

## NEWPORT SOUTH BEACH / US 101 COMMERCIAL-INDUSTRIAL CORRIDOR REFINEMENT PLAN

City of Newport

January 15, 2021

PREPARED BY:





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January 15, 2021

Derrick I. Tokos, AICP, Community Development Director City of Newport 169 SW Coast Highway Newport, Oregon 97365

#### RE: REFINEMENT PLAN FOR THE SOUTH BEACH / US 101 COMMERCIAL-INDUSTRIAL CORRIDOR

Dear Mr. Tokos and members of the selection committee,

This letter accompanies a proposal from a consulting team led by ECONorthwest for the South Beach / US 101 Commercial-Industrial Corridor Refinement Plan. Our interest in this project comes from our history of working on land use, infrastructure, and financing plans for redevelopment and adaptive reuse projects across the Pacific Northwest. We are passionate about finding thoughtful, context-sensitive, and realistic solutions to challenging and integrated projects.

We have a team with the technical skills that can thoroughly, and understandably address each element identified in the scope of work summarized in the Request for Proposals. Our team also has the communication skills and COVID-19 adaptive engagement methods to closely and effectively work with local community members, stakeholders and property owners, and decision-makers to form a refinement plan that is pragmatic, agreeable between parties, and implementable.

For this project, **ECONorthwest** would be the prime contractor—responsible for project management and oversight, facilitation of meetings and public engagement, technical analysis, and coordination of tasks with the City and other consultants. Joining us on this project are: **SERA Architects**, **DKS Consulting Group**, **Murraysmith**, and **JET Planning**. Each of these consultants brings rich experience and specific skills to our team that will ensure that we meet and exceed the project's goals.

We have read the RFP carefully and believe that our proposal complies with all of the requirements for content and format. Our team looks forward to the possibility of collaborating with the City on this work. Please contact me if you have any questions at juntunen@econw.com or 503-200-5074.

Sincerely,

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Lorelei Juntunen, Project Director 222 SW Columbia St #1600, Portland, OR 97201

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Attachment A: Resumes

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### PROJECT UNDERSTANDING

In a proactive move, the City of Newport would like to plan and prepare for near-term investments in the South Beach/U.S. 101 Highway Corridor before the local Urban Renewal District closes to new projects in 2025. Adding to the urgency of this project is the fact that there are already infrastructure projects that are funded and slated for implementation in the area. Most prominently, there are several million dollars' worth of transportation improvements that will begin construction in the next few months. In light of these considerations, the City of Newport has proposed this timely project to align and leverage these multi-agency investments.

This no small challenge. The South Beach area features a variety of land uses, contains some vacant and under-used properties, and is the location of a few of the City's most important economic, educational, and cultural anchors--the OSU Hatfield Center, the Oregon Coast Aquarium, and the Newport Airport. Adding to the complexity of the situation is the patchwork nature of infrastructure improvements prevalent in the area. From missing sewer linkages to inadequate road connections and major sidewalk gaps; the area needs improvement.

This project needs to be transformative. It will require a perspective of the South Beach/U.S. 101 Highway Corridor that accounts for multiple layers of infrastructure, property ownership patterns, land uses, and catalyst sites. Project success will hinge on the project team's ability to assess and organize these data; engage with the City, property owners, and the community; and prepare a clear and strategic roadmap for investments. We believe that we have the best team to do just that.

### **PROJECT APPROACH**

Our team features market experts, architects, planners, code experts, and engineers that have the experience needed to pull together this multifaceted project. The RFP is clear that the City is looking for a consultant team with a diverse set of skills that can work together effectively to find novel solutions to the corridor's complex challenges. We have been intentional about pulling together firms and individuals that, through years of experience, understand and know how to work through these challenges. Our approach to this project is based on these primary elements: (1) alignment of key infrastructure projects with limited funding resources, (2) strategic project implementation to leverage other existing and planned investments, and (3) a focus on catalyzing new development to meet economic and community goals. These primary elements rest on a foundation of robust COVID-19 adapted engagement methods, as described in the Project Organization section of this proposal.

The capstone deliverable of this project will be a clear and concise Refinement Plan that is grounded in market and economic realities, linked to concurrent plans and strategies, and charts an implementable pathway for enhancing and elevating the South Beach/U.S. 101 Highway Corridor.

# TEAM ORGANIZATION AND QUALIFICATIONS

#### **TEAM ORGANIZATION**

ECONorthwest is the proposed prime contractor and project manager. Lorelei Juntunen is the proposed project director; Matt Craigie is the proposed project manager. On the team are four firms with experience to match the needs of the project. The team members are:

- ECONorthwest. Project management; primary contact with City staff; and lead coordinators and analysts. ECONorthwest has a long history of leading cities across the West through complex planning, finance, and development projects.
- SERA Architects. SERA will play a substantial role in this project, especially on the area concept assessment and site development analysis tasks.
   SERA Architects brings an experienced team of architects and planners that will lead all aspects of spatial assessments. The SERA team is familiar with the South Beach Corridor area having worked on the South Beach Transportation Refinement Plan and, more recently, on the Transportation System Plan Update with DKS.
- JET Planning. Land Use Code Audit. Elizabeth Decker is an expert in land use, zoning, and development standard assessments.
- MurraySmith. Infrastructure advisement and cost estimates. MurraySmith will advise the team on sewer and water infrastructure needs. The

MurraySmith team has experience working for communities up and down the Oregon coast, including Newport.

 DKS. Transportation infrastructure advisement and cost estimates. DKS will advise the team on transportation improvements and needs. The DKS team is familiar with the South Beach area, as they are currently working with the City (and SERA) on a Transportation System Plan Update.

#### About ECONorthwest

ECONorthwest is a consulting firm based in the Pacific Northwest that specializes in economics, finance, and planning. We understand that businesses and governments face difficult decisions about how to make the best use of limited resources. We help our clients make thoughtful, data-driven decisions using tools and methods that meet the highest standards of best practice. At the core of everything we do is applied microeconomics. This perspective allows us to fully understand—and effectively communicate—the benefits, costs, and tradeoffs associated with any decision. Our consultants have advanced degrees in a variety of fields, including economics, planning, and public policy; and work on projects ranging from strategy to implementation. On these projects, we provide a range of services, including business economics and modeling, natural resource economics, fiscal and economic impact analysis, land-use planning, policy analysis, urban and regional planning.

ECONorthwest has decades of experience assisting cities and urban renewal agencies with plans, actions, strategies, and technical assessments. We bring a pragmatic and interdisciplinary approach to this type of work; cooperatively evaluating a project's needs with peer-consultants and clients to arrive at solutions that are grounded and implementable.

ECONorthwest is a stand-alone corporation founded in 1974 in the State of Oregon. We have offices in Portland, Bend, and Eugene, Oregon; as well as offices in Seattle, Washington, Boise, Idaho, and Los Angeles, California. ECONorthwest has seven owners who also comprise the board of directors and are actively involved in managing day-to-day operations.



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#### About SERA Architects

Founded in 1968, SERA is a multi-disciplinary firm committed to delivering truly sustainable design for the built environment. With extensive experience in planning, urban design, and a range of architectural typologies, SERA employs a whole-systems approach to problem-solving, working with clients and stakeholders to create vibrant places.

SERA is proud of their 52-year history of creating successful, award-winning projects, and to continue forward with our vision: To create a legacy of places that enrich the human experience, evoke delight, and provide an enduring ecological community. With 177 design professions in their offices in Portland and Oakland, they provide strategic visioning, planning, architecture, and urban design services to public and private sector clients engaged in the creation of sustainable communities, cities, and regions. As a cross-disciplinary firm, SERA specializes in sustainable placemaking at all scales, from community, neighborhood, and campus planning to designing sites, buildings, and plazas.

SERA's work is guided by significant stakeholder involvement. For decades, the firm has built strong relationships with public clients, elected officials, neighborhood groups, developers, businesses, and property owners to help our clients and communities identify and execute strategic projects and manage systemic change over time.

#### About JET Planning

Elizabeth Decker is the founder and sole proprietor of JET Planning, LLC since 2011. The firm provides land use planning services to local governments and private clients in Oregon and Washington, specializing in developing zoning code provisions that translate identified community priorities into implementable regulations, informed by a nuanced understanding of development trends and possibilities. The firm has a broad background in core land use planning from comprehensive planning through development review on behalf of cities, and as an applicant negotiating the land use permitting process. As a small, woman-owned firm, JET delivers personalized service and has the flexibility to partner with multidisciplinary teams to complete complex projects.

#### About DKS Associates

Founded in 1979, DKS Associates provides specialized transportation planning, design, and engineering services to public agencies across the country. Firmwide, our staff includes 133 professionals with offices in Oakland, Sacramento, and Anaheim, CA; Portland (headquarters) and Salem, OR; Seattle, WA; and Austin, TX. Our professional staff members provide expert services in multimodal transportation analysis, planning, and engineering; intelligent transportation systems; pedestrian and bicycle planning and design, and transit planning and design.

#### About Murraysmith

For over 40 years, Murraysmith has helped public agency clients throughout the Northwest identify solutions to their public infrastructure needs in all areas of planning, analysis, design, and construction management. Murraysmith was founded in 1980 by Harold (Hal) Murray and Phil Smith with the key mission of providing high-quality municipal engineering services to public agencies. Staying true to this mission, 99 percent of our current business is for public sector clients.

Focused on water, wastewater, stormwater, and transportation infrastructure, we have steadily expanded our firm's capacity and capabilities over the years, having completed more than 2,700 projects for over 200 public agencies. We currently operate with a staff of 330 out of offices in Oregon, Washington, Idaho, California, and Colorado.

## **KEY PERSONNEL**

#### **ECONORTHWEST**



Lorelei Juntunen, Project Director M.C.R.P. University of Oregon M.P.A. University of Oregon

B.A. English and Global Studies, Pacific

Lutheran University

Lorelei is a Partner and Project Director specializing in the evaluation of the intersection between public investment and community development. Her recent projects have identified creative approaches to investment in redevelopment and affordable housing for local governments. Many recent projects have focused on the implementation of equitable housing outcomes, including the development of the State of Oregon's first Statewide Housing Plan and affordable housing policies for many Oregon communities. She is leading the consulting team that is developing a legislatively required methodology for regional housing needs analyses, that may be implemented statewide in Oregon. Other recent projects include developing a funding strategy for investing in major transportation infrastructure needed to support growth in Bend, Oregon, and identifying new revenue tools to create a sustainable fiscal future for Columbia County, Oregon. Lorelei sits on the Board of Directors and serves as the Vice President of Operations for ECONorthwest. She is a Trustee for Oregon's Chapter of the Nature Conservancy and serves on the Board of Bravo Youth Orchestras.



Matt Craigie, Project Manager Graduate Certificate in Real Estate Development, Portland State University M.A. Geography, Binghamton University,

SUNY

B.A. Economics, Earlham College

Drawing on his prior roles in real estate finance and planning, Matt has extensive experience in market analysis, economic development, and planning. Matt joined ECONorthwest as a Project Manager in 2016. He is a versatile manager of projects and excels at coordinating analytical efforts to support client needs, as well as facilitating client and stakeholder engagement. Matt enjoys traveling all across the beautiful Northwest to help clients from cities big and small solve complex economic challenges while embracing opportunities to improve their communities.

Prior to joining ECONorthwest, Matt held several positions with private firms where he conducted real estate finance consulting. Earlier in his career, Matt worked in the public sector as an Economic Development Manager and Urban Planner. Matt's interest in community planning started with a two-year stint as a Peace Corps Volunteer in the mountains of the Dominican Republic.



Sadie DiNatale, Lead Technical Analyst

M.C.R.P. University of Oregon

B.A. Urban and Regional Studies (Planning Emphasis), University of Wisconsin— Green Bay

Sadie joined ECONorthwest as a Project Associate in 2018. She specializes in land use policy, housing planning, and fiscal analysis. Sadie has conducted long-range housing studies across Oregon and is well-versed in developing funding strategies to implement plans and projects. Prior to joining ECONorthwest, Sadie worked in affordable housing project financing in rural and small towns. Additional work experience includes market feasibility analysis, survey design and analysis, and community engagement.

#### SERA ARCHITECTS



#### Matthew Arnold, AICP, (Principal, Director of Urban Design + Planning) B.A. History and Comparative Literature,

M. City Planning, University of Pennsylvania

**Brown University** 

Matthew is SERA's Director of Urban Design and Planning and has been with the firm since 2003. He is a planner and GIS specialist with 21 years of professional experience, working for firms and government agencies in Philadelphia, Pennsylvania, and Portland, Oregon. His project experience includes campus planning, neighborhood and downtown concept plans for large and small cities, revitalization plans for areas in decline. sustainable streetscape design, and alternativemode transportation planning. Matthew is highly experienced in project management, design, and public involvement processes, and has presented his work at conferences across the nation. He is also a National Charrette Institute (NCI) certified Charrette Planner and has led Main Street workshops throughout the Northwest. In addition to his involvement in the current Transportation System Plan Update for Newport, Matt was also instrumental in the South Beach Transportation Refinement Plan and will bring that working knowledge of Newport, and the South Beach area specifically, to the South Beach US 101 Corridor Refinement Plan.



#### Erin Reome, AICP, LEED, (Senior Associate, Urban Designer, Planner, & Project Manager)

B.A. English Literature, University of Utah

Masters Urban Regional Planning, Portland State University

Erin is an enthusiastic Urban Designer & Planner who thrives at the intersection of land use, transportation, and open-space planning. Since 2005, she has worked on a variety of projects, for private, public, and institutional clients, at a variety of scales: regional, district, downtown, campus, neighborhood, and corridor. Regardless of scale, Erin is driven by a strong desire to create more equitable, healthy, and livable places with a commitment to sustainable and regenerative solutions. Erin has most recently completed work along the McLoughlin Blvd corridor in unincorporated Clackamas County as part of the Park Ave Community Project, a project that analyzed land use and connectivity, as well developing site and development concepts for selected opportunity sites, to inform updates to the existing development and design standards. She also recently led efforts in both Beaverton, OR and Vancouver, WA to test development opportunities for city-owned properties in preparation for master development agreements. Erin is currently spearheading the Oregon chapter of the American Planning Association (OAPA) wildfire relief assistance efforts with a group of volunteer planners.

#### JET PLANNING



#### **Elizabeth Decker**

Master of Urban and Regional Planning – Portland State University, 2011.

Bachelor of Arts – History, Rice University (Cum Laude), 2004.

Elizabeth Decker is a land use planner specializing in consulting for public and private clients in the Pacific Northwest. She founded JET Planning in 2011 and operates as a woman-owned, soleproprietor firm. Her expertise focuses on analyzing and drafting development code, informed by her experience implementing development regulations on both sides of the counter as an applicant and city contract planner, and her background with comprehensive planning, sub-area and specialty plans, and public engagement. Her code writing work employs technical expertise to implement community goals and adopted plans, integrating real estate and design specifications to create robust regulatory frameworks for development.

#### DKS



Carl Springer, PE, Principal MS Transportation Engineering, University of California Berkeley

BS, Civil Engineering, Washington State University

Carl is a veteran transportation planner and engineer that has completed over 500 studies and design projects in Washington, Idaho, Oregon, and California. His primary expertise is in transportation system planning for cities, counties and metropolitan areas, transportation finance, and data visualization. He has built a reputation for clear and effective communication and is known for his passion to deliver quality results that align with community values.

#### COVID-19 PRECAUTIONS AND PROTOCOLS

#### MURRYSMITH



Brendan O'Sullivan, PE,(Principal Civil Engineer)

BS, Civil Engineering, University of Portland

Brendan joined Murraysmith in 2005 and has served in a variety of design and construction administration roles on major public improvement projects that include reservoirs, pump stations, large diameter pipelines, distribution waterlines, sanitary sewers, storm sewers, utility undergrounding, streetscape improvements, and transportation enhancements.

For the safety of our clients, our staff, and our partners, we take COVID-19 precautions seriously and follow all state and local pandemic guidelines. The pandemic has caused obvious challenges with conducting business-as-usual, in particular with holding in-person meetings. Due to the pandemic, we will hold all meetings—with the exception of the site visit—remotely via teleconference software. For the site visit, team members will tour the area with City staff masked and outdoors.



### **PROJECT ORGANIZATION**

In general, we agree with the scope of work that is summarized in the RFP. In this section, we provide details on our approach to the project's work plan and suggest a few changes that we believe will lead to a more efficient and enhanced project.

#### TASK I(A): PROJECT KICK-OFF

We agree with the description in the RFP for this task. Our experience is that a robust kick-off can be instrumental for aligning a project's scope with client goals and expectations. As the consultant team meets with City staff to clarify study objectives and key background information, we also recommend a discussion of key assessment criteria that will inform the evaluation of opportunities during the Opportunities and Constraints process as well as the Project Concept phase.

With experience working for the City of Newport, and specifically experience working in the South Beach area, our team will be able to hit the ground running to conduct the background review and establish base maps quickly and efficiently.

#### ECONorthwest and SERA Architects will participate

#### in this task.

Products: Final Scope of Work Consultants: ECONorthwest, SERA Budget: \$2,890 Schedule: January

#### TASK 2(B): SITE RECONNAISSANCE

For this task, we propose a socially-distanced driving and walking tour of the South

Beach/U.S. 101 Corridor area. During the project kickoff, we will work with the City to plan a route and identify key community and city staff stakeholders for participation. We anticipate the tour lasting several hours, with stops at important locations to observe and discuss challenges and opportunities.

#### ECONorthwest and SERA Architects will participate

in this task.

Products: Photos and notes from the tour Consultants: ECONorthwest, SERA Budget: \$5,700 Schedule: Late January

#### TASK 3(C): PUBLIC ENGAGEMENT PLAN

A project of this magnitude, with its potential to substantially transform a district of the Newport community will require multiple opportunities for community input and feedback. We agree with the language in the RFP that multiple ways to both inform and solicit information from the community will be important to the success of this project. As the RFP points out, having several milestone meetings with both the project's technical advisory committee and also the Urban Renewal Agency will be needed to gain input and get direction from decision-makers.

We anticipate that over the course of the project we will need to continue to adhere to COVID-19 precautions. This means that we will need to be creative with our public engagement methods, using online forums and surveys as well as meetings over teleconference software. Our team has substantial experience with these engagement methods. Throughout the COVID-19 pandemic, both ECONorthwest and SERA Architects have

#### PROJECT SPOTLIGHT

For the Park Ave Community Project, SERA Architects and JET Planning hosted multiple public open houses via Zoom, met monthly with a Community Advisory Committee to collaboratively develop concepts for the study area, and developed online survey content to gather broad public input using visual preference materials and preliminary concept designs. SERA also used selected survey content directly in stakeholder discussion forums to gather input via Zoom polls.



been running varied-method public outreach efforts, which have included stakeholder interviews, workshops, discussion forums, online surveys, and real-time polling during meetings.

#### ECONorthwest and SERA Architects will participate

in this task.

Products: Public Engagement Plan and Schedule Consultants: ECONorthwest, SERA Budget: \$11,430 Schedule: Throughout the entire project

## TASK 4(D): OPPORTUNITIES AND CONSTRAINTS REPORT

Key to evaluating opportunities for additional infrastructure investments and land acquisitions will be working with stakeholders and City staff early in the process to understand short and long-term goals for the area. This will be critical to evaluating the relative strengths and weaknesses of various opportunities through this evaluation process and the foundation for establishing the asessment criteria needed to evaluate concepts in the next phase of the project. Our team has experience collaborating with multiple clients and stakeholders through online platforms to inform and gather public input. We will use these public engagement

## WORKING WITH A TECHNICAL ADVISORY COMMITTEE

We appreciate that the City will use a Technical Advisory Committee (TAC) model for this project. In this way, the representative TAC can help steer project concepts towards alignment with community goals and business needs. We will work with the City to find several milestone opportunities to engage with the TAC.

We have found that three or four TAC meetings are required to guide projects of this scale through a thorough process. In our work plan, we have recommended three TAC meetings; during the project kickoff, we will work with the City to pencil out the objectives for each of these meetings. We will also look for opportunities to draw on the resources and knowledge of individual TAC members. For example, leveraging their local knowledge to identify key stakeholders to lend perspective on the area concepts. methods to solicit, gather, and assess stakeholder preferences for the area concepts. In addition, we propose to hold at least two remote workshops with the City's team. These workshops we allow the consultants and City staff to work collaboratively through technical challenges, such as infrastructure project options and implications of select project phasing.

ECONorthwest, SERA Architects, MurraySmith, and DKS each have a role in this task. ECONorthwest and SERA Architects will co-lead the assessment, a common arrangement for these two firms. MurraySmith and DKS will provide technical advisement on potential infrastructure improvements.

## ECONorthwest, SERA Architects, MurraySmith, and DKS will participate in this task.

Products: Opportunities and Constraints Technical Memorandum Consultants: ECONorthwest, SERA, MurrySmith, DKS Budget: \$23,080

Schedule: February through April

## TASK 5(E): PROJECT CONCEPT EVALUATION AND MEMORANDUM

Closely tied to the previous task, in this task the team will synthesize stakeholder input with consultant assessments to convert concepts into area improvement and infrastructure project lists. The team will draft clear multilayered maps that identify key projects and area improvements for each concept. Planning level estimates will also be provided.

The key to navigating the community and the City to a viable concept for the South Beach Corridor will be to create a framework for concept comparison. Working closely with the City's team, we will create a list of assessment criteria that can be used to evaluate the relative strength of each area concept. This evaluation framework will be provided along with the maps and planning level estimates to help inform decision-making.

Our team brings a wide range of skill sets for communicating project concept designs, ranging from 2D maps and illustrations, to 3D hand sketches or photoreal renderings, to augmented reality and virtual reality models. We can customize the mock-up drawings for the South Beach Corridor effort based on communication needs and the desired audience. ECONorthwest, SERA Architects, MurraySmith, and DKS will participate in this task.

Products: South Beach Corridor Concepts Memorandum Consultants: ECONorthwest, SERA, MurrySmith, DKS Budget: \$17,470 Schedule: May through July

#### TASK 6(F): COMMERCIAL/INDUSTRIAL LAND USE CODE AUDIT

For this task, our consultant team will evaluate the zoning and comprehensive plan map, zoning districts, development code regulations, and comprehensive plan and other planning policies that affect the South Beach Corridor Area. The audit task will begin by identifying review criteria for the plan, map, and code sections that are relevant to the desired performance of these areas. Criteria will be based on the opportunities and constraints identified through the public engagement process, the desired development outcomes for the area including adopted city policies and goals as well as redevelopment concepts for key sites and zoning best practices.

Initial areas of interest to consider in the audit criteria include development capacity that aligns with infrastructure improvements, implementing Urban Renewal Plan goals, incentivizing annexation, and rectifying any identified barriers to site development. The audit will also evaluate performance of existing and proposed land use concepts relative to desired outcomes and identified opportunities and constraints.

The audit findings will inform the land use recommendations, which will take the form of recommended changes to the zoning and/or comprehensive plan maps, development code provisions, and comprehensive plan or other plan policies. The changes will be provided in the greatest level of detail available within the project scope to provide clear direction to staff for implementation. We will provide adoptionready maps and code language for targeted amendments, with detailed descriptions and examples of more detailed amendments to be further refined prior to implementation.

#### JET Planning will participate in this task.

Products: Land Use Code Audit Report Consultants: JET Planning Budget: \$8,000 Schedule: July to early September

#### PROJECT SPOTLIGHT: JUNIPER RIDGE DEVELOPMENT STRATEGY

During the Spring and Summer of 2020, ECONorthwest led a team of consultants on a project advising the City of Bend on how to leverage Urban Renewal funds to propel development in their Juniper Ridge Employment Area. The area saw some initial development in the last decade, but development has since then stalled completely due primarily to inadequate infrastructure provision. The ECONorthwest team helped the City identify and prioritize infrastructure projects, and ultimately created a strategy to phase investments and attract new businesses.



Juniper Ridge and Competitive Employment Areas

#### TASK 7(G): REDEVELOPMENT CONCEPTS

Based on the goals for the area identified by the City and stakeholders in earlier phases of the project, ECONorthwest and SERA will work together to determine viable development concepts from both an economic and site design perspective for the corner of US 101 and SE 35 Street. ECONorthwest will evaluate the market and financial feasibility for select uses at the site. SERA will leverage both architectural and urban design staff to test site concepts and generate content that can be incorporated into an online preference survey, and eventually into an RFP. Economic data, maps, and renderings will be combined for ease of use by City staff.

#### ECONorthwest and SERA Architects will participate

#### in this task.

Products: Description and graphics of redevelopment concepts (to be included in the final report) Consultants: ECONorthwest, SERA Budget: \$15,700 Schedule: July to early September

#### **TASK 8: FINAL REPORT**

In the final task, the consultant team will wrap all project deliverables into a final report package. Final refinements to maps and planning cost estimates will be made. A summary memorandum will be provided to help target audiences understand project concepts, the project's process, and recommendations. As a final step, the consultant team will present the finished work to the City Council and Urban Renewal Agency.

ECONorthwest, SERA Architects, MurraySmith, and DKS will participate in this task.

Products: Final Report package Consultants: ECONorthwest, SERA, MurrySmith, DKS Budget: \$15,730

Schedule: September to November

#### PROJECT SPOTLIGHT

SERA and ECONorthwest completed similar work recently for the City of Beaverton to support City staff in issuing an RFP for the development of the Beaverton Central site. ECONorthwest provided economic analysis and pro forma to inform a potential program for the site, and SERA prepared the design concepts that were included in the RFP.







Technical Advisory Committee Meetings (3 meetings)

### **PROJECT TIMELINE**

We have planned for a nine-and-a-half-month long project. We see this schedule providing ample time for analytical tasks, community engagement, and milestone meetings with the TAC and the Urban Renewal Agency. During the project kickoff, we will work with the City's team to refine the project timeline to best meet the needs of the project and of key stakeholders.

### **PROJECT COORDINATION AND** MONITORING

It is our practice at ECONorthwest to establish clear lines of communication with our clients and the rest of the project team from the outset.

We value staff's expertise and see each project as a collaboration to leverage the strengths and knowledge of both staff and the consultant team. Our project managers work closely with the City's project manager to draw on specialized knowledge of other staff members who may not be directly involved in the project while adhering to established communication protocols.

We begin each project with a kick-off meeting to establish a shared understanding of project objectives and priorities; awareness of and coordination with other relevant efforts underway; methods of data gathering, analysis, and documentation; and roles and responsibilities for key team members. We produce an overall project Urban Renewal Agency Briefing (2 meetings)

schedule at the outset that accounts for required review times and anticipated project milestones and ensures that we have buy-in from key project team members that the schedule is reasonable and meets the City's needs. We maintain regular communication with the City's project manager through standing or as-needed check-ins, depending on the needs of the project and staff preferences. By maintaining an open and collegial approach to project management, we build and maintain productive working relationships with the City's project manager and other key members of the project team.

### PROPOSED COST OF SERVICES

We estimate a project budget of about \$100,000. This budget accounts for all project tasks and engagement efforts. Minimal project expenses are included to account for site visit travel and data purchases.

		HOURS BY TASK										
		Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8		TOTALS	
Labor Expenses	S/Hour	Kick Off	Site Recon	Public Engagement	Ops and Constraints Study	Project Concept Memo	Code Audit	Site Redev Concepts	Final Report	Hours	Labor Totals	Budget %
ECONorthwest												
Lorelei Juntunen, Project Director	215	6		12	12	8		10	12	60	\$12,900	13%
Matt Craigie, Project Manager	150	6	16	20	20	24		12	16	114	\$17,100	17%
Sadie DiNatale, Lead Technical Analyst	125			30	30	24		24	24	132	\$16,500	17%
Sub-Total		12	16	62	62	56		46	52	306	\$46,500	47%
SERA						•		•		2.8		
Blended Rate <sup>1</sup>	175	4	16	12	50	38		50	30	200	\$35,000	35%
JET		•	•									
Elizabeth Decker	200						40			40	\$8,000	8%
Murraysmith								1 10.0	81			
Blended Rate	250				10	5			5	20	\$5,000	5%
DKS									·			
Blended Rate	250				10	5			5	20	\$5,000	5%
Sub-Total		4	16	12	70	48	40	50	40	280	\$53,000	53%
Non-Labor											Exp.	Budget
Expenses	4944	#000			1.000 2.225	C. R. C. Lawrence					Totals	%
Iravei		\$300					Real of the				\$300	0%
Data		\$200									\$200	.0%
		\$500	\$0	\$U	\$0	\$0	\$0	\$0	\$0		\$500	1%
Totals by Task	in addition of	Task I	Task 2	Task 3	Task 4	Task 5	Task 6	Task /	di Sana			
Total Labor		\$2,890	\$5,200	\$11,430	\$23,080	\$17,470	\$8,000	\$15,700	\$15,730	Summary of Expenses		
Direct Expense		\$0	\$500	\$0	\$0	\$0	\$0	\$0	\$0	Total Labor	\$99,500	100%
Total by Task		\$2,890	\$5,700	\$11,430	\$23,080	\$17,470	\$8,000	\$15,700	\$15,730	Total Non/ Labor	\$500	1%
% of Total Budget		3%	6%	11%	23%	17%	8%	16%	16%	Total Budget	\$100,000	100%

1 To maintain a clear budget format, we are providing subconsultant rates in a blended rate format. We can provide individual sub consultant hourly rates on request.

### SIMILAR PROJECT EXPERIENCE

#### ECONORTHWEST

#### Juniper Ridge Employment Area Market Analysis and Development Strategy—Bend, OR (2020)

ECONorthwest led a consultant team tasked with assisting the City of Bend in the creation of a development strategy for the Juniper Ridge Employment Area. Juniper Ridge is a multiple hundred-acre area in the city's northeast slated for industrial and business uses. Although there are several prominent businesses located there, the area has largely remained vacant. For this project, ECONorthwest conducted a market assessment to evaluate the potential for future development, engaged with local business leaders to identify opportunities and barriers to development, and crafted a succinct development strategy focused on near-term implementation and property disposition. This approach underscores the role of understanding the land and facility needs of businesses in identifying development barriers and crafting actionable response strategies.

Matt Stuart, City of Bend 710 NW Wall Street, Bend, OR 97703 mstuart@bendoregon.gov | 541-323-5992

## Coos Bay Front Street Redevelopment Analysis and Action Plan—Coos Bay, OR (2017)

The City of Coos Bay was working to diversify its resource-based economy toward a service-based economy. As the economy began to change, businesses were leaving the historic waterfront industrial districts. The City wanted to alleviate concerns about contamination on these new vacant and underutilized sites, so they applied for and received an EPA brownfield area-wide planning grant. As a subconsultant, ECONorthwest worked with the City of Coos Bay to look at redevelopment opportunities of the historic Front Street area of Coos Bay, as well as ways to increase public access to the water. ECONorthwest supported the development of an Action Plan purposed to identify implementable actions in the Front Street area to increase connectivity, foster community access to the waterfront, attract private investment, and diversify Coos Bay's economy.

#### Len Farr, Stantec

601 SW 2nd Ave #1400, Portland, OR 97204 leonard.farr@stantec.com | 503-467-1657

PR	OJECT	RATIONALE	CITY/MRC ROLE AND PARTNERS	COM SUPPORT	MEETS	
A	Recruit general merchandise store	Top community need, would help to catalyze other development in downtown.	Create recruitment package and target outreach to appropriate retailers. Partners: Chamber, Investors	High	High	
В	Recruit brewery and/or restaurants	Top community need, not currently provided by existing restaurants, would help to catalyze other development in downtown.	Create recruitment package and conduct outreach Partners: Chamber, businesses. Ag Community, Investors	High High	High	
С	Develop a toolkit to enable the City to 1) be receptive to davelopment opportunities and 2) create angoing relationships with davelopers.	Encourages City to nurture relationships with developers and position properties for redevelopment through marketing and decreasing land costs.	Develop marketing approach, create incentive package, track opportunities. Partners: Chamber, Commercial Realtors, Property Owners, Developers		High	
D	Clarify development processes	Removes development barrier and improves perception among development community.	Develop communications materials and identify any necessary procedure changes Partners: Chamber, Local Developers	Low	High	

For the City of Madras, ECONorthwest created an Urban Renewal Action Plan that targetied realistic tactics and actions aimed at leveraging Mardras' competitive advantage as the northwen gateway to the Central Oregon region.

#### Urban Renewal Action Plan-Madras, OR (2016)

ECONorthwest led the creation of an action plan for the City of Madras' urban renewal area that was grounded in existing market fundamentals in the area, community priorities, and the urban renewal agency's financial situation. ECONorthwest led a comprehensive stakeholder engagement process that included over 30 interviews with local stakeholders and a community survey that reached almost 10 percent of the City's population. The resulting action plan included a targeted business attraction strategy grounded in existing business needs, a plan for City investment in specific "opportunity sites," and a set of community actions to increase the community's investment in the future of downtown Madras.

Nicholas Snead, City of Madras 125 SW E St, Madras, OR 97741 nsnead@ci.madras.or.us | 541-323-2916

## City of Salem Portland Road Action Plan—Salem, OR (2015)

ECONorthwest worked closely with the City of Salem staff to develop an action plan for the Portland Road Corridor, an arterial industrial corridor located in one of Salem's oldest urban renewal areas. The goal of the project was to identify strategies that maximize private investment, job creation, and economic vitality in the area. As part of the action planning effort, ECONorthwest helped to craft an investment framework that identified priority areas for future investment and worked with City staff to map out a plan to 1) identify available resources for public-private partnerships, 2) increase collaboration with the local development community and businesses, 3) identify necessary changes to the urban renewal area's existing toolkit of loan and grant programs. The result is an action plan that is grounded in community priorities and is attuned to the needs of businesses in the area.

#### SERA

SERA Architects has worked on two projects recently with the City of Newport:

#### Newport South Beach Transportation Refinement Plan—Newport, OR

Newport's South Beach Peninsula is a special maritime environment near the mouth of the Yaquina River and the crossing of US 101. The peninsula is home to several of Newport's most important institutional and recreational facilities, including the Hatfield Marine Science Center, the Oregon Coast Aquarium, and the South Beach Marina. In May 2011, the National Oceanic and Atmospheric Association (NOAA) relocated its fleet of research vessels from Seattle to the northern end of the South Beach Peninsula.

In November 2009, a Design Team, led by SERA and including Kittelson and GreenWorks, prepared a Transportation Refinement Plan for the district. The team's mission was to work with area stakeholders and the general public to design a series of vehicular, bicycle, and pedestrian improvements that would improve the overall access, efficiency, safety, and aesthetics of the peninsula's transportation system. During an intensive, three-month planning process, the Design Team developed and refined circulation,



streetscape, parking, and wayfinding concepts, and also prepared planning-level cost estimates for a range of public improvements proposed in the plan. Much of the design work was completed during a four-day design Charrette held in Newport in December 2009.

Although the South Beach Peninsula is a fairly large landmass, it only has a small handful of public streets that provide access to its various institutional, recreational, industrial, and commercial uses. For the most part, these streets do not have pedestrian and/or bicycle facilities, and the provision of these facilities is a major part of this plan. The parking lot access points and drive aisles form a secondary/complementary system for vehicular circulation. A key component of this plan is to align the roadway and driveway access points as much as possible in order to create a safer and more efficient vehicular circulation system overall. In addition, improvements are proposed for several of the peninsula's key intersections, including a terminal roundabout on the north end of Marine Science Drive, which provides clear access to NOAA, the Hatfield Marine Science Center, and the marina boat launch. Given the high volume of visitors that flock to the area for events or to visit the area's many attractions, the plan also addresses signage and wayfinding, proposing not only principles for physical signage, but how entry sequences for key institutions can be improved through various circulation improvements and design treatments. Many of the improvements identified in the plan were constructed in early 2011.



#### Transportation System Plan Update—Newport, OR

SERA is leading the urban design efforts and providing key support in preparing street configuration concepts and conducting community outreach as part of a multi-disciplinary team lead by DKS updating the Newport Transportation System Plan. Our work is helping to integrate street and highway design concepts with the City's complementary intention of making targeted urban renewal investments in popular tourist and business districts in downtown, Nye Beach, and the Bayfront.

In late 2020 we prepared a range of concepts for streetscape design throughout Newport, seeking to improve safety, increase walking and biking options, and enhance street character on local, collector, and State highway routes. Our upcoming work on the project will focus on downtown placemaking and consideration for how two-way or couplet alignments for Highways 101 and 20 can improve transportation and create a stronger, more accessible business district.



Other relevant SERA projects include:

#### Downtown Design Project & Beaverdam Study— Beaverton, OR

From 2017–2020, SERA led a multi-disciplinary consultant team, including ECONorthwest, in the development of a comprehensive design strategy for Beaverton's Downtown Design Project. Building on prior visioning, the effort sought to create an economic, social and cultural heart for Downtown Beaverton. The overarching goal of our work on the Downtown Design Project was to create a vibrant downtown that is easily identified and attractive for private development. The process to achieve this goal began with extensive stakeholder engagement, evaluation of the existing and desired land use patterns, site concepts and economic analysis for key opportunity sites, and an audit of the current development code. The final phase of this project has been to develop a new development code for Downtown, recently adopted by the City Council in the fall of 2020.

Building off of this larger project effort, the City also engaged SERA and ECONorthwest to develop preliminary urban design concepts and pro forma analyses for the Beaverton Central site area, or Beaverdam Study site, in preparation for a master developer RFQ release.

Steve Regner, Senior Planner, Community Development Department City of Beaverton 12725 SW Millikan Way, Beaverton, OR 97005 sregner@beavertonoregon.gov | 503-526-2675

#### Town Center & Urban Renewal Plan—Cornelius, OR

Cornelius, a multi-cultural city on the western edge of the Portland metropolitan area, is experiencing a population boom, and a new plan for its Town Center was needed to guide public and private investments towards the downtown core's vibrant and prosperous future. As part of a multi-disciplinary consultant team, including ECONorthwest and JET Planning, SERA provided lead urban design expertise. The project hinged on creating a comprehensive Town Center based on an analysis of existing and desired land use. The work also included a code audit and subsequent updates to the development code.

To capture and reflect the community's vision, the consultant team carried out an extensive engagement effort that included a three-day workshop and open house. The Town Center Plan is complemented by an Urban Renewal Plan and was enthusiastically adopted by City Council in the summer of 2019. While new investment was seen as highly desirable, maintaining existing businesses was also a goal - to balance redevelopment potential and maintain existing businesses by requiring fewer, unifying design elements like weather protection rather than a wide, costly menu of design features designed to keep redevelopment costs lower.

With this plan, the community has a broadly supported, clear roadmap for realizing a town center that will be unique to the region. Additionally, the Town Center & Urban Renewal Plan was recognized by the Oregon Chapter of the American Planning Associates (OAPA) with the "2019 Public Involvement and Participation Award."

#### Ryan A. Wells, AICP, Community Development Director, City of Cornelius 1300 S Kodiak Cir, Cornelius, OR 97113

rwells@ci.cornelius.or.us | 503.992.5370

## Park Avenue Community Project—Clackamas County, OR

SERA recently led an interdisciplinary team, including JET Planning, to complete the Park Avenue Community Project, a long-term vision for the half-mile area surrounding the Park Avenue MAX light rail station in unincorporated Clackamas County, with a particular focus on the commercial/industrial corridor of McLoughlin Blvd. Efforts began in the fall of 2019 with extensive stakeholder engagement, including a site walk involving key stakeholders for the project, followed by an assessment of existing and desired land use for the zones directly adjacent to McLoughlin Blvd. The final phase of the project was the development of code amendments which align with the earlier planning work completed, paired with an implementation plan to assist the County and the community in taking the next steps. With work efforts ramping up in the spring of 2020, SERA led the transition of stakeholder and public engagement to Covid safe online workshops, forums, and meetings, supported by online surveys.

#### Karen Buehrig, Long Range Planning Manager, Clackamas County

2051 Kaen Road, Oregon City, OR 97045 karenb@clackamas.us | 971-291-8127

#### DKS

#### ODOT/Transportation System Plan—Newport, OR

DKS is leading an update to the City of Newport Transportation System Plan to address multimodal needs through 2040. The focus of this update was to apply practical design techniques to get the best outcomes for the City and to address gaps in the development review guidelines to include site re-development. The technical analysis centers north of the Yaquina Bay Bridge, with a special review of Agate Beach, Downtown, and the Nye Beach neighborhoods. The TSP update will be unifying previous studies in South Beach with the latest policy and system standards outcomes from the update to form a new Transportation System Plan document.

## Derrick Tokos, Community Development Director, City of Newport

169 SW Coast Hwy, Newport, OR 97365 d.tokos@newportoregon.gov | 541.574.0626

## South Cooper Mountain Concept Plan—Beaverton, OR

DKS led the transportation plan element for the 2,300-acre site in the southwest corner of the City of Beaverton. The concept plan area includes over 7,400 housing units and more than 450 jobs. A major component of the plan was balancing the impacts associated with regional motor vehicle traffic traveling along major streets next to the concept plan area. The transportation plan identified strategic improvements to balance the local circulation system with the regional system needs, including an accessible network of new streets and off-street trails and pathways. The planning process involved extensive public engagement with community members including existing residents and landowners. The outcomes include a detailed circulation map for walking. biking, and driving along with project priorities and funding strategies for implementation.

#### Steve Kelley, Senior Planner, Washington County 155 N First Ave, Hillsboro, OR 97124 stevel\_kelley@co.washington.or.us | 503-846-3764

#### **MURRAYSMITH**

#### River Front Development—Eugene, OR

Murraysmith provided work for professional engineering, architectural, and surveying services to complete design and construction of site preparation, transportation, sanitary, stormwater and utility infrastructure on Eugene's Downtown Riverfront Redevelopment Project. The site consisted of approximately 16.5 acres of the former Eugene Water and Electric Board (EWEB) site on the Willamette River and near downtown Eugene. **Scott Gillespie, PE, City of Eugene Public Works -Engineering Division 410 River Avenue, Eugene, OR 97404** 

541-682-2706

#### River Terrace 2.0 Master Plan—Tigard, OR

As part of a multi-consultant team, Murraysmith assisted the City of Tigard with water and wastewater planning services in support of the River Terrace Community Plan. The City requested a review of utility system planning documents completed in the past five years, all of which considered an expansion to serve the West Bull Mountain UGB expansion area. The sanitary sewer community plan included refinement of flow projections from previous studies and refinement of Metro generated population estimates based on updated zoning and service area boundaries. The master planning work also involved pipe sizing and pump station improvement analysis, including cost estimates for the updated CIP.

Rob Murchison, P.E., Senior Project Engineer, City of Tigard 13125 SW Hall Boulevard, Tigard, OR 97008 503-718-2699

#### JET PLANNING

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The Ridgefield Mixed-Use Overlay (RMUO) Code Update project developed new zoning and design standards to implement two subarea plans for districts linked by a key arterial. The code created a unified set of standards that worked for both distinct commercial nodes and achieved development goals specific to each subarea. The unified standards created opportunities for a mix of commercial, employment, and residential uses with the overarching site and building design standards, including sustainability standards and techniques for managing parking along a high-traffic arterial. A key challenge with this code was to balance nearterm market demands for more traditional suburban commercial strip development against plan goals for an integrated mixed-use development that contributed to a sense of place unique to the two subareas, which was a significant departure from previous code approaches in this rapidly growing community.

Elizabeth developed the code in partnership with urban designers, through a stakeholder review process that included development professionals and property owners. Following the adoption of the code, Elizabeth continued work with the City to complete development a review for proposed projects under the new code.

Claire Lust, Community Development Director, City of Ridgefield, 510 Pioneer St., Suite B, Ridgefield, WA 98642 360-857-5024



A new Rosauer's grocery store will anchor the development of a key corner in the mixed-use overlay area, bringing the first grocery store to Ridgefield.

#### Hoquarton Area Plan Implementing Code— Tillamook, OR (2016)

#### Paul Wyntergreen, City Manager, City of Tillamook 210 Laurel Ave, Tillamook, OR 97141 503-842-2472 Ext. 3460

Elizabeth developed new zoning code provisions and zoning map amendments to implement preferred development scenarios for a mixed-use industrial area adjacent to downtown. The Hoquarton Overlay zone implements the plan goals for an integrated, compact, mixed-use neighborhood with a balanced transportation network that provides safe and attractive access to and from destinations for work, live, and play. Spanning commercial, industrial, and residential areas and bisected by a state highway, the overlay zone integrated use, dimensional, and design standards to guide integrated development and redevelopment. The code integrated innovative design elements that embraced the grittier, industrial aesthetic of the district, rather than attempting to bury it behind conventional facades, providing a lesson in how code standards can reflect and refine an existing district identity.

The project spanned from early 2015 to early 2016; Elizabeth worked with a multidisciplinary team to incorporate technical expertise, community planning goals, and design aesthetics into implementable code regulations.



The DeGarde Brewing taproom was developed in the Hoquarton area, integrating industrial and commercial uses with corresponding design elements that promote the function of both the warehousing portion of the development and the tasting room.



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#### Education

M.C.R.P. University of Oregon

M.P.A. University of Oregon

B.A. English and Global Studies, Pacific Lutheran University

Years at ECONorthwest: 16

Years in Industry: 16

#### Areas of Expertise

Development and Affordable Housing Policy

Development and Redevelopment Economics

Infrastructure Funding and Finance

**Urban Renewal** 

### Lorelei Juntunen, Partner & Project Director

Lorelei is a Partner and Project Director specializing in the evaluation of the intersection between public investment and community development. Her recent projects have identified creative approaches to investment in redevelopment and affordable housing for local governments. Many recent projects have focused on implementation of equitable housing outcomes, including development of the State of Oregon's first Statewide Housing Plan and affordable housing policies for many Oregon communities. She is leading the consulting team that is developing a legislatively-required methodology for regional housing needs analyses, that may be implemented statewide in Oregon. Other recent projects include developing a funding strategy for investing in major transportation infrastructure needed to support growth in Bend, Oregon, and identifying new revenue tools to create a sustainable fiscal future for Columbia County, Oregon. Lorelei sits on the Board of Directors and serves as the Vice President of Operations for ECONorthwest. She is a Trustee for Oregon's Chapter of the Nature Conservancy, and serves on the Board of Bravo Youth Orchestras.

#### **REPRESENTATIVE PROJECTS**

Lorelei has served as Project Director on the following projects, unless otherwise noted:

#### **Implementation Planning**

Oregon Regional Housing Needs Analysis-Statewide, OR (Ongoing). Leading the research team that is developing and implementing the first ever regional housing needs analysis. The Oregon Legislature enrolled HB 2003 in 2019, which directed OHCS to develop a methodology for a regional housing needs analysis (RHNA) for the state of Oregon. ECONorthwest crafted a methodology, and then implemented it for regions across the state. The results provide a first-ever comprehensive look at statewide housing need, including projected housing to accommodate 20 years of population growth, underproduction of housing to accommodate current population, and units needed for those who are experiencing homelessness. The methodology considered trends in density and the average mix of housing types, demographic and population trends, economic trends and cycles, and the equitable distribution of publicly supported housing within a region. Stakeholders and state departments provided feedback, consultation, and key data to inform the analysis.

- East Henderson Investment Strategy—Henderson, NV (2020). Led a team of consultants to assist the City of Henderson's Community Development & Services Department and the Redevelopment Agency in producing an investment strategy to improve the economic and demographic conditions, reduce blight, enhance the quality of life, and encourage development in the Eastern part of the City. Led public engagement to understand resident priorities and solicit projects for improvement and inclusion in the Strategy.
- Columbia County Fiscal Analysis Columbia County, OR (2020). ECONorthwest provided analysis to support County Commission and staff discussions regarding fiscal sustainability and competitiveness. As part of this support, we are evaluating new revenue tools and forecasting revenue potential to inform funding strategy scenarios. We are also determining the relative tax burden on households, businesses, and new development in Columbia County compared to the existing taxing landscapes for counties in the region.
- Port of Portland Land Readiness—Portland, OR (2020). ECONorthwest worked with a multidisciplinary team to explore new policies and approaches to address challenges to employment land readiness in the Portland region. We worked with a stakeholder committee composed of economic development professionals from around the region to identify a set of challenges to address, including site assembly, infrastructure funding, redevelopment phasing, and brownfield remediation. Our work focused on exploring national best practices and local applications for tools such as site-specific urban renewal areas, use-restricted revolving loan funds, and enhanced economic development corporations.
- Land Development Code Revision Austin, TX (2019–Ongoing). Project Advisor. With MapCraft.io and ECONorthwest, for the City of Austin, determined the effect of new zoning on financial feasibility of affordable housing density bonuses using market analysis, pro formas, and building prototypes to help the City's Housing Department design an affordable housing bonus policy.
- Beaverton Downtown Design and Development Readiness Beaverton, OR (2019). Provided development feasibility analysis and implementation assistance to support a downtown-wide project to fix the Development Code, remove obstacles to development, make sure density comes with design, and integrate thinking and actions about buildings, streets, parks, plazas and other essential urban elements to ensure a vibrant and livable Downtown.
- Scappoose Housing Implementation Strategy—Scappoose, OR (2019–Ongoing). Evaluated local funding tools and incentives to support workforce and affordable housing production and preservation to respond to job growth and a changing housing market. Analyzed a Construction Excise Tax, use of urban renewal and economic development funds, and property tax abatements. Currently working with the City to refine and implement the selected tools.
- Bend Core Area Plan—Bend, OR (2018–Ongoing). Assisting in the preparation of an Urban Renewal Plan and vision for Bend's Core Area.

- Bend Transportation System Plan—Bend, OR (2018–Ongoing). Updating the City of Bend's Transportation System Plan (TSP) and Metropolitan Transportation Plan (MTP), as well as planning services for land use area and refinement plans associated with the recent UGB planning project, preliminary and concept designs for various streets, and other transportation planning projects.
- Scappoose Urban Renewal Plan Scappoose, OR (2018–Ongoing). Leading a consultant team to develop an urban renewal plan that implements City goals for development in an industrial area and revitalization of the Town Center. Integrated urban renewal planning with an Urban Design Framework to inform desired improvements in the Town Center.
- Vancouver The Heights Subarea Plan Vancouver, WA (2018–Ongoing). With GGLO, VIA, and others, ECONorthwest is assisting the City of Vancouver with The Heights Subarea plan. Matt is leading ECONorthwest's portions of the project. ECONorthwest tasks include a market analysis, development feasibility estimates, and a redevelopment plan for an aging retail center.
- Olympia Community Renewal Area Formation Olympia, OR (2018). Worked with the City of Olympia to develop a Community Renewal Area in its downtown by providing market analysis, redevelopment strategy, and facilitation assistance. The CRA, adopted in July of 2016, is already advancing two major public-private redevelopment projects. Assisted with drafting the development solicitations, reviewing developer responses and selecting a preferred partner. Assisted the City with negotiating developer agreements for the two projects.
- Henderson Boulder Hwy EPA Brownfield Assessment Henderson, NV (2017). Led a team in a study to identify a phased set of strategies to improve transportation connectivity and set the stage for new development in the area. The overarching vision for the site calls for a pedestrian-friendly design, with landscaping and design treatments that create a northern gateway into Henderson.
- South Hillsboro SDC Fee Calculations—Hillsboro, OR (2017). Directed the development of a spreadsheet model calculating the proportion SDC fees owned for individual parcels within the Reed's Crossing development in South Hillsboro.
- St. Helens Waterfront Redevelopment Strategy—St. Helens, OR (2017). Assisted the City through all stages of planning for and implementing the redevelopment of a formerly-industrial waterfront property, including due diligence and site acquisition, market and planning studies, economic impacts related to a proposed transportation connection, and assistance creating a redevelopment framework plan using an EPA Brownfields Planning Grant (together with Maul Foster Alongi and Walker Macy). Assisted the City with creating a new Urban Renewal Area to fund needed investments and a solicitation process to identify a private developer partner.
- Albany YMCA Development Master Plan Albany, OR (2016). Prepared a market analysis, coordinated a site master plan, and advised on property disposition and financial strategy to complement the YMCA's mission and programs for a 20-acre site along a major transportation corridor.

- Coos Bay Front Street Redevelopment Analysis—Coos Bay, OR (2016). Worked with the City of Coos Bay as part of their EPA Brownfields Planning Grant to evaluate and plan for redevelopment of the historic Front Street area of Coos Bay. Created an integrated publicprivate action plan to address the area's complex constraints, including potential contamination, location in the tsunami-inundation zone, and infrastructure investment needs.
- Hillsboro-Jackson School Market and ESEE Analyses—Hillsboro, OR (2016). Performed a
  market analysis to identify likely future uses for the Jackson School area and an evaluation
  of options to fund infrastructure and other development needs for the City of Hillsboro. The
  project also included an economic, social, environmental, and energy (ESEE or Goal 5)
  analysis for the Jackson School Employment Subarea, which incorporates the Jackson East
  and Evergreen Area West UGB expansion areas in North Hillsboro.
- City of Sherwood Housing Needs Analysis and Sherwood West Preliminary Concept Plan – Sherwood, OR (2016). Worked with a multi-disciplinary team on a pre-concept plan and developed a funding and phasing strategy for investing in infrastructure in the Sherwood West urban reserve area.
- Madras Urban Renewal Action Plan—Madras, OR (2016). Led a team that evaluated the financial capacity and investment priorities for its downtown urban renewal area for the City of Madras. Priority projects included new retail development, enhancements to streetscape, and continuing financial obligations to investments in a city hall, police station, and other public facilities. The resulting Action Plan will guide the work of urban renewal staff over the coming decade.
- Creekside District Implementation and Development Strategy—Beaverton, OR (Various). Worked with the City of Beaverton for eight years to develop funding tools and strategies to position the Central City for future growth through the creation of the Central City Urban Renewal Plan, the City's Civic Plan, and Creekside District Master Plan, and associated implementation steps. Guided the City through an urban renewal plan process, which voters in Beaverton adopted in 2011 and helped craft a master plan for the Creekside District, centered at the Beaverton Central MAX Station at the Round. Made recommendations regarding the development program alternatives, public–private funding structures, opportunities for shared parking, and assisted with conversations with key property owners. Also guided the project team through an investment framework that prioritized potential public investments to create a road map for the implementation of the Master Plan. After the plan was adopted in 2015, assisted in drafting a solicitation to bring private developers to a city-owned property that will contain mixed-use development and public parking.
- Columbia County Urban Renewal Administrator—St. Helens, OR (2015–Ongoing). Provided administrative services, contract management, technical support, and financial analysis. Related services also included working with related economic development projects in the County, including the Oregon Strategic Investment Program ("SIP"), and enterprise zones as the projects relate to the CCDA.

Southern Nevada Strong Regional Plan—Las Vegas, NV (2014). Managed the consultant effort to develop a regional plan that will support the Southern Nevada region's goals for increased economic competitiveness and also oversaw market and economic analysis that will support the plan the development of the plan components, developed meeting content, and oversaw the creation of two land-use scenarios that illustrate the impact of proposed policy changes in the region.

#### Affordable Housing Policy Evaluation

- Hillside Master Plan Milwaukie, OR (2020). For the Housing Authority of Clackamas County, worked with a multi-disciplinary team to produce a master plan for redevelopment of the Hillside site for affordable housing. Managed a demand analysis evaluating demographic and market trends in the broader Milwaukie area to inform the master planning process.
- OHCS House Bill 2003 Regional Housing Needs Analysis Methodology Statewide, OR (2020–Ongoing). In the 2018 legislative session, Oregon passed a landmark piece of legislation that transforms Oregon's approach to planning for housing. It requires local governments to tie data and analysis about housing need to local commitments to meet that need in land use plans and housing production strategies. Lorelei is leading the team that is developing a cornerstone of that system: a methodology for quantifying regional and local housing need that can serve as targets or goals for local government housing implementation efforts. Specifically, House Bill 2003 requires the State to develop and implement a methodology that quantifies regional and local housing need for each Oregon region and city, by income and by unit type. The implementation of that methodology will result in recommendations about whether and how that analysis might fit into the overall housing implementation framework in the future. The full report and recommendations on how to proceed will be complete and presented to the legislature in September of 2020. ECONorthwest is proud to serve as a thought leader in this critical conversation about meeting Oregon's housing shortage.
- Wilsonville Equitable Housing Strategy Wilsonville, OR (2019). For the City of Wilsonville, ECONorthwest helped the City develop a policy framework and a set of prioritized policy and programmatic actions to advance the City's equitable housing goals. To ground the plan, ECONorthwest compiled a user-friendly compendium of market information and conducted a series of stakeholder interviews. Armed with this information, ECONorthwest facilitated a stakeholder and community engagement process with a multi-disciplinary task force and worked with City Council and Planning Commission to refine the plan for implementation. Actions that the City will implement include anti-displacement strategies, policies to address housing accessibility and affordability in growth areas, and development incentives.
- Clackamas County Housing Policy—Clackamas County, OR (2019). Clackamas County embarked on discussions about housing affordability and approaches to foster the maintenance and development of affordable housing for all income levels. As part of a larger process of conducting a Housing Needs Analysis, Lorelei led a team that evaluated the role that manufactured housing plays in providing affordable housing in Clackamas County.

- Land Development Code Revision Austin, TX (2019–Ongoing). Project Advisor. With MapCraft.io and ECONorthwest, for the City of Austin, determined the effect of new zoning on financial feasibility of affordable housing density bonuses using market analysis, pro formas, and building prototypes to help the City's Housing Department design an affordable housing bonus policy.
- Gresham Housing Implementation Strategy—Gresham, OR (2019). Evaluated strategies to advance housing affordability and supply in the City, supporting a Task Force process to develop recommendations. Summarized local housing data; identified potential funding sources, programs, policy changes, and incentives; and worked with City staff to evaluate their potential application in Gresham.
- Scappoose Housing Implementation Strategy—Scappoose, OR (2019). Evaluated local funding tools and incentives to support workforce and affordable housing production and preservation to respond to job growth and a changing housing market. Analyzed a Construction Excise Tax, use of urban renewal and economic development funds, and property tax abatements.
- Oregon State Housing Plan Statewide, OR (2018). Worked with the Oregon Housing and Community Services Department to develop a State Housing Plan that will guide policies and implementation of affordable housing programs. The State Housing Plan helped set annual goals and developed measurable outcomes for implementation of state policy.
- Beaverton Anti-Displacement Housing Strategy Beaverton, OR (2018). Worked with the City and its funding partners as part of a multi-disciplinary team to create new programs that help maintain Beaverton's current multifamily affordable housing stock and encourage the creation of new affordable housing.
- Beaverton Vertical Housing Development Zone Displacement Analysis Beaverton, OR (2018). Analyzed the potential for direct and indirect displacement of residents in a proposed VHDZ expansion area as part of new state requirements.
- Affordable Housing Policy Evaluation Hillsboro, OR (2017). Directed the effort to identify the potential benefits and drawbacks of the City's current policy evaluation toolkit, evaluated the effectiveness of specific tools at filling development feasibility gaps, and provided recommendations for tools and strategies that should be further evaluated.
- Gresham Neighborhood Change Analysis Gresham, OR (2015). Completed a detailed analysis of market forces driving gentrification and displacement in the City's neighborhoods and an analysis of the likely impacts of a new bus rapid transit line connecting the City to downtown Portland on housing affordability for the City of Gresham. As a follow up, ECONorthwest is currently working with a multi-disciplinary team to develop implementation, funding, and redevelopment plans for station areas and major development sites surrounding the BRT line.
- Bend2030 Collaborative Housing Workgroup—Bend, OR (2016). Assisted with research and recommendations about policies to encourage the development of workforce housing for Bend2030 (a nonprofit organization).

- Ketchum Inclusionary Housing Policy Evaluation Ketchum, ID (2016). Helped the City to understand how well the current development incentives offset the cost of the community housing obligations, whether or not the current requirements are inhibiting development, and provided recommendations on how to modify these standards.
- Columbia Affordable Housing Analysis Columbia County, OR (2016). Developed an analysis and provided policy assistance to understand the demand for all housing, with an emphasis on affordable housing, for the Community Action Team in Columbia County.
- PHC Housing Affordability Tool—Portland, OR (2016). Developed an interactive, webbased housing tool to assess and spread awareness of housing affordability issues in the Portland UGB from 2000 to 2015 for the Portland Housing Center.

#### **Real Estate Economics and Modeling**

- Portland SW Corridor Equitable Housing Strategy—Portland, OR (2020). Directed ECONorthwest's work on a multidisciplinary team to help the City develop a strategy for affordable housing preservation and production as part of the Southwest Corridor Light Rail transit project.
- Land Development Code Revision Austin, TX (2019–Ongoing). Project Advisor. With MapCraft.io and ECONorthwest, for the City of Austin, determined the effect of new zoning on financial feasibility of affordable housing density bonuses using market analysis, pro formas, and building prototypes to help the City's Housing Department design an affordable housing bonus policy.
- COAR Quarterly Real Estate Analysis—Central Oregon (2017–Ongoing). For Central Oregon Association of Realtors, producing quarterly real estate market trend report for Deschutes, Jefferson, and Crook counties and submarkets.
- Downtown Boise Housing Study—Boise, ID (2015). Led the ECONorthwest team in conducting a housing study to better understand opportunities and barriers to urban housing in Downtown Boise for the Capital City Development Corporation (CCDC). The project included a peer cities comparison, a market analysis, the development of a statistical model to predict potential apartment rents, and determination of the feasibility of different multi-family housing and parking types.
- Development Feasibility of Brownfields in Oregon Portland, OR (2015). Produced a
  report that, for the first time, estimated the number of brownfields in Oregon by zoning type
  and redevelopment potential for the Oregon Brownfields Coalition. Developed a statewide
  model that estimated development feasibility gaps and cleanup costs on underutilized sites.
  The results informed decisions about which funding, and incentive tools could most
  effectively redevelop brownfields.

#### **Other Policy and Economic Analysis**

- Economic Analysis of the Capitol Lake–Deschutes Estuary Long-Term Management Project–Olympia, WA (2019–Ongoing). For the Washington Department of Enterprise Services, as a sub to Floyd | Snider, and working in cooperation with ESA, ECONorthwest is conducting an economic analysis of options to manage the Capitol Lake basin in Olympia, Washington. Lorelei is supporting the project's Funding and Governance Work Group, which is made up of public and tribal stakeholders that may be responsible for future management costs and decisions. The team is guiding the Work Group through a process to determine how project costs might be allocated, and to identify an effective governance framework for future management and decision-making.
- Terteling Ranch Market Analysis—Boise, ID (2018). Produced a market analysis that characterizes unit mix, absorption, and pricing for development of a 1500-acre property for a private property owner in Boise.
- Hillsboro Small Cell Tower Rate Study—Hillsboro, OR (2018–Ongoing). Developing a rate structure for the City of Hillsboro for the placement of small cell towers in the City's right-of-way.
- Restore Oregon Loan Fund—Statewide, OR (2018). Evaluated options for initiating a revolving loan fund to invest in historic properties for Restore Oregon.
- Economic Impacts of Establishing the Willamette Falls National Heritage Area Oregon City (2017). Conducted a study of the economic value associated with historic, cultural, and natural assets that would be affected by the establishment of a federal National Heritage Area around Willamette Falls and the surrounding region.
- Report on the Status of Women and Girls in Oregon—Portland, OR (2016). Developed a
  comprehensive statistical analysis of the condition of women and girls in Oregon for the
  Women's Foundation of Oregon.
- McCall Feasibility Study for a Performing Arts Center—McCall, ID (2016). Created an
  operating pro forma for a potential multi-purpose performing arts center, including an
  evaluation of market demand and recommendations for physical programmatic building
  elements. Provided strategic advice regarding property acquisition and due diligence.
- Evaluation of Downtown Boise EcoDistrict—Boise, ID (2015). Provided background research on EcoDistricts around the nation and evaluated how an EcoDistrict might be implemented in downtown Boise.
- Oregon Brownfields Program Economic Impact Study—OR (2015). Evaluated the statewide economic impact of OBDD's investments in brownfields remediation and redevelopment for the Oregon Business Development Department (OBDD).

#### **PUBLISHED WORKS**

"Fiscal Impact Analysis and the Cost of Alternative Development Patterns." In the Oxford Handbook of Urban Economics and Planning, published an article exploring the local government fiscal impacts of various growth patterns. Published 2012 by Oxford University Press.

#### Education

Graduate Certificate in Real Estate Development, Portland State University

M.A. Geography, Binghamton University, SUNY

B.A. Economics, Earlham College

Years at ECONorthwest: 4

Years in Industry: 12

#### Areas of Expertise

Real Estate Economics Economic Development Public Finance

#### Matt Craigie, Project Manager

Drawing on his prior roles in real estate finance and planning, Matt has extensive experience in market analysis, economic development, and planning. Matt joined ECONorthwest as a Project Manager in 2016. He is a versatile manager of projects and excels at coordinating analytical efforts to support client needs, as well as facilitating client and stakeholder engagement. Matt enjoys traveling all across the beautiful Northwest to help clients from cities big and small solve complex economic challenges while embracing opportunities to improve their communities.

Prior to joining ECONorthwest, Matt held several positions with private firms where he conducted real estate finance consulting. Earlier in his career, Matt worked in the public sector as an Economic Development Manager and Urban Planner. Matt's interest in community planning started with a two-year stint as a Peace Corps Volunteer in the mountains of the Dominican Republic.

#### **REPRESENTATIVE PROJECTS**

Matt has served as Project Manager on the following projects, unless otherwise noted:

- Barton Park Master Plan—Clackamas County, OR (2020–Ongoing).
   ECONorthwest is assisting Clackamas County with a master plan for Barton Park—an outdoor recreation site along the Clackamas River.
   ECONorthwest tasks include a feasibility analysis for a river-user shuttle system, and an assessment of park funding.
- Local Food Facility Analysis and Concept—King County, WA (Ongoing). For King County, ECONorthwest is assessing the viability of a facility focused on supporting local food growers and producers. In a later phase, ECONorthwest will assist with the County with refinement of the facilities' business concept.
- Rural Land Scenarios Hillsboro, OR (2020). ECONorthwest conducted a series of hypothetical land valuation exercises to help the City understand how land values shift in relation to their location within or outside of the Portland region's Urban Growth Boundary.
- King City TSP and Land Use Refinement—King City, OR (2020).
   On a team led by DKS, ECONorthwest prepared a market analysis of residential and commercial uses planned for an Urban Reserve Area.

- Port of Vancouver Public Market Assessment and Strategic Advisement Vancouver, WA (2020). ECONorthwest supported the Port's push to pursue a public market at one of their Columbia River properties by conducting a detailed market assessment, drafting a public market best practices guide, and developing materials for the Port to use in conversations with strategic partners.
- Lake County Fairgrounds Master Plan Lake County, OR (2020). To inform decision
  making about future facility investments, ECONorthwest led the creation of a market
  assessment and business plan as part of the larger master planning effort.
- John Day Funding and Finance Strategies John Day, OR (2020). ECONorthwest
  provided strategic guidance on transportation infrastructure funding for the City of John
  Day. Our work involved supporting the City in their efforts to attract additional financial
  resources to the community. They were ultimately successful and secured several grants to
  fund future infrastructure projects.
- Metro SW Corridor Equitable Development Strategy—Portland, OR (2019). This
  multifaceted corridor-long project focused on developing tools and strategies to promote
  equitable development and reduce displacement along Portland's latest upcoming high
  capacity transit line. The two-year long project brought public and private partners together
  to focus on actions that will lead to more inclusive growth in the Southwest Corridor areas
  of Portland, Tigard, and Tualatin.
- Vancouver The Heights Subarea Plan Vancouver, WA (2019). Assisted the City of Vancouver with The Heights Subarea Plan; tasks included a market analysis and provided input for redevelopment planning.
- City of John Day Comprehensive Economic Development Strategy John Day, OR (2019). ECONorthwest worked closed with City staff to develop an economic development strategy and investment action plan. The project helped the City tell its story to regional and state partners. Due in part to this project, the City was able to secure funding for multiple municipal investment projects.
- Clackamas County Fairgrounds Phase II—Canby, OR (2019). Assisted with the second phase of the Clackamas County Fairgrounds Project. Our role involved completing a market assessment and business plan to support the overall master plan.
- Juniper Ridge Market Assessment—Bend, OR (2019–Ongoing). Working with the City of Bend, ECONorthwest is leading the creation of a strategy for achieving new development in the Juniper Ridge Employment Area.
- Fairgrounds Camping Analysis and Site Concept—John Day, OR (2019–Ongoing). Assisting Grant County with an assessment of potential new investments in camping facilities at their Fairgrounds property.
- North End Neighborhood Plan—Boise, ID (2019–Ongoing). Working on a team with Agnew::Beck, ECONorthwest provided guidance on how to integrate affordable housing and commercial development in an existing neighborhood.

- Brownfields Areawide Planning—Bremerton, WA (2019-2020). Provided market analyses
  and guidance focused on revitalizing a disinvested area of Bremerton. This project included
  an opportunities and barriers assessment, as well as advising the City on strategic actions to
  encourage new development.
- Urban Renewal Feasibility Analysis West Linn, OR (2019–Ongoing). For the City of West Linn, ECONorthwest is conducting a preliminary scenario analysis for a proposed urban renewal district.
- Beavercreek Subarea Zoned Capacity Analysis Oregon City, OR (2019). For the City of Oregon City, ECONorthwest conducted a zoned capacity assessment of the Beavercreek Subarea.
- Hood River Industrial Demand Assessment—Hood River, OR (2018). Assisted the Port of Hood River with understanding the level of demand for industrial development within their region. The project focused on demand for development on the Lot 1 parcel in Hood River's waterfront area.
- Cornelius Urban Renewal and Town Center Plan—Cornelius, WA (2019). Working with 3J Consulting, ECONorthwest assisted the City of Cornelius with the development of a Town Center Plan and an Urban Renewal Plan for the downtown area of the community. Matt led ECONorthwest's effort of providing existing conditions analyses, a market assessment, and supported the creation of a new Urban Renewal Plan. ECONorthwest also helped the City identify other potential funding programs and strategies to incent new private investment.
- Clover Island Fiscal Impacts Analysis Kennewick, WA (2019). For the Port of Kennewick, conducted fiscal impacts analysis of properties unlocked by an ongoing shoreline restoration project on Clover Island.
- Pendleton Industrial Site Market Analysis—Pendleton, OR (2019). Conducted analyses to estimate the demand for speculative industrial building development in the Pendleton area.
- College Place Site Analysis College Place, WA (2019). In partnership with PBS Engineering, ECONorthwest assisted the City of College Place with a site-specific analysis. Matt led ECONorthwest's effort, which included a market analysis, a location analysis, and a competitive market survey.
- Oregon Statewide Brownfield Tax Credit A Portland, OR (2019). Updated a statewide brownfields development feasibility analysis conducted in 2014. The updated analysis will incorporate new proposed brownfields tax credit. This work will be used to inform Oregon lawmakers in the upcoming legislative session.
- Southeast Bend Expansion Area Bend, OR (2018–Ongoing). Assisting in the preparation
  of an Area Plan for the Bend UGB expansion area known as "The Elbow." Conducting a
  market analysis and implementation planning.
- Grants Pass Area Wide Brownfields Plan Grants Pass, OR (2018–Ongoing). Providing
  market analysis and redevelopment strategies for an employment subarea of the City of
  Grants Pass.

- Vancouver The Heights Subarea Plan Vancouver, WA (2018–Ongoing). With GGLO, VIA, and others, ECONorthwest is assisting the City of Vancouver with The Heights Subarea plan. Matt is leading ECONorthwest's portions of the project. ECONorthwest tasks include a market analysis, development feasibility estimates, and a redevelopment plan for an aging retail center.
- Newport Parks System Plan—Newport, OR (2018). Evaluated funding options for parks investments on the Newport Parks System plan.
- 2017-2018 On-Call—Gresham, OR (2018). Provided on-call development advisory services focused on the Rockwood Neighborhood in Gresham, and specifically the former Rockwood Fred Meyer property.
- CLT Economic Impacts & Development Feasibility Study—Portland, OR (2018). Conducted a study on the potential economic impacts of incentivizing CLT construction in Portland for several large profile development projects. Also explored CLT's impact on development feasibility, in specific regard to construction costs, skilled labor, and the regulatory environment.
- Port of Hood River Property Asset Strategy—Hood River, OR (2018). Assessed the economic value current real estate assets and evaluated debts and other financial obligations to help develop a strategy for property disposition, leasing, and acquisition.
- Cascade Locks Airport Redevelopment Study—Cascade Locks, OR (2018). Matt managed an airport analysis project for the Port and City of Cascade Locks and the State of Oregon. The study focuses on potential future land use changes at a State-owned airport within the community. ECONorthwest was tasked with technical analyses and facilitation of diverse group of stakeholders to arrive at a consensus agreement on a path for future development of the airport property.
- Terteling Ranch Market Analysis—Boise, ID (2018). For a private property owner in Boise, Matt led a market analysis effort that focused on the type, scale, and viability of residential development on a 1,500-acre property.
- Port of Hood River Property Asset Strategy Hood River, OR (2018). Assessed the economic value of current real estate assets and evaluated debts and other financial obligations to help develop a strategy for property disposition, leasing, and acquisition.
- Hood River Development Feasibility Analysis Hood River, OR (2018). Created a financial model with several scenarios to test development feasibility on a large waterfront area site. Presented and facilitated meetings with key stakeholders including the local Port and City Council.
- Port Townsend Gateway Subarea Plan—Port Townsend, WA (2018). Conducted an area wide market analysis to inform policies and regulations in a newly formed subarea in Port Townsend, Washington.
- Minneapolis Upper Harbor Terminal Redevelopment—Minneapolis, MN (2018). Assisted
  public and private clients with economic impact analysis and funding strategies for
  redeveloping an aging industrial area into mixed use development and an amphitheater in
  North Minneapolis.

- King County TOD Strategic Plan King County, WA (2018). Worked with King County and King County Metro to develop a strategic plan to guide its Transportation Oriented Development investments. The project is focused on creating a framework to guide coordinated deployment of County resources in support of equitable real estate development around high capacity transit nodes.
- COAR Quarterly Real Estate Analysis—Central Oregon (2017–Ongoing). For Central Oregon Association of Realtors, producing quarterly real estate market trend report for Deschutes, Jefferson, and Crook counties and submarkets.
- Albany YMCA On-Call—Albany, OR (2017). On-call contract associated with Albany YMCA Campus Master Plan Project.
- OMSI Campus Master Plan Portland, OR (2017). Matt managed the economic analysis
  portion of the campus master plan for the Oregon Museum of Science and Industry (OMSI)
  located on the Willamette River in the urban core of Portland, Oregon. The project, led by
  Snøhetta Architects, reoriented an auto-dominated industrial area to a center for education,
  employment, and urban housing.
- North Milwaukie Industrial Area Framework Plan Milwaukie, OR (2017). The North Milwaukie Industrial Area (NMIA) is a district of warehouses and distribution centers that, due to projected growth across the region, will change rapidly in the coming decades. Matt managed ECONorthwest's portion of the NMIA Framework Plan project. The ECONorthwest team conducted a market analysis and developed a robust feasibility model for the entire area with over one hundred development typologies. ECONorthwest's work guided the Framework Plan direction and informed key policy decisions.
- Mt. Vernon Subarea Plan Mt. Vernon, WA (2017). Conducted market and development feasibility analyses to inform the future development regulations for a subarea plan in Mt. Vernon, Washington.
- Broadway Corridor Affordability Analysis Portland, OR (2017). Assisted Prosper Portland and the Portland Housing Bureau in understanding the implications of Inclusionary Housing Policy in addition to existing affordability targets on development feasibility in the Broadway Corridor area.
- Maryland Parkway Brownfield Assessment Henderson, NV (2016–Ongoing). Working
  with Stantec and Clark County on developing a methodology for selecting and prioritizing
  sites for brownfield assessments, using EPA funds. ECO wrote the grant for this project and
  is currently working with Parsons on an Environmental Assessment of a potential highcapacity transit line.
- Lakeshore Inn Redevelopment—Lake Oswego, OR (2016). Provided market and feasibility analyses for a private client in Lake Oswego that is interested in examining the redevelopment potential for a large commercial property in downtown Lake Oswego.
- Mixed Use Redevelopment Feasibility Analysis—Portland, OR (2016). While with Leland Consulting Group, provided detailed analysis on local market conditions and, working with an architectural lead, analyzed the financial feasibility for the expansion of an office/retail mixed use property.

- Multiple Site Redevelopment Analyses—Cheyenne, WY (2015). While with Leland Consulting Group, provided technical real estate finance support to a number of property owners in Cheyenne's West Edge District. Properties, ranging from vacant land to a historic power plant, were analyzed for redevelopment potential.
- Catalyst Site Redevelopment Feasibility Analysis—Newberg, OR (2015). While with Leland Consulting Group and as part of a larger downtown development plan project, project managed an in-depth redevelopment study of a key property in the core of Newberg's downtown. The resulting analysis included various redevelopment options, analysis of the option's financial performance, and conceptual building models.
- Commercial Market Analysis—Auburn, WA (2015). While with Leland Consulting Group, conducted a technical study the analyzed the viability of the new construction of a 10,000 square foot office property in the suburban Seattle region.
- Valuation Analyses Various (2014). While with Integra Realty Resources, performed valuation services for public and private clients in the Portland metropolitan area and the Willamette Valley. Included in his portfolio of analyzed properties are various neighborhood and community retail centers across the state of Oregon.

#### **OTHER RECENT PROJECTS**

- Downtown Development Code Update-Bozeman, MT
- Downtown Improvement Plan—Newberg, OR
- Commercial Market Analysis-Auburn, WA
- State of Oregon Statewide and Site-Specific Property and Facilities Evaluations
- Private Utility Corporate Headquarters Real Estate Strategy
- Basalt Creek Concept Plan-Tualatin, OR
- Community-Wide Brownfield Assessment-Vancouver, WA
- Valuation services for public and private clients in the Portland metropolitan area and Willamette Valley
- Association Building Redevelopment Feasibility Analysis-Woodburn, OR
- Urban Renewal Program Assessment—Woodburn, OR
- Downtown Parking Study Woodburn, OR
- Design and Development Services Program Woodburn, OR
- State of the Centers Report, Metro—Portland, OR
- Mayors' Institute on City Design (MICD), West Coast Region Sessions, 2008 and 2009
- MICD Alumni Technical Assistance Follow-Up—Coeur d'Alene, ID
- Downtown Development Managers Roundtable, Portland Region
- Industrial Manufacturing Property Appraisal, Airport Way Submarket
- Industrial Yard Appraisal and Rent Analysis, Airport Way Submarket

#### Education

M.C.R.P. University of Oregon

B.A. Urban and Regional Studies (Planning Emphasis), University of Wisconsin— Green Bay

Years at ECONorthwest: 2

Years in Industry: 3

#### Areas of Expertise:

Comprehensive Planning Housing Market Analysis Growth Management Funding Strategies

### Sadie DiNatale, Project Associate

Sadie joined ECONorthwest as a Project Associate in 2018. She specializes in land use policy, housing planning, and fiscal analysis. Sadie has conducted long-range housing studies across Oregon and is well-versed in developing funding strategies to implement plans and projects. Prior to joining ECONorthwest, Sadie worked in affordable housing project financing in rural and small towns. Additional work experience includes market feasibility analysis, survey design and analysis, and community engagement.

#### **REPRESENTATIVE PROJECTS**

Sadie has served as Project Associate on the following projects, unless otherwise noted:

#### **Housing Needs Analyses**

OHCS House Bill 2003 Regional Housing Needs Analysis Methodology – Statewide, OR (2020–Ongoing). Working with Oregon's Housing and Community Services Department to develop and document a methodology to implement regional housing needs analyses for regions across Oregon, as required by House Bill 2003.

- Clackamas County Housing Needs Analyses—Clackamas County, OR (2019). Project manager. Assisted in the development of a housing needs analysis for 11 jurisdictions in Clackamas County, plus the unincorporated areas of the County.
- Housing Needs Analysis (HNA) OR (2018–Ongoing). Project manager. Determining residential land needs and providing technical analyses for a comprehensive plan update in the Oregon cities of Creswell, Cottage Grove, Gladstone, Klamath Falls, Keizer, Lakeview (Town of), McMinnville, Oregon City, Paisley, Philomath, Redmond, Roseburg, Silverton, and Tualatin. Housing needs analysis includes: inventory of suitable residential land, an assessment of infill and redevelopment potential, analysis of national and state housing trends, analysis of local housing trends and densities, population forecast, analysis of demographic trends, analysis of housing affordability, forecast of housing needs, determination of the sufficiency of residential land, and identification of the implications of the analysis for residential development. A housing needs analysis typically results in revisions to the City's comprehensive plans for residential development.

#### **Housing Strategies**

- Clackamas County Housing Strategy Clackamas County, OR (2019–Ongoing). Assisting with the development of a housing strategy for the County.
- Portland Housing Center Construction Defect Liability FAQ—Portland, OR (2019).
   Project Manager. Managed development of an FAQ explaining: (1) How state construction defect liability laws hinder condo construction; (2) The impact of limited condo production on the housing market (esp. access to home ownership for middle-income families); and (3) The impact of potential changes the Oregon legislature might make.
- Madras Housing Strategy Madras, OR (2019). Assisted the City of Madras in developing a housing strategy to encourage development of government-subsidized and market-rate affordable housing.
- Rogue Valley Council of Governments Housing Strategy—Jackson County, OR (2018). Assisted with the development of a housing strategy for the County. Assessed land bank and land trust case studies across the country.
- **RPS Housing Strategy**—**Jackson County, OR (2018).** For cities in Jackson County who were part of the Regional Problem-Solving process, assisted with developing a housing strategy.

#### **Consolidated Housing Plans**

- Medford Consolidated Plan Medford, OR (2020). Project Manager. Worked with the City
  of Medford's Planning Department to update the City's Consolidated Plan, required by the
  U.S. Department of Housing and Urban Development. Tasks included housing needs and
  market analysis and development of an action plan to address housing and community
  needs.
- Grants Pass Consolidated Plan Grants Pass, OR (2019–2020). Project Manager. Assisted the City of Grants Pass update their Consolidated Plan, required by the U.S. Department of Housing and Urban Development, by providing housing needs and market analysis data assistance.

#### Land Use Planning

- King City TSP and Land Use Refinement—King City, OR (2020–Ongoing). Developing a land use existing conditions summary for King City and Urban Reserve Area (URA) 6D. Assisting in the development of a market analysis and development feasibility report for URA 6D.
- 19-029 USACE Dalles Tribal Village VDP EIS City, State (2019–Ongoing). Preparing a land use affected environment, impact analysis, and mitigation report for an Environmental Impact Statement (EIS). The EIS was developed to support a Village Development Plan for The Dalles Tribal Housing project. The analysis was developed for the U.S. Army Corps of Engineers, Portland District, as a subconsultant to Akana.
- Metro Southwest Corridor Equitable Development Strategy—Portland, OR (2018). Assisted in the development of a strategy for communities along the newly proposed light rail line from Portland to Tigard, to overcome potential negative impacts and promote livability.

- Vancouver Mill Plain Subarea Plan Vancouver, WA (2018). Provided analysis of market feasibility and development potential for the former Tower Mall property, now owned by the City of Vancouver.
- Regional Plan Update for Truckee Meadows Regional Planning Agency—Reno/Tahoe Region (2018). Assisted TMRPA with an update of their regional plan by providing research into the structure and policies of comprehensive and regional plans across the country.
- TMRPA Regional Plan Update Reno, NV (2017–Ongoing). Assisting TMRPA with an update of their regional plan. The assistance includes providing advice on scenario planning and developing metrics, developing policies, layout of the final plan, and other assistance.

#### **Fiscal Analysis**

- Clackamas 9-1-1 Feasibility Study—Clackamas County, OR (2020–Ongoing). Project Manager. Developing a benefit-cost analysis of four governance models to inform decisionmaking. The analysis uses a multi-criterion approach that blends financial costs and benefits to provide a wholistic assessment of the effects of changes in governance. ECONorthwest is delivering this work as a subconsultant to BDS Planning & Urban Design.
- Washington County Urban Renewal Infrastructure Funding Toolkit—Washington County, OR (2020–Ongoing). Project Manager. Developing an infrastructure funding template for cities in Washington County to use in concept and comprehensive planning. The template describes methods for estimating revenues and local transportation funding policies. The toolkit also describes methodologies, funding sources and options, resources and examples, and model processes that cities may use as a starting point for their finance plans.
- Bullfrog Flats SEIS—Cle Elum, WA (2020). Project manager. Developed an economic and fiscal impact analysis for development alternatives in the city of Cle Elum to support a Supplemental Environmental Impact Statement.
- Metro Revenue Estimates Portland, OR (2020). Estimated potential annual revenue collections, and reviewing similar estimates completed to be completed by the City of Portland and Metro, for a range of revenue instruments Metro is considering. The analysis also included revenue tool evaluations across various social, economic, and legal dimensions.
- Southeast Bend Expansion Area Bend, OR (2019 Ongoing). Assisting in the preparation
  of a Funding Plan for a Bend UGB expansion area. Tasks include market and infrastructure
  funding analyses.
- Oregon Judicial Cost Savings Statewide, OR (2019). Estimated the cost of police, prosecution, parole, and incarceration in Oregon due to arrests charged with possession of small amounts of narcotics only. The analysis sought to understand the extent of costs savings created if drug possessions in small amounts were decriminalized.
- Columbia County Fiscal Analysis Columbia County, OR (2019). Project Manager. Provided direction and evaluations of new revenue sources. Developed a strategic framework and technical analyses to align unmet funding needs with capital and operations/maintenance funding mechanisms.

- Transient Lodging Tax Study—OR (2020). Project Manager. Conducted interviews with municipalities across Oregon to learn how jurisdictions use the revenues they generate from their local transient lodging tax. Described overall economic impacts of transient lodging tax revenues in local jurisdictions.
- Vancouver Strong On-Call—Vancouver, WA (2019). Project Manager. Supported the City
  of Vancouver with a series of conversations about public finance. Managed tasks including
  scenario impact analysis and competitive tax burden analysis.
- Bend Transportation System Plan—Bend, OR (2018–Ongoing). Providing technical analysis to inform a 20-year funding plan for Bend's Transportation System Plan. The plan included capital and operations/maintenance financing and the evaluation of new and existing funding tools.

#### **Economic Opportunities Analysis**

- Philomath Economic Opportunities Analysis –Philomath, OR (2020–Ongoing). Project Manager. Developing a long-range economic opportunities analysis for the City of Philomath. The analysis will be used to update the City's Comprehensive Plan Economic Development Policies.
- Tualatin Economic Opportunities Analysis Tualatin, OR (2019). Project Manager. Assisted in the development of an economic opportunities analysis for Tualatin. The analysis was used to update Tualatin's Comprehensive Plan Economic Development Policies.

#### Fairground Master Planning

- Benton County Fairground Evaluation Benton County, OR (2018). Provided preliminary analysis of Fairgrounds operations and facilities.
- Clackamas County Fairground Master Plan Clackamas County, OR (2018). Assisted with the update of Clackamas County Fairground's Master Plan by providing analysis of market feasibility.

#### **Business Analysis**

 Makerspace Feasibility Study—Roseburg, OR (2018). For the Ford Family Foundation, assisted in the assessment of a viable concept for a hybrid makerspace/incubator.

#### Matthew Arnold, AICP

Principal, Director of Urban Design + Planning

Matthew is SERA's Director of Urban Design and Planning, and has been with the firm since 2003. He is a planner and GIS specialist with 21 years of professional experience, working for firms and government agencies in Philadelphia, Pennsylvania, and Portland, Oregon. His project experience includes campus planning, neighborhood and downtown concept plans for large and small cities, revitalization plans for areas in decline, sustainable streetscape design, and alternative-mode transportation planning. Matthew is highly experienced in project management, design, and public involvement processes, and has presented his work at conferences across the nation. He is also a National Charrette Institute (NCI) certified Charrette Planner and has led Main Street workshops throughout the Northwest. In addition to his involvement in the current Transportation System Plan Update for Newport, Matt was also instrumental in the South Beach Transportation Refinement Plan and will bring that working knowledge of Newport, and the South Beach area specifically, to the South Beach US 101 Corridor Refinement Plan.

#### SELECT PROJECT EXPERIENCE

South Beach Peninsula Transportation Refinement Plan (Newport, OR) Newport Transportation System Plan Update (Newport, OR) Downtown Design Project & Development Code (Beaverton, OR) Beaverton Central Site Opportunity Study (Beaverton, OR) River Road Corridor Project (Eugene, OR) Foster Corridor Investment Strategy (Portland, OR) South US 97 Corridor Plan (Redmond, OR) Highway 99E Corridor Plan (Woodburn, OR) Cottonwood Corridor Concept Plan (Gaston, OR) Central Eastside Commercial Corridor Strategy (Portland, OR) South Redmond DSL Lands Concept (Deschutes County, OR) Downtown Preliminary Development Plan (Redmond, OR) US 20 / Cascade Avenue Streetscape Plan (Sisters, OR) Downtown Action Plan Update (Redmond, OR)



#### EDUCATION

B.A. History and Comparative Literature, Brown University

M. City Planning, University of Pennsylvania

#### EXPERIENCE

SERA since 2003 other firms since 1998

#### **COMMUNITY INVOLVEMENT**

Adjunct Professor, Portland State University

Former Chair, Portland Bicycle Advisory Committee

Former Member, Portland N/NE Quadrant Stakeholder Advisory Committee

Former Member, Portland Mayor's Transportation Cabinet

Former Board Vice President, Friends of Trees

#### PRESENTATIONS

"One Downtown, Two Experiences." ULI Northwest Technical Assistance Panel (Beaverton, OR, February 2016).

"From Harbor Drive to Waterfront Park: America's First Highway Deconstruction." Presented at the American Planning Association National Conference (Seattle, WA, April 2015).

"Streetscape Design and Community Rejuvenation: Oregon Case Studies." Presented at Portland State University (Portland, OR, May 2014).

"Content Marketing for Active Transportation." Presented at the Oregon Active Transportation Summit (Salem, OR, April 2012).

"Foster Green EcoDistrict Assessment." Presented at the EcoDistrict Summit (Portland, OR, October 2012).

#### **Erin Reome, AICP, LEED**

#### Senior Associate, Urban Designer, Planner, & Project Manager

Erin is an enthusiastic Urban Designer & Planner who thrives at the intersection of land use, transportation, and open-space planning. Since 2005, she has worked on a variety of projects, for private, public, and institutional clients, at a variety of scales: regional, district, downtown, campus, neighborhood, and corridor. Regardless of scale, Erin is driven by a strong desire to create more equitable, healthy, and livable places with a commitment to sustainable and regenerative solutions. Erin has most recently completed work along the McLoughlin Blvd corridor in unincorporated Clackamas County as part of the Park Ave Community Project, a project that analyzed land use and connectivity, as well developing site and development concepts for selected opportunity sites, to inform updates to the existing development and design standards. She also recently led efforts in both Beaverton, OR and Vancouver, WA to test development opportunities for city owned properties in preparation for master development agreements. Erin is currently spearheading the Oregon chapter of the American Planning Association (OAPA) wildfire relief assistance efforts with a group of volunteer planners.

#### **SELECT PROJECT EXPERIENCE**

Park Avenue Community Project (Clackamas County, OR) Downtown Design Project & Development Code (Beaverton, OR) Beaverton Central Site Opportunity Study (Beaverton, OR) Washington Square Regional Center Plan Update (Tigard, OR) Town Center and Urban Renewal Plan (Cornelius, OR) Waterfront Gateway Visioning Concepts (Vancouver, WA) Columbia Basin Communities Workshop Facilitation (Portland, OR) Downtown Framework & Multimodal Streetscape Plan (Santa Maria, CA) Charleston Corridor Street Improvements (Mountain View, CA) Quigley Canyon Community Master Plan (Hailey, ID)



#### **EDUCATION**

B.A. English Literature, University of Utah

Masters Urban Regional Planning, Portland State University

#### EXPERIENCE

SERA since 2011 other firms since 2005

#### REGISTRATION

AICP, American Planning Association

LEED Accredited Professional, Building Design + Construction

#### **COMMUNITY INVOLVEMENT**

Member of the Oregon Planning Association Education and Outreach Committee

Member of the Urban Land Institute Mentorship Committee

Founding Member and Co-Chair, Portland Living Building Collaborative

## ELIZABETH G. DECKER JET PLANNING



Elizabeth Decker is a land use planner specializing in consulting for public and private clients in the Pacific Northwest. She founded JET Planning in 2011 and operates as a woman-owned, sole-proprietor firm. Her expertise focuses on analyzing and drafting development code, informed by her experience implementing development regulations on both sides of the counter as an applicant and city contract planner, and her background with comprehensive planning, sub-area and specialty plans, and public engagement. Her code writing work employs technical expertise to implement community goals and adopted plans, integrating real estate and design specifications to create robust regulatory frameworks for development.

#### Education

- Master of Urban and Regional Planning Portland State University, 2011.
- Bachelor of Arts History, Rice University (Cum Laude), 2004.

#### **Project Experience**

- Park Avenue Community Project (Zoning Code Implementation), Clackamas County, OR
- Cornelius Town Center Master Plan (Zoning Code Update), City of Cornelius, OR
- Hoquarton Area Plan (Industrial Mixed-Use Zone), City of Tillamook, OR
- Student Housing Permitting, Oregon State University, Newport, OR
- Master Planning and Permitting, Wilder Subdivision, Newport, OR
- Newberg Downtown Improvement Plan (Zoning Code Update), City of Newberg, OR
- Ridgefield Mixed-Use Overlay Zone, City of Ridgefield, WA
- Beavercreek Road Concept Plan Implementing Code and Maps, City of Oregon City, OR
- Equitable Housing Code Audit and Update, City of Oregon City, OR
- Multifamily Design Standards Code Update, City of Salem, OR
- Housing Code Audit and Update, City of Talent, OR
- Clear and Objective Housing Standards Audit, City of Eugene, OR
- Downtown Riverfront Park Code Amendments, City of Eugene, OR
- Neighborhood Revitalization Plan & Code Update, City of Redmond, OR
- ADU Cross-jurisdictional Code Audit, Metro Regional Government, OR
- Age-Friendly Model Zoning Code, Fair Housing Council of Oregon, OR
- Institutional Land Use Model Code, Portland College Coalition, OR
- Development Code Updates, City of Ridgefield, WA: Full code rewrite to integrate form-based code concepts in 2012, with subsequent annual updates.



**Registration:** Oregon Professional Traffic Engineer No. 18910 | California Professional Traffic Engineer No. 1189 | Professional Transportation Planner (PTP) No. 17

#### Education: MS,

Transportation Engineering, University of California Berkeley | BS, Civil Engineering, Washington State University

#### Years of experience: 40

#### **Unique Qualifications:**

- Expertise is in transportation system planning for cities, counties and metropolitan areas
- Expertise in transportation finance and data visualization

### **CARL SPRINGER, PE, Principal**

**Carl's relevant expertise:** Carl is a veteran transportation planner and engineer that has completed over 500 studies and design projects in Washington, Idaho, Oregon and California. His primary expertise is in transportation system planning for cities, counties and metropolitan areas, transportation finance and data visualization. He has built a reputation for clear and effective communication and is known for his passion to deliver quality results that align with community values.

#### **ODOT Newport Transportation System Plan Update, Newport,**

**OR.** As project manager, Carl led an update to the City of Newport's Transportation System Plan to address multimodal needs through 2040. The focus of this update was to apply practical design techniques to get the best outcomes for the City, and to address gaps in the development review guidelines to include site re-development.

#### South Cooper Mountain Concept Plan, Beaverton, OR. DKS

Associates led the transportation plan development for the Concept Plan for this 2,300 acre site in southwest corner of the City of Beaverton. The City's vision for this area is to serve growth in Washington County. The concept plan laid out a framework for urban development.

The transportation plan identified strategic improvements required for the existing circulation system and identified a balanced and accessible network of new streets and off-street trails and pathways. The planning process was informed by extensive public engagement with community members including existing residents and land owners. The outcomes include a detailed circulation map for walking, biking and driving along with project priorities and funding strategies for implementation.

**Oregon City South End Concept Plan, OR.** Carl led the transportation element for the Oregon City South End Concept Plan. The project included analysis of existing conditions and preparation of the final concept plan to address both existing and future needs for the Oregon City's South End district. The South End area is one of the city's largest growth areas, and it is expected to serve up to 1,500 new homes when fully developed.

**ODOT City of Gearhart TSP, Gearhart, OR.** As project Manager, Carl worked with City staff to develop their first TSP to comply with

regional and state plans and policies, and address issues that were most important to the community. The plan had better multimodal integration to give all residents access to local travel destinations. The plan also gave staff more flexible roadway design guidelines to allow projects to better support fronting land uses and respond to significant physical constraints. The plan was unanimously adopted by the Gearhart City Council.



#### **BRENDAN O'SULLIVAN, PE**

#### Principal Civil Engineer

Brendan joined Murraysmith in 2005 and has served in a variety of design and construction administration roles on major public improvement projects that include reservoirs, pump stations, large diameter pipelines, distribution waterlines, sanitary sewers, storm sewers, utility undergrounding, streetscape improvements and transportation enhancements.

#### SELECT PROJECT EXPERIENCE

#### WASTEWATER COLLECTION SYSTEM PROJECT, CITY OF WILSONVILLE, OR; Project Engineer

Murraysmith is currently assisting the City of Wilsonville with wastewater collection system master planning and conceptual and final designs for sewer system improvements. Phase I work includes flow monitoring data assessment, basin evaluation criteria development, sewer basin analysis, sewer system I&I analysis, hydraulic modeling to assess system deficiencies, alternatives analysis, and concepts development for upgrade of three sewer mains and the City's Memorial Park pump station. Sewer main upgrade alternatives include evaluation of pipe bursting techniques to increase pipe sizes from 12-inch diameter to 18- and 24-inch diameter in sensitive areas along Boeckman Creek.

#### MAROON CREEK RAW WATER PIPELINE REHABILITATION PROJECT, ASPEN, CO; Technical Advisor/QAQC

This current project includes the rehabilitation of 6,200 linear feet of 39-inch diameter reinforced concrete and prestressed concrete cylinder pipe (PCCP). This pipeline is critical infrastructure that conveys surface water from the diversion on Maroon Creek to the City's water treatment plant and hydroelectric plant. Approximately 4,000 linear feet of this pipeline have been historically inaccessible due to lack of access points, which has limited routine inspections and maintenance. This has led to a limited understanding of the pipeline's existing condition and compounded by a lack of complete and detailed as-built data. A manually controlled probe was used to gather pipeline condition assessment data and provide more insight on the pipeline alignment. The project also includes rehabilitation alternatives analysis, environmental permitting, design of the proposed pipeline improvements, and construction inspection/observation services. Services included hydraulic modeling from intake to the pipe plant.Brendan is serving in technical advisor and QAQC roles for the condition assessment, alternatives analysis and design for this project.

#### BANGOR-KEYPORT FORCEMAIN REPLACEMENT, KITSAP COUNTY, WA; Trenchless Technical Advisor

The project includes a section of Kitsap County's sewer system between Bangor and the Central Kitsap Treatment Plant, approximately six miles long, with four pump stations and numerous air/vac stations. The project included reviewing the existing system, evaluating the corrosion of the pipeline and appurtenances for this section of the County sewer system, developing a physical testing plan and testing at 25 different locations along the piping alignment, and conducting a Triple Bottom Line analysis to review alternatives for the replacement of the pipeline.

#### WATER SUPPLY IMPROVEMENTS PROJECT (RESERVOIR/PIPELINES/PUMP STATION), CITY OF SHERWOOD, OR; Construction Management & Field Observation

Brendan recently performed construction management and field observation services for the Water Supply Improvement project for the City of Sherwood, Oregon. This project included construction of a 4.0 million gallon (mg) prestressed concrete reservoir, a



#### YEARS OF EXPERIENCE 16 (2005)

#### EDUCATION

 BS, Civil Engineering, University of Portland

#### REGISTRATION

Professional Engineer - OR & WA

#### **PROFESSIONAL ACTIVITIES**

- Water Environment Federation/PNW
  Clean Water Association
- North American Society fo Trenchless
  Technology

#### KEY EXPERTISE

#### WATER

- Concrete Reservoir Rehabilitation
- Construction Inspection
- Large Diameter Pipeline Design
- Construction Management
- · Water Quality Facility Design
- Water Distribution System Design
- Welded Steel Pipe Inspection
- Welded Steel Pipe Design
- Prestressed Concrete
- Pipeline Condition Assesment
- Pipeline Rehabilitation

#### WASTEWATER

- Gravity Sewer Design
- Trenchless Technologies
- Environmental Permitting
- Sewer Pipe Condition Assessment
- · Sanitary Sewer Rehabilitation
- Sewer Piping Rehabilitation

2,500 gallon per minute (gpm) pump station and over four miles of 48-inch diameter welded steel transmission pipeline to deliver treated Willamette River water from the Wilsonville Willamette River Water Treatment Plant to the City's distribution system. The project also included two 20-foot-deep 60-inch auger bores under Rock Creek tributaries. full width street improvements, sidewalks, street lighting, streetscaping, on-street parking, utility undergrounding, and storm drainage improvements. The construction management tasks for the project include reviewing submittals, responding to Requests for Information (RFI), reviewing monthly payment applications, coordinating special inspections and structural inspections, coordinating and preparing multi-agency meetings, and coordinating construction activities with the City, utility agencies, school bus services, garbage services, and emergency services. Field observation activities include the observation of hydrostatic pressure testing of all waterline piping, pipe trench backfill and compaction, review and acceptance of delivered construction materials, visual inspection of interior and exterior welds of welded steel pipe, air testing of welded steel pipe joints, sanitary and storm facility installation, inspection of final road grading prior to paving. observation of all concrete pours and special inspection, observation of reservoir prestressing (circumferential and vertical), and retaining wall construction.

#### US 20: PHILOMATH COUPLET (ODOT/ OTIA), OREGON DEPARTMENT OF TRANSPORTATION, PHILOMATH, OR; Staff Engineer

Brendan assisted in the development of final plans, specifications and estimates and assisted with on-call and overall construction management for the US 20: Philomath Couplet project for ODOT. This project included new traffic signals, sidewalks, storm sewers, water quality facilities and roadway construction through the center of the City of Philomath. Brendan's role included water quality facility design, erosion control design, cost estimating, plans development, subconsultant coordination, on-call inspection, contractor coordination and assistance with project certification.

#### SOUTHERN WATER SUPPLY PIPELINE, CITY OF LOUISVILLE, CO; Technical Advisor

Murraysmith developed predesign and design for approximately 10,500 linear feet of 18-inch

diameter raw water pipeline to increase the Louisville water system's capacity in anticipation of future growth. The proposed pipeline will cross a variety of other infrastructure-including a BNSF railway, CDOT highway, several collector roads, three ditches, privately owned properties, and multiple wet and dry utilities-with each crossing posing a potential conflict. Murraysmith prepared an alignment memorandum describing each potential conflict and identifying recommended solutions for avoiding or minimizing disturbances related to construction of the waterline. Trenchless installation methods will be utilized at the railway and CDOT highway crossings to prevent traffic interruptions and expedite the permitting processes. The project team reached out to permitting agencies early in the design phase to prevent any schedule setbacks.

#### ROCK CREEK SANITARY SEWER - PHASE 1, CITY OF SHERWOOD, OR; Project Manager & Engineer of Record

Murraysmith is currently working on the design of the Phase 1 Rock Creek Sewer Upsizing project which includes the upsizing 1,200 feet of capacity deficient 18-inch diameter sanitary sewer trunk within a 24-inch diameter PVC sewer trunk and appurtenances. The new trunk sewer will be installed via open cut with a trenchless crossing of SW Tualatin-Sherwood Road. Brendan is serving as the project manager and Engineer of Record for the project.

#### CEDAR MILL CREEK SANITARY AND REGIONAL STORMWATER APPROACH (JENKINS TO BEAVERTON INTERCEPTOR), CLEAN WATER SERVICES, OR; *Project*

Manager & Engineer of Record Murraysmith recently completed the alternatives analysis and is currently providing final design of a sewer upgrade project for 4,800 feet of 48-inch diameter trunk sewer. This project consists of upsizing existing 36-inch diameter concrete sewer pipe with 48-inch diameter fiberalass reinforced pipe through an extensive wetland complex. The alternatives analysis evaluated construction techniques, alignment, environmental impacts and construction cost estimates (developed per AACEI No. 17R-19) to find the most effective alignment for construction that also provides opportunity for enhancement of the existing wetlands and floodplains. Brendan is serving as the project manager and lead sewer designer for the project.

Inflow & Infiltration Rehabilitation

#### STORMWATER

- Stormwater System Analysis
- Stormwater Drainage Design
- Storm Sewer Rehabilitation
- Erosion Control Planning

#### TRANSPORTATION

- Transportation Planning & Geometric Design
- Utility Conflict Analysis
- Hot Mix Asphalt Concrete (HMAC) Inspection
- Subsurface Utility Engineering
- Access Management