

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Authorize the City Manager to Execute a Contract with Otak for Professional Planning and Environmental Review Services for the 2024 Comprehensive Plan Update
DEPARTMENT:	Planning and Community Development
PRESENTED BY:	Andrew Bauer, Planning Manager
ACTION:	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

The periodic update to the City’s Comprehensive Plan is underway. The plan is mandated by the Growth Management Act (GMA) to be updated periodically. The last major update of the Plan occurred in 2012. The next update is required to be completed by December 31, 2024.

After a competitive Request for Proposals (RFP) process, the Planning and Community Development Department have selected Otak to support staff in the technical development and environmental analysis (including preparation of an Environmental Impact Statement (EIS)) for the plan. Tonight, staff is seeking Council authorization for the City Manager to execute a contract in the amount of \$450,000 with Otak for Professional Planning and Environmental Review Services for the 2024 Comprehensive Plan Update.

FINANCIAL IMPACT:

The Comprehensive Plan is funded through General Fund appropriations authorized in the 2023-2024 Biennial Budget and a Washington State Department of Commerce grant. The base budget in the scope of work is fully funded and does not include tasks related to SEPA environmental analysis and preparation of an EIS. Costs associated with preparation of a SEPA EIS are shown as an option. General Fund appropriations for the SEPA EIS option are pending adoption of the budget amendment with proposed Ordinance No. 982, which is scheduled for Council action April 24, 2023. If authorized, the contract would support the 2024 Comprehensive Plan update.

RECOMMENDATION

Staff recommends that the City Council authorize the City Manager to execute a contract with Otak in the amount of \$450,000 for Professional Planning and Environmental Review Services for the 2024 Comprehensive Plan Update.

Approved By: City Manager **BE** City Attorney **MK**

BACKGROUND

The periodic update to the Comprehensive Plan is underway. The plan is mandated by the Growth Management Act (GMA) to be updated periodically. The last major update of the Plan occurred in 2012. The next update is required to be completed by December 31, 2024.

On November 7, 2022, the City Council adopted [Resolution No. 502](#), establishing the scope and schedule for the Comprehensive Plan update. On February 27, 2023, the Council adopted [Resolution No. 506](#), approving the Public Participation Plan for the Comprehensive Plan update.

A communications consultant (Stepherson & Associates) has been selected and hired to support in the ongoing implementation of the Public Participation Plan and the initial phase of community engagement and online open house was launched on March 31st.

DISCUSSION

Subsequent to starting the implementation of the Public Participation Plan, staff worked to identify a consultant partner to support staff in the technical development and environmental analysis (including preparation of an Environmental Impact Statement (EIS)) for the Comprehensive Plan Update. After a competitive Request for Proposals (RFP) process, the Planning and Community Development Department have selected Otak for this role.

If approved, the contract with Otak would support staff in several key tasks associated with updating the Comprehensive Plan, such as:

- Data and demographic analysis,
- Policy analysis,
- Determining the appropriate level of environmental review required under the State Environmental Policy Act (SEPA), up to the preparation of an EIS,
- Supporting in implementation of the Public Participation Plan,
- Compiling a cohesive draft Comprehensive Plan for public review, and
- Support in the final adoption and plan certification process.

The proposed Scope of Work of the contract with Otak is included in this staff report at Attachment A, and the cost of the contract is \$450,000.

FINANCIAL IMPACT

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RECOMMENDATION

Staff recommends that the City Council authorize the City Manager to execute a contract with Otak in the amount of \$450,000 for Professional Planning and Environmental Review Services for the 2024 Comprehensive Plan Update.

ATTACHMENTS

Attachment A – Otak Comprehensive Plan Update Contract Scope of Work

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Introduction

The City of Shoreline is retaining Otak, Inc. (Otak) to review, revise, and update the Comprehensive Plan, including related technical and supporting data/documents, to align with the community's future vision and priorities as well as to conform with amendments to the Growth Management Act, Multicounty Planning Policies, and Countywide Planning Policies. The updated Comprehensive Plan will provide City elected officials, staff, residents, and the development community with a comprehensive guide to the City's decision-making and development to the year 2044.

Shoreline City Council adopted Resolution No. 502 in November 2022, identifying the following three overarching themes, or lenses, to be incorporated throughout the review and interwoven into the content of Comprehensive Plan.

- Housing
- Equity and Social Justice
- Climate

Otak's interdisciplinary team will work collaboratively with City staff, the City's engagement consultant, Stepherson & Associates Communications, various providers of utilities and services, and other interests to prepare the updated Comprehensive Plan. Our work will ensure that the process and resulting plan are compliant with all applicable requirements of the Washington State Growth Management Act (as administered by the Department of Commerce/DOC), the Washington State Environmental Policy Act (SEPA), Puget Sound Regional Council (PSRC) VISION 2050, King County Countywide Planning Policies and growth allocations, and other applicable provisions (such as checklist requirements of DOC and PSRC).

We have prepared the following scope of work, integrating scope language from the City into the process we proposed in our proposal.

Scope of Work

We anticipate the following four primary phases of work. This scope of work provides a description of each phase and the major tasks associated with each phase, along with deliverables for each phase:

- Phase 1—Initiate Planning Process; Review Background Information; and Prepare Existing Conditions and Community Profile Content
- Phase 2—Analyze Equity and Housing Needs; Confirm Where Growth Targets Will be Met; Develop Preliminary Draft Goals and Policies and Other Content
- Phase 3—Draft Comprehensive Plan including update of supporting analysis and Review and update of Development Regulations to implement Comprehensive Plan Amendments
- Phase 4—Finalize Comprehensive Plan; Support Adoption Process

PHASE 1—INITIATE PLANNING PROCESS; REVIEW BACKGROUND INFORMATION; AND PREPARE EXISTING CONDITIONS AND COMMUNITY PROFILE CONTENT

This phase will kick-off the project with the City team. We will finalize a collaborative project work plan and gather and review pertinent and relevant background information and analyze existing conditions and trends. We will prepare graphic templates for the Comprehensive Plan, maps, illustrations, and photos. Along with closely collaborating with City management and staff, we also will support periodic briefings and overviews to City boards

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and commissions, including the Planning Commission, City Council, and contacts at DOC, PSRC, King County, and others.

During this phase of work, we will also review the Public Participation Plan (PPP) prepared by Stepherson & Associates and provide input and work related to the following (as identified in the scope of work provided by the City):

- Identifying areas that Otak can help with PPP implementation.
- Identifying priorities for engagement related to the Comprehensive Plan update and SEPA process.
 - Equity is a key priority.
- Branding and name for Comprehensive Plan – “2044 Comprehensive Plan: Picture it. Plan it. Build it.”
- Support in gathering perspectives from people who have been under-represented in past planning processes.
 - BIPOC
 - Youth
 - Seniors
 - Persons with varying levels of physical or mental abilities
 - Cost burdened households
- Providing recommendations for ongoing engagement strategies related to Middle Housing.
- Support work with Community liaisons.
- Support engagement with Community Based Organizations.

This phase of work also will include consideration of the following:

- Updating the plan’s introduction and community profile content to include more history on pre-white settlement. We anticipate that this will be informed by interactions with others such as the Shoreline Historical Museum and/or tribes.
- Reviewing racially restrictive covenants and how these shaped the form of the City.
- Updating plan graphics with design of template options. We will discuss the City’s interest in the look and feel of the document and develop design templates for review; select a preferred approach and move forward with approach for the plan development. The objective will be to design and prepare a user-/reader-friendly Comprehensive Plan document that is compatible in a variety of formats (e.g., online, mobile, etc.)
- Setting up the framework for GIS mapping and analysis.
- Integrating with applicable functional and/or strategic plans (starting in this phase and ongoing throughout all phases of work).

This phase of work also will involve coordination and collaboration with the City to map out the approach for State Environmental Policy Act (SEPA) compliance, which could include a SEIS or an EIS. (separately budgeted as an optional task). As part of this phase or Phase 2 work, we will conduct scoping under SEPA as part of ongoing engagement efforts, following the proper steps for noticing and holding a public meeting.

- Based on public scoping and consideration of potential significant adverse impacts that would need to be mitigated, we will identify elements to be analyzed and a reasonable range of alternatives for environmental analysis.
- We will collaborate with City staff, including the City’s designated SEPA official and legal counsel as necessary to determine the appropriate SEPA compliance pathway for the Comprehensive Plan update and summarize the decision-making in a memorandum for the project records/files.

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**Major Tasks for this Phase:**

- 1.1 Finalize project work plan and hold project kick-off sessions.
- 1.2 Review and provide input on the Public Participation Plan and provide support for ongoing engagement activities. Review outcomes and input received from engagement efforts during this phase of work and consult with City staff on shaping planning efforts around these outcomes and input received.
- 1.3 Set up project sharing platforms (SharePoint/One Drive).
- 1.4 Facilitate ongoing biweekly check-ins with City staff (via Teams or Zoom; some in person).
- 1.5 Prepare graphic design templates and styles (plan content, maps, etc.).
- 1.6 Gather and review all pertinent background information (existing conditions and trends, relevant plans and policies, etc.).
- 1.7 Set up GIS planning framework.
- 1.8 Review pertinent background information and prepare preliminary draft of existing conditions and community profile content, mapping, illustrations, data displays, narrative descriptions, and other information to support existing conditions and development of community profile content.
- 1.9 Evaluate demographics and socioeconomics to inform equity analysis, community profile, land use, housing, and other relevant plan elements to inform next phase of work.
- 1.10 SEPA approach memorandum (identifying SEPA pathway, results from scoping, and reasonable range of alternatives for analysis); scoping materials.

Deliverables:

- Project work plan and project set up (SharePoint site for use by project team members)
- Memorandum to the City with input and recommendations based on review of the Public Participation Plan
- SEPA approach memorandum to the City summarizing SEPA compliance pathway
- Meeting agendas, notes, and supporting materials (for kick-off meetings, biweekly meetings with City staff, and others)
- Graphic design templates, formatting, and styles for plan document, maps, and public engagement materials
- Catalog of existing documents, plans, policies, information, and data sets to be reviewed by the planning team
- Existing conditions content and community profile content development (updated/preliminary draft)
- Monthly project reports accompanying project invoicing

PHASE 2—ANALYZE EQUITY AND HOUSING NEEDS; CONFIRM WHERE GROWTH TARGETS WILL BE MET; DEVELOP PRELIMINARY DRAFT GOALS AND POLICIES AND OTHER CONTENT

For this phase, our team will prepare a detailed analysis of equity and housing needs and confirm where growth targets will be met. We also will develop the preliminary draft policy framework of goals and policies and other content for the plan update, developing new goals and policies as needed. We will begin to identify needed strategies and action items to implement plan elements while also accommodating required growth, consistent

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with the community’s vision and values. Goals and policies also will be consistent with PSRC’s Vision 2050, King County CPPs, and other relevant guidance and policies. Key aspects of this work will include the following based on direction from the City.

General—for the Plan Update Overall:

- Reviewing and identifying goals and policies that may no longer be appropriate.
- Updating definitions and terminology (focus on equity, jargon).
- Analyze current conditions and opportunities for policies to encourage improving pedestrian and bicycle connectivity with land use designations to support the concept of “15-minute neighborhoods.”
- Support in development of a framework and key data points for ongoing monitoring and implementation of the plan for purposes of compliance with State and Countywide Planning Policies and development of an online dashboard.
- Conceptualizing and developing goals and policies for placemaking.
- Considering urban design (sidewalks, buildings, noise, light, air, etc.) and related goals/policies.
- Considering safety – public safety / perception of safety and related goals and policies.
- Developing age-friendly policies, incorporating applicable components referenced in the issue paper prepared for the 2023 Council Strategic Planning Workshop.
- Consider developing and incorporating a new Human Services Element in alignment with Human Services Strategic Plan
- Incorporating emerging trends or new technologies where determined appropriate through community and stakeholder engagement.
- Updating and enhancing historic preservation and archeological goals and policies.
- Referencing applicable subarea plans.
- Updating content related to the planned annexation area (Point Wells).
- Integrating with applicable functional and/or strategic plans.
- Considering the name of Community Design Element and renaming to something more appropriate or moving these goals and policies to other elements of the Plan.

Related to Mandated Work for the Comprehensive Plan:

- Reviewing and addressing requirements of the Washington State GMA.
- Reviewing and integrating multi-county planning polices (MPPs).
- Reviewing and integrating countywide planning policies (CPPs).
- Incorporating requirements related to ongoing monitoring and implementation.
- Reviewing and updating supporting analyses.
- Reviewing existing policies and regulations against Commerce Periodic Update Checklist. Otak staff will complete the checklist forms for City staff review and finalization.

Related to the Vision and Framework Goals:

- Updating Vision based on community feedback.
- Updating Framework goals based on community feedback.
- Confirming the vision from perspectives of people who may have been under-represented in the past

Related to the Key Theme of Climate:

- Building on work from Climate Action Plan to update policies and incorporate as supporting analysis.

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- Integrating Salmon Safe policies, as applicable.
- Incorporate, where applicable, the ongoing joint climate policy work being developed by the King County-Cities Climate Collaboration (K4C).
- Explore and develop options for how best to integrate climate policies into the plan (i.e., Climate Element, subsection related to climate, or climate policies integrated throughout the plan).

Related to the Key Theme of Equity and Social Justice:

- Support efforts to review the Comprehensive Plan through an “equity lens” using the preferred framework as determined by the City’s project team.
- Reviewing terminology and language throughout plan.

Related to the Key Theme of Housing:

- Showing how and where the City will accommodate the growth allocation for 13,330 new households.
- Incorporating and building on work from the Housing Action Plan.
- Aligning with the requirements of HB 1220.
- Aligning with housing needs assessment and targets (KCAHC).
- Considering housing at religious institutions HB 1377 (2019-20).
- Considering visible homelessness and invisible homelessness.
- Making sure there are not barriers to people that are homeless or at risk of being homeless.
- Treating people that are homeless with respect, with a goal of being helpful and not harmful.
- Support in the analysis and identification of policies that result in racially disparate impacts.
- Integrate applicable work from Human Services Strategic Plan.
- Meeting with Commerce and County staff to incorporate all new housing changes / mandates.
- Provide financial analysis (e.g., impacts of growth on City services and infrastructure) to support housing policies.

Specific to Middle Housing:

- Reviewing outcomes from Phase 1 work and identifying gaps and needs to address in ongoing planning.
- Support efforts to analyze and incorporate middle housing options (duplexes, triplexes, etc.) into low density residential areas.
- Based on draft policies and implementation concepts currently underway through a separate work plan by others (Commerce Middle Housing Grant), incorporate final middle housing policies and development regulations (including design standards) for consideration with the draft plan.
- Considering and addressing implications of legislation that may be forthcoming during the planning process.
- Support in analysis of transportation impacts related to draft middle housing policies and regulations.

Related to Economic Development:

- Support planning for capacity to meet the growth target of 10,000 new jobs by 2044.
- Analyzing current employment, trends, capacity.
- Analyzing existing policies and regulations to identify barriers to job creation.
- Developing policies and regulations to address barriers to job creation and create adequate capacity to meet jobs growth target.
- Analyze and develop policy recommendations for recent trends related to working from home/remote work.

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- Considering home based businesses as part of the mix and related challenges for enabling/implementing these businesses.
- Considering and developing policies to support incubator/start ups.
- Considering the role of shared workspaces / shell building.
- Identifying and focusing on certain sectors (e.g., biotech and others).

Related to the Candidate Countywide Centers Designation:

- Develop policies and integrate the City's four (4) Candidate Countywide Centers for designation consistent with the CPP's criteria.
- Reviewing applicable CPPs and criteria for Centers designation.
 - Confirming our approach with KC staff.
 - Including the comments/feedback from KC.

Related to Utilities:

- Identifying all utilities and points of contact to involve in update.
 - Mapping of all utility and service providers in City
- Developing policies and regulations to eliminate gaps and facilitate joint planning to address utility constraints.
- Coordinate with utility providers and stakeholders (internal and external) as necessary.
- Based on the plan for land use and growth allocations, review utility plans and identify gaps or areas of misalignment and actions needed to align.

Related to Critical Areas:

- Preparing policy and regulation amendments to update the City's applicable critical areas policies to be consistent with state and federal requirements, including but not limited to streams, wetlands, geologically hazardous areas (e.g., landslide, erosion, and seismic hazards), and flood hazards. We will incorporate new data and Best Available Science and support in updating critical area maps.
- Considering the age of data for stream/wetland mapping; make recommendations for updating reports as may be needed.
- For Critical areas update regulations:
 - Updating to be more user friendly
 - Building in more flexibility in regulations

Major Tasks for this Phase:

- 1.1 Conduct equity and housing needs analysis (GIS based); evaluate demographic and socioeconomic conditions.
- 1.2 Conduct capacity analysis for population, housing units, and employment.
- 1.3 Analyze gaps in service areas and needs/demands (coordinating closely with all departments, agencies, and service providers).
- 1.4 Review DOC and PSRC checklists and development of plan content/outline aligning with checklist requirements.
- 1.5 Revise and expand (develop new) goals and policies for the Comprehensive Plan based on analysis, consistency with CPPs, and collaboration with the City, and prepare preliminary draft goals and policies and supporting content for City review.

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- 1.6 Continue to support ongoing community engagement efforts. Review outcomes and input received from engagement efforts during this phase of work.
- 1.7 Provide ongoing biweekly check-ins with City staff.

Deliverables:

- Ongoing maintenance of the SharePoint site for use by project team including City staff
- Meeting agendas, notes, and supporting materials (for biweekly meetings with City staff and others)
- Gaps and needs analysis results/guidance document/memorandum (addressing gaps, needed content changes, projected service demands, etc.)
- Preliminary draft plan table of contents and framework, goals and policies, and supporting content for City review
- Documentation of changes to goals and policies (underline/strikethrough, relocation, etc.)
- Materials to support engagement activities in this phase for public participation/input on an ongoing basis, as well as at key milestones
- Monthly project reports accompanying project invoicing

PHASE 3—DRAFT COMPREHENSIVE PLAN AND REVIEW OF DEVELOPMENT REGULATIONS

Our team will develop the full draft of the 2024-2044 Comprehensive Plan as part of this phase of work. First, we will prepare the preliminary draft of the updated plan for City staff. We will facilitate City staff review and make changes to advance the Comprehensive Plan to the draft stage for public review. We will review and align plan development with appropriate DOC, PSRC, and King County checklists and areas of guidance, and we will help facilitate the review/ certification process by the DOC and PSRC.

We will assemble the plan elements into the layout developed as part of the branding, formatting, and graphic templates developed in Phase 1. We will include high-resolution maps, photographs, graphics, and illustrations, along with clear and concise narrative that is reader-friendly, engaging, aspirational, and inspirational. In addition, the Comprehensive Plan can incorporate live links and references to other sections of the plan, along with links to pertinent websites that provide additional information/context to the subject matter presented. Our scope of work will specifically include development of the following elements:

- Land Use
- Housing
- New Human Services element (as determined by City)
- Economic Development
- Capital Facilities
- Utilities

If desired by the City, we also anticipate development of optional elements, such as Environment and within that element addressing policies related to Climate Change and Adaptation, and Community Design, which could either be developed as a stand-alone element or integrated with the Land Use element. We will work with the City to evaluate placement/naming for the Community Design element. We will integrate content from other functional

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plans and make updates to the applicable plan elements as needed. We also will coordinate with recently adopted and ongoing work on elements of the plan developed by others and the functional plans, helping to ensure these updates can be used to inform and incorporate into the Comprehensive Plan wherever possible. We will integrate content developed by others for these areas of work (Parks Element, Transportation Element), as well as the Shoreline Master Program, as directed by the City. Recent and in-process functional plans include:

- Housing Action Plan (2021)
- Climate Action Plan (2022)
- Transportation Master Plan (2023)
- Surface Water Master Plan (2023)
- Parks, Recreation, Open Space, and Arts (PROSA) Plan (2023)
- Human Services Strategic Plan
- Connectivity study
- Micromobility study
- Tree Canopy Study

We also will organize appendices and supporting documents of the existing Comprehensive Plan to reflect outdated policies, future trends, and desired outcomes of the community in a manner that complies with and aligns with the GMA, PSRC's VISION 2050, King County CPPs, the Urban Growth Capacity Study, and the results of engagement with the community and diverse interests. We will apply an equity lens to all planning—using the preferred framework as determined by the City's project team. We also will develop policies and integrate the City's four Candidate Countywide Centers for designation consistent with the CPPs' criteria, and we will analyze current opportunities for policies to encourage improving pedestrian and bicycle connectivity with land use designations to support the concept of 15-minute neighborhoods.

SEPA Compliance: Regarding compliance with the State Environmental Policy Act (SEPA), we will support staff in identifying the appropriate environmental review process to analyze the impacts of the 2024 Comprehensive Plan Update. We will support staff in the scoping process and prepare a new EIS or supplemental EIS (Draft and Final documents). This analysis and preparation of the Draft and Final EIS are included within an optional work element in the budget table later in this document. We will work with the City's engagement consultant to facilitate public and agency review of the Draft EIS in accordance with SEPA requirements. This scope of work and budgeting assumes that no more than fifty substantive comments will be received on the DEIS. (We understand there may be hundreds of comments, and these will be categorized into areas of common substance for which we will prepare formal responses to be reviewed by the City). For budgeting purposes, we assume we may receive up to three hundred separate comments from the public and agency representatives who review the Draft EIS. If based on the comments received, there is a need to conduct additional studies or modelling to evaluate possible impacts, we would support these efforts; however additional budget may be needed depending on the comments and if they are valid in requiring such additional analysis.

We will work with the City to Issue the final EIS document in conjunction with the final Comprehensive Plan and other companion work, and we will provide support to the adoption process. Throughout all of the process of preparing the EIS (preliminary draft, draft, and final), we will closely collaborate and coordinate with City staff and the

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City's legal counsel to confirm direction and ensure the process is compliant with all applicable regulations and provisions of the City and State.

Development Regulations: Another key element of this phase of work will be reviewing the City's current development regulations and drafting recommended and required amendments to be consistent with, align with, and implement the updated Comprehensive Plan such as critical areas, housing, etc.

Major Tasks in this Phase:

- 1.1 Develop full draft Comprehensive Plan (following the agreed-on design templates and styles developed as part of Phase 1 with high-quality maps, illustrations, and graphics). We understand that our team will have the primary responsibility for writing and editing a cohesive Comprehensive Plan document that addresses all GMA planning elements. All supporting analysis will be organized in an easy-to-read and accessible manner.
- 1.2 Support the City's GIS team with spatial analysis, procurement of data, and preparation of final map products.
- 1.3 Support SEPA compliance process by preparing the Draft and Final EIS documents as described above (optional task). Document and respond to comments received on the Draft EIS in the Final EIS.
- 1.4 Prepare full Comprehensive Plan document as a preliminary draft for City staff review.
- 1.5 Prepare full draft of the Comprehensive Plan for public and agency review.
- 1.6 Complete review of development regulations and provide recommendations for needed amendments.
- 1.7 Continue to support ongoing community engagement efforts. Review outcomes and input received from engagement efforts during this phase of work.
- 1.8 Provide ongoing biweekly check-ins with City staff.

Deliverables:

- Ongoing maintenance of the SharePoint site for use by project team including City staff
- Meeting agendas, notes, and supporting materials (for biweekly meetings with City staff and others)
- Draft and Final EIS documents and related documentation
- Full preliminary draft of the Comprehensive Plan for City review
- Full draft of the Comprehensive Plan for formal public review/adoption process
- Memorandum summarizing review of current development regulations and recommended amendments needed for alignment with the Comprehensive Plan (draft)
- Materials to support engagement activities in this phase for public participation/input on an ongoing basis, as well as at key milestones
- Monthly project reports accompanying project invoicing

PHASE 4—FINALIZE COMPREHENSIVE PLAN AND SUPPORT ADOPTION PROCESS

This phase will address finalizing the Comprehensive Plan based on the public and agency review process and further coordination with and direction from City staff. The final plan will be a reader-friendly, graphically attractive document with maps and illustrations, inspirational photos, info graphics, etc. and prepared in a consistent, clear format that is a legally defensible tool to guide the City's decision making, growth, and development over the 20-

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year planning horizon. It is anticipated that the Comprehensive Plan will be provided in a format that can be maintained and edited by City staff.

Major Tasks in this Phase:

- 1.1 Final Comprehensive Plan with revisions as directed by the City; final plan will be prepared for print and web publication. We assume that there will be a need for one round of minor revisions during the adoption process prior to final adoption.
- 1.2 Support the formal adoption process and prepare supporting presentation materials for meetings with the Planning Commission and City Council. This work also will include supporting and documenting public comments that may arise during the formal adoption meetings.
- 1.3 Final memorandum summarizing review of code/development regulations and recommendations for amendments (final).

Deliverables:

- Ongoing maintenance of the SharePoint site for use by project team including City staff
- Meeting agendas, notes, and supporting materials (for meetings with City staff and others)
- Final Comprehensive Plan (and Capital Facilities Plan) for final City review and comment/adoption process
- One round of revisions to finalize the Comprehensive Plan during the formal adoption process
- Presentation materials to support the formal adoption process through the Planning Commission and City Council
- Materials to support formal reviews/certifications by DOC and PSRC
- Final memorandum summarizing review of code/development regulations and recommended amendments
- Engagement materials to support engagement activities in this final phase (adoption process)
- Monthly project reports accompanying project invoicing

Project Management Best Practices

- **Detailed Work Plan and Well-Coordinated Team:** Our teams pride themselves on being collaborative with our clients and with each other. The project work plan guides the team and our clients in how we collaborate, as well as the details of work allocation, schedule milestones and deliverables due dates, communication roles and responsibilities, and other important information.
- **Proactive Communications:** We maintain a strong line of communications throughout the project. Internal to the team, we hold coordination meetings on a weekly basis to coordinate work efforts and share information. We set up ongoing check-in meetings with the client team. We regularly coordinate with key team members to ensure projects stay on course with scope, schedule, and budget expectations.
- **Consistent Reporting and Tracking:** We prepare monthly reports that go to the client to accompany invoices. These describe work completed during the monthly billing period, as well as alignment with schedule and budget allocations per task, and anticipated next steps ahead for the team. We constantly

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monitor progress on projects and alignment with scope, schedule, and budget with daily updated information in our project management system, Deltek Vantagepoint.

- **Quality Control and Assurance Process:**
 - A quality management component embedded in the project work plan.
 - A quality assurance reviewer assigned to every project and deliverable.
 - Quality expectations established at the kick-off meeting and reiterated at regular team meetings.
 - No work products are sent to the client without a thorough quality review.
 - Subconsultants are included in the QA/QC process and their work is reviewed prior to being sent to the client.
- **Flexibility:** We recognize that over the course of long-term planning work, situations arise that may require flexibility—for example, there may be a need for additional meetings and presentations, so we track scope carefully and if additional work or deliverables are needed, we immediately identify those and discuss if other items in the scope can be replaced to cover these needs.

Project Budget

The project budget table below shows budgets for labor and reimbursable expenses associated with each of the four key phases of work. Budgeting is based on the understanding that \$300,000 is available as the baseline budget for this work. Additional line items are shown as “optional” for SEPA support and documentation (scoping and determining the SEPA pathway in Phase 2 and developing the Draft and Final EIS documents in Phase 3).

PHASES / TASKS	BUDGET
1. Initiate Planning Process; Review Background Information and Prepare Existing Conditions and Community Profile Content	\$52,500
2. Analyze Equity and Housing Needs; Confirm Where Growth Targets Will be Met; Develop Preliminary Goals and Policies and Other Content	\$64,500
<i>Optional budget for SEPA Scoping/SEPA Pathway Memorandum</i>	<i>\$25,000</i>
3. Draft Comprehensive Plan and Review of Development Regulations	\$158,400
<i>Optional budget for preparation of Draft and Final EIS documents and related process/documentation</i>	<i>\$125,000</i>
4. Final Comprehensive Plan; Support Adoption Process	\$24,600
Total Budget	\$450,000 <i>or \$300,000</i> <i>without</i> <i>Options</i>