



Exhibit A

Scope of Work

Periodic Update of the Comprehensive Plan

Lake Forest Park, WA

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Date Prepared: August 1, 2023

Introduction:

Lake Forest Park is required to update its Comprehensive Plan by December 31, 2024, in accordance with the Growth Management Act (GMA). The Comprehensive Plan provides elected and appointed officials, city staff, residents, the business and development community, and other interested persons with a consistent, relevant plan for development. The Plan is based on a community vision, values, and priorities and guides the City's decision-making and development patterns over the next 20 years.

SCJ Alliance has been selected to support the City in completing this project. Work is anticipated to include: creating detailed project work plans for project phases; reviewing and identifying gaps in the City's existing planning and policy documents using the Washington Department of Commerce (DOC) and Puget Sound Regional Council (PSRC) checklists and resources; conduct robust and authentic community outreach and engagement efforts; work with City Council to define a clear direction and vision for the 2024 Comprehensive Plan; coordinate with multiple city departments, partner agencies, and other project partners; and complete the Comprehensive Plan and development regulations updates by the state-mandated deadline. The following Scope of Work details the specific tasks, deliverables, conditions, and assumptions for completing the project.

Phase 1 Project Management and Coordination

Task 1 Kickoff Meeting

SCJ will work with City staff to schedule and facilitate a kickoff meeting with primary staff to be involved in the project. The kickoff meeting will set expectations for the work, including reviewing the project scope and milestone schedule. We will also discuss communication protocols between team members on the client and consultant sides to make sure information is flowing in a controlled manner. SCJ will prepare a meeting agenda and materials, facilitate the meeting, and record meeting notes for distribution to attendees following the meeting. Final notes will be circulated if comments or edits are identified.

Task 2 Project Work Plan

Following the kickoff meeting, SCJ will finalize the project work plan. The project work plan includes the Scope of Work (this document and a record of changes) and schedule.

Task 3 Biweekly Check In Meetings

The SCJ and Lake Forest Park Project Managers will meet on a biweekly basis to review the project work plan, progress to date, and upcoming deliverables and deadlines. Meetings will last for 30 minutes and may be cancelled or rescheduled as necessary.

Task 4 Monthly Invoicing and Progress Reports

Invoices will be delivered electronically monthly and will be accompanied by a progress report (cover letter) summarizing work performed in each billing period.

Task 5 Interdepartmental Coordination Meetings

SCJ will attend up to three, two-hour interdepartmental coordination meetings that are scheduled, hosted, and facilitated by staff. Meetings will be held at the following three milestones:

- Comprehensive Plan Audit – Presentation of Findings
- Early Draft Plan – Presentation of Consolidated Draft
- Implementation Plan – Presentation of Initial Draft

Phase 1 Conditions and Assumptions

1. SCJ Alliance is flexible in approaching this work. Changes to this scope can be made by written request from the City's Project Manager. Adjustments to schedule and budget may be required if changes are requested.
2. The City will determine attendees for the kickoff meeting. We anticipate the Mayor, City Administrator, Planning staff, Public Works Director, and a public information officer will be present; other departments may be represented at the discretion of the City.
3. The City's project manager will make themselves available for recurring, 30-minute biweekly meetings. We anticipate the occasional need to cancel or reschedule these meetings as mutually agreed to.

Phase 1 Deliverables

- Kickoff Meeting Agenda and Notes – Draft and Final
- Project Work Plan – Final
- Biweekly Check In Meeting Agendas and Notes
- Monthly Invoices and Progress Reports
- Interdepartmental Coordination Meeting Agendas and Notes

Phase 2 Community Engagement

Task 1 Public Participation Plan

SCJ will finalize a Public Participation Plan that documents the purpose, methods, schedule, and participants for public engagement throughout this project.

Task 2 Orientation Interviews

The SCJ team will meet with community representatives, collaborators, and other interested parties to understand key topics and issues that are important to the community. City staff will identify interviewees and manage interview scheduling logistics. We will conduct up to six one-hour meetings (individual interviews or small focus groups) over two days.

Task 3 Public Engagement Events

We will plan and execute up to three major events, including:

- Community Vision, Values, and Priorities Survey
- Housing, Land Use, and Infrastructure Workshop
- Presentation of Public Review Draft Plan

We will also plan for smaller, ad hoc engagement opportunities and prepare a mobile engagement kit or similar materials. Where possible, existing events (including, but not limited to, National Night Out, seasonal farmers markets, etc.) will be used as a primary method of public outreach and SCJ will prepare materials as part of the engagement kit to support outreach at these events.

Task 4 Project Website and Social Media

We will coordinate with Lake Forest Park's communications staff to support public engagement activities and project updates, providing initial website content and review of City-drafted social media posts. Initial website content will include a project overview narrative, up to three graphics, and recommendations for resources to be linked from the webpage.

Phase 2 Conditions and Assumptions

1. SCJ Alliance is flexible in approaching this work. Changes to this scope can be made by written request from the City's Project Manager. Adjustments to schedule and budget may be required if changes are requested.
2. The City will determine orientation interviewees, and will extend invitations on SCJ's behalf.
3. City staff will participate in public engagement events where possible. One SCJ staff will lead, in person, the Housing, Land Use, and Infrastructure Workshop and the Public Review Draft Plan presentation event. City staff will lead outreach at existing community events, such as National Night Out, seasonal farmers markets, etc.
4. City staff will manage the advisory committee and update SCJ on committee efforts.

5. The survey will be hosted on a digital platform. If the City chooses to accept paper surveys, City staff will complete data entry into the digital platform.
6. City staff will prepare and manage a project website. SCJ will prepare initial content and up to three major refreshes.
7. City staff will operate social media related to this project. SCJ will provide messaging and materials as necessary to support social media posts.

Phase 2 Deliverables

- Public Participation Plan – Draft and Final
- 2015 Comprehensive Plan Implementation Report Card
- Orientation Interview Questions and Notes (up to 6 interviews)
- Community Vision, Values, and Priorities Survey – Draft and Final
- Major Public Engagement Event Materials – Draft and Final (up to 2 events)
- Minor Public Engagement Event Materials – Draft and Final
- Public Engagement Collateral (website content, flyers, cards, etc.)
- Public Engagement Summary Report – Draft and Final

Phase 3 Project Understanding

This phase of work will establish an understanding of the policy environment and update needs for the Comprehensive Plan.

Task 1 Demographics Report

SCJ will update the Comprehensive Plan's demographic information by preparing a community profile with infographics using the US Census and American Community Survey information. This task also includes compiling GIS data from the City and other public sources for maps.

Task 2 Policy Framework

The SCJ team will review and analyze existing plans and other relevant planning documents and will compile this information into a single, cohesive reference document. This will be a living document, keeping track of emerging policy initiatives.

Task 3 Projections and Land Use Needs Analysis

The SCJ team will review existing land uses and compare them to population forecasts and policy guidance from King County and PSRC. We will prepare a report documenting findings and recommendations to comply with current policy requirements and recent legislation and achieve the type, mix, and scale of development desired by the community.

Task 4 GMA and PSRC Checklists

The SCJ team will complete the GMA and PSRC checklists and prepare a gap analysis/recommendations report summarizing required updates to the Comprehensive Plan and development regulations.

Phase 2 Conditions and Assumptions

1. SCJ Alliance is flexible in approaching this work. Changes to this scope can be made by written request from the City's Project Manager. Adjustments to schedule and budget may be required if changes are requested.
2. The City will provide current copies of all relevant planning and policy documents in an electronic format (PDF preferred) for review by the SCJ team.
3. The City will provide any demographic information and GIS data available and relevant to this project.

Phase 2 Deliverables

- Demographics Report – Draft and Final
- GIS Geodatabase with Metadata (metadata only for new data created for this project)
- Project Basemap
- Policy Framework
- Population Projections and Land Use Needs Analysis Report – Draft and Final
- GMA Checklist
- PSRC Checklist
- Gap Analysis/Recommendations Summary Report

Phase 4 Comprehensive Plan Update

Task 1 Confirming the Vision

SCJ will review and refine Lake Forest Park's vision statement to reflect the community's aspirations, priorities, and values, based on results of community engagement. The community visioning survey (see Phase 2, Task 4 above) will confirm the vision as presently adopted and identify necessary refreshes to reflect the community as it exists today.

Task 2 Housing Needs Assessment

The SCJ team will prepare a housing needs assessment (HNA) addressing housing needs in the City based on the forecasted growth, existing housing stock and land use assumptions. The HNA will include a plan for accommodating the projected growth through 2044, including housing needs for people across all income levels. The housing needs assessment will focus on gaps in existing housing stock, types, and levels of affordability. The housing needs assessment will be performed by subconsultant Leland Consulting Group.

Task 3 Plan Drafting and Regulations Recommendations

The SCJ team will prepare draft updates to each element of the Comprehensive Plan as follows:

- **Introduction/Vision.** Review, update, and revise as necessary and incorporate existing plan documents. Incorporate the updated vision statement developed in Task 1 of this work phase.
- **Land Use Element.** Update as necessary, including the land use capacity analysis and growth projections to ensure relevance of existing policies and recommend new policies if gaps are identified. Review, update, and revise as necessary to address existing planning documents including Town Center and Southern Gateway planning documents and regulatory criteria.
- **Environmental Quality and Shorelines Element.** Review, update, and revise as necessary and address existing plan documents. Coordinate with Climate Action Committee to ensure consistency with the Climate Action Plan initiative.
- **Housing Element.** Update element to be consistent with the HNA, recently adopted legislation related to residential zoning and middle housing, any other new requirements from the Department of Commerce, and any other new requirements in King County's Countywide Planning Policies.
- **Economic Development.** Review, update, and revise as necessary and address existing plan documents including Town Center and Southern Gateway planning and regulatory documents.
- **Community Services & Public Safety Element.** Review, update and revise as necessary with input from Police Department.
- **Capital Facilities Element.** Review, update, and revise as necessary, with input from Public Works Department.
- **Parks, Trails, & Open Space Element.** Review, update, and revise as necessary, with input from Public Works staff and Parks and Recreation Advisory Board. Ensure continuity with Parks, Recreation, Open Space, and Trails (PROST) Plan and concurrent planning initiatives related to the Lakefront Park property.
- **Utilities Element.** Review current plans and recommend changes to ensure consistency with other plan elements while paying attention to potential growth and infrastructure needs. Consider potential utility investment and carrying capacity in the context of revised housing goals.
- **Transportation Element.** Review, update, and revise as necessary to be consistent with Safe Highway and Safe Streets planning initiatives and with input from Public Works Department staff.
- **Appendices.** Review, update, and revise as needed.

Updates will address deficiencies identified in the GMA and PSRC checklists and gap analysis and rely on updated technical studies, as appropriate. It is anticipated that most elements will require only smaller, strategic updates for legislative and policy compliance and alignment with

other City plans. Larger updates are expected in the Land Use and Housing elements and infrastructure-related goals and policies in the Capital Facilities, Utilities, and Transportation elements. The plan will conform to the GMA, PSRC, and King County's Countywide Planning Policies.

Where appropriate, the SCJ team will coordinate proactively with PSRC to streamline future certification.

The SCJ team will prepare an internal review draft of each element, delivered as a text-only Word file for Track Changes review. Following incorporation of City review comments, SCJ will compile updated elements into a public review draft of the Comprehensive Plan.

Task 4 Planning Commission Working Meetings

The SCJ team will attend up to two in-person and up to four additional virtual Planning Commission meetings to work through updates to the Comprehensive Plan elements. Meetings will occur approximately monthly and will provide approximately two opportunities for Planning Commission to review and discuss each updated element. Meetings will be hosted by the City. The structure for review will be:

- Review of gaps and update needs on a topic-by-topic basis
- Discussion of methodology or proposed updates on a topic-by-topic basis
- Review of updated draft element on a topic-by-topic basis

Meetings will typically include a review of material previously discussed followed by introduction of new material. The City will transmit materials to Planning Commissioners in advance for active and participatory discussion at each working meeting.

Task 5 Implementation

SCJ will create an implementation strategy for the Comprehensive Plan, including near-term, mid-term, and long-term actions. Close coordination with various City departments is necessary to support this task.

Task 6 SEPA Review

SCJ will prepare a SEPA checklist evaluating the environmental impacts of the recommended updates. The City will lead environmental review and issuance of a threshold determination.

Task 7 Final Comprehensive Plan

Following public and environmental (SEPA) review, SCJ will prepare a final Comprehensive Plan for the adoption and certification process. The final plan will be provided as a PDF and its native files, including an InDesign package with all linked documents and graphic elements.

Task 8 Development Regulations Amendment Recommendations

SCJ will review development and critical areas regulations and draft a technical memorandum addressing recommended and required changes necessary to be consistent with updated Comprehensive Plan policies, Department of Ecology requirements and Department of Commerce guidance. The memo will identify immediate needs and updates that can be addressed at a future date.

Conditions and Assumptions

1. SCJ Alliance is flexible in approaching this work. Changes to this scope can be made by written request from the City's Project Manager. Adjustments to schedule and budget may be required if changes are requested.
2. Internal review drafts for each element will be reviewed by City staff. This scope includes preparation of the internal review drafts and one round of edits/revisions to address questions, comments, and redlines.
3. Drafting the comprehensive plan includes two touches for each element by Planning Commission, up to a total of six Planning Commission meetings. Two meetings will be held in person and four meetings will be held virtually.
4. The public review draft will be updated up to twice to address SEPA review comments, public comments, and any feedback from staff and elected and appointed officials.
5. A Determination of Nonsignificance referencing the Town Center and Southern Gateway EISs is anticipated for this project. An EIS for the Comprehensive Plan Update is not included in this scope of work.
6. City staff is responsible for issuing the SEPA Checklist and Threshold Determination.
7. City staff is responsible for submitting the draft plan to the Department of Commerce
8. Updates to the development regulations are not included in this scope of work. If desired, we can complete code updates on a time and materials basis authorized through a contract amendment.

Deliverables

- Vision Statement – Draft and Final
- Housing Needs Assessment – Draft and Final
- Land Use, Housing, and Infrastructure Workshop
- Draft Comprehensive Plan Elements – Internal Review Draft (text only Word file) and Public Review Draft (PDF)
- Implementation Strategy – Internal Review Draft and Public Review Draft
- SEPA Checklist – Draft and Final
- Final Comprehensive Plan
- Development Regulations Amendment Recommendations Technical Memorandum – Draft and Final

Phase 5 Adoption and Certification Process

Task 1 Planning Commission

SCJ will support the Planning Commission in making a recommendation on the Comprehensive Plan by attending up to two additional meetings to review the final draft.

Phase 5 Conditions and Assumptions

1. SCJ Alliance is flexible in approaching this work. Changes to this scope can be made by written request from the City's Project Manager. Adjustments to schedule and budget may be required if changes are requested.
2. The City will lead the City Council review and adoption process.
3. The City is responsible for filing for final certification by Department of Commerce and PSRC.

Phase 5 Deliverables

- Planning Commission Meeting Materials (up to 2 meetings)

Additional Services and Future Work Phases

SCJ can provide additional services in support of this project, subject to additional funding and upon written agreement between SCJ and the City of Lake Forest Park. Additional services can include but are not limited to:

A. Additional Public Engagement

Management of an Advisory Committee can enhance the process by providing a venue for consultation with residents, business owners, developers, peer agencies, or others with an interest in the process or outcome. SCJ can assist the City in setting up an Advisory Committee, reviewing the City's proposed committee membership and role to ensure alignment with the engagement program, and supporting committee logistics, agendas, meeting facilitation, and meeting summaries.

Estimated Fee: \$6,000-\$10,000, depending on meeting frequency

One survey and two other major engagement events are included in the base scope of work (see Phase 2, Task 4 above). SCJ can plan and execute additional major or minor public engagement events at the direction of City staff. The scope and cost for additional public engagement will be negotiated if further outreach is requested.

Estimated Fee: \$3,500-\$5,000 per additional major event

B. Additional SEPA Review Support

Preparation of a SEPA Checklist is included in the base scope of work (see Phase 4, Task 5 above). At the City's direction, SCJ can prepare a draft environmental Determination, including an Environmental Impact Statement and/or mitigation conditions and actions if a Determination of Significance is likely. The scope and cost of additional environmental review will be negotiated upon completion of the SEPA Checklist, at the request of the City of Lake Forest Park.

Estimated Fee: to be determined upon completion of the SEPA Checklist.

C. City Council Adoption and Certification Support

SCJ can support the City Council review and adoption process and certification by the Puget Sound Regional Council (PSRC) and Department of Commerce (DOC). We will prepare materials for and attend up to four City Council meetings and coordinate with PSRC and DOC to obtain certification.

Estimated Fee: \$8,000

Additional Services and Future Work Phases Conditions and Assumptions

1. The scope and fee for any additional services will be negotiated between SCJ and the City of Lake Forest Park upon request for such services. The fee estimates included here are for informational purposes only and may change, depending on the negotiated scope.
2. Additional conditions and assumptions may be included with the scope of work for any requested additional services.