



Meeting Agenda

City Council

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8447

Tuesday, September 1, 2015

7:00 PM

Council Chambers

1. ROLL CALL

1.A ANNOUNCEMENTS

1.B APPROVAL OF AGENDA

2. SPECIAL RECOGNITION

- 2.A** [15-0840](#) Recognition of Center for Business & Innovation at the Economic Development Council

3. PUBLIC COMMUNICATION

(Estimated Time: 0-30 Minutes) (Sign-up Sheets are provided in the Foyer.)

During this portion of the meeting, citizens may address the City Council regarding items related to City business, including items on the Agenda. In order for the City Council to maintain impartiality and the appearance of fairness in upcoming matters and to comply with Public Disclosure Law for political campaigns, speakers will not be permitted to make public comments before the Council in these three areas: (1) on agenda items for which the City Council either held a Public Hearing in the last 45 days, or will hold a Public Hearing within 45 days, or (2) where the public testimony may implicate a matter on which the City Council will be required to act in a quasi-judicial capacity, or (3) where the speaker promotes or opposes a candidate for public office or a ballot measure.

Individual comments are limited to three (3) minutes or less. In order to hear as many people as possible during the 30-minutes set aside for Public Communication, the City Council will refrain from commenting on individual remarks until all public comment has been taken. The City Council will allow for additional public comment to be taken at the end of the meeting for those who signed up at the beginning of the meeting and did not get an opportunity to speak during the allotted 30-minutes.

COUNCIL RESPONSE TO PUBLIC COMMUNICATION (Optional)

4. CONSENT CALENDAR

(Items of a Routine Nature)

- 4.A** [15-0809](#) Approval of August 18, 2015 City Council Meeting Minutes

Attachments: [Minutes](#)

- 4.B** [15-0834](#) Approval of August 20, 2015 Special City Council Meeting Minutes

Attachments: [Minutes](#)

- 4.C** [15-0829](#) Approval of August 25, 2015 City Council Study Session Minutes

Attachments: [Minutes](#)

- 4.D [15-0828](#) Approval of Letter to the Washington Utilities and Transportation Commission Regarding an Evaluation of Colstrip Units 1 and 2

Attachments: [Proposed Draft Letter to WUTC](#)

4. SECOND READINGS - None

4. FIRST READINGS

- 4.E [15-0801](#) Approval of Appropriations Ordinance in the Amount of \$100,000 Transferring Funds From the General Fund Balance to the HUD Fund

Attachments: [Ordinance](#)

5. PUBLIC HEARING - None

6. OTHER BUSINESS

- 6.A [15-0822](#) Direction to Negotiate a Specific Scope of Work with a Consultant Team for the Downtown Strategy

Attachments: [MAKERS RFQ application](#)

[RFQ Scope](#)

[Link to Public Feedback from 8/20 Open House & RFQ/scope](#)

7. CONTINUED PUBLIC COMMUNICATION

(If needed for those who signed up earlier and did not get an opportunity to speak during the allotted 30 minutes)

8. REPORTS AND REFERRALS

8.A COUNCIL INTERGOVERNMENTAL/COMMITTEE REPORTS AND REFERRALS

8.B CITY MANAGER'S REPORT AND REFERRALS

9. EXECUTIVE SESSION

- 9.A [15-0842](#) Executive Session Pursuant to RCW 42.30.110 (1)(b) - Real Estate Matter

10. ADJOURNMENT

The City of Olympia is committed to the non-discriminatory treatment of all persons in employment and the delivery of services and resources. If you require accommodation for your attendance at the City Council meeting, please contact the Council's Secretary at 360.753-8244 at least 48 hours in advance of the meeting. For hearing impaired, please contact us by dialing the Washington State Relay Service at 7-1-1 or 1.800.833.6384.



City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8447

City Council

Recognition of Center for Business & Innovation at the Economic Development Council

Agenda Date: 9/1/2015
Agenda Item Number: 2.A
File Number: 15-0840

Type: recognition **Version:** 1 **Status:** Recognition

Title

Recognition of **Center for Business & Innovation** at the Economic Development Council



City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8447

City Council

Approval of August 18, 2015 City Council Meeting Minutes

Agenda Date: 9/1/2015
Agenda Item Number: 4.A
File Number: 15-0809

Type: minutes **Version:** 1 **Status:** Consent Calendar

Title

Approval of August 18, 2015 City Council Meeting Minutes



Meeting Minutes - Draft

City Council

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8447

Tuesday, August 18, 2015

7:00 PM

Council Chambers

1. ROLL CALL

Present: 7 - Mayor Stephen H. Buxbaum, Mayor Pro Tem Nathaniel Jones, Councilmember Jim Cooper, Councilmember Julie Hankins, Councilmember Steve Langer, Councilmember Jeannine Roe and Councilmember Cheryl Selby

1.A ANNOUNCEMENTS

Mayor Buxbaum announced the Council met as scheduled at 5:30 p.m. and recessed to Executive Session to discuss real estate matters. All Councilmembers were present. Staff present included City Manager Steve Hall, Assistant Manager Jay Burney, City Attorney Mark Barber, Strategic Communications Director Kellie Purce Braseth, Community Planning and Development Director Keith Stahley, and Parks, Arts, and Recreation Director Paul Simmons. The meeting adjourned at 6:45 p.m.

Mayor Buxbaum announced appointments to the Ad Hoc Committee on Police and Community Relations, which include Reiko Callner, Kerensa Mabwa, Curt Pavola, Clinton Petty, Alejandro Rugarcia, and Lt. Aaron Jelcick who will serve as an ex officio member. He noted staff will post the Charter and the bios on the City's website. He stated this committee will work up to six months, hold up to five community forums, and hold Study Sessions with the Council before the end of the year. All meetings will be open to the public. The website will be established and opened next week and will provide for public comments. He said the first meeting is scheduled for Wednesday, August 26, at 5:00 p.m. In order to establish the guidelines and protocols for the meetings, no public comment will be held at this first meeting.

Mayor Buxbaum also noted he signed a Mayoral proclamation for Indigenous Peoples Day. Mayor Pro Tem Jones stated he attended a meeting on Monday and read the proclamation declaring the second Monday of October to be Indigenous Peoples Day. He then read the proclamation.

1.B APPROVAL OF AGENDA

The agenda was approved.

2. SPECIAL RECOGNITION

- 2.A [15-0784](#) Special Recognition: Action Plan Video Highlighting Pear Blossom Place

Senior Planner Stacey Ray introduced this item and reviewed a short video highlighting the Pear Blossom Place.

The recognition was received.

3. PUBLIC COMMUNICATION

The following individuals spoke: Melinda Spencer, Jim Nieland, Libby Nieland, Bill Chernoff, Holly West, Jae Townsend, Maria Ruth, Lloyd Goodwin, Ron Nesbitt, and Marian Bailey.

COUNCIL RESPONSE TO PUBLIC COMMUNICATION (Optional)

City Manager Steve Hall responded to the issue brought up by Ms. Spencer regarding a marijuana business near schools and code enforcement.

4. CONSENT CALENDAR

- 4.A [15-0793](#) Approval of August 11, 2015 Study Session Minutes

The minutes were adopted.

- 4.B [15-0794](#) Approval of August 11, 2015 City Council Meeting Minutes

The minutes were adopted.

- 4.C [15-0639](#) Approval of Mutual Aid Agreement between Thurston PUD #1 and City of Olympia for the use of Emergency Water System Interties

The decision was adopted.

4. SECOND READINGS

- 4.D [15-0655](#) Approval of an Ordinance Revising Zoning of the LOTT Wastewater Treatment Facility and Associated Maps, and Other Housekeeping Changes that Reflect Prior Council Actions

The ordinance was adopted on second reading.

- 4.E [15-0759](#) Approval of Ordinance Related to Veterinary Clinic Zoning

The ordinance was adopted on second reading.

Approval of the Consent Agenda

Councilmember Langer moved, seconded by Councilmember Hankins, to

adopt the Consent Calendar. The motion carried by the following vote:

Aye: 7 - Mayor Buxbaum, Mayor Pro Tem Jones, Councilmember Cooper, Councilmember Hankins, Councilmember Langer, Councilmember Roe and Councilmember Selby

4. FIRST READINGS - None

5. PUBLIC HEARING - None

6. OTHER BUSINESS

- 6.A** [15-0791](#) Approval of an Option to Purchase Real Estate Owned by Wonderland Holdings LLC, an Approximately 75-Acre Parcel Previously Known as Kaiser Heights

Parks, Arts, and Recreation Director Paul Simmons reviewed the terms of the agreement and additional funds needed.

Council comments included:

- Grateful for work of City staff to move expediently.
- Need to look for ways to make this work.
- Need to look for a way to preserve this land.
- Consider all options for funding, including utilizing impact fees, non-voted utility tax, year end funds, forming a Local Improvement District, and asking neighborhoods to contribute.

Councilmember Cooper suggested referring the funding issues to the Finance Committee. Council agreed.

Mayor Buxbaum moved, seconded by Councilmember Hankins, to approve the Option to Purchase Real Estate from Wonderland Holdings LLC consisting of approximately 75-acres commonly known as Kaiser Heights, and authorize the City Manager to sign the Option to Purchase agreement.

The motion carried by the following vote:

Aye: 7 - Mayor Buxbaum, Mayor Pro Tem Jones, Councilmember Cooper, Councilmember Hankins, Councilmember Langer, Councilmember Roe and Councilmember Selby

7. CONTINUED PUBLIC COMMUNICATION

8. REPORTS AND REFERRALS

8.A COUNCIL INTERGOVERNMENTAL/COMMITTEE REPORTS AND REFERRALS

Councilmembers reported on events and meetings they attended.

Mayor Buxbaum noted he would like to meet with the Economic Development Council to discuss the \$15/hour minimum wage. He said Lacey and Tumwater should be invited to the meeting. He suggested the full Council discuss this at an upcoming Study Session.

8.B CITY MANAGER'S REPORT AND REFERRALS

Mr. Hall noted the Artesian Commons park will be closed tomorrow to install benches.

9. ADJOURNMENT

The meeting adjourned at 9:04 p.m.



City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8447

City Council

Approval of August 20, 2015 Special City Council Meeting Minutes

Agenda Date: 9/1/2015
Agenda Item Number: 4.B
File Number: 15-0834

Type: minutes **Version:** 1 **Status:** Consent Calendar

Title

Approval of August 20, 2015 Special City Council Meeting Minutes



Meeting Minutes - Draft

City Council

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8447

Thursday, August 20, 2015

6:00 PM

Council Chambers

Special Council Meeting - Open House with Downtown Strategy Consultant

1. ROLL CALL

Present: 5 - Mayor Stephen H. Buxbaum, Mayor Pro Tem Nathaniel Jones, Councilmember Julie Hankins, Councilmember Jeannine Roe and Councilmember Cheryl Selby

Excused: 2 - Councilmember Jim Cooper and Councilmember Steve Langer

OTHERS PRESENT

Olympia Planning Commission:

Chair Carole Richmond
Vice-Chair Kim Andresen
Darrell Hoppe
Roger Horn
Jerry Parker

City Staff:

City Manager Steve Hall
CP&D Director Keith Stahley
CP&D Deputy Director Leonard Bauer
Economic Development Director Renée Sunde
Senior Planner Amy Buckler
Senior Planner Stacey Ray
Associate Planner Michelle Sadlier
Program Specialist Bonnie Herrington
Associate Planner Catherine McCoy
Program Manager Anna Schlecht
Downtown Liaison Brian Wilson
Program Assistant Hans VanRoojen
Support Staff Lori Doron

2. BUSINESS ITEM

- 2.A** [15-0799](#) Open House to Meet Finalists for Downtown Strategy Consultant Team

At 6:00 p.m., Senior Planner Amy Buckler provided introductions and overview of the City's Downtown Strategy process and the selection process for the consulting teams.

At 6:15 p.m., consultant teams Walker Macy, Crandall Arambula, and MAKERS architecture and urban design, LLP, began presentations. Following presentations, attendees were then invited to circulate throughout the room to discuss the DTS with the consulting teams. Attendees were invited to provide feed back using comment cards in room 207. There were approximately 100 attendees.

The information was received.

3. ADJOURNMENT

The meeting was adjourned at 8:45 p.m.



City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8447

City Council

Approval of August 25, 2015 City Council Study Session Minutes

Agenda Date: 9/1/2015
Agenda Item Number: 4.C
File Number: 15-0829

Type: minutes **Version:** 1 **Status:** Consent Calendar

Title

Approval of August 25, 2015 City Council Study Session Minutes



Meeting Minutes - Draft

City Council

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8447

Tuesday, August 25, 2015

6:00 PM

Council Chambers

Study Session

1. ROLL CALL

Present: 7 - Mayor Stephen H. Buxbaum, Mayor Pro Tem Nathaniel Jones, Councilmember Jim Cooper, Councilmember Julie Hankins, Councilmember Steve Langer, Councilmember Jeannine Roe and Councilmember Cheryl Selby

2. BUSINESS ITEMS

2.A [15-0805](#) 6:00 p.m. - Oral Report -- Olympia Police Department: Creating a Leading Organization

Police Chief Ronnie Roberts introduced this item and reviewed the mission, vision, leading organization model, organizational structure, and strategic goals of the Police Department. Lt. Paul Lower, Jail Supervisor Chandra Brady, Sgt. Rich Allen, and Administrative Services Manager Laura Wohl, provided additional information on the goals.

Councilmembers asked clarifying questions and thanked the Police Chief for the excellent presentation.

The work session was completed.

2.B [15-0796](#) 7:30 p.m. - Overview of Public Input on the Draft Action Plan

Senior Planner Stacey Ray shared the public involvement process, outreach tools, and comments received on this issue. She reviewed next steps and said this issue will come back to Council again in January.

Councilmembers shared comments and questions.

The work session was completed.

2.C [15-0812](#) Oral Report - Discussion on the Colstrip Proceeding and Potential Participation as an Intervenor

Mayor Pro Tem Jones provided background and context on this issue. He shared a slide presentation on the Colstrip facility in Montana.

Councilmember Cooper asked for information on impacts on cost of energy if coal use

is eliminated or reduced.

Councilmembers agreed to send a letter to urge the UTC to move it forward to the next step. This Item will come back to the Council for formal action on Consent at the September 1 business meeting.

3. ADJOURNMENT

The meeting adjourned at 8:48 p.m.



City Council

Approval of Letter to the Washington Utilities and Transportation Commission Regarding an Evaluation of Colstrip Units 1 and 2

Agenda Date: 9/1/2015
Agenda Item Number: 4.D
File Number: 15-0828

Type: decision **Version:** 1 **Status:** Consent Calendar

Title

Approval of Letter to the Washington Utilities and Transportation Commission Regarding an Evaluation of Colstrip Units 1 and 2

Recommended Action

City Manager Recommendation:

Move to approve the draft letter to the Washington Utilities and Transportation Commission as submitted by Mayor Buxbaum.

Report

Issue:

Consideration of a letter urging the WUTC to adopt a process to evaluate Colstrip Units 1 and 2 for the purpose of eventually decommissioning of these units.

Staff Contact:

City Attorney Mark Barber, 360.753.8338

Presenter(s):

N/A - Consent Calendar.

Background and Analysis:

This item was discussed at the August 25, 2015 City Council Study Session. Council agreed to bring forward a draft letter for action on the September 1 Consent Calendar.

Options:

1. Approve the draft letter as submitted
2. Amend the letter
3. Do not send a letter

Financial Impact:

N/A



September 1, 2015

Washington Utilities and Transportation Commission
P.O. Box 47250
1300 S. Evergreen Park Dr. SW
Olympia, WA 98504-7250

Docket #UE-151500 (and UG-151592)

RE: Comments on Puget Sound Energy's Coal Fired Electric Facilities

Dear Chairman Danner and Commission Members:

The Olympia City Council would like to provide input on the current Washington UTC investigation in determining the costs of environmental remediation and other activities associated with Colstrip Units 1 and 2. We do appreciate PSE's efforts last session to introduce legislation to address Colstrip and their continued investment in energy conservation and clean, renewable technology. Overall, their investments and approach to green power and improving the State of Washington's movement towards carbon neutrality have been commendable. We think of PSE as an important partner in the work that we do locally related to meaningful investments to deal with climate change.

The Olympia City Council also feels strongly that we all must do more than we are currently doing to reduce our carbon footprint and protect our environment. Therefore, we encourage the UTC to adopt an adjudicated process for an evaluation of Colstrip Units 1 and 2. It is past time for such a review to commence. We must get to a resolution of the full costs associated with the operation and eventual decommissioning of the oldest of the four Colstrip units.

It appears to us that if the full costs, uncertainties, and risks of Colstrip's continued operation are taken into account, it is very likely that the combined costs of environmental compliance (including air pollution, coal ash, mercury, and groundwater contamination), upgrading plant technology and infrastructure, and likely regulation of carbon pollution – that these costs combined will be greater or equal to cleaner alternatives such as expanded energy efficiency, renewable energy, smart grid, and other approaches. We implore you to move towards decisive action.

Thank you for your consideration.

Sincerely,

Stephen H. Buxbaum
Mayor

cc-15-36-



City Council

Approval of Appropriations Ordinance in the Amount of \$100,000 Transferring Funds From the General Fund Balance to the HUD Fund

Agenda Date: 9/1/2015
Agenda Item Number: 4.E
File Number: 15-0801

Type: ordinance **Version:** 1 **Status:** 1st Reading-Consent

Title

Approval of Appropriations Ordinance in the Amount of \$100,000 Transferring Funds From the General Fund Balance to the HUD Fund

Recommended Action

Finance Committee Recommendation:

Move to approve an Appropriations Ordinance in the amount of \$100,000 transferring funds from the General Fund's fund balance to the HUD Fund.

City Manager Recommendation:

Move to pass an Ordinance appropriating \$100,000 from the General Fund's fund balance to the HUD Fund on first reading and move to second reading.

Report

Issue:

Determine whether or not to approve an Ordinance appropriating \$100,000 from the General Fund's fund balance to assist the HUD Fund with cash flow needs.

Staff Contact:

Stacie Tellers, Senior Accountant, Administrative Services, 360.753.8599
Dean Walz, Finance Director, Administrative Services, 360.753.8465

Presenter(s):

None - consent calendar item.

Background and Analysis:

Fund 107 - Housing and Urban Development (HUD) Fund

Fund 107 uses HUD-related program income: income received from housing rehabilitation loan repayments and interest for these loans; the proceeds from the HUD Community Development Block Grant (CDBG); Section 108 Loan proceeds; and other funds as appropriate or designated by the City Council for approved projects. These funds may be used for any legal purpose as authorized by the City Council, subject to the authorization from the Federal Department of Housing and Urban

Development (HUD).

HUD requires the City to use program income on eligible project expenses prior to the receipt of CDBG funding; in addition, HUD requires that the City request Section 108 Loan draws after payment of eligible expenses.

The City spends program income first which may result in a timing issue for cash availability in the HUD Fund. The General Fund Balance could transfer \$100,000 to the HUD Fund to address the cash flow issue. The funding would return to the General Fund should the HUD Fund be discontinued, and unless authorized by Council the funds would not be spent on CDBG related projects.

The Finance Committee considered this issued at its August 12, 2015 meeting, directed staff to prepare an ordinance and recommended the Council approve the ordinance.

Neighborhood/Community Interests (if known):

None, this is an administrative amendment.

Options:

1. Move to approve an Ordinance appropriating \$100,000 from the General Fund's fund balance to the HUD Fund, therefore addressing the cash flow issue in the Fund.
2. Do not approve the appropriation Ordinance in the amount of \$100,000 from the General Fund Balance to the HUD Fund, therefore continuing the cash flow issue in the Fund.

Financial Impact:

This recommendation would authorize the transfer of funds from the General Fund's fund balance to the HUD Fund to avoid any possible negative cash flow issues.

ORDINANCE NO.

AN ORDINANCE OF THE CITY OF OLYMPIA, WASHINGTON, RELATING TO THE 2015 BUDGET, APPROPRIATING \$100,000 FROM THE GENERAL FUND BALANCE TO THE HOUSING AND URBAN DEVELOPMENT FUND 107.

WHEREAS, the Housing and Urban Development (HUD) Fund 107 utilizes HUD related program income; i.e., income received from housing rehabilitation loan repayments and interest for these loans, the proceeds from the HUD Community Development Block Grant (CDBG), Section 108 Loan proceeds, and other funds as appropriate or designated by the City Council for approved projects; and

WHEREAS, HUD requires that the City use program income on eligible project expenses prior to the receipt of CDBG funding; in addition, HUD requires that the City request Section 108 Loan draws after payment of eligible expenses; and

WHEREAS, the City spends program income first, which may result in a timing issue of cash availability in the HUD Fund; and

WHEREAS, there is General Fund Balance in excess of the fund balance reserve requirement, of which \$100,000 (the Funding) could be used to address the cash flow issue with the HUD Fund; and

WHEREAS, the Funding, or any funds remaining therefrom, shall be transferred back to the General Fund should the HUD Fund be discontinued, and unless authorized by Council, the funds would not be spent on CDBG related projects; and

WHEREAS, the Finance Committee considered this issue at its August 12, 2015, meeting and recommended that an ordinance be prepared for consideration by the City Council;

NOW, THEREFORE, THE OLYMPIA CITY COUNCIL ORDAINS AS FOLLOWS:

Section 1. Appropriation. The following appropriations are hereby made:

GENERAL FUND

Resources:	Fund Balance	\$ 100,000
	TOTAL RESOURCES	\$ 100,000
Appropriations:	Transfer to HUD Fund (107)	\$ 100,000
	TOTAL APPROPRIATIONS	\$ 100,000

Section 2. Transfer of Funds.

- A. The Director of Administrative Services is hereby authorized to transfer \$100,000 from the General Fund Balance to HUD Fund 107.
- B. The Director of Administrative Services is further authorized to transfer \$100,000, or any funds remaining therefrom, from HUD Fund 107 to the General Fund Balance should HUD Fund 107 be discontinued for any reason. Once transferred back to the General Fund Balance, said funds shall not be used for CDBG related projects unless authorized by the City Council.

Section 3. Severability. The provisions of this Ordinance are declared separate and severable. If any provision of this Ordinance or its application to any person or circumstances is held invalid, the remainder of this Ordinance or application of the provision to other persons or circumstances shall be unaffected.

Section 4. Ratification. Any act consistent with the authority and prior to the effective date of this Ordinance is hereby ratified and affirmed.

Section 5. Effective Date. This Ordinance shall take effect five (5) days after publication, as provided by law.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:



ASSISTANT CITY ATTORNEY (ACA)

PASSED:

APPROVED:

PUBLISHED:



City Council

Direction to Negotiate a Specific Scope of Work with a Consultant Team for the Downtown Strategy

Agenda Date: 9/1/2015
Agenda Item Number: 6.A
File Number: 15-0822

Type: decision **Version:** 1 **Status:** Other Business

Title

Direction to Negotiate a Specific Scope of Work with a Consultant Team for the Downtown Strategy

Recommended Action

Committee Recommendation:

Not referred to a committee

City Manager Recommendation:

Move to direct staff to negotiate a specific scope of work with the recommended consultant for the Downtown Strategy: MAKERS Architecture and Urban Design, LLP (Option 1)

Report

Issue:

The City Council approved a scope for the Downtown Strategy and directed staff to release a Request for Qualifications (RFQ) for consultant assistance. The City Council is being asked to provide direction to staff to negotiate a specific contract with a recommended consultant.

Staff Contact:

Amy Buckler, Senior Planner, Department of Community Planning & Development, 360.570.5847

Presenter(s):

Amy Buckler

Background and Analysis:

On May 19, 2015, the City Council approved a scope for the Downtown Strategy and directed staff to release a Request for Qualifications (RFQ) for a consulting firm to assist with its public process and formation (**attachment 2 has a link to RFQ/scope**).

The public process to form the Downtown Strategy will kick off in fall 2015. This Strategy will identify priorities - steps we take over a 5-6 year period that will have the greatest strategic impact to move our downtown forward.

Since June, the City has been engaged in an extensive consultant selection process that has

included participation from City advisory boards; downtown stakeholder groups and the general public. As the RFQ describes, there is potential for this project to lead to subsequent contracts or contract amendments to carry out specific related tasks in the future.

CONSULTANT RECRUITMENT & EVALUATION PROCESS:

On June 5, 2015, the City released the RFQ through the Daily Journal of Commerce and Builders Exchange of Washington (the industry standard for posting projects). Emails were also sent to 331 urban design firms registered with the Municipal Resource Service Center (MRSC) or otherwise known to staff.

On June 29, 2015, the application period closed with (8) RFQ applications received.

Staff along with one Planning Commissioner evaluated the applications for consistency with qualifications described in the scope and RFQ. This group selected the top (6) applicants to be interviewed. (Due to the nature of this project, all “applicants” are consortiums of various consulting firms led by one prime urban design firm.)

On July 27, (6) applicant teams were interviewed by two panels:

- Panel 1 consisted of the Director and Deputy Director of Community Planning & Development; the Public Works Director; the Economic Development Director; a Principal Planner; and a Planning Commissioner.
- Panel 2 consisted of the City’s project manager for the Downtown Strategy; and representatives of the Olympia Downtown Association (ODA), Parking & Business Improvement Area (PBIA), Downtown Neighborhood Association (DNA), City’s Bicycle & Pedestrian Advisory Committee (BPAC) and City’s Design Review Board (DRB).
- Each panel conducted an interview with each team. Questions related to the scope of work.
- Each team brought four members to the interview, including the lead consultant and others who would actually be involved in the project, if selected.

Following the interviews, the two panels convened and selected (3) applicant teams to participate in the final evaluation step: a public open house. The (3) teams’ scores were very close, and the panelists agreed each appeared to be qualified to carry out the City’s scope of work, while there were some differences in their approach.

Between August 3-21, City staff conducted a total of (26) reference checks on the prime urban design firms and subcontracted firms for each team. In general, questions related to the scope and implementation success of the applicants’ previous projects; demonstrated ability to build rapport with diverse public, officials and staff; project management; budget management; and whether there were specific challenges or opportunities presented by their work.

On August 20, 2015, the City hosted an open house with opportunity for the public to provide feedback about the finalists. More than 75 members of the public attended, as well as several City

Council members, advisory board members and staff. At the event, each finalist team made a presentation to the public, answered questions drafted by advisory board members, and set up a booth where they interacted with the public in an open-house format.

At the event, the public was asked to provide feedback on comment cards about their general impressions and what they perceived to be the strengths and weaknesses of each team (**attachment 3 links to public comments.**) Public feedback was considered in making the final recommendation on consultant selection to City Council.

STAFF RECOMMENDATION:

The staff recommends MAKERS architecture and urban design, LLP as the consultant for the Downtown Strategy. In making this recommendation, the staff considered public feedback from the open house; references from other cities; and the City's early evaluation steps, including review of the RFQ applications and formal interviews.

MAKERS RFQ application includes a description of key personnel from both MAKERS and subcontracted firms that would assist with this project (**attachment 1.**)

In their RFQ application, formal interviews and references, the MAKERS team has demonstrated they have the **specific experience and expertise** to carry out the City's scope of work, including:

- MAKERS, is a professional urban design firm with extensive experience integrating urban design principles and qualities into plans and regulations.
- Their prime consultant, John Owen, has 37 years of experience as an architect and urban designer.
- Has extensive experience with view corridors analysis, design standards and SEPA
- Comprises the expertise to assist with the formation of economic, housing and retail strategies.
- Has strong skills and abilities to produce data and graphic elements

In addition:

- **Public comments from 8/20** were positive. See (**attachment 3**).
- MAKERS demonstrates an ability to perform all elements of the scope.
- The MAKERS team has all worked together previously, indicating smooth coordination of efforts.
- MAKERS' has a track-record for successful implementation of their projects.

MAKERS' prior project examples include:

- City of Everett's Downtown Plan, Code Update and street improvement plan
- City of Renton's North Downtown Redevelopment and City Center Plan
- City of Port Angeles and Port of Edmond's Harbor Square View Corridor Analysis
- The City of Tumwater's Transforming Capital Boulevard Study

NEXT STEPS:

Once the City Council provides direction to staff, a specific contract will be negotiated with a consultant team. The contract will be based on the Council approved scope for the Downtown Strategy and the City's standard contract for professional services. Staff hopes to have a consultant under contract by end of September.

Neighborhood/Community Interests (if known):

See link to public feedback from the 8/20 open house - **attachment 3**

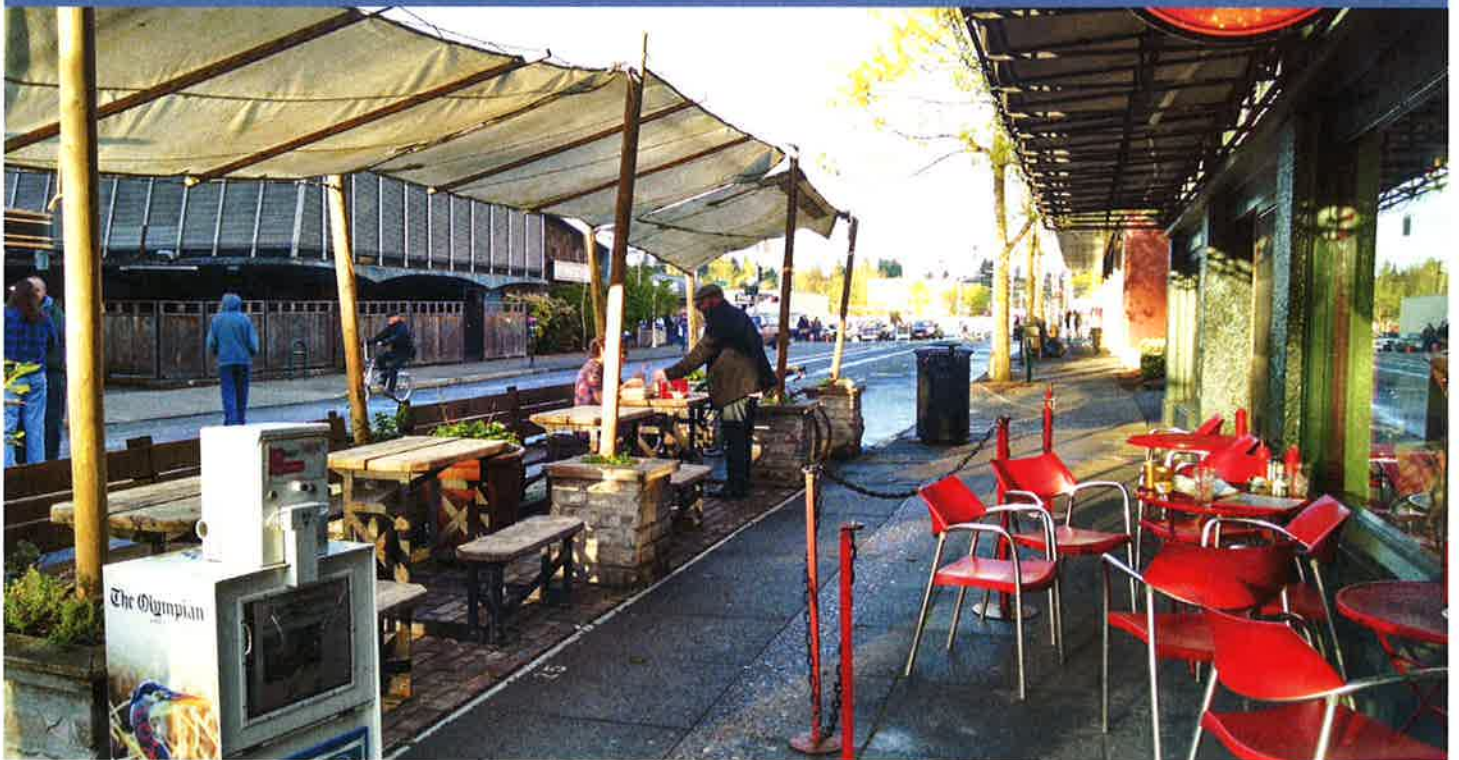
Options:

1. Move to direct staff to negotiate a specific scope of work with MAKERS architecture and urban design, LLP regarding assistance with formation of a Downtown Strategy.
2. Move to postpone direction on consultant selection.

Financial Impact:

For 2015, \$250,000 has been budgeted to form a Downtown Strategy. Subject to future budget decisions, additional funds may be appropriated, but it is uncertain at this time.

The City of Olympia Downtown Strategy



PROPOSAL June 29, 2015

MAKERS architecture and urban design, LLP

Property Counselors

SvR

Steinbrueck Urban Strategies, LLP

3 Square Blocks

Athena Group

DKS

Anchor/QEA

RECEIVED
JUN 26 2015

COMMUNITY PLANNING
AND DEVELOPMENT DEPT.

June 29, 2015

make (māk) vb 1 to bring into being by shaping or altering 2 to form in the mind, a judgement or plan 3 to put together by combining parts 4 to build, construct, formulate, devise, create 5 to prepare for use; arrange 6 to cause to happen

City of Olympia
Attn: Nancy Lenzi
601 4th Avenue E
Olympia, WA 98501

RE: The City of Olympia's Downtown Strategy

Dear Members of the Selection Committee:

We are pleased to submit this qualifications statement for Olympia's Downtown Strategy. To provide a full range of services, we have assembled the following team:

- MAKERS architecture and urban design – Prime consultant, public engagement lead and urban design
- Property Counselors – Development economics
- SvR – Street design and green infrastructure solutions
- Steinbrueck Urban Strategies – Public policy, land use, and development strategies
- 3 Square Blocks – SEPA strategies and special facilitation
- Kendra Dahlen – Special resource on public engagement
- DKS – Transportation policy and analysis
- Anchor QEA – Resource on shoreline design and engineering

This multi-disciplined team provides exceptional expertise. If selected, we will work with staff to assign tasks and level of effort for various members to fit the City's needs.

As the RFQ makes clear this project is directed toward a strategy, and implementation of a strategy requires a strong consensus for action and working partnerships among key parties. We believe that the project's core challenge will be to build that consensus and those partnerships. Therefore, we have included an integrated team of public engagement specialists, each with unique capabilities and roles. As MAKERS' assistant project manager, Rachel Miller will coordinate the public engagement effort. Kendra Dahlen will apply her knowledge of the local community and provide advice and facilitation, especially where sensitivity to specific interests is critical. We will ask Marcia Wagoner of 3 Square Blocks to facilitate, or, if necessary, mediate the events where the core planning team is engaged in extensive presentation or participating directly in workshop exercises – or where contentious issues threaten the process.

Sometimes having an "outside expert" provide participants with a broader perspective on challenging issues such as successful approaches to homelessness, public safety, gracefully accommodating growth, and gentrification can help build a consensus for a positive approach. For this reason, we have asked Peter Steinbrueck to be on our team. His experience

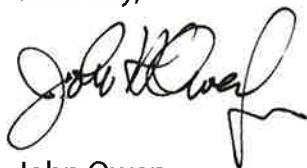
as a city council member and his study as a Loeb Fellow at Harvard enable him to provide strategic guidance at key points. For example, he will be able to empathetically address council concerns from a politically experienced and highly knowledgeable perspective during their deliberations.

Our team also includes the highest caliber technical capabilities. SvR is a national leader in multimodal street design and green infrastructure, and will take the lead when "shared" streets, urban storm water management tools, cutting edge engineering solutions, or environmental sustainability are considered. MAKERS' award winning urban design expertise will be employed to, for example, visualize view impacts, identify how to derive public benefit from development opportunities, refine design guidelines to make new development compatible with the existing context and maintain a human scaled and identifiable design character, plan improved connections to the waterfront, achieve a better fit between the Downtown, adjacent neighborhoods and the State Campus, and help the community define an appropriate vision for the isthmus. Economics analysis related to development, retail business strategies, and housing affordability will be provided by Greg Easton of Property Counselors. Greg has extensive real estate economics experience in Thurston County, including on the East Olympia Downtown Plan. Deborah Munkberg of 3 Square Blocks is our SEPA strategies Expert. DKS will provide transportation analysis as needed and Anchor QEA, who was extensively involved in Percival Landing projects, is listed as a resource if any special waterfront issues emerge. Additionally, Rachel Miller is a regional leader in issues related to social equity and will lead any work related to that issue.

MAKERS has collaborated with all team members except DKS (though DKS has partnered with other team members), and I know this team has the highest level of professional capabilities specifically fitting the needs of the Downtown Strategy project.

Besides our technical capabilities, I would like to mention that we bring a personalized approach to professional services. We work closely with staff in a team setting. As consultant team leader, I will always be directly available to City staff and actively engaged in all aspects of the work. This project is of highest importance to us. Many of us have previously worked in Olympia, and understand that this is a critical point in the Downtown's and the city's evolution. Therefore, we will give your project the highest priority. We hope for the opportunity to discuss the project with you further.

Sincerely,

A handwritten signature in black ink, appearing to read "John Owen". The signature is fluid and cursive, with a large initial "J" and "O".

John Owen
Partner

Key Personnel

As the cover letter indicates, our team is structured to provide the City with a broad array of facilitation and technical capabilities. John Owen, assisted by Rachel Miller, will ensure that individual team members are brought in at appropriate times. In addition, regular team meetings will keep everyone up to date on the overall process. John will work with the City's project manager to frame a work plan indicating when each team member is involved and their level of effort.

John Owen, MAKERS

Project Role: Partner-in-Charge and Consultant Team Leader

John will lead the consultant team, providing direct communication with City Staff and participating in all aspects of the work, including public engagement. John has assisted numerous communities in building successful downtowns. The common thread running through this work is an emphasis on public participation and strategic implementation of community objectives through a combination of public and private efforts. Several of John's community revitalization projects have won national and local awards, including the downtown/town center plans for Everett, Mill Creek, Redmond, Wenatchee Waterfront, Burien, SeaTac, University District, Renton, Chelan and Auburn. These projects involved the issues relevant to Downtown Olympia, including urban design/building form/view



Rachel illustrated amenable future development for Kirkland.

protection, housing and redevelopment strategies, public realm improvements, multi-modal transportation, design guidelines and implementation measures. John is familiar with downtown Olympia, having worked on the Eastbay Marina, East Downtown and Capitol Way projects.

Rachel Miller, MAKERS

Project Role: Assistant Project Manager, Public Engagement Lead and Urban Designer

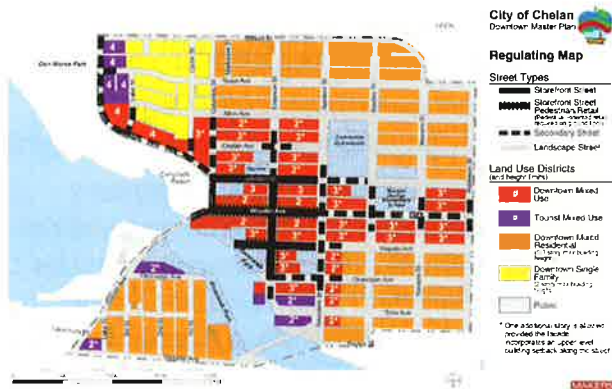
Rachel will lead the public engagement process and bring her urban design abilities to help Olympia's downtown communities solidify a common vision and hone their strategies. Rachel managed Renton's Benson Hill Community Plan and Tumwater's Capitol Boulevard Plan and in-progress Citywide Design Guidelines. These included comprehensive, strategic, and meaningful public engagement, including focus group meetings, public workshops, online surveys and activities, neighborhood events, and interviews to develop community-backed plans. She uses clear diagrams and vibrant visualizations to illustrate options and interests (e.g., Kirkland's Houghton-Everest Neighborhood upzone illustrations, viewshed analyses for Port Angeles and Port of Edmonds, and Boise's Downtown and Citywide Design Guidelines). Rachel is also a leader in planning and design for social equity, from publishing on supporting small, immigrant-owned businesses in South Seattle to chairing APA Washington's Social Equity Working Group.

Bob Bengford, MAKERS

Project Role: Design Regulations and Urban Design

Bob will contribute substantially to the land use and urban design elements. In his 18 years at MAKERS, Bob has become an expert

in regulatory issues, completing over 40 sets of form-based zoning codes and design guidelines for a wide range of communities and development types, including Tacoma, Boise, Sumner, Bonney Lake, and Ellensburg. Bob recently led Lacey's ground-breaking sign code update and is currently assisting Olympia with their Neighborhood Center planning efforts.



Map summarizing Bob's design guidelines for Downtown Chelan

Sean McCormick, MAKERS

Project Role: Viewshed Modeling and Graphics

Sean is MAKERS' specialist in digital graphics. He led the view analysis for the Bellevue Downtown Livability Initiative and prepared graphics for last fall's Capitol Way project.

Gregory R. Easton, Property Counselors

Project Role: Lead Economic Analyst

Greg is a founding principal of Property Counselors and has over 35 years of experience in providing economic advice related to land use and facility development, especially in planning for commercial and residential development. He brings extensive experience structuring joint public and private development projects and has provided real estate advisory services for large-scale developments such as urban mixed-use projects, recreational resorts, master planned communities, large industrial

park, and major cultural and recreational attractions. His clients include the cities of Seattle, Tacoma, Olympia, Bellevue, Mercer Island, SeaTac, and Bainbridge Island; the Ports of Seattle, Everett, Edmonds, and Bellingham; Edmonds and Seattle School Districts; and the US Postal Service.

Kendra Dahlen, Athena Group

Project Role: Special Resource on Local Issues and Public Engagement

Kendra's expertise is facilitation, process improvement and public engagement founded upon clarity of purpose, mutual respect, informed decision making and shared ownership. Kendra has worked closely, extensively and enjoyably with the City of Olympia staff, City Council, Planning Commission and Parking, Business Improvement Area advisory committee to clarify roles, improve operations, plan and facilitate retreats, and strengthen relationships to foster viable and sustainable outcomes. John met Kendra while preparing for the Vision2Action Symposium in Olympia.

Peter Steinbrueck, Steinbrueck Urban Strategies, LLC

Project Role: Strategic Advisor

Peter Steinbrueck, FAIA, founded Steinbrueck Urban Strategies in 2008. He is a nationally recognized architect, urbanist, and public policy thought leader. As a former three-term Seattle city council member from 1997 to 2007, Steinbrueck led numerous legislative efforts in Seattle to advance innovative urban policies in comprehensive planning, land use and development, parks, housing, energy, water conservation, municipal waste reduction, transportation and urban mobility. In 2009-2010, Steinbrueck was a Harvard Loeb Fellow, where his independent research focused on urban environmental policy in the U.S. Steinbrueck is a sought after speaker, writer, and thought leader on urban policy

and innovative strategies for advancing sustainable cities and walkable, livable neighborhoods. Peter and John worked together to resolve community issues related to Virginia Mason Medical Center expansion.

Deborah Munkberg, 3 Square Blocks

Project Role: SEPA Lead

Deborah Munkberg will conduct a programmatic SEPA review, evaluating thresholds and exemptions and addressing environmental issues in the development code to reduce permitting and development uncertainties. Deborah's 25 years of environmental review experience includes transportation, mixed-use development, comprehensive and subarea plan, and planned action projects.

Marcia Wagoner, 3 Square Blocks

Project Role: Special Resource on Facilitation

Marcia Wagoner will provide strategic facilitation at key public events. Marcia masterfully draws out real life solutions from participants in highly visible, technically and politically complex projects.

Tom von Schrader, SvR

Project Role: Principal Civil Engineer and Multimodal Street Design

A founding principal of SvR Design Company, Tom brings 31 years of experience in implementing sustainable visions that balance community development needs, right-of-way demands, and environmental objectives in corridor, streetscape, and civic enhancement projects. Working from high-level concepts to technical solutions, Tom integrates green and restorative methods such as green infrastructure and non-motorized transportation systems to imagine community-centered infrastructure.

Calder Gillin, SvR

Project Role: Street Design and Green Infrastructure Lead

Calder is a senior landscape designer with eight years of experience, focused on urban public realm projects that range in scale from district vision plans to small plazas to street furniture designs, always with the basic goal to dignify people's experience outside. Calder has developed pragmatic, flexible design strategies for long-term neighborhood improvements in San Francisco, Seattle, Cleveland and Bellingham.

Elisabeth Schuck, DKS

Project Role: Transportation Lead

Elisabeth is a senior planner at DKS and brings considerable experience in preparing multimodal transportation plans with emphasis on downtown and activity center sub-areas to the City of Olympia Downtown Strategy. Elisabeth combines technical expertise with policy guidance to identify solutions that not only improve mobility options, but also integrate land-use considerations to enhance livability and economic development. She brings experience updating local policies and procedures to streamline transportation concurrency and the development review process based on the community's development and economic goals.



Tom's Winslow Way design expresses Bainbridge Island's vision for a vibrant pedestrian downtown with upgraded and relocated utilities, multimodal and multiuse functionality, gathering areas, and green stormwater infrastructure.

Project Experience

Everett Downtown Plan, Code Update, and Rucker/Hoyt Improvements

Client
City of Everett

MAKERS Fee
\$60,400

Project Duration
2005-2006

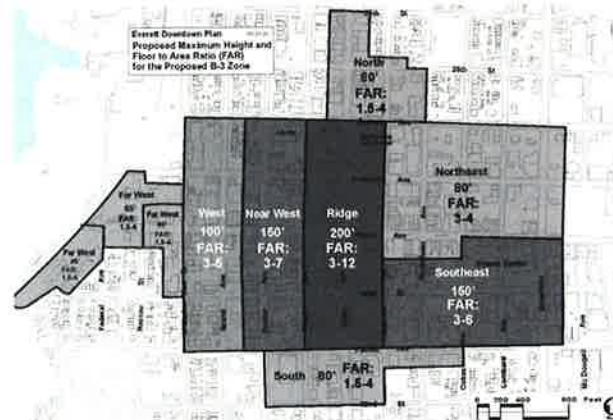
MAKERS led a multi-disciplined team, including Greg Easton, in preparing an award-winning plan for Everett's downtown that is transforming the area from an aging mill town into a dynamic, multifaceted metropolitan center. The team conducted several public work sessions, interviews with individual stakeholders, and extensive review sessions with the Planning Commission. Recommendations were based on a market study analyzing the feasibility of various development types and opportunities.

As a result of the plan, the City adopted substantial zoning changes and new design standards to address identified development opportunities and ensure quality design. Several plan recommendations have been completed or are now in the works. Adopted zoning and follow up projects include:

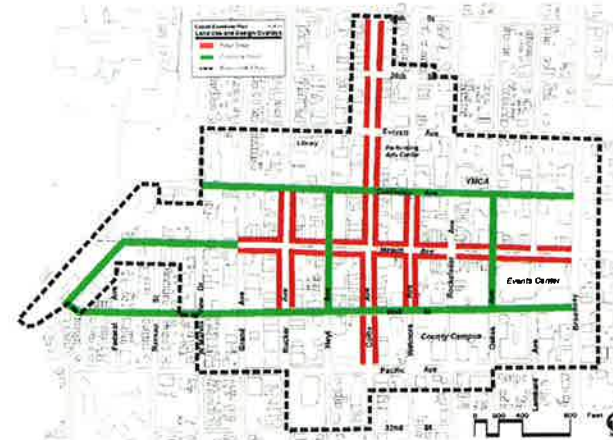
- Changes to maximum building height and massing to preserve views and enhance the character and livability of downtown.
- Floor area ratio bonus system with incentives for public space, distinct building geometry, public benefit uses, historic preservation, below grade parking, public art, LEED certification, and off-site open space.



Everett community members map their interests at a workshop.



Height and bulk regulations to maximize view potential



Street classifications for walkability and business fronts



MAKERS' Hoyt Street design and the completed festival street (during a festival).



Recently completed and underway Downtown Everett projects.

- Downtown Streetscape Design Plan, with major emphasis on Rucker and Hoyt Avenues.
- Transit improvements.
- Planned Action EIS.

As a follow up to the Downtown Plan, MAKERS performed the urban design work as part of a team redesigning Rucker and Hoyt Avenues. These streets were identified as the best streets to focus early mixed use development as a "seed" in developing a downtown residential community. Hoyt Avenue, in particular, provided an excellent opportunity to create an arts and festival street. The design provided numerous locations for art objects and accommodated a variety of community activities. Concurrent with the street improvements completed in 2011, Artspace Everett Lofts, an artists' housing and work space, was developed and the street became the focus for the City's celebrations and arts community.

A major focus of the plan was to bring residents, property owners, developers and civic leaders together to collaborate on building a more vibrant downtown. The result of these planning, capital improvement and partnering activities has been dramatic. Several new mixed use and residential projects have sprung up and the downtown has seen growth in its street activity and commercial attractions. Most exciting, are a new downtown hotel and the Pagoda Place farmers market.

Like Downtown Olympia, Downtown Everett had been seeking to grow its downtown to provide housing choices, improve social conditions, enhance its economy and serve as the urban focus for Snohomish County. The results that city leaders and their partners achieved demonstrates that such efforts can be successful.

Wenatchee Waterfront Plan

Client

City of Wenatchee and Chelan County Public Utility

MAKERS Fee

\$61,000

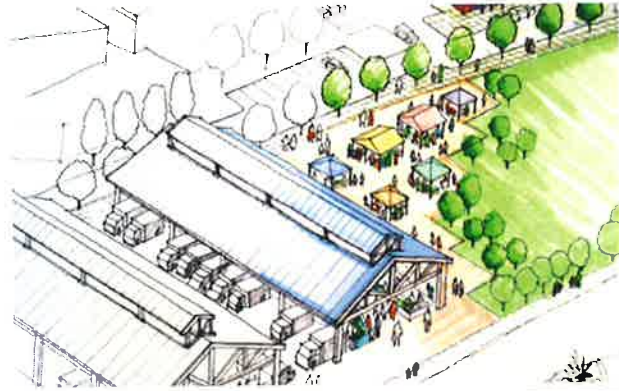
Project Duration

2002, plan and code adopted 2003

This project is featured because like Olympia's waterfront assets, Wenatchee's riverfront was a magnificent amenity, but poor connections made it difficult to leverage for the downtown's vitality. Additionally, Wenatchee was facing potential growth and needed a strategy to accommodate residents and also create a focus for the region. MAKERS led a group of subconsultants and worked closely with City staff, the Chelan County PUD, business and property owners, applicable public agencies, and community groups throughout the process to develop a vision for the waterfront that was ambitious, yet realistic and implementable. The existing shoreline trail and park system was underutilized due to poor access, limited amenities, and a lack of adjacent open space. MAKERS identified opportunities for improving the system, providing much needed connections, and identified opportunities for new development.

The plan included the adoption of new zoning and design guidelines to provide both private incentives and public benefits. A critical and ambitious plan element was the construction of Riverside Drive, an important connection between waterfront amenities and neighborhoods, with space for new development.

Perhaps the project's most catalytic aspect was the process itself, which helped bring together and motivate civic leaders and



MAKERS illustrated the community-envisioned market and residential developments.



New residential development followed the community's desired character due to design provisions MAKERS developed.



Public open houses and other engagement activities built partnerships and enthusiasm behind the plan.



MAKERS' conceptual design for riverfront moorage led to grant funding and construction of this dock.

property owners to take advantage of emerging opportunities.

The project has been aggressively implemented in accordance with the plan's redevelopment strategy. After quickly adopting the zoning and design guidelines, the City used the plan's conceptual design for riverfront transient moorage to obtain an ALEA grant and constructed the dock. Next, the City designed and constructed the Riverside Drive and improved the waterfront park. A partnership between the Port of Chelan County (a planning team participant) and a local foundation created the Pybus Market, now a destination for people from throughout the state. During the plan, the wastewater treatment facility was identified as a hindrance to development, but it has now been functionally upgraded and largely submerged and landscaped so that it is no longer a significant intrusion. Finally, the new residential neighborhood envisioned in the plan is under construction. Now, instead of the waterfront being a backwater, it is truly the region's most important attraction and an integral part of the downtown.



Pybus Market was developed by a team engaged in the Waterfront Plan.



Phasing scheme that the City has essentially adopted.

Renton North Downtown Redevelopment and City Center Community Plan

Client
City of Renton

MAKERS Fee
43,500

Project Duration
2009-2010

Renton's City Center has been designated as a Regional Growth Center and is, like downtown Olympia, expected to experience considerable growth and change in the next 20 years. MAKERS was hired to assist the City in developing a community plan intended to help shape and direct that growth in a way that reflects the vision of the people who live, work, and play there. This work built on earlier work by MAKERS and City staff that established a framework and guidelines for the northern City Center.

MAKERS engaged residents, business owners, and property owners in a series of meetings to understand their needs and vision for the City Center. From this, MAKERS developed a series of proposals related to transportation, neighborhoods, economic development, and parks and open space. Based on the results of public comments and feedback from City staff, MAKERS drafted a Community Framework Plan for the City Center that was adopted in 2010.

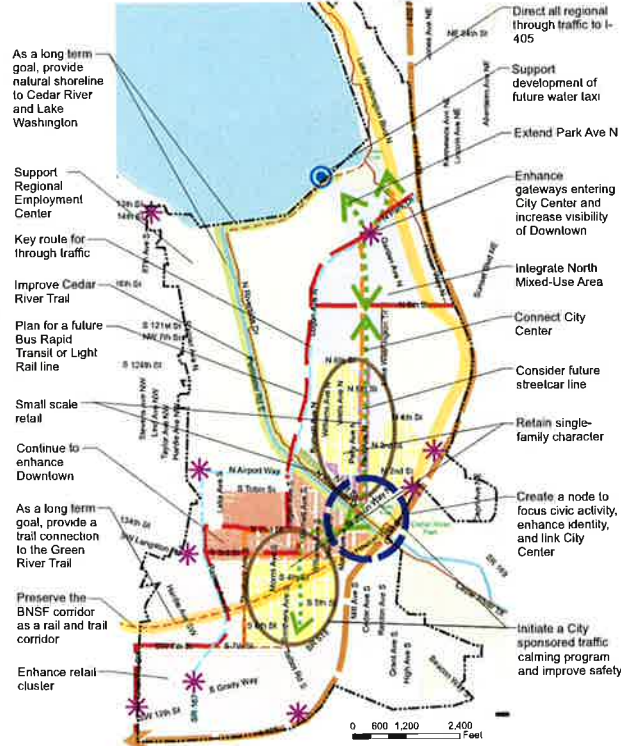
During the project's second phase, MAKERS worked closely with an inter-departmental team to develop strategies to implement the Framework Plan. The resulting product—the Community Plan—lays out a vision, goals, policies, and implementation strategies.



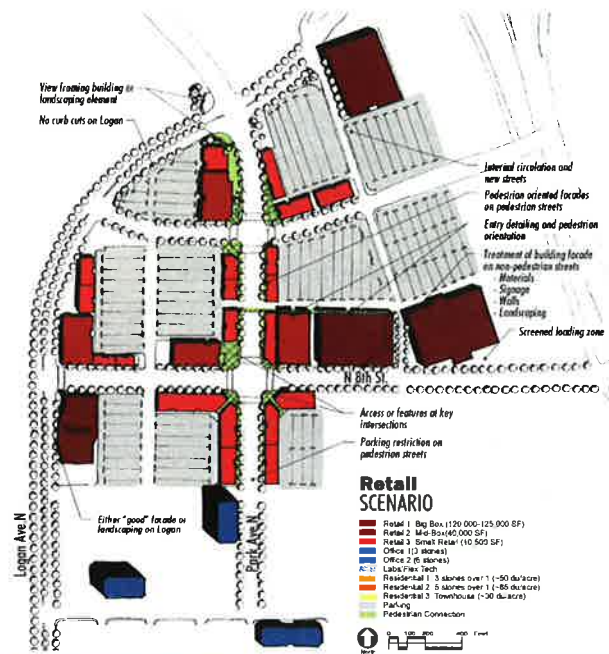
MAKERS solicits community input about the City Center at a neighborhood picnic. The process incorporated a number of different opportunities for public engagement.



Participants at an open house reviewed proposals for parks and open space and filled out detailed comment forms to identify their priorities.



Summary graphic of plan concepts



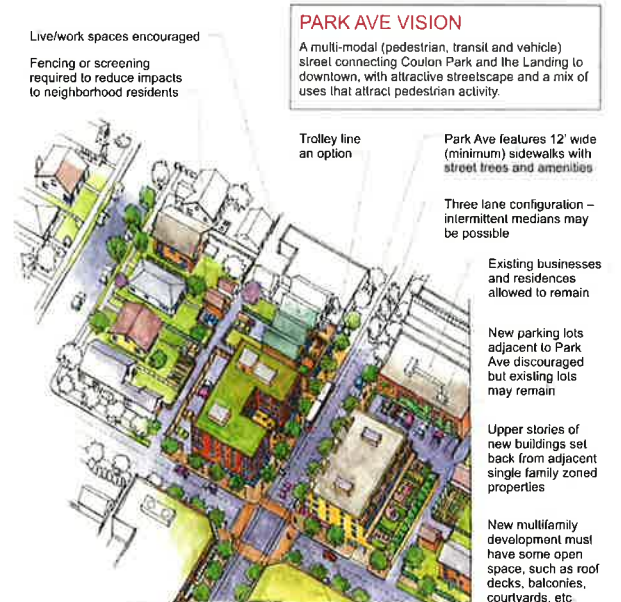
Renton Landing: MAKERS' planning concept (top) led to the completed development (above).



Concept design for Main Street improvements and Heritage Home development. Rendering by KPG.

This project is relevant to Downtown Olympia (beyond the public process) in that private development in Downtown Renton had been relatively stagnant in spite of significant public investments. However, Renton's planning helped them to leverage new development as the market became more active. The North Downtown work directed the new Renton Landing mixed-use development that has catalyzed that section of town. And, some of the recommended downtown street improvements are currently being implemented. The conversion of Main Street to two-way traffic is in design and it appears that WSDOT will soon permit the decoupling of the one-way streets through downtown to allow a more pedestrian-friendly network. Finally, new private development has been proposed, including a six-story mixed-use building and two hotels.

MAKERS is currently working on streetscape design standards to ensure that new development includes improvements to public realm features in accordance with the City's vision.



MAKERS graphics clearly illustrate community interests.

Approach

With new public investments, increased growth targets, and an emerging south Puget Sound real estate market, Downtown Olympia is poised to realize its vision for a more fully developed urban center. But these new potentials can only be realized if residents, business interests and government work collaboratively to attract new development and direct it in a way that reflects the community's values. This is particularly true when community members have divergent opinions about Downtown's character, the size and location of new buildings, how to address social equity while accommodating growth, the amount of change to accept, and other key issues. Our approach focuses on a process that will prepare the city and the community to undertake such collaborative action by:

- Translating the vision into achievable actions,
- Addressing the fundamental controversies that divide the community, and
- Increasing trust in local government and building partnerships among stakeholders.

Particularly in Downtown Olympia, **what** the City decides to do is important, but **how** the City makes that decision—in partnership with those participating in the process—is just as important to the strategy's success. The diagram at right illustrates our suggested work plan that involves setting goals and objectives, identifying opportunities and translating them into alternatives, combining the preferred alternative elements into a planning concept and then formulating an implementation strategy. The staff-consultant team will support this process in three ways: by facilitating the process itself, producing relevant information to inform

decisions, and providing design solutions that integrate different objectives and serve as an implementation tool kit.

Public engagement facilitation

Several key considerations promote successful public/stakeholder participation. The first is to engage the full spectrum of interested parties, and we have found that the best way to do this is to provide for a number of different participation channels. Highly participatory public workshops with opportunities for creative interaction are essential, but not everyone enjoys or is able to participate that way. We have found that interactive web-based tools are becoming more effective and can provide for broader input. And, a lot can be accomplished in smaller work sessions dealing with special topics such as business development, equity, or neighborhood impacts. Such smaller sessions were very effective in resolving long term conflicts on Tumwater's Capitol Boulevard plan, particularly because public officials attended and listened and responded to participants' concerns.

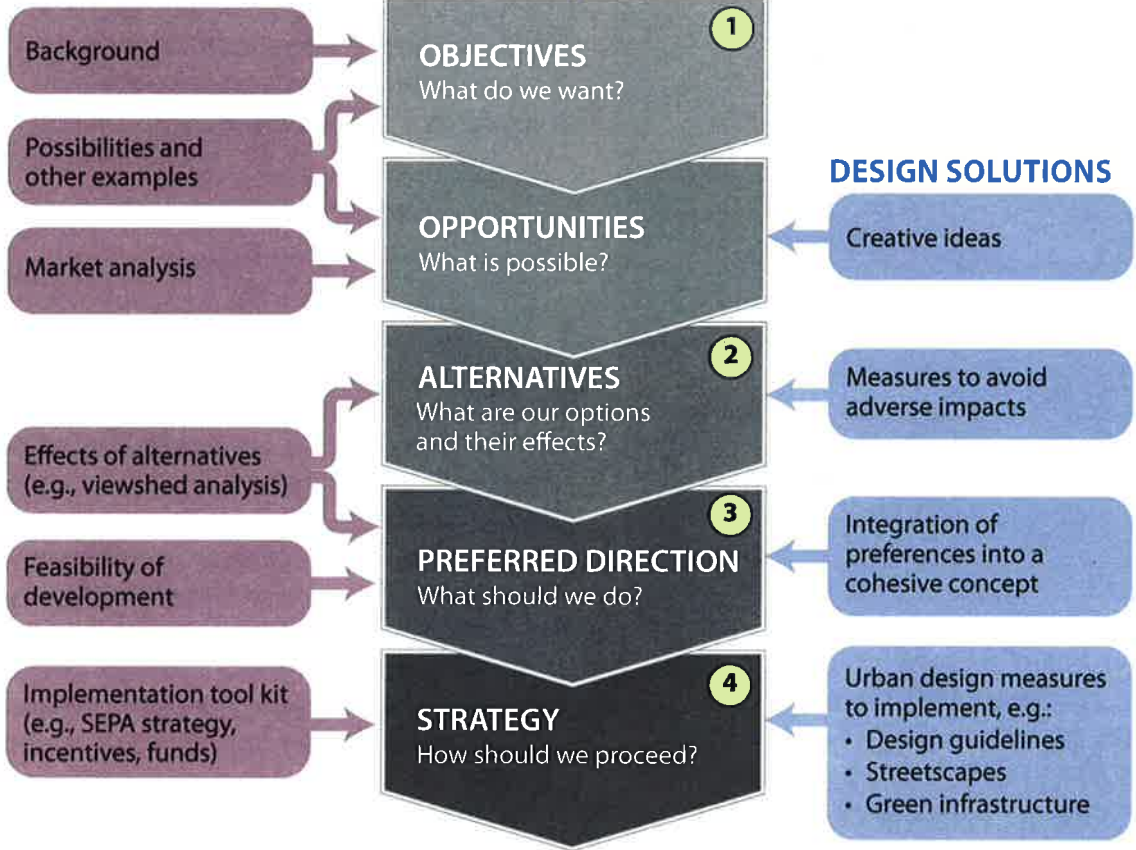


Community functions such as this neighborhood picnic are useful engagement opportunities

FACILITATION

- Expand participation through different modes
- Highly participatory open houses
- Special meetings on key topics and concerns
- Excellent communication and graphics
- Demonstrate that input influences decisions
- Teamwork with staff
- Build partnerships

INFORMATION



- Key public process steps
- Where staff and consultant team input is most useful
- 1** Important points for effective public workshops (additional engagement measures occur throughout the process)

SUGGESTED PUBLIC WORKSHOP ACTIVITIES

- 1** Brainstorm objectives and identify visual preferences
- 2** Review options and frame alternatives
- 3** Identify preferred alternative elements and sketch concept
- 4** Review strategy, set priorities, and ratify commitments

Proposed process and team inputs



Public workshops should encourage creativity.

Especially important when there is some latent distrust in the process and government in general is to show how public input from one session influences the directions taken in subsequent steps. We will be careful to document participants' input, publicize "what we heard" and reflect the objectives, ideas and preferences in planning level decisions. Informing Council at each step is important so that they can see where the recommendations come from and will be less likely to be swayed by "loud voices" with minority opinions. Working directly with the Planning Commission and Council appointed advisors will be key in this effort.

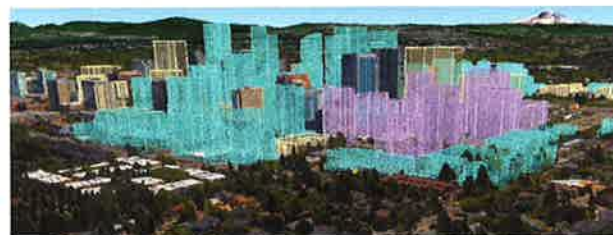
Finally, since this is an implementation strategy, the City must work in partnership with various community-based organizations. A large part of our effort will be to work with the Stakeholder Work Group and applicable organizations to build "social capital" and establish the partnerships that are necessary for success. Of course, the first step will be to work with staff to outline a

work plan to engage all parties noted in the RFP Roles and Tasks section.

Information and materials for decision making

The consultant team will be ready with information and materials as needed to help participants make informed decisions. This means providing:

- A highly graphic "community mirror" of background information to help participants understand their context,
- Successful measures from other cities,
- An analysis of current market conditions that specifically outlines the Downtown's development and retail sales opportunities, as well as conditions affecting residential development economics and housing affordability issues,
- Visualizations of the proposed alternatives and evaluation analysis. For example, MAKERS utilizes a 3-D modeling tool combining SketchUp and Google Earth to allow anyone online the ability to navigate through the downtown and see what proposed development looks like. Also, DKS can analyze the transportation impacts of different development scenarios,
- Development feasibility analysis combining MAKERS site design skills with Greg Easton's fiscal analysis, such as was done for the Olympia East Downtown Study. We also propose a "developers' forum" in which developers review planning proposals and provide



Interactive model used to evaluate urban form and view alternatives for Downtown Bellevue

their perspective on the incentives and regulations that would achieve desired results.

- An implementation tool kit identifying development incentives, regulatory measures, public/private actions, programmatic activities and SEPA strategy. These will also be integrated into a comprehensive strategy, identifying actions, time frames, participants, necessary resources and potential funding sources. MAKERS will also provide visualizations of the envisioned improvements.

Design solutions

One reason for our team's past successes is the application of creative design solutions to address objectives and issues such as walkability, downtown character, use and building compatibility, human and architectural scale, safety, security, and residential livability. SvR will bring its nationally recognized expertise in green infrastructure improvements that have produced award winning projects such as Bell Street Park and the Nord Alley. If needed, Anchor QEA can assist with waterfront restoration and engineering. With capabilities in form-based design guidelines, urban open space planning, collaboration with artists, MAKERS will focus on integration of new and old features, connecting the Downtown core to the waterfront, enhancing Downtown's neighborhood and campus edge conditions and enhancing the Downtown's identity. We believe that there are ample opportunities to apply design creativity, such as pedestrian connections between Percival Landing and the Market, safety improvements to Sylvester Park, and enhancing the downtown's unique urban design character. We will engage the community to explore these and/or others that arise.



SvR's Bell Street Park provides gathering spaces, natural stormwater drainage, and multimodal shared space, resulting in a livelier street.



Facade improvement guidelines for Downtown Chelan

References

MAKERS

City of Everett (also a reference for Property Counselors)

Allan Giffen, Planning Director
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AGiffen@everettwa.gov

City of Tumwater (also a reference for Athena Group and Property Counselors)

John Doan, City Administrator
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City of Renton

Chip Vincent, CED Administrator
(425) 430-6588
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Property Counselors

Port of Olympia

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City of Olympia

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Athena Group

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3 Square Blocks

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Steinbrueck Urban Strategies, LLC

City of Seattle

Tom Hauger, Senior Planner
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Seattle Children's Hospital

Suzanne Peterson-Tanneberg, VP
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Pike Place Market PDA

Ben Franz-Knight, Executive Director
206-774-5232
ben@pikeplacemarket.org



John Owen, AIA

partner

Experience

MAKERS, 37 years

Other, 4 years

Education

Master of Architecture, University of Washington,
concentration in Urban Design, 1975

Bachelor of Science, Case Institute of Technology,
Structural Engineer, 1969

Registration

Architect, Washington, 1980

As an architect and urban designer for the past 37 years, John Owen has assisted numerous communities in building successful downtowns. His experience has included downtown plans, streetscape improvements, historic preservation plans, waterfront development, parks and public facilities design, highway corridor revitalization, transit facilities and design guidelines. The common thread running through this work is an emphasis on public participation and strategic implementation of community objectives through a combination of public and private efforts. John led the three award-winning projects highlighted in the submittal body.

University District has turned around due to a comprehensive planning/improvement/business enhancement strategy.



Mill Creek's town center has been a model for other communities.



Juanita has developed an exciting new center.



Tacoma's Foss Waterway has blossomed into one of the region's most exciting waterfronts since the 1993 plan.



Relevant Projects

John is especially proud of the number of projects that have been successfully implemented, which include:

- **Seattle's neighborhoods.** Revitalization of several of Seattle's neighborhoods—including Columbia City, Capitol Hill, Greenwood, and Belltown,—have implemented MAKERS' plans and are now thriving. Most notable is the University Community. The 2000 plan won multiple awards and has resulted in street improvements, new mixed use development and increased retail sales.
- **Mill Creek's town center.** Mill Creek's town center development which provides a regionally recognized focus for that rapidly growing community. MAKERS prepared the award winning plan and Guidelines in 1996.
- **Kent's downtown.** The 1997 Subarea Plan and planned action EIS for Downtown Kent set the framework for a new Sounder Rail station with a public garage, the Kent Station redevelopment with Green River Community College, new shops, and new downtown housing.
- **Juanita's town center.** The design plan for Juanita which led to a dramatic redevelopment of an old strip commercial area into an exciting mixed use center.
- **Tacoma's Foss Waterway.** The plan for Tacoma's Foss Waterway which was instrumental in the city council's decision to purchase large shoreline properties and initiate an ambitious and successful effort to redevelop not only the waterfront but the museum district and UW Tacoma area as well.

John's work in South Puget Sound includes the Olympia East Downtown Development Plan (team leader), Tumwater's Capitol Boulevard Corridor Plan (Team leader) and Capitol Way (urban designer) He also has contributed design work on the Bridging the Gap trail segment and made a presentation on TRPC's Urban Corridors initiative. He has served on the Seattle Planning Commission for 6 years and currently is a member of the University of Washington Department of Urban Design and Planning Professionals Council.



Rachel Miller

senior associate, urban design and planner

Experience

MAKERS, 5 years

Other, 4 years

Education

Master of Urban Design and Planning,
University of Washington, 2011

Master of Landscape Architecture,
University of Washington, 2011

Urban Design Certificate, UW, 2011

BS Architecture, Geography minor,
Ohio State University, 2003

Rachel combines an extensive educational background in the built environment with broad experience in community development and design. She applies strong community engagement, graphics, mapping, writing, and analytical skills to help communities understand their options and visualize ways forward. As an urban designer, she is committed to enhancing each community's understanding of its place and itself through context-sensitive and culturally-appropriate designs. Prior to joining the MAKERS team, she provided technical assistance and mapping analysis in the Seattle Community Planning and Development HUD office; interned in the City of Columbus, Ohio Planning Division; coordinated urban design visioning processes in Fairbanks and North Pole, Alaska; and managed community development projects as a Peace Corps volunteer in Mali, West Africa.



Benson Hill Community Plan public engagement at neighborhood movie night



Clip of Tumwater's Capitol Boulevard land use and transportation concepts



Rendering of a Kirkland main street water view corridor with proposed redevelopment

Relevant Publications and Presentations

- *Achieving Social Equity around Light Rail*, Mobile Workshop, APA National Conference, 2015. As APA Washington's Social Equity Working Group leader, Rachel organized this South Seattle workshop to share best practices around preventing displacement and serving all community members with socially equitable development. Balancing long-time resident and business needs with newcomers' desires will be important for Olympia, as well.
- *Measuring Urban Design and Social Equity*, Washington APA Conference, 2013 and Walkable Washington Symposium, 2015. Rachel used the STAR Communities Rating System to analyze urban design and social equity characteristics of three station areas.
- *Engaging Benson Hill: Successes and Challenges*, Washington APA Conference, 2012. Rachel and Erika Rhett (a former Renton planner) innovated a range of in-person and online engagement tools and shared their successes and drawbacks.

Relevant Projects

Renton's Benson Hill Community Plan

As the project manager, Rachel engaged traditionally hard-to-reach communities through a representative focus group, neighborhood events, and online activities to result in a community-backed plan. She developed maps, streetscape graphics, and site plans to illustrate the community's interests, options, and preferred vision.

Tumwater's Capitol Boulevard Plan and Design Guidelines

Rachel managed this APA/PAW award-winning project, which included extensive business and property owner interviews, public workshops, focus group meetings, and online surveys to establish common goals. She illustrated the community's visions for walkable and bikable neighborhood centers. She and John were hired again to develop citywide guidelines for pedestrian-oriented buildings and streets.

View Corridor Analyses

Rachel developed the Port Angeles Visual Impact Analysis to test the effects of future development at increased heights on water views and landmarks. Similarly, as part of a study to upzone Kirkland's Houghton-Everest Neighborhood center, she illustrated desired character and the preserved water view. She also worked with Sean to develop the Port of Edmond's Harbor Square Viewshed Analysis.



Bob Bengford, AICP

partner, urban designer

Experience

MAKERS, 19 years
Bonner County, ID, 2 years

Education

BS City and Regional Planning,
Cal Poly San Luis Obispo, 1992

Certifications

American Institute of Certified
Planners (AICP), 1999
Commercial Real Estate Certificate,
University of Washington Extension, 2004

Bob provides award-winning expertise in master planning and development regulations. Bob is a partner at MAKERS and certified planner with over 20 years of planning and urban design experience including work in Washington, California, and Idaho. Bob manages a variety of complex projects including community design guidelines and development regulations, downtown urban design plans, neighborhood plans, streetscape design plans, and rural area plans. Bob has become an expert in development regulations, having crafted more than 30 sets of development codes and design guidelines at MAKERS. Bob and John Owen frequently team on projects such as Olympia's Downtown Strategy.



Boise, ID's Citywide and Downtown Design Standards

Bob collaborated with city staff, public officials, stakeholders, and citizens in crafting ambitious form-based design standards for the City of Boise: Downtown Design Standards and Citywide Design Standards, both adopted in 2013. The project follows the recent completion of Blueprint Boise, the City's comprehensive plan, and was coordinated with the citywide land use code update. Key features of the project include integration of form-based code elements, special downtown provisions, and guidelines to address open space and public realm improvements.



Chelan regulating map with street designations and land use districts

Chelan Downtown Master Plan and Development Code

Bob's work on this master plan builds on local efforts by the City and volunteers. Through this plan he built upon those efforts and integrated them into an effective revitalization strategy. Like Olympia's Downtown Strategy, this project involved a substantive economic development component, and MAKERS prepared site development concepts to test feasibility of different scenarios

The plan's strategy consists of protecting and enhancing Chelan's existing strengths, connecting assets such as parks, trails and amenities for greater impact, addressing key issues such as parking and traffic movement that constrain economic opportunities and reinforcing Chelan's identity as a recreational destination and a great place to live. As a major implementation tool, Bob crafted form-based regulations that reinforce historical development patterns and encourage compatible housing and mixed-use infill development in the areas surrounding the historic core.



Bob and staff conducted an open house to present preliminary code concepts to the public for review and discussion. Over 100 residents attended the meeting and provided valuable input in refining the code.

Ellensburg Land Development Code

Bob led the award-winning effort to transform Ellensburg's land use code to make it consistent with their recent comprehensive plan update. The code update, adopted November 2013, was undertaken simultaneously with the development of an energy efficiency strategy. The new land development code integrates procedures, zoning, subdivision design, project design standards, and environmental provisions into a user-friendly and heavily illustrated code. Working closely with staff, planning commission members, and the development community, Bob helped to overhaul permit review procedures, refine zoning, permitted uses, and density provisions, and integrate form-based development standards for their historic downtown, commercial corridors, and residential neighborhoods.



Sean McCormick, LEED AP BD+C

designer

Experience

MAKERS, 9 years

Education

University of Oregon Architectural Studies

Certifications

Leadership in Energy and Environmental Design Accredited Professional Building Design + Construction (LEED AP BD+C)

Sean brings his 2D and 3D computer-aided design and hand drawn graphics to urban design projects. Working at MAKERS has provided an opportunity to develop his knowledge of buildings, building design and site planning while framing those elements within the context of well thought out, conceptual and strategic planning efforts.

At MAKERS, Sean was the assistant designer and in-house drawing document manager for the E Street Downtown Corridor Enhancement project in Anchorage, AK and the City of Des Moines Marina Improvements project. His current work includes the Broadway Bridge Replacement project in Everett, WA, Bellevue 120th Avenue NE Corridor Improvement Project and the Bellevue Downtown Livability Initiative-Land Use Code Update project.



Shared street concept sketch for Greening America's Capitols - Olympia, WA

Greening America's Capitols - Olympia, WA

The EPA funded a design team to assess the Capitol Way corridor and collaborate with city staff, local business owners, residents, and other stakeholders to develop and identify design options to revitalize and green Capitol Way. Sean's work on this report included a three-day intensive design charette where he helped to develop and visualize conceptual design alternatives.



Google Earth and SketchUp 3D Visualization of potential zoning changes in downtown Bellevue.

Bellevue Downtown Livability Initiative

Sean worked with Bob, John, and team to develop a 3D model to visualize and analyze the potential impacts of existing and proposed zoning changes to downtown. His model helped community members see effects on views to and from nearby neighborhoods. A unique aspect of this model is that anyone can use Google Earth to explore the model, allowing community members to virtually walk through their downtown with the proposed buildings.

Edmonds Harbor Square Master Plan and Viewshed Analysis

Sean worked with the design team to develop conceptual design alternatives and then visualize those plans in 3D. His 3D models and renderings illustrated the street level character of potential development, as well as its impact on views to Puget Sound.



Edmonds Harbor Square Master Plan 3D visualization



Harbor Square before and after photo-illustration shows potential changes to street level character.



Photo-illustration of potential changes to water views



GREGORY R. EASTON

Founding Principal

Education and Affiliations

MBA, Finance,
University of Washington, 1975

ScB, Applied Mathematics,
Brown University, 1971

Member of Lambda Alpha Honorary
Land Economics Society

Associate Member of
Urban Land Institute

Relevant Project Experience

- Tumwater Capitol Boulevard Plan
- Woodland District Plan
- Evergreen Way Corridor Plan
- Olympia Corridor Study
- Olympia Visual Arts and Conference Center Feasibility Analysis
- Olympia East Bay Properties Market Analysis
- Olympia East Downtown Plan
- Livable South Downtown Seattle Plan
- Mount Vernon Waterfront and Downtown Plan Olympia Corridor Study
- Olympia Market District Mixed Use Building Study
- Bellingham Old Town Urban village
- Aurora Corridor Improvements
- Puyallup Downtown Plan Market
- Evergreen Crescent Commercial Lands
- Woodinville Downtown Retail Center
- Puyallup south Hill Mixed Use Center
- Thurston Highlands Fiscal Analysis
- Bellingham Employment Lands Study
- Tacoma Mixed Use Centers Study
- South Kitsap Urban Growth Area
- Cascade Villages Planned Community
- Port Ludlow Retail Market Analysis
- Chambers Creek Properties Master Plan
- Lincoln High School Reuse Analysis
- Sumner Interchange Study
- Kittitas County Regional Retail Market

Gregory R. Easton is a founding principal of Property Counselors and has 40 years' experience in providing economic and financial advisory services to the real estate industry in the northwest and elsewhere in the United States. His clients include developers, financial institutions, public agencies, corporate landowners, and related professional firms. He has been involved with real estate projects of all types including office, retail, residential, industrial, transportation, recreation, and various special-purpose projects. He has managed consulting practices in Seattle, San Francisco, and Anchorage.

Mr. Easton has a variety of experience in the following types of real estate advisory services:

- Market and Feasibility Analysis
- Economic Development Planning
- Public Sector Planning Projects
- Regulatory Assistance/Public Policy Analysis

REPRESENTATIVE PROJECTS

East Bay Properties Master Plan, Port of Olympia

Property Counselors assisted the Port of Olympia in preparing a master plan for the Port's 17 acre East Bay Properties in North Downtown Olympia. The Port intends to redevelop the properties through a public private partnership. Property Counselors prepared a market analysis that considered the potential demand for development of additional retail, office, residential, lodging and marine services over a 20-year period. The original and updated analyses provided the Port with a framework for identifying the appropriate mix of uses, density of development, and inter-relationship of uses.

REFERENCE: Heber Kennedy
Formerly Director of Real Estate Port of Olympia
(360) 791-3400

City of Olympia Arts and Conference Center, City of Olympia

Property Counselors assisted the City of Olympia in soliciting private development proposals for a new conference center as part of a public private partnership. The requirements for the facility were based on previous studies we prepared for Thurston County. Property Counselors assisted the City in negotiating with the selected developer over facility characteristics and financial terms.

REFERENCE: Steve Friddle
City of Olympia Department of Community Planning and Development
(360) 753-8591

Evergreen Way Corridor Plan, City of Everett

Property Counselors prepared the economic analysis for the Corridor Plan. The Corridor benefits from a successful Bus Rapid Transit (BRT) system. The Plan will provide physical concepts and strategies for land use, transportation, and economic development to maximize the development opportunities related to BRT. The plan and associated improvements will increase the attractiveness of the Corridor as a place to live, shop, work, or visit. Property Counselors prepared a market analysis that considered the potential demand for development of additional retail, office, residential, and lodging over a 20-year period. Property Counselors also identified potential opportunity development sites, estimated economic benefits, evaluated development feasibility, and identified financial incentives and development strategies.

REFERENCE: Allan Giffen
City of Everett Department of Planning and Community Development
(425) 257-8731





TOM VON SCHRADER, PE, LEED AP

Principal Civil Engineer

Registration

Registered Professional Engineer, Washington #25844 and Oregon #19031

LEED Accreditation

Education

BA, Biology, Kenyon College

BS, Civil Engineering, University of Iowa

Certificate in Green Infrastructure and Sustainable Communities

Boards / Associations

Board Member and Committee Lead, National Complete Streets Coalition

Board Member, Futurewise

Member, Association of Pedestrian and Bicycle Professionals

Sustainable Sites Initiative, Lady Bird Johnson Wildflower Center, Austin, TX

Member, Cascade Bike Club

Member, Green Building Council

Presentations

"LID and Nonmotorized Systems for Street Regeneration," International Low Impact Development Conference, April 2010

"Sustainable Streets: Concepts, Metrics and Tools," New Partners for Smart Growth Conference, February 2010

Tom brings 34 years of experience in implementing sustainable visions that balance community development needs, right-of-way demands, and environmental objectives in corridor, streetscape, and civic enhancement projects. As an early implementer and thought-leader in Complete Streets and green infrastructure systems, his design experience encompasses streets that are complete, apply natural drainage systems and rainwater capture systems, and porous pavement designs. His experience has led to participation with cities and organizations across the country, including the Complete Streets Coalition, the Lady Bird Johnson Wildflower Center and the cities of St. Louis, San Francisco, Philadelphia, Pittsburgh, Paso Robles and Minneapolis. Tom's thoughtful leadership and collaborative management style help lead to cost-effective, sustainable solutions that meet public goals for the future. Representative projects include:

Winslow Way Street Planning and Design, Bainbridge Island, WA

Principal in Charge. Working closely with the City of Bainbridge Island, SvR helped realize the City's vision of creating a vibrant pedestrian downtown environment that enhances multimodal and multiuse activity. The design program for this half-mile of roadway addressed the reconstruction of failing utility infrastructure, relocation of overhead utilities, intersection improvements and the introduction of green stormwater infrastructure systems. The built street design reflects community values in providing wider sidewalks, gathering areas, bike facilities and site amenities while addressing overall accessibility.

Bell Street Park, Seattle, WA

Principal in Charge. SvR led a team redesigning Bell Street as an innovative "street park"—a hybrid public space that offers park experiences while retaining the street's mobility function. One traffic lane and one parking lane have been removed to allow an expanded pedestrian zone and plantings to enliven the street. Working with neighbors and adjacent businesses, the City and the design team achieved a new form of urban open space with flexible gathering areas, artful lighting, and green infrastructure and play elements to engage a variety of people.

21st Street Green & Complete Street, Paso Robles, CA

Principal in Charge. 21st Street is a commercial and residential street established decades ago in a natural drainageway. SvR's civil engineers and landscape architects prepared a concept plan for five contiguous blocks of 21st Street, between Vine Street and Riverside Avenue, transforming them into a green, complete street that meets several objectives, including Containing the 10-year storm within the street section and improving pedestrian and bicyclist mobility, among others. The project was awarded a \$1 million grant and is now complete.



Education

MLA
University of California
Berkeley

BA, Studio Art,
Wesleyan University

Associations

Instructor, College of
Environmental Design,
University of California
Berkeley

Awards

2014 ASLA (National) Honor
Award; Analysis and Planning:
Yerba Buena Street Life Plan

2012 ASLA (Northern
California) Merit Award;
Research, Planning, Analysis,
& Communication:
Yerba Buena Street Life Plan

2004-2007 Eight Graduate
Fellowships for Academic
Achievement

2002 Jessup Prize

CALDER GILLIN

Senior Landscape Designer

Calder is a senior landscape designer with eight years of experience. Since receiving his MLA from University of California, Berkeley, Calder has focused his work on urban public realm projects that range in scale from district vision plans to small plazas to street furniture designs, always with the basic goal to dignify people's experience outside. Calder has developed pragmatic, flexible design strategies for long-term neighborhood improvements in San Francisco, Seattle, Cleveland and Bellingham. He approaches his work with equal commitment to his clients, the public and his collaborators, recognizing the importance of each one to the pursuit of making places more useful and meaningful to a community. Calder's projects include:

Bellingham Downtown Streets Improvements, Bellingham, WA

Project Manager. Calder is working with the City of Bellingham's Public Works Department on four street improvement projects. The City Center Street Design Standards is a toolkit and guidebook for future capital improvements, including guidance on materials and streetscape elements, pedestrian access and green stormwater infrastructure. SvR is implementing these design standards on several blocks of Holly Street and Champion Street. In conjunction, Calder is leading concept design for State Street, which adjusts travel and parking lanes to improve access and create "sidewalk rooms" that foster commercial and social vibrancy along the 9-block corridor.

Yerba Buena Street Life Plan, San Francisco, CA

(with CMG Landscape Architecture)

Project Manager. The Street Life Plan is an award winning 175-page document to be a comprehensive road map for improving the Yerba Buena neighborhood's public realm over ten years. The result of a ten-month community engagement process, the Plan articulates long-range goals and practical strategies developed and vetted with a range of stakeholders, culminating in 36 specific design projects developed to a concept design level. Awards: 2014 ASLA (National) Honor Award, 2012 ASLA (North California) Merit Award.

Downtown San Jose Street Life Plan, San Jose, CA

(with CMG Landscape Architecture)

Project Manager. Conceived to compliment the downtown Improvement District's successful Beautification Program, the Street Life Plan focuses on opportunities to build vibrancy in downtown's commercial center, adjacent neighborhoods, and existing open spaces. Working with the San Jose Downtown Association, Calder led a design process to propose and describes future district-wide site-specific projects, based on an assessment of Downtown's key defining assets—so that improvements over time are authentic and enduring.



PETER STEINBRUECK

Urban Strategist

Peter Steinbrueck, FAIA founding principal of Steinbrueck Urban Strategies, LLC, is a nationally recognized architect, design strategist, community planner, and thought leader on advanced sustainable practices in the urban environment. Peter's insights and expertise draw from a broad range of direct experience in government, public policy, scholarly academic research, community engagement, and professional practice in the design disciplines. As a former three-term Seattle city council member from 1997 to 2007, Peter led numerous legislative efforts in to advance innovative urban policies in comprehensive planning, land use and development, transportation and urban mobility, housing, parks, energy and climate, water conservation, municipal waste reduction, historic preservation, and parks. Peter is a Fellow of the American Institute of Architects, and as Harvard Loeb Fellow, Peter was appointed to the Harvard Working Group for Sustainable Cities.

Education

- 2010 Loeb Fellow, Harvard University Graduate School of Design
- 1995 Architect Registration, State of Washington, No. 6593
- 1988 Master of Architecture, University of Washington
- 1985 Architecture in Rome Program
- 1979 Bachelor of Arts, Government, Cum Laude, Bowdoin College
- 1975 High School Diploma, Lakeside School

Awards and Recognition

- Fellow*, College of Fellows, American Institute of Architects
- Outstanding Public Service Award*, U.S. Federal Executives Board
- Career Achievement in Historic Preservation*, Washington State
- Commuter Challenge Diamond Award*
- Municipal League of King County Outstanding Elected Official*
- Public Sector Achievement Award*, National Alliance to End Homelessness
- Young Architect Award*, American Institute of Architects

REPRESENTATIVE PROJECTS

Seattle Sustainable Neighborhoods Assessment Project (SSNAP)

The innovative, data driven SSNAP study was undertaken in the summer of 2014 by the Steinbrueck Urban Strategies' multi-disciplined research team to evaluate the results of Seattle's 1994 - 2014 Comprehensive Plan: Toward a Sustainable Seattle. Ten representative urban villages experiencing growth and change were assessed through the lens of 22 sustainability indicators developed by Steinbrueck Urban Strategies based on best practice sub-area neighborhood measures of performance. The SSNAP report's findings and conclusions are intended to inform the city's next 20 year comprehensive plan, Seattle 2035.

CLIENT: Department of Planning and Development, City of Seattle

Pike Place Market Waterfront Connections Project

With the impending removal of the Alaskan Way Viaduct, the Pike Place Market Preservation and Development Authority (PDA) hired Steinbrueck Urban Strategies to assist the PDA Council in the formulation of a community vision for the historic market and its future pedestrian connections to the central waterfront. Steinbrueck provided strategic planning, critical policy research, site analysis, community facilitation and design direction for the redevelopment of the PC-1 North parcel, the last remaining infill site in the Pike Place Market Historical district. The Market Waterfront Connections designed by Miller Hull Architects, completes a crucial component of the city's emerging waterfront plan and linkages to future pedestrian friendly waterfront promenade below the market.

CLIENT: Pike Place Market Public Preservation and Development Authority

Seattle Children's Hospital

Working with the senior leadership Seattle Children's Hospital, Steinbrueck was hired as strategic advisor and planner to in the development of its new 20 year Major Institution Master Plan (MIMP). The project was to develop and obtain city approval for a 20 year, four-phase campus facilities master plan to guide 1.4 million SF hospital expansion on a 21 acre urban campus. Developing Children's new master plan involved highly contentious and challenging community outreach, facilitation, and stakeholder review, environmental and site related issues, multiple agencies, Washington State's Department of Health approval, research and extensive studies, SEPA and EIS preparation, and complex discretionary approval process under the city of Seattle's Master Institution Master Plan Code. After extensive community review, the final master plan received strong support from the Citizen Advisory Committee, and was approved by the City of Seattle.

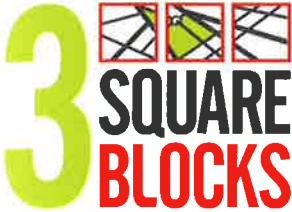
CLIENT: Seattle Children's Hospital



DEBORAH MUNKBERG, AICP

Urban Planner

Deborah is a career urban planner who specializes in guiding Northwest communities and local governments through complex multi-disciplinary and controversial projects. For 25+ years Deborah has provided leadership for comprehensive plans, environmental review, public policy analysis and public involvement programs. Deborah's leadership experience includes comprehensive and sub-area planning under the Growth Management Act, programmatic and project-level State Environmental Policy Act review, and volunteer service on the City of Kirkland Planning Commission and Growth Management Commission.



Education

M.P., Urban Planning
University of Minnesota

B.A., Urban Planning
University of Washington

Magna Cum Laude

Phi Beta Kappa

Memberships

American Planning
Association

American Institute of
Certified Planners

Former Chair, Kirkland
Planning Commission

Former Chair, Kirkland
Transportation
Committee

Citizens Advisory Board
Member, A Regional
Coalition for Housing

Expertise

complex multidisciplinary
project leadership

comprehensive plans

environmental review

public policy analysis

public involvement
programs

SEPA ENVIRONMENTAL REVIEW Deborah's SEPA EIS experience includes environmental documents for transportation corridor studies, interchange analyses, mixed-use and other development projects. Deborah has also prepared SEPA analyses and staff reports on private development proposals as a staff extension for several local municipalities. At the programmatic level, Deborah has expertise in integrated GMA/SEPA review. She has conducted environmental review for numerous comprehensive plan updates, subarea plans and planned action proposals.

WASHINGTON GROWTH MANAGEMENT ACT Deborah has extensive experience in Washington Growth Management planning, including annual updates, compliance efforts, 10-year updates and monitoring/benchmark programs. Selected project examples include analyses, elements and GMA plan updates for Bremerton, Edgewood, Everett, Sammamish, Snohomish County and Kitsap County.

SELECT PROJECT EXPERIENCE

City of Ferndale Main Street Corridor Planned Action EIS Deborah served as project manager leading a multi-disciplinary team to prepare a planned action EIS for the commercial area surrounding the main entrance to the City from Interstate 5. The project includes preparation of a master plan for the area that focuses retail, hotel, office, residential and open spaces within the master plan area in order to promote the City's economic development goals and create a clear entry and identity for the City's commercial center. Key issues include transportation, stormwater drainage, wetland and stream habitat, and land use.

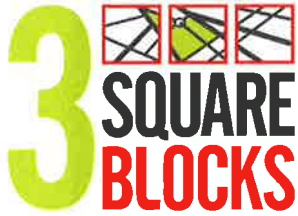
City of Bellevue Comprehensive Plan Update SEPA Review Deborah managed an integrated SEPA review process for the City of Bellevue Comprehensive Plan update. The review process consisted of a series of issue papers that address key environmental topics, potential impacts and recommended mitigating measures. The individual issue papers were used by staff and the Planning Commission as part of the Comprehensive Plan review process to help identify potential implications of and options for future policy changes. The final issue papers were compiled into a single document and integrated into an expanded SEPA Checklist.

City of Federal Way City Center Planned Action EIS As project manager, Deborah led a team to prepare a planned Action EIS for the City's central downtown core. The EIS addressed mix of uses, building heights, streetscape amenities and zoning code amendments and considered land use, transportation, air quality, aesthetics, public services and utilities. Mitigating measures incorporated a balance of specificity and flexibility to ensure that future project impacts were fully mitigated and allowed for long-term use of the ordinance as the downtown redevelops.



MARCIA WAGONER

Public Outreach Facilitator



Marcia leads outreach to help diverse and often divided groups find common ground, achieve agreement and shape decisions together for design, planning and environmental processes in Northwest communities. She has 40+ years of experience helping people collaborate on complex and highly visible public and private planning projects. Her portfolio includes public sector leadership as the Executive Director of the Seattle Design Commission for 13 years and another 15 years consulting with developers and public agencies throughout the region. Marcia engages communities—including culturally and linguistically diverse constituencies—in design and planning through internal development and visioning meetings, stakeholder groups, innovative community involvement strategies and charrettes.

Education

B.A., Urban Design,
University of Washington

L'École des Beaux Arts,
Avignon, France

Awards

APA Award for
"Connecting Bellingham
with the Bay"

Waterfront Center
Award for "Connecting
Bellingham with the Bay"

AIA Design
Organization Award

Howard S. Wright
Award for Outstanding
Support of the Arts

Expertise

design, planning
and environmental
process leadership

diplomacy

guidance for collaborative
decision-making

community involvement
strategies

visioning meetings and
design charrettes

PUBLIC OUTREACH Marcia's skills include designing and implementing innovative community involvement strategies, conducting charettes and visioning sessions, and integrating culturally and linguistically diverse constituencies into decision making processes. Recent work has included both public and private clients focused on siting and development of new facilities where active engagement of communities in meaningful participation is essential to establishing direction and ultimately to successful implementation.

FACILITATION Marcia regularly facilitates major planning projects that shape the future of cities and public facilities. These often involve building partnerships among local, regional and regulatory agencies, utilities, business communities, property owners and neighborhood and special interest groups. Marcia masterfully draws out of participants real life solutions for projects that are both technically and politically complex. Many are community-wide efforts that focus on coordinating public and private investments to improve a district or neighborhood while also shaping public policy, social service programs and maintenance of the public realm.

SELECT PROJECT EXPERIENCE

Bellingham Waterfront Vision, Framework Plan and Action Plan Marcia directed a community-wide planning effort to set the groundwork for creating a healthy and accessible waterfront in Bellingham. She led a consultant team of experts to craft the vision, framework plan and action plan and facilitated the community stakeholder process with representatives from the Waterfront Futures Group, the Port of Bellingham, the City of Bellingham, and members of the public. She developed and facilitated weekly work sessions, organized multiple open houses, tours and other events and secured extensive media coverage and public feedback. The vision and plans received strong support from the public, yielding significant and ongoing public investment in the downtown waterfront district.

Yesler Terrace Redevelopment Marcia chartered and supported the Yesler Terrace Citizen Review Committee to develop a shared vision for transforming Yesler Terrace into a mixed-income community. To give all an equal opportunity to contribute, a variety of tools and techniques were used to gather information about shared values, important amenities and best methods to achieve social equity, economic opportunity, environmental stewardship and one-for-one replacement housing. The draft community vision was translated into nine languages to gather input on the definitions, principles and community values being considered. A final vision was crafted by the review committee and adopted by the Seattle Housing Authority Board.

Kendra I. Dahlen

Principal, The Athena Group, LLC

Kendra Dahlen has over 25 years' experience managing complex, sensitive and high-priority policy and planning issues for the Washington State Legislature, the City of Seattle and numerous local jurisdictions. She has facilitated numerous retreats, managed advisory boards and conducted public engagement processes to integrate public priorities with government goals and objectives. Kendra appreciates that each project is unique, requiring customized approaches and strategies to meet the needs of the client, their stakeholders and community. Her facilitation and process improvement skills are an asset to strengthening organizations, improving relationships through authentic engagement, and building valuable, sustainable community partnerships.

Kendra served as Executive Director to the City of Seattle's Planning Commission, leading complex analysis and robust public engagement on projects ranging from core policies for the Comprehensive Plan to establishing the City's Department of Neighborhoods. Kendra has managed high level committees to produce plans and consensus based recommendations on major city wide projects. Kendra welcomes every opportunity to team with local leaders, the public and stakeholders to find solutions that improve, enhance and enrich the plans and projects that support essential services and programs for thriving communities.



YEARS OF EXPERIENCE: 25

EDUCATION

Bachelor of Arts
School of Architecture,
Department of Urban Planning, 1981

Master of Arts
Evans School of Public Affairs, 1985
University of Washington
Member IAP2, ASPA

Selected Relevant Project Experience

PUBLIC ENGAGEMENT AND FACILITATION

City of Olympia 2012 - 2015

Retreat Planning and Facilitation; Process Improvement
City Council

Plan and facilitate annual and mid-year retreats to establish citywide priorities and goals, council committee assignments, and collaborative processes with staff to develop strategies/workplans.

Planning Commission

Evaluate Planning Commission roles and responsibilities to improve productivity, strengthen relationships with City Council and refine structure to support leadership and decision making. Design and facilitate retreat for Commissioners and Councilmembers. Provide support for Leadership Team development and implementation, and ongoing support to the Commission as needed.

Parking, Business Improvement Area Advisory Committee

Plan and facilitate retreat to evaluate roles and responsibilities, streamline and strengthen leadership structure and workplans. Facilitate joint meeting with PBIA and ODA leadership to discuss and define ways to improve collaboration, communication and coordinated services to the downtown community.

LOTT Clean Water Alliance, 2014 - 2015

Design and lead focus groups to develop recommendations for a complex multi-year scientific study regarding groundwater. Facilitation of two public workshops to introduce the study to the public. Facilitation of Countywide Summit of elected officials to consider health impacts of septic systems and mitigations.

Port of Olympia, 2014

Facilitation of Port Commissioners Workshop to review status of current strategic plan, focus for an update of the plan, and determine next steps and planning process.

Former Olympia Brewery Community Visioning Project; Lead Public Engagement Consultant

- Develop and manage Public Engagement Plan for City of Tumwater's Brewery Visioning Project.
- Coordinate and facilitate Mayor's task force and public meetings.
- Implement myriad of methods for broad based public outreach including website materials, surveys, press releases, comment boxes presentations and interviews.
- Over 700 public comments and robust public meetings resulted in highly supported Community Values, Visions and Scenarios for development of the iconic Olympia Brewery site.

COMMUNITY DEVELOPMENT

City of Seattle Planning Commission, Executive Director

Guide and manage city agency comprised of 14 Commissioners and staff. Conduct extensive evaluation and public outreach to advise Mayor, City Council and departments on broad-planning goals, policies, and projects. Engage citizens in planning for the city's future by dynamic and targeted public engagement.

PERFORMANCE EVALUATION AND ANALYSIS

King County Housing Authority

Plan and lead interactive focus groups with Seola Gardens residents to evaluate success of re-development, the impact on the lives of residents, and provide recommendations for future improvement.

Washington State Joint Legislative Audit and Review Committee, Senior Performance Management Auditor: Conducted multiple performance audits on a range of topics assigned by the Legislature. Provided research and evaluations to produce recommendations on effectiveness of agency and program operations, services, policies, coordination and outcomes.



ELISABETH SCHUCK, AICP, LEED GA SENIOR PLANNER

Education: MA, Geography, University of South Florida | 2009
BS, Environmental Studies, Stetson University | 2003

Registrations: AICP | #21945 | 2007
LEED GA | #10609088 | 2010

Years of Experience: 12

Elisabeth is an experienced senior planner whose background lies in multimodal planning and analyses projects, impact fees, and policy planning studies. She will work with the project team and the City of Olympia to ensure potential transportation impacts within downtown Olympia are quantified and understood by the community. Elisabeth will leverage her experience in preparing multimodal transportation plans, with emphasis on downtown and activity center sub-areas, to ensure the City's policies and development review process complements recommendations stemming from Olympia's Downtown Strategy, thereby reducing development uncertainties. Her multi-disciplinary background with regards to multimodal transportation planning, public finance, and community policy provides a unique approach to this type of work.



Areas of Expertise:

- Corridor Studies
- Multimodal Plans
- Community Vision Plans
- Comprehensive Plans
- Development Review and Concurrency Policies
- Pedestrian Safety Analyses
- Public Stakeholder Outreach
- Public Finance Studies/ Impact Fees
- Revenue Forecasting/ Capital Improvement Programming

RELEVANT PROJECT EXPERIENCE

Community Vision Plan - Lakewood, WA

City of Lakewood

Elisabeth served as project manager for the update to the City of Lakewood's community vision plan. This community plan resulted in a comprehensive, prioritized action plan to implement 65+ strategies under five identified community goals to make the City a more attractive and sustainable place to live, work, and play. The community vision statement and five community goals were produced through a comprehensive public process, analysis of community issues and opportunities, and community scenario planning efforts to identify targeted areas for growth and redevelopment, including the central business district. Strategies to reduce development uncertainties, create a more balanced and connected multimodal network, and strengthen the economic base within Lakewood's central business district are key outcomes of this community vision.

Mobility Plan and Multimodal Impact Fee Study - Sarasota, FL

City of Sarasota

Elisabeth served as project manager responsible for preparing a citywide mobility plan that identified unique strategies to address auto, transit, bike, and pedestrian travel while accounting for planned growth and land-use changes within different sub-areas of the city, including the downtown core and waterfront. This project included restructuring the City's transportation concurrency management system and impact fee program based on the mobility goals of each sub-area to reduce development uncertainties, as well as incorporating supporting land-use and transportation policies into the City's comprehensive plan. This redefined and made the development review process more predictable for projects under identified traffic generation thresholds within the downtown core and waterfront district, which was anticipated to grow considerably from both commercial and multi-family residential development, similar to the City of Olympia's downtown.

Downtown Multimodal Plan - DeLand, FL

City of DeLand

Elisabeth served as project manager for the City of DeLand's downtown multimodal plan with the goal of attracting new development to increase the density within the downtown core. Downtown DeLand is an award-winning mainstreet community and is the county seat and home to a growing university campus. Elisabeth worked with the City to quantify the impacts of this growth to the transportation system and identified non-auto transportation options for residents and patrons due to the main streets and downtown intersections already being congested. In preparing the downtown multimodal plan, Elisabeth identified strategies to integrate land-use and transportation planning within key areas of the city. This included integrating a multimodal support overlay into the comprehensive plan as a tool to facilitate an incentive-based redevelopment and mobility program that interconnects the downtown core, key mobility corridors, and activity/employment centers.

make (māk) vb 1 to bring into being by shaping or altering 2 to form in the mind, a judgement or plan 3 to put together by combining parts 4 to build, construct, formulate, devise, create 5 to prepare for use; arrange 6 to cause to happen

MEMORANDUM

To: Amy Buckler, Senior Planner, City of Olympia

From: John Owen, Partner, MAKERS

Date: July 6, 2015

Re: **Downtown Strategy Submission**

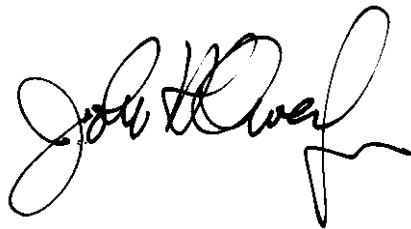
Dear Ms Buckler,

With regard to the submission for the Downtown Strategy project:

- We have received the addendum (FAQ) posted July 18
- The conditions of the City of Olympia's contract for consulting services are acceptable to us.
- Our billing rates are attached in this email.

Thank you for your consideration.

Sincerely,



MAKERS TEAM BILLING RATES FOR OLYMPIA DOWNTOWN STRATEGIES PROPOSAL

John Owen, MAKERS	\$180
Rachel Miller, MAKERS	\$110
Bob Bengford, MAKERS	\$180
Sean McCormick, MAKERS	\$90
Greg Easton, Property Counselors	\$200
Kendra Dahlen, Athena Group	\$190
Peter Steinbrueck, Steinbrueck Urban Strategies	\$200
Deborah Munkberg, 3 Square Blocks	\$155
Marcia Wagoner, 3 Square Blocks	\$155
Tom von Schrader, SvR	\$225
Calder Gillin, SvR	\$136
Elisabeth Schuck, DKS	\$160



REQUEST FOR QUALIFICATIONS Downtown Strategy

Submitted: June 5, 2015

The City of Olympia seeks qualifications from professional firms, individuals and consortiums to assist in leading and coordinating the formation of a Downtown Strategy to implement adopted vision and goals for downtown Olympia. This includes facilitation of a data-driven, visually-oriented public process that brings diverse stakeholders together to learn, share and evaluate trade-offs.

Contract value is expected to be \$250,000 through June 2016. The RFQ is available for viewing at the Builders Exchange of Washington's website www.bxwa.com under City of Olympia - Goods and Services category. The RFQ includes more details on the scope of work, schedule, selection process, etc.

Questions should be submitted via email to Amy Buckler, Senior Planner, at dts@ci.olympia.wa.us. The deadline for questions is 11:59 PM Pacific Daylight Time, Tuesday, June 16. Questions received after June 16 may not be answered.

On Thursday, June 18, at 5:00 PM, the City will post to Builders Exchange of Washington's website www.bxwa.com all questions and answers received from potential applicants. This post will be considered an addendum to the RFQ, and must be acknowledged in the letter of interest.

**Submissions Due:
No later than 10:00 AM Pacific Daylight Time
Monday, June 29, 2015**

No faxed, telephone or electronic proposals will be accepted.

**Mail or hand-deliver
6 double-sided 8.5 x 11 copies to:**
City of Olympia
Attention: Nancy Lenzi
601 4th Avenue E
Olympia, WA 98501



THE OPPORTUNITY

The City of Olympia, Washington seeks qualifications from professional firms, individuals and consortiums to assist in leading and coordinating the formation of a Downtown Strategy to implement adopted vision and goals for downtown Olympia. This includes facilitation of a data-driven, visually-oriented public process that brings diverse stakeholders together to learn, share and evaluate trade-offs. *See scope (Attachment A) for more information.*

OLYMPIA AND THE DOWNTOWN AREA

Olympia is the capital of the State of Washington and the County seat of Thurston County. It sits on the scenic southern-most shore of Puget Sound. The city has a nationally recognized reputation as one of the most livable cities in the U.S. Mild winters and pleasantly warm summers make the Olympia area an ideal place for outdoor recreation. 40 public parks and numerous trails and access to the water makes it possible to "get out of town" without even leaving the city. In addition, Olympia's geographic location along Interstate 5 at the gateway to the Olympic Peninsula puts one within two hours or less of regional recreational attractions - from hiking and skiing in the mountains to beachcombing along ocean shores.

Olympia has a highly educated public employment base, along with a strong sense of community and civic engagement. Along with its award winning public school system, there are three institutions of higher learning within the area that add to the local economy and local quality of life, including: St. Martin's University, The Evergreen State College and South Puget Sound Community College. With an estimated 2014 population of about 50,000, Olympia's projected growth rate is approximately 2% per year over the next 20 years. Thurston County has an estimated population of around 266,000 and a projected 2035 population of 371,000.

Downtown Olympia

Downtown Olympia is South Puget Sound's regional hub for economic and social activity. With eclectic shopping and dining, numerous arts and entertainment venues, and a rich history reflected in the layout and buildings throughout, downtown is a great place to live, work and play. Downtown Olympia is also home to a modern seaport, three marinas, an award-winning public boardwalk and outstanding views of Budd Inlet, the Olympic Mountains, Mt. Rainier, Capitol Lake, Heritage Park and the State capitol dome.





BACKGROUND ON THE ISSUES

Since 1993, the City of Olympia and other public partners have invested over \$150m to construct major public spaces in downtown, including a new City Hall, farmers’ market, children’s museum, lakefront park, several public plazas, and significant renovations to our performing arts center, waterfront boardwalk and park. The aim has been to provide top-notch public spaces for people as well as amenities to spur private development, and particularly market-rate housing.



These investments appear to be paying dividends as there are several significant private sector projects either under construction or recently completed that will add to the vibrancy of the downtown. These projects include several adaptive reuse projects that convert vacant office space to mixed use buildings, and one new six-story 138 unit apartment building with structured parking and 7,000 square feet of ground floor retail. Since 2013, almost 300 housing units have been added or are in process of construction or permitting. This is more units added in 2 years than in the previous 20 years combined. With a current population of nearly 2,000 residents, downtown is targeted to receive 25% of Olympia’s population growth over the next 20 years, per our Comprehensive Plan. That equates to about 5,000 new downtown residents, along with growth of downtown’s already strong retail, entertainment and employment opportunities.

PROJECT DESCRIPTION AND REQUIREMENTS

The City has developed a general framework, public participation plan and scope of work to guide the formation of a Downtown Strategy (“the scope” – Attachment A). The City seeks a qualified project team to carry out a variety of tasks outlined in the scope.

Candidate teams should have a lead individual who is responsible for being the City’s main point of contact and for coordinating all consultant efforts, including any subcontracted individuals or firms. The City will typically communicate through the lead contact; however, individual team members, including sub-contractors, must be available to communicate directly with City staff as needed to work on details specific to their task. The individuals represented to the City as comprising a project team during evaluation must be the same individuals who would be involved in carrying out the work.

There is potential for this project to lead to subsequent contracts or contract amendments to carry out specific related tasks. Thus, the City will prefer candidates who are a right fit to establish a potentially longer-term relationship. However, the City does not guarantee that future work beyond the scope described in this request will be awarded to the successful candidate.



The successful candidate will have ...

- Specific experience and expertise to carry out the Scope (*Attachment A*)
- Substantial experience assisting other cities and downtowns similar to Olympia
- A high degree of expertise integrating urban design principles and qualities into plans & regulations
- Substantial experience with public engagement processes, and proven ability to:
 - Facilitate constructive dialogue among a diverse array of stakeholders
 - Effectively communicate actionable advice about downtown redevelopment options to public and decision makers
- Strong understanding of downtown (re)development principles
- Ability to use analytical graphics and visual analytic tools to illustrate key points and quickly generate understanding of complex concepts and frameworks
- Excellent communication skills to build rapport and trust with public, officials and staff
- Understanding of political realities

Successful candidates must also agree to the City's contract for consulting services. General terms are outlined in *Attachment C*.

DIRECTIONS FOR SUBMITTAL

Submissions must be mailed or hand-delivered, and received no later than 10:00 AM Pacific Daylight Time, Monday, June 29, 2015. Include **6 double-sided 8.5 x 11 copies** of the submittal packet, and address Attention: Nancy Lenzi, City of Olympia, 601 4th Avenue E., Olympia, WA 98501.

DEADLINE: 10:00 AM Pacific Daylight Time, Monday, June 29, 2015

Submittals must include the following elements:

1. **Letter of Interest (2 page maximum):** Signed by a principal of the lead firm, with a statement of availability to complete the work and acknowledgement of the addendum (Frequently Asked Questions) that will be posted at Builders Exchange of Washington at 5:00 PM on June 18. The letter must indicate that the City's general contract for consulting services (*Attachment C*) is acceptable, and state or attach a list of all proposed rates and charges.*
2. **Representative Project Experience (6 pages maximum):** Provide up to 3 examples of relevant project experience. Including graphic examples is encouraged.
3. **Project Team (2 pages maximum + additional pages for individual resumes):** Qualifications, experience and resumes of the personnel who will actually be assigned to the project. Specify individuals' potential roles and responsibilities for this project and how your team will be organized. For requisite skills not contained within your own firm, identify firms or individuals you will be working with, including their specific roles, resumes and description of any prior working relationship. Description of prior work experience should be specific to the individual's actual tasks performed on other projects.



4. **General Approach (4 pages maximum):** Describe your project team's general approach to delivering the necessary services identified in the scope, including a general approach to public involvement and establishment of view protection standards.*
5. **References (2 page maximum):** Include 3 references from previous public sector clients with similar projects that speak to the lead firm's track record of success. In addition, include up to 3 references for each subcontractor.

*A specific contract including a detailed scope of work, rates and charges will be negotiated with the successful candidate.

Content of Submittals

- Submittals are not to exceed (17) 8 ½ x 11 pages, including cover and letter of interest (except additional pages for resumes may also be included). Submittals that exceed the maximum number of pages will be rejected.
- 12 pt. font, double-spaced
- Pages must be numbered and labeled for easy reference

Point of Contact:

Questions should be submitted via email to Amy Buckler, Senior Planner, at dts@ci.olympia.wa.us. The deadline for questions is 11:59 PM Pacific Daylight Time, Tuesday, June 16.

On Thursday, June 18, at 5:00 PM, the City will post to Builders Exchange of Washington all questions and answers received from potential applicants. This post will be considered an addendum to the RFQ, and must be acknowledged in the letter of interest.

SELECTION PROCESS

Evaluation Criteria

Proposals must meet all the application submittal requirements to be considered. Complete proposals will be evaluated based on the following:

- **(20%) Proven track record** of success with public engagement and application of urban design principles
- **(20%) Relevant project experience** with other cities and downtowns similar to Olympia
- **(20%) Expertise of project team:** The expertise and relevant project experience of the individuals *who will work on the project*
- **(30%) Demonstrated ability** to meet all elements of the scope of work within the general timeframe and budget outlined
- **(10%) References**



Evaluation Process and Timeline

June 5, 2015: RFQ is released

10:00 AM Pacific Daylight Time, Monday, June 29, 2015: RFQ Submittal Deadline

Monday, June 29 - Screen Qualifications

Friday, July 17: A candidate screening committee will select candidates for a second round of interviews and evaluation.

Notify finalists

All applicants will be notified of the decision by Friday, July 17. Please do not contact the City of Olympia for status on the selection process.

Week of July 27:

Interview Evaluations: The project team lead, along with other key team members who will perform project tasks, must be present for interviews. Interview panels will select candidates for the final round of evaluation.

1. Evaluation Committee Panel

This panel will be comprised of representatives from various community groups and the Planning Commission.

2. Stakeholder Q&A

This panel will be comprised of representatives from various community groups and City advisory boards.

Week of August 10 or 17: Public Opportunity to Meet the Final Candidates

The final 2 or 3 candidates will be invited to meet with interested public at an open house. Project teams will be expected to make a 10-15 minute pitch about their approach to engaging the public in similar types of projects.

Soon after open house: Selection & Contract Signature

The City Manager will ultimately recommend a candidate to the City Council, which has final decision making authority.

The successful firm will be offered the opportunity to enter into a contract with the City of Olympia to provide services. Insurance requirements are illustrated in City's general contract for consultants (Attachment C).

August 31, 2015: Target Date for Hire



PROJECT BUDGET & TIMING

Budget: \$250,000 has been appropriated for the project. City staff may request additional budget or tasks, subject to annual budget decisions.

Project Timing: The process to form a Downtown Strategy will kick off in fall of 2015, and take approximately 12 months. See *Attachment B* for a basic project schedule. A more detailed schedule will be prepared by the City and the successful candidate upon hire.

DISCLAIMERS:

1. Information provided as part of this RFQ response is subject to public disclosure laws and should be considered public information.
2. The City will not be responsible for any costs incurred by respondents in preparing responses to this RFQ.
3. The City reserves the right to negotiate elements of the RFQ and contract agreement. If an agreement cannot be reached, the City reserves the right to negotiate with the next highest ranked proposer.
4. The City reserves the right to award the contract in whole or in part if it is deemed in the City's best interest.
5. Proposals may be withdrawn at any time prior to the published close date, provided notification is received in writing to the agent listed in this RFQ.
6. All prospective consultants are advised that the EEO Compliance Review Form will be used on this project. The contract is subject to the City's equal benefits ordinance and non-discrimination requirements.
7. The City reserves the right to modify the time line.

BACKGROUND MATERIALS AVAILABLE ON-LINE

See our [Downtown Strategy webpage](http://www.olympiawa.gov/dts) for more information. <http://www.olympiawa.gov/dts>



ATTACHMENT A
SCOPE FOR THE DOWNTOWN STRATEGY
(Approved by City Council on May 19, 2015)

FRAMEWORK

Olympia's Comprehensive Plan describes a community vision and goals for Downtown Olympia. In sum, downtown will be:

- Home to 25% of the city's future residential growth (5,000 people);
- The social, cultural and economic center of the region;
- An attractive and sustainable place to live, work and play;
- A mix of office, retail and residential uses;
- Full of public art, significant landscaping and public spaces;
- A pedestrian and bicycle friendly environment, and
- Protected from the effects of sea level rise.

Purpose for a Downtown Strategy:

A Downtown Strategy will help foster a rich diversity of downtown places and spaces that will attract and support people who live, work and play in downtown Olympia, including 5,000 new downtown residents.

The Downtown Strategy will:

- Identify priorities – steps we'll take over 5-6 years that will have the greatest strategic impact toward implementing downtown goals
- Include illustrations of desired future conditions & design elements
- Guide City budgets and work plans, and community partnerships
- Help us market downtown
- Move Olympia's vision for downtown forward

Fundamental Concept for 2015-2020: *Connecting and enhancing downtown places & spaces*

To Connect and Enhance Downtown Places & Spaces, we will:



Reduce development uncertainties: Clarify the type and character of development desired, and create a predictable path to get there.



Encourage private investment: Make use of available tools to stimulate private development of housing, business and job opportunities, and rehabilitate the built environment where needed.



Enhance public spaces: Enrich the downtown experience with safe and beautiful streets, sidewalks and alleys; public art; greenery; lighting; pedestrian and bike friendly amenities.



Preserve unique qualities: Protect and strengthen downtown's natural and historic environment.



To Form a Downtown Strategy, we will:

- **Explore downtown dynamics** to gain a better understanding of realistic opportunities to achieve our economic, housing, retail and urban design goals;
- **Prioritize street and sidewalk improvements** relative to the economic, housing, retail and design strategies that are formed;
- **Complete immediate tasks listed below & consider other initiatives** that spring from the public process. Initiatives could include such things as: code amendments, capital investments, programmatic changes or tasks, partnerships, etc.

(See the Scope of Work for more details)

Immediate Tasks

Three significant work items will be completed immediately while the strategy is being formed. It is important to complete these 3 tasks during strategy development because these will provide a foundation upon which to move forward by helping us understand priorities and realistic opportunities, and reduce development uncertainties to move our goals forward. These also present opportunities to engage the public in interactive, visual ways:

1. **Establish view protection standards:** Use visualization tools to engage public in identification and evaluation of which landmark views to protect from which vistas in downtown.
2. **Review, illustrate & refine design standards:** Review existing design standards; recommend refinements to better align with goals; better illustrate desired end state.
3. **Consider increasing State Environmental Policy Act (SEPA) thresholds and exemptions:** To reduce uncertain costs and permit review times, address environmental issues upfront in the development code so that certain areas or projects may be exempt from SEPA.

Amending/Updating the Downtown Strategy

- After adoption of a Downtown Strategy, the City Council can annually review and, if needed, amend initiatives, as part of the decision-making process for:
 - The Action Plan
 - The Capital Facilities Plan
 - Annual department, advisory board or Downtown Project work plans
- As the 5 year period comes to a close, the Strategy can be evaluated and more thoroughly updated:
 - Evaluating whether objectives were met
 - Updating existing and forecasted conditions
 - Establishing a new fundamental concept and initiatives for the next 5 years



PUBLIC PARTICIPATION PLAN

Goals for the Public Process

- Follow the public participation goals & policies in the Comprehensive Plan, including:
 - Provide a transparent process that enables open, meaningful and respectful dialogue among a broad array of stakeholders and opinions
 - Provide information and outreach materials through a variety of means
 - Use creative methods to engage under-represented groups and people
- Educate and enable dialogue that builds broader community understanding of current conditions and market opportunities in downtown
- Clearly articulate what is being asked of the public, how their input will be used, and report back about what was heard
- Use visually-oriented, data-driven information
- Build and maintain the momentum of public engagement
- Draw on previous planning efforts – complement them, do not recreate them
- Focus efforts on what is realistic, vital and impactful
- Manage expectations, address false assumptions and provide consistent messages



Communication and Outreach

Points of Contact:

- Amy Buckler, Project Lead - Day- to-Day contact
- Leonard Bauer, Deputy CP&D Director
- Lead for consultant team (*to be determined*)

Additional Info Provided in Attached:

- Communication Tools & Level of Public Participation
- Schedule for the Process (*Details to be determined*)
- Relationships with Other Plans



Target Audiences

Downtown Olympia is an important destination for a broad spectrum of local and regional community members, as evidenced through multiple City engagement efforts. The following are considered target audiences for Downtown Strategy outreach:

- Olympia residents and outside visitors
- Local organizations, boards and committees
- Property Owners
- Business Owners
- Downtown Residents and Employees
- Developers and Investment Community
- Individual Stakeholders and Interest Groups
- Thurston County and the seven jurisdictions within, in particular the urban Cities of Lacey and Tumwater; Thurston Regional Planning Council
- Utilities and Service Providers (*Intercity Transit, Puget Sound Energy, etc.*)
- City Council, Advisory Boards and department staff

Hereafter, when this plan mentions “public” or “stakeholders,” this implies all of the above.

Public Engagement Activities

April 29, 2015 Open House about draft scope

Informed target audiences about the scope of the upcoming effort, and received input about how people want to be involved.

Summer 2015 Outreach

Using multiple methods, such as e-newsletters, window displays, festival booths, and group presentations, staff will continue to reach out and inform target audiences about the upcoming Downtown Strategy.

Public ‘Workshops’ Fall 2015-Spring 2016

Following is a conceptual framework – details to be negotiated with consultants

- Broad, open participation process that engages public/stakeholders in the evaluation of information and alternatives
- A series of public workshops hosted by the City - the first to be held in Fall of 2015
- Some workshop topics may entail more than one day/evening
- Workshops build on each other and inform development of the Downtown Strategy



Roles and Tasks

The following outlines roles and associated tasks for various stakeholders that will be involved in forming the Downtown Strategy. Examples of possible tasks for a 'Stakeholder Group' are identified, and will be fleshed out with input from stakeholder representatives and consultants.

City Council

Role: Decision maker

Tasks:

- Define the scope of the strategy
- Members attend public workshops/meetings to listen and observe
- Receive input from all interested individuals and groups
- Provide final direction on the contents of the Strategy
- Adopt the Downtown Strategy

Council Appointed Advisors:

Olympia Planning Commission

Role: Ensure Strategy's consistency with the Comprehensive Plan

Tasks for the Planning Commission will be confirmed with input from the Commission and consultant team.

Possible Tasks:

- 1-2 members sit on consultant selection team
- Members attend public workshops/meetings to listen and observe
- 1-2 members participate in 'Stakeholder Group'
- Review final draft strategy and provide recommendation to City Council regarding the Strategy's consistency with the Comprehensive Plan
- Hold a public hearing and make a recommendation to the City Council regarding any proposed development code changes resulting from the Strategy
- Receive regular updates from staff

Other City Advisory Boards & Commissions: Olympia Heritage Commission, Design Review Board, Bicycle & Pedestrian Advisory Committee, Arts Commission, Utility Advisory Committee, Parks & Recreation Committee

Role: Advise Council and staff on potential initiatives to include in the Strategy

Tasks:

- Receive an informational briefing from staff
- In line with scope, make recommendations for initiatives pertaining to expert purpose and role for consideration by staff and City Council
- Members may participate, listen and/or observe public workshops/meetings

**Staff/Consultant Team**

Role: Ensure the public process is carried out in accordance with the scope; research, analysis, writing, formation of strategy drafts

Staff Tasks:

- Manage RFQ process and City's interaction with consultants
- Creation and maintenance of public engagement materials (with help from consultants)
- Provide information and presentations to community groups
- Communicate with the Port of Olympia and State Capitol Campus and seek to make connections between the Downtown Strategy and Port of Olympia Real Estate Development and State Capitol Master Plans
- Research, analysis and writing for the strategy (with help from consultants)

Consultant Tasks: *This is not the RFQ or contract, which will flow directly from the overall scope, yet be more specific and drafted separately*

- Prepare data, analysis, illustrations and visual/oral presentations, including:
 - Sample text and graphics that can be incorporated into materials;
 - Visualization tools for engaging public in evaluating alternatives for downtown view protection and skyline;
 - Analyze and make any recommendations for changes to downtown design and streetscape standards, and prepare illustrations that express the desired end state;
 - Other specific tasks as outlined in the RFQ
- Support staff in preparation of workshop materials and engagement of the Stakeholder Work Group

Stakeholder Work Group:

Role: Provide advice about 'realities' to staff & consultants during the public process and drafting of strategy

Possible Tasks: *Following are examples of possible tasks for a Stakeholder Group – tasks and level of commitment (including a set meeting schedule) will be fleshed out with input from stakeholder representatives and consultants.*

- Provide input to the staff and consultant team to bolster information and analysis
- Endorse the strategy and engage other community members
- No formal decision-making role
- This group convenes in a meeting open to the public
- *Update: To make the best use of this group's time, some stakeholder reps have suggested it may be better to convene the stakeholder group at a point in the process when this group can comment on specific strategies and actions to achieve clear desired comes. Staff will continue to confer with stakeholder reps.*

**Make-up of Stakeholder Work Group:**

- Made up of key downtown stakeholders with a high degree of respect and knowledge of downtown issues
- A maximum of 12-15 people. This group will be more effective if kept to a manageable number of people. Other cities, including Lacey and Tumwater, recommend a maximum of 15 people.
- *Update: Input received so far includes:*
 - *Group should include people who spend a lot of time downtown*
 - *Group should include employees*
 - *Group should include one person who doesn't like coming downtown due to perceived safety and parking issues*
 - *Do not limit this group to only the usual community leaders who always participate*
 - *Consider selecting individuals to serve on this group after the public process kicks off, based on those who show up and participate well with others*
- Possible representation from:
 1. Olympia Planning Commission
 2. Parking Business & Improvement Area (PBIA)
 3. Olympia Downtown Association (ODA)
 4. Downtown Neighborhood Association (DNA)
 5. Citizen selected by the Coalition of Neighborhoods
 6. Sustainable South Sound (suggested environmental group)
 7. Visitors & Convention Bureau
 8. Someone with knowledge of the homeless, shelter, low income housing system (suggestion: the Thurston County Homeless Coordinator)
 9. Key property owner
 10. A Developer
 11. A Financer
 12. A Real Estate Agent
 13. An Architect
 14. A Downtown Employee
 15. A Citizen at Large
- Selection of individuals:
 - Individuals representing established groups (i.e., #'s 1-7) will be asked to appoint their representative to the stakeholder group
 - Other individuals (i.e., #'s 8-15) will be selected by staff based on their expertise, downtown/community perspective and ability to work well with others



Public/Target Audiences

Role: Everyone is invited to participate and share perspective, ideas and preferences throughout the process

Tasks - If interested:

- Attend and comment at April Open House
- Put name on Downtown Strategy contact list to receive public notices and information
- Participate in public workshops and online
- Provide public hearing testimony to Planning Commission on any Code changes
- Host a staff presentation on the Downtown Strategy for your community group



SCOPE OF WORK (STAFF AND CONSULTANTS)

Staff and consultants will work together on all elements leading to formation of a Downtown Strategy, including: public engagement; evaluation and integration of the strategies and tasks outlined below; and development of an implementation schedule that lists priority actions/ initiatives for next 5-6 years, when these will be carried out and the responsible party. Boxes which indicate the consultant as lead indicate where the City needs this particular expertise from the consultant; where both boxes are checked, the City and consultants will combine expertise.

Task	Lead:	Lead:	
		Consultant	City Staff
Include Urban Design Elements: Apply a holistic, urban design focus to the formation of the strategy, considering how places and spaces between buildings and structures function for people as well as attract investment.		✓	
Create clear visual elements for the strategy that identify a desired end state, and link geography to actions, including possible identification of districts		✓	
Generate Economic Strategies: Identify downtown's relationship to the regional economy, the types of business/employment that might be attracted to downtown, and the fundamental needs of these market segments. Include strategies to increase business investment and activity; provide for greater diversity of employment sectors and high-wage jobs, and flexible, affordable space for entrepreneurs.		✓	✓
Generate Housing Strategies: Much previous work regarding downtown housing has been done. Update and analyze this information to apply to current markets and conditions. Within the context of a city-wide goal to provide diverse and affordable housing types, what types of market rate or other housing types are appropriate for downtown? What are the associated needs and what can the city do to encourage a balanced stock of appropriate housing types in downtown?		✓	✓
Generate Retail Strategies: Gain a better understanding of the amount and types of stores, services, dining and entertainment that downtown is likely to attract, especially with a plan for 5,000 new residents. Where should this retail be concentrated; how can retail development contribute to a high-quality pedestrian environment; how can shopper-friendly parking be provided; and how could this be marketed in order to create a more active destination/experience?		✓	



<p>Prioritize Street and Sidewalk Improvements: Review existing conditions and information and identify actions and investments to improve streets, sidewalks, public art, landscaping/amenities, public spaces, public parking lots. Include as part of the discussion next steps for Greening Capitol Way, pavement management, bicycle corridors and continued support of PBIA and ODA Main Street efforts (clean, safe, placemaking, etc.)</p>		✓	
<p>Establish View Protection Standards: As directed by Comprehensive Plan GL8 and policies: use visualization tools and engage the public to establish which views are protected from which observation points (related to downtown). Outcome would be a development code amendment.</p>	✓		
<p>Review, suggest refinements and illustrate design standards: Review existing design standards and processes that apply to buildings, sites and right-of-way, and identify revisions for better alignment with vision and goals. Create illustrations that provide clarity about the desired character of the built environment downtown - applies to new construction, existing and historic structures in downtown. Outcome would be illustrations and possibly amendments to design standards in Title 18 and/or Engineering Design & Development Standards (EDDS).</p>	✓		
<p>Consider increasing SEPA exemption levels for minor construction projects and/or establishing a SEPA urban infill exemption: Identify any gaps in our environmental regulations where we have had to use SEPA in the past to address an environmental issue in downtown. Consider increasing exemption levels for minor construction projects in downtown (WAC 197-11-800(1)(c). Consider establishing an urban infill exemption for residential, mixed use or stand-alone commercial up to 65,000 sq. ft. (excluding retail) (RCW 43.21C.229). Outcome would be code changes to establish regulations for currently unaddressed environmental issues, concurrent with code change to establish increased exemption levels for and/or an urban infill exemption.</p>		✓	
<p>Public Engagement: Facilitate a broad, open participation process that engages public/stakeholders in the evaluation of information and alternatives. This series of public ‘workshops’ should build off each other leading to formation of the Downtown Strategy. ‘Workshops’ should educate about downtown dynamics, initiate ideas for future action, and include discussion of trade-offs and priorities. The first workshop is to be held in Fall of 2015, and some may entail more than one day/evening.</p>	✓	✓	
	<p>Create graphic and text elements for presentation at workshops and online</p>	✓	✓



	Support Stakeholder Work Group meetings	✓	✓
	Support advisory boards in the process of making recommendations about potential actions or initiatives to be included in the strategy		✓
	Provide support to the Planning Commission and City Council during their final review.	✓	✓
	Finalize and print communication materials; prepare online communications		✓
	Meeting Logistics: scheduling event rooms, public notice and advertising, recruiting volunteers, etc.		✓
	Coordinate with the City's CRA Process: Ensure the Downtown Strategy incorporates and/or is complimentary to the on-going process to establish a Community Renewal Area (CRA) and its associated project.	✓	✓
	Consult with the Port of Olympia as they develop a Real Estate Development Plan, share data and seek connections to the Downtown Strategy.		✓
	Participate in the State of Washington's Capitol Campus Master Plan update stakeholder workshops to communicate our downtown vision and goals.		✓



Downtown Strategy Process



The public workshop series will be an open participation process that engages public and stakeholders in the evaluation of information and alternatives. More information about the format and scheduling coming Fall of 2015.

**PROFESSIONAL SERVICES AGREEMENT
FOR
CONSULTING SERVICES**

This Professional Services Agreement ("Agreement") is effective as of the date of the last authorizing signature affixed hereto. The parties ("Parties") to this Agreement are the City of Olympia, a Washington municipal corporation ("City"), and _____, a *(insert state of incorporation; e.g. Washington, California, Georgia, etc.)* corporation ("Contractor").

A. The City seeks the temporary professional services of a skilled independent contractor capable of working without direct supervision, in the capacity of assisting the City's Department of Community Planning & Development in leading and coordinating the formation of a Downtown Strategy; and

B. The Contractor has the requisite skill and experience necessary to provide such services.

NOW, THEREFORE, the Parties agree as follows:

1. Services.

Contractor shall provide the services specifically described in Exhibit "A," *(to be negotiated)* attached hereto and incorporated by this reference ("Services"), in a manner consistent with the accepted practices for other similar services, and when and as specified by the City's representative.

2. Term.

The term of this Agreement shall commence upon the effective date of this Agreement and shall continue until the completion of the Services, but in any event no later than *(to be negotiated)* ("Term"). This Agreement may be extended for additional periods of time upon the mutual written agreement of the City and the Contractor.

3. Termination.

Prior to the expiration of the Term, this Agreement may be terminated immediately, with or without cause by the City.

4. Compensation. *(to be negotiated)*

(Alternative Provision:)

A. Total Compensation. In consideration of the Contractor performing the Services, the City agrees to pay the Contractor an amount not to exceed STAFF: Write amount, i.e. Twenty-Five Thousand, Four Hundred Fifty and No/100 Dollars (\$____)(**Optional phrase: calculated on the basis of the hourly labor charge rate schedule for Contractor's personnel attached hereto as Exhibit "B";**) (**Optional sales tax clause: and Washington State sales tax equal to _____** (\$_____)) for a total amount not to exceed add comp & sales tax for total.

(Alternative Provision: use if there are expenses)

B. Total Compensation. In consideration of the Contractor performing the Services, the City agrees to pay the Contractor an amount not to exceed _____ and ___/100 Dollars (\$_____) calculated as follows:

(i) Contractor's Fee. An amount not to exceed the sum of _____ and ___/100 Dollars (\$____), (**Optional phrase: calculated on the basis of the hourly labor charge rate schedule for Contractor's personnel attached hereto as Exhibit "B";**) (**Optional sales tax clause: and Washington State sales tax not to exceed _____ and ___/100 Dollars** (\$_____)); and

(Optional Section ii:)

(ii) Reimbursable Expenses. The actual customary and incidental expenses incurred by Contractor in performing the Services including _____ and other reasonable costs; provided, however, that such costs shall be deemed reasonable in the City's sole discretion and shall not exceed _____ and ___/100 Dollars (\$_____).

C. Method of Payment. Payment by the City for the Services will only be made after the Services have been performed, a voucher or invoice is submitted in the form specified by the City, (**Optional phrase: which invoice shall specifically describe the Services performed, the name of Contractor's personnel performing such Services, the hourly labor charge rate for such personnel,**) and the same is approved by the appropriate City representative. Payment shall be made on a monthly basis, thirty (30) days after receipt of such voucher or invoice.

D. Contractor Responsible for Taxes. The Contractor shall be solely responsible for the payment of any taxes imposed by any lawful jurisdiction as a result of the performance and payment of this Agreement.

5. Compliance with Laws.

Contractor shall comply with and perform the Services in accordance with all applicable federal, state, and City laws including, without limitation, all City codes,

ordinances, resolutions, standards and policies, as now existing or hereafter adopted or amended.

6. Assurances.

The Contractor affirms that it has the requisite training, skill and experience necessary to provide the Services and is appropriately accredited and licensed by all applicable agencies and governmental entities, including but not limited to being registered to do business in the City of Olympia by obtaining a City of Olympia business registration.

7. Independent Contractor/Conflict of Interest.

It is the intention and understanding of the Parties that the Contractor is an independent contractor and that the City shall be neither liable nor obligated to pay Contractor sick leave, vacation pay or any other benefit of employment, nor to pay any social security or other tax which may arise as an incident of employment. The Contractor shall pay all income and other taxes due. Industrial or any other insurance that is purchased for the benefit of the City, regardless of whether such may provide a secondary or incidental benefit to the Contractor, shall not be deemed to convert this Agreement to an employment contract. It is recognized that Contractor may be performing professional services during the Term for other parties; provided, however, that such performance of other services shall not conflict with or interfere with Contractor's ability to perform the Services. Contractor agrees to resolve any such conflicts of interest in favor of the City.

8. Equal Opportunity Employer.

A. In all Contractor services, programs or activities, and all Contractor hiring and employment made possible by or resulting from this Agreement, there shall be no unlawful discrimination by Contractor or by Contractor's employees, agents, subcontractors or representatives against any person based on any legally protected class status including but not limited to: sex, age (except minimum age and retirement provisions), race, color, religion, creed, national origin, marital status, veteran status, sexual orientation, gender identity, genetic information or the presence of any disability, including sensory, mental or physical handicaps; provided, however, that the prohibition against discrimination in employment because of disability shall not apply if the particular disability prevents the performance of the essential functions required of the position.

This requirement shall apply, but not be limited to the following: employment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. Contractor shall not violate any of the terms of Chapter 49.60 RCW, Title VII of the Civil Rights Act of 1964, the Americans With Disabilities Act, Section 504 of the Rehabilitation Act of 1973 or any other applicable federal, state or local law or regulation regarding non-discrimination. Any material violation of this provision shall be grounds for termination of this Agreement by the City and, in the case of the Contractor's breach, may result in ineligibility for further City

agreements.

B. In the event of Contractor's noncompliance or refusal to comply with the above nondiscrimination plan, this Contract may be rescinded, canceled, or terminated in whole or in part, and the Contractor may be declared ineligible for further contracts with the City. The Contractor, shall, however, be given a reasonable time in which to correct this noncompliance.

C. To assist the City in determining compliance with the foregoing nondiscrimination requirements, Contractor must complete and return the *Statement of Compliance with Non-Discrimination* attached as Exhibit B **(or Ex. C if there is already an Ex. B per Section 4.A)**. If the contract amount is \$50,000 or more, the Contractor shall execute the attached Equal Benefits Declaration - Exhibit C **(or Ex. D if there is already an Ex. C per this section)**.

9. Confidentiality.

Contractor agrees not to disclose any information and/or documentation obtained by Contractor in performance of this Agreement that has been expressly declared confidential by the City. Breach of confidentiality by the Contractor will be grounds for immediate termination.

10. Indemnification/Insurance.

A. Indemnification / Hold Harmless. Contractor shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the negligent acts, errors or omissions of the Contractor in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Contractor and the City, its officers, officials, employees, and volunteers, the Contractor's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Contractor's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Contractor's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

B. Insurance. The Contractor shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Contractor, its agents, representatives, or employees.

C. No Limitation. Contractor's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Contractor to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

D. Minimum Scope of Insurance. Contractor shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The City shall be named as an insured under the Contractor's Commercial General Liability insurance policy with respect to the work performed for the City.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

4. Professional Liability insurance appropriate to the Contractor's profession.

E. Minimum Amounts of Insurance. Contractor shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate.

3. Professional Liability insurance shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.

F. Other Insurance Provisions. The Contractor's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance as respect the City. Any Insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Contractor's insurance and shall not contribute with it.

G. Acceptability of Insurers. Insurance is to be placed with insurers with a

current A.M. Best rating of not less than A:VII.

H. Verification of Coverage. Contractor shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Contractor before commencement of the work.

I. Notice of Cancellation. The Contractor shall provide the City with written notice of any policy cancellation, within two (2) business days of their receipt of such notice.

J. Failure to Maintain Insurance. Failure on the part of the Contractor to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five (5) business days notice to the Contractor to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Contractor from the City.

11. Work Product.

Any deliverables identified in the Scope of Work or otherwise identified in writing by the City that are produced by Contractor in performing the Services under this Agreement and which are delivered to the City shall belong to the City. Any such work product shall be delivered to the City by Contractor at the termination or cancellation date of this Agreement, or as soon thereafter as possible. All other documents are owned by the Contractor.

12. Treatment of Assets.

A. Title to all property furnished by the City shall remain in the name of the City.

B. Title to all nonexpendable personal property and all real property purchased by the Contractor, the cost of which the Contractor is entitled to be reimbursed as a direct item of cost under this Contract, shall pass to and vest in the City, or if appropriate, the state or federal department supplying funds therefor, upon delivery of such property by the vendor. If the Contractor elects to capitalize and depreciate such nonexpendable personal property in lieu of claiming the acquisition cost as a direct item of cost, title to such property shall remain with the Contractor. An election to capitalize and depreciate or claim acquisition cost as a direct item of cost shall be irrevocable.

C. Nonexpendable personal property purchased by the Contractor under the terms of this Contract in which title is vested in the City shall not be rented, loaned or otherwise passed to any person, partnership, corporation/association or organization without the prior expressed written approval of the City or its authorized representative,

and such property shall, unless otherwise provided herein or approved by the City or its authorized representative, be used only for the performance of this Contract.

D. As a condition precedent to reimbursement for the purchase of nonexpendable personal property, title to which shall vest in the City, the Contractor agrees to execute such security agreements and other documents as shall be necessary for the City to perfect its interest in such property in accordance with the "Uniform Commercial Code--Secured Transactions" as codified in Article 9 of Title 62A, the Revised Code of Washington.

E. The Contractor shall be responsible for any loss or damage to the property of the City including expenses entered thereunto which results from negligence, willful misconduct, or lack of good faith on the part of the Contractor, or which results from the failure on the part of the Contractor to maintain and administer in accordance with sound management practices that property, to ensure that the property will be returned to the City in like condition to that in which it was furnished or purchased, fair wear and tear excepted.

F. Upon the happening of loss or destruction of, or damage to, any City property, the Contractor shall notify the City or its authorized representative and shall take all reasonable steps to protect that property from further damage.

G. The Contractor shall surrender to the City all property of the City within thirty (30) days after rescission, termination or completion of this Contract unless otherwise mutually agreed upon by the parties.

13. Books and Records.

The Contractor agrees to maintain books, records, and documents which sufficiently and properly reflect all direct and indirect costs related to the performance of the Services and maintain such accounting procedures and practices as may be deemed necessary by the City to assure proper accounting of all funds paid pursuant to this Agreement. These records shall be subject, at all reasonable times, to inspection, review or audit by the City, its authorized representative, the State Auditor, or other governmental officials authorized by law to monitor this Agreement.

Records owned, used, or retained by the City that meet the definition of a "public record" pursuant to RCW 42.56.010 are subject to disclosure under Washington's Public Records Act.

14. Non-Appropriation of Funds.

If sufficient funds are not appropriated or allocated for payment under this Agreement for any future fiscal period, the City will not be obligated to continue the Agreement after the end of the current fiscal period, and this Agreement will automatically

terminate upon the completion of all remaining Services for which funds are allocated. No penalty or expense shall accrue to the City in the event this provision applies.

15. General Provisions.

A. Entire Agreement. This Agreement contains all of the agreements of the Parties with respect to any matter covered or mentioned in this Agreement and no prior agreements shall be effective for any purpose.

B. Modification. No provision of this Agreement, including this provision, may be amended or modified except by written agreement signed by the Parties.

C. Full Force and Effect; Severability. Any provision of this Agreement that is declared invalid or illegal shall in no way affect or invalidate any other provision hereof and such other provisions shall remain in full force and effect. Further, if it should appear that any provision hereof is in conflict with any statutory provision of the State of Washington, the provision appears to conflict therewith shall be deemed inoperative and null and void insofar as it may be in conflict therewith, and shall be deemed modified to conform to such statutory provision.

D. Assignment. Neither the Contractor nor the City shall have the right to transfer or assign, in whole or in part, any or all of its obligations and rights hereunder without the prior written consent of the other Party.

1. If the Contractor desires to assign this Contract or subcontract any of its work hereunder, the Contractor shall submit a written request to the City for approval not less than fifteen (15) days prior to the commencement date of any proposed assignment or subcontract.

2. Any work or services assigned or subcontracted for hereunder shall be subject to each provision of this Contract.

3. Any technical/professional service subcontract not listed in this Contract, which is to be charged to the Contract, must have prior written approval by the City.

4. The City reserves the right to inspect any assignment or subcontract document.

E. Successors in Interest. Subject to the foregoing Subsection, the rights and obligations of the Parties shall inure to the benefit of and be binding upon their respective successors in interest, heirs and assigns.

F. Attorney Fees. In the event either of the Parties defaults on the performance of any term of this Agreement or either Party places the enforcement of this Agreement in

the hands of an attorney, or files a lawsuit, the prevailing party shall be entitled to its reasonable attorneys' fees, costs and expenses to be paid by the other Party.

G. No Waiver. Failure or delay of the City to declare any breach or default immediately upon occurrence shall not waive such breach or default. Failure of the City to declare one breach or default does not act as a waiver of the City's right to declare another breach or default.

H. Governing Law. This Agreement shall be made in and shall be governed by and interpreted in accordance with the laws of the State of Washington.

I. Authority. Each individual executing this Agreement on behalf of the City and Contractor represents and warrants that such individuals are duly authorized to execute and deliver this Agreement on behalf of the Contractor or the City.

J. Notices. Any notices required to be given by the Parties shall be delivered at the addresses set forth below. Any notices may be delivered personally to the addressee of the notice or may be deposited in the United States mail, postage prepaid, to the address set forth below. Any notice so posted in the United States mail shall be deemed received three (3) days after the date of mailing.

K. Captions. The respective captions of the Sections of this Agreement are inserted for convenience of reference only and shall not be deemed to modify or otherwise affect any of the provisions of this Agreement.

L. Performance. Time is of the essence in performance of this Agreement and each and all of its provisions in which performance is a factor. Adherence to completion dates set forth in the description of the Services is essential to the Contractor's performance of this Agreement.

M. Remedies Cumulative. Any remedies provided for under the terms of this Agreement are not intended to be exclusive, but shall be cumulative with all other remedies available to the City at law, in equity or by statute.

N. Counterparts. This Agreement may be executed in any number of counterparts, which counterparts shall collectively constitute the entire Agreement.

O. Equal Opportunity to Draft. The parties have participated and had an equal opportunity to participate in the drafting of this Agreement, and the Exhibits, if any, attached. No ambiguity shall be construed against any party upon a claim that that party drafted the ambiguous language.

P. Venue. All lawsuits or other legal actions whatsoever with regard to this agreement shall be brought in Thurston County, Washington, Superior Court.

Q. Ratification. Any work performed prior to the effective date that falls within the scope of this Agreement and is consistent with its terms is hereby ratified and confirmed.

R. Certification Regarding Debarment, Suspension, and Other Responsibility Matters.

1. By signing the agreement below, the Contractor certifies to the best of its knowledge and belief, that it and its principles:

a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;

b. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission or fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

c. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph A.2. of this certification; and

d. Have not within a three (3) year period preceding this application/proposal had one or more public transactions (federal, state, or local) terminated for cause or default.

2. Where the Contractor is unable to certify to any of the statements in this certification, such Contractor shall attach an explanation to this proposal.

S. Early Retirement from the State of Washington- Certification. By signing this form, you certify that no one being directly compensated for their services pursuant to this Agreement has retired from the Washington State Retirement System using the 2008 Early Retirement Factors with restrictions on returning to work.

CITY OF OLYMPIA

By: _____

[Enter name and title of Department Director or authorized Line of Business Director]

P.O. Box 1967

Olympia WA 98507-1967

Date of Signature: _____

APPROVED AS TO FORM:

City Attorney

I certify that I am authorized to execute this contract on behalf of the Contractor.

[Enter Name of Contractor's Company]

By: _____
(Signature)

(Name of Person Signing)

(Title of Person Signing)

(Address)

(Phone)

Date of Signature: _____

Exhibit "B"
**STATEMENT OF COMPLIANCE WITH
NON-DISCRIMINATION REQUIREMENT**

The Olympia City Council has made compliance with the City's *Non-Discrimination in Delivery of City Services or Resources* ordinance (OMC 1.24) a high priority, whether services are provided by City employees or through contract with other entities. It is important that all contract agencies and their employees understand and carry out the City's non-discrimination policy. Accordingly, each City contract for services contains language that requires an agency to agree that it shall not unlawfully discriminate against an employee or client based on any legally protected status, which includes but is not limited to: race, creed, religion, color, national origin, age, sex, marital status, veteran status, sexual orientation, gender identity, genetic information, or the presence of any disability. Indicate below the methods you will employ to ensure that this policy is communicated to employees and clients.

_____ affirms compliance with the City of Olympia's non-discrimination ordinance and contract provision by **two or more of the following actions:**

- Non-discrimination provisions are posted on printed material with broad distribution (newsletters, brochures, etc.).
What type, and how often? _____
- Non-discrimination provisions are posted on applications for service.
- Non-discrimination provisions are posted on the agency's web site.
- Non-discrimination provisions are included in human resource materials provided to job applicants and new employees.
- Non-discrimination provisions are shared during meetings.
What type of meeting, and how often? _____
- If, in addition to two of the above methods, you use other methods of providing notice of non-discrimination, please list:

By signing, I acknowledge compliance with the City of Olympia's non-discrimination ordinance.

Failure to implement the measures specified above constitutes a breach of contract

(Signature)

(Date)

Alternative Section for Sole Proprietor: I am a sole proprietor and have reviewed the statement above. I agree not to discriminate against any client, or any future employees, based on any legally protected status.

(Sole Proprietor Signature)

(Date)

Home » Community » Downtown » Downtown Strategy

Olympia's Downtown Strategy

Featured Links

- [Community Renewal Area \(CRA\)](#)
- [Action Plan](#)
- [Grow Olympia Fund](#)
- [RFP-Water St Redevelopment Area](#)

Navigation

- [About Olympia](#)
- [Maps](#)
- [Parks, Arts & Recreation](#)
- [Regional Links](#)
- [Getting Around](#)
- [Visiting the Capitol](#)

feedback

Coming Soon

The [RFQ](#) closed on June 29th. The City is still in the consultant selection process and expects to have a consultant under contract by the end of September.

The three finalists featured at the public open house on August 20 include:

- Walker Macy [RFQ Application](#) [Presentation Video](#) [Chip Drop Exercise](#)
- Crandall Arambula [RFQ Application](#) [Presentation PowerPoint](#)
- MAKERS architecture and urban design, LLP [RFQ Application](#) [Presentation PowerPoint](#)

Public Feedback from the August 20th Open House Event

- [Walker Macy](#)
- [Crandall Arambula](#)
- [MAKERS architecture and urban design, LLP](#)

Connecting Places & Spaces

Olympia's Downtown Strategy will identify actions our community will take over a 5-6 year period that will have the greatest strategic impact toward implementing our downtown vision.

The Downtown Strategy will be developed through an open and inclusive public process that will bring people together to learn about downtown issues, share ideas and evaluate trade-offs. The public process to develop the strategy will begin fall 2015, and take up to a year to complete.



[Our Community's Vision for Downtown](#)

Downtown will be:

- Home to 5,000 new residents by 2035
- The social, cultural and economic center of the region
- An attractive and sustainable place to live, work and play
- A mix of office, retail and residential uses
- Full of public art, significant landscaping and public spaces
- A pedestrian and bicycle friendly environment
- Protected from the effects of sea level rise

Downtown Strategy Focus

Since 1993, the City of Olympia and other public partners have invested over \$150m to construct major public spaces in downtown. Now it's time to connect those places and spaces through private development and street scape enhancements. Olympia's Downtown Strategy will help foster a rich diversity of downtown places and spaces that attract and support people who live, work and play downtown, including 5,000 new residents.

[What will it do?](#)

Action Plan
 MAKING A DIFFERENCE BY TAKING ACTION GET INVOLVED

RFP
 WATER STREET REDEVELOPMENT AREA - OPPORTUNITY

New
 FINANCING OPTIONS FOR SMALL BUSINESSES

City Calendar

- 08/27 - 5:30 p.m. [Land Use and Environment Committee](#)
- 08/27 - 6:30 p.m. [No Design Review Board](#)
- 08/28 - 12:00 p.m. [CANCELLED](#)
- 08/29 - 10:00 a.m. [Volunteer Work Party](#)
- 08/29 - 12:00 p.m. [CANCELLED: Artesian Commons: Play! at the Well](#)

→ [View full calendar...](#)

City Updates

MAY 21 OFFICER INVOLVED SHOOTING. For the latest information about the May 21 Officer involved shooting please visit [this page](#).

POLICE AND COMMUNITY RELATIONS COMMITTEE. The City's new ad-hoc Police and Community Relations Committee will hold an organizational meeting Wednesday, August 26, at 5:00 p.m. in the Garfield Elementary Multipurpose Room. [More...](#)

GROW OLYMPIA FUND. Have a small business in Olympia? The Grow Olympia Fund offers flexible long-term, low-interest loans to help small businesses grow and improve. [More...](#)

BURN BAN. A county-wide outdoor burn ban is in effect for all of Thurston County, including Olympia. Please help firefighters keep our communities safe by obeying the ban. Learn more about the burn ban in Thurston and nearby counties on the Olympic Region Clean Air Agency [website](#).

OLYMPIA MUNICIPAL CODE. Quick link to codes and standards including [Olympia Municipal Code](#).

MEETINGS. [Agenda and Minutes](#)

- Set priority actions for the next 5-6 years
- Include illustrations of desired design elements and future conditions
- Guide City budgets and work plans
- Help us market downtown
- Move our vision forward

[Strategic priorities:](#)

- **Reduce development and uncertainties:** Clarify the type and character of development desired, and create a predictable path to get there
- **Encourage private investment:** Make use of available tools to stimulate private development of housing, business and job opportunities, and rehabilitate the built environment where needed
- **Enhance public spaces:** Enrich the downtown experience with safe and beautiful streets, sidewalks and alleys; public art; greenery; lighting; pedestrian and bike friendly amenities
- **Preserve unique qualities:** Protect and strengthen downtown's natural and historic environment

[Process for forming the Strategy:](#)

- A series of public workshops will kick-off in fall 2015. Everyone can participate. We will:
 - Explore realistic opportunities for retail, housing and economic growth
 - Prioritize street and sidewalk improvements
 - Review, illustrate and refine urban design standards for streets, sidewalks, building and site development
 - Establish new view protection standards for downtown
 - Consider State Environmental Policy Act (SEPA) thresholds and exemptions
 - Consider other initiatives for the next 5-6 years that spring from the public process

What's Happening?

Do you belong to a community group that is interested in learning more about the downtown strategy? City staff is on a road show, and happy to provide a presentation to your group. To schedule, contact Amy Buckler at the info below.

[More Information & Resources](#)

- [Downtown Strategy Scope Summary](#)
- [Full Scope for Downtown Strategy adopted by City Council on May 19, 2015](#)
- [Downtown Strategy Timeline](#)
- [Downtown Strategy Relationship to Other Plans and Efforts](#)
- [Downtown Strategy Area - Map](#)
- [Downtown Strategy Vision](#)
- [Downtown Informational Sheets, History, Public Spaces, etc.](#)
- [Downtown Zoning & Basic Standards](#)
- [Downtown Design Districts and Standards](#)
- [First Floor Land Use Inventory Map](#)
- [EPA's Greening Capitol Way Report](#)
- PDF of "[Excerpts on Downtown from the Comprehensive Plan](#)"
- Planning Commission Videos - Special Briefings about Downtown

[Transportation & Innovation](#) 

[Tacoma's Waterfront Redevelopment & the Issue of Site Contamination](#) 

- [Timeline of Downtown Planning History](#)
- [List of old Downtown Plans & Studies](#)

Questions?

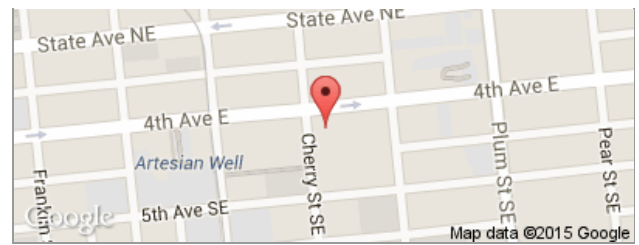
Contact Amy Buckler, Senior Planner at **360.570.5847** or dts@ci.olympia.wa.us

[back to top...](#)

and the delivery of services and resources.

City of Olympia, Washington
PO Box 1967
Olympia, WA 98507-1967

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City Council

Executive Session Pursuant to RCW 42.30.110 (1)(b) - Real Estate Matter

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