effectiveness of street sweeping for improving water quality, the City obtained grant funding from King County Wastewater Treatment Division (WTD) to progressively increase street sweeping in the Tosh Creek watershed. Using this funding, City staff are sweeping all public roads (3.54 miles) in the Tosh Creek watershed within Redmond city limits one time per month from October 2022 through September 2023, and two times per month from October 2023 through September 2024. This is in addition to the regularly scheduled quarterly street sweeping.

At the same time, Herrera has performed supplemental sampling and analysis for the RPWS to evaluate whether the increased frequency of street sweeping is effective at removing other pollutants of concern

Hennes

SCOPE OF WORK

that are associated with roadway runoff. Specifically, using Ecology proviso funds, the City is collecting samples for evaluating concentrations of 6PPD-quinone (6PPD-q) and polycyclic aromatic hydrocarbons (PAHs) during the routine water quality monitoring that is conducted for the RPWS.

This monitoring was conducted over the first three quarters of WY 2023 (October 1, 2022 through June 30, 2023) pursuant to amendment #4 to Herrera's existing contract for the RPWS. This scope of work further amends this contract to extend the supplemental sampling and analysis through the end of WY 2024. It also includes the following additional activities related to this monitoring:

- Preparation of a data validation memorandum, trend analysis report, and factsheet
- Presentation of study results at a local or regional conference
- Budget adjustment for previous laboratory analytical services

The cost by deliverable, and schedule by deliverable for this work are included in the attached payment schedule (Exhibit B). All costs associated with Task 18.0 will be funded by Ecology funds designated for 6PPD-Q research, except for the trend analysis report, which will be funded by the King County WTD grant.

Task 18 – Tosh Creek Street Sweeping Effectiveness Study

Subtask 18.1 – Sample Collection and Analysis

Under this task, Herrera will extend the supplemental sampling and analysis for 6PPD-Q and PAHs from the fourth quarter of WY 2023 through the end of WY 2024 (July 1, 2023, through September 31, 2024) in the Tosh Creek watershed (an Application watershed) and the Country Creek watershed (a Control watershed). In these watersheds, the additional sampling and analysis will specifically occur at the following stations located at the creek mouth and mid-watershed:

- Tosh-Mouth (TOSMO)
- Tosh-Mid (TOSMI)
- Country-Mouth (COUMO)
- Country-Mid (COUMI)

The locations of these stations are shown in Figures 4 and 7 of the quality assurance project plan (QAPP) that was prepared for the RPWS (Herrera 2015).

Up to three grab samples will be collected during storm events at each station per quarter. In addition, one grab sample will be collected during a base flow event at each station per quarter. Given the specified monitoring period identified above spans 5 quarters, this will nominally result in sample collection from each station up to 20 events (4 events per quarter x 5 quarters). One additional sample will be collected during either a storm or base flow event each quarter to serve as a field duplicate. The anticipated total number of samples to be collected under this subtask is summarized below:



Month Day, Year Page 2 of 6

		Number of		Number of			
	Number of	Base Flow	Total Number	Field	Total		Total
Number	Storm Event	Event	of Regular	Duplicates	Number of	Number	Number
of	Samples Per	Samples Per	Samples per	Samples per	Samples per	of	of
Stations	Quarter	Quarter	Quarter	Quarter	Quarter	Quarters	Samples
4	3	1	16	1	17	5	85

In connection with this supplemental sampling and analysis, the following activities will be performed:

- Weather tracking and go/no go decision coordination
- Mobilization of field crews for sampling during the event
- Delivery and shipment of samples to the laboratory after the event
- Auditing of laboratory analytical results for quality assurance / quality control (QA/QC) purposes within seven days of their receipt

Assumptions

- The supplemental sampling for 6PPD-q and PAHs will be performed in connection with routine sampling for the RPWS.
- Obtaining storm event samples may not be possible during particularly dry quarters. If this should occur, efforts will be made to conduct makeup sampling in subsequent quarters to obtain 20 grab samples from each station over the water year.

Deliverables

• Laboratory analytical results from up to 20 sampling events with documentation from the associated QA/QC audits.

Subtask 18.2 – Study Reporting

Following completion of the supplemental sampling and analysis at the end of WY 2024, Herrera's Data Quality Assurance Officer will provide an independent review of the laboratory quality control (QC) data from each sampling event based on the method quality objectives (MQOs) that have been identified for the study (Herrera 2022). The results will be presented in a data validation memorandum that will be included as an appendix to the trend analysis report for the study (see description below). The data validation memorandum will summarize quality control results, identify when data quality objectives were not met, and discuss the resulting limitations (if any) on the use or interpretation of the data.

Following preparation of the data validation report, Herrera will prepare a trend analysis report for the study. This report will summarize the compiled data for 6PPD-q and PAHs (WY 2023 – 2024) and summarize results from statistical trend analyses that will be performed on these data to assess potential benefits from the increase in street sweeping frequency. The statistical trend analyses will follow

Month Day, Year Page **3** of **6**

SCOPE OF WORK

procedures that are identified in the QAPP for the RPWS. This report will be written to satisfy both the City's reporting obligations related to the King County WTD grant funding and Ecology's 6PPD-Q research funding described above. The King County WTD grant funding will be used for the cost of the trend analysis report.

Herrera will prepare a preliminary draft of the trend analysis report for review by the City. Based on comments received from the City, Herrera will then prepare a revised draft for review by Ecology, King County, and the technical advisory committee for the RPWS. Herrera will then prepare a final version of the report based on comments received.

Following preparation of the data validation report and concurrent with the preparation of the trend analysis report, Herrera will upload all the compiled data for 6PPD-q and PAHs to Ecology's Environmental Information Management (EIM) database. The uploaded data will include any necessary quality assurance flags that were identified through the independent review of the laboratory QC data as documented in the data validation memorandum.

Finally, Herrera will coordinate with the City to co-present findings from the study at a local or regional conference (e.g., Washington Stormwater Center's Municon, Pacific Northwest Clean Water Association Annual Conference, or American Public Works Association's Spring or Fall Conference). In connection with this effort, Herrera will prepare a PowerPoint presentation for the conference that provides a summary of the study's experimental design, compiled 6PPD-q and PAHs data, and results from the statistical trend analyses. Herrera will prepare a draft version of this presentation for review by the City. Based on comments received, Herrera will then prepare a final version of the presentation.

Assumptions

- The data summary report identified above will 10 to 20 pages in length include tables, figures, and appendices (excluding the appendix for the data validation memorandum).
- The factsheet identified above will be 2 to 4 pages in length including figures and tables.

Deliverables

- Data validation memorandum
- Preliminary draft, revised draft, and final trend analysis report
- Upload of compiled 6PPD-q and PAHs data to the EIM. The EIM upload file will be emailed to the SAM Coordinator and the City Project Manager.
- Preliminary draft, revised draft, and final factsheet
- Draft and final conference presentation



Subtask 18.3 - Budget adjustment for previous laboratory analytical services

Due to a miscommunication between Herrera and the two laboratories providing analytical services for the study (Onsite for PAHs; SGS AXYS Analytical Services for 6PPD-q); the cost for analyzing 6PPD-q was incorrectly represented in the budget for previous sampling that was conducted over the first three quarters of WY 2023. The cost included in the budget for this parameter was \$305 per sample whereas the actual cost is \$435 per sample. This subtask provides additional budget to make up the difference (\$130) between these two costs for laboratory services. The full cost for this adjustment is estimated to be \$6,500 based on the 50 samples for 6PPD-q that have been analyzed. The table below summarizes the following information for these samples: laboratory reference number, sample collection date, event type (e.g., storm versus base), the number of samples collected per event (regular and field duplicate), and cost difference for analytical services.

Laboratory	Sample	Event	No.	No. Field	Total No.	6PPD-Q at	6PPD-Q	Difference
Reference	Collection	Type	Regular	Duplicates	Samples	\$305	at \$435	
No.	Date		Samples	Collected	Collected			
			Collected					
2210-222	10/21/2022	Storm	4		4	\$1,220	\$1,740	\$520
2210-298	10/26/2022	Base	4		4	\$1,220	\$1,740	\$520
2211-296	11/22/2022	Storm	4		4	\$1,220	\$1,740	\$520
2211-351	11/29/2022	Storm	4		4	\$1,220	\$1,740	\$520
2301-049	1/8/2023	Storm	4		4	\$1,220	\$1,740	\$520
2301-084	1/12/2023	Storm	4		4	\$1,220	\$1,740	\$520
2301-173	1/20/2023	Base	4	1	5	\$1,525	\$2,175	\$650
2302-068	2/7/2023	Storm	4		4	\$1,220	\$1,740	\$520
2304-066	4/6/2023	Storm	4		4	\$1,525	\$2,175	\$650
2304-245	4/20/2023	Storm	4	1	5	\$1,220	\$1,740	\$520
2304-315	4/27/2023	Base	4		4	\$1,525	\$2,175	\$650
2305-051	5/5/2023	Storm	4		4	\$1,220	\$1,740	\$520
Total:			48	2	50	\$15,250	\$21,750	\$6,500

Deliverables

• Documentation of budget shortfall for previous laboratory analytical services



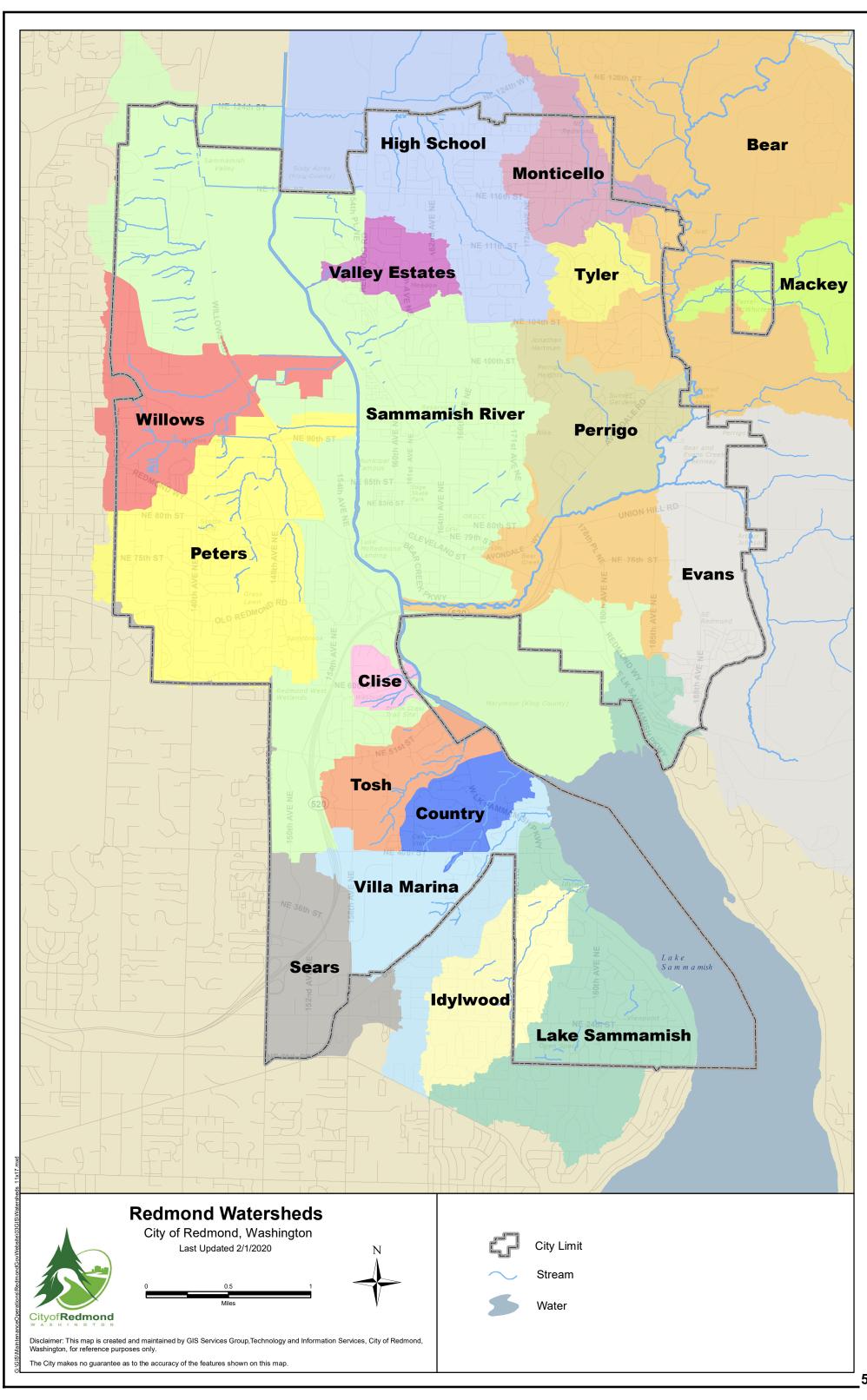
53

up @bcl@600bb864

EXHIBIT B: COST ESTIMATE AND SCHEDULE

Task	Deliverable	Quantity	Unit Cost	Total Costs	Schedule
18.1	Laboratory analytical results from up to 20 sampling events with documentation from the associated QA/QC audits	20	\$2,980	\$59,600	7/1/2023 to 9/31/2024
18.2a	Data validation memorandum	1	\$2,070	\$2,070	10/1/2024 to 11/30/24
18.2b	Preliminary draft, revised draft, and final trend analysis report	1	\$14,000	\$14,000	12/1/2024 to 12/31/2024
18.2c	Upload of compiled 6PPD-q and PAHs data to the EIM	1	\$1,280	\$1,280	12/1/2024 to 12/31/2024
18.2d	Draft and final conference presentation	1	\$600	\$600	1/1/2025 to 6/30/2025
18.3	Documentation of budget shortfall for previous laboratory analytical services	1	\$6,500	\$6,500	8/1/2023 to 8/31/2023
	Task Total			\$84,050	







City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Planning and Public Works			File No. CM 23-518 Type: Committee Memo	
TO: Committee of the Whole - Plan FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT				
Public Works	Aaron Bert	425-556-27	786	
DEPARTMENT STAFF:				
Public Works	Jon Spangler	City Engineer		
Avenue NE and NE 100 th Street OVERVIEW STATEMENT: NE 132 nd Avenue is on the border of warrant a signalized intersection at project cost is estimated at \$2,218 coordinate with Redmond. Project Additional Background Info	t NE 100 th Street. The cities pro 3,035, with Redmond's share b completion is targeted for 202	opose to share the cost of peing \$1,109,018. Kirkland 5.	the project equally. The total	
REQUESTED ACTION:				
☐ Receive Information	☐ Provide Direction	☑ Approve		
REQUEST RATIONALE:				
• Relevant Plans/Policies:				

Transportation Master Plan

Required:

Interlocal agreements require City Council approval

• Council Request:

N/A

Other Key Facts:

Funding for Redmond's share is mostly from Microsoft mitigation funds.

OUTCOMES:

Approval of the agreement will provide the funding for the design and construction of the signalized intersection

Date: 10/3/2023File No. CM 23-518Meeting of: Committee of the Whole - Planning and Public WorksType: Committee Memo

allowing for more efficient traffic flow in the area and improved bicycle and pedestrian safety.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

• Timeline (previous or planned):

Kirkland plans to lead outreach efforts to both Redmond and Kirkland residents.

Outreach Methods and Results:

Project notifications on both city websites, direct contact with area residents as project progresses, message boards before and during construction.

Feedback Summary:

N/A

BUDGET	IMPACT :
Total Cod	

\$1,109,018 (Redmond's share of the \$2,218,03	35)		
Approved in current biennial budget:	⊠ Yes	□ No	□ N/A
Budget Offer Number: CIP			
Budget Priority : Vibrant and Connected			
Other budget impacts or additional costs: <i>If yes, explain</i> : N/A	☐ Yes	⊠ No	□ N/A
Funding source(s):			

\$1,120,000 - Microsoft Concurrency funds \$434,632 - Transportation CIP

Budget/Funding Constraints:

Phase II for RedWest Campus development east of 148th Ave NE and north of NE 51st St was approved in about 2005 with a 20-Year Development Agreement (DA). That DA included a transportation concurrency requirement to improve the intersection of Redmond Way and 140th Ave NE for the amount of \$1.2 million. There was also a provision that funds could be directed to another comparable project. The Redmond Way and 140th Ave NE project was later removed from the City of Redmond Transportation CIP due to high cost, low benefit, and low priority. When Microsoft decided in about 2021 to build RedWest Phase II and work through the DA conditions, it was agreed that the Redmond Way and 140th Ave NE project was no longer a necessary or viable project. Microsoft and City staff agreed that planned improvements to the intersection of 132nd Ave NE and NE 100th St would meet the concurrency requirements in the RedWest DA as a comparable project. The City accepted funds for 132nd Ave NE and NE 100th St project in the amount of \$1.2 million which satisfied those concurrency requirements.

Date: 10/3/2023 File No. CM 23-518

Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

□ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
12/6/2022	Business Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Approve

Time Constraints:

Development in the area is progressing and driving the need for this signal.

ANTICIPATED RESULT IF NOT APPROVED:

Project would not be funded and would not be constructed; traffic movement in the area would be inefficient and increase the risk to bicycle and pedestrian safety.

ATTACHMENTS:

Attachment A: Interlocal Agreement Attachment B: Conceptual project plan Attachment C: Preliminary cost estimate Attachment D: Project Information Sheet

AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND, WASHINGTON AND THE CITY OF REDMOND, WASHINGTON

FOR MUTUAL COOPERATION IN A PUBLIC WORKS PROJECT AT THE INTERSECTION OF 132ND AVE NE AND NE 100TH STREET THROUGH INCORPORATION OF THE PARTNER AGENCY'S WORK INTO THE LEAD AGENCY'S WORK, AS INDENTIFIED HEREIN

THIS AGREEMENT is entered into between the City of Kirkland ("Kirkland") and the City of Redmond ("Redmond"), both Washington municipal corporations, individually a "Party" and collectively the "Parties," pursuant to Chapter 39.34 RCW, the Interlocal Cooperation Act.

RECITALS

- A. Whereas, it is in the Parties' mutual best interest to coordinate and integrate their work, when possible, to realize efficiencies and reduce disruption to the public; and
- B. Whereas, the Parties share a mutual interest in the improvements to the intersection of 132nd Avenue NE and NE 100th Street; and
- C. Whereas, based upon the circumstances, either Kirkland or Redmond could be the lead agency for the project;

Now, therefore, the Parties agree as follows:

AGREEMENT

LEAD AGENCY AND PARTNER AGENCY

Based upon the circumstances of the particular project described in Exhibit A, such as scope and/or schedule, and upon the mutual agreement of the Parties, it shall be agreed that Kirkland shall have primary responsibilities for contractor selection, contract management, project management, and facilitating the integration and completion of the work ("Lead Agency"). Redmond shall be the Partner Agency ("Partner Agency"). The roles and responsibilities of the Lead Agency and the Partner Agency are provided herein.

2. LEAD AGENCY PROJECT AND PARTNER AGENCY WORK

The Lead Agency is designing and will construct a public work summarized in Exhibit A ("Project"). The Partner Agency shall pay for fifty percent (50%) of the public work and associated costs as detailed in Exhibit B.

3. COORDINATION AND COOPERATION

- a. The Parties shall cooperate, and they shall coordinate efforts to cause the Project to be constructed pursuant to a process and schedule consistent with this Agreement and developed mutually by the designated representatives of the Parties.
- b. The parties recognize that Exhibit B shows traffic signal system improvements in Redmond right-of-way. Kirkland will make reasonable efforts to relocate the traffic signal system into Kirkland right-of-way prior to final design. However, in the event that traffic signal system will need to remain within Redmond right-of-way, the parties will enter into a separate license agreement or other alternative to authorize those improvements.

4. DESIGN AND CONSTRUCTION PROCEDURE

a. Partner Agency Plans

The Lead Agency shall prepare and provide plans, specifications, details, cost estimates, and a bid item schedule ("Project Plans") to the Partner Agency. The Partner Agency shall review the Project Plans and provide comments to the Lead Agency within 21 calendar days. The Project Plans shall be prepared by a qualified engineer selected by the Lead Agency or, if mutually agreed to, by the Partner Agency's consulting engineer for the Project. The Project Plans must include Project Work as summarized in Exhibit A, attached hereto and incorporated herein. The estimated cost of the Project and associated shared costs are stated in Exhibit B, attached hereto and incorporated herein. The designated representatives of the Parties may approve written amendments to Exhibit A and/or Exhibit B, which, after approval, shall be deemed to be amendments to Exhibits A and Exhibit B without physical attachment to this Agreement. The Kirkland Designated Representative shall be the Kirkland Director of Public Works, and any amendments shall be routed in Kirkland's enterprise resource planning system (Munis). The Redmond Designated Representative shall be the Redmond Public Works Director.

b. <u>Competitive Bid and Partner Agency Work</u>

The Lead Agency shall call for bids for the Project on behalf of both parties. Shared cost items are detailed in Exhibit B. The Lead Agency shall provide the Partner Agency with copies of the final bid solicitation and copies of all bids

Page 3 of 12

received. The Partner Agency shall notify the Lead Agency within 3 days as to whether the Partner Agency agrees to proceed with construction based on the amount of the bids and whether the Partner Agency has any objection to the award of the construction contract to the low bidder. If the bids exceed the engineer's estimate for the work or the amount budgeted by either Party for Project Construction, either Party may decide, in its sole discretion, not to proceed with construction. If either Party has reasonable objection to the contractor submitting the lowest bid, the contractor's bid will not be accepted and the next lowest bid may be considered. The party objecting to the contractor submitting the lowest bid will be responsible for costs of defending a bid protest.

c. Project Contracting and Construction

The Lead Agency's Contractor for the Project ("Project Contractor") shall perform the Project Work, except as provided otherwise in this Agreement. The Lead Agency shall serve as the Partner Agency's agent for the Project. As the Partner Agency's agent, the Lead Agency shall generally manage and oversee the Project, however the Partner Agency shall have an authorized Project Manager for its portion of the project. The Lead Agency will coordinate with the Partner Agency regarding the progress of the Project. The Lead Agency shall have final decision-making authority, after consultation with the Partner Agency, for all work by the Project Contractor for the Project, except as expressly identified herein. The Lead Agency shall be responsible for all inspection and testing of the Partner Agency work, including materials for the Project, unless otherwise detailed in Exhibit A. The Partner Agency shall provide the Lead Agency all applicable material, work, and testing requirements. The Lead Agency shall incorporate the Partner Agency requirements into any applicable contract documents. The Partner Agency shall be responsible and pay for any and all excess costs incurred by the Lead Agency as a direct result of Partner Agency's failure to provide applicable requirements. To the extent that Exhibit A identifies that the Partner Agency is responsible for inspection, testing, or observation, the Partner Agency shall be responsible and pay for any and all excess costs incurred by the Lead Agency as a direct result of Partner Agency's failure to timely and properly inspect, test, and/or observe the Partner Agency Work performed by the Project Contractor.

d. Partner Agency Inspections

The Partner Agency will provide construction observation services for the Project Work, as determined necessary by the Partner Agency, unless otherwise specified within the Exhibits. Whenever onsite, Partner Agency personnel will report to the Lead Agency's Project Manager. If the Partner

Agency has issues or concerns with the Project Contractor, it must bring such issues or concerns to the immediate attention of the Lead Agency's Project Manager. The Partner Agency shall not direct the Project Contractor to perform any work. Partner Agency personnel shall complete documentation related to the Partner Agency's observation or inspection that is required by the Lead Agency, or for Partner Agency record-keeping purposes. The Lead Agency shall manage all construction documentation pursuant to a process and procedure determined by the Parties prior to commencement of construction of the Project.

e. Change Orders and Field Work Directives

The Lead Agency may approve field work directives and change orders for the Project Work; provided, however, that the Lead Agency must obtain the Partner Agency's prior written consent to a change order as follows.

- 1) No prior consent is required for changes regarding traffic closures or to address an emergency.
- 2) Provided there is no material change in workmanship, product, or nature of the Partner Agency Work, no prior consent is required for changes that either reduce costs to the Partner Agency or where the change in cost to the Partner Agency is less than two (2) percent of the Partner Agency's contract share.
- 3) For changes that will cause the costs to the Partner Agency to increase between two (2) and five (5) percent of Partner's Agency's contract share, then the Lead Agency must obtain the Partner Agency's consent. If the Partner Agency does not provide a response within two (2) working days, then the Partner Agency's consent will be presumed.
- 4) For changes that will cause the costs to the Partner Agency to increase over five (5) percent of Partner's Agency's contract share, then the Lead Agency must obtain the Partner Agency's consent. If the Partner Agency does not provide a response within five (5) working days, then the Partner Agency's consent will be presumed.
- 5) Notwithstanding the foregoing, for changes that will cause a material change in workmanship, product, or nature of the Partner Agency Work or where fifty (50) percent of the Partner Agency's contingency has already been allocated, then the Lead Agency must obtain the Partner Agency's consent. The Lead Agency must provide a response within five (5) working days, but no consent will be presumed in the absence of a timely response.

For any changes requiring the Partner Agency's consent, the Partner Agency shall not withhold its consent unreasonably. If the Partner Agency withholds

its consent unreasonably, then the Partner Agency shall be responsible to pay for all liability or damages incurred by the Lead Agency because of the Partner Agency's unreasonable withholding of consent.

Regardless of the type of change or the dollar amount of the change order, the Lead Agency shall provide the Partner Agency with copies of all requests for change orders and all executed change orders related to the Partner Agency Work and associated shared costs, with such documentation provided either by paper or e-mail notification at the Lead Agency's first opportunity.

f. Payments to Contractor

The Lead Agency shall make all payments to the Project Contractor.

g. Final Acceptance

Prior to acceptance of the Project by the Lead Agency, the Partner Agency must first accept the Project Work that will become assets of the Partner Agency. The Partner Agency shall not withhold its acceptance unreasonably. After acceptance, the Partner Agency assets shall become the property of the Partner Agency. The Lead Agency shall assign all warranties related to the Partner Agency Work to the Partner Agency.

h. Claims

1. Claims by Project Contractor or Consultants. Should any claims by the Lead Agency's Project Contractor or consultants arise, the Lead Agency shall handle and administer such claims. The Partner Agency shall reimburse the Lead Agency fifty percent (50%) of all Lead Agency costs associated with handling of such claims. The Lead Agency shall immediately notify the Partner Agency when such a claim is made and shall keep the Partner Agency informed of the processing and progress of any claim. The Lead Agency will request, and the Partner Agency may provide, guidance and input regarding any proposed settlement terms of such a claim. The Lead Agency must obtain the Partner Agency's approval in advance of any settlement or prosecution of a claim. If the Partner Agency and the Lead Agency cannot agree as to the prosecution or settlement of a claim related to the Partner Agency Work, the Partner Agency may prosecute or defend the claim and the Lead Agency will assign the claim to the Partner Agency and cooperate with the Partner Agency on such claims. If the Partner Agency so elects to accept the Lead Agency's assignment of such claims, the Partner Agency agrees to pay fifty percent (50%) all costs of prosecution or defense and to defend, indemnify, and hold harmless the Lead Agency from all claims, injuries, damages, losses,

or suits, including reasonable attorney fees, that the Lead Agency suffers directly arising from the Partner Agency's decision to prosecute or defend the claim rather than to settle.

- 2. Claims by a Third-Party. If either party receives from a third-party, not including the Project Contractor or Consultants, a claim for damages related to the Project Work, the party receiving such claim shall immediately notify the other party. The receiving party shall handle and administer such claims in the same manner as it would handle any other claims for damages, and the receiving party shall keep the other party informed of the processing and progress of any claim.
- 3. In the event one or both of the Parties wish to pursue any claim or action against the Project Contractor or a person who is not a party to this Agreement, the other party will cooperate in good faith in prosecuting such claim or action. This provision in no way requires sharing in the costs of pursuing such claim.

PAYMENT

- a. The Parties shall be responsible for and bear the cost of their respective officers, officials, employees, agents, consultants and contractors, including consulting engineering costs, as well as incidental expenses, except as specifically provided otherwise in this Agreement.
- b. The Partner Agency shall reimburse and pay the Lead Agency for all actual costs incurred by the Lead Agency, its agents, consultants, and contractors, including consulting engineers, who perform work or services related to the Project, at a rate of fifty percent (50%), including but not limited to design, bid preparation and bidding, together with a proportional share of the Project's Schedule(s) bid item costs ("Construction Costs," as detailed in Exhibit B), construction management, and compaction and material testing.
- c. The Parties shall charge staff time for all work related to the Project, and all such staff costs of both parties shall be considered actual costs of the Project, with each party responsible for payment of fifty percent (50%) of such actual costs. The Parties shall provide each other supporting documentation for these costs.
- d. The costs associated with amendments to the Project Work will be shared equally by the Parties at a rate of fifty percent (50%) each, unless the amendment is specifically to benefit one party in which case it will be based on proportional costs.

- e. The Lead Agency shall submit to the Redmond Designated Representative, Redmond's City Engineer, quarterly progress billings for fifty percent (50%) of the actual costs of the Project and associated shared costs, including the Lead Agency's staff costs. If requested by the Partner Agency, the Lead Agency will meet with the Partner Agency to review and discuss any billing. The Partner Agency shall be entitled to deduct Partner Agency's staff costs incurred during the billing period from the total amount of the Lead Agency's invoice, and shall remit the balance to the Lead Agency. If requested by the Lead Agency, the Partner Agency will meet with the Lead Agency to review and discuss any deductions. The Partner Agency shall pay the billing within forty-five (45) days of receipt.
- f. If the Partner Agency in good faith disputes any amount due under a billing, the Partner Agency must promptly notify the Lead Agency and provide the specific basis of the dispute. If the Lead Agency disputes the deduction made by the Partner Agency, the Lead Agency shall promptly notify the Partner Agency and provide the specific basis of the dispute. If such dispute cannot be resolved promptly through good-faith discussions between the Parties, the Partner Agency must timely pay the undisputed portion, and the parties shall diligently proceed to resolve the disputed amount in a manner consistent with Section 7, below.

6. INDEMNIFICATION AND INSURANCE

- a. The Lead Agency shall require the Project Contractor to obtain and keep in force during the term of the Project contract, liability and property damage insurance policies consistent with the Lead Agency's standard requirements for public works insurance policies. The Lead Agency shall require the Project Contractor to name the Partner Agency and its officers, officials, employees, and agents as additional insureds on all such policies of insurance to the same extent as the Lead Agency. If the Lead Agency's standard insurance requirements change significantly from the requirements in existence at the time this agreement is executed, the Lead Agency will inform the Partner Agency in writing.
- b. The Lead Agency shall require the Project Contractor to defend, indemnify, and hold harmless the Partner Agency and its officers, officials, employees, and agents from any and all claims, injuries, damages, losses, or suits, including attorneys' fees, arising out of or in connection with the Contractor's participation in the Project, to the same extent as the Lead Agency and consistent with the Lead Agency's standard indemnification provisions for public works contracts.

- Each Party agrees to defend, indemnify, and hold harmless the other Party C. and its officers, officials, employees, and agents from any and all claims, injuries, damages, losses, or suits, including reasonable attorneys' fees, arising out of or in any way resulting from that Party's own tortious acts, errors, or omissions that may arise in connection with its performance under this Agreement. A Party will not be required to defend, indemnify, or hold harmless the other Party if the claim, injury, damage, loss, or suit is caused by the sole negligence of the other Party. Where such claims, injuries, damages, losses, or suits result from the concurrent negligence of the Parties, the indemnity, defense, and hold harmless provisions herein shall be valid and enforceable against the Indemnifying Party only to the extent of the Indemnifying Party's own negligence. Each of the Parties agrees that its obligations under this Section 6 extend to any claim, injury, damage, loss, or suit brought by, or on behalf of, any of its employees or agents. For this purpose, each of the Parties, by mutual negotiation, hereby waives, with respect to the other Party only, any immunity that would otherwise be available to it against such claims under the Industrial Insurance provisions of Title 51 RCW. The obligations of this Section shall survive termination of this Agreement.
- d. If either Party incurs any costs, including attorneys' fees or expert witness fees, to enforce this Agreement and prevails in such enforcement action, all such costs and fees shall be recoverable from the losing Party.

7. DISPUTE RESOLUTION

- a. <u>Negotiations</u>. In the event that any dispute arises between the Parties as to the interpretation or application of any term of this Agreement or as to the validity of any claim made by either Party against the other as a result of this agreement, either Party may make a written request for a meeting between senior representatives of each party within a reasonable time.
- b. Mediation Participation. In the event that the Parties are unable to resolve the dispute through negotiations or if the parties waive the negotiation process, the Parties agree to participate in a nonbinding, neutral evaluation and mediation of their dispute at a mutually agreeable location prior to commencing legal action. Either Party may request that any dispute be submitted to neutral evaluation and mediation at any time upon the giving of written notice to the other Party.
- c. <u>Selection of Mediator</u>. Upon the giving of notice by either Party as provided above, the Parties shall attempt to select a neutral person to evaluate and mediate the dispute. If, after thirty (30) days, the Parties cannot agree to any of the persons named, or if acceptable persons are unable to serve, or if for any reason the appointment of a neutral person cannot be made, either Party may

terminate the dispute resolution process or the Parties may, by agreement, seek other means of resolution.

- d. <u>Conflicts of Interest</u>. Each Party shall promptly disclose to the other any circumstances known by it that would cause justifiable doubt as to the independence or impartiality of any individual under consideration or appointed as a neutral mediator. Any such individual shall promptly disclose such circumstances to the Parties. If any such circumstances are disclosed, the individual shall not serve as neutral mediator unless both Parties agree in writing.
- e. <u>Compensation of Mediator</u>. The neutral mediator's charges shall be established at the time of appointment. Unless the Parties agree otherwise, the fees and expenses of the neutral mediator shall be divided equally and each Party shall bear its own costs and expenses.
- f. Mediation Session. The mediation session is intended to provide each Party with an opportunity to present its best case and position to the other Party and the neutral mediator and for the Parties to receive opinions and recommendations from the neutral mediator. The neutral mediator shall facilitate communications between the Parties, identify issues, and generate options for settlement. The neutral mediator also shall discuss with each Party separately the neutral mediator's opinion and evaluation of the strengths and weaknesses of that Party's position. The terms of any settlement made by the Parties as the result of the mediation shall be set out in a written addendum to this agreement.
- g. <u>Confidentiality</u>. The dispute resolution process identified in this paragraph is a compromise negotiation for purposes of judicial rules of evidence. The Parties agree to maintain in confidence all offers, promises, conduct, and statements, oral or written, made in the course of the mediation by either of the Parties, their agents, employees, experts, representatives or attorneys, or by the neutral mediator, and agree that the same shall be deemed negotiations in pursuit of settlement and compromise and not admissible or discoverable in subsequent legal proceedings pursuant to Washington Evidence Rule 408. The neutral mediator shall be disqualified as a trial or deposition witness, consultant, or expert of either Party.
- h. <u>Reservation of Rights</u>. In the event that the Parties are unable to resolve the dispute through the dispute resolution process established in this Section 7, the Parties reserve any and all other rights and remedies available to each of them regarding such dispute.
- 8. DESIGNATED REPRESENTATIVES; NOTICES AND COMMUNICATIONS

Page 10 of 12

The Designated Representatives of the Parties shall be the following employees, or their designees:

City of Kirkland

Public Works Director

123 Fifth Avenue

Kirkland, Washington 98033

City of Redmond

Public Works Director

15670 NE 85th Street

Redmond, Washington 98073

All notices and other formal communications shall be mailed or delivered to the Designated Representatives. The Parties may change their respective Designated Representative by written notification to one another.

9. OTHER PROVISIONS

- a. This Agreement constitutes the entire and exclusive agreement between the Parties relative to the Project Work described herein and supersedes all prior discussions. This Agreement may be amended only in writing, signed by both Parties.
- b. There are not third-party beneficiaries to this Agreement. No person or entity other than a Party to this Agreement shall have any rights under this Agreement or any authority to enforce its provisions, and any such rights or enforcement must be consistent with and subject to the terms of this Agreement.
- c. Waiver of any default or breach of this Agreement shall not be deemed to be a waiver of any other prior or subsequent default or breach and shall not be construed to be a modification of the terms of this Agreement, unless stated to be such through written agreement of both Parties.
- d. The invalidity of any clause, sentence, paragraph, subdivision, section, or portion thereof, shall not affect the validity of the remaining provisions of this Agreement and any invalid provision shall be ineffective only to the extent of such invalidity, illegality, or unenforceability. In such case, the parties shall in good faith modify or substitute such invalid provision consistent with the original intent of the parties.
- e. This Agreement may be signed in counterparts, and, if so signed, shall be deemed one integrated document.

CITY OF KIRKLAND

CITY OF REDMOND

Page 11 of 12

City Manager of Kirkland	Mayor of Redmond
Approved as to form:	Approved as to form:
City of Kirkland Attorney	City of Redmond Attorney

Page 12 of 12

EXHIBIT A

PROJECT WORK SCOPE

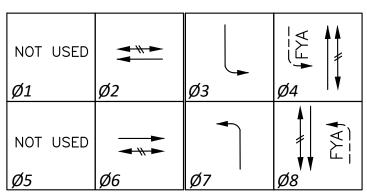
An all new full traffic signal system with signal poles, mast arms and heads, signal cabinet, cameras and full electronics for APS, video detection and ITS capability. Surface features include new curb ramps, crosswalks, street-level bicycle lanes, sidewalk replacement as necessary, and left turn lane improvements. Roadway resurfacing and modifications to the existing surface water system will be performed as required by Kirkland and Redmond City standards, as applicable.

Right-of-way acquisition is not expected for this project.

CONSTRUCTION NOTES

- (1) INSTALL TYPE III SIGNAL STANDARD WITH 45FT MAST ARM AND FOUNDATION PER WSDOT STANDARD PLAN J-26.10. INSTALL THREE VEHICLE SIGNAL HEADS, ONE EVP DETECTOR, ONE VIDEO DETECTION CAMERA, ONE PTZ CAMERA, ONE R10-5 REGULATORY SIGN, AND ONE STREET NAME SIGN ON MAST ARM. INSTALL ONE TERMINAL CABINET, ONE APS PEDESTRIAN PUSHBUTTON ASSEMBLY WITH EXTENDER, AND ONE PEDESTRIAN SIGNAL HEAD ON POLE. INSTALL 133W LEOTEK LED LUMINAIRE FIXTURE (GC1-60F-MV-NW-3-GY-700-PCR7) AT 35FT MOUNTING HEIGHT ON A 10FT LUMINAIRE ARM.
- (2) INSTALL TYPE III SIGNAL STANDARD WITH 20FT MAST ARM AND FOUNDATION WSDOT STANDARD PLAN J-26.10. INSTALL TWO VEHICLE SIGNAL HEADS, ONE EVP DETECTOR, ONE VIDEO DETECTION CAMERA, ONE R10-12 REGULATORY SIGN, AND ONE STREET NAME SIGN ON MAST ARM. INSTALL ONE TERMINAL CABINET, ONE APS PEDESTRIAN PUSHBUTTON ASSEMBLY, AND ONE PEDESTRIAN SIGNAL HEAD ON POLE. INSTALL 133W LEOTEK LED LUMINAIRE FIXTURE (GC1-60F-MV-NW-3-GY-700-PCR7) AT 35FT MOUNTING HEIGHT ON A 10FT LUMINAIRE ARM.
- (3) INSTALL TYPE III SIGNAL STANDARD WITH 50FT MAST ARM AND FOUNDATION PER WSDOT STANDARD PLAN J-26.10. INSTALL THREE VEHICLE SIGNAL HEADS, ONE EVP DETECTOR, ONE VIDEO DETECTION CAMERA, ONE R10-5 REGULATORY SIGN, AND ONE STREET NAME SIGN ON MAST ARM. INSTALL ONE TERMINAL CABINET, ONE APS PEDESTRIAN PUSHBUTTON ASSEMBLY, AND ONE PEDESTRIAN SIGNAL HEAD ON POLE. INSTALL 133W LEOTEK LED LUMINAIRE FIXTURE (GC1-60F-MV-NW-3-GY-700-PCR7) AT 35FT MOUNTING HEIGHT ON A 10FT LUMINAIRE ARM.
- (4) INSTALL TYPE III SIGNAL STANDARD WITH 40FT MAST ARM AND FOUNDATION PER WSDOT STANDARD PLAN J-26.10. INSTALL TWO VEHICLE SIGNAL HEADS, ONE TENON, ONE EVP DETECTOR, ONE VIDEO DETECTION CAMERA, ONE R10-12 REGULATORY SIGN, AND ONE STREET NAME SIGN ON MAST ARM. INSTALL ONE TERMINAL CABINET, TWO PEDESTRIAN SIGNAL HEADS, AND ONE PEDESTRIAN PUSHBUTTON ASSEMBLY WITH EXTENDER ON POLE. INSTALL 133W LEOTEK LED LUMINAIRE FIXTURE (GC1-60F-MV-NW-3-GY-700-PCR7) AT 35FT MOUNTING HEIGHT ON A 10FT LUMINAIRE ARM.
- (5) INSTALL TYPE PS SIGNAL STANDARD AND FOUNDATION PER WSDOT STANDARD PLANS J-20.16, J-20.20, J-20.26, AND J-21.10. INSTALL ONE APS PEDESTRIAN PUSHBUTTON ASSEMBLY AND ONE PEDESTRIAN SIGNAL HEAD ON POLE. TOP OF FOUNDATION SHALL BE FLUSH WITH FINISHED SIDEWALK.
- (6) INSTALL TYPE PS SIGNAL STANDARD AND FOUNDATION PER WSDOT STANDARD PLANS J-20.16, J-20.20, J-20.26, AND J-21.10. INSTALL ONE APS PEDESTRIAN PUSHBUTTON ASSEMBLY AND ONE PEDESTRIAN SIGNAL HEAD ON POLE. TOP OF FOUNDATION SHALL BE FLUSH WITH FINISHED SIDEWALK.
- INSTALL TYPE PS SIGNAL STANDARD AND FOUNDATION PER WSDOT STANDARD PLANS J-20.16, J-20.20, J-20.26, AND J-21.10. INSTALL ONE APS PEDESTRIAN PUSHBUTTON ASSEMBLY AND ONE PEDESTRIAN SIGNAL HEAD ON POLE. TOP OF FOUNDATION SHALL BE FLUSH WITH FINISHED SIDEWALK.
- (8) INSTALL TYPE PPB POST WITH CURB BASE AND FOUNDATION PER WSDOT STANDARD PLANS J-20.11 AND J-20.26. INSTALL ONE APS PEDESTRIAN PUSHBUTTON ASSEMBLY ON POST. TOP OF FOUNDATION SHALL BE FLUSH WITH FINISHED CURB.
- (9) INSTALL SIGNAL & SERVICE CABINET FOUNDATION PER CITY OF KIRKLAND PRE-APPROVED PLAN CK-TS.04. INSTALL NEW FULLY EQUIPPED TYPE STRETCHED P-PLUS CABINET, TRAFFIC SIGNAL CONTROLLER, AND ALL ASSOCIATED EQUIPMENT AND CONNECT ALL FIELD WIRING. COORDINATE DELIVERY, TESTING, AND INSTALLATION WITH THE CITY OF KIRKLAND TRAFFIC MAINTENANCE CENTER REPRESENTATIVE. COORDINATE CABINET ORIENTATION WITH THE CITY OF KIRKLAND TRAFFIC MAINTENANCE CENTER PRIOR TO CONSTRUCTION. INSTALL ELECTRICAL SERVICE CABINET (SKYLINE #62460-R1) PER CITY OF KIRKLAND PRE-APPROVED PLANS CK-TS.05A, CK-TS.05B, AND CK-TS.05C. CONTRACTOR SHALL VERIFY WITH PUGET SOUND ENERGY THAT CABINET IS COMPLIANT PRIOR TO INSTALLATION. PHOTOELECTRIC CONTROL SHALL BE INSTALLED ON TOP OF SERVICE CABINET.
- (10) INSTALL TYPE 3A INDUCTION LOOP PER WSDOT STANDARD PLANS J-50.05, J-50.12, J-50.15, AND J-50.18 AND CITY OF KIRKLAND PRE-APPROVED PLAN CK-TS.02.
- (11) REMOVE EXISTING RRFB SYSTEM, FOUNDATION, AND ASSOCIATED CONDUIT UPSWEEPS. BACKFILL AND COMPACT VOIDS. SALVAGE EXISTING RRFB PUSHBUTTON TO THE CITY OF KIRKLAND IN GOOD WORKING ORDER FOR RE-USE.
- (12) COORDINATE WITH PUGET SOUND ENERGY AND/OR COMMUNICATIONS PROVIDER(S) TO RELOCATE EXISTING UTILITY POLE AND/OR RAISE EXISTING OVERHEAD LINES, AS NEEDED. OVERHEAD POWER LINES SHALL MAINTAIN A MINIMUM OF 10FT CIRCUMFERENTIAL CLEARANCE TO TRAFFIC SIGNAL/ILLUMINATION EQUIPMENT. OVERHEAD COMMUNICATIONS LINES SHALL NOT CONFLICT WITH TRAFFIC SIGNAL/ILLUMINATION EQUIPMENT AND SHALL NOT OBSTRUCT TRAFFIC SIGNAL INDICATIONS.
- (13) SPLICE EXISTING CITY OF KIRKLAND AERIAL FIBER OPTIC CABLE TO NEW 12CT SMFO CABLE AND ROUTE TO THE TRAFFIC SIGNAL CONTROLLER CABINET.
- (14) RELOCATE EXISTING FIRE HYDRANT.

SIGNAL PHASING



- **→ \\ >** PEDESTRIAN MOVEMENT

SIGNAL HEAD ASSIGNMENT

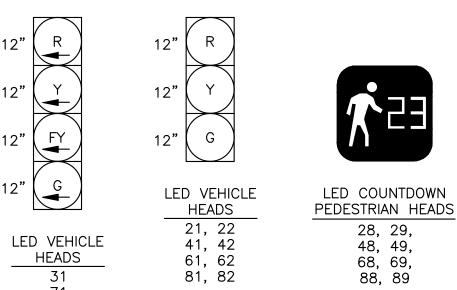
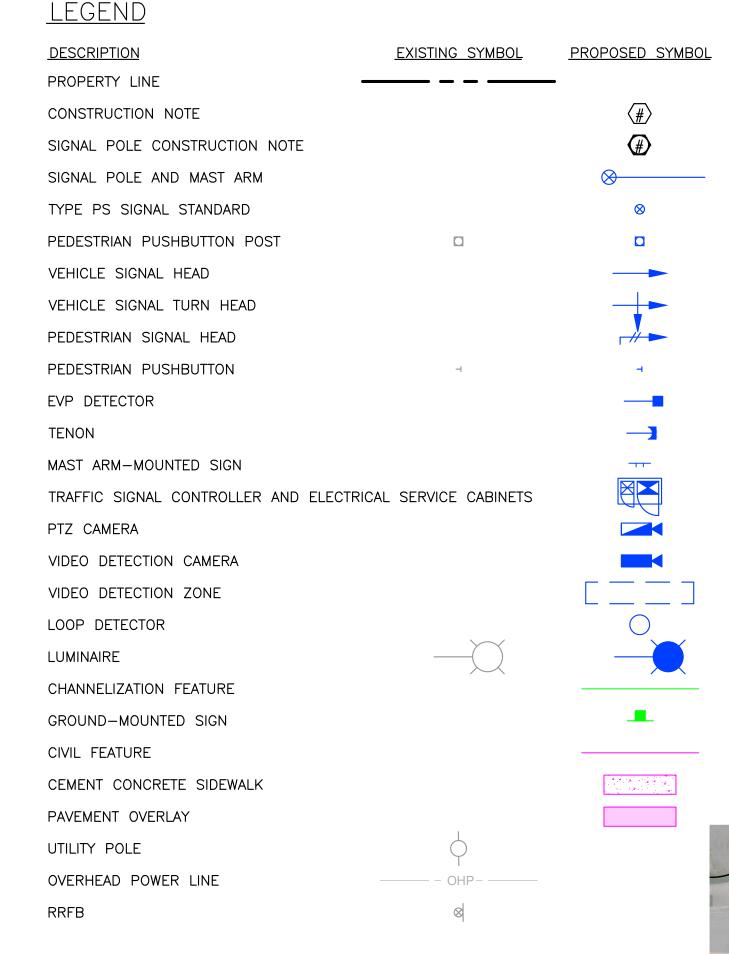
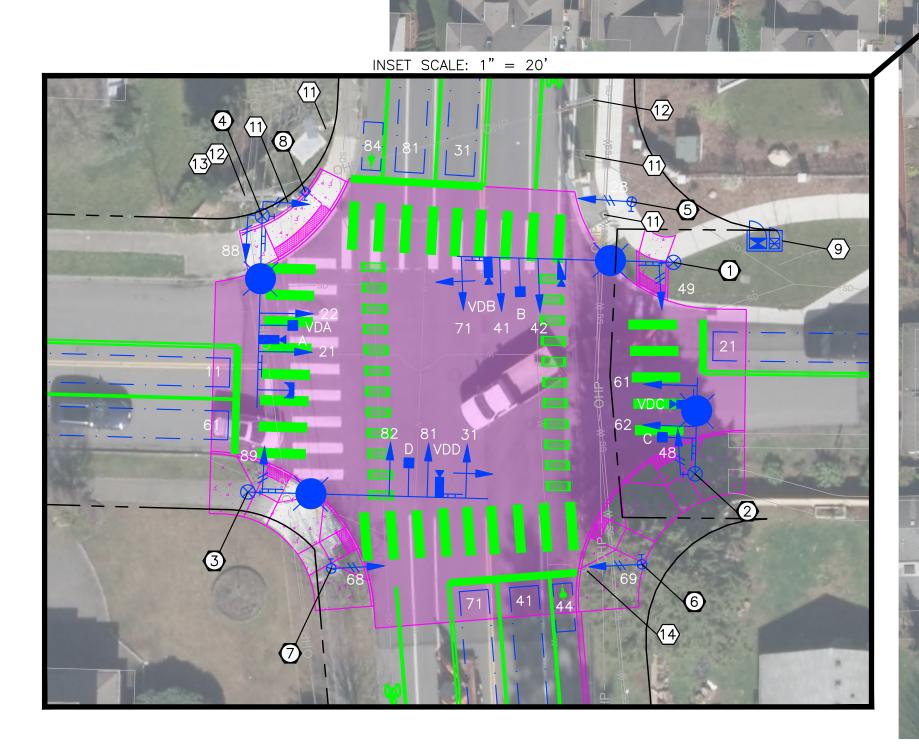


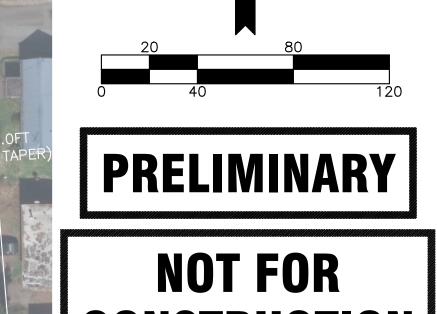
EXHIBIT B PROJECT CONCEPT DRAWINGS



GENERAL NOTES

- 1. IMPROVEMENTS SHOWN ARE PRELIMINARY AND SUBJECT TO CHANGE DURING THE COURSE OF DESIGN.
- 2. NOT ALL IMPROVEMENTS NECESSARY TO COMPLETE THE INTERSECTION WORK ARE SHOWN.
- 3. THE CURRENT DESIGN PROPOSES TO USE TYPE III TRAFFIC SIGNAL POLES; IT IS ASSUMED THAT EXISTING UTILITY POLES AND OVERHEAD LINES WILL BE RELOCATED TO PROVIDE ADEQUATE CLEARANCES FROM THE TRAFFIC SIGNAL/ILLUMINATION EQUIPMENT.
- 4. NO TOPOGRAPHIC SURVEY DATA WAS AVAILABLE AT THE TIME OF DEVELOPMENT OF THIS CONCEPTUAL FIGURE. AERIAL IMAGERY AND GIS DATA WERE USED.





NE 100TH ST

CONSTRUCTION

FIGURE

132nd Ave NE & NE 100th St Intersection Improvement Concept - Option 1

December 7, 2022

EXHIBIT CPROJECT COST ESTIMATE



Planning Level Engineer's Opinion of Probable Costs
City of Kirkland - 132nd Ave NE & NE 100th St Intersection Improvement
Conceptual - FOR PLANNING PURPOSES ONLY

1.22010.00 November 8, 2022

Description of Work:

Conceptual-level intersection improvements at 132nd Avenue NE & NE 100th Street, including traffic signal, illumination, channelization, ADA, and civil elements.

Assumptions:

- ${\bf 1.} \ {\bf Refer} \ to \ the \ {\bf Intersection} \ {\bf Improvement} \ {\bf Concept} \ figure \ for \ additional \ details.$
- 2. Roadway illumination will be provided by replacing existing luminaire fixtures on existing PSE utility poles.
- 3. Costs associated with additional ROW, if needed, are not included.
- ${\bf 4.\ Costs\ associated\ with\ underground\ utility\ relocations,\ if\ needed,\ are\ not\ included.}$
- 5. Costs associated with drainage improvements, if needed, are not included.
- 6. Roadway paving will be limited to the intersection corners and for trench restorations, as needed for the construction of the improvements. No grind and overlay is assumed to be needed.

Item No. Spec. S	### A CONTRICT OF THE PROPERTY	Minor Change Construction Surveying ADA Features Surveying Record Drawings SPCC Plan Mobilization (10%) Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	Quantity 1 1 1 1 1 1 1 1 1 0.30 700 1 26	F.A. L.S. L.S. L.S. L.S. L.S. L.S. L.S. C.S. L.S. C.Y.	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	10,000 8,000 5,000 1,000 87,000 20,000 35 17,000	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	6,00 24,50
1 1-04 2 1-0 3 1-0 3 1-0 4 1-0 5 1-0 6 1-0 7 1- VISION 2 – EARTHWORK 8 2- 9 2-0 10 2-0 11 2- VISION 4 – BASES 12 4- VISION 5 – SURFACE TREA 13 5- VISION 8 – MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	4(1) 5.4 5.4 6.18 7.15 9.7 10 01 2.3 2.3 03 04 TIMENTS	Minor Change Construction Surveying ADA Features Surveying Record Drawings SPCC Plan Mobilization (10%) Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	1 1 1 1 1 1 1 1 0.30 700 1 26	L.S. L.S. L.S. L.S. L.S. L.S. L.S. L.S.	\$ \$ \$ \$ \$ \$	8,000 5,000 5,000 1,000 87,000 87,000 20,000 35 17,000	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	8,00 5,00 5,00 1,00 87,00 87,00 6,00 24,50
2 1-0 3 1-0 4 1-0 5 1-0 6 1-0 7 1- VISION 2 – EARTHWORK 8 2- 9 2-0 10 2-0 11 2- VISION 4 – BASES 12 4- VISION 5 – SURFACE TREA 13 5- VISION 8 – MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 21 8- 22 8- 23 8- 24 8- 25 8-	5.4 5.4 6.18 7.15 9.7 10 01 2.3 2.3 03 04 TMENTS	Construction Surveying ADA Features Surveying Record Drawings SPCC Plan Mobilization (10%) Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	1 1 1 1 1 1 1 1 0.30 700 1 26	L.S. L.S. L.S. L.S. L.S. L.S. L.S. L.S.	\$ \$ \$ \$ \$ \$	8,000 5,000 5,000 1,000 87,000 87,000 20,000 35 17,000	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	8,00 5,00 5,00 1,00 87,00 87,00 6,00 24,50
3 1-0 4 1-0 5 1-0 6 1-0 7 1- VISION 2 - EARTHWORK 8 2- 9 2-0 10 2-0 11 22 VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	5.4 5.18 7.15 9.7 10 01 2.3 2.3 03 04 TMENTS	ADA Features Surveying Record Drawings SPCC Plan Mobilization (10%) Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	1 1 1 1 1 1 0.30 700 1 26	L.S. L.S. L.S. L.S. L.S. L.S. L.S. L.S.	\$ \$ \$ \$ \$ \$	5,000 5,000 1,000 87,000 87,000 20,000 35 17,000	\$ \$ \$ \$ \$	5,00 5,00 1,00 87,00 87,00 6,00 24,50
4 1-00 5 1-07 6 1-07 7 1- VISION 2 - EARTHWORK 8 2- 9 2-0 10 2-0 11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	6.18 7.15 9.7 10 01 2.3 2.3 03 04 TMENTS	Record Drawings SPCC Plan Mobilization (10%) Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	1 1 1 1 1 0.30 700 1 26	L.S. L.S. L.S. L.S. ACRE L.F. L.S.	\$ \$ \$ \$ \$	5,000 1,000 87,000 87,000 20,000 35 17,000	\$ \$ \$ \$	5,00 1,00 87,00 87,00 6,00 24,50
5 1-00 6 1-0 7 1- VISION 2 - EARTHWORK 8 2- 9 2-0 10 2-0 11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOL 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	7.15 9.7 10 01 2.3 2.3 03 04 TMENTS	SPCC Plan Mobilization (10%) Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	1 1 1 0.30 700 1 26	L.S. L.S. ACRE L.F. L.S.	\$ \$ \$ \$	1,000 87,000 87,000 20,000 35 17,000	\$ \$ \$	1,00 87,00 87,00 6,00 24,50
6 1-0 7 1- VISION 2 - EARTHWORK 8 2- 9 2-0 10 2-0 11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOL 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	9.7 10 01 2.3 2.3 03 04 TMENTS	Mobilization (10%) Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	1 1 0.30 700 1 26	L.S. L.S. ACRE L.F. L.S.	\$ \$ \$ \$	87,000 87,000 20,000 35 17,000	\$ \$	87,00 87,00 6,00 24,50
7 1- VISION 2 - EARTHWORK 8 2- 9 2-0 10 2-0 11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	01 2.3 2.3 03 04 TMENTS	Project Temporary Traffic Control (10%) Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	0.30 700 1 26	L.S. ACRE L.F. L.S.	\$ \$	20,000 35 17,000	\$	6,00 24,50
VISION 2 – EARTHWORK 8	01 2.3 2.3 2.3 03 04 TMENTS	Clearing, Grubbing, and Roadside Cleanup Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	0.30 700 1 26	ACRE L.F. L.S.	\$ \$	20,000 35 17,000	\$	
8 2- 9 2-0 10 2-0 11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	2.3 2.3 03 04 TMENTS	Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	700 1 26	L.F.	\$	35 17,000	\$	24,50
9 2-0 10 2-0 11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	2.3 2.3 03 04 TMENTS	Saw Cutting Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	700 1 26	L.F.	\$	35 17,000	\$	24,50
10 2-0 11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 21 8- 22 8- 23 8- 24 8- 25 8-	2.3 03 04 TMENTS	Removal of Structures and Obstructions Roadway Excavation Incl. Haul Crushed Surfacing Base Course	1 26	L.S.	\$	17,000		24,50
11 2- VISION 4 - BASES 12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	03 04 TMENTS	Roadway Excavation Incl. Haul Crushed Surfacing Base Course	26				\$	
VISION 4 - BASES 12	04 TMENTS	Crushed Surfacing Base Course		C.Y.	\$			17,00
12 4- VISION 5 - SURFACE TREA 13 5- VISION 8 - MISCELLANEOL 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 21 8- 22 8- 23 8- 24 8- 25 8-	TMENTS		50			150	\$	3,88
VISION 5 – SURFACE TREA 13 5- VISION 8 – MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 21 8- 22 8- 23 8- 24 8- 25 8-	TMENTS		50					
13 5- VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-		AND DAVEMENTS	50	TON	\$	50	\$	2,48
VISION 8 - MISCELLANEOU 14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-)4	AND FAVENCINIO						
14 8- 15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-		HMA CL. 1/2 in. PG. 64-22	55	TON	\$	250	\$	13,762
15 8- 16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	S CONS	TRUCTION						
16 8- 17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-)1	Erosion Control and Water Pollution Prevention	1	L.S.	\$	5,000	\$	5,00
17 8- 18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-)4	Cement Conc. Traffic Curb and Gutter	145	L.F.	\$	50	\$	7,25
18 8- 19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-)4	Cement Conc. Pedestrian Curb	40	L.F.	\$	50	\$	2,00
19 8- 20 8- 21 8- 22 8- 23 8- 24 8- 25 8-)9	Raised Pavement Marker Type 2	1	HUND.	\$	2,000	\$	2,00
20 8- 21 8- 22 8- 23 8- 24 8- 25 8-	14	Cement Conc. Curb Ramp Type Parallel A	1	EA.	\$	4,000	\$	4,000
21 8- 22 8- 23 8- 24 8- 25 8-	14	Cement Conc. Curb Ramp Type Perpendicular	4	EA.	\$	4,000	\$	16,00
22 8- 23 8- 24 8- 25 8-	14	Cement Conc. Curb Ramp Type Combination	1	EA.	\$	4,000	\$	4,00
23 8- 24 8- 25 8-	20	Traffic Signal System, Complete	1	L.S.	\$	685,000	\$	685,00
24 8- 25 8-	21	Permanent Signing	1	L.S.	\$	5,000	\$	5,00
24 8- 25 8-	21	Removing Paint Line	2.200	L.F.	\$	4	\$	8.80
25 8-		Paint Line	2.200	L.F.	\$	8	\$	17.60
		Painted Wide Line	1,600	L.F.	\$	10	\$	16,00
	22	Plastic Stop Line	90	L.F.	\$	25	\$	2,25
27 8-		Plastic Crosswalk Line	620	S.F.	\$	20	\$	12,40
28 8-		Plastic Traffic Arrow	6	EA.	\$	600	\$	3,60
29 8-		Plastic Bicycle Lane Symbol	6	EA.	\$	600	\$	3,60
30 8-		Plastic Bicycle Larie Symbol Plastic Bicycle Detector Marking	2	EA.	\$	300	\$	5,00
		Plastic Bicycle Detector Marking Plastic Bicycle Intersection Conflict Marking	230	S.F.	\$	40	\$	9.20
31 0-	22	i lastic bioyote ilitersection conflict Marking	250	5.1 .		SUBTOTAL:		1,074,93
	22					ENCY (25%):		
	22					AND TOTAL:		268,73 1,343,66

Total Estimated Construction Cost \$1,343,668

Design - Consultant	\$265,000
In House Labor (City of Kirkland & City of Redmond)	\$250,000
Permitting Fees	\$10,000
Inspection/Construction Management - Consultant	\$215,000
Contingency	\$134,367



CIP Project Information Sheet

Project Name: 132nd Avenue and 100th Street Signal

Project Status: Existing

Functional Area(s): Transportation

Relevant Plan(s): Transportation Master Plan

Neighborhood: Willows & Rose Hill

Location: Intersection of 132nd Ave NE and NE 100th St

Time Frame: 2023-2025

Budget Priority: Vibrant and Connected

Citywide Rank: 40

Functional Area Priority: High

Description:

Contribute funds to a new signal and intersection improvements at 132nd Avenue NE and NE 100th Street. City of Kirkland will design and build the project.

Anticipated Outcomes: Primary: Upgrade/Enhancement Secondary: Safety

Increased development in the Rose Hill area is driving the need for a signalized intersection to improve safety for motorists, pedestrians, and bicyclists.

Request: Primary Reason(s):

Project approved in the 2023-2028 CIP budget process.

Budget:	Prior	2023	2024	2025	2026	2027	2028	Future	Total
Original Budget	·	\$250,000	\$250,000	\$1,054,632	·	·		·	\$1,554,632
Approved Changes									
Current Approved Budget		\$250,000	\$250,000	\$1,054,632					\$1,554,632
Proposed New Budget		\$250,000	\$250,000	\$1,054,632					\$1,554,632
Proposed changes due to	Scope Ch	nangeS	ichedule Chai	ngeBu	ıdget Change	е			
Project Phasing:	Prior	2023	2024	2025	2026	2027	2028	Future	Total
Preliminary Design (0-30%)									
Right of Way									
Design (31-100%)									
Construction		\$250,000	\$250,000	\$1,054,632					\$1,554,632
Contingency									
Total		\$250,000	\$250,000	\$1,054,632					\$1,554,632
Estimated M&O Impacts:	Prior	2023	2024	2025	2026	2027	2028	Future	Total
Cost									<u> </u>

Explanation: No M&O costs expected.

Proposed Funding Sources:	Prior	2023-2028	Future	Total
Microsoft Mitigation		\$1,120,000		\$1,120,000
General Fund		\$434,632		\$434,632
Total		\$1,554,632		\$1,554,632



6/2/2023



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 File No. CM 23-486

Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

TO: Committee of the Whole - Planning and Public Works

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107
, ,		

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Planning Director
Planning and Community Development	Philly Marsh	Economic Development Manager

TITLE:

Approval of Startup425 Interlocal Agreement Amendments

OVERVIEW STATEMENT:

Startup425 is a collaborative effort of five Eastside cities and the Port of Seattle that began in 2016 with a focus on fostering new business creation across all industries. The City of Bellevue began as the administrator of the collaborative effort between the cities of Bellevue, Issaquah, Kirkland, Redmond, and Renton. Kirkland has been the administrator of the program for the last four years and the program is now returning to City of Bellevue administration.

The ILA requested for approval is an update to the ILA approved by Redmond City Council on January 15, 2019. The ILA reflects the administration change and allows the opportunity for additional cities to join the collaborative effort.

Pre-pandemic the program found success in partnering with King County Library System (KCLS) to offer a series of classes for business creation. With the COVID-19 pandemic, the business assistance landscape changed. Many new business assistance providers entered the ecosystem to focus on business support and recovery.

Due to the changes in the entrepreneurship and business assistance landscape, it was important for the city partners to re-assess the Startup425 program to ensure it was meeting the current needs of businesses and gaps in business support. In 2022, the partners retained High Peak Strategies to identify opportunities to best fill gaps and needs with the Startup425 program.

In addition, the Eastside is now at a new unique moment economically. After a decade of strong growth at larger employers, those employers are reducing headcounts. Many experienced and highly skilled individuals may consider new opportunities in entrepreneurship. Historically, economic and employment downturns are booms for starting new businesses. Currently, the Eastside has limited resources dedicated to helping individuals navigate the path to business ownership.

In 2023, the program will focus on piloting programming and assessing the best organizational alignment for meeting entrepreneurship needs and sustainable business success.

☑ Additional Background Information/Description of Proposal Attached

Date: 10/3/2023 Meeting of: Committee of the Wh	ole - Planning and Public Works	File No. CM 23-486 Type: Committee Memo
REQUESTED ACTION:		
☐ Receive Information	☑ Provide Direction	☐ Approve
REQUEST RATIONALE:		
 Relevant Plans/Policies: Comprehensive Plan Ecor EV-9 Encourage a 	•	Redmond for existing and future small businesses.
•	in partnerships with other agenc city's economic vitality goals.	cies, businesses, nonprofits, and other organizations
Plan for Economic	•	ducation, and other community partners, the Strategic and national economic development programs by.
trends and econo	mic conditions; • Prepare inform	cies in support of economic vitality: • Monitor future ation for businesses on available public sector ost-effective business financing programs;
 Required: Interlocal agreements rec Council Request: N/A Other Key Facts: N/A 	quire Council Approval	
		d sustained business survival that results in economic s measured by number of businesses and job creation.
COMMUNITY/STAKEHOLDER OU	TREACH AND INVOLVEMENT:	
 Timeline (previous or pla N/A Outreach Methods and R N/A Feedback Summary: N/A 		
BUDGET IMPACT:		

Date: 10/3/2023 Meeting of: Committee of the Whole - Planning and Public Works			File No. CM 23-480 Type: Committee N		
Total Cost: \$32,200					
Approved in cu	rrent biennial budget:	⊠ Yes	□ No	□ N/A	
Budget Offer No 0000040 Comm	umber: unity/Economic Devleopment	t			
Budget Priority : Vibrant and Con					
Other budget in If yes, explain: N/A	npacts or additional costs:	□ Yes	⊠ No	□ N/A	
Funding source Port of Seattle G					
Budget/Funding N/A	g Constraints:				
☐ Addition	al budget details attached				
COUNCIL REVIE	<u>w</u> :				
Previous Contac	ct(s)				
Date	Meeting			Requested Action	
N/A	Item has not been preser	nted to Council		N/A	
Proposed Upco	ming Contact(s)				
Date	Meeting			Requested Action	
10/17/2023	Business Meeting			Approve	
Time Constraint	ts:	d to be reimbu	rsed from the [Port of Seattle Grant	

ANTICIPATED RESULT IF NOT APPROVED:

Redmond would not participate and benefit from the program

ATTACHMENTS:

Attachment A: Startup425 ILA Attachment B: Startup425 Analysis

Attachment C: Redmond Small Business Gap Analysis

Date: 10/3/2023 File No. CM 23-486 Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

AMENDMENT No.1 TO THE INTERLOCAL AGREEMENT ESTABLISHING A COOPERATIVE EFFORT TO SUPPORT REGIONAL ECONOMIC DEVELOPMENT (Startup 425)

This Amendment No.1 ("Amendment") is entered into by and between the cities of Bellevue, Issaquah, Kirkland, Redmond, and Renton, each a municipal corporation of the State of Washington, as of the last signature date below, for the purpose of revising the underlying interlocal agreement ("Agreement"), adopted 7/1/2019, and promoting economic development in each jurisdiction.

RECITALS

WHEREAS, in 2019, the cities of Bellevue, Issaquah, Kirkland, Redmond, and Renton (hereinafter "Parties") executed the Agreement, establishing collaborative program known as Startup 425;

WHEREAS, Kirkland previously and successfully served as the administrator of Startup 425; and

WHEREAS, the Parties would like to identify a new administrator for Startup 425 and prescribe a process for periodically reviewing the program's administration and designating a new administrator as the Parties may agree; and

WHEREAS, the Parties would like to revise the authorized activities and programming for Startup 425, including the development of a sustainability plan to further support small businesses within the region; and

WHEREAS, the Parties would like to prescribe a process where other jurisdictions in East King County might become parties to the cooperative effort, further promoting and strengthening economic development in the region; and

WHEREAS, the Parties would like to make other clarifications to the underlying interlocal agreement.

NOW, THEREFORE, the Parties agree to amend their Interlocal Agreement Establishing a Cooperative Effort to Support Regional Economic Development (Startup 425) as follows:

Section 3 – <u>Administration</u> is deleted in its entirety and replaced with the following:

3. ADMINISTRATION. No new or separate legal or administrative entity is created to administer the provisions of this Agreement. Instead, the City of Bellevue will function as the administrator of Startup 425 (the "Administrator"). If it becomes necessary to change the Administrator, the Parties may transfer this function to another Party by agreement of the Parties. This transfer shall not require the amendment of this Agreement or further assent from the Legislative Authorities of the Parties.

Section 5 – Scope is deleted in its entirety and replaced with the following:

5. SCOPE.

- A. Host, edit, and maintain the Startup 425 website.
- B. Actively participate in the Eastside startup and small business community to promote a vibrant ecosystem of entrepreneurs and small business owners.
- C. Evaluate structural options and develop a financial sustainability plan for the program. Engage in long-range planning for the Startup 425 program and the broader small business support ecosystem on the Eastside, including work toward additional revenue-generating activities and a sustainable operations model.
- D. Design, plan, and operate small business support programming, which may include community events, group education, online resources, workshops, webinars, one-on-one small business advising, incubator or accelerator programs, support for external business support providers, and other small business support services.
- E. Provide regular updates for all Parties, including information on customers served, services provided, budget, and other items as requested by the Parties.
- F. Other related programs as proposed by the Administrator or the Parties.

Section 6 – <u>Term and Termination</u> is deleted in its entirety and replaced with the following:

6. TERM AND TERMINATION. This Agreement shall become effective ("Effective Date") when signed by all Parties and shall remain in effect until December 31, 2023. Thereafter, the Agreement shall renew automatically for one-year terms ending December 31, unless a Party gives notice 30 days before the end of the then-existing term that it is withdrawing from the Startup 425 program. The Agreement shall thereafter remain in effect as to the remaining Parties, unless the Parties determine the Startup 425 program is no longer viable without the Party withdrawing. If the remaining Parties are in agreement that the Startup 425 program is no longer viable as a result of any withdrawal, then the Administrator shall, per this Section 6, send written notice to each Party memorializing said agreement, and the Agreement shall terminate on December 31. No jointly-owned property will be obtained under this Agreement, and any Party's real or personal property held by the Startup 425 program will be returned to that Party upon the Party's withdrawal or this Agreement's termination.

Section 7 – Financing is deleted in its entirety and replaced with the following:

7. FINANCING.

A. **Base program:** Each Non-Administrating Party will provide **\$20,000** annually to fund base-level Startup 425 management and day-to-day operations, which shall include program coordination and staffing, events organizing, and basic marketing. Each payment will be due to the Administrator within one month of invoicing. A separate account will be established by the administrator for funds received for Startup 425. The Administrator will contribute **\$40,000** annually through cash and in-kind contributions to manage the Startup 425 program and its day-to-day operations, which may include, but is not limited to, staff salaries, meeting space, office space, and necessary equipment for its operation.

- B. Additive programming: Additional staffing beyond the base program, to carry out additional services (such as one-on-one small business advising or industry-specific educational content) may be proposed by the Administrator per Section 4, which will be funded as mutually agreed by the Parties in writing. The Administrator will invoice each Party its agreed share on a form acceptable to said party, which shall be payable within 30 days of receipt. In 2023, an additional one-time \$12,200 contribution will be invoiced to and paid by each partner for staffing and management; additionally Bellevue will provide additional one-time \$61,000 cash and in-kind contribution to fund these services.
- C. **Contracts.** Any contract executed by the Administrator per Section 4 for goods or services that are additive to the day-to-day administration/operation of the program (e.g. consultant contract), may be funded as mutually agreed in writing by the Parties prior to execution of the Contract. The Administrator will invoice each Party its agreed share on a form acceptable to said party, which shall be payable within 30 days of receipt. Nothing in this section shall otherwise limit the Administrator's authority to execute contracts for accounting services, legal services, or other contracts necessary to carry out the purposes of Startup 425 under Section 4.

Section 8 – Contact Persons is deleted in its entirety and replaced with the following

8. CONTACT PERSONS. For purposes of this Agreement, the following persons shall serve as contact persons for their respective jurisdictions:

Bellevue	Business Development Manager
Issaquah	Economic Development Manager
Kirkland	Government Affairs Manager
Redmond	Economic Development Manager
Renton	Economic Development Manager

The Parties shall provide to each other up-to-date contact information for their respective representative.

Section 9 – General Matters and Recording is amended to add a new paragraph as follows:

J. Incorporation of Additional Parties. By unanimous written approval of the already participating Parties' designees, additional cities may, upon execution of an addendum (ATTACHMENT A), become a party to this Agreement. The Incorporation of Additional Parties shall not require the further assent from the Legislative Authorities of the Parties. Except for the City of Bothell, which may join effective immediately, each new Party must join effective on January 1 of the subsequent year. All new members shall have the rights, privileges, duties, and obligations afforded the Parties under the terms of the Agreement.

Section 10 – Counterparts is deleted in its entirety and replaced with the following:

10. COUNTERPARTS. This Agreement, and any amendments thereto, may be signed in counterparts and, if so signed, shall be deemed one integrated agreement.

A new Section 11 is added:

11. PROPERTY. In accordance with Section 6, no jointly-owned property will be obtained

under this Agreement, and any Party's real or personal property held by the Startup 425 program will be returned to that Party upon the Party's withdrawal or this Agreement's termination. This includes, but is not limited to:

- a. Program Name (Bellevue)
- b. Logo and associated graphics developed for the program by the design firm Tribu (Bellevue);
- c. Website (Bellevue); and
- d. Springboard 425 Entrepreneur Curriculum Outline (Kirkland)

This section shall supersede the Parties' 2019 Memorandum of Understanding.

Except as modified by this Amendment No. _____, the 2019 Agreement remains in full force and effect.

Signature Pages Follow

Approved and executed this	day of	, 202
Jurisdiction: Bellevue		Approved as to form:
By:	_	
Name: Brad Miyake		City Attorney
Title: City Manager		

Approved and executed this	day of	, 202	
Jurisdiction: Issaquah	A	pproved as to form:	
Ву:			
Name: Mary Lou Pauly	С	ity Attorney	
Title: Mayor			

Approved and executed this	day of	, 202
Jurisdiction: Kirkland		Approved as to form:
Ву:	-	
Name: James Lopez		City Attorney
Title: Assistant City Manager		

Approved and executed this	day of	, 202
Jurisdiction: Redmond		Approved as to form:
By:		
Name: Angela Birney		City Attorney
Title: Mayor		

Approved and executed this	day of	, 202
Jurisdiction: Renton		Approved as to form:
Ву:		
Name: Armando Pavone		City Attorney
Title: Mayor		

City of Kirkland

STARTUP425 PROGRAM REVIEW AND ANALYSIS

January 2023



Submitted to:





High Peak Strategy LLC

Spencer Cohen, PhD Principal and Founder 9604 8th Ave NE Seattle, WA 98115

www.highpeakstrategy.com

EXECUTIVE SUMMARY

Startup425 is an interlocal agreement between the Eastside cities of Bellevue, Kirkland, Issaquah, Redmond, and Renton. The program is designed to support entrepreneurs and small businesses, foster sustained economic growth, and create jobs, primarily through training and education modules. During the COVID-19 pandemic, the program transitioned to an entirely online curriculum.

Beginning in 2023, the administration of Startup425 will shift from the City of Kirkland to the City of Bellevue. In advance of this change, the City of Kirkland has commissioned this study to assess the strengths and weaknesses of Startup425, examine the programs and services in the context of other regional business support organizations and efforts and identify opportunities for enhancing the program's impact. This report examines the following:

- Existing entrepreneur and small business needs on the Eastside.
- The existing entrepreneur and small business support services ecosystem and where Startup425 sits within this constellation of programs.
- Where there exist unmet needs within the existing ecosystem of support services.
- Evaluation of Startup425's performance and mission alignment with existing needs.

Findings from this research culminate in a set of recommendations for how Startup425 can improve its service delivery and enhance support for small business and entrepreneur needs on the Eastside.

Existing Ecosystem Challenges and Unmet Needs

The current existing ecosystem of small business and entrepreneur support services in east King County is robust, covering each phase of need. However, there are several challenges and unmet needs within the current ecosystem, including:

Challenges

- Redundancy across programs and services and without coordination of efforts.
- The tech sector is well-served by a robust ecosystem of support organizations, but other sectors lack the same level of support, e.g., mainstream retail.
- Difficulty marketing online programs.
- No system for referrals within the ecosystem.

Unmet Needs

Digital literacy and online marketing challenges among immigrant business owners.

89

- Lack of connectivity and community trust among immigrant and minority-owned businesses.
- Need for accessible information and resources on doing business on the Eastside in each Startup425-partnering city.
- Updated and relevant input, instruction, and advice from active entrepreneurs and business owners.
- Financial assistance remains in high demand.

Findings on the Role and Performance of Startup425

We conducted a comprehensive review of the Startup425 program, including services and programs offered before and during the pandemic. Startup425 programs exhibit both notable strengths and weaknesses, summarized as follows:

Strengths

- In-person, public library-based programs improve program access for targeted local audiences and showcase library resources for small businesses.
- **Strong branding value**. Numerous stakeholders spoke highly of the strong name and branding value of Startup425, particularly for marketing the Eastside region.
- **Locally focused**. The program uniquely focused on prospective entrepreneurs in the 5-city region.
- Timely small business responsiveness during pandemic. Startup425's collaboration with Business Impact NW provided timely, relevant information and support for small businesses during the height of the pandemic.
- Innovation Lab accelerator program created alumni network and mentoring. The Innovation Lab curriculum encouraged the growth of a community of past and current participants in the program. Current and recent participants could then tap into this alumni network to receive mentorship and advice.

Challenges

- **Very low participation in online webinars**. Startup425 has not performed well in attracting participants to its online webinars, especially since year two of the pandemic.
- Foundations series SCORE instructor quality varies, including before pandemic. Feedback has pointed to outdated content and inconsistent quality of instruction. There is a need for more engagement with active entrepreneurs across different industries.
- Need for less formal instruction and more 1:1 counseling.
 Oftentimes, there is little or no time for participants to directly engage with instructors on more specific questions.
- Innovations Lab participation does not cover all five ILA cities. The program curriculum has been lauded, but the recruitment and outreach efforts underperformed.

- Redundancy and low coordination with other local programs
 with respect to mission and content. There is a need to fine-tune
 the program to address the needs specific to business owners and
 entrepreneurs within the five-city interlocal agreement region. There
 is redundancy in the workshops and seminars to support
 entrepreneurs and small businesses. Some of this can be resolved
 through better coordination and cross-marketing of programs and
 events.
- There is a need for content updates and realignment. There is a need for additional assistance, such as help vetting an idea, and content that is more industry-specific.
- Need for city-specific technical assistance. Many interviewees
 highlighted the need for content and instruction specific to opening or
 expanding a business in each city, such as regulatory compliance,
 licensing, and taxes.
- Need for more robust and systematic performance indicators.
 There is a need for more regular survey and interview feedback from current participants to help inform program and curriculum adjustments and improvements.

Recommendations

Based on the analysis presented in this report, we have developed six recommendations for the five cities participating in the interlocal agreement to consider for Startup425. The below recommendations are presented as options, and some of these directions for the program are not mutually exclusive. Recommendations are informed by best practices, local stakeholder interviews, and identified gaps and challenges in the current ecosystem.

These options are in response to the following questions: WHO should be the target audience of support, WHAT should be the service or value proposition offered through Startup425, and HOW should these offerings be delivered.

Recommendation #1 [WHO]: Focus on supporting: 1) immigrantowned business owners; and 2) startups and underserved business owners outside the tech sector. Design content to meet these needs.

The pandemic exposed many ongoing challenges and unmet needs for existing, incumbent small businesses, particularly for minority, women, and/or immigrant-owned businesses. These firms are not startups but create economic value and wealth and are important pillars of the regional economy. During the pandemic, Startup425 was highly responsive to these needs of the businesses, including development and delivery of programs in partnership with Business Impact NW. Despite having "startup" in its title, Startup425 should sustain and expand its focus to support existing small businesses across the five-city region.

In addition, however, the program should continue to focus on providing critical, foundational information and support for entrepreneurs seeking to start their own companies. This support should focus more on industries

Page iii

aside from the tech sector since the latter is already well-served by a robust ecosystem of services and resources in the region.

 As part of these efforts, following the example of the University of Texas San Antonio SBDC, Startup425 should collaborate with lending institutions, investment firms, and chambers to broaden the recruitment and pipeline of participants. These organizations are oftentimes early "touchpoints" for entrepreneurs. Lending institutions and investment firms (e.g., angel capital, seed capital) often interact with aspiring entrepreneurs who may need additional training on the foundations of starting a business before being ready to raise capital.

Recommendation #2 [WHAT]: Focus on industry-specific content, e.g., multi-session modules focused on retail, restaurants, and other sectors that are still recovering from the pandemic.

Develop multi-session modules that are industry specific. Based on the experience of Launch SA, having a single-industry theme enhances the impact of the program, while also fostering networking among participants.

Development of industry-specific modules does not need to be as resource-intensive as those developed for the Innovation Lab. For example, Launch SA has organized happy hour events, where aspiring entrepreneurs can pitch their ideas to business owners for feedback. A possible model for these modules could be weekly or biweekly workshops at the local library where participants can interface and ask questions to active entrepreneurs.

- As part of this focus, Startup425 should recruit entrepreneurs actively involved in running a business, to augment SCORE instruction. These business owners bring real life stories and relevant, current content, and can share their experiences and lessons with participants.
- There are existing entrepreneur and small business efforts underway that Startup425 can support and enhance. These include the Main Street Entrepreneur & Pitch Competition (co-hosted by the City of Renton) and the SBDC Entrepreneurs' Roadmap Series.

Recommendation #3 [WHAT]: Develop program content specific to starting a business and associated tax, legal, and regulatory requirements in each city.

Startup425 is uniquely positioned as the only organization whose mission is directly aligned with the five-city region. Each city in the region has its own unique set of tax, regulatory, and licensing requirements. Startup425 should develop an instruction module that helps participants understand the detailed requirements of opening or expanding a business in each city.

Recommendation #4 [HOW]: Transition back to in-person programs at the local library or other appropriate venues.

Startup425 online webinars have not performed well during the pandemic, with very low attendance. Moreover, many of the prospective participants—existing business owners and aspiring entrepreneurs, particularly in the immigrant community—continue to face digital barriers that may preclude them from participating.

The libraries are a unique asset for small businesses and entrepreneurs, including the rich collection of business resources available at each facility. It is also oftentimes easier for participants to ask questions or to approach instructors afterwards for follow-up in an in-person setting. Startup425 programs should return to the in-person model, though continue to post content from these programs, such as PPTs, on its website.

Recommendation #5 [HOW]: Contract with OneEastside SPARK to carry out Startup425 programming.

The five-city ILA should leverage OneEastside SPARK's infrastructure, expertise, trusted relationships, capacity and mission to curate, coordinate and deploy startup and small business support workshops and programs. OneEastside SPARK is well-positioned to assume many of these efforts, including staff, online content, and close partnership with the SBDC. OneEastside SPARK (OES) was also recently selected as a Port of Seattle and Seattle Metropolitan Chamber of Commerce Community Business Connector. In this role, OES will work to provide access for small businesses seeking assistance to available business resources in the regional ecosystem to help businesses sustain and grow their operations. Relationship building and collaboration with trusted partners at the community level—Community Based Organizations (CBOs)—and referrals to lenders, SBDCs, and other resources are core functions of this work.

Transitioning the lead responsibility for the design, administration and implementation of Startup425 programs to OneEastside SPARK is consistent with the original Startup425 strategic goal to transition the work of the partnership from government to a nonprofit leadership.

Recommendation #6 [HOW]: Develop regular, systematic surveys and case studies and other metrics on Startup425 performance and areas for improvement.

Survey feedback and participant interviews will provide critical information on program performance and opportunities to continually improve and enhance Startup425's impact. We recommend the following practices:

 Participant surveys. At the conclusion of each in-person seminar or seminar course, a short, succinct survey to each participant soliciting their feedback on quality of instruction, relevance of content, whether they plan to proceed with starting a business, whether their specific needs were satisfied, whether they plan to follow-up for more detailed

- assistance, e.g., SCORE one-on-one advisory support, and the kinds of information and support they will seek next.
- Interviews and case studies. Each year, conduct 4-5 more indepth interviews with past participants to learn about their experiences starting or growing their business and the met and unmet needs from the program.

Executive Summary	i
Introduction	
Small Businesses and Entrepreneurs on the Eastside	2
Existing Ecosystem Supporting Entrepreneurs and Small Businesses on the Eastside	4
Current Role, Position, and Performance of Startup425	10
Unmet Needs of Small Businesses and Entrepreneurs on the Eastside	15
Examples of Best Practices and Lessons in Supporting Entrepreneurs and Small	
Businesses	19
Recommendations	21
Appendix	25
Sources	44

INTRODUCTION

Startup425 is an interlocal agreement between the Eastside cities of Bellevue, Kirkland, Issaquah, Redmond, and Renton. The program is designed to support entrepreneurs and small businesses, foster sustained economic growth, and create jobs, primarily through training and education modules. During the COVID-19 pandemic, the program transitioned to an entirely online curriculum.

Beginning in 2023, the administration of Startup425 will shift from the City of Kirkland to the City of Bellevue. In advance of this change, the City of Kirkland has commissioned this study to assess the strengths and weaknesses of Startup425 and identify opportunities for enhancing the program's impact. This report examines the following:

- Existing entrepreneur and small business needs on the Eastside.
- The existing entrepreneur and small business support services ecosystem and where Startup425 sits within this constellation of programs.
- Where there exist unmet needs within the existing ecosystem of support services.
- Evaluation of Startup425's performance and mission alignment with existing needs.

Findings from this research culminate in a set of recommendations for how Startup425 can improve its service delivery and enhance support for small business and entrepreneur needs on the Eastside.

Data and Methods

This report leverages both quantitative and qualitative data and sources. For assessing the size and breadth of small business and entrepreneur activities on the Eastside, we make use of several federal and local data sources, including on employment, business establishments, and non-employer estimates.

Survey data, reports, and interviews inform our assessments of the needs of the existing business community, landscape for available support services, and strengths and weaknesses of the existing ecosystem. Interviews were conducted with a range wide of stakeholders, from Startup425 program managers, instructors, interlocal agreement city staff, the Port of Seattle and other economic development organizations, past program participants, and community-based organizations.

Organization of Report

The remainder of this report is organized as follows:

- Small businesses and entrepreneurs on the Eastside. The size and breadth of small business on the Eastside, key challenges coming out of the pandemic, and needs going forward.
- Landscape analysis. The ecosystem of small business and entrepreneurial support services on the Eastside, and where Startup425 is currently positioned within this ecosystem.
- **Review of Startup425 services and operations**. Program structure, modules offered, and staffing and resource capacity.
- Unmet needs of small businesses and entrepreneurs. The needs
 of small businesses and entrepreneurs on the Eastside and the
 current role and efficacy of the existing ecosystem in meeting these
 needs.
- **Best practices**. Examples of best practices on supporting entrepreneurs and small businesses from programs elsewhere in the United States.
- Strategic recommendations and conclusions. Review of key findings and takeaways and recommendations for the program moving forward.

SMALL BUSINESSES AND ENTREPRENEURS ON THE EASTSIDE

Size and Scope of Small Businesses on the Eastside

Small businesses and entrepreneurs are a key driver of economic growth, innovation, community development, and wealth generation. Employment in small businesses in Washington state grew nearly 30% between 1994 and 2018, outpacing the national average, and approximately 46% of all small businesses in the state were women-owned (U.S. Small Business Administration Office of Advocacy, 2021).

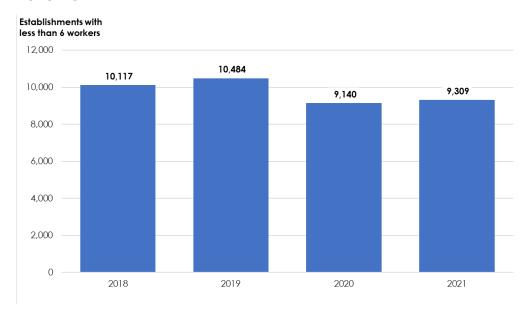
Small businesses are central to the economic fabric of communities on the Eastside. These businesses are often family- and/or immigrant-owned and provide essential services. In 2017, business owners who identified themselves as a "minority" represented 21% of all employer businesses across the economies of Bellevue, Issaquah, Kirkland, Redmond, and Renton (U.S. Census Bureau, 2020). Business owners who identified as "Asian" represented 82% of all minority business owners in the region. According to the most recent U.S. Census Bureau's Annual Business Survey covering the five cities, businesses with only one employee constituted 50% of all employer firms in the region; firms with less than five workers represented 85% of employers (U.S. Census Bureau, 2020).

Self-employed workers constitute another key segment of the five-city regional economy. In 2021, there were an estimated 43,000 sole proprietor businesses across the region, of which more than a third were engaged in

"Professional, Scientific, and Technical Services" (U.S. Census Bureau, 2022; U.S. Bureau of Labor Statistics, 2022; Puget Sound Regional Council, 2022).

Within the five-city Startup425 region, worksites, or establishments, of less six workers reached a combined 10,484 in 2019 before falling precipitously in 2020 (**Exhibit 1**). The largest share of these small businesses in 2021 was in the services sector (63%), including restaurants, entertainment, and personal services (**Exhibit 2**) (Puget Sound Regional Council, 2022).

Exhibit 1. Establishments with Less Than Six (6) Workers, Startup425 Area (Bellevue, Issaquah, Kirkland, Redmond, Renton), 2018-2021



Source: Puget Sound Regional Council (2022).

Exhibit 2. Establishments with Less Than Six (6) Workers, Startup425 Area (Bellevue, Issaquah, Kirkland, Redmond, Renton), 2018-2021, by Major Sector

Sector	2018	2019	2020	2021
Construction/Resources	690	696	664	647
FIRE	1,107	1,132	1,225	1,253
Manufacturing	189	190	199	197
Retail	544	513	530	499
Services	6,648	7,075	5,657	5,880
Warehousing, Transportation, and Utilities	903	843	829	794
Government	35	34	34	37
Public Education	1	1	2	2
Total	10,117	10,484	9,140	9,309

Source: Puget Sound Regional Council (2022).

[&]quot;FIRE" = finance, insurance, and real estate.

EXISTING ECOSYSTEM SUPPORTING ENTREPRENEURS AND SMALL BUSINESSES ON THE EASTSIDE

Existing Ecosystem of Services

There exists an extensive constellation of nonprofit organizations whose missions are to support the development and growth of small businesses in the Seattle and Eastside region. These organizations offer a wide range of services and work with diverse group of target audiences. These include legal and accounting support, business plan development, small business best practices and education and training, digital marketing, and assistance accessing capital and financial support. In addition to Startup425, examples of nonprofit organizations and government entities belonging to this ecosystem include Business Impact NW; OneEastside and SPARK; the Washington Small Business Development Center; SCORE; Ventures; Communities Rise: Microenterprise/Small Business Legal Services; and community-based organizations that serve a wide range of sociocultural and demographic populations, including immigrants.

The economic development ecosystem for small businesses on the Eastside extends across program type, scope, administration (private nonprofit, federal, state, county, or local government), targeted industry or constituency base, and resources and capacity. We examined a wide range of programs and services accessible for different types of small businesses. These programs range from specific technical assistance programs to those broader in types of assistance but specific to a community, e.g., immigrant or BIPOC business owners.

Community Based Organizations

Community based organizations, or CBOs, provide connective tissue between local communities and state and local economic development efforts. CBOs are typically organized by ethnic and/or demographic communities and are often trusted partners. During the pandemic, economic development and small business support programs often cited the involvement of CBO staff as a critical factor in their ability to successfully deliver needed COVID-related support, such as counseling firms on how to access financial support.

OneEastside SPARK

OneEastside SPARK coordinates regional partners to maximize resources and focus on small business and nonprofit recovery and resiliency. During the height of the pandemic, they provided responsive programing and tools to address key areas of need amongst organizations in East King County as they evolved.

Early in the pandemic, OneRedmond quickly scaled its OneEastside program to assist as many small businesses as possible. OneEastside SPARK continues this recovery work while expanding resiliency building efforts in collaboration with East King County's 23 cities and towns; chambers of commerce; higher education; non-profits, and state and county government.

OneEastside SPARK works with SBDC SCORE to connect small businesses with SCORE experts and mentors across a wide range of needs.

In 2022, OneEastside SPARK was awarded one of seven community business connector (CBC) grants. The CBC program, jointly managed by the Port of Seattle and the Seattle Metropolitan Chamber of Commerce, is designed to help small businesses tap into business resources to ensure economic recovery. The overall goal of the program is to make the small business support ecosystem "more supportive and inclusive by building relationships with businesses facing challenges due to linguistic, cultural, and geographic barriers, including economic impacts because of COVID-19" (Port of Seattle, 2022).

Exhibit 3 below provides an overview of business support services and programs by business need. A detailed discussion of these programs, including services offered and targeted beneficiaries, is available in **Appendix B**.

Exhibit 3. Regional Small Business Support Direct Services by Business Need

Category	Program or Organization
Legal Services	Communities Rise
	Ventures – Legal Clinic
	Muslim Community Resource Center (MCRC) – Legal Clinic
	Indian-American Community Services – Legal Services
	University of Washington – Entrepreneurial Law Clinic
Online and digital marketplace support	Latitudes
	Business Impact NW
	Big Hug
Accounting	OneEastside SPARK Accounting and Tax Advising
	Ventures – Financial Management Course
M arketing	Support Puget Sound Small Business
	OneEastside SPARK Marketing Advising
	Ventures – Marketing Course
Access to Capital/Financing	Business Impact NW / Eastside Business Response Team
, ,	Seattle Business Education Hub
	Creciendo Con Tiktok, Small Business Grants for Latinx Business Owners
	National Development Council
	Tabor 100 – Black Business Equity Fund
	Ventures – Small Business Loans
	Muslim Community Resource Center (MCRC) Zakat
	Greater Seattle Business Assocation Ready for Business Fund
Permitting and Regulation	Cities of Bellevue, Issaquah, Kirkland, Redmond, and Renton
Human Resources	Archbright
	Business Health Trust
	Ventures – Operations Course
Other/General	OneEastside Small Business Advising
	Women's Business Center
	(re)Startup 425 Business Response Team
	Veterans Business Outreach Center (VBOC)
	Seattle Small Business Education Hub
	Ventures – Business Basics and Related Courses
	Ventures – Business Incubator and Related Services
	Indian American Community Services
	Good Food Kitchens

Sources: City of Redmond (2022); High Peak Strategy LLC (2022).

100

Tech Support Ecosystem

There is a robust ecosystem of services specifically geared to support the tech sector in the Greater Seattle and Eastside regions. These services and support modules extend throughout the growth stages of tech startups, from ideation to launch and growth phases. Programs and services include mentorship and guidance, seed and early-stage capital, incubators and accelerators, investor networking, and market expansion. The table below presents a non-exhaustive set of examples, borrowing from a more comprehensive guide of local resources published by The Founder Institute (2018).

Exhibit 4. Examples of Local Resources in Support of Tech Startups by Growth Stage

Stage	Examples of Local Resources		
Idea			
Inspire (Startup Media, Inspirational Events)	Startup Weekend, 425Business, Geekwire, Newtech Northwest, Seattle Angel, Startup Seattle.		
Educate (Best Practices, Training & Feedback)	Geekwire Startup Day, Seattle Startup Mentoring & Networking, Startup Founder 101, MIT Enterprise Forum o the Northwest, Tech Diversified.		
Validate (Team Formation, Build First Product)	CEOtoCEO Breakfast Forum Series, CoFoundersLab, Angel Hack.		
Launch			
Start (Establish, Workspace)	Various law firms specializing in tech, Create 33, The Makers Space, ImpactHUB, UW CoMotion Labs, Ballard Labs.		
Develop (Formalize, Prepare for Seed)	Various accounting firms specializing in tech, TechBA, StartupNext Seattle, Allen Institute for Artificial Intelligence, Pioneer Square Labs, Reactor.		
Launch (Seed Accelerators, Pitch & Demo)	Madrona Venture Labs, Techstars, Geekwire Summit, Seattle Angels, Puget Sound Venture Club.		
Growth			
Recognition (Investor Networking, Major Media)	Geekwire Awards, SVP Seattle, Washington Technology Industry Association.		
Funding (Anfels/Micro-VCs, Venture Capitalists)	9 Mile Labs, Element 8, Flying Fish Partners, Keiretsu - Seattle, Founders Co-op, Seattle Angel Fund, Alliance of Angels, Ignition Partners, Madrona Venture Group.		
Growth (Infrastructure, Expansion)	Various tech systems and HR services and marketing consulting firms.		

Source: The Founder Institute (2018).

Vertical Structure of Existing Ecosystem

Business and entrepreneur needs vary based on size, industry, location, but also years in existence. Startup425 has focused its efforts historically on supporting entrepreneurs and, especially during the pandemic, the needs of small businesses disproportionately impacted by the mandatory closures and social distancing.

The above constellation of existing small business assistance programs can also be viewed through the lens of a vertical progression of startup and small business needs. At each rung of this vertical pipeline, there are nonprofit and government services available to small businesses and entrepreneurs (**Exhibit 5**). These levels of business needs include:

- **Entry-level**. Providing basic information on how to start a business, such as applying for and acquiring a business license and developing a business plan.
- Technical assistance on starting a business. More specific information, advisory services, and support for establishing and running a new business, including how to create the basic infrastructure before launching a business, such as a website, using e-commerce platforms, and permits.
- **Business education and growth**. Training and assistance to boost and expand growth, including productivity-enhancing best practices, such as LEAN and Six-Sigma, search engine optimization (SEO), establishing and using key performance indicators (KPIs), and other business practices that enhance performance and sales.
- Crisis assistance and intervention. Available resources and support for managing and mitigating a crisis. Most recently, this includes programs by Startup425, Business Impact NW, and OneEastside SPARK to help small businesses apply for and gain access to federal and state financial assistance during the pandemic. Assistance may also include services to help a small business manage legal, accounting, or other pressing issues.
- Market expansion and growth. Technical assistance for helping small businesses further grow, such as through expansion into new domestic and foreign markets and/or new product development.

Startup425 offers services in three of these stages. Startup425's Foundations series, considered "Basic," provides basic education on how to launch a new business and related information. Examples of recent content offered in the Foundations series include the fundamentals of small business planning, financing options, risk management and cybersecurity, small business finance, and the role of marketing in launched a new venture, with a focus on digital marketing.

The Small Business Essentials series and Innovation Lab both offer more detailed training and support to help entrepreneurs build the actual systems to launch a new business. In the case of the Innovation Lab, the curriculum also offers the opportunity for participants to forge a network among theirs and prior cohorts. The Business Response Team and BOOST were specifically designed to support access to capital and pandemic mitigation for existing businesses, and thus fall under the category of "solve."

Local Startup Support Programs Outside Startup425

Two additional programs, outside Startup425, are helping to address gaps within the current startup support ecosystem, summarized below.

Main Street Entrepreneur Workshop & Pitch Competition

The City of Renton is partnering with the Renton Downtown Association, OneEastside, the Port of Seattle, and Renton Chamber of Commerce to host the **Main Street Entrepreneur Workshop & Pitch Competition**. The program is designed to help new and existing businesses access resources

they need to grow their businesses and potentially open a new location in Renton.

The competition includes four in-person workshops leading up to a live pitch event at the Renton Civic Theatre. Participants will learn the nuts and bolts of launching a small business, including (but not limited to) choosing a business structure, government regulations, insuring a business, how to create a summary business plan, small business financing and accounting, marketing, branding, perfecting and a business pitch. Business owners can compete in one of three business stage categories, depending on their annual revenue and how long they have been in business. There is no cost to participate. Three winners will be selected from those who decide to participate in the final Pitch session in April. Winners will receive \$5,000 and an incentive package (yet to be determined) that will most likely include a Renton Chamber of Commerce membership, marketing package, legal assistance, and other free perks intended to make starting a business easier.

Participation is free. Workshops will be held at the Renton libraries to provide lessons for improving businesses acumen with the intent to open a brick and mortar (or perhaps second) location (Renton Downtown Association, 2022).

SBDC Entrepreneurs' Roadmap Series

The local SBDC, based in Redmond, runs the **Entrepreneurs' Roadmap Series**. The workshop series provides a detailed and actionable knowledge base designed to be resource-driven and user-friendly to help progress the entrepreneur toward their goals of launch, growth, and sustainability.

The program instruction is in-person, though select sessions will be recorded and made available online, based on demand. For example, the Small Business Financing workshop (November 10, 2022) was held at the Bellevue Library. The program covered the fundamentals of developing, marketing, and confidently executing a cohesive financing plan. Topics included: the ease or challenge, total costs, and risks of different funding sources; the value of both diversification and redundancy; and three key risk points most often missed (OneEastside, 2022).

Other workshop topics held throughout 2022 included small business hiring, management, and organizational culture (October 26, 2022); business writing (July 19, 2022); workplace dynamics and organizational culture (June 21, 2022); and mastering the fundamental of inventory management (February 3, 2022).

Exhibit 5. Vertical Pipeline of Business Needs and Services Available to Eastside Businesses and Entrepreneurs*

Stage	Need	Target Audience/Group	Types of Support	Examples of Organizations and Programs
Entry-level getting started	Basics	Entrepreneurs	Introduction to resources; how to create a business plan.	Startup425 Foundations; Ventures Business Basics; Business Impact NW; SBDC and SCORE; Seattle Business Education Hub; SBDC Entrepreneurs' Roadmap Series; Renton Main Street Entrepreneur Workshop & Pitch Competition.
Technical assistance how to start a business	Build	Entrepreneurs	Develop a website; connect with legal, accounting, and financial professionals; acquire state and city permits and licenses.	Latitudes; Business Impact NW; OneEastside SPARK; Eastside cities permitting and regulatory offices; Startup425 Innovation Lab; SBDC and SCORE; Seattle Business Education Hub; SBDC Entrepreneurs' Roadmap Series; Small Business Essentials; Renton Main Street Entrepreneur Workshop & Pitch Competition.
Business education and growth	Learn and enhance	Existing businesses	Training and best practices.	Seattle Business Education Hub; Ventures – Financial Management Course; OneEastside SPARK marketing advising; Startup425 Small Business Essentials; SBDC and SCORE; SBDC Entrepreneurs' Roadmap Series.
Crisis support and interventions	Solve	Existing businesses experiencing lost sales, legal issues, and/other immediate problems.	Pandemic financial support; legal issues.	Startup425/Business Impact NW Business Response Team; OneEastside SPARK; Muslim Community Resource Center (MCRC) – Legal Clinic; Ventures – Legal Clinic; Communities Rise; University of Washington – Entrepreneurial Law Clinic; BOOST Your Business Workshop.
Market expansion	Grow	Existing businesses with strong fundemantals seeking to grow.	Market expansion; export assistance; new product development.	Washington State Department of Commerce Export Assistance Program; STTR/SBIR funding.

^{*}Bold text indicates Startup425 program.

CURRENT ROLE, POSITION, AND PERFORMANCE OF STARTUP425

Startup425 is a partnership of the five largest cities on Seattle's Eastside (Bellevue, Kirkland, Issaquah, Redmond, and Renton) designed to support entrepreneurs and small businesses, foster sustained economic growth, and create jobs. These five city governments signed an Interlocal Agreement (ILA) in 2019 to collaborate on the provision of services to Eastside entrepreneurs and small businesses. The program is operated through the economic development offices in each of the cities with support from the Port of Seattle, the King County Library System (KCLS), and SCORE.

When Startup425 was first created, its mission was primarily focused on supporting tech startups and entrepreneurs—a key driver of economic development and innovation for the Eastside economy. However, the mission was then broadened to include not only tech firms but all types of small businesses, and with a greater focus on supporting BIPOC, women, and immigrant business owners and entrepreneurs. Programs (discussed below) include the Foundations series, Small Business Essentials series, Innovation Lab, and pandemic response programs and initiatives.

The program is administered by the City of Kirkland but beginning in 2023 will shift back to the City of Bellevue. The program currently has no full-time employees; there City of Kirkland contracts with consultants to administer the program, conduct business engagement, and organize programs.

Funding

Annual funding for Startup425 includes a Port of Seattle economic development grant capped at \$65,000. Each city provides a 50% match, of which up to 25% can be of in-kind resources. In practice, the four cities of Bellevue, Issaquah, Redmond, and Renton each contribute \$15,000 annually. The City of Kirkland provides administrative and management services. Prior to the pandemic, the King County Library System would provide up to \$18,000 for the Foundations module workshops and other library-based activities. SCORE provides volunteer instructors for each of the Foundations workshops.

In 2021, the program's budget was \$161,542 (**Exhibit 6**). The Port of Seattle is the source of between \$55,000 and \$65,000 each year in funding. In 2022, The City of Kirkland did not receive the Partner ILA funding. The participating cities decided to defer collecting those contributions until 2023, with Bellevue collecting ILA contributions for both 2022 and 2023.

Annual Funding \$200,000 ■King County Library System \$174,000 \$180,000 Grant \$161,542 \$156,610 ■ Kirkland \$160,000 \$40,000 \$140,000 \$40,000 \$40,000 Issaauah \$120,000 \$15,000 \$15,000 Redmond \$15,000 \$15,000 \$100,000 \$15,000 \$15,000 ■ Renton \$80,000 \$15,000 \$15,000 \$15,000 \$60,000 ■ Bellevue \$40,000 \$65,000 \$59,542 ■ Port of Seattle Economic \$20,000 Development Grant \$0 2019 2020 2021

Exhibit 6. Annual Funding Sources, Startup425, 2019-2021

Source: City of Kirkland (2022).

Current Programs

Due to the pandemic, Startup425 revised its program to be online webinars only. For the Autumn 2022 season, only one of the three modules is being offered, Foundations.

Foundations of Business ("Foundations")

Startup425 offers four free workshops in the spring and fall that cover many basics of starting and operating a business. Prior to the pandemic, these workshops were held at each King County Library System facilities in each of the participating cities and were open to the public. The program is aimed at expanding access and business ownership to diverse and underserved communities. According to registration and participation data, classes have been consistently populated by women and non-white attendees, and most attendees represent a new or "soon to be started" business. Classes are often taught by SCORE volunteers and include topics such as preparing a business plan, marketing, finance, and cyber security. During the pandemic, these workshops were changed to online webinars. Unfortunately, registration and attendance has fallen precipitously.

Small Business Essentials Program

An essentially a "200-level" series that provides a deeper dive into the fundamentals of starting and running a business. There were 53 registrants for the 2021 Small Business Essentials program. The program helps those pursuing small business ownership with relevant training, including on business plan preparation, starting a business, marketing, finance, and how to go digital. The target audience are existing small businesses that have operated for some time.

The Innovation Lab

In 2021, Startup425 partnered with Bellevue College to mount the Startup425 Innovation Lab, an intensive seven-week program designed to

"help business owners acquire new knowledge and adapt to the changed economic environment created by the COVID-19 pandemic" (City of Kirkland, 2021, p. 4). Innovation Lab is an intensive four-week accelerator program to help existing businesses and new entrepreneurs acquire new knowledge and adapt to the changing environment created by the COVID-19 pandemic. The program includes a comprehensive assessment of participating businesses, training, and team activities to develop strategies and foster a support network. The curriculum and instruction is supported by a group of experts, business advisors, and mentors from the Eastside who provide insights and expertise, connections to the region's business ecosystem, and follow-on business assistance after the conclusion of the program.

The program was developed for businesses interested in scaling quickly. The vital construct of the program is one-on-one mentorship for the entrepreneurial participants. The program paired small business owners with experienced professionals working in relevant fields. The curriculum includes seven Zoom-based modules, required homework, and peer-to-peer interaction. Topics covered include:

- Becoming an Entrepreneur
- Customer Journey
- Product, Promotion, Channel, and Price
- Legal, Source of Capital, Strategy & Metrics
- Value Analysis
- Accounting & Finance
- Recruiting & Retaining Teams, Leadership

Pandemic Response Programs and Initiatives

In 2021, Startup425 developed two new programs in response to the pandemic impacts on small businesses. These include:

The Business Response Team

Startup425 contracted with Business Impact NW, a local Community Development Financial Institution (CDFI), to provide one-on-one consulting to small businesses located in partner cities with a focus on accessing federal and other funding sources. The program served more than 800 regional businesses in 2021.

BOOST Your Business

The BOOST Your Business Workshop is a free workshop targeted at sustaining and growing small businesses disproportionately affected by COVID-19 (with an emphasis on businesses owned by women, minorities, and people of color). It provides participants access to complementary and low-cost solutions to get their business online and/or boost their existing digital presence, including opportunities for one-on-one consultations with regional consultants, service firms and technology providers to engage and gain their insights on going digital. The program is structured as a one-day workshop, held at recurring intervals (October 2021, February 2022). The

training includes digital marketing and vendors fairs for participants to connect with third-party resource providers.

Strengths and Successes of Startup425

Startup425 does present several key strengths that should be considered in a restructuring or realignment of the program. One of the most important strengths, according to interviewees, is the branding value of Startup425.

Strong brand value

According to interviewees, the Startup425 brand is valuable for marketing the Eastside region.

Libraries as spaces for local programs

The libraries in each city offer a convenient space for holding Startup425 events. The locations are oftentimes convenient and also attract additional participants who happen to be doing research at the library and come across the program. The King County Library System also has a large collection of resources useful for small businesses and entrepreneurs; holding events at local branches provides an opportunity to showcase these resources.

No other program focused specifically on Eastside startups

There are multiple programs in the region that offer education and training services and modules targeting entrepreneurs. However, Startup425 is unique as the only such program that specifically focuses on prospective entrepreneurs on the Eastside. The local region is rich in tech workers who are considering a career change and pursuing their own business, oftentimes outside the tech sector. The targeted focus on the Eastside region provides startup training and services for these prospective entrepreneurs.

Timely small business responsiveness during pandemic

Startup425's collaboration with Business Impact NW provided timely, relevant information and support for small businesses during the height of the pandemic. Support included guidance on how to apply for federal loan and grant assistance and navigating pandemic rules and regulations. More than 800 regional businesses were served.

Innovation Lab accelerator program created alumni network and mentoring

The Innovation Lab curriculum encouraged the growth of a community of past and current participants in the program. Current and recent participants could then tap into this alumni network to receive mentorship and advice.

Existing Challenges with Startup425: Feedback on Recent and Current Programs

Conversations with city officials and program stakeholders elevated several key issues related to Startup425's programs, contributions, and impacts.

(For a list of individuals we spoke with, see **Appendix A**.) Findings from these discussions are summarized below:

Webinar platforms are not suitable for the Foundations series. Prior to the pandemic, the Foundations program was able to draw a large number of registrants and day-of attendees to each of the library-based workshops. These programs were successful in part because they were embedded within each community and allowed for face-to-face interaction and engagement. City officials were also able to more easily recruit businesses and entrepreneurs to attend these local events. In addition to registrants, many day-off attendees came across the workshop while at the library and using its vast resources for businesses. However, the transition to webinars during the pandemic has resulted in much lower numbers, in some cases just 4-5 attendees.

Misalignment of program name and mission. The name Startup425 has strong branding value. However, it is not entirely reflective of the actual services and audiences targeted over the course of its existence. Especially during the pandemic, programs were more skewed to supporting existing small businesses and not, as the name would suggest, startups and entrepreneurs.

Foundation SCORE instructor quality varies. In some areas, such as accounting and legal issues workshops, SCORE volunteer instructors provided relevant and current information. However, in other areas, notably online marketing and cybersecurity, the instructors—according to interviewees—were not current with respect to content and expertise.

Less instruction, more 1:1 counseling. Many businesses and entrepreneurs, while valuing the course-like instruction, also desire 1:1 advice and counseling. Unfortunately, according to interviewees, the instructional element of the workshops would last the near-entire length of the workshop, leaving little or no time for Q&A. While Foundations still provides useful instruction and information, courses could either be modified or augmented with 1:1 counseling for many questions small businesses and entrepreneurs may have.

Innovations Lab needs broader geographic representation. The accelerator program is the most resource-intensive module of the three. Some city officials raised concerns that city funds were being invested in the program without seeing residents from their jurisdiction among participants.

Redundancy with other programs. Startup425 exists and operates within an ecosystem of free or low-cost small business services, nearly all of which are nonprofits. There could be greater coordination and "enmeshing" of Startup425 in this ecosystem, so as either to address areas not covered (or sufficiently) by other existing programs (e.g., government procurement), or topic areas unique to local government, such as permits and regulatory barriers to starting a business within the region and among each of the participating cities.

Limits of a government partnership. The program was created as a government partnership, leveraging port, county (library), and city resources. However, there are limits to this model, such as the inability to directly accept contributions from corporate donors in support of the program's activities and mission. The 2018 Startup425 Long-Term Plan (Startup425, 2018) specifically called for the eventual evolution of the program into a self-sustaining nonprofit entity. Several interviewees expressed a strong desire to see this process move forward.

Questions about the appropriateness of Startup425 to deliver original content and curriculum. Some interviewees questioned whether Startup425 is the best medium for delivering original content and instruction, particularly considering the broad constellation of other programs whose missions are directly focused on small business services and support.

Content realignment. Startup425 can focus more on what city governments know best—how to do business in their jurisdictions, including at-times complex array of licenses, permits, and local and regional regulatory factors that businesses need to know. City governments, through the platform of Startup425, can convey this important information and guidance in a succinct, easy-to-understand, and accessible manner, including through online sources, seminars, and direct one-on-one consultation.

Need for more robust and systematic performance indicators. Startup425 did conduct a survey of current and past program participants in 2019, as part of the 2019 strategic report. However, response rates were very low relative to the targeted audience. There is a need for more regular feedback from current participants to help inform program and curriculum adjustments and improvements.

UNMET NEEDS OF SMALL BUSINESSES AND ENTREPRENEURS ON THE EASTSIDE

Strengths in the Existing Ecosystem

There are robust program offerings throughout the vertical pipeline of business support services. There is a comprehensive scope of **training resources** available to small businesses on the Eastside, accessible from an ecosystem of various services providers. These services cover the range of needs along the startup and small business growth vertical pipeline as outlined above.

There are also strong informal partnerships. For example, a Business Impact NW representative previously presented at Startup425 workshop. The organization Eastside for All has led regular meetings among community-based organizations (CBOs) to discuss pressing issues, needs, and collaborative opportunities.

110

Entrepreneur and Small Business Gaps and Unmet Needs

The following areas have been identified as key unmet needs, based on existing research and interviews with stakeholders for this report. Findings from the 2021 City of Redmond *Small Business Economic Development Services* (2022) study identified several key areas of alignment but also unmet needs within the existing economic development ecosystem.

Low digital literacy

Many small, immigrant-owned and operated businesses on the Eastside have a limited online presence and are not positioned to use online platforms such as Amazon to market and sell their goods and services. Moreover, many of these business owners lack basic digital skills and aptitudes, including setting up and using email, which are critical to applying for federal and state financial support and pandemic economic relief.

Cultural and linguistic barriers

Even well-designed training programs are not adequately reaching certain small businesses due to the lack of bilingual materials and cultural relatability between the service provider and the recipient business. Context is often critical, often requiring smaller settings and more direct engagement to ensure important information is not lost in translation.

Access to capital

Community-based organizations and service providers identified access to capital by small businesses as a more pressing need than training. Two common themes we heard from interviewees contributing to limited access to capital were: 1) information gaps due to cultural and/or linguistic barriers and sessions that were not aligned well with small business owner scheduling and work conditions; and 2) administrative factors, such as criteria that often disqualify certain types of small business, especially sole proprietors, from federal grant and loan programs.

Diversity, equity, and inclusion

Some service providers noted that small businesses they work with are grappling with what DEI means for them. For example, where to find information on creating a DEI environment for their customers and within their business and how to adapt DEI to their business model. Moreover, service providers noted that diversity in Redmond and the Eastside is different from diversity in Seattle, which shapes the kinds of needs and services best positioned to support these communities.

Sector-specific needs

Food businesses are required under state law to use kitchens that meet various codes and requirements. For some small businesses, this requires renting a commercial kitchen, which can be very difficult to find in the greater Seattle area and a significant cost burden for small businesses.

Accessible information and resources on doing business on the Eastside

Doing business on the Eastside oftentimes requires a city business license and compliance with various city-level regulations, such as permitting. These regulations are more important for many types of small businesses, such as restaurants, retail, and professional and household services. Various stakeholders have highlighted the need for clear, assessable, multilingual resources to clarify and communicate these rules and regulations small businesses must comply with.

Ecosystem Systemic Challenges

Interviewees highlighted several issues and challenges with the existing small business support ecosystem.

Lack of connectivity and community trust

Small business support programs and community-based organizations (CBOs) reported difficulties establishing trust between service providers and immigrant and minority-owned small business owners; this is particularly true for business owners whose first language is not English. Small business support services have reported much higher success rates working with these businesses and entrepreneurs when a CBO staff person participates in the initial engagement.

Referrals

According to some interviewees, there does not exist a robust system for referring businesses to appropriate service providers, programs, and mentors based on need. For example, the SBDC refers businesses and entrepreneurs to SCORE mentors based on needs, but SCORE does not have a culture that encourages referrals back to the SBDC or other SCORE experts based on business needs outside an individual SCORE mentor's skillset.

Cross-marketing and coordination

The ecosystem is extensive, but in some areas, there is an insufficient level of cross-marketing and coordination between and amongst programs.

Inadequate marketing of existing services

Many businesses and stakeholders may simply be unaware of existing resources and services available to them. This lack of awareness is rooted both in insufficient or ineffective outreach efforts and/or cultural and linguistic barriers.

Nonprofit organization and CBO capacity building

Numerous CBOs work with volunteer mentors to provide free technical assistance to community business owners. This includes financial guidance and advice, help on business plans, marketing, and accounting. CBOs have reported that these mentorship programs are most successful when the mentors come from within the community and are able to relate linguistically

and/or culturally with beneficiary business owners. Limits on capacity also adversely affect the rate of follow-through support and success of mentorship programs. Multiple CBOs indicated that they are at capacity and need more resources to both recruit local, community-based mentors and manage the mentorship program.

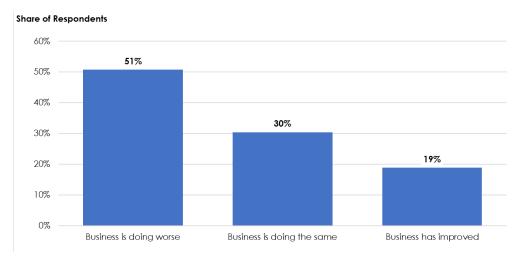
Business Conditions and Needs

In the summer of 2022, the Port of Seattle conducted a survey of small businesses across the region. Seventy (70) surveyed business owners came from the cities of Bellevue, Issaquah, Kirkland, Redmond, and Renton. Among these respondents, more than 50% indicated their business is doing worse than a year ago, while only 19% indicated their business conditions had improved over the same period (**Exhibit 7**).

When asked about the most pressing challenges these businesses are currently facing, roughly a quarter of all respondents indicated a lack of customers and/or a loss of business (respondents could choose all challenges that apply). Approximately 20% of respondents indicated "reduced income or unemployment," and 14% indicated an inability to find employees. Less than 7% of respondents indicated "access to technology" was a key challenge (**Exhibit 8**).

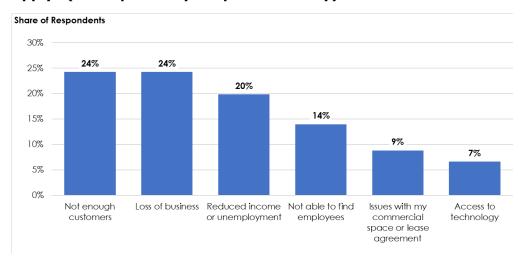
Businesses were then asked about the kinds of support needed (**Exhibit 9**). The most identified need was for applying for financial assistance or capital (24%), followed by support for increased sales (21%), ways to increase marketing or advertising (16%), administrative support (12%), and business planning and strategy (9%).

Exhibit 7. Port of Seattle Regional Survey: "How is Your Business Doing Now?" (Startup425 City Respondents Only)



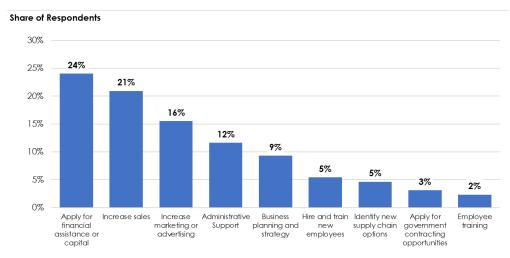
Source: Port of Seattle (2022).

Exhibit 8. Port of Seattle Regional Survey: "Is Your Business Experiencing Any of the Challenges Listed Below? Check All That Apply" (Startup425 City Respondents Only)



Source: Port of Seattle (2022).

Exhibit 9. Port of Seattle Regional Survey: "In the Next Six (6) Months, What Type of Help Do You Need the Most?" (Startup425 City Respondents Only)



Source: Port of Seattle (2022).

EXAMPLES OF BEST PRACTICES AND LESSONS IN SUPPORTING ENTREPRENEURS AND SMALL BUSINESSES

We looked outside the Seattle area to identify examples of high performing organizations and best practices supporting startups and small businesses. We examined several programs for best practices that could be applied to Startup425. This research entailed online research, reports, and interviews with program leadership and staff. In-depth interviews were conducted with the following organizations:

- Launch SA, a San Antonio startup and small business support publicprivate partnership.
- University of Texas San Antonio Small Business Development Center (UTSA SBDC).
- Prosper Portland, the economic and urban development agency for the City of Portland.

Best Practices

Our research surfaced the following best practices that are applicable to Startup425.

Be industry specific.

According to our discussion with Launch SA, programs designed around a specific industry tend to have better participant retention and impact. It is also easier to develop and deploy a coherent program and curriculum.

For one-one support, hone being a generalist.

When engaging with new clients, focus on how best direct them to the right resources, with a focus on government agencies to refer them to for specific regulatory, tax, and administrative issues, e.g., obtaining a permit.

Networks and relationships are essential.

Our conversation with UTSA SBDC highlighted the essential role and benefits of forming strong, collaborative relationships with the regional cities, economic development organizations, chambers, trade associations, and lending institutions. Banks and credit unions are oftentimes early touchpoints for aspiring entrepreneurs. The UTSA SBDC has been very successful in leveraging these relationships to generate new leads.

Vetting the idea is an underserved yet high demand need.

We heard from multiple sources the need among entrepreneurs to practice pitching their business idea and have it vetted by third parties. This kind of feedback—for example, where there are gaps; how to finetune their pitch; whether, from the viewpoint of a business owner or early-stage funder, the idea has real prospects and merit—is critical to small businesses and in high demand.

Recruit instructors who are active in their industries.

Based on their own experience, Launch SA has found greater success and impact recruiting active entrepreneurs and business leaders. This ensures content delivered is current, while also fostering networking between aspiring entrepreneurs and those actively running businesses.

Help ease the decision-making process for starting a business.

Sometimes the best conclusion for an aspiring entrepreneur is to <u>not</u> leave their current employment and start a new business, or at least until they've made more progress with their business plan and fundamentals. While hard

to measure and track, this is nonetheless an important (if underappreciated) outcome.

Have a system for efficiently engaging with and learning the needs of walk-ins.

Launch SA has a simple, systemized set of questions they ask any individual who comes through their door. These include the industry they're in (or aspire to be in), and demographic and background information.

Develop a referrals system among complimentary service providers and CBOs.

Prosper Portland has made significant strides in developing and deploying a referrals system, both internally among Prosper Portland technical advisors and with the broader network of community-based organizations. Under this model, Prosper Portland operates as a central hub, with each contracted partner organization determining the need(s) of businesses they engage with and referring them to the right organization or individual(s) through a network of professional service providers and advisors managed by Prosper Portland.

RECOMMENDATIONS

Based on the analysis presented in this report, we have developed six recommendations for the five cities participating in the interlocal agreement to consider for Startup425. The below recommendations are presented as options, and some of these directions for the program are not mutually exclusive. Recommendations are informed by best practices, local stakeholder interviews, and identified gaps and challenges in the current ecosystem.

These options are in response to the following questions: WHO should be the target audience of support, WHAT should be the service or value proposition offered through Startup425, and HOW should these offerings be delivered.

Recommendation #1 [WHO]: Focus on supporting: 1) immigrant-owned business owners; and 2) startups and underserved business owners outside the tech sector. Design content to meet these needs.

The pandemic exposed many ongoing challenges and unmet needs for existing, incumbent small businesses, particularly for minority, women, and/or immigrant-owned businesses. These firms are not startups but create economic value and wealth and are important pillars of the regional economy. During the pandemic, Startup425 was highly responsive to these needs of the businesses, including development and delivery of programs in partnership with Business Impact NW. Despite having "startup" in its title, Startup425 should sustain and expand its focus to support existing small businesses across the five-city region.

In addition, however, the program should continue to focus on providing critical, foundational information and support for entrepreneurs seeking to start their own companies. This support should focus more on industries aside from tech, since the latter is already well-served by a robust ecosystem of services and resources in the region.

 As part of these efforts, following the example of the University of Texas San Antonio SBDC, Startup425 should collaborate with lending institutions, investment firms, and chambers to broaden the recruitment and pipeline of participants. These organizations are oftentimes early "touchpoints" for entrepreneurs. Lending institutions and investment firms (e.g., angel capital, seed capital) often interact with aspiring entrepreneurs who may need additional training on the foundations of starting a business before being ready to raise capital.

Recommendation #2 [WHAT]: Focus on industry specific content, e.g., multi-session modules focused on retail, restaurants, and other sectors that are still recovering from the pandemic.

Develop multi-session modules that are industry specific. Based on the experience of Launch SA, having a shared industry theme enhances the impact of the program, while also fostering networking among participants. One of the key successes of the Innovation Lab, a Startup425 program run in partnership with Bellevue College, was the creation and fomenting of strong networking relationships within each cohort and the alumni network.

Development of industry-specific modules does not need to be as resource-intensive as those developed for the Innovation Lab. For example, Launch SA has organized happy hour events, where aspiring entrepreneurs can pitch their ideas to business owners for feedback. A possible model for these modules could be weekly or biweekly workshops at the local library where participants can interface and ask questions to active entrepreneurs.

 As part of this focus, Startup425 should recruit entrepreneurs actively involved in running a business, to augment SCORE instruction. These business owners bring real life stories and relevant, current content, and can share their experiences and lessons with participants.

Recommendation #3 [WHAT]: Develop program content specific to starting a business and associated tax, legal, and regulatory requirements in each city.

Startup425 is uniquely positioned as the only organization whose mission is directly aligned with the five-city region. Each city in the region has its own unique set of tax, regulatory, and licensing requirements. Startup425 should

develop an instruction module that helps participants understand the detailed requirements of opening or expanding a business in each city.

Recommendation #4 [HOW]: Transition back to in-person programs at the local library.

Startup425 online webinars have not performed well during the pandemic, with very low attendance. Moreover, many of the prospective participants—existing business owners and aspiring entrepreneurs, particularly in the immigrant community—continue to face digital barriers that may preclude them from participating.

The libraries are a unique asset for small businesses and entrepreneurs, including the rich collection of business resources available at each facility. It is also oftentimes easier for participants to ask questions or to approach instructors afterwards for follow-up in an in-person setting. Startup425 programs should return to the in-person model, though continue to post content from these programs, such as PPTs, on its website.

Recommendation #5 [HOW]: Transfer Startup425 funds and resources to OneEastside SPARK.

The five-city ILA should leverage OneEastside's infrastructure, capacity, and mission to coordinate and deploy startup and small business support workshops and programs. OneEastside SPARK is well-positioned to assume many of these efforts, including staff, online content, and close partnership with the SBDC. OneEastside SPARK was also recently awarded a Port of Seattle and Seattle Metropolitan Chamber of Commerce Community Business Connector grant. In this role, it will work to provide access to available business resources to help businesses sustain and grow their operations. Referrals to lenders, SBDCs, and other resources is an important element of this work.

Transitioning Startup425 programs to OneEastside SPARK is also consistent with the original strategic goal of transitioning the program from government-led to a nonprofit.

Recommendation #6 [HOW]: Develop regular, systematic surveys and case studies on Startup425 performance and areas of improvement.

Measuring the success of a startup and small business support program is not an easy task. The outcomes of this type of support can be difficult to define, measure, and empirically observe. Moreover, as is the case with many economic development programs, determining the degree of attribution from a program intervention, such as the jobs created or attributable to a business support program, is often elusive.

Nonetheless, there are ways to track the performance of a program that, while not meeting the highest scientific standard, do track and convey value.

These include consistent, regular feedback from participants on the quality of relevance of program content and qualitative narratives that illustrate the successes, and challenges, of the program. We recommend the following course of action moving forward:

- Participant surveys. At the conclusion of each in-person seminar or seminar course, a short, succinct survey to each participant soliciting their feedback on quality of instruction, relevance of content, whether they plan to proceed with starting a business, whether their specific needs were satisfied, whether they plan to follow-up for more detailed assistance, e.g., SCORE one-on-one advisory support, and the kinds of information and support they will seek next.
- Interviews and case studies. Each year, conduct 4-5 more indepth interviews with past participants to learn about their experiences starting or growing their business and the met and unmet needs from the program.

APPENDIX

Appendix A. Interviewees

Name	Affiliation	Category
Serephie Allen	City of Redmond	Partner City
Robbin Block	BlockBeta	SCORE
Jesse Canedo	City of Bellevue	Partner City
Jen Davis Hayes	City of Issaquah	Partner City
Stephan Erickson	Past Foundations participant	Program Participant
Corbin Hart	City of Bellevue	Partner City
Kristina Hudson	OneRedmond	ED Organization
Ashis Joshi	City of Bellevue	Partner City
Domonique Juleon	Business Impact NW	ED Organization
Jessie Kotarski	City of Renton	Partner City
Debbie Lacey	Eastside for All	Nonprofit
Leslie Lum	Bellevue College	Program Partner
Duncan Mallory	Startup425	Program Manager, Retired
Philly Marsh	City of Redmond	Partner City
Morgan Mastermai	n Prosper Portland	0
Dave McFadden	Port of Seattle	Program Partner
Ellen Miller Wolf	Startup425	Program Manager, Retired
Shawn Palmer	SBDC	ED Organization
Judith Parquette	Bellevue College	Program Partner
Samatha Paxton	OneEastside	ED Organization
Sam Rodriguez	BizDiversity	СВО
Ryan Salts	Launch SA	Outside Organization/Case Study
Margo Shriroyama	OneEastside	ED Organization
Richard Sifuentes	University of Texas San Antonio SBDC	Outside Organization/Case Study
Robert Smith	Prosper Portland	Outside Organization/Case Study
Annie Tran	Port of Seattle	Program Partner
Dean Van Dyke	Pillars Group	Program Manager
Lori Wada	Korean American Resource Center	СВО

Appendix B. Examples of Other Nonprofit Organizations Providing Support Services Available to Eastside Small Businesses and Entrepreneurs

As part of our research for this project, we examined the missions, resources, and targeted audiences of a panoply of existing nonprofit programs serving small businesses and entrepreneurs on the Eastside. Below we summary these programs.

OneEastside SPARK

OneEastside SPARK coordinates regional partners to maximize resources and focus on small business and nonprofit recovery and resiliency. They provide responsive programing and tools to address key areas of need amongst organizations in East King County as they evolve.

East King County was the first COVID-19 epicenter in the nation OneRedmond quickly scaled its OneEastside program to assist as many small businesses as possible. OneEastside SPARK continues this recovery work while expanding resiliency building efforts in collaboration with East King County's 23 cities and towns; chambers of commerce; higher education; non-profits, and state and county government. OneEastside SPARK works with SBDC SCORE to connect small businesses with SCORE experts and mentors across a wide range of needs.

Programs Offered:

- Business advising.
- Small business mentoring with SCORE.

Target Beneficiaries

Small businesses, microenterprises, and entrepreneurs.

Small Business Development Center—Redmond

Small business advisory services provided through the Washington Small Business Development Center (SBDC) network, in partnership with OneRedmond. The program is a public-private partnership, funded by the SBDC/U.S. Small Business Administration and OneRedmond.

The SBDC small business advisor offers one-on-one counseling with local businesses and entrepreneurs. Writing a business plan. Making connections with lenders, etc. Working with businesses to develop human resources plans and policies, developing leadership cultures. Support small business clients get to a certain level. Able to leverage the entire statewide SBDC advisor network to connect clients with SBDC subject matter experts. The program is limited to U.S. citizens, so is not available to immigrant business owners who are not U.S. citizens.

Target Beneficiaries

Small businesses, microenterprises, and entrepreneurs.

Bighug-Korean American Resource Center (KARC)

The Bighug-Korean American Resource Center (KARC) is a nonprofit organization founded in 2020 to empower and promote the welfare of Korean descendants and their relatives in Washington state. The organization brings together a community of trusted messengers and board members and a dedicated network of community-based organizations that has earned respect and confidence from the Korean community.

The KARC helps Korean small business owners learn about various state, local, and financial resources available for their unique business situations. KARC operates a technical assistance call center and manages and updates a business and resource directory.

Targeted Beneficiaries

Korean business owners who are not proficient in English as a second language, have low digital literacy, and/or limited awareness and understanding of available small business economic resiliency resources.

SCORE

SCORE is a national network of volunteer expert business mentors. SCORE, the nation's largest network of volunteer expert business mentors, is dedicated to helping small businesses get off the ground, grow and achieve their goals. Since 1964, they have provided education and mentorship to more than 11 million entrepreneurs. The program is funded in part by the U.S. Small Business Administration.

Free 1:1 confidential mentoring, webinars on topics from starting a business to marketing and finance, small business resilience, etc. Offers online resource library. Works closely with Washington SBDC network. SCORE mentors frequently have particular areas of expertise (business counseling, as compared to non-profit organization counseling).

Target Beneficiaries

Pre-venture, entrepreneurs, new businesses, established small businesses.

Communities Rise

Communities Rise provides small business legal assistance, including: business entity formation (LLC/PLLC, sole proprietor, partnership, c-corporation, social purpose corporation); drafting agreements (shareholder agreements, operating agreements); advice on corporate governance; maintenance and compliance with state and federal law; taxes (advice regarding federal, state, and local taxes); contracts (drafting and advising on business contracts); employment (preparing, reviewing and revising personnel policies, independent contractor agreements, vendor agreements, employment contracts, and confidentiality agreements); real estate (drafting or reviewing property leases and purchase and sale agreements); intellectual property (assistance with registering trademarks, and advising on copyright protection, license agreements, or website-related agreements—but not for

patent matters); and risk and liability assessment (waiver and release forms, and advice on insurance coverage).

Microenterprise/Small Business Legal Services

The Small Business Legal Clinic is for low-income Washington state business owners who have short questions for an attorney. Our clinics are staffed by volunteer attorneys and designed for questions that can be answered in the 60 minutes the clinic provides. In partnership with Ventures, volunteer lawyers give free legal advice to small business owners at our monthly Small Business Legal Clinics. Provides legal assistance on a business or organizational matter

Clinics are staffed by volunteer attorneys and designed for questions that can be answered in the 60 minutes the clinic provides. In partnership with Ventures, volunteer lawyers give free legal advice to small business owners at our monthly Small Business Legal Clinics.

They also have conducted legal clinics for small businesses navigating COVID, which have been offered through the King County Library System

Target Beneficiaries

Washington state-registered businesses that are unable to pay for legal fees "without significant impairment to operations" and whose owner's household income is below 80% of the King County HUD guidelines (all owners must qualify if more than one).

University of Washington-Entrepreneurial Law Clinic

Clinic serving entrepreneurs throughout the Pacific Northwest that teams law and business students with pro bono attorneys and business advisors. Together they provide critical early stage legal and business counseling to small business owners, technology entrepreneurs, social entrepreneurs, nonprofits and University of Washington and Institute for Translational Health Sciences faculty researchers. The ELC also partners with CoMotion, Life Science Washington and various community organizations to give presentations on various topics of interest to startups that are open to the public.

The ELC is a transactional and counseling clinic. Its services center on providing startups with a comprehensive "legal and business audit" that will help them identify issues before they become serious problems. It provides startups with a confidential report, generally at the end of the academic quarter. This report will also provide guidance on how to proceed to remedy potential problems and/or establish systems to limit or prevent standard business formation and growth pitfalls. ELC's standard representation includes a commitment only to this audit process.

Upon mutual written agreement between the startup and ELC, the ELC may extend its representation to assist in basic entrepreneurship-focused legal service, such as:

- Forming a corporation, limited liability company (LLC) or other legal business entity as appropriate.
- Filing simple intellectual property (IP) documents such as provisional patent applications, copyright registrations and trademark registration applications.
- Reviewing, negotiating and/or drafting contracts such as commercial leases and loans, vendor agreements, services agreements, or employment agreements.
- Assisting in compliance with state and local business licenses and taxes
- Drafting and execution of trademark and copyright registrations, provisional patent applications and licensing or assignment agreements
- IP counseling regarding branding, copyrights, trademarks, trade secrets, freedom to operate, unfair competition, antitrust, publicity rights and privacy rights. The ELC is part of the USPTO Law School Clinic Certification Program in both patents and trademarks.

Target Beneficiaries

Small businesses, startup entrepreneurs, nonprofits, social entrepreneurs.

Northwest Justice Project

Northwest Justice Project (NJP) is Washington's largest publicly funded legal aid program. Each year NJP provides critical civil legal assistance and representation to thousands of low-income people in cases affecting basic human needs such as family safety and security, housing preservation, protection of income, access to health care, education, and other basic needs.

NJP operates a toll-free intake and referral hotline called CLEAR (Coordinated Legal Education Advice and Referral). CLEAR serves as the statewide, centralized point of access for clients seeking free legal help, including advice, education, limited legal services, self-help materials and, where available, referrals to other legal aid and local volunteer lawyer programs. CLEAR also refers cases to NJP offices around the state, where attorneys provide assistance and direct representation in high priority, complex cases, including cases that address barriers to accessing our justice system as well as engage in community education efforts.

NJP maintains Washington LawHelp, a public website containing an extensive library of legal resources and self-help materials including do-it-yourself court forms in areas of law needed most by low-income persons, the great majority of whom are forced to appear in court unrepresented. In addition, NJP is an integral member of and provides support for the Alliance for Equal Justice, Washington's coordinated statewide civil legal aid delivery system, which brings together a network of volunteer attorney programs, specialty legal aid providers, and supporters working to ensure equal justice for all low-income communities in Washington.

Consistent with NJP's commitment to combat injustice by improving access to our civil justice system, all NJP facilities are accessible. NJP provides language and sign interpreters for persons needing assistance to access our services. As a statewide organization whose staff, Board and clients are diverse in background, experience, culture, and other qualities, NJP is also committed to a policy of equal opportunity and fosters a mutually respectful environment free of barriers and discriminatory practices in all its activities. NJP works to ensure its commitment to basic fairness by adherence to NJP's Guiding Principles.

Target Beneficiaries

Small businesses are not the primary target recipient, but small business owners may qualify for these services.

Business Impact NW

Business Impact NW is a nonprofit Community Development Financial Institution (CDFI) dedicated to serving underbanked entrepreneurs. They provide coaching, classes, and access to capital to community small businesses, with an emphasis on working with traditionally underserved populations – entrepreneurial low/moderate income earners, women, BIPOC, veterans, immigrants, or members of the LGBTQ+ community.

Business Impact NW's objective is to provide financial and technical support to entrepreneurs in economically marginalized communities who would not otherwise have access to financial services. Their lending guidelines are more flexible than traditional banks because of our community impact mission. Business Impact NW can take risks on underserved small businesses to achieve this mission.

The Food Business Resource Center (FBRC)

One-stop-shop for Washington state food entrepreneurs to access skills, resources, networks, and marketplace opportunities needed to start, run, and grow a successful food-related business. Works with many partner organizations, including farmers groups, kitchen incubators, regional food system initiatives, public agencies, eaters, and other businesses throughout the state. Programs include:

- King County Farm Business Support and Technical Assistance Program.
- One-on-one business coaching.
- Farmer Finance—On-Demand Series.
- "Ready to Sell" Farm E-Commerce—on demand.
- Packaged Foods On-Demand Online Course.

One-on-One Business Coaching

Free one-on-one business coaching for all aspiring, new, and established business owners who come to us. Program provides tools and resources needed to successfully run a business. Business coaching sessions can be

held in-person, over the phone, or via video conferencing. Coaching help may include:

- Navigating the startup process.
- Creating a business plan and financials.
- Funding options unique to individual/business circumstances.
- Drafting loan packages and presentation for potential lenders and investors.
- Identifying new growth opportunities in existing business.
- Managing business profitability.
- Discovering additional learning opportunities.
- Connecting to community resources.

Small Business Loan

Loans ranging from \$5,000 to \$350,000. Criteria based on the 5 C's of Financing. Approximately 99% of their clients are business owners who are ineligible for commercial bank loans at this time, i.e., they've been turned down by a bank, but still have the capacity to meet the "5C's" criteria. Their average interest rate is 9.5%. While higher than some banks, they take risks that most banks won't.

Loans can be used for the following:

- Equipment
- Inventory
- Working capital
- · Commercial real estate
- Furniture & fixtures
- Debt restructuring
- Contract mobilization
- Contractor receivables

Target Beneficiaries

Women, veterans, BIPOC, immigrants, LGBTQ+, disabled, and other traditionally underbanked entrepreneurs.

Tabor 100—Tabor Economic Development Hub

Tabor 100 is a nonprofit community organization that works to achieve economic empowerment and social equity for African Americans and the community at large. It supports Black-owned businesses and entrepreneurs by connecting them with resources and advocating for minority business interests. While focusing on Black-owned businesses, Tabor serves persons from all ethnic backgrounds.

The Tabor Economic Development Hub, located in Tukwila, opened in January 2021 and is a first-in-the-nation center offering collaborative workspaces, mentoring services, high-quality training, and a service bureau featuring low-cost, hands-on, back-office functions, including accounting, billing & invoicing, marketing, data entry, and technical writing.

Target Beneficiaries

Black-owned businesses and entrepreneurs in the Greater Seattle region.

Ventures

Ventures is a Seattle-based nonprofit that empowers aspiring entrepreneurs across the region with limited resources and unlimited potential. It provides access to business training, capital, coaching, and hands-on learning opportunities for entrepreneurs. It serves those in the community for whom traditional business development services are out of reach, with a focus on women, people of color, immigrants, and individuals with low income. Ventures' ultimate goal is to support individuals to increase their income potential, achieve long-term financial stability, provide for their families, and enrich their communities through small business ownership.

Business Basics and Related Courses

Business Basics is an eight-week course in which participants meet three hours weekly with peers and business coaches to learn how to take steps towards making business dreams a reality. The course covers the basics of business marketing, sales, financial management, and operations, and participants will complete a business feasibility plan.

The eligibility of businesses to participate is based on a threshold based on total household income, in order to ensure focus on Ventures' target clientele of low-income households (income levels are specified on Ventures' website). This course is a prerequisite to accessing all specialized services offered by Ventures, including other business courses, loans, incubators, and coaching.

Legal Clinic

Ventures partners with Communities Rise to host free monthly legal clinics for Ventures' entrepreneurs who are enrolled in its specialized services programs. See above section on Communities Rise for more information

Target Beneficiaries

Entrepreneurs and small businesses, with focus on women and BIPOCowners from low-income households. Must be an existing client of Ventures to participate.

Business Incubator and Related Services

Ventures offers its client businesses multiple incubator, market, and retail opportunities. The business directory offers online business-to-business marketing opportunities.

Incubator and Retail Store

The Ventures Marketplace at Pike Place Market in Seattle offers client businesses opportunities to test and improve their handcrafted product lines, gain experience meeting product inventory demands, and generate revenue through product sales in a high-profile location visited by millions of people

each year. The Incubator also provides coaching to participating businesses. (Note: There are no fees to join the retail store, but Ventures does have a 50% consignment rate.)

Commercial Kitchen

Ventures partners with Seattle Commissary Kitchen to offer graduates of its programs affordable kitchen space located in Seattle. Participating businesses can use the kitchen for up to one year through this partnership, after which they are required to form their own contract with the kitchen.

Marketing Course

Ventures' marketing courses are designed to help entrepreneurs and small businesses build their brand, identify their target market, and select marketing strategies to reach customers, as well as create a robust digital marketing strategy for their business. Each class will contain a mix of instruction and time to work with coaches and peers on activities related to each class topic. Outcomes include a completed marketing plan, profile in Ventures Business Directory, and a community of peer and professional support. Cost is based on a sliding scale based on income.

Operations Course

Ventures' operations courses are designed to help entrepreneurs and small businesses manage their time, processes, people, and products in the most efficient way possible. Course topics include developing an operations plan; managing time and workflow; quality control and sourcing; managing vendors, partners, and advisors; creating smooth HR processes; setting priorities and goals; managing products and inventory. Each class will contain a mix of instruction and time to work with coaches and peers on activities related to each class topic. Outcomes include a completed operations plan, profile in Ventures Business Directory, and a community of peer and professional support. Cost is based on a sliding scale based on income.

Advocacy Services

Ventures offers coaching, training, and advocacy support to its client microbusinesses to navigate regulations, permits, and other legal considerations.

Resources

Coaching to navigate regulatory processes, and to potentially change the systemic factors that affect their businesses.

Leadership training workshops

Policy advocacy, together with grassroots civic engagement to encourage their small business clients to educate their elected officials on key issues impacting businesses.

Target Beneficiaries

Startup businesses, and businesses that have been in operation and making sales for more than one year. Entrepreneurs and small businesses of owners from low-income households, with particular focus on women and BIPOC business owners.

Peer Loan Program

Ventures provides access to capital through its loans and savings programs, which are paired with financial management and literacy courses and workshops. The program offers small business loans of up to \$2000 for startups, and up to \$3500 for small businesses in operation and making sales for at least 1 year, that do not require personal collateral or a good credit score to apply. The interest rate is 7.25% for a first-time loan; after successful repayment, the rate is reduced by .25% for every subsequent loan. Eligible uses include startup expenses, marketing materials, supply and inventory, equipment, and other approved expenses. The program relies on Peer Loan Cohorts.

Target Beneficiaries

Startup businesses, and businesses that have been in operation and making sales for more than one year.

Traditional Business Loans

Small business loans of up to \$10,000 for a startup with less than two years of sales history; and between \$10,000 and \$35,000 for businesses with at least two years of sales history. Loans above \$35,000 may be considered on a case-by-case basis. Interest rates are 7.25% for a first-time loan, and if a loan is paid in full and on-time, interest rates for subsequent loans decrease by 0.25%. Loan terms vary between 6 months to 6 years and depend on their use. Business must be graduates of Ventures' Business Basics Course to apply for these loans, and to have met with a Ventures Business Coach and enrolled in Specialized Services (additional loan requirements listed on the website). Eligible uses include start-up expenses, marketing materials, supply and inventory, equipment, and other approved expenses.

Credit Building Loans

Ventures offers Credit Building Loans and credit counseling for people who have a thin credit file (three or fewer lines of credit) or for people who want to build or improve their credit. All loan recipients receive credit counseling, including three appointments with a Business Coach to discuss credit goals and take steps to improve credit. Eligible uses include startup expenses, equipment, inventory, marketing materials.

Coaching and specialized workshops

Free, customized 1:1 business coaching and support.

Target Beneficiaries

Entrepreneurs and small business owners from low-income households (\$66,700 annual income for a household of one, to \$125,750 for a household of eight).

Seattle Business Education Hub

The Seattle Business Education Hub (SBEHUB) is a nonprofit organization whose mission is to enable and empower micro and small entrepreneurs who are economically and socially disadvantaged through business technical assistance, coaching, and mentoring while assisting owners in creating livable-wage jobs, protecting their assets, developing equity, and building a legacy for future generations.

The organization focuses on culturally competent training and environment, supporting upward mobility for low-income families from government assistance to entrepreneurship or higher skilled positions, and teaching youth and young adults to think and act as entrepreneurs and providing them with the mentorship and capital resources to start their own businesses.

Their courses and training curriculum include technical assistance; access to the capital, networks, and free available government resources; and financial literacy.

Targeted Beneficiaries

150 individuals and entrepreneurs each year, with a focus on micro and small entrepreneurs who are economically and socially disadvantaged.

Indian American Community Services

The Indian American Community Services (IACS) formerly known as India Association of Western Washington (IAWW), is the longest-serving Indian community-based nonprofit organization in the Pacific Northwest. Secular and volunteer-driven, the IACS works to connect and empower the Asian-Indian community through programs, services, and advocacy for people of all ages and all life stages.

IACS connects small business clients with community and other resources to support their needs. This includes helping business owners navigating city, state, federal, and private economic relief programs related to COVID-19 and assisting in accessing opportunities and resources available for support including grants, loans, mentoring opportunities and workshops to help empower businesses. They also offer emergency financial support and mentoring for those struggling to keep a small business open or launching a new business. Resources and assistance are available in multiple languages.

Legal Services

IACS offers free, 30- to 60-minute consultations with an attorney, in person or virtually, for limited civil legal advice and to provide referrals to individuals, seniors, and families in need of immigration, family law, estate,

guardianship, and other issues. Includes help answering papers, summons, and requests, but does not include representation in court. Offered in collaboration with American Immigration Lawyers Association (WA).

Target Beneficiaries

Members of the Indian American community, but accessible regardless of income, education, language, or disability.

Muslim Association of Puget Sound (MAPS) Muslim Community Resource Center (MCRC)—Legal Clinics

Offers free bi-monthly, 30-minute session legal clinics (currently offered online only due to COVID restrictions) including on business contracts, employment law, and estate planning.

Target Beneficiaries

Business owners in the Muslim community but provides services to everyone.

Good Food Kitchens

Good Food Kitchens is a food assistance, economic development, and local food resilience program serving King County. Good Food Kitchens provides funds directly to restaurants to prepare meals for those in need, helping to keep their doors open and workers employed safely, while purchasing from local farms and producers and creating long-term local supply chain relationships. Funding is available to prepare meals for people in need, and to purchase from local farms and producers.

Seattle Good Business Network—Washington Materials Marketplace

The Washington Materials Marketplace is a nonprofit online platform that aims to create a closed-loop, collaborative network of businesses, organizations and entrepreneurs where hard-to-recycle waste and by-products become another organization's raw material. This new online tool is available at no cost to any company or organization in Washington. In addition to diverting waste from the landfill, these recovery activities will generate cost and energy savings, reduce carbon emissions, and create new jobs and business opportunities in Washington.

Target Beneficiaries

Small businesses and entrepreneurs looking to implement sustainable practices.

Greater Seattle Business Alliance (GSBA)

GSBA is a regional LGBTQ+ nonprofit chamber of commerce offering small business counseling services. The GSBA offers its members financial planning assistance, including access to credit and loan applications, cash flow analysis, inventory analysis, and financial planning services.

For employers, the chamber provides Labor Standards Compliance, including counseling and support on compliance with Washington Department of Labor

and Industries rules. Also offers one-on-one counseling (joint program with Seattle Ethnic Chambers of Commerce) on Seattle's labor standards ordinances. Other programs include social media marketing, workplace LGBTQ+ Competency Training; counseling on starting a new business in Washington state; and small business incubator program focused on LGBTQ+ and BIPOC businesses, which includes financial support to participate in Ventures' Business Basics Course.

Target Beneficiaries

LGBTQ+ business owners and employees.

Sister Sky Inc.

Native American-owned nonprofit organization that offers technical training and support for entrepreneurs and small businesses that help build healthy economies in Indian Country.

Target Beneficiaries

Native American-owned small business owners and entrepreneurs, and non-Native organizations that partner with and support Native American entrepreneurs.

InterConnection—Computer Grant Program

InterConnection is a nonprofit that offers a computer grant program for U.S. non-profit organizations that deliver services to underserved communities including technology training, health care, education, and job training.

The program offers grants of up to five computers (not including shipping & handling costs) for eligible U.S. 501(c)(3) organizations. There are some types of non-profits that are not eligible for these grants; a detailed list is available on InterConnection's website.

InterConnection also offers an online store with significantly discounted computers and computer equipment for sale to low-income individuals and non-profits.

Target Beneficiaries

Non-profit organizations delivering services to underserved communities.

King County Library System

Small business resources are available through the King County Library System. Customized lists of resources and information on financial support for small businesses (requires submission of form). Extensive on-line resources for small businesses, including small business how-to, market research, technology training (Microsoft Office Suite, LinkedIn), finance, and capital.

KCLS partners with SCORE to offer 1:1 business counseling (currently online); businesses can sign up on the Library system website. The KCLS

also partnered with Startup425 to host the in-person Foundations series before the pandemic.

Offers computer and online training, including a Digital Navigator program who can help clients find low-cost options for a new computer or better internet access at home. Also offer computers that clients can use, available on a reservation basis.

Target Beneficiaries

Small businesses, microenterprises, and entrepreneurs.

Bellevue College—Tombolo Institute

Bellevue College's adult education and upskilling program. Conducts Innovation Lab in partnership with Startup 425, and with Business Impact NW to help program participants become loan-ready and apply for loans. Startup 425 funds the \$1000 tuition cost for selected course participants.

Target Beneficiaries

Small businesses, including startups looking to launch and expand their business.

Go Redmond

Commuter incentive program encouraging Redmond residents and businesses to utilize public transportation resources. These include teleworking grants for small businesses to subscribe to videoconferencing or team collaboration services. They also offer grants for bike racks and pedestrian barriers for businesses with outdoor seating, and commuter grants and funding for Redmond businesses.

Teleworking grants are available to assist business obtain a 1-year subscription to a videoconferencing or team collaboration service. The program offers bike rack grants, pedestrian barriers at outdoor seating restaurants, commuter grants and funding for Redmond businesses.

- 100 employees Max of \$5000 at 100% funding during year 1;
 \$2500 at 50% funding in year 2
- >100 employees Max of \$5000 at 100% funding during year 1, then 50% match to max of \$50,000.
- Orca \$25 bus passes, vanpool incentives, rewards etc. for commuters.

Target Beneficiaries

Small businesses, including those needing support for telework and remote office operations, and those that would benefit from infrastructure encouraging employees and customers to commute by public transportation or bicycle.

Seattle Chamber of Commerce – BIPOC-Owned Business Accelerator

Partnership between the Seattle Chamber of Commerce and Business Impact NW to pilot (starting in Fall 2021) a new Business Accelerator Plus program for BIPOC business owners focusing on training and mentorship, access to

capital, and business opportunities/corporate connections. Based on the success of this pilot, the Seattle Chamber may scale up the program.

Target Beneficiaries

BIPOC-owned small businesses (inclusive of greater Seattle Metro region).

Tabor 100: Black Business Enterprise Fund

A nonprofit cash grant program (planned, not yet in operation) to support Black-owned businesses during the pandemic. The fund will also support training, technical assistance, programming, and building organizational capacity for Tabor 100 and the Tabor Economic Development Hub located in Tukwila.

Tabor 100 is a nonprofit community organization that works to achieve economic empowerment and social equity for African Americans and the community at large. It supports Black-owned businesses and entrepreneurs by connecting them with resources and advocating for minority business interests. While focusing on Black-owned businesses, Tabor serves persons from all ethnic backgrounds.

The grant program will mirror the Working Washington Small Business Emergency Grant program in terms of eligibility criteria, the application process, and the structure of the cash grant program. Recipients will be able to use funding to pay for rent, utility bills, supplies, inventory, and other operating expenses for their businesses.

Target Beneficiaries

Black-owned businesses and entrepreneurs in the Greater Seattle region.

MAPS-MCRC COVID-19 Relief Fund and Zakat/Sadaqqa Funds

A COVID-19 Relief Fund distributed to those in need by MAPS-MCRC and MAPS AlSadaqa (with support from City of Kirkland, Seattle Foundation, Islamic Center of Eastside, and the Church of Jesus Christ of Latter-Day Saints). Al-Sadaqqa: Funds set aside by individual mosques to help with emergency assistance for families in need. MAPS-MCRC does not itself provide financial assistance but connects people in need with other organizations that provide those funds.

Target Beneficiaries

Small businesses, microenterprises, and entrepreneurs.

Filipino Community of Seattle—Small Business Resiliency Services

Organization serving Filipino community of the Puget Sound region; partnered in 2020 with Cambodian American Community Foundation of Washington and Washington State Department of Commerce to connect eligible businesses with resources including Commerce's emergency grant program for businesses impacted by COVID-19. Offers one-on-one business counseling and coaching on technical assistance, including virtual workshops,

and training on identifying and applying for grants and loans, online marketing and SEO. Supported Tagalog, Hmong, Khmer language speakers.

Target Beneficiaries

Small businesses, microenterprises, and entrepreneurs in the Filipino community.

American Financial Solutions—Small Business Owner Program

American Financial Solutions is a division of the North Seattle Community College Foundation, and is a nonprofit financial education, credit counseling, and debt consolidation entity. It plans to begin a pilot program for small business owner to provide financial coaching and counseling to help owners be successful and confident in growing and maintaining their businesses, including to assess growth readiness and develop financial management skills.

Target Beneficiaries

Small businesses and microenterprises

Northwest Access Fund

The Northwest Access Fund supports Washingtonians with disabilities, including businesses employing people with disabilities who would benefit from resources to support those employees. The financial assistance must be used to purchase equipment that will be owned and used by the disabled employee.

Assistive Technology Loans: These loans can be used to purchase any device that helps to improve the functioning of a person with a disability. Loans can also be used for assistive technology services such as evaluations, training, extended warranties, insurance, maintenance, and repair. Examples of assistive technology include hearing aids; lift chairs, electric beds, scooters, and wheelchairs; computers/tablets/smartphones/software; braille devices; and closed-circuit TV magnifiers. All loans offered have a 5% interest rate, with no fees. Term length varies depending on the type of loan, useful life of the technology/adaptation, and the income available to repay the loan.

Target Beneficiaries

People with disabilities, and their employers.

Business Health Trust

Comprehensive, affordable health insurance program available to small- and mid-sized businesses and nonprofits. Available to Redmond businesses through OneRedmond membership.

The trust offers comprehensive health insurance plans. Also, partners with Archbright to offer specific human resources services to BHT subscribers, including free access to Archbright's online resources (including trainings,

sample HR policies and forms, etc.) and discounted membership in Archbright for more comprehensive HR services.

Target Beneficiaries

Small businesses with two or more enrolled employees.

Archbright

Fee-based membership organization that offers human resources advice and legal counsel, including to help companies become compliant with employment laws and improve their workplaces.

HR services include an HR hotline and safety advice, online resources (sample policies and forms), employee handbook review, employment law and labor law advice, consulting services including executive coaching, etc.

Target Beneficiaries

Small businesses and nonprofit organizations.

Appendix C. Case Study: Launch SA

Background, Mission, and Structure

San Antonio's Launch SA was founded in 2014 as a public-private partnership supported by the City of San Antonio Economic Development Department, the public lending program LiftFund, and through private sponsorships. The program provides workshops and customized one-on-one support for startup entrepreneurs. The program "serves as a central location for information providing specialty programming, workshops, tailored support and resources to San Antonio entrepreneurs" (Launch SA, 2022).

A central theme in their support and seminars is to foster networking amongst and between current participants and mentor business leaders in the same or similar industries. According to Launch SA's website, the program provides "support available to enable entrepreneurs and small business owners to develop the network that will propel their forward momentum." Their curriculum is industry and community-specific (Launch SA, 2022). Importantly, Launch SA also helps individuals through the decision-making process of whether to start (or not start) a new business.

Resources

The organization has two (2) full-time staff plus a network of pro bono mentors and advisors. The Launch SA annual budget is approximately \$240,000, comprised of \$160,000 in contributions from the City of San Antonio, plus \$80,000 in matching funds received either in-kind or in the form of loan maturations. The San Antonio library system donates use of office space, but all maintenance, replacement, and repair costs are borne by the program.

Industries and Businesses Served

Launch SA will interact with any business or entrepreneur who comes through the door. However, they have developed workshops that are specific to the local economy. For example, the "Break Fast and Launch" seminar series is customized for individuals seeking to start a food service business, based on the large role of tourism and related services in the San Antonio area.

For tech startups, Launch SA typically directs these individuals to other organizations that specialize in supporting tech startups.

Services

Launch SA provides both structured workshop series and one-on-one support for anyone who comes through the door.

One-on-one support

Program staff direct individuals with specific questions related to permitting, licensing, whether and how to set-up an LLC and DBA, and other administrative and regulatory issues to appropriate state and local

government agency staff. Per conversations with the program director, Launch SA also offers direct assistance on case-by-case basis, such as helping a business build a website. But these services are not programmatic and considered one-off in nature.

Seminars and workshops

However, the primary activity of Launch SA is the development and organizing of **seminar workshops and series**. Launch SA originally used content developed by the Kauffman Foundation, but later designed their own curriculum and program structure specific to the needs of the local startup community. One example is the abovementioned "Break Fast and Launch" program, which meets three days a week for 1.5 hours each time. The program runs Each session includes a mentor who is actively involved in the food and restaurant industry, along with experts in accounting, marketing, and other core areas. Other examples include "Flight Plan," which provides more tangible information and skills and setting up a business; "Venture Challenge," where entrepreneurs can practice their business pitch in front of peers; and "Impulse SA," a program designed for Spanish speakers.

Importantly, these programs do not require additional resources other than staff time.

Impact Metrics

According to Launch SA figures, the organization has engaged with more than 14,000 individual walk-ins over five years, and many additional individuals through their workshops. In 2021, staff provided 1,036 consultant hours, assisted 1,647 members, hosted 136 events, worked with 180 resource partners, and handled 1,165 phone inquiries (Launch SA, 2022).

Sources

- City of Kirkland. (2021, December 13). 2021 Port of Seattle Final Report with SU425 Project Description Outcomes. Kirkland.
- City of Kirkland. (2022, November 23). Startup425 Funding Budget Actuals 2019-2022. Kirkland, WA.
- City of Redmond. (2022, December 20). Small Business Economic Development Services. Redmond, WA.
- Launch SA. (2022, July). *Annual Report, January 2021 December 2021*. Retrieved from Launch SA: https://launchsa.org/wp-content/uploads/2022/07/Annual-Report-Jan-Dec-2021.pdf
- Launch SA. (2022). *Impact*. Retrieved from Launch SA: https://launchsa.org/impact-and-sponsor/
- OneEastside. (2022). Programs. Retrieved from https://oneeastside.org/programs/
- Port of Seattle. (2022). *Community Business Connector* . Retrieved from Port of Seattle: https://www.portseattle.org/programs/community-business-connector
- Port of Seattle. (2022, July 7). Port of Seattle Community Business Connector 2022 Business Survey.
- Puget Sound Regional Council. (2022, September 20). Covered Employment by City NAICS. Seattle, WA.
- Puget Sound Regional Council. (2022, October 21). Covered Employment by City and Establishment Size.
- Renton Downtown Association. (2022). *Main Street Entrepreneur Workshop & Pitch Competition*. Retrieved from https://rentondowntown.com/competition/
- Startup425. (2018, July 18). Startup425 Long Term Plan Recommendation. Kirkland, WA.
- Startup425. (2022, April 20). April 2021 Foundations Registration Data. Kirkland, WA.
- Startup425. (2022). Foundations Series Registrations for 2019. Kirkland, WA.
- The Founder Institute. (2018, November 16). Seattle Startup Guide: A Giant List of Resources for Entrepreneurs. Retrieved from The Founder Institute: https://fi.co/insight/seattle-startup-ecosystem-canvas-a-giant-list-of-resources-for-entrepreneurs
- U.S. Bureau of Labor Statistics. (2022). Quarterly Census of Employment and Wages. Washington D.C.
- U.S. Census Bureau. (2020, May 19). Annual Business Survey: Business Characteristics of Respondent Employer Firms by Sector, Sex, Ethnicity, Race, and Veteran Status for the U.S., States, Metro Areas, Counties, and Places: 2017. Washington D.C.

- U.S. Census Bureau. (2020, May 19). Annual Business Survey: Statistics for Employer Firms by Industry, Sex, Ethnicity, Race, and Veteran Status for the U.S., States, Metro Areas, Counties, and Places: 2017. Washington D.C.
- U.S. Census Bureau. (2022, June 30). All Sectors: Nonemployer Statistics by Legal Form of Organization and Receipts Size Class for the U.S., States, and Sele. Washington D.C.
- U.S. Small Business Administration Office of Advocacy. (2021, August 30). 2021 Small Business Profile. Retrieved from https://cdn.advocacy.sba.gov/wp-content/uploads/2021/08/30143728/Small-Business-Economic-Profile-WA.pdf

City of Redmond

SMALL BUSINESS ECONOMIC DEVELOPMENT SERVICES

December 2021





Resonant Strategic Consulting, LLC

Submitted to:





High Peak Strategy LLC

Spencer Cohen, PhD Principal and Founder 9604 8th Ave NE Seattle, WA 98115

www.highpeakstrategy.com

EXECUTIVE SUMMARY

The COVID-19 pandemic has upended supply chains, curtailed household consumption for many local services and goods providers, and forced dramatic changes in business operations. Many businesses have permanently or temporarily shuttered, including restaurants, local gyms, and various forms of retail. Small businesses have been acutely impacted by mandatory restrictions on operations, including many immigrant- and minority-owned establishments. The City of Redmond, with the support of federal stimulus and recovery funds, is seeking ways to best utilize these resources to assist local businesses. In order to ensure the highest yield on these economic development investments, the City has requested this analysis of existing programs and services, investments in these programs, and to compare these resources with local small business needs.

Small Business Plays a Vital Role in Redmond's Economy

Small businesses represent a significant share of the City of Redmond's economy. In 2020, approximately 10% of all workers in the City of Redmond were employed business establishments of less than 20 workers. In the retail sector, more than one quarter (27.5%) of workers were employed at workplaces of less than 20 employees. Within the services sector—including software, professional and technical services, arts, and accommodations—there were 1,683 workplaces with between 1 and 4 workers; 86% of all workplaces in the services sector employed less than 20 workers.

As of November 1, 2021, there were 48 businesses located in Redmond certified with the Washington State Office of Minority & Women's Business Enterprises, of which half (24) were engaged primarily in professional and technical services. The most recent data on business owners, for 2017, shows that minority-owned businesses in Redmond generated \$1.3 billion in sales; Hispanic businesses generated \$284.7 million in sales. These revenues support wage and salary income, a large share of which is re-spent in the form of household consumption on local, Redmond-based goods and services.

Many businesses directly impacted by the pandemic and mandated closures and limited indoor capacity rules were small businesses in the arts, entertainment, recreation, and food and accommodation industries. Within the City of Redmond, taxable retail sales among accommodation and food services, heavily reliant on in-person service models, fell from \$103.9 million in sales in 2019 Q3 to just \$28.2 million in 2020 Q2 (73% decline); as of the second quarter of 2021, sales were still roughly half (\$52.0 million) the prepandemic high.

Small Business Support System Alignments and Gaps

Alignments

Existing small business support services are well aligned with business needs in the following areas:

- **Training resources**. There is a comprehensive scope of training resources available to small businesses in Redmond, accessible from an ecosystem of various services providers.
- Interconnections among services providers. There are extensive interconnections already exist among multiple services providers supporting Redmond small businesses. This enables greater efficiency of resources and reduces redundancies.

Gaps

The following areas have been identified as gaps that can be addressed through City of Redmond investments.

- Lack of connectivity and community trust. Small business support programs and community-based organizations (CBOs) reported difficulties establishing trust between service providers and immigrant and minority-owned small business owners.
- **Cultural and linguistic barriers**. Even well-designed training programs are not adequately reaching certain small businesses due to the lack of bilingual materials and cultural relatability between the service provider and the recipient business. Context is often critical, often requiring smaller settings and more direct engagement to ensure important information is not lost in translation.
- Access to capital. Community-based organizations and service providers identified access to capital by small businesses as a more pressing need than training. Two common themes we heard from interviewees contributing to limited access to capital were: 1) information gaps due to cultural and/or linguistic barriers and sessions that were not aligned well with small business owner scheduling and work conditions; and 2) administrative factors, such as criteria that often disqualified certain types of small business, especially sole proprietors, from federal grant and loan programs.
- **Diversity, equity, and inclusion**. Some service providers noted that small businesses they work with are grappling with what DEI means for them. For example, where to find information on creating a DEI environment for their customers and within their business and how to adapt DEI to their business model. Moreover, service providers noted that diversity in Redmond and the Eastside is different from diversity in Seattle, which shapes the kinds of needs and services best positioned to support these communities.
- Sector-specific needs. Food businesses are required under state law to use kitchens that meet various codes and requirements. For some small businesses, this requires renting a commercial kitchen,

- which can be very difficult to find in the greater Seattle area and a significant cost burden for small businesses.
- Non-profit organization and CBO capacity building. Numerous CBOs work with volunteer mentors to provide free technical assistance to community business owners. This includes financial guidance and advice, help on business plans, marketing, and accounting. CBOs have reported that these mentorship programs are most successful when the mentors come from within the community and are able to relate linguistically and/or culturally with beneficiary business owners. Limits on capacity also adversely affect the rate of follow-through support and success of mentorship programs. Multiple CBOs indicated that they are at capacity and need more resources to both recruit local, community-based mentors and manage the mentorship program.
- Digital gap and computer and technology access. Service
 providers highlighted the challenges that small businesses faced with
 having a digital presence. Many small businesses lack an IT back
 office or capabilities that larger businesses have in-house. Training
 small business owners in going digital and identifying resources is a
 common need.

Considerations for Future Investments

Findings in this report highlighted several key areas that would benefit from targeted economic development investments. Below, we provide several considerations for potential future investments for the City of Redmond, based on this analysis.

- Subregional approach. A subregional approach to Redmond—and
 potentially inclusive of other Eastside communities—may offer a more
 effective approach than a larger countywide initiative, given the
 significant differences between underserved small business
 stakeholders and communities in Redmond compared to those across
 other regions of King County.
- Investing in FTE capacity for CBOs to address gaps in trust.

 Look at successful models elsewhere in developing tailored programs that engage leaders and businesses owners within diverse communities to build trust and long-term relationships.
- Investing in capacity building and training available to nonprofits and CBOs, including an FTE, will help them prepare to accept and disburse federal, state, and local grants to small businesses and manage and expand a community-based mentorship program.
- Increase the level of small business support and training opportunities available outside of regular business hours, and in person. This will enable the participation of small business owners and staff who are unable to participate in these activities during their work hours, and who lack the required internet and computer access required to participate in virtual meetings and training sessions.

Page iii

• Facilitate access to capital not restricted by federal government rules. Potential approaches could include establishment of a revolving loan fund, Flex Funds, and other similar initiatives.

Executive Summary	i
Introduction	1
Role and Importance of Small Business Assistance	2
Small Business Existing Conditions	3
City of Redmond Small Business Policies	7
Economic Development Ecosystem for Small Businesses	9
Small Business Needs Assessment	17
Summary: Alignments, Gaps, and Considerations	21
Bibliography	25
Appendix: Interviews	26

INTRODUCTION

The COVID-19 pandemic has upended supply chains, curtailed household consumption for many local services and goods providers, and forced dramatic changes in business operations. Many businesses have permanently or temporarily shuttered, including restaurants, local gyms, and various forms of retail. Small businesses have been acutely impacted by mandatory restrictions on operations, including many immigrant- and minority-owned establishments.

As vaccination rates have risen, we are now in a period of economic recovery. The City of Redmond, with the support of federal stimulus and recovery funds, is seeking ways to best utilize these resources to assist local businesses. In order to ensure the highest yield on these economic development investments, the City has requested this analysis of existing programs and services, investments in these programs, and to compare these resources with local small business needs.

Findings from this report will be used to inform investment decisions to support small business economic recovery in the City of Redmond.

Data and Methods

This report draws on publicly available reports, documents, and information on business services within the region, under state, county, local jurisdiction, and nonprofit administrations. Married to this research, we spoke with existing programs to understand their scope of services, target beneficiaries, resources, and other key information. Interviews were conducted with small business leaders and representatives within the City of Redmond, in coordination and concert with city staff, to understand and identify small business needs either unaddressed or insufficiently addressed by the existing small business-supporting economic development services ecosystem.

Organization of Report

The remainder of this report is organized as follows:

- Small business existing conditions. Review of economic indicators for the City of Redmond and role of small businesses. This includes an overview of the City of Redmond's policies on small businesses within its economic vitality agenda.
- **Economic development ecosystem**. Detailed inventory of programs, both public and nonprofit, designed to support small businesses across a wide range of needs.
- Small business needs assessment. Discussion of key services needs among small businesses in Redmond, based on stakeholder interviews and engagement.
- Summary: alignment, gaps, considerations. Where needs are satisfactorily fulfilled, and where more resources and investment are needed to support small business economic recovery.

ROLE AND IMPORTANCE OF SMALL BUSINESS ASSISTANCE

Small businesses are integral to economic prosperity, and to community and neighborhood vitality. More than half of Americans either own or work for a small business, and small businesses create about two-thirds of new jobs in the United States each year, according to the U.S. Small Business Administration (SBA). Small businesses range from sole proprietors and microenterprises to advanced technology manufacturers; from retailers and daycare providers to financial services professionals and information technology startups. Around half of small business owners start their businesses with less than \$20,000.

In assessing the importance of small businesses to Redmond's economic development, it is important to consider more broadly what economic development entails, and the ecosystem required to support thriving small businesses. Economic development is defined by the International Economic Development Council (IEDC) as "a program, a group of policies, or a set of activities that seeks to improve the economic well-being and quality of life for a community by creating and retaining jobs that facilitate growth and provide a stable tax base."

Small businesses and entrepreneurs play a vital role within a community's economic development ecosystem. They create local employment opportunities and generate revenue by broadening the community's tax base. They own property as well as lease space from local owners, filling vacant storefronts in downtowns and neighborhoods, as well as industrial parks. Small businesses tend to be more rooted in their communities and neighborhoods, and are more likely to hire local residents, have a supply chain including local suppliers, participate in community organizations and events, and are less likely to relocate to outside communities. They are often more nimble and able to adapt more quickly to changes in market demand. In these and other ways, small businesses are important contributors to the economic stability and vitality of their communities. (International Economic Development Council, 2015)

Small businesses need, and benefit from, a number of forms of assistance—depending on their stage of development—provided by communities, chambers of commerce, economic development organizations, financial institutions, and for profit and nonprofit organizations. These include technical assistance, education, and training; assisting with marketing and market research; facilitating technology transfer; improving access to capital and developing financial alternatives; reducing disincentives and barriers including challenging local regulatory environments; investing in basic infrastructure; providing legal info on loans and permits; providing market and demographic information; assessing small business clients' potential; and highlighting success stories to help promote more entrepreneurship within the community (International Economic Development Council, 2015).

SMALL BUSINESS EXISTING CONDITIONS

In 2019, just prior to the COVID-19 pandemic, covered employment in Redmond total 95,500 jobs, of which 75% were in the services sector, which includes the software industry (**Exhibit 1**). In 2020, employment in the City actually increased by 2,440 jobs (3%), though this came primarily from the services sector and increased hiring by Microsoft. Retail services experience a 340 net job loss within the City in 2020 (**Exhibit 2**). Accommodation and food services, primarily represented by small businesses, experienced a net job loss of 259 workers.

Exhibit 1. Covered Employment in the City of Redmond, 2010, 2019 and 2020

Sector	2010	2019	2020
Construction & Resources	2,440	3,270	3,330
Finance, Insurance, and Real Estate	1,890	1,990	2,310
Manufacturing	6,550	7,950	7,420
Retail	3,970	3,940	3,600
Services	55,690	72,030	75,220
Wholesale Trade, Transportation, and Utilities	3,900	3,900	3,750
Government	1,060	1,050	1,000
Education	880	1,370	1,310
Total	76,380	95,500	97,940

Source: Puget Sound Regional Council (2021).

Exhibit 2. Covered Employment Change, Net and Percentage, City of Redmond, 2010, 2019 and 2020

	Net Change	Net Change	Percent Change	Percent Change
Sector	2010-2019	2019-2020	2010-2019	2019-2020
Construction & Resources	830	60	34%	2%
Finance, Insurance, and Real Estate	100	320	5%	16%
Manufacturing	1,400	-530	21%	-7%
Retail	-30	-340	-1%	-9%
Services	16,340	3,190	29%	4%
Wholesale Trade, Transportation, and Utilities	0	-150	0%	-4%
Government	-10	-50	-1%	-5%
Education	490	-60	56%	-4%
Total	19,120	2,440	25%	3%

Source: Puget Sound Regional Council (2021).

Countywide, approximately 88% of business establishments across the state (defined as business locations with payroll) employed less than 20 workers in 2020 and represented 18% of all jobs (Washington State Employment Security Department, 2021). Small businesses represent a significant share of the City of Redmond's economy. In 2020, approximately 10% of all workers in the City of Redmond were employed in firms of less than 20 workers (**Exhibit 3**). In the retail sector, more than one quarter (27.5%) of workers were employed at workplaces of less than 20 employees. Within the services sector—including software, professional and technical services, arts, and accommodations—there were 1,683 workplaces with between 1 and 4

workers; 86% of all workplaces in the services sector employed less than 20 workers (**Exhibit 4**).

Exhibit 3. Covered Employment Shares by Workplace Employment Size and Sector, City of Redmond, 2020

Carlan	Employment Size					
Sector	1-4	5-9	10-19	20-49	50-99	100+
Construction & Resources	4.5%	4.6%	9.3%	16.5%	18.4%	46.7%
Finance, Insurance, and Real Estate	9.0%	11.7%	9.2%	9.7%	*	*
Manufacturing	1.2%	1.8%	4.3%	10.6%	9.6%	72.4%
Retail	6.5%	7.5%	13.5%	13.0%	15.5%	44.1%
Services	2.0%	2.2%	3.7%	6.8%	*	*
Wholesale Trade, Transportation, and Utilities	5.6%	7.6%	11.0%	21.6%	12.1%	42.1%
Government	0.6%	1.4%	6.2%	16.2%	14.1%	61.5%
Education	0.0%	0.6%	0.0%	0.0%	43.5%	55.9%
Total	2.5%	2.9%	4.7%	8.3%	8.6%	73.1%

Source: Puget Sound Regional Council (2021).

Exhibit 4. Worksites Count by Covered Employment Size, City of Redmond, 2020

Sector		<u>E</u>	mployme	ent Size			Total
Sector	1-4	5-9	10-19	20-49	50-99	100+	ioidi
Construction & Resources	225	24	22	17	9	7	304
Finance, Insurance, and Real Estate	185	40	16	7	7	5	260
Manufacturing	124	20	23	26	10	13	216
Retail	155	33	34	16	8	9	255
Services	1,683	229	190	170	73	112	2,457
Wholesale Trade, Transportation, and Utilities	239	42	31	27	6	6	351
Government	3	2	4	5	2	4	20
Education	0	1	0	0	7	4	12
Total	2,614	391	320	268	122	160	3,875

Source: Puget Sound Regional Council (2021).

Covered employment estimates represent only payroll employment; estimates exclude self-employed workers and independent contractors, which by some estimates represent up to 15% of total workers. The actual share of small businesses in Redmond is thus even higher than values reported above.

There is no comprehensive data on businesses by ethnicity, race, and/or gender. However, the Washington State Office of Minority & Women's Business Enterprises reports businesses in Redmond that have received relevant certifications, such as "Disadvantaged Business Enterprise," "Minority Business Enterprise," and "Minority/Women Business Enterprise." As of November 1, 2021, there were 48 such businesses resident in Redmond, of which half (24) were engaged primarily in professional and technical services (**Exhibit 5**). The most recent data on business owners, for 2017, shows that minority-owned businesses in Redmond generated \$1.3 billion in sales; Hispanic businesses generated \$284.7 million in sales (U.S. Census Bureau, 2021).

^{*} denotes data suppression due to small number.

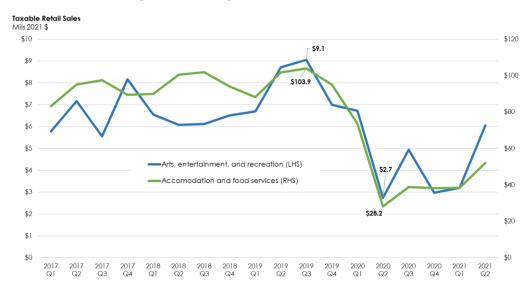
Exhibit 5. Washington State Minority and Women Enterprise-Certified Businesses, City of Redmond, 2021

NAICS Description	OMWE-certified Businesses
541 Professional and technical services	24
	— · .
236 Construction of buildings	3
621 Ambulatory health care services	3
518 Data processing, hosting and related services	3,
531 Real estate	2
812 Personal and laundry services	2
445 Food and beverage stores	1
484 Truck transportation	1
624 Social assistance	1
611 Educational services	1
448 Clothing and Clothing Accessories Stores	1
562 Waste management and remediation services	1
512 Motion picture and sound recording industries	1
444 Building material and garden supply stores	1
237 Heavy and civil engineering construction	1
238 Specialty trade contractors	1
424 Merchant wholesalers, nondurable goods	1
Total	48

Source: Washington State Office of Minority & Women's Business Enterprises (2021).

Many businesses directly impacted by the pandemic and mandated closures and limited indoor capacity rules were small businesses in the arts, entertainment, recreation, and food and accommodation industries. Within the City of Redmond, taxable retail sales among businesses primarily engaged in "arts, entertainment, and recreation" fell from a pre-pandemic high of \$9.1 million in the third quarter of 2019 (inflation-adjusted) to just \$2.1 million in the second quarter of 2020, recovering to \$6.0 million as of the second quarter of 2021. Accommodation and food services, also heavily reliant on in-person service models, fell from \$103.9 million in sales in 2019 Q3 to just \$28.2 million in 2020 Q2 (73% decline); as of the second quarter of 2021, sales were still roughly half (\$52.0 million) the pre-pandemic high (**Exhibit 6**).

Exhibit 6. City of Redmond Taxable Retail Sales for "Arts, Entertainment, and Recreation" and "Accommodation and Food Services," 2017 Q1 to 2021 Q2, Mils 2021 \$



Sources: Washington State Department of Revenue (2021); U.S. Bureau of Economic Analysis (2021).

In 2020, local business & occupation taxes generated in Redmond from "arts, entertainment, and recreation" declined 41% in nominal terms, reflecting the overall downturn in consumer spending outside the home due to the pandemic. Accommodations, including hotels, fell 52%. The decline was less severe among restaurants and food services (25% contraction), likely due to the ability of many businesses to adapt to alternative business models, such as outdoor dining and delivery (Washington State Department of Revenue, 2021).

CITY OF REDMOND SMALL BUSINESS POLICIES

City of Redmond Comprehensive & Long-term Recovery Plans

The City of Redmond has identified as a top priority supporting small and locally owned businesses. This objective is incorporated within the Redmond 2050 long-term planning process, ongoing updates to the city's Comprehensive Plan, and the City's Long-term Recovery Plan guiding its resiliency emerging from the COVID-19 pandemic, among other strategies.

<u>Redmond 2050</u>: The City has identified multiple policy considerations that align and relate to the input collected as part of the small business needs assessment for this report. Small, BIPOC, and Legacy Businesses are identified as one of three broad categories for the city's Economic Vitality Policy Considerations, with specific policy considerations including:

- Identify strategies to retain and support local businesses that enrich Redmond's character.
- Focus retention and recruitment efforts on businesses that provide living wage jobs, women- and minority-owned small businesses and start-up companies including, but not limited to, funding and grant opportunities.
- Use regulations and programs that promote and protect small, nonprofit, and culture organizations in the local and legacy business focus.
- Support and incentivize small neighborhood-based businesses, retail, and startups to enhance walkability and provide daily services near residences and employment centers.
- Mitigate the displacement of existing businesses as development occurs through financial policies, development incentives, and programmatic support.
- Consider policies and regulations that prioritize small and locally owned business development.
- Ensure all businesses have access to economic recovery resources through clear and supportive processes.

Moreover, the City has noted the importance of new King County Countywide Planning Policies for economic vitality which include "stabilize and prevent economic displacement of small, culturally relevant businesses and business clusters during periods of growth, contractions, and redevelopment. Track and respond to key indicators of displacement and mitigate risks through data collection, analyses, and adaptive responses" (City of Redmond, Washington, 2021).

<u>Long-Term Recovery Plan</u>: The above policy considerations interrelate with multiple strategies targeting small business resiliency that were incorporated in the City's Long-term Recovery Plan (2020) released in August 2020 and updated in 2021. These include, but are not limited to:

• Work on long-term ways to support business' ability to generate profits in coming years.

- Work with local partners such as OneRedmond, GRTMA, Hopelink, IAWW, CISC to organize partner-led solutions with the community for longer-term.
- Consider permanent policy changes and flexibility to support small businesses and development.
- Cross-departmental streamlining of business practices and processes...to address staff workloads, inconsistencies, and increasing cost and time of doing business within the city.
- Prepare plan for streamlined processing of business license renewals beginning in January 2021.
- Develop and maintain a public outreach database as a way to coordinate and add diversity and efficiency to our typical stakeholder outreach and prevent stakeholder fatigue.
- Explore specific ways to support local restaurant businesses during winter months.
- Participate in welcome back campaigning and public relations for local businesses.
- Develop small business advisory panel to share impacts and needed support over next two years.

<u>Small Business Resiliency Grant Program</u> (2020): As part of these recovery efforts, the City of Redmond partnered with OneRedmond to develop and execute three grant programs through which \$1.85 million was allocated among 336 small business to address needs and impacts from the COVID-19 pandemic. Some noteworthy findings of this grant program included:

- Business Longevity: 39 percent of grant recipients (131) businesses)
 were young businesses that had been in operation for less than 5
 years, while 25 percent of recipients (83 businesses) had been in
 operation for 6 to 10 years.
- *Number of Employees:* A large majority of grant recipients—77 percent (or 258 businesses) operated with between 1 to 5 employees. (Grants were limited to organizations with 25 or less full-time employees.)
- Diversity, Equity, and Inclusion: A majority of grant awardees—51 percent (or 172 businesses) were women-owned companies. Thirty-five percent (35%, 117 businesses) were minority-owned businesses, and two percent (eight businesses) were veteran owned.
- Industry Sectors: The top five industry sectors that received grants included restaurants (20.2 percent), health services (14.3 percent), personal services (12.2 percent) retail (12.2 percent), and daycare establishments (6.3 percent). These five sectors accounted for more than 65 percent of all grant recipients.
- *Prior Funding Received:* The vast majority of recipients (78 percent, or 262 businesses) indicated they had received prior funding such as PPP, EID, and other grants.
- Training: Top business advising topics for Redmond small businesses during 2020 included COVID-19 resources, financing/capital, managing a business, marketing and sales, buying and selling a business, and human resources/employee management.

ECONOMIC DEVELOPMENT ECOSYSTEM FOR SMALL BUSINESSES

The economic development ecosystem for small businesses in Redmond extends across program type, scope, administration (private nonprofit, federal, state, county, or local government), targeted industry or constituency base, and resources and capacity. We examined a wide range of programs and services accessible for different types of Redmond-based small businesses. These programs range from specific technical assistance programs to those broader in types of assistance but specific to a community, e.g., immigrant or BIPOC business owners. **Exhibit 7** below provides an overview of business support services and programs by business need.

Exhibit 7. Regional Small Business Support Direct Services by Business Need

Category of Small Business Need	Program
Access to Capital	Business Impact NW
	Ventures
	SBA
Legal Services	Communities Rise
	Ventures*
	Seattle Business Education Hub
Business Training and Counseling	SBDC
	SCORE
	Startup 425
	Ventures
	Seattle Business Education Hub
Financial Literacy	Business Impact NW
	Ventures
	Seattle Business Education Hub
	SBDC
Accounting Support	OneEastside SPARK
IT and Digital Presence	Startup 425
	Ventures
	Business Impact NW
General Resources	SBDC
	SCORE
	OneEastside SPARK
	Ventures
	Startup 425
	Seattle Business Education Hub
Business Mentorship Programs	Community-Based Organizations (numerous)

^{*}In partnership with Communities Rise.

The discussion below summarizes select organizations and programs offering direct assistance to small businesses in Redmond. We focused our research on programs that deliver technical assistance.

Small Business Assistance Programs and Service Providers Available for Redmond Businesses

Business Impact NW

Business Impact NW is a nonprofit organization that provides assistance to both small businesses and start-ups across the Pacific Northwest, though with a strong geographic focus in Western Washington and Oregon. The organization provides small business support through two channels: 1) loans to underserved small businesses as a Community Development Financial Institution (CDFI); and 2) business technical assistance. Their goal is to support underserved communities through entrepreneurship.

Scope of Services

Financial assistance is primarily through Business Impact NW's role as a CDFI. Business Impact NW provides direct loan products for businesses that are underserved by traditional banking. Sometimes these businesses or business owners have low credit scores or lack sufficient collateral. Originating funds for CDFI lending comes from a variety of sources, including the Small Business Administration, other federal programs, and credit unions and banks. In addition to loans, they also provide assistance helping businesses navigate SBA loan programs (especially during the rollout of PPP loans), submit applications, and prepare for future applications.

Technical assistance offerings through Business Impact NW include business coaching, advising, and classes on financial planning, developing and executing a business plan, and various financial and accounting elements to running a business. Business coaching and training is focused on providing the necessary skills for small businesses. However, during the pandemic Business Impact NW did create some programs to support payment of professional services for small businesses, for example five hours of a web developer's time to help a business build an online presence.

Capacity and Staffing

Forty (40) staff in the Northwest, including 20 for technical assistance, across offices in Seattle and Tacoma (with a Portland office planned). Business Impact NW's largest concentration of services and support is in South King County. Geographic focus areas include Washington and Oregon for food businesses, veteran-owned business outreach programs in Washington, Idaho, and Alaska, and women-owned business outreach programs in Washington. There is one part-time staff focused on eastside cities.

Startup 425

Startup 425 is an interlocal agreement-based initiative of five communities on Seattle's Eastside (Redmond, Bellevue, Kirkland, Issaquah, and Renton), in partnership with the Port of Seattle, that supports entrepreneurship on the Eastside. It does this through activities including providing access to tools and lowering barriers to entry that experienced workers, students, and

entrepreneurs need to go from idea to working business in a successful, sustainable manner.

Scope of Services

Startup 425 offers programs throughout the year specializing in business education to support small businesses and entrepreneurs, conducted in partnership with other service providers. These include their Foundations program, a partnership with SCORE and the King County Library System that targets people who want to start a business and offers a broad overview of the startup process, from business plan preparation to financing, marketing, and networking, and including focus on risk management and running a business remotely. Building on this is their Small Business Essentials classes, supporting small businesses that have been around for a while with a menu of training options. Additionally, the Innovation Lab is a business accelerator conducted in partnership with Bellevue College to help existing businesses and new entrepreneurs acquire new knowledge and adapt to the changing environment created by the COVID-19 pandemic, and to build connections with mentors and with the region's broader business ecosystem. This program focuses on women and BIPOC-owned businesses, as well as communities that are traditionally underserved and have language barriers.

Since the onset of the COVID-19 pandemic, Startup 425 has partnered with Business Impact NW to support businesses with questions about federal and other resources available. It also partners with OneRedmond to conduct BOOST Your Business, a free workshop targeted at sustaining and growing small businesses disproportionately affected by COVID-19 (with an emphasis on women and BIPOC-owned businesses) by providing access to complementary and low-cost solutions to get their business online and/or boost their existing digital presence, and one-on-one consultations with regional consultants, service firms and technology providers to engage and gain their insights on going digital. Startup 425 also has longstanding relationships with other economic development organizations, CDFIs, incubators and other stakeholders with important roles in the Eastside economic ecosystem.

Capacity and Staffing

Startup 425 is currently administered by the City of Kirkland. It has no full-time employees; there are two part-time employees with which the City of Kirkland contracts to administer the program, conduct business engagement, and organize programs. Many of its services are carried out through contractual relationships such as those with Bellevue College. Each participating city contributes \$15,000 annually to support the program, which leverages funding from the Port of Seattle and other available funding resources.

OneEastside and SPARK

OneEastside was established by OneRedmond to respond to the COVID-19 pandemic, by pivoting its OneRedmond 501c3 foundation and creating a new brand to connect 23 communities across East King County, together with

chambers and other nonprofits, and help them collectively maximize resources and align priorities. OneEastside's mission as recovery from COVID-19 continues is to advance coordinated action and a unified voice in East King County to sustain and grow the economy, with particular focus on affordable housing, transportation, education, and economic development are four immediate areas of concern.

Scope of Services

OneEastside's regional efforts have included the Eastside Recovery Hub portal and financial webinar series (now folded into OneEastside SPARK) which has become a robust nexus for information and resources that is used by cities and chambers across the state and beyond. As reopening began, OneRedmond was a leading partner and worked with over 20 chambers and cities to help deliver over 2 million masks and PPE to small businesses throughout King County.

SPARK was initially funded by a U.S. Economic Development Agency (EDA) grant, with the majority of SPARK programs launched in May 2021. This grant funded SPARK programs offered at no cost to small business and non-profit participants, including:

- One-on-one marketing advising
- One-on-one accounting advising (up to 2 hours per business with a CPA from the accounting firm Clark Nuber)
- Webinars, focused on financial resources. Updated with SBA, State of Washington, COMCAST, etc.
- Online database of funding opportunities and other resources.

SPARK is diversifying its programming to incorporate topics such as how nonprofits can build capacity for accepting grant funding, etc. SPARK is also partnering with programs such as Startup 425 to help small businesses and nonprofits go digital or enhance their digital presence.

Programs in highest demand have included funding-related webinars. There is a high need for nonprofit advising, and they are also seeing demand from nonprofits for seeking advising and mentoring. SPARK is exploring how it can support these activities through its EDA funding.

Capacity and Resources

One employee dedicated exclusively to SPARK, four other employees from OneRedmond, OneEastside (partially funded by the EDA grant), and SBDC. SPARK is also supported by an intern.

According to OneEastside SPARK, the one-on-one services have had sufficient capacity for businesses seeking them. Between May and October, 20 organizations had reached out for support in marketing and accounting advising.

Washington Small Business Development Center (SBDC)

Washington SBDC is part of the national SBDC program and governed by a cooperative agreement between the U.S. Small Business Administration (SBA) and Washington State University, in partnership with other institutions of higher learning and economic development organizations. SBDC's mission is to help Washington businesses grow and succeed through advising, education and research. It is funded in part through a cooperative agreement with the U.S. Small Business Administration. SBDC partners with OneRedmond to provide small business advisory services in Redmond.

Scope of Services

SBDC business advisors work with entrepreneurs and small business owners to start, grow or buy/sell a business. They provide one-on-one, confidential, no-cost advising on all phases of small business development. These activities include supporting clients with developing a business plan they can take to lenders, and helping entrepreneurs build up their skill sets, such as advising on business leadership culture and human resources. They also conduct no-cost or low-cost workshops on a variety of business topics and customized market research services.

SBDC does not make direct introductions between its clients and larger companies for contractual arrangements, nor can it directly provide financial assistance to businesses.

Capacity and Resources

SBDC has one full-time business advisor based in Redmond, in partnership with OneRedmond. SBDC small business clients can also leverage the expertise and resources of the 30+ statewide advisor network. Resources are available in Spanish.

SBDC services are available to owners who are the principal of a U.S.-based business. Depending on the state of incorporation and the way that the business is organized (for example, the S-corp allows no foreign shareholders), being at least partial owner qualifies them. SBDC does not provide services or mentorship to nonprofit organizations. As a federally-funded entity, SBDC is not able to provide services for enterprises selling cannabis and other federally-illegal products.

SCORE

SCORE is a national network of volunteer expert business mentors; it is a non-profit organization funded in part by the U.S. Small Business Administration and works closely with the Washington SBDC. SCORE engages volunteer mentors who all have experience as business executives, owners, etc. Many SCORE volunteers serve both nonprofits and business, while others advise businesses exclusively.

Scope of Services

SCORE offers free 1:1 confidential mentoring, to pre-venture, new business, and established small business clients. It provides these services in partnership with Washington SBDC and the King County Library System. SCORE offers webinars on topics from starting a business to marketing and finance, small business resilience, and other topics. It also offers an online resource library.

SBDC does not offer this mentoring to nonprofits; SCORE can accommodate nonprofits, but it depends on whether a SCORE advisor is available to support nonprofits as some work only with businesses.

Capacity and Resources

OneRedmond has one SCORE expert in-house who has expertise in the life sciences sector.

Ventures

Ventures is a Seattle-based nonprofit that empowers aspiring entrepreneurs across the state with limited resources and unlimited potential. It serves those in the community for whom traditional business development services are out of reach, with a focus on women, people of color, immigrants, and individuals with low income. It provides access to business training, coaching, and hands-on learning opportunities for entrepreneurs. It is also a CDFI that also offers access to capital including loans. Ventures' ultimate goal is to support individuals to increase their income potential, achieve long-term financial stability, provide for their families, and enrich their communities through small business ownership.

Scope of Services

Ventures offers an extensive menu of training opportunities and other services targeted at small businesses at all stages.

- Business Basics is an eight-week course covering the basics of business marketing, sales, financial management, and operations, during which participants will complete a business feasibility plan. The eligibility of businesses to participate is based on total household income, in order to ensure focus on Ventures' target clientele of lowincome households (income levels are specified on Ventures' website). This course is a prerequisite to accessing all specialized services offered by Ventures, including other business courses, loans, incubators, and coaching.
- Other Training Courses: Ventures offers specialized courses covering financial management, operations, marketing, leadership training, and other business fundamentals.
- Access to Capital: Ventures offers loans and savings programs, which are paired with financial management and literacy courses and workshops.
- **Coaching:** Ventures offers free, customized 1:1 business coaching and support.

Page 14

- **Legal Services:** Ventures partners with Communities Rise to host free monthly legal clinics for Ventures' entrepreneurs who are enrolled in its specialized services programs.
- **Incubator:** Ventures offers its client businesses incubator and retail opportunities, including its store at Pike Place Market in Seattle, and its business directory which offers online business-to-business marketing opportunities. It partners with Seattle Commissary Kitchen to offer affordable kitchen space located in Seattle.
- Advocacy: Ventures offers coaching, training, and advocacy support to its client microbusinesses to navigate regulations, permits, and other legal considerations.
- **Other services:** Ventures managed CARES Act funding for other King County cities.

Capacity and Staffing

Ventures has 18 full time employees, of which 10 specifically teach courses. It also has two part-time employees who work at the incubator and retail store at Pike Place Market. Ventures offers Spanish-speaking staff and training instruction.

Most of Ventures' clients are in King County, and they have worked with a number of Redmond businesses.

Communities Rise: Microenterprise/Small Business Legal Services

Communities Rise is a nonprofit whose mission is to work with organizations, small businesses, and communities located in Washington state that have been impacted by systemic oppression to increase capacity and build power. Target beneficiaries are Washington state-registered businesses that are unable to pay for legal fees "without significant impairment to operations" and whose owner's household income is below 80% of the King County HUD guidelines (all owners must qualify if more than one).

Scope of Services

The Small Business Legal Clinic is for low income Washington state business owners who have short questions for an attorney. Their clinics are staffed by volunteer attorneys and designed for questions that can be answered in the 60 minutes the clinic provides. In partnership with Ventures, volunteer lawyers give free legal advice to small business owners at our monthly Small Business Legal Clinics. The organization provides legal assistance on a business or organizational matter. They also have conducted legal clinics for small businesses navigating COVID, which have been offered through the King County Library System.

Services

Provides small business assistance, including: business entity formation (LLC/PLLC, sole proprietor, partnership, c-corporation, social purpose corporation); drafting agreements (shareholder agreements, operating agreements); advice on corporate governance; maintenance and compliance with state and federal law; taxes (advise regarding federal, state, and local taxes); contracts (drafting and advising on business contracts); employment

(preparing, reviewing and revising personnel policies, independent contractor agreements, vendor agreements, employment contracts, and confidentiality agreements); real estate (drafting or reviewing property leases and purchase and sale agreements); intellectual property (assistance with registering trademarks, and advising on copyright protection, license agreements, or website-related agreements—but not for patent matters); and risk and liability assessment (waiver and release forms, and advice on insurance coverage).

Capacity and Resources

Clinics are staffed by volunteer attorneys and designed for questions that can be answered in the 60 minutes the clinic provides. In partnership with Ventures, volunteer lawyers give free legal advice to small business owners at our monthly Small Business Legal Clinics.¹

Seattle Education Business Hub

The mission of the Seattle Education Business Hub (SEBHUB) is to enable and empower small businesses and entrepreneurs who are economically and socially disadvantaged, including through business technical assistance, coaching, and mentoring, while assisting owners in creating livable-wage jobs, protecting their assets, developing equity, and building a legacy for future generations. It focuses on microbusinesses, and minority business owners and others from underserved and underrepresented communities, including immigrants, refugees, and women, though will provide services to everyone who seeks them.

SEBHUB assists business owners to learn how to apply entrepreneurial methods and tools to assess and refine their business ideas; test ideas to reduce risk of failure; understand the different aspects of launching a business idea; design value proposition and business models that support growth; learn to assess and provide evidence that their business ideas are viable, desirable and feasible in order to gain buy-in from stakeholders; and to improve their persuasion and pitching skills. SEBHUB provides a culturally competent environment to help business owners and families from underserved communities smoothly transition from receiving government assistance to entrepreneurship and higher skilled positions.

Scope of Services

SEBHUB offers business education workshops, including an entrepreneurs program for people exploring starting a business; and a comprehensive

¹ To be eligible for free legal services through Communities Rise, all business owners must demonstrate the following: 1) the business is registered in Washington state; 2) is unable to pay for legal fees without significant impairment to operations; 3) owner(s) household income is below 80% of the King County HUD guidelines; (all owners must qualify if more than one); 4) seeks legal assistance on a business or organizational matter. To qualify through Ventures program with Communities Rise, small businesses must have graduated Ventures Business Basics course and be enrolled in their Specialized Services.

training program for new entrepreneurs and established small businesses to develop business plans and overcome barriers to growth and expansion. It offers financial literacy workshops, together with needs assessments, counseling, business coaching, and mentoring services with focus on microentrepreneurs. Access to capital is an important focus area, and SEBHUB does loan packaging for its clients. Marketing is another important focus area, and it provides clients support with how to use social media to build an online presence. It offers these services online and in-person, including on-site at the client business, and in other locations such as coffee shops that are convenient for business owners.

SEBHUB offers a free legal clinic to represent small and micro-business owners, particularly from underserved low and moderate-income communities together with immigrant and refugee community members, and who have limited financial resources and are starting or growing businesses. These legal services include structuring business entities, financing regulations, drafting of investment and employment agreements, and protection of intellectual property. It also represents lower-income taxpayers having disputes with the Internal Revenue Service in matters such as collection action, audits and earned income tax credits; and offers assistance with immigration-related matters.

Capacity and Resources

SEBHUB does not have full-time employees; its director is part time (0.4 FTE) and is supported by graduate students who conduct needs assessments with businesses. It has received grants and contracts and has participated in broader grant programs from time to time.

Community-Based Organizations that Provide Business Mentorship and Support Services

In addition to programs that deliver technical services to businesses, there are also numerous community-based organizations (CBO) that play an important role supporting member businesses. CBOs connect these services to local businesses as a key intermediary, including inviting programs to attend CBO meetings and helping bridge language and cultural gaps. Some CBOs also recruit local mentors from their communities they serve to work, oftentimes on a volunteer basis, with community-based small businesses on topics ranging from taxes, marketing, and business planning. CBOs are often organized by cultural or ethnic communities and work more frequently and closely with immigrants and sole proprietors.

SMALL BUSINESS NEEDS ASSESSMENT

To understand small business needs, we spoke for 14 business organizations and community-based organizations representing the interests of their members based in Redmond. Several common themes surfaced throughout these conversations, summarized below.

Business Needs

Training

Several CBOs and business services providers we spoke with pointed to a common range of training needs that small business clients require. Several of these were exacerbated by the COVID-19 pandemic, particularly the rapid required transition to fully digital business activities and engagement.

Priority training needs identified include the below:

- **Administrative support**, including human resources-related operations, finances, and executive leadership. Bookkeeping in particular was identified as an important need.
- Technical skills. Many small business owners come out of their fields and have excellent trade skills. However, they lack experience in the room with bidders or project managers, and important required skills including how to estimate and put a bid together, how to read schematics and how to utilize required technologies.
- Financial literacy, including supporting small businesses as they
 transition from borrowing money from family members and friends to
 demonstrating to lenders that they have their house in order to qualify
 for loans.

Mentors and Administrative and Program Capacity

Ethnic-specific CBOs often rely on volunteers to provide free mentorship to small businesses. These services range from legal counseling and advice, support for managing taxes, and marketing, business and human resources operations, to financial advice and complying with COVID-19 safety protocols and vaccine requirements. Community-based mentors provide necessary and often critical assistance in a cultural familiar way and in the native language of the business beneficiaries. Even within the Latinx community, mentors who are from the same country (e.g., Mexico) or even sub-national region as the business owner are more effective conveyors of critical small business information compared with a native Spanish speaker from another Spanish speaking country. Strong linguistic and cultural relatability greatly increases the chances of follow-up and future success of the mentorship program.

IT Support, Digital Literacy, and Going Digital

Service providers highlighted the challenges that small businesses faced with having a digital presence. Many small businesses lack an IT back office or capabilities that larger businesses have in-house. Training small business owners in going digital and identifying resources is a common need. Multiple service providers offer training courses to their small business clients on IT and going digital. Multiple interviewees reported that a large number of immigrant business owners lack regular access to a computer or a basic level of computer proficiency.

With the onset of the COVID-19 pandemic, service providers noted that the transition for small businesses to going digital was disruptive. Making the

shift to e-commerce can be very expensive for small businesses, as much as \$20,000 to \$30,000. Additionally, privacy was a major concern for many small businesses when it came to using Zoom and other virtual meeting platforms.

Access to Capital

Community-based organizations and service providers both highlighted the acute challenges of financing and access to capital. Many small businesses have struggled to continue to cover payroll and rent obligations during the pandemic. Programs made available to small businesses, such as payroll protection program (PPP) and other federal loans and grants require significant time and resources to review and complete the application process. Oftentimes, small businesses do not pursue these assistance programs due to lack of capacity. In other cases, cultural and linguistic barriers and lack of community trust may also inhibit the success of existing small business access to capital programs. Moreover, many small businesses are sole proprietors without payroll, precluding them from apply for PPP loans.

According to interviewees, access to capital also varies by industry. Restaurants have fared better in securing loans and other forms of capital and credit, while other industries have struggled much more.

Barriers to Access

Linguistic and Cultural Adaptability

Several organizations we spoke with, including those representing Indian-American and Latinx business owners, pointed to a common, persistent challenge of adapting small business support services to local ethnic communities. Redmond has a cultural demographic composition unique from many other parts of King County. Program outreach should be designed to accommodate these unique attributes.

According to interviewees, small business support programs were inadequately connecting to those small ethnic and immigrant businesses most in need of support due to language and cultural barriers. Several key, specific barriers were identified:

- Lack of bilingual materials. Some immigrant small business owners lack full proficiency in English, or at least at a technical level sufficient to fully understand and complete loan and grant applications.
- Technical language barriers. Some small business owners encountered difficulties understanding PPP and other applications, not only in English but even where these were translated into their first languages, because the terminology used was too technical and academic. Simplified and easier to understand applications would be helpful.
- Online-only platforms and time required for applications. Many small business owners, especially those in food services, retail, and

various household and personal services such as landscaping and beauty salons, often do not have the time and/or regular access to the internet to review, understand, and file applications for small business-purposed grants and loans. When information sessions are made available, they are typically during the day—a time when many small businesses owners cannot afford to step away from their business to attend.

- Cultural barriers. Many immigrant small business owners do not have the technical familiarity to fully understand or engage with the application process and materials. There is also a higher degree of reticence among these small businesses to increase debt.
 Additionally, some service providers commented that offering trainings and other services at a public library was a more comfortable venue for some immigrant small business owners than a government office.
- **Concerns over federal audits**. Immigrant small business owners involved in food services, landscaping, and other related services are more likely to employ undocumented workers. Owners are thus reticent to apply for federal support for fear of being audited.
- Access to information. Information about RFPs and other local government procurement opportunities often does not get provided to smaller CBOs and other organizations that work with smaller contractors and underrepresented communities.

Building Business and Community Trust

The above linguistic and cultural barriers adversely impact the success of mentorship and technical assistance programs. Critically, numerous organizations we spoke with **emphasized the importance of trust**. According to both program providers and community-based organizations, mentorship programs have been most successful when the mentor individual comes from an ethnic, racial, and/or cultural background similar or relatable to the recipient business owner. When this relatability is not present, it has been very challenging to establish trust within the business community. When this occurs, the mentor is often less successful in conveying necessary information and insights. For similar reasons, it has become difficult to encourage follow-up between the mentor and business owner.

Program providers and CBOs alike emphasized the importance of having a strong partnership with a community-based organization. The absence of strong partnerships with the community often complicates the ability to handoff a program and future follow-up. Some programs have attempted to improve the handoff in business support by inviting a community-based organization staff member to participate early on in technical assistance meetings.

Some businesses are also resistant to change. For example, some businesses were quite successful prior to the pandemic without an online presence. Supporting organizations and services without local trust have had difficulty working with these businesses to alter and improve their marketing plans, such as even the basics of being searchable in Google.

Administrative and Bureaucratic Barriers

Some businesses can qualify for government support as a minority and/or women-owned small business. However, for many of these businesses, they seldom have time and/or capacity to apply for and be certified as a qualifying firm, precluding them from accessing these programs. Moreover, the application process can be onerously time consuming for many small businesses, especially those in the food and personal services sectors. According to multiple interviewees, many of their constituents were unable to find adequate time and resources to pursue and complete these applications, despite eligibility and benefits.

Limits to Federal Aid Based on Targeting that Excludes Many Types of Small Business

During the pandemic, several federal programs, such as Payroll Protection Program, by definition excluded many types of small businesses. These include sole proprietors who would not be eligible for these programs. Some programs are only available to U.S. citizens or permanent residents, including those offered by SCORE.

Moreover, Eastside communities are sometimes not eligible for federal grants and funding because they are too affluent to qualify, even when there are needs. This has generated interest in identifying other funding resources for working capital and low-interest loans, such as revolving loan fund programs and Flex Funds, among others.

Provider Capacity

Some programs, including CBOs, indicated they face capacity constraints that limited their ability to fully meet services in demand. Examples of this were the mentorship programs offered by multiple CBOs to provide free advice to small businesses.

SUMMARY: ALIGNMENTS, GAPS, AND CONSIDERATIONS

The above discussion detailed areas of alignment and gaps in the small business economic development system. In this section, we summarize key findings and conclude with a set of recommendations for the City of Redmond to consider for future economic development investments.

Alignments

Training Resources

There is a comprehensive scope of training resources available to small businesses in Redmond, among the various services providers.

Interconnections Among Services Providers

Based on interviews and research, we found there are extensive interconnections already among multiple services providers supporting Redmond small businesses.

Gaps

Lack of Connectivity and Community Trust

As outlined above, it has been challenging for service providers to establish trust. This has been particularly the case for business owners in communities where cultural relatability and sensitivity has not been present. Training programs are well-aligned with business needs but are not sufficiently reaching certain small businesses due to a lack of trust and linguistic and cultural barriers.

Additionally, some service providers felt that organizations supporting small businesses on the Eastside are all trying to offer the same services, competing with each other rather than specializing, with the larger organizations receiving the majority of government support and grants, yet relying on the smaller service providers and CBOs for important data and information required for their projects.

Access to Capital

Community-based organizations and services providers identified access to capital by small businesses as a more pressing need than training. Two common themes we heard from interviewees contributing to limited access capital were: 1) information gaps due to cultural and/or linguistic barriers and sessions that were not aligned well with small business owner scheduling and work conditions; and 2) administrative factors, such as criteria that often disqualify certain types of small business, especially sole proprietors.

East King County lacks any Community Development Financial Institutions (CDFIs) that specialize in SBA-guaranteed small business loans, and small businesses need to go to Seattle to work with CDFIs that offer these. This presents challenges for many small businesses, including given the several weeks required for them to obtain a cash flow loan. Having a structure in place to help guarantee CDFIs will enable more businesses to locate in Redmond and the Eastside and increase the local tax base.

Service providers noted that business in the City of Redmond and other Eastside communities are often not eligible for federal grants, due to their comparative affluence, and that it can be challenging to get federal funding. Potential solutions to help fill this gap include the Flex Fund and establishing revolving loan funds, among other options.

Diversity, Equity, and Inclusion

Some service providers noted that small businesses they work with are grappling with what DEI means for them. DEI can mean different things to different people. Some questions to resolve include:

- How do businesses create DEI for their customers (if they do), and in their own companies?
- Where can businesses get this information, and how can they adapt it to their business models?

Moreover, service providers noted that diversity in Redmond and the Eastside is different from diversity in Seattle, which shapes the kinds of needs and services best positioned to support these communities.

Sector-Specific Needs

Food businesses are required under state law to use kitchens that meet various codes and requirements. For some small businesses, this requires renting a commercial kitchen, which can be few and far between in the greater Seattle area and a significant cost burden for small businesses. There are efforts to advance legislation in Washington similar to laws in California that would allow some small food businesses to prepare food at home. Many immigrant-owned small businesses are also in the household and personal services sectors, such as landscaping, various home maintenance and construction work, and beauty salons. These businesses operate under business operating schedules and workforce needs unique from office-based operations.

Non-Profit Organization and CBO Capacity Building

Numerous CBOs work with volunteer mentors to provide free technical assistance to community business owners. This includes financial guidance and advice, help on business plans, marketing, and accounting. CBOs have reported that these mentorship programs are most successful when the mentors come from within the community and are able to relate linguistically and/or culturally with beneficiary business owner. Conversely, follow-through support and mentorship are less successful when there a low degree of relatability. Multiple CBOs indicated that they are at capacity and need more resources to both recruit local, community-based mentors and manage the mentorship program.

Additional funding resources would support some of these organizations in hiring the staff they require to increase their caseload and support a greater number of micro- and small businesses in getting loans.

One observation made was that many non-profit organizations serving Redmond small businesses, including but not limited to CBOs, lack the full capacity and training to be able to receive and distribute federal and other grant funding. Moreover, training resources and opportunities for non-profits to build this capacity are also limited.

Considerations for Future Investments

Findings in this report highlighted several key areas that would benefit from targeted economic development investments. Below, we provide several considerations for potential future investments for the City of Redmond, based on this analysis.

Subregional approach

For impactful engagement, a subregional approach to Redmond—and potentially inclusive of other Eastside communities—may offer a more

effective approach than a larger countywide initiative, given the significant differences between underserved small business stakeholders and communities in Redmond compared to those across other regions of King County.

Investing in FTE capacity for CBOs to address gaps in trust.

Look at successful models elsewhere in developing tailored programs that engage leaders and businesses owners within diverse communities to build trust and long-term relationships that bring these businesses within the local small business ecosystem.

Potential models could include the Latino Business Retention and Expansion Initiative previously conducted by the Economic Development Alliance of Skagit County (EDASC), as well as related initiatives by the NW Agriculture Business Center (NABC) in Mount Vernon and the Latino Educational Training Institute (LETI, based at Edmonds Community College). The EDASC and NABC programs provided tailored small business support and training in Spanish including from local members of the Latinx community to develop trust and connections. LETI offers the Latino Leadership Initiative, a program similar to Leadership Tomorrow in King County, and partners across multiple community and technical colleges to offer bilingual training and support for members of the Latinx community in computer skills, business administration, financial literacy, and OSHA training, among other areas.

Investing in capacity building and training available to non-profit and CBOs, including an FTE, will help them prepare to accept and disburse federal, state, and local grants to small businesses and manage and expand a community-based mentorship program.

Increase the level of small business support and training opportunities available outside of regular business hours, and in person.

This will enable the participation of small business owners and staff who are unable to participate in these activities during their work hours, and who lack the required internet and computer access required to participate in virtual meetings and training sessions.

Facilitate access to capital not restricted by federal government rules.

Potential approaches could include establishment of a revolving loan fund, Flex Funds, and other similar initiatives.

Facilitate greater access to information on resources and opportunities.

Ensuring that service providers and CBOs are proactively included and have the same level of information and opportunities to pursue grants and funding opportunities will contribute to building trust and relationships.

BIBLIOGRAPHY

- City of Redmond. (2020). Long-Term Recovery Plan. Redmond: City of Redmond.
- City of Redmond, Washington. (2021, May). *Economic Vitality (Redmond 2050).* Retrieved from Redmond, Washington: https://www.redmond.gov/DocumentCenter/View/19371/Phase-One-Existing-Conditions-Report---May-2021
- City of Redmond; OneRedmond. (2020). *Redmond Small Business Resiliency Grant Program.* Redmond: City of Redmond.
- International Economic Development Council. (2015). *Introduction to Economic Development*. Washington, DC: International Economic Development Council.
- Puget Sound Regional Council. (2021). *Covered Employment Estimates.* Retrieved from Puget Sound Regional Council: https://www.psrc.org/covered-employment-estimates
- Puget Sound Regional Council. (2021, October 13). Covered Employment Estimates by Establishment Size and Sector, City of Redmond for Year 2020 (Custom Data Request). Seattle, WA, USA.
- U.S. Bureau of Economic Analysis. (2021, August 30). *Gross Domestic Product: Implicit Price Deflator [GDPDEF]*. Retrieved from FRED, Federal Reserve Bank of St. Louis;: https://fred.stlouisfed.org/series/GDPDEF
- U.S. Census Bureau. (2021). Annual Business Survey: Statistics for Employer Firms by Industry, Sex, Ethnicity, Race, and Veteran Status for the U.S., States, Metro Areas, Counties, and Places: 2017. Retrieved from https://data.census.gov/cedsci/table?t=Other%20Owner%20Characteristics%3AOwn er%20Race%20and%20Ethnicity&g=1600000US5357535&d=ECNSVY%20Annual%20Business%20Survey&tid=ABSCS2017.AB1700C SA01
- Washington State Department of Revenue. (2021). *Quarterly Business Review*. Retrieved from Washington State Department of Revenue:

 https://apps.dor.wa.gov/ResearchStats/Content/QuarterlyBusinessReview/Report.aspx
- Washington State Department of Revenue. (2021). *Taxable Retail Sales*. Retrieved from Washington State Department of Revenue: https://apps.dor.wa.gov/ResearchStats/Content/TaxableRetailSalesLocal/Report.asp x
- Washington State Employment Security Department. (2021). *Employment Size.* Retrieved from Washington State Employment Security Department: https://media.esd.wa.gov/esdwa/Default/ESDWAGOV/labor-market-info/Libraries/Industry-reports/FirmSize/Establishment-size-2020.xlsx
- Washington State Office of Minority & Women's Business Enterprises. (2021, November 1). Business Directory. Olympia, WA, U.S.

Page 25

APPENDIX: INTERVIEWS

Organizaton	Individual
BizDiversity	Samuel Rodriguez
Business Impact NW	Domonique Juleon
Centro Cultural Mexicano	Angie Hinojos
Eastside for All	Debbie Lacy
Greater Seattle Buiness Association	Toraya Miller
Indian Association of Western Washington	Lalita Uppala
National Association of Minority Contractors - WA Chapter	Vicki Masui
NISO Promotores	Alma Gonzalez
OneEastside	Samantha Paxton
SBDC	Shawn Palmer
Seattle Education Business Hub	Felix Ngoussou
Start-up 425	Ellen Miller-Wolfe
Ukrainian Chamber of Commerce	Valeriy Goloborodko
Ventures	Jose Vasquez



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Planning and Public Works		File No. CM 2 Type: Commit	
TO: Committee of the Whole - Planning a FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT(S):	and Public Works		
Planning and Community Development	Carol Helland	425-556-2107]
DEPARTMENT STAFF:			
	Jackie Lalor	Economic Development and Tourism Program Administrator	
Planning and Community Development	Philly Marsh	Economic Development and Tourism Manager	
Planning and Community Development	Seraphie Allen	Planning Deputy Director	1
allocation of the 2024 Tourism matching Programs allocations in the amount of \$ and motels through the Tourism Fund.	~	•	
☑ Additional Background Informat	ion/Description of Prop	osal Attached	
REQUESTED ACTION: Receive Information	☑ Provide Direction	☐ Approve	
REQUEST RATIONALE:			
 Relevant Plans/Policies: RMC Title 4 Comprehensive Plan - EV-18: "Su and cultural activities and through 	• •	llity of the city by encouraging investm ban design."	ents in the arts

Target Industry Clusters as identified in the Strategic Plan, which include... Retail and Tourism"

Comprehensive Plan - EV-20: "Implement, in conjunction with business, education and other community partners, the Strategic Plan for Economic Development to...Preserve existing and recruit new jobs within the Date: 10/3/2023 File No. CM 23-509

Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

Required:

RCW 67.28

Council Request:

N/A

• Other Key Facts:

N/A

OUTCOMES:

Applicant Scoring:

Per Council's feedback from January 2020 and additional feedback from November 2021, the grant application criteria were broken out by application components that support the tourism criteria. Each category is assigned points. Each application received a weighted score and ranking. The scores were considered in the funding discussions among other factors such as (but not limited to), past awarded amounts and overall budget constraints.

Budget:

Staff and Finance worked together to budget \$150,000 for 2024 tourism grants. The contingency fund is currently around \$787,000 and will be used to help supplement this year's grants above expected revenues as necessary. Based on previous budgeting projections, staff may need to take \$36,000 from the contingency fund to cover the recommended grant funding amounts for 2024.

Conflicts of Interest in Recommending Applicants:

Conflicts of interest with applicants are common on this committee due to the state requirement that members must either be an entity for which the tax is charged or an entity that might receive grant dollars. Conflicts of interest are noted in the full scoring spreadsheet. Members were not asked to recuse themselves from the recommendation vote or discussion per the MRSC guidance. However, staff did request that if a personal financial interest was involved, a recusal would be requested. No personal financial interests were present or noted.

Applications:

The City received 22 external grant applications from non-profit and for-profit organizations and three funding applications from the City including Derby Days, Redmond Lights, and Cultural Arts programming. LTAC recommends funding 20 of 22 community applications that demonstrate alignment with the grant criteria and tourism goals. The three City applications are budgeted for \$150,000 and allocated per the 2005 Council approved distribution of funds.

Not Recommended Applications:

Two applications were not recommended for funding due to not adequately meeting the funding criteria:

Journey to Silk Road: This application outlined various event concepts and did not include a developed or detailed event plan. City staff and tourism partners will work with the applicant regarding possible future event options and venues.

NAMI Fundraising GALA: This event received funding in the 2023 grant process due to being held at a Redmond hotel in hopes of driving paid overnight stays. The event is very small and has not been able to result in overnight paid stays or clear tourism impacts based on the funding criteria and requirements.

Date: 10/3/2023 Meeting of: Committee of the Whole - Plannin	g and Public \	Vorks	File No. CM 23-509 Type: Committee Memo
COMMUNITY/STAKEHOLDER OUTREACH AND	O INVOLVEME	NT:	
 Timeline (previous or planned): Application Window: August 1-15, 202 Outreach Methods and Results: O Application notification via e-mail to O Application window notification via O Application messaging through local Feedback Summary: N/A 	past participa eNews and pr		
BUDGET IMPACT:			
Total Cost: A total of \$186,000 for tourism matching graunanimous vote for City Council's approval. A budgeted for and approximately \$36,000 abounding tax contingency fund which is currently A total of \$150,000 for City Signature Even Advisory Committee per existing lodging tax described in the control of the control o	total of \$150, ove the budge y around \$787 ts and Cultur	000 will come friced amount is re 7,000. al Arts Program	rom expected lodging tax revenues that were ecommended by the LTAC to come from the ending is recommended by the Lodging Tax
Approved in current biennial budget:	⊠ Yes	□ No	□ N/A
Budget Offer Number: 0000040 - Community and Economic Develop	ment		
Budget Priority : Vibrant and Connected			
Other budget impacts or additional costs: If yes, explain: Requesting \$36,000 above the budgeted amount fund which is currently around \$787,000. Funding source(s): Lodging Tax	☑ Yes unt is recomm	□ No ended by the LT	□ N/A FAC to come from the lodging tax contingency

Budget/Funding Constraints:

N/A

☑ Additional budget details attached - refer to Attachment C

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action

Date: 10/3/2023 File No. CM 23-509 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

	Item has not been presented to Council	N/A
•		1

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Approve

Time Constraints:

To allow adequate time for applicants to plan appropriately with their available funding, we would like to complete the grant approval process no later than December 1, 2023.

ANTICIPATED RESULT IF NOT APPROVED:

If the LTAC recommendation is not approved, proposed events will not receive grant funds from the City and may be unable to proceed as planned.

ATTACHMENTS:

Attachment A: 2024 List of Grant Applicants Attachment B: Simplified Grant Scoring Matrix

Attachment C: Grant Application Recommendations Matrix Spreadsheet - Full Scoring

Attachment D: Tourism Fund and LTAC FAQ

2024 Applicants (arranged in alphabetical order)

Ananda Mela: Joyful festival of India including traditional aspects of Indian culture. Location: Municipal Campus; *Non-profit*

Cinco de Mayo: Bilingual festival celebrating Mexican culture and inclusive of food trucks, cultural music, arts and craft vendors, a beer garden, COVID-19 vaccinations, and more. Location: Downtown Park; *Non-profit*

Colombian Independence Day (*NEW*): Second year event showcasing Colombian culture thought music, dance, food, games, activities, and more. Location: Downtown Park; *For-profit*

Crossfire Challenge: One of the state's largest reoccurring youth soccer tournaments hosted by Crossfire Premier Soccer Club, an affiliate of Lake Washington Youth Soccer Association. Location: 60-Acres; *Non-profit*

Crossfire Select Cup: Large three-day youth soccer tournament, an affiliate of Lake Washington Youth Soccer Association (separate event from Crossfire Challenge). Location: 60-Acres; Non-*profit*

ECNL Girls Youth Soccer Playoffs: Large, week-long soccer tournament to proceed to the ECNL National Championship held in July. They used to come to Redmond every 3-4 years and now want to come every other year. Location: 60-Acres; Non-*profit*

Emerald City Gymnastics - USA Gymnastics: A gymnastics training event for athletes and an education event for 70 Washington State Gymnastics club parents and coaches. Location: Emerald City Gymnastics Academy 17695 NE 65th St.; *Non-profit*

Festival of Color – Northwest Share: An event to celebrate the traditional Indian arrival of Spring - festival of Holi. Location: Municipal Campus; *Non-profit*

International Winter Festival – OneRedmond Foundation: Bring vendors, music, and activities for a multicultural winter festival. Location: Marriott; *Non-profit*

Journey to Silk Road (*NEW*) - Not recommended for funding: Dance group that would like to plan an event in Redmond. Possibly a dinner show or health and wellness getaway at a hotel or partial virtual ZOOM conference. No contacts or plans in place yet. Location: TBD; *Non-profit*

NAMI Fundraising GALA - Not recommended for funding: Annual fundraising Gala for mental health with attendees including public officials, providers, non-profits, volunteers, community members, educators, students, responders, faith leaders, and non-profit organizations. Location: Marriott; *Non-profit*

NAMI Youth Mental Health Conference: A conference for young people, educators, families, and community members to understand youth mental health challenges and gain tangible skills and resources to support youth and providers. Location: Overlake Christina Church; *Non-profit*

Oktoberfest (*NEW*): A three-day, authentic German Oktoberfest featuring a biergarten, multiple entertainment stages, games, competitions, and more serving imported German and NW craft brews. Location: Municipal Campus; *For-profit*

Redmond Arts Festival – VALA: Multiday event connecting the community to local artists. Location: Redmond Town Center; *Non-profit*

Redmond Saturday Market: Weekly Saturday farmer market that takes place May through October. Location: Overlake Christian Church; *Non-profit*

Redmond Wine Walk – OneRedmond Foundation: Wine Walk weekend in August to coincide with the Washington State Wine Commission's August month-long wine activities. Location: Redmond Town Center; *Non-profit*

Robot Combat – OneRedmond Foundation: A one-day robot competition a part of the "Robot Combat League." This event will be a part of the scoring point system which will be a point qualifier for the National Championships. Location: Redmond school; *Non-profit*

StoryEast Theater (*NEW*): Public outdoor live theater written for children 3 – 10 years old and their families. StoryEast would like to do outdoor park shows in Redmond for 2024. Each show is 55 minutes in length and focuses on a positive life lesson with a happy ending. Location: TBD; *Non-profit*

Vegan Festival – Northwest Share: Community event that includes talks by eminent speakers on diet and health, food vendors, and multicultural entertainment. Location: Downtown Park; *Non-profit*

Velodrome - Junior Take Over: New event in 2022, junior track cycling clinics and racing event. Location: Marymoor Park; *Non-profit*

Velodrome - Junior Track Nationals (*NEW*): The organization is finalizing a multi-year contract for this event beginning in 2024. This will be a national championship event and may include future Olympians. Location: Marymoor Park; *Non-profit*

Velodrome - Vision Grand Prix: National track calendar cycling championships comprised of the largest weekend track bike cycling racing event in North America drawing racers from across North America, New Zealand, Australia, Great Britain, and beyond. Location: Marymoor; *Non-profit*

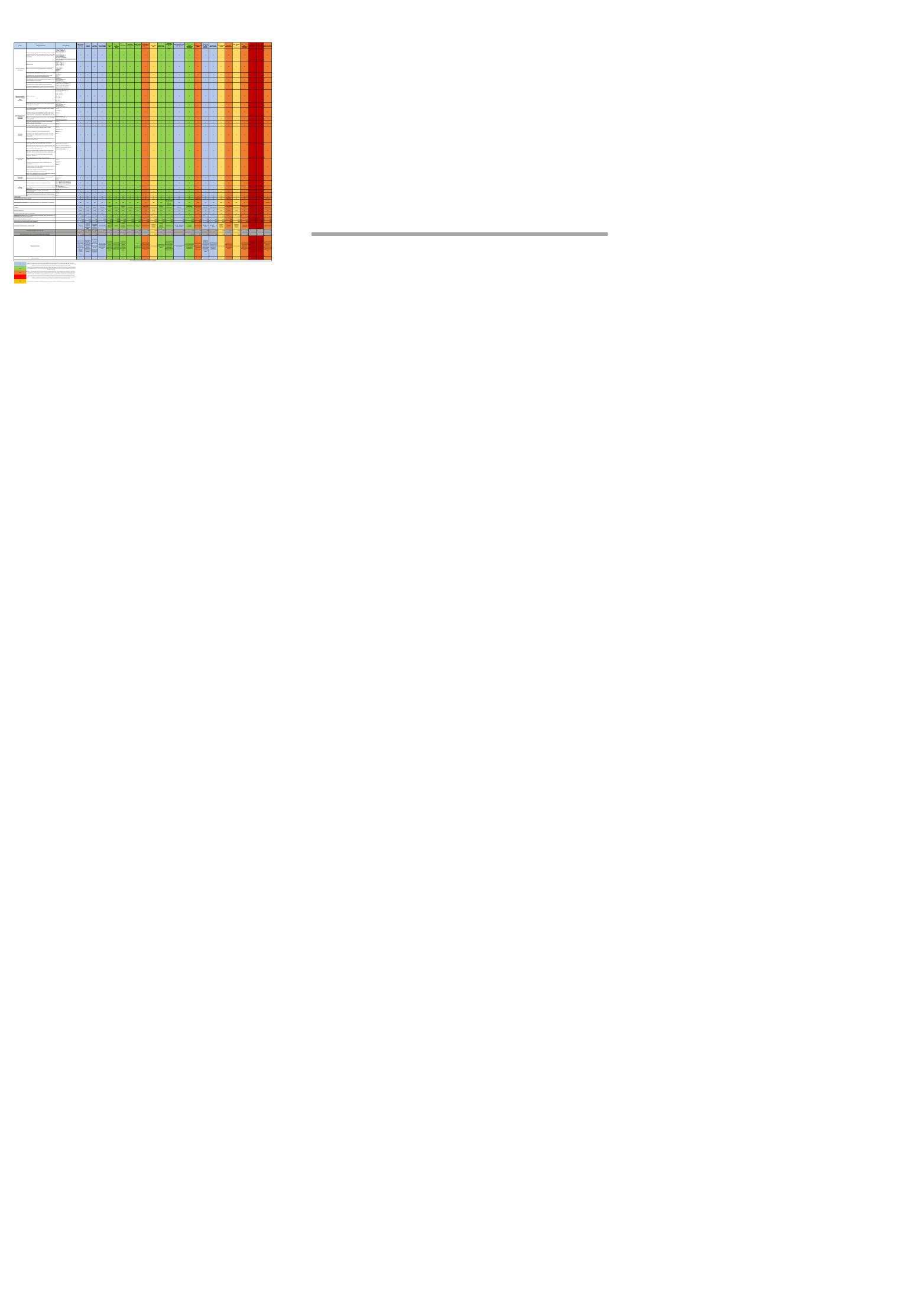
Attachment B_Simplified Grant Scoring Matrix

Blue	Sports: These projects have a proven ability to draw targeted interest and attendance from out-of-town guests who stay in the hotels. Registration and hotel room block data can be provided. Staff works with these organizers to maximize City economic impact. Staff encourage organizers to promote pre and post stays and itineraries in Redmond to expand multiplier of economic impact.	
Green	Arts and Culture: These projects help showcase Redmond's as a vibrant, welcoming, and rich multicultural destination. Many of these events have a large regional draw and staff will continue to work with organizers to partner with hotels and promote overnight stays and multi-day itineraries in Redmond.	
Orange	Incubation: These are projects that do not have a clear demonstratable tourism benefit. They are typically only one day events or promotions more geared to the community within 50 miles. The project will be monitored to show progress toward growing and demonstrating tourism benefits. Funding is not considered sustained and will only be provided in future years if event can demonstrate tourism benefit growth.	
Red	Did Not Meet Criteria: These applicants are not recommended for funding because they lack proof of concept, their application was not complete, or they did not successfully meet criteria for tourism funding. Staff and Experience Redmond consultant will work with the applicant to further develop the concept and position the project to meet tourism benefits and funding criteria where possible.	
Yellow	City funded events and projects currently given funding from dedicated percentages set in 2005. All funding must adhere to RCW 67.28 requirements.	

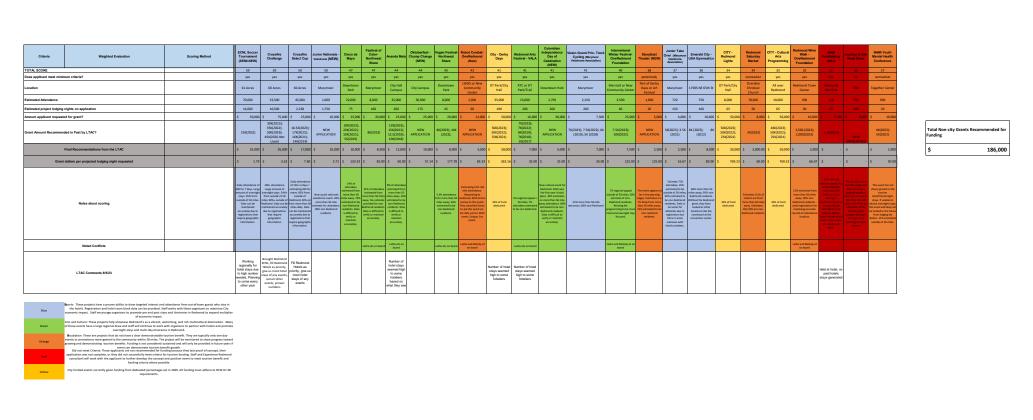
See next page for simplified scoring breakdown

Simplified Scoring Matrix- Arranged by Application Score							
Applicant/Event	Score	Estimated Attendance	Estimated Paid Nights	LTAC Recommendations	Recommended Dollars Per Lodging Night	LTAC Discussion and General Notes	
ECNL Soccer Tournament (SEMI- NEW)	59	70,000	14,000	\$25,000	\$1.79	Working regionally for hotel stays due to high number needed, Planning to come every other year	
Crossfire Challenge	50	23,500	10,500	\$35,000	\$3.33	Brought Redmond ECNL, fill Redmond Hotels as priority, give us most hotel stays of any events, recruit other events, proven numbers	
Crossfire Select Cup	50	45,000	2,238	\$17,000	\$7.60	Fill Redmond Hotels as priority, give us most hotel stays of any events, proven numbers	
Junior Nationals - Velodrome (NEW)	50	1,000	1,750	\$10,000	\$5.71		
Cinco de Mayo	47	22,000	75	\$10,000	\$133.33		
Festival of Color- Northwest Share	47	8,000	100	\$8,500	\$85.00		
Ananda Mela	44	25,000	200	\$12,000	\$60.00	Number of hotel stays seemed high to some hoteliers based on what they see	
Oktoberfest - Chump Change (NEW)	44	30,000	175	\$10,000	\$57.14		
Vegan Festival- Northwest Share	43	8,000	45	\$8,000	\$177.78		
Robot Combat- OneRedmond (NEW)	42	1,000	60	\$5,000	\$83.33		
City - Derby Days	41	35,000	190	\$50,000	\$263.16	Number of estimated hotel stays seemed high to some hoteliers based on what they see	
Redmond Arts Festival - VALA	41	15,000	200	\$7,000	\$35.00	Number of hotel stays seemed high to some hoteliers based on what they see	
Colombian Independence Day of Celebration (NEW)	41	2,750	200	\$5,000	\$25.00		

Vision Grand Prix- Track Cycling (Marymoor Velodrome Association)	41	2,150	200	\$7,000	\$35.00	
International Winter Festival- OneRedmond Foundation	40	3,500	60	\$7,500	\$125.00	
StoryEast Theater (NEW)	38	1,000	20	\$2,500	\$125.00	
Junior Take Over (Marymoor Velodrome Association)	37	720	150	\$2,500	\$16.67	
Emerald City - USA Gymnastics	36	750	100	\$8,000	\$80.00	
CITY - Redmond Lights	34	8,000	65	\$50,000	\$769.23	
Redmond Saturday Market	34	78,000	50	\$3,000	\$60.00	
CITY - Cultural Arts Programming	33	10,000	65	\$50,000	\$769.23	
Redmond Wine Walk - OneRedmond Foundation	32	500	30	\$2,000	\$66.67	
NAMI Fundraising GALA	31	150	25	\$ -	\$ -	Held at hotel but to date, no paid hotels stays have been generated
Journey to Silk Road Show	30	750	100	\$ -	\$ -	This producer is in the idea stage and does not have a planned event or proof of concept at this time. We will work with them on education of the tourism grant purpose and work through event planning for next season.
NAMI Youth Mental Health Conference	27	300	20	\$1,000	\$50.00	



		184



Simplified Scoring Matrix- Arranged by Application						
Applicant/Event	Score	Estimated Attendance	Estimated Paid Nights	LTAC Recommendations	Recommended Dollars Per Lodging Night	
ECNL Soccer Tournament (SEMI- NEW)	59	70,000	14,000	\$ 25,000	\$ 1.79	
Crossfire Challenge	50	23,500	10,500	\$ 35,000	\$ 3.33	
Crossfire Select Cup	50	45,000	2,238	\$ 17,000	\$ 7.60	
Junior Nationals - Velodrome (NEW)	50	1,000	1,750	\$ 10,000	\$ 5.71	
Cinco de Mayo	47	22,000	75	\$ 10,000	\$ 133.33	
Festival of Color- Northwest Share	47	8,000	100	\$ 8,500	\$ 85.00	
Ananda Mela	44	25,000	200	\$ 12,000	\$ 60.00	
Oktoberfest - Chump Change (NEW)	44	30,000	175	\$ 10,000	\$ 57.14	
Vegan Festival- Northwest Share	43	8,000	45	\$ 8,000	\$ 177.78	
Robot Combat- OneRedmond (NEW)	42	1,000	60	\$ 5,000	\$ 83.33	
City - Derby Days	41	35,000	190	\$ 50,000	\$ 263.16	
Redmond Arts Festival - VALA	41	15,000	200	\$ 7,000	\$ 35.00	
Colombian Independence Day of Celebration (NEW)	41	2,750	200	\$ 5,000	\$ 25.00	
Vision Grand Prix- Track Cycling (Marymoor Velodrome Association)	41	2,150	200	\$ 7,000	\$ 35.00	
International Winter Festival- OneRedmond Foundation	40	3,500	60	\$ 7,500	\$ 125.00	
StoryEast Theater (NEW)	38	1,000	20	\$ 2,500	\$ 125.00	
Junior Take Over (Marymoor Velodrome Association)	37	720	150	\$ 2,500	\$ 16.67	
Emerald City - USA Gymnastics	36	750	100	\$ 8,000	\$ 80.00	

CITY - Redmond Lights	34	8,000	65	\$ 50,000	\$ 769.23
Redmond Saturday Market	34	78,000	50	\$ 3,000	\$ 60.00
CITY - Cultural Arts Programming	33	10,000	65	\$ 50,000	\$ 769.23
Redmond Wine Walk - OneRedmond Foundation	32	500	30	\$ 2,000	\$ 66.67
NAMI Fundraising GALA	31	150	25	\$ -	\$
Journey to Silk Road Show	30	750	100	\$ -	\$ -
NAMI Youth Mental Health Conference	27	300	20	\$ 1,000	\$ 50.00

Blue	Sports: These projects have a proven ability to draw targeted interest and attendance from c room block data can be provided. Staff works with these organizers to maximize City econor stays and itineraries in Redmond to expand multipl
Green	Arts and Culture: These projects help showcase Redmond's as a vibrant, welcoming, and riregional draw and staff will continue to work with organizers to partner with hotels and p
Orange	Incubation: These are projects that do not have a clear demonstratable tourism benefit. They the community within 50 miles. The project will be monitored to show progress toward; considered sustained and will only be provided in future years if event
Red	Did not meet Criteria: These applicants are not recommended for funding because they lack not successfully meet criteria for tourism funding. Staff and Experience Redmond consultant position event to meet tourism benefit and funding
Yellow	City funded events currently given funding from dedicated percentages set in 2005

Score
LTAC Discussion and General Notes
Working regionally for hotel stays due to high number needed, Planning to come every other year
Brought Redmond ECNL, fill Redmond Hotels as priority, give us most hotel stays of any events, recruit other
events, proven numbers
Fill Redmond Hotels as priority, give us most hotel stays of
any events, proven numbers
Number of hotel stays seemed high to some hoteliers
based on what they see
Number of estimated hetal stays soomed high to some
Number of estimated hotel stays seemed high to some hoteliers based on what they see
Number of hotel stays seemed high to some hoteliers
based on what they see

Held at hotel, to date no paid hotels stays generated

This producer is in the idea stage and does not have a planned event or proof of concept at this time. We will work with them on education of the tourism grant purpose and work through event planning for next season.

out-of-town guests who stay in the hotels. Registration and hotel mic impact. Staff encourage organizers to promote pre and post ier of economic impact.

ch multicultural destination. Many of these events have a large romote overnight stays and multi-day itineraries in Redmond.

y are typically only one day events or promotions more geared to growing and demonstrating tourism benefits. Funding is not : can demonstrate tourism benefit growth.

proof of concept, their application was not complete, or they did: will work with the applicant to further develop the concept and criteria where possible.

5. All funding must adhere to RCW 67.28 requirements.



LTAC and Tourism Overview FAQ's

How did the Lodging Tax Advisory Committee begin?

An advisory committee was assembled in accordance with the State regulations to weigh-in on the creating of a hotel/motel tax.

When was Committee and Tax implemented?

- 1998 LTAC was formed
- 1999 the Lodging tax was implemented
- Funding for this program is made possible through revenues Redmond collects from a one percent (1%) lodging tax on the rental of hotel/lodging rooms in Redmond.

Where does the funding come from?

The Revised Code of Washington (RCW) 67.28.180 provides authority for cities to adopt a lodging tax. A 1% tax is charged on each overnight stay at Redmond hotels and motels.

What are the allowed uses of the lodging tax dollars?

Specific RCW language is as follows:

- "(a) Tourism marketing;
- (b) The marketing and operations of special events and festivals designed to attract tourists;
- (c) Supporting the operations and capital expenditures of tourism-related facilities owned or operated by a municipality or a public facilities district created under chapters 35.57 and 36.100 RCW; or
- (d) Supporting the operations of tourism-related facilities owned or operated by nonprofit organizations described under 26 U.S.C. Sec. 501(c)(3) and 26 U.S.C. Sec. 501(c)(6) of the internal revenue code of 1986, as amended."

What are the goals and limitations of the revenue?

These funds must be used to attract visitors external to the city. Due to the funding being generated by Redmond hotels/motels, grants and uses of the tax revenue often prioritizes efforts that will support hotels night stays, but attraction of external visitors (more than 50 miles away) to Redmond small businesses and enrichment of the community is also heavily weighted.

Specific RCW 67.28.1816 language can be viewed <u>here</u>.

What is LTAC's role per current RMC 4.37 and RCW 68.28?

- LTAC can advise on the creation of a Lodging Tax;
- The increase or reduction of a Lodging Tax; or
- The Repeal of a lodging tax
- Review fund applicants and make funding recommendations to the legislative body

How are the funds used at the City of Redmond currently?

- At the city, the LTAC and City Council predetermined how the tax dollars are spent via an adopted allocation split in 2005 as follows:
 - o 50% to marketing
 - o 39% to City signature events & cultural arts programming
 - o 9% to tourism grants
 - o 2% to administration

What were the past recommended tourism grant funding amounts?

Year	# Of Applicants*	LTAC Recommendation*	Notes
2015	7	\$ 42,500	
2016	10	\$ 70,000	
2017	16	\$ 126,000	
2018	12	\$ 114,500	
2019	17	\$ 146,000	
			*Only \$48,837 was used due to the pandemic and most events were cancelled. The City reimbursed fees incurred regardless of event
2020	16	\$ 150,000	* status to help the applicants.
2021	5	\$ 45,000	
2022	23	\$ 252,500	2 application rounds held due to covid impacts
2023	18	\$ 154,000	
2024	22	\$ 186,000	

^{*}These are estimates based on past documents and Council memos staff located

What were the past recommended City signature events and cultural arts funding amounts?

Year	City Signature Events/Arts Allocations	Notes
2015	\$ 140,000	
2016	\$ 140,000	
2017	\$ 140,000	
2018	\$ 160,000	
2019	\$ 194,000	
2020	\$ 205,000*	*Only \$9,120 was used due to the pandemic.
2021	\$ 75,000	
2022	\$ 150,000	
2023	\$ 146,000	
2024	\$ 150,000	

^{*}These are estimates based on past documents and Council memos staff located

What is the process or requirements for City signature events and cultural arts programming lodging tax dollars?

They do not have to go through the full grant process. The money was designated outright and is not a part of the annual tourism grant process or 9% allocation.

All dollars allocated to city signature events and cultural arts programming shall follow the same guideline and limitation on how the dollars may be spent. All funds used must align with expenditures requirements in RCW 67.28 and city specific instructions.

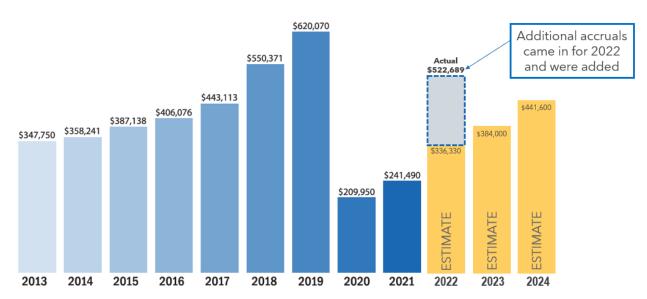
At the end of each calendar year, the city will need to provide an outline to the state of how the dollars were used, and performance summary data like that of the tourism grants. The city is required annually to submit summary outcomes for all uses of tax dollars.

If there are any unused funds at the end of the year those dollars shall be transferred back to the contingency/reserve balance. Finance may determine preference on annual transfer of allocated funding upfront and retransfer of an unspent funds or smaller transfers throughout the year.

How is the lodging tax fund performing?

The lodging tax fund currently has approximately 787K in the contingency/reserve balance. The impacts of covid on the hotel industry drastically declined incoming funds for a few years. City staff and Finance worked together to make some educated estimates on what the fund recovery may look like in July 2022 as a part of the budgeting process for 2023/2024. Below is a snapshot of the fund and future estimates with the actuals from 2022 incorporated. 2022 performed much better than anticipated which is great news for this fund and recipients.

Historical annual revenue amounts from lodging tax is as follows:



3|Page

How does the City use the "Marketing" portion of the lodging tax fund:

The city has a current contract with Bullseye Creative for \$178,000 a year to manage and staff the Experience Redmond brand needs. The contract is in its last renewal option and will require an RFP to be completed prior to the conclusion of the contract in 2024. Bullseye provides reports throughout the year on the return on investment the city receives in response to their contracted work.

The remainder of the marketing balance not used on the Bullseye contract has traditionally been used to help fund additional community grants above the 9% allocation.

How does the LTAC handle conflict of interest when reviewing tourism grant applicants?

Conflicts of interest with applicants are common on this committee due to the requirement that members must either be an entity for which the tax is charged or an entity that might receive grant dollars. Conflicts of interest are noted in the full scoring spreadsheet. Members are not asked to recuse themselves from the tourism grant recommendation vote or discussion per the MRSC guidance. However, staff did request that if a personal financial interest was involved, that a recusal would be requested. No personal financial interests were present or noted for the 2024 applicant recommendations.



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Pla	File No. CM 23- Type: Committee		
TO: Committee of the Whole - Planning a FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT(S):	nd Public Works		
Planning and Community Development	Carol Helland	425-556-2107	
DEPARTMENT STAFF:			
Planning and Community Development	Jackie Lalor	Tourism Program Administrator	
Planning and Community Development	Philly Marsh	Economic Development Manager	
Planning and Community Development	Seraphie Allen	Planning Deputy Director	

TITLE:

Approval of a contract with InterVISTAS Consulting USA LLC, not to exceed \$75,000, for a Tourism Strategic Plan

OVERVIEW STATEMENT:

Staff recommends that the City Council authorize the Mayor to sign a contract with InterVISTAS Consulting USA LLC to complete a Tourism Strategic Plan for the City.

☑ Additional Background Information/Description of Proposal Attached

REQUESTED ACTION	l
------------------	---

☐ Receive Information	☑ Provide Direction	□ Approve

REQUEST RATIONALE:

Relevant Plans/Policies:

Comprehensive Plan - EV-18: "Support the economic vitality of the city by encouraging investments in the arts and cultural activities and through the use of superior urban design."

Comprehensive Plan - EV-20: "Implement, in conjunction with business, education and other community partners, the Strategic Plan for Economic Development to...Preserve existing and recruit new jobs within the Target Industry Clusters as identified in the Strategic Plan, which include... Retail and Tourism"

Required:

Council approval is required for contracts exceeding \$50,000

Council Request:

The Council approved a recommendation from the LTAC to seek completion of a Tourism Strategic Plan not to exceed \$80,000 in funding from the lodging tax contingency fund.

Date: 10/3/2023 File No. CM 23-510 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

Other Key Facts:

N/A

OUTCOMES:

The objective of this project is to provide clarity on Redmond's tourism program vision and the required programing and coordination necessary to achieve city priorities and opportunities in Redmond as they relate to tourism. The planning process and final deliverable will align the City's tourism efforts into a holistic body of work that reflects Redmond's tourism vision, unique opportunities, and best practices. This process should also involve important stakeholders which may include, but is not limited to, the Lodging Tax Advisory Committee, local hotel leadership staff, local event producers, City and regional tourism partners, and peer city tourism staff.

The Tourism Strategic Action Plan must:

- Include an implementation plan that aligns, organizes, prioritizes, and sequences tourism efforts in a series of program chapters with short-term, medium-term, and long-term strategies including who best to implement.
- Include associated implementation budget range for outlined strategies.
- Set a vision and mission for tourism in Redmond that can be communicated with a variety of audiences.
- Define Key Performance Metrics for Redmond's tourism program.
- Use a process that draws on both quantitative and qualitative data to inform strategies including peer city reviews.
- Inform how lodging tax dollars including reserve funds and TPA funds should best be utilized and invested.
- Inform LTAC and TPA workplan and budget recommendations.
- Create and outline a process to coordinate and create collaboration between the LTAC, and the newly formed Tourism Promotion Area (TPA) - advisory board, including workplan and funding coordination.
- Inform tourism marketing consultant(s) scope of work.

Destination SWOT analysis and strategy analysis should consider:

- Strategies to position and capitalize on Light Rail opening.
- Strategies to partner with neighboring destinations in regional context (i.e., King County Marymoor Park, Bellevue, Woodinville Wine Country etc.)
- Strategies for leveraging Microsoft and other tech and space industry leaders as tourism draw.
- Strategies for Arts and Culture tourism promotion
- Strategies for Outdoor Recreation promotion
- Strategies and criteria for tourism event funding including evaluation of LTAC vs potential TPA event funding.
- Strategies to strengthen tourism marketing reach of funded events.
- Strategies to leverage legacy signature events for maximum tourism draw.
- Strategies and actions to support small businesses through tourism programs.
- Strategies for welcoming and multicultural tourism.
- Strategies to assist hotels with corporate event sales in a post Covid environment.
- Strategies for marketing including tourism feeder market analysis.
- Strategies and tool recommendations for continued tourism data collection

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

Date: 10/3/2023 Meeting of: Committee of the Whole - Planning and Public Works	File No. CM 23-510 Type: Committee Memo
Timeline (previous or planned):	

The project will begin as soon as Council approves the contract and is anticipated to be complete by April 2024.

Outreach Methods and Results:

Broad outreach efforts with stakeholders such as City leadership, event producers, cross-department staff, regional tourism partners, Lodging Tax Advisory Committee (LTAC), hoteliers, visitors, and community member engagement and feedback will be included. A visioning workshop will also be completed. Feedback will be gathered through various engagement methods as well as referencing past community conversations.

Feedback Summary:

TBD

BUDGET IMPACT:

Total Cost:

\$75,000: \$69,000 scope of work plus \$6,000 contingency allowance if necessary. Staff working on the Tourism Strategic

Plan are funded through the adopted budget.				
Approved in current biennial budget:	⊠ Yes	□ No	□ N/A	
Budget Offer Number: 0000040 Community/Economic Development				
Budget Priority : Vibrant and Connected				
Other budget impacts or additional costs: <i>If yes, explain</i> : The recommendation for this contract amount July 2023. The expense was approved by the Garound \$787,000.	• •	=	• • • • • • • • • • • • • • • • • • • •	
Funding source(s): Lodging Tax Professional Services - Transferred	I from the Cont	ingency Fund		
Budget/Funding Constraints: N/A				
☑ Additional budget details attached				

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action		
7/5/2023	Committee of the Whole - Planning and Public Works	Provide Direction		
7/18/2023	Business Meeting	Approve		

Date: 10/3/2023 File No. CM 23-510 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Approve

Time Constraints:

The timeline is in alignment to help inform 2025/2026 budget proposals.

ANTICIPATED RESULT IF NOT APPROVED:

If the consultant contract is delayed, the planning process and adoption of the plan will be delayed and could impact the 2025/2026 budget proposal preparations

ATTACHMENTS:

Attachment A InterVISTAS Contract and Exhibits

PROJECT TITLE	EXHIBITS (List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)
CONTRACTOR	CITY OF REDMOND PROJECT ADMINISTRATOR (Name, address, phone #) City of Redmond
CONTRACTOR'S CONTACT INFORMATION (Name, address, phone #)	BUDGET OR FUNDING SOURCE
CONTRACT COMPLETION DATE	MAXIMUM AMOUNT PAYABLE

page 2 – Consulting Services Agreement, Non-Public Work City of Redmond, standard form

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. <u>Completion of Work.</u> 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

page 3 – Consulting Services Agreement, Non-Public Work City of Redmond, standard form

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. <u>Changes in Work</u>. 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.

page 4 – Consulting Services Agreement, Non-Public Work City of Redmond, standard form

- 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. <u>Independent Contractor</u>. 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. <u>Indemnity</u>. 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. <u>Insurance</u>. 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;

page 5 – Consulting Services Agreement, Non-Public Work City of Redmond, standard form

- 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. <u>Notices</u>. 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.

page 6 – Consulting Services Agreement, Non-Public Work City of Redmond, standard form

- 12. <u>Project Administrator</u>. 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. <u>Disputes</u>. 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. <u>Compliance and Governing Law</u>. 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.

page 7 – Consulting Services Agreement, Non-Public Work City of Redmond, standard form

- 17. <u>Subcontracting or Assignment</u>. 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. <u>Litigation</u>. 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. <u>Taxes</u>. 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. <u>City Business License</u>. 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. <u>Entire Agreement</u>. 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.

page 8 – Consulting Services Agreement, Non-Public Work City of Redmond, standard form

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

CONSULTANT:	CITY OF REDMOND:
By:	Angela Birney, Mayor DATED:
	ATTEST/AUTHENTICATED:
	City Clerk, City of Redmond
	APPROVED AS TO FORM:
	Office of the City Attorney

Methodology Task 1 and 2: Project Management & Data Analysis

These two tasks will confirm key elements of the project including the engagement plan, key stakeholders, and background research including contextual material, visitor and performance indicators, and economic and demographic information. Deliverables will include a fact-based analysis on the current state of tourism in Redmond, including the composition of the industry, how it is performing, opportunities for growth and key challenges.

Alignment with partners within the City of Redmond and surrounding region is also critical, so understanding their plans, opportunities, and long-term ambitions is key.

Obtaining available local and regional statistical and economic information – both current, pre-COVID, and projected will provide important contextual information.

Understanding the current work being undertaken by regional DMOs as well as previous regional initiatives undertaken or cancelled will also provide important context. That would include marketing, brand development, economic development, infrastructure, and capital development, etc.



Storytelling is a powerful means of creating connections with places and people. Visitors are looking for authentic and meaningful experiences when they travel. Understanding the "sense of place" of the destinations they visit can deepen an emotional connection and make a trip truly memorable. Understanding how Redmond has been portrayed historically in stories and anecdotes would be a means of digging a little deeper into the distinctive qualities of the region that may truly set it apart.

Market segmentation, projected visitation and expenditures at a regional level would also need to be understood. Understanding the broader tourism and economic context in which Redmond exists and competes will be a useful frame of reference.

We also feel that it is important to understand who the formal and informal leaders are within the city and region – both tourism and non-tourism. Understanding the importance of the visitor economy within the context of the overall economic priorities and opportunities for the area will help demonstrate support for tourism among the resident population. In this context, the role and participation of the communities within the tourism landscape is important to understand. Engagement at the onset of the process will ensure that contributions and outcomes provide opportunities for real participation, inclusion, and benefits.

Deliverables at this juncture would include a report with finding that includes a SWOT analysis with opportunities and gaps described at a broad level. This is intended to be a synthesis of all available information and to provide a perspective that grounds the tourism industry in terms of the current state of play. It will be widely shared with all stakeholders and is intended to be the foundation piece on which the ambition and potential for evolving the tourism economy is built.

Trend & Data Analysis

We will leverage our ongoing research and knowledge of visitor trends as well as destination funding trends to assist in the development of strategies. Local trends will be identified through the consultation process.

Data analysis will involve reviewing all the information assembled by the the City of Redmond including analyzing destination metrics like visitor count, visitor profile, spending, source markets, and length of stay. We will also review existing destination plans as well as any strategic plans that have been conducted within region to gain a better understanding of what has been previously accomplished.

Methodology Task 3: Stakeholder Engagement

One of the keys to successful ownership, development, and implementation of a Tourism Strategic Action Plan is having a comprehensive means for soliciting effective stakeholder engagement. Engaging the broader community — locally and regionally — is a critical component of this process.

Effective engagement is not a linear process. The success of the assignment for the Tourism Strategic Action Plan will be a function of how thoroughly and thoughtfully the stakeholder participation program is planned. Engagement with stakeholders, done well, is a crucible for building confidence and ownership for the final outcomes. More importantly, it provides a legacy of people working together toward a common end which often is a catalyst for innovative thinking, new partnerships, and stronger relationships.

We will also conduct a visioning workshop that will include an overview of the importance of developing this tourism strategy, a review of the situational analysis, market trends, supply-side innovations, destination strengths, gaps and opportunities, definition of a vision and goals for tourism in Redmond, a discussion of what success might look like, how to monitor progress, and an assessment of key strategic priorities.

We would deploy the following tools as part of our engagement strategy. Please note that the numbers are notional only – we would confirm frequency, timing and participation during the 1st phase of the project.

Stakeholder Interviews

We will conduct between up to 20 - 25 interviews with key stakeholders early in the process. An interview guide will be developed with key questions for each interview. Results will be summarized and documented.

Focus Groups

We will organize approximately 4-6 focus groups made up of industry and community leaders. Sessions could be in-person or online (or a combination of the two). These two-hour sessions will include a short presentation, followed by rotating, highly interactive breakout groups set up to discuss priorities, themes, reasons for visit and extending length of stay, opportunities for development, gaps, partnerships, and building a stronger regional tourism economy. We would also discuss sustainability as it relates to the tourism economy and complementing or enhancing the local quality of life. This is also an opportunity to talk about labour markets and the potential synergy of tourism with other economic sectors. Each focus group would include a different type of audience. We will verify the appropriate group types in advance.

Online Public Sentiment Survey

We will develop an online survey which can be pushed out to resident stakeholders for their views on tourism and tourism

development in the City of Redmond and surrounding region. This survey can be supported through social media channels and regular email newsletters.

Mentimeter Engagement Tool

In designing a custom approach and experience for all its clients, InterVISTAS uses innovative technology to facilitate meetings efficiently and effectively. One key tool is Mentimeter. This is a web-based collaborative and interactive meeting tool that allows individuals to submit and prioritize ideas and actions. The software can be used for workshops in real-time, involving onsite and off-site participants or as a survey instrument sent as an email with a link to a direct, secure site. Mentimeter provides the following benefits:

- High volume idea generation from which worthwhile solutions emerge.
- The ability to engage a diverse group of individuals, in an anonymous environment to promote honest idea generation, voting and collaboration.
- · Clear definition of the problem at hand.
- A means to immediately compare, prioritize and evaluate ideas to build to a consensual decision.
- An effective and time-sensitive means to synthesize and organize ideas directly into action plans.
- The technology has been optimized to work efficiently on the participants phones without the need to download an application. All that is required to run the software is an internet connection for both the facilitator and session participants.
- The software can be used for workshops in real-time, involving on-site and off-site participants or as a survey instrument sent as an email with a link to a direct, secure site.

During the engagement sessions, one of the key questions that we will ask using the Mentimeter tool is "What major accomplishments should be prioritized for action in the next 3/5/10 years?". This will allow our team to understand the direction the participants want to go in when it comes to destination development, while quickly developing a prioritized set of initiatives and actions through their feedback.

Building a Vision for the Future

The strategic assessment and feedback from the engagement in Redmond will provide the basis for a final workshop. We will work with the team at the City of Redmond to identify and invite key stakeholders that can contribute to the development of the plan.

The workshop will include an overview of the importance of tourism master planning, a review of the situational analysis, market trends, supply-side innovations, destination strengths, gaps and opportunities, definition of a vision and goals for tourism in Redmond, a discussion of what success might look like, how to monitor progress, and an assessment of key strategic priorities.

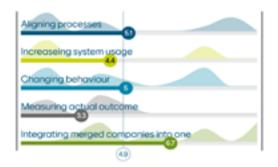
It's also important to discuss how the pandemic has shaped perspectives and behaviours with respect to travel. The importance of destination marketers and planners being responsive to the values and needs of the community is an explicit recognition that tourism must be linked to elevating local quality of life if it's going to be truly sustainable. And visitors, whether travelling for leisure or for business, are increasingly conscious about the implications of the act of travel in terms of security, health, and the environment. Destinations are being held to a higher standard by visitors and locals alike. This has implications for tourism in Redmond in terms of engagement, development priorities, and strategies.

The visioning workshop will capitalize on the learnings from the engagement to date and provide a foundation for the development of the plan and the key benchmarks that will signal success. It will also provide insight into potential partners and the resources required to manage implementation.

Another important outcome will be the preliminary identification of development required to increase length of stay and strengthen seasonality. Assets may be infrastructural investments, capital investments, or investments in packaging or programming. They can be geared to increase the attraction base, the strength of services and amenities required to meet the needs of visitors, or the technological infrastructure needed to meet consumer demands for real-time, on-time content that enhances the overall destination experience. The final task would be for the participants to prioritize initiatives in terms of importance and timing.

The Workshop would be facilitated with breakout sessions for discussion of specific topics that would then be brought back to the plenary group. It would typically be a full day, 8-hour, session. If necessary, two smaller workshops could be planned if logistics or timing made it difficult for all stakeholders to attend.

Facilitation Tool Examples What are your biggest challenges?





Methodology Task 4 & 5: Tourism Development Strategy Analysis & Report Development

The conclusion of the Visioning Workshop will provide the basis for drafting the Tourism Strategy, confirming partnerships with other stakeholders that would be key to successfully implementing the plan, and scoping out budget, and resources (including staffing) that would be required. Resources could be scaled up over a period of several years commensurate with growing market demand and anticipated revenues.

A critical outcome of a successful visioning process is a growing passion for the possible, and a dawning realization that the intangible can become real. That's a catalyst for enthusiasm, excitement, and ownership. Delivering a plan for implementation and actionable goals that can demonstrate success in the short to mid-term will be critical to building momentum and broadening commitment.

TIERS Analysis & Implementation Plan

Potential concepts would be evaluated using the Tourism Initiatives and Evaluation Rating System (TIERS) model developed by GainingEdge.

Criteria include the following:

- Destination Enhancement Benefits (is it a catalyst for change? Does it differentiate Redmond? Is it competitively sustainable?)
- Timeline to Realize Benefits (ROI/returns? Incremental visitation/extension? Economic benefit to the region?)
- Complexity of Initiative (Kickstart investment required? Ongoing investment? Ownership? Partnership?)
- Resource Requirements (Staff/contractors required? Stakeholders needed? Ongoing cost? Capital cost?)
- Aligns With Sustainable Tourism (Protects natural environments? Does it celebrate local culture and heritage? Creates employment and income opportunities locally?)
- Local Support (Opportunities for residents and local businesses? Fit with municipal/ regional/provincial planning and priorities?)
- Commercial Viability (Land and service availability? Tax incentives? Government incentives? Labour market support?)
- Industry Structure (Aligns with Redmond community plan? Relevant to competitive positioning? Clarity of responsibility?)

Based upon the TIERS analysis, the list of concepts will be shortlisted to the top three to five that offer the greatest potential to elevate Redmond's status as a compelling visitor destination. Concepts could include accommodations, attractions, and other experience-based assets. They might also include expansion of existing assets and infrastructure investments.

Please note that due to timing, assumptions of market demand and growth will be based upon work completed to date. This will be a qualitative analysis; there is insufficient time to undertake a market feasibility study for a specific project, although that could be an opportunity addressed outside the scope of this study as part of the implementation plan.

Validation Meetings

Once the draft has been developed and the initiatives have been thoroughly assessed through the TIERS system, we will hold Validation meetings with the Steering Committee as well as key stakeholders to validate key elements of the plan.

Plan Ratification

Following further refinements following the validation meetings, we will present the final draft of the Tourism Strategy including the vision, goals, key strategies, development concepts, timing, and metrics to gauge progress and success. We also propose that the ongoing role and responsibilities of the Department of Planning role in the visitor economy be evaluated in the context of ongoing support and implementation of the plan.

Implementation Plan

To ensure that the plan is not something that sits on a shelf, an implementation plan will be developed that contains a timeline for the identified initiatives as well as roles and responsibilities for each of the identified stakeholders who could be a part of bringing this sustainable Tourism Strategy to reality.

Project Schedule & Budget

Our project team is prepared to comit to the following project schedule based on the timeline set in the RFP.

The proposed meeting and site visit schedule is identified below.

Meeting/Trip Objective	Timeframe
Kick-off Meeting	First week of October
Project Status Meetings	Bi-Weekly
Project Initiation and Stakeholder Engagement Trip	First week of November
Second Stakeholder Engagement Trip	December
Visioning Workshop	January
Validation Sessions	March
Presentation for Ratification of the Redmond Tourism Strategic Action Plan	On or before April 30 th , 2024

We are proposing a budget of \$69,000 USD (incl. applicable taxes) to deliver the Redmond Tourism Strategic Action Plan, which includes \$65,000 USD in professional fees and \$4,000 USD in travel expenses and ancillary costs.

We are prepared to commit to this project on a fixed price basis, with an initial 25% invoice upon signing of contract and remaining contract amount to be submitted over equal invoice payments on a monthly basis from November 2023 to April 2024. Jordan Young will work with the City of Redmond on all billing matters. A breakdown of hours and professional fees is provided to the right. We are prepared to modify the budget and project scope based on discussions with the Department of Communications and Economic Development.

This proposal is valid for ninety calendar days from submission on August 18, 2023.

Phases & Tasks	Total Hours	Total Budget	
Task 1 & 2 - Project Management & Data Analysis (October 2023 - A	pril 2024)		
a. Kickoff meeting (in-person)	26	\$4,300	
b. Bi-weekly check-in meetings (virtual)	26	\$4,400	
c. Core team coordination meetings (as needed, minimum four total)	18	\$3,500	
d. Leadership and Council briefings and presentations	20	\$3,500	
e. Present report of findings with graphic illustrations and narrative	18	\$7,400	
f. Provide editable and native files of the report	2	\$200	
Task 2 - Data Analysis (October 2023 - December 2023)			
a. Conduct global, state, and regional trend research	12	\$3,000	
b. Create a list of tourism assets to leverage in the strategy	6	\$1,000	
c. Develop an understanding of the impact tourism has on Redmond, WA	4	\$1,000	
d. Present report of findings with graphic illustrations and narrative	12	\$1,900	
Task 3 - Stakeholder Engagement (November 2023 - January 2024)			
a. Engagement Plan with methodology and approach	6	\$1,000	
b. Develop list of stakeholders and organizations to engage with	3	\$500	
c. Engage with local and regional stakeholders and residents	61	\$11,200	
d. Create a summary of interview notes and findings	48	\$7,500	
e. Develop a questionnaire for stakeholders and present analysis and findings	38	\$5,800	
Task 4 and 5- Tourism Development Strategic Action Plan Development (January - April 2024)			
a. Written memo explaining analysis	22	\$3,800	
b. Documentation of detailed methodology and ranking	16	\$2,500	
c. Final report document in editable format in addition to PDF	32	\$5,300	
d. PowerPoints from all presentations to public, planning commission, City Council, and coordinating meetings	4	\$600	



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Pla	anning and Public Works	File No. CM 23-514 Type: Committee Memo	o
TO: Committee of the Whole - Planning a FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT(S):	and Public Works		
Planning and Community Development	Carol Helland	425-556-2107	
DEPARTMENT STAFF:			
Planning and Community Development	Seraphie Allen	Deputy Director	
Planning and Community Development	Jeff Churchill, AICP	Long Range Planning Manager	
Planning and Community Development	Beckye Frey	Principal Planner	
Committee of the Whole meeting on Oct would like addressed at the October 17 s https://www.redmond.gov/1477/SEPA- This Supplemental Draft Environmental Incomments on the 2022 Draft EIS and Conlegislation concerning affordable housing notice of intention to update the SEPA PI	mond 2050 Supplemental ober 3, 2023. Staff will ask taff report on this topic. The Scoping mpact Statement (SDEIS) supprehensive Plan public eng, and includes additional panned Action for Overlake	Draft Environmental Impact Statement (SDEIS Councilmembers to identify questions or top	to public ovides
	·	oer 17 is to summarize key findings of the SD City Council in its decision-making on update	
☑ Additional Background Informat	ion/Description of Propos	al Attached	
REQUESTED ACTION:			
☑ Receive Information	☐ Provide Direction	☐ Approve	

Date: 10/3/2023 File No. CM 23-514

Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

REQUEST RATIONALE:

• Relevant Plans/Policies:

Policy PI-15 calls for periodic Comprehensive Plan reviews.

Required:

The Growth Management Act (chapter 36.70A RCW) requires that Washington cities and counties review and, if needed, revise their comprehensive plans and development regulations every ten years. For King County cities the periodic review must be completed by December 31, 2024.

The State Environmental Policy Act (chapter 43.21C RCW) requires that comprehensive plan amendments be subject to environmental review.

• Council Request:

The City Council requested quarterly reports on project milestones, staff progress, and public involvement. The Council approved the addition of a Supplemental DEIS in the fall of 2022 to provide additional study and incorporate requirements from recent housing legislation.

Other Key Facts:

N/A

OUTCOMES:

Conducting environmental review for Redmond 2050 provides information to decision makers and community members about the environmental impacts of planning for growth through 2050 in a way that is sustainable, resilient, equitable, and inclusive.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

Timeline (previous or planned):

The publication of the Supplemental Draft Environmental Impact Statement kicks-off a 30-day comment period. Public comment closes at 5 p.m. on Friday, October 20, 2023.

Outreach Methods and Results:

During the comment period, staff will:

- Provide required notices to state, local, and tribal governments
- Provide required notice to other interested parties
- Place an ad in The Seattle Times on September 20
- Publish the SDEIS on the Redmond 2050 web site on September 20:
 https://www.redmond.gov/1477/SEPA-Scoping
- Advertise the availability of the SDEIS in the Redmond 2050 e-newsletter
- Invite the Washington State Department of Transportation for consultation on the proposed citywide infill exemption
- Brief the Planning Commission on September 27
- Brief the OneRedmond Government Affairs Committee on September 28
- Brief the City Council on October 3 and October 17
- Hold a public hearing on October 18

Feedback Summary:

Feedback on the SDEIS will be gathered between September 20 and October 20 and addressed in the Final EIS,

Date: 10/3/2023 Meeting of: Committee of the Whole - Plannir	ng and Public \	Vorks	File No. CM 2 Type: Comm	
which will be published around the en	nd of 2023.			
BUDGET IMPACT:				
Total Cost: \$4,616,401 is the total value of the Communit and consultant resources necessary to compl	•	•	budget offer. This budget	offer includes staff
Approved in current biennial budget:	⊠ Yes	□ No	□ N/A	
Budget Offer Number: 0000040				
Budget Priority: Vibrant and Connected				
Other budget impacts or additional costs: If yes, explain: N/A	□ Yes	□ No	⊠ N/A	
Funding source(s): General Fund, Washington State Department	of Commerce	grants		
Budget/Funding Constraints: One Commerce grants supported the environ	mental review	for Redmond 20	050	

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
Click and select a	Item has not been presented to Council	N/A
date, or click and		
press delete if		
none.		

Proposed Upcoming Contact(s)

 $\hfill \square$ Additional budget details attached

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Receive Information

Time Constraints:

All Phase I and Phase II updates to the Comprehensive Plan must be completed no later than December 31, 2024.

Date: 10/3/2023 File No. CM 23-514 Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

ANTICIPATED RESULT IF NOT APPROVED:

Staff is not requesting action at this time.

ATTACHMENTS:

Attachment A: Environmental Review Report Card

Attachment B: Presentation Slides



Report Card

Preferred Alternative



Introduction

What is Redmond 2050? The City of Redmond is updating its existing Comprehensive Plan to plan for growth through 2050. Planning for growth helps us build a city that meets the needs of the community and reflects the vision for how the community will look and function.

What legal frameworks apply? The Redmond 2050 Plan will address requirements of the Growth Management Act (GMA), Puget Sound Regional Council (PSRC) VISION 2050 plan, and King County Countywide Planning Policies (CPPs). This includes accommodating new housing and job growth targets and focusing most growth near high-capacity transit (HCT) service as well as providing middle and affordable housing choices.

What else will be updated? The City will also update supporting system plans (e.g., transportation, park, utility, other) and development regulations like the zoning code.

How can Redmond grow and be a more vibrant community? The updated plan will refine the community vision, values, and objectives considering key themes of equity and inclusion, sustainability, and resiliency.

How can we improve the plan and facilitate growth to meet Redmond's vision? Redmond intends to streamline the Redmond Comprehensive Plan and make it more concise and user-friendly. The City also proposes a Planned Action Update for Overlake under RCW 43.21C.440 to facilitate permitting. Similarly, the City also anticipates adopting infill exemptions (RCW 43.21C.229) for Downtown and Marymoor where transit-oriented development (TOD) is proposed and a citywide infill exemption for residential and middle housing.

Key Community Questions

The vision for Redmond must be decided with and by the people in our community. Key questions shared with our community include:

- As we add more people and more jobs, what else needs to grow?
- What members of our community do we have to make sure we hear from?
- How best can we support small businesses?
- What places are important for social and cultural connections?
- What places (parks, housing, schools) do we need to increase access to?
- How can we keep Redmond environmentally sustainable?

We heard responses from the community over the last two years. We crafted a Preferred Alternative to demonstrate growing equitably, sustainably, and resiliently. See the next page.

Contents

Introduction

Key Community Questions

From suburb to city... Where should growth

How do the Alternatives compare?

Objectives

How to comment on the Draft EIS

For more information

EQUITY & INCLUSION



SUSTAINABILITY



RESILIENCY



From suburb to city... Where should growth go? CENTERS UNDER STUDY

Under state and regional plans, Redmond must plan for its share of population, housing, and job growth, and most of it should locate around HCT service in centers or key corridors. How growth will be distributed and what growth will look like is tested in alternatives in an Environmental Impact Statement (EIS; see text box below).

Alternative 1 No Action: Continues Redmond's current Comprehensive Plan and implementing plans and regulations. This is a required alternative under the State Environmental Policy Act (SEPA). While some growth is planned in centers, particularly Downtown, more than half of planned growth is outside of centers.

Alternative 2 Centers: Addresses a new plan horizon and growth targets and focuses growth in Overlake, Downtown, and Marymoor centers, and a Countywide Industrial Center in SE Redmond.

Alternative 3 Centers and Corridors: Addresses a new plan horizon and growth targets and focuses growth within centers and along select arterials with frequent transit service. In addition to focusing growth in Overlake and Marymoor, Alternative 3 studies additional employment at 90th & Willows Road. It evaluates more housing in SE Redmond.

Preferred Alternative: Reflecting public input and new laws, the Preferred Alternative would update policies and regulations to meet growth targets and housing affordability. Growth is distributed

to Overlake, Downtown, and Marymoor centers, along corridors with transit investments, and the city overall. It would create a new future land use map and change zoning districts to promote an affordable housing mix.



Overlake Metro Center



Downtown Urban Center



Marymoor Village Countywide Growth Center (proposed)



SE Redmond Countywide Industrial Center Study Area

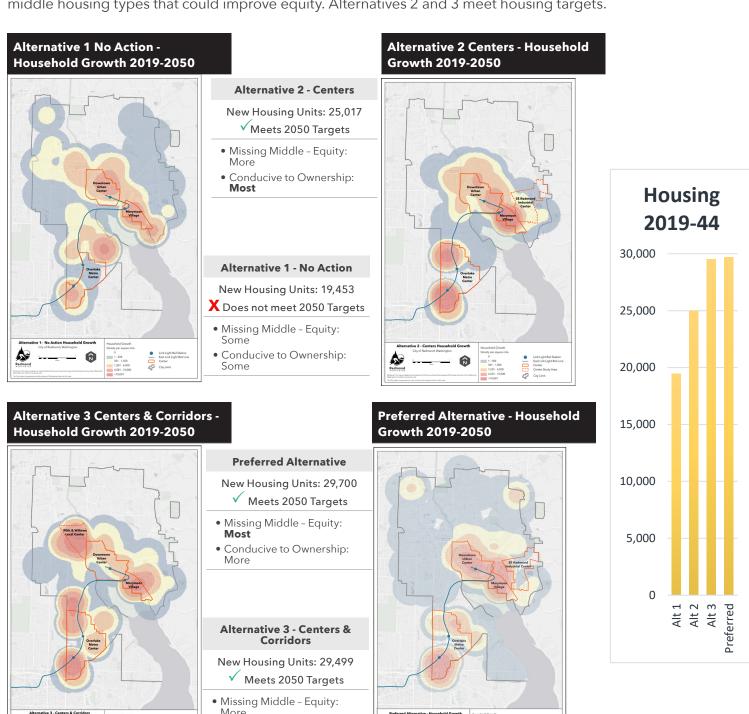


90th & Willows Local Center Study Area

A Draft Environmental Impact Statement (Draft EIS) issued in 2022 evaluates Alternatives 1, 2, and 3 to test different growth patterns and policies. A Supplemental Draft EIS issued September 2023 evaluates a Preferred Alternative that is based on public input and the Draft EIS 2022 evaluation. A Final EIS will also respond to comments received on the Supplemental Draft EIS.

Where Are Housing Opportunities?

Each alternative provides for new housing, with Alternative 1 adding the least overall in a more dispersed pattern, and Alternatives 2 and 3 providing for more housing in HCT areas. Alternative 2 adds housing at different densities and heights including condominiums and Alternative 3 adds more missing middle housing types that could improve equity. Alternatives 2 and 3 meet housing targets.



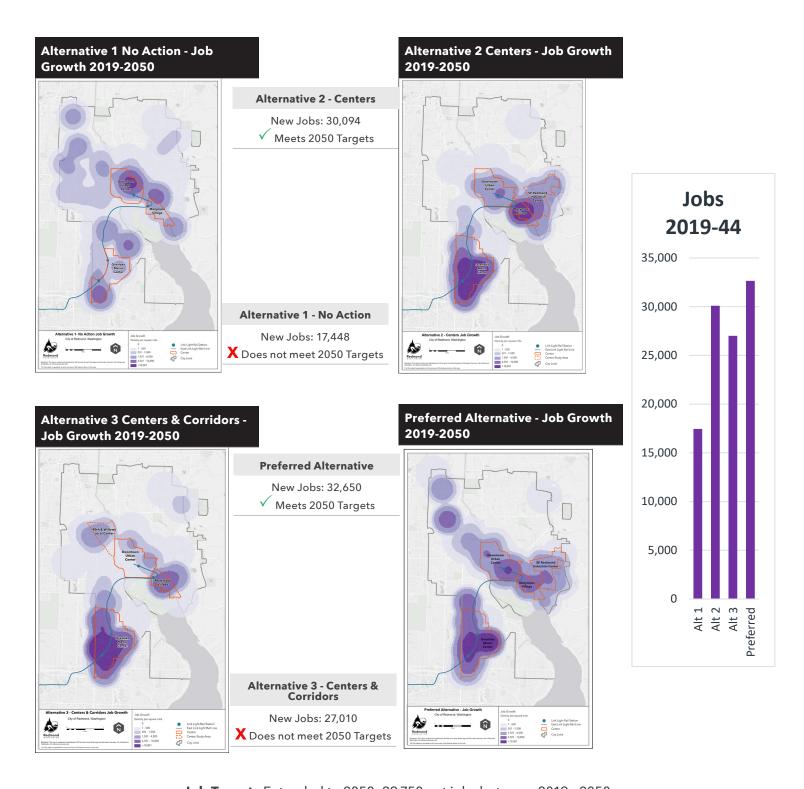
Housing Targets Extended to 2050: 24,800 net housing units between 2019 - 2050

• Conducive to Ownership:

More

Where Are Business and Job Opportunities?

New jobs are planned under each alternative, with most under Alternative 2, which is the only one meeting 2050 job growth targets. There are opportunities to adjust Alternative 3 to meet targets - like adding a few taller building types or adjusting the balance of jobs and housing at 90th and Willows.



Job Targets Extended to 2050: 29,750 net jobs between 2019 - 2050

What Will Growth Look Like?

Alternative 1 maintains current zoned heights (4-12 stories). Action Alternatives test a greater range of building types and heights in HCT areas, especially Alternative 2 and the Preferred Alternative.

BUILDING TYPES	STORIES	.EXAMPLES
Townhouse	3	
	3	
Stacked Flats	4	
- "	5	
Podium	6	
	10	
High-Rise	19	
	30	
Office Low-Rise	4	
Office Mid-Rise Campus	6	
	8	
Office High-Rise	13	
	30	

Note: For illustration purposes only. Actual development and redevelopment will differ.

What investments would Redmond make for a livable community?

With a growing and changing community, Redmond's investments in transportation, parks, and utilities such as stormwater can help maintain a high quality of life. As part of Redmond 2050, and to reflect a future preferred alternative in the range of the alternatives studied, the City proposes to update:

- Transportation Master Plan (TMP)
- Parks, Arts, Recreation, Culture and Conservation (PARCC) Plan
- Utilities plans

These plans will help implement some mitigation measures identified in the Draft EIS to identify the best place to continue investing in multimodal transportation, parks, stormwater, and other facilities.



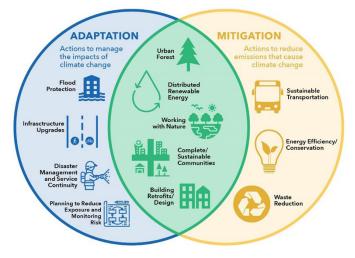


What are opportunities for environmental sustainability?

Under all alternatives, growth would increase and potentially expose residents and workers to extreme climate events not unlike other locations in East King County.

The alternatives would vary in their concentration of population growth in areas of vulnerability. Alternatives 2 and 3 and the Preferred Alternative include more policies and strategies to retrofit infrastructure and buildings, enhance and restore critical areas and provide green infrastructure, protect critical infrastructure, promote energy conservation, improve multilingual communication and other strategies illustrated in the diagram at right.

ADAPTATION AND MITIGATION STRATEGIES



Sources: Grey County, Ontario, 2020; New Zealand Association of Impact Assessment (NZAIA), 2020; (Zhao, 2018), BERK, 2022

How do the Alternatives compare?

Report Card

The Draft EIS and Supplemental Draft EIS compares alternatives in terms of significant impacts in a summary "report card" format. The evaluation assumes the implementation of recommended mitigation, and results are residual environmental effects. The results are qualitative and not meant to be added across topics, but rather to give a picture of each alternative relative to the other alternatives for each individual subject.

Alternatives 2 and 3 and the Preferred Alternative perform better relative to Alternative 1 No Action across the natural environment elements. The action alternatives provide concentrated growth patterns, especially in Overlake where there are less environmental

Significant Impact

A significant impact means a reasonable likelihood of more than a moderate adverse impact on environmental quality (app.leg. wa.gov/WAC/default. aspx?cite=197-11-794).

constraints. The action alternatives would provide for more redevelopment that complies with water quality, flood, and earthquake standards. All alternatives have the potential to add incrementally to significant cumulative impacts to water resources and plants and animals. There are less incremental cumulative impacts associated with Alternatives 2 and 3 and the Preferred Alternative since they support greater resilience measures and update policies and codes for best available science.

Alternatives 2 and 3 and the Preferred Alternative reduce per capita vehicle miles traveled, and locate growth near HCT, which has the potential for less greenhouse gas (GHG) impacts in the region compared to growth locating in other less urban areas, though greater growth locally could impede the City's local energy consumption, fossil fuel consumption, and GHG emissions targets.

SUMMARY REPORT CARD: NATURAL ENVIRONMENT



Source: BERK, 2023.

Alternative 3 performs slightly better than Alternative 2 relative to earth, water resources, and air quality impacts but Alternative 2 shows lesser plants and animals impacts since Alternative 2 has the potential for less impervious area affecting habitats with more growth in Centers. The Preferred Alternative performs similar to other action alternatives generally resulting in moderate impacts and improving performance over Alternative 1.

Action alternatives provide more housing opportunities and amenities serving households, improve the city's jobs-housing balance, and meet state and regional growth strategies than Alternative 1. The Preferred Alternative is the most consistent with legislation addressing affordable housing targets, housing variety including middle housing, and community housing needs. Alternative 2 and the Preferred Alternative at up to 30 stories has more aesthetics effects such as shade and shadow than Alternatives 1 or 3. However, action alternatives provide for human scale design and amenities.

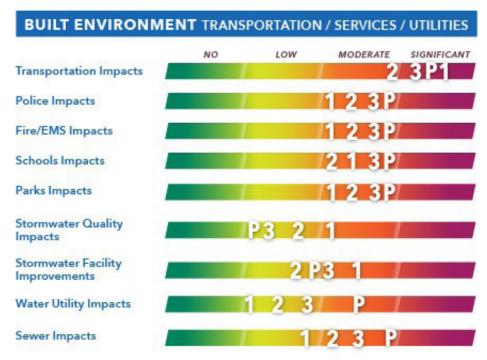
SUMMARY REPORT CARD: BUILT ENVIRONMENT: DEVELOPMENT



Source: BERK, 2023.

Alternative 1 generally provides for lower growth and lower demand for services except that it meets the fewest of the City's transportation planning metrics and it has a greater potential for households with students. Alternatives 2 and 3 and the Preferred Alternative have greater demand for services and utilities but also have corresponding updates to capital and system plans designed to meet the locally adopted levels of services and balance of revenues/costs.

SUMMARY REPORT CARD: BUILT ENVIRONMENT: TRANSPORTATION, SERVICES, AND UTILITIES



Source: BERK, 2023.

Glossary

Supplemental Draft EIS: Supplemental Draft Environmental Impact Statement.

EIS: Environmental Impact Statement, an informational document prepared under the State Environmental Policy Act.

Equity: The City provides all community members with equal and effective city services, resources, opportunities, and influence so that all people achieve their full potential and thrive. Equity is a purposeful and eager journey toward well-being as defined by those most negatively impacted.

Final EIS: Final Environmental Impact Statement

High-Capacity Transit (HCT): In VISION 2050, areas in proximity to the following facilities are planned for greater growth: existing or planned light rail and streetcar stations, commuter rail stations, ferry terminals, and bus rapid transit stations.

Inclusion: The City treats all people respectfully; values all people for their distinctive skills, experiences, and perspectives; engages all people to contribute to the community's success; and leverages resources and city services where needed.

Resiliency: Ensuring that the community, as a whole, is prepared for, able to adapt to, and can recover effectively from disruptive conditions.

SEPA: State Environmental Policy Act

Sustainability: Meeting the needs of current and future generations and advancing environmental conservation, economic prosperity, and a high quality of life for all.

Objectives

Objectives are principles or intended outcomes around which alternatives are evaluated and are required by SEPA. The ability of the alternatives to meet the SEPA objectives is compared below.

State and Regional Planning Requirements:

Alternatives 2 and 3 and the Preferred Alternative meet most of the objectives since they were designed to meet more recent state requirements and regional growth strategies including growth focused around high-capacity transit. Alternatives 2 and 3 and the Preferred Alternative also update capital plans and other system plans and implementing regulations to be consistent with the growth strategy. Alternative 2 and the Preferred are slightly more consistent with the objectives since they meets housing and job growth targets at 2050 whereas Alternative 3 meets housing targets but is slightly below 2050 job targets. Alternatives 2 and 3 and the Preferred Alternative provide more natural environment conservation because even though they allow more growth they concentrate that growth to a greater degree and update policies and codes to reflect sustainability and best available science.

Community Priorities: Alternatives 2 and 3 and the Preferred Alternative would advance climate adaptation and mitigation to a greater degree than current plans, promote investments in parks and invest in walkable connected neighborhoods, and provide greater consistency with equity and inclusion, sustainability, and resiliency goals.

Local Plan Usability and Implementation:

Alternatives 2 and 3 and the Preferred Alternative would simplify the land use map, clarify goals, and policies, and facilitate growth consistent with the plan through permit streamlining growth consistent with the plan through permit streamlining.

SEPA Objective	Alt. 1	Alt. 2	Alt. 3	PA*
STATE AND REGIONAL PLANNING REQUIREMENTS				
Address state and regional goals and requirements.	0			•
Comply with Comprehensive Plan periodic review requirements to meet state laws including recent changes to the GMA and to align with the regional growth strategy in the PSRC VISION 2050.	0	•	•	•
Demonstrate housing and job capacity to accommodate growth targets through 2050.	\circ		•	
Prioritize distributing growth to urban centers and corridors with current or planned frequent transit service.	\circ			
Update center plans to meet PSRC centers requirements and CPPs.				
Develop critical area regulation updates that respond to best available science.	\circ			
Support planned growth with capital facilities that meet community defined levels of service.	\circ		•	•
COMMUNITY PRIORITIES: LIVABILITY, EQUITY, SUSTAINABILITY, AND RESILIENCY				
Create a livable community.				
Connect community members with multimodal transportation investments.	\circ		•	•
Promote walkable neighborhoods that connect to destinations.				
Support economic development and small businesses for a prosperous community.	•	•	•	•
Enhance access to parks and recreational and cultural amenities.	\circ			
Conserve and enhance Redmond's natural environment as the community grows in a sustainable way.	•	•	•	•
Protect vulnerable communities to enhance Redmond's climate resilience.				
Facilitate sustainable growth.	\circ			
Advance equity and inclusion, sustainability, and resiliency in the Comprehensive Plan and implementing plans and codes.	\circ		•	•
LOCAL PLAN USABILITY AND IMPLEMENTATION				
Reflect the vision in new policies and update inconsistent, outdated, duplicative, or unclear policies.	0	•	•	
Update and simplify future land use map categories and zoning districts and reflect any new designations such as within urban centers.	\circ			
Facilitate growth in centers such as through permit streamlining through SEPA planned actions or infill exemptions.	\circ	•		
○ Somewhat ① Moderately ② Mostly ◎ 0	Optimally			

*PA is Preferred Alternative.

Note: Additional planning for transportation mobility is underway with action alternatives. Source:

BERK, 2023

How to comment on the Supplemental Draft EIS

The Supplemental Draft EIS is posted on the City's website at www.redmond.gov/Redmond2050.

The City of Redmond is requesting comments from interested members of the public and agencies on the Supplemental Draft EIS by 5:00 PM, October 20, 2023. Submittal of comments by email is preferred, at Redmond2050@Redmond.gov.

Public Comment will be accepted online as well as at in-person opportunities including:

- The Redmond 2050 LetsConnect Project site at www.letsconnectredmond.com/redmond2050.
- A public hearing will be held at Redmond City Hall (15670 NE 85th St) on October 18, 2023, starting at 6:00 p.m.

FOR MORE INFORMATION

Project Website: Please see the project website for additional information: www.redmond.gov/1427/Redmond2050.

Questions? Please Contact Beckye Frey at bfrey@redmond.gov or 425-556-2750.







City Council
October 17, 2023



Integrated Plan and Environmental Impact Statement (EIS) Timeline



EIS Scoping

What topics should be studied?

What alternatives will be evaluated?



Phase 1 **Environmental** Review

Winter 2021-Winter 2022

Policy Direction Growth Alternatives



Phase 1 Draft EIS **Spring-Summer 2022**

Public Comment Period

Phase 1 Policy

Spring-Fall 2022

Review

Preliminary Preferred Alternative

Thematic Summary of Comments



Supplemental **Environmental** Review

Spring-Summer

Preferred Alternative

Corrections and Clarifications

Housing Affordability Continuum



Supplemental Draft EIS September 2023

30-Day Public Comment Period

Closes Oct. 20



Final EIS November 2023

Comment Responses

SEPA Ordinances Q4 2024



We are here

Adoption

Q4 2024

Phase 2 Policy Development Fall 2022-

Summer 2023

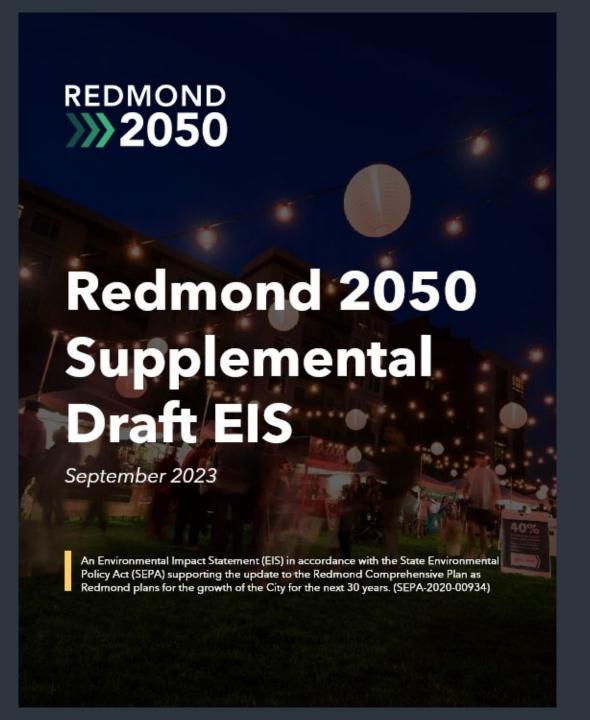


Phase 2 Policy Review Spring 2023-Spring 2024

What will Redmond look like in 2050?

Plan Visioning Fall 2020-Winter 2021 Phase 1 Policy 4 **Development** Winter 2021-Winter 2022





Purpose of Supplemental Draft EIS

Incorporate more information about policy and regulatory updates, SEPA Planned Action updates, and new SEPA infill exemptions.

Identify a "preferred alternative" that **incorporates feedback** from the draft EIS and **responds to changes in state law** related to housing.

Demonstrate that the City can accommodate growth assigned for this periodic review cycle and planning period and identifies the infrastructure and other investments needed for that growth.



Preferred Growth Alternative

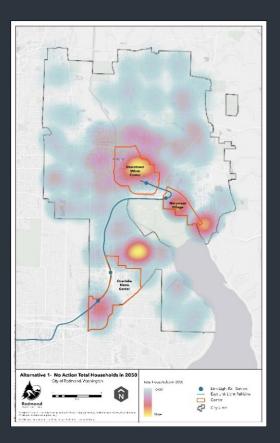
	Preferred Alternative			
2019 - 2050 Growth Capacity Distribution	Housing Units	Jobs		
Overlake Metro Center	10,000	15,110		
Downtown Urban Center	8,000	5,940		
Marymoor Countywide Growth Center	3,800	1,700		
Southeast Redmond Industrial Growth Center	-	2,850		
CENTERS SUBTOTAL	21,800	25,600		
Elsewhere	7,900	7,050		
TOTAL GROWTH	29,700	32,650		
2050 Capacity Target	24,800	29,760		



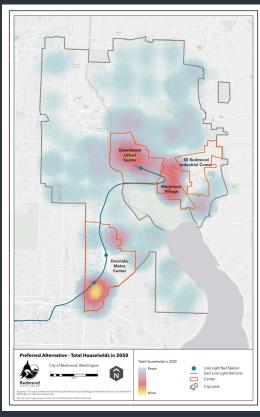
Alt 2 - Centers Alt 3 - Centers & Alt 1 - No Action **Preferred Alternative Corridors** 19,500 Housing Units 29,500 Housing Units 25,000 Housing Units 29,700 Housing Units 17,500 Jobs 30,100 Jobs 27,000 Jobs 32,650 Jobs **231**

2050 Housing and Job Distribution

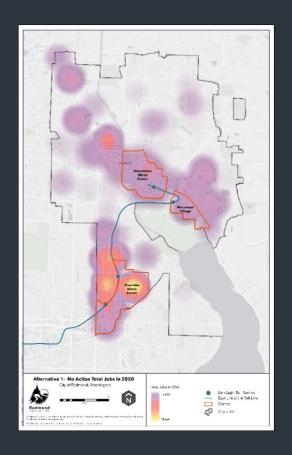
Alt 1. No Action



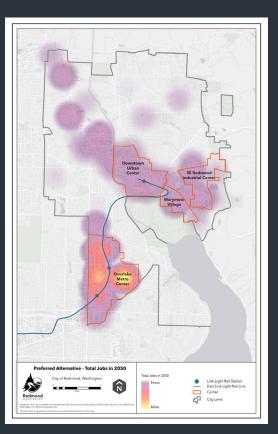
Preferred Alternative



Alt 1. No Action



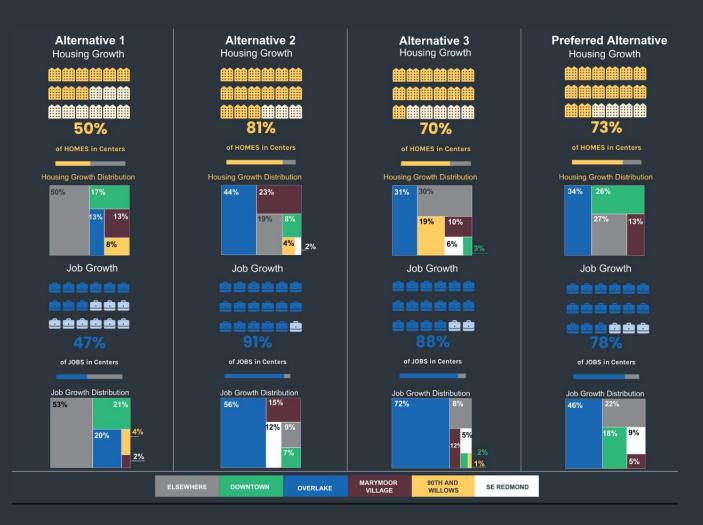
Preferred Alternative

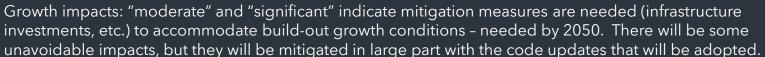


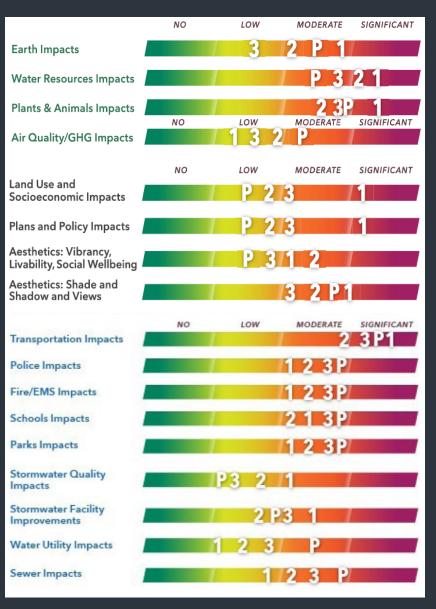
Housing

Jobs

Evaluation of Differences







1 = No Action Alternative 2 = Centers Alternative 3 = Centers and Corridors Altern 233

P = Preferred Alternative

Transportation Mitigation Approaches

- Increased growth will require increased mitigation measures
- Additional study is needed and is underway with the Transportation Master Plan updates
- Moving away from intersection and vehicle metrics and mitigations (cannot widen or add additional roads in most places)
 - This is in line with recent state legislative changes and regional planning requirements and recommendations
- Increased focus on multi-modal metrics and solutions



Future Sewer Needs in Downtown

- Challenges with how the City and County pipes connect and the flat terrain in Downtown even without future growth
- Upgrades required to accommodate future growth
- Timing, specific solutions, and locations, and funding mechanisms to be determined through more detailed analysis (future decisions)
 - Most likely to involve pipe upsizing and one or more pump stations

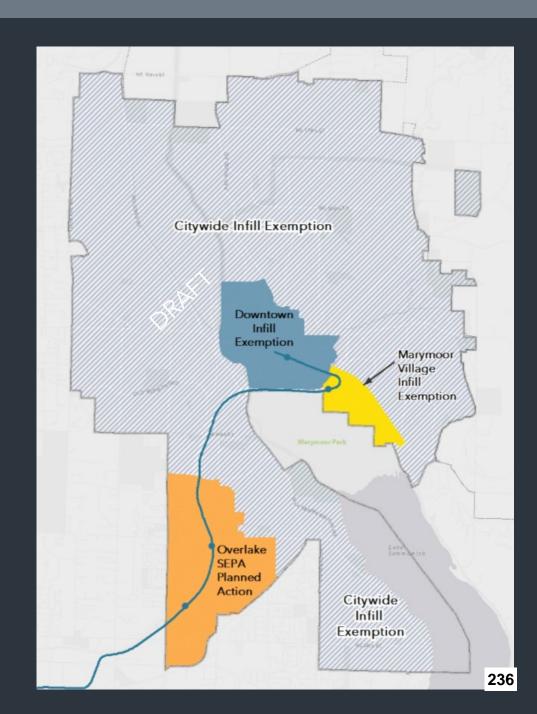
Preferred Alternative - Sewer Infrastructure Analysis, Max Growth @ Build-Out



Yellow and red areas on the map indicate where infrastructure improvements are needed to accommodate future build-out conditions 235

SEPA Actions

- Overlake Planned Action updated (residential and non-residential) includes area-wide environmental review of impacts and mitigation measures.
- Infill exemptions for Downtown and Marymoor Village transit-oriented development (housing and mixed-use with housing), with identified mitigation.
- A citywide infill exemption for residential housing units or middle housing.
- When fully adopted, <u>all housing consistent</u> with the comp plan update will be covered by either a SEPA exemption or planned action.



Next Steps

- Public Comment Period ends 5 p.m.
 Friday, Oct. 20
- Final EIS to be published Q4 2023
- Comprehensive Plan and functional plan updates, and associated code and programmatic updates finalized to implement changes for this periodic review cycle
- Adoption of policy and code updates and the SEPA infill exemptions and planned action in 2024

Calendar

10/3 Council Committee of the Whole

10/17 Council Staff Report

10/18 Public Hearing

10/20 Comments Due







Thank You





City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Planta	anning and Public Works		File No. CM 23-498 Type: Committee Memo
TO: Committee of the Whole - Planning a FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT(S):	and Public Works		
Planning and Community Development	556-2107		
DEPARTMENT STAFF:			
	Seraphie Allen	Deputy Directo	r
Planning and Community Development	David Lee	Planning Manag	ger
Planning and Community Development	Tim McHarg	Principal Planne	er
Review and approve a Type V Quasi-Jud two-story approximately 135,000-squar manufacturing and wholesale trade use, include a public plaza/open space and lar	e-foot building. The bui , and approximately 1,50	lding contains app	roximately 133,500 square feet of
☑ Additional Background Informat	ion/Description of Propo	osal Attached	
REQUESTED ACTION:			
☑ Receive Information	☐ Provide Direction	☐ Approve	
REQUEST RATIONALE:			

Relevant Plans/Policies:

FW-13: Ensure that the land use pattern in Redmond meets the following objectives:

- Encourages redevelopment of properties that are underutilized or inconsistent with the Comprehensive Plan designation;
- Retains and encourages research and development, high technology, and manufacturing uses in portions of Overlake, Downtown, Willows, and Southeast Redmond;
- Provides for industrial uses in suitable areas, such as portions of the Southeast Redmond Neighborhood. [Note: Excerpted objectives for brevity.

N-SE-19: Maintain land use and zoning that, in addition to residential areas, supports a variety of business types and

Date: 10/3/2023 File No. CM 23-498 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

employment opportunities, fostering neighborhood resiliency, particularly in the context of economic changes.

N-SE-64: Use building siting, street alignment, on-site landscaping, vegetated buffers, and other techniques to improve buffers between residential and higher-intensity uses.

N-SE-87: Encourage property owners and developers to integrate gathering places into their developments, such as a plaza outside coffee stores or pocket park as part of a new development.

Required:

Per Redmond Zoning Code (RZC) Table 21.76.050B, Master Development Plans and Development Agreements are Type V Quasi-Judicial Permits. Consistent with RZC Table 21.76.050A, following a recommendation by the Technical Committee, Type V Permits require a public hearing and decision by City Council.

In a Type V Quasi-Judicial review, the Council acts in a "court-like" role to make a decision on the land use application. These actions are governed by the appearance of fairness doctrine. Any ex-parte communications you have outside of a public meeting are required to be disclosed. If possible, avoid ex parte communications on the project from the public or the applicant. If you do have ex parte communications, please document the time and date, the party whom you communicated with, and the nature of the communication. You can provide this information when the City Attorney asks for ex parte communications to be disclosed during the Council meeting. Parties at the public hearing can ask Councilmembers to be removed from decision-making on the project if it appears the Councilmember could have been influenced by the ex parte communication.

Council Request:

N/A

Other Key Facts:

N/A

OUTCOMES:

The outcomes of the project include the following:

- Expansion of Redmond's technology industry and economic base.
- Redevelopment of a site used historically for resource extraction.
- Development of a use and site improvements that effectively transitions from resource extractive use to the adjacent development in the R-12 and NDD1 zones.
- Provision of a public plaza and landscaped open space that can be used as a community gathering space in proximity to Southeast Redmond Park.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

Timeline (previous or planned):

Notice of Application: June 30, 2021

Neighborhood Meeting No. 1: May 25, 2022 Neighborhood Meeting No. 2: July 28, 2022

Outreach Methods and Results:

No comments were received during the comment period following the Notice of Application.

No members of the public attended Neighborhood Meeting No. 1.

One member of the public attended Neighborhood Meeting No. 2.

Feedback Summary:

The questions and responses from Neighborhood Meeting No. 2 were as follows:

- How long will the project construction last?
 - Applicant/Staff Response: The project will take approximately 15 months to construct.
- Will there be sufficient parking for employees?

Applicant/Staff Response: A parking study will be prepared to determine the number of parking stalls required for employees and visitors.

Will NE 70th St be used for construction access?

Date: 10/3/2023 File No. CM 23-498 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

> Applicant/Staff Response: Yes. The project takes access from NE 70th St, and construction access will be from that street. City staff will review a construction management plan, including construction traffic control before work begins on the site.

BUDGET IMPACT:							
Total Cost: Staff working on this	project are funded through the	e adopte	ed budget.				
Approved in current	biennial budget:	⊠ Ye	s	□ No		□ N/A	
Budget Offer Numbe 0000042 - Developme							
Budget Priority: Vibrant and Connecte	ed						
Other budget impact <i>If yes, explain</i> : N/A	s or additional costs: Yes		□ No		⊠ N/A		
Funding source(s): N/A							
Budget/Funding Con N/A	straints:						
☐ Additional bu	dget details attached						
COUNCIL REVIEW:							
Previous Contact(s)							
Date	Meeting				Req	uested Action	
N/A	Item has not been presented	to Coun	cil	_	N/A	1	

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Receive Information
10/24/2023	Study Session - if needed	Provide Direction
11/21/2023	Business Meeting	Approve

Time Constraints:

The applicant would like to break ground in Spring 2024. Construction of the project will take approximately 15 months. The applicant would appreciate a speedy and thorough review of the project.

ANTICIPATED RESULT IF NOT APPROVED:

The site will remain undeveloped.

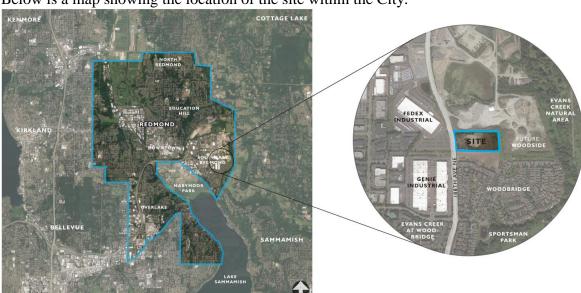
Date: 10/3/2023 File No. CM 23-498 Meeting of: Committee of the Whole - Planning and Public Works Type: Committee Memo

ATTACHMENTS:

Attachment A: Redmond Flex LAND-2021-00474 and -00475

DESCRIPTION/BACKGROUND

The 5.82-acre project site is located at 6900 188th Avenue NE in the Southeast Redmond neighborhood. The parcel is split-zoned with 4.82 acres of Neighborhood Design District 2 (NDD2) on the east and 1.0 acre of Neighborhood Commercial 1 (NC-1) on the west. The site is currently used as a gravel parking lot for Cadman Inc. and includes a portable office structure and storage containers.



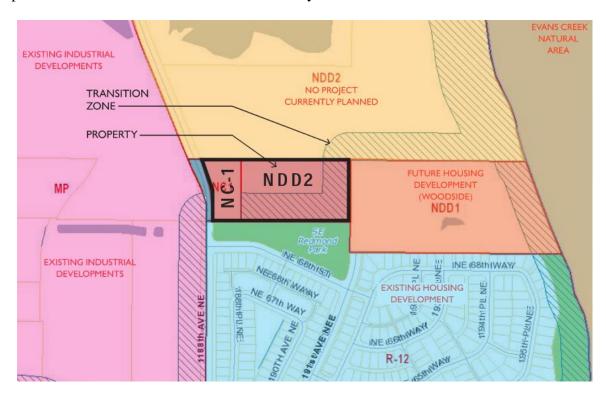
Below is a map showing the location of the site within the City.

The purpose of the Northeast Design District is to create a transition from single-family residential areas in the south to industrial areas in the north and to provide opportunities for businesses that require larger footprints. The purpose is also to establish and maintain a transition from the urban development within the district to the rural areas east of the city limits. This will be accomplished by careful siting of buildings, vegetated buffers and park spaces, campus-like settings, and master planning. The performance zoning regulations in this chapter grant significant flexibility in terms of allowed uses while establishing district-specific design standards. Standards in this chapter emphasize transition from lower- to higher-intensity uses, creating neighborhood character and a sense of place through site and building design, and connecting this area to parks and regional trails located to the east. The Northeast Design District comprises three performance areas called NDD1, NDD2, and NDD3. The Northeast Design District 2 (NDD2) zone allows both industrial uses and limited supportive retail and business services uses.

The purpose of the Neighborhood Commercial 1 (NC-1) zone is to provide for attractively designed small-scale shopping areas that offer convenience goods and professional and personal services for the daily needs of nearby neighborhoods and that serve as neighborhood gathering places. The intent is to ensure compatibility with the vicinity neighborhood character and to reduce trip length and frequency by allowing only those uses that primarily serve the neighborhood and that do not have a tendency to draw traffic from outside the neighborhood. Location on transit routes and near pedestrian facilities and bike paths is intended to encourage transit use, walking,

and biking and to promote convenient access within the shopping area and to and from the neighborhood.

To ensure effective transitions between NDD2 and adjacent zones that are less intense, the Transition Overlay Area applies to a portion of the project site. Per RZC 21.50.020.A.5, a 150-foot Transition Overlay is located on the south and east sides of the NDD2 portion of the parcel. Specific development and performance standards apply within the transition area to minimize potential conflicts between adjacent higher and lower-intensity zones. The Transition Overlay protects the adjoining R-12 zoned parcel to the south and the adjacent NDD1 zoned parcel being developed with residential use to the east as shown by the crosshatched area below:



The proposal is for the construction of a two-story building for Manufacturing and Wholesale Trade and commercial uses. The building includes a covered truck loading area and 240 surface parking spaces. A one-story commercial portion of the building is located on the west side of the site along the 188th Ave NE frontage. A public plaza that features seating, landscaping, pocket park, and a potential location for a food truck is located at the corner of 188th Ave NE and NE 70th St, which continues along the 188th Ave NE frontage.

The site is the last remaining undeveloped lot in the Union Hill Corporate Campus ("UHCC") Master Plan and is subject to the UHCC Development Agreement ("DA"). The UHCC Master Plan and DA established provisions for the future development of 60.62 acres of real property located in southeast Redmond owned at the time by Taylor/Magnussen. All infrastructure improvements and mitigations required by the UHCC DA are complete, and the remaining PM Peak Hour trips specified in the DA are allocated to the site.



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Pla	anning and Public Works	File No. CM 23-506 Type: Committee Memo		
TO: Committee of the Whole - Planning an FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT(S):	nd Public Works			
	Carol Helland	42.	5-556-2107	
		•		_
DEPARTMENT STAFF: Planning and Community Development	Seraphie Allen	Deputy Direct	tor	7
Planning and Community Development	•	' '	Planning Manager]
TITLE: Ratification of King County Countywide Pl	anning Policies			
OVERVIEW STATEMENT: Staff will brief the Planning and Public V Countywide Planning Policies (CPPs) at Councilmember input on questions or top	the Committee's October	3, 2023 meet	ing. At that meetin	g, staff will seek
Following the committee briefing and stathe 2023 amendments to the CPPs at its N	-	s that the City	y Council adopt a re	solution ratifying
The King County Countywide Planning Pocities within King County in 2022. Concu County Affordable Housing Committee to the CPPs that the King County Council add	rrently, the Growth Manag conduct additional research	ement Planni	ng Council (GMPC)	directed the King
The 2023 amendments to the CPPs of accountability and implementation frame of the 2023 amendments and their impac	ework for equitably meeting	countywide a	-	
☑ Additional Background Information	on/Description of Proposal	Attached		
REQUESTED ACTION:				
☑ Receive Information ☐	☐ Provide Direction	☐ Approv	/ e	
REQUEST RATIONALE:				
• Relevant Plans/Policies:				

Date: 10/3/2023 File No. CM 23-506 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

Redmond Comprehensive Plan Policy A-1 directs the City to work cooperatively with, among others, King County, to address planning issues at a countywide scale.

Required:

RCW 36.70A.070(2) governs the contents of comprehensive plan housing elements, including planning to meet affordable housing needs.

RCW 36.70A.210 governs countywide planning policies.

GMPC Motion 21-1 directed that the work resulting in 2023 CPP amendments be completed.

Council Request:

N/A

Other Key Facts:

The Growth Management Act (GMA) requires counties and cities to collaboratively and periodically review and update the CPPs. The primary purpose of the CPPs is to ensure consistency and coordination among comprehensive plans for cities and towns within King County.

The GMPC is a body of elected officials from jurisdictions throughout the county charged with overseeing the preparation of the CPPs. The Affordable Housing Committee is a committee of the GMPC. In 2021, the GMPC directed the AHC to conduct additional research and analysis related to affordable housing arising from new requirements imposed through HB 1220 and codified in RCW 36.70A.070(2).

The GMPC and AHC are supported by local jurisdiction staff who sit on staff-level counterparts to the AHC and GMPC. Redmond staff participate in those committees and assisted in the development and review of materials matriculating to the AHC and GMPC.

Now that King County has adopted the 2023 amendments to the CPPs, cities have 90 days to act on them. The deadline for the City Council act on the 2023 amendments is November 30, 2023. Under CPP policy FW-1, taking no action is deemed the same as approval.

OUTCOMES:

Ratification of the amended CPPs will demonstrate active involvement and participation in the process provided under the Growth Management Act and the CPPs. Redmond 2050 already incorporates the requirements of the amended CPPs related to affordable housing need.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

Timeline (previous or planned):

Community engagement was conducted principally in 2022 and was conducted by the Affordable Housing Committee and its staff.

Outreach Methods and Results:

AHC engaged the GMPC, jurisdictional stakeholders, Washington State Department of Commerce staff, and the Community Partners Table. The Community Partners Table comprised representatives from communities disproportionately impacted by housing cost burden.

Feedback Summary:

Three key principles emerged during the process that guided AHC's work:

1. Increase housing choices for low- and moderate-income households in areas with fewer affordable options currently.

Date: 10/3/2023 File No. CM 23-506 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

- Promote a more equitable distribution of housing choices across all jurisdictions.
- 3. Align with the Growth Management Act (GMA), Regional Growth Strategy (RGS), Countywide Planning Policies (CPPs), and Commerce's minimum countywide need allocation standards.

ь	111	GE	 N/I	υn	•

\$4,616,401 is the total value of the Community and Economic	Development offer,	, which includes the sta	ff time devoted
to this work			

Total Cost: \$4,616,401 is the to to this work.	tal value of the Community	and I	Economic D	evelopment	offer, which includes the staff time do
Approved in curren	t biennial budget:	⊠ '	Yes	□ No	□ N/A
Budget Offer Numb 0000040 - Commun	er: ity and Economic Developm	nent			
Budget Priority : Vibrant and Connec	ted				
If yes, explain:	cts or additional costs: with a yearly cost, revenue	□ Y gene		□ No ch requireme	☑ N/A ents, etc if none, enter N/A.
Funding source(s): General Fund					
Budget/Funding Co Examples: acceptan	nstraints: ce deadlines, earmarked fu	nds, e	etc if none	e, enter N/A.	
☐ Additional b	udget details attached				
COUNCIL REVIEW:					
Previous Contact(s)					
Date	Meeting				Requested Action
N/A	Item has not been present	ed to	Council		N/A
Proposed Upcoming	g Contact(s)				

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Receive Information
11/6/2023	Special Meeting	Approve

Time Constraints:

Council action on the 2023 amendments to the CPPs must occur by November 30, 2023. No action is the deemed the same as approval.

Date: 10/3/2023 File No. CM 23-506 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

ANTICIPATED RESULT IF NOT APPROVED:

If the Council specifically disapproves the 2023 amendments to the CPPs then Redmond will not be counted toward the 30% of city and county governments representing at least 70% of the county's population needed to ratify the amended CPPs.

ATTACHMENTS:

Attachment A: Summary of 2023 Amendments to the CPPs

Attachment B: AHC Letter to Redmond on Draft Housing Element

Attachment C: Draft Resolution Ratifying 2023 Amendments to the CPPs

Exhibit 1: 2023 Amendments to the CPPs

Attachment A: Summary of 2023 Amendments to the King County Countywide Planning Policies

Background

King County Council staff provided the following background on the 2023 amendments to the King County Countywide Planning Policies (<u>available in full here</u>):

The CPPs were comprehensively reviewed and updated in 2021 to center social equity and health outcomes, integrate regional policy and legislative changes, implement the VISION 2050, and provide clear, actionable direction for comprehensive plan updates.

During the GMPC discussion in June 2021, several housing-related amendments to the CPPs were proposed and considered. Due to the complexity, overlapping nature, and GMPC members' desire for further discussion on some amendments, the GMPC developed a workplan item for the Affordable Housing Committee (AHC). The workplan item contained in GMPC Motion 21-1 directed the AHC to:

- Monitor and report jurisdictional housing supply, housing affordability, housing needs, and income-restricted housing levels, including disparities between subregions and comparisons to established housing goals and targets, through the Regional Affordable Housing Dashboard and reporting;
- 2. Establish subregional or **jurisdictional affordable housing needs**, informed by local data and the data and methodology provided by the Department of Commerce;
- 3. Recommend to the GMPC an accountability and implementation framework for equitably meeting affordable housing needs across the region. The AHC will consider, at a minimum, the range of Development Patterns and Housing Chapter amendments proposed by GMPC members in June 2021 regarding understanding and accommodating housing needs, holding jurisdictions accountable, and allocating resources; and
- 4. Recommend to the GMPC any **CPP amendments** necessary to implement their recommendations.

GMPC Action. On December 29, 2022, the AHC transmitted recommended CPP amendments to the GMPC in response to GMPC Motion 21-1. The GMPC was briefed on the AHC's recommended amendments on January 25, 2023. On March 22, 2023, the GMPC approved Motion 23-1, which forwards the amendments to 2021 Countywide Planning Policies to the King County Council. GMPC action is a recommendation to the King County Council and is not binding.

Summary of Amendments

Consistent with the description above, the amendments are principally geared toward implementing HB 1220 and the requirement to allocate affordable housing needs. King County Council staff included the following information in their summary to the King County Council:

Development Patterns Chapter Amendments. Amendments to the policies in the Development Patterns chapter would:

- Add housing needs references to growth target policies.
- Clarify the role that housing needs should play in setting growth targets in the future.
- Align the CPPs with changes to the Growth Management Act (GMA) made by House Bill 1220 in 2021.

Housing Chapter Amendments. Amendments to the policies in the Housing chapter would:

- Update language for consistency with housing needs.
- In the introductory text, clarify that meeting housing needs requires resources and involvement from other levels of government, nonprofits, and the private sector.
- Amend policy H-1 to reflect the new housing needs definition consistent with the GMA, updated countywide need projections, and established jurisdictional housing needs.
- Update requirements for the Housing Inventory Analysis (CPP H-3) to reflect CPP H-1 and 2021 GMA updates.
- Add new policy H-12 to improve the effectiveness of existing housing policies and strategies and address gaps in partnerships, policies, and dedicated resources, to meet the jurisdiction's housing needs.
- Add new policy H-20 to address gaps in partnerships, policies, and dedicated resources to eliminate racial and other disparities in access to housing and neighborhoods of choice.
- Restructure, rename, and add a new policy to Review, Monitor, Report, and Adjust section. This includes establishing a comprehensive plan review process; clarifying annual data reporting; laying the foundation for a midpoint planning cycle check-in that would assess progress, identify significant shortfalls in planning for and accommodating housing needs, and require reasonable measures if shortfalls are identified.

The amendments also update the Housing Technical Appendix to support amendments to housing policies. Beyond methods documentation, the Appendix includes suggested strategies for addressing new policies. It also provides additional guidance related to plan monitoring and implementation.

Accountability Framework

The 2023 amendments to the CPPs create an accountability framework for equitably meeting affordable housing needs in King County. King County staff summarize the framework as follows:

1. Review Plans. Before the adoption of a periodic update to a comprehensive plan, the AHC would review draft plans for alignment with the CPP Housing Chapter and comments. This would occur with every 10-year update process, starting in 2023 with the 2024 cycle.

- Monitor and Report. After comprehensive plan adoption, AHC would measure jurisdictional progress to plan for and accommodate affordable housing needs in the dashboard using standardized benchmarks, a comparative standard, and housing data trends. This would occur annually, starting in 2024.
- 3. Mid-Cycle Check-in and Adjustment. Five years after comprehensive plan adoption, the GMPC would review the information collected through annual monitoring and reporting. Based on this analysis, the GMPC would identify jurisdictions with significant shortfalls in planning for and accommodating housing needs, provides findings that describe the nature of shortfalls and may make recommendations that jurisdictions take action to address them. Jurisdictions with significant shortfalls in planning for and accommodating would need to then identify and implement actions to address the shortfalls. This would occur every 10 years, starting in 2029.

Impact to Redmond

The principal impact to Redmond of the 2023 amendments to the CPPs is that Redmond must demonstrate the ability to meet its share of countywide affordable housing need. In requiring this, the CPPs are responding to HB 1220, which requires all cities and counties planning under GMA to plan for housing for all economic segments of the community.

Redmond's share of countywide affordable housing need in the CPPs is as follows:

	Net New Permanent Housing Units Needed, 2019-2044							Net New
	0 to ≤3	30%	>30% to	>50% to	>80% to	>100% to	>120%	Emergency
Total	Non-PSH	PSH ¹	≤50%	≤80%	≤100%	≤120%		Housing Needs
20,000	7,025	3,694	3,870	2,765	348	394	1,904	3,822

¹ Permanent supportive housing

As staff shared with Council at the Council's July 18, 2023 meeting¹, the high need for units affordable to those earning up to 50% of area median income required added capacity for low- and midrise multifamily buildings, since those building types are able – often with subsidy – to serve households at those income levels. As described in July, staff is proposing three capacity increases to meet the affordable housing needs:

- Allowing housing in the Regional Retail zone east of Downtown,
- Consolidating all multifamily zones to R-30, and
- Rezoning the southern portion of Education Hill from single-family to multifamily.

The other main impact of the amended CPPs is creating an accountability framework overseen by the AHC, described above. Redmond is already participating in this framework as one of the first cities in King

¹ See packet materials at https://redmond.legistar.com/LegislationDetail.aspx?ID=6287284&GUID=7A44B015-51A8-4689-8581-5B49EAA3DAC7&Options=&Search=

County to submit a draft Housing Element for review. The AHC's letter to Redmond staff is attached, and in staff's view, reflects Redmond's commitment to confronting the region's housing affordability crisis.

Affordable Housing Committee

KING COUNTY GROWTH MANAGEMENT PLANNING COUNCIL

CHAIR Claudia Balducci

King County
Councilmember

VICE CHAIR Alex Brennan Futurewise

MEMBERS
Don Billen
Sound Transit

Susan Boyd Bellwether Housing

Jane Broom Microsoft Philanthropies

Kelly Coughlin SnoValley Chamber of Commerce

Amy Falcone Kirkland Councilmember, Sound Cities Association

Nigel Herbig Kenmore Mayor, Sound Cities Association

Ryan Makinster Washington Multi-Family Housing Association

Sunaree Marshall On behalf of King County Executive Dow Constantine

Ryan McIrvin Renton Councilmember, Sound Cities Association

Teresa Mosqueda Seattle Councilmember

Lynne Robinson Bellevue Mayor, Sound Cities Association

Veronica Shakotko Master Builders Association of King and Snohomish Counties

Dave Upthegrove King County Councilmember

Robin Walls King County Housing Authority

Maiko Winkler-Chin On behalf of Seattle Mayor Bruce Harrell September 28, 2023

lan Lefcourte Senior Planner City of Redmond 15670 NE 85th Street Redmond, WA 98073

Dear Mr. Lefcourte,

Thank you for submitting the City of Redmond's draft comprehensive plan to the Affordable Housing Committee (AHC) for housing-focused comprehensive plan review.

As outlined in the amended King County Countywide Planning Policies (CPP) Housing Chapter Policy H-26, the AHC, as a designee of the Growth Management Planning Council, now conducts a housing-focused review of all King County jurisdictions' draft periodic comprehensive plan updates for alignment with the CPP Housing Chapter goals and policies prior to plan adoption and provides comments.¹

AHC members valued the opportunity to review Redmond's submitted draft comprehensive plan. Redmond's participation in the plan review program is instrumental in the broader work of the Committee to empower local jurisdictions to address the affordable housing crisis in King County.

The AHC acknowledges the substantial amount of time and effort that went into Redmond's draft comprehensive plan. Many of the plan's policies and analyses align well with CPP Housing Chapter policies, especially:

- The plan's housing inventory and analysis, which includes a complete inventory
 of existing and projected housing needs of all segments of the population as
 called for in CPP H-3. This analysis lays important groundwork for policies
 proposed in the plan.
- 2. Redmond's comprehensive plan and 2021 Housing Action Plan (HAP) demonstrate the City's intention to reduce and mitigate displacement for vulnerable populations as the city grows. Proactive identification of at-risk properties in need of housing preservation interventions is a direct and meaningful way to address displacement concerns (Redmond comprehensive plan policy HO-1 and HAP actions 5.1 and 5.2).

Below, the AHC includes both recommendations necessary to align and suggestions to strengthen existing alignment with the CPP Housing Chapter policies.

Recommendations to Align with the CPP Housing Chapter

Affordable Housing Committee

401 5TH AVENUE, SUITE 500, SEATTLE WA 98104 www.kingcounty.gov/AHC

¹ King County Council adopted CPP amendments establishing this authority on August 15, 2023 [Ordinance 19660]. These amendments now must be ratified by King County cities.

The AHC recommends Redmond take the following **actions necessary to align** the draft comprehensive plan with CPP Housing Chapter polices and goals:

1. Income-restricted housing in employment centers and in proximity to high-capacity transit (CPPs H-2, H-14, H-15, H-17). CPP H-2 asks jurisdictions to "prioritize the need for housing affordable to household less than or equal to 30 percent of area median income." CPP H-14 asks jurisdictions to prioritize resources, such as surplus property, "for income-restricted housing, particularly for extremely low-income households." CPP H-15 addresses increasing "housing choices...within a reasonable commute to major employment centers and affordable to all income levels." CPP H-17 asks that comprehensive plans "support the development and preservation of income-restricted affordable housing that is within walking distance of planned or existing high-capacity transit (HCT)." Redmond proposes a high-rise development pattern around future light rail stations in Overlake, Marymoor Village, and Downtown. High-rise affordable housing development is uncommon due to increased land values and construction costs. In meetings with the AHC, Redmond staff indicated the plan will establish new mid-rise zones, where the production of income-restricted housing projects affordable to households below 80 percent of area median income (AMI) is more likely, primarily in areas outside of Redmond's transit and employment centers.

Recommendation 1

To align with CPPs H-2, H-14, H-15, and H-17, Redmond should articulate strategies to advance the production or preservation of income-restricted housing in Redmond's Overlake, Marymoor Village, and Downtown centers. Potential strategies to address the AHC's recommendation include:

- Clarify regulations dictating where mandatory inclusionary zoning in-lieu fees must be used, encouraging or requiring that the fees support production or preservation of units within growth centers.
- Clarify how publicly-owned lands within centers could support the production of affordable housing. This would strengthen the plan's alignment with CPP H-14, which asks plans "prioritize the use of local and regional resources...for affordable housing."
- Explain the opportunity to build on lands owned by religious organizations and how code changes responsive to HO-12 would support the development of income-restricted housing in Redmond's centers.
- 2. Closing the racial gap in homeownership (CPPs H-4, H-19, H-20). CPP H-19b asks jurisdictions to emphasize "remedying historical inequities in and expanding access to homeownership opportunities for Black, Indigenous and People of Color communities." Redmond's plan includes multiple policies related to affordable homeownership and eliminating racial and other disparities in housing and neighborhood choice. However, the plan does not include a policy specifically regarding closing the racial homeownership gap.

Recommendation 2

To align with CPPs H-4, H-19, and H-20, Redmond should:

- Describe how proposed homeownership policies work to close racial homeownership gaps.
- Include more specific measures to address the gap in updated implementation details for comprehensive plan policies HO-2, HO-3, HO-6, HO-18, and HO-21.
- 3. Local Documentation of Redmond's history of racially exclusive and discriminatory land use and housing practices (CPP H-5). CPP H-5 asks jurisdictions to document the local history and impact of racially exclusive and discriminatory land use and housing practices. In the "Exclusionary Land Use and Housing" section of the housing element, Redmond staff conclude that "[r]eview of internal City documents, ordinances, and historical resources did not discover any explicitly racist land use or housing regulations in Redmond." The plan does not provide details on this analysis, such as which documents, ordinances, or historical resources staff reviewed. Additionally, analysis of discriminatory land use and housing practices, listed on pages 17 through 19 of the housing element does not explain the local impact of these practices, i.e. within Redmond or east King County.

Recommendation 3

To align with CPP H-5, Redmond should:

- Detail the methodology and data sources used to reach conclusions in documenting the local history of racially exclusive and discriminatory land use and housing practices.
- Describe the impact of racially exclusive and discriminatory land use and housing practices within Redmond or east King County. AHC staff are happy to assist Redmond staff with this research.
- 4. Housing options affordable to households at or below 50 percent of AMI in lower density zones (CPP H-18). CPP H-18 asks that jurisdictions "adopt inclusive planning tools and policies to increase the ability of all residents...to live in the neighborhood of their choice" by "expanding capacity for moderate-density housing...especially in areas currently zoned for lower density single-family detached housing." Redmond is taking significant steps in its plan to increase access to currently low-density, single-family zoning districts by redesignating them Neighborhood Residential (NR) zones that allow for moderate density housing. These areas apply to over half of the city's land area. However, Redmond's housing technical appendix anticipates the NR zone will not accommodate housing units affordable to households below 50 percent of AMI.

Recommendation 4

To align with CPP H-18, Redmond should explain how the City will increase housing options affordable to households at or below 50 percent of AMI in NR zones. Strategies to address this recommendation could include:

- Explaining how using land owned by religious organizations will create more housing options in the NR zones.
- Partnering with affordable homeownership developers, who are more likely to construct projects in moderate-density zones.
- 5. Safe and healthy housing (CPP H-24). CPP H-24 asks jurisdictions to "adopt and implement programs and policies that ensure healthy and safe housing." Redmond's plan includes elements that encourage healthy environments, universal design standards, walkability, and other holistic planning policies to promote healthy communities. The vision statement also identifies that mixed-use and multifamily structures are constructed with safety features and designs that lead them to be less likely to be damaged from earthquakes and other events. However, Redmond's plan does not include a policy directly related to safe and healthy homes, which could protect and promote the health and well-being of residents of existing housing in Redmond.

Recommendation 5

To align with CPP H-24, include a safe and healthy housing policy. For examples of strategies that jurisdictions may use to implement a safe and healthy housing policy, see the CPP Housing Technical Appendix.²

Suggestions to Strengthen Plan Alignment with the CPP Housing Chapter

While the plan is currently aligned with CPPs H-4 and H-12, the AHC suggests that Redmond strengthen its alignment with these CPPs with the following actions:

1. Analysis of effectiveness and gaps in partnerships, policies, and dedicated resources (H-4). CPP H-4 asks that jurisdictions "[e]valuate the effectiveness of existing housing policies and strategies to meet the jurisdiction's housing needs" and "[i]dentify gaps in existing partnerships, policies, and dedicated resource for meeting housing needs." The CPP Housing Technical Appendix suggests evaluating quantitative impacts of partnerships, policies, and dedicated resource where possible. While Redmond's current analysis provides information on the number of income restricted units inclusionary zoning and multifamily property tax exemption (MFTE) programs have produced since their onset, the current analysis does not predict how these programs will contribute to countywide housing needs over the planning period.

² See <u>Attachment 2</u> in King County Ordinance 19660, Appendix 4: Housing Technical Appendix, Table H-3, pgs. 46-47 for adopted but not yet ratified amendments to the CPP Housing Chapter Technical Appendix.

Suggestion 1

To strengthen alignment with CPP H-4, add an analysis of expected production of income-restricted units from housing programs, such as inclusionary zoning or MFTE, over the planning period to the "Partnerships, Resources, Regulations, Incentives, and Strategies (Existing and Proposed)" section of the housing element. Modelling anticipated affordable housing production would strengthen Redmond's alignment with CPP H-4 by clarifying the gaps in current strategies to address countywide needs and with CPP H-12 by demonstrating how proposed policies and programs in Redmond's plan will address identified gaps.

2. Implementation details and housing element policies (CPPs H-26d, H-27a). Redmond submitted the City's HAP as the implementation details for AHC review required by CPP H-26d and H-27a. However, HAP actions are not clearly referenced to Redmond's housing element policies, making it difficult for the AHC to evaluate how Redmond's proposed actions will specifically implement policies in the comprehensive plan.

Suggestion 2

After Redmond's final plan is adopted, the AHC encourages Redmond staff to submit updated implementation details to AHC staff, with actions linked to specific comprehensive planning policies. AHC staff are happy to serve as a resource for Redmond staff as they prepare their final implementation details.

AHC staff are happy to assist Redmond staff in addressing these recommendations and comments. For immediate resources and guidance on aligning with the CPP Housing Chapter, refer to the CPP Housing Chapter Technical Appendix and the King County Resources for Documenting the Local History of Racially Exclusive and Discriminatory Land Use and Housing Practices guidance.

Thank you again for your submission to the AHC's housing-focused comprehensive plan review program. If you have questions or need additional information regarding aligning with the CPP Housing Chapter, please contact lead staff on the AHC plan review program, Isaac Horwith, at Isaac.Horwith@kingcounty.gov or at 209-477-7813.

Sincerely,

Claudia Balducci

Affordable Housing Committee Chair King County Councilmember, District 6

CC Dow Constantine

Gardin Mr. Beld

Growth Management Planning Council Chair King County Executive

Jeff Churchill City of Redmond, Planning Manager

Laura Hodgson Washington State Department of Commerce, Senior Planner

Plan Review Team King County Affordable Housing Committee

Plan Review Team Puget Sound Regional Council

Appendix A: King County Countywide Planning Policies and Housing Technical Appendix Policies Cited

CPP Housing Chapter Policies

This letter cites the following CPP Housing Chapter policies:

H-2 Prioritize the need for housing affordable to households less than or equal to 30 percent area median income (extremely low-income) by implementing tools such as:

- a) Increasing capital, operations, and maintenance funding;
- b) Adopting complementary land use regulations;
- c) Fostering welcoming communities, including people with behavioral health needs;
- d) Adopting supportive policies; and
- e) Supporting collaborative actions by all jurisdictions.

H-3 Conduct an inventory and analysis in each jurisdiction of existing and projected housing needs of all segments of the population and summarize the findings in the housing element. The inventory and analysis shall include:

- a) The number of existing and projected housing units necessary to plan for and accommodate projected growth and meet the projected housing needs articulated in Tables H-1 and H-2, including:
 - 1) permanent housing needs, which includes units for moderate-, low-, very low-, and extremely low-income households and permanent supportive housing,
 - 2) emergency housing needs, which includes emergency housing and emergency shelters:
- b) Number of existing housing units by housing type, age, number of bedrooms, condition, tenure, and area median income limit (for income-restricted units);
- c) Number of existing emergency housing, emergency shelters, and permanent supportive housing facilities and units or beds, as applicable;
- d) Percentage and geographic distribution of residential land zoned for moderate- and highdensity housing and accessory dwelling units in the jurisdiction;
- e) Number of income-restricted units and, where feasible, total number of units, within a half-mile walkshed of high-capacity or frequent transit service where applicable and regional and countywide centers;
- f) Household characteristics, by race/ethnicity:
 - 1) income (median and by area median income bracket),
 - 2) tenure (renter or homeowner),
 - 3) housing cost burden and severe housing cost burden;
- g) Current population characteristics:
 - 1) age by race/ethnicity,
 - 2) disability;
- h) Projected population growth;
- i) Housing development capacity within a half-mile walkshed of high-capacity or frequent transit service, if applicable;
- j) Ratio of housing to jobs in the jurisdiction;
- k) Summary of existing and proposed partnerships and strategies, including dedicated resources, for meeting housing needs, particularly for populations disparately impacted;

- I) The housing needs of people who need supportive services or accessible units, including but not limited to people experiencing homelessness, persons with disabilities, people with medical conditions, and older adults;
- m) The housing needs of communities experiencing disproportionate harm of housing inequities including Black, Indigenous, and People of Color (BIPOC); and
- Areas in the jurisdiction that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and public capital investments.
- **H-4** Evaluate the effectiveness of existing housing policies and strategies to meet the jurisdiction's housing needs. Identify gaps in existing partnerships, policies, and dedicated resources for meeting housing needs and eliminating racial and other disparities in access to housing and neighborhoods of choice.
- H-5 Document the local history of racially exclusive and discriminatory land use and housing practices, consistent with local and regional fair housing reports and other resources. Explain the extent to which that history is still reflected in current development patterns, housing conditions, tenure, and access to opportunity. Identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including zoning that may have a discriminatory effect, disinvestment, and infrastructure availability. Demonstrate how current strategies are addressing impacts of those racially exclusive and discriminatory policies and practices. The County will support jurisdictions in identifying and compiling resources to support this analysis.
- **H-12** Adopt and implement policies that improve the effectiveness of existing housing policies and strategies and address gaps in partnerships, policies, and dedicated resources to meet the jurisdiction's housing needs.
- **H-14** Prioritize the use of local and regional resources (e.g., funding, surplus property) for incomerestricted housing, particularly for extremely low-income households, populations with special needs, and others with disproportionately greater housing needs. Consider projects that promote access to opportunity, anti-displacement, and wealth building for Black, Indigenous, and People of Color communities to support implementation of policy H-9.
- **H-15** Increase housing choices for everyone, particularly those earning lower wages, that is colocated with, accessible to, or within a reasonable commute to major employment centers and affordable to all income levels. Ensure there are zoning ordinances and development regulations in place that allow and encourage housing production at levels that improve jobs-housing balance throughout the county across all income levels.
- **H-17** Support the development and preservation of income-restricted affordable housing that is within walking distance to planned or existing high-capacity and frequent transit.
- **H-18** Adopt inclusive planning tools and policies whose purpose is to increase the ability of all residents in jurisdictions throughout the county to live in the neighborhood of their choice, reduce disparities in access to opportunity areas, and meet the needs of the region's current and future residents by:

- a) Providing access to affordable housing to rent and own throughout the jurisdiction, with a focus on areas of high opportunity;
- b) Expanding capacity for moderate-density housing throughout the jurisdiction, especially in areas currently zoned for lower density single-family detached housing in the Urban Growth Area, and capacity for high-density housing, where appropriate, consistent with the Regional Growth Strategy;
- c) Evaluating the feasibility of, and implementing, where appropriate, inclusionary and incentive zoning to provide affordable housing; and
- d) Providing access to housing types that serve a range of household sizes, types, and incomes, including 2+ bedroom homes for families with children and/or adult roommates and accessory dwelling units, efficiency studios, and/or congregate residences for single adults.

H-19 Lower barriers to and promote access to affordable homeownership for extremely low-, very low-, and low-income households. Emphasize:

- a) Supporting long-term affordable homeownership opportunities for households less than or equal to 80 percent of the area median income (which may require up-front initial public subsidy and policies that support diverse housing types); and
- b) Remedying historical inequities in and expanding access to homeownership opportunities for Black, Indigenous, and People of Color communities.

H-20 Adopt and implement policies that address gaps in partnerships, policies, and dedicated resources to eliminate racial and other disparities in access to housing and neighborhoods of choice.

H-24 Adopt and implement programs and policies that ensure healthy and safe homes.

H-26 The Growth Management Planning Council or its designee will conduct a housing-focused review of all King County jurisdiction's draft periodic comprehensive plan updates for alignment with the Housing Chapter goals and policies prior to plan adoption and provide comments. The purpose of plan review is to:

- a) offer early guidance and assistance to jurisdictions on comprehensive plan alignment with the CPP Housing Chapter;
- b) ensure plans address all Housing Chapter goals and policies and include required analyses;
- evaluate the meaningfulness of plan responses to policies in this chapter, where meaningful
 responses can be reasonably expected to achieve a material, positive change in the
 jurisdiction's ability to meet housing needs; and
- d) collect data on jurisdictional implementation details to inform future monitoring and evaluation during the remainder of the planning period.

H-27a Monitor progress toward meeting countywide and jurisdictional housing needs and eliminating disparities in access to housing and neighborhood choices. Where feasible, use existing regional and jurisdictional reports and monitoring tools and collaborate to reduce duplicative reporting.

- a) Jurisdictions, including the County for unincorporated areas, will report annually to the County:
 - 1) In the first reporting year, total income-restricted units, total units, by tenure, area median income limit, address, and term of rent and income restrictions, for which the jurisdiction is a party to affordable housing covenants on the property title created during

- the reporting period. In future years, report new units created and units with affordability terms that expired during the reporting period:
- Description and magnitude of land use or regulatory changes to increase zoned residential capacity including, but not limited to, single-family, moderate-density, and high-density;
- 3) New strategies (e.g., land use code changes, dedicated fund sources, conveyance of surplus property) implemented during the reporting period to advance the policies of this chapter. This includes strategies to increase housing diversity, strategies to increase the supply of income-restricted units in the jurisdiction and implementation details identified in the jurisdiction's comprehensive plan; and
- 4) The value of jurisdictional contributions to subregional collaborations to support preservation or creation of income-restricted housing within the subregion made during the reporting period. Contributions may include, but are not limited to, cash loans and grants, land, and fee waivers.

CPP Appendix 4: Housing Technical Appendix

This letter cites the following guidance from the CPP Housing Technical Appendix:

Policy H-4: Evaluate Effectiveness

Prior to updating their comprehensive plan, a jurisdiction must evaluate the effectiveness of existing housing policies and strategies to plan for and accommodate their allocated share of countywide need. This will help a jurisdiction identify the need to adjust current policies and strategies or implement new ones. Where possible, jurisdictions are encouraged to identify actual housing units created, by affordability level, since their last comprehensive plan update.

This evaluation must also identify gaps in existing partnerships, policies, and dedicated resources for meeting the countywide need and eliminating racial and other disparities in access to housing and neighborhoods of choice. This exercise helps a jurisdiction understand what other strategies it should pursue beyond updating the comprehensive plan to meet the goals of this chapter. Some strategies, like inclusionary housing or new dedicated resources, will be easier to evaluate a quantitative impact and for others, it may be more qualitative. Jurisdictions without the ability to identify the impact of each policy may wish to describe the policies and programs that contributed to creating or preserving a given number of income-restricted units, special needs housing units, etc.

ATTACHMENT C

CITY OF REDMOND RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, RATIFYING 2023 AMENDMENTS TO THE KING COUNTY COUNTYWIDE PLANNING POLICIES.

WHEREAS, the Growth Management Act requires King County to prepare and maintain countywide planning policies; and

WHEREAS, policy FW-1 of the King County Countywide Planning Policies states that amendments to the policies must be ratified by at least 30 percent of the local governments representing 70 percent of the population of King County before they are adopted; and

WHEREAS, King County and the cities in King County prepared and adopted the Countywide Planning Policies in 1992; and

WHEREAS, King County and the cities in King County adopted a major update to the Countywide Planning Policies in 2021 (Res. 1554); and

WHEREAS, the 2021 Countywide Planning Policies anticipated future work by the Affordable Housing Committee and Growth Management Planning Council concerning meeting affordable housing needs; and

WHEREAS, in August 2023 the King County Council adopted amendments to the Countywide Planning Policies (King County Ord. No. 19660); and

Page 1 o	of 2	Resolution	No.	
- ,			No.	

ATTACHMENT C

WHEREAS, these amendments are the result of regional collaboration and will benefit the region.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, HEREBY RESOLVES that the 2023 Amendments to the King County Countywide Planning Policies, set forth in Exhibit 1 attached hereto and incorporated herein by this reference as if set forth in full, are hereby ratified by the City of Redmond. ADOPTED by the Redmond City Council this , 2023. APPROVED: ANGELA BIRNEY, MAYOR ATTEST: (SEAL) CHERYL XANTHOS, MMC, CITY CLERK FILED WITH THE CITY CLERK: PASSED BY THE CITY COUNCIL: RESOLUTION NO.

Page	2	of	2	Resolution	No.	
				AM	No.	

1200 King County Courthouse 516 Third Avenue Seattle, WA 98104



KING COUNTY

Signature Report

Ordinance 19660

	Proposed No. 2023-0224.1 Sponsors Balducci
1	AN ORDINANCE adopting and ratifying amendments to
2	the 2021 King County Countywide Planning Policies.
3	BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:
4	SECTION 1. Findings:
5	A. The 2021 King County Countywide Planning Policies ("the CPPs") were
6	adopted and ratified by King County on December 14, 2021, by Ordinance 19384.
7	Ordinance 19384 established a workplan for the Affordable Housing Committee of the
8	King County Growth Management Planning Council ("the GMPC") to address GMPC
9	Motion 21-1 regarding affordable housing.
10	B. The CPPs were ratified by the cities and towns in King County on April 6,
11	2022.
12	C. On March 22, 2023, the GMPC approved Motion 23-1, which recommended
13	amendments to the CPPs, which includes the recommendations to meet the requirements
14	in Ordinance 19384 and GMPC Motion 21-1.
15	SECTION 2. The amendments to the CPPs, as shown in Attachment A to this
16	ordinance, are hereby adopted by King County and ratified on behalf of the population of
17	unincorporated King County.
18	SECTION 3. Severability. If any provision of this ordinance or its application to

- any person or circumstance is held invalid, the remainder of the ordinance or the
- application of the provision to persons or circumstances is not affected.

Ordinance 19660 was introduced on 6/27/2023 and passed by the Metropolitan King County Council on 8/15/2023, by the following vote:

Yes: 9 - Balducci, Dembowski, Dunn, Kohl-Welles, Perry, McDermott, Upthegrove, von Reichbauer and Zahilay

KING COUNTY COUNCIL KING COUNTY, WASHINGTON

DocuSigned by:

E76CE01F07B14EF...

Dave Upthegrove, Chair

ATTEST:

Docusigned by:

Melani Pedioza

8DE 18B375AD3422...

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of __8/22/2023 ____, _____

DocuSigned by:

1

4FBCAB8196AE4C6...

Dow Constantine, County Executive

Attachments: A. King County GMPC Motion 23-1, a motion recommending amendments to the King County Countywide Planning Policies to the King County Council

ORDINANCE 19660 ATTACHMENT A

03/22/2023

Sponsored By: <u>Executive Committee</u>

1	GMPC MOTION 23-1
2	A MOTION recommending amendments to the King County
3	Countywide Planning Policies to the King County Council
4	
5	WHEREAS, the King County Council initially adopted Countywide Planning
6	Policies in 1992 in conformance with Growth Management Act requirements; and
7	WHEREAS, the King County Council comprehensively amended the
8	Countywide Planning Policies in 2012 to be consistent with the Multicounty Planning
9	Policies and Regional Growth Strategy in VISION 2040; and
10	WHEREAS, the Puget Sound Regional Council General Assembly adopted
11	VISION 2050 and the Multicounty Planning Policies in 2020; and
12	WHEREAS, the Washington State Legislature adopted House Bill 1220 in 2021,
13	which substantively amended the Growth Management Act to require jurisdictions to
14	plan for and accommodate housing needs and resulted in other substantive changes to
15	how jurisdictions plan for housing in the housing element of their comprehensive plan;
16	and
17	WHEREAS, the King County Council adopted updated Countywide Planning
18	Policies in 2021 and these implemented the Regional Growth Strategy with growth
19	targets that will form the land use basis for periodic comprehensive plan updates; and
20	WHEREAS, the Growth Management Planning Council directed their
21	Affordable Housing Committee with Motion 21-1 to complete by the end of 2022 a
22	collaborative process to:
23	1. monitor and report jurisdictional housing supply, housing affordability,
24	housing needs, and income-restricted housing levels, including disparities

25		between subregions and comparisons to established housing goals and
26		targets, through the Regional Affordable Housing Dashboard and reporting;
27	2.	establish subregional or jurisdictional affordable housing needs, informed by
28		local data and the data and methodology provided by Commerce;
29	3.	recommend to the Growth Management Planning Council an accountability
30		and implementation framework for equitably meeting affordable housing
31		needs across the region. The Affordable Housing Committee will consider, at
32		a minimum, the range of Development Patterns and Housing Chapter
33		amendments proposed by Growth Management Planning Council members
34		in June 2021 regarding understanding and accommodating housing need,
35		holding jurisdictions accountable, and allocating resources; and
36	4.	recommend to the Growth Management Planning Council any Countywide
37		Planning Policy amendments necessary to implement their recommendations;
38		and
39	W	HEREAS, the Washington State Legislature adopted House Bill 1241 in 2022
40	which incr	eased the review and revision cycle for comprehensive plans from eight to ten
41	years, exte	nded the next comprehensive plan update deadline for jurisdictions in King
42	County to 1	December 31, 2024 and required King County and certain cities to submit an
43	implement	ation progress report with certain required information to Commerce five years
44	after review	wing and revising a comprehensive plan, and, if any action needed to
45	implement	changes in the most recent comprehensive plan update has not occurred at the
46	time of the	report, to create a work plan to take any needed actions within two years.
47	W	HEREAS, the Affordable Housing Committee conducted a thorough and
48	collaborati	ve process to respond to Growth Management Planning Council Motion 21-1,
49	which inclu	uded engagement with the members of the Growth Management Planning
50	Council, ju	urisdictional stakeholders, Commerce staff, and the Community Partners Table

51 of the Affordable Housing Committee, which was composed of representatives from 52 communities disproportionately impacted by housing cost burden; and 53 WHEREAS, the Affordable Housing Committee reported back on progress to 54 respond to Growth Management Planning Council Motion 21-1 to the Growth 55 Management Planning Council at all of their meetings in 2022; and WHEREAS, the Affordable Housing Committee approved on December 9, 2022 56 57 a recommended response to Growth Management Planning Council Motion 21-1, that 58 included recommended: 59 1. improvements to how King County, in partnership with cities, will monitor 60 and report progress to plan for and accommodate housing need through 61 ongoing Countywide Planning Policies Housing Chapter monitoring and 62 reporting; 63 2. methods for establishing countywide and jurisdictional housing needs, 64 informed by local data and consistent with the data and methodology 65 provided by Commerce; 3. 66 accountability framework details for equitability meeting these housing 67 needs, informed by amendments proposed by Growth Management Planning 68 Council members in June 2021 regarding understanding and accommodating 69 housing need, holding jurisdictions accountable, and allocating resources. 70 This included a housing-focused review of draft comprehensive plans, annual 71 monitoring and reporting, and a mid-planning cycle check-in and adjustment 72 period five years after comprehensive plan adoption; and 73 4. amendments to the King County Countywide Planning Policies necessary to 74 implement their recommendations and further align the Countywide Planning 75 Policies with recent changes to the Growth Management Act enacted through 76 the passage of House Bill 1220 in 2021; and

77	WHEREAS, the Affordable Housing Committee Chair transmitted the
78	Committee recommendations to the Growth Management Planning Council on December
79	29, 2022; and
80	WHEREAS, the Department of Commerce published final countywide housing
81	need projections on March 1, 2023 and anticipates publishing final guidance required by
82	House Bill 1220 by April 2023; and
83	THEREFORE, the King County Growth Management Planning Council
84	recommends amendments to the 2021 King County Countywide Planning Policies,
85	included with this motion as Attachment A, to the King County Council.
86	
87	
88	Dow Constantine, Chair, Growth Management Planning Council
89	
90	Attachment A: Amendments to 2021 Countywide Planning Policies

Attachment A: Amendments to 2021 Countywide Planning Policies

All King County Countywide Planning Policy amendments are shown in ((strikethrough)) and underlined text.

Amendments:

In the Countywide Planning Policies Introduction, on page 6, amend as follows:

The King County Countywide Planning Policies

The Countywide Planning Policies (CPPs) create a shared and consistent framework for growth management planning for all jurisdictions in King County in accordance with RCW 36.70A.210, which requires the legislative authority of a county to adopt a countywide planning policy in cooperation with cities located in the county. The comprehensive plan for King County and the comprehensive plans for cities and towns in King County are developed from the framework that the CPPs establish. The 2021 Countywide Planning Policies, as amended, were designed to provide guidance in advance of the 2024 statutory update of comprehensive plans to incorporate changes to the regional policy framework and to reflect new priorities addressing equity and social justice within our communities.

In the Development Patterns Chapter, starting on page 21, amend as follows:

DP-12 GMPC shall allocate ((residential)) housing and employment growth to each city and urban unincorporated area in the county. This allocation is predicated on:

- a) Accommodating the most recent 20-year population projection from the state Office of Financial Management and the most recent 20-year regional employment forecast from the Puget Sound Regional Council, informed by the 20-year projection of housing units from the state Department of Commerce;
- b) Planning for a pattern of growth that is consistent with the Regional Growth Strategy including focused growth within cities and Potential Annexation Areas with designated centers and within high-capacity transit station areas, limited development in the Rural Area, and protection of designated Natural Resource Lands;
- c) Efficiently using existing zoned and future planned development capacity as well as the capacity of existing and planned infrastructure, including sewer, water, and stormwater systems;
- d) Promoting a land use pattern that can be served by a connected network of public transportation services and facilities and pedestrian and bicycle infrastructure and amenities;
- e) Improving jobs/housing balance consistent with the Regional Growth Strategy, both between counties in the region and within subareas in the county;
- f) Promoting opportunities for housing and employment throughout the Urban Growth Area and within all jurisdictions in a manner that ensures racial and social equity;

- g) Allocating growth to Potential Annexation Areas within the urban unincorporated area proportionate to their share of unincorporated capacity for housing and employment growth; and
- h) Allocating growth based on the amount of net new housing needed to plan for and accommodate an equitable distribution of housing choices across all jurisdictions that is affordable to all economic segments of the population of the county, as provided by the Department of Commerce.

DP-13 The Growth Management Planning Council shall:

- a) Update housing and employment growth targets and housing needs periodically to provide jurisdictions with up-to-date growth allocations to be used as the land use assumption in state-mandated comprehensive plan updates;
- b) Adopt housing and employment growth targets and housing needs in the Countywide Planning Policies pursuant to the procedure described in policy FW-1;
- c) Create a coordinated countywide process to reconcile and set growth targets that implements the Regional Growth Strategy through countywide shares of regional housing and ((jobs)) job growth, countywide shares of statewide housing needs, allocations to Regional Geographies, and individual jurisdictional growth targets;
- d) Ensure that each jurisdiction's growth targets <u>and housing need</u> are commensurate with their role in the Regional Growth Strategy by establishing a set of objective criteria and principles to guide how jurisdictional targets <u>and housing needs</u> are determined;
- e) Ensure that each jurisdiction's growth targets allow it to meet the need for <u>housing</u> affordable ((housing for)) to households with ((low-, very low-, and extremely low-incomes)) moderate-, low-, very low-, and extremely low-incomes; and
- f) Adjust targets and housing needs administratively upon annexation of unincorporated Potential Annexation Areas by cities. Growth targets for the planning period are shown in Table DP-1. Net new housing needs for the planning period are shown in Table H-1 and total projected housing needs are shown in Table H-2.

DP- 14 All jurisdictions shall accommodate housing and employment by:

- Using the adopted growth targets as the land use assumption for their comprehensive plan;
- b) Establishing local growth targets for regional growth centers and regional manufacturing/industrial centers, where applicable;
- c) Ensuring adopted comprehensive plans and zoning regulations provide <u>sufficient</u> capacity <u>at appropriate densities</u> for residential, commercial, and industrial uses that is sufficient to meet 20-year growth targets, <u>allocated housing needs</u>, and is consistent with the desired growth pattern described in VISION 2050;
- d) Ensuring adopted local water, sewer, transportation, utility, and other infrastructure plans and investments, including special purpose district plans, are consistent in location and timing with adopted targets as well as regional and countywide plans; and

e) Transferring ((an)) and accommodating unincorporated area housing and employment targets and housing need as annexations occur.

In the Development Patterns Chapter, on page 33, amend as follows:

DP-47 Limit growth in the Rural Area to prevent sprawl and the overburdening of rural services, minimize the need for new rural infrastructure, maintain rural character, and protect open spaces and the natural environment. <u>To limit growth pressure in the Rural Area, locate services in Cities in the Rural Area and cities that border the rural area.</u>

In the Housing Chapter, starting on page 36, amend as follows:

Housing

The Countywide Planning Policies in the Housing Chapter support a range of affordable, accessible, and healthy housing choices for current and future residents across King County. Further, they respond to the legacy of discriminatory housing and land use policies and practices (e.g., redlining, racially restrictive covenants, exclusionary zoning, etc.) that have led to significant racial and economic disparities in access to housing and neighborhoods of choice. These disparities affect equitable access to well-funded schools, healthy environments, open space, and employment.

The policies reflect the region's commitment to addressing the 2018 findings of the Regional Affordable Housing Task Force (Task Force). Key findings include:

- Dramatic housing price increases between 2012 and 2017 resulted in an estimated 156,000 extremely low-, very low-, and low-income households spending more than 30 percent of their income on housing (housing cost burdened); and
- Black, Hispanic, Indigenous, and extremely low-income households are among those most disproportionately impacted by housing cost burden.

((While significant housing market activity is needed to reach overall King County housing growth targets, the ability of the region's housing market to address the housing needs of low-income households is limited. A large majority of the need will need to be addressed with units restricted to income eligible households — both rent restricted units and resale restricted homes ("income-restricted units").))

Building on the Task Force's work, this chapter establishes ((a countywide need for affordable housing defined as the additional housing units needed in King County by 2044 so that no household at or below 80 percent of Area Median Income (AMI) is housing cost burdened. While the need is expressed in countywide terms, housing affordability varies significantly across jurisdictions. In addressing housing needs, less affordable jurisdictions will need to take significant action to increase affordability across all income levels while more affordable

jurisdictions will need to take significant action to preserve affordability. To succeed, all communities must address housing need where it is greatest—housing affordable to extremely low income households.)) goals and policies to ensure all jurisdictions in King County plan for and accommodate their allocated share of ((When taken together, all the comprehensive plans of King County jurisdictions must "plan for and accommodate" the)) existing and projected housing needs of the county and comply with the Growth Management Act requirements for housing elements in ((RCW)) Revised Code of Washington 36.70A.020 and 36.70A.070(())) and the Countywide Planning Policies in this chapter.

While significant new housing growth is necessary to reach overall King County housing growth targets, new housing growth will not sufficiently address the housing needs for lower-income households without additional government support for the creation of units restricted to income-eligible households—both rent-restricted units and resale restricted homes ("income-restricted units"); and the preservation of homes currently affordable at or below 80 percent of area median income. Local jurisdictions can create enabling environments and generate local revenue to support new housing development and housing preservation, but successful implementation requires resources and involvement from other levels of government, nonprofits, and the private sector.

Housing unit production is one, but not the only means to measure whether a jurisdiction has planned for and accommodated housing needs. Success will primarily be defined by whether a jurisdiction has adopted and implemented policies and plans that, taken together and in light of available resources, can be reasonably expected to support and enable the production or preservation of units needed at each affordability level. Policies in this chapter do not require that jurisdictions act outside of current powers or assume full responsibility for the construction of units required to meet housing needs articulated in policy H-1.

These Countywide Planning Policies also recognize that housing affordability varies significantly across jurisdictions. In addressing housing needs, less affordable jurisdictions will need to focus actions on increasing affordability for low-income households while more affordable jurisdictions will need to focus actions on preserving affordable homes at risk of price increases. All communities must address housing need where it is greatest—housing affordable to extremely low-income households.

The policies below set a framework for individual and collective action and accountability to meet ((the)) countywide needs and eliminate disparities in access to housing and neighborhoods of choice. They first establish the amount of countywide housing needs a jurisdiction must plan for and accommodate in a manner that seeks to increase housing choice and begin to address disparities in housing choice throughout King County. ((These)) The policies then guide jurisdictions through a ((four))-five step process:

1. ((Conduct)) conduct a housing inventory and analysis;

- ((Implement)) implement policies and strategies to meet housing needs equitably;
- 3. review comprehensive plans;
- 4. ((Measure results and provide accountability)) monitor and report; and
- ((4)) 5. ((Adjust)) adjust strategies to meet housing needs.

Overarching Goal: Provide a full range of affordable, accessible, healthy, and safe housing choices to every resident in King County. All jurisdictions work to:

- preserve, improve, and expand their housing stock;
- promote fair and equitable access to housing for all people; and
- take actions that eliminate race-, place-, ability-, and income-based housing disparities.

H-1 ((All comprehensive plans in King County combine to address the countywide need for housing affordable to households with low, very low, and extremely low incomes, including those with special needs, at a level that calibrates with the jurisdiction's identified affordability gap for those households and results in the combined comprehensive plans in King County meeting countywide need. The countywide need for housing in 2044 by percentage of AMI is:

30 percent and below AMI (extremely low) 15 percent of total housing supply
31-50 percent of AMI (very low) 15 percent of total housing supply
51-80 percent of AMI (low) 19 percent of total housing supply

Table H 1 provides additional context on the countywide need for housing.¹

Table H-1: King County Affordable Housing Need								
	30% AMI	31% - 50% AMI	51% - 80% AMI	80% AMI				
Housing Units by Affordability (2019)								
Number of Units	44,000	122,000	180,000	346,000				
As Share of Total Units	5%	13%	19%	36%				
Additional Affordable Housing Units	Needed (2019-2	944)						
Additional Housing Units Needed to Address Existing Conditions ²	105,000	31,000	23,000	159,000				
Housing Units Needed to Address Growth Through 2044 ³	39,000	32,000	33,000	104,000				
Total Additional Affordable	144,000	63,000	56,000	263,000				
Housing Units Needed								
Total Affordable Housing Units Needed by 2044 (Includes Current Housing Units)								
Number of Units	188,000	185,000	236,000	609,000				
As Share of Total Units	15%	15%	19%	49%				

Refer to Appendix 4 for the methodology used to calculate countywide need and 2019 jurisdictional affordability levels as compared to countywide need.))

Plan for and accommodate the jurisdiction's allocated share of countywide future housing needs for moderate-, low-, very low- and extremely low-income households as well as

emergency housing, emergency shelters, and permanent supportive housing. Sufficient planning and accommodations are those that comply with the Growth Management Act requirements for housing elements in Revised Code of Washington 36.70A.020 and 36.70A.070, that outline regulatory and nonregulatory measures to implement the comprehensive plan (Washington Administrative Code 365-196-650), and that comply with policies articulated in this chapter. Projected countywide and jurisdictional net new housing needed to reach projected future need for the planning period is shown in Table H-1.1

Table H-1: King County Countywide and Jurisdictional Housing Needs 2019-2044

	Countywide Net New Permanent Housing Units Needed, 2019-2044 ²									
			<u>0 to s</u>	<u>≤30%</u>						Countywide Net New
		<u>Total</u>	Non- PSH	<u>PSH</u>	>30 to ≤50%	>50 to ≤80%	>80 to ≤100 <u>%</u>	>100 to ≤120%	>120%	Emergency Housing <u>Needs³</u>
	wide Total Future g Needed: 2044	1,269,62 <u>8</u>	113,79 0	49,064	139,71 <u>8</u>	177,59 0	195,93 4	136,06 1	457,47 <u>1</u>	65,054
	wide Baseline g Supply: 2019 ⁴	960,951	32,213	<u>6,168</u>	91,505	155,21 <u>4</u>	181,00 9	119,13 3	375,70 9	6,071
	wide Net New g Needed: 2019-	308,677	81,577	42,896	48,213	22,376	14,925	16,928	81,762	<u>58,983</u>
		<u>Jurisdic</u>	tional Ne	t New Per	manent I	Housing U	Inits Need	led, 2019	<u>-2044</u>	<u>Jurisdictional</u>
			<u>0 to s</u>	<u>≤30%</u>						<u>Net New</u>
		<u>Total</u>	Non- PSH	<u>PSH</u>	>30 to ≤50%	>50 to ≤80%	>80 to ≤100 <u>%</u>	>100 to ≤120%	>120%	Emergency Housing Needs
an	<u>Bellevue</u>	<u>35,000</u>	<u>11,925</u>	<u>6,270</u>	<u>8,780</u>	<u>2,671</u>	<u>703</u>	<u>798</u>	<u>3,853</u>	<u>6,688</u>
<u>Metropolitan</u> <u>Cities</u>	<u>Seattle</u>	112,000	<u>28,572</u>	<u>15,024</u>	19,14 4	<u>7,986</u>	<u>5,422</u>	<u>6,150</u>	29,702	<u>21,401</u>
	<u>Auburn</u>	12,000	<u>1,543</u>	<u>812</u>	<u>309</u>	<u>616</u>	<u>1,146</u>	<u>1,299</u>	<u>6,275</u>	<u>2,293</u>
	<u>Bothell</u>	<u>5,800</u>	<u>2,100</u>	<u>1,105</u>	<u>819</u>	<u>654</u>	<u>147</u>	<u>167</u>	<u>808</u>	<u>1,108</u>
	<u>Burien</u>	<u>7,500</u>	<u>1,444</u>	<u>759</u>	<u>524</u>	<u>407</u>	<u>574</u>	<u>650</u>	<u>3,142</u>	<u>1,433</u>
	<u>Federal Way</u>	<u>11,260</u>	<u>1,799</u>	<u>946</u>	<u>842</u>	<u>208</u>	<u>981</u>	<u>1,112</u>	<u>5,372</u>	<u>2,152</u>
ties	<u>Issaquah</u>	<u>3,500</u>	<u>1,093</u>	<u>575</u>	<u>868</u>	<u>460</u>	<u>66</u>	<u>75</u>	<u>363</u>	<u>669</u>
Core Cities	Kent	<u>10,200</u>	<u>1,872</u>	<u>984</u>	<u>788</u>	<u>318</u>	<u>820</u>	<u>929</u>	<u>4,489</u>	<u>1,949</u>
3	Kirkland	<u>13,200</u>	<u>4,842</u>	<u>2,546</u>	<u>3,052</u>	<u>1,022</u>	<u>228</u>	<u>259</u>	<u>1,251</u>	<u>2,522</u>
	Redmond	20,000	<u>7,025</u>	<u>3,694</u>	<u>3,870</u>	<u>2,765</u>	<u>348</u>	<u>394</u>	<u>1,904</u>	<u>3,822</u>
	Renton	<u>17,000</u>	<u>4,110</u>	<u>2,161</u>	<u>1,624</u>	<u>1,019</u>	<u>1,062</u>	<u>1,205</u>	<u>5,819</u>	<u>3,248</u>
	<u>SeaTac</u>	<u>5,900</u>	<u>646</u>	<u>340</u>	<u>183</u>	<u>143</u>	<u>603</u>	<u>683</u>	<u>3,302</u>	<u>1,127</u>
	<u>Tukwila</u>	<u>6,500</u>	<u>896</u>	<u>471</u>	<u>274</u>	<u>214</u>	<u>610</u>	<u>692</u>	3,343	<u>1,242</u>

	<u>Des Moines</u>	<u>3,800</u>	<u>790</u>	<u>415</u>	<u>231</u>	<u>227</u>	<u>281</u>	<u>318</u>	<u>1,538</u>	<u>726</u>
<u>Transit</u> ies	Kenmore	3,070	<u>1,063</u>	<u>559</u>	<u>483</u>	<u>393</u>	<u>75</u>	<u>85</u>	<u>412</u>	<u>587</u>
_ :=	<u>Lake Forest Park</u>	<u>870</u>	<u>313</u>	<u>164</u>	<u>143</u>	<u>140</u>	<u>14</u>	<u>16</u>	<u>80</u>	<u>166</u>
Capacity	Mercer Island	<u>1,239</u>	<u>339</u>	<u>178</u>	<u>202</u>	<u>488</u>	<u>4</u>	<u>5</u>	<u>23</u>	<u>237</u>
	<u>Newcastle</u>	<u>1,480</u>	<u>627</u>	<u>329</u>	<u>433</u>	<u>22</u>	<u>9</u>	<u>10</u>	<u>50</u>	<u>283</u>
High O	<u>Shoreline</u>	13,330	3,617	1,902	<u>2,710</u>	<u>740</u>	<u>573</u>	<u>650</u>	3,138	<u>2,547</u>
	Woodinville	2,033	<u>854</u>	<u>449</u>	<u>354</u>	<u>156</u>	<u>29</u>	<u>33</u>	<u>158</u>	388

		Jur	<u>Jurisdictional</u>							
			<u>0 to ≤</u>	30%				<u>Net New</u> Emergency		
		<u>Total</u>	Non- PSH	<u>PSH</u>	>30 to ≤50%	>50 to ≤80%	>80 to ≤100%	>100 to ≤120%	>120%	Housing Needs
	<u>Algona</u>	<u>170</u>	<u>32</u>	<u>17</u>	<u>8</u>	<u>7</u>	<u>14</u>	<u>16</u>	<u>76</u>	<u>32</u>
	Beaux Arts ⁵	<u>1</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Black Diamond	2,900	<u>745</u>	<u>392</u>	<u>203</u>	<u>410</u>	<u>151</u>	<u>171</u>	828	<u>554</u>
	<u>Carnation</u>	<u>799</u>	<u>239</u>	<u>126</u>	<u>23</u>	<u>85</u>	<u>43</u>	<u>48</u>	235	<u>153</u>
	<u>Clyde Hill</u>	<u>10</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>3</u>	=	=	=	<u>2</u>
	Covington	<u>4,310</u>	<u>1,016</u>	<u>535</u>	<u>603</u>	=	<u>283</u>	<u>321</u>	<u>1,552</u>	<u>824</u>
	<u>Duvall</u>	<u>890</u>	<u>268</u>	<u>141</u>	<u>=</u>	<u>266</u>	<u>28</u>	<u>32</u>	<u>155</u>	<u>170</u>
શ	<u>Enumclaw</u>	<u>1,057</u>	<u>162</u>	<u>85</u>	<u>39</u>	<u>61</u>	<u>93</u>	<u>106</u>	<u>511</u>	<u>202</u>
lowr	Hunts Point ⁵	<u>1</u>	<u>1</u>	<u>=</u>	=	<u>-</u>	=	=	=	=
. pue	Maple Valley	1,720	<u>542</u>	<u>285</u>	<u>320</u>	<u>26</u>	<u>72</u>	<u>81</u>	<u>394</u>	<u>329</u>
Cities and Towns	Medina	<u>19</u>	<u>5</u>	<u>3</u>	<u>3</u>	<u>8</u>	=	=	=	<u>4</u>
Öl	Milton	<u>50</u>	<u>13</u>	<u>7</u>	<u>=</u>	<u>8</u>	<u>3</u>	<u>3</u>	<u>16</u>	<u>10</u>
	Normandy Park	<u>153</u>	<u>41</u>	<u>21</u>	<u>32</u>	<u>17</u>	<u>6</u>	<u>6</u>	<u>30</u>	<u>29</u>
	North Bend	1,748	<u>433</u>	<u>228</u>	<u>121</u>	<u>221</u>	<u>98</u>	<u>111</u>	<u>536</u>	<u>334</u>
	<u>Pacific</u>	<u>135</u>	<u>23</u>	<u>12</u>	<u>4</u>	<u>6</u>	<u>12</u>	<u>13</u>	<u>65</u>	<u>26</u>
	<u>Sammamish</u>	2,100	<u>950</u>	499	419	<u>232</u>	Ξ.	=	_	<u>401</u>
	<u>Skykomish</u>	<u>10</u>	<u>2</u>	<u>1</u>	=	<u>1</u>	<u>1</u>	<u>1</u>	<u>4</u>	<u>2</u>
	<u>Snoqualmie</u>	<u>1,500</u>	<u>472</u>	248	233	<u>82</u>	<u>61</u>	<u>69</u>	335	<u>287</u>
	Yarrow Point	<u>10</u>	<u>4</u>	<u>2</u>	<u>3</u>	<u>1</u>	=		Ξ	<u>2</u>

Urban Dincorporated Onincorporated	<u>5,412</u>	<u>1,157</u>	<u>608</u>	<u>571</u>	<u>292</u>	<u>366</u>	<u>415</u>	2,003		<u>1,034</u>
------------------------------------	--------------	--------------	------------	------------	------------	------------	------------	-------	--	--------------

((1-Table H 1 includes both homeownership and rental units.

²-Estimates of additional affordable units needed to address existing cost burden and provide housing for persons experiencing homelessness. The estimates are based on a model in which adding units for households within a given low income category (e.g., < 30% AMI) allows those households to vacate units affordable within the next income category (e.g., greater than 30% AMI and less than or equal to 50% of AMI), in turn addressing needs of cost-burdened households in that income level. (Estimates shown assume that housing units equal to 1/25th of cost burdened households in each category are added annually in each income category until cost burden is eliminated; a range of estimates is possible depending on inputs to this model.)

³-Estimates of housing units needed to address growth assume income distribution of households added through growth is the same as existing income distribution.))

¹ Refer to Table H-2 in Appendix 4 for countywide and jurisdictional future housing needed in 2044 and baseline housing supply in 2019.

²The countywide need projections are derived from the Washington State Department of Commerce and were adjusted to align with the adopted housing growth targets for the planning period to ensure jurisdictions are planning for growth that is consistent with the goals of the Development Patterns Chapter.

³ "Emergency Housing" includes emergency housing and emergency shelter and is in addition to permanent housing needs.

⁴ Data on baseline housing supply is estimated using 2020 Office of Financial Management data on total housing units, and 2014-2018 Comprehensive Housing Affordability Strategy and 2020 Public Use Microdata Sample data on the distribution of units at different income levels. These data sources are used to align with Department of Commerce countywide need baseline data, even though the King County growth target setting process began in 2019.

⁵ Beaux Arts Village and Hunts Point both have growth targets of one unit, meaning their total need allocated is also one unit. The allocation process divides that unit up into multiple area median income bands, but to get need allocations that are whole numbers, we round all allocations in each area median income band and the emergency housing/shelter category.

⁶ This includes all Potential Annexation Areas within the High Capacity Transit Communities and Urban Unincorporated King County regional geographies.

In the Housing Chapter, on page 38, amend as follows:

H-2 Prioritize the need for housing affordable to households ((at or below)) less than or equal to 30 percent ((AMI)) area median income (extremely low-income) by implementing tools such as:

- a) Increasing capital, operations, and maintenance funding;
- b) Adopting complementary land use regulations;
- c) Fostering welcoming communities, including people with behavioral health needs;
- d) Adopting supportive policies; and
- e) Supporting collaborative actions by all jurisdictions.

((H-3 Update existing and projected countywide and jurisdictional housing needs using data and methodology provided by the Washington State Department of Commerce, in compliance with state law.))

In the Housing Chapter, starting on page 39, amend as follows. Renumber policies H-6-H-9 as H-5-H-8, respectively:

H-((**4**))**3** Conduct an inventory and analysis in each jurisdiction of existing and projected housing needs of all segments of the population and summarize the findings in the housing element. The inventory and analysis shall include:

- a) ((Affordability gap of the jurisdiction's housing supply as compared to countywide need percentages from Policy H-1 (see table H-3 in Appendix 4) and needs for housing affordable to moderate income households)) The number of existing and projected housing units necessary to plan for and accommodate projected growth and meet the projected housing needs articulated in Tables H-1 and H-2, including:
 - 1) permanent housing needs, which includes units for moderate-, low-, very low-, and extremely low-income households and permanent supportive housing,
 - 2) emergency housing needs, which includes emergency housing and emergency shelters;
- Number of existing housing units by housing type, age, number of bedrooms, condition, tenure, and ((AMI)) area median income limit (for income-restricted units);
- c) Number of existing emergency housing, emergency shelters, and permanent supportive housing facilities and units or beds, as applicable;
- d) Percentage <u>and geographic distribution</u> of residential land zoned for ((and geographic distribution of)) moderate- and high-density housing <u>and accessory dwelling units</u> in the jurisdiction;
- e) Number of income-restricted units and, where feasible, total number of units, within a half-mile walkshed of high-capacity or frequent transit service where applicable and regional and countywide centers;
- f) Household characteristics, by race/ethnicity:
 - 1) ((Income)) income (median and by ((AMI)) area median income bracket),
 - 2) ((Tenure)) <u>tenure</u> (renter or homeowner),
 - 3) ((Size
 - 4) Housing)) housing cost burden and severe housing cost burden;
- g) Current population characteristics:
 - 1) ((Age)) age by race/ethnicity,
 - 2) ((Disability)) disability;
- h) Projected population growth;
- i) Housing development capacity within a half-mile walkshed of high-capacity or frequent transit service, if applicable;
- j) Ratio of housing to jobs in the jurisdiction;

- k) Summary of existing and proposed partnerships and strategies, including dedicated resources, for meeting ((countywide)) housing needs, particularly for populations disparately impacted;
- The housing needs of people who need supportive services or accessible units, including but not limited to people experiencing homelessness, persons with disabilities, people with medical conditions, and older adults;
- m) The housing needs of communities experiencing disproportionate harm of housing inequities including Black, Indigenous, and People of Color (((BIPOC))); and
- n) Areas in the jurisdiction that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and public capital investments.

H-((5)) Evaluate the effectiveness of existing housing policies and strategies to meet (($\frac{1}{2}$) significant share of countywide need)) the jurisdiction's housing needs. Identify gaps in existing partnerships, policies, and dedicated resources for meeting (($\frac{1}{2}$) housing needs and eliminating racial and other disparities in access to housing and neighborhoods of choice.

In the Housing Chapter, on page 42, amend as follows:

 $H-((10))\underline{9}$ Adopt intentional, targeted actions that repair harms to Black, Indigenous, and other People of Color households from past and current racially exclusive and discriminatory land use and housing practices (generally identified through Policy $H-((6))\underline{5}$). Promote equitable outcomes in partnership with communities most impacted.

In the Housing Chapter, on page 42, amend as follows. Renumber policies H-11 and H-12 as H-10 and H-11, respectively:

Increased Housing Supply, Particularly for Households with the Greatest Needs

VISION 2050 encourages local cities to adopt best practices and innovative techniques to meet housing needs. Meeting ((the countywide affordable)) housing needs will require actions, including commitment of substantial financial resources, by a wide range of private for profit, non-profit, and government entities. Multiple tools will be needed to meet the full range of needs in any given jurisdiction.

H-12 Adopt and implement policies that improve the effectiveness of existing housing policies and strategies and address gaps in partnerships, policies, and dedicated resources to meet the jurisdiction's housing needs.

In the Housing Chapter, on page 42, amend as follows:

H-14 Prioritize the use of local and regional resources (e.g., funding, surplus property) for income-restricted housing, particularly for extremely low-income households, populations with special needs, and others with disproportionately greater housing needs. Consider projects that

promote access to opportunity, anti-displacement, and wealth building for Black, Indigenous, and People of Color communities to support implementation of policy $H-((10))\underline{9}$.

In the Housing Chapter, on page 44, amend as follows. Renumber policies H-20 and H-21 as H-21 and H-22, respectively:

H-19 Lower barriers to and promote access to affordable homeownership for extremely low-, very low-, and low--income, households. Emphasize:

- a) Supporting long-term affordable homeownership opportunities for households ((at or below)) less than or equal to 80 percent ((AMI)) area median income (which may require up-front initial public subsidy and policies that support diverse housing types); and
- b) Remedying historical inequities in and expanding access to homeownership opportunities for Black, Indigenous and People of Color communities.

H-20 Adopt and implement policies that address gaps in partnerships, policies, and dedicated resources to eliminate racial and other disparities in access to housing and neighborhoods of choice.

In the Housing Chapter, starting on page 45, amend as follows. Renumber policies H-23 and H-24 as H-24 and H-25, respectively:

H-((22))23 Adopt and implement policies that protect housing stability for renter households; expand protections and supports for moderate-, low-, very low- and extremely low-income renters and renters with disabilities.

((Measure Results and Provide Accountability)) Review, Monitor, Report, and Adjust

The following policies guide a housing comprehensive planning review, monitoring, reporting and adjustment process conducted by the Affordable Housing Committee, Growth

Management Planning Council, and King County. This process ensures plans are coordinated and consistent with countywide housing goals and policies, increases the likelihood of housing-related plan implementation to ensure needs are met, and provides jurisdictions with a periodic opportunity for adjustments and continual improvement in between comprehensive plan periodic updates.

Review Comprehensive Plans

H-26 The Growth Management Planning Council or its designee will conduct a housing-focused review of all King County jurisdiction's draft periodic comprehensive plan updates for alignment with the Housing Chapter goals and policies prior to plan adoption and provide comments. The purpose of plan review is to:

- a) offer early guidance and assistance to jurisdictions on comprehensive plan alignment with the CPP Housing Chapter;
- b) ensure plans address all Housing Chapter goals and policies and include required analyses;
- c) evaluate the meaningfulness of plan responses to policies in this chapter, where meaningful responses can be reasonably expected to achieve a material, positive change in the jurisdiction's ability to meet housing needs; and
- <u>d)</u> collect data on jurisdictional implementation details to inform future monitoring and evaluation during the remainder of the planning period.

Monitor and Report

Each jurisdiction has a responsibility to ((address)) plan for and accommodate its share of the countywide housing need. The ((county)) County and cities will collect and report housing data at least annually to help evaluate progress in ((planning for meeting this shared responsibility)) achieving the goals and advancing the policies of this chapter. The ((county)) County will help coordinate a ((transparent)) necessary data collection and ((sharing)) reporting process with cities. Further detail on monitoring and reporting procedures is contained in Appendix 4.

H-((25))27 Monitor progress toward meeting countywide <u>and jurisdictional</u> housing ((growth targets, countywide)) needs and eliminating disparities in access to housing and neighborhood choices. Where feasible, use existing regional and jurisdictional reports and monitoring tools and collaborate to reduce duplicative reporting.

- a) Jurisdictions, including the ((county)) <u>County</u> for unincorporated areas, will report annually to the ((county)) <u>County</u> ((using guidance developed by the County on housing <u>AMH levels</u>)):
 - 1) In the first reporting year, total income-restricted units, <u>total units</u>, by tenure, ((AMI)) <u>area median income</u> limit, address, and term of rent and income restrictions, for which the ((city)) <u>jurisdiction</u> is a party to affordable housing covenants on the property title created during the reporting period. In future years, report new units created and units with affordability terms that expired during the reporting period((-));
 - Description and magnitude of land use or regulatory changes to increase zoned residential capacity including, but not limited to, single-family, moderatedensity, and high-density((-));
 - 3) New strategies (e.g., land use code changes, dedicated fund sources, conveyance of surplus property) implemented during the reporting period to advance the policies of this chapter. This includes strategies to increase housing diversity, ((ex)) strategies to increase the supply of income-restricted units in the jurisdiction and implementation details identified in the jurisdiction's comprehensive plan; and

- 4) The value of jurisdictional contributions to subregional collaborations to support preservation or creation of income-restricted housing within the subregion made during the reporting period. Contributions may include, but are not limited to, cash loans and grants, land, and fee waivers.
- b) The ((county)) County will, where feasible, consolidate housing data across jurisdictions ((to provide clarity and assist jurisdictions with housing data inventory)) and ((will)) report annually on:
 - 1) Countywide housing inventory of:
 - Total housing units, by affordability to ((AMI)) area median income bands;
 - ii. Total income-restricted units, by ((AMI)) area median income limit;
 - iii. Number of units lost to demolition, redevelopment, or conversion to non-residential use during the reporting period;
 - iv. Of total housing units, net new housing units created during the reporting period and what type of housing was constructed, broken down by at least single-family, moderate-density housing types, and highdensity housing types;((and))
 - v. Total income-restricted units by tenure, ((AMI)) area median income limit, location, created during the reporting period, starting in 2021((-));
 - vi. Total net new income-restricted units and the term of rent and income restrictions created during the reporting period, starting in December 2022;
 - vii. Share of households by housing tenure by jurisdiction; and
 - viii. Zoned residential capacity percentages broken down by housing type/number of units allowed per lot;
 - 2) The ((county's)) County's new strategies (e.g., dedicated fund sources, conveyance of surplus property) implemented during the reporting period to increase the supply of restricted units in the county, including geographic allocation of resources;
 - 3) The ((county's)) County's new strategies implemented during the reporting period to reduce disparate housing outcomes and expand housing and neighborhood choice for Black, Indigenous, and other People of Color households and other population groups identified through policy H-((6))5((-));
 - 4) Number of income-restricted units within a half mile walkshed of a high-capacity or frequent transit stations in the county;
 - 5) Share of households with housing cost burden, by income band, race, and ethnicity;
 - 6) Tenant protection policies adopted by jurisdictions in King County; and
 - Number of individuals and households experiencing homelessness, by race and ethnicity.
- c) Where feasible ((, jurisdictions will also collaborate to report)):

- 1) <u>Jurisdictions will collaborate to report</u> ((Net)) <u>net</u> new units accessible to persons with disabilities; and
- 2) King County will collaborate with the King County Regional Homelessness

 Authority and public funders to report total net new permanent supportive housing, emergency housing, and emergency shelters units/beds.

H-((26))28 The ((county)) County will ((provide guidance to jurisdictions on goals for housing AMI levels annually)) provide necessary, ((transparent)) ongoing information ((measuring)) on jurisdictions' progress toward ((meeting countywide affordable housing need, according to H-25,)) planning for and accommodating their housing needs using public-facing tools such as the King County's Affordable Housing Dashboard. The Affordable Housing Committee will establish standardized benchmarks, housing data trends, and comparative standards to aid in assessing local progress relative to countywide trends and other jurisdictions. Measurement will include at a minimum, the meaningful actions taken by a jurisdiction to implement their comprehensive plan housing element, housing unit production within jurisdictions, as well as credit jurisdictions for direct funding and other contributions to support the preservation or creation of income-restricted units through subregional collaborations.

H-((27))29 ((Review and amend countywide and local housing strategies and actions when monitoring in Policy H 25 and H 26 indicates that adopted strategies are not resulting in adequate affordable housing to meet the countywide need. Consider amendments to land use policies and the land use map where they present a significant barrier to the equitable distribution of affordable housing.)) Five years after adoption of a periodic update to a comprehensive plan, the Growth Management Planning Council or its designee will review monitoring and reporting data collected through annual reporting and other local data and analysis. The Growth Management Planning Council will identify significant shortfalls in planning for and accommodating housing needs, provide findings that describe the nature of the shortfalls, and make recommendations that jurisdictions take action to address shortfalls. Jurisdictions with significant shortfalls shall identify and implement actions to address the shortfalls, such as amending the comprehensive plan, land use regulations, or other legislative or administrative actions. Implementation of this policy shall be coordinated with the requirement in Revised Code of Washington 36.70A.130(9)(c) to produce and take actions pursuant to a five-year implementation progress report.

In the Economy Chapter, on page 50, amend as follows:

The Rural Area and Natural Resource Lands are important for their contribution to the regional food network, mining, timber, and craft industries, while ((Cities in the Rural Area)) cities are important for providing access to services ((to)) and being the economic centers for the surrounding Rural Area.

In Appendix 4: Housing Technical Appendix, starting on page 69, amend as follows:

Appendix 4: Housing Technical Appendix

Policy H-1: ((Countywide)) Housing Needs

Each jurisdiction, as part of its ((Comprehensive)) comprehensive ((Plan)) plan housing analysis, will need to ((address affordability and the condition of existing housing supply as well as its responsibility to)) plan for and accommodate its share of countywide housing needs ((for affordable housing)) as defined in policy H-1 and articulated in Tables H-1 and H-2. In order for each jurisdiction to address its share of the countywide housing needs for ((extremely low-,very low , and low-)) moderate-, low-, very- low-, and extremely- low-income housing, as well as permanent supportive housing and emergency housing, a ((four-step)) five-step approach should be followed:

- 1. ((Conduct)) conduct a housing inventory and analysis;
- ((Implement)) implement policies and strategies to ((equitably)) meet housing needs equitably;
- 3. review comprehensive plans;
- 4. ((Measure results and provide accountability)) monitor and report; and
- ((4)) 5. ((Adjust)) adjust strategies to meet housing needs.

((Countywide need, also called the countywide affordable housing need, is the number of additional, affordable homes needed by 2044 so that no household at or below 80 percent AMI spends more than 30 percent of their income on housing. The countywide need for housing is estimated at 263,000 affordable homes affordable at or below 80 percent AMI that need to be built or preserved by 2044 as shown in Table H-1. The countywide need estimate includes both homeownership and rental units and accounts for people experiencing homelessness. The estimates are based on a model in which adding units for households within a given low income category (e.g., < 30 percent AMI) allows those households to vacate units affordable within the next highest income category (e.g., greater than 30 percent AMI and less than or equal to 50 percent of AMI) each year, in turn addressing needs of cost-burdened households in that income level. The estimates in Table H-1 assume that housing units equal to 1/25th of the cost burdened households in each category in 2019 are added annually in each income category until cost burden is eliminated, which occurs in different years for different income categories due to the vacating unit process described earlier. The estimates of housing units needed to address growth also assume income distribution of households added through growth is the same as existing income distribution.

Estimating Local Housing Need

While the CPPs do not prescribe a jurisdictional share of countywide affordable housing need, per RCW 36.70A.070 jurisdictions must include in the housing element of their comprehensive plan:

an inventory and analysis of existing and projected housing needs that identifies the number of housing units necessary to manage projected growth, as provided by the department of commerce, including:

(i) Units for moderate, low, very low, and extremely low income households;

Countywide housing need, housing affordability, and income-restricted housing unit data provided in Tables H-1 and H-2 and through the King County Regional Affordable Housing Dashboard can assist jurisdictions in estimating their local affordable housing needs. Sample calculations using a simplified methodology and potential policy responses for three jurisdictions of varying size and affordability are provided below. As a reminder, Policy H-1 and Table H-1 provides that the countywide need for housing in 2044 by percentage of AMI is:

30 percent and below AMI (extremely low)	15 percent of total housing supply
31-50 percent of AMI (very low)	15 percent of total housing supply
51 80 percent of AMI (low)	19 percent of total housing supply

The sample jurisdictional calculations use fictional data from Table H-3.

Table H-2: Fictional Jurisdictional Data

	Current Housing Units (HU) (2013-2017)									
Jurisdiction	0-30% AMI		31-50% AMI		51-80% AMI		Over 80% AMI		All Incomes	
	#-of	%-of	# of HU	%-of	# of HU	# af 1111	%-of	% of # of HU	%-of	Total HU
	HU	Total HU	# 01 110	Total HU		Total HU	# UI NU	Total HU	TOTAL FIO	
Jurisdiction A	2,000	3%	3,000	4%	7,000	10%	58,000	83%	70,000	
Jurisdiction B	2,500	4%	20,000	33%	18,000	30%	20,000	33%	60,500	
Jurisdiction C	300	3%	600	6%	1,600	17%	7,000	74%	9,500	
Source: 2013 - 2017 CHAS										

Jurisdiction	Income Restricted Housing Units (HU) (2019)							
	0-30%	-AMI	31-5	0% AMI	51 80% AMI			
	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU		
Jurisdiction A	300	0.4%	500	0.7%	2,100	3.0%		
Jurisdiction B	300	0.5%	1,200	2.0%	1,800	3.0%		
Jurisdiction C	0	0.0%	70	0.7%	80	0.8%		
Source: King County Income-restricted Housing Database								

Jurisdiction	Future Affordable Housing Need (2044 total units * Countywide Housing Need)								
	0-30% AMI		31-50% AMI		51-80% AMI		Current	2044	Total
	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU	Housing Units	Housing Growth Target	Housing Units in 2044
Jurisdiction A	15,750	15%	15,750	15%	19,95(19%	70,000	35,000	105,000
Jurisdiction B	10,875	15%	10,875	15%	13,77 5	19%	60,500	12,000	72,500

Jurisdiction € 1,710 15% 1,710 15% 2,16€ 19% 9,500 1900 11,400

Note: This applies the countywide need for affordable housing to each jurisdiction's projected total housing units in 2044

Difference from Current Housing Units to 2044 Need						
0-30% AMI	31-50% AMI	51-80% AMI				
# of HU	# of HU	# of HU				
13,750	12,750	12,950				
8,375	-9,125	-4,225				
1,410	1,110	566				
	0-30% AMI # of HU 13,750 8,375	0-30% AMI 31-50% AMI # of HU # of HU 12,750 8,375 -9,125				

Note: This table shows the gap or overage between the 2044 Housing Unit Need and Current Housing Units

	Difference from Current Income Restricted Housing Units to 2044 Need							
Jurisdiction	0-30% AMI	31-50% ΛΜΙ	51-80% AMI					
	# of HU	# of HU	# of HU					
Jurisdiction A	15,450	15,250	17,850					
Jurisdiction B	10,575	9,675	11,975					
Jurisdiction C	1,710	1,640	2,086					

Note: This shows the gap or overage between the 2044 Housing Unit Need and Current Income-Restricted Housing Units

Jurisdiction A: Large, generally unaffordable

Analysis: Jurisdiction A is a larger jurisdiction with a relatively limited supply of housing affordable to households at or below 80 percent AMI (3 percent, 4 percent, and 10 percent of housing units for 0-30 percent, 31-50 percent, and 51-80 percent AMI respectively). Based on its housing growth target, to meet a proportional share of countywide housing need by 2044, the jurisdiction will need 15,750 units affordable to 0-30 percent AMI, 15,750 units affordable to 31-50 percent AMI and 19,950 units affordable to 51-80 percent AMI. This is a sizeable need compared to current levels of affordability.

Potential Policy Response: Given the low levels of currently affordable and income restricted housing in the community, the jurisdiction will need to employ a diversity of tools — from public subsidy to policy tools like increasing the amount of land zoned for multifamily housing to meet affordability needs. For example, currently, only 3 percent, or 2,000 units, in the jurisdiction are affordable to households at or below 30 percent AMI. Of these units, only 300 are incomerestricted. This means the jurisdiction will need to focus significant attention on creating new deeply affordable units as well as preserving any currently affordable units that are not incomerestricted. Given the scale of the affordability gap, however, the jurisdiction's primary focus should be on income restricted housing production strategies. This could also include

purchasing currently unaffordable housing units and holding rents relatively steady until they are affordable, a strategy recently employed by the King County Housing Authority. As the impact of overall housing supply increases on prices are uncertain, the jurisdiction should monitor affordability levels as overall supply of unrestricted housing units increases.

Jurisdiction B: Medium, currently affordable to all but the lowest incomes

Analysis: Jurisdiction B is a medium-sized jurisdiction with a large supply of housing affordable to households at 31-80 percent of AMI. If that housing was preserved at current affordability levels, it would more than provide a proportional share of housing to meet countywide affordable housing need. However, the jurisdiction lacks housing affordable to households at the lowest income level (0-30 percent AMI) and only a small portion of its housing is incomerestricted, leaving prices vulnerable to market forces and residents vulnerable to displacement.

Potential Policy Response: Given the current levels of affordability in the community, Jurisdiction B should focus on rehabilitation and preservation of both income restricted housing at or below 80 percent AMI and unrestricted housing affordable at all income levels, and production of housing affordable to households at or below 30 percent AMI. Preservation may entail supporting affordable housing providers in the purchase of housing units that are currently affordable to households at or below 80 percent AMI, as well as investing in programs that improve the quality and safety of existing housing stock.

Jurisdiction C: Small, moderately affordable, low growth target, limited transit, large lot sizes

Analysis: Jurisdiction C is a smaller jurisdiction with some existing housing affordable to households at or below 80 percent AMI, but very little income-restricted housing. Compared to jurisdictions A and B, it has a low growth target, meaning that its future need for affordable housing is much larger than its projected growth. In addition, the jurisdiction lacks significant plans for transit investment and most of the current housing is on very large-sized lots, as prescribed by current zoning.

Potential Policy Response: Jurisdiction C will need to explore preservation and production tools appropriate to its context to increase its supply of affordable housing, particularly incomerestricted housing. Likely, it will need to use land use policies to increase the diversity of housing types in the jurisdiction, as well as use public resources to support affordable housing production. The jurisdiction may also wish to engage with neighboring jurisdictions with better transit and employment access to determine if it makes sense to contribute to affordable housing production elsewhere in its sub-region in order to support job and service access for residents of affordable housing. However, this approach should be balanced with attention to providing equitable access to high opportunity areas, such as areas with quality schools and open space, to low income residents and residents of color.))

Consistent with the Revised Code of Washington 36.70A.100 and 36.70A.115, King County identifies a 20-year population growth target that is within the range of projections prepared by the Washington State Office of Financial Management. In the past, the County has taken this projection and used its own framework to calculate growth targets for housing units and jobs over the planning period. A decision-making process between King County and King County cities then distributed housing units and jobs between different jurisdictions, to be used in developing local comprehensive plans.

Updates to the Growth Management Act in 2021 changed this process, such that the Washington State Department of Commerce ("Commerce") now supplies counties with the number of permanent housing units and emergency housing beds necessary to manage the projected growth and meet both current unmet and future housing needs over the planning period. Permanent housing projections are expressed as a total countywide housing need figure that is then divided into units for moderate-, low-, very low-, and extremely low-income households. Permanent supportive housing is included as a subset of the 0 to less than or equal to 30 percent area median income projection. Countywide needs for emergency housing beds, which include both emergency shelters and emergency housing, are supplied separately by the state. Refer to the Growth Management Act and Department of Commerce guidance for permanent supportive housing and emergency housing definitions.

After receiving housing need numbers from the State, counties are responsible for selecting a growth projection within the Commerce-provided range to determine their net new countywide housing needs. Counties then select a method for allocating permanent net new countywide housing needs between jurisdictions.

To arrive at countywide net new permanent housing needs for by income level and permanent supportive housing, King County selected the net new units needed from Commerce's medium projections and scaled the net new units needed proportionately to equal King County's housing growth target to build on and maintain consistency with the population projection and assumptions about regional growth.

To arrive at a countywide net new emergency housing need, King County selected the net new emergency housing needs from the same medium population projection series provided by Commerce and scaled it at the same proportional rate as permanent housing needs.

For more information about how Commerce calculated total countywide housing needs, including baseline housing supply, net new units needed, and future housing need expressed by income level, permanent supportive housing, and emergency housing needs, please refer to methodological documentation on the Department's website.

<u>County Method for Allocating Permanent Housing and Emergency Housing Needs</u>

<u>This section describes how countywide housing need was allocated to jurisdictions.</u>

<u>Permanent net new countywide housing needs were allocated to jurisdictions using a multistep method, which allocated larger percentages of housing need to the 0 to less than or equal to 80 percent area median income levels based on local factors.</u>

Each jurisdiction was initially allocated the same proportion of their housing growth to the 0 to less than or equal to 80 percent area median income bands. Then, local factor weights were applied, which accounted for current affordability of the jurisdiction's housing stock, the amount of the jurisdiction's housing stock at or below 80 percent area median income that is income-restricted, and the ratio of low-wage workers that work in the subregion compared to low wage workers that live there. These factors either increased or decreased the proportion of a jurisdiction's housing need that was allocated at 0 to less than or equal to 80 percent area median income, with jurisdictions that scored poorly on these factors having more housing need allocated at 0 to less than or equal to 80 percent area median income. Units were then allocated within each area median income band based on current units already in each area median income band as compared to countywide averages. Net new permanent supportive housing need is part of the 0 to less than or equal to 30 percent area median income level and was allocated consistent with the income level method described.

Net new countywide emergency housing need was allocated to jurisdictions based on their percent share of planned countywide housing growth.

For additional information about the allocation methods, refer to the King County Affordable Housing Committee website. Both final countywide housing need and allocated jurisdictional housing needs can be found in Tables H-1 and H-2. Table H-1 focuses on net new permanent and emergency housing units/beds needed. Table H-2 provides a complete picture of housing needs by jurisdictions, with information on current baseline housing supply and future housing need at the end of this planning period.

Table H-2: King County Countywide and Jurisdictional Housing Needs 2019-2044

	Countywide Permanent Housing Needs ⁷										Carretonoida
				<u>0 to ≤</u>	<u>30%</u>						<u>Countywide</u> <u>Emergency</u>
			<u>Total</u>	<u>Non-</u> <u>PSH</u>	<u>PSH</u>	<u>>30 to</u> ≤50%	<u>>50 to</u> ≤80%	>80 to ≤100%	>100 to ≤120%	<u>>120%</u>	Housing Needs ⁸
Cour	ntywide Total Futu	re Housing Needed: 2044	<u>1,269,628</u>	113,790	49,064	139,718	<u>177,590</u>	195,934	136,061	<u>457,471</u>	<u>65,054</u>
Cour	ntywide Baseline H	lousing Supply: 2019 ⁹	<u>960,951</u>	32,213	<u>6,168</u>	91,505	<u>155,214</u>	181,009	119,133	<u>375,709</u>	<u>6,071</u>
Cour	ntywide Net New H	lousing Needed: 2019-2044	<u>308,677</u>	<u>81,577</u>	<u>42,896</u>	<u>48,213</u>	<u>22,376</u>	<u>14,925</u>	<u>16,928</u>	<u>81,762</u>	<u>58,983</u>
			-		Jurisdiction	nal Perma	<u>nent Housi</u>	ng Needs			Jurisdictional
				<u>0 to ≤</u>	30%						Emergency
			<u>Total</u>	<u>Non-</u> <u>PSH</u>	<u>PSH</u>	<u>>30 to</u> <u>≤50%</u>	>50 to ≤80%	<u>>80 to</u> ≤100%	>100 to ≤120%	<u>>120%</u>	Housing Needs
ies	<u>Bellevue</u>	Total Future Need: 2044	<u>99,687</u>	<u>13,680</u>	<u>6,392</u>	<u>11,121</u>	<u>8,213</u>	<u>13,622</u>	<u>9,186</u>	<u>37,473</u>	<u>6,888</u>
Metropolitan Cities		Baseline Supply: 2019	<u>64,687</u>	<u>1,755</u>	<u>122</u>	<u>2,341</u>	<u>5,542</u>	<u>12,919</u>	<u>8,388</u>	<u>33,620</u>	<u>200</u>
itan		Net New Need: 2019-2044	<u>35,000</u>	<u>11,925</u>	<u>6,270</u>	<u>8,780</u>	<u>2,671</u>	<u>703</u>	<u>798</u>	<u>3,853</u>	<u>6,688</u>
lodo	<u>Seattle</u>	Total Future Need: 2044	<u>480,307</u>	<u>42,041</u>	<u>20,255</u>	<u>45,691</u>	<u>62,050</u>	<u>76,752</u>	<u>50,327</u>	<u>183,191</u>	<u>25,734</u>
etro		Baseline Supply: 2019	<u>368,307</u>	<u>13,469</u>	<u>5231</u>	<u>26,547</u>	<u>54,064</u>	<u>71,330</u>	<u>44,177</u>	<u>153,489</u>	<u>4333</u>
Σ		Net New Need: 2019-2044	<u>112,000</u>	<u>28,572</u>	<u>15,024</u>	<u>19,144</u>	<u>7,986</u>	<u>5,422</u>	<u>6,150</u>	<u>29,702</u>	<u>21,401</u>
	<u>Auburn</u>	Total Future Need: 2044	<u>40,049</u>	<u>2,619</u>	<u>1,049</u>	<u>8,338</u>	<u>8,691</u>	<u>5,573</u>	<u>4,601</u>	<u>9,178</u>	<u>2,351</u>
		Baseline Supply: 2019	<u>28,049</u>	<u>1,076</u>	<u>237</u>	<u>8,029</u>	<u>8,075</u>	<u>4,427</u>	<u>3,302</u>	<u>2,903</u>	<u>58</u>
		Net New Need: 2019-2044	<u>12,000</u>	<u>1,543</u>	<u>812</u>	<u>309</u>	<u>616</u>	<u>1,146</u>	<u>1,299</u>	<u>6,275</u>	<u>2,293</u>
	<u>Bothell</u>	Total Future Need: 2044	<u>18,482</u>	<u>2,487</u>	<u>1,105</u>	<u>2,077</u>	<u>2,401</u>	<u>2,679</u>	<u>2,026</u>	<u>5,707</u>	<u>1,119</u>
es		Baseline Supply: 2019	<u>12,682</u>	<u>387</u>	=	<u>1,258</u>	<u>1,747</u>	<u>2,532</u>	<u>1,859</u>	<u>4,899</u>	<u>11</u>
Core Cities		Net New Need: 2019-2044	<u>5,800</u>	<u>2,100</u>	<u>1,105</u>	<u>819</u>	<u>654</u>	<u>147</u>	<u>167</u>	<u>808</u>	<u>1,108</u>
ore	<u>Burien</u>	Total Future Need: 2044	<u>28,285</u>	<u>2,434</u>	<u>759</u>	<u>4,457</u>	<u>5,849</u>	<u>4,346</u>	<u>3,354</u>	<u>7,086</u>	<u>1,683</u>
Ö		Baseline Supply: 2019	<u>20,785</u>	<u>990</u>	=	<u>3,933</u>	<u>5,442</u>	<u>3,772</u>	<u>2,704</u>	<u>3,944</u>	<u>250</u>
		Net New Need: 2019-2044	<u>7,500</u>	<u>1,444</u>	<u>759</u>	<u>524</u>	<u>407</u>	<u>574</u>	<u>650</u>	<u>3,142</u>	<u>1,433</u>
	Federal Way	Total Future Need: 2044	48,937	<u>3,424</u>	<u>1,024</u>	<u>7,754</u>	13,283	<u>8,190</u>	<u>4,528</u>	<u>10,734</u>	<u>2,259</u>
		Baseline Supply: 2019	<u>37,677</u>	<u>1,625</u>	<u>78</u>	6,912	13,075	7,209	<u>3,416</u>	<u>5,362</u>	<u>107</u>
		Net New Need: 2019-2044	<u>11,260</u>	<u>1,799</u>	<u>946</u>	<u>842</u>	<u>208</u>	<u>981</u>	<u>1,112</u>	<u>5,372</u>	<u>2,152</u>

				Jurisdiction	onal Permar	nent Housi	ng Needs			
			<u>0 to ≤</u>	30%						Jurisdictional Emergency
		<u>Total</u>	Non- PSH	<u>PSH</u>	<u>>30 to</u> ≤50%	>50 to ≤80%	>80 to ≤100%	>100 to ≤120%	<u>>120%</u>	Housing Needs
<u>Issaquah</u>	Total Future Need: 2044	20,803	<u>1,829</u>	<u>575</u>	<u>1,604</u>	<u>1,955</u>	<u>3,534</u>	<u>2,120</u>	<u>>120%</u>	<u>673</u>
	Baseline Supply: 2019	<u>17,303</u>	<u>736</u>	<u>-</u>	<u>736</u>	<u>1,495</u>	<u>3,468</u>	<u>2,045</u>	<u>8,823</u>	<u>4</u>
	Net New Need: 2019-2044	<u>3,500</u>	<u>1,093</u>	<u>575</u>	<u>868</u>	<u>460</u>	<u>66</u>	<u>75</u>	<u>363</u>	<u>669</u>
<u>Kent</u>	Total Future Need: 2044	<u>59,357</u>	<u>3,953</u>	<u>984</u>	<u>9,770</u>	<u>15,367</u>	<u>11,275</u>	<u>8,142</u>	<u>9,866</u>	<u>2,118</u>
	Baseline Supply: 2019	49,157	2,081	<u>=</u>	<u>8,982</u>	<u>15,049</u>	<u>10,455</u>	<u>7,213</u>	<u>5,377</u>	<u>169</u>
	Net New Need: 2019-2044	<u>10,200</u>	<u>1,872</u>	<u>984</u>	<u>788</u>	<u>318</u>	<u>820</u>	<u>929</u>	<u>4,489</u>	<u>1,949</u>
<u>Kirkland</u>	Total Future Need: 2044	<u>53,218</u>	<u>5,882</u>	<u>2,558</u>	<u>4,836</u>	<u>4,756</u>	<u>8,369</u>	<u>5,472</u>	21,345	<u>2,671</u>
	Baseline Supply: 2019	40,018	<u>1,040</u>	<u>12</u>	<u>1,784</u>	<u>3,734</u>	<u>8,141</u>	<u>5,213</u>	20,094	<u>149</u>
	Net New Need: 2019-2044	<u>13,200</u>	<u>4,842</u>	<u>2,546</u>	<u>3,052</u>	<u>1,022</u>	<u>228</u>	<u>259</u>	<u>1,251</u>	<u>2,522</u>
Redmond	Total Future Need: 2044	<u>51,739</u>	<u>7,778</u>	<u>3,752</u>	<u>5,274</u>	<u>4,949</u>	9,618	<u>5,233</u>	<u> 15,135</u>	<u>4,023</u>
	Baseline Supply: 2019	<u>31,739</u>	<u>753</u>	<u>58</u>	<u>1,404</u>	<u>2,184</u>	9,270	<u>4,839</u>	13,231	<u>201</u>
	Net New Need: 2019-2044	20,000	<u>7,025</u>	<u>3,694</u>	<u>3,870</u>	2,765	<u>348</u>	<u>394</u>	<u>1,904</u>	<u>3,822</u>
Renton	Total Future Need: 2044	60,362	<u>5,520</u>	<u>2,393</u>	<u>7,830</u>	<u>10,278</u>	<u>11,925</u>	<u>8,193</u>	14,223	<u>3,362</u>
	Baseline Supply: 2019	43,362	<u>1,410</u>	<u>232</u>	<u>6,206</u>	<u>9,259</u>	10,863	<u>6,988</u>	<u>8,404</u>	<u>114</u>
	Net New Need: 2019-2044	17,000	<u>4,110</u>	<u>2,161</u>	<u>1,624</u>	<u>1,019</u>	1,062	<u>1,205</u>	<u>5,819</u>	<u>3,248</u>
<u>SeaTac</u>	Total Future Need: 2044	<u>17,674</u>	<u>960</u>	<u>352</u>	<u>3,217</u>	<u>4,184</u>	<u>2,886</u>	<u>1,558</u>	<u>4,517</u>	<u>1,127</u>
	Baseline Supply: 2019	11,774	<u>314</u>	<u>12</u>	<u>3,034</u>	<u>4,041</u>	<u>2,283</u>	<u>875</u>	<u>1,215</u>	Ξ.
	Net New Need: 2019-2044	<u>5,900</u>	<u>646</u>	<u>340</u>	<u>183</u>	<u>143</u>	<u>603</u>	<u>683</u>	<u>3,302</u>	<u>1,127</u>
<u>Tukwila</u>	Total Future Need: 2044	<u>15,243</u>	<u>1,148</u>	<u>559</u>	<u>2,548</u>	<u>3,275</u>	<u>2,210</u>	<u>1,317</u>	<u>4,186</u>	<u>1,242</u>
	Baseline Supply: 2019	<u>8,743</u>	<u>252</u>	<u>88</u>	<u>2,274</u>	<u>3,061</u>	<u>1,600</u>	<u>625</u>	<u>843</u>	Ξ
	Net New Need: 2019-2044	<u>6,500</u>	<u>896</u>	<u>471</u>	<u>274</u>	<u>214</u>	<u>610</u>	<u>692</u>	3,343	<u>1,242</u>
<u>Des Moines</u>	Total Future Need: 2044	17,022	<u>1,246</u>	<u>415</u>	<u>2,857</u>	<u>3,537</u>	<u>2,933</u>	<u>1,948</u>	<u>4,086</u>	<u>726</u>
	Baseline Supply: 2019	13,222	<u>456</u>	=	<u>2,626</u>	<u>3,310</u>	<u>2,652</u>	<u>1,630</u>	<u>2,548</u>	Ξ
	Net New Need: 2019-2044	3,800	<u>790</u>	<u>415</u>	<u>231</u>	<u>227</u>	<u>281</u>	<u>318</u>	<u>1,538</u>	<u>726</u>
Kenmore	Total Future Need: 2044	12,659	<u>1,422</u>	<u>559</u>	<u>1,318</u>	<u>1,576</u>	<u>1,352</u>	<u>1,602</u>	4,830	<u>620</u>
	Baseline Supply: 2019	<u>9,589</u>	<u>359</u>	Ξ	<u>835</u>	<u>1,183</u>	1,277	<u>1,517</u>	4,418	<u>33</u>
	Net New Need: 2019-2044	<u>3,070</u>	<u>1,063</u>	<u>559</u>	<u>483</u>	<u>393</u>	<u>75</u>	<u>85</u>	412	<u>587</u>

					Jurisdictio	onal Perma	nent Housi	ng Needs			to out a dit att a sa a l
				<u>0 to ≤</u>	30%						Jurisdictional Emergency
			<u>Total</u>	<u>Non-</u> <u>PSH</u>	<u>PSH</u>	<u>>30 to</u> <u>≤50%</u>	<u>>50 to</u> ≤80%	>80 to ≤100%	>100 to ≤120%	<u>>120%</u>	Housing Needs
	Lake Forest	Total Future Need: 2044	<u>6,434</u>	<u>441</u>	<u>173</u>	<u>428</u>	<u>515</u>	<u>712</u>	<u>1,056</u>	<u>3,109</u>	<u>166</u>
	<u>Park</u>	Baseline Supply: 2019	<u>5,564</u>	<u>128</u>	<u>9</u>	<u>285</u>	<u>375</u>	<u>698</u>	<u>1,040</u>	<u>3,029</u>	Ξ.
		Net New Need: 2019-2044	<u>870</u>	<u>313</u>	<u>164</u>	<u>143</u>	<u>140</u>	<u>14</u>	<u>16</u>	<u>80</u>	<u>166</u>
	Mercer Island	Total Future Need: 2044	<u>11,808</u>	<u>613</u>	<u>178</u>	<u>487</u>	<u>674</u>	<u>1,510</u>	<u>1,239</u>	<u>7,107</u>	<u>237</u>
æı		Baseline Supply: 2019	10,569	<u>274</u>	_	<u>285</u>	<u>186</u>	<u>1,506</u>	<u>1,234</u>	<u>7,084</u>	<u>=</u>
High Capacity Transit		Net New Need: 2019-2044	<u>1,239</u>	<u>339</u>	<u>178</u>	<u>202</u>	<u>488</u>	<u>4</u>	<u>5</u>	<u>23</u>	237
Ϋ́	<u>Newcastle</u>	Total Future Need: 2044	<u>6,952</u>	<u>703</u>	<u>329</u>	<u>566</u>	<u>399</u>	<u>614</u>	<u>514</u>	<u>3,827</u>	283
<u>acit</u>		Baseline Supply: 2019	<u>5,472</u>	<u>76</u>	Ξ.	<u>133</u>	<u>377</u>	<u>605</u>	<u>504</u>	<u>3,777</u>	<u>=</u>
Cap		Net New Need: 2019-2044	<u>1,480</u>	<u>627</u>	<u>329</u>	<u>433</u>	<u>22</u>	<u>9</u>	<u>10</u>	<u>50</u>	<u>283</u>
gh	<u>Shoreline</u>	Total Future Need: 2044	<u>37,372</u>	<u>4,776</u>	<u>1,991</u>	<u>4,234</u>	<u>4,499</u>	<u>5,059</u>	<u>4,109</u>	12,704	<u>2,620</u>
I		Baseline Supply: 2019	24,042	<u>1,159</u>	<u>89</u>	<u>1,524</u>	<u>3,759</u>	<u>4,486</u>	<u>3,459</u>	<u>9,566</u>	<u>73</u>
		Net New Need: 2019-2044	<u>13,330</u>	<u>3,617</u>	<u>1,902</u>	<u>2,710</u>	<u>740</u>	<u>573</u>	<u>650</u>	<u>3,138</u>	<u>2,547</u>
	Woodinville	Total Future Need: 2044	<u>7,928</u>	<u>921</u>	<u>449</u>	<u>640</u>	<u>625</u>	<u>1,360</u>	<u>902</u>	<u>3,031</u>	388
		Baseline Supply: 2019	<u>5,895</u>	<u>67</u>	=	<u>286</u>	<u>469</u>	<u>1,331</u>	<u>869</u>	<u>2,873</u>	_
		Net New Need: 2019-2044	2,033	<u>854</u>	449	<u>354</u>	<u>156</u>	<u>29</u>	<u>33</u>	<u>158</u>	388
	<u>Algona</u>	Total Future Need: 2044	<u>1,219</u>	<u>55</u>	<u>17</u>	<u>318</u>	<u>407</u>	<u>196</u>	<u>88</u>	<u>138</u>	<u>32</u>
		Baseline Supply: 2019	1,049	<u>23</u>	=	<u>310</u>	<u>400</u>	<u>182</u>	<u>72</u>	<u>62</u>	<u>=</u>
		Net New Need: 2019-2044	<u>170</u>	<u>32</u>	<u>17</u>	<u>8</u>	<u>7</u>	<u>14</u>	<u>16</u>	<u>76</u>	<u>32</u>
	Beaux Arts ¹⁰	Total Future Need: 2044	<u>120</u>	<u>1</u>	=	<u>4</u>	<u>9</u>	<u>2</u>	<u>10</u>	94	=
vns		Baseline Supply: 2019	<u>119</u>	=	_	<u>4</u>	<u>9</u>	<u>2</u>	<u>10</u>	94	=
ō		Net New Need: 2019-2044	<u>1</u>	<u>1</u>	_	_	_	=	=	_	<u>=</u>
Cities & Towns	Black Diamond	Total Future Need: 2044	4,742	<u>826</u>	<u>392</u>	<u>445</u>	<u>641</u>	<u>512</u>	<u>498</u>	<u>1,428</u>	<u>554</u>
Citie		Baseline Supply: 2019	<u>1,842</u>	<u>81</u>	Ξ.	<u>242</u>	<u>231</u>	<u>361</u>	<u>327</u>	<u>600</u>	<u>=</u>
<u> </u>		Net New Need: 2019-2044	<u>2,900</u>	<u>745</u>	<u>392</u>	203	<u>410</u>	<u>151</u>	<u>171</u>	<u>828</u>	<u>554</u>
	Carnation	Total Future Need: 2044	<u>1,614</u>	<u>244</u>	<u>126</u>	<u>164</u>	<u>215</u>	<u>130</u>	<u>111</u>	<u>624</u>	<u>153</u>
		Baseline Supply: 2019	<u>815</u>	<u>5</u>	_	<u>141</u>	<u>130</u>	<u>87</u>	<u>63</u>	<u>389</u>	<u>=</u>
		Net New Need: 2019-2044	<u>799</u>	<u>239</u>	<u>126</u>	<u>23</u>	<u>85</u>	<u>43</u>	<u>48</u>	<u>235</u>	<u>153</u>

S
⊆
≥
6
⋍
٠
Ø
S
Ü
Ξ
•=
ပ

				Jurisdictio	onal Permar	nent Housi	ng Needs			
			<u>0 to ≤</u>	<u>30%</u>						Jurisdictional Emergency
		<u>Total</u>	Non- PSH	<u>PSH</u>	<u>>30 to</u> ≤50%	>50 to ≤80%	<u>>80 to</u> ≤100%	>100 to ≤120%	<u>>120%</u>	Housing Needs
Clyde Hill	Total Future Need: 2044	<u>1,106</u>	<u>27</u>	<u>2</u>	<u>30</u>	<u>26</u>	<u>52</u>	<u>104</u>	<u>865</u>	<u>2</u>
	Baseline Supply: 2019	<u>1,096</u>	<u>24</u>	<u>=</u>	<u>28</u>	<u>23</u>	<u>52</u>	<u>104</u>	<u>865</u>	<u>=</u>
	Net New Need: 2019-2044	<u>10</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>3</u>	_	_	_	<u>2</u>
Covington	Total Future Need: 2044	<u>11,460</u>	<u>1,087</u>	<u>535</u>	<u>1,165</u>	<u>1,821</u>	<u>1,875</u>	<u>1,457</u>	<u>3,520</u>	<u>824</u>
	Baseline Supply: 2019	<u>7,150</u>	<u>71</u>	<u>=</u>	<u>562</u>	<u>1,821</u>	<u>1,592</u>	<u>1,136</u>	<u>1,968</u>	<u>=</u>
	Net New Need: 2019-2044	<u>4,310</u>	<u>1,016</u>	<u>535</u>	<u>603</u>	<u>=</u>	<u>283</u>	<u>321</u>	<u>1,552</u>	<u>824</u>
<u>Duvall</u>	Total Future Need: 2044	<u>3,668</u>	<u>316</u>	<u>141</u>	<u>221</u>	<u>341</u>	<u>323</u>	<u>321</u>	<u>2,005</u>	<u>195</u>
	Baseline Supply: 2019	<u>2,778</u>	<u>48</u>	<u>=</u>	<u>221</u>	<u>75</u>	<u>295</u>	<u>289</u>	<u>1,850</u>	<u>25</u>
	Net New Need: 2019-2044	<u>890</u>	<u>268</u>	<u>141</u>	<u>-</u>	<u>266</u>	<u>28</u>	<u>32</u>	<u>155</u>	<u>170</u>
<u>Enumclaw</u>	Total Future Need: 2044	<u>6,422</u>	<u>436</u>	<u>85</u>	<u>1,520</u>	<u>1,665</u>	<u>1,141</u>	<u>461</u>	<u>1,114</u>	202
	Baseline Supply: 2019	<u>5,365</u>	<u>274</u>	<u>=</u>	<u>1,481</u>	<u>1,604</u>	<u>1,048</u>	<u>355</u>	<u>603</u>	Ξ
	Net New Need: 2019-2044	<u>1,057</u>	<u>162</u>	<u>85</u>	<u>39</u>	<u>61</u>	<u>93</u>	<u>106</u>	<u>511</u>	<u>202</u>
Hunts Point ¹⁰	Total Future Need: 2044	<u>186</u>	<u>1</u>	<u>=</u>	<u>15</u>	<u>5</u>	<u>3</u>	<u>15</u>	<u>147</u>	<u>-</u>
	Baseline Supply: 2019	<u>185</u>	<u>-</u>	<u>=</u>	<u>15</u>	<u>5</u>	<u>3</u>	<u>15</u>	<u>147</u>	<u> </u>
	Net New Need: 2019-2044	<u>1</u>	<u>1</u>	<u>=</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	_	Ξ
Maple Valley	Total Future Need: 2044	<u>11,155</u>	<u>706</u>	<u>285</u>	<u>752</u>	<u>1,070</u>	<u>2,372</u>	<u>2,065</u>	<u>3,905</u>	<u>329</u>
	Baseline Supply: 2019	<u>9,435</u>	<u>164</u>	<u>=</u>	<u>432</u>	<u>1,044</u>	<u>2,300</u>	<u>1,984</u>	<u>3,511</u>	Ξ.
	Net New Need: 2019-2044	<u>1,720</u>	<u>542</u>	<u>285</u>	<u>320</u>	<u>26</u>	<u>72</u>	<u>81</u>	<u>394</u>	<u>329</u>
<u>Medina</u>	Total Future Need: 2044	<u>1,151</u>	<u>34</u>	<u>3</u>	<u>32</u>	<u>26</u>	<u>45</u>	<u>107</u>	<u>904</u>	<u>4</u>
	Baseline Supply: 2019	<u>1,132</u>	<u>29</u>	<u>=</u>	<u>29</u>	<u>18</u>	<u>45</u>	<u>107</u>	904	<u> </u>
	Net New Need: 2019-2044	<u>19</u>	<u>5</u>	<u>3</u>	<u>3</u>	<u>8</u>	<u>-</u>	<u>-</u>	_	<u>4</u>
Milton	Total Future Need: 2044	<u>737</u>	<u>20</u>	<u>7</u>	<u>211</u>	<u>119</u>	<u>224</u>	<u>74</u>	<u>82</u>	<u>10</u>
	Baseline Supply: 2019	<u>687</u>	<u>7</u>	<u>=</u>	<u>211</u>	<u>111</u>	<u>221</u>	<u>71</u>	<u>66</u>	Ξ
	Net New Need: 2019-2044	<u>50</u>	<u>13</u>	<u>7</u>	<u>-</u>	<u>8</u>	<u>3</u>	<u>3</u>	<u>16</u>	<u>10</u>
Normandy	Total Future Need: 2044	<u>2,960</u>	<u>170</u>	<u>21</u>	<u>166</u>	<u>285</u>	<u>230</u>	<u>826</u>	<u>1,262</u>	<u>29</u>
<u>Park</u>	Baseline Supply: 2019	<u>2,807</u>	<u>129</u>	<u>=</u>	<u>134</u>	<u>268</u>	<u>224</u>	<u>820</u>	<u>1,232</u>	Ξ
	Net New Need: 2019-2044	<u>153</u>	<u>41</u>	<u>21</u>	<u>32</u>	<u>17</u>	<u>6</u>	<u>6</u>	<u>30</u>	<u>29</u>

					Jurisdictio	nal Permar		lumin dinti nun al			
				<u>0 to ≤3</u>	80%						Jurisdictional Emergency
			<u>Total</u>	<u>Non-</u> <u>PSH</u>	<u>PSH</u>	>30 to ≤50%	<u>>50 to</u> ≤80%	>80 to ≤100%	>100 to ≤120%	<u>>120%</u>	Housing Needs
	North Bend	Total Future Need: 2044	<u>4,699</u>	<u>562</u>	<u>228</u>	<u>526</u>	<u>626</u>	<u>462</u>	<u>383</u>	<u>1,912</u>	<u>334</u>
		Baseline Supply: 2019	<u>2,951</u>	<u>129</u>	<u>-</u>	<u>405</u>	<u>405</u>	<u>364</u>	<u>272</u>	<u>1,376</u>	=
		Net New Need: 2019-2044	<u>1,748</u>	<u>433</u>	<u>228</u>	<u>121</u>	<u>221</u>	<u>98</u>	<u>111</u>	<u>536</u>	<u>334</u>
	<u>Pacific</u>	Total Future Need: 2044	<u>2,601</u>	<u>60</u>	<u>12</u>	<u>814</u>	<u>889</u>	<u>474</u>	<u>157</u>	<u>195</u>	<u>26</u>
		Baseline Supply: 2019	<u>2,466</u>	<u>37</u>	<u>-</u>	<u>810</u>	<u>883</u>	<u>462</u>	<u>144</u>	<u>130</u>	=
		Net New Need: 2019-2044	<u>135</u>	<u>23</u>	<u>12</u>	<u>4</u>	<u>6</u>	<u>12</u>	<u>13</u>	<u>65</u>	<u>26</u>
	<u>Sammamish</u>	Total Future Need: 2044	<u>24,643</u>	<u>1,060</u>	<u>499</u>	<u>760</u>	<u>773</u>	<u>1,899</u>	2,024	<u>17,628</u>	<u>401</u>
Cities & Towns		Baseline Supply: 2019	<u>22,543</u>	<u>110</u>	<u>-</u>	<u>341</u>	<u>541</u>	<u>1,899</u>	2,024	<u>17,628</u>	=
Ĺ		Net New Need: 2019-2044	<u>2,100</u>	<u>950</u>	<u>499</u>	<u>419</u>	<u>232</u>	_	<u>-</u>	_	<u>401</u>
SS SS	<u>Skykomish</u>	Total Future Need: 2044	<u>163</u>	<u>11</u>	<u>1</u>	<u>67</u>	<u>19</u>	<u>25</u>	<u>7</u>	<u>33</u>	<u>2</u>
Citi		Baseline Supply: 2019	<u>153</u>	<u>9</u>	<u>-</u>	<u>67</u>	<u>18</u>	<u>24</u>	<u>6</u>	<u>29</u>	=
•		Net New Need: 2019-2044	<u>10</u>	<u>2</u>	<u>1</u>	_	<u>1</u>	<u>1</u>	<u>1</u>	<u>4</u>	<u>2</u>
	<u>Snoqualmie</u>	Total Future Need: 2044	<u>6,174</u>	<u>521</u>	<u>248</u>	<u>379</u>	<u>349</u>	<u>413</u>	<u>630</u>	3,634	<u>318</u>
		Baseline Supply: 2019	<u>4,674</u>	<u>49</u>	<u>-</u>	<u>146</u>	<u>267</u>	<u>352</u>	<u>561</u>	<u>3,299</u>	<u>31</u>
		Net New Need: 2019-2044	<u>1,500</u>	<u>472</u>	<u>248</u>	<u>233</u>	<u>82</u>	<u>61</u>	<u>69</u>	<u>335</u>	<u>287</u>
	Yarrow Point	Total Future Need: 2044	<u>423</u>	<u>8</u>	<u>2</u>	<u>7</u>	<u>9</u>	<u>20</u>	<u>39</u>	338	<u>2</u>
		Baseline Supply: 2019	<u>413</u>	<u>4</u>	<u>=</u>	<u>4</u>	<u>8</u>	<u>20</u>	<u>39</u>	338	_
		Net New Need: 2019-2044	<u>10</u>	<u>4</u>	<u>2</u>	<u>3</u>	<u>1</u>	_	<u>-</u>	_	<u>2</u>
11	<u>Urban</u>	Total Future Need: 2044	<u>90,067</u>	<u>3,770</u>	<u>608</u>	<u>7,079</u>	<u>11,218</u>	11,018	<u>9,252</u>	47,122	<u>1,109</u>
atec	<u>Unincorporate</u>	Baseline Supply: 2019	<u>84,655</u>	<u>2,613</u>	_	<u>6,508</u>	<u>10,926</u>	10,652	<u>8,837</u>	<u>45,119</u>	<u>75</u>
<u>Urban</u> Unincorporated	<u>d</u>	Net New Need: 2019-2044	<u>5,412</u>	<u>1,157</u>	<u>608</u>	<u>571</u>	<u>292</u>	<u>366</u>	<u>415</u>	<u>2,003</u>	<u>1,034</u>

NOTE: Renumber all subsequent footnotes in Appendix 4 accordingly, and in subsequent Appendices in the CPPs.

In Appendix 4: Housing Technical Appendix, starting on page 74, amend as follows:

Policy H-3: Housing Supply and Needs Analysis

As set forth in policy H-((4))3, each jurisdiction must include in its comprehensive plan an inventory of the existing housing stock and an analysis of both existing housing needs and housing needed to accommodate projected population growth over the planning period. This policy reinforces requirements of the Growth Management Act for local ((Housing)) housing ((Elements)) elements. The housing supply and needs analysis is referred to in this appendix as the housing analysis.((As is noted in policy H-1, H-2, and H-4, the)) The housing analysis must ((consider local as well as countywide housing needs)) include the jurisdiction's established housing needs expressed in Table H-1 and Table H-2 because each jurisdiction has a responsibility to ((address)) plan for and accommodate its allocated share of the countywide ((affordable)) housing needs.

The purpose of this section is to provide further guidance to local jurisdictions on the subjects to be addressed in their housing analysis. Additional guidance on carrying out the housing analysis is found in the Puget Sound Regional Council's report, "Housing Element Guide ((:-A PSRC Guidance Paper (July 2014))) (February 2023)," Washington State Department of Commerce's report, "Guidance for Developing a Housing Needs Assessment" (March 2020); and the Washington Administrative Code, particularly 365-196-410 (2)(b) and (c).((The Washington State Department of)) Commerce also provides useful information about housing requirements under the Growth Management Act in the "Growth Management Planning for Housing - Washington State Department of Commerce" portion of their website.

⁷ The countywide need projections are derived from the Washington State Department of Commerce and were adjusted to align with the adopted housing growth targets for the planning period to ensure jurisdictions are planning for growth that is consistent with the goals of the Development Patterns Chapter.

⁸ "Emergency Housing" includes emergency housing and emergency shelter and is in addition to permanent housing needs.

⁹ Data on baseline housing supply is estimated using 2020 Office of Financial Management data on total housing units, and 2014-2018 Comprehensive Housing Affordability Strategy and 2020 Public Use Microdata Sample data on the distribution of units at different income levels. These data sources are used to align with Department of Commerce countywide need baseline data, even though the King County growth target setting process began in 2019.

¹⁰ Beaux Arts Village and Hunts Point both have growth targets of one unit, meaning their total need allocated is also one unit. The allocation process divides that unit up into multiple area median income bands, but to get need allocations that are whole numbers, we round all allocations in each area median income band and the Emergency Housing/Shelter category.

¹¹ This includes all Potential Annexation Areas within the High Capacity Transit Communities and Urban Unincorporated King County regional geographies.

((Housing Supply

Understanding the mix and affordability of existing housing is the first step toward identifying gaps in meeting future housing needs.

Table H 3 shows the current housing supply by jurisdiction and affordability levels, using data from 2013-2017 CHAS broken out by different income segments and 2019 housing unit data estimated by the Washington State Office Financial Management (OFM) which OFM does not break out by income segments. The 2019-OFM data serves as the base year for each jurisdiction's 2044 housing growth targets and appears in Table H-1. The OFM housing units were allocated to different AMI bands by applying the percent share of total housing supply in each income segment as reported in the 2013-2017 CHAS data to the total housing units reported by OFM for 2019. These 2019 current housing units in each income segment are added to the countywide need (the total additional affordable housing units needed between 2019-2044) by AMI reported in Table H-1 to determine the Total Affordable Housing Units Needed by 2044.

Figures in Table H-3 include both rental and ownership units. Note that while some jurisdictions have an adequate supply of housing affordable to low-income households (51 to 80 percent of AMI) and very low-income households (31-50 percent of AMI), no jurisdiction in the county has sufficient housing affordable to extremely low-income households (0 to 30 percent of AMI) to meet a proportional share of existing needs as shown in Table H-1. This is where the greatest need exists and should be a focus for all jurisdictions.

Table H 3 will be updated annually and will be made publicly available on the Regional Affordable Housing Dashboard. While Table H 3 provides a starting point for understanding current housing supply by jurisdiction, other metrics are required to fully measure housing need. Jurisdictions may choose to supplement the data in Table H-3 with other data sources, such as PUMS, ACS, or their own housing inventories that may be more current or use different underlying assumptions. Because data sources vary in the time period they measure, the assumptions required to analyze the data, and the sampling techniques they use, they may produce results that do not perfectly align with Table H 3. Jurisdictions should use the methodology documented here to explain the causes and implications of differences between alternative methodologies and the information presented in Table H-3.

The methodology used to calculate current housing units in Table H-3 is summarized as follows:

1. CHAS data is downloaded from the HUD website. Select the most recent vintage of data (in this instance it was 2013-2017 ACS 5-year average data") for the data year, select the "Counties split by Place" Geographic Summary Level, which provides data at a jurisdictional level, select "csv" for the file type, and then download the data. This will download all the CHAS tables, as well as a data dictionary.

- 2. Tables 17A, 17B, 18A, 18B, and 18C have data on housing units and what AMI brackets they are affordable at. Tables 17A and 17B include data on vacant units for ownership and rental units respectively. These vacant units are included in the totals, because while vacant units are not currently being rented, they are still a part of a jurisdiction's housing supply, and many vacant units are available to rent or buy. Tables 18A, 18B, and 18C include data on occupied ownership units with a mortgage, occupied ownership units without a mortgage, and occupied rental units respectively. All these units are also included in the totals in Table H-3.
- 3. To calculate how many units are in each jurisdiction at each AMI band, calculate those totals for tables 17A, 17B, 18A, 18B, and 18C and then sum them all together. To calculate total numbers of units by AMI, use the subtotal columns of the CHAS data. The data dictionary that comes with the CHAS tables shows which columns are subtotal columns. Multiple subtotal columns must be added together to get the total number of units affordable at a certain AMI. For example, in Table 18A, to get the total number of units affordable at 0-50 percent AMI, the columns T18B_est3, T18B_est28, T18B_est53, T18B_est78 must be summed, as each column represents a different number of units in the structure. The columns that must be summed together differ slightly based on the table. Refer to the data dictionary to ensure that the correct columns are chosen, as these may change slightly year to year.
- 4. CHAS uses RHUD for rental units and VHUD for ownership units as measures of affordability that correspond to AMI. For example, units that have a value of "less than or equal to RHUD30" are marked as being affordable at 0-30 percent AMI. Unlike with rental units, for the home ownership units found in tables 17A, 18A, and 18B, CHAS does not differentiate between VHUD0 to VHUD30 units and VHUD 30 to VHUD50 units. It instead combines them all into a "Value less than or equal to VHUD50" category. Since affordability is measured at 0-30 percent AMI and 30-50 percent AMI separately in Table H-3, assume that all units in the "Value less than or equal to VHUD50" are actually only affordable at 30-50 percent AMI, and are included in that column. Thus, all 0-30 percent AMI units in Table H-3 are rental units. This assumption is made because of the distribution of home prices in King County, where almost no homes are affordable to households making 0-30 percent AMI.
- 5. Once each of Tables 17A, 17B, 18A, 18B, and 18C have been totaled to get the number of units available at each AMI band, and the home ownership units in the "Value less than or equal to VHUD50" category have been recoded to be equal to 30-50 percent AMI, combine the totals of each table to get countywide totals. RHUD and VHUD categories should now line up for all categories up to 80 percent AMI and can thus be combined and re-labeled with the AMI categories seen in Table H-3. While categories above 80 percent don't align between renter and ownership tables, they can all be combined into one over 80 percent AMI category.
- 6. Then take the sum of each AMI band to get the value in the "All Incomes" column.

 These values may differ slightly from the total units calculated using the CHAS "Total"

columns, as individual "Subtotal" columns round units in the "Subtotal" columns (see here for more information on CHAS's rounding methodology). This has only a minimal impact on overall totals. Then, calculate what percentage of each jurisdiction's housing supply is in each AMI band by dividing the number of units in each AMI band by the total number of units. Note that the totals included in the "% of Total HU" columns in table H-3 are rounded. The actual, unrounded percentages are used in the following steps. To calculate the unrounded percentages, in the "Housing Units (HU) 2017" section of the table divide the "# of HU" column amounts by the "Total HU" column amount for each jurisdiction.

- 7. To find the "All Housing" units data in the "2019 HU" column refer to the King County rows in the "2019 Postcensal Estimate of Total Housing Units" column in the Washington State Office of Financial Management's (OFM) April 1 postcensal estimates of housing: 1980, 1990-present. Sum these values to get the total estimated housing units for 2019 countywide.
- 8. To break out OFM's reported total countywide housing unit number, apply the percent share of housing units by AMI found in the "% of Total HU" columns to the total housing units reported by OFM for each jurisdiction in the "Total HU" column in the "HU 2019" section of the table for each jurisdiction and each AMI band. Then sum all jurisdictions totals together for each AMI band, then round the total to the nearest thousandth. This will give you the total units reported in "Countywide Total HU, 2019" row.
- 9. Add the current "Countywide Total HU, 2019" totals by AMI with the "Total Additional Affordable Housing Units Needed" (2019-2044) by AMI reported in Table H-1 to determine the Total Affordable Housing Units Needed by 2044 in Table H-1, which includes current housing units.

Table H-3: Housing Affordability for King County Jurisdictions by Regional Geographies

									<u> </u>	
				Housin	g Units (HU)	2017 ⁴				HU 2019 ⁵
Regional Geography and	0-30%	-AMI	31-509	6 AMI	51-80%	IMA-3	Over 8	80% AMI	0-30% AMI	31-50% AMI
Jurisdiction	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU	Total HU	Total HU
Metropolitan Cities										
Bellevue	1,750	3%	2,814	5%	6,363	11%	46,400	81%	57,327	62,372
Seattle	19,330	6%	32,655	10%	55,910	17%	212,875	66%	320,770	367,806
Core Cities										
Auburn	1,335	5%	9,400	38%	6,590	26%	7,660	31%	24,985	27,391
Bothell	390	4%	1,200	11%	2,075	19%	7,215	66%	10,880	12,208
Burien	985	5%	4,879	26%	5,155	27%	8,003	42%	19,022	20,793
Federal Way	1,430	4%	9,170	26%	12,450	35%	12,695	36%	35,745	37,257
Issaquah	715	5%	845	6%	1,770	12%	11,750	78%	15,080	16,801
Kent	1,970	4%	11,195	25%	14,769	33%	16,720	37%	44,654	48,228
Kirkland	1,125	3%	2,325	6%	4,775	13%	28,405	78%	36,630	39,312
Redmond	640	3%	1,325	5%	2,705	11%	20,365	81%	25,035	28,619
Renton	1,720	4%	7,285	19%	10,160	26%	20,133	51%	39,298	42,855
SeaTac	350	3%	3,400	34%	3,460	35%	2,799	28%	10,009	10,855
Tukwila	385	5%	2,150	30%	2,680	38%	1,909	27%	7,124	8,445
High Capacity Transit Communitie	es									
Des Moines	585	5%	3,015	25%	2,999	25%	5,244	44%	11,843	12,898
Kenmore	255	3%	1,070	12%	1,190	14%	6,135	71%	8,650	9,485
Lake Forest Park	105	2%	344	7%	419	8%	4,325	83%	5,193	5,494
Mercer Island	270	3%	380	4%	400	4%	9,015	90%	10,065	10,506
Newcastle	60	1%	115	3%	480	11%	3,699	85%	4,354	5,214
Shoreline	1,180	5%	2,090	9%	4,440	20%	14,425	65%	22,135	24,127
Woodinville	150	3%	280	6%	495	10%	3,825	81%	4,750	5,450

Cities & Towns										
Algona	8	1%	404	43%	350	38%	169	18%	931	1,053
Beaux Arts	_	0%	8	6%	4	3%	114	90%	126	, 119
Black Diamond	40	2%	350	21%	230	14%	1,070	63%	1,690	1,808
Carnation	34	5%	119	19%	134	21%	354	55%	641	817
Clyde Hill	10	1%	39	3%	15	1%	1,055	94%	1,119	1,100
Covington	160	2%	790	11%	2,280	33%	3,770	54%	7,000	7,102
Duvall	50	2%	200	8%	250	10%	2,085	81%	2,585	2,684
Enumclaw .	265	6%	1,469	31%	1,495	32%	1,515	32%	4,744	5,228
Hunts Point	4	3%	12	8%	4	3%	139	87%	159	186
Maple Valley	220	2%	530	6%	1,450	16%	6,650	75%	8,850	9,280
Medina	15	1%	19	2%	10	1%	1,125	96%	1,169	1,233
Milton	20	6%	99	28%	59	17%	175	50%	353	608
Normandy Park	150	5%	235	8%	220	8%	2,200	78%	2,805	2,876
North Bend	95	4%	340	14%	390	16%	1,565	65%	2,390	2,783
Pacific	40	2%	934	39%	840	35%	600	25%	2,414	2,460
Sammamish	180	1%	365	2%	853	4%	19,615	93%	21,013	22,159
Skykomish	4	6%	23	34%	8	12%	33	49%	68	173
Snoqualmie	45	1%	169	4%	293	7%	3,664	88%	4,171	4,748
Yarrow Point	4	1%	4	1%	8	2%	419	96%	435	416
Urban Unincorporated & Rural										
Unincorporated King County	2,465	3%	7,287	10%	12,223	17%	48,920	69%	70,895	93,179
Countywide Total HU, 2017 ⁵	38,539	5%	109,333	13%	160,401	19%	538,834	64%	847,107	956,128
Countywide Total HU, 2019 ⁶	44,000	5%	122,000	13%	180,000	19%	610,000	64%	956,000	
Countywide Total HU Needed										
by 2044	188,000	15%	185,000	15%	236,000	19%	644,000	51%	1,253,000	

⁴ Source: CHAS 2013-2017 (released August 25, 2020)

Housing Needs

The housing needs part of the housing analysis should include demographic data related to existing population, household and community trends that could impact future housing demand (e.g., aging of population). This data will be derived from a mixture of jurisdictional records, ((county)) County datasets, ((state)) State datasets, and ((federal)) Federal datasets. The identified need for future housing should be consistent with the jurisdiction's ((population)) housing growth and ((housing targets)) the jurisdiction's share of countywide housing needs, found in Tables H-1 and H-2. Combined with the results of the needs analysis, these data can provide direction on appropriate goals and policies for both the housing and land use elements of a jurisdiction's comprehensive plan.

The following guidance is offered to ensure the housing inventory and analysis data is consistently utilized and reported by all jurisdictions in King County:

- ((Affordability gap means the comparison of a jurisdiction's housing supply as compared to the countywide need percentages expressed in policy H 1. 2013 2017 housing supply is included in table H 3
- in this appendix. The County will update this table annually and make it available online.)) Housing Needs means the needs articulated in Tables H-1 and H-2.

⁵-Source: 2019 data from Office of Financial Management's April 1 postcensal estimates of housing: 1980, 1990-present. Percentages are rounded.

⁶-Extrapolated using the percent share of total housing units from CHAS 2013-2017 and 2019 total housing unit data from Washington State Office of Financial Management's April 1 postcensal estimates of housing: 1980, 1990 present. Figures are rounded, see methodology above for how to recreate unrounded totals.))

- Moderate-, low-, very low- and extremely low-income households means greater than 80 to less than or equal to 120 percent, greater than 50 to less than or equal to 80 percent, greater than 30 to less than or equal to 50 percent, and 0 to less than or equal to 30 percent of area median income respectively.
- Permanent supportive housing, emergency housing, and emergency shelters are defined in the Growth Management Act and relevant Commerce guidance.
- Age means built in 2014 or later, built 2010 to 2013, built 2000 to 2009, built 1990-1999, built 1980 to 1989, built 1970 to 1979, built 1960 to 1969, built 1950 to 1959, built 1940 to 1949, built 1939 or earlier.
- *Number of bedrooms* means no bedroom, 1 bedroom, 2 or 3 bedrooms, and 4 or more bedrooms.
- *Condition* means lacking complete plumbing facilities, lacking complete kitchen facilities, and/or no telephone service available.
- Tenure means renter-occupied and owner-occupied.
- Income-restricted units should be reported by ((AMI)) area median income limit (i.e., ≤30 percent ((AMI)) area median income, ≤50 percent ((AMI)) area median income, and ≤80 percent ((AMI)) area median income.
- *Moderate-density* housing means the following housing types: 1-unit attached; 2 units; 3 or 4 units; 5 to 9 units; 10 to 19 units. High-density housing means the following housing types: 20 or more units.
- Accessory dwelling unit means a small, self-contained residential unit built on the same lot as an existing single-family home. Accessory dwelling units may be built within a primary residence or detached from the primary residence.
- ((Household income by AMI means equal to or less than 30 percent AMI, above 30 percent to 50 percent AMI; above 50 percent to 80 percent AMI, above 80 percent to 100 percent AMI, above 100 percent to 120 percent AMI, and above 120 percent AMI.))
- Housing cost burden means a household spends more than 30 percent of its household income on housing costs.
- Severe housing cost burden means a household spends more than 50 percent of its household income on housing costs.
- Displacement risk means where residents and businesses are at greater risk of displacement based on ((PSRC's)) Puget Sound Regional Council's index or equivalent composite set of risk indicators such as: socio-demographics, transportation qualities, neighborhood characteristics, housing, and civic engagement.

Policy H-((5))4: Evaluate Effectiveness

Prior to updating their comprehensive plan, a jurisdiction must evaluate the effectiveness of existing housing policies and strategies to ((meet)) plan for and accommodate ((a significant)) their allocated share of countywide need. This will help a jurisdiction identify the need to adjust current policies and strategies or implement new ones. Where possible, jurisdictions are

encouraged to identify actual housing units created, by affordability level, since their last comprehensive plan update.

This evaluation must also identify gaps in existing partnerships, policies, and dedicated resources for meeting the countywide need and eliminating racial and other disparities in access to housing and neighborhoods of choice. This exercise helps a jurisdiction understand what other strategies it should pursue beyond updating the comprehensive plan to meet the goals of this chapter. Some strategies, like inclusionary housing or new dedicated resources, will be easier to evaluate a quantitative impact and for others, it may be more qualitative. Jurisdictions without the ability to identify the impact of each policy may wish to describe the policies and programs that contributed to creating or preserving a given number of incomerestricted units, special needs housing units, etc.

Policy H-((6))5: Racial Exclusion and Discrimination

To inform a comprehensive plan strategy, a jurisdiction must also document the local history of racially exclusive and discriminatory land use and housing practices, consistent with local and regional fair housing reports and other resources.

A jurisdiction must also explain the extent to which that history is still reflected in current development patterns, housing conditions, tenure, and access to opportunity. Examples of suitable data include, but are not limited to:

- homeownership rates by race/ethnicity and age;
- concentration or dispersion of affordable housing or housing choice voucher usage within the jurisdiction;
- affordability of housing in the jurisdiction to the median income household of different races and ethnicities;
- racial demographics by neighborhood, e.g., degrees of integration and segregation;
- access to areas of opportunity by race and ethnicity;
- demographics of residents in areas of high displacement risk; and
- results of fair housing testing performed or fair housing complaint data within a jurisdiction.

Jurisdictions must also identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including but not limited to:

- zoning that may have a discriminatory effect;
- disinvestment; and
- infrastructure availability.

Racially restrictive housing covenants, unrecognized treaties with Tribes, current exclusionary zoning, and lack of investment in affordable housing are examples of discriminatory practices or

policies a jurisdiction could include in an assessment. Jurisdictions should not limit their review to local policies and regulations. The region should share resources and work together to develop a shared understanding of how racist or discriminatory housing practices and disparities were perpetuated by all levels of government as well as the private sector. While each jurisdiction's assessment will be unique, King County jurisdictions are encouraged to identify federal, state, and regional practices as well as local.

Finally, a jurisdiction must demonstrate how current strategies are addressing impacts of those racially exclusive and discriminatory policies and practices. Using this information jurisdictions should identify and implement policies and regulations to address and begin to undo racially disparate impacts, displacement, and exclusion in housing caused by local policies, plans, and actions consistent with the policies in the "Implement Policies and Strategies to Equitably Meet Housing Needs" section.

Jurisdictions are encouraged to refer to the 2019 King County Analysis of Impediments to Fair Housing Choice (Analysis of Impediments) to understand current barriers to fair housing choice. In addition to the guidance offered in this technical appendix, the County will support jurisdictions in identifying and compiling resources, such as University of Washington reports and databases, to support this analysis.

<u>For further guidance on this analysis, refer to guidance on conducting a racially disparate</u> impact analysis from the Department of Commerce.

Policy $H-((7))\underline{6}$: Collaborate Regionally

The lack of homes affordable to low-income households is a regional problem that requires regional solutions. Jurisdictional collaboration with diverse partners is key to an effective regional response. Jurisdictions in their collaboration are encouraged to:

- address ((the)) countywide housing needs;
- engage and collaborate with other entities in efforts to fund, site, and build affordable housing;
- join resources;
- raise public and private resources together to provide the additional subsidies required to develop housing at deeper levels of affordability;
- support affordable housing development or preservation in each other's jurisdictions;
 and
- take other collaborative action to address the countywide housing needs.

Refer to the Washington State Department of Commerce's guidance for additional recommendations for the potential and appropriate roles for interjurisdictional partnerships in

meeting housing needs as well as how these roles should be reflected in countywide planning policies and comprehensive plans.

Partners collaborating with jurisdictions are encouraged to support the following needs:

- technical assistance;
- organizational capacity building;
- land donations;
- financial contributions for operating and capital needs to support affordable housing development, maintenance and operations needs;
- funding for other needs such as data and monitoring infrastructure; and
- advocate for efforts to fund, site, and build affordable housing.

Policies H-((9))8 through H-((24))25: Implement Policies and Strategies to Meet Housing Needs Equitably

Jurisdictions need to employ a range of policies, incentives, strategies, actions, and regulations tailored to equitably meet their housing need. The Puget Sound Regional Council's Housing Innovations Program ((2))12 presents a range of strategies. The strategies can be filtered by objective, project type, and affordability level. Strategies marked with an asterisk include more detail and are proven to be particularly effective at meeting regional housing goals. The Municipal Research and Services Center (MSRC) ((and Washington State Department of Commerce also)) offers affordable housing-related resources on their websites, including information about techniques and incentives for encouraging and planning for housing affordability. The Washington State Department of Commerce also provides access to ample resources, including guidance on how to complete the land capacity analysis required in H-11 and on other adequate provisions jurisdictions can take to plan for and accommodate housing needs.

Local jurisdictions may also refer to this table for suitable strategies, largely derived from recommendations from the December 2018 Regional Affordable Housing Task Force Final Report and Recommendations. King County's Department of Community and Human Services will work to periodically update these suggestions on the King County website if new strategies and best practices emerge.

((7))12 ((PSRC's)) Puget Sound Regional Council's Housing Innovations Program [https://www.psrc.org/hip] website provides a searchable database of dozens of suggested strategies. Please refer to their database for a more comprehensive list of strategies.

In Appendix 4: Housing Technical Appendix, starting on page 82, amend as follows. Unamended sections of Table H-((4))3 and sections with only renumbered policies are excluded. Renumber policies H-9, H-20, and H-21 to H-8, H-21, and H-22, respectively:

Table H-((4))3 Suggested Strat	egies for Achieving Policy Goals
Policy	Suggested Strategies
H-((10))9 Adopt intentional, targeted actions	A suggested approach to identifying
that repair harms to Black, Indigenous, and	reparative strategies includes:
People of Color (((BIPOC))) households from	Looking at how current policies are
past and current racially exclusive and	working to undo past racially exclusive
discriminatory land use and housing	and discriminatory land use and housing
practices (generally identified through Policy	practices or where they might be
$H-((\frac{\epsilon}{2}))$. Promote equitable outcomes in	perpetuating that history
partnership with communities most	When current policies are perpetuating
impacted.	the harm, implementing equitable
	countermeasures to remove those policies
	and their impacts and mitigate disparate
	impacts on housing choice, access, and
	affordability
	Using ((PSRC's)) Puget Sound Regional
	Council's Regional Equity Strategy and
	associated tools and resources to center
	equity in comprehensive planning
	processes and intended outcomes
	Specific policies and strategies include:
	Reduce or eliminate exclusionary zoning
	Implement anti-displacement strategies,
	which include addressing housing stability
	for low-income renters and owners as well
	as preserving cultural diversity of the
	community
	Implement policies that increase
	affordable homeownership opportunities
	for Black, Indigenous, and People of Color
	communities
	Distribute affordable housing throughout
	a jurisdiction, with a focus on areas of
	opportunity
	Consider environmental health of
	neighborhoods where affordable housing
	- 0

Table H-((4)) <u>3</u> Suggested Strate	egies for Achieving Policy Goals
Policy	Suggested Strategies
	 exists or is planned and plan for environmentally healthy neighborhoods Support and prioritize projects that promote access to opportunity, anti-displacement, and wealth-building opportunities for Black, Indigenous, and People of Color communities
H-((11))10 Adopt policies, incentives, strategies, actions, and regulations that increase the supply of long-term incomerestricted housing for extremely low-, very low-, and low-income households and households with special needs.	Strategies for promoting equitable outcomes in partnership with communities most impacted include: • Utilize an equity impact review tool when developing or implementing policies or strategies • Create and utilize a community engagement toolkit • Intentionally include and solicit engagement from members of communities of color or low-income households in policy decision-making and committees Suggested strategies to help ((meet)) plan for and accommodate the need at these affordability levels include: • Increase financial contributions to build, preserve, and operate long-term incomerestricted housing • Increase the overall supply and diversity of housing throughout a jurisdiction, including both rental and ownership • Provide housing suitable for a range of household types and sizes, including housing suitable and affordable for households with special needs, low-, very low-, and extremely low-incomes Implement policies that incentivize the creation of affordable units, such as Multifamily Tax Exemption, inclusionary

Table H-((4))3 Suggested Strat	egies for Achieving Policy Goals
Policy	Suggested Strategies
H-((12))11 Identify sufficient capacity of land	zoning, and incentive zoning, and density bonus Coordinate with local housing authorities to use project-based rental subsidies with incentive/ inclusionary housing units to achieve deeper affordability Implement policies that reduce the cost to develop affordable housing Implement universal design principles to ensure that buildings and public spaces are accessible to people with or without disabilities Support sustainable housing development Promote units that accommodate large households and/or multiple bedrooms Prioritize strategies for implementation that will result in the highest impact towards addressing the affordable housing gap at the lowest income levels ((An approach to identifying sufficient
for housing including, but not limited to: income-restricted housing; housing for moderate-, low-, very low-, and extremely low-income households; manufactured housing; multifamily housing; group homes; foster care facilities; emergency housing; emergency shelters; permanent supportive housing; and within an urban growth area boundary, duplexes, triplexes, and townhomes.	 capacity for housing types is: Consider the local and regional housing needs and available land capacity identified in H 4. For example, a jurisdiction that doesn't have any unhoused people may still need to provide sufficient capacity for this population if unmet need exists within the county or subregion Determine if current capacity is sufficient to meet future needs. For example, most permanent supportive housing will require multifamily zoning Collaborate with other jurisdictions to identify the subregional or countywide capacity needed for these housing types if current need within a jurisdiction is

Table H-((4))3 Suggested Strat	egies for Achieving Policy Goals
Policy	Suggested Strategies
	substantially less than the countywide
	need for that housing type))
	Refer to the Washington State Department of
	Commerce's guidance on land capacity
	analysis for guidance on identifying sufficient
	capacity of land.
H-12 Adopt and implement policies that	A jurisdiction's policies and strategies adopted
improve the effectiveness of existing	and implemented in response to policy H-12
housing policies and strategies and address	should be informed by the ineffective policies
gaps in partnerships, policies, and dedicated	and gaps in partnerships, policies and
resources to meet the jurisdiction's housing	dedicated resources identified through the
needs.	analysis required by H-4. A jurisdiction may
	find that several comprehensive plan policies
	and implementation of these policies end up
	supporting the intent of policy H-12.
	Example approaches to improving policy
	effectiveness and addressing gaps in
	partnerships, policies, and dedicated
	resources to meet countywide housing needs
	<u>include:</u>
	Reducing permitting timelines for
	affordable projects receiving public
	<u>funding</u>
	Shifting incentive program requirements
	to accommodate development at
	different Area Median Income levels
	Working with subregional collaborations
	to increase availability and flexibility of
	gap financing for local projects
	Partner with local housing providers and
	developers to identify needed shifts in
	development regulations and public
	resources to support affordable housing
	development and preservation
	Facilitate partnerships between
	community-based organizations and
	affordable housing developers to develop
	community-led affordable developments
	sommer ica anoradore developments

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
H-13 Implement strategies to overcome cost barriers to housing affordability. Strategies to do this vary but can include updating development standards and regulations, shortening permit timelines, implementing online permitting, optimizing residential densities, reducing parking requirements, and developing programs, policies, partnerships, and incentives to decrease costs to build and preserve affordable housing.	 Establishing or enhancing a housing levy Retooling a Multifamily Tax Exemption program to improve its effectiveness and/or increase utilization Increase regulatory flexibility and incentives for affordable housing (e.g., reduced parking requirements) Suggested strategies to overcome cost barriers to housing affordability to consider addressing include: Reduce vehicular parking requirements Reduce permitting timelines Increase the predictability of the permitting process Reduce sewer fees for affordable housing Reduce utility, impact and other fees for affordable housing and ((Accessory Dwelling Units (ADUs))) accessory dwelling units Streamline permitting process for affordable housing development and ((ADUs)) accessory dwelling units Update building codes to promote more housing growth and innovative, low-cost development Explore incentives similar to the Multifamily Tax Exemption for the development of ((ADUs)) accessory dwelling units for low-income households Maximize and expand use of the Multifamily Tax Exemption Offer suitable public land at reduced or no cost for affordable housing development Before implementing a policy, consider how it will impact the cost to build affordable homes 		
H-14 Prioritize the use of local and/ regional	Suggested strategies to effectively prioritize		
resources (e.g., funding, surplus property)	the use of resources include:		

Table H-((4))3 Suggested Strategies for Achieving Policy Goals

Policy

for income-restricted housing, particularly for extremely low-income households, populations with special needs, and others with disproportionately greater housing needs. Consider projects that promote access to opportunity, anti-displacement, and wealth-building for Black, Indigenous, and People of Color communities to support implementation of policy H-((10))9.

Suggested Strategies

- Partner with communities most disproportionately impacted by the housing crisis, including extremely lowincome households and Black, Indigenous, and People of Color (((BIPOC))) communities to inform resource design and allocation decisions. These decisions should prioritize strategies that reduce and undo disproportionate harm to these communities consistent, recognizing that specific needs of these communities may vary based on location
- Identify and prioritize underutilized publicly owned land and nonprofit/ faith communities for the creation of incomerestricted housing, both rental and homeownership
- Prioritize sites near transit, quality schools, parks and other neighborhood amenities
- Fund acquisition and development of prioritized sites
- Prioritize public funding resources in a manner consistent with policy H-((9))8
- Consider the countywide median income levels of ((BIPOC)) Black, Indigenous, and People of Color households when designing affordable homeownership programs and set the affordability levels such that they are accessible to the median ((BIPOC)) Black, Indigenous, and People of Color households considered

H-15 Increase housing choices for everyone—particularly those earning lower wages—that is co-located with, accessible to, or within a reasonable commute to major employment centers and affordable to all income levels. Ensure there are zoning

Strategies to increase housing choice near employment and affordable to all include but are not limited to ((8))13:

 Update zoning and land use regulations (including in single-family low-rise zones)

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
ordinances and building policies in place that allow and encourage housing production at	to increase density and diversify housing choices, including but not limited to:		
levels that improve jobs-housing balance throughout the county across all income levels.	 Accessory Dwelling Units (ADU) and Detached Accessory Dwelling Units (DADUs) 		
	o Duplex, Triplex, Four-plex		
	 Zero lot line townhomes, row houses, and stacked flats 		
	Micro/efficiency units		
	 Manufactured housing preservation 		
	o Group homes		
	o Foster care facilities		
	o Emergency housing		
	o Emergency shelters		
	 Permanent supportive housing 		
	 Low-rise and high-density multifamily development 		
	 Housing development that accommodates large households and/or multiple bedrooms 		
	 Implement strategies that provide for affordable housing near employment centers, such as: 		
	 Project-level tools like affordability covenants when funding income- restricted units or development agreements 		
	 Incentives such as density bonuses, incentive zoning, or Multifamily Tax Exemption 		
	 Other regulatory tools such as commercial linkage fees, inclusionary zoning, or TOD overlays 		

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
	 Other financial tools such as public land for affordable housing 		
H-17 Support the development and	Preservation strategies to consider include:		
preservation of income-restricted affordable housing that is within walking distance to planned or existing high-capacity and frequent transit.	 Identify areas that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and public capital investments and establish antidisplacement policies, with consideration given to the preservation of historical and cultural communities as well as: investments in low-, very low-, and extremely low-income housing equitable development initiatives inclusionary zoning community planning requirements; tenant protections public land disposition policies consideration of land that may be used for affordable housing Collect data to better understand the impacts of growth, and the risks of residential, economic, and cultural displacement. Verify this data with residents at the greatest risk of displacement, particularly those most disproportionately impacted by housing cost burden and neighborhood-based small business owners. Supplement this information with regional data about displacement risk and ongoing displacement trends that can inform and drive policy and programs. Prioritize affordable housing investments, incentives, and preservation tools in areas where increases in development capacity and new public capital 		

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
	investments are anticipated to allow		
	current low-income residents to stay		
	 Support the acquisition, rehabilitation, 		
	and preservation of income-restricted		
	and naturally occurring affordable		
	housing in areas with a high displacement		
	risk, for long-term affordability serving		
	households ((at or below)) <u>less than or</u>		
	<u>equal to</u> 80 percent ((AMI)) <u>area median</u> <u>income</u>		
	Leverage new development to fund		
	affordable housing in the same		
	geography using zoning tools such as		
	incentive/ inclusionary zoning		
	Implement anti-displacement policies		
	(e.g., community preference, tenant		
	opportunity to purchase, no net loss of		
	affordable units, right-to-return,		
	community benefits agreements)		
	 Prioritize publicly owned land for 		
	affordable housing in areas at high risk of displacement		
	Support community land trust and other		
	permanent affordability models		
	 Identify, preserve, and improve cultural assets 		
	 Increase education to maximize use of 		
	property tax relief programs to help		
	sustain homeownership for low-income		
	individuals		
	Expand targeted foreclosure prevention		
	Preserve manufactured housing		
	communities and improve the quality of		
	the housing and associated infrastructure		
	to improve housing stability and health		
	for the residents while also expanding		
	housing choices affordable to these		

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
H-19 Lower barriers to and promote access to affordable homeownership for extremely low-, very low-, and low-income, households. Emphasize: a. supporting long-term affordable homeownership opportunities for households ((at or below)) less than or equal to 80 percent ((AMI)) area median income (which may require up-front initial public subsidy and policies that support diverse housing types); and b. remedying historical inequities in and expanding access to homeownership opportunities for Black, Indigenous and People of Color communities.	residents, including opportunities to cooperatively own their communities Encourage programs to help homeowners access support needed to participate in and benefit from infill development Suggested strategies to increase access to affordable homeownership for lower-income households include: Support alternative homeownership models that lower barriers to ownership and provide long-term affordability, such as community land trusts, and limited or shared equity co-ops Encourage programs to help homeowners, particularly low-income homeowners, access financing, technical support or other tools needed to participate in and benefit from infill development opportunities Increase educational efforts to ensure maximum use of property tax relief programs to help sustain homeownership for low-income individuals Expand targeted foreclosure prevention Preserve existing manufactured housing communities through use-specific zoning or transfer of development rights		
H-20 Adopt and implement policies that	What partnerships, policies, and dedicated		
address gaps in partnerships, policies, and	resources are needed to eliminate racial and		
dedicated resources to eliminate racial and	other disparities in access to housing and		
other disparities in access to housing and	neighborhoods of choice will depend on the		
neighborhoods of choice.	results of analysis conducted under H-4. A few examples of strategies that could fill or assist		
	in filling identified gaps include:		
	 Establishing partnerships with local 		
	community-based organizations headed		
	by and/or serving populations most		
	2) and or serving populations most		

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
	affected by housing cost burden, with a		
	focus on Black, Indigenous, and People of		
	Color-led or -serving organizations		
	 Convening community advisory 		
	committees to oversee housing policy		
	implementation and to evaluate policies		
	annually for discriminatory or disparate		
	<u>impacts</u>		
	• Promoting models to promote community		
	ownership or land and housing, including		
	Community Land Trusts, co-ops, or Tenant		
	Opportunity to Purchase Acts		
	Requiring community preference policies		
	for recipients of jurisdictional housing		
	funding or building incentives		
	 Prioritizing surplus public property for 		
	community-serving uses and housing		
	projects, in partnership with disparately		
	impacted communities		
	 Encouraging the use of affirmative and 		
	race-forward marketing plans in		
	affordable housing projects utilizing public		
	<u>funding</u>		
	Establishing down-payment assistance		
	programs for first-time homebuyers, with		
	a focus on first-time homebuyers of color		
	 Expand the allowed housing types (e.g., 		
	missing middle, multifamily) in areas with		
	limited affordability and remove barriers		
	(e.g., conditional use permits) to		
	constructing those types		
	 Partner with housing authorities to 		
	expand the use of housing choice		
	vouchers in areas that data demonstrate		
	are racially or economically exclusive		
	 Support fair housing education and 		
	enforcement programs		

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
H-((22))23 Adopt and implement policies that protect housing stability for renter households; expand protections and supports for moderate-, low-, very low-, and extremely low-income renters and renters with disabilities.	 Tenant protection policies to consider include: Just cause eviction for tenants with termed leases Increase time periods for notice of rent increases Prohibit discrimination in housing against tenants and potential tenants with arrest records, conviction records, and criminal history Tenant relocation assistance Increase access to legal services 		
	 Rental inspection programs Supports for landlords that promote tenant stability include: Establish a fund that landlords can access to make repairs so costs are not passed on to low-income renters Increase education for tenants and property owners regarding their respective rights and responsibilities 		
	 Supports for low-income renters and people with disabilities to consider include: Shallow and deep rent subsidies Emergency rental assistance Services to address barriers to housing, including tenant screening reports and civic legal aid Increased funding for services that help people with disabilities stay in their homes and/or age in place 		
H-((23))24 Adopt and implement programs and policies that ensure healthy and safe homes.	Strategies to improve the quality and safety of housing include: Establish and promote healthy housing standards Provide home repair assistance for households earning ((at or below)) less		

Table H-((4))3 Suggested Strategies for Achieving Policy Goals			
Policy	Suggested Strategies		
	than or equal to 80 percent ((AMI)) area median income Implement proactive rental inspection programs Implement just cause eviction to protect tenants from landlords retaliating if they request basic maintenance and repairs to maintain a healthy and safe living environment Partner with Aging ((&))and Disability organizations to integrate accessibility services See the King County Board of Health		
	Guideline and Recommendation on Healthy Housing for additional guidance. ((9))14		
H-((24))25 Plan for residential neighborhoods that protect and promote the health and well-being of residents by supporting equitable access to parks and open space, safe pedestrian and bicycle routes, clean air, soil and water, fresh and healthy foods, high-quality education from early learning through ((K-12)) kindergarten through twelfth grade, affordable and high-quality transit options and living wage jobs and by avoiding or mitigating exposure to environmental hazards and pollutants.	 When planning for residential neighborhoods that protect and promote health and wellbeing of residents, suggested strategies include: Plan for housing in conjunction with other infrastructure investments to support equitable access to opportunity for households with a range of incomes and ensure the siting of homes is not in close to environmental hazards and pollutants Analyze disparities in access to amenities and invest in affordable housing in areas with high access to these amenities while providing services and investment in areas where low-income people live 		

((8))13 ((PSRC's)) Puget Sound Regional Council's Housing Innovations Program (((HIP) website provides a searchable database of dozens of suggested strategies. Please refer to their database for a more comprehensive list of strategies)).

 $\label{eq:continuous} $$ $$ \text{See link: } $$ \underline{\text{https://kingcounty.gov/depts/health/board-of-health/}^{\text{media/depts/health/board-of-health/}^{\text{media/depts/health/board-of-health/}^{\text{health/board-of-health/}^{\text{media/depts/health/}^{\text{media/depts/health/}^{\text{media/$

((Policies H-25 and H-26: Measure Results and Provide Accountability))Review, Monitor, Report, and Adjust

The Affordable Housing Committee, Growth Management Planning Council, and King County will conduct a comprehensive planning review, monitoring, reporting, and adjustment process to ensure that jurisdictions are successful in their efforts to plan for and accommodate their share of allocated countywide housing needs and meet the goals of this chapter. Information in this section provides guidance to jurisdictions on their participation in this process.

H-26: Comprehensive Plan Review

The Countywide Planning Policies Housing Chapter represent an agreement between cities in King County on strategies to equitably meet countywide housing needs. The comprehensive plan review process conducted by the Growth Management Planning Council or its designee is a method of confirming that the comprehensive plans prepared by jurisdictions respond to these countywide goals. Designated reviewers will use a set of plan review standards to evaluate the completeness of plans in responding to the Housing Chapter, implementation details for policies requiring adoption or implementation, and the meaningfulness of policies that jurisdictions propose to plan for and accommodate their housing needs. A complete set of standards, along with technical assistance for the comprehensive plan review process, can be found on the King County Affordable Housing Committee website.

H-27: Jurisdictional and County Reporting Requirements

Success at meeting a community's need for housing can only be determined by measuring results and evaluating changes to housing supply and need. Cities and the County will collaborate to monitor basic information annually, as they may already do for permits and development activity. Annual tracking of information such as new policies, new units, and zoning changes will make periodic assessments easier and more efficient. A limited amount of annual monitoring will also aid in providing timely information to decision makers.

The purpose of (("measuring results and providing accountability")) monitoring and reporting is to motivate and enhance learning, collaboration, and progress. While some ((CPPs)) Housing Chapter Countywide Planning Policies clearly lend themselves to quantitative measures and straightforward evaluation, some do not. This is often true when factors like the result of engagement with disproportionately impacted community members significantly shape implementation or where quantitative data is lacking. In these cases, jurisdictions have the liberty to make any reasonable interpretation of the policy and report as completely and honestly as possible how well the policy has been met.

((Policy H-25 requires cities and the County to collaborate in this monitoring to ensure continual review of the effectiveness of local strategies at meeting the countywide need.))

Policy H-27 establishes a commitment to monitor countywide and jurisdictional progress toward meeting housing needs and eliminating disparities in access to housing and neighborhood choices. Both King County and the cities are required to annually report data that will assist with this monitoring process.

H-28: Annual Monitoring

Policy H-28 requires cities and the County to collaborate in monitoring to ensure continual review of the effectiveness of local strategies at meeting the countywide need. The Affordable Housing Committee will establish standardized benchmarks, housing data trends, and comparative standards using data collected under H-27 to aid in assessing progress over the planning period, relative to countywide trends and other jurisdictions. The information will be collected by King County and reported annually in a public-facing, interactive regional affordable housing dashboard. Updates on implementation strategies reported by jurisdictions as part of the comprehensive plan review process will also be available on the Regional Affordable Housing dashboard. Information on how to prepare implementation strategies is included in the comprehensive plan review standards guidance document on the Affordable Housing Committee website.

H-((27))29: Adjust Strategies to Meet Housing Needs

((The data)) <u>Data</u> collected annually provides an opportunity for cities and the County to adapt to changing conditions and new information when monitoring finds that the adopted strategies are insufficient for meeting ((the countywide)) <u>housing</u> needs or result in the perpetuation of the inequitable distribution of affordable housing. ((Adaptation strategies can occur before the next comprehensive planning cycle during annual comprehensive plan updates, updates to the land use map, and/or a jurisdiction's urban growth strategy (buildable lands) reporting process. The King County Affordable Housing Committee can serve as a venue for discussing regional progress and challenges jurisdictions face. The results of these conversations and recommended actions to meet countywide need more effectively can be shared with the Growth Management Planning Council.))

To ensure the successful implementation of comprehensive plan goals related to housing needs, the Growth Management Planning Council, Affordable Housing Committee, and King County will organize an adjustment period for comprehensive plans at the midpoint of the tenyear planning cycle. The intent of the adjustment period is to provide a formal opportunity for the Growth Management Planning Council or its designee to assess jurisdictional efforts in planning for and accommodating needs, and to require jurisdictions to take reasonable measures, if necessary, to address any identified shortfalls. The Growth Management Planning Council or its designee will develop Housing Chapter amendments that articulate the procedure

and adequacy standards used to assess jurisdictional efforts no earlier than 2024. This includes work to outline the reasonable measures that the Growth Management Planning Council will use to address shortfalls.

In developing these amendments, the Growth Management Planning Council or its designee will develop Countywide Planning Policy amendments, informed by guidance, if available, from the Washington State Department of Commerce, who, under directive from 2021 House Bill 1241, will organize a state-run implementation progress report process for local comprehensive plans. Per state law, the progress report process is also meant to occur at the five-year midpoint of the planning cycle.

In the Glossary, starting on page 105, amend as follows:

Glossary

((Countywide Need: Also called the countywide affordable housing need, this is the number of additional, affordable homes needed in King County by 2044 so that no household earning at or below 80 percent of area median income is housing cost burdened. The countywide need for housing is estimated at 263,000 affordable homes affordable at or below 80 percent area median income built or preserved by 2044 as shown in Table H-1.))

Extremely Low-Income Households: Households earning <u>less than or equal to</u> 30 percent of the area median income ((or less)) for their household size.

Housing Needs: The number of housing units needed in King County by the end of the planning period to ensure sufficient and attainable housing for all households. Jurisdictional housing needs are shown in Table H-2.

Low-Income Households: Households earning ((between 51)) greater than 50 percent ((and)) to less than or equal to 80 percent of the ((Area Median Income)) area median income for their household size.

Moderate-Income Households: Households earning ((between 81)) greater than 80 percent ((and)) to less than or equal to 120 percent of the ((Area Median Income)) area median income for their household size.

Net New Housing Needs: The total number of new units needed in addition current housing units to meet projected housing needs by the end of the planning period.

Very Low-Income Households: Households earning ((between)) greater than 30 percent to less than or equal to 50 percent of the ((Area Median Income)) area median income for their household size.



Certificate Of Completion

Envelope Id: D57DDFD5453A4498A7233160CEA882FF

Subject: Complete with DocuSign: Ordinance 19660.docx, Ordinance 19660 Attachment A.docx

Source Envelope: Document Pages: 2

Supplemental Document Pages: 54

Certificate Pages: 5 AutoNav: Enabled

Envelopeld Stamping: Enabled

Time Zone: (UTC-08:00) Pacific Time (US & Canada)

Signatures: 3 **Envelope Originator:** Initials: 0 Cherie Camp

401 5TH AVE

SEATTLE, WA 98104

Location: DocuSign

Status: Completed

Cherie.Camp@kingcounty.gov

IP Address: 198.49.222.20

Record Tracking

Status: Original

8/16/2023 11:34:15 AM

Security Appliance Status: Connected

Storage Appliance Status: Connected

Holder: Cherie Camp

Cherie.Camp@kingcounty.gov

Pool: FedRamp

Pool: King County-Council Location: DocuSign

Signer Events Signature Timestamp

Dave Upthegrove

dave.upthegrove@kingcounty.gov

Security Level: Email, Account Authentication

(None)

Sent: 8/16/2023 11:35:50 AM) and Une Viewed: 8/16/2023 12:22:40 PM E76CE01F07B14EF Signed: 8/16/2023 12:22:57 PM

Signature Adoption: Uploaded Signature Image

Using IP Address: 198.49.222.20

Electronic Record and Signature Disclosure:

Accepted: 8/16/2023 12:22:40 PM

ID: 812a2ee3-2680-4d37-8d70-ffa53c768b53

Melani Pedroza

melani.pedroza@kingcounty.gov

Clerk of the Council King County Council

Security Level: Email, Account Authentication

(None)

Melani Kedraza

Signature Adoption: Uploaded Signature Image

Using IP Address: 198.49.222.20

Sent: 8/16/2023 12:23:01 PM Viewed: 8/16/2023 12:38:39 PM Signed: 8/16/2023 12:38:44 PM

Electronic Record and Signature Disclosure:

Accepted: 9/30/2022 11:27:12 AM

ID: 639a6b47-a4ff-458a-8ae8-c9251b7d1a1f

Dow Constantine

Dow.Constantine@kingcounty.gov

King County Executive

Security Level: Email, Account Authentication

(None)

Dow Courte

Signature Adoption: Uploaded Signature Image

Using IP Address: 198.49.222.20

Sent: 8/16/2023 12:38:46 PM Viewed: 8/22/2023 12:55:15 PM Signed: 8/22/2023 12:55:33 PM

Electronic Record and Signature Disclosure:

Accepted: 8/22/2023 12:55:15 PM

ID: efbba3d7-7baf-4542-bf24-5ace6ea638a0

In Person Signer Events	Signature	Timestamp
Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Exhibit 1 Timestamp
Certified Delivery Events	Status	Timestamp
Carbon Copy Events	Status	Timestamp
Kaitlyn Wiggins kwiggins@kingcounty.gov	COPIED	Sent: 8/16/2023 12:38:46 PM Viewed: 8/16/2023 1:32:04 PM
Executive Legislative Coordinator King County Executive Office		
Security Level: Email, Account Authentication (None)		
Electronic Record and Signature Disclosure: Not Offered via DocuSign		

Witness Events	Signature	Timestamp	
Notary Events	Signature	Timestamp	
Envelope Summary Events	Status	Timestamps	
Envelope Sent	Hashed/Encrypted	8/16/2023 11:35:50 AM	
Certified Delivered	Security Checked	8/22/2023 12:55:15 PM	
Signing Complete	Security Checked	8/22/2023 12:55:33 PM	
Completed	Security Checked	8/22/2023 12:55:33 PM	
Payment Events	Status	Timestamps	
Electronic Record and Signature Disclosure			

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

From time to time, King County-Department of 02 (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact King County-Department of 02:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: cipriano.dacanay@kingcounty.gov

To advise King County-Department of 02 of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at cipriano.dacanay@kingcounty.gov and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from King County-Department of 02

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to cipriano.dacanay@kingcounty.gov and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with King County-Department of 02

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;

ii. send us an email to cipriano.dacanay@kingcounty.gov and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process.

Required hardware and software

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: https://support.docusign.com/guides/signer-guide-signing-system-requirements.

Acknowledging your access and consent to receive and sign documents electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

By selecting the check-box next to 'I agree to use electronic records and signatures', you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify King County-Department of 02 as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by King County-Department of 02 during the course of your relationship with King County-Department of 02.



City of Redmond

15670 NE 85th Street Redmond, WA

Memorandum

Date: 10/3/2023 Meeting of: Committee of the Whole - Planning and Public Works		File No. CM 23-508 Type: Committee Memo	
TO: Committee of the Whole - Planning a FROM: Mayor Angela Birney DEPARTMENT DIRECTOR CONTACT(S):	nd Public Works		
Planning and Community Development	Carol Helland	425-556-2107	
DEPARTMENT STAFF:			
	Philly Marsh	Economic Development Manager	
Planning and Community Development	Seraphie Allen	Deputy Director	
OVERVIEW STATEMENT: The purpose of this Strategic Alliance Me relationship between the Small Business expand small business development in th Additional Background Information	administration (SBA) and the local area.	ne City of Redmond, WA in order to	•
REQUESTED ACTION:			
☐ Receive Information	☑ Provide Direction	☐ Approve	
REQUEST RATIONALE:			
Relevant Plans/Policies: Redmond 2030 Comprehensive Plan Ecor	nomic Vitality Strategies:		
EV-19 Participate in partnerships with oth City's economic vitality goals.	ner agencies, businesses, no	nprofits, and other organizations th	at further the
EV-20 Implement, in conjunction with bu	siness, education and other	community partners, the Strategic	Plan for

EV-21 Initiate or participate in the following activities in support of economic vitality: • Monitor future trends and economic conditions; • Prepare information for businesses on available public sector financing; • Support federal and

Economic Development to...Identify strategies to retain existing businesses and help them succeed;

state funding of cost-effective business financing programs;

Date: 10/3/2023 Meeting of: Committee of the Whole - Plannin	g and Public Wo	orks	File No. CM 23-508 Type: Committee Memo
 Required: Council Approval required for signing Council Request: N/A Other Key Facts: N/A 	of Memorandun	ns of Understa	anding
OUTCOMES: The city will receive up-to-date information support small businesses in Redmond.	about SBA pro	grams and se	rvices and resource partners that will hel
 Timeline (previous or planned): N/A Outreach Methods and Results: N/A Feedback Summary: N/A 	O INVOLVEMENT	<u>r</u> :	
BUDGET IMPACT: Total Cost: There is no fiscal impact associated with this nadopted budget.	nemorandum. S	itaff working v	vith the SBA on are funded through the
Approved in current biennial budget: Budget Offer Number: 000040 - Community/Economic Development	⊠ Yes	□ No	□ N/A
Budget Priority: Vibrant and Connected			
Other budget impacts or additional costs: If yes, explain: N/A	□ Yes	□ No	⊠ N/A
Funding source(s): N/A			

Date: 10/3/2023 File No. CM 23-508 Meeting of: Committee of the Whole - Planning and Public Works **Type:** Committee Memo

Budget/Funding Constraints:

N/A

□ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

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

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
10/17/2023	Business Meeting	Approve

Time Constraints:

Once the MOU is signed, partnership programing can begin to assist small businesses.

ANTICIPATED RESULT IF NOT APPROVED:

May receive less information and programmatic support from the Small Business Administration that helps our small businesses.

ATTACHMENTS:

Attachment A: Strategic Alliance Memorandum between the United States Small Business Administration and the City of Redmond, WA



Strategic Alliance Memorandum

between the

United States Small Business Administration

and the

City of Redmond, WA

I. PURPOSE

The United States Small Business Administration (SBA) and the **City of Redmond**, **WA** (each a "Party" or, collectively the "Parties") are joined by a common mission; **helping start**, **maintain**, **and expand small businesses**. The Parties will work together in the spirit of cooperation and open communications, consistent with law, with the primary goal of meeting the needs of the small business community.

The City of Redmond is the eighth most populous city in King County and the seventeenth most populous city in the State of Washington, with a residential population of approximately 75,270 in 2022 (Source: Office of Financial Management). It encompasses an area of over 17.14 square miles and is located less than 20 miles east of downtown Seattle at the north end of Lake Sammamish. The city prides itself for its high quality of life with good schools, a healthy economic base, a parks system that provides a variety of active and passive recreational opportunities, diverse offerings for shopping and dining, safe neighborhoods, and an emphasis on quality development and protection of the natural environment.

The mission of the SBA is to aid, counsel, assist and protect the interests of small business by providing financial, contractual and business development assistance and advocating on their behalf within the government. SBA district offices deliver SBA programs and services to the public. Each Party has separate services and resources which, when delivered in coordination with each other, will provide maximum benefits to the small business communities served.

The purpose of this Strategic Alliance Memorandum (SAM) is to develop and foster mutual understanding and a working relationship between the SBA and the

City of Redmond, WA in order to strengthen and expand small business development in the local area.

The Parties acknowledge that beyond the information sharing contemplated under this SAM, any specific joint training and outreach activities will require a separate signed agreement developed pursuant to SBA's Cosponsorship Authority.

In order to further their common goals, the Parties agree to the following:

II. SCOPE AND RESPONSIBILITIES

SBA Undertakings:

Within the limits of its available and/or appropriated resources, the SBA through its **Seattle District Office** will:

- Provide the **City of Redmond**, **WA** with up-to-date information about SBA's programs and services.
- Make available, upon request, information regarding SBA's resource partners, including but not limited to, the Small Business Development Centers (SBDCs), SCORE, and the Women's Business Centers (WBCs) (collectively, "SBA's Resource Partners").
- Make available, upon request and subject to their availability, SBA pamphlets, brochures, and other publications.
- Advise the City of Redmond, WA of events that may impact its mission.
- Provide speakers, consistent with SBA rules and policy, to participate in City of Redmond, WA workshops, conferences, seminars and other activities to discuss SBA financing, government contracting and other business topics.
- Invite City of Redmond, WA clients/members to attend local SBAsponsored events and offer SBA-sponsored training at the City of Redmond, WA location when appropriate.
- Provide a text-only hyperlink from SBA's website to City of Redmond,
 WA website pursuant to SBA's linking policies.
- Provide information to City of Redmond, WA staff on SBA programs and services available to local small businesses.
- Assign a local point of contact to serve as liaison between SBA and City of Redmond, WA.

City of Redmond, WA Undertakings:

Within the limits of its available resources, the City of Redmond, WA will:

- Cooperate with SBA's Resource Partners to provide information to its clients/members about business development services to small businesses when appropriate.
- Keep abreast of and disseminate up-to-date information provided by SBA when appropriate.

- Make available to its clients/members SBA pamphlets, brochures, and other publications.
- Inform City of Redmond, WA small business clients/members of SBA's programs and services including referrals to SBA's Resource Partners when appropriate.
- Upon request, provide speakers for SBA-sponsored events when appropriate.
- Provide a text-only hyperlink from City of Redmond, WA website to SBA's website.
- Assign a local point of contact to serve as liaison between City of Redmond, WA and SBA.

III. USE OF SBA NAME AND LOGO

All materials bearing the SBA name or logo must be approved in advance by SBA's Responsible Program Official. Use of SBA's logo must be accompanied by the following statement: "Use of the SBA logo is authorized by a Strategic Alliance Memorandum. Reference to SBA is not an endorsement of the views, opinions, products or services of any person or entity." The SBA logo may only be used to promote SBA and/or its programs, activities, and services. SBA's logo cannot be used in a way that suggests the Agency is endorsing any individual, organization, product, or service or in a way which implies that an improper relationship exists between SBA and an outside party. SBA's logo also must not be used in any manner that is liable to bring the Agency into a negative light, such as in connection with any products or services related to alcohol, gambling or adult entertainment industries. Further, SBA's logo must not be used in connection with any political activities, lobbying efforts, or in conjunction with any religious activity.

The "U.S. Small Business Administration" name shall be used only in a factual manner, consistent with applicable law, and shall not promote or endorse any products or services of any entity including but not limited to **City of Redmond, WA**. Nothing in this SAM permits **City of Redmond, WA** to use the SBA official seal.

IV. TERM

Cooperation under this SAM will commence upon signing by both Parties and will continue for a period of two years from date of signature unless otherwise terminated by one or both Parties as per paragraph VI below.

V. AMENDMENT

The Parties agree to consult each other on any amendment, modification or clarification to the provisions of this SAM. This SAM may only be amended

or modified in writing and shall be consistent with applicable laws, regulations and SBA policy.

VI. <u>TERMINATION</u>

Either Party may discontinue its participation under this SAM at any time, with or without cause, upon thirty (30) days written notice to the other Party.

VII. RELATIONSHIP

This SAM does not authorize the expenditure of any funds. Accordingly, this SAM shall not be interpreted as creating any binding legal obligations between the Parties nor shall it limit either Party from participating in similar activities or arrangements with other entities. Nothing contained herein shall be construed to create any association, partnership, joint venture or relation of principal or agent or employer and employee with respect to **City of Redmond**, **WA** and SBA.

VIII. RESPONSIBLE PROGRAM OFFICIAL

The SBA Responsible Program Official for this Strategic Alliance Memorandum is **Kerrie Hurd**, **SBA Seattle District Director**.

IX. POINTS OF CONTACT

The points of contact for administrative matters pertaining to this SAM are:

City of Redmond, WA:

Name: Philly Marsh

Title: Planning and Community Development, Economic Development

Manager

Address: 15670 NE 85th St., Redmond, WA 98073-9710

Email: pmarsh@redmond.gov

U.S. Small Business Administration:

Name: Melanie Norton

Title: Deputy District Director, Seattle District

Address: 2401 Fourth Ave., Suite 450, Seattle, WA 98121

Email: melanie.norton@sba.gov

X. <u>SIGNATURES</u>

U.S. Small Business Administration:

The signatories below represent that they have the authority to make such commitments on behalf of their respective organization. This SAM may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement.

Jill Devriendt, Director of Strategic Alliances	Date
Note: District Directors may also co-sign.	
Kerrie Hurd, District Director, Seattle District	Date
City of Redmond, WA:	
Angela Birney, Mayor	 Date