

## **Exhibit A**

### **Scope of Work**

## **DRAFT SCOPE OF WORK**

### **DOWNTOWN PLAN EVALUATE AND UPDATE**

VIA ARCHITECTURE  
PARAMETRIX  
BECKWITH CONSULTING

#### **PHASE 1: PROJECT ORGANIZATION AND STRATEGY**

*Time Schedule: January 1-February 5*

*Purpose:*

The Downtown Plan Update will act as a clearinghouse for myriad projects currently moving forward in downtown and will update policy and regulatory language in order to address these changes. Project Organization and Strategy will allow the team to provide a clear framework, with timelines, bench marks, and identified critical links.

The CONSULTANT will work with the city to develop a framework, work plan and tasks for the downtown update.

- Conduct scoping session with the City of Tacoma and Departments in order to understand city priorities
- Collection of existing data and resources from city agencies
- Collaboration with other existing city Contractors as needed including Angelou Economics, AHBL, MAKERS for public realm strategy, urban design and regulatory updates, demographic data and market assessments.
- Review outline, schedule and make-up of final deliverables

#### **PHASE 2: REVIEW EXISTING CONDITIONS – PROJECT COORDINATION**

*Time Schedule: February 5- June*

*Purpose:*

This phase of the project will allow the project teams to engage with the physical, social and economic constraints that will define the project, as well as participate in ongoing public involvement for concurrent and applicable projects.

- The project team will conduct 1 to 2 days of field work within downtown Tacoma to address spatial, functional, and form-based analysis. Much of this information can also be cross checked against existing or developing plans.
  - Neighborhood character
  - Streetscape assessments

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- Physical constraints and barriers
  - Use patterns and missing links
  - Topographic considerations; i.e. views, challenges
- Literature review and interviews with city staff for an understanding of existing neighborhood plans, municipal code, comprehensive planning policy and associated regulatory framework affecting downtown.
- Identify key projects within neighborhoods; dome district, stadium district, MLK.
- Review and coordination with existing public outreach efforts.
- Coordination and analysis of data produced from other planning efforts as scheduling permits including: Street Car, Economic Development Strategic Plan, Parking Management Plan, Mixed-Use Centers Review, Shoreline Master Program Update, Update of Bonus Amenity Systems (MAKERS), update of Public Works Standards and other applicable efforts.

***Public Outreach :***

Public Outreach component will be coordinated to leverage other ongoing efforts during the information gathering phase. This effort will allow the VIA team to seek partnerships as well as achieve understanding of issues and strategies currently affecting the study area.

- Participation in January 28<sup>th</sup>-January 31<sup>st</sup> stakeholder meetings and focus groups in Tacoma.
- Participation in stakeholder meetings and coordination of project schedule with public outreach efforts: University of Washington Tacoma, Street Car, Mixed Use Centers Review (AHBL) etc.
- Supplementary stakeholder meetings within Neighborhood districts as issues are identified and as appropriate.

**Phase 3: ANALYSIS, AND DRAFT RECOMMENDATIONS**

***Time Schedule: June-September***

***Purpose:***

Purpose: During this project phase the Downtown Plan Update Team will provide a synthesis and overview of existing project work preferred alternatives, as well as an analysis of provided data as per the following:

- Assess Downtown Zoning and Bonus Amenity System; consideration of livability factors such as building spacing, amenity requirements and developer impacts. \*\*
- Assess existing district boundaries, and working definition of downtown\*
- *Using Angelou's data*, coordinate land use policy with absorption rates and future growth targets \*
- Consider building strategies in expanded downtown areas, particularly in those areas undergoing rapid transition, i.e. St. Helen's Area and Dome District\*\*\*
- Research potential density transfer programs and their applicability within the downtown core and expanded areas.
- Coordinate with Historic Preservation program to identify any key sites in expanded areas.
- Coordinate with Broadway LID projects

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- Coordinate with the University of Washington Tacoma Masterplan update to consider
  - Residential facilities
  - Traffic impacts
  - Parking
- Coordination with the Thea Foss Plan and Shoreline Master Program update
- Assess TOD studies and plans

*Transit, Mobility and Access*

- Analysis of circulation and mobility strategies according to identified growth targets
- Identification of potential concept design strategies to address identified needs within expanded areas.
- Coordinate with Parking advisory committee
- Coordinate and supplement research and design by streetcar group
- Assess existing downtown CTR and TDM strategies
- Collaborate if necessary with WSDOT

*Economic Development*

- Assess feasibility of existing incentives and strategies within the downtown
- Ongoing coordination and positioning for downtown re: Russell Investments/steering committee

***Public Outreach***

**Purpose:**

During this time the team will collaborate with the City to provide adequate public outreach in order to provide information, resources and initial alternatives for the plan to the public.

Proposed Public Outreach Plan is as follows:

- Provide City with materials for ONE Public Open House to be Scheduled
- Facilitate ONE Public Open House
- Open House materials will provide a summary of above analysis, conceptual alternatives as well as coordinate with ongoing projects to provide downtown overview of momentum and project work.
- City to provide ***printing, locational and logistic*** support as well as support in production of graphic boards. Particularly in providing context of the downtown plan relative to other projects and helping to provide collaboration between consultant teams.
- Open House will be scheduled in order to coordinate with other consultant teams as well as the basic phases of the project.

\* *Collaboration with Angelou Economics*

\*\* *Collaboration with MAKERS*

\*\*\* *Collaboration with AHBL*

**Phase 4**

**PLAN DEVELOPMENT AND PREFERRED RECOMMENDATIONS**

***Time Schedule: August-September***

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***Purpose:***

Synthesize analysis and provide a clear summary of documentation in the form of recommendations to Tacoma's existing Downtown Plan.

- Propose concepts for downtown sustainable strategies – interface with Angelou in order to capture vision and strategy for downtown. Develop strategies according to short, med, and long term time frames.
- Propose concepts for compatible infill and neighborhood integration.
- Propose concepts for upgraded public amenities to downtown districts, particularly Hilltop.
- Consideration of new or updated *uses* by district within existing downtown zones and expanded areas.
- Propose amendments in recommendation format to downtown zoning and amenity bonus system.
- Identification of overall vision, identity and land use concepts for new downtown districts\*
- Recommendations to land use policy to achieve goals identifies in public outreach process and Phase 2 and 3
- Development of list of prioritized transportation projects

**Phase 5**

**REVISIONS AND FINAL DELIVERABLE**

***Time Schedule: TBD***

***Purpose:***

Work with the City to revise and develop above set of recommendations for adoption by City Council as of 2008. Collaborate with the City of Tacoma during public hearing sessions and provide supplementary materials as necessary. The City will be responsible for the printing and distribution of final report materials.

- Working sessions with City Council to develop set of preferred alternatives
- Participation in public hearing (September)

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