



PROFESSIONAL SERVICES AGREEMENT Transit Needs Study



City Attorney
Kevin Hansen
Rev: 01/22/26

The City of Kirkland, Washington, a municipal corporation ("City") and Fehr & Peers, Inc., a California corporation, whose address is 601 Union St, Suite 3525, Seattle, WA 98101 ("Consultant"), in consideration of the mutual benefits and conditions set forth below, agree and contract as follows.

I. SERVICES BY CONSULTANT

- A. The Consultant agrees to perform the services described in Attachment A to this Agreement ("Services"), which attachment is incorporated herein by reference.
- B. The Services shall be performed in accordance with the ordinary and reasonable care, skill, and diligence that a competent professional in the same field would exercise under similar circumstances.

II. COMPENSATION

- A. The total compensation to be paid to Consultant for these Services shall not exceed \$224,710, as detailed in Attachment A.
- B. Payment to Consultant by the City in accordance with the payment ceiling specified above shall be the total compensation for all Services performed under this Agreement and supporting documents hereto as well as all subcontractors' fees and expenses, supervision, labor, supplies, materials, equipment or the use thereof, reimbursable expenses, and other necessary incidentals.
- C. The Consultant shall be paid on the basis of invoices submitted. Invoicing will be on the basis of percentage complete or on the basis of time, whichever is applicable in accordance with the terms of this Agreement.
- D. If the City objects to any portion of an invoice, it will notify the Consultant. In the event of an invoice dispute, the City will timely pay any undisputed portion of the invoice, and the parties will promptly make reasonable efforts to resolve the disputed portion. The City shall have the right to withhold payment to the Consultant for any services not completed in a satisfactory manner until such time as the Consultant modifies such services to the satisfaction of the City.
- E. Unless otherwise specified in this Agreement, any payment shall be considered timely if a warrant is mailed or is available within 30 days of the date of actual receipt by the City of an invoice conforming in all respects to the terms of this Agreement.

III. GENERAL ADMINISTRATION AND MANAGEMENT

The Senior Transportation Planner for the City of Kirkland shall review and approve the Consultant's invoices to the City under this Agreement, shall have primary responsibility for overseeing and approving the services, and shall coordinate all communications with the Consultant from the City.

IV. DURATION

The estimated completion date for the Consultant's performance of the services specified in Section I is December 31, 2026. For purposes of paying final invoices and finalizing services, this contract expires on March 31, 2027.

Consultant will diligently proceed with the services contracted for, but Consultant shall not be held responsible for delays occasioned by factors beyond its control which could not reasonably have been foreseen at the time of the execution of this Agreement. If such a delay arises, Consultant shall forthwith notify the City.

V. OWNERSHIP OF WORK PRODUCT

- A. Ownership of the originals of any reports, data, studies, surveys, charts, maps, drawings, specifications, figures, photographs, memoranda, and any other documents which are developed, compiled or produced as a result of this Agreement, whether or not completed, shall be vested in the City. Any reuse of these materials by the City for projects or purposes other than those which fall within the scope of this Agreement or the project to which it relates, without written concurrence by the Consultant will be at the sole risk of the City.
- B. The City acknowledges the Consultant's plans and specifications as instruments of professional service. Nevertheless, the plans and specifications prepared under this Agreement shall become the property of the City upon completion of the services. The City agrees to hold harmless and indemnify consultant against all claims made against Consultant for damage or injury, including defense costs, arising out of any reuse of such plans and specifications by any third party without the written authorization of the Consultant.
- C. Methodology, materials, software, logic, and systems developed under this Agreement are the property of the Consultant and the City, and may be used as either the Consultant or the City sees fit, including the right to revise or publish the same without limitation.
- D. The Consultant, at such times and in such forms as the City may require, shall furnish to the City such statements, records, reports, data, and information as the City may request pertaining to matters covered by this Agreement. All of the reports, information, data, and other related materials, prepared or assembled by the Consultant under this Agreement and any information relating to personal, medical, and financial data will be treated as confidential only as allowed by Washington State laws regarding disclosure of public information, including Chapter 42.56 RCW.

The Consultant will, at any time during normal business hours and as often as the City may deem necessary, make available for examination all of its records and data with respect to all matters covered, directly or indirectly, by this Agreement and shall permit the City or its designated authorized representative to audit and inspect other data relating to all matters covered by this Agreement. The City shall receive a copy of all audit reports made by the agency or firm as to the Consultant's activities. The City may, at its discretion, conduct an audit, at its expense, using its own or outside auditors, of the Consultant's activities which relate, directly or indirectly, to the Agreement.

Consultant will provide all original operation and maintenance manuals, along with all warranties, from the manufacturer for any equipment or items installed or supplied to the City has part of this contracted project.

The Consultant shall maintain accounts and records, including personnel, property, financial, and programmatic records, which sufficiently and properly reflect all direct and indirect costs of any nature expended and services performed pursuant to this Agreement. The Consultant shall also maintain such other records as may be deemed necessary by the City to ensure proper accounting of all funds contributed by the City to the performance of this Agreement.

The foregoing records shall be maintained for a period of six years after termination of this Agreement unless permission to destroy them is granted by the Office of the Archivist in accordance with Chapter 40.14 RCW and by the City.

VI. TERMINATION OF AGREEMENT

The City or the Consultant may terminate or suspend this Agreement at any time, with or without cause, by giving ten (10) days' notice to the other in writing. In the event of termination, all finished or unfinished reports, or other material prepared by the Consultant pursuant to this Agreement, shall be provided to the City. In the event the City terminates prior to completion without cause, Consultant may complete such analyses and records as may be necessary to place its files in order. Consultant shall be entitled to receive just and equitable compensation for any satisfactory services completed on the project prior to the date of termination, not to exceed the payment ceiling set forth above.

VII. SUCCESSORS AND ASSIGNS

The Consultant shall not assign, subcontract, transfer, convey, pledge, or otherwise dispose of this Agreement or any part of this Agreement without prior written consent of the City.

VIII. NONDISCRIMINATION

Consultant shall, in employment made possible or resulting from this Agreement, ensure that there shall be no unlawful discrimination against any employee or applicant for employment in violation of RCW 49.60.180, as currently written or hereafter amended, or other applicable law prohibiting discrimination, unless based upon a bona fide occupational qualification as provided in RCW 49.60.180 or as otherwise permitted by other applicable law. Further, no person shall be denied or subjected to discrimination in receipt of the benefit of any services or activities made possible by or resulting from this Agreement in violation of RCW 49.60.215 or other applicable law prohibiting discrimination.

IX. HOLD HARMLESS/INDEMNIFICATION

- A. To the greatest extent allowed by law the Consultant shall defend, indemnify, and hold the City, and its officers, officials, and employees, (together "Indemnified Parties") harmless from any and all claims, injuries, damages, losses or suits (including reasonable attorney fees and costs), to the extent caused by the

Consultant's negligent performance of this Agreement, except for injuries and damages caused by the negligence of the Indemnified Parties. In no event shall the cost to defend charged to Consultant exceed Consultant's proportionate percentage of fault.

- B. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of the Services or bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of Consultant and the Indemnified Parties, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence.
- C. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Title 51 RCW, Washington's industrial insurance law, solely for the purpose of this indemnification. This waiver has been mutually negotiated by the parties.
- D. The provisions of this section shall survive the expiration or termination of this Agreement.

X. LIABILITY INSURANCE COVERAGE

The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property that may arise from or in connection with the performance of the work hereunder by the Consultant and/or its agents, representatives, or employees. A failure to obtain and maintain such insurance or to file required certificates and endorsements shall be a material breach of this Agreement.

Consultant's maintenance of insurance as required by this Agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or to otherwise limit the City's recourse to any remedy available at law or in equity.

A. Minimum Scope and Amounts of Insurance. Consultant shall obtain and maintain insurance of the types and limits described below:

- 1. Commercial General Liability insurance shall be as least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO CG 20 26.
 - a. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate.
- 2. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be as least as broad as Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability

coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

- a. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
4. Professional Liability insurance appropriate to the Consultant's profession.
 - a. Professional Liability insurance shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.

B. Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability and Commercial General Liability insurance:

1. The Consultant's insurance coverage shall be primary insurance as respects the City. Any insurance, self-insurance, or self-insured pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.
2. The Consultant shall provide the City and all Additional Insureds for the Services with written notice of any policy cancellation, within two business days of Consultant's receipt of such notice.

C. Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.

D. Verification of Coverage

Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the Services.

E. Failure to Maintain Insurance

Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of this agreement, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the Agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.

F. City Full Availability of Consultant Limits

If the Consultant maintains higher insurance limits than the minimums shown above, the City shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Consultant, irrespective of whether such limits maintained by the Consultant are greater than those required by this Agreement or whether any certificate of insurance furnished to the City evidences limits of liability lower than those maintained by the Consultant.

XI. COMPLIANCE WITH LAWS/BUSINESS LICENSE

The Consultant shall comply with all applicable state, federal, and local laws, ordinances, regulations, and codes. Consultant must obtain a City of Kirkland business license or otherwise comply with Chapter 7.02 of the Kirkland Municipal Code.

XII. FUTURE SUPPORT

The City makes no commitment and assumes no obligations for the support of Consultant activities except as set forth in this Agreement.

XIII. INDEPENDENT CONTRACTOR

Consultant is and shall be at all times during the term of this Agreement an independent contractor and not an employee of the City. Consultant agrees that they are solely responsible for the payment of taxes applicable to the Services and agrees to comply with all federal, state, and local laws regarding the reporting of taxes, maintenance of insurance and records, and all other requirements and obligations imposed on them as a result of their status as an independent contractor. Consultant is responsible for providing the office space and clerical support necessary for the performance of the Services. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance or unemployment compensation programs or otherwise assuming the duties of an employer with respect to the Consultant or any employee of Consultant.

XIV. EXTENT OF AGREEMENT/MODIFICATION

This Agreement, together with all attachments and addenda, represents the final and completely integrated Agreement between the parties regarding its subject matter and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended only by written instrument properly signed by both parties. The terms of this Agreement supersede any conflicting provisions contained in any attachments and/or addenda.

XV. ADDITIONAL WORK

The City may desire to have the Consultant perform work or render services in connection with the project other than provided for by the express intent of this Agreement. Any such work or services shall be considered as additional work, supplemental to this Agreement.

XVI. NON-ENDORSEMENT

As a result of the selection of a consultant to supply services to the City, the Consultant agrees to make no reference to the City in any literature, promotional

material, brochures, sales presentation, or the like without the express written consent of the City. However, notwithstanding the foregoing, the City consents to the Consultant including information describing the Consultant's participation in this project in bids, statements of qualifications, or other similar proposals submitted to other municipal, governmental, or similar project sponsor, so long as the information included is factually accurate.

XVII. NON-COLLUSION

By signature below, the Consultant acknowledges that the person, firm, association, co-partnership or corporation herein named, has not either directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in the preparation or submission of a proposal to the City for consideration in the award of a contract on the specifications contained in this Agreement.

XVIII. WAIVER

Waiver by the City of any breach of any term or condition of this Agreement shall not be construed as a waiver of any other breach.

XIX. DEBARMENT

Recipient certifies that it is not suspended, debarred, proposed for debarment, declared ineligible or otherwise excluded from contracting with the federal government, or from receiving contracts paid for with federal funds.

XX. GOVERNING LAW AND VENUE

This Agreement shall be interpreted in accordance with the laws of the State of Washington. The Superior Court of King County, Washington, shall have exclusive jurisdiction and venue over any legal action arising under this Agreement.

XXI. DISPUTE RESOLUTION

All claims, counterclaims, disputes, and other matters in question between City and Consultant arising out of or relating to this Agreement shall be referred to the City Manager or a designee for determination, together with all pertinent facts, documents, data, contentions, and other information. The City Manager or designee shall consult with Consultant's representative and make a determination within thirty (30) calendar days of such referral. No civil action on any claim, counterclaim, or dispute may be commenced until thirty (30) days following such determination. Nothing herein waives any requirements of Chapter 4.96 RCW, if applicable.

XXII. SEVERABILITY

Any provision or part of the Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken. Unless such stricken provision goes to the essence of the consideration bargained for by a party, all remaining provisions shall continue to be valid and binding upon the parties, and the parties agree that the Agreement shall be reformed to replace such stricken provision or part thereof with a

valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

XXIII. EFFECTIVE DATE

This Agreement shall be deemed effective on the last date signed below.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the dates written below:

CONSULTANT:

CITY OF KIRKLAND:

Signature: Aaron Gooze

Signature: Tracey P. Dunlap

Printed Name: Aaron Gooze

Printed Name: Tracey P. Dunlap
(Type City Staff Name)

Title: Principal

Title: Deputy City Manager of Operations

Date: 01/23/2026

Date: 01/23/2026

Fehr & Peers

November 14, 2025

SUBMITTED TO:

City of Kirkland
Purchasing Staff
purchasing@kirklandwa.gov

IN COORDINATION WITH:

Stepherson & Associates
Communications

MAIN POINT OF CONTACT

Aaron Gooze, AICP
Principal, Project Manager
601 Union Street, Suite 3525
Seattle, WA 98101
(206) 576-4219
a.gooze@fehrandpeers.com

CORPORATE ADDRESS

100 Pringle Ave, Suite 600
Walnut Creek, CA 94596
Main: (925) 930-7100
Fax: (925) 933-7090

2024 CLIENT SURVEY RESULTS

After every project, we check in with our clients—and we truly value their feedback:

- ✓ 98% value
- ✓ 98% quality
- ✓ 98% service
- ✓ 99% say they would use us again

Letter of Interest

Re: Transit Needs Study Consultant #36-25-PW

Dear Purchasing Staff,

Kirkland is a vibrant and welcoming place in the region that has taken significant steps over the years to improve mobility and access to opportunities for residents and visitors to the city. Through increased density and a focus on multimodal transportation policies, Kirkland is well-positioned to leverage strategic investments in transit.

Identifying the areas for investment and the appropriate mobility strategies is a key objective of the **Transit Needs Study**. Having worked with the City of Kirkland for over two decades, Fehr & Peers is pleased to submit our proposal to support the city in this critical study. We bring a deep understanding of the regional transit landscape through our work with King County Metro and Sound Transit, including the implications of Sound Transit's 2 Line completion, King County Metro's upcoming service restructure, and future Stride bus rapid transit service.

Beyond our comprehensive technical analysis capabilities, we have **Stepherson & Associates** on our team to engage with focus groups through strategic outreach. Bringing together innovative data analysis with community perspectives will help identify transit strategies that are both feasible and grounded in community priorities.

We look forward to discussing this project with you further and thank you for your consideration. Please note that we have included proposed contract exceptions, which you will find at the end of our proposal. Feel free to contact Aaron Gooze with any questions at (206) 576-4219 or a.gooze@fehrandpeers.com.

Sincerely,



Aaron Gooze, AICP
Project Manager, Fehr & Peers

Addressing the Minimum Qualifications

TRANSIT POLICY EXPERIENCE AND PUBLIC OUTREACH

Fehr & Peers is nationally recognized for our expertise in transit planning, service development, and the integration of emerging mobility technologies. In Washington, we've led long-range planning and service modeling efforts for agencies including **King County Metro**, **Community Transit**, **Pierce Transit**, **Everett Transit**, **Island Transit**, **Spokane Transit Authority**, and **Sound Transit**. We pair technical rigor with clear, accessible communication to support public outreach and help communities and decision-makers understand tradeoffs, build consensus, and recommend changes that reflect shared priorities.

CITY, COUNTY, AND STATE GOVERNMENTS

We have worked with government agencies at all levels. Our work with cities such as **Kirkland**, **Bellevue**, **Bothell**, **Woodinville**, and **Redmond** reflects our deep familiarity with municipal planning processes and the priorities of City Councils. These efforts demonstrate our ability to align transit solutions with local policy frameworks and community goals, ensuring they are responsive to both technical rigor and the decision-making context of city governments. We also frequently lead projects with County and State agencies, including King County, King County Metro, Snohomish County, and WSDOT, which provides us with the relationships and necessary jurisdictional awareness to be successful on this project.

DATA ANALYSIS AND REPORT WRITING

Fehr & Peers excels at conveying complex transportation concepts through interactive and visually rich graphics. Our team specializes in translating detailed data analyses into compelling reports, maps, and visual narratives that resonate with diverse audiences.

PROJECT MANAGEMENT

Aaron Gooze, AICP, our Project Manager, thrives on projects that require the thoughtful application of data- and community-intensive processes. Aaron's clients praise his accessibility and excitement for managing projects collaboratively so that staff can be engaged throughout.

TRANSPORTATION BACKGROUND AND TEAM FIT

Fehr & Peers brings both transportation and transit planning expertise, and a deep understanding of Kirkland and the broader Eastside, shaped by years of collaboration with local jurisdictions and King County Metro. Our team excels at developing actionable strategies by integrating land use context, transit service design, and multimodal connectivity with tailored community engagement. We innovate through custom tools and methods, such as travel shed mapping, equity-focused access analyses, and scenario modeling, that help interpret complex data in ways that are visually accessible and meaningful to stakeholders.

Firm Background

Established in 1985, **Fehr & Peers** has **40 years of experience partnering with communities to shape local transportation futures**. We are a transportation planning and engineering firm with **24 offices and approximately 400 staff nationwide**. Since 1985, we've partnered with public and private clients to design safer, more effective ways for people and goods to move—creating spaces where everyone can thrive, today and for generations to come. Bringing together data, technology, and the lived experiences of the communities we serve, we help clients make confident, well-informed decisions. Along the way, we've earned national recognition for raising the bar on how transportation projects are planned, designed, and delivered. Many of our first clients still trust us with their transportation needs after decades of collaboration—a testament to the strong partnerships we build and the innovative mindset we bring to every project.

We are nationally-recognized for our expertise in transit planning and service development. We also invest in ongoing research on emerging transportation trends such as transportation network companies, flexible transit integration, non-motorized access-to-transit, and autonomous vehicles, giving us extensive experience planning for integration of innovative mobility services with transit policy, infrastructure, and system operations. For example, our recent work for **Sound Transit** included a strong focus on analyzing the impacts of emerging technologies, such as ridesharing, fare collection, and electric fleets.

OUR SUBCONSULTANT



Stepherson & Associates

For nearly 20 years, **Stepherson & Associates (S&A)** has supported public agencies in building meaningful relationships with stakeholders and incorporating valuable public input into projects that impact our communities. S&A understands how transit connections and transportation infrastructure provide vital connections for people and shape their life choices – affecting their sense of safety and where they choose to live and how they travel. Core to their practice, S&A develops equitable engagement strategies to reduce barriers to participation and ensure accessible and culturally appropriate outreach.

S&A brings a depth of experience engaging local communities on the eastside, including **Kirkland, Redmond, Bellevue, Bothell, Kenmore, Woodinville**, and more. S&A currently leads engagement for the **I-405/NE 85th Street Inline BRT Station**, transforming the interchange into a multimodal hub that enhances safety, accessibility, and reliability for Kirkland travelers. They have also successfully delivered the **I-405/NE 132nd Street Interchange Improvements**, **Cross Kirkland Corridor**, and the **Surface Water Master Plan** throughout Kirkland. Additionally, S&A is currently engaging with neighboring Redmond residents, including youth, teens, parents, caregivers, service providers, and the broader public on the **Old Firehouse Teen Center Transition Program**, providing strategic communications, engagement, and facilitation support.

DBE #D3M0020076, MBE #M3M0020076

Team Organization



Our Team at-a-glance



PROJECT MANAGER

Aaron Gooze, AICP

Aaron is a Principal at Fehr & Peers with over 17 years of **experience** in the transportation and transit industries. He specializes in transportation data analysis, specifically in transit planning, non-motorized accessibility, and multimodal transportation operations. In addition to his strong transit planning background, Aaron also leads Fehr & Peers' Data Science research group, providing expertise in advanced data visualization and data sources to address complex transportation questions.

"Aaron and [his] team showed a high degree of professionalism, had valuable industry expertise, and met commitments throughout the project."

Sophie Luthin, Community Transit,
Strategic Planning Manager

Managing Local PNW Transit Planning Projects

Aaron brings years of experience leading over 50 transit-related projects for transit agencies and local jurisdictions in long-range planning, operations analysis, and capital infrastructure prioritization. He focuses on establishing a **clear communication channel with agency staff to develop project management protocols and progress tracking**. As a seasoned project manager, he pays close attention to potential risks or challenges with upcoming tasks to develop mitigation strategies that ensure a project is delivered on-time and on-budget, including determining the role stakeholder and leadership feedback may play in the planning process and identifying how data gaps may be addressed through innovative data analysis strategies.

EDUCATION/CERTIFICATIONS

- » M.S., Civil Engineering, Georgia Institute of Technology
- » Masters in City and Regional Planning, Georgia Institute of Technology
- » B.S., Industrial Engineering, Northwestern University
- » American Institute of Certified Planners (AICP), #028604

RELEVANT PROJECTS

- » **Project Manager**, Community Transit – Long Range Plan Update
- » **Project Manager**, Everett Transit – Long Range Plan Update
- » **Project Manager**, Pierce Transit – Long Range Plan
- » **Principal-in-Charge**, PSRC – Regional Transit Access Assessment
- » **Project Manager**, Downtown Bellevue Circulation Study
- » **Transportation/Technical Lead**, King County Metro – Long Range Plan Update and Mobility Framework
- » **Transportation/Technical Lead**, King County Metro – K Line RapidRide Planning
- » **Transit Integration Support**, City of Kirkland – NE 85th BRT Station Subarea Plan

PRINCIPAL-IN-CHARGE



Kendra Breiland, AICP

Kendra is a Principal with over 18 years of experience in a variety of transportation projects throughout Washington. Kendra excels on projects that require flexibility, creativity, and interaction with diverse stakeholders. Over the past decade, she has led citywide and countywide transportation plans for over 25 jurisdictions in the Pacific Northwest, including Gig Harbor, Bothell, Shoreline, Auburn, and Woodinville. Through this work, she has grappled with challenges resulting from competing objectives, funding shortfalls, and feasibility to develop plans that arrive at workable solutions.

EDUCATION/CERTIFICATIONS

- » M.A., Urban Planning, University of California, Los Angeles
- » B.S., Environmental Policy Analysis, University of California, Davis
- » American Institute of Certified Planners (AICP), #023713

RELEVANT EXPERIENCE

- » **Principal-in-Charge**, Imagine Bothell Transportation Element, Safety Plan, and Impact Fee Update
- » **Project Manager**, City of Kirkland – Transportation Master Plan
- » **Project Manager**, City of Kirkland – 85th BRT Station Area Plan
- » **Principal-in-Charge and Project Manager**, City of Shoreline – Transportation Master Plan
- » **Principal-in-Charge**, Everett Transit – Long Range Plan Update
- » **Principal-in-Charge**, City of Everett – Transportation Element Update
- » **Principal-in-Charge**, City of Issaquah – Mobility Master Plan

DEPUTY PROJECT MANAGER



Marissa Milam

Marissa is an Associate with a strong background in technical analysis and project management. She specializes in transit planning, climate and sustainability analysis, travel demand forecasting, and multimodal transportation planning. Marissa brings a data-driven approach to transportation planning, leveraging big data tools to analyze travel behavior, accessibility, and system performance. Marissa has led complex projects across Washington State, including transit network redesigns, origin-destination analyses, and multimodal accessibility studies.

"Marissa was able to answer all the [Council's] questions and did a great job at the presentation."

Autumn Salamack, Previous Climate Mitigation & Adaptation Manager at the City of Bainbridge Island

EDUCATION/CERTIFICATIONS

- » B.S., Civil Engineering, University of California, Berkeley

RELEVANT EXPERIENCE

- » **Project Manager**, PSRC – Regional Transit Access Assessment
- » **Project Manager**, City of Redmond – Transportation Master Plan
- » **Travel Market Lead**, Community Transit – North County Market Analysis
- » **Project Manager**, King County Metro – Ridership Update for SCAP
- » **Project Manager**, King County Metro – Service Modeling for Zero Emissions Implementation
- » **Project Manager**, Sound Transit – Zero Emission Bus Transition Plan

LEAD PLANNER

Jiamin Tan



Jiamin is a transportation planner with various project experience in the Puget Sound region. His expertise includes travel demand

modeling, multi-modal operations analysis, comprehensive planning, GIS, and data science. Jiamin is proficient with Emme, Synchro, Vissim, and ArcGIS. He is also adept in data analysis using Excel, R, and Python. Jiamin cares about local communities and wants to utilize his technical background for the benefit of the public.

ACCESS ANALYSIS LEAD

Abigail Powell



Abigail is a transportation planner with broad experience in transit, safety, and climate-focused analysis across the Puget Sound region.

She brings strong skills in geospatial and access analysis, using GIS to evaluate connectivity between transit, land use, and priority populations. Her expertise includes spatial analysis, data visualization, and Excel-based data processing. Abigail is adept at evaluating community access needs and identifying clear, actionable solutions.

VISUAL COMMUNICATION LEAD

Krystle Li



A creative designer with over 10 years of experience, including seven spent in the consulting sector, Krystle specializes in transforming complex

data and concepts into engaging and accessible visuals that speak to diverse audiences. Her expertise includes leading creative projects and tasks, collaborating with cross-functional teams of senior and junior designers, engineers, and other technical staff to bring clients' visions to life.

COMMUNITY ENGAGEMENT LEAD

Aileen Dinh



With a background in strategic engagement and public relations, Aileen brings extensive experience developing and implementing comprehensive

communications and community engagement programs for high-profile multimodal transportation programs. With nearly eight years of experience, Aileen develops communications, digital engagement strategies, in-person outreach, and promotional strategies for transportation and projects from planning through design and construction.

EDUCATION/CERTIFICATIONS

- » Masters, City Planning, University of Pennsylvania
- » Masters, Urban Spatial Analytics, University of Pennsylvania
- » B.A., Geography, University of California, Santa Barbara

RELEVANT EXPERIENCE

- » **Lead Modeler**, King County Metro – RapidRide K Line Planning
- » **Lead Analyst**, Community Transit – North County Market Analysis
- » **Modeler**, City of Bellevue – Downtown Circulation Study
- » **Lead Analyst**, Sound Transit – West Seattle and Ballard Link Extension
- » **Lead Analyst**, Shoreline Transportation Impact Fees and Concurrency
- » **Lead Analyst**, City of Bothell – Downtown Traffic Study
- » **Lead Modeler**, King County Metro – RapidRide Prioritization Plan
- » **Lead Analyst**, Sound Transit – Parking Management Plan

EDUCATION/CERTIFICATIONS

- » Masters, City and Regional Planning, University of North Carolina – Chapel Hill
- » B.A., History, Modern Languages (French), Business Administration, Clemson University

RELEVANT EXPERIENCE

- » **Lead Analyst**, City of Redmond – Transportation Master Plan
- » **Lead Analyst**, PSRC – Regional Transit Access Assessment
- » **Lead Analyst**, King County Metro – Terminal Facility Planning Study
- » **Lead Analyst**, City of Kent – Sidewalk Prioritization Analysis
- » **Lead Analyst**, Kittitas County – Snoqualmie Pass, Comprehensive Safety Action Plan
- » **Lead Analyst**, City of Seattle – Reconnect South Park
- » **Lead Analyst**, Lake Forest Park – VMT Study

EDUCATION/CERTIFICATIONS

- » Masters, International Business, Queen's University, Ontario, CAN
- » B.B.A., Marketing & Media Arts, Simon Fraser University, Vancouver, CAN

RELEVANT EXPERIENCE

- » **Krystle was the Visual Design Lead for the following projects:**
- » Community Transit Long Range Plan Update
- » Community Transit Transit Development Plan
- » Shoreline Transportation Master Plan
- » Pierce Transit Destination 2045 Long Range Plan
- » King County Metro Bus Stop Guidelines Manual
- » Tukwila Local Road Safety Plan
- » Kent Target Zero Action Plan
- » Woodinville Transportation Master Plan
- » Bothell Transportation Element

EDUCATION/CERTIFICATIONS

- » B.A., Science & Business Management, Claremont McKenna College, CA
- » Certificate in Foundations of Public Involvement, International Association of Public Participation (IAP2)

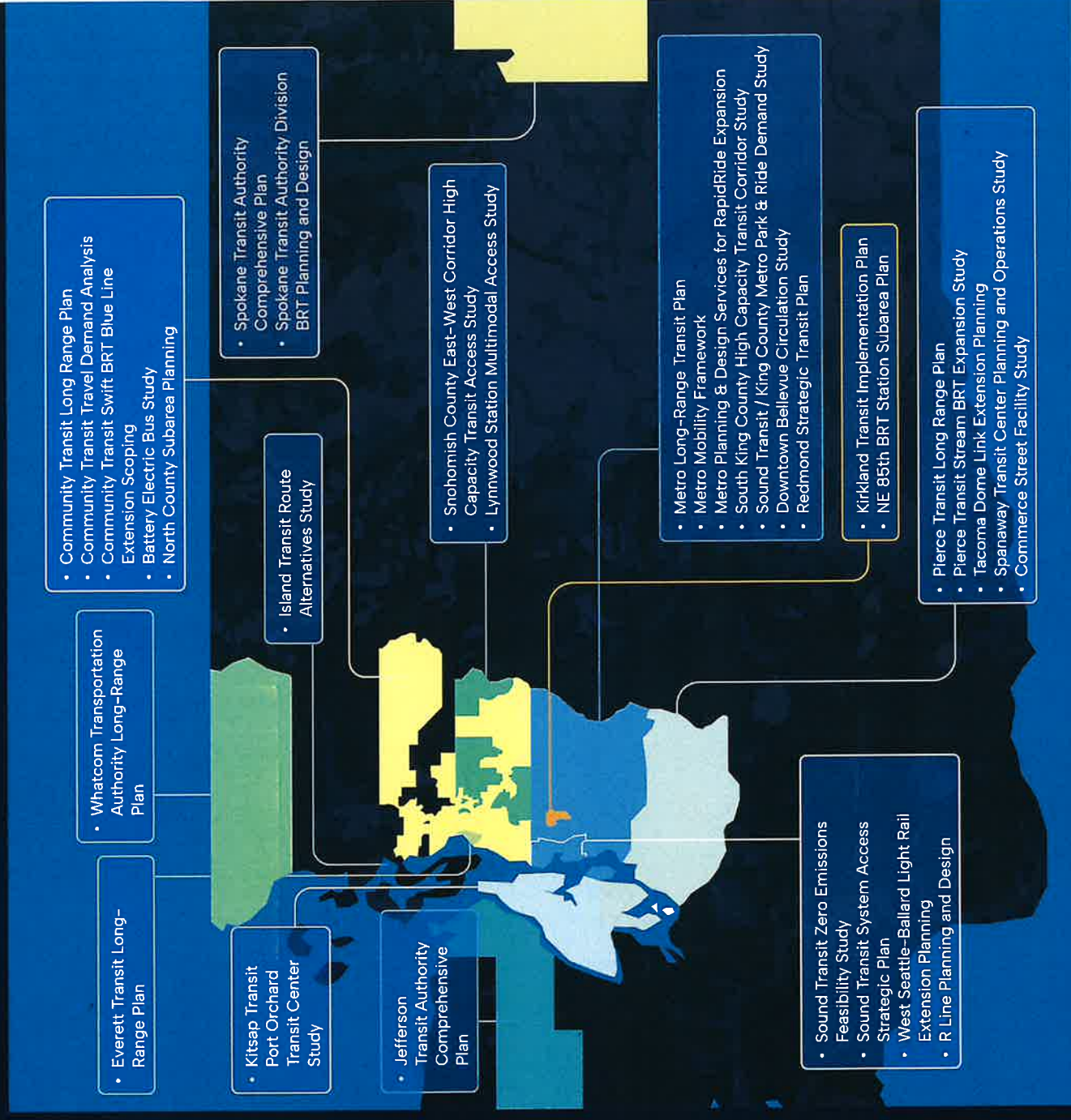
RELEVANT EXPERIENCE

- » **Aileen was the Public Engagement Lead for the following projects:**
- » Everett Transit – Rethink Everett Transit
- » City of Redmond – Teen Services Engagement Program
- » Sound Transit – I-405 and SR 522/NE 145th Bus Rapid Transit
- » Sound Transit – West Seattle & Ballard Link Extensions
- » WSDOT – I-90/Judkins Park Station – Reconnecting Communities

Transit Planning for Cities

We have helped numerous communities and agencies across the Pacific Northwest develop transit plans, including Community Transit, Everett Transit, King County Metro, Spokane Transit Authority, and Sound Transit, among others. The value we bring to the Kirkland Transit Needs Study is our local presence and the connections in the region we've developed over the years. The trust we've established with jurisdictions in the Pacific Northwest ensures every transit project is based on innovative and objective technical analysis and guided by the unique perspectives of each community.

The map to the right represents our recent transit projects across Washington.



Community Transit
10/2021-12/2023

KEY STAFF:

King County Metro; 05/2019-04/2022

KEY STAFF:

Krystle Li – Visual Communications Lead

Everett Transit: 01/2017-06/2018; 01/2023-Ongoing

KEY STAFF:

Krystle Li - Visual Communications Lead

King County Metro K Line RapidRide Planning

King County Metro; 07/2024–Ongoing

Fehr & Peers assisted the project team with ridership forecasts for the RapidRide K Line. Fehr & Peers evaluated ridership, census, and transit system data to develop stop-level and route-level forecasts. The modeling leveraged the Federal Transit Administration STOPS model in addition to calibration through the Sound Transit ridership model and a direct ridership model developed by Fehr & Peers. Additionally, Fehr & Peers evaluated routing alternatives in the City of Kirkland to understand impacts to ridership and access and developed transit travel time estimates for model assumptions.

KEY STAFF:

Aaron Gooze – Technical Lead
Jiamin Tan – Lead Modeler

Redmond Transportation Master Plan

City of Redmond; 10/2024–Ongoing

Fehr & Peers led the update of the City of Redmond's Transportation Master Plan (TMP) with a strong focus on advancing the city's transit vision and multimodal integration. As part of this effort, the team developed the Redmond Strategic Transit Plan, a core component of the TMP that identified service gaps, potential new corridors, and speed and reliability improvement projects to enhance transit efficiency and connectivity. Using transit propensity mapping based on census data and Redmond 2050 land use projections, the team developed a Strategic Transit Network to fill gaps in existing and planned service and enhance connections to light rail stations. Fehr & Peers facilitated workshops with City staff and subconsultants to align transit strategies with citywide goals, supporting a coordinated, efficient, and sustainable mobility network.

KEY STAFF:

Marissa Milam – Project Manager
Abigail Powell – Lead Analyst
Krystle Li – Visual Communications Lead

Bellevue Mobility Implementation Plan and Downtown Circulation Study

City of Bellevue; 02/2023–10/2023, 03/2024–11/2025

Fehr & Peers is currently preparing a prioritized list of project concepts to inform the 2024/2025 update of the Transportation Facilities Plan, utilizing the Mobility Implementation Plan (MIP) Implementation Guide from February 2023. The MIP Implementation Guide outlines a four-step process to identify Performance Target gaps, consider MIP goals, develop and prioritize project concepts, and advance those concepts to the update of the Transportation Facilities Plan (TFP) where they will be considered for funding and implementation. Additionally, Fehr & Peers led a Downtown Circulation Study to understand potential microtransit and active transportation strategies to improve overall mobility within the downtown area.

KEY STAFF:

Aaron Gooze – Downtown Circulation Study Lead
Jiamin Tan – Downtown Circulation Study Modeling
Krystle Li – Visual Communications Lead

City of Kirkland Transit Needs Study Consultant #36-25-PW

S&A Community Engagement Projects



Vision Zero Action Plan

City of Tacoma; 2021–2023

S&A led public involvement and equitable engagement to prepare Tacoma's Vision Zero Action Plan, a plan to elevate disproportionately affected voices and advance the goal of eliminating traffic fatalities and serious injuries on Tacoma city streets by 2035. S&A developed the public involvement plan and implemented engagement activities, including stakeholder interviews, developed the project website and online survey to understand community impacts and priorities, supported the Vision Zero Task Force planning meetings, partnered with community-based organizations to plan events that build awareness, including a disability workshop, utilized social media, and coordinated translated/transcreated communications and outreach materials.

I-405/NE 85th Inline BRT Station

WSDOT; 2020–2023

The I-405/Northeast 85th Street interchange is being reconstructed to create a multimodal hub that supports Sound Transit's Stride BRT, improves transit connections, and provides direct access to the I-405 Express Toll Lanes. The project will enhance safety, accessibility, and reliability for drivers, transit riders, pedestrians, and cyclists in Kirkland. S&A is supporting public outreach by monitoring the project hotline, coordinating email responses, developing notification materials, including flyers, mailers, and stakeholder emails, leading communication task force meetings, and planning and executing public meetings. Fehr & Peers providing initial technical support through the NE 85th Street Subarea Plan by modeling transportation conditions through different land use strategies.

Project Understanding & Approach

Kirkland is a growing city on the east side of Lake Washington, known for its commitment to livability, sustainability, and inclusion. The City has proactively supported transit-oriented planning through upzoning along key corridors, encouraging higher-density development, and investing in affordable housing. Despite these efforts and significant contributions to regional transit funding, transit service growth has not kept pace with land use and travel patterns. **Public engagement has identified critical mobility gaps and a desire by the public to use transit more**, yet current transit plans do not efficiently connect Kirkland to major destinations either in terms of travel time or transfer efficiency. Additionally, regional prioritization efforts have limited the expansion of Metro Flex service in Kirkland, despite its readiness to support and benefit from those services.

We understand that the **Transit Needs Study (TNS) must be both analytically rigorous and deeply rooted in Kirkland's local context**. Our approach will combine data analysis, origin-destination research, and land use review to quantify service gaps and illustrate how Kirkland's planning has not been matched by equitable transit investment. With upcoming changes like Metro's East Link Restructure, updates to the Long Range Plan, and the launch of Stride BRT, this study is a timely opportunity to shape future transit service in Kirkland. The TNS will deliver actionable strategies and next steps, including advocacy guidance and a comprehensive evaluation of potential solutions such as microtransit, neighborhood circulators, and nonprofit partnerships.



A travel needs assessment will identify potential strategies to better utilize existing resources and develop recommendations for future service investments.

Kirkland residents pay **over 70% more** in transit-related taxes per household compared to the county average, but **receive a similar level of transit service as comparable cities.**



Longer Trips

Trips between Kirkland and downtown Seattle in the morning take **five to fifteen minutes longer** compared to 2019 with the transfer at UW Station light rail.

We will build on the City's thoughtful scope and expand select tasks where our expertise adds value.

TASK 0: PROJECT MANAGEMENT

Fehr & Peers will lead a project kick-off meeting with City of Kirkland staff and the Consultant team to reach alignment on project goals, schedule, scoping, and data. The kick-off meeting will establish communication protocols, clarify the City's expectations on deliverables, and highlight schedule milestones. We will also schedule bi-weekly project check-ins, and provide monthly invoices and progress reports to document scope progress, budget expenditure, and any issues.

Needs Assessment

TASK 1: DATA GATHERING AND EXISTING/FUTURE PLANNED CONDITIONS

Fehr & Peers will begin by developing comprehensive maps of existing transit services alongside land use, priority populations, and key destinations. To inform future planning, we will analyze trends in ridership, service levels, and coverage over time. These insights are especially important given the service changes following Metro's North Eastside Mobility Plan and the COVID-19 pandemic, which have led to less reliable service and more transfers for Kirkland residents, as well as upcoming changes with Metro's East Link Restructure and new Stride BRT service.

Understanding travel behavior is essential to evaluate current travel demand, and how well that aligns with transit service. **We propose using Replica, a nationwide activity-based travel demand model with detail down to the census block group level.** With Replica, we can extract estimated travel volumes among different origins and destinations, assess travel pattern variations by time of day and day of week, and identify census blocks with high walking and biking demand in relation to nearby transit service. Results from the Replica data analysis will reveal

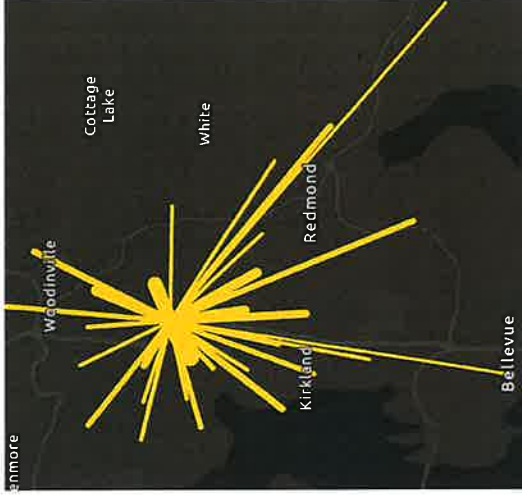


Figure 1. This is one example of leveraging Replica data to understand origin-destination travel patterns from multiple areas of the city. Of note for Fremont Lake, 8% of travel remains within the regional growth center, highlighting potential microtransit demand for the area.

where gaps exist between areas of high travel demand and the available transit services. Findings will be visualized through a series of heatmaps or an interactive map with customizable query options.

Task 1 will also assess the policy frameworks that shape transit service in Kirkland, which is essential for understanding the structural factors that influence future transit investments. With deep expertise in King County Metro's planning and evaluation processes through our work on Metro Connects, as well as Sound Transit's planning process through our work on the Express Bus Service Plan and West Seattle Ballard Link Extensions, we can identify where existing criteria may disadvantage Kirkland and highlight opportunities for the City to advocate for expanded service. This work will directly inform Tasks 5 (Transit Service Options) and 6 (Recommendations) by establishing a foundation for identifying feasible strategies and implementation pathways that align with both local needs and regional policy constraints.

TASK 2: LAND USE ANALYSIS

One of the most important factors influencing transit demand is population and employment density. We bring a strong, informed perspective on this work, as we are currently wrapping up a Regional Transit Access Assessment for the Puget Sound Regional Council (PSRC), where we evaluated the alignment between existing and future land use densities and the level of transit service provided, using PSRC's defined thresholds for transit-supportive densities for local, all-day, frequent, and high-capacity transit. By 2035, much of Kirkland needs greater transit coverage and service to match the future land use densities planned in the city (Figure 2).

Similar to our recent work on Community Transit's North County Subarea Market Study and Redmond's Transportation Master Plan, the analysis will assess how effectively current transit service serves today's population and employment centers and how well future service will support areas of planned growth, identifying where gaps and mismatches are likely to occur beyond the travel demand gaps identified in Task 1.

The analysis will integrate factors like time-of-day travel patterns, walkability to transit, and the needs of priority populations to create a comprehensive understanding of how people access transit across the city. By combining these data with land use intensity and growth projections, the analysis will highlight where opportunities exist to better connect residents and what jobs to transit, and what types of improvements, like enhanced coverage, frequency, or different service types, would best support Kirkland's growth and mobility goals in those areas.

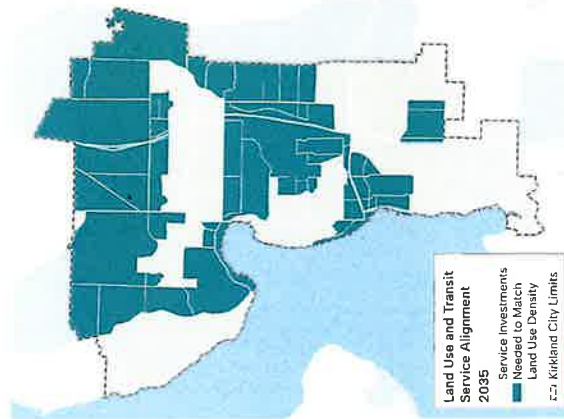


Figure 2. Where Transit Service Investments are Needed to Match 2035 Land Use Density (per PSRC Regional Transit Access Assessment Guidelines)

TASK 3: PUBLIC ENGAGEMENT

Fehr & Peers will work with **Stepherson & Associates** to build on previous engagement efforts, and gather additional feedback on transit needs and opportunities in Kirkland. After summarizing key themes from past public engagement activities in Phase 1 of the study, our team will prepare an engagement plan for Phase 2 and 3. This plan will outline a strategic, inclusive approach to outreach while leveraging insights from earlier conversations and analysis to shape messaging, identify priority audiences, and select engagement formats that resonate with the community.

Fehr & Peers brings extensive experience using interactive online engagement tools such as Social Pinpoint (Figure 3) to reach a wide and diverse range of community members. Through these platforms, we have successfully collected thousands of data points in other citywide transit and mobility studies, allowing residents to share their experiences and priorities in an accessible format. For the Transit Needs Study, we will develop an online survey that invites community members to share where they want to go, the barriers they face when using transit, and their priorities for investments, such as increased frequency, expanded coverage, or new service types. Participation in these online tools can be greatly enhanced through heavy promotion, including post cards, yard signs, and social media shares, as well as offering incentives for participation, such as gift cards and other give-aways.

As part of the Transit Needs Study, **Stepherson & Associates Communications (S&A)** will lead a series of four focus groups in Phase 3 to validate themes from earlier engagement phases and uncover additional transit needs and service gaps. These sessions will be designed to intentionally engage diverse voices, including youth and parents/PTAs, seniors, veterans, people with disabilities, priority populations, and local businesses and employees.

S&A will collaborate with City staff on tailored recruitment strategies, develop inclusive messaging and content, and co-facilitate the sessions using interactive tools like Mentimeter and Miro for live polling, breakout discussions, and visual exercises. This approach ensures equitable participation and meaningful input. Additionally, S&A will support staff with Council and Commission engagement by preparing materials and summarizing feedback from the focus groups.

We will prepare a clear and visually engaging set of materials, including summary reports, graphics, and slides.

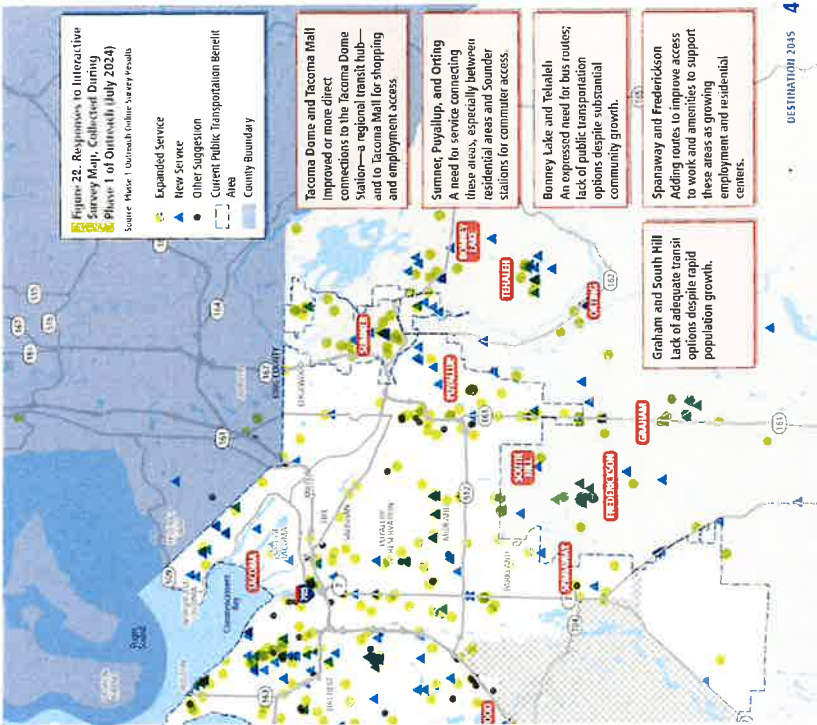


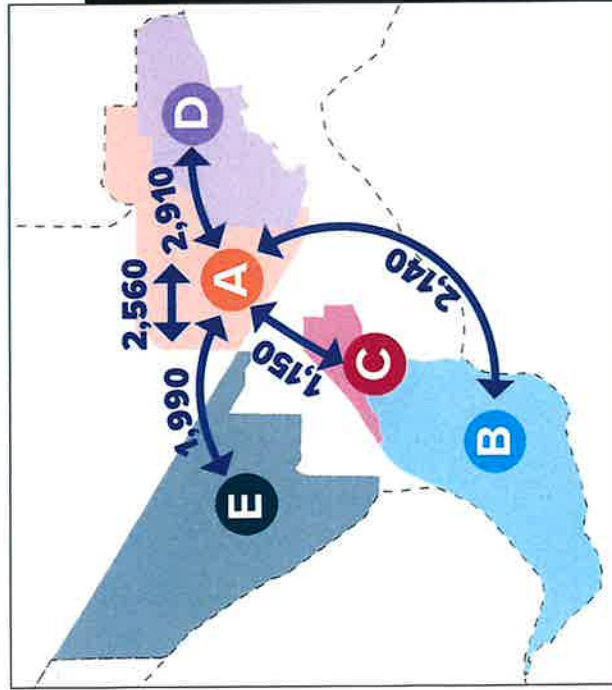
Figure 3. Summary of Social Pinpoint Online Survey Feedback Received for the Pierce Transit Long Range Plan

These materials will be designed to support engagement with Focus Groups, the Transportation Commission, and City Council, and will reflect the distinct roles and decision-making needs of each audience. We have experience navigating each of these groups and are prepared to support city staff in time-sensitive data requests and packaging of materials to resonate with different audiences. All deliverables will be supported by our Creative Studio team, who specialize in translating complex transportation data into clear, engaging visuals.

This public engagement approach will ensure that a broad spectrum of voices informs the Transit Needs Study, helping Kirkland identify specific gaps in service and advocate for improvements that best meet community needs.

TASK 4: COMPLETE NEEDS ASSESSMENT REPORT

We will organize deliverables from Tasks 1–3 into clear, visually compelling sections that synthesize land use, travel behavior, and community input to identify where transit service is lacking, why it matters, and which populations would benefit most from filling certain gaps. By layering in policy context, we will assess how well Metro's current policies and capacity align with Kirkland's transit goals, which will directly inform actionable strategies and advocacy priorities in the next phase of the study. This TNS adds value by taking a closer look at community-specific needs that may not be fully captured at a countywide scale, ensuring that localized priorities are elevated and considered in future service planning.



Daily Vehicle Flows within Subarea

Transit Strategy

TASK 5: TRANSIT SERVICE OPTIONS

Tasks 1–4 will provide the City with a clearer understanding of the gaps between land use and transit demand, the limitations and opportunities within Metro's existing framework, and the community's needs and desires for transit. In this task, we will collaborate with the City to identify complementary solutions that strengthen and enhance the transit services currently provided by Metro. We will coordinate with the City to review the approaches that peer cities are using to solve their own transit needs through both public and private transit service options.

Based on the policy research outlined in the Needs Assessment Report, Fehr & Peers will support the City of Kirkland in building the case for transit advancements like increased service frequency, stronger regional connectivity, and infrastructure investments that promote equitable and accessible mobility. We will do this by clearly demonstrating the need for these improvements, as well as results that could be achieved, communicating in metrics that align with city and regional goals like safety, mobility, economic

vitality, equity, and sustainability. Advocacy efforts may focus on restoring peak-hour service on key routes such as the 255, addressing service gaps to the light rail and the future RapidRide/BRT corridors, and ensuring transit service is aligned with anticipated growth areas identified in the Needs Assessment Report.

Our experience leading the Fort Collins Transportation Master Plan and subsequent Transit Master Plan highlights our experience in developing feasible transit service options through a citywide lens. The plans focused on emerging mobility trends like shared mobility and Vision Zero goals along with land use growth considerations. The planning process began with a detailed analysis of ridership and travel patterns to identify service gaps, leading to a strategy that combined on-demand ridehailing, flexible-route shuttles, and fixed-route buses with expanded BRT and high-frequency service. Additionally, Fehr & Peers assisted with a Transit Funding Study that explored fare-free service, finding it fiscally feasible but dependent on new local funding sources such as dedicated taxes and partner contributions. Ongoing collaboration with the city includes work on innovation mobility zones, service optimization, action planning, partnership reviews, and mobility hub design.

COMMUNITY TRANSIT'S NORTH COUNTY SUBAREA STUDY

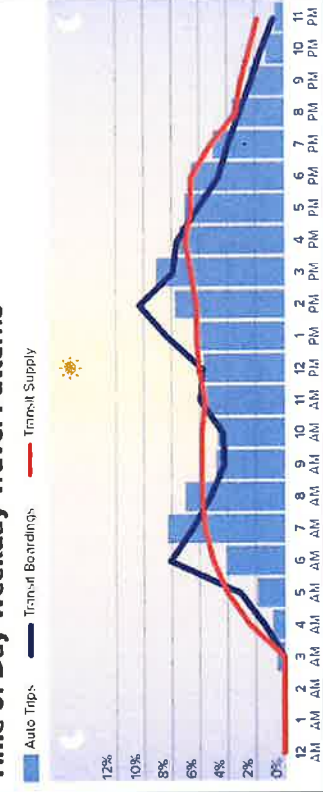
Travel Trends Used to Develop Microtransit Zones in Snohomish County

Our recent work with **Community Transit** to develop microtransit zones in Snohomish County highlights our ability to apply a service improvement framework to balance competing resource needs.

The goals of that project closely align with

Kirkland's story: we are not only designing microtransit zones that attract sufficient ridership and fit within the available service hours and operating budget, but also ensuring that these strategies integrate effectively with existing fixed-route services. We leveraged several travel market factors such as demographics and land use, travel patterns, and vehicle travel times, which is similar to metrics that will be assessed in Kirkland.

Time of Day Weekday Travel Patterns



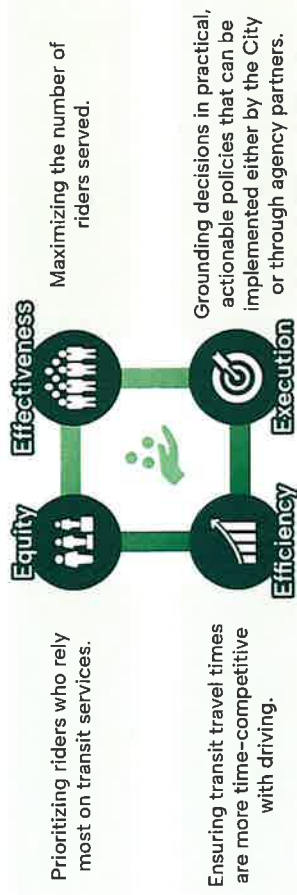


Figure 4. An example of the priorities we will balance to identify recommended service options

TASK 6: RECOMMENDATIONS

Task 6 will synthesize findings from previous tasks to develop actionable recommendations for implementing transit strategies by crosswalking the transit improvement options to the identified needs and gaps.

Working with City staff, we will develop a prioritization framework that evaluates strategies based on community impact, alignment with city and agency goals, cost-effectiveness, land use context, and operational feasibility. A key output will be a priority implementation plan that identifies and ranks service improvements and policy advocacy efforts that can be realistically pursued in the near term, while also laying the groundwork for long-term strategies that articulate and advance the City's broader transit vision. We will work with City staff and leadership to decide how to narrow down the transit options. As we move into the prioritization phase, we will focus on illuminating the tradeoffs inherent in each strategy, working closely with City staff and Council to explore key questions, such as: **How would the City balance resources between these four objectives?** (Figure 4).

This collaborative process will clarify values and constraints, guiding the development of a decision-making mechanism to narrow down options and next steps. We will emphasize practical steps for implementation to ensure that final recommendations are both visionary and achievable within the City's existing policy and funding landscape.

References

The following can attest to how we successfully manage transit planning projects through a collaborative and supportive process enhanced by thorough communication and innovative methods.

MICHAEL HINTZE

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PROJECTS/RELEVANCE

Fehr & Peers supported the City of Redmond on their Transportation Master Plan as well as their Transportation On-Call.

SOPHIE LUTHIN

Manager, Strategic Planning
Community Transit
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sophie.luthin@commtrans.org

PROJECTS/RELEVANCE

Fehr & Peers supported Community Transit in developing an update to their Long Range Plan and are leading efforts related to transit planning visualizations, travel market studies, and facility investment prioritization.

SABINA ARAYA

Assistant Transit Director
Everett Transit
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PROJECTS/RELEVANCE

Fehr & Peers supported the City of Everett and Everett Transit in developing their Long Range Plan and are currently providing services to update the plan.



