Exhibit #1 to Agreement Number XXX
Scope of Work
2014 Comprehensive Plan Update EIS

The City of Seattle (City) is undertaking preparation of an Environmental Impact Statement (EIS) to evaluate impacts and identify mitigation strategies for a major update to the Seattle's Comprehensive Plan. The City has selected the Studio 3MW LLP (Consultant) team to prepare the EIS. The programmatic EIS will provide environmental analysis to support City decision making on the preferred policy direction for the updated Comprehensive Plan. The document will emphasize clear and succinct language structured in a reader-friendly format.

This Scope of Work consists of a narrative overview description of tasks, deliverables for each task, completion date for each task, and a budget schedule showing approximate level of effort and estimated costs by task for each firm on the consultant team. Actual costs by task will be considered to be flexible depending upon how the analyses develop as they are prepared. Where appropriate, key assumptions are included below; additional assumptions are provided at the end of this document.

PROJECT INITIATION

1. **Project Kick-off**
   Consultant will conduct a project kick-off meeting to confirm project priorities, roles, schedule and public involvement strategy, and to address key technical issues such as transportation.
   Deliverables: *Meeting materials and summaries, including documentation of decisions*

2. **Refine & Describe Alternatives**
   Consultant will work with City staff to refine project alternatives and to identify the important attributes and differentiators between alternatives. Description of the alternatives will include a discussion of comprehensive planning and growth concepts, including but not limited to population and employment targets and capacity, as well as a range of related policy amendment themes. Consultant will prepare a draft description of the proposal and alternatives and will finalize the description based on City comments. A total of four alternatives, including No Action, are assumed. The final description of alternatives will be developed after review of public scoping comments.

   Deliverables: *Draft and final description of proposal and alternatives*

3. **Environmental Scoping**
   An expanded environmental scoping process began in October and a public meeting is planned for March 2014 prior to the close of scoping. Consultant will support staff in preparation for this meeting and will prepare handouts, public display materials, presentation materials and facilitation services. Following the meeting, consultant will work with City staff to finalize the scope of analysis and prepare a final scoping report to document findings and conclusions.
   Deliverables: *Meeting preparation, materials, summary and facilitation*
   Draft and final scoping summary

4. **Environmental Analysis**

This Scope of Work assumes that the EIS elements of the environment will include air, noise, relationship to plans and policies, land use (housing, population, employment, height, bulk, scale, compatibility, aesthetics), transportation, public services and utilities. If, through the scoping process described in Task 3, additional elements of the environment area are added, the City and Consultant will jointly determine the approach for incorporating these elements. The Consultant will include in each element's impact analysis conclusions addressing the potential for "cumulative impacts."

a. Earth and Water Quality:

Earth: Evaluate and disclose at a programmatic level the relationship of the alternatives to the potential for significant adverse earth impacts arising from infringement upon environmentally critical areas including steep slopes, landslide/erosion hazard areas and seismic hazards. Indicate findings according to broad sectors of the city.

Water Quality: The following analytic element may be included as part of the Utilities analysis for this EIS. Evaluate and disclose at a programmatic level the relationship of the alternatives to the potential for significant adverse water quality impacts arising from implementation of the growth alternatives. Address potential effects on primary natural drainage systems around the city and receiving waterbodies such as Puget Sound and Lake Washington. Describe potential sources of pollution, including growth-related disturbances to environmentally critical areas, other infill-development-related soil disturbance, and effects of increased traffic and human activity. Indicate findings according to broad sectors of the city. Explain the relevance of policy-level planning (such as in relation to NPDES permits) to identifying the potential for adverse water quality impacts citywide.

b. ***Air: Air Quality, Climate***

The potential air quality pollution implications include both transportation and non-transportation sources. Transportation sources are partially dependent on mode choice, trip generation and VMT, but also dependent on federal and regional controls on emissions, fuel efficiency and fuel types. The analysis will summarize the regional outlook for criteria emissions on air quality and quantify impacts from changes in transportation-related emissions using regionally appropriate modeling programs. Non-transportation sources such as dust from industrial activity, demolition and construction will also be assessed using data from Puget Sound Clean Air Agency, PSRC and other sources.

Greenhouse gas impacts from non-transportation sources could vary depending on different patterns of future job and residential growth among the alternatives, as well as policies such as City Light's Net Zero policy, Energy Code changes, Green Building incentives and other initiatives that the City may undertake. The analysis will quantify a baseline that would be expected from development under current conditions and look at the marginal effects that various policies could have on GHG generation. The results will be compared to the City's and the State of Washington's long-term goals for reducing total GHG generation.

In addition to highlighting the transportation GHG emissions differences between the different alternatives, it is also important to put the emissions into a regional perspective. For cities like Seattle (e.g., already dense with high non-auto mode shares), sometimes the differences in GHG emissions between Comprehensive Plan alternatives can be relatively minor, yet are starkly different than other jurisdictions in the area. This perspective can be valuable when it comes to balancing the aims of minimizing GHG emissions while balancing other important policy objectives.

c. ***Environmental Health: Noise***

Discuss the potential for adverse noise impacts that might arise due to differential patterns of future job and residential growth among the alternatives, and/or due to any other pertinent recommended changes in Comprehensive Plan policies. This analysis may rely upon qualitative evaluations based on estimated ranges of potential increases in noise levels; site-specific noise monitoring and quantitative model analyses are not assumed for this impact analysis.

Noise impact assessments have two essential elements—noise sources (such as traffic and commercial or industrial activities) and the sensitivity of receptors. Using existing noise measurements from different areas in the city, Consultant will apply assumptions related to the proposal and alternatives to indicate areas across the city that have high noise levels and those that might see substantive adverse noise increases. More qualitative analysis will be undertaken for potential impact on sensitive receptors by sources in commercial, industrial and heavy construction areas. Sensitive land uses are spread throughout the city. Hospitals, schools, and nursing homes are examples of noise sensitive uses that can be mapped using GIS data available from the City and King County. Future patterns of growth across the city can be compared with these background conditions to help determine potential areas where noise generation could produce adverse impacts on sensitive users. While this analysis would not take into account site-specific issues, it will help to highlight areas where care should be applied when changing either transportation or land use patterns.

d. ***Land Use: Relationship to Plans and Policies***

The EIS will provide a programmatic level evaluation of the relationship of recommended Comprehensive Plan updates to pertinent plans and policies. The plans and policies analysis will describe the relationship of the plan update recommendations to the Growth Management Act, Puget Sound Regional Council's Vision 2040, and King County Countywide Planning Policies. Consultant will review and discuss the impacts and consistency of the alternatives' contents with respect to the Seattle Comprehensive Plan's focus, direction and major objectives. The discussion will be structured in a manner that allows readers to easily navigate through this section.

Discuss the relationship to selected plans, policy and regulatory initiatives including:

d.1. Urban Forest Stewardship Plan
d.2. Shoreline Master Program
d.3. Capital Improvement Program
d.4. Transportation Strategic Plan

d.5. Seattle Transit Master Plan
d.6. Seattle Pedestrian Master Plan
d.7. Seattle Bicycle Master Plan
d.8. Seattle Freight Mobility Action Plan

e. ***Land Use: Height, Bulk, Scale Compatibility, Aesthetics***

The EIS will provide a programmatic-level analysis of the alternatives' differing potential for long-term adverse land use impacts related to land use compatibility and future growth. This will include the alternatives' land use implications related to differently influencing height/bulk/scale of future development in varied places across the city. This may be evaluated in qualitative and relative terms, in approximate terms such as "orders or magnitude," and in comparison to other existing zones' conditions.

The land use analysis (height, bulk, scale, compatibility, aesthetics) will provide citywide and neighborhood context, focusing on areas of change as a result of proposed alternatives. Consultant will address broad land use patterns and compatibility within areas of change and on boundaries of change areas. Consultant will describe changes in growth distributions and forms of buildings that might be enabled or encouraged. GIS maps with alternative land use/ zoning configurations will be developed to help illustrate where the combination of zoning, growth capacity and height changes could alter future uses and affect compatibility.

This section will also evaluate at a programmatic level the implications for changes in area aesthetics for the range of affected areas, thereby interpreting the recommended growth approaches' citywide adverse impact implications as well as their general implications upon neighborhood character. In this evaluation, the Consultant will programmatically address visual quality and height/bulk/scale aspects, and, depending upon their relevance, may address aspects such as views and view corridors, shade/ shadow, light and glare with a qualitative analysis supported by selected visual aids, such as photo arrays.

f. ***Land Use: Housing, Population, Employment***

The EIS will provide a programmatic-level analysis of the alternatives' differing potential for long-term adverse land use impacts related to housing, population and employment. Consultant will summarize Seattle's demographic trends, prospective population and employment growth and housing characteristics and needs citywide and by neighborhood using available City, regional, state and census information sources, and studies. The analysis will programmatically compare and contrast each alternative's growth capacity and land use/zoning designations and housing policies. Consultant will focus on how each alternative would meet future resident needs (based on demographic trends) and in turn influence the mix and range of housing types and affordability citywide and on a neighborhood scale.

Consultant will describe at a programmatic level the implications of the growth alternatives (and any relevant recommended land use policy changes) on the city's economic sectors that are primarily responsible for employment. This will include observations in relation to port activities, freight movement, related industrial land uses, and plans/policies addressing the Greater

Duwamish and BINMIC areas. The economic analysis will not be required to include quantitative analysis of fiscal impacts, or any cost-benefit analyses, or to discuss the capabilities or relative merits of various methods of financing future capital improvements or operations funding.

f.1 Additional non-SEPA appendix analysis: Race & Social Justice and Social Equity

As an "additional analysis" that is not specifically defined by the SEPA provisions, an appendix of the EIS will evaluate the Comprehensive Plan update in reference to the subjects of race, social justice and social equity. This will be aimed at inferring how the prospective implementation of the Comprehensive Plan as a whole and the various growth alternatives might differentially affect population groups that have been historically under-represented based on their ethnicity or economic status. This analysis should describe perspectives in relation to each of the Public Service and Utility elements defined in this SEPA scope of work, as well as Housing.

The preparation and evaluation of sufficiency of this section will be performed outside the context of SEPA provisions, although formats from NEPA examples or content from other jurisdictions may be used to inform the development of this analysis. Per SMC 25.05.440.G and WAC 197-11-400(8), "the decision whether to include such information and the adequacy of such additional analysis shall not be used in determining whether an EIS meets the requirements of SEPA."

Other similar efforts such as Portland's Framework for Equity may be cited if they provide useful ideas and comparisons. This section will reference the City's Race and Social Justice Initiative (RSJI), and may use RSJI related materials as supporting documentation for the evaluation.

This analysis will not evaluate topics that might be based in discriminatory intentions, such as the preservation of a particular ethnic or socioeconomic profile or character in any given neighborhood. It also will not be required to contain any particular proofs of probable outcomes that would presume to create equitable distribution of City resources or amenities to any particular ethnic or socioeconomic group or geographic sector of the city. It should, however, suggest strategies that could address potentially negative outcomes in relationship to race, social justice and social equity.

g. ***Transportation: Traffic, Transportation Systems***

In addition to providing land use data for each scenario, the City will provide guidance on the accompanying transportation system assumptions for each scenario. Using the MXD model, a programmatic level transportation impact analysis will be conducted, to include:

- A general review of existing conditions related to vehicle traffic, transit service and ridership, pedestrian/bicycle facilities and travel patterns, transportation safety and parking. Additional detail will be provided for key urban centers and urban villages that are expected to see more growth and change over the next 20 years.
- Future transportation conditions in the 2035 horizon year will be modeled using MXD in conjunction with a version of the City of Seattle travel model that Fehr & Peers has maintained and updated since 2005. The consultant should summarize the model's assumptions about certain future improvements or conditions, such as: potential light rail

system expansion, freight access improvements, and known land use actions that could result from ongoing planning efforts in the U-District and Ballard.

- Using the MXD and travel model results, Consultant will summarize future 2035 transportation and parking impacts at the citywide level and at up to five groupings of urban centers and villages (such as Southeast Seattle, West Seattle, Downtown/Central, Northwest Seattle, Northeast Seattle). The citywide summary will provide information such as v/c ratios across screen lines, which will be valuable for evaluating vehicle and freight congestion related impacts. At the sub-area level, Consultant will work with DPD and SDOT to draw conclusions about impacts (including qualitatively and/or quantitatively interpreting programmatic-level parking impacts), and consider more innovative multimodal measures. These measures could include ideas such as average trip length and average person-travel time. City and Consultant will explore use of multimodal measures for citywide analysis for the Final EIS.
- For pedestrian and bicycle trips, MXD can estimate how mode shares change in response to increased land use mix and density and with additional infrastructure. In addition, Consultant will review prior work on documenting pedestrian connectivity and bicycle stress across the entire City to determine the number of jobs/housing within a certain travel proximity (by transit, walk and low-stress bicycle ride) of urban centers and villages. This information can demonstrate not only the potential benefits of concentrating growth in these areas, but it can also identify potential gaps in infrastructure at a broad level.
- Consultant will work closely with DPD and SDOT to define innovative mitigation measures that may range on the spectrum from "required" to "possible" to help ensure that the City meets its performance standards for the transportation system. These mitigation measures could range from specific projects to programs and will be oriented to favor modes of travel other than automobile travel.
- The Final EIS will include a traffic forecast based on a Preferred Alternative (possibly a hybrid alternative derived from other alternatives), to be defined after Draft EIS publication.

h. ***Public Services: Fire, Police, Parks/Recreation, Schools***

At a programmatic level, these public service systems will be evaluated to determine their potential to experience significant adverse impacts due to the proposed varying growth distribution strategies in the EIS alternatives, as well as any other pertinent policy, goal or planning strategy changes. This will focus on the degree to which the alternatives could influence future growth in ways that might significantly adversely affect these systems' provision of services across the city.

The public service systems will be evaluated using standard service level measures and existing Comprehensive Plan goals to create a baseline for comparison. Seattle Parks and Recreation 2011 Development Plan, Asset Management Plan, Strategic Plan and other planning documents will be used to establish baseline conditions. Similarly, Seattle School District growth projections and plans will be assessed. The Seattle Fire Department's 2012 Strategic Plan will provide a baseline for fire service protection.

Police Department has produced the recent 20/20 Plan that gives a limited basis for assessing long range service projections. For each public services element, department planning staff will also be interviewed to ensure that the latest available data and service measures are incorporated, and that evaluative approaches for impacts will comport with the departments' outlook on impact forecasting, at least at a programmatic level. These baseline conditions will be compared to increased demand due to the various growth distribution strategies proposed for the EIS alternatives, as well as pertinent policy, goal or planning strategy changes. The analysis will highlight how land use and other strategies in the Comprehensive Plan affect the ability to meet service goals for these public services.

i. ***Utilities: Water, Sewer/Stormwater/Electrical System***

At a programmatic level, water supply and sewer/stormwater drainage systems (including those that rely upon natural drainage systems) and electrical systems will be evaluated to determine the potential for growth-related significant adverse impacts to existing and planned infrastructure. This evaluation will focus on the degree to which the alternative growth scenarios might significantly adversely affect provision of services across the city, and/or lead to possible changes in the system's anticipated approaches to providing capital facilities.

Consultant will provide programmatic level evaluation of utilities infrastructure analysis including water, stormwater, sewer and electrical systems for the EIS. Consultant will collaborate with the team to provide analysis for policy strategies that could result from zoning and land use changes that could impact stormwater quantity and quality in addition to other impacts on utility infrastructure within the public rights-of-way. Using the identified alternative growth scenarios, Consultant will evaluate, at a programmatic level, the potential for significant adverse utilities infrastructure impacts of anticipated growth. As with the public services analyses, the utilities impact analyses will entail coordination with department staff to ensure that data and evaluative approaches will comport with the departments' outlook on impact forecasting, at least at a programmatic level.

Deliverables: Preliminary and revised technical analyses for insertion into the Preliminary Draft EIS

5. **Preliminary Draft EIS**

Consultant will prepare a preliminary Draft EIS for City review. The preliminary document will include all components of the Draft EIS, including a description of alternatives, affected environment, impacts, mitigating measures and significant unavoidable adverse impacts for all scoped elements of the environment and alternatives.
Deliverables: Compiled Preliminary Draft EIS

6. **City Review and Comment**

As part of transmitting the preliminary Draft EIS to the City, Consultant will facilitate an internal project workshop to highlight key findings and conclusions and outstanding issues. This approach will maximize efficiency and ensure adequate time for City review and comment on key issues.
Deliverables: Meeting materials, meeting summary

7. **Public Draft EIS**

   Consultant will incorporate revisions into the Draft EIS based on comments provided by the City. A print-check copy of the document will be provided to the City to confirm that all requested changes have been made. Upon concurrence, we will provide disk and paper copies of the document, as directed by the City. We will also provide electronic files for posting on the City of website.
   Deliverables: Public Draft EIS

8. **Draft EIS Public Meeting**

   We will work with the City to prepare for this meeting, including development of an agenda, handouts, public display materials, presentation materials and facilitation services.
   Deliverables: Meeting preparation, materials, faciltiation and summary

FINAL EIS

9. **Final EIS**

   Following the close of the Draft EIS public comment period, Consultant will:

   a. Receive from the City and review all Draft EIS written and oral comments.

   b. Number all letters and individual comments and provide a marked-up set of all comments to the City and consultant team for review.

   c. Meet with the City to 1) review the draft mark-up of comments prepared above, and (2) confirm approach for response to comments.

   d. Prepare responses to all Draft EIS comments, unless otherwise jointly agreed with City. It is anticipated that the City will provide guidance on comments that focus on policy direction and other issues unrelated to the technical EIS analysis

   e. Assemble responses to comments and summaries of any additional analysis in the format of a preliminary Final EIS for review and comment by the City. If required, it is assumed any additional analysis would entail minor additions or modifications to existing data and not involve substantive new analysis or analysis of additional environmental parameters or new alternatives, other than to comparatively characterize the approximate degree of impacts that would be generated by a Preferred Alternative likely to be decided upon after the Draft EIS publication, and likely to be a hybrid of recommendations evaluated in other alternatives.

   f. Revise the preliminary Final EIS based on City comments.

   g. Prepare a final print-check copy of the document for confirmation that all requested changes have been made and authorization for publication.

   h. Upon authorization, produce disk and paper copies of the Final EIS. Consultant will also provide the City compressed electronic files for posting on the City's website.

      Deliverables: Preliminary and public Final EIS