

PROPOSAL

CITY OF MERCER ISLAND

SEPTEMBER, 2021

2021/2022 TOWN CENTER PARKING STUDY



IN COLLABORATION WITH



FEHR & PEERS



September 9, 2021

Sarah Bluvas
Economic Development Coordinator
9611 SE 36th Street
Mercer Island, WA 98040

Dear Ms. Bluvas:

We are pleased to submit our proposal for the Town Center Parking Study for the City of Mercer Island. Our team, led by **Framework** in collaboration with **IDAX, Fehr & Peers**, and **Wood Solutions Group**, brings extensive local and national-level experience focused on parking, downtown planning, and place-based mobility solutions to support thriving town centers and neighborhood districts. Framework's unique skill set and experience as a leader in both parking management and placemaking are ideal for working with the City and community to identify priorities for the use of public space in Mercer Island's Town Center. We specialize in developing innovative parking strategies for Town Centers designed to manage parking needs while facilitating a vibrant Town Center community life. For each community we work with, our goal is to customize a parking plan that improves the quality and function of public space while highlighting the existing assets that are unique to that community. In the Pacific Northwest, Framework has successfully developed parking plans for the Cities of Bainbridge Island, Olympia, and Redmond. Our recent downtown planning work includes the Downtown Master Plan for the City of Pullman, WA and the Downtown Plan for the City of Spokane, WA. Nationally, Framework has worked with several major cities including Columbus, OH, Oklahoma City, OK, and Charleston, SC.

Framework has worked with communities concerned about similar parking challenges to first collect and analyze data to better understand parking conditions in an efficient manner. Quality parking data is critical to developing solutions that are specific to conditions in Mercer Island Town Center and address the concerns identified by stakeholders during the public outreach process. We believe in a community-based approach that provides the right information and data to support good decision-making. We tailor our approach to each project based on the unique assets and needs of the community and create innovative parking programs that can respond to changing conditions.

In our experience, public engagement is critical to the success of a community-based parking project. Public engagement is an opportunity to share information, understand perceptions and concerns about parking, and develop strategies that have public support. In our successful public engagement efforts, we enjoy the opportunity to work with the community to improve parking conditions by finding solutions that fit the specific situation of the community.

We would be thrilled to work with the City of Mercer Island and the local community to address parking for businesses, visitors/customers, commuters and residents. Our team is experienced in the full range of issues included in this study and we are confident we can partner with the City of Mercer Island on a successful project that maximizes the use of existing parking and supports the goals for Mercer Island's Town Center.

I will be the project manager for our team, bringing approximately approximately 20 years of experience, including 10 years as a public-sector planning director. I was the project manager for Mercer Island's last Town Center parking study and have a strong understanding of the issues and concerns. We appreciate your consideration of our team as collaborators on the Town Center Parking Study and look forward to discussing this opportunity further.

Sincerely,



Jeff Arango, AICP
Director of Planning
Framework
1221 E. Pike Street, Suite 300
Seattle, WA 98122

PROJECT TEAM

FRAMEWORK will provide project management and lead data collection, public engagement, communications, and strategy development. Framework has led several successful parking studies for Cities nationally and in the Northwest. Jeff Arango is the Project Manager for our team and led the 2016 Mercer Island Town Center Parking Study while working with Berk Consulting. Bobo Cai will provide planning support including GIS, graphic design, and public outreach.

IDAX will lead development of the parking inventory and data collection. Mark Skaggs will lead the inventory and data collection effort with support from Kyle Campbell. **FEHR & PEERS** will support data analysis and wayfinding. **WOOD SOLUTIONS GROUP** will support parking management strategy development.



SARAH BLUVAS
CITY OF MERCER ISLAND



JEFF ARANGO, AICP
PROJECT MANAGER



LESLEY BAIN, FAIA
PRINCIPAL



BOBO CAI
PLANNER / DESIGNER



MARK SKAGGS
CHIEF OPERATIONS OFFICER



KENDRA BREILAND, AICP
PRINCIPAL



BRETT WOOD, PE, CAPP
PRESIDENT



KYLE CAMPBELL
OPERATIONS MANAGER



CHRIS GRGICH, PE, PTOE
CIVIL ENGINEER

FRAMEWORK

Framework is an interdisciplinary planning and design firm founded in 2013 that practices cultural placemaking. What that means to us is design and planning that brings places to life. It means thinking beyond the box, beyond the property line, drawing from and contributing to the context of each project. It means involving community in all stages of design so that the outcome reflects and supports the people that it serves. We tailor our strategies to bring out the most in each project, leveraging the opportunities of the project context in all its forms—physical, social, digital, environmental, experiential, regulatory, and economic. We embrace a broad understanding of the project definition, ask the right questions, look beyond the property lines that stifle synergies, and provide actionable strategies.

Collaboration is at the core of our process. A nimble, collaborative approach allows us to succeed in a wide range of project types. For every project we lead, the team is carefully selected to bring together targeted expertise, shared values, and fresh thinking.

LOCATION: Seattle, WA

WOOD SOLUTIONS GROUP

Wood Solutions Group, LLC was founded by parking and mobility consultants whose core purpose was to help their clients and the industry define implementable, realistic, and community-driven solutions to existing and future parking and mobility challenges. The company prides itself on conducting balanced and holistic planning efforts and strategic evaluations that support community and campus growth rooted in the defined needs of the end user. The consultants at Wood Solutions Group specialize in program design, operational strategies, pricing practices and policies, and creation of context-sensitive solutions for our clients.

LOCATION: Bellevue, WA

IDAX

IDAX applies the most advanced techniques for transportation data acquisition and aggregation. We develop effective solutions for clients with existing and future mobility challenges such as traffic management, parking congestion, multimodal transportation operations, and intelligent transportation system management. We work with latent and advanced data feeds to provide customers with access to data, performance metrics, and reporting dashboards through cloud hosted solutions and applications.

Our team's experience includes an eclectic group of individuals with experience in data collection, engineering and planning, data science, and software development.

IDAX has been provided on-call service with Mercer Island for parking data collection since 2013. IDAX also has worked on a multitude of small and large complex on-street and off-street parking data collection studies, including inventory, occupancy and duration studies. We use multiple techniques to collect parking data depending on each client's needs.

HEADQUARTERS: Renton, WA

FEHR & PEER

Fehr & Peers is passionate about transforming transportation consulting through innovation and creativity. The firm derives inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust Fehr & Peers to help them overcome barriers and uncertainty by combining advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values. From the most straightforward to the most complex, team members actively listen to client and community needs and handle every project with diligence and focus. Clients of Fehr & Peers have appreciated the firm's long-term commitments to local communities, trusting the team as their objective partner in transportation since 1985.

LOCATION: Tacoma, WA

PROJECT EXPERIENCE

Our project team led by Framework has collaborated on several parking projects together in recent years. **Framework and Wood Solutions Group** have worked on projects for the City of Bremerton, Mercer Island, Charleston, SC, Columbus, OH, and Oklahoma City, OK. **Framework collaborate with IDAX** on the King County Park-and-Ride Data Collection and Reporting.

Our team's Strength comes from our experience, familiarity and passion for working together to solve parking management issues and support cutting edge approaches to data collection, community engagement, and parking management.

PROJECT	DOWNTOWN + NEIGHBORHOODS	DATA COLLECTION + ANALYSIS	PUBLIC OUTREACH	ENFORCEMENT	MANAGEMENT STRATEGIES	FINANCIAL ANALYSIS	PARKING CODE STANDARDS	PERMIT PROGRAMS	MOBILITY
Park and Ride Data Collection and Reporting - King County, WA	●	●	●				●		●
Downtown Strategic Parking Plan - City of Redmond, WA	●	●	●	●	●	●	●		●
Downtown Parking Management Oklahoma City, OK	●	●	●	●	●		●		●
Strategic Parking Plan City of Columbus, OH	●	●	●	●	●		●		●
Downtown Parking Strategy City of Olympia, WA	●	●	●	●	●	●			●
Downtown Parking Strategy City of Bainbridge Island, WA	●	●	●		●	●	●		●
Parking Study City of Bremerton, WA*	●	●	●	●	●	●	●		●
Town Center Parking Study City of Mercer Island, WA*	●	●	●		●	●	●		●
Access to Transit Study City of Mercer Island, WA*	●				●				●
SR 28 Parking Management Plan Tahoe Transportation District, NV			●	●	●	●	●		●
Peninsula Parking Study City of Charleston, SC	●	●	●	●	●	●	●		●
Downtown Parking Study* City of Wenatchee, WA	●	●	●	●	●	●	●		
Downtown Parking Study City of Leavenworth, WA	●	●			●	●	●		
Restricted Parking Zones Policy Review* City of Seattle, WA	●	●	●	●	●	●	●		●
Parking Strategies Project* City of Redmond, WA	●	●	●		●	●	●		
Residential Permit Program City of Seatac, WA	●	●		●	●	●			
Right-Size Parking Project* King County, WA	●	●	●		●				

*Performed at a prior firm or agency

DOWNTOWN PARKING STRATEGY

BAINBRIDGE ISLAND, WA

Framework led a team to assess parking conditions in Downtown Bainbridge Island and develop a parking management strategy to support the City's Downtown. The project includes data collection on multiple days with detailed analysis and findings, a parking code audit, an existing conditions report, and recommendations for improving parking management in downtown. Public outreach for the project includes an online survey, stakeholder interviews, an open house, and meetings with the infrastructure task force to inform the development of parking management strategies.

Project challenges include:

- Limited supply of public parking
- City had plans for a parking garage but had not documented the need
- Employees were parking on the street
- Businesses were not in agreement on parking solutions

The final report includes detailed parking strategies, an assessment of costs and revenues, and priorities and a timeline for implementation.

[DOCUMENT LINK](#)

BAINBRIDGE ISLAND DOWNTOWN PARKING STRATEGY



Project Cost: \$108k (Initial budget: \$118K)

Project Status: Completed


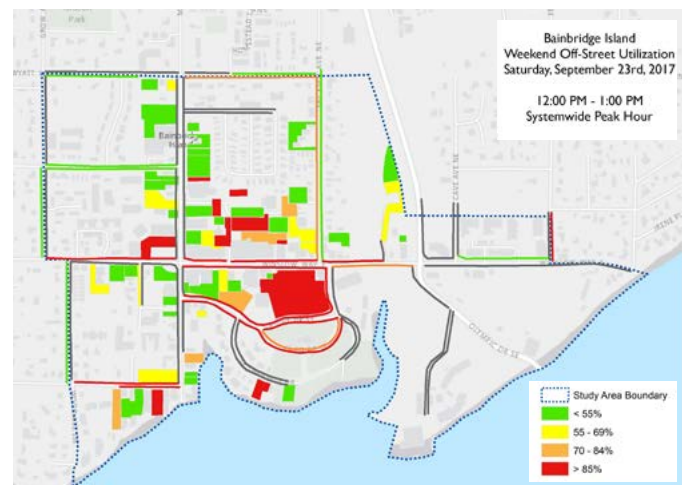
End Date: July 2019. Timeline was extended at the request of the City.

Professional Service:

- Project Management
- Public Engagement
- Data Collection + Analysis
- GIS/Mapping
- Existing Conditions Report
- Final Strategies Report and Recommendation

Reference

Mike Michael
Engineering Manager
City of Bainbridge Island
mmichael@bainbridgewa.gov
206.780.3745

Parking Occupancy Map



DOWNTOWN PARKING MANAGEMENT STRATEGIC PLAN

REDMOND, WA

With new growth and amenities in Downtown Redmond, the demand for parking is increasing as four new light rail stations are planned for the City. Framework and Wood Solutions Group together led development of a new Downtown Parking Strategic Management for the City of Redmond.

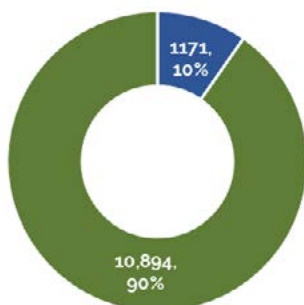
Project challenges include:

- Past studies had not resulted in implementation
- Community did not agree on whether there is a parking problem
- Need to collect detailed and reliable data

The project includes an updated parking inventory and data collection for on- and off-street facilities. Data collected includes occupancy for all facilities along with turnover, duration, and the violation rate for targeted on-street facilities. Public engagement includes working with a stakeholder advisory committee and an online survey. Strategies address improved management for commuter parking, city-owned off-street facilities, and private off-street facilities through a shared parking program. Additional strategies including technology investments, partnerships with other community, business, and transportation organizations, and management of parking near new light rail stations.

[VIEW STORY MAP →](#)

LAND USE (ACRES)	
Downtown Study Area	503
Parking	210
Buildings	141
Parks	79
Other (ROW, Open Space)	73



■ Public ■ Private

Project Cost: \$96k (Initial budget: \$93K. City requested an amendment of \$3k for the StoryMap.)

Project Status: Completed

End Date: Fall of 2020. The timeline was extended at the request of the City and in part because the City changed project managers during the project.

Professional Services:

- Project Management
- Public Engagement
- Data Collection + Analysis
- GIS/Mapping
- StoryMap
- Advisory Committee Meeting Facilitation
- Review Operator Financial, Enforcement, and Permit Program
- Existing Conditions Report
- Final Strategies Report and Recommendation

Reference

Caroline Chapman
Senior Planner
City of Redmond
ckchapman@redmond.gov
425.556.2442



DOWNTOWN PARKING STRATEGY

CITY OF OLYMPIA, WA

Jeff Arango was the project manager for a team that worked with the City of Olympia to develop a parking strategy to support the City's goals for a healthy and vibrant downtown. Surface parking lots currently make up approximately 50% of the ground floor land use in Olympia's Downtown. The City recently completed a Downtown Strategy that includes strategies to redevelop surface parking lots to more active uses and improvements to streets and public spaces.

The project team collected on and off-street parking facilities to understand current conditions, assessed the economic feasibility of a public parking garage, conducted public outreach including an online survey, and developed strategies to support the community's goals for Downtown.

Challenges include:

- Community did not agree on the extent of the parking problem or solutions
- Collect reliable data for a large on- and off-street system
- Lack of land use data for future modeling

Strategies include a city-branded shared parking program, redevelopment of City-owned surface parking lots to active uses, demand based pricing, wayfinding and signage improvements, and multi-modal transportation improvements.



Project Cost: \$173k (Finished on budget)

Project Status: Completed

End Date: 2018. Project was extended at the request of the City and in part due to a change in project managers at the City.

Professional Services:

- Project Management
- Public Engagement
- Data Analysis
- GIS/Mapping
- Revenue Estimates
- Future Demand Scenarios
- Advisory Committee Meeting Facilitation
- Existing Conditions Report
- Final Strategies Report and Recommendation.

Reference

Max Dejarnett
 Parking Program Analyst
 City of Olympia
 mdejarna@ci.olympia.wa.us
 360.570.3723

framework



PROJECT APPROACH

PROJECT APPROACH

The Framework team takes a flexible approach to working with our clients to design the project scope and budget to maximize value to the community and effectively address parking concerns. Data collection is an important part of the process and collecting accurate data may be challenging due to the impacts of Covid-19. We would work with the City to determine the best course of action and timing for data collection, public outreach, and other tasks. We have the availability and resources to fully support the City on this project. The following are additional highlights of our approach.

QUALITY AND RELIABLE PARKING DATA

Quality and reliable parking data is critical to inform community input and decision-making. Our team is very experienced in data collection and analysis to be able to tell the story of how parking is being used in the community and how this relates to the health of downtown. Our team is experienced with both occupancy and utilization studies that include data on vehicle turnover, duration, and the violation rate to find out where there are inefficiencies in the parking system. In addition, our team can analyze parking demand based on anticipated future growth and review the City's land use code and parking standards. We will work with the City to develop a data collection plan that is appropriate to the study area, meets the City's needs, and efficiently uses project resources. Our approach is to collect enough data to understand parking conditions but not collect more data than is necessary so to minimize impacts on the project budget.

IDAX will lead the data collection effort. Our team will build off previous work, including inventory and GIS databases to realize efficiencies in our data collection plan, and will work with the team to determine the exact scope of locations and attributes to be collected. It is essential that all details and deliverables are discussed in depth and that all expectations are clear. IDAX will develop mutually agreeable and clear data collection methodology that demonstrates collection, quality control and assurance, and deliverable to ensure full transparency. IDAX will also develop a schedule that

meets the required deadlines while setting realistic expectations around the collection schedule that lets us to collect an accurate and reliable dataset. We will work closely with the team to make sure that our schedule, and any changes that occur are transparent and well communicated throughout the project.

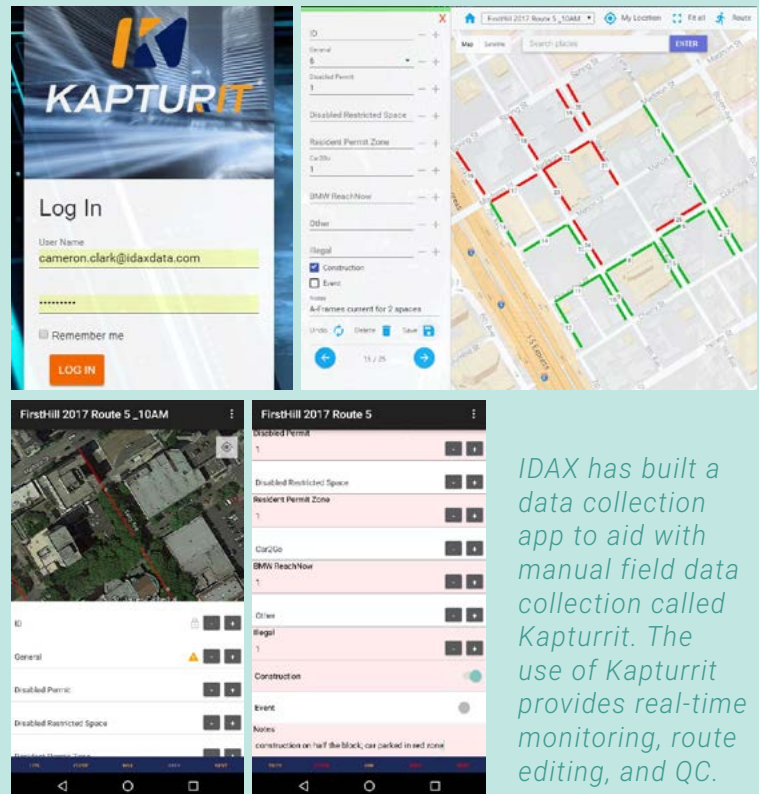
COLLECTION METHODOLOGY

Technologies open the door to collect parking data beyond traditional pen and paper studies that are messy and unreliable.

IDAX utilizes multiple methods to collect parking data which include:

- Video Observations
- Manual Collection
- Dash Cam Collection

Each have their benefits and limitations and we work together to understand the goals of each study and identify the best methods to use for the project.



IDAX has built a data collection app to aid with manual field data collection called Kapturrit. The use of Kapturrit provides real-time monitoring, route editing, and QC.

MEANINGFUL PUBLIC ENGAGEMENT

Meaningful public engagement is essential for a successful parking project. One of the elements of our team that is unique is our approach and emphasis on public engagement for parking projects. Our team goes beyond checking the box to involve all interested stakeholders in the process to hear their concerns. We provide multiple opportunities for input including public surveys, focus groups, staff team meetings, advisory committee meetings, public workshops and open houses, and presentations to boards and committees. This approach has been very successful and led to greater consensus and buy-in for new parking management strategies and implementation.

Given the limitations on public meetings due to Covid-19 we have several online engagement options including websites, webinars, online open houses, surveys, and video streaming. We will work with the City to determine the best approaches to public engagement.

TOOLKIT OF PARKING + PLACEMAKING STRATEGIES

To effectively manage parking cities need to be able to adapt to changing conditions over time. Whether it's new growth, a new light rail station, changing public space priorities related to a pandemic, or increasing spillover parking in residential neighborhoods the City needs effective management strategies. Our team will work with the City to develop a toolkit of parking strategies and performance metrics that can be used to improve parking management over time as conditions change. While the City may choose not to move forward with certain strategies in the near-term, the parking strategy toolkit will be a resource for the City as it makes parking management decision in the future. Our team has experience advising cities on innovative parking strategies such as shared parking programs, demand-based pricing, parking benefit districts, progressive pricing, and the use of technology for parking management and enforcement. We will tailor our approach to the parking strategy toolkit based on input and feedback from the City and the community during the public engagement process.

IMPLEMENTATION PLAN

A detailed and effective implementation plan provides the road map for the City to improve parking in Mercer Island Town Center. The Framework team frequently works with cities on implementation and

monitoring of the parking system. Our team will provide the City with all the resources needed to make decisions about parking management including planning level cost estimates, the responsible entity, a timeline, a monitoring plan, and if necessary financial analysis to understand fiscal impacts.

HIGH QUALITY DELIVERABLES

The Framework team always produces high-quality deliverables that are graphically oriented and user friendly. Parking studies produce a lot of interesting data and information that needs to be presented in a clear and concise manner that is easy to understand. Framework will deliver an existing conditions report, a survey summary, and the final parking plan in draft form to the City for review and feedback before finalizing the documents.

RIDER SURVEY
Encuesta para pasajeros
Xog Uruurinta Rakaabka
Survey sa Pasahero
Khảo Sát dành cho Hành Khách
Опрос пассажиров
乘客調查
승객 설문 조사

Thank you for taking this passenger survey. Sound Transit is collecting data from and about passengers that use our parking facilities. All survey responses are anonymous and will be used to inform the management and operation of Sound Transit park and rides.

Survey Link:
<https://www.surveymonkey.com/r/ridersurvey202001>

English Español Soomaali Tagalog Tiếng Việt
Русский 中文 (简体) 中文 (繁体) 한국어

SOUNDTRANSIT

SOUNDTRANSIT

Framework create a multi-lingual online survey to understand transit user behaviors during Covid time.

PROPOSED TIMELINE



PROPOSED TASKS & PRODUCTS

TASK 1: PROJECT MANAGEMENT

1.1 Kick-off Meeting

December 2021

- Review the project scope and schedule
- Discussion assets, challenges, and opportunities for improving the parking system and activation in the Town Center.

Deliverables: Meeting agenda and summary

1.2 Project Management

Ongoing

- Manage the project scope, schedule, and budget
- Coordination of project tasks by the team and subconsultants
- Project invoicing and progress reports

Deliverables: Invoices, project progress reports

1.3 Staff Meetings and Coordination

Ongoing

- Establish a regular meeting schedule with City staff
- Coordinate data collection, stakeholder engagement, and other project deliverables

TASK 2: STAKEHOLDER ENGAGEMENT AND PUBLIC INPUT

2.1 Stakeholder Engagement Plan

December 2021 ~ January 2022

- Establish the phases and objectives for stakeholder engagement
- Identify stakeholders and stakeholder groups to be targeted for engagement activities
- Outline of engagement activities, events, and milestones

Deliverables: Draft and Final Stakeholder Engagement Plan

2.2 Stakeholder Interviews/Focus Groups

January ~ March 2022

- Compile a list of stakeholders and stakeholders to be included in the interviews/focus groups.
- Create a list of interview/focus questions related to parking, access, and activation in the Town Center.
- Produce a detailed summary of stakeholder feedback with key themes.

Deliverables: Interview/Focus Group Questions, Results summary with key themes

2.3 Workshop

June 2022

- Develop options for in-person or virtual workshop on parking and activation.
- Share observations related to existing conditions including assets, challenges, and opportunities

- Provide multiple opportunities for stakeholder input such as small group exercises, interactive project boards, and other activities.

Deliverables: Workshop program, meeting materials, workshop summary

2.4 Open House

September 2022

- Consider in-person virtual options for the open house meeting.
- Develop project materials related to the draft plan for feedback from stakeholders.
- Summarize stakeholder feedback in an open house summary.

Deliverables: Meeting agenda and summary

2.5 Board and Commission Meetings

Ongoing

- Establish a meeting schedule for boards and commissions such as the Planning Commission and City Council.
- Seek input from boards and committees at project milestones such as the completion of data collection and analysis, the strategy framework, and completion of the draft and final plans.

Deliverables: Meeting presentation and supporting materials

TASK 3: PARKING DATA COLLECTION + ANALYSIS

3.1 Data Collection Plan

January 2022

- Collaborate with the City to develop a parking data collection plan for on- and off-street public and private facilities.
- Consider a mix of weekday and weekend counts based on anticipate demand.
- Leverage the 2016 parking data for the Town Center.
- Finalize a schedule for data collection include days of the week and times of day.
- Finalize the types of data that will be collected such as occupancy, duration, turnover, and license plates to vehicle source analysis (i.e. where vehicles are registered).

Deliverables: Draft and final data collection plan

3.2 Data Collection and Analysis

May 2022

- Collect parking data consistent with the data collection plan in task 3.1.
- Analyze parking data to understand demand and use patterns.

- Develop maps to display data collection results. Deliverables: Data collection maps, GIS data, and excel workbook

3.3 Activation Assessment

May 2022

- Consider factors such as parking demand, land uses, street design, traffic counts, and other factors to identify opportunities for public space activation.

Deliverables: Activation assessment

3.4 Parking Data Collection + Analysis Report

July 2022

- Summarize the results of parking data collection with key findings.
- Identify parking constraints and opportunities to better utilize the existing parking supply.
- Assessment of the existing wayfinding system and opportunities for improvement

Deliverables: Draft and final report

TASK 4: FINAL REPORT + IMPLEMENTATION STRATEGY

4.1 Parking Strategy Framework

August 2022

- Develop a parking strategy framework that identifies potential solutions to improve access to the Town Center, access to transit, activation of public space, and the City's capacity to effectively manage parking.

Deliverables: Parking strategy framework

4.2 Draft Report + Implementation Strategy

October 2021

- The draft report will summarize all work completed to date with text, maps, charts, and supporting graphics in an engaging and well-designed document.
- The implementation strategy will include a prioritized list of actions, the responsible department or agency, a timeline, and planning level cost estimates.
- A monitoring plan will be included so the City can track the success of parking management strategies over the short- and long-term.

Deliverables: Draft report + implementation strategy

4.3 Final Report + Implementation Strategy

November 2022

- The draft report will be updated based on feedback from the City and the community for preparation of the final draft plan for the adoption process.

Deliverables: Final report + implementation strategy

JEFF ARANGO, AICP

PROJECT MANAGER



Jeff Arango, AICP is an urban planner and designer and the Director of Planning at Framework. His practice is focused on improving downtowns and neighborhoods, and facilitating the transition from suburban development patterns to more urban forms with a focus on community building. As part of this work Jeff leads projects for cities and organizations on urban design, planning, parking policy and strategy, placemaking, public/private partnerships, street design, infrastructure funding, transit access, and public outreach. Jeff's work has transformed the communities he's worked for by providing designs, plans, and strategies that lead to better urban environments and stronger communities.

Before joining Framework in 2017 to expand the planning and urban design practice Jeff was an Associate Principal with BERK and served as the Director of Community Planning for the City of Langley from 2011-2014. He also served as the Planning Director in Essex Junction, Vermont from 2002 through 2008. Jeff has presented at national conferences including the Future of Places conference in Buenos Aires Argentina, the Institute of Traffic Engineers Annual Meeting, and the Vermont Housing Conference.

EDUCATION + CERTIFICATIONS

- Master of Urban Planning (MUP), University of Washington
- Certificate in Urban Design, University of Washington
- B.A., Environmental Studies, St. Lawrence University
- American Institute of Certified Planners

SELECTED PROJECTS

Parking Plans

- Town Center Parking Study | Mercer Island, WA
- Downtown Parking Management Strategic Management Plan | Redmond, WA
- SR 28 Parking Management Plan | Tahoe Transportation District
- Park and Ride Data Collection and Reporting | King County, WA
- Downtown Parking Strategy | Olympia Downtown Parking Strategy | Bainbridge Island, WA
- Strategic Parking Plan | Columbus, OH
- Comprehensive Parking Plan | Charleston, SC
- Downtown Parking Strategy | Oklahoma City, OK
- Downtown Strategic Parking Plan | Leavenworth, WA
- Access to Transit Study | Mercer Island, WA
- Parking Strategies Project | Redmond, WA
- Parking Study | Bremerton, WA
- Restricted Parking Zone Policy Review | Seattle, WA
- Downtown Parking Study | Wenatchee, WA

Downtown & Neighborhood Planning

- Downtown Plan | Spokane, WA
- Downtown Master Plan | Pullman, WA
- Island Center Subarea Plan | Bainbridge Island, WA
- Downtown Plan + Form Based Code | Lakewood, WA
- Commercial Zoning Update Framework | Tacoma, WA
- Town Center Implementation | Sammamish, WA
- Houghton/Everest Neighborhood Center Plan | Kirkland, WA*
- Centers & Watershed Plan | Bonney Lake, WA
- West Kelso Subarea Plan | Kelso, WA
- Project Belltown Vision Plan | Seattle, WA
- Central Business District Assessment | Lakewood, WA

Public Realm Design

- South Sequim Complete Streets Plan | Sequim, WA
- Colonial Plaza | Lakewood, WA
- Second Street Project | Langley, WA
- BelRed Streetscape Plan | Bellevue, WA
- Design Guidelines | Bainbridge Island, WA
- Eastside Rail Corridor Wilburton Segment | King County, WA

**Performed at a prior firm or agency*

LESLEY BAIN, FAIA

PRINCIPAL



A passionate and successful advocate for urban life, Lesley provides leadership that strengthens communities. Putting people and the public realm at the heart of design, her work draws on skills of architecture, urban design, arts integration, and community engagement. Her portfolio includes award-winning mixed-use architecture that breathes life into the edges of the public realm, and brings the activities of street life into and through their site. Lesley's work in all aspects of architecture and urban design make her well suited to lead community design that require understanding of buildings, streets and open spaces, and the people that will inhabit them.

Lesley founded Framework Cultural Placemaking in November 2013. Previously, she was a Principal at Weinstein AJU Architects and Urban Designers. She was elected to the College of Fellows of the American Institute of Architects in 2013. She is LEED accredited and a member of the American Planning Association and lead author of *Living Streets: Strategies for Crafting Public Space* published by Wiley.

EDUCATION + CERTIFICATIONS

Master of Architecture, University of Pennsylvania
Bachelor of Arts; Urban planning, Yale University
Ecole des Beaux Arts Americannes, Fontainebleau

SELECTED PROJECTS

Urban Design & Mobility

South Jackson Street Connections, Historic South Downtown and Wing Luke Museum | Seattle, WA

Jackson Hub Community-Led Station Area Plan | Seattle, WA

Pioneer Square Street Concept Plans | Seattle, WA

South Lake Union Street Master Plans | Seattle, WA

Terry Avenue North Street Master Plan | Seattle, WA

Cross Kirkland Corridor Master Plan | Kirkland WA

Redmond Central Connector Master Plan | Redmond WA

South Sequim Complete Streets Plan | Sequim, WA

Olympia Crossings: An Art Plan for City Gateways | Olympia, WA

Belltown & Denny Triangle Connected Public Realm Plan | Seattle, WA

Melrose Promenade Planning | Seattle WA

Design for Bainbridge | Bainbridge Island, WA

Citywide Design Guidelines | Seattle, WA

Spokane Downtown Plan | Spokane, WA

Pullman Downtown Plan | Pullman, WA

Activation & Community Engagement

Chinatown Historic Alleys Schematic Plan | Seattle, WA

Neighbours Alley Design & Activation | Seattle WA

Motor Avenue/Colonial Plaza Plan | Lakewood WA

First Hill Public Realm Action Plan | Seattle WA

Arts & Cultural Planning

Olympia Crossings: An Art Plan for City Gateways | Olympia, WA

Neighborhood Greenway Art Plan | Kirkland, WA

Art & Culture Strategic Plan | SeaTac, WA

Municipal Art Plan | Tukwila, WA

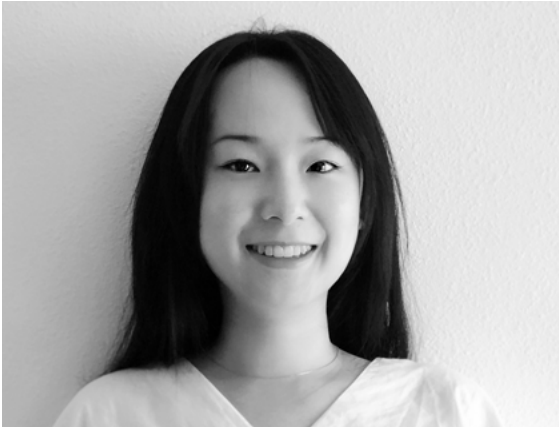
Arts, Cultural, and Heritage Plan | Vancouver, WA

Mercer Island Center for the Arts | Mercer Island, WA

BOBO YUANSI CAI

PLANNER & URBAN DESIGNER

framework



Bobo is a planner and urban designer at Framework. She has a background in Landscape Architecture and Urban Planning. She works across scales and boundaries with different places and understand both planning and urban design concerns. Visualizing possibilities, Bobo brings both analytical and design skills to her projects.

Before joining Framework, Bobo has internship experiences with various built environment design & planning sectors, including architecture, landscape, urban planning, and youth education. She enjoys learning about different ideas from clients and communities, and she understands lives are diverse, complicated, and interrelated.

With Framework, Bobo has been created planning documents, online rider survey, and performed data analysis for Framework's parking study projects, including Sound Transit Park-and-Ride Data Collection and Reporting and Downtown Bremerton Parking Study. With the Landscape Architecture background, Bobo develops innovative streetscape and activation plans for many Framework projects, including Bainbridge Island Center Subarea Plan, Downtown Spokane Master Plan, SeaTac Arts & Culture Strategic Plan (wayfinding strategy).

EDUCATION

Master of Urban Planning, University of Washington
Master of Landscape Architecture, University of Washington
Certificate in Urban Design, University of Washington

SELECTED PROJECTS

Mobility & Urban Design

Sound Transit Park & Ride Data Collection and Reporting, | Seattle, WA
North Central Master Plan Parking Study | Bozeman, MT
Station District Form Based Code | Lakewood, WA
Eastside Rail Corridor | Bellevue, WA
I-5 Lid Feasibility Study | Seattle, WA
9th & Thomas Street Activation | Seattle, WA
Arts & Culture Strategic Plan (wayfinding strategy) | SeaTac, WA

Land Use & Planning

Unified Development Code and Development Regulations Update | Sammamish, WA
Downtown Form Based Code | Lakewood, WA
Island Center Subarea Plan | Bainbridge Island, WA
Downtown Plan | Pullman, WA
Downtown Plan | Spokane, WA
Commercial Zoning Update | Tacoma, WA

Community Engagement

KODA Condos of Seattle - Artist Selection and Online Engagement | Seattle, WA
North Highline Design Standards | King County, WA
Olympia Creative Campus Master Plan | Olympia, WA

MARK SKAGGS

CHIEF OPERATIONS OFFICER



Mark is one of the most experienced and forward-thinking traffic data collection project managers in the industry. Over the past 16 years, he has established excellent rapport and strong relationships with clients ranging from cities, counties, private companies, and real estate developers. Mark has personally conducted over 10,000 ADT counts, more than 6,000 speed studies, nearly 15,000 turning movement counts, as well as travel time studies, parking studies, and origin-destination studies. Mark uses a variety of methodologies, and utilizes the latest technologies to conduct efficient studies best suited to the unique needs of each client.

As a project manager, Mark has supervised over 2,000 projects involving ten or more locations. His diverse project experience, attention to detail, and his perspective on best practices gained from working in the field allow Mark to conduct studies efficiently, while maintaining a high level of customer service.

EDUCATION

B.S., Geography, University of Colorado, Denver

AREAS OF EXPERTISE

- Operations Oversight
- Multi-Modal Video Collection
- ADT Roadway Counts
- Speed & Classification Surveys
- Travel Time/Origin Destination Surveys
- Parking Studies
- ADA Inventory
- Asset Inventory

SELECTED PROJECTS

SDOT Annual Parking Study 2014–2020 | Seattle, WA

Parking occupancy and duration sampling throughout 25+ neighborhood and over 1,600 block faces for annual rate adjustments.

Assist in project management and managed a team of over 30 data collectors.

Denver Downtown Parking Study 2018

Parking Inventory and occupancy with sample duration on over 950 block faces.

Provided overall project support on collection and data delivery.

Spokane University and Downtown Parking Study 2018

Collected parking inventory and occupancy studies for the entire downtown onstreet and off-street parking facilities. Included collection duration a large event (Lilac Parade) and duration sampling.

Assisted in project management and managed a team of over 20 data collectors.

San Jose Parking Studies 2018

Parking Inventory and occupancy collection for bike lane impact studies on over 50 corridors and approximately 1100 block faces.

Coordinated project and oversaw management and data delivery.

City of Berkeley Parking Study 2018–2019

Parking inventory and occupancy studies for paid parking rate adjustments on approximately 200 block faces for 4 days.

Led project and managed a team of over 10 data collectors.

KYLE CAMPBELL

OPERATIONS MANAGER



Kyle has been involved in the traffic industry for over 6 years and has successfully managed hundreds of private and public traffic collection efforts, including multiple large scale city and county-wide speed and ADT studies in Colorado, Washington, California, Montana, and Wyoming. His role at IDAX revolves around all of our service areas which has given him a high level of understanding for parking studies, turning movement counts, tube collection, travel times, and origin destination studies.

With a background in GIS, Kyle uses his attention of analytical detail to his benefit and prides himself on doing what ever it takes to get the job done efficiently and effectively while achieving complete customer satisfaction.

EDUCATION

B.A., Geography; GIS Certification,
Central Washington University

AREAS OF EXPERTISE

- Operations Oversight
- Geographic Information Systems
- Multi-Modal Video Collection
- Curbside Utilization
- ADT Roadway Counts
- Speed & Classification Surveys
- Travel Time/Origin-Destination Studies
- ADA Compliance Surveying
- Parking Occupancy/Turnover
- Asset Inventory

SELECTED PROJECTS

City of Bellevue Curbside Pilot | 2020

As project lead, Kyle led the collection of a citywide curbside inventory. The data collected was to understand parking restrictions, curbside usage, and to be able to geolocate fixed objects within the core downtown business district. From the inventoried dataset, IDAX was contracted to organize data from emerging AI vendors that specialize in curbside utilization. By comparing API from each vendors dataset, IDAX was able to help understand the different levels of accuracy each vendor provided. Along with the API QA/QC, IDAX deployed cameras and used the data collected to ground truth the curbside utilization activity against the permanent counting stations.

SDOT Annual Parking Study | 2015–Present

Since 2015, Kyle has helped lead the annual parking data collection throughout 25+ neighborhoods and over 1,600 block faces to compare against annual rate adjustments made by the City. From a collection perspective, the project has evolved from paper-based collection to the use of tablets and mobile devices to improve quality and efficiency of the project. By working closely with the City, IDAX has developed a platform that warehouses data from each year, provides analytics to summarize and compare data summaries, and provides intentional visualizations to support key programmatic decisions around paid parking rates within Seattle neighborhoods.

SFMTA Inner Sunset Curbside Utilization | 2019

Kyle led the curbside utilization collection of 16 block faces throughout the Inner Sunset neighborhood of San Francisco, California. The collection occurred within the am, md, and pm peak hours during a mid-week and weekend day. Prior to the collection, IDAX developed a diverse database to record granular event details ranging from event duration, location, classifications of 12 different vehicle types, type of loading/unloading activity, and package delivery/pick up tracking.

Benton-Franklin COG Traffic Counts | 2016, 2018, 2020

Kyle has been the project lead for the BFCOG bi-annual tube count contract since 2016. Over the past 6 years, IDAX has collected an average of 620, day class/speed/volume studies which were completed within a 10 week timeframe and within budget. Deliverables include a GIS shapefile and access to Turnstone, where all of the COG data has been geolocated to the exact location of deployment and an attachment linked to each feature point for instant access and download of final datasets.

KENDRA BREILAND, AICP

PRINCIPAL



Kendra has over 15 years of experience specializing in all aspects of transportation planning, including multimodal planning, comprehensive planning, fee program development, and transportation finance. Over the past five years, she has worked with more than 20 communities in Washington and Oregon to develop long-range transportation plans that consider community values, funding realities, and constructability. She has also led multimodal mobility plans and safe streets studies for suburban communities. Kendra has a strong working knowledge of state and federal requirements and routinely leads multidisciplinary teams. She excels on projects that require flexibility, creativity, and interaction with diverse stakeholders.

EDUCATION

M.A., Urban Planning, University of California, Los Angeles

B.S., Environmental Policy Analysis and Planning, University of California, Davis

SELECTED PROJECTS

Mercer Island Transportation Impact Fee Rate Study, Mercer Island, WA

Kendra assisted the City of Mercer Island in developing its first-ever transportation impact fee program. Fehr & Peers provided technical, policy, and administrative guidance during the development of the impact fee program. The program involved working with City staff to refine future land use assumptions, identifying a list of projects (both motorized and non-motorized) to be funded through the fee program, and calculating the “cost per trip” for various land use types. As a part of this work, Fehr & Peers developed a cost allocation method that specifically accounted for transportation deficiencies and non-city growth to provide for the most defensible basis for assessing the new transportation impact fee program.

Burien Downtown Mobility Study, Burien, WA

Kendra served as project manager for a downtown plan to improve safety, accessibility, and aesthetic appeal for all travel modes. The goal of the study was to enhance Burien’s unique character and help to create a multimodal, multigenerational, vision for the future. The study identified six ‘big moves’ related to parking provision, multimodal facilities, streetscape, and economic development to help the city kick start development.

Downtown Newcastle Strategic Plan, Newcastle, WA

Kendra led a project focused on transportation strategies and projects to improve safety, accessibility, and aesthetic appeal for all travel modes. Major focus areas were enhancing bicycle and pedestrian mobility, transit connectivity, and the parking experience while still maintaining vehicular access. This project included a robust public outreach process, which engaged over 500 members of the community through a three-day storefront studio, intensive workshop, and an active online presence.

City of Kirkland On-Call, Kirkland, WA

Kendra is currently managing this on-call to provide engineering and professional consulting services for the City of Kirkland. To date, task orders have included traffic operations to support planning for transit-oriented development around Kingsgate Park & Ride and intersection improvements at 6th Street and Central Way. The Kingsgate transit-oriented development task utilized the Right Size Parking tool to assess appropriate parking capacity in a suburban/urban environment. This tool was developed in partnership with King County.

CHRIS GRGICH, PE, PTOE

CIVIL ENGINEER



Chris has over 14 years of experience specializing in traffic engineering, traffic impact analysis, and intelligent transportation systems (ITS). An accomplished designer, Chris has prepared plans for numerous projects related to signal design, intersection and roundabout improvements, highway construction, signing and striping, and pedestrian safety and mobility. He recently led the signal design work for two traffic signals in Liberty Lake, which incorporated ITS components such as radio interconnect to provide signal communication and radar vehicle detection for oncoming traffic.

EDUCATION & AFFILIATIONS

B.S., Civil Engineering, University of New Mexico

Institute of Transportation Engineers

ITS WA

SELECTED PROJECTS

145th Avenue Eastrail Trail Crossing, Woodinville, WA

Chris is the Associate in Charge and engineer in responsible charge for the design documentation for a Pedestrian Hybrid Beacon installation at a proposed Eastrail Trail crossing of 145th Avenue. Design tasks included coordination with WSDOT, signal design, electrical service coordination. The project is planned for advertisement in Summer 2021.

6th Street & Central Way Multimodal Intersection Improvements, Kirkland, WA

Chris is currently leading concept designs for multimodal improvements at the 6th Avenue/Central Way intersection. The project is considering concepts for serving transit, bicycles, and pedestrians at an existing traffic signal that create an entrance to Downtown Kirkland from the east. Alternative considered shared and separate transit lanes, bicycle only phasing, and enhanced pedestrian facilities.

43rd Avenue and Sunset Road: SR 524 to 180th Street SE Roadway Improvements, Snohomish County, WA

Chris led the traffic analysis to support the channelization design and assisted with preliminary signal and illumination layouts. He is currently working with the County to provide intersection illumination, signal designs, and RRFB designs for the proposed corridor improvements. His analysis evaluated recommended alternatives under existing 2017, horizon year 2040, and AM and PM peak hour conditions and involved using Synchro software to verify queue lengths at each intersection.

Safe Highways Study, Lake Forest Park, WA

Chris led the traffic operations analysis for Safe Highways, a multimodal analysis focusing on improving safety and mobility along the SR 104 and SR 522 corridors in Lake Forest Park. Chris evaluated key considerations and concerns for each corridor, such as high travel speeds, traffic volumes, limited right of way, and few pedestrian facilities. He helped identify and develop creative corridor cross sections and conceptual plans to facilitate non-motorized access to amenities like transit stops.

Appleway Signals & Harvard Road Bridge Widening, Liberty Lake, WA

Chris managed Fehr & Peers' work on this project to support KPFF with traffic engineering services on a bridge widening and ramp improvements project at the interchange of Harvard Drive and I-90. The project included highway illumination design for the highway and bridge widening and signal design at the Liberty Lake Drive and Appleway Drive intersection.

BRETT WOOD, P.E, CAPP

PRESIDENT



Brett Wood, CAPP, P.E. is a recognized industry expert in right-sized parking systems, parking and mobility management, and implementation of progressive parking and mobility policies. Throughout his 16-year career, he has been at the forefront of parking and mobility program design and creation of innovative parking management practices. He's worked with municipalities throughout the country to help create programs structured around community goals, customer service, and maximizing economic development potential in the community. In 2019, Brett was awarded the International Parking and Mobility Institute's Chairman's Award for outstanding contribution to the advancement of the parking and mobility industry. Prior to founding Wood Solutions Group, Brett was the lead for the national parking planning practice at Kimley-Horn.

EDUCATION

Master of Civil Engineering, University of Alabama
Bachelor of Science - Civil Engineering, University of Alabama

INDUSTRY CONTRIBUTIONS

2019 Chairman's Award - International Parking and Mobility Institute Co-Chair Research and Innovation Task Force (IPMI)
Parking Technology Committee (IPMI)
Co-Author *A Guide to Parking*

SELECTED PROJECTS

McKinney Downtown Parking Study, McKinney, TX

Wood Solutions Group is part of a team that is currently developing a parking management strategy for Downtown McKinney, a historic downtown community that serves much of North Texas. The project aimed to define immediate and longer-term strategies to support growth and maintain the vibrancy of the community. Wood Solutions led the development of employee parking policies, wayfinding and signage elements, and creation of draft program branding strategies.

Peninsula Parking Study, Charleston, SC

Brett Wood led a multi-disciplinary team that created strategies around parking management and strategic policies for community growth. The City manages parking in the CBD and this process looked to expand that footprint throughout surrounding commercial districts that are seeing rapid growth. The recommendations included collaboration with the private sector to create public parking supply, application of mobile pay technologies, enhanced enforcement tools, and dynamic pricing strategies for locations throughout the community.

Additional Comparable Parking Plans

Comprehensive Parking Management Plan, Hartford, CT
Parking Strategic Plan, Columbus, OH
Downtown Parking Management Plan, Oklahoma City, OK
Parking Management Assessment, Savannah, GA
Parking Management Assessment, Lexington, KY
Parking & Mobility Business Plan, Aurora, CO
Smart Parking Management Toolbox, San Diego, CA
Parking Strategic Plan, Downtown Tempe Authority, Tempe, AZ
Parking Management Plan, Houston, TX
Parking Management Assessment, Birmingham Parking Authority, Birmingham, AL
Collaborative Parking Management Plan, Central Atlanta Progress, Atlanta, GA