

Attachment A Amendment #1

SCOPE OF WORK

Given the comprehensive nature of the City's requirements for this project and the budget available, we propose to conduct Citywide analysis on economics and market conditions, and then focus the urban design efforts on the 16-acre Town Center area. Much of the information and data obtained for the economic analyses will be applicable to the other commercial areas in the City along Bothell and Ballinger Ways.

Task 1: Economic and Fiscal Analysis

Berk & Associates will prepare a baseline socio-economic analysis of Lake Forest Park and relevant, adjacent jurisdictions. The analysis will examine the City's historic, current and forecasted population, employment and economic activity. This analysis will provide important background and context for the City, the Task Force and the community in determining a sustainable strategy for the future of Lake Forest Park.

The analysis will include an assessment of the City's sales tax base, and a determination of whether or to what extent sales tax leakage occurs. The City's tax structure will be compared to relevant jurisdictions to evaluate how City fiscal policies affect economic development and tax revenues.

This task will include an assessment of the economic and fiscal consequences of a "no action" alternative, assuming that present trends continue and that the City does not implement a community development and investment strategy for the commercial areas.

The analysis will draw from existing publications and data sources, including the U.S. Census, the Puget Sound Regional Council, Washington State Department of Revenue and any relevant data the City may have available, such as building permits or business licenses. In addition, the analysis will make use of extensive regional and local market data maintained by Berk & Associates from private vendor sources, including Claritas, Inc. and Dupre + Scott.

The analysis will be presented to the Task Force in a readily understandable presentation format. A key feature of Berk's project approach is the ability to effectively present technical information to non-technical audiences, using information design and geographic information systems (GIS) for both analysis and presentation.

Task 2: Real Estate Market Analysis

The real estate market analysis will provide a geographically-focused evaluation of how current, short-term and long-term economic conditions affect community desires for the Town Center. The analysis will include a rigorous step-by-step assessment of factors that affect the feasibility of real estate and business development in the Town Center:

- A. Develop an inventory of existing businesses in the Town Center (City staff to lead and assist).
- B. Assess the market opportunities for additional retail activity in the area: determine the retail trade areas; evaluate population forecasts for the trade areas; analyze consumer buying power within the area; identify unmet demand; identify the community's drawing power for destination retail, and determine short- and long-run demand for new retail space.
- C. Assess the market opportunities for additional commercial activity in the area: evaluate the local office market, evaluate employment forecasts for North King and South Snohomish market areas and determine short- and long-run demand for commercial and office space.
- D. Prepare a land use analysis of the Town Center area, with the primary focus on utilizing the existing Town Center footprint. Assess existing zoning, and its implications on land supply and capacity for the City's commercial and higher density housing needs.
- E. Review and assess any City-specific regulatory requirements that affect the City's ability to attract and retain high quality businesses in the City.
- F. Assess the market for and benefits of expanded housing options near and in the Town Center. Housing options to be evaluated will include multi-family and cottage housing (both for rent and purchase), senior housing and affordable housing.
- G. Assess the options for and implications of enhanced redevelopment and investment in the Town Center, including use of incentives such as tax credits, as well as potential public/private partnerships.

PRODUCT: Single report on: 1) Economic and Fiscal Analysis; and 2) Real Estate Market Analysis. Reflects all work completed for Tasks 1 and 2.

Task 3: Facilitated Task Force Discussions: Defining Economic Sustainability and Livability for Lake Forest Park, and Development of a Preliminary Vision Statement and Action Strategies

As the attached timeline shows (Exhibit 1), the economic/fiscal and real estate market analysis tasks will be accomplished in January, February and March, though follow-up analysis will be conducted as needed throughout the remainder of the project. In January we will begin facilitating Task Force discussions. These discussions will run concurrently with the remaining tasks throughout the remainder of the project. City staff will write and produce meeting summaries.

In early March, the Task Force will sponsor the first of three community forums. The focus of Community Forum #1 will be a facilitated discussion of community needs; identification of the City's key strengths, challenges and opportunities (sometimes called a SWOT) and brainstorming the elements of a vision for a sustainable and livable Lake Forest Park. We will work with the Task Force in March, April and May to:

- Assimilate the information and understand its implications to strategies for the City's commercial center;
- Define specifically what "sustainable and livable" mean for Lake Forest Park;
- Draft a vision statement for the City's best future, based on those definitions; and
- Begin to articulate a set of action strategies (short and long-term) that will allow the City to achieve its vision.

Community Comment and Input on the Vision and Action Strategies. We propose that in early May the Task Force sponsor Community Forum #2. This forum will provide an opportunity for the Task Force to share and solicit input from the public on the proposed vision and action strategies. The Task Force's draft vision and action strategies, together with community input on the group's work, will provide the basis for development of physical design concepts and options in Task 4.

The remaining Task Force meetings will consist of strategy and plan review, working toward a final Strategic Plan. This work will include discussions of the results from Community Forum #3, at which the public will have an opportunity to participate in development of preliminary design concepts for the Town Center area.

PRODUCTS: 1) Preliminary Vision Statement and Action Strategies
2) Agendas for Community Forums #1 and #2

Task 4: Design Concepts to Realize the Community's Vision

MAKERS will lead the development of community design concepts, with support from Heffron Transportation for mobility and transit-oriented design considerations and from Berk & Associates for economic assessments of specific land use alternatives with special feasibility challenges (such as mixed-use).

MAKERS will develop community design concepts based on the City's objectives for the Town Center, the community vision which emerges from Task Force and community dialogue, and the market opportunities identified by Berk in Tasks 2 and 3. As a part of this task MAKERS will facilitate Community Forum #3, and will incorporate Task Force and public comments into draft and final concepts. The community design concepts will focus on the aesthetics of the Town Center and will include design elements that would enhance the relationship of the commercial area to the surrounding residential areas.

The Town Center's setting – off the shores of Lake Washington and with a natural creek – provide opportunities to celebrate the City's natural environmental features and to

reconnect those environmental features to a livable community. The community design options will consider possible environmental impacts, including opportunities for enhancement, that may occur as a result of any recommendations of the study. This will include examination of the possibility of Lyons Creek enhancements through the Town Center.

Mobility and access to the Town Center, including transit connections and transit-oriented design opportunities and recommended amendments to the city codes to enhance transit oriented development, will be key considerations within the design options. Pedestrian access to and within the commercial areas will also be important to the Town Center's success. The Burke-Gilman Trail, in particular, provides unique community design opportunities to connect with non-motorized, recreational facilities.

Makers will assist Berk in evaluating potential land uses in Town Center and in other commercial areas to accommodate demand. This will include retail, housing, office and other land uses identified as desirable in Tasks 1, 2 and 4.

This process and product will result in Conceptual Urban Design Alternatives for Town Center. In addition, we will identify potential development regulations, recommended for further consideration when the City is ready to develop specific design guidelines for Town Center. This task will result in a clear vision for the Town Center, suitable for further refinement and to be developed subsequently into a master plan by the City or potential developer.

Makers will present the alternatives at Forum #3 and lead participants in evaluating them with respect to plan objectives. Makers will work with the project team and Task Force to combine the preferred alternative elements into a concept at the Task Force meeting (probably in July).

Makers, with assistance from other consulting team members, will refine the preferred concept and provide assistance to Berk in interpreting that concept into implementation recommendations. Makers will also prepare renderings to illustrate physical planning concepts and recommendations for regulatory measures.

- PRODUCTS:** 1) Town Center Urban Design Alternative Concepts and Preferred Plan Concept
2) Regulatory Recommendations
3) Illustrations of Preferred Concept

Task 5: Community Outreach and Involvement

Our approach to community outreach and involvement for this project is designed to solicit early and frequent input from the community. Early involvement ensures that community perspectives and opinions will be effectively incorporated into the vision and the strategy.

Community Forums

Three community forums will occur in coordination with key milestones to inform Task Force discussion and creation of the Plan. After each community meeting, Berk & Associates will prepare a summary of the meeting and community feedback received.

- **Community Forum #1: Community Needs and Assessment of Strengths, Challenges and Opportunities.** The first forum will identify community needs and assess the City's strengths, challenges and opportunities related to housing and commercial development. We will begin with a presentation of the highlights and key findings from the economic and fiscal analysis, and real estate market analysis. Participants will work in small groups facilitated by Task Force members, City staff and members of the Project Team. Community ideas will form the basis for the community's vision for a sustainable future.
- **Community Forum #2: City Vision Statement and Action Strategies.** The community will have an opportunity to comment on draft vision statements and action strategies preliminarily developed by the Task Force. The vision statement and strategies will then inform development of urban design concepts for the Town Center area.
- **Community Forum #3: Design Options.** The third forum, led by MAKERS with Berk & Associates facilitation and support, will focus on physical design options for the Town Center area. Draft design options located at several stations will allow each participant the opportunity to engage in hands-on drawing and interaction with the Project Team and Task Force members.

Ongoing Communication

- **Town Crier and Task Force Web Updates.** As part of the ongoing communication effort, the Project Team will provide regular updates about the project, key findings and progress to correspond with monthly release of the Town Crier. This material may also be published on the Sustaining Lake Forest Park Task Force web page. City staff will facilitate *Town Crier* and Web updates with assistance from Berk staff.
- **Project Email Address.** To ease community communication with the Task Force and the Project Team, the City may elect to develop a project email address. Communication received can be shared at each Task Force meeting.
- **Fact Sheets and Frequently Asked Questions (FAQ).** Fact sheets summarizing key findings from the economic and fiscal analysis and the real estate market analysis will be available on the Task Force web site, for publication in the *Town Crier*, at City Hall, and in the common space in Town Centre. The Project Team may also draft FAQ's about the project in response to

community inquiry at the Community Forums or through ongoing communications efforts.

- PRODUCTS:**
- 1) Summaries of Community Forums
 - 2) Two Fact Sheets for community consumption: a) Key Findings of Economic and Fiscal Analysis and Market Analysis; and b) Project Summary
 - 3) Frequently Asked Question (FAQ) summaries for community consumption
 - 4) Internet-ready materials

**Task 6: Draft and Final Strategic and Implementation Plan Development:
*A Strategic Plan for Sustaining a Livable Lake Forest Park***

Based upon preceding work and community dialogue, we will prepare draft and final Strategic Plan documents. We expect the Task Force to review and discuss the draft Plan, and to recommend a final Plan for City Council adoption. The Strategic Plan will then serve as a guide to the City's decision making, priority-setting and resource allocation decisions regarding the commercial core.

The framework for the Strategic Plan will be a set of long-term goals, and specific action strategies for each goal. The goals will likely encompass economic development; land use, commercial development and housing; environmental protections and opportunities; transportation and mobility; and other key strategic issues and opportunities.

Action strategies associated with each of the goals will be defined based upon the SMART principle – specific, measurable, achievable, results-oriented and time-bound strategies. The strategies will be distinguished, in part, by their timeframe. We expect there to be a set of short-term actions, (1–5 years), as well as longer-term actions (up to 20 years).

An important component of a good strategic plan is clear definition of roles and responsibilities. In addition to the City Council and staff, Lake Forest Park has numerous active citizen commissions, including the Planning Commission, the Environmental Quality Commission, the Economic Development Commission, the Parks and Recreation Commission, the Human Services Commission, the Public Safety Commission and the Transportation Committee. The action strategies will delineate who is responsible for accomplishing the strategy, and by when.

Implementation Plan Development. The City has requested a companion Implementation Guide to accompany the Strategic Plan. We applaud the City's focus on implementation, which we have found to be very helpful for other jurisdictions, especially if the Strategic Plan has multiple long-term goals and action strategies. Our approach to Implementation Plan development is to work collaboratively with our clients to define specific timeframes and milestones for each of the action strategies. The

Implementation Plan then becomes basis for the staff and commission work plans for the next several years.

Council Briefings #1 and #2. This task will include two Council Briefings by Berk staff. The content of the briefing will be decided as the dates approach. The first will generally consist of findings from the economic analyses and a status report on the urban design process, depending on progress. The second and final Council Briefing will include an overview of the Draft Plan with supporting information, analysis and community contributions. City staff will assist Berk staff with developing materials for each Briefing, as appropriate.

PRODUCTS: 1) Draft and Final Strategic Plan with Implementation Component
2) Council Briefing materials

PRODUCTS SUMMARY

Tasks	Product	Description
Tasks 1 & 2	Single report on: 1) Economic and Fiscal Analysis; and 2) Real Estate Market Analysis. Reflects all work completed for Tasks 1 and 2.	Detailed technical report presenting all aspects of the economic, fiscal and market analyses. Economic and Fiscal Analysis will have Citywide focus. Real Estate Market Analysis will focus on Town Center and provide context important for developing Town Center Urban Design Concepts.
Task 3	1) Preliminary Vision Statement and Action Strategies	Vision statement derived from Task Force meetings and Community Involvement.
	2) Agendas of Community Forums	Agendas for Community Forums developed by Berk staff in coordination with Task Force.
Task 4	1) Town Center Urban Design Alternative Concepts and Preferred Plan Concept	Conceptual drawings and descriptions of alternative land use orientations within Town Center area. Discussion of how other commercial areas might provide capacity for any land uses determined not included in Town Center concepts.
	2) Regulatory Recommendations	Recommendations on regulatory measures for further consideration by the City (design guidelines, <u>regulations that affect transit-oriented development</u> , zoning, codes, others).
	3) Illustrations of Preferred Plan Concept	Drawings and description of Preferred Plan Concept reflecting input from the community, Task Force and consulting team.
Task 5	1) Summaries for Community Forums	Written summary of key findings and concepts advanced in Community Forums, suitable for posting on the Internet and other forms of community outreach.
	2) Two Fact Sheets for community consumption: a) Key Findings of Economic and Fiscal Analysis and Market Analysis; and b) Project Summary	Summary sheets for use in Community Forums, highlighting key findings of analysis.
	3) Internet-ready materials	Electronic documents developed as needed for distribution on the City's Internet site (agendas, forum summaries, and others).

	4) Frequently Asked Question (FAQ) summaries for community consumption	Summary sheets for use in Community Forums, highlighting key questions about the project.
Task 6	1) Draft(s) and Final Strategic Plan with Implementation Component	Accessible and readable plan designed for community wide distribution. Four drafts generated throughout project for comment by appropriate parties, per draft.
	2) Council Briefing materials	To be determined.

BUDGET

The exhibit below shows our tentative allocation of \$80,000 among firms and tasks to complete the scope presented above. Rates shown for Berk & Associates and Makers represent a blend of actual staff rates, based on current staffing expectations within each firm. Actual staffing of tasks and budget allocation among tasks are subject to change as work proceeds.

	Berk	Makers	Heffron	Total Cost
	\$105	\$100	\$126	
Task 1 Economic and Fiscal Analysis	93	0	0	\$9,800
Task 2 Real Estate Market Analysis	93	0	0	\$9,800
Task 3 Facilitated Task Force Discussions	58	6	0	\$6,700
Task 4 Community Design Concepts	20	140	44	\$21,600
Task 5 Community Outreach and Involvement	124	36	0	\$16,600
Task 6 Strategic Plan Development	110	18	0	\$13,400
Total Staff Hours	498	200	44	
			Total Labor Cost	\$77,900
			Expenses @ 3%	2,100
				\$80,000

Revised Budget – March 22, 2004, Reflecting \$5,000 addition for Transit-Oriented Development

	Berk	Makers	Heffron	Total Cost
	\$105	\$100	\$126	
Task 1 Economic and Fiscal Analysis	93	0	0	\$9,800
Task 2 Real Estate Market Analysis	93	0	0	\$9,800
Task 3 Facilitated Task Force Discussions	58	6	0	\$6,700
Task 4 Community Design Concepts	20	140	82	\$26,400
Task 5 Community Outreach and Involvement	124	36	0	\$16,600
Task 6 Strategic Plan Development	110	18	0	\$13,400
Total Staff Hours	498	200	82	
			Total Labor Cost	\$82,700
			Expenses @ 3%	2,550
				\$85,000

PROJECT TEAM KEY STAFF

Bonnie Berk will serve as project manager, with responsibility for leading and coordinating the consulting team's work, and ensuring that all project objectives, milestones and budget commitments are met. She brings her skills as a project manager, strategic planner and process designer, policy analyst and facilitator to the project. She will work collaboratively with consultant project management team members Chris Mefford and John Owen.

Chris Mefford (Berk) will serve as deputy project manager, providing day-to-day contact and supporting Bonnie in project management. Chris will have lead responsibility for the economic and market analysis elements of the project, including feasibility of urban design components.

Michael Hodgins and **Brett Sheckler** (Berk) will provide economics and fiscal analysis expertise and provided analytical support, as needed.

Courtney Knox (Berk) will lead Berk's design for community involvement tasks and support Task Force meeting preparation. Courtney will support plan development, as well.

John Owen (Makers) will lead development of urban design concepts, regulatory recommendations, land use planning, and urban design assessment of environmental features and considerations.

Bob Bengford (Makers) will support urban design efforts and definition of Town Center concepts.

Additional Makers staff will provide support in developing urban design concept drawings.

Tod McBryan will lead support in traffic analysis and transportation planning, as necessary.