

Statement of Qualifications

Periodic Update of the City of Lake Forest Park Comprehensive Plan

Submitted By: SCJ Alliance

June 5, 2023

June 5, 20203

City of Lake Forest Park
Attn: Steve Bennett
17425 Ballinger Way NE,
Lake Forest Park, WA 98155



Re: Periodic Update of the City of Lake Forest Park Comprehensive Plan

Dear Mr. Bennett, Mr. Holland, and other Members of the Selection Committee,

We are delighted to submit our proposal to support Lake Forest Park's 2024 Comprehensive Plan Update. We've assembled a talented, enthusiastic, and committed team of professionals to support you through this project, from defining the project scope to certifying the plan by the end of 2024. We will provide proactive project management, robust community outreach and engagement, interdepartmental and agency coordination, and recommendations sensitive to Lake Forest Park's vision and values. We are excited to partner with you for this important work!

SCJ is an energetic blend of planners, engineers, site designers, and more. We specialize in community engagement, urban design, transportation planning and design, environmental and urban planning, civil engineering, and landscape architecture. We provide a broad range of technical services to public and private clients throughout the United States, putting a high value on listening and responding to our client's needs and expectations. We enjoy participating in creative processes and seeking effective and efficient solutions to gritty problems. Our team understands the value of collaboration, and we empower our partners to succeed. We are joined in this effort by our long-time partners Leland Consulting Group (LGC), to support the housing needs assessment, housing element update, and the economic development element update, and Fehr & Peers for transportation analysis and updates.

At SCJ, we use the words anticipate, envision, and create to describe our approach. Before writing the plan, we work with your staff, stakeholders, and the public to anticipate challenges and opportunities. We then work with the community to envision a future and create a plan to achieve it. By the end of the process, we will have established a shared vision and values for the future, built awareness of change, and generated support for the decisions the City will need to make.

We are excited to work with you on this project and look forward to further discussing our experience and qualifications. Please feel free to contact us if you have any questions. Thank you for your consideration!

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cristina Haworth'.

Cristina Haworth, AICP
Project Manager

A handwritten signature in blue ink, appearing to read 'William Grimes'.

William (Bill) Grimes, AICP
Principal-in-Charge



Overview

Who we are

SCJ Alliance (SCJ) is a multi-disciplinary planning and engineering firm specializing in solving complex issues that challenge developing communities. With over 100 employees, we provide a broad range of professional services to public- and private-sector clients including land use and environmental planning, transportation planning and design, outreach facilitation, urban design, landscape architecture, civil engineering, and construction management.

We enjoy being a part of the creative process and seeking effective and efficient solutions to project challenges. Our responsiveness and ability to communicate, work with you side by side, develop creative solutions, and pay attention to the details are attributes that set us apart in consistently delivering successful projects.

Anticipate. Envision. Create.

When approaching projects, we use a three-step strategy that we know serves our clients well: we **anticipate** emerging challenges and opportunities, work with clients to **envision** projects to enhance the livability of their community, and then **create** a plan that achieves the goals and vision identified through this process.

Areas of Expertise

- ◆ Cable-Propelled Transit
- ◆ Civil Engineering
- ◆ Community Planning
- ◆ Environmental Engineering & Permitting
- ◆ Geographic Information Services
- ◆ Land Use Planning & Design
- ◆ Landscape Planning & Design
- ◆ Master Planning
- ◆ Parking & Circulation
- ◆ Public Outreach & Facilitation
- ◆ Recreation and Trails Planning
- ◆ Site Development
- ◆ Specialty Structures
- ◆ Stormwater, Drainage, and Flood Control
- ◆ Transit Services
- ◆ Transportation Design
- ◆ Transportation Planning

Lacey Office

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Year Founded: 2006 | Staff: 141
Federal ID: 20-4834444
UBI: 602612261

Office Locations

Washington, Colorado, Montana

Key Personnel and Experience



Principal-in-Charge
Bill Grimes, AICP

**Project Manager/Senior
Planner/Public Engagement**
Cristina Haworth, AICP

**Sustainability/Climate
Change/Critical Areas
Ordinance**
Alicia Ayars, AICP

**Scenarios Planning/
Visualization**
David Wright, PLA

Land Use Planner
Malissa Paulsen

**Capital Facilities
and Utilities**
Whitney Holm, PE

**Capital Facilities
and Utilities**
Scott Rivas, PE

**Housing and Economic
Development**
David Fiske

**Housing and Economic
Development**
Andrew Oliver

**Transportation and
Planning Analysis**
Kendra Breiland, AICP

**Non-Motorized
Transportation Specialist**
Sydney Weisman



SCJ Alliance



Leland Consulting Group (LGC)



Fehr & Peers

**You will find individual resumes in the appendix starting on page 14*

Project Experience and References



Client Reference

City of Monroe
Dave Osaki, AICP
564.200.4460
dave.osaki@commerce.wa.gov

Responsibility

Prime

Dates

2013 – 2016

Estimated and Final Cost

\$370,000 – \$365,000

Services Provided

- ◆ Comprehensive Planning
- ◆ Transportation Planning
- ◆ Public Outreach and Engagement
- ◆ Economic Development

Comprehensive Plan, Transportation Plan, Economic Development Plan, Parks and Recreation Plan Update

Monroe, WA

Faced with growth outpacing forecasts in 2005, the City of Monroe needed to update its comprehensive plan, the environmental impact statement that accompanied it, and unique purpose plans for transportation, economic development, and parks and recreation. Among other factors, the community's location near both Seattle and Everett was driving much of the growth, with residential development its most visible component. Hillside preservation, floodplain management, reinvestment in the historic downtown, and pressure to expand the urban growth area were all concerns, so solid and comprehensive planning policies and an environmental assessment of those policies were essential.

For this, SCJ staff designed and ran an engagement-intensive comprehensive plan update process, featuring mail-out questionnaires, innovative polling/weighting exercises, and a highly engaging Storefront Studio workshop challenging community members to weigh in on a sequence of issues in several ways. The resulting plan featured updates to the City's most critical needs—mapping Monroe's future the best environmental strategies to manage it. This plan was recognized by the Washington State APA chapter for its creativity, comprehensiveness, dedication to public engagement, internal consistency, and overall pragmatism.



Client Reference

City of Normandy Park
David Nemens, AICP (Retired)
206.802.1083
david@nemens.com

Responsibility

Prime

Dates

2016 – 2016

Estimated and Final Cost

\$280,000 – \$280,000

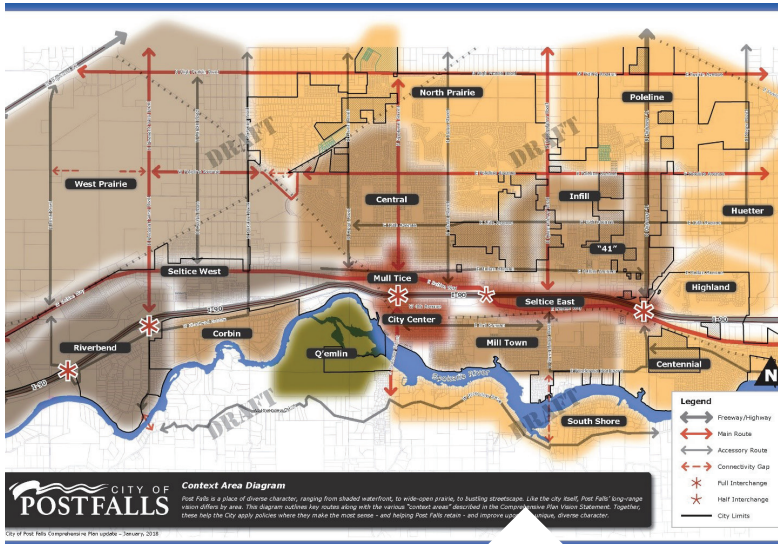
Services Provided

- ◆ Comprehensive Planning
- ◆ Community Engagement
- ◆ Zoning Review
- ◆ Design

Manhattan Village Subarea Plan, Planned Action EIS, Design Guidelines, Comprehensive Plan

Normandy Park, WA

The City participated in a Department of Commerce pilot project to test transfer of development rights (TDR) in an effort to preserve open spaces and rural landscapes on Vashon Island. The Manhattan Village subarea plan integrated a high degree of community engagement to create a transformational vision for the community's central commercial district. The resulting plan proposed the establishment of a new urban center, configuring a "receiving area" for King County's TDR program, and producing a planned action ordinance (PAO) to streamline development permitting in the new district. The City subsequently hired Bill Grimes and his team to write new zoning regulations and design guidelines for the subarea and to update the comprehensive plan to comply with GMA requirements and embed subarea plan initiatives in the City's comprehensive plan, capital facilities programming, and budgets.



Client Reference

City of Post Falls
Jon Manley
208.773.8708
jmanley@postfallsidaho.org

Responsibility

Prime

Dates

2016 – 2020

Estimated and Final Cost

\$170,000 – \$170,000

Services Provided

- ♦ Zoning Review
- ♦ Code Review and Integration
- ♦ Permitting Process Development
- ♦ Comprehensive Planning
- ♦ Policy Analysis
- ♦ Public Outreach and Engagement

Comprehensive Plan and Zoning Update

Post Falls, ID

SCJ led the update to the City's comprehensive plan and zoning ordinance, focusing on closely connecting comprehensive plan policy to its implementation rules. The updated ordinance will improve the efficiency of the land development process by streamlining administrative review, approval, and permitting for routine matters—improving internal consistency and planning breadth. Further, the plan and ordinance will support the preservation, establish a community vision, provide a predictable set of policies and regulations for the community, developers, and city officials, and create a user-friendly and intuitive document. Specific elements included: zoning review, code review and integration, permitting process development, comprehensive planning, and policy analysis. After the initial study on code revisions, the City made more surgical updates to the zoning ordinance to tackle immediate needs. Work on the zoning will likely continue once the City Council adopts the comprehensive plan's policies, and the City is planning to hire members of the SCJ team to perform those updates.

Similar Project Experience

SCJ has worked on many projects similar to the Periodic Update of the City of Lake Forest Park's Comprehensive Plan.

Project Experience	Community Visioning	GMA	Land Use Analysis	Public Engagement	Comprehensive Plan	Zoning	Economic Development	Mixed Use
Manhattan Village Subarea Plan – Normandy Park, WA	◆	◆	◆	◆	◆	◆	◆	◆
Comprehensive Plan Update – Bonners Ferry, ID	◆		◆	◆	◆	◆	◆	
Comprehensive Plan Vision – San Juan County, WA	◆	◆	◆	◆	◆	◆	◆	
Lincoln Heights District Center Plan – Spokane, WA	◆	◆	◆	◆	◆	◆	◆	◆
Depot District Subarea Plan – Lacey, WA	◆	◆	◆	◆	◆	◆	◆	◆
Comprehensive Plan Land Use Update – Gig Harbor, WA	◆	◆	◆	◆	◆	◆	◆	◆
Comprehensive Plan Update – Kettle Falls, WA	◆	◆	◆	◆	◆	◆	◆	◆
Industrial Subarea Plan – Airway Heights, WA	◆	◆	◆	◆	◆	◆	◆	◆
Growth Policy Update – Helena, MT	◆		◆	◆	◆	◆	◆	◆
Comprehensive Plan Update – Medical Lake, WA	◆	◆	◆	◆	◆	◆	◆	◆
Comprehensive Plan Update – Millwood, WA	◆	◆	◆	◆	◆	◆	◆	◆
Imagine Hayden Comprehensive Plan Update – Hayden, ID	◆		◆	◆	◆	◆	◆	◆
Central Business District Plan – Airway Heights, WA	◆	◆	◆	◆	◆	◆	◆	◆
Downtown Plan, Housing Action Plan, and Code Updates – Chewelah, WA	◆	◆	◆	◆	◆	◆	◆	◆
New Market Industrial Campus (NMIC) and Tumwater Town Center Real Estate Master Plan – Port of Olympia, WA	◆	◆	◆	◆	◆	◆	◆	◆
Urban Growth Annexation Feasibility Study – Lacey, WA	◆	◆	◆	◆	◆	◆	◆	◆
Tumwater Brewery Subarea Plan and Planned Action EIS – Tumwater, WA	◆	◆	◆	◆	◆	◆	◆	◆
Comprehensive Plan Land Use Element Update – Grand County, UT	◆		◆	◆	◆	◆	◆	◆
Woodland District Form-Based Code – Lacey, WA	◆	◆	◆	◆	◆	◆	◆	◆
Comprehensive Plan Vision Update and Land Use Analysis – Napavine, WA	◆	◆	◆	◆	◆	◆	◆	◆
Economic Revitalization Master Plan – Twisp, WA	◆	◆	◆	◆	◆	◆	◆	◆
Town Center Economic Development Plan – Mountlake Terrace, WA	◆	◆	◆	◆	◆	◆	◆	◆

Project Understanding and Approach

Planning Context

Lake Forest Park is updating its Comprehensive Plan to comply with the Growth Management Act's periodic update requirements, respond to regional policy directives to concentrate population in urban areas, and update its goals and policies to reflect the community's current vision and values. The City needs an effective policy document that embraces regional objectives while retaining what makes Lake Forest Park unique. As Lake Forest Park considers this plan, the process needs to address some challenging issues, including:

Community Vision

Lake Forest Park's residents value the charm and comfort of the City today while recognizing the characteristics that make the community desirable. The Comprehensive Plan's vision may need to evolve to preserve resources, strengthen the relationship between the natural and built environment, and support growth and development policies. Many clients face growth pressures while community identity and character remain primary considerations. SCJ strives to enhance the quality of life, center the elements that make communities unique, and protect community treasures for future generations. Lake Forest Park's position as a High Capacity Transit (HCT) community in PSRC's Vision 2050 means high expectations for population and employment growth that will need to respond sensitively to the existing community's character, vision, and values.

Transportation Transformation

The entire Puget Sound Regional Council (PSRC) region is growing, and Lake Forest Park is in a prime location along Sound Transit's SR-522 Bus Rapid Transit (BRT) line. This Comprehensive Plan update can position Lake Forest Park to accommodate its share of population and employment growth as transit-oriented development, taking advantage of the new Sound Transit parking garage and transit stop and existing transportation resources. Changes in the regional transportation network will also drive changes in the City's streets, sidewalks, and trails, emphasizing access for nonmotorized transportation. Our team includes Fehr & Peers, experts in motorized and nonmotorized transportation, mode shift, and transit-oriented development, to support our work and the challenging community conversations about managing transportation impacts.



Growth Policy Update – Helena, MT

Housing Attainability

It's no secret that housing choice and affordability are challenges throughout the Puget Sound region, where even housing in poor conditions is out of reach for many people. Lake Forest Park has considered new housing types in select areas, and middle housing and multifamily housing can be excellent solutions that provide a greater range of options for new homebuyers, empty nesters looking to downsize, singles, and everyone else that needs a place to live. At the same time, such solutions need to be sensitive to the context and fit effectively into the City's existing neighborhoods to minimize impacts. Leland Consulting Group will support the housing needs assessment, affordability, and compliance with new housing policies and mandates.

Infrastructure Readiness

Population growth often translates into increased demand for public services and facilities. Considering where people will live and work, we will evaluate how effectively the transportation network, water and wastewater utilities, stormwater systems, and other infrastructure elements can respond to new demands. Our engineers will support this work, applying their understanding of systems planning to review what's in place and identify investment priorities in the new plan's capital facilities and utilities element.

Fiscal Balance

Change can stress local budgets, and Lake Forest Park will need to provide the services its residents and businesses expect, even as the community grows. While new growth may promise new revenue, it can also bring increased expenditures. Reconstructing aging infrastructure, expanding systems to serve new development, or experimenting with new approaches to provide service all have fiscal consequences. Leland understands municipal budgets and will support conversations on fiscal issues and an implementation strategy for the Comprehensive Plan.

Climate Change

With its natural resources and amenities, Lake Forest Park will have a front-row seat for climate change. The City has a vested interest in sustainable development and infrastructure that will protect its resources for future generations. New directives require the consideration of climate change policies; we'll analyze climate resilience and develop goals and policies that ensure climate intelligence informs land use, transportation, housing, and economic development strategies.

Equitable Engagement

It can be challenging to effectively, convincingly, and equitably engage with local residents and businesses. Our policy work is rooted in community engagement, and we seek to empower and amplify the voices of those who have historically been inadequately engaged in the planning process. Creating effective dialogue increases trust between community groups and the City.

Project Approach

There is a lot of work to do, and we're excited to partner with you to tackle it! This project will take an integrated look at the Comprehensive Plan and the development regulations in a coordinated effort to ensure consistency with the GMA, recent legislative directives, PSRC's Vision 2050, and King County's 2044 Countywide Planning Policies. Underpinning the update will be a robust public participation process emphasizing the community's vision and values to guide Lake Forest Park into the future. We also understand that City staff in all departments, elected and appointed officials, boards and commissions, business owners, other agencies, and other stakeholders will actively participate in the effort, and thoughtful coordination will be needed. Our approach will be inclusive, transparent, memorable, technically sound, and intuitive.

Project Management and Coordination

This is a big project that needs to be accomplished in a limited timeframe and with a small City staff. We bring a proactive approach to project management and tools that will help keep the project moving forward on pace for adoption. We've assigned a dedicated project team with the capacity and expertise to fulfill the City's expectations.

We recommend the following project management tools to make efficient progress:

Task 0.1 Kickoff Meeting

The kickoff meeting will set expectations for the work, including confirming the project scope and milestone schedule. This is also our opportunity to discuss communication protocols between team members on the client and consultant sides to make sure information is flowing in a controlled manner.

Single Project Manager Method



Task 0.2 Project Work Plan

Following the kickoff meeting, we will update the scope of work and milestone schedule to finalize the project work plan. This will be used throughout the project to keep everyone accountable and track progress.

Task 0.3 Biweekly Check-in Meetings

At these regular project management coordination meetings, we will review the project work plan, progress to date, and upcoming deliverables and deadlines. We propose biweekly meetings because there is a tight schedule, and we'll need to work in close collaboration to accomplish the project on time.

Task 0.4 Monthly Progress Reports

We'll prepare a progress report summarizing work performed in each billing period to accompany monthly invoices.

Task 0.5 Interdepartmental Coordination Meetings

Staff in other departments will play a key role in the Comprehensive Plan update. We propose three all-hands meetings at the following milestones:

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

In addition to three high-level meetings with representatives from all departments, we will work with staff from each department as needed to update the Elements. This effort is reflected in Phase 2 below.

Phase 1: Project Understanding

Task 1.1 Demographics Report

Our staff will work directly with City staff to update the Comprehensive Plan's demographic information. We will prepare a community profile with infographics using US Census and American Community Survey information. This task will also include compiling GIS data from the City and other public sources for project maps.

Task 1.2 Policy Framework

This task includes reviewing and analyzing existing plans and other relevant documents. The SCJ team will compile this information into a cohesive reference document, evaluating the existing comprehensive plan's policy framework and "mashing up" policy guidance from other documents. This will establish a comprehensive and up-to-date framework allowing for a quick and intuitive understanding and evaluation of the community's policy environment. This will also be a living document, keeping track of policy initiatives as they emerge and providing comparisons to what is already on the books.

Task 1.3 Projections and Land Use Needs Analysis

We will review your existing land uses and compare them to population forecasts and King County's and PSRC's policy guidance. We will work with you to understand how land use may need to adjust to accommodate growth targets and achieve the type, mix, and scale of development envisioned in regional policies while honoring the community's vision.

QA/QC

We take pride in our work products and have a thorough quality assurance and quality control system in place. In addition to the project manager's review of all work products before transmittal to you, our principal-in-charge will perform a comprehensive proofing of all public review draft materials, and our administrative staff will review the final formatted Comprehensive Plan to check text, graphics, page numbers, tables, figures, hyperlinks, and all other material. This level of effort is reflected in our approach and the allocation of resources for this project.



Task 1.4 GMA and PSRC Checklists

The SCJ team will apply the GMA and PSRC checklists to evaluate the required updates to the Comprehensive Plan and development regulations, using the policy framework to identify specific revision requirements and opportunities. We will also assess how the City's main goals match the results of early community conversations identifying issues and opportunities. The completed checklists will inform a gap analysis report summarizing requirements and compliance recommendations.

Phase 2: Comprehensive Plan Update

Task 2.1 Vision: Applied

We will review and, supported by public engagement, refine Lake Forest Park's vision statement to reflect the community's aspirations, priorities, and values. We will work with you to identify an appropriate approach, considering either amending the current vision or using a scenario-based or other visual approach to create a new statement. Our approach will conform to your guidance for equity in engagement, ensuring the emerging vision is broadly representative of the many perspectives espoused by Lake Forest Park residents.

Task 2.2 Scenarios

We will work with staff to develop two alternative land use scenarios, addressing potential land use changes and policy consequences. We recommend considering a concentrated growth scenario with greater density in limited areas of the city and a dispersed growth scenario that spreads population growth across a broader geographic area. These scenarios will be the basis for detailed community conversation, and we will prepare graphic visualizations to support a deep understanding of the potential benefits, trade-offs, compliance issues, and other concerns. Scenarios will be used to inform the SEPA review for the update.

Task 2.3 Plan Drafting/Regulations Recommendations

We will update each element of the Comprehensive Plan in accordance with the scope of work identified in the RFP. Updates will address deficiencies identified in the GMA and PSRC checklists, gap analysis, technical studies, and scenarios. We will carefully review those areas most likely to see a change to ensure streets and nonmotorized infrastructure, transit, utilities, and other infrastructure adequately support them. The plan will conform to the GMA, PSRC, and King County's Countywide Planning Policies but may be structured differently than the current plan. We will work with you to determine the best format and recommend an "online first" publication protocol. As we update each element, we will prepare recommendations for future code amendments that will align the municipal code with the updated goals and policies of the Comprehensive Plan. This will ensure the plan can be implemented appropriately with workable code language and a logical approach to amending the development regulations and critical areas ordinance.

Task 2.4 Implementation

We will create an implementation strategy for the plan, linking each action with applicable plan policies to underscore the relationships between proposed actions and the planning basis for each one. The strategy will take an incremental approach, identifying near-term, mid-term, and long-term actions needed to achieve the community's vision.

Task 2.5 Development Regulations Amendment Recommendations

We will review development and critical areas regulations and draft a technical memorandum addressing recommended and required changes

Scope of Work Summary

- ♦ **Introduction/Vision:** Update and incorporate existing plan documents
- ♦ **Land Use Element:** Update land use capacity analysis and growth projections. Close policy gaps. Incorporate Town Center planning documents and regulatory criteria
- ♦ **Environmental Quality and Shorelines Element:** Update as necessary. Incorporate Climate Action Plan initiative
- ♦ **Housing Element:** Prepare housing needs assessment (HNA). Consider affordability at all income levels. Incorporate new housing directives and King County CPPs
- ♦ **Economic Development:** Update as necessary. Incorporate Town Center planning and regulatory documents
- ♦ **Community Services & Public Safety Element:** Update as necessary. Coordinate with Police Department
- ♦ **Capital Facilities Element:** Update as necessary. Coordinate with Public Works Department
- ♦ **Parks, Trails, & Open Space Element:** Update to ensure consistency with PROST Plan and Lakefront Park planning initiative. Coordinate with Public Works Department and Parks and Recreation Advisory Board
- ♦ **Utilities Element:** Update to be consistent with other plan elements and address potential growth and infrastructure needs. Consider potential utility investment and carrying capacity in the context of revised housing goals. Coordinate with Public Works and PUDs
- ♦ **Transportation Element:** Update as necessary. Incorporate Safe Highway and Safe Streets planning initiatives. Coordinate with Public Works Department
- ♦ **Appendices:** Update as needed

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. We will work with you to prioritize amendments, conceptualize their direction, and consider the magnitude of other changes necessary to achieve plan objectives.

 Collaborate	Workshops <ul style="list-style-type: none">Virtual/In-Person DiscussionsBreakout GroupsAccessible Collaboration
 Educate	Project Websites <ul style="list-style-type: none">WordpressSquarespaceWeeblyWix
 Inform	Social Media <ul style="list-style-type: none">FacebookInstagramTwitterNextdoorTikTokSnapChat
 Empower	Virtual Engagement <ul style="list-style-type: none">Online MeetingsLive-PollingSurvey

Phase 3: Community Engagement Strategy and Plan Adoption Process

Task 3.1 Orientation Interviews

We believe a set of focused interviews with key stakeholders will reveal the topics and issues most important to the community soon after beginning our work. These interviews invite residents, business owners, and other stakeholders into the process. We will devote up to three days to these conversations by meeting with people one-on-one or in small groups.

Task 3.2 Advisory Committee

We believe an advisory committee made up of residents is an effective way of addressing important issues. We will work with you to identify the committee’s role, scope of activities, and members. Once the committee is established, we’ll prepare them for their involvement with a handbook, including frequently asked questions about the process, a draft event agenda plan, a project schedule, and a summary of findings from our orientation interviews.

Task 3.3 Public Outreach Strategy and Events

We will prepare a high-level public outreach strategy that identifies engagement objectives, stakeholder groups to engage, preferred methods of engagement, and expectations for adjustment along the way. We’ll then execute the strategy by planning and supporting outreach events that have been mutually agreed upon. Events will include high-quality, visually appealing, and clearly written materials describing facts, findings, analysis, and alternatives to support meetings, open houses, an online survey, a webpage, and/or similar purposes. A report card summarizing how well the 2015 Comprehensive Plan was implemented will be an early deliverable to introduce the process to the general public. The results of our public engagement efforts will be summarized into a final report with a clear explanation of how input from elected and appointed officials, stakeholder groups, City staff, and the community shapes the final plan.

3.4 Project Website and Social Media

We will coordinate with Lake Forest Park’s communications staff to provide information on the website and social media platforms, develop content as appropriate (see Task 3.3 above), provide outreach event details, and summarize project progress. We anticipate regular updates and will work with you to plan when those updates will occur.

Task 3.5 Planning Commission and City Council

We anticipate preparing for and attending up to two Planning Commission meetings for each element (up to four meetings anticipated), including providing an overview of the update process and progress updates. Planning Commission meetings are also an opportunity to engage with the community, stakeholders, elected officials, commission members, and staff to receive comments and guidance on the elements. We also anticipate up to four City Council meetings for adoption. Joint Planning Commission/City Council meetings can be used to kick off the project and review the compiled draft of the Comprehensive Plan.

Public Engagement

Equity in Engagement

Public engagement should be as broad and inclusive as possible. We'll work with you to understand who has and hasn't been effectively engaged in previous planning efforts and determine methods for achieving the broadest spectrum of opinions we can. We'll use a framework of acknowledging where previous efforts fell short and how planning has impacted disempowered communities, asking how we can better serve those communities, and amplifying the voices that we hear in this process to improve equity outcomes.

Equity in the Plan

Equity must go beyond the engagement process and serve as a foundational element of the Comprehensive Plan update. Problematic language and policy outcomes will be identified early in the policy framework and 2015 Comprehensive Plan review processes and addressed by updating each element. Implementation actions to continue advancing equity will be identified through sensitive and respectful conversations with previously disempowered communities.

Thorny Issues

The Puget Sound region is dealing with challenging problems, including housing, nonmotorized transportation, and climate change. Public engagement events will confront these issues head-on, creating space to discuss how Lake Forest Park wants to respond and address legislative directives, PSRC's Vision 2050 expectations, and King County's Countywide Planning Policies. We may need to take an educational stance to explain why and how compliance is required in certain cases. We will focus on creating community support in addressing these thorny issues.

Phase 4: State Environmental Policy Act (SEPA) Consultation

A non-project action SEPA will be required to adopt and certify Lake Forest Park's new Comprehensive Plan. While the RFP did not specifically request information about SEPA, we believe an integrated Comprehensive Plan and SEPA process will benefit the project and the community at large.

4.1 Background and Scoping

The scope and level of environmental review will match the degree of detail and transformation the Comprehensive Plan anticipates. We will work with the City to define the scope of environmental analysis. We will prepare a determination of non-significance and SEPA checklist to kick off the SEPA process. If the scope of the comprehensive plan warrants an EIS, however, we will work with the City to prepare a Determination of Significance and begin the EIS scoping process.

CAPACITY AND TIMELINE ASSURANCE

Rest assured that the SCJ team has the capacity to complete Lake Forest Park's Comprehensive Plan Update for certification no later than December 31, 2024. We've identified a dedicated team of technical experts to work on this project, but we've got a deep bench of additional resources we can bring on board if needed. With proactive project management and efforts to streamline the process wherever possible, we will meet or exceed GMA requirements.



Public Engagement Effort – Quincy, WA

Resumes



Cristina Haworth, AICP

Project Manager/Senior Planner/Public Engagement

Cristina is the project manager, senior land use planner, and public engagement specialist that will help Lake Forest Park update its Comprehensive Plan. She is passionate about helping clients achieve their project goals while creating thriving places and managing growth and change. Her work is rooted in community voices and values; she is proficient in dynamic public outreach strategies that foster equity, engages underserved and underrepresented communities, and use virtual and in-person activities. She understands applicable land use and development law, including Washington's Growth Management Act (GMA), State Environmental Policy Act (SEPA), Shoreline Management Act (SMA), and Puget Sound Regional Council's Vision 2050. She is familiar with Lake Forest Park's community and goals through her previous work in Town Center.

Education

MCP, Master of City Planning
University of Pennsylvania

BA, Community, Environment, and
Planning University of Washington

Registration/Organizations

- ♦ American Institute of Certified Planners (AICP) #027848



Bill Grimes, AICP

Principal-in-Charge

Bill has more than 30 years of planning, design, and public engagement experience, working on comprehensive plans, transportation plans and projects, zoning, public transit master plans, critical areas ordinances, shoreline master programs, regional design frameworks, and development master plans. Some of his more notable projects tied to community engagement have involved downtown master plans, transfer of development rights programs, city comprehensive plans, and alpine resort master plans. Throughout his career, Bill has committed to a transparent process, active and informed community dialogue, and application of sensible, creative, pragmatic, and effective planning and design strategies considering multiple perspectives and priorities.

Education

MA, Urban and Regional Planning
California State Polytechnic
University-Pomona

BS, Admin Studies
University of California-Riverside

Registration/Organizations

- ♦ American Institute of Certified Planners (AICP) #8848
- ♦ American Planning Association (APA)

Relevant Projects

- ♦ Comprehensive Plan, Waterfront Redevelopment Plan, City Pier Master Plan – Port Angeles, WA
- ♦ Comprehensive Plan, Planned Action EIS, Subarea Plan, Development Regulations Update – Normandy Park, WA
- ♦ Comprehensive Plan, EIS, Parks and Recreation Plan, Economic Development Strategy, Transportation Master Plan – Monroe, WA
- ♦ Comprehensive Plan – San Juan County, WA
- ♦ Land Use Element, Arts and Culture Element, Transportation Element – Gig Harbor, WA



Education

BA, Urban and Regional Planning
Eastern Washington University

Registration/Organizations

- ♦ American Institute of Certified Planners (AICP) #34533
- ♦ American Planning Association (APA) #271828
- ♦ Professional Services Management Journal (PSMJ)

Alicia Ayars, AICP

Sustainability/Climate Change/Critical Areas Ordinance

With a desire to provide engaging and quality work, Alicia values planning that positively impacts people and their communities. Alicia began her career in the public sector, leading many city initiatives and projects, and served as the lead for community engagement efforts. Planning processes facilitated by Alicia will draw on the power of people, community, and collaboration. Her experience includes project manager for comprehensive plan updates, area-specific planning efforts (downtown, corridor, and industrial revitalization plans), and code updates/rewrites. Alicia has served as the lead planner for a variety of communities as their current planner, processing land use permits, environmental review, and working directly with the public to address questions and inquiries. Her experience with long-range and current planning has enabled her to provide realistic and tangible solutions for implementing the city's plans while understanding the planning context and codes which underpin a community's long-term vision.

Relevant Projects

- ♦ Comprehensive Plan Update – Millwood, WA
- ♦ Industrial Subarea Plan – Airway Heights, WA
- ♦ Central Business District Plan – Airway Heights, WA
- ♦ Comprehensive Plan Update – Chewelah, WA
- ♦ Critical Areas Ordinance – Ritzville, WA
- ♦ Development Code Update – Millwood, WA



Education

BS, Urban Planning
Arizona State University

BS, Environmental Studies, Policy
Central Washington University

Registration/Organizations

- ♦ Geographical Information Systems (GIS) Certificate, Arizona State University

Malissa Paulsen

Land Use Planner

Malissa's planning experience has given her an invaluable understanding of the requirements of the Growth Management Act and environmental regulations. From Comprehensive Plans to Site Plan reviews, she has a passion for producing user-friendly plans and documents—which has honed her written communication and presentation skills and her proficiency in digital design and graphic communication. Malissa is skilled at working on interdisciplinary teams to complete projects on a schedule. She has contributed to a wide range of planning efforts—from current planning and consistency review to comprehensive plan updates and urban design guideline creation for municipal clients.

Relevant Projects

- ♦ Comprehensive Plan Update – Auburn, WA
- ♦ Comprehensive Place Update – McCleary, WA
- ♦ Yelm Housing Action Plan – Yelm, WA
- ♦ Pullman Housing Action Plan – Pullman, WA
- ♦ Tenino Housing Action Plan – Tenino, WA
- ♦ Landscape Code Updates – Tumwater, WA



Education

MLA, Master of Landscape Architecture, State University of New York College of Environmental Science and Forestry

BA, Anthropology, Boise State University

Registration/Organizations

- ♦ Registered Landscape Architect, WA #596
- ♦ Geographical Information Systems (GIS) Certificate
- ♦ Certified Urban Permaculture Designer



Education

BS, Civil Engineering
Saint Martin's University

Registration

Professional Engineer, WA #48180

David Wright, PLA

Scenarios Planning/Visualization

David is a motivated senior planner who will assist with Scenarios Planning and Visualization of the Periodic Update of the City of Lake Forest Park Comprehensive Plan. He is a “visual planner,” a multi-talented urban designer-planner, landscape architect, former crime prevention planner, and artist/illustrator of built, everyday, and inner environments. His 30-year design career includes working for private and public sectors and non-profits. Known for his visual communication abilities, people appreciate how David brings concepts, schematics, and plans to life. Deaf since birth, David has had a fine-tuned ability to think visually in three and four dimensions while creating. His work is valued for how he resolves complex sites and programmatic issues into informed and approachable illustrations. David’s rapid visualization and drawing abilities help shorten communication timelines and enable clients to make important design decisions quickly and efficiently, as in report illustrations, in real-time at meetings, and in published formats. His final products help the public understand and relate to design concepts and differing perspectives.

Relevant Projects

- ♦ McCleary Comprehensive Plan Update – McCleary, WA
- ♦ Kitsap Parks, Recreation, Open Space Plan (PROS) Update – Kitsap County, WA
- ♦ Sumner PROS Plan Update – Sumner, WA
- ♦ Sumner Subarea Plan – Sumner, WA
- ♦ Tillicum Special Area Master Plan – Lakewood, WA

Whitney Holm, PE

Capital Facilities and Utilities

Whitney has 15 years of project management and design experience in various public and private projects. She has managed diverse multi-disciplinary teams to complete projects ranging from small pavement repairs to roadway improvements and land development projects specializing in stormwater, sewer, water systems, ADA-compliant facilities, parking facilities, single family and multifamily developments, and commercial facilities. Whitney has a proactive communication style with the project team and can shepherd the client through the civil engineering-related design, permitting, and construction-related hurdles.

Relevant Projects

- ♦ Yelm to Tenino Trail Extension Feasibility Study – Tenino, WA
- ♦ Olympic College Parking Lots – Bremerton, WA
- ♦ Mason Transit Park and Ride Design – Belfair, WA
- ♦ Engineering and Planning On-Call – Thurston County, WA
- ♦ Saint Martin’s University Integrated Master Plan – Lacey, WA
- ♦ Port of Olympia, NMIC and Tumwater Town Center Master Development Plan – Tumwater, WA



Scott Rivas, PE

Capital Facilities and Utilities

Scott has over twenty-five years of civil engineering experience in both public and private projects. His experience includes site planning, layout and design, and project management on various industrial, commercial, and municipal projects, including road improvements, sanitary sewer, water, and storm drainage systems. Scott firmly believes in communication with clients and development team members to help projects proceed smoothly. He strives to maintain strong client relationships by providing cost-effective civil engineering solutions.

Relevant Projects

- ♦ Industrial Sub-Area Study – Airway Heights, WA
- ♦ East Omak Industrial Master Plan – Omak, WA
- ♦ Comprehensive Plan – Malden, WA
- ♦ Deer Heights Stormwater Master Plan – Airway Heights, WA
- ♦ Iron Bridge Corporate Campus – Spokane, WA
- ♦ Spokane Business and Industrial Park – Spokane, WA

Education

MBA, Business Administration
Eastern Washington University

BS, Civil Engineering
Walla Walla University

Registration/Organizations

- ♦ Professional Engineer, WA
#36605, ID #P-17337
- ♦ Certified Erosion Control
License, WA #23e01431



David Fiske

Housing and Economic Development

David is an urban planner and project manager who has spent his career working at various scales in the US and Asia Pacific to coordinate and implement visions for sustainable urban development. He brings a communicative approach to projects emphasizing well-informed, collaborative action, providing project leadership and technical assistance that helps communities effectively and strategically plan for the future. With a strong belief that project success is tied to relationship building through mutual understanding, David works to clearly communicate data-driven insights to his clients, partners, and project stakeholders to ground aspirational goals in market realities and actionable strategies. He has worked with regional and municipal governments, international development agencies, NGOs, real estate developers, and citizen groups on projects ranging from comprehensive plans, corridor and downtown revitalization, transit-oriented development, and neighborhood economic development, always with a focus on providing practical, innovative solutions that make a lasting impact in the communities he serves.

Relevant Projects

- ♦ Center and Corridor Development Code and Design Guidelines Update Study – Spokane, WA
- ♦ Comprehensive Plan Update – Pleasant Hill, IA
- ♦ East Omak Industrial Site Readiness Report – Omak, WA
- ♦ Land Development Code Revision – Austin, TX
- ♦ Focus Roy City – Roy, UT

Education

MA, Urban and Regional Planning
Portland State University

BA, Political Science
Oregon State University

Registration/Organizations

- ♦ Urban Land Institute
- ♦ International Society of City
and Regional Planners



Andrew Oliver

Housing and Economic Development

Andrew is a planner passionate about helping create more equitable and sustainable cities and regions through understanding the relationships between land use, access to housing and transportation, and the economics of development. He is particularly interested in housing policy and improving housing affordability for all through systemic and thoughtful planning processes, as well as understanding the needs of communities and municipalities through effective engagement. At Leland Consulting Group, Andrew supports the firm's principals and associates with various research, writing, mapping, and data analysis tasks. He also has recent experience with zoning code updates for increasing middle housing options in Wood Village, Oregon.

Education

MA, Urban and Regional Planning
Portland State University

Relevant Projects

- ◆ Comprehensive Plan Update – Auburn, WA
- ◆ Comprehensive Plan Update – Lynnwood, WA
- ◆ Housing Action Plan – Anacortes, WA
- ◆ Downtown Plan – Auburn, WA
- ◆ Comprehensive and Subarea Plans – Port Orchard, WA



Kendra Breiland, AICP

Transportation Planning and Analysis

Kendra has over 16 years of experience in long-range planning, multimodal planning, comprehensive planning, and fee program development. Over the past five years, she has worked with more than 20 communities in Washington and Oregon to develop long-range transportation plans, mobility plans, and safe streets studies that consider community values, funding realities, and constructability. Kendra has a strong working knowledge of state and federal requirements and routinely leads multidisciplinary teams. She excels on projects that require flexibility, creativity, and interaction with diverse stakeholders.

Relevant Projects

- ◆ Safe Streets and Safe Highways – Lake Forest Park, WA
- ◆ Transportation Master Plan and Impact Fee Update – Kent, WA
- ◆ Shoreline Transportation Master Plan – Shoreline, WA
- ◆ Transportation Element and Active Transportation Plan – Puyallup, WA

Education

MA, Urban Planning
University of California,
Los Angeles

BS, Environmental Policy Analysis
and Planning
University of California, Davis

Registration/Organizations

- ◆ American Institute of Certified Planners (AICP) #023713



Sydney Weisman

Non-Motorized Transportation Specialist

Sydney is a transportation planner with a wide range of project experience in the Puget Sound region. Her areas of focus include bicycle/pedestrian analysis, public outreach, spatial analysis, and comprehensive planning. Sydney is proficient in ArcGIS Pro, Synchro, Social Pinpoint, and Adobe Creative Suite. Sydney is passionate about maximizing the connectivity of multi-modal transportation systems while ensuring safety and sustainability.

Relevant Projects

- ♦ Transportation Plan – Woodinville, WA
- ♦ Transportation Element – Tukwila, WA
- ♦ Comprehensive Plan – Environmental Impact Statement – Seattle, WA
- ♦ West Seattle – Ballard Link Light Rail Extension – Seattle, WA
- ♦ Sound Transit Zero Emissions Bus Feasibility Analysis – Puget Sound, WA

Education

MA, Urban and Regional Planning
University of Michigan, Ann Arbor

BA, Program in the Environment
University of Michigan, Ann Arbor



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