



City of Covington

Unmatched Quality of Life.

City of Covington

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The City of Covington is a destination community where citizens, businesses and civic leaders collaborate to preserve and foster a strong sense of unity.

PLANNING COMMISSION AGENDA

May 1, 2014

6:30 PM

CALL TO ORDER

ROLL CALL

Chair Sean Smith, Vice Chair Paul Max, Jennifer Gilbert-Smith, Ed Holmes, Bill Judd, Alex White, & Jim Langehough.

PLEDGE OF ALLEGIANCE

APPROVAL OF CONSENT AGENDA

1. Planning Commission Minutes for April 17, 2014

CITIZEN COMMENTS - *Note: The Citizen Comment period is to provide the opportunity for members of the audience to address the Commission on items either not on the agenda or not listed as a Public Hearing. The Chair will open this portion of the meeting and ask for a show of hands of those persons wishing to address the Commission. When recognized, please approach the podium, give your name and city of residence, and state the matter of your interest. If your interest is an Agenda Item, the Chair may suggest that your comments wait until that time. Citizen comments will be limited to four minutes for Citizen Comments and four minutes for Unfinished Business. If you require more than the allotted time, your item will be placed on the next agenda. If you anticipate, in advance, your comments taking longer than the allotted time, you are encouraged to contact the Planning Department ten days in advance of the meeting so that your item may be placed on the next available agenda.*

PUBLIC HEARING – None

UNFINISHED BUSINESS – None

NEW BUSINESS – No Action Required

2. Discussion of Consultant for GMA Comprehensive Plan Update (See Attachment A)

ATTENDANCE VOTE

PUBLIC COMMENT: (Same rules apply as stated in the 1st CITIZEN COMMENTS)

COMMENTS AND COMMUNICATIONS OF COMMISSIONERS AND STAFF

ADJOURN

*Any person requiring a disability accommodation should contact the City at least 24 hours in advance.
For TDD relay service please use the state's toll-free relay service (800) 833-6384 and ask the operator to dial (253) 480-2400*

Web Page: www.covingtonwa.gov

**CITY OF COVINGTON
Planning Commission Minutes**

April 17, 2014

City Hall Council Chambers

CALL TO ORDER

Chair Smith called the regular meeting of the Planning Commission to order at 6:35 p.m.

MEMBERS PRESENT

Jennifer Gilbert-Smith, Jim Langehough, Ed Holmes, Bill Judd, Paul Max, Sean Smith and Alex White

MEMBERS ABSENT - None

STAFF PRESENT

Angie Feser, Parks Planner
Richard Hart, Community Development Director
Kelly Thompson, Planning Commission Secretary

APPROVAL OF CONSENT AGENDA

Chair Smith introduced new Planning Commissioner, Jim Langehough.

- Ø **1. Vice-Chair Max moved and Commissioner Gilbert-Smith seconded to approve the April 3, 2014 minutes and agenda. Motion carried 7-0.**

CITIZEN COMMENTS – None

PUBLIC HEARING

- 2. Public Hearing on Final Comprehensive Plan Amendment Docket for 2014 and Recommendation to the City Council.**

Chair Smith opened the Public Hearing.

Community Development Director, Richard Hart, provided the background on the Annual Comprehensive Plan Amendment Docket process for the benefit of new Commissioners.

Parks Planner, Angie Feser gave a presentation on the proposed 2014 Comprehensive Plan Amendments from the Parks and Recreation Department. Ms. Feser provided an outline of key points and explained why the updates to the Parks Capital Facilities Plan (CFP) are needed as well as the impacts to the Comprehensive Plan from the proposed amendment.

There was no public comment.

Chair Smith declared the Public Hearing closed.

Ø **Commissioner Gilbert-Smith moved and Commissioner White seconded to recommend the Annual Comprehensive Plan Amendment Docket to the City Council. Motion carried 7-0.**

UNFINISHED BUSINESS - None

NEW BUSINESS - None

ATTENDANCE VOTE - None

PUBLIC COMMENT – None

COMMENTS AND COMMUNICATIONS FROM STAFF

Mr. Hart distributed an updated Planning Commission meeting schedule. He also indicated the May 15, 2014 Planning Commission Meeting would be cancelled as the Planning Commission is invited to discuss proposed Sign Code Amendment policy issues at the May 13, 2014 City Council Meeting.

ADJOURN

The April 17, 2014 Planning Commission Meeting adjourned 7:10 at p.m.

Respectfully submitted,

Kelly Thompson, Planning Commission Secretary



April 7, 2014

Mr. Richard Hart, Community Development Director
City of Covington
16720 SE 271st St #100
Covington, WA 98042

Subject: Comprehensive Plan Update

Dear Richard:

We are very excited at the opportunity to work with the City of Covington on its Comprehensive Plan update, and we believe the Studio Cascade team offers the type of experienced staff, attitude, and demonstrated abilities to deliver the product you seek.

Our work focuses on effective public and agency participation, elevating understanding of planning topics and creating environments for effective urban design. We are well-versed in creating clear and compelling designs and strategy, and we have won numerous awards for our planning innovation – all anchored in a pragmatic focus on implementation and sensitivity to political context. Your project is an excellent fit for our talents and skills.

Our team also includes ECONorthwest, AHBL and Fehr & Peers, providing a level of economics, civil, and transportation support to assist in this project. We've worked with each many times before, and they're long-time partners of ours because of their commitment to effective community-based analysis, economic insight and creative approaches to technical problems. All of the people identified in this proposal will commit to working on this project for its duration.

We understand the intricacies and nuance involved in a project of this nature, and we believe our collective experience on projects like this one across the country and throughout Washington will help us understand Covington's current conditions quickly – even as we offer new perspectives to the community. We're proud of our track record of creativity, service and responsiveness, and we hope to have the chance to add you to our list of satisfied clients.

Please feel free to contact me to discuss our qualifications further at the phone number below, or via e-mail at bgrimes@studiocascade.com. Thanks in advance – we look forward to hearing from you. This proposal is valid for a period of 120 calendar days from the date of this letter.

Sincerely,



William Grimes, AICP
Principal, Studio Cascade, Inc.

Studio Cascade carries general and professional liability insurance coverage in the amounts of \$1,000,000/\$2,000,000 aggregate, and \$2,000,000, respectively.

429 E. Sprague Avenue • Spokane, WA 99202 • 509 835 3770 • www.studiocascade.com

Understanding/ Experience

Covington incorporated as a city in 1997, responding to rapid population growth and an increasing call for local control over those issues impacting community character. According to the 2010 Census, Covington has nearly 18,000 residents, more than one-third of whom are younger than 24. There are approximately 6,100 housing units, with 3 persons per household. This indicates a community that is relatively young, with many households consisting of families with children. Recent population growth has exceeded regional planning growth targets, placing increased pressure to expand the reach of the community's urban growth area. Today, residents represent an eclectic mix of ages and trades, with a growing percentage of white-collar and service workers, and young families.

Covington is now updating its comprehensive plan, complying with GMA requirements and refining its policy framework to guide its actions. While the project will result in a rewrite of the plan, it will largely focus on the community's transportation and capital facilities systems, ensuring that policy and programs there are in sync with the community's long-range goals and updated to reflect the City's recent work.

The City also asks that the new plan be accessible, attractive and a good read, making it more easily used in local decision making as a "comprehensive, internally

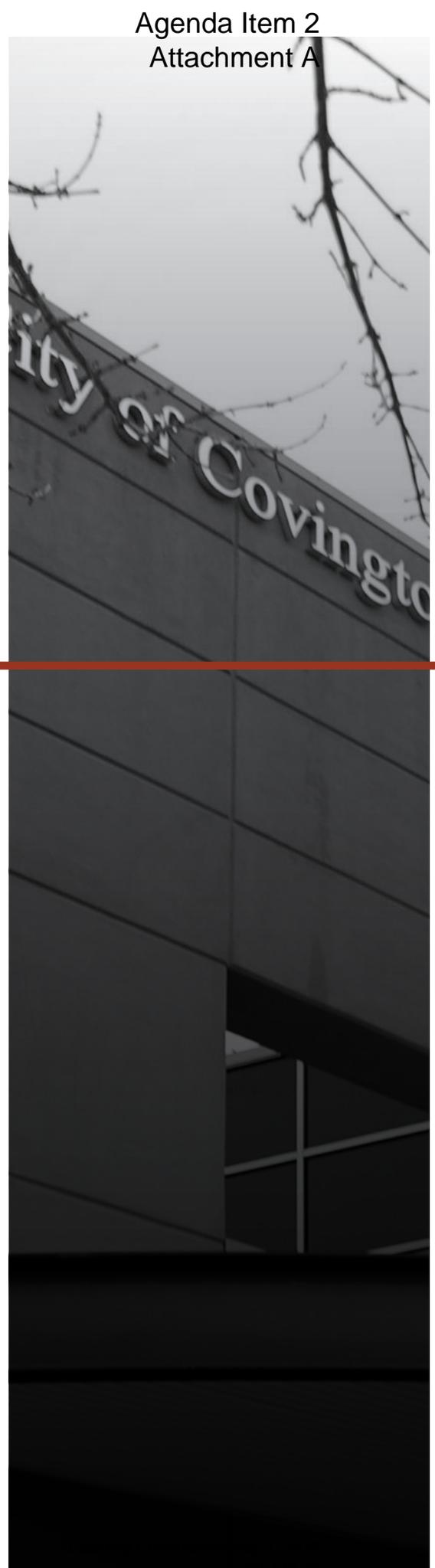




Figure 1.1 – *Though Covington is more than three-quarters white, recent years have seen increased ethnic diversity - reflecting a growing regional trend.*

consistent, legally defensible tool" (RFP text). This will require some restructuring of the plan, while still covering the content mandated by GMA. The new plan will also likely have an increasingly strategic emphasis. This will itemize implementation actions and assign responsibility, guiding the City Council, local officials and the community along the course to achieve plan goals.

The community has a history of independent thinking and deliberate action. The City has made an earnest commitment to finding a balance between economic and environmental sustainability, community prosperity and community identity. These themes are constants in Covington' history, and they play out in much of the community's policy discourse. Whether

it's about annexation, economic development, capital investment or provision of community programs, policy in Covington has reflected a sense of deliberateness and pragmatism that sets this community apart.

Covington, unlike many cities in Washington State, is not facing a structural fiscal deficit. Increases in municipal revenues are nearly keeping up with increases in costs, and the new comprehensive plan must help the community consider ways forward that ensure a sustainable fiscal balance.

The City has actively worked to control its own direction, writing a comprehensive plan under the first wave of the Growth Management Act (GMA) in the early 2000's and several purpose-specific plans in the years that followed. A primary focus has been on maintaining and enhancing the local quality of life, reinvesting in neighborhoods, basing policy on a larger, regional awareness, and asserting a community identity that helps Covington retain its residents and attract new investment.

This comprehensive plan update will need to conform to Growth Management Act requirements, but perhaps more challenging, must also meet community expectations for an appropriate and strategic policy response. Covington's first comprehensive plan focused on GMA compliance, wrestling with new laws and processes to meet the unique challenges the City faced. Subsequent amendments and special-purpose plans focused on "fit," creating a policy framework that complied with GMA and addressed the community's unique character. This update will do both, but must also focus on efficiency and implementation – an important response to the "great recession" and fiscal constraints imposed by statute.

Much of Covington's recent work – and there's a lot of it – will form a baseline for this plan update. But more than ever, the comprehensive plan must play an active role in City governance, informing investment choices, the scope and quality of public services and the order in which things get done. The plan's strategic essence



may emerge as its most important and effective component, identifying investments and policy actions that stimulate economic and community development to the greatest possible degree.

While overall values in Covington may not have changed since the last comprehensive plan update, economic conditions have. Much of the existing plan may remain intact through this process, but it's important to inject current economic realities into plan recommendations. The work needs to take a long look at what's actually achievable, and may need to consider adjusting land use designations as part of the process.

As always, it's important that the community actively participates – especially where realigning, modifying, or delaying actions proposed in earlier plans may be advisable, or where new ones may be added. Issues related to job generation and the local economy, the downtown, infill residential development, transportation system improvements, master plans and neighborhoods will drive much of this plan's policy framework.

Economy

Comprehensive plans must be achievable, and much of a plan's success relies upon the economies that influence development. Plans can call for change - or stasis - but the real determinant of what happens often lies in what markets will support in the long term.

We'll ensure that the policies included in the comprehensive plan update are informed by the recent recession and also take into account where we believe the economy will go. A forward-looking plan must be rooted in a reasoned and deliberate take on what tomorrow's economy may have in store.

Infill

Single-family housing is the most common residential type in Covington, by far. Still, there are places where new residential development at higher intensities is both appropriate and hoped for. Downtown



Figure 1.2 – *Covington is a city, but its edges are rural in character. Many of the community's vacant lots still echo this rural feel, and proximity to the wooded hillsides remains an important component of the town's identity..*

Covington is one such place, where multi-story residential and mixed-use development is expected to happen.

There are other properties, either long vacant or on extra-large, semi-rural lots, that will develop and intensify, too. Crafting a policy framework that's sensitive to the eventual and accretive process of infill development will be important, particularly in a community that values its character.

Downtown

Covington is sticking to its guns on the downtown plan. The plan calls for increased residential density and an active, dynamic town center. There have been opportunities to deviate from that course - opportunities made





Figure 1.3 – Covington's residents drive, and the community's transportation and commercial infrastructure is designed to serve. But newer plans call for increased use of bikes and pedestrian travel, seeking to retrofit the existing context to accommodate different ways of getting around.

more attractive by their promised short-term boost in a down economy - but the City has stayed its course.

Policies in the comprehensive plan will certainly build on this, strengthening the community's commitment to a vital downtown core and complementing investment that's already underway in that direction.

Connections

Covington sends its workforce outside its city limits, off to employment centers to the south, west and north. At the same time, it's a regional retail hub, attracting shoppers from all of southeast King County. Flows are constant, with peak-hour commuters filling

weekday roadways and weekend shoppers filling them on Saturdays and Sundays.

Covington exists in its regional context, and its well-being is influenced by the effectiveness of its connections to it.

Neighborhoods

Originally a collection of subdivisions, Covington is a community of neighborhoods. Folks closely identify with where they live, and this plan must honor that Covington is a community comprised of hundreds of individual, interdependent cells.

Master plans

There is a reclamation and development plan for the Hawk Property in northern Covington. The community hopes it will develop into a mixed-use, active neighborhood, with a retail and office component to complement a robust residential mix. This project will fundamentally change the character of this area and will be in the process of building out for many years.

Hometown

Covington's youth may leave town after graduating high school, but the community wants to be the place to which they return to raise their own families. Covington is a small town, located close to bigger ones. Shopping, medical services, employment, and schools are all within an easy throw. The town's also small enough that those seeking leadership positions can attain them, contributing to the community's dimension and success. This process may focus on growth and change, but it must also remember those qualities that make Covington unique and cherished.

Outreach

Public involvement in comprehensive planning is essential. These plans will often suggest change, and any change will need to be called for, supported by, and committed to by an engaged public. We specialize in outreach methods,



creating processes that are as memorable as they are effective, rewarding participants with interesting, fun and meaningful activities that truly direct, shape and refine planning proposals.

This means that the standard open house is not something you'll see in our proposal. We will need to work with you to find a way in, creating a public engagement process of which Covington's residents and business people will be aware and in which they'll choose to participate. Our Storefront Studio is something that we're proposing for this project, a multi-day event with programmed activities and workshops that allow the community to imagine, consider, and vet alternative strategies.

Public engagement is fundamental to our work. We've developed processes that are unique for every client. The end result is usually the same, however: a process informed by public discourse and a product supported by public commitment. And we frequently win awards for it.

Staff resource

We believe partnership with City staff is essential to developing a sensitive, effective and actionable comprehensive plan. Frequent contact and material involvement throughout the process will help enrich the plan with nuance and facilitate staff familiarity with the plan's underpinnings and development.

Yes, there will be logistical tasks, too. Staff will be called upon to ensure that notices conform to state and local law, that planning commission members are kept up to speed, that venues for public activities are secured, and that deliverables are routed for comment. This is all important work, and staff will be in the position to do it most effectively.

Based on the RFP and our understanding of the situation in Covington, we expect this project will include the following:

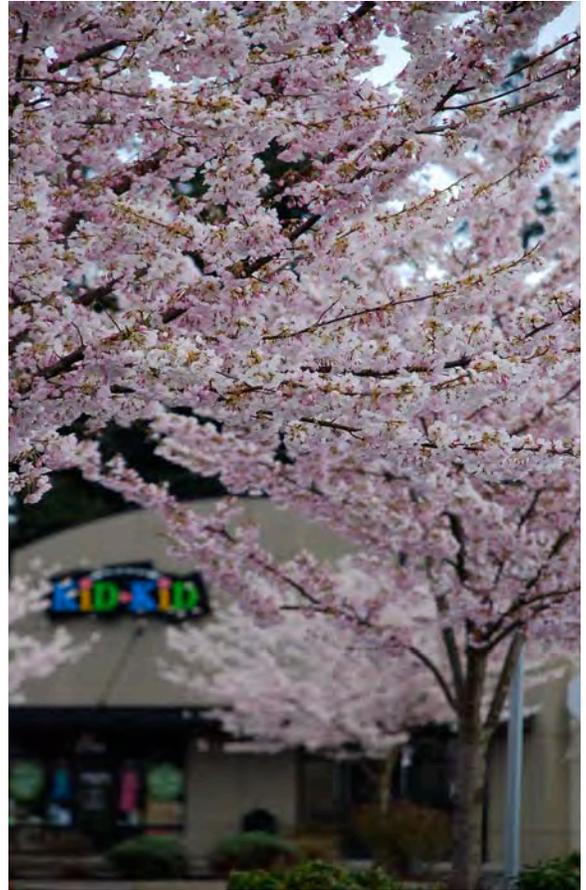


Figure 1.4 – *With a large number of households with both young children and multiple income earners, Covington's services features a popular child care sector..*

- An intensive review of the community's existing vision and policy, applying professional economic, transportation, urban planning and design services to assess what's on the books with respect to the community's current condition.
- Deliberate incorporation of market analysis in the creation and vetting of possible future scenarios, describing spatial policy in terms of fiscal balance the potential realities of an economic future.
- Extensive public engagement to consider alternative courses of action and to generate popular endorsement of the plan's preferred direction.
- Compliance with GMA periodic update requirements.



- Emphasis on the pragmatic, with an implementation matrix and a development code audit to facilitate plan execution.

The RFP outlines specific expectations of the plan update by element, and our scope of work will address all of it. This is exactly the type of work we do, and our team - introduced in this section - has ample experience to tackle it.

Team

We've assembled a great team for this project, composed of folks with whom we've successfully worked before. We've listed several of those projects in this chapter, including client references and contact details.

Our team consists of representatives from Studio Cascade, ECONorthwest, AHBL, and Fehr & Peers. We have planners, urban designers, transportation planners, and economists on our team, each contributing to the community discussion and the resulting concepts. Our focus is every bit as much on facilitation as it is on technical problem solving, approaching every project as a team - a team where the client is a crucial player.

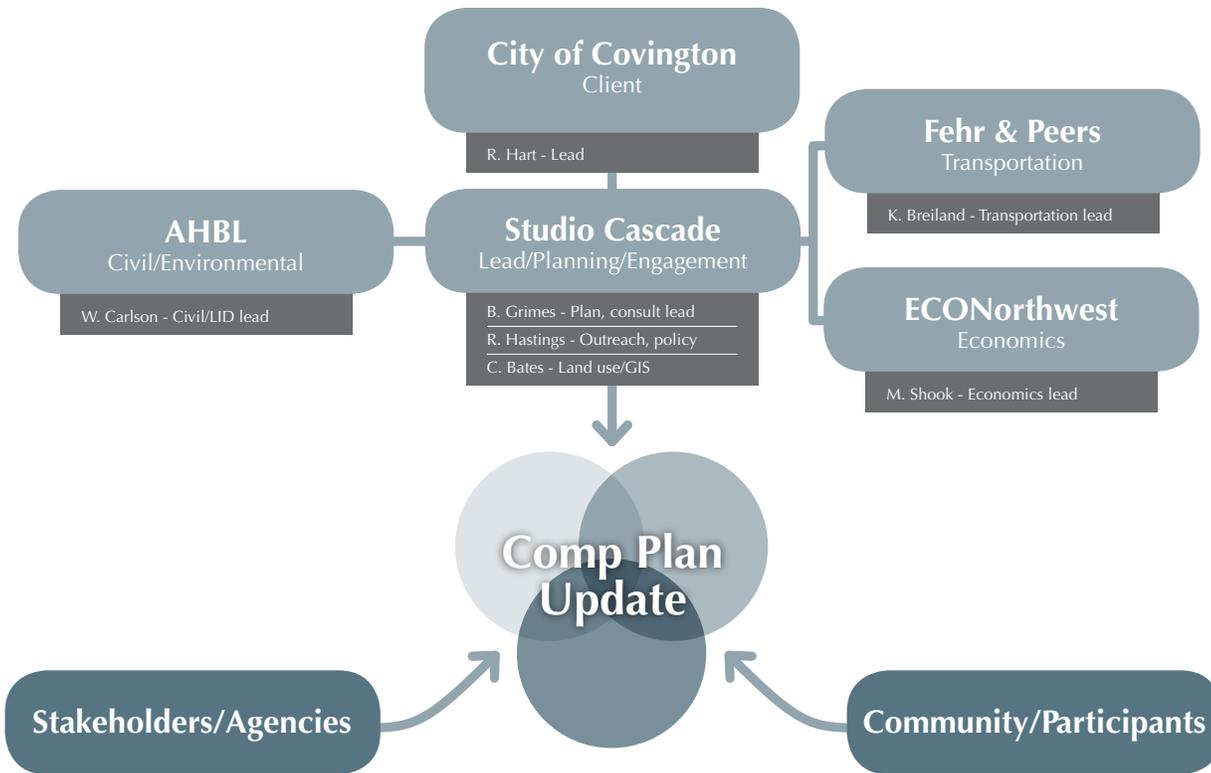


Figure 1.5 – Our proposed organization chart for the comprehensive plan update, with the City as lead, and the SCI team engaging groups, organizations and the at-large community in visioning, setting fiscal strategy and other elements of the plan update.



All team members have each performed work nation-wide and internationally. Our firms have long-standing relationships, and we truly enjoy working together. We believe this will add tremendous value to Covington's comprehensive plan update and will help it run more efficiently. And we specialize in outreach and approaching projects cooperatively with agency staff, optimizing community participation, maximizing value, and rooting plan direction in both vision and pragmatism.

Studio Cascade

Studio Cascade (SCI) has worked for more than 80 public agencies across the US during the past 20 years, including counties, large cities, and small rural towns. We offer a variety of land-use and urban design planning services – comprehensive planning, downtown planning, strategic planning, and amending and writing zoning, environmental and shoreline ordinances. SCI has also worked internationally, consulting with the British Office of the Deputy Prime Minister and with towns in the Scottish countryside.

Studio Cascade will manage the project, coordinating sub-consultant efforts; leading the development of the plan's vision and the various goals, designs, strategies and approaches to realize it; designing and running the public engagement activities; and delivering the process' outcomes to the City.

SCI received awards from Washington State APA, the Governor, and Northwest AIA for its planning work on several recent projects, including Normandy Park's Manhattan Village subarea plan, Sultan's comprehensive plan, Mill Creek's strategic plan, Port Angeles' Waterfront Transportation Improvement Plan, Sequim's downtown plan, Ellensburg's 2006 comprehensive plan update, Spokane's 2013 Logan Neighborhood Model Form-Based Code, and others.

Summary bios for our team's senior staff are provided below. We will happily provide more complete résumés upon request.



William Grimes, AICP

Principal-in-Charge/Project Manager

Mr. Grimes will be the project manager and principal-in-charge. He is the founding principal of Studio Cascade, bringing more than 27 years of experience to bear on this project. He holds a master's degree in urban and regional planning from Cal Poly, Pomona and a Bachelor of Science degree in business administration from the University of California, Riverside.

Mr. Grimes has managed projects of similar scope and depth for more than 20 years, including complex, multi-disciplinary efforts involving landscape architects, architects, transportation engineers and public engagement specialists. He will participate actively in the process, leading public workshops and representing the consulting team to the City.

Bill's recent and relevant experience includes leading comprehensive plan updates for the cities of Hot Springs AR, Southern Pines NC, Hickory NC, Sandpoint ID and Ellensburg WA, each founded on community vision and focusing on infill patterns and implementation strategies; developing a strategic plan for the City of Mill Creek WA and a downtown plan for Fayetteville, NC, and developing a subarea plan including an integrated EIS and Transfer of Development Rights (TDR) strategies for the City of Normandy Park WA.



Bill will have approximately 15% of his time devoted to this project.



Rick Hastings

Mr. Hastings is a senior planner with Studio Cascade, holding a master's degree in architecture from the University of Texas at Austin. Rick specializes in urban design, public policy development and citizen engagement, leading that component of SCI's work since joining the firm in 2003, and is prepared to lead those segments of the work for Covington.

Rick's relevant and recent experience includes developing deliverables, outreach methods and materials for the City of Mill Creek WA Strategic Plan, and for the downtown plan for the City of Fayetteville, NC; for comprehensive plans for Southern Pines and Hickory, NC, Cheney, WA, Sandpoint, ID, and Ellensburg, WA; and a subarea plan including Transfer of Development Rights (TDR) strategies for the City of Normandy Park WA.

Rick will dedicate approximately 20% of his time to this project.



Chaz Bates, AICP

Mr. Bates has more than 12 years of experience in both public and private planning practice. A senior planner at Studio Cascade, Mr. Bates leads the company's provision of GIS mapping and planning services to its public sector clients. Before joining Studio Cascade, he worked at the Washington State Department of Community Trade and Economic Development (CTED) providing technical planning assistance to numerous local governments in Washington. Chaz will lead mapping and aid development of strategies,

policies and plan authoring.

His relevant and recent experience includes developing GIS and integrated EIS components of a subarea plan including Transfer of Development Rights (TDR) strategies for the City of Normandy Park WA; developing an updated comprehensive plan and Land Development Code (LDC) for the City of Hickory NC, including streamlining permit administration provisions, and leading the permitting process for development of a waterfront esplanade and re-creation of a public beach for the City of Port Angeles WA.

Chaz will devote approximately 20% of his time to this project.



ECONorthwest

ECONorthwest is a Portland- and Seattle-based economics consulting firm that specializes in the application of economic and financial principles, and the methods for evaluating public policies and investments. They take a holistic, implementation-focused approach towards transportation and land use planning that is grounded in an understanding of long-term economic trends and indicators as well as current market dynamics.

Since their incorporation in 1974, they have completed more than 2,500 projects for public and private clients. They have a staff of 40 people who have decades of experience in economics, planning, development, finance, and public policy. Their staff have advanced degrees in a variety of fields, including economics, planning, and public policy, which allows them to build specialized teams to meet client needs. ECO's projects range from strategy to implementation. The planners, economists, and analysts in their Portland and Seattle offices provide a range of services, including regional planning, land-use planning, real estate analysis and development, and economic forecasting.

ECONorthwest has teamed with Studio Cascade on similar projects for Southern Pines, Hot Springs, Fayetteville, West Linn, Ellensburg and others.



Morgan Shook, AICP

Mr. Shook is a strategist and analyst working in community and economic development. His practice sits at the intersection of real estate development, land use planning, public service delivery and taxation, and infrastructure investment. His expertise in economic, fiscal, market, GIS, and demographic analysis has been applied to financial and policy projects for cities, counties, and ports across the state of Washington. He has worked extensively with local governments understanding the fiscal impacts of land use to support strategic land use decisions and effective planning for infrastructure funding. Morgan received his M.A. in Urban and Regional Planning from Portland State University's School of Urban Studies and Planning, and he graduated from the University of Puget Sound with a B.S. in Molecular Biology. He also has a Certificate in Commercial Real Estate Development from the University of Washington.

Morgan will devote approximately 5% of his time to this project.



Beth Goodman, AICP

Ms. Goodman joined ECONorthwest as a planner and project manager in 2005, focusing on land use planning and policy analysis. Goodman specializes in managing and executing complex long-range land-use projects for cities and counties across the United States. Beth's recent projects have included: population and economic forecasting; reviews of urban growth boundaries for Oregon cities; analysis to identify economic opportunities and employment growth; housing needs and market analysis; tax increment financing and implementation for redevelopment; managing a national study of the impact of land use regulations on affordable housing; and evaluating the impact of statewide Smart Growth policies on environmental quality in eight states. She has also worked on projects involving survey development and analysis, market analysis, the economic effect of transportation infrastructure, and program evaluation. Beth is an adjunct instructor with the University of Oregon's Planning, Public Policy and



Management program. Ms. Goodman will lead production of demographic and economic research, and advise on policy development. Her current and anticipated workload provides approximately 5% schedule availability over the course of this project's expected duration.

AHBL

AHBL was founded in 1969. Its staff of 90 works together on projects of local and regional significance, serving both public and private clients from offices in Tacoma, Seattle, Spokane and the Tri-Cities. Since 1993, AHBL has been a regional leader in the application of sustainability principles to the built environment. Their work has involved sustainability policy development and goal setting for municipalities; the integration of Low Impact Development (LID) Best Management Practices into local codes and ordinances; master site planning, and the design and engineering of projects following LID and/or LEED standards.



Wayne Carlson, AICP

Mr. Carlson is a planner at AHBL with 20 years' experience. He has managed a variety of long-range planning projects for public clients throughout the west coast, and has considerable GMA and policy planning experience. Wayne has managed comprehensive plan updates for a number of jurisdictions, including two planning areas within the City of Lake Stevens as well as the Parkland-Spanaway-Midland, South Hill, Graham, and Upper Nisqually

Valley communities in Pierce County. This work included SEPA environmental review of the plans as non-project actions. Wayne will dedicate approximately 5% of his time to this project.

Wayne has also authored a number of environmental reports and assessments for projects under the Washington State Environmental Policy Act (SEPA), the California Environmental Quality Act (CEQA), and the National Environmental Policy Act (NEPA). He has prepared and administered SEPA environmental review as an extension of staff to the cities of Bonney Lake and Milton WA, and for the Bethel WA Public School District.



Laura Grignon, PE

Ms. Grignon is a civil engineer and project manager in AHBL's Seattle office with 16 years of experience. She has expertise in the design of stormwater flow control, water quality and conveyance systems using the KCRTS, WWHM, KCBW, CivilStorm, and StormCAD models. Laura has considerable experience working with various jurisdictional agencies including King County and the Cities of Duvall, Kenmore, Seattle, Bothell, Federal Way,

Sammamish, Bellevue, Kent, Renton, Mill Creek and Issaquah. Laura will devote approximately 5% of her time to this project.

Laura is currently serving as the project manager for the Town of Eatonville's Stormwater Comprehensive Plan update, which will provide guidance for the town to understand their current system capacity and deficiencies, provide a list of prioritized capital improvements projects, analyze funding sources and utility rate structures, and update codes and operations and maintenance.



Fehr & Peers

Fehr & Peers specializes in providing transportation planning and traffic engineering solutions. Clients hire Fehr & Peers because they provide the right combination of leading-edge technical skills, high-quality work, and superior client service. They thrive on challenging assignments in controversial environments where complex problems can only be solved by developing innovative, yet practical solutions, and achieving consensus among the diverging views of stakeholders. Fehr & Peers offers a full suite of transportation planning services, which are aimed at developing buildable solutions that offer sustainable transportation options and fit within the fabric of the community.

Fehr & Peers has had the opportunity to partner with Studio Cascade on a number of projects throughout Washington State, including downtown plans in Port Angeles and Sequim, as well as the subarea plan developed for Normandy Park, WA.



Don Samdahl, PE, PTP

Mr. Samdahl, a Principal with Fehr & Peers, has over 30 years of experience in transportation planning and engineering, research, and policy planning. In the past five years, he has directed over 15 multimodal transportation corridor studies, comprehensive local agency transportation plans, and innovative growth management studies. Don has directed numerous concurrency management programs and impact fee analyses, and is a nationally recognized expert on Level of Service (LOS) Standards.

Some of Don's recent projects include transportation master plans for the cities of Monroe, Kent, Auburn, Burien, Bothell, Kirkland, Puyallup and Bellevue WA; developing transportation impact fee programs for Sequim and Pierce County WA and a multi-modal fee program for the City of Portland OR. Don will dedicate approximately 2% of his time to this project.



Kendra Breiland, AICP

Ms. Breiland is a Senior Transportation Planner with the Seattle office of Fehr & Peers. Kendra specializes in all aspects of transportation planning, including comprehensive planning, multi-modal planning, fee program development, and transportation finance. She has worked on a variety of projects ranging in scale from regional transportation plans to campus master plans and waterfront studies. Kendra will dedicate approximately 5% of her time to this project.



Relevant Experience

The following pages describe some of our team's most relevant, recent projects. Table 1.01 identifies how we believe the projects are relevant what Covington is doing, indicating whether the project included work on public engagement, comprehensive planning, SEPA, GMA, economic development, spatial strategy and shorelines.

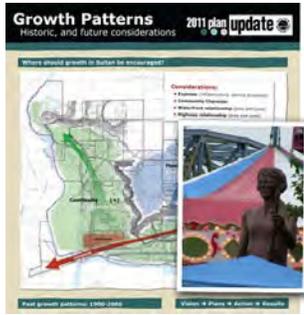
The paragraphs below provide abbreviated summaries of several planning projects completed by SCI, ECONorthwest, AHBL and Fehr & Peers that relate to Covington' effort. Several full-size versions of these and many other project summary sheets from our team are available for download or viewing at:

<http://www.studiocascade.com/general/Covington>

Table 1.01 – Experience and client references

Agency	Project	Client Contact	Public participation	Comprehensive planning	SEPA/EIS	GMA	Economic Development	Spatial Strategies	SMA
For Studio Cascade, Inc.									
City of Sultan (WA)	Comprehensive plan 2010 – 2011	Robert Martin 360-793-1311 robert.martin@ci.sultan.wa.us	■	■	■	■	■	■	■
City of Mill Creek (WA)	Strategic Plan 2011	Tom Rogers 425-921-5721 tom@cityofmillcreek.com	■	■		■	■	■	
City of Normandy Park (WA)	Subarea plan, EIS 2010 – 2012	Doug Schultze cityadmin@bainbridgewa.gov 206-842-2545	■	■	■	■	■	■	
City of Port Angeles (WA)	Waterfront & Transportation Plan 2010 – present	Nathan West 360-417-4751 nwest@cityofpa.us	■		■		■		■





City of Sultan: Comprehensive Plan/EIS (SCI, ECO)

In 2010, the City of Sultan began a process to update its 2008 comprehensive plan, needing to satisfy the State-mandated "review and update" requirement – and provide a full suite of elements missing from the City's earlier plans.



With public input and extensive committee help, Studio Cascade helped Sultan develop a comprehensive plan that not only reflected the community vision, but developed specific programs to achieve it. One major component developed long-range infrastructure plans considering the shift in focus of the City's commercial "heart" from their historic downtown to higher ground. Another component balanced City sewer and water plans based on a high rate of growth period with more moderate growth projections. In essence, population-based capital improvements were given later-phase status until after the City's urban growth area was reevaluated – ensuring that facilities wouldn't be over-built and incur unnecessary expenses.

In 2012, the City of Sultan's plan received PSRC certification, the first and only city to do so on-time.



City of Cheney: Comprehensive Plan/EIS (SCI, ECO)

Traditionally, the City of Cheney (WA) has relied on two economic mainstays: agriculture and Eastern Washington University. While EWU is still going strong, agriculture's shrinking role had leaders wondering how to diversify without losing Cheney's small-town character. To help, a new comprehensive plan was commissioned – one involving residents of course, but even more important, one to help residents understand and support plan implementation.

Working closely with City staff, SCI led a process including a steering committee and subgroups assigned to topic areas. Each public event focused on moving through the "planning funnel" – vision, goals, policy and action. Innovative exercises, a transportation walking tour, case-study photos and other solutions helped illuminate issues and helped residents weigh options. Even the plan itself – within limits of State mandates – was laid out to mirror the process and community findings.



City of Mill Creek: Strategic Plan (SCI)

For years, City leaders in Mill Creek (WA) had taken note of the impacts the slowing economy and other factors were having on reserves. "Fat" trimming and service cuts hadn't fully closed the gap, so in 2010, Mill Creek hired Studio Cascade to help show the way to close deficits without losing services or features residents consider truly indispensable.



To gauge priorities versus cuts, an aggressive outreach strategy was employed. Using informal polls administered at community events, a statistically-valid telephone survey, multiple workshops, open houses, an interactive website, a Facebook™ page and much more, ideas on vision and on revenue-generation were tested. In the end, a five-year budget strategy was developed, coupled with an



intermediate-span policy menu for Council action. This served the plan's primary function – and gave valuable guidance for future comp plan updates.



City of Normandy Park: Subarea Plan (SCI, F&P)

Transfer of development rights (TDR) is a hot topic, particularly in fast-growing King County. In support of its TDR efforts, the County and the Washington State Department of Commerce awarded the City of Normandy Park funds to plan for an opportunity site known as "Manhattan Village," including a planned action ordinance and TDR interlocal agreement with the County.



SCI, with partners LMN Architects, Leland Consulting Group and Fehr & Peers, was hired to prepare the plan, and to engage and educate a skeptical community on how City objectives and TDR objectives might harmonize. A strong public process to create, refine and winnow options led to a plan providing an intense mixed-use center – supported by form-based policies, transportation improvements and economic analysis. Regulatory updates cured structural and line-item inconsistencies while leaving the door open for the City to incorporate TDR separately, if desired.

City of Port Angeles: Waterfront Plan (SCI, F&P)



Beginning in 2010, SCI managed a conceptual redesign of the waterfront in Port Angeles (WA), leading a multi-disciplinary team to implement the direction of an earlier strategic planning study and address a key stretch of the waterfront, a city-wide wayfinding scheme and transportation recommendations improving area walkability.



Recognizing that plans have little chance without resident buy-in, SCI carried outreach techniques to new levels: conducting hundreds of one-on-one and group interviews and using a downtown storefront as a working studio for a week's worth of public interaction. Beginning with an innovative "Art Slam" event, multiple concepts were developed and tested, from which residents established a preferred, far-reaching scheme. Representatives from the Klallam Tribe were engaged as well, providing insight and enthusiastic support for the restoration of a beach filling the western-most third of the plan area. The waterfront plan was adopted by unanimous Council vote, and received a 2011 APA/PAW Award for outstanding physical plans.

City of Sequim: Downtown Plan (SCI, F&P)



Square in the middle of Washington State's Olympic "rain shadow," City of Sequim has an ideal climate – and retirees are moving there in droves. But it's more than the weather: the City's small-town character is a driver too. To help preserve it, Sequim hired SCI, partnered with LMN Architects and Fehr & Peers transportation engineers to prepare a combined downtown plan and development guideline document.



Both budget and timelines were tight. In response, a team studio was set up in downtown and made the focus of walk-in and workshop activity. Several alternative schemes were prepared and evaluated by residents. Subsequent work was filtered and refined through an advisory panel, including an innovative – and highly simplified – set of design guideline illustrations. The Downtown Plan received a 2011 APA/PAW Award for planning excellence.



City of Ellensburg: Comprehensive Plan (*SCI, ECO*)

In 2005, the community of Ellensburg, Washington was divided over big-box retail. The same year, the City hired SCI to update its comprehensive plan, including the generation of policy on the issue.



With developer and neighborhood interests already at-odds, an aggressive outreach process was prescribed, including interviews, an advisory committee, an all-inclusive website, event polling, mail-outs, display ads and circulars, workshops and meetings. All helped the process propose and analyze a set of five growth strategies – including

projected traffic and land-use implications for each. A combined strategy based on common-ground ideals of Downtown vitality and city walkability was ultimately selected, and a draft impact fee analysis was developed to help sustain the City's new policies.

Independent scientific polling indicated more than 14% of voting residents participated, with a full 57% of the populace considering themselves either "very" or "somewhat" familiar with the planning process. The effort received a 2006 APA/PAW Award for outstanding public involvement in planning.



Town of Southern Pines: Long-Range Plan (*SCI, ECO*)

Southern Pines (NC) had last adopted a long-range plan in 1988 – a plan which focused almost exclusively on transportation and land use. In the wake of controversy for which the existing plan provided little guidance, the Town Council voted to commission a major update. Following a national selection process, Southern Pines hired Studio Cascade to rewrite its plan with a much expanded scope, and to involve the public in the process every step of the way.

Working with the Town and with a Council-appointed Advisory Committee, SCI led a process including numerous cross-town meetings, a downtown plan headquarters, mailed and on-line questionnaires, a project website, citizen photo surveys and much more. The resulting plan was adopted by unanimous vote of both Planning Commission and Council, and provides direction on a wide range of issues – reflecting the values of many citizens that had never been consulted before.





Skagit County: Fidalgo Island Subarea Plan (SCI)

All resources are finite. But when you're a resident on a fast-growing island where "rural character" is a hallmark, that reality is an every-day, front-of-mind concern. Mandated to accommodate forecast population, Skagit County, had long sought to complete a sub-area plan for Fidalgo Island. Yet years of work seemed lost when a County-selected citizens committee recommended much of the island be re-zoned at higher densities than even State regulations typically allow.

In 2006, Studio Cascade was hired to help turn things around – and flesh out a growth strategy that could lead staff in the completion of the plan. A baseline vision was re-established, and through County and Commissioner action, guarded trust was regained – setting in motion studies demanded by residents, and enabling staff to resume its efforts.

City of Fayetteville: Downtown Renaissance Plan (SCI/ECO)



Fayetteville, NC's first downtown plan was a success by almost any measure, guiding more than \$30 million of reinvestment in downtown over the course of a decade. But in 2012, the plan needed updating to reflect new conditions and changing community perceptions. Following a national RFQ process, the City hired SCI to lead the update with an expanded scope – and mindful of recent controversy, to involve the public every step of the way.

SCI worked closely with City staff to lead a process featuring a downtown "storefront studio," a web-based survey and several well-attended workshops. The final plan details a range of efforts implementing a new vision for the downtown area, including increased attention to adjacent neighborhoods. The plan was adopted by unanimous and enthusiastic vote of the City Council. (SCI)

City of Hot Springs: Comprehensive Plan Update (SCI)



Hot Springs, AR needed to prepare a strategic/comprehensive plan, but the community was divided on the message the plan should convey. The city's center and urban neighborhoods, once bustling and vibrant, have slowed as investment, aided by uncontrolled service provision outside City boundaries, shifts south along Lake Hamilton. Finding a basis for its plan in community identity and overall vision was crucial, but a tight budget made traditional outreach impractical. Instead, SCI's approach included a strong City partnership, robust stakeholder involvement, an advisory panel and a community charrette to generate

a viable and streamlined vision, policy and program framework.





City of Hickory: Comprehensive Plan/LDC Update (SCI)

Hickory, North Carolina's economy was booming when it adopted its 1998 comprehensive plan. But later declines in key manufacturing sectors took a heavy toll, leading to citywide unemployment rates near 20 percent.

With budgets tight, a triage approach to the City's plan and development code (LDC) was needed. SCI led a series of community meetings and developed questionnaires to reassess the existing vision,

goal and policy framework. Staff and a 16-member advisory committee were brought together to identify and address specific needs. Existing documents were studied and referenced, and staff and team members took part in a two-day charrette to refine actionable, viable solutions.



Town Center Concept



City of Covington: Downtown Plan and Zoning Study (AHBL)

The City of Covington hired a team of consultants, with AHBL, Inc. as the prime consultant, to develop a Downtown Plan that would serve to reposition and transform an otherwise economically healthy suburban commercial center into a vibrant, pedestrian-oriented, complete community. The Plan not only provides a compelling vision for Downtown Covington, but also a strong link to implementation, including specific guidance on amending the City's Comprehensive Plan and revising its zoning and development code. AHBL staff then worked with the City to update its code based on the Plan recommendations. These revisions focus on making the code more accessible and user-friendly, providing incentives for innovative and sustainable site and building design, and improving the overall quality of development through new design standards that emphasize the building-street relationship and other approaches to creating a more walkable and attractive Downtown.





Approach

In general, our processes work from the broad to the specific, establishing a solid understanding of current conditions and trends; working through various possible solutions; identifying a preferred direction, and finally creating a framework to execute specific actions that implement the plan. It's a straightforward approach, but the art – and a central part of our recognized expertise – is in building public capacity to grasp the issues and concepts, elicit meaningful guidance from participants, and encourage local ownership of the process' outcomes.

We expect to involve a core team of City staff, too, reflecting the RFP's hope for an effective consultant/staff partnership. The core team will concentrate on technical issues related to the planning process, verifying the project scope and parameters. This core group should be comprised of agency officials and staff, representing the departments and special districts responsible for providing services to the community.

The City's Planning Commission is expected to act in an advisory capacity, guiding the process, interpreting community comment and formulating a recommended policy framework for Council action. The commission will meet to discuss this plan at key points during the process, and we think they'll play an important role in vetting the community's vision, affirming priorities, suggesting preferences regarding tradeoffs, identifying specific plan updates and, ultimately, making and delivering a recommendation to the City Council. We appreciate their role as an essential ingredient in this process, and we look

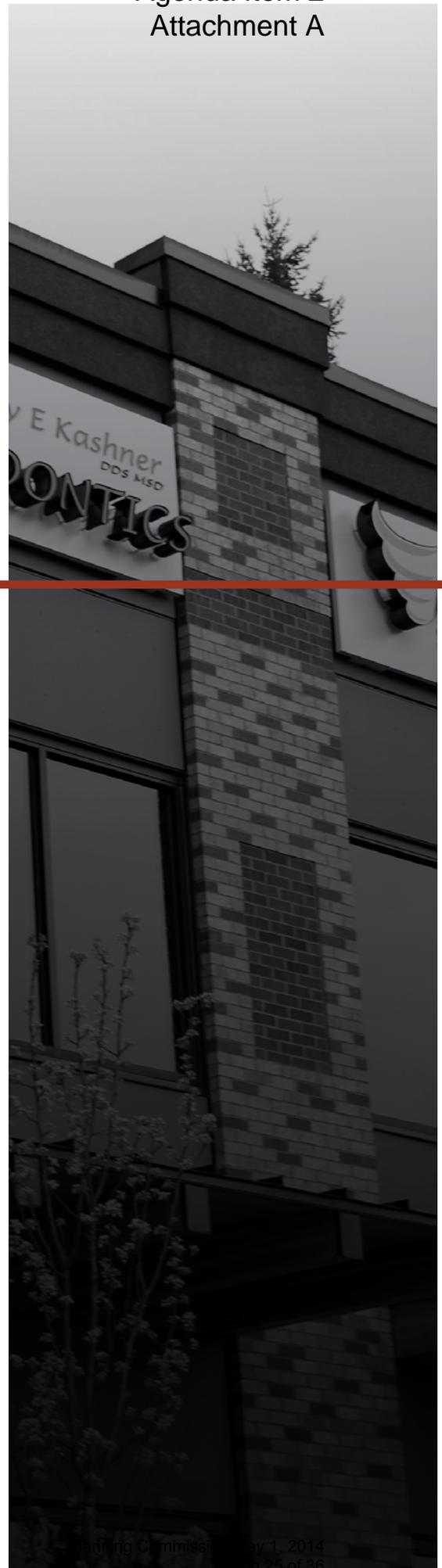




Figure 2.1 & 2.2 – Stakeholder interviews can reveal important community issues and hint at potential solutions - even at the outset of the process. Outcomes of stakeholder interviews can be tested more broadly, as in our recent work in Monroe (above) and Bainbridge Island (below). The initial open house there used a "cognitive pricing" exercise to discern community priorities.



forward to working with them each step of the way, working to educate when appropriate – but knowing we'll be learning from commissioners and the rest of the Covington community from beginning to end.

The community's planning to this point has invested in substantial community outreach, and much of the information from these efforts will be carried forward into this plan.

The process here must again engage the public effectively, demonstrating how community participation will be the source of planning vision, the filter that defines alternatives and the lens through which the final plan is focused and refined. This public process will strengthen the community's relationship with the City and serve as a foundation for future policy updates to come. And it will build champions among possible partners, laying the groundwork for future private investment and civic participation.

Planning processes sometimes seem abstract and lofty. We need to produce a plan here that is tangible, achievable and compelling, with a clear connection to how vision impacts local policy and how local policy impacts the community's actions. The plan emerging from this process has to make the job of running the city easier. An abstract and lofty plan may be simpler to craft, but one that's truly usable will take some care.

The City has also decided to invest its own money in this project, cobbling together funds without assistance from outside sources. This underscores the need for the process to have enduring value and to advance the City's work on whatever planning lies ahead. It's important.

The steps and tasks following are arranged to fulfill the requirements of the RFP. Specifically, they'll produce:

- Fully featured public outreach, including questionnaires, social media/Internet, and conventional notification.
- A comprehensive update to all of the plan's elements as described in the



RFP, including potential restructuring to achieve the City's presentation objectives.

- An exciting and compelling public workshop series to review community visioning and explore planning alternatives, including presentation to the City Council.
- A final plan document with a svelte policy framework, maps, illustrations and photos, published in hard copy and digital formats.
- Action plans to integrate the plan into budgeting and planning processes.

Step 1 – Baseline

Before we can begin thinking about what the plan will contain, we have to do our homework. Digging through the City's adopted policy, understanding the various projects that influence the plan, understanding what's happened over the last 10 years, and listening to community stakeholders make up this first part of our work. Time spent here will make our planning efforts more efficient and effective, sympathetic to community needs and consistent with what the City needs out of this work.

1.1 Engagement program

One of the first things we'll do is to design a public engagement program, setting the

project's schedule and identifying specific public outreach and engagement activities. We'll review this with you to ensure we're providing the type and scale of engagement the community expects. Once we have your approval, we'll make it available on line to help the public track our progress. We've identified in our scope some of the engagement techniques we anticipate using, but we've also identified at the end of this section other approaches the City may consider.

We envision that the City will create and maintain a project web page for inclusion in the City's website. We will provide material for web posting and consult with the City on the most effective web strategy throughout the process. While running a project website is something we can do, we believe consultant resources may be better directed elsewhere given this project's overall budget.

Some communities are comfortable with using social media as an outreach tool. Others are concerned that the third-party nature of social media makes it difficult to maintain a defensible project record. We use both Facebook and Twitter in many of our projects, encouraging the participating public to share or re-Tweet project-related posts.

We frequently work in the world of social media, and we're often looking for other applications that might have utility in public engagement. One such application - Minapsys



Figure 2.3 – For our recent waterfront (and downtown) plan for Port Angeles WA, identical presentations were held evenings and mornings, allowing many busy downtown businesspeople to take part. Here, consultant team members describe conceptual design alternatives. Existing vacant storefront space in Covington might be suitable for a similar event for this vision project, too.





Figure 2.4 & 2.5 – Building the bridge between planning's vision and an actionable policy framework relies on solid community engagement and support. Two examples from our work in Fayetteville, NC speak to this, with extensive multi-media community outreach and specific implementation-focused community exercises to discuss issues and cement solutions.

4: Performing arts center / museum

a full-fledged downtown performing arts center and museum was a big part of the previous Plan, but has yet to be realized. There's a lot to recommend such a feature in downtown Fayetteville, but for it to become reality, it needs to remain a priority in the new plan, helping activate community...

Chip Drop

Using your budget of 5 chips per color, tell us how critical you think this project is for Fayetteville's future. Remember that the number of chips you drop indicates importance - the color you choose indicates relative time-frame (see chip graphic at right).

With a limited number of chips, you'll need to strike a balance among projects!

- Short-term (1-5 years)
- Medium-term (6-10 years)
- Long-term (10 or more years)

- focuses on individual issues, soliciting and analyzing participant responses. What makes this application interesting to us is its feedback module, allowing those who participate to review other answers and to then modify theirs in response, if appropriate. It's a collective, consensus-building tool that may work well for some of Covington's more challenging questions.

City staff and community leaders can participate in the outreach process, too. We frequently assemble materials for others to present. Our Southern Pines (NC) and Mill Creek projects featured these types of outreach opportunities, essentially staffing a "booth in a box." Staff and members of advisory committees can check-out, assemble and run these venues, presenting at local events, fairs, or civic organization meetings. We have assembled information posters, flyers, and a variety of on-site exercises that inform, entertain, elicit and motivate.

1.2 Stakeholder interviews

We will know a few things about Covington from our initial research and our previous work nearby. But a mainstay of our approach involves meeting and talking with people one-on-one. It is how we will work to broaden our understanding, adding faces, stories and ties to valuable networks for the process, and learning as much as possible about the values that make Covington special.

We love listening and conversing with folks, especially over coffee or in one of the many gathering spots we expect to visit. We are mindful of the fact that such interviews are there mainly to give us yet another overview—basically, the issues, conditions, opportunities and ideas we will likely encounter with the actual visioning process. Another critical outcome of interviews is the way it helps “seed” awareness of the process with the larger community, ensuring better participation through every means provided, and helping ensure long-term support for eventual implementation.

1.3 Policy assessment & checklists

We will take time in this task to review what's on the books, learning about the City's



adopted plans and policies, programmed capital projects and other official actions that will influence the course of this project. Your comprehensive plan, budget forecasts, zoning, master plans, parks plan, permit review processes, planned street improvements, interlocal agreements, and street design standards will all play a part in the project's design and execution.

It will also be important to understand the current fiscal health of the city, so we'll review fiscal and budget policies, service and staffing levels, and adequacy and reliability of revenues.

This process will review the existing comprehensive plan against the Department of Commerce's GMA update checklist, identifying those elements that require modification as part of this process. And we'll begin work on the SEPA checklist to ensure that the envisioned environmental documentation heads in the right direction to help inform and respond to planning alternatives.

1.4 Vision workshop

We try to approach workshops differently, valuing just as much the conversation that goes on at the tables as the results the workshop exercises produce. We relish the deliberations, the agreement, and the shared sense of commitment to community that come out of workshop sessions. If run well, these workshops encourage creativity, risk taking, conflict exploration and resolution, civic leadership, and empowerment.

The City is generally satisfied with its vision, and we'll take this opportunity to present it to the community to make sure it's still on target, relevant and a solid footing upon which to build the rest of the plan.

Step 2 – Alternatives

Step 2 is about putting the pieces together and having conversations about potential ways forward. This process will be both fun and challenging, with the consultant team, City staff, and the community advancing proposals and digesting them, addressing various issues,



Figure 2.6 & 2.7 – Workshops in Fayetteville (above) and Bainbridge Island (below) employed creative strategies to encourage and reward community involvement. The Fayetteville workshop laid out a project area plan across a dance floor, asking participants to consider the plan's proposals and vote on which projects should have the highest priority. Workshops held on successive evenings in Bainbridge Island during our Storefront Studio ensured continuity of thought.



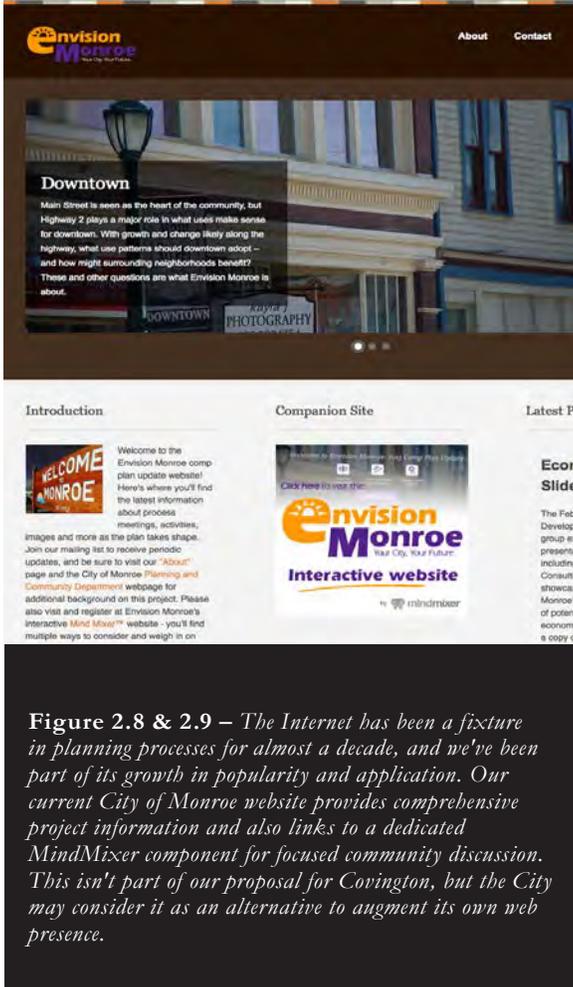


Figure 2.8 & 2.9 – The Internet has been a fixture in planning processes for almost a decade, and we've been part of its growth in popularity and application. Our current City of Monroe website provides comprehensive project information and also links to a dedicated MindMixer component for focused community discussion. This isn't part of our proposal for Covington, but the City may consider it as an alternative to augment its own web presence.

identifying opportunities and consolidating initial strategic thought. This interaction will ensure the planning process stays on track, and it will set up the community for participation through the plan's adoption and implementation.

2.1 Storefront Studio

Key to our community conversation is this multi-day event, inviting the community to contribute directly to the evolution of planning concepts.

We propose the storefront studio as part of Covington's plan development process. These events call together the consultant team for an extended visit, inviting community members to participate at their own comfort levels. Evening workshops build on and review work done during the daytime studio sessions and focus groups. They work. We recently ran one in Bainbridge Island, and we'll run one each in West Linn (OR) and Monroe this spring. Our storefront studio process in Port Angeles produced community alignment over a waterfront development strategy - something that had proven elusive through a decade of previous planning.

Our first day in Covington's studio will feature a scenario open house, with exercises to explore thematic scenarios and collect community insight into what might and what might not work. An evening session will follow, narrowing the scope of initial alternatives. This conversation will bring forward a framework relating the vision to potential land use scenarios.

The second day will concentrate on refining the working vision in response to community feedback, with a daytime walking audit/field tour with the Planning Commission. The third studio day will refine concepts, with a public workshop that evening to consult with the community and test our thinking. We'd suggest tapping local pools of talent, too – inviting the community's architects, landscape architects, artists, user groups and maintenance staff to meet with us in intensive work sessions. We've run similar events in Port Angeles and Bainbridge Island WA, and Fayetteville NC, and we think something like this can work in Covington, too.

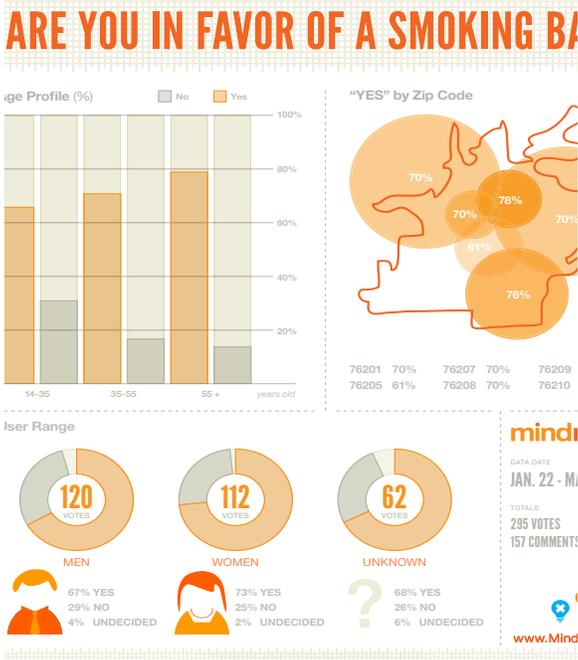


Table 2.01 – Proposed project schedule with deliverables (*in italics*)

Tasks by month	M	J	J	A	S	O	N	D	J	F	M	A	M
Task 1.1: Engagement program	■												
<i>Project logo & branding</i>	O												
<i>Outreach schedule & protocols</i>	O												
Task 1.2: Stakeholder interviews	■												
<i>Interview summary</i>	O												
Task 1.3: Policy assessment/checklists	■	■	■										
<i>Commerce checklist</i>		O											
<i>SEPA checklist</i>			O										
<i>Policy assessment technical memo</i>			O										
Task 1.4: Vision workshop (WS 1)		■											
Task 2.1: Storefront studio (WS 2 & 3)			■										
Task 2.2: Alternatives refinement			■	■									
Task 2.3: Preferred direction workshop (WS 4)				■									
Task 3.1: Preferred alternative				■	■								
<i>Preferred spatial and policy strategic framework</i>					O								
Task 3.2: Preliminary draft plan					■	■							
<i>Screencheck draft plan</i>						O							
Task 3.3: Open house (WS 5)						■							
Task 3.4: PC/CC joint work session							■						
Task 4.1: Draft plan and draft EIS addendum							■	■					
<i>Draft plan and integrated EIS addendum</i>								O					
<i>Initial PSRC & Commerce circulation</i>								O					
<i>Notice of EIS addendum, as appropriate</i>								O					
Task 4.2: Development code audit							■	■					
<i>Development code audit technical memo</i>								O					
Task 4.3: Implementation matrix								■	■				
<i>Draft matrix</i>									O				
Task 4.4: PC work session								■					
Task 4.5: Rollout, Commerce and PSRC review									■				
<i>Final draft plan</i>									O				
Task 5.1: PC hearings (2)									■	■			
Task 5.2: CC hearings (2)											■	■	
Task 5.3: Final plan											■	■	■
<i>Final plan and EIS addendum</i>													O





Figure 2.10 & 2.11 – Our recent work on Mill Creek's strategic plan included a "booth in a box" (above) and a series of board retreats (below). City staff and community volunteers ran the booth, attending a summer full of community events. In one of the retreat exercise, Council members, planning commissioners, and department heads puzzled over relative urgency and relative importance of potential actions.



We use charrettes, but most of their application is either technical or design-oriented. While we enjoy them, we will frequently choose to run our Storefront Studio, instead. Charrettes employ a progressive approach to identifying problems and proposing solutions, but their concentrated timescale can leave alternatives unexplored. A key element in the charrette is that participants fully represent the range of interests that may influence or have a stake in the outcome. It's rare in a public process that such interests are represented in a single event. That means that viable alternatives can be undiscovered, or, in another twist, alternatives that are unacceptable to the wider community may be advanced, unchecked.

Our Storefront Studio can be held in a small space and given over entirely to the event. Participants can come and go during the days and evenings, speaking directly with team members. These storefront venues and events create a buzz in the community, they're documentable, and they help the community create, own and support what the process produces.

2.2 Alternatives refinement

The interactive design process will continue, with a public workshop to present, vet and refine the draft vision and plan frameworks. The final framework will emerge from this comprehensive public process, endorsed by the community members who will have shaped it and who will use it.

We'll take the workshop results and refine a preferred alternative, presenting comments to the community via the City website, local press and direct e-mail notification. This work will examine infrastructure, land use, transportation, and housing needs, too, outlining the policy environment the vision will require for its achievement. It will also dig into strategy, identifying short and mid-range actions the community can take to make the vision real.

2.3 Preferred direction workshop

We will use this step in the process to formalize the policy and spatial framework and to present it to the community in a public



workshop. We'll ask community members to evaluate preliminary policy adjustments and spatial planning changes, helping us figure out the best fit and giving us recommendations on how to assemble the draft plan.

Step 3 – Draft plan

In this step we'll work with you and the community to refine the preferred vision, update the comprehensive plan, and craft an overall implementation strategy. The preferred plan will guide decision-making and be designed and formatted as an active, accessible document.

3.1 Preferred alternative

The preferred alternative will present our team's interpretation of the process, consolidating feedback we will have received in the studio, from the community, by City staff and through the Planning Commission. We will produce a consolidated policy and spatial framework based on the results of Task 2.3's workshop for City review and comment.

3.2 Preliminary draft plan

This project's full success lies in the policy framework and strategy with which it will be implemented. We'll propose a phased approach, prioritizing actions, identifying potential partners, estimating necessary resources – all geared to leveraging public support for the plan.

This task will deliver a consolidated, full-version draft of the plan, incorporating all required GMA elements within a structure that fulfills the City's objectives. It will be a first-blush look at the plan, how it's put together and how it integrates GMA and SEPA requirements.

We will present this "screencheck" draft to staff to take to the Planning Commission, ensuring that our proposals are consistent with community recommendations.

3.3 Open house/workshop

After staff has reviewed the screencheck draft, we will conduct a community open house/workshop to present the draft plan, soliciting community thought on the proposed vision, plan and implementation strategy. And we'll



Figure 2.12 – *Micro documentaries, as in the ones we produced for our work in Southern Pines (NC), can help get conversations started and better equip citizen participants. They can be a very potent resource to augment other aspects of city business, too. The Association of Washington Cities has a similar series of "conversation starters" that dig into the details of planning under GMA.*

work with you to make sure the exercises are engaging and advance the process. Results from this event will launch us into our joint work session with the Planning Commission and City Council.

3.4 PC/CC joint work session

We understand that the Planning Commission and the City Council will need to align when it's time for plan adoption and implementation, and we hope that this joint work session - perhaps programmed over several hours - will help identify and resolve any points of conflict.

Planning is political, and we will often design and run work sessions just like these. We recently facilitated similar sessions for City Council members, Planning Commissioners, and department heads in Mill Creek, reviewing the results of the planning process and the options that the City could consider in response. The work sessions cut to the core of the issues, asking decision-makers to wrestle with the challenges, understand the nuance and collaborate to find solutions.

Step 4 – Making commitments

This step in our work will focus on producing a final, realistic plan - one that looks great and will find effective use in everyday life.



4.1 Draft plan & draft EIS addendum

The draft plan will propose an overall vision and policy framework - all in compliance with GMA and SEPA requirements and responding to direction obtained in preceding tasks. The plan will also include an implementation strategy expressed in a plan graphic, explaining relative priorities of individual components and identifying partners.

We intend to integrate environmental documentation as appropriate in the plan, as well. This will take the form of a dedicated environmental element that articulates SEPA requirements and how this new process fulfills them. We anticipate that this will involve an addendum to the existing comprehensive plan EIS, but we may need to pursue a different course depending on the planning alternatives developed in the process.

This task will culminate with the official publishing of the integrated comprehensive plan/EIS addendum for public comment, with a transmittal to both Commerce and PSRC for initial review.

4.2 Development code audit

We will compare the updated comprehensive plan's policies with the City's adopted development regulations, identifying those areas where the codes will need changing to comply with planning direction. We'll produce a technical memo to that effect, outlining possible options for making the

Table 2.02 – Proposed project budget by task, staff and level of effort in hours

Tasks	Grimes	Hastings	Bates	Shook	Goodman	Carlson	Grignon	Breiland	Samdahl	Fee
Task 1.1: Engagement program	4	12								2,100
Task 1.2: Stakeholder interviews	12	12		4				4		4,620
Task 1.3: Policy assessment/checklists	8		24	8	8	4	16	12	4	12,580
Task 1.4: Vision workshop (WS 1)	8	8	4					8	2	4,470
Task 2.1: Storefront studio (WS 2 & 3)	24	16	8	8				8	2	9,610
Task 2.2: Alternatives refinement	8	20	16	4	8	8	8	8		11,360
Task 2.3: Preferred direction workshop (WS 4)	8	12	6					4		4,150
Task 3.1: Preferred alternative	8	12	8	4		4	8	2		6,650
Task 3.2: Preliminary draft plan	4	32	40	4		12	24	12		18,260
Task 3.3: Open house (WS 5)	8	8						4		2,900
Task 3.4: PC/CC joint work session	8	4		8	4			4		4,140
Task 4.1: Draft plan and draft SEIS release	8	12	12	4		4		4		6,020
Task 4.2: Development code audit	2		30			8		4		6,070
Task 4.3: Implementation matrix	4	12	4	2				4		3,610
Task 4.4: PC work session	8	4						2		2,050
Task 4.5: Rollout & Commerce review	8	4	8							2,700
Task 5.1: PC hearings (2)	8	4	4					4		2,900
Task 5.2: CC hearings (2)	12	24	16	4				4		2,200
Task 5.3: Final plan										8,120
Subtotal	158	200	184	50	24	36	56	88	8	114,510
Expenses (at 5% of fee)										5,726
Project budget										120,236



adjustments and prioritizing code amendments by overall importance.

4.3 *Implementation matrix*

We will prepare a summary implementation matrix, identifying project elements, timing, responsible parties, likely partners and potential costs and funding sources. This – and the plan graphic – will be the quick guide to what the vision and plan promise.

4.4 *PC work session*

We will conduct a work session for the Planning Commission, digging into the details of the plan and making sure that what's included in the plan, as well as in the code audit and implementation matrix, are consistent with the community's intent and in line with the community's capabilities.

4.5 *Rollout & Commerce review*

We will produce and "roll out" a final draft plan, formalizing our requests for PSRC and Commerce review and setting the plan up for public hearings through the Planning Commission and City Council.

extensive plan revisions may require increased City staff participation to ensure the project's budget is maintained.

5.1 *PC public hearings*

We will present the plan at two Planning Commission public hearings, answering questions and facilitating commission recommendations.

5.2 *CC public hearings*

We will present the plan at two City Council public hearings, answering questions as appropriate and assisting with Council agreement and final adoption.

5.3 *Final plan & EIS addendum*

We will make one final plan revision to incorporate recommendations from the Planning Commission and changes as requested by the City Council, delivering the document as a PDF for City reproduction and distribution.

Step 5 – Adoption

This step in the process focuses on plan adoption and production of the final document. It assumes two hearings before both the Planning Commission and the City Council and revisions to the plan as necessary to conform to City direction. Additional hearings or more



