



## **INFORMATIONAL MEMORANDUM**

**TO: Planning and Community Development Committee**

**FROM: Nora Gierloff, AICP, Community Development Director**

**BY: Nancy Eklund, AICP, Senior Planner**

**CC: Mayor Ekberg**

**DATE: March 13, 2023**

**SUBJECT: Comprehensive Plan Periodic Update Grant (Commerce)  
Consultant Selection and Agreement – MAKERS Architecture and Urban  
Design, LLC**

### **ISSUE**

Approve a grant-funded contract with Makers – Architecture, Planning and Urban Design, LLC, to provide consulting services and complete deliverables in support of the City’s Comprehensive Plan Periodic Update for \$125,000 in consulting fees.

### **BACKGROUND**

The City received and Council approved a grant from the Washington Department of Commerce for work preparing the City’s Comprehensive Plan Update. This funding supports staff efforts to complete this update, with deliverables including:

- A public engagement plan and summary of feedback;
- development of a draft land use background report and element, in coordination with staff assistance, using existing land use information located throughout the existing Plan, consolidating information located in subarea and center plans, and developing new data and analysis needed to ensure the compliance with state and regional requirements;
- developing a draft of amendments to the existing housing background report and housing element for consistency with state and regional requirements;
- develop recommendations for amending the Comprehensive Plan and establishing a development process that reflects current requirements regarding Climate Change and Equity; and
- preparing development regulations in support of the revised plan policies.

Under the agreement with the Department of Commerce, deliverables must be completed by December 31, 2024. Staff selected MAKERS as the consultant on 3/9/23 and is in the process of developing the final scope of work with the consultant. The contract has previously been reviewed and approved by legal staff. The finalized contract and scope of work will be provided for the 4/3/23 Council packet as an attachment.

Deliverables associated with this grant will satisfy portions of the requirements of the overall comprehensive plan. A separate grant (“Middle Housing”) from the Department of Commerce for \$100,000 + \$30,000 for community outreach has previously been contracted with MAKERS for other Comprehensive Plan update work (due before 6/30/23).

# INFORMATIONAL MEMO

Comprehensive Plan Periodic Update Grant (Commerce)  
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## **ANALYSIS**

Community Development staff issued a Request for Qualifications (RFQ) on February 27, 2023. Two firms submitted proposals, and the staff selected MAKERS for the project and have been working with them to finalize the scope of work and contract.

The contract includes five topic areas in compliance with the Commerce grant, at this time including: public engagement; development of a draft Land Use element based on land use information located in various parts of the existing Plan, augmented by additional information; development of a draft Housing Element that complies with state and regional requirements; proposed amendments to the Plan addressing Climate Change and Equity, developed in coordination with staff; and development of potential amendments to zoning and other development standards. Work will be conducted between April 2023 and December 2024, and complete certain requirements of the overall Comprehensive Plan update. This work would further support other Comprehensive Plan update requirements and overall community engagement efforts. Appendix A provides the firm’s response to the City’s Request for Qualifications, and the complete Contract and Scope of Work is located in Appendix B (the Scope of Work will not be available until the 4/3/2023 Regular Council meeting packet).

## **FINANCIAL IMPACT**

The contract agreement will be supported by the \$125,000 grant awarded by the Washington Department of Commerce for this work. This grant has no match requirement.

### **Grant Award**

Department of Commerce Grant	\$125,000
Required Match	\$0
<b>Total</b>	<b>\$125,000</b>

## **RECOMMENDATION**

The Planning and Community Development Committee (3/20/23) is being asked to forward this item to the Regular Council Meeting on April 3, 2023. This action will authorize the Mayor to sign the contract agreement for \$125,000 between the City of Tukwila and MAKERS to complete a scope of work for the City of Tukwila’s Periodic Update of its Comprehensive Plan.

## **ATTACHMENTS**

- Attachment A: MAKERS response to the City of Tukwila’ Request for Proposals for Planning Consulting Services, Tukwila Comprehensive Plan - Periodic Update Assistance
  
- Attachment B: Proposed Contract for Professional Services (Scope of Services to be added prior to the 4/3/23 City Council Regular Meeting).



# Tukwila Comprehensive Plan Periodic Update Assistance

City of Tukwila

March 7, 2023

## Prepared by:

MAKERS architecture and urban design

*500 Union Street, Suite 700*

*Seattle, WA 98101*

## With:

Leland Consulting Group

The Watershed Company

**MAKERS**  
architecture • planning • urban design

# Section 1: Introduction

MAKERS architecture and urban design LLP (MAKERS) is pleased to submit this statement of qualifications for the Comprehensive Plan Period Update Assistance project.

We see this as a tremendous opportunity to help Tukwila engage its diverse community, build relationships and trust, increase housing variety and affordability, and update its Comprehensive Plan to meet State requirements and move toward it’s vision for land use, housing, equity, and climate resilience.

## Ambitious Goals, Short Time Frame

That said, this project intends to achieve relatively ambitious goals in a condensed time frame. We propose an experienced team and efficient approach to achieve objectives and meet grant requirements.

## Our Team

Our experienced, knowledgeable team is passionate about housing and inclusive engagement and ready to hit the ground running.

**MAKERS** will lead the effort and oversee community engagement, gap analysis, and the land use and housing elements. We will also ensure equity is infused throughout the work.

**Leland Consulting Group** will provide economic analysis in support of the land use element.

**The Watershed Company** will collaborate with MAKERS and the City to consider climate change throughout the update.

**Team Strengths**

- Strong project management and efficient approach to achieve objectives
- Integration with the Tukwila Middle Housing project
- Broad experience developing land use and housing comprehensive plan elements, and integrating climate change and equity into comprehensive planning
- Deep understanding of Tukwila and greater South King County context, Department of Commerce grant requirements, and Puget Sound Regional Council tools and resources
- Compelling visualizations to help increase understanding and build support for comprehensive plan updates.

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## Submitter

### MAKERS ARCHITECTURE AND URBAN DESIGN LLP

500 Union St., Suite 700, Seattle, WA 98101

### Primary Contact

Julie Bassuk, 206-602-6195, julieb@makersarch.com

## Subconsultants

### LELAND CONSULTING GROUP

1200 6th Ave, Suite 615 Seattle, WA 98101

### THE WATERSHED COMPANY

1200 6th Ave, Suite 615 Seattle, WA 98101

# Section 2: Team and Key Personnel Experience and Capacity

## Major Team Members, Firm List, Services Provided, and Years of Experience

### MAKERS

**MAKERS architecture and urban design, LLP (MAKERS)** is an award-winning architectural, urban design, and planning firm providing services to clients throughout the Pacific Northwest and the United States. Founded in 1972, our 34-person firm provides a multidisciplinary approach that resolves complex issues by integrating collaboration, analysis, and feasibility in our work. Most of our work is with repeat clients, which reflects our philosophy of creating standout projects that exceed our clients’ expectations.

Our plans have proven their effectiveness, as we provide more than just a “pretty picture” and work directly with market experts and stakeholders to ensure our plans are both inspiring and realistic. We pride ourselves on bringing consensus to projects that involve many different stakeholders, both public and private.

### Leland Consulting Group

Leland Consulting Group (LCG) was established in 1989 and has over 34 years of experience providing real estate and urban planning services to public and private sector clients across the United States. They provide deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. They recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength.

LCG is currently working on comprehensive planning and housing action plan projects for Port Orchard, Lynnwood, Arlington, and Auburn, and will soon begin work on comprehensive plan updates for SeaTac, Woodinville, and Mill Creek.

### The Watershed Company

The Watershed Company has earned a reputation as one of the leading specialty environmental firms in the Pacific Northwest with over four decades of experience in helping communities understand their environments and reach sustainable development solutions. Watershed has been serving public sector clients in the politically charged area of Growth Management Act and Shoreline Management Act compliance since 2001, successfully helping over 80 jurisdictions engage their communities to create practical and science-based regulations and updates.

### Organizational Structure



## MAKERS' Similar Project Experience

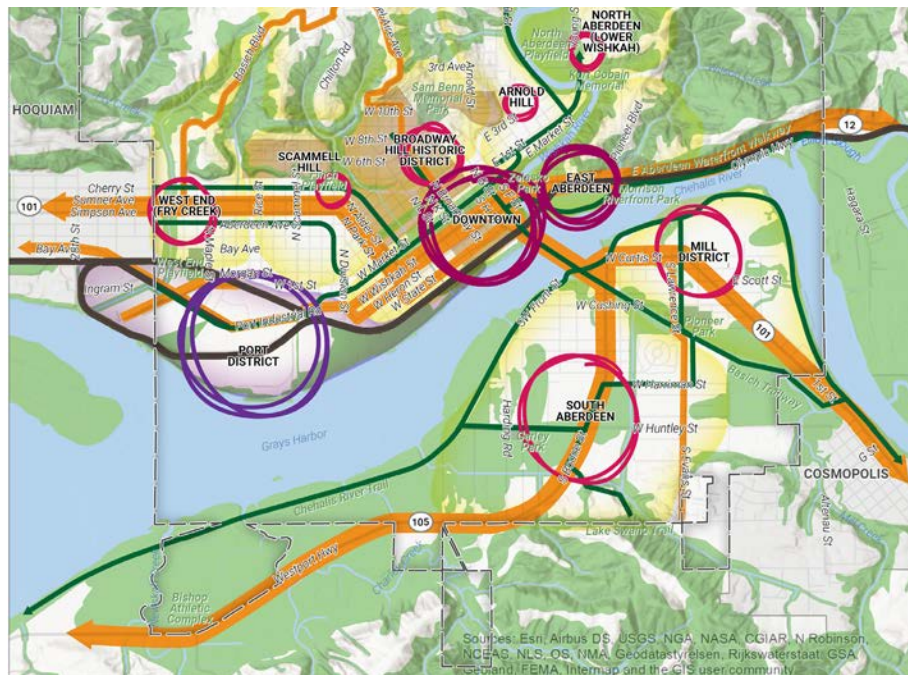
### ABERDEEN COMPREHENSIVE PLAN

#### ABERDEEN, WA

MAKERS led a major update to the City of Aberdeen's Comprehensive Plan, which guides overall city growth and development, with the goals of revitalizing the city's historic downtown, building resiliency, and improving access to housing. Our team worked with community members to center the plan around principles of a unique Aberdeen identity, economic prosperity, human health, environmental health, equity, and resilience, as well as a renewed focus on walkable neighborhood centers. We designed the final product to be an attractive, accessible document that staff and residents will find easy to use for years to come.

#### Outcomes

- City Council adopted the Comprehensive Plan in 2022
- Focused energy on downtown revitalization and housing expansion
- Clarified a neighborhood centers and corridor concept as a guide for land uses and City investment
- Re-envisioned land use designations for greater housing variety, options, and affordability
- Introduced a new streets classification system
- Facilitated difficult community conversations on tsunami and cargo risks to human health



# MAKERS

architecture • planning • urban design

#### Client Contact

Lisa Scott  
Community Dev. Director  
City of Aberdeen  
360-537-3238  
lscott@aberdeenwa.gov

#### Project Dates

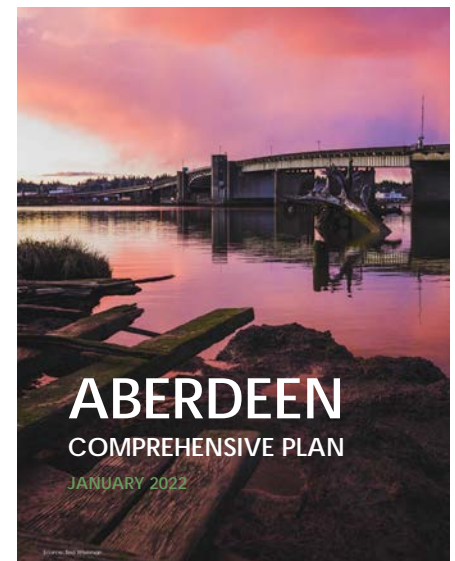
2021

#### Team

Ian, Julie

#### Similar Elements

- Public and stakeholder outreach, including development of engagement materials and tools
- Housing access/affordability
- Climate change adaptation
- Equity infused throughout



## BURIEN NEIGHBORHOOD, HOUSING, AND TRANSIT-ORIENTED PLANS

### BURIEN, WA

MAKERS is working in close partnership with the City of Burien, community partners, and an interdisciplinary consultant team to draft community plans for the Ambaum and Boulevard Park neighborhoods. These geographically distinct areas share assets and challenges, including a rich demographic diversity, exposure to noise and air pollution, and disinvestment in buildings and infrastructure.

The effort seeks to elevate the voices of communities typically underrepresented in planning processes, with robust participation from an advisory committee formed of community leaders, advocates, and experts, rich multi-lingual engagement with local businesses and organizations, and in-person engagement events designed for easy access during people's day-to-day lives.



*Creative engagement in Burien at pop-up events in hair salons and grocery stores*

## SEATAC HOUSING ACTION PLAN

### SEATAC, WA

MAKERS led SeaTac's Housing Action Plan effort to address significant housing challenges and plan for SeaTac's current and future populations. Rising housing costs have made SeaTac unaffordable to its homegrown young adults, displaced renters, and locked aging homeowners in place. MAKERS led and advised City staff on robust public engagement that prioritized the voices of marginalized populations in this majority-non-white city, while providing opportunities for all residents to share their experiences. Residents, developers, builders, and non-profits informed the 12 strategies to increase housing affordability and variety.

MAKERS worked closely with City staff to understand sensitive political issues and tackle achievable strategies. By focusing on values (e.g., housing/neighborhood design for sociability and privacy, livability for working class people), the team was able to develop urban center and design strategies that everyone could support. MAKERS identified particularly impactful and achievable code update actions.

#### Client Contact

City of Burien  
Susan McLain, Community  
Development Director  
206-248-5501  
susanm@burienwa.gov

#### Project Dates

2021-ongoing

#### Team

Ian, Markus, Julie

#### Similar Elements

- Inclusive engagement around infill housing, affordability, and displacement
- Deep experience in a South King County neighborhood that shares assets and challenges with Tukwila
- Resourced and elevated BIPOC and traditionally underrepresented voices

#### Client Contact

City of SeaTac  
Katy Kaehny  
Principal Planner  
206-973-4834  
kkaehny@seatacwa.gov

#### Project Dates

2021

#### Team

Ian

#### Similar Elements

- Development of engagement materials and tools
- Housing access/affordability
- Equity infused throughout
- Updates to development code

## Subconsultant Similar Project Experience

### LCG | HOUSING, COMPREHENSIVE, AND SUBAREA PLANS

#### PORT ORCHARD, WA

LCG, as part of a multidisciplinary team led by MAKERS, is leading the market and economic analysis elements of Port Orchard's Housing Action Plan, providing a detailed market analysis of housing conditions in Kitsap County, supplemented with developer interviews to gather insights into market conditions and barriers to development for the full spectrum of housing needed in Port Orchard. The city has experienced rapid housing price escalation over the past few years and has an urgent need to supply a wider range of housing types to match growth and the incomes of its residents. LCG recently started work on Port Orchard's Comprehensive and Subarea Plans, as part of a different multidisciplinary team that includes MAKERS, which will expand upon the housing research to include strategies for economic development in several key growth centers in the city.

### LCG | COMPREHENSIVE PLAN FRAMEWORK AND DOWNTOWN PLAN UPDATE

#### AUBURN, WA

LCG is leading analysis, population and employment forecasting, and strategic real estate advisory services for Auburn's Comprehensive Plan and Downtown Plan Update. For the Comprehensive Plan, LCG is first ensuring that all parties involved in the planning process have the most accurate information possible about the current number of residents and employees in the City, and also about future projections made by PSRC, the State, Counties, and others. LCG is also conducting a market analysis for the City's downtown. LCG will be focusing on how downtown can continue to move forward, by encouraging more active ground floor commercial uses, adding affordable housing, redeveloping remaining large-format commercial properties, managing a perceived parking under-supply, and addressing other issues.

### WATERSHED | COUPEVILLE COMPREHENSIVE PLAN UPDATE

#### COUPEVILLE, WA

The Watershed Company, as a sub to MAKERS, is assisting with an update of the Town of Coupeville's comprehensive plan. In consideration of the community's vision, Watershed is working with the Town to produce a rewrite of the plan's Natural Systems Element, including goals, policies and supporting content. Watershed is also helping the Town with its overall framework for integrating climate change into the plan and preparing related plan content.

#### Client Contact

City of Port Orchard  
James Fisk, AICP, Senior Planner  
(360) 874-5533  
jfisk@portorchardwa.gov

#### Project Dates

2022-Ongoing

#### Similar Elements

- Housing needs analysis
- Population and employment forecasting
- Market analysis

#### Client Contact

City of Auburn  
Josh Steiner, Senior Planner  
253-804-5064  
jsteiner@auburnwa.gov

#### Project Dates

2022-Ongoing

#### Similar Elements

- Population, land use, and housing projections
- Market analysis of current and future housing, commercial, and employment development

#### Client Contact

City of Coupeville  
Donna Keeler  
Planning Director  
(306) 678-4461 ext. 103,  
planner@townofcoupeville.org

#### Project Dates

2021-Ongoing

#### Similar Elements

- Update of Natural Systems Element of comprehensive plan
- Framework for integrating climate change into plan



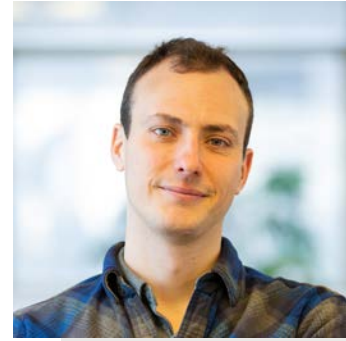
## MAKERS' Key Personnel

### Ian Crozier, AICP

Ian Crozier brings relentless curiosity, creative thinking, and a commitment to quality work to his projects. Skilled in research, writing, analysis, and public engagement, he strives to empower communities to approach complex issues by clearly conveying trade-offs and focusing on solutions. Ian has been deeply involved in MAKERS' housing work. He sees housing as a critical planning issue and has lead efforts to pursue Department of Commerce-funded projects that expand housing capacity.

Prior to joining MAKERS, Ian completed degree programs in international affairs and urban planning and served as a Peace Corps volunteer in Paraguay. While studying urban planning at the University of Washington, Ian traveled to Copenhagen, Denmark, to study multifamily housing types in a city famous for its quality of life.

Ian will manage this project and ensure delivery of high quality products within schedule and budget.



#### Project Manager

Availability: 30%

### RELEVANT EXPERIENCE

- Comprehensive Plan, Aberdeen, WA**  
 Ian led drafting of the Land Use and Housing elements of and helped facilitate engagement for the Aberdeen Comprehensive Plan. He helped craft a suite of strategies to encourage incremental housing growth, protect existing affordability, support home ownership, and catalyze development in promising former industrial sites to address increasing challenges around housing affordability.
- Housing Action Plan, SeaTac, WA**  
 Ian managed this project with strategic advice from Rachel Miller. When MAKERS' engagement strategy differed from what the city had envisioned, Ian and the team pivoted to a forum comprised of residents and developers that maintained a focus on equity. Ian facilitated meetings, interviewed stakeholders, analyzed housing and demographic data, and developed plan content. The revised engagement strategy helped the team capture diverse voices and viewpoints while remaining within the project budget and timeline.
- Neighborhood, Housing, & Transit-Oriented Plans, Burien, WA**  
 Originally two subarea plans, Ian helped coordinate efforts to expand and align with the state grants for missing middle housing. He also created accessible engagement materials and facilitation, including Spanish translation at every event.
- Housing Action Plan, Federal Way**  
 Ian conducted key interviews with developers about code barriers and feasibility challenges to the development of middle housing in South King County.

#### Ian's Key Project Management Tactics

- Communicating frequently to proactively address issues.
- Focusing analysis at the appropriate level to support decision-making.
- Building support for conclusions by planning multiple touch-points with key staff, to hear perspectives, vet ideas, and refine recommendations if appropriate.
- Scheduling key meetings far in advance and ensuring each meeting is collaborative and productive.
- Scheduling adequate time for editing, quality control, and response to feedback.

### Julie Bassuk, AICP

A partner at MAKERS, Julie is a strong leader and communicator who is known for her sensitivity to client needs, attention to detail, and carefully reasoned conclusions. Julie is a certified planner with a real estate background and 25 years of experience successfully leading complex plans supported by inclusive community engagement.

Julie has overseen similar efforts in SeaTac and Burien and developed a process to engage numerous CBOs and community partners on behalf of Seattle Public Utilities' Shape Our Water. Julie has a straightforward, fun leadership style that empowers teams and helps projects succeed. She will oversee the effort, lead community engagement, and support Ian to ensure successful outcomes.



**Partner-in-Charge**  
**Availability:** 15%

#### RELEVANT EXPERIENCE

- Neighborhood, Housing, and Transit Oriented Development Plans, Burien, WA
- Comprehensive Plan, Aberdeen, WA
- Seattle Public Utilities Shape Our Water Engagement, Seattle, WA

### Markus Johnson

Markus will coordinate community engagement and support housing analysis and code recommendation development. He is passionate about creating environments and spaces that allow people to live and thrive and has contributed to community engagement and housing analysis supporting MAKERS' plans in Burien, Tacoma, Port Orchard, and Seattle.



**Planning Support**  
**Availability:** 25%

#### RELEVANT PROJECT EXPERIENCE

- Neighborhood, Housing, and Transit Oriented Development Plans, Burien, WA
- Housing Action Plan, Port Orchard, WA
- Comprehensive Plan EIS, Seattle, WA

#### Washington State Housing Action Plans

MAKERS led or supported six housing action plans in Washington cities to improve housing affordability and supply and prevent displacement of vulnerable populations. These plans included substantial outreach to stakeholder groups including renters, homeowners, builders, and BIPOC communities. Each plan included a suite of strategies to achieve community supported goals for housing and was adopted by local city councils prior to the state-enforced summer 2021 deadline. These plans drew upon the state Housing Action Plan Guidance, which we helped to produce.

## Leland Consulting Group Key Personnel

### Chris Zahas, AICP

Chris is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. He assists clients in turning broad visions into achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development.

In over 22 years at Leland Consulting Group, he has managed more than 35 downtown and corridor implementation strategies. He brings a deep understanding of economic and demographic trends, ensuring that long-term strategies reflect the evolving drivers of how businesses choose to locate and where people choose to live.

#### RELEVANT PROJECT EXPERIENCE

- Comprehensive Plan Update, Port Orchard, WA
- Comprehensive Plan Update, Aberdeen, WA
- Housing Action Plan, Port Orchard, WA
- Comprehensive Plan Update, Arlington, WA

### Jennifer Shuch

Jennifer Shuch is a data-driven, equity-focused planner who strives to understand urban environments from the perspective and needs of a wide variety of users. Jennifer is experienced in market analysis using a combination of quantitative and qualitative data. She combines clearly written assessments with data visualizations and has experience with statistical tools including R-Studio and GeoDa. She holds a Master of Urban Planning from the University of Southern California and has written articles, blog posts, and white papers on local housing policies.

#### RELEVANT PROJECT EXPERIENCE

- Regional Growth Center Strategy, Lynnwood, WA
- Capital Mall Triangle Subarea Plan, Olympia, WA
- Neighborhood Centers Strategy, Olympia, WA



**Economic/Housing  
Analysis Lead**  
**Availability:** 15%



**Urban Development  
Analyst**  
**Availability:** 30%

## Watershed Company Key Personnel

### Nell Lund, PWS

Nell is an exceptional field biologist and project manager with over a decade of experience in critical areas assessment. She effectively conducts assessments and guides staff through project tasks, such as wetland evaluation, delineation, mitigation planning, and environmental permitting. Nell frequently works with The Watershed Company's planning department in support of policy planning efforts, providing field assessment and documentation to verify report findings and demonstrate environmental consequences of proposed changes.



#### Environmental Lead

**Availability:** 25%

#### RELEVANT PROJECT EXPERIENCE

- Redmond 2050 Comprehensive Plan, Periodic Review SEPA Analysis & Documentation, Redmond, WA
- Comprehensive Plan Periodic Update, Covington, WA
- Comprehensive Plan Update, Burien, WA

### Mark Daniel, AICP

Mark has worked on a broad array of long-range and current planning projects. His long-range planning experience includes shoreline master program updates, critical areas ordinance updates, comprehensive plan updates, urban design guidelines, and master plans. His current planning experience includes project permitting, SEPA/NEPA compliance, and development application review for local government jurisdictions.



#### Climate Change and Equity Specialist

**Availability:** 30%

#### RELEVANT PROJECT EXPERIENCE

- Shoreline Master Program (SMP) Periodic Review, Langley, WA
- Comprehensive Plan Periodic Update, Covington, WA
- Comprehensive Plan Periodic Update, Walla Walla, WA
- Comprehensive Plan Periodic Update, Coupeville, WA

## DBE/WMBE

MAKERS prioritizes strengthening the capabilities, experience, and competitiveness of historically underrepresented, women-owned, minority-owned, and emerging small businesses in all the communities where we work. Our business practices have been shaped by our own perspective as a small women-owned business. We look for opportunities to invite local community groups, innovators, and grassroots organizers from underrepresented communities to work in partnership on projects. Through our work we prioritize engaging and supporting Black, Indigenous, and People of Color (BIPOC) professionals, Community Based Organizations, BIPOC community members, and suppliers.

MAKERS is certified with the state of Washington as a disadvantaged business enterprise (DBE #D2F0022439) and a women business enterprise (WBE #W2F0022439).

## Section 3: Organizational Approach

### Comprehensive Planning Expertise

Our team's work on Tukwila's missing middle project and multiple comprehensive plans in the current update cycle will allow us to hit the ground running. Tukwila will benefit from our comprehensive planning expertise as well as our current work implementing the most recent Growth Management Act (GMA) requirements. Our MAKERS colleague Scott Bonjukian will also keep us informed regarding emerging potential changes through his role on Washington APA's Legislative Committee.

While the City's project resources are relatively modest, our skills, local familiarity, experience, and approach will efficiently update the City's vision and create a user-friendly comprehensive plan to guide the community's future. Below are some keys to the project's success.

### Address current challenges and opportunities

In order to effectively move forward on the vision, goals, policies, and key implementation measures, we'll need a coordinated assessment of Tukwila's evolving context – notably, what changes have occurred in the past few years (since the 2015 major update). The need to update the housing element and draft a land use element that incorporate state-led efforts to promote housing access and affordability, including housing targets by income level, will likely drive much of the update process, as will the need to infuse equity and climate considerations throughout the plan.

### Collaborative teamwork and efficient use of resources

Our approach is to work collaboratively with staff and the community every step of the way. We recommend setting up monthly project team meetings to coordinate, with additional check-ins around key milestones. Given the limited time available for the Plan update, and the community's familiarity with the existing plan, updates will be fit within the existing plan structure, except for where consolidations of elements is proposed. The Comprehensive Plan, Middle Housing, and Transportation Plan projects can limit engagement fatigue by coordinating efforts and building from prior planning efforts.

### Communication with the Planning Commission and City Council

Engaging the Planning Commission and City Council will be an important part of updating the Comprehensive Plan. Joint City Council and Planning Commission meetings can be an efficient way to keep both groups in the loop at key milestones. Later, the Planning Commission is often the most effective group to collaborate with in developing and refining goals and policies. Targeted consultant briefings and frequent staff updates are essential to keep these boards informed and proactively address comments or concerns along the way.

### Clear and effective graphic communication

Clearly communicating key challenges, trends, and opportunities to decision-makers, stakeholders, and community members helps them understand potential plan implications. This may include conveying land use, housing, and issues related to equity and climate change through graphics or maps.

## Work Plan

### Task 1 – Checklists and Gap Analysis

- A. Project kickoff and data request.** Host a kickoff meeting to confirm the work program, schedule, roles, and communication protocols. Compile a request for relevant background information, including adopted plans, GIS data and maps, and other relevant documents.
- B. Council/Commission project kickoff.** We suggest a kickoff meeting with either the Planning Commission, City Council, or both to introduce the team and ask public officials what aspects of the comprehensive plan update are most important to them.

### Task 2 – Public Outreach

- A. Community engagement program.** MAKERS will prepare a broad and inclusive engagement program that builds upon on-going engagement related to the missing middle housing project and emphasizes reaching marginalized communities. Given budget constraints, the plan will identify priorities and opportunities to collaborate with staff or community representatives to expand the reach.
- **Community liaisons.** We recommend building on the partnership with community-based organizations (CBOs) to be established through Tukwila’s missing middle housing work. This is one of the most effective ways to reach marginalized communities, which will be critical given Tukwila’s diversity and large immigrant population.
  - **Interviews with key stakeholders.** This task budgets up to six remote video interviews to include City Councilors, Planning Commissioners, or community stakeholders that can convey context around current issues, opportunities, and priorities in Tukwila.
  - **Project website and interactive online engagement tools.** This will allow people to participate in plan development at their own time and pace and be a great platform to acknowledge all related planning efforts.
  - **Road show.** Meeting the community and stakeholders where they are can often be more effective in reaching a broad audience than offering traditional “town hall” style meetings. The road show would be a presentation that City staff and/or consultants take to pre-existing gatherings of community groups or other public agencies.
  - **Major public meetings and workshops.** We are assuming three major meetings will be conducted at key project milestones.



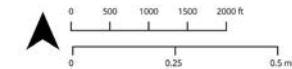
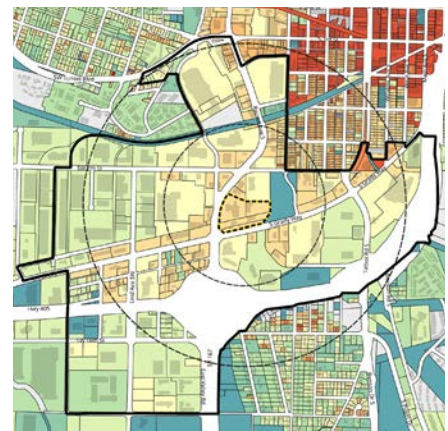
Online tools - such as interactive maps and comment boards - help keep the community engaged and informed

## Tasks 3-5 Draft Plan Elements; Infuse Climate Change and Equity

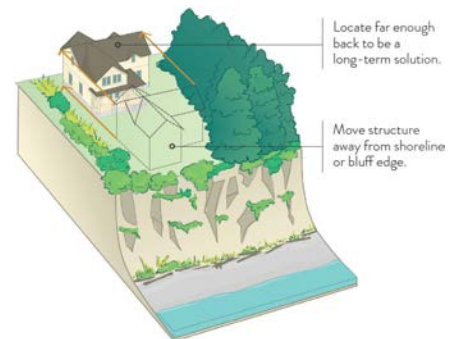
- A. Initiate updates.** Meet with staff to brainstorm key refinements to existing goals and policies.
- B. Audit plan.** Review the Housing and Natural Environment elements, and sections relevant to Land Use in detail and complete a cursory review of the other elements. Evaluate the plan’s overall appearance, usability, organization, as well as its goals and policies.
- C. Draft plan.**
  - **Plan organization.** MAKERS will coordinate with the City on the reorganization strategy to avoiding duplicative effort and minimize unduly disruptive changes.
  - **Template.** MAKERS will coordinate with the City on any updates to the template, with a priority on consistent appearance and smooth workflow.
  - **Land Use element.** MAKERS will draft clear, concise goals and policies to work towards Tukwila’s desired future. MAKERS and LCG will work together to update land use conditions as well as population, employment, and future land use capacity analysis, resulting in strategic updates to the future land use map. Related work in the housing element to identify racially disparate impacts will likely play a key role in and changes to the land use plan. Another component will be the close examination of the land use categories, which summarize the purpose, principal uses and densities, and implementing zoning for each designation. The updated goals and policies should also integrate community design preferences as well as zone-specific preferences.



Aberdeen planning commissioners, elected officials, and community members discuss recommendations during a hybrid meeting.



MAKERS uses data-rich maps to analyze and communicate existing conditions.



MAKERS visualizations use an appropriate level of detail for the subject and intended audience.

### Writing good goals and policies

MAKERS recently collaborated on Washington Department of Commerce’ Housing Element Guidebook update and will draft goals and policies aligned with the following:

*“Goals and policy statements can be very specific if they are intended to describe a future accomplishment, or more general if they are intended to provide direction to later planning efforts and implementation decisions. Communities need to decide how specific they want to be in expressing goals and policies depending on the purpose and desired outcome.*

*Regardless of the degree of specificity, goals and policies need to be clear and accurately describe the intended outcome. Many older comprehensive plans suffer from overlay vague policy language that offer minimal guidance to future decision-making. More specific policies have a greater likelihood to produce results that meet the desired intent.”*

- **Housing Element.** MAKERS and LCG will collaboratively prepare the Housing Element update, including needs and characteristics inventory that will meet GMA and Countywide Planning Policy requirements. As part of the inventory, the team will review the capacity for different types of housing in Tukwila and how they relate to the community's needs. The team will draft goals and policies to reflect local housing needs and address the region's growing demand for affordable housing. Key topics we anticipate are housing supply and variety (building on middle housing work), housing affordability, special needs housing, regional collaboration, and monitoring.
- **Climate Change and Equity.** Building on the plan audit (3–5B) the team will suggest key areas for inclusion of policies related to climate change and equity throughout the plan. Watershed will lead policy input related to climate change, as well as any updates to the Natural Environment element. MAKERS will lead policy input on social equity, building on findings from community engagement with marginalized communities.

**D. Support plan adoption.** Consultant team guidance at the adoption phase can help clarify concepts, answer technical questions, and aid in the refinement of goals, policies, and concepts. This will ensure internal consistency, point out implications of various revisions, remind decision-makers about relevant community feedback, and help ensure policy language is specific enough to be useful, but not overly restrictive.

**Focus on implementation**

Our team has extensive experience implementing zoning, housing, design regulations, and transportation projects leads to our great emphasis on making comprehensive plans actionable.

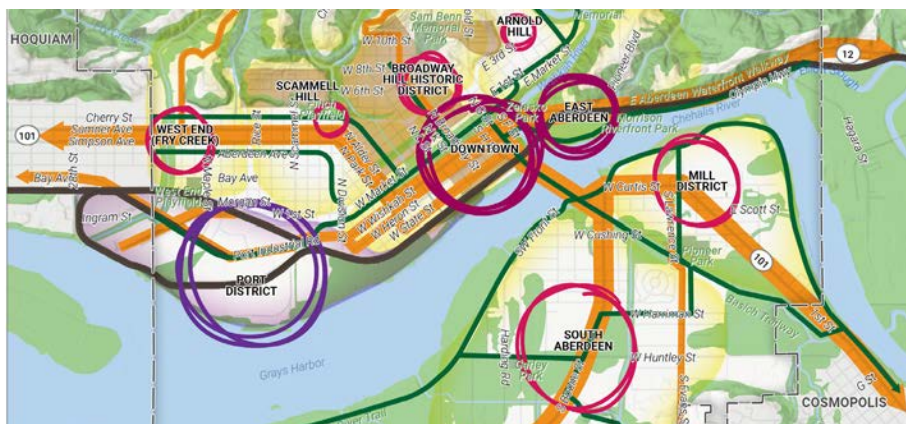
A major focus of MAKERS' land use element work is to make sure that the land use designations include a clear implementing zone (or in some cases, zones).

We also emphasize crafting policies so they guide future zoning code updates, including permitted uses, development intensities, and design parameters.

While it's important to give the policies "teeth", it's also important to avoid policies that are written as though they are regulations.

**Task 6 – Development Regulations**

For Task 6 the RFP states “prepare and finalize the development regulations associated with proposed amendments to the plan”. Code development is a time-intensive process and a quick review of existing code indicates many provisions are outdated or overly restrictive. Given this project's budget and timeline, we recommend focusing efforts to identify where policy revisions imply future code changes and which code provisions might be revised. This will assist staff in future code cleanup efforts, and/or inform the scope of a broader code overhaul.



*This concept map for the Aberdeen Comprehensive Plan identifies neighborhood centers and corridors where development code update recommendations were focused.*



## Project Management

MAKERS' proposes a management team appropriately scaled for each project, clearly delineates roles, and prioritizes excellent client service and efficient production. For Tukwila's Comprehensive Plan Update, Ian Crozier and Julie Bassuk will be the management team. Ian will serve as project manager and be the consistent point of contact for internal team and client communication and coordination. Julie will provide strategic guidance and oversight at every stage.

Ian will be responsible for scope, schedule, and budget management. This will include real-time budget and schedule monitoring, monthly client calls, and monthly client progress reports. Ian and Julie are committed to proactively identifying and working through any challenges that arise, promptly communicating to address issues, and collaborating to find solutions.

### Administrative Requirements

MAKERS is a women-owned business enterprise and licensed to do business in the state of Washington (see "DBE/WMBE" on page 9).

MAKERS understands and will comply with the insurance, billing, and other terms detailed in Section 4 of the RFQ.

## Schedule and Budget Control

Proactive schedule management and dedicated focus on each project component (engagement, equity and displacement analysis, and code recommendations) will be key to completing this effort within the Commerce-mandated timeframes. Ian will work with the Project Team to schedule key meetings far in advance and ensure every meeting is efficient, collaborative, and productive.

## High Level Budget Breakdown

Our suggested budget breakdown is outlined below. We are happy to refine this estimate if needed to align with the City's priorities and additional grant funding, if awarded.

Task	Total	% of Total
Management and Coordination	<b>\$12,500</b>	<b>10%</b>
<b>1</b> Checklists and Gap Analysis	<b>\$8,000</b>	<b>6%</b>
<b>2</b> Public Outreach	<b>\$22,000</b>	<b>18%</b>
<b>3-5</b> Draft Plan Elements; Infuse Climate Change and Equity	<b>\$44,000</b>	<b>35%</b>
<b>6</b> Development Regulations	<b>\$8,000</b>	<b>6%</b>
Subconsultant Fee and Miscellaneous Expenses	<b>\$30,500</b>	<b>24%</b>
<b>Total Cost</b>	<b>\$125,000</b>	<b>100%</b>

## Cost Monitoring and Budget Control

One of the keys to completing an ambitious project scope within a tight budget will be collaborating to clarify expectations around responsibilities and deliverables during project scoping. Once underway, Ian will be responsible for real-time cost monitoring and budget control. He and Julie will endeavor to proactively identify any potential scope increases and/or cost overruns and will work with the City to find solutions.

## Quality Control

MAKERS' prides ourselves on high-quality deliverables and completes multiple internal reviews before submitting products to the client. Ian will perform the initial review of each deliverable and work with the team to address revisions before delivering. He will draw on the expertise of other staff to review potential code recommendations, and evaluate the accessibility and user friendliness of our deliverables.

The key to our success is allowing adequate time for editing, quality control, and response to feedback - we are committed to a robust review process and will work with the City to ensure time for this is incorporated in the work plan.

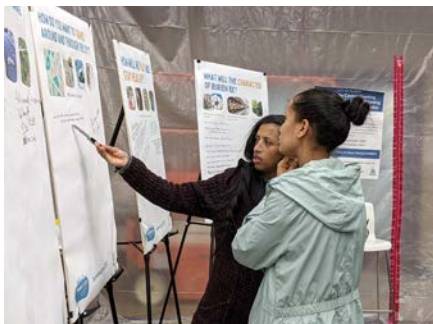
## Public Engagement

Our team's approach to and methods for engagement with diverse populations and those with barriers to participation are described below. Specific suggestions to explore for this project are included in the "Work Plan" on page 11-13.

## Culturally Competent Engagement

Because engagement with marginalized communities is a key practice area for our firm, we have pioneered methods to partner with and compensate traditionally underserved community members and organizations. We emphasize collaborating with CBOs and community liaisons and developing appropriate materials, such as clear, simple graphics that cross lingual boundaries.

For Seattle Public Utilities' Shape Our Water and the Puget Sound Regional Council's Social Equity Technical Support project, we partnered with individuals with deep connections to communities of color and compensated individuals for their engagement work. In Burien, we are currently working with a paid community liaison and are offering stipends to focus group members.



*Attendees at in-person events held at times and locations (library and community center) that easily fit into people's everyday activities tend to better reflect the local population than events requiring a significant time commitment to attend.*

## Equity in Engagement

Intentional, targeted engagement that elevates underrepresented groups' voices was integral for Seattle's Judkins Park Station Access Study. Rachel worked with Vietnamese, Chinese, and Spanish community liaisons to hear community members on their turf, plug into the right events, and elevate their voices. For instance, she attended a Goodwill employee training and used live interpretation to speak with employees using many other languages. She then led a focus group with deaf, blind, and deafblind Lighthouse for the Blind employees using a tactile map and live interpretation.



*Community members provide input and share their lived experiences*

# Appendix A: Resumes of Key Personnel

## **MAKERS**

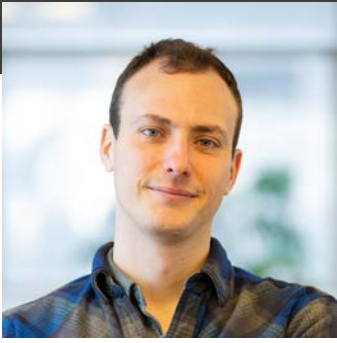
IAN CROZIER  
JULIE BASSUK  
MARKUS JOHNSON

## **Leland Consulting Group**

CHRIS ZAHAS  
JENNIFER SHUCH

## **The Watershed Company**

NELL LUND  
MARK DANIEL



# Ian Crozier AICP

## Associate Planner

Ian brings relentless curiosity, creative strategic thinking, and a commitment to quality work to his projects at MAKERS. Skilled in project management, technical writing, analysis, and public engagement, has been deeply involved in MAKERS subarea planning, transit-oriented development, and housing work. He sees housing as one of the critical planning issues facing northwesterners and has helped lead MAKERS' efforts working with cities expand housing capacity and improve affordability. He brings an international perspective from his experience as a Peace Corps volunteer in Paraguay and his research on multi-family housing types in Copenhagen, Denmark, which allows him to tackle planning problems with an open mind and first principles approach.

### Relevant Qualifications

#### Experience

MAKERS, 5 years

#### Education

Master of Urban Planning,  
University of Washington, 2017

Bachelor of Arts,  
International Affairs,  
Lewis & Clark College, 2009

#### Professional

American Institute of Certified  
Planners, 2019,  
#32157

Teaching Artist, Seattle  
Architecture Foundation  
2017-2020

Peace Corps Volunteer,  
Paraguay 2011-2013

#### Aberdeen Comprehensive Plan, Aberdeen, WA

Ian led drafting of the Land Use and Housing elements of and helped facilitate engagement for the Aberdeen Comprehensive Plan. Undertaken with a lean budget, the project updated Aberdeen's 20-year-old comprehensive plan. Ian helped craft a suite of strategies to encourage incremental housing growth, protect existing affordability, support home ownership, and catalyze development in promising former industrial sites to address increasing challenges around housing affordability.

#### SeaTac Housing Action Plan, City of SeaTac, WA

MAKERS led the development of the SeaTac Housing Action Plan, funded by the Department of Commerce's planning grant program for housing growth. Ian was the lead planner on this project, which involved significant data analysis, stakeholder engagement, and developing strategies that balance achievement of housing goals with would be political feasibility.

#### Housing Action Plan guidance, Washington Department of Commerce

Ian assisted in an update the Washington State Department of Commerce guidance for housing-related planning. Ian researched housing strategies and drafted elements for several chapters of the Housing Action Planning guidebook. This work has directly informed MAKERS on-going work on Housing Action Plans for the cities of SeaTac, Everett, Lynnwood, Federal Way, and Puyallup.

#### Canyon Park Subarea Plan, Bothell, WA

As lead planner Ian was heavily involved in all phases of this project. Major work items included GIS map preparation, alternatives concept development, preparation for public events and staff charrettes, analysis of job and housing growth under action alternatives, coordination with sub-consultants, graphic production for plan and code work, drafting text for the plan document, and publishing the plan document.

### Other Project Experience

- Defense of Density After COVID-19 panel discussion, Seattle Design Festival 2020
- Map and epigraph for Viral Murals: Seattle Artists, Storefront Murals, and the Power of Art During Crisis, Chatwin Press, 2020
- HB 1923: New Tools for Washington Cities, Washington APA Conference 2019
- Youth in Force: Engage Now!, Washington APA Conference 2019
- The Lower Duwamish Bike Tour presented by The Urbanist, June 2019
- Metrics for a Lively Urban Form, Washington APA Conference 2017



# Julie Bassuk AICP

## Partner

Julie is a thoughtful communicator who focuses on building great teams and helping them do their best work. A persuasive leader, Julie successfully harnesses others' talents and perspectives to achieve results and deliver high quality products on schedule and budget. She has more than 25 years' experience leading complex planning projects and is known for her sensitivity to client needs, attention to detail, and carefully reasoned conclusions.

Julie is an expert facilitator and skilled at guiding productive discussions and effective collaborations. She is particularly adept at distilling complex analysis into clear, succinct recommendations, and her work has won numerous planning awards over the years.

## Relevant Qualifications

### Experience

MAKERS, 22 years  
Other, 3 years

### Education

Commercial Real Estate  
Certificate, University of  
Washington, 2003

Bachelor of Arts,  
Liberal Arts Honors Program,  
Urban Studies;  
University of Texas, 1996

### Professional

Seattle Design Commission  
past chair

American Institute of  
Certified Planners

### Select Awards & Presentations

Coconino County JLUS Arizona  
APA Award  
2019 Honorable Mention  
Regional or General or  
Comprehensive Plan

Tempe Facilities Master Plan  
Arizona APA Award  
2019 Honorable Mention  
Master Plan/Project/Study

### Neighborhood and Transit Oriented Development Plans, Burien, WA

Julie is leading the development of community plans for the Ambaum and Boulevard Park neighborhoods of Burien. The plans seek to address transit access, pedestrian safety, and housing in both neighborhoods. In addition, the plan for Boulevard Park will address the impacts on the community from SeaTac airport.

### Comprehensive Plan, Aberdeen, WA

Julie led a multidisciplinary team in a major update of Aberdeen's Comprehensive Plan, the City's first update in over 20 years. The team facilitated meetings and workshops with focus groups and the Planning Commission to develop guiding principles, emphasizing social equity and environmental resilience. The resulting principles are infused throughout the plan's goals and policies.

### Comprehensive Plan Update, SeaTac, WA

Julie led MAKERS' update to the City of SeaTac's Comprehensive Plan update. The project included streamlining content, developing new framework policies, and updating implementation strategies. In addition, the team edited multiple sections, including Land Use, Community Design, and Housing and Human Services. The resulting user-friendly plan will guide SeaTac into 2035.

### South Kincaid Subarea Plan and Design Standards, Mount Vernon, WA

Julie led an effort to position the subarea to help absorb the influx of new residents projected to move to Mount Vernon in the coming decades. The plan recommended increased residential density limits that will support the revitalization of downtown and encourage mid-rise multifamily, mixed-use, and live/work developments.

## Other Project Experience

- Auburn Downtown Plan Update and EIS, City of Auburn, WA
- Historic Waterfront District Plan, Kennewick, WA
- Pacific Hospital Campus Development Plan, Seattle, WA
- Transit Oriented Development Plan, City of SeaTac, WA
- Downtown Master Plan, City of North Bend, WA
- Grade Road Subarea Plan, Lake Stevens, WA



# Markus Johnson

## Urban Designer/Planner

Markus is an urban designer and community planner who is passionate about creating environments and spaces that allow people to live and thrive. He is skilled in research, synthesis, quantitative analysis, and cartography, and has worked at MAKERS since graduating from the University of Washington Master of Urban Planning program in 2022.

Prior to joining MAKERS Markus completed degree programs in Kinesiology, Environmental Science, and Urban Planning. While studying urban planning at the University of Washington, Markus worked on housing projects relating to missing middle housing, affordable housing, Seattle building code, and Seattle design review. His belief that abundance and redistribution of quality housing, transportation, and green energy leads to shared well-being, guides him in his planning practice.

### Relevant Qualifications

#### Experience

MAKERS, 1 year

#### Education

Master of Urban Planning,  
University of Washington, 2022

Master of Science,  
Environmental Science  
and Policy, University of  
South Florida, 2018

Bachelor of Science,  
Kinesiology, University of  
Maryland College Park, 2016

#### Published Projects

[Community Engagement is  
Harming Cities: Disrupting  
Racial Planning for a Planning  
End of Shared Well-being.](#)  
June, 2022

[Missing Middle Housing  
is Waiting to Help.](#)  
June, 2022

[Constructed Urban Nature:  
Introducing More Nature  
into the City.](#)  
December, 2018

#### Seattle’s 130th and 145th Station Area Plan EIS, Seattle, WA

Markus is supporting work on a station area plan EIS for Seattle’s 130th light rail station and 145th bus rapid transit station. He led EIS zoning alternative proposals development and did graphic production of zoning alternatives. Markus also supported the project team and City staff in fielding questions during a public Q&A session.

#### Tacoma Neighborhoods Planning, Tacoma, WA

Markus is heavily involved in working with city staff and local participants on developing neighborhood plans for the McKinley Hill and Proctor neighborhoods in Tacoma. Markus led the build out of two Social Pinpoint surveys and an interactive map to provide opportunities for public input. Other major work items include GIS map preparation, graphic production for plans, preparation for public events, and drafting text for plan

#### Port Orchard Housing Action Plan, Port Orchard, WA

For Port Orchard’s Housing Action Plan, Markus scheduled and conducted a series of stakeholder interviews and initiated a code analysis of Port Orchard’s code. In addition, he has created permitted use tables, an impact fee comparison table, and a short-term rental table in the existing conditions report.

#### Black Religiously Owned Affordable Housing, Seattle, WA\*

While at the University of Washington, Markus worked with the Nehemiah Initiative. The Nehemiah Initiative partners with Black religiously owned ownership in Seattle’s Capitol Hill neighborhood to develop a plan for affordable housing development as a way to fight displacement pressures and build more housing for the community. Major work items include review of Seattle’s zoning code, passive house research, SketchUp modeling of proposed buildings, review of Seattle’s permissive single stair building code, and stakeholder interviews.



# Chris Zahas, AICP

## Managing Principal

**Role:** Economic Development/Housing Analysis Lead

**Availability:** 15%

Chris Zahas is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. His project approach is to assist public and private sector clients in turning broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development. In all cases, Chris keeps the focus of projects on implementation, always anticipating next steps and never hesitating to advise a client to change directions when that is the best course. In over 22 years at Leland Consulting Group, he has managed more than 35 downtown and corridor implementation strategies and played a strategic advisor role in dozens more. In the economic development realm, he brings a deep understanding of economic and demographic trends, ensuring that long-term strategies reflect the evolving drivers of how businesses choose to locate and where people choose to live.

Prior to joining Leland Consulting Group, Chris coordinated economic development projects for the Portland Development Commission, Portland's redevelopment agency.

### Education

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Arts, International Affairs, Lewis and Clark College

### Publications and Public Speaking Experience

- Guest lecturer: Portland State University, University of Oregon
- Rail~Volution
- Western Planners Conference
- Urbanism Next
- Nevada Chapter of the American Planning Association
- Utah Chapter of the American Planning Association
- Washington Association of Realtors
- Contributing Author: *Sustainable and Resilient Communities: A Comprehensive Action Plan for Towns, Cities, and Regions*, 2011

### Professional Memberships

- Urban Land Institute
- American Planning Association
- American Institute of Certified Planners (#019464)
- City Club of Portland

### Project Experience

- Comprehensive Plan Update, Port Orchard, WA
- Comprehensive Plan Update, Aberdeen, WA
- Housing Action Plan, Port Orchard, WA
- Comprehensive Plan Update, Arlington, WA
- Housing Action Plan, Anacortes, WA
- Downtown Civic Core Vision and Action Plan, Renton, WA
- Housing Action Plan, Kettle Falls, WA
- Depot District Subarea Plan, Lacey, WA
- Tacoma Link Extension Economic Development Analysis, Tacoma, WA
- Housing Action Plan, Ritzville, WA
- Citywide Housing and Industrial Market Analysis, Sandpoint, ID
- Housing Action Plan, Mattawa, WA
- Public Land Evaluation for Affordable Housing, Portland, OR
- Housing Action Plan, Chewelah, WA
- Comprehensive Plan Update, Albuquerque, NM
- Tigard Triangle Equitable Urban Renewal Implementation Strategy, Tigard, OR
- Kalispel Tribe Master Land Use Plan, Usk, WA
- Comprehensive Plan Update, Meridian, ID
- Downtown Housing and Revitalization Initiative, Boise, ID



# Jennifer M. Shuch

## Urban Development Analyst

**Role:** Economic Development/Housing Analysis

**Availability:** 30%

Jennifer Shuch is a data-driven, equity-focused planner who strives to understand urban environments from the perspective and needs of a wide variety of users. She believes that greater inclusivity creates stronger communities and fosters economic growth. Her passion for urban and economic planning stems from her interest in accessibility and universal design as well as her experiences living in a variety of urban, suburban, and rural communities.

Jennifer is experienced in market analysis using a combination of quantitative and qualitative data. She combines clearly written assessments with data visualizations and has experience with statistical tools including R-Studio and GeoDa. She has also written articles, blog posts, and white papers on local housing policies and previously wrote, hosted, and edited a podcast focusing on current events in real estate, infrastructure, and transit in the Pacific Northwest.

Before joining Leland Consulting Group, Jennifer was the Senior Research Analyst at a Portland-based multifamily real estate brokerage serving Oregon and Washington. She also has professional experience in finance and early childhood education. She is a member of the Urban Land Institute.

### Education

- Master of Urban Planning, University of Southern California
- Master of Middle East and Mediterranean Studies, King's College London
- Bachelor of Arts, Religion, Haverford College

### Volunteer Work

Neighbors Welcome Equitable Zoning Work Group Member Administrative Lead: Coordinate to assess housing policies, organize with stakeholders, and work with City leaders to promote housing opportunity in Portland, Oregon

### Project Experience

- City Center/Airport District Subarea Plan and Development Code, SeaTac, WA
- Regional Growth Center Strategy, Lynnwood, WA
- Cornforth-Campbell Property Development, Puyallup, WA
- Capital Mall Triangle Subarea Plan, Olympia, WA
- Neighborhood Centers Strategy, Olympia, WA
- Post-COVID Office Strategy, Multnomah County, OR
- Cushman/Adams Substations Future Use Study, Tacoma, WA
- Parking Modernization Initiative Phase 2, Salt Lake City, UT
- Site Redevelopment Analysis, Salem, OR
- State Street Corridor Study, Midvale, UT
- North Shore/Bridge Village Subarea Plan, Camas, WA
- Waterfront Development Strategy/Business Plan, Ridgefield, WA
- Heights District Project, Vancouver, WA
- Public Land Evaluation for Affordable Housing, Portland, OR





## Nell Lund, PWS

Project Manager | Senior Ecologist

### PROFESSIONAL EXPERIENCE

16 years

### EDUCATION

Certificate, Wetland Science and Management, 2006, University of Washington

B.S., Biology, 2000, Arizona State University

### REGISTRATIONS & LICENSES

Professional Wetland Scientist (PWS), Society of Wetland Scientists Certification, #2203, 2012, 2017, 2022

Pierce County PALS Wetland Specialist Roster

### CONTINUING EDUCATION

- Washington State Department of Ecology Eastern Washington Wetland Rating System, 2018
- Using the Credit-Debit Method for Estimating Mitigation Needs, Ecology, 2016
- Washington State Department of Ecology Western Washington Wetland Rating System Training, 2014
- Using the Field Indicators for Hydric Soils, USACE Supplement Training, 2011

Nell is an exceptional field biologist and project manager with over a decade of experience in critical areas assessment. She effectively conducts assessments and guides staff through project tasks, including wetland evaluation, delineation, mitigation planning, and environmental permitting. Nell frequently works with The Watershed Company’s planning department in support of policy planning efforts, providing field assessment and documentation to verify report findings and demonstrate environmental consequences of proposed changes.

**Comprehensive Plan Update, City of Woodinville.** As part of an interdisciplinary team of consultants, The Watershed Company worked with the City of Woodinville on a Comprehensive Plan and Municipal Code update. Consistent with the Washington State Growth Management Act and the Endangered Species Act, Watershed prepared an Existing Conditions report and a BAS report. The BAS report is tailored to reflect critical areas present within the Woodinville 2015 Comprehensive Plan Update Study Area. In addition, a Gap Analysis report identified code sections where current BAS can and should be incorporated into critical area regulations. Nell co-authored both the BAS and Gap Analysis reports and presented the report findings to the City Council. To facilitate consideration of likely environmental consequences associated with proposed changes, Watershed also assisted with completion of the SEPA checklist.

**Redmond 2050 Comprehensive Plan, Periodic Review SEPA Analysis & Documentation, City of Redmond.** Watershed was part of an interdisciplinary team of consultants working with the City of Redmond at the direction of Berk Consulting to support the City’s Comprehensive Plan periodic review. Consistent with the Washington State Growth Management Act and the Endangered Species Act, Watershed prepared an Existing Conditions report and a BAS addendum to updated the City’s previous BAS summary. To support the SEPA review, Watershed prepared Environmental Impact Statement (EIS) sections for plants and animals, water resources, and earth sections. Watershed also met with the project team to discuss and review climate change models as they were developed by Berk Consulting. Watershed contributed to the product of this analysis, the Redmond Climate Vulnerability Risk Assessment and Strategy Report.

**Comprehensive Plan, City of Covington.** Working as a subconsultant, Nell conducted a review of Best Available Science in support of the City’s Comprehensive Plan. Through research of the City’s existing conditions, GIS mapping, and contemporary scientific literature, Nell’s final report provided the prime and City staff provided an updated understanding of the City’s critical areas and fish and wildlife habitat to plan regulatory-compliant land use zoning and development activities.

**Comprehensive Plan Update, City of Burien.** The City of Burien updated their comprehensive plan in 2012. The Watershed Company assisted the City with that process by providing a Critical Areas Ordinance gap analysis and a Best Available Science (BAS) review. Nell authored and presented the BAS review to the City Council.

Availability: 25%





## Mark Daniel, AICP

Climate Change and Equity Specialist | Senior Planner, GIS Specialist

### PROFESSIONAL EXPERIENCE

15 years

### EDUCATION

Master of Urban Planning, 2007,  
University of Washington

B.A., Economics/Environmental  
Studies, 2005, Western  
Washington University

B.A., Kinesiology, 1996,  
University of Colorado

### CERTIFICATIONS

American Institute of Certified  
Planners, #025040, 2011

### CONTINUING EDUCATION

- Navigating SEPA, 2019
- Documenting NEPA  
Categorical Exclusions,  
WSDOT, 2017
- Coastal Training Program  
Washington: How to  
Administer Development  
Permits in Washington's  
Shorelines, 2009
- Planning for Climate Change,  
2009
- Puget Sound Coastal  
Processes and Shoreline  
Stabilization Measures, 2008

### SPECIAL SKILLS

- GIS

Mark has worked on a broad array of long-range and current planning projects. His long-range planning experience includes shoreline master program updates, critical areas ordinance updates, comprehensive plan updates, urban design guidelines, and master plans. His current planning experience includes project permitting, SEPA/NEPA compliance, and development application review for local government jurisdictions. In performing this work, Mark has worked with a variety of public and private clients and stakeholders, actively participated in numerous public meetings, and successfully managed several projects. Attention to detail, conciseness, and flexibility are hallmarks of Mark's skills.

**City of Langley Shoreline Master Program (SMP) Periodic Review.** Mark was the consultant project manager for the periodic review of Langley's SMP. In addition to completing the mandatory elements required by state law, the City also wanted the SMP update to consider climate change and sea level rise. As a first step, the City put on a virtual community meeting that featured captivating presentations on climate change and sea level rise by Washington Sea Grant, South Whidbey High School students, the Swinomish Tribe and others. Mark presented on the SMP update and its interplay with climate change and sea level rise. After the meeting, the City led the development of a sea level rise strategy to lay the foundation for related amendments to the SMP. The SMP was then amended to include several additional policies and regulations addressing sea level rise. As a result of its efforts on the SMP, the City is in the vanguard of Washington municipalities planning for sea level rise.

**Comprehensive Plan Periodic Update, City of Covington.** Watershed handled environmental aspects of the City's comprehensive plan update. Early in the process, Watershed prepared a review of applicable Best Available Science. Mark then spearheaded an evaluation of the existing Environmental Element of the comprehensive plan. The evaluation included a review of the goals and policies against a checklist distributed by the Washington State Department of Commerce. Based on the evaluation, he then developed content for the updated Environmental Element, including conditions and trends, challenges and opportunities, goals and policies, and an action plan. The updated Environmental Element included content related to climate change.

**Comprehensive Plan Periodic Update, City of Walla Walla.** As a subconsultant to BERK, Mark assisted with the update of the Environment and Natural Resources Element. After auditing the existing element, he prepared a memo suggesting several potential improvements. He later overhauled the element, including adding a variety of new content, including content to climate change and water resource management.

**Comprehensive Plan Periodic Update, Town of Coupeville.** As a subconsultant to MAKERS, Mark is currently assisting the Town of Coupeville with updates to the Natural Systems and Shorelines elements of its comprehensive plan. In the coming months, he will also be reviewing the Town's critical areas regulations to ensure they meet the requirements of current state law.

**Availability: 30%**


## Appendix B: Client References

### MAKERS

#### Lisa Scott

Director of Community Development  
City of Aberdeen

 lscott@aberdeenwa.gov

 360-537-3238

#### Susan McLain

Community Development Director,  
City of Burien

 susanm@burienwa.gov

 206-248-5501

### MAKERS and Leland Consulting Group

#### James C. Fisk, AICP

Senior Planner  
City of Port Orchard

 jfisk@portorchardwa.gov

 360-874-5533

### MAKERS and The Watershed Company

#### Donna Keeler

Planning Director  
City of Coupeville

 planner@townofcoupeville.org

 306-478-4461 ext. 103





**PROFESSIONAL SERVICES AGREEMENT**

*(Includes consultants, architects, engineers, accountants, and other professional services)*

**THIS AGREEMENT** is entered into between the City of Tukwila, Washington, hereinafter referred to as “the City”, and MAKERS Architecture and Urban Design, LLP, hereinafter referred to as “the Consultant”, in consideration of the mutual benefits, terms, and conditions hereinafter specified.

1. **Project Designation.** The Consultant is retained by the City to perform planning analysis and public involvement services in connection with the project titled “Tukwila Comprehensive Plan Periodic Update”.
2. **Scope of Services.** The Consultant agrees to perform the services, identified on Exhibit “A” attached hereto, including the provision of all labor, materials, equipment, and supplies.
3. **Duration of Agreement; Time for Performance.** This Agreement shall be in full force and effect for a period commencing upon execution and ending December 31, 2024, unless sooner terminated under the provisions hereinafter specified. Work under this Agreement shall commence upon written notice by the City to the Consultant to proceed. The Consultant shall perform all services and provide all work product required pursuant to this Agreement no later than December 31, 2024, unless an extension of such time is granted in writing by the City.
4. **Payment.** The Consultant shall be paid by the City for completed work and for services rendered under this Agreement as follows:
  - A. Payment for the work provided by the Consultant shall be made as provided on Exhibit “B” attached hereto, provided that the total amount of payment to the Consultant shall not exceed \$125,000.00 without express written modification of the Agreement signed by the City.
  - B. The Consultant may submit vouchers to the City once per month during the progress of the work for partial payment for that portion of the project completed to date. Such vouchers will be checked by the City and, upon approval thereof, payment shall be made to the Consultant in the amount approved.
  - C. Final payment of any balance due the Consultant of the total contract price earned will be made promptly upon its ascertainment and verification by the City after the completion of the work under this Agreement and its acceptance by the City.
  - D. Payment as provided in this section shall be full compensation for work performed, services rendered, and for all materials, supplies, equipment, and incidentals necessary to complete the work.
  - E. The Consultant’s records and accounts pertaining to this Agreement are to be kept available for inspection by representatives of the City and the state of Washington for a period of three (3) years after final payments. Copies shall be made available upon request.

5. **Ownership and Use of Documents.** All documents, drawings, specifications and other materials produced by the Consultant in connection with the services rendered under this Agreement shall be the property of the City whether the project for which they are made is executed or not. The Consultant shall be permitted to retain copies, including reproducible copies, of drawings and specifications for information, reference and use in connection with the Consultant's endeavors. The Consultant shall not be responsible for any use of the said documents, drawings, specifications or other materials by the City on any project other than the project specified in this Agreement.
6. **Compliance with Laws.** The Consultant shall, in performing the services contemplated by this Agreement, faithfully observe and comply with all federal, state, and local laws, ordinances and regulations, applicable to the services rendered under this Agreement.
7. **Indemnification.** The Consultant shall defend, indemnify, and hold the City, its officers, officials, employees, and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

8. **Insurance.** The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees. Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

A. **Minimum Amounts and Scope of Insurance.** Consultant shall obtain insurance of the types and with the limits described below:

1. **Automobile Liability** insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident. Automobile Liability insurance shall cover all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
2. **Commercial General Liability** insurance with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO endorsement form CG 20 26.
3. **Workers' Compensation** coverage as required by the Industrial Insurance laws of the State of Washington.

4. Professional Liability with limits no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit. Professional Liability insurance shall be appropriate to the Consultant's profession.
  - B. **Public Entity Full Availability of Contractor Limits.** If the Contractor maintains higher insurance limits than the minimums shown above, the Public Entity shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Contractor, irrespective of whether such limits maintained by the Contractor are greater than those required by this Contract or whether any certificate of insurance furnished to the Public Entity evidences limits of liability lower than those maintained by the Contractor.
  - C. **Other Insurance Provision.** The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance with respect to the City. Any Insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not be contributed or combined with it.
  - D. **Acceptability of Insurers.** Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
  - E. **Verification of Coverage.** Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Contractor before commencement of the work. Upon request by the City, the Consultant shall furnish certified copies of all required insurance policies, including endorsements, required in this Agreement and evidence of all subcontractors' coverage.
  - F. **Notice of Cancellation.** The Consultant shall provide the City with written notice of any policy cancellation, within two business days of their receipt of such notice.
  - G. **Failure to Maintain Insurance.** Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.
9. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor with respect to the services provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto. Neither the Consultant nor any employee of the Consultant shall be entitled to any benefits accorded City employees by virtue of the services provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security or for contributing to the state industrial insurance program, otherwise assuming the duties of an employer with respect to the Consultant, or any employee of the Consultant.
  10. **Covenant Against Contingent Fees.** The Consultant warrants that he has not employed or retained any company or person, other than a bonafide employee working solely for the Consultant, to solicit or secure this contract, and that he has not paid or agreed to pay any company or person, other than a bonafide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this contract. For breach or violation of this warrant, the City shall have the right to annul this contract without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

11. **Discrimination Prohibited.** Contractor, with regard to the work performed by it under this Agreement, will not discriminate on the grounds of race, religion, creed, color, national origin, age, veteran status, sex, sexual orientation, gender identity, marital status, political affiliation, the presence of any disability, or any other protected class status under state or federal law, in the selection and retention of employees or procurement of materials or supplies.
12. **Assignment.** The Consultant shall not sublet or assign any of the services covered by this Agreement without the express written consent of the City.
13. **Non-Waiver.** Waiver by the City of any provision of this Agreement or any time limitation provided for in this Agreement shall not constitute a waiver of any other provision.
14. **Termination.**
  - A. The City reserves the right to terminate this Agreement at any time by giving ten (10) days written notice to the Consultant.
  - B. In the event of the death of a member, partner, or officer of the Consultant, or any of its supervisory personnel assigned to the project, the surviving members of the Consultant hereby agree to complete the work under the terms of this Agreement, if requested to do so by the City. This section shall not be a bar to renegotiations of this Agreement between surviving members of the Consultant and the City, if the City so chooses.
15. **Applicable Law; Venue; Attorney's Fees.** This Agreement shall be subject to, and the Consultant shall at all times comply with, all applicable federal, state and local laws, regulations, and rules, including the provisions of the City of Tukwila Municipal Code and ordinances of the City of Tukwila. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be properly laid in King County, Washington. The prevailing party in any such action shall be entitled to its attorney's fees and costs of suit. Venue for any action arising from or related to this Agreement shall be exclusively in King County Superior Court.
16. **Severability and Survival.** If any term, condition, or provision of this Agreement is declared void or unenforceable or limited in its application or effect, such event shall not affect any other provisions hereof and all other provisions shall remain fully enforceable. The provisions of this Agreement, which by their sense and context are reasonably intended to survive the completion, expiration or cancellation of this Agreement, shall survive termination of this Agreement.
17. **Notices.** Notices to the City of Tukwila shall be sent to the following address:

City Clerk  
City of Tukwila  
6200 Southcenter Boulevard  
Tukwila, WA 98188

Notices to Consultant shall be sent to the following address:

Julie Bassuk, AICP  
MAKERS Architecture and Urban Design, LLP  
500 Union Street, Suite 700  
Seattle, WA 98101
18. **Entire Agreement; Modification.** This Agreement, together with attachments or addenda, represents the entire and integrated Agreement between the City and the Consultant and supersedes all prior negotiations, representations, or agreements written or oral. No amendment or modification of this Agreement shall be of any force or effect unless it is in writing and signed by the parties.



DATED this \_\_\_\_\_ day of January, 2023.

**\*\* City signatures to be obtained by  
City Clerk's Staff ONLY. \*\***

**\*\* Consultant signature to be obtained by  
sponsor staff. \*\***

CITY OF TUKWILA

CONSULTANT:

\_\_\_\_\_  
Allan Ekberg, Mayor

By: \_\_\_\_\_

Printed Name: Julie Bassuk

ATTEST/AUTHENTICATED:

Title: Partner

\_\_\_\_\_  
Christy O'Flaherty, City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Office of the City Attorney

**EXHIBIT A**

**Scope of Work**

*Information to be provided for 4/3/23 City Council Regular Meeting*