

**CITY OF BLAINE
REQUEST FOR COUNCIL ACTION
MEETING DATE:**

SUBJECT: Consulting Contract Alternative Use Committee

SUBMITTING DEPT: City Manager

PREPARED BY: Gary Tomsic

AGENDA LOCATION: Comments/Communications , Consent Committee Reports ,
Unfinished Business , New Business Public Hearing , Standing Committees

ATTACHMENTS: Copy of Makers' Proposal

SUMMARY/BACKGROUND: The Alternative Land Use Committee is recommending that we retain the services of Makers/BST to assist in developing the land use/marketing analysis for the airport property. The proposal budget is for \$42,500 which is higher than the amount that we originally estimated. The Committee is recommending a broader scope of work (see attachment) than we requested in the RFQ. The broader scope of work includes an analysis of the market opportunities for the property were it to remain an airport. The scope also looks at the properties in the surrounding area. The Committee members felt that a more comprehensive analysis would provide the Council and community with a better analysis than just looking at the airport land in isolation.

RECOMMENDATION:

Authorize the City Manager to negotiate and sign a contract with Makers.

FISCAL ANALYSIS We have a grant application request in to the Port of Bellingham for \$15,000. The remaining amount would come from current expense.

REVIEWED BY:

City Manager _____ Finance Dir. _____ City Clerk _____

COUNCIL ACTION:

Approved Denied Tabled/Deferred Assigned to:

COUNCIL ACTION: _____

Approach

MAKERS architecture and urban design is please to provide this proposal for the Blaine Airport Closure and Land Use Analysis project. We understand that this is a complicated, sensitive, and important decision for the community. There are significant economic and political concerns and pitfalls associated with any airport decision. If we are to respond to the airport project with a credible and creative analysis, our approach will need to be based on three objectives. These are:

- A. This analysis must be pragmatic and practical—and based on the best information available, not optimistic assumptions.
- B. The analysis needs to be impartial. Our background research indicates this is a sensitive and emotional issue for Blaine. Only an impartial presentation of the analysis and information will be useful to the community.
- C. The analysis process must include a public outreach component, and that component must allow the project's analysis process to be seen as open and transparent.

To achieve these objectives, we propose a four-step analysis process. These steps are outlined as follows:

Step #1 Background Development and Market Research

This work step will concentrate on defining the existing airport operations and setting and the economic and market issues related to development in the Blaine area.

Background Analysis. This work elements will include:

- A review of existing airport operations and economic data as provided by the City.
- A review of existing plans, including the citywide comprehensive planning objectives and the current airport master plan.
- A review of the airport's access, land use setting and zoning, and local infrastructure information, including any available environmental data on wetlands or known contamination at the site.
- Preparation of project base maps and analysis documents.
- On-site interviews with City staff, local citizen stakeholders, and current airport occupants.

Market Research. The market evaluation will consider a broad array of potential uses, including residential, commercial office, retail, lodging and accommodations, and light industrial. The goal is to weed out those uses where potential demand is low and alternative sites are plentiful in order to pare down the list of viable potential

uses. This allows our analysis work to concentrate on the highest and best use alternatives with the most potential. The market evaluation of these uses can then be based upon more detailed research, including:

- Recent trends in space utilization, employment by sector, and potential traffic volumes (car and truck).
- Forecasts of employment prepared by WCOG, State of Washington, and Woods & Poole.
- Forecasts of border traffic from secondary sources.
- Interviews with selected developers and existing and potential users.

The goal of this effort will be to identify the likely range of growth and, therefore, market potential within each potential target sector.

Meetings. This work step will include:

- One staff/Steering Committee kick-off meeting to gather existing data and discuss study objectives and the analysis process with the project Steering Committee.
- Approximately 8 to 12 stakeholder and user interviews.



Stakeholders Work on Land Use Exercises at a Committee Meeting in Wenatchee

Time Schedule. Four weeks from contract inception.

| | | |
|----------------|--------------------------------|-----------------|
| <u>Budget*</u> | MAKERS' background development | \$6,840 |
| | BST market research | 3,150 |
| | Expenses/Mileage | <u>486</u> |
| | Total | \$10,476 |

* Budget Note: See the attached Budget Estimate tabulation (page 7) for more detail.

Step #2 Alternatives

This work step will investigate potential development and land use analysis alternatives for the airport property. It will use the operational, site constraint, market, and potential land use information developed in Step #1 to generate a series of airport land use alternatives. These potential alternatives are expected to include:

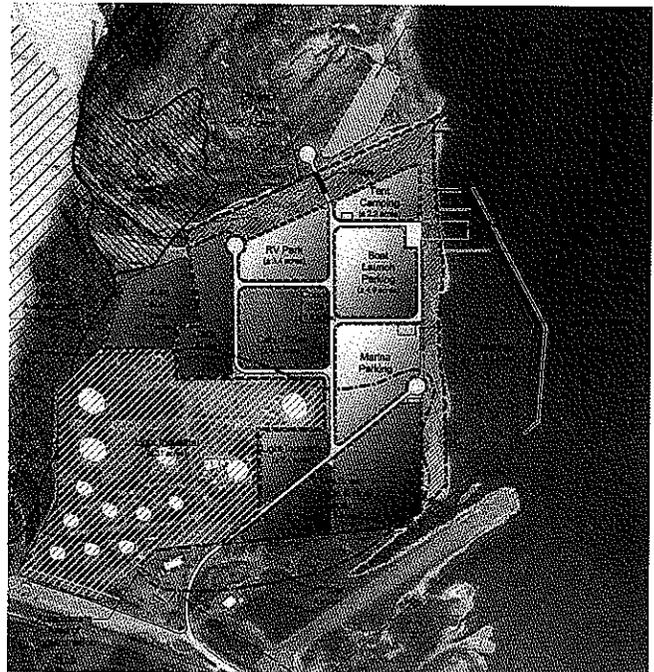
- Retaining the airport as is, including with the current master plan's recommendations.
- Retaining the airport, with the potential to develop any excess property for other uses.
- Converting the airport to light industrial use.
- Converting the airport to commercial or mixed use.

These alternatives will be illustrated as a series of conceptual land use and development diagrams. These alternatives will also include tabular data outlining the land use characteristics of each alternative, including any significant or obvious implementation issues associated with that alternative.

Meetings. This work step will include one staff/Steering Committee meeting to discuss the findings of Step #1 and the alternatives developed in Step #2.

Time Schedule. Four weeks after Step #1 completion.

| | | |
|----------------|------------------|----------------|
| <u>Budget.</u> | MAKERS | \$6,320 |
| | BST | 1,500 |
| | Expenses/Mileage | <u>286</u> |
| | Total | \$8,106 |



Example Alternative Land Use Diagram

Step #3. Analysis

This work step will analyze **each of the airport alternatives** for its expected market draw, general economic performance, and potential community benefit characteristics. The analysis will include:

- Functional Land Use and Development Character. The functional and land use analysis will look at the capabilities and infrastructure requirements potentially associated with each alternative. The items evaluated will include:
 - Ability of the site to support the functional needs of a proposed land use concept now and in the future.
 - Infrastructure improvements needed to support the potential use.
 - Site use constraints, including known environmental or contamination issues.
 - Site demolition or other significant up-front site preparation requirements.
 - Compatibility with existing adjacent land uses.
 - Compatibility with current and future City/community plans, objectives, and zoning.
 - Site access and circulation.
- Community Benefit. The community benefit analysis will evaluate how each alternative might impact the community. The alternatives will be evaluated in terms of:
 - Financial impact: What is the property worth to potential users?
 - Economic impact: What benefits will the project generate in terms of local jobs, income, and taxes?

The goal of this effort will be to identify the financial and economic characteristics of each alternative for future discussions with City staff, stakeholders, and the project Steering Committee.

Meetings. This work step will include one staff/Steering Committee meeting (or combined general public meeting, per City direction) to discuss the characteristics of each alternative. The purpose of the meeting will be to receive pro-and-con comments, preferences, or opinions related to the alternatives.

Time Schedule. Five weeks after completion of Step #2.

| | | |
|----------------|------------------|-----------------|
| <u>Budget.</u> | MAKERS | \$6,480 |
| | BST | 13,200 |
| | Expenses/Mileage | <u>240</u> |
| | Total | \$19,920 |

Step #4 Presentation

This work step will compile information from Steps #1, #2, and #3 into a decision report. The decision report will be organized to allow City officials and the City Council to use the report as an information tool when making decisions about the airport. It will be organized to present information that allows the reader to comparatively evaluate the features of each alternative:

A. Functional Land Use and Development Characteristics of the Alternative:

- Land use operational efficiency and development capacity.
- Site development constraints and issues.
- New infrastructure and/or site preparation considerations.
- Compatibility with adjacent uses and long-range City plans.

B. Market and Financial Performance:

- Potential market demand and attractiveness.
- Expected job or community benefit potential.

C. Summary Evaluation Matrix/Decision Tree, including:

- A comparative evaluation matrix illustrating the functional strengths/weaknesses of each alternative.
- A decision tree evaluation showing the critical short- and long-term decision points associated with each alternative, the options available at each decision point, and how to provide flexibility in the decision-making process.

Final Report. The final report will be assembled and a PowerPoint summary of the project data and analysis prepared.

Meetings. One staff/Steering Committee meeting and Council presentation.

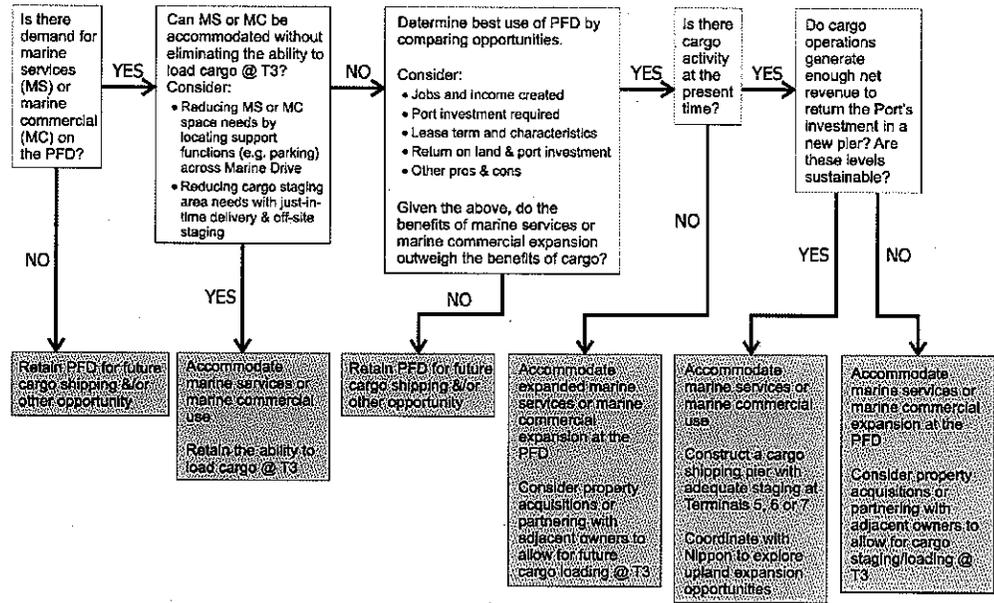
Time Schedule. Three weeks following the completion of Step #3.

| | | | |
|----------------|--------------------|-----------------|-----------------|
| <u>Budget.</u> | MAKERS | \$8,560 | |
| | BST | 4,800 | |
| | Expenses/Mileage | 240 | |
| | Total | \$13,600 | |
| | GRAND TOTAL | | \$52,102 |

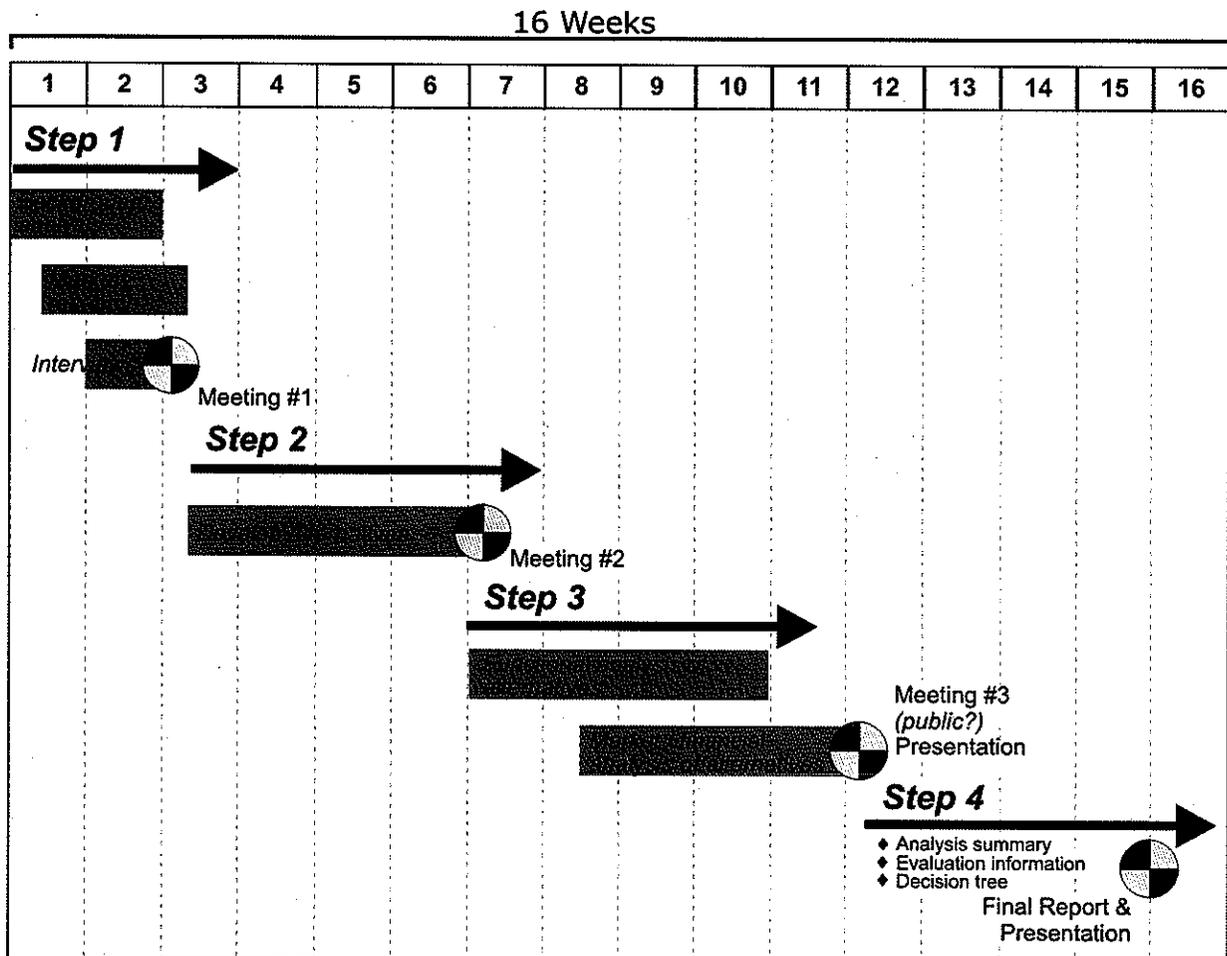


Sample Report Covers

This flow chart (decision-tree), used in Port Angeles, helped establish an objective process to guide elected official decision-making around contentious land use issues.



Schedule



Budget Estimate

This budget represents our estimate of the scope of work and level of analysis needed to describe the difference between various airport options. The formal project budget and scope of work will be refined through additional discussions with City management staff.

| | MAKERS | | BST |
|--|----------|--------|----------|
| | Hansmire | Bassuk | Sorensen |
| Step #1: Background Analysis | | | |
| Land Use Background | | | |
| Review of airport operations | 2 | 2 | 2 |
| Review of existing plans and setting | 1 | 3 | 1 |
| Base maps | | 6 | |
| Interviews on site (8 interviews) | 12 | 12 | 12 |
| Market Research | | | |
| Best potential uses | | | |
| Employment and forecasts | | | |
| Interviews | | | |
| Meetings | | | |
| Kick-off meeting | 6 | 6 | 6 |
| <i>Step #1 Total</i> | 21 | 29 | 21 |
| Step #2: Alternatives | | | |
| Preparation of alternatives | | | |
| Four alternatives (see scope) | 8 | 28 | 4 |
| Meetings | | | |
| Staff/Steering Committee meeting | 6 | 6 | 6 |
| <i>Step #2 Total</i> | 14 | 34 | 10 |
| Step #3: Analysis of Alternatives | | | |
| Functional Land Use and Development Character | | | |
| Site function/layout/constraints | 2 | 6 | |
| Infrastructure needs | 6 | | |
| Site up-front preparation | 2 | 2 | |
| Access/circulation | 2 | 2 | |
| Use compatibility/market coordination | 4 | 4 | |
| Community Benefit | | | |
| Financial impact | | | 40 |
| Economic impact | | | 40 |
| Meetings | | | |
| Staff/Steering Committee or general public meeting | 8 | 8 | 8 |
| <i>Step #3 Total</i> | 24 | 22 | 88 |

| | MAKERS | | BST |
|------------------------------------|-----------|------------|------------|
| | Hansmire | Bassuk | Sorensen |
| Step #4: Presentation | | | |
| Comparison of Alternatives | | | |
| Functional land use comparison | 8 | 8 | |
| Market and financial performance | | | 12 |
| Summary evaluation/decision matrix | 2 | 8 | 2 |
| Final Report | | | |
| Assembly into final report | 6 | 20 | 12 |
| Meetings | | | |
| Meetings | 6 | 6 | 6 |
| <i>Step #4 Total</i> | 22 | 42 | 32 |
| Grand Total | 81 | 127 | 151 |

| SUMMARY | Fees | Amount |
|----------------------------------|----------|-----------------|
| MAKERS Fees | | |
| G. Hansmire (@ \$160/hour) | \$12,960 | |
| J. Bassuk (@ \$120/hour) | 15,240 | |
| <i>MAKERS Fees Total</i> | | \$28,200 |
| BST Associates Fees | | |
| P. Sorensen (@ \$150/hour) | \$22,650 | |
| <i>BST Associates Fees Total</i> | | \$22,650 |
| Total Fees | | \$50,850 |
| Expenses | | |
| Mileage | | \$1,252 |
| Project Total | | \$52,102 |

Experience

MAKERS architecture and urban design

The matrix below lists examples of MAKERS' plans with requirements similar to the Blaine Airport land use study. They represent part of a resume that includes a broad array of complex planning, stakeholder coordination, and politically sensitive assignments. A selection of these projects are described in the attached project description sheets.

| PROJECTS | Redevelopment Planning | Urban Design & Open Space | Public Outreach & Consensus Building | Market Feasibility & Demand Analysis | Land Use Plans & Alternative Analysis | Developing / Amending Policies & Standards |
|--|------------------------|---------------------------|--------------------------------------|--------------------------------------|---------------------------------------|--|
| Wenatchee Waterfront Development Plan | ● | ● | ● | ● | ● | ● |
| Thea Foss Waterway, Tacoma, WA | ● | ● | ● | ● | ● | ● |
| Tacoma Dome Area Plan | ● | ● | ● | ● | ● | ● |
| Clover Island Master Plan | ● | ● | ● | ● | ● | ● |
| Port of Anacortes Comprehensive Scheme | ● | | ● | ● | ● | ● |
| Port of Bellingham Central Waterfront Redevelopment Plan | ● | ● | ● | ● | ● | ● |
| Olympia East Downtown Development Plan | | ● | ● | ● | ● | ● |
| Mill Creek Town Center | | ● | ● | ● | ● | ● |
| Juanita Urban Design and Economic Study | ● | ● | ● | ● | ● | ● |
| Renton North Downtown Development Plan | | ● | ● | ● | ● | ● |
| Port of Edmonds Marina Redevelopment Plan | ● | ● | ● | ● | ● | ● |
| Port of Port Angeles Marine Facilities Master Plan | ● | | ● | ● | ● | ● |
| Port of Seattle Fishermen's Terminal Uplands Plan | ● | ● | ● | ● | ● | ● |

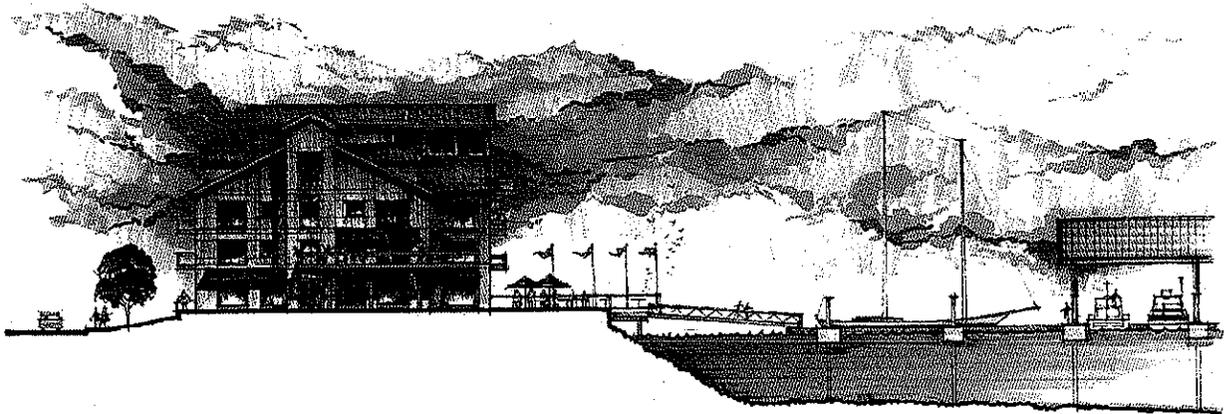
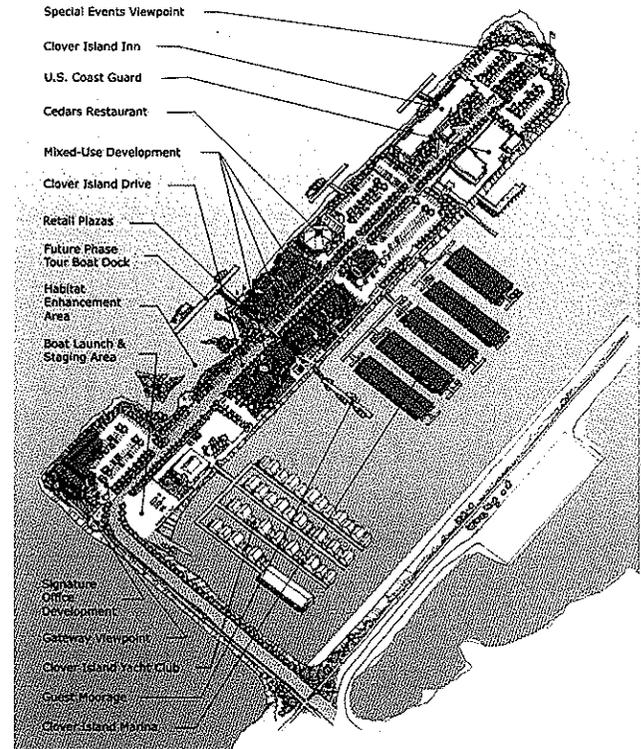
Clover Island Development Plan

Client: Port of Kennewick, Washington

This project illustrates MAKERS' experience in using development feasibility analysis to integrate public and private interests; land use planning; and, meeting the client's objectives to create a financially realistic, highly-visible development project.

The Clover Island redevelopment has been the subject of intensive planning for over ten years. In 2002, the local community and Port Commission rejected an ambitious—and very risky—redevelopment plan.

MAKERS was hired in late 2002 to redirect Clover Island's development. MAKERS worked with Port Commissioners, staff, affected agencies, and a Citizens Advisory Committee to turn Clover Island into a unique community asset. The new plan is self-supporting, mixed-use in nature, market feasible, and implementable within the Port's resources. The maritime-themed project combines both upland and in-water development, with limited need for new over-water construction in order to simplify permitting requirements.



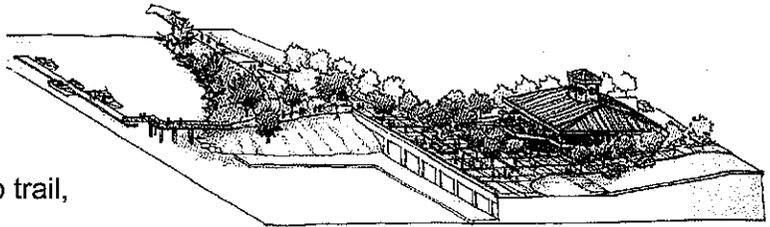
Wenatchee Waterfront Plan

Clients: City of Wenatchee and the Chelan County Public Utility District

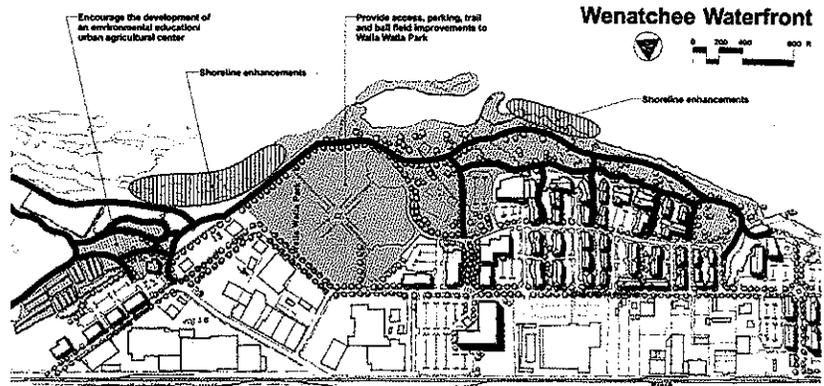
This award-winning plan was an ambitious effort to revitalize Wenatchee's riverfront area, located along five plus miles of Columbia River. The site contains several popular parks, a 12-mile loop trail,

and a gorgeous backdrop, but adjacent properties have seen very little private investment that complements these assets. MAKERS and a group of sub-consultants worked closely with city staff, the Chelan County PUD, business and property owners, applicable public agencies, and community groups throughout the process to develop a vision for the waterfront that:

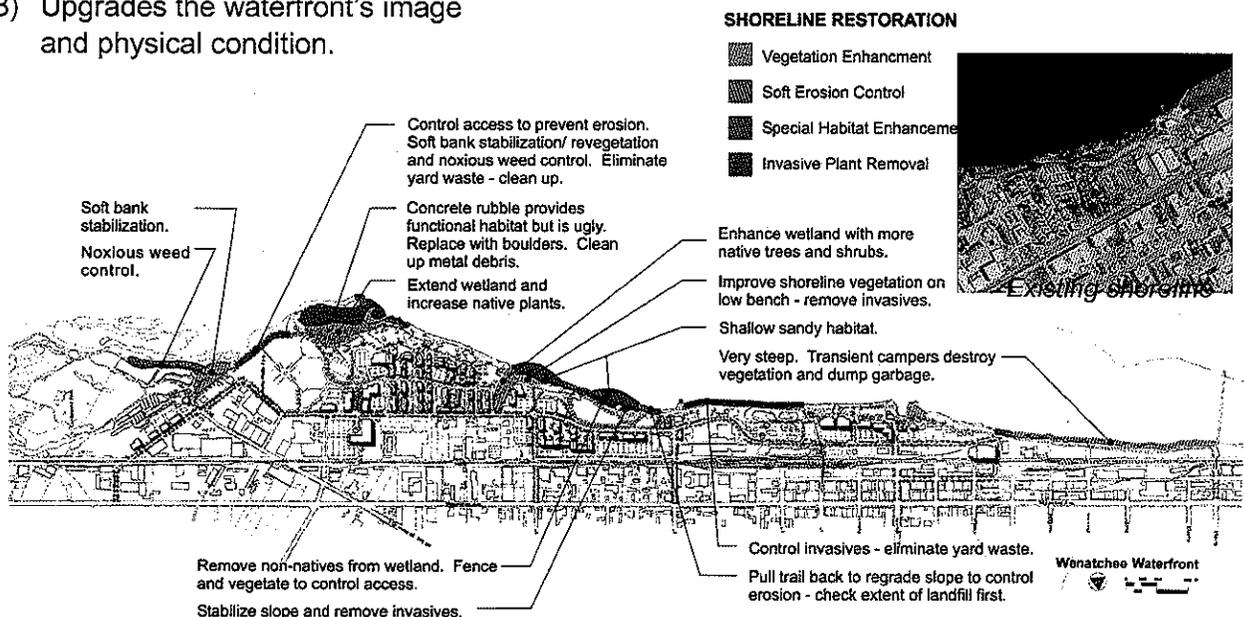
- 1) Improves local access to and visibility of the waterfront;
- 2) Adds significant recreational, commercial, and residential activity to complement the waterfront park and downtown businesses; and
- 3) Upgrades the waterfront's image and physical condition.



The plan encouraged the development of active pedestrian-oriented uses adjacent to the boat basin.



South end park improvements.



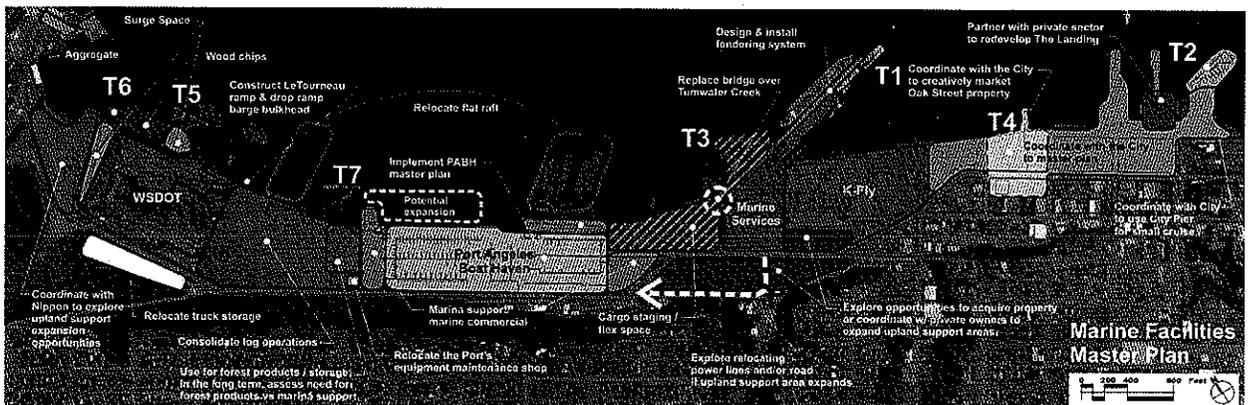
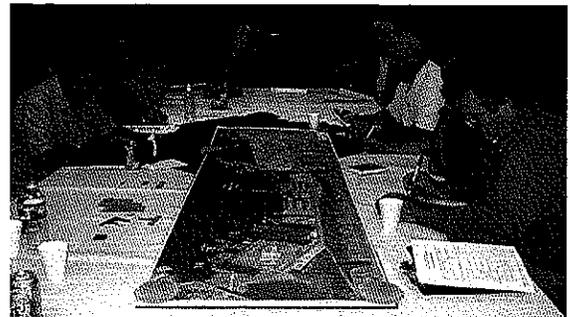
Port Angeles Marine Facilities Master Plan

Client: Port of Port Angeles, Washington

This plan illustrates MAKERS' experience setting up objective, practical evaluation criteria to help the client make decisions about future land use analysis and building consensus within the community through a creative and transparent stakeholder and community involvement process.

The Port of Port Angeles owns more than 80 acres of property on the city's waterfront. This property houses the Port's shipping terminals, industrial marine and forest products operations, marina, and transportation and commercial uses. The property also abuts the site of the ancient Indian village of Tse-whit-seh, unearthed by the State of Washington during the construction of a graving dock for building pontoons for the new Hood Canal Floating Bridge. Based on this discovery, the acquisition of adjacent properties, and the emergence of new business opportunities, prompted a master plan review of all Port marine facilities. MAKERS architecture and urban design prepared the master plan, which incorporates:

- The results of a detailed stakeholder and public input process involving over 40 individual interviews, seven focus group workshops, two public open houses, and numerous staff and Commission briefings.
- A long-range marine facility plan that: consolidates forest products operations at one site, allows for needed marine trades expansion, provides new opportunities for cargo staging and shipment, allows new marine commercial expansion, and incorporates a "flex space" concept for responding to new business opportunities.
- A flexible phased implementation strategy for responding to new business opportunities while allowing for the incremental transition of existing uses at reduced cost to the Port. The plan also provides a clear "decision tree" process that allows Commissioners to evaluate the effects of various implementation decisions.



Bellingham Central Waterfront Planning

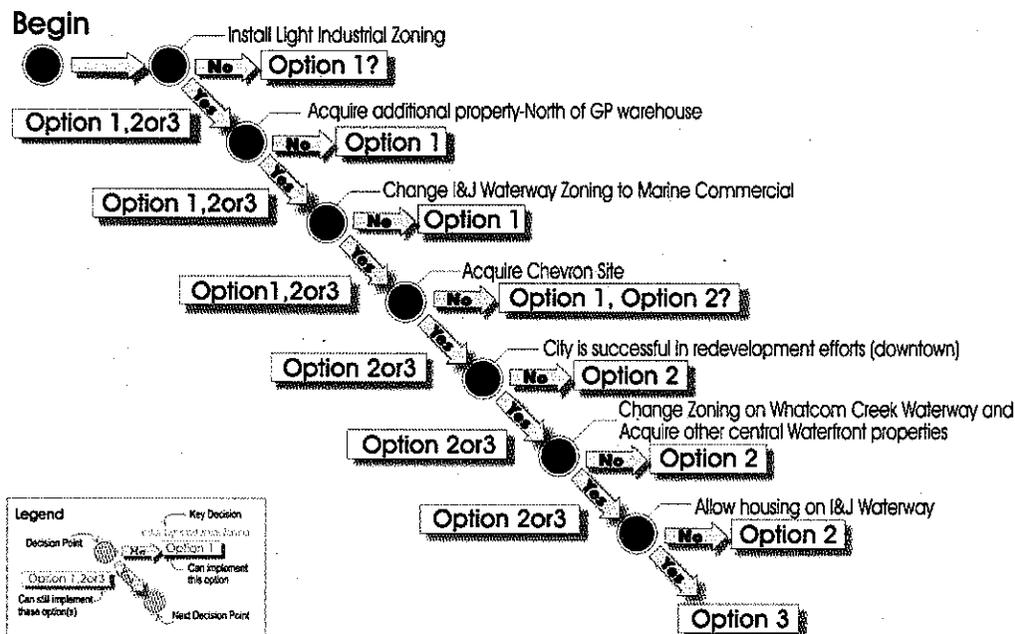
Port of Bellingham, Washington

This plan illustrates MAKERS' skill in developing plans that provide our clients with the type of information they need to evaluate opportunities, review alternatives, and make informed development decisions.

MAKERS developed a land use opportunities plan for a 50-acre brownfields site on Bellingham's Central Waterfront that integrated cleanup strategies and their impacts on potential land use options. MAKERS combined the unique site features' cleanup options and a market analysis to develop alternative land use scenarios for the Central Waterfront's long-range development. The plan contains several unique components, including:

- A detailed analysis that evaluated the market feasibility for potential uses and also measured absorption rates for these uses. This analysis gave the Port an understanding of both market feasibility and size.
- A "decision tree"-based implementation schedule, which illustrates the effects of various decision points on the plan's implementation options.
- A summary of environmental cleanup requirements and constraints and their potential effect in various land use options.
- An implementation, land acquisition, and rezoning strategy designed to position key properties for development at their highest and best use.

Decision Tree



A Graphic Prepared by MAKERS to Help the Port of Bellingham Make Decisions About Future Development

BST Associates

BST Associates is a strategic planning group that specializes in economic and financial evaluations of transportation projects. BST's expertise focuses on:

- Market research,
- Strategic business planning,
- Demand forecasting,
- Benefit/cost analysis,
- Economic impact assessment, and,
- Financial analysis, among other skills.

Of particular importance to this project, BST has substantial experience in the economic and financial evaluation of land development projects. BST has extensive experience in Whatcom County, having completed projects in Point Roberts, Ferndale, Foothills, Blaine, Custer, and Bellingham. There are several projects that clearly demonstrate BST's qualifications for the proposed project:

■ **Economic Development Plan for Point Roberts**

BST completed an economic development plan for the Port of Bellingham and the Point Roberts Chamber of Commerce. An integral part of this effort was to identify the existing characteristics of the economy, how it arrived at its present state and what the realistic opportunities are for enhanced growth. We conducted surveys with businesses and with full and part time residents in order to help understand the market opportunities. Because of its location, a significant portion of Point Roberts' economic future is linked with tourism, especially from Canadians in the Greater Vancouver Regional District.

■ **Cascade Gateway Rail Study**

The Cascade Gateway Rail Study was designed to evaluate opportunities to improve rail freight traffic between British Columbia and Washington, as well as Oregon and California. BST's role in this project was to develop rail freight forecasts with an emphasis on port-generated rail volumes.

BST interviewed representatives from the ports on both sides of the border, transportation providers and other economic development entities. BST also prepared separate forecasts for rail traffic and refined these estimates based upon interview results.

■ **West Bay Drive Highest & Best Use Study**

BST assessed several potential alternative development plans (uses included residential, office, retail, recreational) along West Bay Drive in Olympia. Our efforts included supporting a stakeholders group in understanding the economic and financial market conditions impacting development along this 1.5 mile stretch of waterfront in downtown Olympia. Of particular interest, we worked with City of Olympia staff to document the initial capital and ongoing operation/maintenance costs of park development options;

■ Tacoma 2020 Strategic Plan

BST assisted the Port of Tacoma in completing its Vision 2020 program (1999/2000). BST was responsible for preparing cargo and related industrial space demand forecasts as well as a financial and economic evaluation of the specific projects. These elements were used in determining the optimal course for the Port to proceed with its updated strategic plan. One of the key criteria was to evaluate the tradeoff between net revenue and economic impact for each potential project.

This study was also intended to clarify the development goals and objectives of the Port of Tacoma in its dealings with its customers, the City of Tacoma, the Puyallup Indian Tribe and various other stakeholders. An important part of this project entailed evaluating potential land use decisions and investments with respect to their financial return and economic impact. The Port commission unanimously endorsed the 2020 plan and staff are using this plan to guide future port development.

■ Port of Olympia Economic Impact Study

BST recently completed an economic impact study for the Port of Olympia. We undertook extensive outreach with port staff and tenants to understand their economic activity, including the airport, marina, marine terminal and properties. This information was used to estimate the sales, jobs, income and taxes generated by the Port of Olympia and its tenants. A key part of the outreach effort consisted of surveys and interviews with firms located in near proximity to Percival Landing. These firms expressed their input on the improvements that they would like to see as further development occurs;

■ North Marina Master Plan & Rate Study

The Port of Everett is currently evaluating how to develop the north basin into a mixed-use development project including marina expansion. The Port retained Maritime Trust as its developer. BST Associates assisted Maritime Trust in evaluating the demand for upland uses (including residential, restaurant, retail, office, lodging, dry storage for boats and public space) and the optimal configuration of the marina (size and type of boats). BST estimated the potential build-out of the property based upon local and regional economic conditions. BST also prepared an estimate of the number of direct jobs and payroll created by alternative development scenarios. These elements were an integral part of the Master Plan process.

BST also prepared a detailed assessment of demand, financial return and economic impact associated with the Collins Building in the North Marina. Uses included residential, retail, office and public uses.

BST assisted the Port to review its existing moorage rate process and to prepare recommendations for an improved process, including estimates of required rates for the next three years. BST also prepared rates for the

BST is currently assisting the Port in preparing a grant application for infrastructure financing for Port Gardner Wharf.

■ Port of Kalama Comprehensive Plan

In addition to being one of the largest bulk ports on the West Coast, the Port of Kalama is also a diversified port with dry/liquid bulk and breakbulk operations, an industrial park with numerous tenants, a marina, RV park and other recreational facilities. However, the Port had no formal comprehensive plan to guide Port commissioners and staff as well as to inform stakeholders and the public.

BST Associates was retained by the Port to assist in developing a comprehensive strategic plan. BST assembled data on trends and utilization of existing properties, prepared demand assessments for cargo, industrial, recreational and mixed-use development opportunities. BST facilitated five meetings with port commissioners, staff and the general public regarding how best to prepare for future development, including infrastructure development, marketing, financing and other related items. This plan has served as the cornerstone for development at the Port.

BST has since assisted the Port in preparing grant fund applications and obtaining funds to construct a bridge across the Kalama River and improve elevator track storage capacity at one of the grain elevators. BST also recently assisted the Port by evaluating potential rail-served market opportunities.

■ Marine Cargo Forecasts

BST prepared forecasts of waterborne commerce moving through public and private terminals in the State of Washington for the last three forecasts (1991, 1995, 1999 and 2004) for the Washington Public Ports Association and Washington State Department of Transportation. These forecasts are comprehensive, including containers, breakbulk, fully assembled autos, grain, dry and liquid bulks.

BST also estimated landside and waterside modal splits of forecasted waterborne cargo traffic on major corridors in Washington State. This entailed estimating the percent of cargo, which moved by truck, rail, barge and directly to the plant.

The studies have served as inputs to the Washington State Multimodal Transportation Plan, Marine Ports and Navigation Element and provided port districts with information for individual port development planning and communication with respective regional transportation planning organizations.

These forecasts were also used in the rail planning studies undertaken for the Washington Public Ports Association and the Washington State Department of Transportation.

References

- **Linda Boomer** (509) 542-5175
Commissioner, Port of Kennewick
Clover Island Master Plan

- **Dave Hagiwara** (360) 417-3422
Deputy Executive Director, Port of Port Angeles
Marine Facilities Master Plan

- **Bill Hagar** (360) 739-6324
Formerly Director of Properties and Planning, Port of Bellingham
Central Waterfront Redevelopment Plan

The Team: Roles and Biographies

The team's roles are identified below; full resumes are included at the end of this submittal.

- **Gerald Hansmire, partner**

Role: Partner-in-Charge

As partner-in-charge, Gerald Hansmire, MAKERS' founding partner, will lend his strategic planning and project management experience to the team and will oversee plan development from the beginning of the process through its completion.

- **Julie Bassuk, AICP, partner**

Role: Senior Planner

Julie is well known for her ability to creatively and objectively solicit stakeholder and citizen input and build consensus throughout the planning process. Her project approach includes frequent communication with the client and the efficient allocation of project resources to ensure plans are completed in a timely and efficient manner.

- **Paul Sorensen, principal**

Role: Market and Community Benefit Analysis

Paul is well recognized throughout the Pacific Northwest for his knowledge of market economic trends and the potential economic impact of land development projects.

Experience

MAKERS, 34 years
Other firms, 5 years

Education

Master of Architecture, University of Washington, 1967
Bachelor of Architecture, University of Nebraska, 1965

Professional and Civic Activities

Architect: Washington, 1972
NCARB, 1978
Former Member, Seattle Design Commission

Experience and Qualifications

Gerald Hansmire has over 30 years' experience in the development of planning/urban design and architectural projects. These projects range from historic conservation and community renovation plans to major transportation and industrial facility designs. Gerald's projects are characterized by a "strategic" planning approach which combines planning, decision making, and economic requirements into a balanced product. His approach stresses project management, attention to client requirements, and consistent design quality. Project examples include:

Master Planning and Design Projects

- Clover Island Master Plan, Port of Kennewick, WA
- Bellingham Bay Marina Site Analysis, Port of Bellingham, WA
- Mixed-Use Waterfront Development, Duluth Timber Company, Duluth, MN
- Port of Seattle, T91 Facilities Plan, Seattle, WA
- Port of Seattle, USCG T37 to T91 Relocation Analysis, Seattle, WA
- Oregon Street Housing Plan, Bellingham, WA
- Rimland Pacific Mixed Use Business Park, Bellingham, WA
- Central Waterfront Redevelopment Plan, Port of Bellingham, WA
- South Lake Union Development and Urban Design Analysis, Seattle, WA
- Master Plan and Upland Improvements/ Fishermen's Terminal, Port of Seattle, WA
- City of Des Moines Marina Development Plan, Des Moines, WA
- Port of Anacortes Comprehensive Plan and Programmatic EIS, Anacortes, WA
- Blaine Harbor Plan, Port of Bellingham, Blaine, WA
- Port of Edmonds South Basin Master Plan, Edmonds, WA
- La Conner Marina Comprehensive Plan, Port of Skagit County, WA

- Whatcom International Shipping Terminal Master Plan, Port of Bellingham, WA
- USCG MARSEC Facilities Master Plan, Agana Guam
- USCG San Pedro Support Center, Planning Support, Long Beach, CA
- USCG Barber's Point Air Station Master Plan, Oahu, HI
- USCG Integrated Support Command (ISC) Kodiak Master Plan, Kodiak, AK
- USCG Group Air Station Master Plan Port Angeles, WA
- USCG Integrated Support Command (ISC) Seattle Master Plan
- Puget Sound Regional Plan, US Naval Facilities on Puget Sound
- Service Pier Master Plan, US Navy, SUBASE Bangor
- Acoustic Research Detachment Master Plan, US Navy, Bayview ID
- Naval Station Everett Master Plan Update

Facility Planning and Programming Projects

- Activity Overview Plans, Naval Air Station Whidbey Island and Submarine Base Bangor, U.S. Navy, WA
- Aircraft Carrier Analysis, US Navy, Puget Sound, U.S. Navy, WA
- Comprehensive Stationing and Facilities Plan, Washington Army National Guard, WA

Gerald Hansmire

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- Near Island Fisheries Research Center, Kodiak AK
- Auke Cape Regional Center, NOAA, Juneau, AK
- MSO/Group Facilities Program, Site Analysis, Long Beach, CA
- Family Housing Analysis Support Center Kodiak, Kodiak, AK
- Naval Station Everett Basic Facility Requirements
- NUWES Keyport Basic Facility Requirements, US Navy, Keyport, WA
- Seattle City Hall Special Facilities Programming
- Delridge & Garfield Community Center Planning, City of Seattle
- Museum of History & Industry Alternative Site Analysis

Park and Recreation Projects

- Seattle Central Waterfront - Alaskan Way Promenade
- East Bay Marina and Commercial Center Plan, Port of Olympia
- Northbank and Riverfront Improvements, Boise, ID

Urban Design Projects

- City of Pasco Downtown Action Plan, Pasco, WA
- Downtown Bozeman Improvement Plan, Bozeman, MT
- 8th Street Historic Market Place Public Improvements, Boise, ID
- Historic District plans for: Pioneer Square, Seattle; Browne's Addition, Spokane; Lettered Streets Historic Neighborhood, Bellingham, WA; 8th Street Market Place, Boise, ID.
- Ballard Business Area Improvements
- Lake City Business Area Improvements
- Greenwood Business Area Plan
- Broadway Business Improvements
- Kent, CBD Plan
- Issaquah, CBD Plan
- Des Moines, CBD Plan
- Capital Campus Master Plan, Olympia

Professional and Public Activities

- Past Member Seattle Design Commission
- Past president of the board, Factory of Visual Art, Seattle, WA
- Past member and president of the Pioneer Square Historic Preservation Board
- Past member and president of Allied Arts of Seattle

Experience

MAKERS, 8 years
Other Firms, 3 years

Education

Commercial Real Estate Certificate, University of Washington, 2003
Bachelor of Arts, Liberal Arts Honors Program, Urban Studies Concentration;
University of Texas at Austin; 1996

Honors, Awards and Activities

National Merit Scholar – four-year scholarship to University of Texas
University Honors

Experience and Qualifications

Julie Bassuk is a certified planner with over 11 years urban planning and real estate valuation experience. She has helped port districts position their properties for development, cities revitalize neighborhoods and federal agencies strategically focus limited facility budgets.

Julie is a strong project and subconsultant team manager and skilled at engaging elected officials and the public in the planning process. Her real estate development perspective helps her clients realize their goals by effectively investing their resources, positioning their properties, and partnering with the private sector. Julie's project experience is listed below:

Waterfront Development Plans

- Marine Facilities Master Plan, Port of Port Angeles, WA
- Marina Master Plan, City of Oak Harbor, WA
- Fishermen's Terminal Uplands Plan, Port of Seattle, WA
- Clover Island Master Plan, Port of Kennewick, WA
- Terminal 91 Conceptual Land Use Plan, Port of Seattle, WA
- US Coast Guard Integrated Support Center Seattle Relocation Study, Port of Seattle, WA
- Terminal 91 Facilities Plan, Port of Seattle, WA
- Waterfront Strategic Analysis and Improvement Plan Phase I, City and Bureau of Juneau, AK
- Cap Sante Boat Haven Master Plan, Port of Anacortes, WA
- Public Access Plan, Port of Anacortes, WA
- Comprehensive Scheme & Programmatic EIS, Port of Anacortes, WA

Community Development Plans

- SeaTac Station Area Action Plan, City of SeaTac, WA
- Olympia East Downtown Development Plan, City of Olympia, WA
- Depot Master Plan, City of Anacortes, WA
- Downtown Action Plan, Color Palette Selection, Funding, and Implementation, City of Pasco, WA
- Low-Rise Housing Study, City of Seattle, WA
- Regional Environmental Planning Paper, Puget Sound Regional Council, WA
- University District Capacity Analysis, SAFECO, WA
- Downtown Design Guidelines and Sign Ordinance Supplement, Blaine, WA

Facility Plans

- Regional Strategic Facilities Investment Plan, U.S. Navy, WA
- Naval Air Station Whidbey Island Activity Overview Plan, U.S. Navy, WA
- Comprehensive Stationing and Facilities Plan, Washington Army National Guard, WA
- Aircraft Carrier Alternatives Analysis; Port Operations & Small Craft Facilities Planning, U.S. Navy, WA

Julie Bassuk, AICP

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Facility Plans, continued

- Rail Yard Site Planning, Cascade Rail Foundation, South Cle Elum, WA
- Teamsters Space Program, Seattle, WA
- Historic Industrial District Study, NUWC Keyport, WA
- Integrated Command Center Analysis, U.S. Coast Guard, San Francisco, CA
- North Marina Improvements & Rowing Shed, Port of Anacortes, WA
- Administrative, Port Operations, Supply and Logistics and Public Safety Functional Plans, U.S. Navy, WA
- General Berthing Pier Funding Documentation, U.S. Navy, Keyport, WA
- Concept Study for Center for Undersea Warfare Systems Dependability, U.S. Navy, Keyport, WA

Paul C. Sorensen

Belyea, Sorensen, Trottier & Associates (BST)

Education

Masters Degree in Economics - University of Washington, 1979

Bachelors Degree in Political Economics - University of Washington, 1976

Professional Experience

Belyea, Sorensen, Trottier & Associates - Partner, 1987

Trade Information Planning Systems - Vice President Consulting, 1987-88

Natural Resources Consultants - Partner, 1988

URS Corporation - Senior Financial Planner 1986-87

TAMS Consultants - Senior Economist, 1981-86

Kramer, Chin & Mayo - Economist, 1979-81

Bassett, Park & Silberberg - Research Analyst, 1976-79

Relevant Qualifications

Paul has served as lead researcher and/or project manager for a wide variety of projects including demand forecasting, site/project evaluation, demand/capacity analysis and financing alternatives of trade, transportation, and industrial development projects. Descriptions of several recent projects are presented below.

- Tacoma Transload Study, 2006
- SCS Cold Storage Market Research and Strategic Plan, 2002-6
- Point Roberts Economic Development Strategy, Port of Bellingham, 1998
- Blaine Marina Master Plan, 1998
- Cascade Gateway Rail Study, 2003
- Southern California Consolidation Study, 2003-4,
- Des Moines Marina Master Plan Update, 2006
- LaConner Marina Master Plan Update, 2006
- Port of Edmonds Demand Assessment and Financial Review, 2004
- Everett Marina Rate Study, 2002
- Everett North Marina Demand Assessment, 2002
- Collins Building Re-Use Study, 2005
- Shilshole Bay Marina Value Engineering Study, 2003
- Cap Sante Marina Study, Port of Anacortes, 2001-2002
- West Bay Highest & Best Use Study Thurston County Regional Planning, 2000 - 2001
- Topside Repair and Drydock Study, Port of Port Angeles, 2000 - 2001
- Washington State Marina Plan, IAC and State Parks, 2000 - 2001
- Dakota Creek Shipyard Economic Impact Assessment, Port of Anacortes, 2001-2002
- Hoquiam IDD #1 Highest and Best Use Study, Grays Harbor EDC, 2001
- Westport Marina District Revitalization Study, IAC and State Parks, 2001
- Harbor Development Strategy (Shilshole Marina), Port of Seattle, 2000
- Economic Analysis of the City of Everett's Waterfront, City of Everett, 2000
- Town of La Conner Sub Area Plan, Town of La Conner, 2000
- Port Angeles Barge Feasibility Study Update, Port of Port Angeles, 1999 – 2000.
- Mobile Cruise Ship Facility Economic Impact, City of Mobile, 1998
- Marine Cargo Forecast, Washington Public Ports Association and WSDOT, 1995, 1999, 2004-5