



CITY OF LAKE FOREST PARK PLANNING COMMISSION MEETING

Tuesday, February 07, 2023 at 7:00 PM

Meeting Location: In Person and Virtual / Zoom

17425 Ballinger Way NE Lake Forest Park, WA 98155

INSTRUCTIONS FOR PARTICIPATING IN THIS MEETING VIRTUALLY:

Join Zoom Webinar: <https://us06web.zoom.us/j/87464653408>

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The Planning Commission is providing opportunities for public comment by submitting a written comment or by joining the meeting webinar (via computer or phone) or in person to provide oral public comment.

HOW TO PARTICIPATE WITH ORAL COMMENTS:

If you are attending the meeting in person, there is a sign-in sheet located near the entrance to the room. Fill out the form and the presiding officer will call your name at the appropriate time. Oral comments are limited to 3:00 minutes per speaker.

If you are attending the meeting via Zoom, in order to address the Commission during the Public Comment section of the agenda, please use the “raise hand” feature at the bottom of the screen. Oral comments are limited to 3:00 minutes per speaker. Individuals wishing to speak to agenda items will be called to speak first in the order they have signed up. The meeting host will call your name and allow you to speak. Please state your name and whether you are a resident of Lake Forest Park. The meeting is being recorded.

HOW TO SUBMIT WRITTEN COMMENTS:

<https://www.cityoflfp.com/617/Hybrid-Planning-Commission-Meetings> (use CTRL+CLICK to open this link)

Written comments for public hearings will be submitted to Planning Commission if received by 5:00 p.m. on the date of the meeting; otherwise, they will be provided to the Planning Commission the next day. Because the City has implemented oral comments, written comments are no longer being read under Citizen Comments.

For up-to-date information on agendas, please visit the City’s website at www.cityoflfp.com.

AGENDA

1. CALL TO ORDER: 7:00 P.M. (confirm recording start)

2. PLANNING COMMISSION'S LAND ACKNOWLEDGMENT

We'd like to acknowledge we are on the traditional land of a rich and diverse group of Native Peoples who have called this area home for more than 10,000 years. We honor, with gratitude, the land itself and the descendants of these Native Peoples who are still here today. In doing this we aim to illuminate the longer history of this land we call home, our relationship to this history, and the heritage of those peoples whose ancestors lived here before the European-American immigration that began in the 1800s.

3. APPROVAL OF AGENDA

4. APPROVAL OF MEETING MINUTES

A. January 10, 2023

5. MEETING DATES

A. The next regularly scheduled Planning Commission meeting is March 14, 2023

6. CITIZEN COMMENTS

*The Planning Commission accepts oral and written citizen comments during its regular meetings. Written comments are no longer being read during the meeting. Instructions for how to make oral Citizen Comments are available here <https://www.cityofflp.com/617/Hybrid-Planning-Commission-Meetings>. **Comments are limited to three (3) minutes.***

7. REPORT FROM CITY COUNCIL LIAISON

8. OLD BUSINESS

A. Director's Memo to Planning Commission

B. Comprehensive Plan Update Discussion

Review of Land Use and Environmental Quality Elements

C. 2014-15 Planning Commission Draft Schedule

D. Comprehensive Plan Consultant Scope and Schedule

9. NEW BUSINESS

A. Election of Chair and Vice Chair

10. REPORTS AND ANNOUNCEMENTS

11. ADDITIONAL CITIZEN COMMENTS

12. AGENDA FOR NEXT MEETING

13. ADJOURN

Any person requiring a disability accommodation should contact city hall at 206-368-5440 by 4:00 p.m. on the day of the meeting for more information.

City of Lake Forest Park - Planning Commission
Draft Regular Meeting Minutes: January 10, 2023
In-person and Zoom Hybrid Meeting

Planning Commissioners present: Chair Maddy Larson, Ira Gross, David Kleweno Melissa Cranmer, Ashton Alvarez McCartney, Meredith LaBonte, Walter Hicks, Vice Chair Lois Lee

Staff and others present: Steve Bennett, Planning Director; Nick Holland, Senior Planner; Councilmember Lorri Bodi

Members of the Public: Cherie Finazzo, LeAnne Nelson

Planning Commissioners absent: n/a

Call to order: Chair Larson called the meeting to order at 7:02 pm.

Land Acknowledgement: Cmr. Gross read the land acknowledgement.

Approval of Agenda

Cmr. Gross made a motion to approve the agenda, Cmr. Cranmer seconded, and the motion to approve the agenda carried unanimously.

Approval of Meeting Minutes

Cmr. McCartney made a motion to approve the December 13, 2022, meeting minutes. Cmr. Gross seconded and the motion carried unanimously.

Meeting Dates:

The next regular meeting is scheduled for February 14, 2023. Discussion occurred regarding rescheduling the meeting. It was tentatively decided that the next meeting would be scheduled for February 7th.

Citizen Comment

Leanne Nelson said that she has worked for local government and would like to be a planning commissioner.

Report from City Council Liaison

Councilmember Bodi said the Council will consider the sign code and reasonable use exception code change recommendations during February. She said that she plans on continuing to function as Council liaison.

Chair Larson asked if a member of the Planning Commission should be at the meeting for the code recommendations and Councilmember Bodi responded and said that she would expect Planning Commission representation at the meeting. Chair Larson asked the other commissioners to consider attending that meeting.

Vice Chair Lee thanked Councilmember Bodi for her time.

Old Business

• Comprehensive Plan Update-

Chair Larson introduced the topics. Director Bennett provided some background information on the elements up for discussion.

1 • Review of 2015 Comprehensive Plan Transportation Element

2
3 Cmr. Cranmer asked about the transportation benefit district funds mentioned on page 86 in volume one of
4 the comprehensive plan. Director Bennett provided his understanding of how the Council serves and the
5 district board. . Cmr. Hicks provided some input on the topic as well. Director Bennett proceeded to explain
6 the purpose of the transportation element of the comprehensive plan. He said that there had been a lot of
7 planning initiatives since 2015 on the topic of transportation. He said that the plan serves as a source for city
8 policy and describes how the City Council prioritizes certain transportation projects so they can eventually
9 qualify for funding by way of grants. Chair Larson provided her perspective on the purpose of the
10 transportation element of the comprehensive plan. She said that some funds have been difficult to obtain
11 because of the lack of formal policies surrounding certain transportation projects. Director Bennett said that
12 public works staff is valuable in identifying the areas where transportation projects should be prioritized. He
13 talked about how the comprehensive plan serves as the overarching policy document to support regulations
14 and code changes.

15
16 Director Bennett presented the multi-modal transportation portion of the transportation element and said
17 that there haven't been any regulations adopted to implement the multi-modal policy and suggested that the
18 policy could be removed from the plan if it no longer is of priority to the city. Cmr. Kleweno asked for clarity
19 on the consultant's role for the comprehensive plan update. Director Bennett indicated that the consultant
20 would perform a gap analysis to determine what needs to be amended on the comprehensive plan. Cmr.
21 Kleweno asked about the purpose of the comprehensive plan. Director Bennett responded and provided an
22 explanation of how the comprehensive plan is used to establish policies which in turn can lead to the
23 adoption of new regulations. Chair Larson thanked Cmr. Kleweno for his questions and said that the
24 community may have similar questions about the purpose of the comprehensive plan. Cmr. Cranmer said
25 that she would like to see more state funding for improvements to state highways. Director Bennett
26 explained how elements and plans such as the city's safe streets program help to get infrastructure installed,
27 because their priority is listed within the plan. A discussion ensued regarding how the consultant for the
28 comprehensive plan can assist in identifying priority updates to the plan. Chair Larson suggested highlighting
29 the elements and policies that might bring questions for the consultant. Cmr. Gross asked if the consultant
30 would attend planning commission meetings and Director Bennett responded and said that they would be
31 attending.

32
33 • Review of 2015 Comprehensive Plan Economic Development Element

34 Director Bennett provided some background on the Economic Development element and said that Town
35 Center has been the focus of economic development efforts since the last comprehensive plan update. He
36 said that the Town Center plan and code updates were done in part to promote economic development. He
37 said that for there to be more of revenue generated in town center, more people need to live in the town
38 center area. Director Bennett asked Cmr. Hicks if he has input on this element since he suggested the
39 Commission discuss it at this meeting. Cmr. Hicks responded that there may be other areas where economic
40 development could occur other than town center and suggested that amendments to the goals and policies
41 could enhance economic development in other parts of the city. Chair Larson provided her perspective on
42 this plan element. Cmr. Gross suggested talking to business owners about how economic development might
43 evolve in the city. Cmr. Kleweno asked what the Commission's questions might be for the consultant, so
44 that a thoughtful and productive discussion can occur. Director Bennett responded that the next item on the
45 agenda, consultant scope discussion, could provide a good opportunity for input on that issue. He added that
46 the public engagement process will also generate questions for the consultant to address.

47
48 • Review of draft consultant scope of work for Comprehensive Plan Update

49 Chair Larson asked Director Bennett what the objective was of the consultant scope discussion. Director
50 Bennett responded and said that he wants to see if there is a consensus on what the consultant should be
51 working on. Cmr. McCartney asked how the consultant would work with the Commission. Director Bennett

1 responded that they will prepare a strategy for public engagement, report on the outcomes of the public
 2 engagement, do a gap analysis on the current Comp Plan and then they will draft updates for each element
 3 which the Commission will review. Ultimately, the Commission will be able to review the final document as
 4 whole. Director Bennett also said that the format of the plan would also be discussed and could change if
 5 needed.

6
 7 Cmr. Gross asked how the progress of the consultant's work is tracked. Director Bennett responded that it
 8 would differ from code updates other projects that have percentage-based milestones. He suggested that the
 9 review would start with the land use element since it drives everything else. He suggested that each element's
 10 revisions would be touched on twice prior to compiling the new draft plan into one document. Chair Larson
 11 provided her perspective on how the consultant should provide updates on the progress. Director Bennett
 12 said that this process should be more predictable than some of the previous code updates the Commission
 13 has undertaken.

14
 15 Director Bennett talked about the other components that would make up the Request For Proposals (RFP)
 16 that would be published on order to hire a consultant. He said a selection committee would be appointed
 17 that would make a recommendation to the Mayor and Council regarding their top choice for the consultant
 18 to be hired. He said that we may benefit from some of the other cities updating their plans, because
 19 consultants can provide input based upon their experiences with other cities. He suggested that this comp
 20 plan update process could be fairly selective in what gets updated. There shouldn't be a need to do a
 21 wholesale update to the plan like the last one. Director Bennett said that the last RFP for the previous
 22 comprehensive plan update largely focused on economic development.

23
 24 Chair Larson walked through each bullet point on the draft consultant scope for discussion. Cmr. Cranmer
 25 suggested that a report card should be part of the scope. The purpose would be to track progress and an
 26 assessment of whether adopted vision and policies are being realized in actual improvements to the city.
 27 She said that it could help create a sense of transparency for the public. Vice Chair Lee said that the
 28 commission should define a community identity and vision for the community. Director Bennett agreed that
 29 the report card concept is one that could be incorporated into a consultant scope of work and RFP. Cmr.
 30 McCartney suggested conducting surveys to connect with the public. Cmr. Hicks said that the consultant's
 31 scope should include meetings with the public and Council and asked if there should be specific language to
 32 speak to the frequency of meetings like those mentioned. Director Bennett indicated he thought that the
 33 consultant should have the opportunity to create a strategy on how they would engage with the public. That
 34 engagement strategy would be subject to approval by the Commission and Council. Vice Chair Lee asked
 35 how budgeted funds would be spent. Director Bennett responded that a more robust timeline will be
 36 developed once a consultant is hired and explained how funds will be allocated for the purpose of paying the
 37 consultant. Chair Larson suggested language for the scope to reflect what the commission desires for
 38 meeting frequency with key stakeholders. Cmr. Cranmer pointed out that the commission met 29 times
 39 during the last update and she asked for clarity on that frequency. Director Bennett responded and said that
 40 this update shouldn't be as lengthy and intense as the last one. Vice Chair Lee suggested that the consultant
 41 be somewhat responsible for keeping the commission on schedule for the update.

42
 43 Cmr. Kleweno asked what the overall objective is for the process. He suggested including an objective
 44 statement to define the purpose of the effort. Chair Larson suggested adding a gap analysis for each topic
 45 that the consultant might work on. Director Bennett summarized what he understood the suggested changes
 46 and additions to be. Chair Larson asked if there would be an opportunity for input on the other portions of
 47 the RFP and talked about each bullet point within the draft scope. She suggested some differing language for
 48 the fourth bullet point in the scope. Director Bennett indicated he appreciated the suggested changes and
 49 thought they would improve the RFP. Cmr. Kleweno asked if the commission should have some perimeters
 50 surrounding the vision statement. Director Bennett responded and provided a strategy on how the
 51 commission may establish a background for a vision.
 52

Chair Larson asked about the housing needs assessment and how it is defined in the context of the update. Director Bennett said that and the focus had evolved since the original concept was discussed. He provided an update on the scope of the housing needs assessment, which will be part of the housing element update. Discussion continued related to the consultant scope of work. Director Bennett provided an explanation of those items mandated by the growth management act, like the update to the critical areas code. He spoke about the state requirement that codes reflect the adopted comprehensive plan. Director Bennett explained to Chair Larson that the comprehensive plan drives the content of regulations and codes, and that regulations and codes must be consistent with the policies, statements, and goals of adopted comprehensive plans and sub area plans. Discussion ensued about how to develop a public outreach plan and how other boards and committees can become involved in the comprehensive plan update. Cmr. McCartney asked if the commission should review the entire RFP. Director Bennett responded that the commission will get a chance to see the complete RFP but it is a product of the City Administration and he reiterated his appreciation of the Commission's suggestions on the scope.

New Business

- **2022 Planning Commission Annual Report**

Chair Larson opened the floor for discussion of the 2022 annual report. Chair Larson suggested adding to the October meeting section to reference the recommendation of the reasonable use exception code amendments to Council. She asked how to account for items that didn't get accomplished which were scheduled to be done in the year's work plan. Director Bennett and Cmr. Gross suggested adding a sentence at the end of the report to reflect how the commission didn't get to work plan items. Chair Larson suggested adding, "work on the SMP wasn't prioritized because Council was to finish the updates directly"; She also suggested adding, "work on the comp plan update was pushed to 2023".

- **2023 Planning Commission Work Plan**

Chair Larson opened the floor for discussion of this topic. She suggested using the term "housing needs assessment" instead of the language in the draft. Vice Chair Lee suggested spending 100% of Commission time working on the comprehensive plan update. All agreed. Chair Larson asked how the Commission is involved in public outreach and workshops. Director Bennett provided an explanation and Councilmember Bodi said that the Council would prefer that the Commission be a primary point of contact for the community.

Cmr. Alvarez McCartney noted that her last name is McCartney. Cmr. McCartney moved to approve the amended 2023 Planning Commission work plan and 2022 Planning Commission annual report; Vice Chair Lee seconded; and the motion passed unanimously.

Reports and Announcements

Director Bennett noted that a new city arborist had started work in December and her name is Hannah Swanson.

Additional Citizen Comments:

Leanne Nelson said that her questions were answered during the meeting.

Cherie Finazzo said that she is pleased to be here. She asked how the materials get published and Director Bennett responded that the meeting packet is available on the website.

Don Fiene said that he may have comments later.

Agenda for Next Meeting:

1 Comprehensive Plan updates. Director Bennett suggested reviewing the land use element for the next
2 meeting. Chair Larson mentioned that she is interested in learning more about housing needs assessments.
3 There was discussion about the content of the planning short course videos.
4

5 **Adjournment:**

6 Cmr. Hicks made a motion to adjourn the meeting, Cmr. Gross seconded, and the motion carried
7 unanimously. The meeting was adjourned at 8:59 pm.
8

9 APPROVED:

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Maddy Larson, Planning Commission Chair

DRAFT



Memorandum

To: Planning Commission
From: Steve Bennett, Planning Director
Date: February 6, 2023
Re: February 7, 2023 Meeting Agenda Materials pertaining to Old Business – 2024 Comprehensive Plan Update
Attachments: 1. Consultant Scope of Work for 2015 Comprehensive Plan Update
2. Planning Commission draft schedule for 2014-2015

At the January 10, 2023 meeting, the Commission reviewed a draft consultant scope of work for the 2024 Comprehensive Plan Update which would be a component of a request for proposals from consultants interested in providing assistance to the City with the project. During the meeting, there was discussion about how specific the scope needed to be and whether it should specify how many meetings the consultant would be required to attend. The attachments to this memo are intended to provide examples of the level of detail that can be expected once a planning consultant has been hired by the City.

Attachment 1 is the consultant’s scope of work, budget, and schedule that was attached to the agreement between the City and the consultant (Studio 3MW later renamed to 3 Square Blocks) which was approved by the City Council in April of 2014.

Attachment 2 is a draft schedule for Planning Commission review of the consultant’s policy guidance and draft comprehensive plan elements. This schedule was prepared shortly after the Council approved the agreement with Studio 3MW. This schedule was reviewed by the Planning Commission on May 6, 2014. The minutes of that meeting and others can be found at the following link: <https://www.cityoflfp.gov/Archive.aspx?AMID=53>

Commissioners or members of the public wishing to download the 2015 Comprehensive Update will find it at the following link: <https://www.cityoflfp.gov/160/Lake-Forest-Park-Comprehensive-Plan>

Lake Forest Park Planning Commission

DRAFT 2014 – 2015 Draft Meeting Schedule

MEETING DATE	TOPIC	NOTES
May 6	PROJECT KICK-OFF Overview, schedule, citizen participation	
PHASE 1 REVIEW: NATURAL ENVIRONMENT, LAND USE, HOUSING		
June 3	NATURAL ENVIRONMENT STUDY SESSION #1 Natural environment review, policy discussion	Consider joint meeting with Environmental Quality Commission Alternate date: May 26
June 17	LAND USE STUDY SESSION #1 Land use review, policy discussion	
July 1	HOUSING STUDY SESSION #1 Housing review, policy discussion	
July 15	NATURAL ENVIRONMENT STUDY SESSION #2 Draft goals and policies	Consider joint meeting with Environmental Quality Commission Alternate date: July 28
August 5	LAND USE STUDY SESSION #2 Draft goals and policies	
August 19	HOUSING STUDY SESSION #2 Draft goals and policies	
PHASE 2 REVIEW: ECONOMIC DEVELOPMENT, RECREATION AND OPEN SPACE; HUMAN SERVICES,		
September 2	ECONOMIC DEVELOPMENT STUDY SESSION #1 Economic development review, policy discussion	Consider joint meeting with Economic Development Commission Alternate date: September 3
September 16	RECREATION AND OPEN SPACE STUDY SESSION #1 Parks review, policy update	Consider joint meeting with Community Services Commission Alternate date: September 3
October 7	HUMAN SERVICES STUDY SESSION #1 Human services review, policy update	
October 21	ECONOMIC DEVELOPMENT STUDY SESSION #2 Draft goals and policies	Consider joint meeting with Economic Development Commission Alternate date: November 5
November 4	RECREATION AND OPEN SPACE STUDY SESSION #2 Draft goals and policies	Consider joint meeting with Community Services Commission Alternate date: November 5
November 18	HUMAN SERVICES STUDY SESSION #2 Draft goals and policies	

MEETING DATE	TOPIC	NOTES
PHASE 3 REVIEW: TRANSPORTATION, UTILITIES, CAPITAL FACILITIES		
December 2	TRANSPORTATION STUDY SESSION #1 Transportation review, policy update	Consider joint meeting with Transportation Commission
December 16	UTILITIES STUDY SESSION #1 Utilities review, policy update	
January 6, 2015	CAPITAL FACILITIES STUDY SESSION #1 Capital facilities review, policy update	
January 20	TRANSPORTATION STUDY SESSION #2 Draft goals and policies	Consider joint meeting with Transportation Commission Alternative meeting date: February 3
February 3	UTILITIES STUDY SESSION #2 Draft goals and policies	
February 17	CAPITAL FACILITIES STUDY SESSION #2 Draft goals and policies	
PHASE 4 REVIEW: PUBLIC HEARINGS, RECOMMENDATION		
March 3	COMPILED DRAFT COMPREHENSIVE PLAN Staff recommendation, public hearing	
March 17	COMPILED DRAFT COMPREHENSIVE PLAN Staff recommendation, public hearing	
April 7	COMPILED DRAFT COMPREHENSIVE PLAN Staff recommendation, public hearing	

City of Lake Forest Park Visioning and Comprehensive Plan Update Scope of Services (04/15/14)

Introduction

The City of Lake Forest Park (City) is undertaking a rewrite of the City's Comprehensive Plan. Major project goals include the following:

1. Meaningful public outreach and visioning to support the Comprehensive Plan update
2. Incorporation of fiscal and public finance issues in the visioning and outreach process
3. Identification of innovative and workable approaches to long-term revenue generation and service delivery
4. Development of a long-term financial strategy for a financially sustainable approach to municipal services for the City
5. Fiscal review of potential land use scenarios for the Comprehensive Plan update
6. Integration of regional transportation improvements with local transportation systems and land use patterns
7. Meeting all requirements for the 2015 update established by the GMA
8. Reflecting issues identified through staff, City Council and Planning Commission interviews.
9. Effective communication between the City project manager and team and the Consultant.

It is recognized that some of the project goals may be achieved through a future phase of project work. Tasks completed in this Scope of Services will help to identify and clarify the essential next steps in order to achieve the City's major project goals.

The City has selected the Studio 3MW team (Consultant) to lead the visioning and Comprehensive Plan update. The Scope of Services described below includes tasks to conduct visioning, incorporate fiscal analysis into the visioning and planning process and complete planning tasks for the 2015 Comprehensive Plan update.

Project Tasks

1. Project Initiation

Consultant will undertake the following project initiation tasks:

- a) Conduct research to identify community organizations, potential venues for visioning, and to assess interest and capacity for volunteer mobilization.
- b) Facilitate a meeting with the Mayor and City Council and other commission to review our visioning approach, key messages and desired outcomes. We will lead a brainstorming session to

identify additional activities, contacts, venues and key questions to be incorporated into the process.

- c) Create a database of community contacts that can be used for outreach purposes as well as managing the needs of various organizations for implementing visioning activities.

WORK PRODUCTS

- Community outreach database
- Memorandum confirming approach, key messages and outcomes

2. Vision Strategy and Outreach Plan

Based on Task 1, Consultant will document the final strategy, including the selected activities, techniques, methods and process for developing the final vision statement. The strategy will ensure effective integration with the economic assessment and comprehensive plan processes. The strategy will describe specific vision activities including the organizations, facilities and events that will be used for the small scale activities, and the plans for the large community workshops. It will include the volunteer recruitment effort and document key objectives, outreach activities, and a detailed timeline for public involvement activities.

WORK PRODUCT

- Visioning plan/roadmap that includes selected activities, techniques, methods and process for gathering input

3. Project Identity

Consultant will develop a project identity for project communication materials and will include a consistent layout specifying fonts, colors, graphical elements, targeted headlines and integration of appropriate logos from the city and other partners. The project identity developed in this task will serve as a template for the Comprehensive Plan update.

WORK PRODUCTS

- Project logo
- Style guide and templates for communication materials

4. Project Communication Materials

Consultant will develop project communication materials including project flyers, posters, electronic content and other collateral to promote the project and visioning events. Materials will be appropriate for a variety of audiences, settings and purposes.

WORK PRODUCTS

- Consistently designed and messaged project materials
- Support materials for informal outreach and public workshop

5. Community Outreach and Visioning

Consultant will develop news releases and conduct media relations, distribute visioning information in the newsletters of community organizations, schools and the City, and via utility bills, listserves, and social media connections.

Consultant will coordinate and train volunteers to participate and support multiple visioning outreach activities. Consultant will coordinate the specific visioning activities at each of these venues, and using an excel spreadsheet, create a detailed schedule of locations, dates, organizations and audiences. Working with members of the community, Consultant will plan, coordinate and facilitate up to these activities. Consultant will lead up to ten activities.

Consultant will plan, coordinate and facilitate a community workshop to synthesize, prioritize and solidify a common city vision. Consultant will work with the City to plan the workshop, manage logistics, attend and facilitate the event, and prepare a workshop summary.

WORK PRODUCTS

- Volunteer registry
- Training and coordination
- Planning, facilitation and coordination of all visioning venues
- Community workshop planning and facilitation

6. Statistically Valid Survey

The survey will consist of a 15-minute telephone survey with a representative sample of 150 residents. This approach will allow topics such as citizens' perceptions of the community, city performance, potential revenue sources, and planning priorities to be addressed. The sample size is sufficient to represent the opinions of the community broadly and to look at broad demographic group differences, such as age and gender.

Research design for the survey includes the following assumptions:

- Scientific and random survey of 150 residents age 18 and older
- 15-minute survey instrument with up to three open-ended questions (45 total)
- A mixed-sample methodology, including Random Digit Dialing (RDD) and cell phone sample. In accordance with federal guidelines, all cell phone numbers will be hand dialed and respondents screened to ensure they live within the city limits.
- Quotas for age, gender, and area of city will be set to reflect the actual population of the City, based on recent census demographics, to ensure a representative sample.
- The survey size will provide a 95% confidence level with a margin of error between ± 4.8 and $\pm 8.0\%$.

WORK PRODUCT

- Statistically valid survey
- Summary and analysis of survey results

7. Draft and Final Vision Report

Based on the information gathered in the prior tasks, Consultant will work with the City to craft a vision statement to guide comprehensive plan development and eventual implementation. Based on comments and direction, Consultant will revise and finalize the vision statement and prepare a final work product that includes a summary of the vision process, compiled data from vision activities and the final vision statement.

WORK PRODUCT

- Draft and final visioning report

8. Fiscal Analysis: Levels of Service

Consultant will interview department heads to identify their expectations about the level of service and to identify metrics (i.e., performance measures) to evaluate and benchmark level of service and financial alternatives. The following are examples of metrics that may be considered:

- demand measures (externalities)
- output measures (services produced)
- staffing ratios (staff per capita)
- unit costs (efficiency or productivity)
- outcome measures (results)
- economic variables (influencers of cost and tax base)
- growth measures (new development, annexation, etc.)
- prioritization (core/secondary/value added or other method)

City staff will provide the level of service information that will be used to inform the visioning process, the Comprehensive Plan update and, as part of Phase 2, the Lake Forest Park Finance Academy.

WORK PRODUCT

- Updated Level of service metrics for Lake Forest Park services

9. Fiscal Analysis: Service Delivery Alternatives

Consultant will identify alternative ways for the City to deliver services to its residents, including joint service agreements with neighboring jurisdictions, regional service delivery agencies, public/private partnerships, and contracts with private sector providers. The service delivery alternatives will inform the visioning process, the Comprehensive Plan update and, during Phase 2, the Lake Forest Park Finance Academy.

WORK PRODUCT

- Memo of service delivery alternatives

10. Fiscal Analysis: Land Use Assessment

Consultant will assess current and potential future land use scenarios and their relationship with fiscal impacts and policy. This will include both a quantitative and qualitative assessment of land use patterns and the fiscal impact they have on the City. The analysis will be informed by real market data and trends.

Consultant will review City revenues by revenue source and land use by parcel and subarea within Lake Forest Park. Analysis will examine the relationship between land utilization by land use type with revenues achieved by the City.

Consultant will compile and analyze growth forecasts for the City and surrounding area and estimate the city's trade areas and retail trade capture to inform future land use and fiscal revenue scenarios.

Consultant will assemble and analyze real estate market, economic and demographic data for Lake Forest Park to inform analysis of current land use patterns.

Deliverables will include maps, data tables, and matrix display of findings that can help inform land use scenarios in Comprehensive Plan and related decision-making.

WORK PRODUCTS

- Draft and final report

11. Comprehensive Plan Support

Consultant will support City staff in preparation of technical analyses, development of goals and policies, and Planning Commission review of the update to the Comprehensive Plan. Consultant focus will be to ensure consistency with Washington Growth Management Act, Puget Sound Regional Council Vision 2040, and King County Countywide Planning Policies guidance and requirements.

Consultant will focus on preparation of mandatory elements, including Land Use, Housing, Transportation, Capital Facilities and Utilities. City will lead preparation of other elements, including Environmental Quality and Shorelines, Economic Development, Human Services, and Recreation and Open Space, with Consultant support. A description of the approach to each element is described on the following pages.

a) Comprehensive Plan Support: Mandatory Elements

Plan Element	Approach	Consultant Role	Staff Role
Introduction	Prepare updated vision statement and other information useful to the reader in understanding how to use the Plan.	Prepare updated vision as described in Tasks 1 through 6.	Lead preparation of draft and revised text
Land Use	Update background data, goals and policies based on 2035 growth targets, updated vision and state and regional guidance.	Prepare updated analysis, draft and revised goals and policies	Provide updated background data, review and comment on draft goals and policies
Housing	Update background data, goals and policies based on 2035 growth targets, updated vision and state and regional guidance.	Prepare updated analysis, draft and revised goals and policies	Provide updated background data, review and comment on draft goals and policies
Transportation	Plan Audit. Review the current Transportation Element and changes needed for GMA and regional plan compliance.	Lead tasks as described under approach.	Participate in meetings, provide review and guidance as described in approach tasks.
	Existing and Planned Conditions Refresh. Work from published documents and available data to update the existing and future conditions assessment from the current Comprehensive Plan. This information will be summarized in a memorandum that includes photos of existing conditions and figures that would be developed by Studio 3MW.		
	LOS/Funding Workshop. Facilitate a workshop that with staff from Planning, Public Works, and Finance, and others identified by the City to address transportation system priorities, level of service and GMA requirements and financial issues,		
	Agency Outreach. Meet with up to three stakeholders that are critical to understanding the		

Plan Element	Approach	Consultant Role	Staff Role
	key issues in the Plan. Stakeholders recommended for outreach in this task include WSDOT, King County Metro, and Sound Transit. Update Element. Working heavily from goals and policies developed by the Transportation Commission, update the plan to incorporate the findings of the prior tasks.		
Utilities	Review draft element prepared by others to confirm GMA compliance and internal substantive consistency.	Review draft element	As established in separate agreement for utilities element
Capital Facilities	<p>Consultant will lead update based on the following GMA requirements.</p> <ol style="list-style-type: none"> 1. Inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities. 2. Forecast of the future needs for such capital facilities. 3. Proposed locations and capacities of expanded or new capital facilities. 4 At least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes. 5. Requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are 	<p>For the updated inventory, forecast of needs and proposed expanded or new facilities, consultant will evaluate the existing CFP and provide guidance to the City on how to update inventory and need information. Consultant will review and edit the information for inclusion in the CFP.</p> <p>Consultant will evaluate recent and current funding. Consultant will identify other specific potential funding sources that are available to pay for capital improvements. Consultant will prepare estimates of amounts to be available from each funding source. Consultant will review potential funding sources</p>	<p>City will provide updated inventory information, per consultant guidance.</p> <p>City will provide Consultant with the City's recent and current capital improvements funding information.</p> <p>City will prepare update goals and policies, based on input from Consultant.</p>

Plan Element	Approach	Consultant Role	Staff Role
	coordinated and consistent.	and estimates with the City. Consultant will identify sufficient revenue to fund the projects proposed in the 6-year plan. Consultant will evaluate the goals and policies of the existing CFP and recommend revisions to the City. Consultant will review the updated CFP, and recommend edits to the City.	

- b) **Comprehensive Plan Support: Optional Elements.** For the optional elements, including the Environmental Quality and Shorelines, Human Services, and Recreation and Open Space, the City will lead preparation of these elements. Consultant will be available for general guidance and advice as needed. For the Economic Development Element, Consultant will provide input on policy development and up to two meetings with the Economic Development Commission.

WORK PRODUCT

- Draft and revised Comprehensive Plan Land Use, Housing, Utilities, Transportation and Capital Facilities Elements

12. Project Briefings

- a) **Visioning Process.** Consultant will work closely with the city's project manager throughout the visioning process and provide briefings to the City Council and Planning Commission at up to three key project milestones.
- b) **Comprehensive Plan Update.** Consultant will be available for up to 10 meetings with the Planning Commission to review Comprehensive Plan data and goals and policies associated with the mandatory elements.

Assumptions

This scope of services and budget is based upon the following assumptions. Additional service requests or alterations beyond those described in the Scope of Services will require supplemental contract modifications or explicit, pre-approved substitutions. Consultant will not perform additional work without written authorization from the City.

1. The scope does not include original data collection except as explicitly described in this scope. Research and data collection will be based on readily available secondary sources of information, including reports, inventories, maps and other similar literature from local government and other sources.
2. Except as specifically noted above, all Consultant deliverables will be limited to electronic file transfers. The City is responsible for document reproduction and distribution of all review and final drafts.
3. The budget presents cost estimates for each task. Time may be transferred from one task to another due to greater or lesser level of effort, provided that each task shall be completed and the total budget shall not be exceeded.
4. The City will post and mail meeting advertisements, arrange meeting rooms for public meetings and support other logistical tasks for public outreach activities.
5. The City will make available to the Consultant all pertinent government documents, studies, GIS data layers and mapping and other technical information pertaining to the project. All documents will be returned to the City as appropriate upon completion of this contract.

6. The Consultant is not responsible for delays in the schedule resulting from delays in the provision of critical information or in decision-making by the City. The Consultant shall notify the City when the Consultant believes that a delay could occur. If a delay has occurred the Consultant shall notify the City in writing.
7. If any additional work is required because of error or omissions by the Consultant, such work will be done without change to the contract price.
8. The City will review and have the opportunity to edit all presentation material in advance of any staff or public meeting.
9. The City will provide updated Growth Targets and Buildable Lands data to the Consultant.

Optional Project Task

Task 10, described above, provides an assessment of future land use scenarios and their relationship with fiscal impacts and policy, including both a quantitative and qualitative assessment of land use patterns and fiscal impacts. This task will support the Comprehensive Plan update process and provide the City with a good basis for information for strategic planning with respect to revenues and services. Conclusions of the analysis will, however, be comparative and qualitative rather than quantitative.

As an alternative to this approach, a more quantitative approach would include the following steps:

Model future land use and development scenarios based on growth forecasts, real estate market trends and prototypical commercial and residential developments to estimate potential revenue scenarios for the City. This approach will include the following.

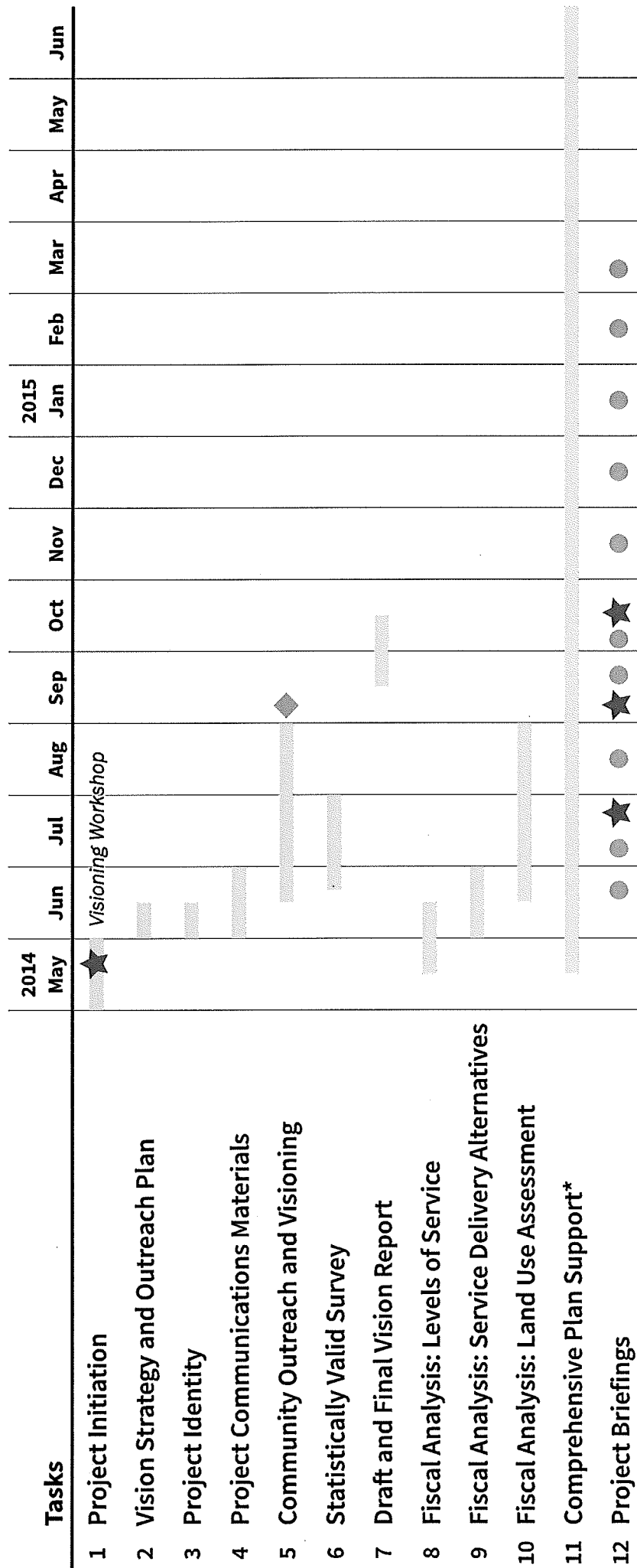
- Identify land supply constraints within the city and within competitive communities based on a geospatial (GIS) analysis of real estate market trends and values as well as regional forecasts
- Focus on alternative land use scenarios that explore the potential of higher concentrations of commercial development, higher density housing and other revenue generating uses
- To inform development scenarios and forecasts, test development feasibility of prototypical developments suitable for Lake Forest Park utilizing pro forma models
- Using the revenue and services data, estimate fiscal revenues associated with various land use and development absorption scenarios

Similar to the approach described in Task 10, this alternative to Task 10, would support the Comprehensive Plan process and provide the City with data for strategic planning for revenues and services. In contrast to Task 10, conclusions would be quantitative, including estimates of fiscal revenues and costs, rather than qualitative and comparative.

This task would require an additional \$10,000 (approximately 80 hours at \$125/hour) for completion beyond the budget currently shown for Task 10. Alternatively, this task could be completed as part of a future Phase 2 of this project.

City of Lake Forest Park
Visioning and Comprehensive Plan Update
DRAFT Estimate of Hours and Budget (04/13/14)

	Studio 3MW*			HYCO		CAI*		DHM*		Fehr & Peers*		TOTALS	
	Hours	\$130		Hours	\$190	Hours	\$125	Hours	\$120	Hours	\$140	Hours	Budget
A COMPREHENSIVE PLAN VISIONING													
1 Project Initiation	20	\$ 2,600										20	\$ 2,600
2 Vision Strategy and Outreach Plan	18	\$ 2,340										18	\$ 2,340
3 Project Identity	16	\$ 2,080										16	\$ 2,080
4 Project Communication Materials	24	\$ 3,120										24	\$ 3,120
5 Community Outreach and Visioning	80	\$ 10,400										80	\$ 10,400
6 Statistically Valid Survey						100			\$ 12,000			100	\$ 12,000
7 Draft and Final Vision Report	16	\$ 2,080										16	\$ 2,080
8 Fiscal Analysis: Levels of Service			20	\$ 3,800								20	\$ 3,800
9 Fiscal Analysis: Service Delivery Alternatives			20	\$ 3,800								20	\$ 3,800
10 Fiscal Analysis: Land Use Assessment			4	\$ 760		160	\$ 20,000					164	\$ 20,760
11 Comprehensive Plan Support												0	\$ -
a) Mandatory Elements	58	\$ 7,540	96	\$ 18,240						78	\$ 10,920	232	\$ 36,700
b) Optional Elements	12	\$ 1,560				8	\$ 1,000.00					20	\$ 2,560
Project Briefings												0	\$ -
a) Visioning Process	12	\$ 1,560										12	\$ 1,560
b) Comprehensive Plan Support	24	\$ 3,120	8	\$ 1,520		8	\$ 1,000.00			8	\$ 1,120	48	\$ 6,760
TOTAL COSTS													
Labor Total	280	\$ 36,400	148	\$ 28,120		176	\$ 22,000	100	\$ 12,000	86	\$ 12,040	790	\$110,560
Direct Expenses		\$ 500		\$ 100			\$ 100		\$ 100		\$ 100		\$ 900
Subconsultant Fee (3% for project management and taxes on sub-consultants)													\$ 3,344
* Average billable rate												790	\$114,804



*Detailed Comprehensive Plan schedule developed separately

- ★ City Council Visioning Briefings
- ◆ Public Visioning Workshop
- Commission Meetings
- Task Duration