

FIRCREST SCHOOL LAND USE ASSESSMENT SCOPE OF WORK

August 14, 2020

Purpose, Assumptions & Questions

- The purpose of the study is to inform departmental and legislative decisions regarding the Fircrest Site (Property).
- This study will explore, evaluate, and compare options for utilization, divestment and/or transfer of portions of the Property and the implications of those options. Some options will include siting a nursing home and behavioral health facility.
- The City's master development plan will be a subsequent phase.
- The focus of stakeholder engagement will be with the Department of Health, the Department of Natural Resources, the Department of Social Services, and the City of Shoreline.
- Due to Covid-19 social distancing requirements, it is assumed that some or all meetings will be conducted remotely by video conference or other remote methods.
- Previous studies will be consulted regarding background information and previous analysis and proposals. However, this study will include a considered review of previous materials with updates and new concepts as appropriate. Additional subconsultant expertise may be needed for such analysis.
- The study will include new real estate market information and fiscal analysis based on current conditions.
- Tasks/products will be configured to produce enough findings to assist with OFM's capital budget decision-making in November-December, with a final report by mid-January to assist with the Legislative process.

Project Goals

- Identify a site for a single-story nursing facility with a minimum of 120-beds and a site for a two-story nursing facility with a minimum of 120-beds, with an analysis of any corresponding staffing needs and the needs of the residents to ensure a sense of community and mobility.
- Identify a site for up to a 48-bed behavioral health facility.
- Maximize long-term revenue generating opportunities of the campus property while taking into consideration the infrastructure needs to accomplish proposed development outlined in this section.

Work Tasks, Time Frames & Products

1. Startup.

Meet with OFM to initiate project, confirm scope of work and communication procedures, discuss initial guiding principles for the effort, obtain base maps including GIS information and utility as-builts, facilities descriptions, contact info, etc. Establish schedule and discuss stakeholder

engagement components, techniques, and participants. Heartland, Schemata, Perteet, Transpo, and The Watershed Co (TWC) will attend this meeting remotely.

Time frame: Late August

Products:

- *Meeting summary*
- *Updated project schedule*
- *Updated stakeholder engagement process elements and participants*

2. Review previous reports regarding background, existing conditions and departmental objectives. Subtasks include:

- a. Review and summarize previous plans and current efforts.
- b. Summarize current ownership and use of the Property.
- c. Conduct a land use regulatory analysis identifying zoning and other regulatory constraints.
- d. Conduct market analysis regarding opportunities for real estate development. The Consultant Team and OFM staff will determine which uses are to be analyzed. Heartland will prepare the market analysis and identify real estate development opportunities.
- e. Based on previous studies, summarize possible site constraints and development issues, such as:
 - i. Critical areas and related environmental issues. TWC will review and summarize previous reports and identify studies needed in subsequent phases beyond this project.
 - ii. Infrastructure services. Perteet will review current conditions and previous reports and identify potential constraints related to infrastructure services, utilities and civil engineering issues.
 - iii. Transportation and parking issues. Transpo will review previous studies and City of Shoreline information and identify transportation considerations related to increased development. No new transportation modeling or new traffic counts are included in this step. Considerations will include non-motorized transportation options and access to transit facilities.
 - iv. Cultural resource issues based on previous studies.
- f. Identify the facilities operational needs based on analysis from previous plans as updated through interviews and consideration of new options.
- g. Prepare base maps and illustrate conditions and relevant information on them.
- h. Identify sub-areas within the Property to be considered as development or use “parcels” with which to consider different use options. Heartland and Schemata will provide consultation on this sub-step but not documentation.
- i. Compile the above information into an existing conditions report. Heartland, Perteet, Transpo, and The Watershed Co will provide sections of the report for which they analyze, as noted above.

Time frame: By late September

Product:

- *Existing conditions report including the elements noted above*

3. Conduct preliminary agency/stakeholder interviews.

Interview (by phone or on-line communication tools) relevant agency contacts and other key stakeholders developed in consultation with OFM. The purpose is to identify goals, objectives,

issues, and opportunities associated with future use of the property. Preliminary list of key agencies/stakeholders:

- City of Shoreline
- Washington State Department of Social & Health Services
- Washington State Department of Natural Resources
- Washington State Department of Health

Time frame: By late September

Products:

- *Interviews summary*
- *Notes from individual interviews*

4. Review existing conditions summary, parcel identification and interview results with OFM staff and define uses and range of development options to consider.

Virtually meet with OFM staff to review the results of previous steps and identify what alternative uses to consider on the various parcels. This may take more than one work session. Heartland, Schemata, Perteet, and Transpo, along with MAKERS will attend a remote meeting with OFM staff.

Time frame: by October

Product:

- *Meeting summary*
- *Refined list of guiding principles*

5. Meet with key agencies/stakeholders to discuss project and present initial research and project direction. Prepare materials to communicate initial project findings and direction.

Heartland and Schemata will attend this session.

Time frame: By late October

Product:

- *Work session materials*
- *Summary of open house comments*

6. Identify/develop alternative parcel specific development scenarios.

Sketch up to three rough land use concepts illustrating various options for each applicable parcel including development and facility siting options. Review with OFM staff. After this review and input, the consultant team will refine the concepts into alternative use/development scenarios for each parcel and review with OFM staff. Heartland and Schemata will attend up to three remote work sessions to explore and review options. Perteet, Transpo and TWC will review the alternative proposals and attend one work session.

Schemata will assist MAKERS in preparing concept level 2-dimensional visualizations (building location and configuration studies).

Time frame: By late November

Product:

- *Alternative scenarios for each parcel. Each scenario will include a conceptual site plan, program, and phasing scheme.*

7. Evaluate alternative parcel specific development scenarios.

Analyze these alternatives scenarios for their development capacity, ability to accommodate prescribed uses, and/or economic return. Identify any changes in the City’s comprehensive plan, zoning, and/or development review processes that may be necessary. Heartland will prepare planning level pro forma analyses of the scenarios describing the scenarios’ investments and returns, as well as a description of other considerations such as phasing or actions to make the scenarios more attractive to development.

Perteet will identify infrastructure and civil engineering considerations related to each scenario and provide planning level cost estimates for infrastructure improvements. TWC will identify ecological infrastructure and civil engineering considerations related to each scenario.

Schemata will provide planning level construction cost estimates (square foot basis) of proposed development.

Transpo will advise on potential transportation considerations.

(MAKERS will prepare a report illustrating options and summarizing evaluation results.

Time frame: By mid December

Product:

- *Report illustrating options and summarizing evaluation results*

8. Review results of feasibility analysis with OFM staff.

The alternatives and associated evaluation findings will be presented to OFM. The consultant team will lead a discussion on preferences and issues associated with the alternatives and whether other preferred elements were missing from the alternatives. Heartland, Schemata, Perteet, Transpo, and The Watershed Co (TWC) will attend this meeting remotely.

Time frame: December

Product:

- *Meeting presentation materials*
- *Summary of meeting notes*

9. With OFM staff, identify comprehensive, property wide strategies to develop and/or excess the various parcels.

Based on the analysis and input of Steps 7 and 8, the Consultant will sketch different arrangements of uses on the Property that will indicate different strategies for assigning uses or excessing various parcels. After input from OFM staff, the Consultant will prepare a comprehensive financial model to compare the different strategies in terms or economic return and facilities efficacy. This comparison will include phasing, facility costs (Capital and Operating), and market-based revenues. The Consultant will diagrammatically illustrate the strategies and compile the information in decision matrices to facilitate review by all parties. If a consensus is achieved on a preferred direction, include this in the final document.

- Heartland will assist MAKERS in preparing for this session and provide consultation during the session(s).
- Schemata, Perteet, and Transpo will review and comment on the strategies.
- Transpo will conduct a planning level assessment of transportation implications and identify if traffic mitigation measures may be necessary.
- MAKERS will review strategies for code implications
- Heartland will evaluate the economic performance of each strategy.
- MAKERS will document the implications for facility operations based on input from State department staff.
- MAKERS will assemble and illustrate the report.

NOTE: This step does not involve new information but rather assembles the most likely parcel specific options into a comprehensive use layout for the whole property along with an evaluation of functional and fiscal considerations. The economic performance evaluation will require a considered assembly of parcel specific analysis.

Time frame: By early January, 2021

Product:

- *Up to three alternative comprehensive development strategies describing layout of uses and properties to be excessed, investment and economic return, phasing and other considerations for each strategy. If appropriate, include recommendations for the State to consider.*

The strategies would compare the information in the chart below. (The chart is only diagrammatic. The information will be sufficiently detailed for determining a path forward.)

10. Review alternate strategies with OFM Staff and determine recommendations

Depending on staff direction, the Consultant team will prepare a final report with either the strategies described and evaluated or a recommendation for decision makers to consider. Review alternative strategies and/or recommendations with key agencies/stakeholders if requested. Heartland, Schemata, Perteet, TWC and Transpo will attend this meeting remotely.

Time frame: January, 2021

Product:

- *Report compiling materials from earlier work with an executive summary describing strategies, phasing, and recommendations.*
- *Comprehensive site plan illustrating the preferred site plan concept (if requested). This may be taken from one of the alternatives from Task 9, updated from one of the alternatives, or feature a mix of elements from different alternatives.*

11. Presentations to Legislative committees, if requested. Heartland and Schemata will be available to attend this presentation

Time frame: January-March, 2021

Product:

- *Meeting presentation materials*