

Presentation Outline

2002 Comprehensive Plan Update

Workshop Session on Concurrency

Tim Trohimovich, AICP, J.D.
Planning Director, 1000 Friends of Washington¹
e-mail: tim@1000friends.org & phone: (206) 343-0681

I. Introduction

This paper has four objectives:

1. To explain why your community should have a transportation concurrency system.
2. To outline some of the requirements applicable to a transportation concurrency system.
3. Summarize Redmond's current transportation concurrency system and the lessons the author has taken from the system.
4. Redmond is currently evaluating changes to its concurrency system. This paper also identifies some alternative transportation concurrency systems. This is not meant to imply that Redmond's current system is not a viable alternative, it is.

While this paper describes some provisions of state law and state regulations, it cannot substitute for careful legal advice from your jurisdiction's legal staff. The author does not consider any of you clients, so you are on your own!

II. Why Your Community Should Have A Transportation Concurrency System

1. Your community is probably concerned about traffic and congestion. All the communities I have worked for have been. They have ranged from communities with declining economic bases to fast growing suburbs. A concurrency system is an important tool to help ensure the transportation facilities your community needs are built when they are needed.

¹ This paper was originally prepared during the author's tenure as Comprehensive Planning Manager for the City of Redmond, Washington. I thank the city for the resources to prepare the paper.

2. An adequately functioning transportation system is needed to keep your community attractive for economic development. Concurrency can help you keep your system functioning well.
3. A broken transportation system has significant environmental consequences, including air pollution. But be careful, building a system with too much capacity or too much dependence on single-occupancy vehicles can also have adverse environmental consequences.
4. It is good planning practice to match growth and public facilities. Concurrency is a systematic method of matching growth and public facilities.
5. It can help you raise money for transportation. The best approach is to use transportation impact fees or SEPA mitigation with dedications as the primary funding sources with transportation concurrency as a backup system.
 - A. If your community plans under the Growth Management Act (GMA), it has the authority to adopt transportation impact fees under the Growth Management Act's companion impact fee authorities in RCW 82.02.060 through RCW 82.02.090.
 - (a) Can charge for system improvements reasonably related to new development.
 - (b) Cannot exceed a proportionate share of the costs.
 - (c) The improvements shall reasonably benefit the new development paying the fee.
 - B. If your community does not plan under the Growth Management Act, it has the authority to adopt transportation impact fees under the Local Government Transportation Act (LTA) RCW 39.92.030 through RCW 39.92.040.
 - (a) Applies statewide.
 - (b) Can charge for part of reasonable and necessary offsite transportation improvements.
 - C. If you have a choice, I believe that the GMA impact fee authorities are a little more flexible and less restrictive than the LTA authorities.

6. The law requires a transportation concurrency system if you plan under the Growth Management Act. See Section III.²

III. What are the Requirements?

1. State Law Requirements. [See Attachment A for the full text of RCW 36.70A.070(6).]
 - A. The Growth Management Act (GMA), in RCW 36.70A.070(6)(b), requires:
 - (a) Local governments required to plan or choosing to plan under the Growth Management Act
 - (b) To adopt an ordinance
 - (c) And enforce it
 - (d) That prohibits development approval
 - (e) If the development causes the level of service on a
 - (i) locally owned transportation facility
 - (ii) and for counties consisting of islands whose only connections to the mainland are state highways or ferry routes and the cities within them, a state highway and state ferry route³

² In addition to the transportation concurrency requirement, each of the three Growth Boards have read Goal 12, in RCW 36.70A.020(12), to require that public facilities and services must be available to serve development as that development occurs or within a reason time. *Cascade Columbia Alliance v. Kittitas County*, EWGMHB 98-1-0004, Final Decision and Order 5 (Dec. 21, 1998). The GMA does not require water, sewer, and other services to be in place until development occurs. (RCW 36.70A.020(12)) We require the cities to provide these facilities and services at least concurrently with the projected growth. *Taxpayers for Responsible Government v. Oak Harbor*, WWGMHB Case Number 96-2-002 Final Decision and Order 11 (July 16, 1996). Compliance with Goal 12 requires local governments to adopt either policies or regulations or a combination that provide reasonable assurances, but not absolute guarantees that the locally defined (within the perimeters of the Act) public facilities and services necessary for future growth are adequate within previously established LOS levels to serve that new growth either at the time of occupancy and use, or within an appropriately timed phasing of growth connected to a clear and specific funding strategy. *Gig Harbor v. Pierce County*, CPSPGMHB Case Number 95-3-0016 Final Decision and Order 13 (October 13, 1995). Jurisdictions have a duty to provide for adequate public facilities, including parks. However, this duty is limited by two constraints. First, provision of those services is to take place “at the time development is available for occupancy and use” and second, adequacy is measured by “locally established minimum standards.”

³ RCW 36.70A.070(6)(a)(iii)(C) and *Island County Citizen's Growth Management Coalition v. Island County*, WWGMHB Case Number 98-2-023c Final Decision and Order 73 (June 2, 1999).

to decline below the standards adopted in the transportation element of the comprehensive plan

- (f) Unless transportation improvements or strategies needed to accommodate the new development are
- (g) In place at the time of occupancy
- (h) Or that a financial commitment is in place to complete the improvements or strategies within six years of the “time of development.”
- (i) The strategies may include increased public transportation service, ride sharing programs, demand management, and other transportation systems management strategies.
- (ii) RCW 36.70A.070(6)(b) does not define “time of development.”
 - (A) The Central Puget Sound Growth Management Hearings Board applied the public facilities and services goal to a park adequacy case to conclude that the facilities are to be available “at the time the development is available for occupancy and use.”⁴
 - (B) The Western Growth Management Hearings Board has read the same goal differently. Also addressing the adequacy of parks, the Western Washington Growth Management Hearings Board used the transportation concurrency requirement in RCW 36.70A.070(6)(b) to conclude that local governments had discretion to “determine the proper phasing of concurrency and the timing of either immediate occupancy and use or period of time during which a firm financial commitment is in place”⁵

I think both boards would read the public facilities goal and transportation concurrency requirement together to

⁴ *Gig Harbor v. Pierce County*, CPSGMHB Case Number 95-3-0016 Final Decision and Order 13 (October 13, 1995). The public facility goal reads in full: “(12) Public facilities and services. Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards.” RCW 36.70A.020 (12).

⁵ *Taxpayers for Responsible Government v. Oak Harbor*, WWGMHB Case Number 96-2-002 Final Decision and Order 11 (July 16, 1996).

conclude “time of development” means available for occupancy or use.⁶

(C) WAC 365-195-070 and WAC 365-195-210 both provide that “[c]oncurrency’ means that adequate public facilities are available when the impacts of development occur.”⁷ WAC 365-195-210 also says that “[i]n the case of transportation, the specified time is six years from the time of development.” The first two provisions are consistent with occupancy or use.

B. Timing. RCW 36.70A.070(6)(b) requires that the transportation concurrency regulations be enacted “after adoption of the comprehensive plan.”

2. Key Procedural Criteria Guidance. (See Attachment B for the full text of the applicable Procedural Criteria.)

A. The state procedural guidelines are advisory, but very influential on the courts and increasingly on the Growth Management Hearings Boards.⁸ In addition, they contain some good advice!

B. Level of Service (LOS) Standards.

(a) Locally designated levels of service (LOS) for transportation plans subject to regional transportation plans under RCW 47.80.030 should be consistent with the regional transportation plan.⁹

(b) LOS should be set to reflect realistic expectations consistent with the achievement of growth aims.

(i) Deliberately setting the LOS so high that no growth results is contrary to the Growth Management Act.¹⁰

(ii) Setting the LOS so low that the GMA concurrency requirements would be avoided also violates the GMA.¹¹ This has led the no

⁶ But then I think a lot of odd things. Fair warning.

⁷ WAC 365-195-210.

⁸ RCW 36.70A.190(4)(b). Please note that the Guidelines to classify agriculture, forest, and minerals lands adopted under RCW 36.70A.050 have a different status in that they are minimum guidelines and must be consulted by local governments. *Redmond v. Growth Hearings Board* 136 Wn.2d 38, 54 (1998).

⁹ WAC 365-195-510(3)(a).

¹⁰ WAC 365-195-510(3)(b).

¹¹ *Butler, et al. v. Lewis County*, WWGMHB Case Number 99-2-0027c Final Decision and Order 67 (June 30, 2000).

denial test. If a system would never result in a project permit denial, it violates the GMA.¹²

C. Suggested Components of a Concurrency Management System.¹³

- (a) Capacity monitoring: Collecting and maintaining real world data on use to compare with changing capacities.
- (b) Capacity Allocation Procedures: A process to determine whether proposed developments can be accommodated by existing and planned capacity improvements.
- (c) Capacity Reservation Processes: A process to prioritize the allocation of available capacity for development the community wants or for development in priority locations.
- (d) Provisions specifying the response if capacity is not sufficient to accommodate the proposed development.
 - (i) May provide for conditional approval if the developer agrees to mitigate the development's impacts.
 - (ii) Approval cannot be granted if the performance will decline below the adopted LOS standards.
- (e) Provisions governing the form, timing, and duration of concurrency approvals should be included. Redmond's experience is that these details are very important.
- (f) Consider provisions for interjurisdictional coordination.
- (g) Consider integrating project level SEPA review with concurrency review.

D. Environmental Standards. Compliance with environmental requirements, such as air and water quality standards, should be built into the facilities planned to meet the needs of growth.¹⁴ Do not forget the mitigation measures needed to implement your community's Endangered Species Act (ESA) strategy.

¹² *Achen, et al. v. Clark County*, WWGMHB Case Number 95-2-0067 Compliance Order (Transportation) 5 (November 16, 2000). "The record does not demonstrate that the concurrency ordinance could never be used to deny a development application. As acknowledged by the County, there will be intermittent LOS failures, resulting in a denial of an application until a way to reach the LOS standard can be achieved." *Ibid.*

¹³ WAC 365-195-835(3).

¹⁴ WAC 365-195-835(2).

3. Check the applicable County-wide Planning Policies and Multicounty Planning Policies for requirements and recommendations. Some have requirements applicable to concurrency. They can be either advisory or mandatory, depending on how they are written.
4. Growth Management Hearings Boards.
 - A. Mandatory if within the board's jurisdiction. Otherwise it is advisory, but the boards and courts are often persuaded by decisions of the other boards.
 - B. More and more Growth Board decisions on concurrency.
 - C. You can find almost all of the three board's decisions on their great web site: <http://www.gmaboards.wa.gov/>
 - D. **Goal of Concurrency.** "The concept of concurrency is not an end in itself, but a foundation for local governments to achieve the coordinated, consistent, sustainable growth called for by the GMA."¹⁵
 - E. **What GMA Jurisdictions have to adopt concurrency ordinances?** All jurisdictions planning under 36.70A must adopt concurrency ordinances. That you do not have the same growth pressures as other communities will not insulate you from the statutory deadlines to adopt such ordinances.¹⁶
 - F. **Overview.** "RCW 36.70A.070(6) directs that a local government must establish a level of service, inventory all transportation facilities and services 'to define existing capital facilities and travel levels,' project future needs, and adopt a 'multi-year' financing plan that is coordinated, and consistent, with the TIP plan. Local governments have the authority to adjust any of those three elements (LOS, needs and/or funding) to fit local circumstances as long as the ultimate decision concerning those elements are consistent with each other, based upon facts established in the record, including consistent measuring methodologies, and are not based upon artificial standards designed to avoid the concurrency requirements of RCW 36.70A.070(6)(b)."¹⁷

¹⁵ *Taxpayers for Responsible Government v. Oak Harbor*, WWGMHB Case Number 96-2-002 Final Decision and Order 12 (July 16, 1996).

¹⁶ *Concerned Friends of Ferry County v. Ferry County* EWGMHB Case No.: 00-1-0001 Final Decision and Order 7 of 8 (July 6, 2000).

¹⁷ *Achen, et al. v. Clark County*, WWGMHB Case Number 95-2-0067 Compliance Order (Transportation) 4-5 (November 16, 2000).

G. Exemptions from the concurrency system.

- (a) While not specifically authorized by the Growth Management Act, exemptions are permissible if the local government includes the transportation demand in its concurrency accounting and pays for any needed capacity.¹⁸

Presumably a local government could exempt a development from concurrency and require them to pay impact fees, separating concurrency compliance from funding. But that is just my surmise; no board or court has yet addressed this question.

- (b) Exempting developments that generate less than ten peak hour trips from transportation concurrency review violates the Growth Management Act because the exemption “would lead to an incomplete assessment of cumulative impact on LOS.”¹⁹ Ten peak hour trips is the peak hour traffic typically generated by ten single-family homes.

While the board did not mention its previous *Island County* decision, the difference between the Vancouver and Island County exemptions is probably that Island County included the exempted uses in its accounting of the transportation capacity consumed and Vancouver apparently did not.

H. Transportation Level of Service Standards (LOS)

- (a) Local governments have “wide discretion” in setting LOS.²⁰ An LOS of “failing” for some roads is within the range of discretion.²¹
- (b) That a transportation management zone does not comply with the adopted LOS standard when the concurrency ordinance is adopted “does not constitute an inconsistency among LOS standards, the CP [comprehensive plan], and the CFP [capital facility plan].”²²

¹⁸ *Island County Citizen’s Growth Management Coalition v. Island County*, WWGMHB Case Number 98-2-023c Final Decision and Order 72 (June 2, 1999).

¹⁹ *Progress Clark County, Inc. v. Vancouver*, WWGMHB Case Number 99-2-038c Final Decision and Order 11 (May 22, 2000).

²⁰ *Achen, et al. v. Clark County*, WWGMHB Case Number 95-2-067 Final Decision and Order 47 (May 22, 2000). *Accord West Seattle Defense Fund v. Seattle (West Seattle I)*, CPSGMHB Case Number 94-3-0016 Final Decision and Order 61-62 (April 4, 1995).

²¹ *Ibid.*

²² *Progress Clark County, Inc.* at 9.

- I. A **temporary prohibition on development** in a transportation analysis zone that does not meet its level of service standards is consistent with RCW 36.70A.070(6)(b)'s prohibition on approving development that would violate adopted LOS standards.²³ A local government, "under the [Growth Management Act (GMA)], must occasionally say 'no.'"²⁴
 - J. The GMA does not allow adoption of a concurrency system "in the face of evidence that deficiencies exist, in order to allow continued unrestrained and uncoordinated development anywhere in the County."²⁵ This system used a corridor approach, an LOS of D, and a two-hour peak period for measuring the LOS. Little analysis supported the program and the county's consultant told them if they did not adopt the "right" system, they would have to deny development. More tellingly, the Transportation Improvement Program (TIP), used for grants and other purposes, used a more typical method of evaluating transportation needs and estimated a \$12 million funding deficiency.
 - K. A concurrency system can designate transportation services and facilities as at their ultimate capacity and then can rely on mitigation strategies other than facility expansions. But developments that affect the facility must undergo concurrency review and mitigate their impacts on LOS in some way.²⁶
5. There have been no Washington State Court of Appeals or Supreme Court cases on transportation concurrency yet, but I suspect we will start to see some.

IV. Redmond's Transportation Concurrency System

- 1. Largely patterned after the City of Bellevue's pioneering system, but the two systems have diverged over time.
- 2. Redmond's adopted LOS Standards.
 - A. Currently, Redmond only requires compliance with the adopted arterial intersection level of service (LOS) standard.

²³ *Ibid* at 9.

²⁴ *Ibid*.

²⁵ *Butler, et al. v. Lewis County*, WWGMHB Case Number 99-2-0027c Final Decision and Order 68 (June 30, 2000).

²⁶ *Sky Valley, wt al. v. Snohomish County*, CPSGMHB Case Number 95-3-0068c Final Decision and Order 128-29 (March 12, 1996).

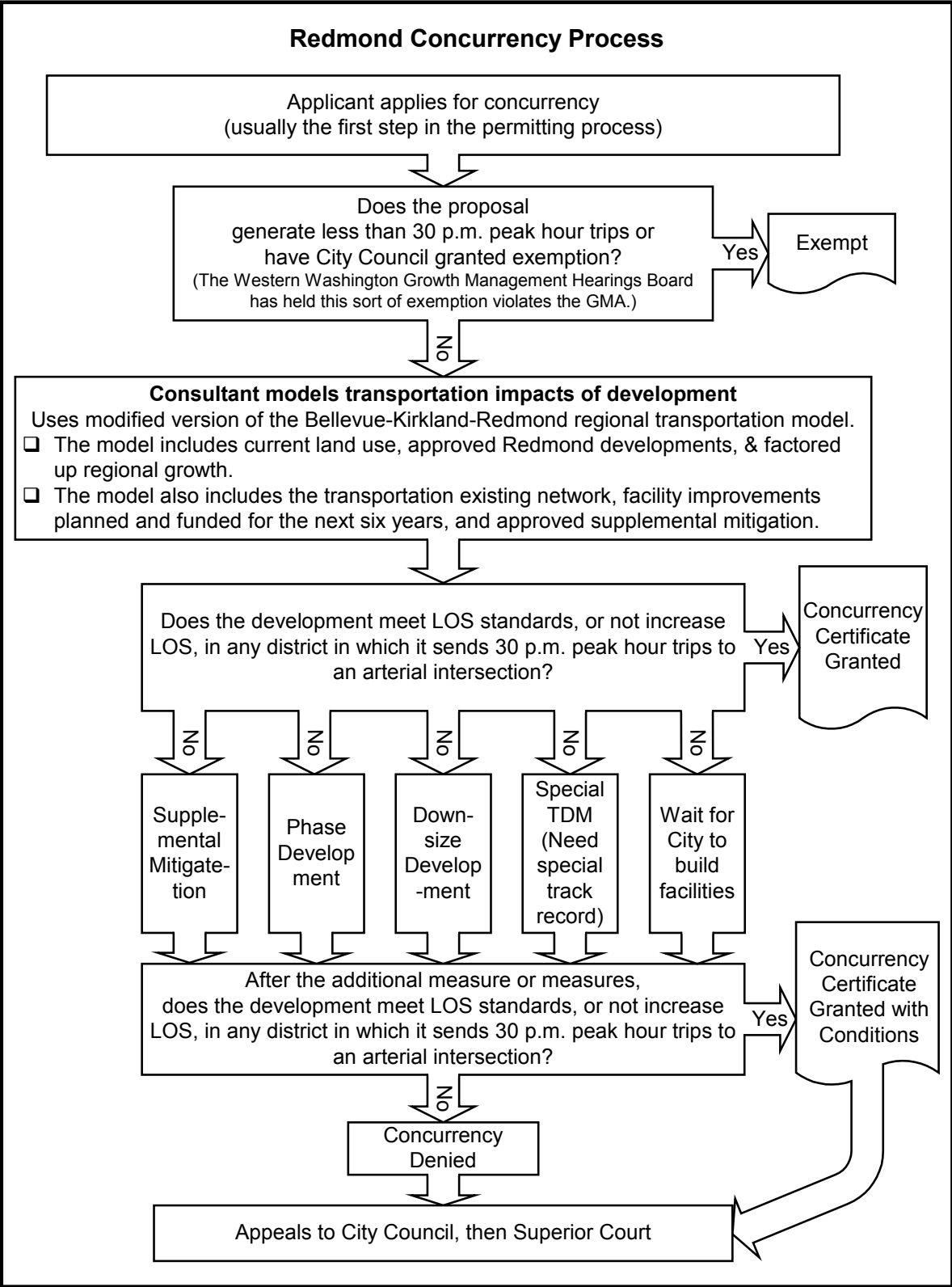
| Transportation Management District Number | Transportation Management District Name | Arterial Intersection Level of Service (LOS) Standard (Average of district intersections) | | Transit Level of Service (LOS) Standard (% of land uses within ¼ mile of 30 min. peak hour transit service) | |
|---|---|---|----------------------------------|---|----------------------|
| | | Letter Value | Maximum Volume to Capacity Ratio | Residential Land Uses | Employment Land Uses |
| 1 | Downtown | E+ | 0.950 | 100% | 100% |
| 2 | North East Redmond | D+ | 0.850 | 30% | 90% |
| 3 | Willows/Sammamish Valley | D- | 0.900 | 30% | 90% |
| 4 | Grass Lawn | D+ | 0.850 | 50% | 90% |
| 5 | Overlake | E+ | 0.950 | 50% | 100% |
| 6 | Viewpoint | D+ | 0.850 | 30% | 50% |
| 7 | South East Redmond | D- | 0.900 | 70% | 30% |

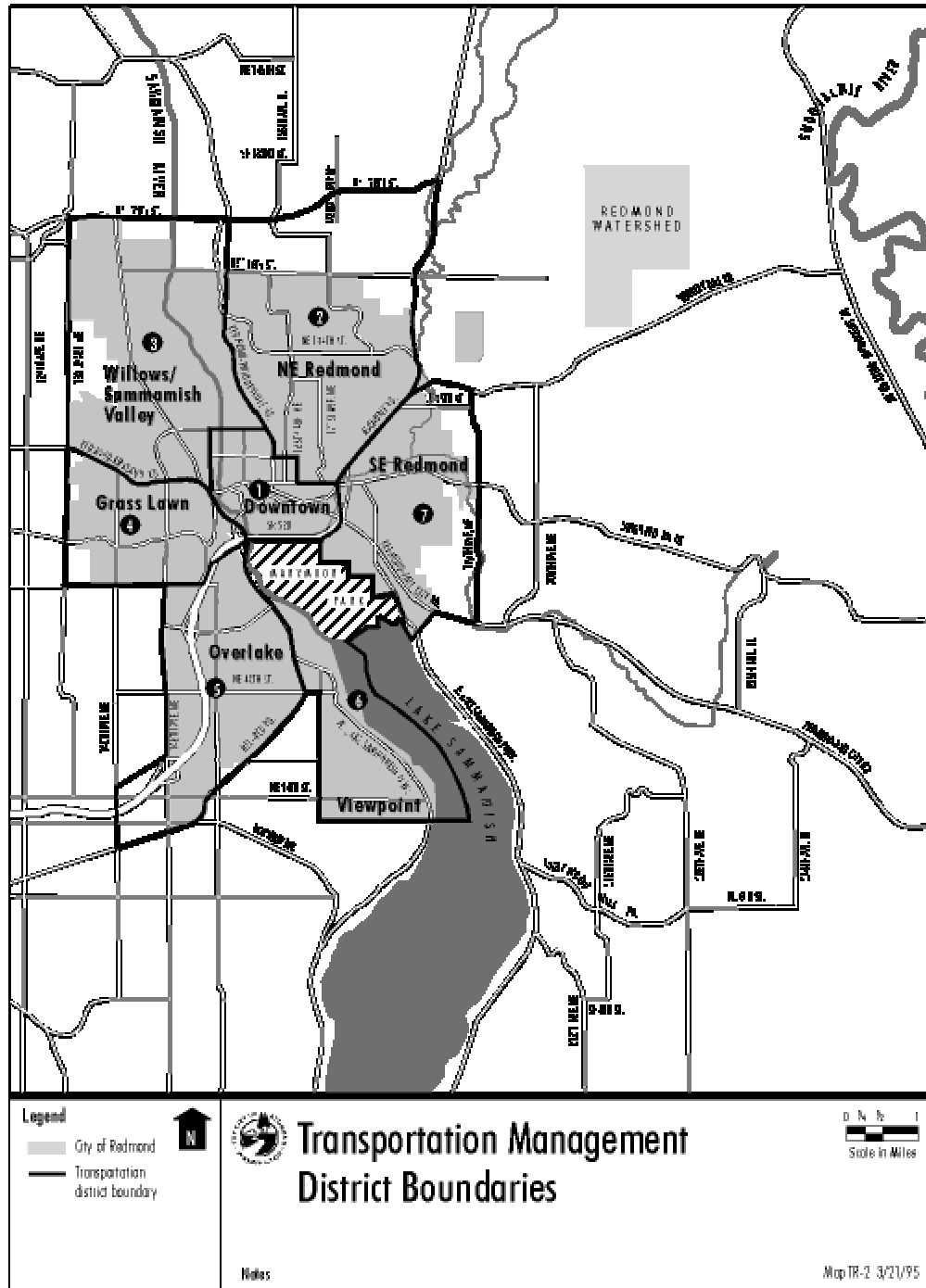
B. Redmond’s Comprehensive Plan describes the adopted arterial intersection level of service (LOS) standards as follows.

| LOS Categories | Definition (Average Volume/Capacity Ratio) | Description (Subjective Impression of User) |
|-----------------|--|--|
| LOS A | Less than or equal to 0.600 | Highest driver comfort, little delay, free flow. |
| LOS B | 0.601 – 0.700 | High degree of driver comfort, little delay. |
| LOS C | 0.701 - 0.800 | Some delays. Acceptable level of driver comfort. Efficient traffic operation. |
| LOS D+ (High D) | 0.801 - 0.850 | Some driver frustration. Efficient traffic operation. |
| LOS D- (Low D) | 0.851 - 0.900 | Increased driver frustration. Long signal cycle length. |
| LOS E+ (High E) | 0.901 - 0.950 | Near capacity. Notable delays. Low driver comfort. Difficulty of signal progression. |
| LOS E- (Low E) | 0.951 - 1.000 | At capacity. High level of congestion. High level of driver frustration. |
| LOS F | Above 1.000 | Break-down flow. Excessive delays. |

3. Determining concurrency

- A. Redmond currently uses the Circular 212 method for calculating arterial intersections level of service.
- B. The graphic “Redmond Concurrency Process” graphically illustrates the concurrency review process.
- C. The system is jointly administered by the Department of Planning & Community Development and the Public Works Department, but we are wondering why both departments are involved. Staff makes the concurrency determination and it can be appealed to the City Council.





- (c) If it exceeds the standard, or the current level of service whichever is less strict, and the project cannot mitigate this impact, it is denied. Several mitigation measures are possible.
 - (i) Supplemental mitigation is most common. The applicant proposes to fund and construct a transportation project that would reduce the level of service back to the standard or the existing level, whichever is less strict. The project must be in Redmond's Comprehensive Plan, but not in our adopted six year CIP, the funded list of capital projects the city will construct.
 - (ii) Other measures can be used to reduce trips such as:
 - (A) Phasing the development over time.
 - (B) Downsizing the development
 - (C) Using transportation demand management (TMD) measures beyond that required to comply with the Washington State Trip Reduction Law and Redmond's TMD regulations.
 - (D) Wait for the city or other agency to build the needed capacity.
4. Redmond's transportation concurrency regulations can be found at our website <http://www.ci.redmond.wa.us> or at the MRSC web site <http://www.mrsc.org>. Look under Community Development Guide, Chapter 20D.210.

V. Lessons Learned, Sometimes the Hard Way, Sometimes the Easy Way

1. Be clear on your jurisdiction's goals for the community.
2. Be clear on your community's objectives for the concurrency system.
3. Does your community really want to design and build a transportation system to accommodate one or two hours of peak traffic volumes?
 - A. No right answer.
 - B. Can you afford it?
 - C. What are the environmental, social, and economic consequences of doing it or not doing it?

4. Tailor your system to your goals and objectives, the environment in which the system will operate, and the resources you want to go into administering the system.
 - A. Try to avoid a really complex system unless you are going to experience a high level of growth.
 - B. Is the system intended to help fund projects or just to make sure capacity is available when needed?
 - (a) When relying on a concurrency system for funding you should plan on devoting more resources to its administration. It is important that any funding requirements for transportation, at least, be based on some modeling and calculation to comply with state and federal court decisions.
 - (b) Less resources are needed to just check to see if the capacity will be there.
 - C. Do you want your system to control the rate of growth?
 - (a) If yes, then you need to clearly document your decisions and make sure you have the necessary authority.
 - (b) If no, be sure you will build the transportation capacity you need or have sufficient flexibility to allow applicants to do it.
 - D. Make sure the staff administering the concurrency system understand the community's goals and objectives.

If they are trying to make growth happen no matter what and the City Council or County Commission want it to manage growth then someone is going to be unhappy. The reverse is also a problem.
5. Be careful what you measure, that is what you will get.
 - A. Do try to have the indicators used by your system measure what the community cares about, but do not obsess over it.
 - (a) One of the great current controversies is over what indicators to use in concurrency systems and whether they accurately portray the actual experience of the traveling public and address what the community truly cares about.
 - (b) Most common indicators were developed as an attempt to quantify traffic congestion, so most fit that category although some are more abstract than others.

- (c) Pick indicators that get at the mobility problems of your community at a cost the community can afford.
 - (d) Some of these discussions are really about allowing more growth with the same transportation facilities; you need to recognize this.
- B. Redmond's system measures intersection volume to capacity, so we get left turn lanes, right turn lanes, and new signals.
- C. We also allow carefully designed and monitored trip reduction programs to reduce peak trips, so we have gotten some to these as well.
 - (a) Safeco Insurance Company's is perhaps the best example. Allowed them more building square footage, fewer parking spaces, and reduced transportation impact on the community.
 - (b) Microsoft Corp and others have some good ones too.
- 6. Do not over promise.
 - A. Many systems, such as Redmond's, were not designed to maintain current levels of single-occupant motor vehicle (SOV) mobility.
 - (a) Redmond's system has reduced the SOV level of service over the existing levels when it started.
 - (b) We traded this for a more urban community and more transportation choices.
 - (c) We also could not have built enough streets and highways acceptable to the community to maintain 1995 levels of SOV motor vehicle mobility.
 - B. If this is what the community wants that is OK, just make sure folks understand that this will be the result and the tradeoffs.
 - C. The community may want to maintain existing levels of mobility and in a low or moderate growth situation might even be able to afford to do it.
- 7. Make sure your planned land use, planned transportation facilities, and funding will match over the long-term.
 - A. A concurrency system cannot work if you have not identified sufficient transportation facilities to accommodate the planned growth.
 - B. Do sufficient modeling to make sure they will work. (If your system relies on modeling.)
 - (a) If you can afford it, what if modeling can help a lot.

- (b) Make sure your model is accurate. If you have a complex model and can afford it, have it reviewed by a third party.
8. Check back on your plan periodically to make sure the rate of growth, the rate of construction of transportation facilities, and funding is working out like you planned.
 - A. The City of Bellevue does a very good annual State of Mobility report, for example.
 - B. The Growth Management Act required five-year update is a great opportunity to do this too.
 9. Only allow applicants to construct facilities in your adopted plan.
 10. Whether you are a city or a county, your system needs to take into account both intersection and street capacity if you are experiencing significant growth.
 - A. But in urban areas intersections are the primary problem.
 - B. In rural areas street and road link capacity is probably your limiting factor, but key intersections will be a problem and should be included either in the system or your capital facility planning and construction.
 11. Remember you are not an island (unless you are an island). Growth in other areas that sends trips to or through your community can consume lots of capacity so plan for it.
 12. In preparing your Six Year Perpetual Street Plan, model the capacity projects included to ensure you will get the capacity you need.
 13. Prioritize your planned facilities if you want to avoid cherry picking.
 - A. If an applicant cannot achieve concurrency with the projects planned for the next six years, your system could allow them to build a project in the comprehensive plan transportation element.
 - B. The applicant will want to build the cheapest project that will work.
 - C. You may prefer they build another project. If you do you need a system to allow you to require it.
 - D. On the other hand you may not care about cherry picking though and that is OK. I personally do not care as long as the project is on our plan and will achieve concurrency. Many in Redmond do care however.

14. Watch out for sprawl.

- A. Sprawl can occur if capacity is not available close in so applicants try to be the first to build further out.
- B. Has been a real problem in Florida.
- C. Your community's standards can help prevent sprawl by having tougher standards further out.
- D. Investing in capacity where you want growth is probably the most effective solution if your community has the funds to invest.

VI. Criteria for Alternative Transportation Concurrency Systems

In his very good book *Transportation & Land Use Innovations* Reid Ewing writes that significant research is being conducted on transportation performance measures. He believes "[t]here is general agreement on the following.

- Different levels of analysis require different performance measures. Some measures are well suited to individual facilities, others to travel corridors, and others to regional networks.
- The experience of travelers is what counts, not the condition of facilities. Thus for example, average vehicle operating speed on a facility is a better performance measure than is the volume/capacity ration to which average speed relates.
- Mobility must be measured in multimodal terms, where modal options exist. This may be accomplished with combined highway-transit-pedestrian measures or separate measures for different modes.
- Accessibility must be accounted for at some level of analysis. Accessibility (not mobility) ultimately determines the choice of destination and the time spent in travel.
- The simpler and more understandable performance measures are, the more useful they will be to decision makers."²⁷

I think these are good criteria for developing your own concurrency system. I would add, make sure that the system is affordable for your community and can be administered by your ongoing staff.

²⁷ Reid Ewing, *Transportation & Land Use Innovations* 74-75 (1997)

V. Alternative Transportation Concurrency Systems

1. Intersection Level of Service (LOS) Based System with Modifications
 - A. Modifications being considered by some jurisdictions include:
 - (a) Extend the time used to calculate volume to capacity ratios. For example rather than measuring capacity during one peak hour, use a two-hour peak.
 - (b) Change the method used to calculate the level of service. Different methods use different capacities so they yield different results.
 - (c) Lower the LOS standards, in some cases as high as 1.25 to 1.50 (125 to 150 percent of calculated capacity).
 - B. Key Advantages
 - (a) Increases capacity for growth at low cost.
 - (b) If you have an existing intersection LOS system, it does not require much change in the system.
 - (c) Increasing the number of peak hours addresses the complaint that you should not design your transportation system for just one hour.
 - C. Key Disadvantages
 - (a) None of these changes increase real capacity. They just allow more development with the same transportation facilities.
 - (b) Requires modeling to determine compliance.
 - (c) Can make complex systems more complex.
2. Intersection LOS System with Link LOS
 - A. Add link LOS, such as link volume to capacity, to an intersection based system.
 - B. Key Advantages. Takes street link capacity into account in addition to intersection capacity.
 - C. Key Disadvantages
 - (a) Requires modeling to determine compliance.
 - (b) Will make a complex system more complex in that LOS is being determined for both intersections and links.
 - (c) For many cities, link capacity is not an issue, so you add cost and complexity for nothing.

3. Add Multimodal Indicators to a concurrency system
 - A. Could include a variety of indicators, such as:
 - (a) Proximity to transit routes, stops, or other facilities.
 - (b) Non-single-occupancy mode split.
 - (c) Whether the sidewalk or bike system is complete near a proposed development.
 - B. Key Advantages. Takes into account additional travel modes.
 - C. Key Disadvantages.
 - (a) Adds complexity, although some indicators, such as sidewalk completion would be easy to figure if you have a good sidewalk inventory.
 - (b) Data may not be readily available for some indicators, increasing the cost of administration.
 - (c) Can make complex systems more complex.
4. Travel Delay Systems
 - A. The City of Vancouver, Washington and Clark County have adopted corridor travel time and intersection delay systems. These well though out systems do the following:
 - (a) Uses travel time along selected arterial streets (links). Different classes of arterials have different standards.
 - (b) It would also measure delay at intersections at such selected arterial streets.
 - (c) The number or percentage of intersections operating under the average would also be limited. This is referred to as a “mobility index.”
 - B. Key Advantages
 - (a) Travel delay is considered to have the advantage of being very comprehensible to the public. Easy to explain and understand.
 - (b) It measures something the public cares about, the time it takes to drive through a corridor.
 - (c) The Western Washington Growth Management Hearings Board upheld both of these systems, concluding “that the corridor-approach LOS standards discourage sprawl and encourage multi-

modal transportation by avoiding costly intersection improvements that promote single occupancy vehicle use and discourage walking and cycling.”²⁸

C. Key Disadvantages

- (a) Requires lots of data to know the current conditions to use in setting standards. New technology, such as GPSs (geographical positioning systems), makes this data easier and cheaper to gather.
- (b) Requires modeling to determine compliance.
- (c) Can be a complex system.
- (d) Travel time equates largely to speed. If travel times are set too low, you may have to widen streets or intersections your community does not want to modify.
- (e) People are familiar with the roadway level of service standards; this is a completely new system.

D. See the City of Vancouver web page for information on this system at: <http://www.ci.vancouver.wa.us/transportation/concurrency/index.html>

5. Average Vehicle Operating Speed

A. Commended by Reid Ewing as “potentially a better basis for area wide level of service” than volume to capacity based systems.²⁹ Would use average vehicle speed on arterial corridors.

B. Key Advantages

- (a) It is a more direct measure than volume to capacity, and so “is more consistent with the philosophy of the 1985 Highway Capacity Manual which (which abandoned volume/capacity ratios in favor of more direct measures).”³⁰
- (b) It measures something the public cares about, delay.
- (c) Speed on streets is easy to gather.

²⁸ *Progress Clark County, Inc. v. Vancouver*, WWGMHB Case Number 99-2-038c Final Decision and Order 10 (May 22, 2000) and *Achen, et al. v. Clark County*, WWGMHB Case Number 95-2-067 Compliance Order (Transportation) 6 (November 16, 2000).

²⁹ Reid Ewing, *Transportation & Land Use Innovations* 78 (1997)

³⁰ *Id.*

C. Key Disadvantages

- (a) People are familiar with the roadway level of service standards; this is a completely new system.
- (b) Requires modeling to determine compliance.
- (c) Can be a complex system.
- (d) Average vehicle operating speed equates to speed. If travel times are set too low, you may have to widen streets or intersections your community does not want to modify.

6. Use LOS at screen lines rather than intersection or link LOS

A. The City of Seattle uses such a system. Uses travel time along selected arterial streets (links).

B. Key Advantages

- (a) Upheld by the Central Puget Sound Growth Management Hearings Board.³¹
- (b) Simpler because you need fewer calculations.

C. Key Disadvantages

- (a) Requires modeling to determine compliance.
- (b) Depending on the number of screen lines, the system may not be very sensitive to differences in different parts of the city.
- (c) Could allow increased growth without much increase in transportation facilities.

7. Use LOS for each arterial intersection or each arterial street link rather than an average.

A. Redmond used such as system in the late 1980s and early 1990s. The city had a policy that each intersection should operate at an LOS of D.

B. Key Advantages.

- (a) Prevents each intersection or link from getting real bad. B and C intersections cannot make the Fs look good.
- (b) Would like generate lots of single-occupancy vehicle capacity.

³¹ *West Seattle Defense Fund v. Seattle (West Seattle I)*, CPSPGMHB Case Number 94-3-0016 Final Decision and Order 61-62 (April 4, 1995). Decisions on the adopted LOS standards are local policy decisions.

C. Key Disadvantages

- (a) Would like generate lots of single-occupancy vehicle capacity.
- (b) Requires modeling to determine compliance.
- (c) Very expensive to make all intersections or links meet a reasonable standard.
- (d) A community may not want to add improvements to some intersections. This system may require you to do it.
- (e) Where people have a choice of routes, does it make sense to require all routes to function equally well during peak periods? Probably not.

8. Designate areas that have lots of transportation choices, such as downtowns, as multimode transportation districts. These areas would incorporate community design elements to reduce single-occupancy vehicle trips and adopt level of service standards that rely primarily on multi-modal and non-vehicular travel modes.

A. Florida allows multi-modal transportation districts as part of its concurrency system. *See Florida Statutes § 163.3180(15) (2000).*

B. Key Advantages.

- (a) Prevents transportation concurrency from preventing development where a community wants it.
- (b) Could encourage development where you want it, such as downtown.
- (c) By making it easier to develop downtown, it could reduce sprawl.

C. Key Disadvantages

- (a) If sufficient transportation alternatives are not present, traffic could get very bad.
- (b) Not specifically authorized by Washington State's concurrency law. However, if done correctly it meets all of the concurrency requirements and so should be upheld in Washington.
- (c) May be unpopular with people who want to be able to drive anywhere, anytime.

9. Require that the arterials that serve a development meet a certain construction standards.
 - A. The City of Steilacoom uses such a system.
 - (a) For transportation the LOS is a two lane arterial street with thickened asphalt edge and a sidewalk or a paved path on one side.
 - (b) Steilacoom has standards for other facilities as well.
 - (c) Could be modified by having additional facility standards for intersections or different standards for different classifications of arterials.
 - B. Key Advantages
 - (a) Simple, easy, and cheap to administer. Does not require traffic modeling.
 - (b) Easy to explain and understand.
 - (c) Well suited to small slow or moderate growth communities with few public facility limitations.
 - C. Key Disadvantages
 - (a) Does not address intersections, which are the primary limitations on urban area capacity. But could be modified to do so.
 - (b) Rapid growth or unforeseen facility needs could overwhelm the system because a set facility standard, such as a two lane arterial, may not have sufficient capacity in high growth areas.
10. Person Through Put or Person Carrying Capacity
 - A. This system would measure person transportation carrying capacity using all modes, including cars, buses, high capacity transit, walking, and biking.
 - B. Key Advantages
 - (a) Encourages adding capacity in all modes, not just street improvements.
 - (b) Gives the local government many options to meet transportation needs.
 - (c) The community can chose what to spend its transportation money, not be driven to make street or intersection widenings it does not want.

- (d) Arguable a very environmental responsible approach since it treats less polluting travel modes on the same level as capacity for single-occupancy vehicles.

C. Key Disadvantages

- (a) People are familiar with the roadway level of service standards, this is a completely new system.
- (b) If a local government chose to concentrate on alternative travel modes, traffic could get real bad, but many people would have transportation choices.
- (c) Little data on some modes, so it may be hard to figure compliance.
- (d) Would be unpopular with people who want to be able to drive anywhere, anytime.

11. Provide that once certain transportation facilities (streets, intersections, or both) are built out, they are not included in concurrency calculations

A. Olympia uses a similar system. Some identified downtown Olympia streets will only be widened to a certain number of lanes. Once they are built out, they are not included in concurrency calculations. So there is no need to make additional modifications to these streets to accommodate automobiles to achieve concurrency. Investments would then be made in other transportation modes.

B. Key Advantages

- (a) Prevents transportation concurrency from requiring streets and intersections to be widened beyond the level desired by the community.
- (b) Could encourage development where you want it, such as downtown.
- (c) May help manage transportation facility costs.

C. Key Disadvantages

- (a) If sufficient transportation alternatives are not present, traffic could get very bad.
- (b) Not specifically authorized by Washington State's concurrency law, so it is unclear if it is legal. If expressed as an LOS, I think it could work in Washington.

- (c) May be unpopular with people who want to be able to drive anywhere, anytime.

12. Regional System

A. A regional organization; such as a Regional Planning Council, Metropolitan Transportation Organization, Rural Transportation Organization, or county; could maintain a concurrency model and conduct the concurrency analysis.

B. Key Advantages

- (a) In smaller communities, this could provide an affordable concurrency system. Transportation models are expensive to develop and smaller communities cannot afford in house modeling staff, although consultants are available. The local governments can pool their resources.
- (b) Existing concurrency systems are not doing a good job of taking into account regional traffic. A regional system could do this better because the organization would see all developments within a region and consider them in the concurrency analysis.
- (c) Traffic is a regional problem and many solutions are also regional. A regional concurrency system recognizes these realities,
- (d) Some parties, such as the development community, may prefer a uniform regional system.
- (e) The system could be structured to encourage the form of development preferred by regional plans.

C. Key Disadvantages

- (a) Local governments would have less control over the concurrency system.
- (b) Local governments may have difficulty using the concurrency system to get the transportation system the community wants if these preferences differ from the regionally preferred transportation system.

VII. Resources

For planners I suggest the following publications to learn more about transportation concurrency:

Larz T. Anderson, *Planning the Built Environment* (American Planning Association 2000).

Reid Ewing, *Transportation & Land Use Innovations: When you can't pave your way out of congestion* (American Planning Association 1997).

Washington State Department of Community Development, *Your Community's Transportation System: A Transportation Element Guidebook* (June 1993).

S. Mark White, *Adequate Public Facilities Ordinances and Transportation Management*, Planning Advisory Service Report Number 465 (1996).

Victoria Transportation Policy Institute online TDM Encyclopedia <http://www.vtppi.org/>

Attachment A Growth Management Act RCW 36.70A.020 Transportation and Public Facilities Goals

(3) Transportation. Encourage efficient multimodal transportation systems that are based on regional priorities and coordinated with county and city comprehensive plans.

(12) Public facilities and services. Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards.

RCW 36.70A.070 Comprehensive plans--Mandatory elements. (Part)

....

(6) A transportation element that implements, and is consistent with, the land use element.

(a) The transportation element shall include the following subelements:

(i) Land use assumptions used in estimating travel;

(ii) Estimated traffic impacts to state-owned transportation facilities resulting from land use assumptions to assist the department of transportation in monitoring the performance of state facilities, to plan improvements for the facilities, and to assess the impact of land-use decisions on state-owned transportation facilities;

(iii) Facilities and services needs, including:

(A) An inventory of air, water, and ground transportation facilities and services, including transit alignments and general aviation airport facilities, to define existing capital facilities and travel levels as a basis for future planning. This inventory must include state-owned transportation facilities within the city or county's jurisdiction boundaries;

(B) Level of service standards for all locally owned arterials and transit routes to serve as a gauge to judge performance of the system. These standards should be regionally coordinated;

(C) For state-owned transportation facilities, level of service standards for highways, as prescribed in chapters 47.06 and 47.80 RCW, to gauge the performance of the system. The purposes of reflecting level of service standards for state highways in the local comprehensive plan are to monitor the performance of the system, to evaluate improvement strategies, and to facilitate coordination between the

county's or city's six-year street, road, or transit program and the department of transportation's six-year investment program. The concurrency requirements of (b) of this subsection do not apply to transportation facilities and services of state-wide significance except for counties consisting of islands whose only connection to the mainland are state highways or ferry routes. In these island counties, state highways and ferry route capacity must be a factor in meeting the concurrency requirements in (b) of this subsection;

(D) Specific actions and requirements for bringing into compliance locally owned transportation facilities or services that are below an established level of service standard;

(E) Forecasts of traffic for at least ten years based on the adopted land use plan to provide information on the location, timing, and capacity needs of future growth;

(F) Identification of state and local system needs to meet current and future demands. Identified needs on state-owned transportation facilities must be consistent with the state-wide multimodal transportation plan required under chapter 47.06 RCW;

(iv) Finance, including:

(A) An analysis of funding capability to judge needs against probable funding resources;

(B) A multiyear financing plan based on the needs identified in the comprehensive plan, the appropriate parts of which shall serve as the basis for the six-year street, road, or transit program required by RCW 35.77.010 for cities, RCW 36.81.121 for counties, and RCW 35.58.2795 for public transportation systems. The multiyear financing plan should be coordinated with the six-year improvement program developed by the department of transportation as required by RCW 47.05.030;

(C) If probable funding falls short of meeting identified needs, a discussion of how additional funding will be raised, or how land use assumptions will be reassessed to ensure that level of service standards will be met;

(v) Intergovernmental coordination efforts, including an assessment of the impacts of the transportation plan and land use assumptions on the transportation systems of adjacent jurisdictions;

(vi) Demand-management strategies.

(b) After adoption of the comprehensive plan by jurisdictions required to plan or who choose to plan under RCW 36.70A.040, local jurisdictions must adopt and enforce ordinances which prohibit development approval if the development causes the level of service on a locally owned transportation facility to decline below the standards adopted in the transportation element of the comprehensive plan, unless transportation improvements or strategies to accommodate the impacts of development are made concurrent with the development. These strategies may include increased public

transportation service, ride sharing programs, demand management, and other transportation systems management strategies. For the purposes of this subsection (6) "concurrent with the development" shall mean that improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years.

(c) The transportation element described in this subsection (6), and the six-year plans required by RCW 35.77.010 for cities, RCW 36.81.121 for counties, RCW 35.58.2795 for public transportation systems, and RCW 47.05.030 for the state, must be consistent. [1998 c 171 § 2; 1997 c 429 § 7; 1996 c 239 § 1. Prior: 1995 c 400 § 3; 1995 c 377 § 1; 1990 1st ex.s. c 17 § 7.]

Attachment B

WAC 365-195-210 Definitions of terms as used in this chapter [Chapter 365-195 WAC.]

[Note this only includes the definitions I though applicable to transportation concurrency.]

The following are definitions of terms which are not defined in RCW 36.70A.030 but which are defined here for purposes of these procedural criteria. The department recommends that counties and cities planning under the act adopt these definitions in their plans:

"Adequate public facilities" means facilities which have the capacity to serve development without decreasing levels of service below locally established minimums.

"Available public facilities" means that facilities or services are in place or that a financial commitment is in place to provide the facilities or services within a specified time. In the case of transportation, the specified time is six years from the time of development.

"Concurrency" means that adequate public facilities are available when the impacts of development occur. This definition includes the two concepts or "adequate public facilities" and of "available public facilities" as defined above.

"Demand management strategies," or "transportation demand management strategies (TDM)" means strategies aimed at changing travel behavior rather than at expanding the transportation network to meet travel demand. Such strategies can include the promotion of work hour changes, ride-sharing options, parking policies, telecommuting.

"Financial commitment" means that sources of public or private funds or combinations thereof have been identified which will be sufficient to finance public facilities necessary to support development and that there is reasonable assurance that such funds will be timely put to that end.

"Growth Management Act" - see definition of "Act."

"Level of service" means an established minimum capacity of public facilities or services that must be provided per unit of demand or other appropriate measure of need.

"Planning period" means the twenty-year period following the adoption of a comprehensive plan or such longer period as may have been selected as the initial planning horizon by the planning jurisdiction.

"Regional transportation plan" means the transportation plan for the regionally designated transportation system which is produced by the regional transportation planning organization.

"Regional transportation planning organization (RTPO)" means the voluntary organization conforming to RCW 47.80.020, consisting of local governments within a region containing one or more counties which have common transportation interests.

"Sanitary sewer systems" means all facilities, including approved on-site disposal facilities, used in the collection, transmission, storage, treatment, or discharge of any waterborne waste, whether domestic in origin or a combination of domestic, commercial, or industrial waste.

"Solid waste handling facility" means any facility for the transfer or ultimate disposal of solid waste, including land fills and municipal incinerators.

"Transportation facilities" includes capital facilities related to air, water, or land transportation.

"Transportation level of service standards" means a measure which describes the operational condition of the travel stream and acceptable adequacy requirements. Such standards may be expressed in terms such as speed and travel time, freedom to maneuver, traffic interruptions, comfort, convenience, geographic accessibility, and safety.

"Transportation system management (TSM)" means the use of low capital expenditures to increase the capacity of the transportation system. TSM strategies include but are not limited to signalization, channelization, and bus turn-outs.

"Utilities" or "public utilities" means enterprises or facilities serving the public by means of an integrated system of collection, transmission, distribution, and processing facilities through more or less permanent physical connections between the plant of the serving entity and the premises of the customer. Included are systems for the delivery of natural gas, electricity, telecommunications services, and water, and for the disposal of sewage.

[Statutory Authority: RCW 36.70A.190 (4)(b). 93-17-040, § 365-195-210, filed 8/11/93, effective 9/11/93; 92-23-065, § 365-195-210, filed 11/17/92, effective 12/18/92.]

WAC 365-195-070 Interpretations.

[Note this only includes the provisions I though applicable to transportation concurrency.]

The following represent the department's interpretation of several critical concepts about which the express terms of the act are not clear. While not necessarily the only appropriate way to view the concepts involved, these interpretations appear to be supported by the overall statutory context.

(1) Goals. The act lists thirteen overall goals in RCW 36.70A.020. Comprehensive plans and development regulations are to be designed to meet these goals. The list of thirteen goals is not exclusive. Local governments may adopt additional goals. However, these additional goals must be supplementary. They may not conflict with the thirteen statutory goals. Comprehensive plans must show how each of the goals is to be pursued consistent with the planning entity's vision of its future. Differences in emphasis are expected from jurisdiction to jurisdiction. In some cases meeting certain of these goals may involve support for activities beyond jurisdictional boundaries. In most

cases, if a comprehensive plan meets the statutory goals, development regulations consistent with the comprehensive plan will meet the goals.

....

(3) Concurrency. The achievement of concurrency should be sought with respect to public facilities in addition to transportation facilities. The list of such additional facilities should be locally defined. The department recommends that at least domestic water systems and sanitary sewer systems be added to concurrency lists applicable within urban growth areas, and that at least domestic water systems be added for lands outside urban growth areas. Concurrency describes the situation in which adequate facilities are available when the impacts of development occur, or within a specified time thereafter. With respect to facilities other than transportation facilities and water systems, local jurisdictions may fashion their own regulatory responses and are not limited to imposing moratoria on development during periods when concurrency is not maintained.

....

[Statutory Authority: RCW 36.70A.190 (4)(b). 92-23-065, § 365-195-070, filed 11/17/92, effective 12/18/92.]

WAC 365-195-510 Concurrency.

(1) Transportation. The aim of transportation planning for local jurisdictions is to achieve concurrency for transportation facilities. If concurrency for transportation facilities is not achieved, development may not be approved.

(2) Other public facilities. Each comprehensive plan should designate those public facilities in addition to transportation facilities for which concurrency is required.

(3) Levels of service. The concept of concurrency is based on the maintenance of specified levels of service with respect to each of the public facilities to which concurrency applies. For all such facilities, planning jurisdictions should designate appropriate levels of service.

(a) Transportation. The designation of levels of service in the transportation area will be influenced by regional considerations. For transportation facilities subject to regional transportation plans under RCW 47.80.030, local levels of service should conform to the regional plan. Other transportation facilities, however, may reflect local priorities.

(b) Levels of service should be set to reflect realistic expectations consistent with the achievement of growth aims. Setting such levels too high could, under some regulatory strategies, result in no growth. As a deliberate policy, this would be contrary to the act.

(4) Regulatory response to the absence of concurrency. The plan should provide a strategy for what happens when approval of any particular development would cause levels of service for concurrency to fall below the locally adopted standards. Denial of approval is statutorily required only in the area of transportation facilities. To the extent that any jurisdiction uses denial of development as its regulatory response to the absence of concurrency, consideration should be given to defining this as an emergency for the purposes of the ability to amend or revise the comprehensive plan.

[Statutory Authority: RCW 36.70A.190 (4)(b). 92-23-065, § 365-195-510, filed 11/17/92, effective 12/18/92.]

WAC 365-195-835 Concurrency regulations.

(1) Each planning jurisdiction should produce a regulation or series of regulations which govern the operation of that jurisdiction's concurrency management system. This regulatory scheme will set forth the procedures and processes to be used to determine whether relevant public facilities have adequate capacity to accommodate a proposed development. In addition, the scheme should identify the responses to be taken when it is determined that capacity is not adequate to accommodate a proposal. Relevant public facilities for these purposes are those to which concurrency applies under the comprehensive plan. Adequate capacity refers to the maintenance of concurrency.

(2) Compliance with applicable environmental requirements, such as ambient air quality standards or water quality standards, should have been built into the determination of the facility capacities needed to accommodate anticipated growth.

(3) The variations possible in designing a concurrency management system are many. However, such a system could include the following features:

(a) Capacity monitoring -- a process for collecting and maintaining real world data on use for comparison with evolving public facility capacities in order to show at any moment how much of the capacity of public facilities is being used.

(b) Capacity allocation procedures -- a process for determining whether proposed new development can be accommodated within the existing or programmed capacity of public facilities.

This can include preassigning amounts of capacity to specific zones, corridors or areas on the basis of planned growth. For any individual development this may involve:

(i) A determination of anticipated total capacity at the time the impacts of development occur.

(ii) Calculation of how much of that capacity will be used by existing developments and other planned developments at the time the impacts of development occur.

(iii) Calculation of the amount of capacity available for the proposed development.

(iv) Calculation of the impact on capacity of the proposed development, minus the effects of any mitigation provided by the applicant. (Standardized smaller developments can be analyzed based on predetermined capacity impact values.)

(v) Comparison of available capacity with project impact.

(c) Provisions for reserving capacity -- a process of prioritizing the allocation of capacity to proposed developments. This might include:

(i) Setting aside a block or blocks of available or anticipated capacity for specified types of development fulfilling an identified public interest.

(ii) Adopting a first-come, first-served system of allocation, dedicating capacity to applications in the order received.

(iii) Adopting a preference system giving certain categories or specified types of development preference over others in the allocation of available capacity.

(d) Provisions specifying the response when there is insufficient available capacity to accommodate development.

(i) In the case of transportation, an ordinance must prohibit development approval if the development causes the level of service of a transportation facility to decline below the standards adopted in the transportation element of the comprehensive plan unless improvements or strategies to accommodate the impacts of development are made concurrent with development.

(ii) If the proposed development is consistent with the land use element, relevant levels of service should be reevaluated.

(iii) Other responses could include:

(A) Development of a system of deferrals, approving proposed developments in advance but deferring authority to construct until adequate public facilities become available at the location in question. Such a system should conform to and help to implement the growth phasing schedule contemplated in the land use and capital facilities elements of the plan.

(B) Conditional approval through which the developer agrees to mitigate the impacts.

(C) Denial of the development, subject to resubmission when adequate public facilities are made available.

(e) Form, timing and duration of concurrency approvals. The system should include provisions for how to show that a project has met the concurrency requirement, whether as part of another approval document (e.g., permit, platting decisions, planned unit development) or as a separate certificate of concurrency, possibly a transferable document. This choice, of necessity, involves determining when

in the approval process the concurrency issue is evaluated and decided. Approvals, however made, should specify the length of time that a concurrency determination will remain effective, including requirements for development progress necessary to maintain approval.

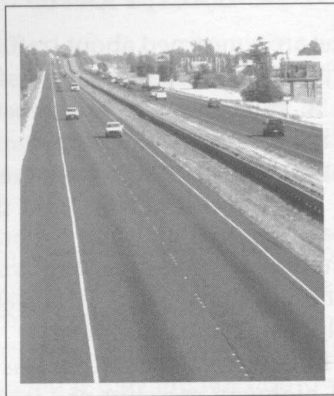
(f) Provisions for interjurisdictional coordination.

(4) Planning jurisdictions should consider integrating SEPA compliance on the project-specific level with the case-by-case process for concurrency management. [Statutory Authority: RCW 36.70A.190 (4)(b). 93-17-040, § 365-195-835, filed 8/11/93, effective 9/11/93.]

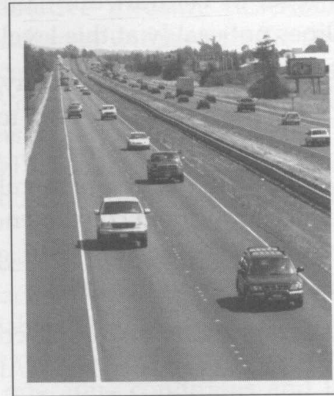
C:\Documents and Settings\Tim Trohimovich\My Documents\Redmond Files\Concurrency Presentation 2000\Concurrency Presentation Outline Nov 2001.doc

Attachment C Levels of Service

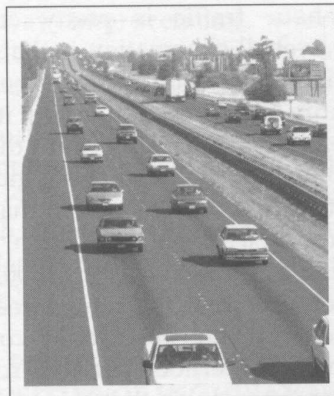
Figure 9.1. Levels of Service



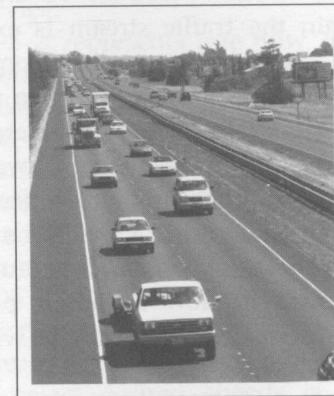
Level of Service A



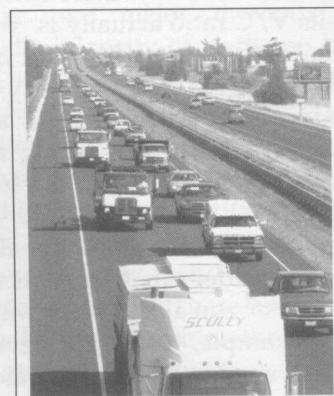
Level of Service B



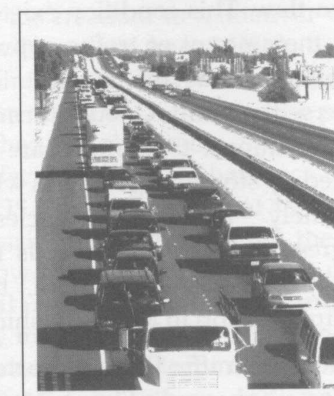
Level of Service C



Level of Service D



Level of Service E



Level of Service F

PHOTOGRAPH BY CHAD SURMICK
SANTA ROSA PRESS DEMOCRAT

Source: Larz T. Anderson, *Planning the Built Environment* 100 (American Planning Association 2000).