

## Lake Forest Park Comprehensive Plan Update

# Scope of Work – Leland Consulting Group

**Date** July 25, 2023  
**To** Cristina Haworth, William Grimes, SCJ Alliance  
**From** David Fiske, Leland Consulting Group

In support of the Lake Forest Park Comprehensive Plan Update, Leland Consulting Group (LCG) will perform the following tasks. These tasks will correspond with SCJ Alliance’s prime agreement scope of work, and the attached budget represents the portion of the project’s overall budget that will be allocated to LCG for these tasks.

### Overview

The scope of work is organized into the following tasks:

- Task 1 – Project Initiation and Management
- Task 2 – Housing Needs Assessment (HNA)
- Task 3 – Economic development & market analysis
- Task 4 – Strategy development & Comprehensive Plan Element draft
- Task 5 – Comprehensive Plan Adoption
- Budget

### Assumptions

- LCG will primarily attend meetings virtually but may attend up to four (4) in-person meetings when face-to-face communication is deemed most beneficial. In-person meetings will be described in subsequent tasks and billed to the relevant task budget. In-person meetings should be scheduled at least two weeks in advance.
- The budget assumes 4-8 stakeholder interview meetings, conducted virtually or in-person, depending on other scheduling needs. City staff will assist in identifying and connecting LCG with key stakeholders.
- David Fiske will be the project manager for LCG; Andrew Oliver will be the Housing & Economic Development Analyst; and other LCG staff will provide support as necessary based on project needs.

### 1. Project Initiation and Management

LCG will participate in the following tasks at the outset of the project, and maintain regular communications with the project team throughout the duration of the project.

- (1.1) Participate in the project kick-off meeting with Planning Commission.
- (1.2) Participate in regular team and client check-in meetings throughout the course of the project – Relevant meetings are assumed as part of the subsequent task budgets.
- (1.3) Participate in the visioning process, as needed, particularly related to housing and economic development goals for Lake Forest Park. This task assumes one in-person visit to participate in a Land Use, Housing and Infrastructure Workshop.
- (1.4) Support data collection and GIS, as needed, with specific efforts to ensure that TAZ-level data is provided that is “clean” and without error for use in subsequent project steps.

## 2. Housing Needs Assessment (HNA)

LCG will conduct a Housing Needs Assessment (HNA) that closely follows the guidance provided by the Washington State Department of Commerce and supports the adoption of a Comprehensive Plan Housing Element that meets the criteria set in the most recent legislative amendments to Washington's Growth Management Act (GMA), while incorporating the specific needs of Lake Forest Park. This task assumes at least one in-person meeting to present findings and recommendations of the HNA to the Planning Commission.

This task will be guided by the following research questions:

1. What are the most pressing housing needs in Lake Forest Park for each segment of the population (based on income, ability/disability, family size/type, etc.)?
2. What housing types can best accommodate Lake Forest Park residents in all stages of life – from first-time homebuyers/renters to new families to downsizing seniors?
3. What gaps exist in the current housing supply of Lake Forest Park in terms of type and affordability, and how can the City address them?
4. What longstanding or new barriers to affordable or diverse residential development exist in Lake Forest Park?
5. What code updates, policies, sources of funding, and other tools can be utilized to meet the needs of all economic segments of the Lake Forest Park community, and to satisfy the requirements of the Washington GMA?

This task will include the following tasks:

- (2.1) Community profile – Analyze population, household, and workforce characteristics, with documentation of projections and growth targets set by the King County Countywide Planning Policies.
- (2.2) Housing supply profile – Collect data on type, size, cost, age and tenure of housing in the city, including characteristics of rental properties.
- (2.3) Housing needs – Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households.
- (2.4) Regulatory review – Review and evaluate current housing element and other policies, including an evaluation of success in attaining planned housing types and units. Review relevant development regulations and permitting processes related to housing development to determine necessary actions to satisfy the State legislative requirements of both HB 1110 (middle housing) and HB 1337 (ADUs), including the potential for alternative compliance paths of HB 1110.
- (2.5) Land capacity – Determine sufficient land and zoning capacity to provide for housing needs at all income brackets to meet the legislative requirements of HB 1220 to show sufficient land capacity to meet the housing needs of moderate, low, very low, and extremely low-income households, as well as capacity for permanent supportive housing and emergency housing and shelters, and the removal of barriers to the "adequate provision" of housing.

### Deliverables:

- Housing Needs Assessment (HNA) draft and final report
- Presentations and related materials to present the HNA to City staff, Planning Commission, and City Council, as needed.

### 3. Economic Development & Market Analysis

LCG will create a high-level economic and market analysis that profiles Lake Forest Park's existing workforce, major employers, commute patterns, and recent commercial development trends in relation to the regional market.

This task will include:

- (3.1) A summary of the local economy and its strengths and weaknesses
- (3.2) An assessment of employment growth in Lake Forest Park, and documentation and support for accommodating job growth targets set by the King County Countywide Planning Policies.
- (3.3) Identification of policies and programs to foster local economic growth that meet the goals set throughout the Comprehensive Planning process, including financial tools and funding strategies to meet the infrastructure and service needs of residents, and to assess the fiscal impacts of land use decisions on revenue and budget.

#### Deliverables:

- Economic Development & Market Analysis memorandum

### 4. Strategy development & Comprehensive Plan Element drafts

LCG will support in recommendations and implementation strategy development in relation to both the Housing and Economic Development Elements of the Comprehensive Plan, and ensure the GMA checklists related to housing and economic development are fulfilled.

This task will include:

- (4.1) Incorporating findings from both the Housing Needs Assessment and Economic Development & Market Analysis into both elements.
- (4.2) Include policies and analysis to ensure both elements meet the requirements of HB 1220, HB 1110, HB 1337, and other recent legislation.

### 5. Comprehensive Plan Adoption Support

LCG will support SCJ and City staff in the adoption process and attend a meetings virtually to present draft elements and recommendations to Planning Commission or City Council, as needed.

#### Deliverables:

- Presentation and related materials to support the adoption process.

## Budget

<b>Task</b>	<b>Hours</b>	<b>Expenses</b>	<b>Budget</b>
1. Project Initiation & Management	23	\$1,000 (Travel, in-person)	\$4,820
2. Housing Needs Assessment (HNA)	120	\$2,000 (Travel, in-person)	\$21,935
3. Economic Development Analysis	50		\$8,500
4. Strategy & Plan Development	75		\$12,725
5. Adoption Support	14		\$2,280
<b>Total</b>			<b>\$50,260</b>