

Statement of Qualifications

City of Seattle Northgate Coordinated Transportation Investment Plan



Submitted by
Mirai Associates



with

Parsons Brinckerhoff
EnviroIssues
Huckell/Weinman
Henderson, Young & Company



January 7, 2004

Mr. Tony Mazzella
Seattle Department of Transportation
700 Fourth Avenue, Suite 3900
Seattle, WA 98104-5043

Dear Mr. Mazzella:

On behalf of the Mirai Associates team, I am pleased to submit our qualifications to assist the City of Seattle on the Northgate Coordinated Transportation Investment Plan (CTIP). We have joined with four local firms to create a project team committed to the highest technical standards. We have outstanding capabilities in transportation planning and traffic engineering, non-motorized transportation planning, traffic forecasting and impact analysis, agency and public involvement activities, and financing and development mitigation. We are eager to take on the challenges of developing an area-wide transportation plan, which will include specific transportation investment management programs, to support the vision of the Northgate land use and economic development plan.

In addition to **Mirai Associates**, our team is joined by senior staff members from **Parsons Brinckerhoff**, **Henderson Young**, **Huckell/Weinman** and **EnviroIssues**.

We believe our team is superbly suited to assessing the transportation needs of the Northgate Urban Center area, bringing as we do the ability to look both specifically and comprehensively at the many facets of the area and its neighborhoods. Our team's special strengths are in framing issues to achieve a balance for both regional and neighborhood transportation needs, innovation in multi-modal approaches to transportation facility financing, finding unique solutions to address neighborhood concerns, and team-building for good project communications.

In particular, the Mirai team offers two distinct strengths to the project:

- We bring the ability to forge a balance among competing goals. Our team is highly experienced in framing issues to achieve results. We introduce innovative techniques to reconcile capacity needs with neighborhood concerns, thereby matching solutions with feasibility. This strength was demonstrated in the City of Seattle's **University Area Transportation Study** (April 2002), which received the Honor Award for Transportation Planning from the American Planning Association and the Planning Association of Washington in 2002 as the most outstanding area-wide, multi-modal transportation planning study for the year.



- We believe it is important that the City of Seattle will be able to implement recommendations from this study. The results of the Northgate CTIP must be feasible to implement from both technical and financial points of view. We will develop technically sufficient detail to evaluate the feasibility with a high degree of confidence. In addition, our team has the unique capability to develop a development mitigation program based on a multi-modal approach. Our team members are currently working to conclude the multi-modal development mitigation fee program for the **South Lake Union area**. The multi-modal transportation mitigation financing concept developed the South Lake Union area can be readily applied to the Northgate area.

As our team's project manager, I bring 26 years of experience in transportation planning, including roadway level of service analysis, transit, bicycle and pedestrian circulation planning, freeway access, traffic calming, public involvement, and capital programming and financing. But perhaps more importantly than providing technical expertise, I view my job as leading an effective decision-making process, one that creates solutions reflecting the City's priorities and political and funding realities. I am committed to forging a strong team, with enthusiasm to "go the extra mile" and work collaboratively with city staff.

Along with fellow Mirai principal **Jana Janarthanan** and senior planner **Lise Northey**, Parsons Brinckerhoff's **Dennis Haskell and Chris Wellander**, Henderson Young's **Randy Young**, Huckwell/Weinman's **Richard Weinman**, and EnviroIssues' **Brad Hoff** and the entire team assembled for this project, I appreciate the opportunity to work with you and achieve your goals.

Very truly yours,

Tom Noguchi
Principal

A. QUALIFICATIONS

1. Strategic Planning for Multimodal Transportation Needs

The Mirai Associates team brings an in-depth array of experience to this challenging planning study. The team members assembled for this project are professionally and personally well acquainted with the Northgate area and are eager to help the community create a dynamic future. **Table 1** below illustrates our team organization. As a team we are equally conversant with corridor planning, neighborhood traffic issues, freeway access

planning and a comprehensive range of financing options. **Table 2**, below, shows a limited number of sample projects that this team has worked on to show our capabilities needed to carry out the Northgate CTIP. While we will draw upon the lessons learned from other studies and may use a similar technical analysis process, this study will be tailored to the area’s unique needs.

Table 1. Team Organization

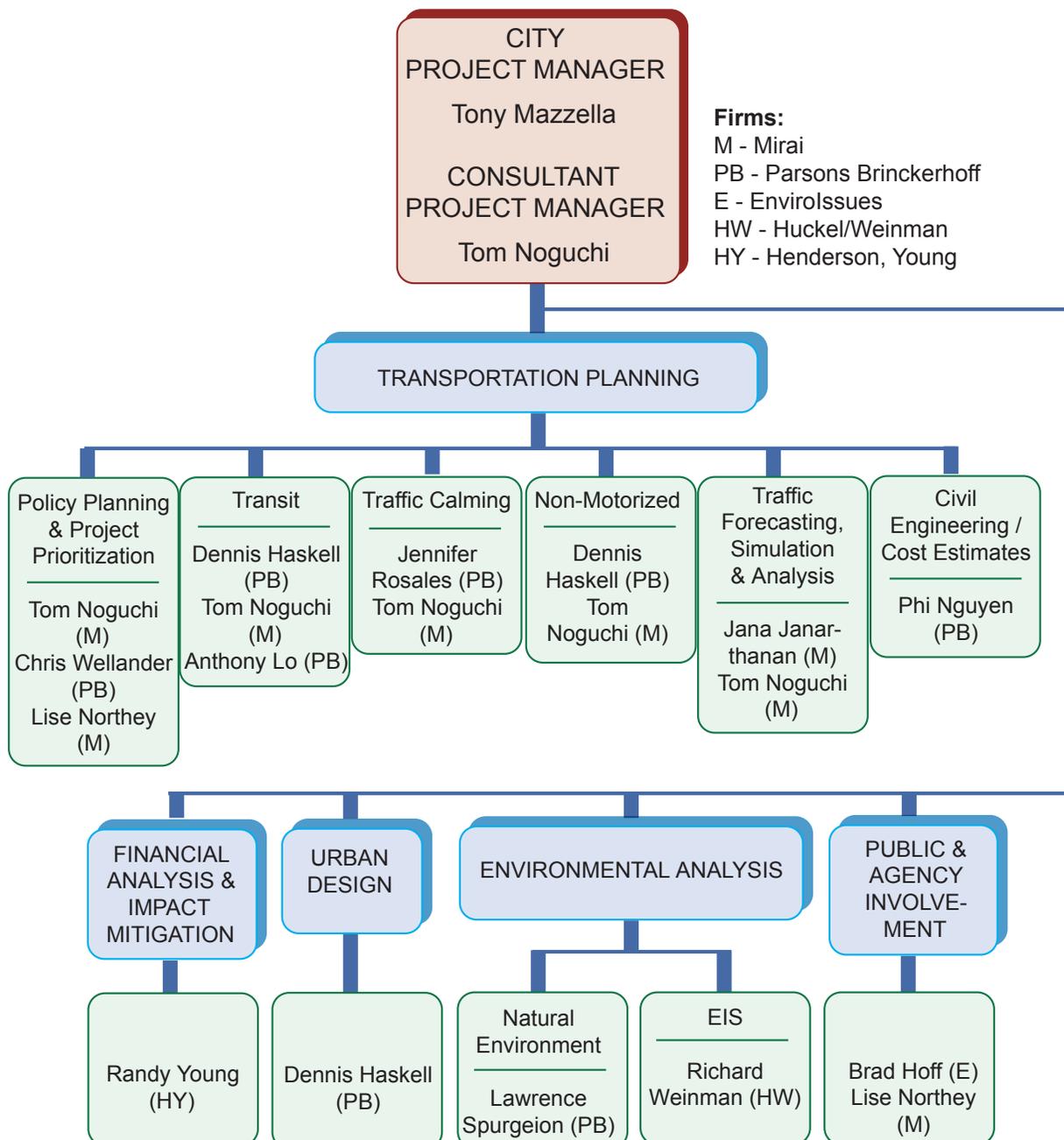


Table 2. Relevant Project Experience

Firm/Project	Strategic Multi-Modal Transportation Plans					Trans- porta- tion Financing, Impact Mitigation	Urban Design	Community and Agency Participation	Environ- mental Review
	Policy Plan- ning, Project Prioritization	Traffic Forecasting, Simulation	Non-Motor- ized	Transit	Traffic Calm- ing				
MIRAI ASSOCIATES									
University Area Transportation Study	●	●	●	●	●	●		●	●
Kirkland Downtown Strategic Plan (also NE 85 th Street Corridor Study, Totem Lake Neighborhood Urban Design Study, and Transit Center Study)	●	●	●	●	●		●	●	●
Snohomish County Transit Village Planning	●	●		●			●	●	●
Sound Transit I-90/Two-Way Transit and HOV Plan (also Bellevue Downtown Access Project; Renton HOV Access Project.)	●	●		●				●	●
Lynnwood City Center Plan	●	●	●	●	●		●	●	●
Magnolia Bridge Replacement Project		●	●	●				●	●
Seattle Travel Demand Model Enhancements		●							
Rainier Avenue Transportation Corridor Plan	●	●	●	●	●	●	●	●	●
ENVIROISSUES									
Partnering Processes: University District Light Rail Station Locations; SR 520 Trans-Lake Study	●	●		●				●	●
Magnolia Bridge Replacement Study	●	●						●	●
South Lake Union Transportation Study								●	
Totem Lake Neighborhood Urban Design Study	●	●		●	●			●	
PARSONS BRINCKERHOFF									
Northgate Transit Oriented Development Workshops and Design Alternatives	●			●			●		
Mercer Corridor/South Lake Union Transportation Study	●	●	●	●	●	●	●	●	●
Convention Place Transit Oriented Development	●			●			●		
South Downtown Waterfront Master Development Plan (Seattle)	●	●	●	●		●		●	●
Kirkland Downtown Transit Center	●	●	●	●			●	●	●
HENDERSON, YOUNG & COMPANY									
South Lake Union Multi-Modal Mitigation Payment Program						●			
University Area Transportation Study	●		●	●		●			
City of Tacoma Capital Facilities and Financing Plan (plus 28 other cities and 20 counties)						●			
Portland Multi-Modal Transportation System Development Charge	●		●	●		●			
Tri-Met Transit System Development Charge	●			●		●			
HUCKELL/WEINMAN									
Northgate Transportation/SEPA Strategy				●				●	●
North Link Light Rail Project EIS				●				●	●
Northgate and Metro Convention Place Transit Oriented Development SEPA Strategies				●				●	●
University of Washington Major Institution Master Plan EIS (and 12 other major institution master plans)				●				●	●

Mirai Associates has worked extensively with land use planning, urban design and economic forecasting firms to integrate transportation systems into plans for urban centers throughout the Puget Sound area. In all cases, pedestrian and bicycle circulation and transit planning as well as vehicular transportation issues were critical components for planning the urban centers. Mirai’s qualifications demonstrate substantial experience in crafting innovative, high quality multi-modal transportation plans that reinforce land use and economic objectives while achieving mobility goals. We also have significant experience in creating transportation capital project prioritization processes that reflect city policy and community values. **Table 3** illustrates several prioritization processes used in the past by Mirai. Recent project examples include the **University Area Transportation Study**, **South Lake Union Multi-Modal Mitigation Payment Program**, **Station Area Plans for the Cities of Everett and Kent**, the **City of Shoreline Transportation Master Plan**, and **pedestrian-supportive downtown plans for the Cities of Kirkland and Lynnwood**.

Parsons Brinckerhoff brings substantial urban design, transportation engineering, and environmental impact evaluation experience that will be directly relevant to this project. PB also brings an in-depth knowledge and understanding of issues affecting the Northgate Area. Their experience in multiple large scale, mixed-use development and urban design projects has included emphasis on street layout and design that accommodates both vehicular and pedestrian users. PB demonstrates a wide range of multimodal transportation planning project experience, including the current **Northgate Transit-Oriented Development** project, for which they are providing traffic analysis, managing design and feasibility studies, and developing and implementing public workshops to develop potential development alternatives. PB is also conducting the **Mercer Corridor/South Lake Union Transportation Study** and the **Alaskan Way Viaduct and Seawall Replacement EIS**, as well as on-call archi-

Table 3. Project Prioritization Processes

Project	Prioritization Process
University Area Transportation Study	Practical evaluation methodology focusing upon safety, project feasibility and ease of implementation
Shoreline Transportation Master Plan	Scoring Criteria based upon comprehensive plan goals
Bellevue Outcomes-Based CIP	Two-step evaluation process, combining quantitative performance measures with qualitative policy considerations

tectural and engineering services for a transit-oriented development site at Seattle’s Convention Place Station. PB recently completed a **Best Practices Handbook on “road diets,”** offering a number of alternatives for traffic calming that will be valuable to the Northgate CTIP.

Henderson, Young & Company provides consulting services exclusively to public sector organizations throughout the United States. Henderson, Young & Company is a recognized leader and has extensive experience in Washington and nationally in the development of financing plans, mitigation and impact fees and other implementation tools for city and county multi modal transportation improvements. Specific experience in the Pacific Northwest includes Seattle’s award-winning multi modal **University Area Transportation Study**, and the **multi modal mitigation payment program for Seattle’s South Lake Union** area. The South Lake Union mitigation program is intended to be applicable to other parts of the City, such as Northgate. Henderson, Young also developed the **multi modal transportation system development charge for the City of Portland, Oregon** and the **transit system development charge for Tri-Met** (Tri-County Metropolitan Transportation District, Oregon) and Mr. Young has developed **transportation finance plans and implementation programs for over 60 other local governments.**

Huckell/Weinman Associates has managed environmental review, permitting and/or strategic planning for public and private-sector development projects in the City of Seattle for over 16 years. Their experience has included developing strategies for SEPA/NEPA environmental compliance, managing/preparing SEPA and NEPA documents for development projects and major institution master plans, and conducting land use analyses relative to comprehensive plans, devel-

opment regulations and the entitlement process. Their experience includes more than 120 development projects in Seattle, including seven in the Northgate area. Recent Northgate-related projects include an issue paper for the City’s Office of Policy and Management regarding the **Transportation and SEPA strategy options for Northgate**; and analysis of **SEPA options for King County METRO regarding Northgate Transit Oriented Development**.

2. Developing/Implementing Community and Agency Participation Plans

We are pleased with the City’s emphasis on community and agency participation for this project, as we believe that an inclusive planning process will enhance the outcome of the Northgate CTIP. The Mirai team has a strategy for generating positive excitement in the community about Northgate’s future. We will invigorate public interest, capture public input, and synthesize the information so that tradeoffs can be weighed and clear options can be presented to the city’s decision-makers. Building upon its extensive public involvement experience with controversial and complex projects, EnviroIssues will develop and manage public involvement for the Northgate CTIP. While EnviroIssues will be the project lead for this activity, each of our team members will provide strategic input, built upon their significant experience in public involvement and agency coordination. **Table 4** lists several successful public involvement approaches from current and past projects.

EnviroIssues is a nationally recognized leader in effective public involvement programs. Their staff translates complex technical information into publicly understandable language. Conversely and equally importantly, they also assist technical team members in understanding and addressing public concerns and issues. The firm’s reputation is based on understanding technical issues, working cooperatively with multi-interest parties and dealing with controversy directly and successfully.

Table 4. Public Involvement Approaches

Project(s)	Strategies
University Area Transportation Study	Workshops with established community groups
SR 520 TransLake Study, University District Light Rail Station Locations	Agency and Community Group Partnering Workshops
Magnolia Bridge Replacement Project; Alaskan Way Viaduct & Seawall Project	Facilitation of Design Advisory Group/Technical Committee
South Lake Union Transportation Study; North Waterfront Access Project; Renton Rainier Avenue Corridor Study	One-on-one outreach to affected business owners; partnership for open houses; Chamber participation on steering committee
Bothell Arterial Project	Workshops with affected residents: open Q&A; small group brainstorming, reporting out to full group

EnviroIssues designed a community outreach plan that reached out to the neighbors and businesses of the **City of Kirkland’s Totem Lake neighborhood** to solicit input on the area’s future. EnviroIssues is currently assisting Seattle and the State Department of Transportation in public outreach for the replacement of the **Alaskan Way Viaduct**, and they recently designed the public involvement plan for the **South Lake Union Transportation Study** and the **Magnolia Bridge Replacement Study**. EnviroIssues has also facilitated partnering processes between agencies and community groups at stalemate over a proposed project, including **light rail stations in the University District**, and the **SR 520 Trans-Lake Study**.

Mirai Associates will tap into our familiarity with local, regional and state staff and regulations to coordinate agency involvement. One of Mirai’s key strengths is our substantial familiarity with the policy adoption processes of public sector agencies and the up-front agency coordination that makes such processes go more smoothly. The members of the Mirai team have a wealth of experience in designing planning processes to include diverse agency points of view from which to establish consensus. Clients and previous employers for whom we have recently managed agency coordination and decision-making processes include the **Cities of Bellevue, Bothell, Kirkland, Newcastle and Renton**, as well as **King and Snohomish Counties, Sound Transit and WSDOT**.

Parsons Brinckerhoff will use its excellent in-house graphics capabilities to supplement our community and agency involvement programs. PB’s graphics group is experienced in designing visual simulations and graphics, web pages, boards, and PowerPoint presentations. PB is currently supporting an extensive public involvement effort for the **Fremont Bridge Approach Structures Replacement** project, in which they are collaborating to develop context-sensitive urban design in a complex urban environment.

Huckell Weinman will evaluate the pros and cons of “integrating” the environmental analysis with development of the coordinated transportation investment plan as one means of enhancing public understanding of issues and citizen involvement in the planning process.

3. Key Personnel Background and Experience

Project Manager

Tom Noguchi, *Mirai Associates*

Mirai principal Tom Noguchi is the consultant team project manager. He will provide technical leadership and direction for the project, keeping the study focused and on-track. As a seasoned project manager, Tom Noguchi will assure quality products and effective communication with the city project manager. He will place a priority on positive working relationships and teamwork among the project team, both consultants and city staff. Mr. Noguchi has extensive experience working with communities on sensitive transportation issues, including protecting neighborhoods from regional traffic impacts. He combines the ability to listen well to individual and community concerns while being able to explain engineering constraints and opportunities that address those concerns.

Mr. Noguchi worked closely with established, active community groups in the University of Washington area to improve regional mobility while protecting neighborhoods in the award-winning

University Area Transportation Study. He recently developed and conducted a series of project design meetings with residents who will be affected by a new arterial in a relatively undeveloped part of the City of Bothell. He has also worked closely with Kirkland neighborhoods to balance regional transportation needs with neighborhood quality of life in downtown Kirkland, Totem Lake and 85th NE corridor. One of the key recommendations for the downtown Kirkland study involved reducing the number of lanes on a downtown arterial to strengthen retail activity while supporting actions to ease pedestrian circulation.

Natarajan “Jana” Janarthanam, *Mirai Associates*

Our team lead for transportation modeling and simulation will be Mirai Principal Jana Janarthanam, who has more than 22 years’ experience in traffic engineering, travel demand forecasting, impact fee systems, and multi-modal transportation planning. Mr. Janarthanam builds travel demand models for short-, mid- and long range forecasts, as well as real-time traffic simulation models of smaller networks (travel corridors and sub-areas).

He is familiar with Seattle-area transportation issues, having modeled existing conditions and analyzed different traffic mitigation options for the award-winning University Area Transportation Study. Several key elements of that study included potential modifications to the SR 520 and I-5 freeway system to help reduce spill-over traffic during peak periods. He was the project manager for the City of Bothell Model, Federal Way Model Update, and he was also the modeling/forecasting lead for I-405/Bellevue Downtown Access Study, the Access Study & EIS, and Traffic Impact During Closure Analysis.

Lise Northey, *Mirai Associates*

Lise Northey, an expert with over 15 years' experience in government relations and transportation policy planning will provide agency coordination and policy development. She has extensive experience working with city and county elected officials and is particularly effective in developing decision-making processes in the face of conflicting priorities. She is skilled in action-oriented problem solving, negotiating and facilitating. As Regional Affairs Manager for the City of Bellevue, Ms. Northey developed a series of community roundtables attended by over 100 East King County residents and businesses to identify preferred options for high capacity transit. She represented Suburban Cities Association interests in a number of sensitive policy negotiations, including the initial countywide planning policies for GMA and the merger of King County and Metro. Ms. Northey recently completed planning documents for the University Area Transportation Study, Tukwila's urban center project and the I-405 Corridor Program. She is currently managing the public involvement process for the City of Renton's Rainier Avenue Corridor Study and developing transportation policies for the City of Shoreline's Transportation Master Plan.

Brad Hoff, *EnviroIssues*

Brad Hoff has extensive experience in supporting and managing public involvement and facilitation projects, including transportation planning, siting

of capital facilities and public housing projects. His experience includes managing public involvement for the Seattle Department of Transportation Magnolia Bridge Project and coordinating the public outreach program for the Washington State Department of Transportation SR-520 Bridge Replacement and HOV project, including facilitation of work groups at community design workshops. Mr. Hoff also planned and coordinated open houses and public involvement materials for Sound Transit's I-90 Two-Way Transit and HOV Operations project, and he planned and managed a design charette for Sound Transit's Federal Way Park-and-Ride, which brought the community together to help design a new transit center and parking structure. He also coordinated public involvement for Sound Transit's Bellevue Transportation Center project, which included working with the Design Advisory Committee and project team on design decisions.

Dennis Haskell, Anthony Lo, *Parsons Brinckerhoff*

Dennis Haskell will provide transit, non-motorized and urban design expertise for this project. Mr. Haskell has extensive expertise in mixed-use, multimodal planning and urban design projects, including the integration of non-motorized transportation facilities. He has served as public involvement facilitator and design panel leader on a wide variety of local projects and worked closely with public oversight committees. His recent projects include the Northgate Transit Center and Transit Oriented Development, Convention Place Transit-Oriented Development, the South Lake Union Park Master Plan Update, and Pedestrian Corridor Design Guidelines for the City of Bellevue.

Anthony Lo, PE, will support Mr. Haskell in transit analysis for the CTIP. Mr. Lo presently serves as a task leader and technical planning analyst for a variety of multimodal traffic operations projects. He has performed traffic impact assessments, circulation studies and transit planning studies that focus on funding strategies and short and long-term needs and improvements.

Chris Wellender, Jennifer Rosales, Phi Nguyen, and Lawrence Spurgeon,
Parsons Brinckerhoff

Other PB staff will include Chris Wellender, Jennifer Rosales, Phi Nguyen, and Lawrence Spurgeon.

Mr. Wellender will support Mr. Noguchi in policy planning and project prioritization. He has 21 years of transportation planning and engineering experience, which includes a wide range of planning, operations and design projects for freeways and arterials, and for multiple modes including transit, high occupancy vehicle (HOV), and non-motorized modes. He has conducted comprehensive transportation alternatives evaluations and corridor studies, developed and modeled alternatives, and developed and used effective evaluation techniques.

Ms. Rosales will develop traffic calming measures for the CTIP. She is currently developing a Best Practices Handbook on “Road Diets” (narrowing roadways), which describes traffic calming techniques for addressing current and future multi-modal transportation needs. She has a broad range of experience with projects focusing on reducing congestion, improving transit, and reducing parking demand by increasing the use of alternative transportation modes.

Mr. Nguyen will develop cost estimates and provide civil engineering support for the project. He has 18 years of experience in civil design layout, cost estimating, roadway engineering design (including hydraulic and signal designs), quantity calculations, and construction engineering.

Mr. Spurgeon will complete the natural environment analysis for the project. He brings significant experience in air quality and noise analyses, and he has an extensive technical background in energy impact analysis for local transportation projects.

Richard Weinman, Huckell/Weinman

Richard Weinman is an attorney and planner with 25 years experience in SEPA, land use planning

and regulatory issues. Mr. Weinman’s practice includes SEPA/NEPA compliance strategies for public agencies and developer clients; preparation of environmental documents for plans, regulations and a wide range of development projects; strategic issues related to GMA and permitting; and GMA comprehensive plans, sub-area and urban center plans, critical area policies and regulations. Several of his EIS projects have been planned actions and integrated plans/EISs. He was a member of the SEPA/GMA Subcommittee of the Governor’s Regulatory Reform Task Force and helped draft the SEPA rule on plan/SEPA integration. Mr. Weinman recently analyzed transportation and SEPA strategy options for Northgate and for transit-oriented-development plans for Northgate and Metro Convention Place. He also prepared the plan environmental impact statements for Sound Transit’s central link light rail, for the Monorail and for Sounder Commuter Rail.

Randy Young, Henderson, Young & Company

Randy Young is a leading national expert in transportation finance. With 31 years’ experience in government and as a consultant to governments, he has developed transportation finance plans and implementation programs for over 60 local governments. Randy Young was the financial consultant for Mirai Associates’ team that developed Seattle’s award-winning multi modal University Area Transportation Study. Mr. Young is presently serving as financial consultant for Mirai Associates’ team developing the multi modal mitigation payment program for Seattle’s South Lake Union area.

Mr. Young prepared the City of Tacoma’s Financing Plan and Capital Facilities Plan and the City of Redmond’s Transportation Facilities Plan. In conjunction with Don Samdahl of Mirai Associates, Mr. Young developed a multi modal transportation system development charge for the City of Portland, Oregon in 1997. Mr. Young and Mr. Samdahl of Mirai Associates also developed a transit system development charge for Tri-Met (Tri-County Metropolitan Transportation District, Oregon) in 1999.

B. REFERENCES

Mirai Associates

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C. RESUMES