**RECIPE FOR SUCCESS –
THREE PROVEN INGREDIENTS**

wicked problems SMART SOLUTIONS
Washington APA Conference
October 2, 2013

Jeff McMeekin, Land Planner • Puget Sound Energy
jeff.mcmeekin@pse.com

Steve Fischer, Principal Planner • City of Redmond
sfischer@redmond.gov

Kristine Edens, AICP • EnviroIssues
kedens@enviroissues.com

Karissa Kawamoto, AICP • HDR Engineering
karissa.kawamoto@hdrinc.com

Introductions

Up next…..
Development Review Process Improvement
Steve Fischer, Principal Planner • City of Redmond

**DEVELOPMENT REVIEW
PROCESS IMPROVEMENT:
THE BENEFITS OF PREDICABLE
PERMITTING**

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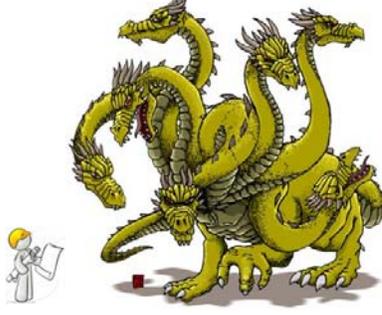Washington APA Conference
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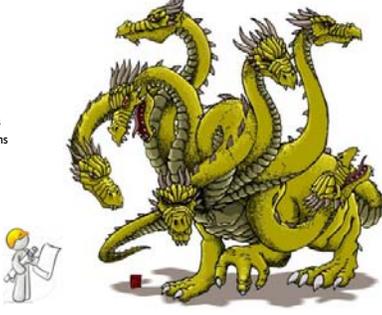Steven Fischer, Principal Planner • City of Redmond

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Permit Process

□ How do we…
  ▪ Save time?
  ▪ Save money?
  ▪ Reduce frustration?
  ▪ Improve (meaningful) public comment?
  ▪ Gain predictability?
  ▪ Improve customer service

One view of the permit process

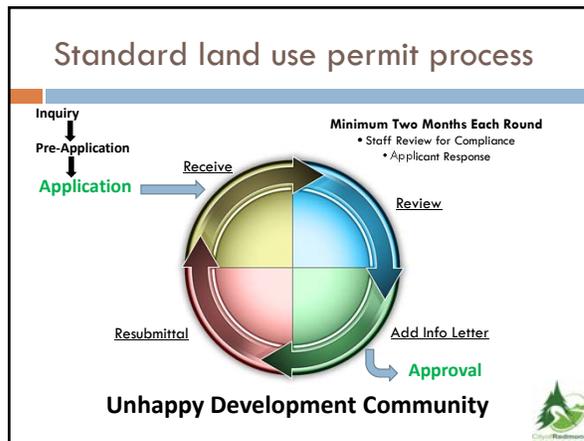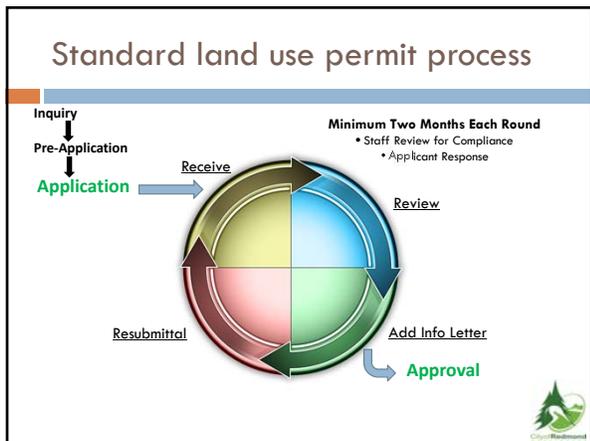## One view of the permit process

Hopes
Dreams

Engineering
Fire
Parks
Planning
Storm Water
Transportation
Utilities
Natural
Resources

Another view….

What everyone wants

- Development community wants:
  - Predictability
  - Clear directions ("Tell me what you want")
  - Quick review time
  - Accountability
- Government wants:
  - Compliance with codes and rules
  - Accountability
  - Economic development

Standard land use permit process

Inquiry
Pre-Application
Application

Receive
Review
Add Info Letter
Approval
Resubmittal

Minimum Two Months Each Round
- Staff Review for Compliance
- Applicant Response

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Unhappy Development Community

City of Redmond

- Settled: 1870s
- Incorporated: 1912
- Population: 55,840 (OFM 2013 estimate)
- Daytime Population: 110,000 (2012 Census)
- Employment: Physio-Control (electronic medical devices, Data IO, Aerojet, Honeywell, Genie (mechanical lifts), AT&T, Mobility, Nintendo, Microsoft

2004/2005 – Tipping Point

- Overwhelming workload
- Poor quality of submittal materials
  - Cause project delays
  - Multiple resubmittals
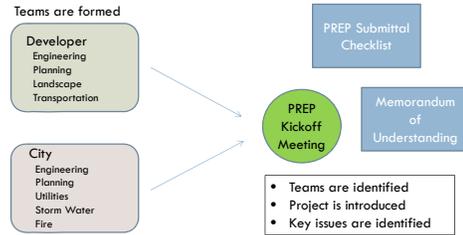- Everyone wants to move faster and is frustrated

2004/2005 - Questions

How do we:
- Speed up the review process?
- Allow those who can do the work to move forward?
- Hold people accountable if they do not follow code/direction?
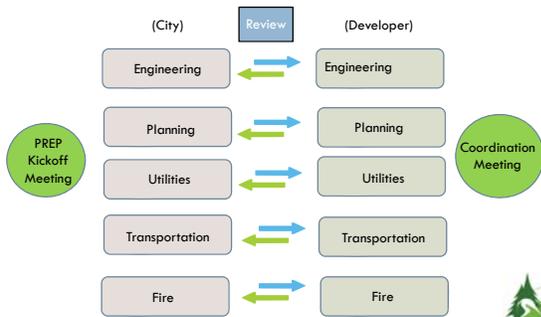- Do all of this and still make certain that the project has been adequately reviewed?
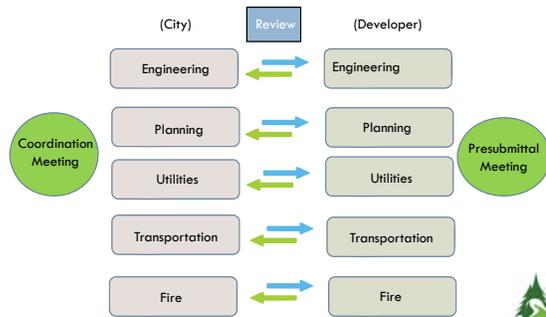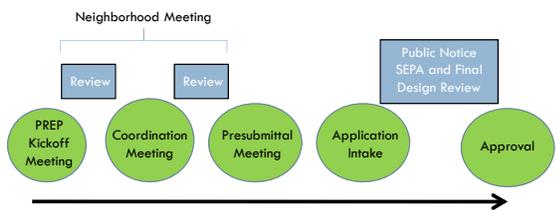
PREP

Pre Review Entitlement Process

Teams are formed

Developer
Engineering
Planning
Landscape
Transportation

City
Engineering
Planning
Utilities
Storm Water
Fire

PREP Submittal Checklist

PREP Kickoff Meeting

Memorandum of Understanding

- Teams are identified
- Project is introduced
- Key issues are identified

PREP continued

(City) — Review — (Developer)

PREP Kickoff Meeting

Engineering — Engineering
Planning — Planning
Utilities — Utilities
Transportation — Transportation
Fire — Fire

Coordination Meeting

PREP continued

(City) — Review — (Developer)

Coordination Meeting

Engineering — Engineering
Planning — Planning
Utilities — Utilities
Transportation — Transportation
Fire — Fire

Presubmittal Meeting

PREP continued

Neighborhood Meeting

Review — Review — Public Notice SEPA and Final Design Review

PREP Kickoff Meeting — Coordination Meeting — Presubmittal Meeting — Application Intake — Approval

Frequent/collaborative review between applicant and staff

PREP continued

- Optional process…. but *strongly* encouraged
- Meets needs of development community
  - Predictability: Process and timelines defined
  - Detailed submittal & requirement checklist
  - Developer determines how fast the project moves
  - City held accountable
- Satisfies City's needs
  - Project review not compromised
  - Development community held accountable

Coordinated civil review process
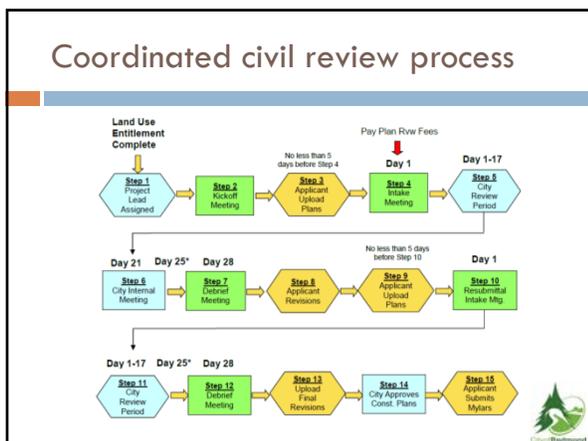
Benefits

- Accountability
  - Tell the applicant what you want
  - Hold everyone accountable
- Gain predictability
- Improve customer service
- Gain meaningful public comment
- Save everyone time & money

Transition

Up next…..

Effective Public Participation

Kristine Edens, AICP • EnviroIssues

EFFECTIVE PUBLIC PARTICIPATION: ASKING THE RIGHT QUESTIONS

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EnviroIssues — Kristine Edens, AICP • EnviroIssues

What is public participation?

- Any process that involves the public in problem solving & uses public input to make decisions.

Why reach out?

- Avoid derailment = save time & $$$
- Reduce surprises
- Create comfort for decision makers
- Give a voice to the silent (& often supportive) majority
- Improve projects & decisions
- Build goodwill for your next project

Public participation can help

How much & when?

- What do you do when the Council says "we should really engage the public on this issue?
- How do you know how much? When?
- What are the right questions to ask the public?
- What outreach tools do I use?

IAP2 Spectrum

Five Steps to Planning Participation

- Step 1: Gain internal commitment
- Step 2: Learn from the public
- Step 3: Select the participation "level"
- Step 4: Define the decision process
- Step 5: Design the public participation plan

Step 1: Gain internal commitment

- Explore legal requirements, reputation, decision-maker(s), potential for public influence or controversy, & resources available.
- Hone in on the problem to address or decision to be made (*if you don't know, how can you talk to the community about it?*).
- How? – Hold internal kick-off meeting.
- Outcomes:
  - Understanding of the problem
  - Internal assessment of "level"
  - Issues and stakeholders to vet during Step 2

Step 2: Learn from the public

- Explore public expectations, impacts, stakeholders, potential for outrage or public capacity to make change
- How? – Discuss during internal kick-off, develop list of & consult with select key stakeholders
- Outcomes:
  - Assessment of issues and controversy
  - External assessment of "level"
  - Understanding of stakeholders
  - Refined problem understanding

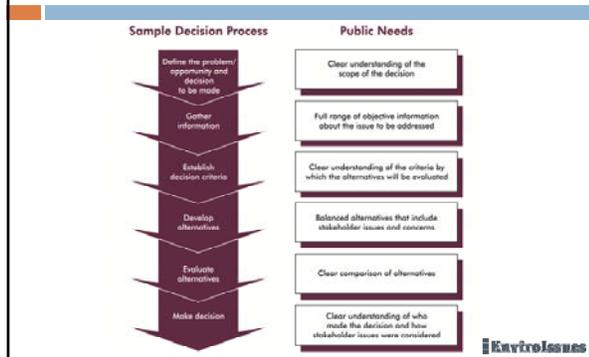## Step 3: Select the "level"

- Explore probability for public outrage, impacts &interest in participation
  - Very low/low = inform/consult
  - High/very high = involve/collaborate/ empower
- How? – compare internal and external expectations of "level" of participation
- Outcomes:
  - Refined problem statement
  - Selected "level" of participation
  - Internal commitment of resources to match "level"

Step 4: Define the decision process

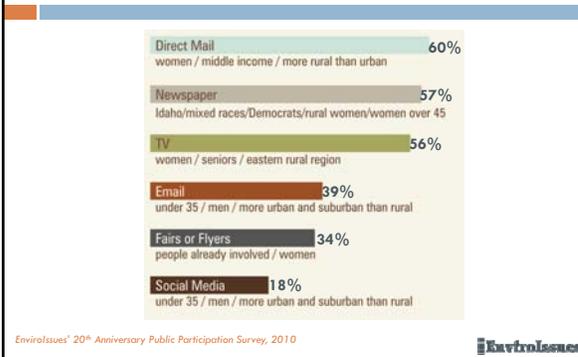| Sample Decision Process	Public Needs
Define the problem/ opportunity and decision to be made	Clear understanding of the scope of the decision
Gather information	Full range of objective information about the issue to be addressed
Establish decision criteria	Clear understanding of the criteria by which the alternatives will be evaluated
Develop alternatives	Balanced alternatives that include stakeholder issues and concerns
Evaluate alternatives	Clear comparison of alternatives
Make decision	Clear understanding of who made the decision and how stakeholder issues were considered

EnviroIssues

Step 5: Design the plan

- Identify tools to meet your public participation "level" or goal
- How? – Develop participation plan, begin supporting materials, gain internal buy-off
- Outcomes:
  - Public participation plan
  - Schedule of tools/events
  - List of supporting materials
  - Evaluation plan

EnviroIssues

Tools by "level"

Inform	Consult	Involve	Collaborate	Empower
•Fact sheets •Website •Social media •Mailing •Open house •Lecture series •Fairs and events •Tours and field trips	•Public comment •Focus groups •Surveys •Public meetings •Stakeholder interviews	•Workshops •Charettes •Polling •Stakeholder interviews	•Advisory groups •Consensus-building	•Citizen juries •Vote •Delegated decision

EnviroIssues

Select your tools

Direct Mail women / middle income / more rural than urban	60%
Newspaper Idaho/mixed races/Democrats/rural women/women over 45	57%
TV women / seniors / eastern rural region	56%
Email under 35 / men / more urban and suburban than rural	39%
Fairs or Flyers people already involved / women	34%
Social Media under 35 / men / more urban and suburban than rural	18%

EnviroIssues' 20th Anniversary Public Participation Survey, 2010

EnviroIssues

Participation ≠ resource drain

- Use existing (often free!) local avenues for communication
- Go to where the public already is
- Interns and volunteers!
- Coordinate efforts, pool resources
- Involvement can happen online

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Involvement can happen online

83% of those surveyed have internet access at home

83% in rural areas

77% of non-whites

69% of high school graduates

68% of those with a HH income of $25-35,000/year

68% of those 60+ years old

EnviroIssues

Key takeaways

- Public participation can move projects forward. Poor public participation (too much or too little) can delay projects and create confusion or push back.
- Do not start with tools.
- Plan your public participation just like you would approach your technical work – strategically, logically and step-by-step.

EnviroIssues

Resources

- International Association of Public Participation (IAP2)
  - www.IAP2.org
- Institute for Participatory Management and Planning
  - www.ipmp.com
- EnviroIssues
  - www.enviroissues.com
  - Penny Mabie, Certified IAP2 trainer pmabie@enviroissues.com
  - Kristine Edens kedens@enviroissues.com

EnviroIssues

Transition

Up next…..

King County Mitigation In-Lieu-Fee Program

Karissa Kawamoto, AICP • HDR Engineering Inc.

KING COUNTY MITIGATION IN-LIEU-FEE PROGRAM: A NEW OPTION

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Washington APA Conference

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HDR — Karissa Kawamoto, AICP • HDR Engineering

Discussion overview

- What is the King County In-Lieu-Fee(ILF) Program?
- How do you use the ILF program?
- Advantages of ILF to agencies
- Advantages of ILF to developers

HDR

What is ILF?

- Federal rule published in 2008 defined an in-lieu fee mitigation program to be implemented by the Corps and EPA
- Similar to a mitigation bank: purchase credits to meet compensatory mitigation requirements
- Intended to streamline the permit process and advance mitigation projects ahead of impacts
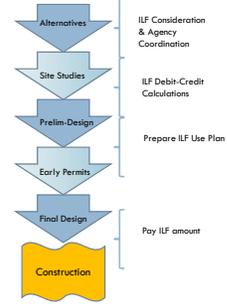
HDR

What types of projects are eligible?

- Residential/commercial development
- Industrial site development
- Institutional
- Public infrastructure
- Linear projects – roads, conveyance, utility lines


Where does ILF planning fit?

HDR

What is needed?

- Demonstration of avoidance and minimization
- Calculation of impacts, debit & proposed credit requirement
- Preparation of the In-Lieu-Fee use plan
- Purchase of credits – thereby satisfying the compensatory mitigation requirements…. DONE

HDR

King County Factoria Recycling and Transfer Station (Bellevue, WA)

- Originally built in the 1960s
- Outdated, lacking services, and too small
- Level of service issues
- Need to modernize facility
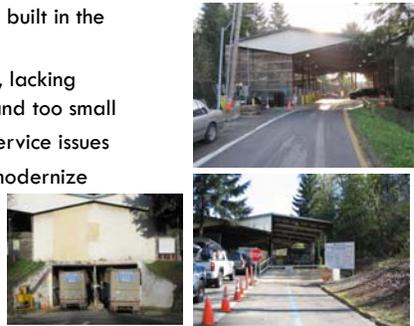
King County Factoria Recycling and Transfer Station (Bellevue, WA)

- Design and permitting for $37 million transfer station replacement project
- Severely constrained site
- Extensive mitigation planning undertaken
- SEPA MDNS assumed traditional mitigation pathways
- Permits required from federal, state and local levels

HDR

King County Factoria Recycling and Transfer Station (Bellevue, WA)

- Mitigation:
  - Started by looking for off-site options or on-site/out-of-kind
- In-Lieu-Fee – New King County program opportunity for development project impacts
  - Approved by EPA, the Corps, WDFW, Ecology and Tribes
  - Project schedule & simplify logistics

HDR

Affects to the project

- Possible to submit permit applications earlier
- Eliminates need for detailed engineering design or commitments to site post construction installation
- Does not eliminate the need to include on-site mitigation elements – just reduced

HDR

Lessons learned

- Investigate ILF opportunity as soon as possible
- Coordinate and communicate!
- A schedule and project cost effective option? YES
- Faster permitting process? YES and NO
- Agencies must revise codes and policies

HDR

PSE PUGET SOUND ENERGY	Jeff McMeekin, Land Planner • Puget Sound Energy jeff.mcmeekin@pse.com
City of Redmond	Steve Fischer, Principal Planner • City of Redmond sfischer@redmond.gov
EnviroIssues	Kristine Edens, AICP • EnviroIssues kedens@enviroissues.com
HDR	Karissa Kawamoto, AICP • HDR Engineering karissa.kawamoto@hdrinc.com

Thank you! ......Questions?