

City of Snoqualmie

# Comprehensive Plan Amendments

Submittal: April 15, 2026



April 15, 2026

Attn: Mona Davis, Community and Economic Development Director  
City of Snoqualmie  
**SENT VIA EMAIL**

**RE: City of Snoqualmie Comprehensive Plan Amendments | PROPOSAL**

Dear Mona,

BERK Consulting, Inc. (BERK) is pleased to provide our proposal and qualifications to support the City of Snoqualmie with Comprehensive Plan Amendments, addressing state and regional land use and housing requirements as well as local City planning and zoning implementation issues.

We look forward to discussing this project with you in detail. In the interim, more information about our firm, approach, team, and client satisfaction can be found on our website: [www.berkconsulting.com](http://www.berkconsulting.com).

Sincerely,

A handwritten signature in blue ink that reads 'Lisa Grueter'.

Lisa Grueter, AICP, Principal  
**BERK Consulting, Inc.**

# Project Understanding

The City of Snoqualmie adopted a Comprehensive Plan periodic update in 2024 intended to meet state and regional requirements.

The City of Snoqualmie received a conditional certification of its Comprehensive Plan by the Puget Sound Regional Council and was given a deadline of December 31, 2026 to amend the plan to reflect revised housing growth targets and document capacity for allocated housing needs, including emergency housing.

Another regional review has been deferred and must be completed by the King County Affordable Housing Committee (AHC).

In addition, the City has local land use and zoning issues that should be reviewed cumulatively. These issues include but are not limited to:

- Land capacity and zoning for the ability to meet housing targets at all affordability levels.
- Zoning applied to Snoqualmie Ridge including mixed-use and retail uses.
- The mix of future land uses in the UGA and potential pre-annexation zoning, including employment and residential uses and compatibility and service delivery. The City has noted proposals for a battery energy storage system under King County plans and regulations. The City has also been approached by property owners interested in annexation and senior living uses.

Through this review process the City will ensure it can meet its growth targets for housing and jobs and provides for compatible designations.

BERK Consulting Inc. has prepared this scope at the City's request. It addresses an audit of the comprehensive plan and code in relation to state and regional requirements, update of the land use and housing element and implementing zoning map and code, and a planning-level review of land uses and services in the UGA. The scope also includes preparation of a non-project SEPA checklist. BERK will support the City to develop land use and housing elements and implementing regulations that meet state and regional requirements and support the decision-making process with the Planning Commission and City Council.

This scope assumes:

- Existing utility plans and capital facility plans applicable to the city and UGA are adequate and support the land use, housing, and zoning analysis, as well as preparation of a non-project SEPA checklist.
- The City will address its transportation requirements through a separate scope with an on-call transportation consultant. This transportation work will be available to incorporate into the SEPA analysis and will reflect the proposed land use and zoning adjustments.

# Project Approach

## Scope of Work

### 0. Project Kick-off and Management

The BERK team will conduct a project kick-off meeting with city staff and key members of the consultant team. At this meeting, we will clarify key project related questions and data needs and develop a communication plan. We will also establish the project schedule with the City with the goal of completing it by December 2026. BERK will meet regularly with City staff to coordinate throughout the plan update process.

#### Deliverables:

- Kick-off meeting
- Project schedule

### 1. Audit Adopted Comprehensive Plan

BERK will conduct a review of the adopted Comprehensive Plan and related documents and provide an outline of the updates to be made in alignment with State law and regional planning, with a focus on housing and land use elements, including PSRC and King County AHC requirements.

#### Deliverable:

- Housing and Land Use Element Amendment Work Plan

### 2. Conduct Land Capacity Analysis

BERK will review the current plan capacity analysis and the King County Urban Growth Capacity Report results for the city and UGA and update the Land Capacity Analysis to align with the assigned growth targets. BERK will prepare a draft and revised capacity analysis that will:

- Update land capacity analysis to reflect assigned growth targets and address growth that has occurred since the target were assigned (2019-present) and the remaining target.
- Compare capacity by income level served to housing allocation.
- Identify whether there are zoning strategies within current city boundaries that can fill the gap, if there is a deficit. If not, consider annexation options.
- Update land capacity analysis with proposed zoning/annexation changes to show there would be enough capacity to accommodate all allocated needs.

#### Deliverables:

- Draft Land Capacity Analysis
- Revised Land Capacity Analysis

### 3. Audit Land Use Code

BERK will audit development regulations for consistency with current State law and local policy as required by the GMA periodic update checklist. These will likely include middle housing, ADUs, co-living, permanent supportive housing, and emergency housing. We will also review mixed-use zoning in Snoqualmie Ridge to address city needs and results of the land capacity analysis.

#### Deliverables:

- Draft Audit
- Revised Audit

### 4. Update Land Use Element

BERK will propose updates to Snoqualmie's future land use map to reflect land use changes needed to comply with GMA and housing targets and identified challenges in mixed-use zones (see zoning under Task 7). This will include updates of relevant data and descriptions of land uses needed to comply with housing and employment targets.

#### Deliverables:

- Preliminary and Draft Future Land Use Map
- Preliminary Draft Land Use Element
- Public Draft Land Use Element
- Final Land Use Element for Ordinance adoption

### 5. Update Housing Element

BERK will propose updates to the content and goals and policies of the element, reflecting a compliant land capacity evaluation and target analysis. We will review existing Comprehensive Plan goals and policies to identify policies that may have led to racially disparate impacts in the past and propose new or updated policies to address them based on Commerce guidelines. See tasks 7 and 8 regarding reducing barriers to developing needed housing. We will support the City's efforts in submitting the Housing Element to King County AHC and address comments received from ACH review.

#### Deliverables:

- Preliminary Housing Element
- Public Draft Housing Element
- Final Housing Element for Ordinance adoption
- Technical Appendix demonstrating all State, PSRC, and County (ACH) requirements are met

## 6. Support Plan Adoption Process

BERK will support 6-8 meetings (half in person and half by video) with the Planning Commission and/or City Council to explain requirements, discuss options for compliance, and answer questions about proposed Comprehensive Plan and Zoning changes.

### Deliverables:

- 6-8 meetings (half in person and half by video)
- Preparation of presentation slides

## 7. Support for Zoning Change Implementation

BERK will prepare an issues and options paper identifying changes to the mixed-use zoning regulations and prepare proposed draft code. We will update the zoning map to reflect the built environment in the Mixed Use (MU) zone that encompasses all of Snoqualmie Ridge. We will conduct targeted engagement with City interdepartmental staff. BERK will host one focus group of advisory body members and developers to review the code and feasibility and ability to meet City objectives. Proposed changes to the zoning code identified in Task 8 can be combined with this task's code update process.

### Deliverables:

- Preliminary and Draft Zoning Map
- Preliminary and Draft Issues and Options Paper and Code Amendments
- Draft Report and Code with Proposed Map for Hearing

## 8. Support for Adequate Provisions Implementation

BERK will prepare proposed code changes to implement adequate provisions necessary to address barriers to meeting housing targets at all income levels. Our proposal assumes that the City has completed an Adequate Provisions Checklist. We will review the City's existing adequate provisions checklists and identify approaches to address barriers to developing the housing types from Task 5. This may include potential changes to development regulations, such as increased height, density, setbacks, and lot coverage. We will also identify barriers related to permit processes, housing programs, tax and/or zoning incentive programs, etc.

### Deliverables:

- Draft Code for implementing Adequate Provisions
- Listing of other Adequate Provisions unrelated to development regulations

## 9. Potential UGA and Annexation Review

At a planning level, BERK will review the characteristics of land in the UGA including current land use, critical areas, transportation modes, and utility infrastructure. BERK will evaluate the King County UGA designations and zoning in comparison to the City's UGA designations and best-match zoning. At a conceptual level, BERK will review proposed alternative land uses and compatibility, implications for city

services, potential approaches to requests to modify the King County Comprehensive Plan Future Land Use Map, and options for pre-annexation planning and zoning as well as potential annexation methods.

**Deliverables:**

- Draft Memo with Evaluation and Recommendations

## 10. Support SEPA process

BERK will support the City to prepare necessary SEPA analysis and documentation for adoption of the updated plan. This scope of work anticipates preparing a SEPA Checklist or addendum and a Determination of Non-Significance (DNS). This scope also assumes that transportation analysis will be prepared by other firms and available for the SEPA review, and that utility plans and the City's capital facility plan suffice to support the SEPA process.

**Deliverables:**

- Preliminary Checklist
- Checklist for City Issuance
- Review of City DNS Form

## Optional Task: Additional Land Capacity Analysis for Employment

BERK could adapt the land capacity analysis to also address employment targets if there are proposed changes in the type and mix of employment uses in the city or UGA.

# Cost Estimate

The proposed budget below is based on this scope of services and our understanding of the City's needs. The optional task 11 is not included in the total estimated budget below. Other technical or policy staff may assist BERK key staff to fulfill the scope, but the overall level of effort and budget would not change.

BERK Consulting							
	Lisa Grueter Project Director	Ferdouse Oneza Project Manager	Ben Han Code Development	Michelle Ellsworth Plan & Code Development	Kevin Ramsey Housing Element	GIS/Spatial Evaluation	Total Hours and Estimated Cost by Task
2026 Hourly Rate	\$275	\$220	\$200	\$165	\$250	\$155	
<b>Task 0: Project Management</b>							
Subtotal	14	30	2	2	14	2	64 \$14,990
<b>Task 1: Audit Adopted Comprehensive Plan</b>							
Subtotal	2	8	0	12	6	0	28 \$5,790
<b>Task 2: Land Capacity Analysis</b>							
Subtotal	4	2	0	16	12	32	66 \$12,140
<b>Task 3: Audit Land Use Code for Compliance with New GMA Requirements</b>							
Subtotal	2	10	8	12	0	0	32 \$6,330
<b>Task 4: Update Land Use Element</b>							
Subtotal	8	20	0	20	2	24	74 \$14,120
<b>Task 5: Update Housing Element</b>							
Subtotal	8	14	24	50	42	32	170 \$33,790
<b>Task 6: Support for Comprehensive Plan Adoption Process</b>							
Subtotal	16	40	8	8	16	0	88 \$20,120
<b>Task 7: Support for Zoning Change Implementation</b>							
Subtotal	4	44	40	64	0	8	160 \$30,580
<b>Task 8: Support for Adequate Provision Implementation</b>							
Subtotal	2	4	0	14	4	0	24 \$4,740
<b>Task 9: Potential UGA and Annexation Review</b>							
Subtotal	24	8	0	16	4	24	76 \$15,720
<b>Task 10: Support SEPA Process</b>							
Subtotal	16	4	0	24	0	8	52 \$10,480
<b>Total Estimated Hours</b>	<b>100</b>	<b>184</b>	<b>82</b>	<b>238</b>	<b>100</b>	<b>130</b>	<b>834</b>
<b>Cost (Hours*Rate)</b>	<b>\$27,500</b>	<b>\$40,480</b>	<b>\$16,400</b>	<b>\$39,270</b>	<b>\$25,000</b>	<b>\$20,150</b>	<b>\$168,800</b>
<b>Subtotal Consultant Cost</b>	<b>\$168,800</b>						
<b>Project Expenses</b>	<b>\$1,688</b>						
<b>Estimated Project Total</b>	<b>\$170,488</b>						
<b>Optional Task: Employment Land Capacity Analysis</b>							
Subtotal	2	0	0	4	4	16	26 \$4,690

# Firm Qualifications

**BERK** is an interdisciplinary consultancy integrating strategy, planning, and policy development; financial and economic analysis; and facilitation, design, and communications. Founded in 1988, our passion is working in the public interest, helping public and nonprofit agencies address complex challenges and position themselves for success.

Our Mission is: *Helping Communities and Organizations Create Their Best Futures.*

## *Our Work*

- We focus our work in Washington to impact the communities in which we live and build a deep and nuanced understanding of local dynamics.
- We pursue projects that dedicate time and resources to lead with equity and foster belonging.
- We love a challenge and seek out work that requires deep dives and calculated risks.
- We seek to challenge the status quo and address systemic barriers to equitable outcomes.

## *Our Values*

Four values in particular guide how we interact with our clients and our partners, and how we work as a team:

- **Agility:** We creatively adapt to changing contexts and priorities in our work and world.
- **Collaboration:** We understand that together we know a lot.
- **Curiosity:** We listen to understand, challenge assumptions, and try new approaches.
- **Equity:** We commit to advancing a more just and resilient present and future through our work.

## *Our Clients*

We have worked statewide for over three decades, and in that time have established relationships in the public, private, academic, and nonprofit sectors. Our projects frequently involve direct support to and collaboration with Commissions, Boards, City Councils, and leadership teams. We understand the information needs, operating environments, and opportunities and constraints of those we work with. Our approach is flexible and designed to fit with what works organizationally for our clients.

# Key Staff Experience



**Lisa Grueter, AICP**, (Project Director, UGA Planning Lead) is a Principal at BERK and leads the firm’s Land Use Planning Practice. She has more than thirty years of experience in policy planning for the public and private sectors. Her expertise includes comprehensive and subarea planning under the State’s Growth Management

Act, customized programmatic and planned action environmental documentation under the State Environmental Policy Act, shoreline master programs under the Shoreline Management Act, and the integration of these laws into cohesive, implementable planning policies. She led Comprehensive Plan Periodic Updates for the cities of Burien and Spokane. She has provided on-call planning services for Covington, Sumner, Pierce County and Snohomish County. Lisa has developed climate vulnerability assessments and climate policies for Bothell, Burien, Covington, Redmond, Spokane, Vancouver as well as Pierce, Snohomish, and Columbia counties. Lisa has led three dozen planned action and programmatic EISs across the state and as part of Comprehensive Plans for Burien, Covington, Fife, Lakewood, Redmond, Shoreline, Sumner, Thurston County, and others. Lisa has developed UGA and annexation strategies for Battle Ground and Spokane.

Lisa received a B.A. in Social Ecology from the University of California, Irvine and a Master of City Planning from the University of California, Berkeley.



**Ferdouse Oneza, AICP**, (Project Manager, Land Use Element and Zoning Code Lead)

brings extensive experience in local government planning, policy and regulations development and implementation, and public engagement. She has more than 25 years of experience in public and private sector planning and project management.

Oneza led comprehensive plan periodic updates for Thurston County and the City of Yakima and is providing support to other jurisdictions with 2027 deadlines. She has experience leading code updates and supporting urban design projects.

In addition to managing her own consultancy and serving as CEO for a local non-profit organization, Oneza was the Planning Manager for the City of Kennewick. With a background and formal education in architecture, she worked as an urban planner at LMN Architects before moving to land use planning in the public sector. She has a Master of City Planning from the Georgia Institute of Technology and an M. Arch. from Bangladesh University of Engineering and Technology.

## BERK Experience – Comprehensive Plan Periodic Updates

### Cities

- Bothell\*
- Burien\*
- Covington\*
- Gig Harbor
- Lakewood\*
- Maple Valley
- Redmond\*
- Spokane\*
- Sumner\*
- West Richland\*
- Yakima\*

### Counties

- Jefferson County
- Pierce County\*
- Snohomish County\*
- Thurston County\*

### Additional Experience

- Duvall Housing Element Evaluation and Amendments
- King County Urban Growth Capacity Report

*\*includes all elements including climate planning*



**Kevin Ramsey**, PhD, (Housing Element Lead) is a Principal at BERK and housing policy specialist with a background in demographics, land use, and geospatial analysis. He works with state and local governments to assess housing affordability challenges and develop strategies that align with local needs and conditions. He has led and directed housing studies for communities across Washington, including housing element updates for Bothell, Covington, Thurston County, and the City of Yakima. He has also worked with the Department of Commerce to develop new guidance and tools for updating housing elements in accordance with recent changes to GMA.

In 2025, Kevin supported the City of Duvall with a review of their recently adopted comprehensive plan and updates to their zoning and land capacity analysis to comply with new GMA requirements.

Prior to joining BERK, Kevin worked for the U.S EPA’s [Smart Growth Program](#) where he developed geospatial data and tools to support local planning and policy making. Examples include the [Smart Location Calculator](#), [Location Affordability Portal](#), and [Healthy Communities Assessment Tool](#). Kevin has published research in peer reviewed journals and earned a PhD in Geography from the University of Washington.



**Ben Han** (Senior Planner, Code Development + Planning Support) has more than 10 years of experience in neighborhood planning, transportation planning, and creative community engagement strategies. He has a passion for collaborating with diverse communities to create policy and plans that reflect their voices and include actionable items to promote equitable social and economic opportunities. Ben has worked on comprehensive plan updates for communities throughout the region, including Bothell and Battle Ground. He has led middle housing code updates in Lakewood and Maple Valley. Ben incorporates thoughtful engagement into everything he does to ensure the final plans are supported by the community.

Prior to joining BERK, Ben worked at various transit agencies within the Puget Sound Region, the private sector, and government agencies. Ben has a Master of City Planning from the University of California, Berkeley and a Bachelor of Arts in Community Environment and Planning from the University of Washington.



**Michelle Ellsworth** (Land Use and Housing Planning + Code Support) is an Associate Planner with expertise in community engagement, land use planning, and real estate analysis. She is a collaborative, detail-oriented team member with skills in project management, communications, and data analysis. She is passionate about co-developing inclusive and resilient recommendations to complex issues within urban planning.

Michelle has worked on periodic updates for the cities of Covington, Gig Harbor, and Wenatchee as well as Jefferson and Snohomish counties. She is currently leading a Transit-Oriented Development Planned Action EIS for the City of Shoreline and working on a housing affordability study for King County.

Michelle has a Master of Urban Planning with a Graduate Certificate in Housing Studies, a Bachelor of Arts in Business Administration, and a Certificate in Project Management from the University of

Washington. She also completed an urban planning study abroad program with the University of Groningen in The Netherlands.