

AGENDA PLANNING COMMISSION May 22, 2025

Hybrid Meeting In-person and via Zoom



<https://us02web.zoom.us/j/83069922862?pwd=wiwn2CR5dFkcbJugYnxVwiATqQhQtE.1>

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**CITY OF ELLENSBURG
PLANNING COMMISSION AGENDA
Council Chambers
501 North Anderson Street
Ellensburg, WA 98926
And remotely via Zoom
Thursday, May 22, 2025
5:45 PM - Regular Meeting**

- 1. Call to Order and Roll Call of Members**
- 2. Approval of Agenda (No Public Comment)**
- 3. Approval of Minutes**
 - 3.A Review of March 13, 2025 Planning Commission Meeting Minutes.
 - 3.B Review of April 10, 2025 Planning Commission Meeting Minutes
- 4. New Business**
 - 4.A Affordable Housing Presentation
- 5. Unfinished Business**
- 6. Citizen Comment**
- 7. Staff Update/Discussion Items**
 - 7.A 2026 Periodic Update Consultant Statement of Qualifications
- 8. Commission Representative Update**
- 9. Adjournment**



For more information on the Ellensburg Planning Commission, contact Planning Manager, Stacey Henderson, at 509-962-7232.

The Contents of this agenda have been photocopied on recycled paper.



CITY OF ELLENSBURG

Date of Meeting

Time of Meeting

Place of Meeting

Minutes of Planning Commission, Regular Meeting

March 13, 2025

5:45 PM

Council Chambers

501 North Anderson Street

Ellensburg, WA 98926

And remotely via Zoom

1. Call to Order and Roll Call of Members

Commissioner Harrell called the meeting to order at 5:45 p.m.

Present: Michael Buehn, Ed Harrell, Sigrid Davison, Geraldine O'Mahony, Sathy Rajendran, George Bottcher

Absent: David Miller-City Council Liaison

Other Present: Stacey Henderson-Planning Manager

2. Approval of Agenda

Commissioner Davison motioned to approve the agenda. Motion passed 6-0.

3. Approval of Minutes

3.A Review of February 13 Meeting Minutes

Commissioner Harrell noticed that the February 13, 2025, minutes needed to be amended to reflect Commissioner Davison's presence at the November 14, 2024, meeting. Harrell stated the "regarding Title 15 Land Development code" needs to be removed, and the motion passed 5-0.

Commissioner O'Mahony motioned to approve the February 13, 2025, minutes with an amendment to include Commissioner Davison's presence at the November 14, 2024, meeting, removal of "regarding Title 15 Land Development code", and approval of minutes for the November 14, 2024, minutes to be changed to 5-0. Motion passed 6-0.

4. New Business

4.A Review 2025 Long Range Planning Work Plan

Henderson presented the Community Development 2025 Long Range Planning Work Plan to the commission and answered commissioner questions.

Henderson offered discussion to the Planning Commission, to add possible activities, lectures, or trainings they would like to cover this year on an agenda. Commissioners provided feedback, requesting clarity on their commission's roles and responsibilities, and clarity on periodic code updates comprehensive plan amendment proposal processes, as provided from staff and public. These

are all things that will be a big part of what the commission reviews and recommends to City Council. A climate chapter will be developed for the Comprehensive Plan and commissioner Harrell would like to know how it will be implemented. Lily Frey will speak to the commission at a future meeting about past and present house bill updates that impact housing code. An RFQ has been created for a consultant to help with the 2026 Comprehensive Plan Periodic Update, and will close on March 25, 2025. Comprehensive Plan amendments are due by March 31, 2025. The zoning map, conditional use criteria, bike routes, general code clean-up, historic district update, narrow street standards update, and planned unit development are among a few items found on the Long Range Work Plan.

4.B May Planning Commission Meeting

Henderson discussed that there is a room conflict with the May 8 Planning Commission meeting, and suggested holding the May meeting on May 22 instead.

5. Unfinished Business

5.A Changing Agenda from Citizen Comment to Public Comment

Based on previous feedback, Henderson would like a formal motion if the Commission concurs to change the agenda wording from "citizen" to "public comment". Commissioner O'Mahony motioned to change the wording on the agendas from "citizen comment" to "public comment". There was discussion. Motion passed 6-0.

6. Citizen Comment

No public comment.

7. Staff Update/Discussion Items

Commissioners inquired if the agenda needed a specific section for Commissioners' inquiries. Henderson stated that she has always considered the Commission Representative update to include Commissioner's an opportunity to request updates or have discussions.

8. Commission Representative Update

Commissioners would like an update on the field house project.

The commissioners asked if the City had met the projection of housing needed. The consultant will be doing an ordinance regarding updates to the flood code, accessory dwelling units, etc

9. Adjournment

The meeting was adjourned at 6:41 p.m.



CITY OF ELLENSBURG

Date of Meeting

Time of Meeting

Place of Meeting

Minutes of Planning Commission, Regular Meeting

April 10, 2025

5:45 PM

Council Chambers

501 North Anderson Street

Ellensburg, WA 98926

And remotely via Zoom

1. Call to Order and Roll Call of Members

Commissioner Harrell called the meeting to order at 5:52 p.m.

Present: Michael Buehn, Ed Harrell, Sigrid Davison, Geraldine O'Mahony, Sathy Rajendran

Absent: George Bottcher

Others Present: Stacey Henderson-Planning Manager; Kathy Boots-Planning Technician;
David Miller-City Council Liaison (arrived 6:02 p.m.); two members of the public

2. Approval of Agenda

Commissioner O'Mahony motioned to approve the agenda. Motion approved 5-0.

3. Approval of Minutes

No minutes ready to be approved.

4. New Business

4.A Planning Commission Roles and Responsibilities

Henderson advised the Commission that consultants for the Comprehensive Plan updates will be interviewed in early May 2025. The consultant will assist with growth, population, and future land use analysis. The Commission will review several aspects of the Title 15 Land Development Code, such as: housing; design review, critical areas, zoning; housing; and future land use to ensure it is consistent with the Comprehensive Plan. Comprehensive Plan Amendments will be reviewed by the Commission and the cut-off for proposals has occurred.

5. Unfinished Business

None

6. Public Comment

None

7. Staff Update/Discussion Items

Clarification on why a consultant will be hired for the City Code changes was discussed. The consultant will be able to complete the more complicated parts of the Comprehensive Plan update, such as; research, analysis, and public surveys.

8. Commission Representative Update

None

9. Adjournment

The meeting was adjourned at 6:28 p.m.



Meeting Date: May 22, 2025

**City of Ellensburg
Planning Commission Agenda Report**

Agenda Subject: Affordable Housing Presentation
Submitted by:
Department: Community Development

Suggested Motion/Action:

Background/Summary:

Lily Frey, the Affordable Housing Manager, will present basics on city Affordable Housing, in preparation for the upcoming Periodic Update work.

Previous Council Action:

Analysis:

Financial Impact:

Budget Adjustment: No

Attachments:

1. Planning Commission Slides

Comp Plan – Housing Element

Planning Commission

May 22, 2025

When is Housing “Affordable”?

- Generally, when a household spends **no more than 30%** of income on **rent and basic utilities**.
- For **homeownership**, mortgage principal and interest, tax and insurance costs and (if applicable) HOA or land lease fees are **no more than 38% of income**. In addition, total debt is no more than 45% of monthly household income.

What is Area Median Income?

- Established by HUD, updated annually
- Adjusted for household size
- Used for income-based housing eligibility

People in HH	1	2	3	4	5
Extremely low (30%) income (\$)	22,650	25,850	29,100	32,300	37,650
Very low (50%) income (\$)	37,700	43,100	48,500	53,850	58,200
Low (80%) income (\$)	60,350	68,950	77,550	86,150	93,050

Source: HUD 2025 income limits summary



Ellensburg housing needs

- **27%** of households spend more than **50% of income** on housing.
- + **14%** spend more than **30% of income** on housing = **41%** of Ellensburg households are **cost-burdened**

To afford **rent** for a two-bedroom home in Ellensburg:

- Rent: \$1,533 (Zillow – April 2025)
- Annual income: \$61,320 (>60% AMI)
- Average hourly wage (full-time): \$29.48

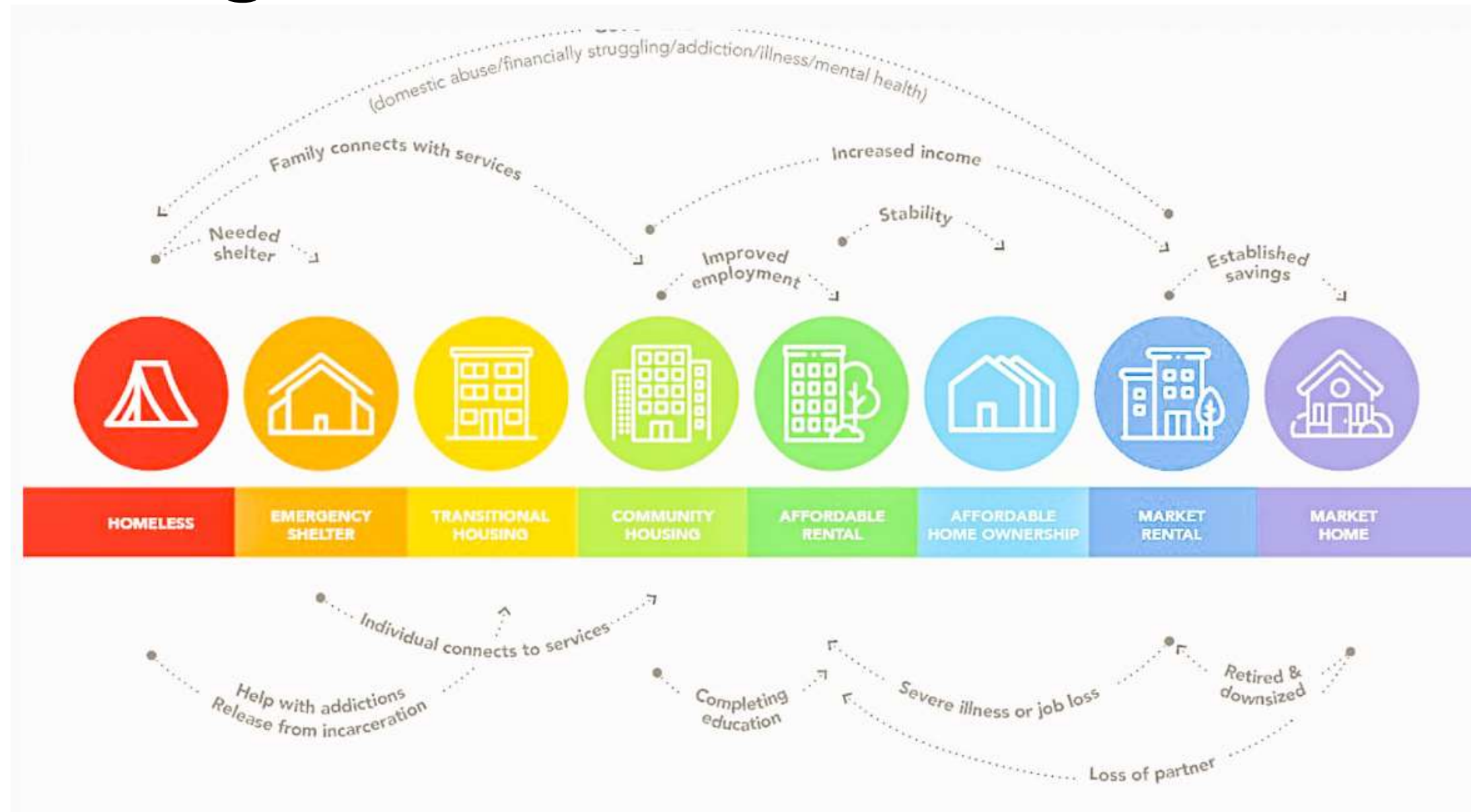
To afford average **homeownership** costs

- Home price: \$505,000 (WCRER – 2024Q4)
- Annual income: \$98,500 (~91% AMI)
- Average hourly wage: \$47.35



Based on 35% of income payment, 10% downpayment and 6.5% interest rate

Housing Continuum



Current Housing Element – Comp Plan (2017) Goals

H-1: Preserve, protect, and strengthen the vitality and stability of existing neighborhoods

H-2: Allow and encourage and accommodate a variety of housing types and densities to meet housing needs of all economic segments of the community

H-3: Encourage and support a variety of housing opportunities for older adults and people with disabilities

New GMA Framework for Updating Housing Elements

Previous Requirement

New/Modified Resource or Requirement

Topic addressed in today's webinar

Statewide Regulatory Context

Washington State Growth Management Act

Statewide Data Resources

OFM GMA Population Projections by County

Commerce Housing Need Projections by County (2)(a)

Commerce Housing for All Planning Tool

Regional Process

Multi-County Planning Policies*

Countywide Process

Develop CPPs for coordinated growth planning

Select county population target

Identify countywide housing needs associated with population target

Allocate housing needs to jurisdictions

*Not all jurisdictions engage in multi-county planning

Jurisdictional Responsibilities

Document projected housing needs consistent with allocation (2)(a)

Document sufficient land capacity for all housing needs (2)(c)

Identify barriers and limitations to housing production (2)(d)

Document programs and actions needed to achieve housing availability. Consider:

- All income levels
- Employment locations
- ADUs

(2)(d)

Develop goals, policies, objectives, and mandatory provisions for housing that:

- Include moderate density options (2)(b)
- Address and undo racially disparate impacts and exclusion (2)(f)
- Reduce displacement risk (2)(h)

Establish public participation program

Identify areas at higher risk of displacement (2)(g)

Identify policies that contribute to disparate impacts (2)(e)



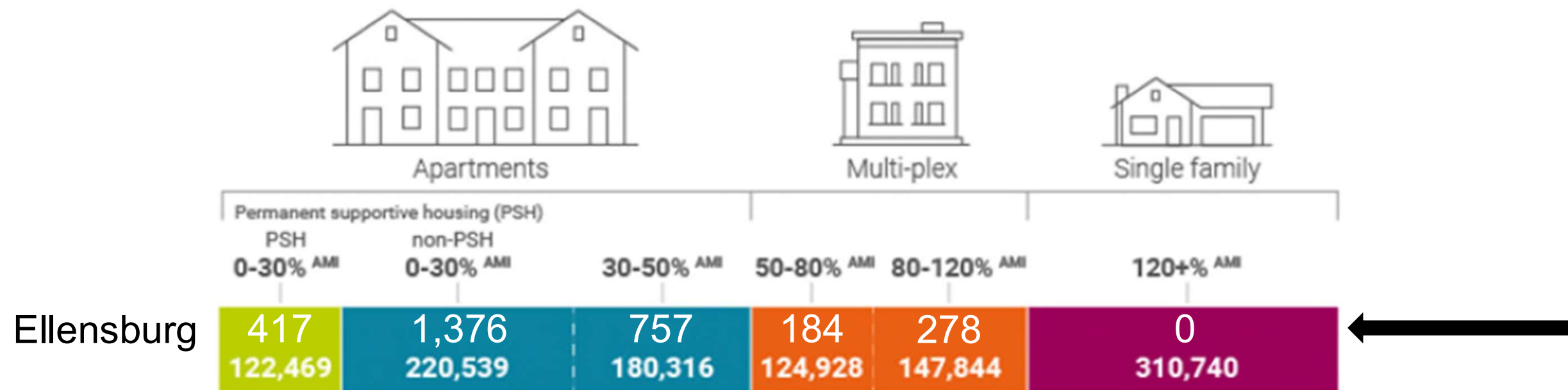
Ellensburg
WASHINGTON

New Comp Plan Requirements (2026 cycle)

- Land capacity analysis considering income levels (housing type/density)
- Identify and address racially disparate impacts, areas at higher risk of displacement
- Adequate provisions for existing and projected needs of all economic segments of the community
- Establish policies to address disparate impacts and reduce displacement

Statewide & Local Housing Units Needed

Future housing needs broken down by area median income (AMI) groups



1.1 Million new homes will be needed in the next 20 years

In addition, there will also need to be:

91,357 Emergency housing beds (temporary housing)

Land use Zones – Ellensburg Example

Land use zone	Housing types allowed	Min density	Max density allowed	Assigned zone category	Market rate incomes served	Incomes served with subsidies/ incentives	Affordability level for analysis
Residential – Suburban (R-S)	SFR (predominant), (secondary) ADUs, duplexes, townhouses, cottages		6 dwelling units/acre (base); 12 du/ac (max)	Low density	>100% AMI	Not feasible at scale	Higher income (>120% AMI)
Residential – Low (R-L)	Same as R-S above	6 du/ac	8 du/ac (base); 16 du/ac (max)	Low density	>100% AMI	80-100% AMI	Moderate income (80-120% AMI)
Residential Medium (R-M)	SFR, cottages, townhouses, multifamily	8 du/ac	No limit	Moderate density	50-80% AMI	0-80% AMI	Low income (0-80% AMI) and PSH
Residential High (R-H)	Multifamily	15 du/ac	No limit	Low-rise multifamily	50-80% AMI	0-80% AMI	Low income (0-80% AMI) and PSH
ADUs (all zones)	ADUs on developed residential lots	N/A	N/A	Moderate density	50-80% AMI	N/A	Low income (50-80% AMI)

Land Capacity Analysis Process

Steps to show sufficient capacity

1. Summarize land capacity by zone.



2. Categorize zones by allowed housing types or density level.



3. Relate zone categories to potential income levels and special housing served.



4. Summarize capacity by zone category.



5. Compare projected housing needs to capacity.



6. (If deficit is found) Implement actions to increase capacity and return to Step 1.

Recent Housing Legislation – updates required

- HB 1998 (2024) - [Co-living](#) (due Dec 2025)
- SB 6015 (2024) – [Residential parking](#) (due with periodic update)
- SB 5258 (2023) – [Unit lot subdivision](#) (due with periodic update)
- HB 1293 (2023) – **Design review** (due with periodic update)
- SB 5258 (2023) – [Residential impact fees](#) (due with periodic update)

Other Recent Legislation – Completed

- HB 1337 (2023) – **ADUs**
- SB 5290 (2023) – **Local project review timelines & fees**
- HB 1220 (2021) – **STEP housing** (along with GMA provisions)



Meeting Date: May 22, 2025
City of Ellensburg
Planning Commission Agenda Report

Agenda Subject: 2026 Periodic Update Consultant Statement of Qualifications
Submitted by:
Department: Community Development

Suggested Motion/Action:

Background/Summary:

Brief review of consultant onboard process, statement of qualifications, and next steps.

Previous Council Action:

Analysis:

Financial Impact:

Budget Adjustment: No

Attachments:

1. SCJ Alliance - City of Ellensburg 2026 Comprehensive Plan Periodic Update SOQ



City of Ellensburg 2026 Comprehensive Plan Periodic Update



Submitted to: City of Ellensburg
Submitted by: SCJ Alliance
March 25, 2025



2026 Comprehensive Plan Periodic Update

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Cover Letter



SCJ ALLIANCE

March 25, 2025

City of Ellensburg Community Development Department
Attn: Stacey Henderson, Planning Manager
501 N. Anderson Street
Ellensburg, WA 98926
Email: comdev@ci.ellensburg.wa.us

8730 Tallon Lane NE, Suite 200
Lacey, WA 98516
ph: 360.352.1465
fax: 360.352.1509
www.scjalliance.com

Re: Ellensburg 2026 Comprehensive Plan Periodic Update

Dear Ms. Henderson and Members of the Selection Committee,

Our team is thrilled to present our proposal to collaborate with the City of Ellensburg on the preparation of the 2026 Comprehensive Plan Periodic Update.

Leading this effort with the greatest enthusiasm is your project manager, **Kirsten Peterson**, who brings seven years of experience as a former Community Development Director for Ellensburg, along with a genuine passion for the community. Kirsten's unique insight into Ellensburg's goals and challenges, along with her deep understanding of its operations, key stakeholders, and planning processes, enables her to immediately engage and lead the project with confidence.

At **SCJ Alliance (SCJ)**, we are dedicated to creating comprehensive plans that reflect community values while guiding sustainable growth. Our team is made up of experts across multiple planning disciplines and we're ready to hit the ground running, supported by a network of outstanding partners. In addition to a robust planning group, SCJ is a multi-disciplinary firm with expertise in landscape architecture, transportation, civil engineering, and urban design.

As urban strategists, **Leland Consulting Group (LCG)** leads in strategic, market, financial, and economic elements that make special and economically viable places. LCG will be leading the housing and economic development elements while supporting land use scenarios and land capacity analysis.

Cascadia Consulting Group (Cascadia) is at the forefront of climate element development in Washington and will take the lead on this element. Having worked directly with the Department of Commerce to test and refine the HB 1181 Climate Element guidance, they will provide unparalleled guidance for this element.

Fehr & Peers, with their experience developing the Transportation Element during the 2017 Periodic Update, is well poised to create innovative transportation solutions that meet the community's current and future needs.

Together, we have the specialized knowledge needed to navigate the state's GMA and planning requirements. We are committed to delivering a comprehensive plan that positions Ellensburg for long-term success while capturing the values and aspirations of its residents. Thank you for considering our team for this important project; we look forward to the opportunity to collaborate with you.

Sincerely,

Kirsten Peterson
Project Manager

Genevieve Dial
Principal-in-Charge

Key Personnel and Firm Qualifications



SCJ Alliance (SCJ) is a multidisciplinary planning and engineering firm specializing in solving complex issues that challenge developing communities. We provide a broad range of professional services to public- and private-sector clients, including land use and environmental planning, traffic safety, transportation planning and design, community outreach and facilitation, civil engineering, urban design, and landscape architecture.



100%
Employee-owned

SCJ creatively integrates community planning, transportation planning, and multimodal engineering, serving the unique character of each of our client communities. The multidisciplinary nature of our firm and our strong working relationships with each other help us to see possibilities when others cannot and to make maximum effective use of the technical skills and creativity of our team. The City of Ellensburg will benefit from our innovative perspectives, in-depth understanding of all elements of comprehensive planning, and engaging public outreach strategies that integrate well with the technical work needed for a successful plan.

Anticipate. Envision. Create.

SCJ was formed in 2006 with a mission to serve communities by helping them address infrastructure challenges through creative engineering and planning solutions. When approaching projects, we use a three-step strategy that we know serves our clients well: we **anticipate** emerging challenges and opportunities, work with clients to **envision** projects to enhance the livability of their community, and then **create** a plan that achieves the goals and vision identified through this process.

Our Details

8730 Tallon Lane NE, Suite 200
Lacey, WA 98516

Ph: 360.352.1465

Fax: 360.352.1509

www.scjalliance.com

Federal ID: 20-4834444

UBI: 602612261

Year Founded: 2006

Staff: 140

Office Locations: Washington, Colorado, Montana

Areas of Expertise

- ◆ Comprehensive Planning
- ◆ Land Use Planning & Design
- ◆ Transportation Planning & Design
- ◆ Environmental Engineering & Permitting
- ◆ Landscape Architecture
- ◆ Parks and Trails
- ◆ Civil Engineering
- ◆ Public Outreach & Facilitation
- ◆ Master Planning
- ◆ Stormwater/Drainage/Flood Control
- ◆ Parking & Circulation
- ◆ Site Design
- ◆ ADA Compliance

About Our Subconsultant Team



Leland Consulting Group (Leland) partners with exceptional public and private leaders who envision bold futures for their downtowns, neighborhoods, employment centers, and cities. Leland refines and helps realize those visions, delivering strategies that have resulted in built projects across more than 250 communities nationwide—projects that enhance quality of life through thriving downtowns, vibrant shopping districts, welcoming neighborhoods, and dynamic employment centers.

As urban strategists, Leland maintains a clear focus on the big picture while providing deep expertise in the strategic, market, financial, and economic components that make projects successful. The firm understands that special, economically viable places emerge from the combination of quality design, strong market fundamentals, developer capacity, and financial strength. In every engagement, Leland works closely with public and private champions to build consensus, foster collaboration, and overcome challenges.

Established in 1989, Leland brings more than 36 years of experience in real estate and urban planning, serving public and private sector clients across the United States.

Areas of expertise:

- ◆ Market Research and Strategies
- ◆ Financial Analysis
- ◆ Economic Impact Analysis
- ◆ Economic Development Strategies
- ◆ Public-Private Partnership Negotiation and Facilitation
- ◆ Housing Strategies
- ◆ Development Conceptualization



Since its founding in 1993, **Cascadia Consulting Group (Cascadia)** has worked with public, corporate, nonprofit, and tribal clients to advance projects that benefit their communities and the environment. Cascadia's expertise cuts across all aspects of climate analysis and planning—including greenhouse gas emissions, vulnerability analyses, strategy development, and community co-design. They have extensive experience applying these skills to help local governments across Washington implement measures to reduce their emissions while building resiliency to climate impacts. Recent work includes developing climate elements for the cities of Auburn, Spokane, Walla Walla, East Wenatchee, Marysville, Gig Harbor, Lake Forest Park, as well as Chelan and Douglas counties, Clallam County, Skagit County, Thurston County, Spokane County, and Whatcom County. With this deep experience, Cascadia is ready to hit the ground running to provide unparalleled guidance around upcoming Commerce requirements, help break down each new requirement, and provide capacity to support decision-making—all while equipping Ellensburg with the tools it needs to implement these policies.



Since 1985, **Fehr & Peers** has worked with communities across the country to shape transportation futures. They focus on delivering creative, yet implementable transportation plans, strategies, and solutions backed by a strong culture of applied innovation and client-centric collaboration. Fehr & Peers has extensive experience in delivering well over 50 transportation elements and comprehensive plans throughout the state. Many of these plans have included customized travel demand models, intersection operations analyses, concurrency management systems, and multimodal LOS analyses. All of these plans have been fully compliant with the Growth Management Act (GMA), supporting communities in right-sizing their transportation investments to advance critical community mobility goals.

Team Experience

We have provided an organizational chart of our SCJ and partner team members who have been carefully selected for their skillsets to carry out the various tasks for the Ellensburg Comprehensive Plan. You will note within the bios provided for each of the key personnel selected for this project that our combined team members have extensive experience with GMA requirements and working with communities to stay in compliance with recent housing legislation.

Principal-in-Charge **Genevieve Dial** brings deep expertise in GMA requirements for comprehensive planning—gained through her role as a former senior planner for the Washington State Department of Commerce—where she provided technical assistance and GMA guidance to more than 50 Eastern Washington jurisdictions. She has also led state trainings on adaptive management for critical areas. Your project manager, **Kirsten Peterson**, offers firsthand experience from her work as a local government planner, collaborating directly with Commerce representatives. She is well-versed in submitting grant applications, managing deliverables through the State’s online portal, and completing A19 invoicing and other state expenditure forms. Kirsten’s experience includes preparing Commerce deliverables for housing action plans, comprehensive plan updates, development regulations, critical area ordinance updates, and most recently, middle housing regulations.

Our team members’ resumes highlight projects that we have worked on as a demonstration of our individual and collective experience in the following:

- ♦ Advanced knowledge of and experience working with the Washington State Growth Management Act, specifically implementing recent legislative requirements, including:
 - ♦ HB 1220 (housing by income bands, etc.)
 - ♦ HB 1042 (conversion of commercial to multi-family)
 - ♦ HB 1337 (ADU allowances)
 - ♦ HB 1110 and HB 2321 (middle housing)
 - ♦ HB 1293 and SB 5290 (related to permitting processes)
 - ♦ SB 5412 (SEPA categorical exemptions)
 - ♦ HB 1181 (climate resiliency)
- ♦ Experience working with Department of Commerce and their representatives
- ♦ Experience designing and implementing various public engagement plans
- ♦ Experience preparing comprehensive plans and associated development regulations that are in compliance with all requirements of the GMA Periodic Update checklist
- ♦ Experience with developing Climate Plans in compliance with HB 1181

Our relevant project experience also highlights a history of consultant and subconsultants successfully working together. For instance, SCJ and Leland recently wrapped up a 2024 project for the Lake Forest Park Comprehensive Plan, and we are now working together to finalize the Middle Housing updates mandated for them as a Tier 3 city.

Firm	Contact	# of Employees for this Project
SCJ Alliance	Kirsten Peterson	7
Leland Consulting Group	David Fiske	2
Cascadia Consulting Group	Nicole Gutierrez	4
Fehr & Peers	Daniel Dye	3

Organizational Chart



Genevieve Dial
Principal-in-Charge



Kirsten Peterson
Project Manager



Whitney Holm, PE
Capital Facilities and Utilities



Laura Barker, AICP
Policy Analysis



Spencer Easton
Environmental Planning



Malissa Paulsen
Stakeholder Engagement



Zoë Tapert
Code Updates



Daniel Dye, PE
Transportation Engineering



Kendra Breiland, AICP
Transportation Planning



Siddharth Sivakumar
Transportation Planning



David Fiske
Market and Housing
Analysis Lead



Andrew Oliver
Market and Housing
Analysis Support



Nicole Gutierrez
Climate Policy



Meg Horst
Climate Policy

Company Key: SCJ Alliance Leland Consulting Group Cascadia Consulting Group Fehr & Peers



Education

BA, English, University of Utah

Memberships/Affiliations

American Planning Association (APA)

Experience

19 years

Expertise

- ◆ Grant Writing & Implementation
- ◆ Comprehensive Plans
- ◆ Housing Actions Plans
- ◆ Development Code Regulations
- ◆ Code Writing
- ◆ Stakeholder Engagement
- ◆ Public Outreach
- ◆ Meeting Facilitation
- ◆ Current Planning
- ◆ Land Use Permitting

Kirsten Peterson

Project Manager

As the former Community Development Director for the City of Ellensburg, Kirsten has an in-depth knowledge of the Ellensburg community and the operations of the City government. More importantly, she comes to you with a great desire and passion to continue serving the community she loves so much. With her planning background in Washington state, she has first-hand experience tackling the challenges confronting local jurisdictions, navigating the tricky terrain of meeting regulatory requirements following the adoption of new State housing legislation. She has experience preparing various Commerce grants and meeting the State reporting requirements. She has a deep love of community, and as a certified Community Heart & Soul Coach® with the Orton Family Foundation, Kirsten understands the importance of going to community members where they are to find out what matters most to them. Kirsten has utilized the Heart & Soul methodology to help craft comprehensive plans in both Cortez, CO and Ellensburg, WA, with state awards granted for both efforts. Her code writing experience was amplified after several years working on code amendments to the Ellensburg City Code following Comprehensive Plan adoption. Her collaboration with MRSC on code updates earned her a spot as a guest presenter on a 2022 MRSC webinar entitled “Tips for Writing Good and Effective Development Code Provisions”. She has since assisted with Code updates for the City of Moses Lake, and more recently with the middle housing mandates for the cities of Tumwater, Medina, and various other small communities in western Washington.

Relevant Experience

- ◆ **2024 Comprehensive Plan – Lake Forest Park, WA.** This effort includes integrated updates to the six-year Capital Improvement Plan and 20-year capital facilities and utilities planning, ensuring alignment with new Growth Management Act requirements and regional policies. The plan emphasizes equity, climate resilience, and infrastructure reliability, with a focus on serving historically underserved communities.
- ◆ **Middle Housing Land Use Code Updates – Medina, WA.** Kirsten is leading this project as the project manager for the City of Medina’s Middle Housing Land Use Code Updates. SCJ is helping the City comply with new state legislation on middle housing and ADUs while preserving neighborhood character through close collaboration with staff, elected officials, and the public. The team developed user-friendly regulations supported by public engagement, 3D graphics, and tailored code language to guide implementation across varying lot sizes..

Additional Experience

- ◆ 2017 Comprehensive Plan Periodic Update – Ellensburg, WA
- ◆ Housing Action Plan – Ellensburg, WA
- ◆ Development Code Amendments and Area-Wide Rezoning – Ellensburg, WA
- ◆ Middle Housing Code Amendments – Tumwater, WA
- ◆ Middle Housing Code Amendments – Ruston, WA
- ◆ Comprehensive Plan Periodic Update – Shelton, WA
- ◆ Unified Development Code updates – Moses Lake, WA



Genevieve Dial

Principal-in-Charge

With over 15 years of diverse planning background in the public and private sector, Genevieve is prepared to lead efforts to build resilient, thriving communities. Genevieve's experience is varied across the many spectrums of planning with knowledge of comprehensive and long-range planning, critical areas, tribal coordination, civilian-military land use, small town and rural lands planning, housing needs assessments, parks, recreation and open space planning, land acquisition, grant writing, and policy work. In her public sector career, Genevieve spent over six years as a senior planner with the Washington State Department of Commerce, providing technical assistance to communities implementing the GMA through comprehensive plans and development regulations. Genevieve is keenly aware of the periodic update requirements associated with a comprehensive plan, including state guidelines and legislative requirements.

Relevant Experience

- ♦ **Senior Planner offering technical assistance and GMA Guidance to over 50 Eastern Washington Jurisdictions in Lincoln, Pend Oreille, Stevens, and Ferry Counties.**
- ♦ **Senior Planner overseeing development of statewide guidance for Rural Housing Policies and ADU Guidance in Washington State.**
- ♦ **Comprehensive Plan Updates and Parks, Open Space and Recreation Plans – College Place, Metaline, Lone, Coulee Dam**

Additional Experience

- ♦ Low Impact Development Guidance – Puget Sound, WA
- ♦ Town Redevelopment and Wildfire Recovery Plan – Malden, WA
- ♦ Developed and Hosted Critical Areas Adaptive Management Training Series – Washington State

Education

MA, Urban and Regional Planning
Eastern Washington University

BA, Environmental Studies
and Sustainability
The Evergreen State College

Memberships/Affiliations

American Planning Association (APA)

Experience

19 years

Expertise

- ♦ Long-Range Planning
- ♦ Grants
- ♦ Public Engagement
- ♦ Tribal Coordination
- ♦ Critical Areas



Whitney Holm, PE

Capital Facilities and Utilities

Whitney has 17 years of experience in site and civil engineering and transportation design, with expertise in stormwater management, low-impact design (LID), utilities, and roadway design. Her experience in stormwater, sewer and water includes master planning through design through construction support. Her overall civil experience contributes to her expertise as a development reviewer. Her keen eye for detail and understanding of the City's manuals make her an efficient and effective reviewer.

Relevant Experience

- ♦ **Pleasant Harbor Master Planned Resort Review – Jefferson County, WA.** Whitney served as the civil lead on this master-planned resort that involved extensive documentation, complex regulations, and a comprehensive review that encompassed water and sewer systems, grading, erosion control, stormwater collection, conveyance, and retention facilities.
- ♦ **Washington State Department of Enterprise Systems (DES) Desmond Drive Feasibility Study – Lacey, WA.** As project manager, Whitney provided a predesign study report and cost estimate to evaluate the possibility of building an EV charging hub at undeveloped, DES-owned land by Desmond Drive in Lacey. This work included civil, structural, electrical, and architectural consultants' engagement.

Additional Experience

- ♦ Alder Street Trail Concepts – Ellensburg, WA
- ♦ Chelan Northshore Trail Plan – Chelan, WA
- ♦ Denny Creek Franklin Falls Parking Expansion, USDA USFS On-Call – North Bend, WA
- ♦ On-Call General Engineering and Planning Services – Olympia, WA
- ♦ On-Call King County Parks – Seattle, WA
- ♦ On-Call Engineering and Planning – Thurston County, WA
- ♦ Intercity Transit On-Call Engineering Services – Thurston County, WA
- ♦ Taylor Way Rehabilitation – Tacoma, WA

Education

BS, Civil Engineering
Saint Martin's University

Licenses/Registrations

Professional Engineer, WA #48811

Memberships/Affiliations

Leadership Thurston County

Experience

17 years

Expertise

- ♦ Community Master Planning
- ♦ Engineering/Utilities
- ♦ Stormwater Management
- ♦ ADA Design
- ♦ Low Impact Design
- ♦ Park Design



Laura Barker, AICP

Policy Analysis

In her role on this project, Laura will lead policy analysis efforts to ensure Ellensburg's Comprehensive Plan aligns with the community's values and long-term vision. With a passion for creating accessible, impactful plans, Laura specializes in developing policy frameworks that balance growth management, housing needs, and economic development while honoring each community's unique character. She excels at translating complex regulatory language into clear, user-friendly guidance that supports informed decision-making.

A strong collaborator, Laura works closely with stakeholders to align policies with community goals. She is proficient in ArcGIS, SketchUp, and Adobe Creative Suite, allowing her to produce maps and informational graphics that clarify policy concepts and enhance public engagement. Laura has successfully guided multiple jurisdictions through comprehensive plan updates, ensuring policies are clear, actionable, and aligned with state and local priorities.

Relevant Experience

- ♦ **Development Code and Zoning Map Update – Moses Lake, WA.** The update of Moses Lake's development code streamlined the existing regulations, including the addition of graphics to help clarify the development process for all users. Laura produced diagrams illustrating the dimensional standards for all residential zones.
- ♦ **Periodic Comprehensive Plan and Development Regulations Update – Woodinville, WA.** Laura is supporting the City of Woodinville in updating its comprehensive plan and development regulations to align with state requirements and community priorities. Her work includes analyzing land use policies, refining zoning standards, and developing graphics to enhance clarity and usability.

Additional Experience

- ♦ Periodic Comprehensive Plan and Development Regulations Update – Chehalis, WA
- ♦ Periodic Comprehensive Plan and Zoning Code Update – McCleary, WA
- ♦ Periodic Comprehensive Plan Update – Mason County, WA
- ♦ Periodic Comprehensive Plan Update – Wilkeson, WA
- ♦ Periodic Comprehensive Plan Update – Kittitas County, WA

Education

Bachelor of Landscape Architecture
North Carolina State University

Master of Urban Planning
University of Washington

Licenses/Registrations

American Institute of Certified Planners
(AICP) #36968

Memberships/Affiliations

American Planning Association (APA)

Experience

18 years

Expertise

- ♦ Comprehensive Planning
- ♦ Analysis Mapping
- ♦ Regulatory Updates



Spencer Easton

Environmental Planning

Spencer is an environmental planner with 17 years of professional experience in SEPA compliance and environmental impact analysis. Spencer has managed SEPA review for a wide range of public projects, including comprehensive plan, recreational, water infrastructure, and school projects. He regularly authors sections of both programmatic and project-level NEPA and SEPA Environmental Impact Statements and manages SEPA documentation projects. Spencer is currently leading the EIS process for two comprehensive plans which will be completed in 2025 (Mason County and the City of Shelton) and contributing to multiple other comprehensive plan SEPA documents. Spencer also has extensive experience with floodplain management planning with a focus on collaborative and multi-benefit projects. Spencer follows a collaborative approach to planning, combining subject matter understanding and expertise with meaningful engagement with clients and their partners

Relevant Experience

- ♦ **Mason County Comprehensive Plan – Mason County, WA.** Spencer is leading the development of an EIS on the Mason County Comprehensive Plan, which is analyzing the impacts of projected growth on land use, utilities, water resources, recreation, and cultural and historic resources, among other topics.
- ♦ **King County Comprehensive Flood Hazard Management Plan Environmental Impact Statement – King County, WA*.** Spencer was the project manager for development of a programmatic EIS for King County's Flood Plan update.
- ♦ **Yakima River Basin Integrated Water Resource Management Plan Programmatic Environmental Impact Statement – Benton, Kittitas, Klickitat, and Yakima Counties, WA*.** Spencer was the primary author of the utilities and environmental justice elements of a programmatic EIS for the Yakima Basin Plan.

Additional Experience

- ♦ City of Shelton Comprehensive Plan – Shelton, WA
- ♦ Whatcom County Comprehensive Plan – Whatcom County, WA
- ♦ Sobering Center SEPA Checklist – King County, WA
- ♦ 180th Street Connector Land Use Memorandum – Arlington, WA
- ♦ Chehalis Basin Flood Damage Reduction Project EIS – Chehalis, WA*
- ♦ Seattle Center Arena EIS – Seattle, WA*
- ♦ SEPA Support for Seattle Public Schools – Seattle, WA*

**at a previous firm*

Education

BA, Liberal Arts, The Evergreen State College

Certifications

Certified Floodplain Manager (CFM)

Memberships/Affiliations

Association of State Floodplain Managers

Northwest Floodplain Managers Association

Experience

17 years

Expertise

- ♦ SEPA
- ♦ EIS
- ♦ Floodplain Management



Zoë Tapert

Code Updates

Zoë's role on this project centers the code and policy updates. Her work is driven by her passion for proactive planning with communities. She consistently prioritizes clear communication and a high level of organization in any planning process. Zoë is recognized for her ability to simplify complex policies and challenging topics, breaking them down to ensure everyone has a clear understanding across perspectives. Her approach emphasizes accessibility and collaboration, with a focus on addressing various code and policy interpretations. Her experience includes updating development code and policies for state legislative requirements, drafting various comprehensive plan elements, providing GIS analysis, as well as engagement opportunities that draw from her previous career in grassroots community organizing and event planning.

Relevant Experience

- ♦ **Comprehensive Plan Update – Lake Forest Park, WA.** Zoë assisted in the comprehensive planning process of Lake Forest Park's comprehensive plan by providing a thorough policy analysis and review against new state legislative requirements. In collaboration with planning commissioners, with local government officials and community stakeholders, the project evaluated existing policies, identified key issues, and provided policies to accommodate future growth and development. Zoë specifically helped the City with policies across elements for their climate and equity lens, ensuring the comprehensive plan aligned with both local needs and state regulations, fostering informed decision-making and long-term planning for the community's future.
- ♦ **Middle Housing Code Updates – Medina, WA.** Zoë worked closely with the City of Medina's Staff and Planning Commission to drive a successful record breaking community engagement effort focused on middle housing. By leveraging online surveys, in-person events, community toolkits, and peer-to-peer messaging, the project ensured broad public participation. This approach led to the City effectively communicating proposed code changes, gather valuable input from residents, and maintain a positive productive environment throughout the process.

Additional Experience

- ♦ Bonney Lake Mobility Plan – Bonney Lake, WA
- ♦ Comprehensive Plan Update – Woodinville, WA
- ♦ Comprehensive Plan Update – Newcastle, WA
- ♦ Siska Indian Band Comprehensive Community Plan Update – Lytton, BC
- ♦ Transit Network Adaptation for Extreme Heat – Kelowna, BC
- ♦ Comprehensive Plan Update – Snohomish, WA

Education

Master in Community and Regional Planning, Indigenous Community Planning
University of British Columbia

BA, Environmental Ethics & Policy
University of Portland

Memberships/Affiliations

American Planning Association (APA)
Planning Association of Washington (PAW)

Experience

1 year

Expertise

- ♦ Comprehensive Planning
- ♦ Rural and Urban Planning
- ♦ Active Transportation
- ♦ Infrastructure and Land Use Planning
- ♦ Climate Resilient Communities



Malissa Paulsen

Stakeholder Engagement

Malissa collaborates with diverse jurisdictions and stakeholders to keep the public, working groups, city council, and planning commission informed and engaged throughout every stage of a project. She is passionate about creating user-friendly plans and documents that are both accessible and impactful. With strong written communication and presentation skills, along with expertise in digital design and graphic communication, Malissa brings clarity and creativity to her work. She thrives in interdisciplinary teams, ensuring projects stay on track and meet deadlines. Her experience spans a wide range of planning efforts, from current planning and consistency reviews to housing action plans and urban design guidelines for municipal clients.

Relevant Experience

- ♦ **Mason County Comprehensive Plan – Mason County, WA.** Key tasks include updating zoning and development regulations, ensuring compliance with state laws like the Growth Management Act, incorporating Best Available Science for critical areas, and coordinating with local jurisdictions, tribal nations, and stakeholders to support sustainable growth and community needs.
- ♦ **Ruston Comprehensive Plan – Ruston, WA.** Key tasks include updating zoning and development regulations, ensuring compliance with state laws like the Growth Management Act, incorporating Best Available Science for critical areas, and coordinating with local jurisdictions, tribal nations, and stakeholders to support sustainable growth and community needs.
- ♦ **Shelton Comprehensive Plan – Shelton, WA.** Key tasks include updating zoning and development regulations, ensuring compliance with state laws like the Growth Management Act, incorporating Best Available Science for critical areas, and coordinating with local jurisdictions, tribal nations, and stakeholders to support sustainable growth and community needs.

Additional Experience

- ♦ Colville Critical Areas Ordinance Update, Colville, WA
- ♦ Periodic Comprehensive Plan and Zoning Code Update – McCleary, WA
- ♦ Tenino Comprehensive Plan Update – Tenino, WA
- ♦ Landscape Code Update – Tumwater, WA
- ♦ Comprehensive Plan Update – Auburn, WA
- ♦ On-Call Planning Services – Tenino, WA

Education

BS, Urban Planning
Arizona State University

BS, Environmental Studies and Policy
Central Washington University

Certifications

Certified Floodplain Manager (CFM)

Experience

6 years

Expertise

- ♦ Public Engagement
- ♦ GMA Regulations
- ♦ Critical Area Ordinances
- ♦ SEPA/NEPA



David Fiske

Market and Housing Analysis Lead

David is an urban planner and project manager that has spent his career working at various scales in both the US and Asia Pacific to coordinate and implement visions for sustainable urban development. He brings a communicative approach to projects that emphasizes well-informed, collaborative action, providing project leadership and technical assistance that helps communities effectively and strategically plan for the future. With a strong belief that project success is tied to relationship building through mutual understanding, David works to clearly communicate data-driven insights to his clients, partners, and project stakeholders in order to ground aspirational goals in market realities and actionable strategies. He has worked with regional and municipal governments, international development agencies, NGOs, real estate developers, and citizen groups on projects ranging from comprehensive plans, corridor and downtown revitalization, transit-oriented development, and neighborhood economic development, always with a focus on providing practical, innovative solutions that make a lasting impact in the communities he serves.

Education

Master of Urban and Regional Planning
Portland State University
BA, Political Science
Oregon State University

Memberships/Affiliations

Urban Land Institute
International Society of City and
Regional Planners

Experience

10 years

Expertise

- ◆ Market Analysis
- ◆ Housing Analysis
- ◆ Urban Planning
- ◆ Transit-Oriented Development

Relevant Experience

- ◆ **Comprehensive Plan Update – Lake Forest Park, WA.** David served as the project manager for Leland as a part of a multidisciplinary team led by SCJ to assist the City of Lake Forest Park in updating their Comprehensive Plan. David engaged with City leaders throughout the process to guide discussions around an updated housing needs assessment that has led to policy and development regulation recommendations to support a more diverse mix of housing that will better accommodate households of all backgrounds and income, while also complying with new statewide housing legislation.
- ◆ **Building Opportunity for Housing Phase II – Spokane, WA.** Led by David, Leland (as part of an interdisciplinary team continuing work on the residential housing code) evaluated feasibility challenges impacting the City's vision for the Residential Multifamily and High-Density zones and recommended changes that would improve development feasibility.
- ◆ **Comprehensive Plan Update – Shoreline, WA.** David led the Leland team in updating the City of Shoreline's Comprehensive Plan housing and economic development elements. His work included a citywide land capacity analysis, a housing needs assessment by income to meet new GMA requirements, and updated goals, policies, and strategies for the 20-year plan. He also facilitated community workshops that helped shift the city's economic focus toward neighborhood commercial nodes and balancing housing demand with business growth.

Additional Experience

- ◆ Comprehensive Plan Update – Mountlake Terrace, WA
- ◆ Comprehensive Plan Update – Woodinville, WA
- ◆ Economic Development Strategy – Mountlake Terrace, WA
- ◆ Comprehensive Plan Update – Walla Walla, WA
- ◆ East Omak Industrial Site Readiness Report – Omak, WA
- ◆ Comprehensive Plan Update – San Juan County, WA
- ◆ Division Street TOD Plan – Spokane, WA



Andrew Oliver

Market and Housing Analysis Support

Andrew is a planner with a passion for helping to create more equitable and sustainable cities and regions through understanding the relationships between land use, access to housing and transportation, and the economics of development. He is particularly interested in housing policy and improving housing affordability for all through systemic and thoughtful planning and effective data analysis and communication. Andrew has experience throughout Washington working on Comprehensive Plans, Housing Action Plans, and Subarea Plans and is well versed in the GMA. At Leland Consulting Group, Andrew supports the firm's principals and associates with a variety of research, writing, mapping, and data analysis tasks. Before joining the firm, he worked for JM Goldson, a community planning firm in Boston, working on housing production plans for a number of Massachusetts municipalities.

Relevant Experience

- ◆ **Comprehensive Plan Update – Whatcom County, WA.** Andrew is supporting the 2025 Comprehensive Plan Update by updating the County's Land Capacity Analysis methodology and tool to align with HB 1220 (2021), coordinating housing needs by income band across the County, cities, and UGAs, and assisting with housing allocations. Leland is contributing to the Housing Element update, analyzing housing needs and racially disparate impacts, and advising on economic aspects of other Plan elements.
- ◆ **Comprehensive Plan Update – Mill Creek, WA.** Andrew supported the 2024 Comprehensive Plan Update by developing growth forecasts and scenarios to help the City meet housing targets, with a focus on the Mill Creek Boulevard Subarea and its future rezoning for mixed-use development. He also updated Housing Goals and Policies to reflect current needs and state requirements and worked with the team, Planning Commission, and City staff to add a new Economic Development element to the plan.
- ◆ **Housing Action Plans – Washington Communities.** Andrew has worked on multiple Housing Action Plans in Washington, providing a range of services analyzing communities' housing needs and markets and assisting with evaluations of buildable residential land, informed by one-on-one interviews with local developers, landowners, and affordable housing advocates. The communities include Mattawa, Kettle Falls, Anacortes, Chewelah, Ritzville, and Port Orchard.

Additional Experience

- ◆ Comprehensive Plan Update – Shoreline, WA
- ◆ Comprehensive Plan Update – Lynnwood, WA
- ◆ East Omak Industrial Site Readiness Report – Omak, WA
- ◆ Comprehensive Plan Update – Lake Forest Park, WA
- ◆ Comprehensive Plan Update – Mount Vernon, WA
- ◆ Comprehensive Plan Update – Anacortes, WA
- ◆ Comprehensive and Subarea Plans – Port Orchard, WA
- ◆ Housing Policy Analysis – Liberty Lake, WA

Education

Master of Urban and Regional Planning
Portland State University

Bachelor of Music, Jazz Studies
Portland State University

BA, French
Portland State University

Memberships/Affiliations

American Planning Association

Experience

4 years

Expertise

- ◆ Economic Development
- ◆ Housing Policy
- ◆ Data Analysis



Nicole Guttierrez

Climate Policy

Since joining Cascadia Consulting in 2022, Nicole has collaborated closely with local Washington governments at various stages of the climate planning process, guiding the development of climate and sustainability policies for comprehensive plans. She leads climate policy research and climate action planning projects across Cascadia's portfolio, and supported a pilot program with the Department of Commerce to develop and test Climate Element guidance. She has managed and supported climate elements for the cities of Auburn, Kenmore, Renton, Federal Way, East Wenatchee, Walla Walla, and Woodinville and counties including San Juan County, Thurston County, and Skagit County. Nicole brings experience from her previous position managing complex water resource projects where she engaged with stakeholders and investigated solutions related to water quantity issues.

Relevant Experience

- ♦ **East Wenatchee Climate Element and Vulnerability Assessment – East Wenatchee, WA.** Cascadia supported the development of the East Wenatchee Climate Element by leading the Climate Impacts Summary and Vulnerability Assessment report. As project manager, Nicole oversaw the review and analysis of key documents, ensuring a thorough evaluation of relevant data, policies, programs, and stakeholder input.
- ♦ **King County Cities Climate Collaborative Model Comprehensive Planning Policies – King County, WA.** Cascadia worked with a coalition of King County cities to build model climate and sustainability policies for use in Comprehensive Planning. As a policy analyst and writer, Nicole supported the research and development of a set of model policies to guide the integration of climate considerations into local Comprehensive Plans within King County. Nicole has since led the development of climate elements and policy for other King County jurisdictions including Auburn, Kenmore, Federal Way, Renton, and Woodinville.
- ♦ **Climate Pilot Program – WA Department of Commerce.** Cascadia led a pilot program with the Department of Commerce to develop and test guidance and tools to assist local governments in integrating climate change into their comprehensive plans. As project support, Nicole helped coordinate assistance to several communities to implement the draft Climate Change Element and evaluated the effectiveness of the current program.

Additional Experience

- ♦ City of Spokane Valley Climate Element – Spokane Valley, WA
- ♦ City of Renton Climate Element – Renton, WA
- ♦ City of Auburn Climate Program Plan – Auburn WA
- ♦ City of Kenmore Climate Element – Kenmore, WA
- ♦ City of Woodinville Climate Action Plan and Policy Integration – Woodinville, WA
- ♦ San Juan County Climate Element and Action Plan – San Juan County, WA
- ♦ Skagit County Climate Element – Skagit County, WA
- ♦ Thurston County Climate Element – Thurston County, WA

Education

BS, Conservation and Wildlife Biology
University of Rhode Island

Experience

10 years

Expertise

- ♦ Project Management
- ♦ Climate Focused Engagement
- ♦ Climate Policy
- ♦ Climate Planning



Meg Horst

Climate Policy

Meg has over 15 years of experience in urban and land use planning, with an emphasis on climate change, environmental justice, and food systems. At Cascadia, Meg supports climate change preparedness and hazard mitigation planning for Clallam County's Climate Element (WA), leads a climate and health vulnerability assessment for Chelan and Douglas Counties (WA), supports policy review and development for a community land use plan in Tigard (OR), and provides public outreach for Spokane's Climate Element (WA). Prior to Cascadia, Meg was the Director of the Masters of Urban and Regional Planning Program at Portland State University and an Associate Professor at the Nohad A. Toulon School of Urban Studies & Planning. Meg has published dozens of peer-reviewed journal articles on the intersection of land use, planning, climate change, agriculture, and food justice.

Relevant Experience

- ♦ **Climate Element and Hazard Mitigation Plan Update – Clallam County, WA.** Vulnerability Assessment Lead. Leading the development of a climate vulnerability assessment, integrating climate change science into the County's Hazard Mitigation Plan update and new Climate Element.
- ♦ **Climate Element and Comprehensive Plan Update – City of Spokane, WA.** Outreach Lead. Leading a public outreach effort with the City of Spokane to gather public input and community priorities to inform the development of the City's inaugural Climate Element.
- ♦ **Climate Vulnerability Assessment – Chelan and Douglas Counties, WA.** Project Manager. Leading the development of a climate vulnerability assessment to analyze health vulnerabilities to climate change for communities and systems in Chelan and Douglas Counties.

Additional Experience

- ♦ Community Land Use Plan – City of Tigard, OR
- ♦ Environmental Justice Assessment – Puget Sound Partnership, WA

Education

PhD, Urban Design and Planning
University of Washington

MA, Urban Design and Planning
University of Washington

BA, Environmental Studies and
Human Development
Eckerd College

Memberships/Affiliations

American Planning Association (APA)
Member and Faculty Liaison, Oregon

Portland Clean Energy Community
Benefits Fund Grants Committee,
Co-Chair

Experience

15 years

Expertise

- ♦ Climate Vulnerability Assessments
- ♦ Urban and Regional Planning
- ♦ Community Engagement
- ♦ Climate Adaptation and Implementation



Daniel Dye, PE

Transportation Engineering

Daniel is an Associate Transportation Engineer with experience in a variety of transportation projects throughout Washington. His experience includes long-range transportation planning, impact fee programs, parking analysis, traffic operations analysis, and travel demand modeling. Daniel serves clients throughout the state and connects technical experts to help clients solve their transportation issues. His recent experience includes long range transportation plan updates, updating or implementing transportation impact fee programs for communities, assisting various agencies with peer reviewing traffic studies, and managing other on-call services for agency clients. Daniel helped open the Fehr & Peers Tacoma office in 2019 and enjoys serving South Sound clients

Relevant Experience

- ♦ **Transportation Element – Thurston County, WA.** Thurston County is updating their Comprehensive Plan to accommodate growth through 2045. Fehr & Peers is assisting Thurston County Public Works and Thurston County Planning on updates to the Transportation Element (TE) as part of the Comprehensive Plan update. The update includes new safety and multimodal analyses, incorporates new state requirements such as vehicle miles of travel reduction goals and policies, and examines changes in the County's transportation network since the last update.
- ♦ **Transportation Element 2016 – 2017 and Impact Fee Update – Ellensburg, WA.** Fehr & Peers developed the Transportation Element for the City of Ellensburg. The element considered all modes of travel in Ellensburg and built on the past element, as well as other documents such as the City's Non-Motorized Plan. As part of the project, the existing transportation network, constraints, key destinations, and the character of Ellensburg were considered, and a plan for the next twenty years was developed. One of the challenges to the transportation network was high projected population growth over the plan's horizon. Goals and policies were implemented to focus the plan and these led to quantitative scoring metrics to prioritize the multimodal project list. The plan required coordination with Kittitas County, WSDOT, and local transit operators. Fehr & Peers assisted the City of Ellensburg with an update to their Transportation Impact Fee program. Services provided included project list creation and refinement, travel demand modeling, Level of Service analysis, creation of a Rate Study and Fee Schedule, and presentation to the Ellensburg City Council.
- ♦ **Transportation Element, EIS, and Impact Fee Update – Puyallup, WA.** Fehr & Peers is assisting with the City of Puyallup Comprehensive Plan Periodic Update by developing a Transportation Element (TE) that incorporated the key elements of the 2016 TE that spoke to important City priorities, including safety, climate change, and equity. We also developed a customized version of the regional trip-based travel demand model developed by the PSRC, which calibrated and validated to 2023 travel conditions within the City of Puyallup, as well as helped update the City's transportation impact fee program.

Additional Experience

- ♦ Lacey Depot District Study – Lacey, WA
- ♦ Upper Kittitas Traffic Modeling – Kittitas County, WA
- ♦ Transportation Element – Kittitas County, WA

Education

MS, Civil Engineering
University of Alabama

BS, Civil Engineering
University of Alabama

Licenses/Registrations

Professional Engineer, WA #20100391

Memberships/Affiliations

American Public Works Association
(APWA)

Experience

9 years

Expertise

- ♦ Transportation Planning
- ♦ Transportation Engineering
- ♦ Long-Range Planning



Kendra Breiland, AICP

Transportation Planning

Kendra specializes in comprehensive planning, multimodal planning, and fee program development. Over the past decade, she has led citywide and countywide transportation plans for over 25 jurisdictions, including Thurston County and the Cities of Kent, Puyallup, Issaquah, and Tigard, Oregon. She has also led downtown mobility plans and safe streets studies for suburban communities like for Burien and Lake Forest Park. She has a strong working knowledge of GMA as well as HB 1181 requirements. Kendra excels on projects that require flexibility, creativity, and interaction with diverse stakeholders.

Relevant Experience

- ♦ **Transportation Element 2016 – 2017 and Impact Fee Update – Ellensburg, WA.** Fehr & Peers developed the Transportation Element for the City of Ellensburg. The element considered all modes of travel in Ellensburg and built on the past element, as well as other documents such as the City's Non-Motorized Plan. As part of the project, the existing transportation network, constraints, key destinations, and the character of Ellensburg were considered, and a plan for the next twenty years was developed. One of the challenges to the transportation network was high projected population growth over the plan's horizon. Goals and policies were implemented to focus the plan and these led to quantitative scoring metrics to prioritize the multimodal project list. The plan required coordination with Kittitas County, WSDOT, and local transit operators. Fehr & Peers assisted the City of Ellensburg with an update to their Transportation Impact Fee program. Services provided included project list creation and refinement, travel demand modeling, Level of Service analysis, creation of a Rate Study and Fee Schedule, and presentation to the Ellensburg City Council.
- ♦ **Transportation Element – Woodinville, WA.** Fehr & Peers updated the Woodinville Transportation plan, the long-range planning document describing the City's transportation goals, policies, and priorities for the next 20 years. The update included extensive community outreach, including online open houses and a storefront studio. Fehr & Peers customized the PSRC travel demand model to forecast travel behavior including planned growth through 2044. Other components of the plan update included: traffic operations analysis, active transportation planning, and an update to the City's transportation impact fee program.

Additional Experience

- ♦ Transportation Element and Impact Fee Update – Puyallup, WA
- ♦ Bothell Transportation Element – Bothell, WA
- ♦ Transportation Element – Shoreline, WA

Education

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

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

Licenses/Registrations

American Institute of Certified Planners (AICP) #023713

Memberships/Affiliations

Women's Transportation Seminar (WTS)

American Planning Association (APA), Washington State Chapter

Experience

18 years

Expertise

- ♦ Comprehensive Planning
- ♦ Multimodal Planning
- ♦ Growth Management Act (GMA)



Siddharth Sivakumar

Transportation Planning

Siddharth is a transportation planner with a wide range of project experience in Atlanta and the Puget Sound Region. His areas of focus include spatial analysis with application to bicycle/pedestrian analysis, accessibility, safety and comprehensive planning. He has worked as the lead analyst on over six transportation element projects in Washington and worked in all elements of project delivery with expertise in incorporating innovative approaches. He is interested in leveraging data analytics to assist cities in making data-informed decisions for better outcomes in safety and connectivity.

Relevant Experience

- ♦ **Transportation Master Plan & Transportation Impact Fees – Tumwater, WA.** Fehr & Peers worked with the City of Tumwater to update both their Transportation Master Plan (TMP) and their Transportation Impact Fee (TIF) program. The TMP is a 20-year vision for how Tumwater can prioritize investments in their transportation system to accommodate growth and all modes of travel. The TIF program can help Tumwater pay for the transportation project needed to help accommodate this growth.
- ♦ **Bothell Transportation Element – Bothell, WA.** Fehr & Peers assisted the City of Bothell with an update of the Transportation Element of the comprehensive plan. Fehr & Peers worked with City staff to identify the study issues and a review of existing goals and policies, with particular attention to levels of service and concurrency, pedestrian and bicycle facility needs, the role of transit, and functional street classifications. Fehr & Peers prepared planning level cost estimates, a 20-year capital improvement program and criteria for prioritizing future transportation investments.

Additional Experience

- ♦ Transportation Element – Thurston County, WA
- ♦ Lacey Transportation Element – Lacey, WA
- ♦ Tukwila Transportation Element – Tukwila, WA

Education

MS, City and Regional Planning/
GIS and Technology
Georgia Institute of Technology
BS, Architecture
National Institute of Technology, Trichy

Experience

2 years

Expertise

- ♦ Spatial Analysis
- ♦ Comprehensive Planning
- ♦ Data Analytics

Proposed Approach

The following table outlines our understanding of the project tasks, potential challenges, and our approach for executing the work within the required schedule. Following the table, we provide a general description of our team’s collaborative approach for completing the Periodic Update. Finally, we present a more detailed scope of work to be conducted.

TASKS OVERVIEW	CHALLENGES	EXECUTING TARGETED SCHEDULE
◆ Comprehensive policy review and update ◆ Land use analysis and alternatives development ◆ Coordinate with environment, transportation, housing, utilities, and other city plans ◆ Inclusive, engaging, and comprehensive community outreach ◆ Integrate environmental, shoreline, climate, and economic development elements ◆ Aligning the plan with the GMA and SEPA/EIS requirements ◆ Conduct timely project management ◆ Assist with Commerce contract management (timely submittal of progress reports and deliverables, etc. to City and Commerce)	◆ Adoption of Comprehensive Plan and the EIS within a concentrated timeline ◆ Ensuring consistency with existing city plans and legalities ◆ Coordinating consistency of goals with the Climate Action Plan that will be developed concurrently ◆ Balancing diverse community needs and interests ◆ Developing localized strategies for responding to market trends ◆ Creating a Public Participation Plan that reaches previously “missing voices” in the community ◆ Establishing a clear path for community goals and values ◆ Integrating feedback from multiple stakeholders and coordinating with external consultants ◆ Establishing relationships with local tribes for effective participation in plan development	◆ Initiate project in May 2025, immediately after contract finalization ◆ Develop a detailed project timeline with milestones, and clear expectations for both SCJ and city staff ◆ Schedule regular check-ins and progress updates with city staff and stakeholders ◆ Use agile project management techniques to address issues promptly and keep the project on track ◆ Aim for completion and submission of Commerce 60-day review by March/April 2026, ahead of the June 30, 2026 adoption deadline

In addition to understanding the project needs, schedule, and proposed tasks, our approach emphasizes the following:

Collaboration with Our Teaming Partners – Leland Consulting Group, Cascadia Consulting Group, and Fehr & Peers

We have well-established working relationships with each of these firms, having collaborated on multiple long-range planning projects. Our team is ready to immediately engage and cross-collaborate on surveys, meetings, outreach, and materials sharing to ensure ease, consistency, and continuity throughout the project.

Proven, Comprehensive, and Inclusive Public Participation

Our team employs a variety of engagement tools and strategies to ensure we reach the full spectrum of community members. We tailor engagement efforts to be inclusive, far-reaching, and accessible, with multiple formats and approaches available. We look forward to working with the City of Ellensburg to select the most effective strategies for your community.

Graphic and Visual Planning Expertise

We use GIS mapping, modeling, illustrative graphics, visual preference surveys, conceptual diagrams, tables, charts, and infographics to communicate complex information in a clear and inclusive manner. All mapping deliverables will comply with GMA and Commerce requirements and will be consistent with:

- ◆ Ellensburg’s Capital Facilities Plans
- ◆ The upcoming climate resilience goals to be developed as part of the Climate Change Element

As the lead consultant, SCJ will coordinate the work of all project partners to deliver a high-quality, on-time, and on-budget project. We will lead the completion of the entire Comprehensive Plan Periodic Update, take the lead on the coordinated public engagement plan, draft elements not covered by our partners, and work with City staff to develop and maintain the project schedule. The detailed work of each project phase is outlined in the Scope of Work, and our project management and communication expectations are summarized below.

Teaming Partner Roles



As urban strategists, Leland keeps the big picture in view while providing deep expertise in market, financial, and economic analysis. They will lead the collection of baseline data for Land Capacity, Housing, and Economic Development to inform multiple elements of the Comprehensive Plan. Their work will focus on:

- ◆ Housing Needs Assessment and Adequate Provisions
- ◆ Racially Disparate Impacts Assessment
- ◆ Economic Baseline Analysis
- ◆ Land Capacity Analysis
- ◆ Drafting amendments to the Housing and Economic Development Elements



Cascadia is at the forefront of Climate Element development in Washington, having worked directly with the Department of Commerce and the King County-Cities Climate Collaborative (K4C) to test and refine the HB 1181 Climate Element guidance and have developed climate element policies for dozens of local jurisdictions. With their unparalleled experience across climate and growth planning topics, they have a strong understanding of what works, and what doesn't, when it comes to developing relevant and impactful climate resilience elements. In alignment with Commerce guidance and Climate Element requirements, the following approach will be tailored and refined in collaboration with the City and the teaming partners:

- ◆ Climate Element Public Engagement Strategy
- ◆ Exploration of Climate Impacts
- ◆ Audit of Ellensburg's Climate-Related Plans and Policies
- ◆ Climate Vulnerability and Risk Assessment
- ◆ Drafting the Climate Element

Although listed as Phase 5 in the Scope of Work, Cascadia's work will occur concurrently with the data gathering in Phase 2, public engagement in Phase 3, and drafting of the comprehensive plan elements in Phase 4.



Fehr & Peers will continue an almost decade old relationship as trusted transportation advisors that deeply understand the unique characteristics of Ellensburg's transportation system. They will collaborate with City staff, officials, and community members to create a feasible and forward-thinking Transportation Element. Their approach includes:

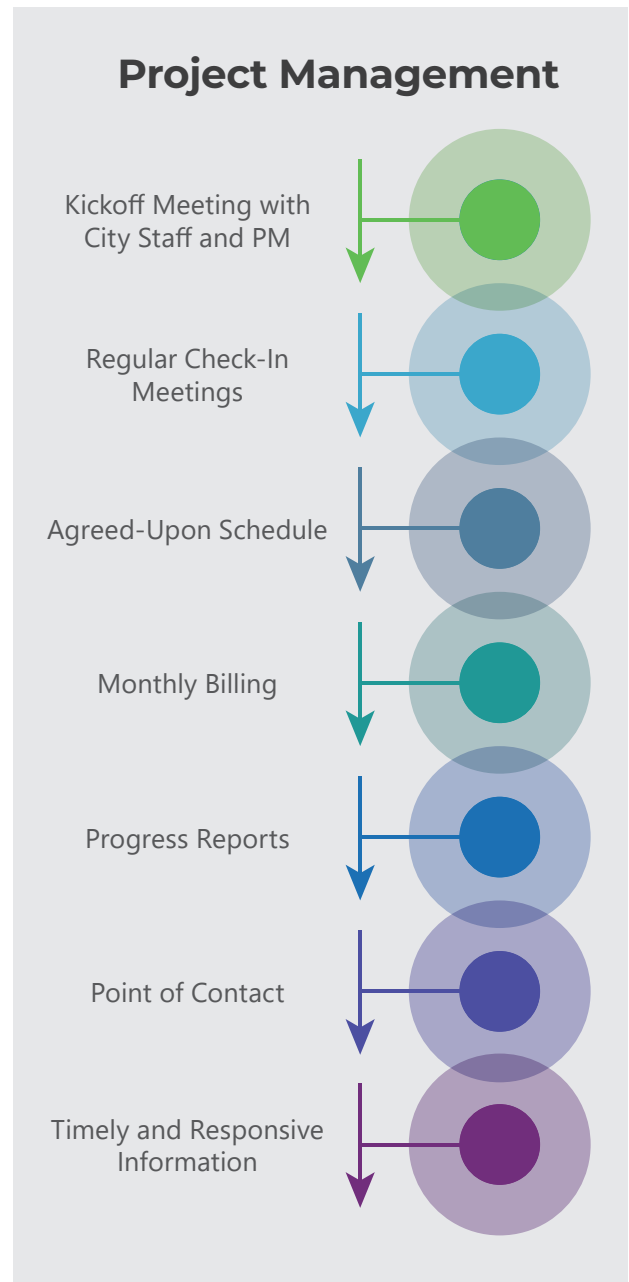
- ◆ Analysis of Existing Transportation Data
- ◆ Development of Future Travel Model Forecasts
- ◆ Assessment of Active and Motorized Transportation Needs
- ◆ Development of a Layered Network Prioritizing Safety and Connectivity
- ◆ Refinement of Level of Service (LOS) Policies
- ◆ Community Engagement
- ◆ Policy Updates to Ensure a Comprehensive and Adaptable Plan

Their work, listed under Phase 5 in the Scope of Work, will also be conducted in parallel with Phases 2, 3, and 4.

Project Management and Communication Expectations

While project manager Kirsten Peterson is well-versed in Ellensburg's needs, we also prioritize clear project management, communication, and quality control. Given the compressed timeline, mutual understanding and responsiveness will be key. To achieve this, we propose the following:

- ♦ **Kickoff Meeting with City Staff and Project Manager.** We will hold an initial meeting to confirm tasks and deliverables, ensuring that our proposed approach aligns with the City's needs. Key team members from SCJ and our partnering firms will attend, and we request that City staff invite any stakeholders they wish to include. The goal is to finalize an agreed-upon scope and budget.
- ♦ **Regular Check-In Meetings.** At the kick-off meeting, we will agree on the frequency of check-ins. Most clients prefer monthly meetings ranging from 15 minutes to one hour. SCJ's project manager and pertinent staff will attend, with other team members joining as needed.
- ♦ **Agreed-Upon Schedule.** A proposed schedule has been included with our submission. During the kick-off meeting, we will review and finalize this schedule. While the timeline is tight, we are open to adjustments by mutual agreement to ensure alignment with Ellensburg's needs.
- ♦ **Monthly Billing.** SCJ will track time spent on each project phase and submit monthly invoices with summaries of work completed. Remittance terms will be outlined in the contract. Before the kick-off meeting, we will coordinate to ensure invoice phases match City or Department of Commerce contract structures.
- ♦ **Progress Reports.** Each monthly invoice will include a summary of completed work. If the City desires more detailed reporting, we are happy to collaborate on the format and frequency of those updates.
- ♦ **Point of Contact.** Kirsten Peterson will serve as SCJ's primary point of contact. We request that the City designate a primary point of contact for the project (e.g., Planning Manager Stacey Henderson or another staff member), along with names, titles, emails, and phone numbers for key contacts.
- ♦ **Timely and Responsive Information.** SCJ will request data and background materials from the City and will set mutually agreed-upon deadlines for submittal. In turn, we will meet deliverable deadlines and communicate promptly about any potential schedule impacts from either side.



We will also provide draft deliverables for City review and work with staff to set appropriate review and feedback timelines. Ultimately, our greatest expectation is to form a true partnership with the City of Ellensburg. We are committed to keeping the community's needs at the forefront, with a flexible, adaptable, and talented team excited to support this important project.

Scope of Work



Phase 1: Project Management

SCJ will oversee all aspects of the project, focusing on clear communication, structured coordination, and diligent tracking of scope, schedule, and budget. Our consultant team will start by meeting with Ellensburg City staff to review the project scope, timeline, budget, and deliverables and establish a shared understanding of expectations. This initial meeting will set communication protocols, ensuring team members are prepared to address project issues effectively, including guidance on who to inform and who to contact for support.

To maintain ongoing alignment, the consultant team will hold monthly check-in calls with the City's project manager and provide detailed progress reports each month. These reports will document the status of the scope of work and budget expenditure, keeping all stakeholders informed.

1.1 Kickoff Meeting

A kickoff meeting will be held with City staff to review the proposed process, schedule, and key requirements. This will provide a thorough understanding of the requirements for the GMA Compliance checklist, confirm the overall project schedule, and begin gathering of information/feedback on current issues. Time will also be reserved for meeting with local officials to ensure we understand the specific challenges facing the community in developing the new Comprehensive Plan.

1.2 Project Management

- ♦ **Ongoing Management** – SCJ will provide continuous project management, keeping the project on track and facilitating coordination across all project phases. Regular communication with City staff will be a priority, ensuring alignment and clarity at each stage.
- ♦ **Billing and Invoicing** – We will manage invoicing and monthly billing to maintain financial transparency.
- ♦ **Project Administrative Support** – Our team will provide administrative support for tasks such as document filing, contract management, and other project-related needs.

1.3 Client Check-In Meetings

The City and SCJ will meet on a regular basis at mutually agreed upon intervals.

Phase 1 Deliverables:

- » Kickoff meeting with staff
- » Participation in monthly check-in calls, monthly invoices, and progress reports



Phase 2: Baseline

This phase includes a demographic update, including establishing population forecasts and a review of relevant regional and local plans. This work establishes a baseline of understanding for Ellensburg and an assessment of the existing comprehensive plan's policy for compliance with the current GMA requirements. We will conduct a GMA checklist audit of the existing comprehensive plan, the critical areas ordinance, and development regulations to identify areas where the new plan and new regulations will need to come into compliance with the GMA.

2.1 Existing Conditions and GMA Audit

- ♦ Compile and analyze demographic information throughout the plan. This will include population projections and analysis of housing needs.
- ♦ Review relevant regional and local plans, including the Kittitas County Comprehensive Plan, to ensure alignment.
- ♦ Prepare an Existing Conditions Demographic Report based on baseline analysis.
- ♦ Conduct an audit of existing plans and documents for compliance with the GMA, including:
 - ♦ 2017 Comprehensive Plan
 - ♦ Title 15 Land Development Code
 - ♦ Critical Areas Ordinance
 - ♦ 2024 Sustainability and Energy Plan
 - ♦ Kittitas County Multi-Jurisdictional Hazard Mitigation Plan
 - ♦ Any other existing climate-related policies and plans (See more detailed information on the climate audit in Phase 5)
- ♦ Perform existing conditions analysis of transportation facilities (to be completed in Phase 6)

2.2 Housing Needs Assessment, Racially Disparate Impacts, and Adequate Provisions

Leland will assist the City in updating its demographic and housing information to comply with new GMA requirements to update Ellensburg's housing element. This includes an updated housing needs assessment (HNA) and an Adequate Provisions analysis of barriers to housing production, as well as an assessment of Racially Disparate Impacts in access to housing, as required by HB 1220, primarily utilizing U.S. Census and other state and local data sources.

2.3 Economic Baseline Analysis

Leland will work with City staff to identify the need for an economic baseline analysis that meets the needs of this comprehensive plan update. Key topics may include local demographic drivers, workforce and labor, real estate market analysis, retail demand, housing and its relation to economic growth, key industries, and a high-level assessment of current and future infrastructure projects.

This analysis will set a baseline of existing conditions grounded in factual real estate, demographic, employment, and economic data utilizing the U.S. Census, ESRI Business Analyst, CoStar, and various other state and regional data sources.

2.4 Land Capacity Analysis

- ♦ Using City-provided GIS data, Leland will analyze land capacity for new jobs and housing units to meet allocated growth targets, including housing for all income groups as required by the GMA.
- ♦ This spatial analysis will account for net developable land, critical areas, current or projected infrastructure level-of-service (LOS), and assumed housing and job densities based on current development regulations and past development trends to determine whether Ellensburg can meet future projected population needs, as determined by Kittitas County Conference of Governments (COG) growth allocations. Leland will coordinate with the Kittitas County COG, as needed, to determine Ellensburg's future projected population growth and growth allocations.
- ♦ The land capacity analysis results will inform development of an updated Future Land Use Map (FLUM).

2.5 Data Gathering for Capital Facilities and Utilities

SCJ will coordinate with City staff to gather the pertinent information for future development of the Capital Facilities & Utilities element of the City's Comprehensive Plan. To ensure that SCJ has the most up-to-date information, we will request City input on the Capital Facilities Plan that supports the city's planned growth, focusing on the next six years and the funding sources. Additionally, we will request any projects planned up to 2046 that have already been identified.

Phase 2 Deliverables:

- » Existing Conditions Report
- » GMA Checklist for Existing Comp Plan, Critical Areas and Development Regulations
- » Housing Needs Assessment and Adequate Provisions
- » Economic Baseline Analysis
- » Future land use map with land capacity analysis supporting growth
- » Data gathering to inform Capital Facilities & Utilities element



Phase 3: Engagement

Your town is not just a Place. It's Home. Your town's unique character, along with the deep emotional connection felt by the people who live there, is your town's Heart & Soul. The Community Heart & Soul methodology was utilized during the 2017 Periodic Update process and we will be offering this methodology as an optional, community-focused approach for public participation during this upcoming periodic update. However, we recognize that not every community chooses this path, so we also provide other standardized engagement methods that effectively meet GMA guidelines and local goals. SCJ will work with the City to determine the appropriate path and to identify the appropriate roles and responsibilities for this phase.

The Approach

SCJ will coordinate with staff to finalize a detailed and effective public engagement program with the Ellensburg community, identified stakeholders, Planning Commission and City Council. Engagement efforts will be a combination of in-person and virtual formats. If Heart & Soul is utilized, story-telling and story-sharing will be a large component of the engagement process.

3.1 Public Participation Plan

SCJ will review the Public Participation Plan that was developed for the 2017 Comprehensive Plan and propose appropriate updates for engaging with the public. The updated Public Participation Plan will outline the timeframe, purpose, and participants for each engagement activity, focusing on early involvement from the public and regular check-ins with City staff, the Planning Commission, and updates to City Council as requested. The Plan will be developed in partnership with City staff, Cascadia and Fehr & Peers. No matter the community engagement methodology selected, the Public Participation Plan will meet the requirements and intent of RCW 36.70A.140.

3.1.a. Climate Element Public Engagement Strategy

Hearing from the community is key to developing relevant and impactful climate policy. Cascadia will integrate climate engagement into the broader Comprehensive Plan public engagement approach while also conducting targeted outreach for the Climate Element. Efforts will prioritize culturally relevant engagement, and engaging with frontline, overburdened communities. Cascadia will support SCJ and Ellensburg staff in developing a comprehensive public engagement strategy using a variety of methods.

3.2 Orientation Interviews

To kick off the comprehensive plan, orientation interviews (up to 20 interviews) will be held to identify key themes and community values early in the project. These interviews, which can coincide with any other community initiatives, will involve key groups, stakeholders, staff, and residents to identify core values, issues, and potential solutions.

If the City would like to again utilize the Heart & Soul methodology, the objective will be to update the existing “Heart & Soul Statements” which would continue to be utilized as the guiding principles for the work of not only the Comprehensive Plan but also other community initiatives and programs.

3.3 Community Survey, Project Website, Social Media, and Community Engagement Platform

- ♦ **Survey:** A community survey will be drafted and distributed in multiple methods throughout the community to gather information and feedback from community members on the future of Ellensburg.
 - a. We will aim to distribute the survey to a wide range of diverse community members.
 - b. We will summarize the results from the survey and use them to inform the direction of the plan.
- ♦ **Project Website and Social Media:** Our team will coordinate with the City staff on its website and social media platforms. City staff will develop select content as appropriate to announce events and describe project progress. This will occur throughout the duration of the project.
- ♦ **Social Pinpoint Community Engagement Platform:** This is a comprehensive online platform that is also compatible with mobile devices. It facilitates meaningful and accessible engagement opportunities that bring the community together. Through Social Pinpoint, the engagement platform can offer the following:
 - ♦ **Map-based surveys.** Respondents will be able to interact with a web map to identify locations where they have thoughts, questions, or comments.

This can help communities identify and prioritize planning projects such as park improvements, street improvements, non-motorized projects, or dangerous intersections.

- ♦ **Project Hubs.** Social Pinpoint can act as the project website, offering a landing page for general project information, as well as interactive community engagement components.
- ♦ **Other engagement opportunities.** Social Pinpoint offers a variety of engagement tools, helping to facilitate online public engagement in a way that works for your community.

3.4 Public Engagement Activities

Our team will schedule, coordinate, and invite the public to engage in the development of the new Comprehensive Plan. In Task 3.1, we develop a comprehensive public participation plan that meets people where they are to achieve broad and inclusive public participation from all who live, play, and work in Ellensburg. Where possible, we would propose attendance at existing community events, such as the Farmer’s Market, events sponsored by the Downtown Ellensburg Association, or those taking place at Morgan Middle School. We expect a minimum of two different public events at which SCJ would be present.



However, the number of events can be determined in collaboration with the City. City staff and other key individuals will also play an active role in public engagement activities. We have highlighted a variety of creative community engagement opportunities (see page 27) that can be tailored specifically for the Ellensburg community. This ‘buffet’ of options allows us to work collaboratively with the City to develop the most effective outreach plan. At a minimum, we anticipate SCJ’s participation in events focusing on the following key project milestones:

- ◆ **Event 1:** Existing Conditions & Vision for 2046
- ◆ **Event 2:** Rollout of the Draft Plan for public comment

3.5 – Community Heart & Soul (Optional)

If the Community Heart & Soul methodology is selected, engagement activities will expand based on community-specific needs, with an emphasis on volunteer involvement and collaboration with City staff, community-based organizations and local community members. SCJ’s role will be to coach and support the Heart & Soul Community Advisory Team, fostering grassroots engagement with a more authentic connection to residents. If this methodology is selected, SCJ will work with the City to revise the PPP.

This grassroots approach, when done effectively, can establish guiding principles for other local organizations, nonprofits, and agencies, which may adopt the Heart & Soul framework to better serve the Ellensburg community. Within the Comprehensive Plan, the existing Heart & Soul statements in the introductory section would be updated, serving as a foundation for goals and policies across various plan elements.

Phase 3 Understanding

- ◆ SCJ will coordinate with City staff, as necessary, and will provide the materials needed for public engagement events.
- ◆ SCJ will solicit public involvement through collaboration with the City, local groups, community centers (such as Hal Holmes), and other organizations.
- ◆ SCJ will offer coaching support for the Community Heart & Soul process, should this methodology be chosen.
- ◆ The City will provide the tools necessary for multi-lingual communication.

Phase 3 Deliverables:

- » Provide the City with an updated public engagement plan
- » Up to 20 orientation interviews and interview themes summary report
- » Community survey available in virtual and hard-copy formats
- » If selected, use of Social Pinpoint for project website, with options for map-based and other surveys
- » SCJ to plan public engagement events as outlined in the public engagement plan
- » SCJ to attend a limited number of the public engagement events as determined by the City
- » Summary reports of the public events will be provided to the city, and the results integrated into the Comp Plan goals and policies as appropriate

Optionable Community Heart & Soul Deliverables:

- » Coaching and materials for Heart & Soul Community Advisory Committee
- » Development of Community Network Analysis
- » Development of engagement materials for events
- » Story-gathering
- » Updated Heart & Soul Statements



Community Heart & Soul is a resident-driven process that engages the entire population of a town in identifying what they love most about their community, what future they want for it, and how to achieve it.

Creative Engagement Techniques

We use many creative engagement techniques tailored to each of our clients and their unique needs. Our team loves working with communities that embrace engagement with a creative lens tailored to their local needs.

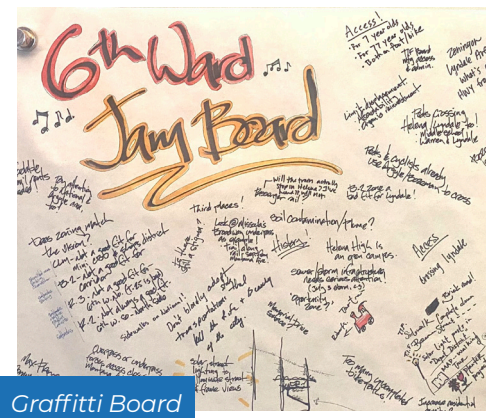
- ♦ **Penny Poll:** Seek creative engagement methods, such as penny polls, in which participants place pennies in buckets to vote on community priorities.
- ♦ **Engagement of All Ages and Life Stages:** Meet people where they are to create opportunities for hard-to-reach populations. We provide childcare or activities for kids so parents can participate and engage youth through schools, non-profits, youth groups, and STEAM activities.
- ♦ **Community Art Project:** Utilize a public space to create a graffiti wall, mural, or public art piece where residents can contribute ideas visually. This is especially useful in community visioning exercises.
- ♦ **3D Middle Housing Monopoly:** SCJ created an interactive tool called “Missing Middle Monopoly” using 3D-printed housing models. This tool helps local leaders, staff, and stakeholders visualize and discuss housing types, regulations, and their impact on the City’s neighborhoods.
- ♦ **Mobile Studio/Pop-Up Series:** Use tailored events like mobile studios or pop-up series to engage the community in evaluating design and strategy options based on interview results and community needs.
- ♦ **Storefront Studio:** Set up a transparent storefront studio for several days to gather feedback, engage with the community, and advance the plan.
- ♦ **More Traditional Engagement Techniques:** In addition to some of our more innovative techniques and tools, we also utilize traditional engagement techniques, such as:
 - ◇ Targeted Seminars
 - ◇ Stakeholder Advisory Committees/Work Groups
 - ◇ Neighborhood Councils
 - ◇ Public Workshops
 - ◇ Website (standard or interactive)
 - ◇ Open Houses
 - ◇ Questionnaires
 - ◇ Visual Preference Surveys
 - ◇ Utilization of Local Champions
 - ◇ Online Participation (Facebook Live, Zoom, Teams, YouTube, and live streaming)
 - ◇ Social Media



Social Media Outreach



Open Houses



Graffiti Board



"Missing Middle" Housing Monopoly



Penny Poll



Public Workshop



Phase 4: Comprehensive Plan Draft and Policy Framework

This phase includes the preparation of the first draft of the Comprehensive Plan and development of a new policy framework. The draft will be revised based on findings from meetings with the City, the existing conditions report, supporting plans, the GMA checklist audit, other audits, and the public outreach. The draft will include all GMA-required elements of the comprehensive plan.

4.1 Comprehensive Plan Outline

SCJ will review the existing Comprehensive Plan outline and make updates as necessary to ensure it includes all necessary elements. The information and background data needed for each section will be identified. This task will involve close coordination with City staff.

4.2 Vision, Goals, and Priorities

In May 2024, the Ellensburg City Council adopted the Strategic Vision 2024-2029 through Resolution No. 2024-14. The Strategic Pillars for Council's Vision are as follows:

1. Sustainable Economic Development
2. Infrastructure and Energy
3. Safety, Civic Engagement, and Cultural Inclusion
4. Affordable Housing and Living
5. Dedicated Parks and Recreation Resources

Our team will draw on this document to guide development of the comprehensive plan. Additionally, if the Heart & Soul methodology is used, the Heart & Soul statements in the Introduction chapter will be updated drawing on the various community engagement efforts.

4.3 Policy Framework Analysis and Updated Maps

SCJ will conduct a comprehensive review of the existing Comprehensive Plan to evaluate the goals and policies, ensuring consistency across all elements of the Ellensburg Comprehensive Plan. SCJ will identify necessary updates to the City's zoning and future land use maps, collaborating closely with the City's GIS Coordinator to ensure accuracy and alignment. Additionally, this task will ensure consistency with the adopted Shoreline Master Program, and compliance with the Land Development Code.

4.4 Draft Plan Elements

Each element of the Comprehensive Plan will be updated in coordination with City staff, Leland, Cascadia, and Fehr & Peers. The narrative section of each element will be updated with data gathered during Phase 2 Baseline. Goals and policies will be updated for compliance with GMA requirements, and they will also be a reflection of the City

Council's Strategic Vision, also incorporating community feedback receiving during the public participation process.

Drafts will be presented to Ellensburg City staff for initial review and refined prior to release for public review. The initial drafts will be text-only for easy review and commenting; public review drafts will formatted with graphic elements.

- ♦ **Land Use Element:** This element will be updated with baseline demographic data collected in Phase 2, including the updated land capacity analysis and growth projections provided by the COG. The data will be provided by Leland Consulting.
- ♦ **Housing:** Leland will draw on the information of the Housing Needs Assessment and update this element to be consistent with recently adopted legislation.
- ♦ **Transportation:** Fehr & Peers will develop and analyze the data for incorporation into this element. This will include updating inventory, volumes, and performance information.
- ♦ **Capital Facilities and Utilities:** SCJ will review current plans and recommend changes to ensure consistency with other plan elements, other adopted plans while paying attention to potential growth and infrastructure needs. SCJ will coordinate with public works and utilities staff and other providers.
- ♦ **Parks and Recreation:** The Parks and Recreation element currently adopts the most current PROS plan by reference. In consideration of the RFQ for a new PROS Plan, SCJ anticipates working with staff and the Parks & Recreation Commission to determine the desired approach for the Parks and Recreation element in relation to the PROS plan.
- ♦ **Economic Development:** Leland will draw on the economic baseline analysis developed in Phase 2 and will make recommended updates to the existing element in coordination with City staff.
- ♦ **Environment:** This element will be updated to reflect current conditions and provide reference to the new Climate Element. Goals, Policies, and Programs will be updated to reflect recent work of the City.
- ♦ **Historic Preservation:** SCJ will coordinate with City staff to identify any necessary updates to this section. A review by the Landmarks & Design Commission is also recommended.
- ♦ **Diversity, Equity, and Inclusion (DEI):** SCJ will coordinate with City staff and the DEI Commission to review the efficacy of existing programs and identify opportunities for updates to this element.
- ♦ **Climate:** Cascadia will develop this new element following the steps outlined in Phase 5.

In addition to strong collaboration with City staff on each of the elements, SCJ also recommends coordination with the following City Advisory Commissions: Planning, Affordable Housing, Environmental, Landmarks & Design, Diversity, Equity & Inclusion, and the Utility Advisory Committee.

As draft elements are developed, SCJ will request that the City review the draft Plan Elements and provide feedback. Requested edits will be made prior to advancing to any subsequent and final drafts.

Phase 4 Deliverables:

- » Comprehensive Plan outline
- » Confirmed vision
- » Updated Heart & Soul statements
- » Policy framework analysis
- » Draft comprehensive plan elements



Phase 5: Climate Element Development

Cascadia will develop this new element and associated goals and policies based on the policy audit (Task 5.2), best practices, and engagement outcomes. The process will be iterative, ensuring staff and stakeholder input. Cascadia will integrate climate goals and policies within the broader Comprehensive Plan, ensuring alignment with other elements.

5.1 Explore Climate Impacts

Cascadia will assess climate change impacts on the city and key assets, using best available science and resources like the UW Climate Impacts Group and Climate Mapping for a Resilient Washington. The analysis will focus on climate risks such as flooding, heat events, wildfire, and drought.

5.2 Audit Plans and Policies

Cascadia will audit Ellensburg's climate-related policies and plans, including the Ellensburg 2024 Sustainability and Energy Plan, the existing Environment Element of the Comprehensive Plan, Kittitas County Multi-jurisdictional Hazard Mitigation Plan, and Regional Shoreline Master Program - which will be supplemented by staff interviews. The purpose will be to identify policy gaps, opportunities, and barriers. Findings will be organized in a database and summarized in a Policy Analysis Memorandum.

5.3 Assess Climate Vulnerability and Risk

Although conducting a vulnerability and risk assessment is not mandatory per Commerce guidance, it provides a key opportunity to identify climate risks, prioritize actions, and tailor climate resilience policies. Cascadia will work with City staff to determine the best assessment approach based on budget and timing constraints.

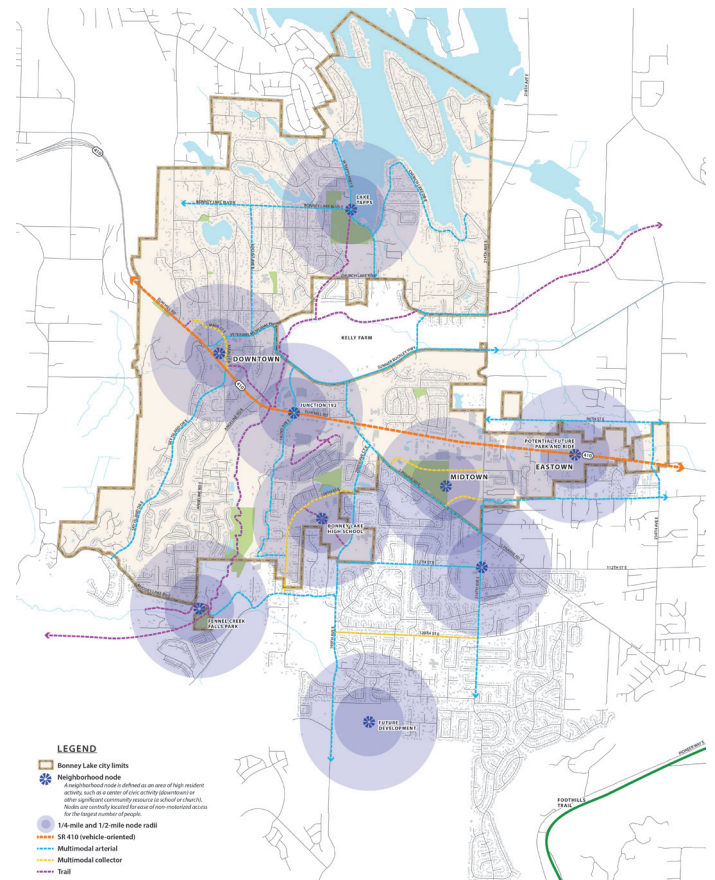


Phase 6: Transportation Element

Fehr & Peers will develop this new element and associated goals and policies based on the policy audit (Task 2.1), best practices, and engagement outcomes. Ellensburg is experiencing rapid growth, necessitating a long-term transportation plan that balances development with quality of life. Fehr & Peers will continue an almost decade-old relationship as trusted transportation advisors who deeply understand the unique characteristics of Ellensburg's transportation system. We will collaborate with City staff, officials, and community members to create a feasible and forward-thinking Transportation Element. Our approach includes structured project administration, data analysis, community engagement, and policy updates to ensure a comprehensive and adaptable plan.

6.1 Transportation Element Coordination

Effective project coordination is essential for managing shifting objectives, which will be overseen by Transportation Element project manager Daniel Dye. A kick-off meeting with City staff will establish the Transportation Element scope, schedule, and communication protocols, followed by biweekly check-ins to maintain coordination. Regular progress reports and proactive issue resolution will ensure smooth execution. Community engagement will be a priority, starting with an early online open house and aligning outreach efforts with the broader Comprehensive Plan.



6.2 Technical Analysis and Future Conditions Assessment

To guide future investments, Fehr & Peers will analyze existing transportation data, identify policy conflicts, and integrate new growth targets. The updated Transportation Element will include future travel model forecasts, assess active and motorized transportation needs, and develop a layered network that prioritizes safety and connectivity. Additionally, the team will refine level of service (LOS) policies through collaboration with City staff, ensuring they align with multimodal goals. A workshop will further explore LOS standards and concurrency requirements, helping the City maintain transportation performance as it grows.

6.3 Project Development and Plan Compliance

Safety and ensuring good stewardship of transportation funds will be key aspects of the plan, with the integration of the City's first Transportation Safety Action Plan (TSAP) being a top priority. Fehr & Peers will also work with the City to respond to new legislative requirements for transportation elements. Ensuring consistency with previous plans and policy checklists will be integrated throughout the project, bolstered by Fehr & Peers' deep experience leading Ellensburg's current Transportation Element, Active Transportation Plan, several Transportation Impact Fee updates, ongoing development review, and the TSAP.

Phase 6 Deliverables:

- » Draft Transportation Element
- » Final Transportation Element



Phase 7: Environmental Review

For the existing Comprehensive Plan, the City issued the State Environmental Policy Act (SEPA) Supplemental Environmental Impact Statement to the Final Environmental Impact Statement for the City of Ellensburg Comprehensive Plan on December 8, 2017. As a means of staying compliant with GMA requirements, SCJ will take the City through preparation of a new environmental impact assessment.

This process will follow the guidance provided in the Washington Administrative Code (WAC) for developing, reviewing, and certifying a Programmatic Environmental Impact Statement (EIS). Specifically, WAC 197-11-210 outlines the integration of SEPA with the Growth Management Act (GMA). To streamline the process, SCJ will utilize data and information gathered throughout the comprehensive planning process to develop both the Draft EIS (DEIS) and Final EIS (FEIS). The specific steps for advertising, scoping, drafting, and publishing the EIS are detailed as follows:

7.1 Scoping Notice and Preparing the DEIS

This task includes collaboration with City staff and the Planning Commission to define the actions to be analyzed in the EIS, followed by issuance of a scoping notice and Determination of Significance. This will be followed by a public scoping meeting, the development of baseline environmental conditions, and the drafting of a draft EIS and Notice of Availability. At the conclusion of the comment period, the County would forward all received comments to the consultant team for review.

7.2 Final EIS and Response to Comments

In this task, the team will create a summary matrix of all comments received, with responses provided. Based on the feedback received, we will update the DEIS and incorporate additional information as needed to complete a preliminary FEIS. Once the County has reviewed and provided comment, the consultant team will deliver a finalized FEIS, ready for publication and distribution.

This tailored approach ensures that the SEPA process is fully integrated with the Ellensburg Comprehensive Plan, providing a structured pathway for public and agency engagement while meeting all regulatory requirements.

Assumptions:

- ♦ The EIS will analyze a No Action Alternative and two action alternatives.
- ♦ The EIS will analyze up to eight relevant elements of the environment to be agreed upon by the City of Ellensburg and SCJ. We anticipate that elements will include land use, transportation, utilities, and housing, among others.
- ♦ SCJ will respond to up to 40 comment letters on the Draft EIS.
- ♦ Up to two SCJ staff members will participate in the public scoping meeting and the public meeting on the Draft EIS.
- ♦ The City of Ellensburg will provide GIS data and existing studies and reports that will inform the analysis in the EIS.
- ♦ The City of Ellensburg will be responsible for distribution of public notice and for logistics (such as booking a venue and advertising) for public meetings.

Phase 7 Deliverables:

- » Draft Scoping Notice/Determination of Significance
- » Final Scoping Notice/Determination of Significance
- » City Review Draft Environmental Impact Statement (DEIS)
- » Public Draft Environmental Impact Statement (DEIS)
- » Comment-response matrix addressing public comments
- » City Review Draft of Final Environmental Impact Statement (FEIS)
- » Final Environmental Impact Statement (FEIS)



Phase 9 Adoption

This phase involves presenting the draft Comprehensive Plan to the community via a combined workshop with the Planning Commission and City Council. The workshop will solicit comments and public feedback on the final draft of the Comprehensive Plan.

SCJ will revise the plan based on discussions during the rollout before presenting the updated draft to the Planning Commission for their recommendation to the City Council. SCJ will then make additional revisions as appropriate. This phase will culminate in an adoption hearing before the City Council.



Phase 8: Final Comprehensive Plan

This phase includes the preparation of the final Comprehensive Plan draft, ensuring compliance with GMA requirements. The final draft will include all elements to comply with GMA requirements. This task will include compiling all the gathered information through research, analysis, public outreach, and coordination with the City, as well as formatting, graphics, and proofreading.

8.1 Final Documents

- ♦ A final, proofread draft of the Comprehensive Plan will be provided to the City.
- ♦ Staff reports for inclusion in Planning Commission and City Council agenda packets.

Phase 8 Understanding

1. The City will submit the Comprehensive Plan Periodic Update to the Department of Commerce for a 60-day review and intent to adopt.

Phase 8 Deliverables:

- » Final Comprehensive Plan Draft
- » Up to two meetings for EIS guidance
- » Staff reports for inclusion in Planning Commission and City Council agenda packets

9.1 Adoption of the Comprehensive Plan

- ♦ Combined rollout meeting with the Planning Commission, City Council, and the public to present the final Comprehensive Plan and recommendations for Development Code updates.
- ♦ Final updates to the Comprehensive Plan following the rollout meeting.
- ♦ Planning Commission hearing recommending adoption to the City Council.
- ♦ City Council adoption meeting.

Phase 9 Deliverables:

- » Agenda reports for inclusion in Planning Commission and City Council agenda packets
- » Final comprehensive plan per GMA requirements



Phase 10: Regulation Updates

Typically, the adoption of code amendments comes on the heels of Comprehensive Plan adoption, as the guiding document which provides the policy framework for other regulatory documents. This final phase consists of drafting proposed amendments to the Critical Areas Ordinance and development regulations for compliance with the GMA checklist and recently enacted housing legislation. Ultimately, we will produce a technical memo that outlines both required and recommended updates to the City Code.

10.1 Gap Analysis

This task consists of reviewing Title 15 of the Ellensburg City Code, including the Critical Area Ordinance of Division VI to ensure conformance with the GMA checklist and recently enacted housing legislation. Any gaps identified will be captured in a gap analysis matrix in MS Excel format. Proposed recommendations will then be incorporated into a Word document utilizing TrackChanges to document proposed coded amendments. A summary report will be provided to the client, and one or more meetings will be held with City staff to discuss and ensure agreement prior to proceeding with Task 9.2 Code Drafting.

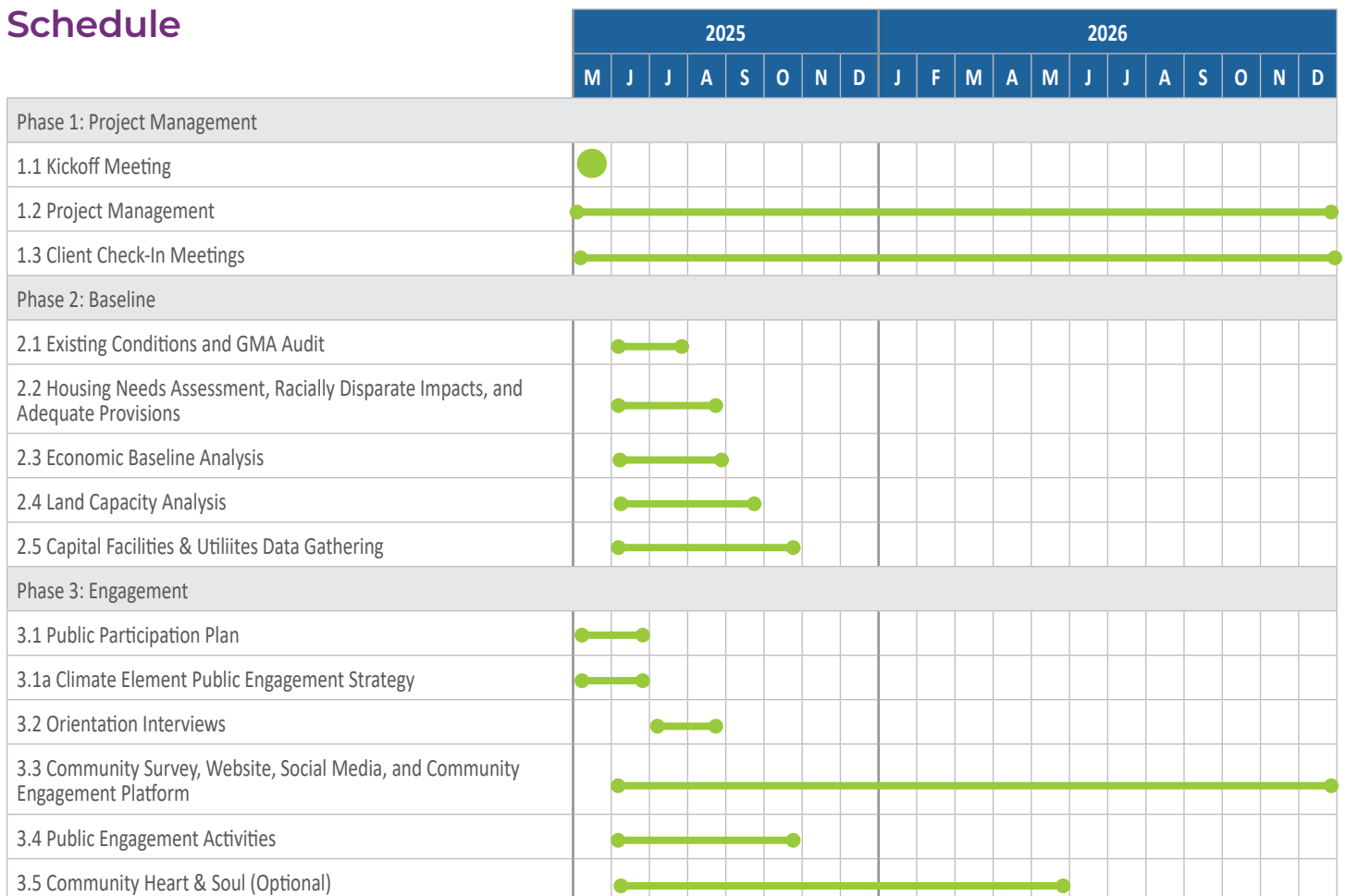
10.2 Code Drafting

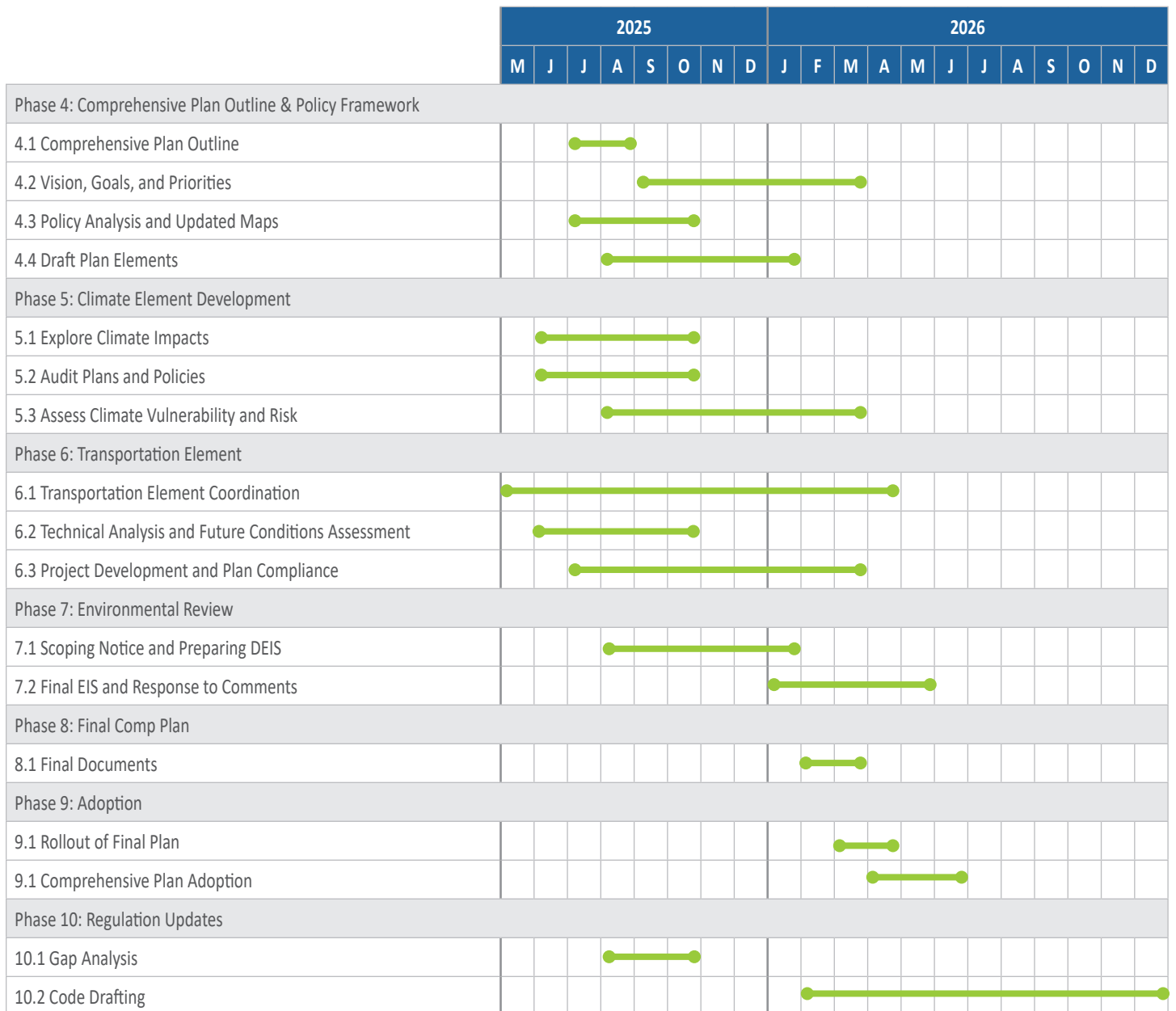
The bulk of the task is concentrated on code drafting. Upon concurrence with City staff on the necessary code revisions, SCJ will finalize the amendments to the City Code, including a scrub of the code to ensure any cross references are updated based on any proposed amendments to Title 15. The work will be completed in Microsoft Word utilizing Track Changes. If requested, and depending on budget, SCJ will prepare the regulations in ordinance strike-draft format.

Phase 10 Deliverables:

- » Gap analysis in MS Excel format
- » Draft text of recommended code revisions in MS Word w/TrackChanges
- » Technical memo outlining the recommended Development Code and Critical Areas Ordinance updates, with precise language, to implement the new Comprehensive Plan
- » Draft ordinance prepared in strike-draft format

Schedule





Relevant Project Experience and References



2024 Comprehensive Plan Update

SCJ is leading Lake Forest Park's comprehensive plan update, including integrated updates to the six-year Capital Improvement Plan and 20-year capital facilities and utilities planning. Our multidisciplinary team is working closely together to deliver a product consistent with new Growth Management Act Requirements, Puget Sound Regional Council's Multicounty Planning Policies, and King County's Countywide Planning Policies. Special considerations for capital facilities planning from regional policy requirements include addressing historical disparities in planning and investment and prioritizing projects that provide a more excellent range of services and facilities in underserved communities. The team also incorporates climate policies in advance of State climate planning requirements. It includes recommendations related to system resilience, redundancy, and continuity of operations for future capital facilities and utility projects.

Click [here](#) for the Comprehensive Plan

Client: City of Lake Forest Park

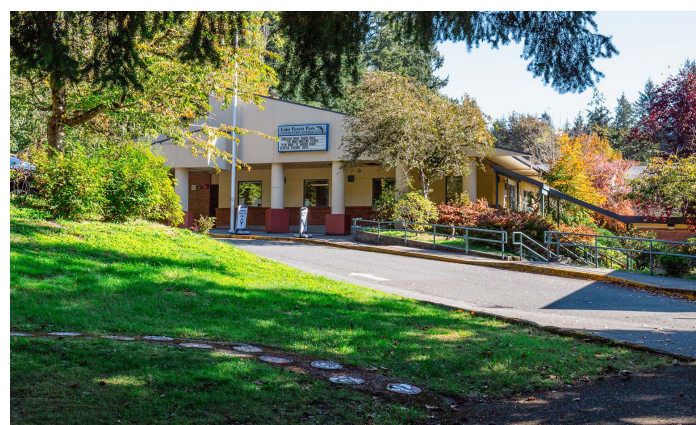
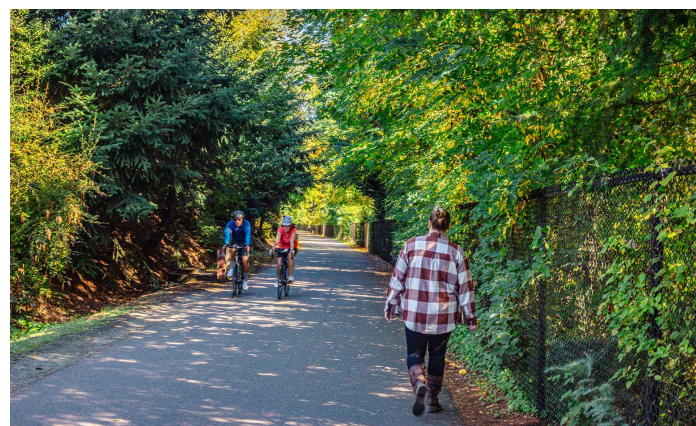
Dates: October 2023 – December 2024

Estimated/Final Costs: \$219,902/\$246,436

Team: Kirsten Peterson, Laura Barker, Zoe Tapert, Leland Consulting Group

Relevance: GMA Compliance, Climate Policy

Contact: Mark Hofman, Community Development Director
206.957.2824 | mhofman@cityoflfp.gov





Woodinville 2044 Comprehensive Plan Periodic Update

SCJ led the periodic update of the Woodinville Comprehensive Plan and the Critical Areas Ordinance (CAO). As a requirement of the update, SCJ led City staff through a scenario-building effort to determine the City's future preferred growth scenario. The preferred scenario determines where zoning and land use may be adjusted to meet Puget Sound Regional Council's (PSRC) growth targets for increased housing and employment opportunities, which has a trickle-down effect on other elements, such as transportation, capital facilities, housing, parks, and utilities, to name a few. Finally, SCJ updated the out-of-date CAO to meet the best available science and requirements. The project result was a comprehensive plan, and the CAO was accepted by the Washington State Department of Commerce and adopted by the Woodinville City Council.

Click [here](#) for Woodinville's Comprehensive Plan

Client: City of Woodinville

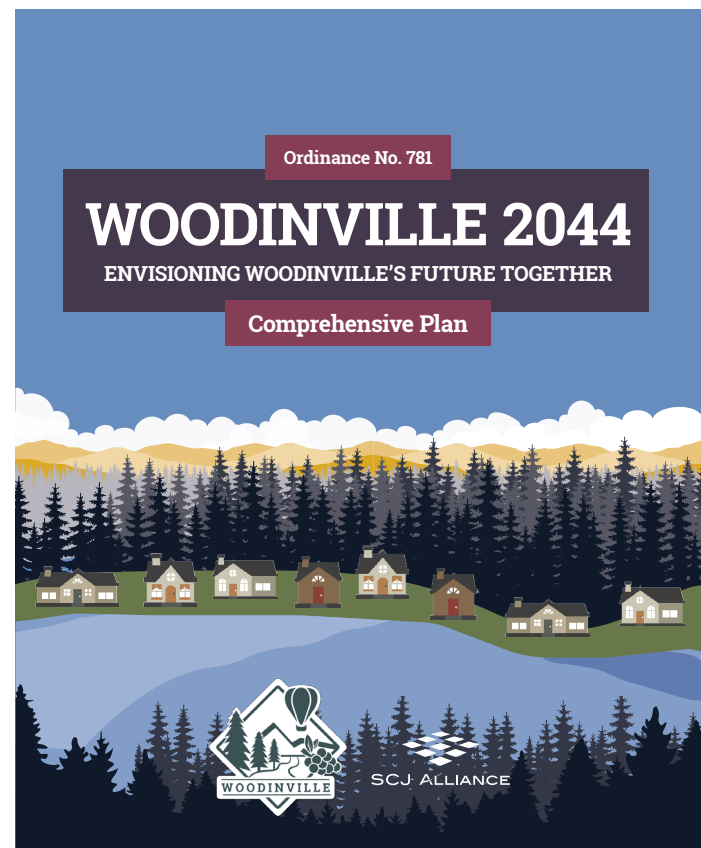
Dates: January 2023 – March 2025

Estimated/Final Costs: \$326,217/\$312,952

Team: Laura Barker, Zoe Tapert, Leland Consulting Group, Fehr & Peers

Relevance: GMA Compliance, Climate Policy

Contact: Chista Kouretchian, Contract Manager
425.877.2288 | chistak@ci.woodinville.wa.us



Medina Middle Housing Land Use

The City of Medina hired SCJ to lead the development regulation updates to comply with recent State legislation relating to middle housing, accessory dwelling units, and subdivisions. SCJ worked closely with City staff to determine the City's preferred approach to address these requirements.

As part of the development of these code updates, SCJ participated in a rigorous collaborative effort with both the City Council and Planning Commission to comply while maintaining the valued character of local neighborhoods. This project included a robust public engagement process involving a dedicated online platform, social media posts, in-person public forums, and numerous forms of print materials like postcard mailers, boards, flyers, and trifold pamphlets. To make the changes easily understandable to the public, SCJ created three-dimensional graphics representing examples of how these code updates could be implemented in Medina, and what options residents had based on different typical lot sizes across the city.

SCJ's work included various items, such as:

- ◆ A technical memorandum summarizing the relevant legislation and clearly outlining the requirements and recommendations for Medina as a Tier 3 city.
- ◆ A matrix of 3D diagrams showing potential development scenarios across a range of lot sizes, demonstrating ADU and different middle housing standards. The diagrams also reflected requirements for parking, setbacks, heights, and lot coverage.
- ◆ 3D renderings based on existing Medina neighborhoods showing the integration of ADUs and middle housing into the local fabric, and how those can enhance housing supply without significantly altering the neighborhood character.
- ◆ Updated development regulation documents tailored to the City's vision while maintaining compliance with state legislation.
- ◆ A list of subjects for the City to continue developing with local input to further enhance the integration of state legislation into the local code. The list included topics such as on-street parking, lighting, tree canopy, traffic mitigation, and noise, among others.



Client: City of Medina

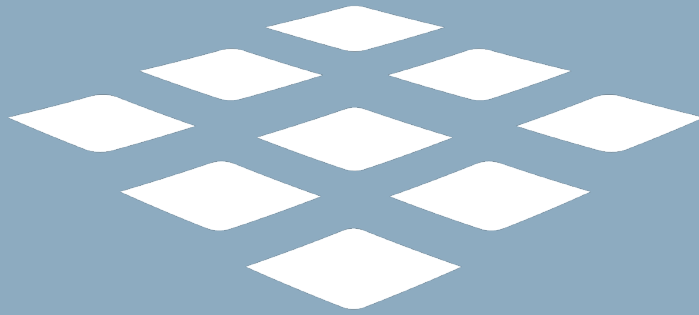
Dates: September 2024 – Present

Estimated/Final Costs: \$94,226/\$89,672

Team: Kirsten Peterson, Zoe Tapert

Relevance: Development Code Updates to Meet New Housing Legislation

Contact: Steve Burns, City Manager
425.233.6412 | sburns@medina-wa.gov



SCJ ALLIANCE