EXHIBIT A: SCOPE OF WORK
Center City Parking Mitigation Assessment for the Alaskan Way Viaduct and Seawall Replacement Project

Background Information

Availability of on- and off-street parking will be substantially changed in the Central Waterfront, Pioneer Square, and elsewhere in downtown Seattle during the AWV&SR Project construction and once the project is completed. Detailed information about changes to on-and off-street parking are available in the Draft Environmental Impact Statement (DEIS, March 2004) and technical appendixes.

Seattle, similar to other major cities, primarily relies on the private sector to build and manage off-street parking rather than investing public funds in a parking authority or a municipal parking system. This model can lead to confusion about available affordable parking supply to visitors. Downtown Seattle and major surrounding commercial corridors have paid or time-controlled on-street parking and paid off-street public lots and garages. Generally, off-street parking in Center City is between 50-75% full on a typical weekday, and on-street parking is much more heavily used. Determining a variety of means to shift this supply of private off-street parking to short-term customer parking is critical to maintaining business access during and post-construction.

The policies in the City of Seattle Comprehensive Plan indicate that the City should consider replacing short-term parking when, during construction or implementation of new transportation project, the project results in a concentrated and substantial amount of on-street parking loss. On-street parking is a privilege offered as a temporary use of the public right-of-way, and it may be removed if the right-of-way is needed to provide improved safety, access or mobility. In addition, the Comprehensive Plan and land use code make clear the City's policy intent to discourage the construction of additional commuter parking in downtown Seattle.

The magnitude and geographic concentration of on-street parking losses associated with the AWV&SR Project merit considering mitigation of the lost short-term on-street parking to help ensure the economic vitality of the Center City. The AWV&SR Project DEIS identifies that short-term on-street parking availability will be substantially reduced in the Pioneer Square and Central Waterfront neighborhoods during project construction and after project completion. In addition, major on-street parking changes will be made to downtown streets, such as 1st, 2nd, 4th and 5th Avenues, to accommodate construction traffic. While the DEIS identified a wide range of potential parking and transportation access mitigation strategies, more analysis of the macro- and micro-scale parking market conditions is needed to inform the FEIS about the most effective ways to mitigate parking losses.

In addition to parking information in the AWV&SR Project DEIS, many parking studies have been completed in the Center City in the last decade, and they are available as resources for this study. For instance, the City of Seattle Waterfront Parking Strategy was completed in 2002 with the intent of examining existing and future waterfront parking conditions and recommending

strategies for improving parking and access to major waterfront and upland uses. Through surveys, the study found that waterfront visitors typically spent twenty minutes looking for a parking space. Many visitors reported passing up an available space to look for a more convenient or less expensive space. These findings were consistent with the results of a market analysis, which showed that, while the parking supply was sufficient at that time to meet demand, most of the conveniently located parking was not appropriately priced. Even where short-term parking rates were affordable (citing the Pike Place Public Market Garage), long-term rates were also affordable, so commuters eligible for "early-bird" rates may occupy many of the available spaces.

Study area

For the purposes of this project, the study area boundaries are as follows:

- Alaskan Way Viaduct and Seawall Replacement Project study area (from South Lake Union to South Atlantic Street/Safeco Field, and from Interstate-5 to Elliott Bay)
- Major arterial corridors into/out of downtown (as described in Center City Future Transportation Network map at www.seattle.gov/transportation/docs/ccafuturecentercitynetwork-012205.pdf) in:
    - First Hill
    - Pike-Pine
    - Capitol Hill
    - South Lake Union
    - Belltown
    - Uptown
    - South Downtown
- An AWVSR Project map is available at http://www.wsdot.wa.gov/Projects/Viaduct/ProjectMap.htm

Major Study Tasks

The following tasks are intended to provide a framework for developing the RFP response. SDOT is seeking the qualifications and insights of prospective consultants on how best to achieve the project goals. As deliverables for these tasks, the consultant will be expected to write separate technical memos and/or organize as chapters into a single final report for City review and approval.

Task 1. Existing Parking Data Compilation

The purpose of this task is to compile and summarize available parking reports and data for use in future tasks that document on-street curbspace and off-street parking supply, demand and management information for the study area described above. Curbspace uses to be covered are paid parking, loading zones, taxi and other designations. Minimal new parking field data should be expected to be collected for this task. The consultants should expect to identify geographic gaps in information as well as inconsistencies among existing parking data (e.g., overlapping information that is inconsistent or different terminology for the same data type, etc.). This

analysis is particularly important for the task to develop a parking database. Given the study area size, consultants should propose how to organize a potentially large amount of parking information in an effective and easy-to-use spreadsheet, memorandum, or other methods of communication.

Examples of previous studies that the City can provide include:

- All AWV&SR Project DEIS documents (including accounting for changes in on- and off-street parking with the various project alternatives)
- Puget Sound Regional Council's Bi-Annual Off-street Parking Inventory (latest is 2004)
- City of Seattle Waterfront Parking Strategy (2002)
- Pioneer Square and Chinatown-International District On- and Off-Street Parking Studies (1990s)
- South Lake Union On-street Parking Study (2006)

Consultant Deliverables: The task should be compiled in a technical memo, with accompanying graphics and matrixes as appropriate, for City review and approval.

Task 2: Initial Parking Management Strategy Development

The purpose of this task is to develop a broad list of alternative approaches to management of on- and off-street parking (both public and private) in the Center City to address displaced customer parking from under the Viaduct and along downtown streets. This analysis is necessary for both the project construction period and the built condition. Parking for the AWV&SR Project construction workers must be addressed in this task. This initial list will inform the work of the parking expert panel and other future tasks to develop feasible and cost-effective parking management mitigation strategies. This strategy development can include reviewing best practices of other local jurisdictions, as well as an initial review of policy and legal implementation issues.

Strategies should cover demands for on-street parking and curb space uses (commercial vehicle and passenger loading, taxi, disabled permit, building services, etc). A community outreach process should be proposed for making future curbspace changes during the construction period, based on City policies and practices and lessons learned from other cities.

The initial parking management list should include strategies (but not to be limited to):

- Shifting long-term parking to short-term use include agency leasing of parking supply for short-term parking provision, construction of additional parking supply, and policy, marketing, wayfinding and other incentives to support short-term parking supply in downtown Seattle
- Examination of opportunities to improve the utilization of existing parking supplies through improved communication with both the public and with owners/managers of private parking facilities

- Development of parking advisory electronic information systems
- Documentation of the potential effects of downtown zoning off-street parking regulations on ability to manage existing downtown parking supply differently for short-term customer parking demand
- Analysis of current practices at area public garage facilities, including the Pike Place Market parking garage
- Evaluation and recommendation of construction worker parking strategies for a peak demand of workers. Potential strategies include use of existing parking, remote site parking with shuttle service, carpool matching services, transit pass provision, etc.

Consultant Deliverables: Compile task into draft and final technical memo and/or for inclusion into final report, for City review and approval

Task 3: Development of Evaluation Criteria

The purpose of this task is to develop evaluation criteria for selecting effective parking management strategies to mitigate and help manage downtown parking with respect to the AWV&SR Project. Examples of evaluation criteria include consistency with Comprehensive Plan and other City policies, program implementation costs, program effectiveness, legal issues and other implementation risks, phasing and coordination opportunities, community support, and others as recommended by the consultant. The evaluation criteria will be used to evaluate strategies for both the project construction period and the built condition.

Consultant Deliverables: Compile task into draft and final technical memo and/or for inclusion into final report, for City review and approval

Task 4: Establish a Parking Expert Panel

The purpose of this task is to convene and facilitate a multi-day panel of national parking experts to evaluate these initial strategies and potentially consider others, based on available data and best practices. City staff may identify additional participants. For this task, consultants are expected to describe the purpose and organizational structure of the panel, propose potential national panel members, determine the appropriate timing and length of the meetings, and resolve other organizational logistics necessary for the panel to be convened in mid-August.

While the panel is not intended as a public outreach process for this study or the AWV&SR Project in general (the project has substantial on-going public involvement efforts), the panel will help inform the creation of a Center City parking advisory committee that City staff will be developing. The panel's work should include a review of information collected previously of a survey of downtown property owners and commercial parking operators.

Consultant Deliverables: Development of expert panel's organizational structure, agenda and presentation materials for City review and approval

Task 5: Develop Work-Plan for Parking Database

This task is to develop a work plan to establish an in-house database of on- and off-street parking data and information. The City requires a customer-friendly, analytically-based on-street parking information management tool. The inventory database must be dynamic to analyze a variety of transportation and transit improvements and to track future changes in parking supply and use during and post-project construction. The database needs to be able to be incorporated into City GIS, asset management and traffic management (e.g., traffic camera) systems.

This task is to create a plan for future work to establish a database, as described, if the City decides to pursue this work. The work plan should document potential database purposes, technical resources, and parking data needs and gaps (based on Task 1).

Consultant Deliverables: Work-plan with proposed scope, implementation schedule and budget to be included in final report

Task 6: Evaluation of Selected Parking Management Mitigation Strategies in Draft and Final Study Reports

The purpose of this task is to evaluate the selected strategies from the consultant's initial work and parking expert panel based on established criteria. Cost estimates should be developed as part of this task. The reports should address strategies in both the project construction period and the built condition.

The draft and final report should document the overall project process, parking data compiled, other analysis performed, parking expert panel structure and results, and recommendations, including an action plan with specific goals, budget and schedule for implementation for both the construction period (with various traffic management stages) and the built condition. An executive summary of the final report is expected. The report should include maps and other supporting documents.

Consultant Deliverables: Draft and final reports, with executive summary, for City review and approval. A digital format copy (Adobe Acrobat format and originating file format) and one printed hard copy of the report are required. All GIS files should be transmitted.

The City will need findings and preliminary recommendations by mid-September 2006 in order to inform the development of the AWV&SR Project FEIS. The final report is due by December 1, 2006.

Task 7: On-Going Project Management

The consultant is expected to provide project management services continuously throughout the course of the scope of work. This work will assure effective communication between City staff and project team and to allocate resources for day-to-day supervision of all project work, monitoring of schedule and budget, elevation and resolution of issues, interaction with City staff, and project documentation and quality control/quality assurance. Monthly progress reports and

invoices will be completed documenting work submitted, identifying issues that need to be resolved, and assigning responsibilities and a timeline to resolve issues/problems.

Consultant Deliverables: Attend regular project management meetings (including provision of written meeting summary and follow-up work). This project includes traveling to Seattle a minimum of six times for this project between June and December, 2006.

City of Seattle Parking Resources

Multiple transportation and parking studies have been completed in Seattle's Center City area. The following resources are available on the City or other agency websites:

- AWV&SR Project DEIS documents – www.wsdot.wa.gov/projects/Viaduct/
- Puget Sound Regional Council's Bi-Annual Off-street Parking Inventory – www.psrc.org/datapubs/data/trans/parking.htm
- City of Seattle Waterfront Parking Strategy (2002) –scroll to end– www.seattle.gov/dpd/Planning/Central_Waterfront/DPD_000553.asp
- Comprehensive Plan – http://www.seattle.gov/DPD/Planning/Seattle_s_Comprehensive_Plan/Overview/
- SDOT parking pay station neighborhood parking study information – www.seattle.gov/transportation/parking/paystation_where.htm
- SDOT parking portal – www.seattle.gov/transportation/parking/
- Seattle Transit Plan – www.cityofseattle.net/transportation/transitnetwork.htm
- Center City Strategies– www.seattle.gov/dpd/Planning/center_city/index.asp
- South Lake Union on-street parking plan – www.seattle.gov/transportation/parking/sluonstreetparking.htm