



**CITY & BOROUGH OF WRANGELL
SPECIAL ASSEMBLY MEETING
AGENDA**

**Wednesday, December 2, 2015
12:00 p.m.**

Location: Assembly Chambers, City Hall

1. Call to Order
2. Roll Call
3. Conflict of Interest:
4. Persons to be Heard:
5. Item of Business:
 - a) **Approval of the Mitchell-Buhler Replat**
 - b) **Approval of the proposal received for the Wrangell Waterfront Industrial Property Assessment and Feasibility Study**
6. Adjournment

Agenda Item 5a

CITY & BOROUGH OF WRANGELL

**BOROUGH ASSEMBLY
SPECIAL AGENDA ITEM
December 2, 2015**

INFORMATION:

Approval of the Mitchell-Buhler Replat

Attachments:

1. Memo from Lavonne Klinke, P&Z Secretary
2. Final Plat is available for viewing in the Assembly Chambers

RECOMMENDED ACTION:

Move to approve the Mitchell-Buhler final Replat.

Memo

To: Kim Lane, Borough Clerk

From: Lavonne Klinke, P & Z Secretary

CC: Borough Assembly Members

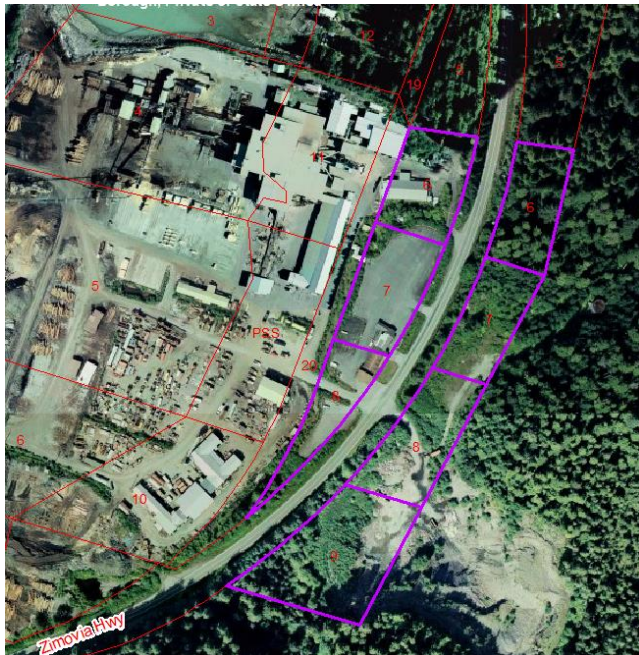
Date: 11/25/2015

RE: Final plat approval of the Mitchell-Buhler Replat, a replat of Lots 6,7,8 and 9 USS 2589, creating lots 6A and 6B, 7A and 7B, 8A and 8B, 9A and 9B USS 2589, zoned Industrial and Waterfront Development, requested by Mark Mitchell, owned by Silver Bay Logging Inc.

The Planning and Zoning Commission at their regular meeting of November 12, 2015 Final plat of the Mitchell-Buhler Replat, a replat of Lots 6,7,8 and 9 USS 2589, creating lots 6A and 6B, 7A and 7B, 8A and 8B, 9A and 9B USS 2589, zoned Industrial and Waterfront Development, requested by Mark Mitchell, owned by Silver Bay Logging Inc.

Motion passed unanimously by polled vote.

The lots on the upland side of the highway are being sold by Mr. Buhler. A subdivision survey had to occur to sell that portion of the lots above the highway as they were single lots with the highway ROW through them.



Agenda Item 5b

CITY & BOROUGH OF WRANGELL

**BOROUGH ASSEMBLY
SPECIAL AGENDA ITEM
December 2, 2015**

INFORMATION:

Approval of the proposal received for the Wrangell Waterfront Industrial Property Assessment and Feasibility Study

Attachments:

1. Memo from Carol Rushmore, Economic Development Director
2. *Proposal from Maul Foster Alongi*

RECOMMENDED ACTION:

Move to award a contract for \$87,000 to Maul Foster and Alongi Inc., to come from a legislative grant through the Department of Commerce, Community and Economic Development for the Wrangell Industrial Property Assessment and Feasibility Study.

MEMORANDUM

**TO: HONORABLE MAYOR AND MEMBERS OF THE ASSEMBLY
CITY AND BOROUGH OF WRANGELL**

**FROM: MS. CAROL RUSHMORE
ECONOMIC DEVELOPMENT DIRECTOR**

**SUBJECT: RECOMMENDATION FOR THE RESPONSES TO THE REQUEST FOR
PROPOSAL FOR THE WRANGELL INDUSTRIAL PROPERTY
ASSESSMENT AND FEASIBILITY STUDY**

DATE: November 27, 2015

BACKGROUND:

On October 2, 2015, the City issued a Request for Proposal for the Wrangell Industrial Property Assessment and Feasibility Study. The responses were opened on October 28, 2015. There were three responses received: Arcadis, Corvus Design, Inc., and Maul Foster and Alongi Inc.

Five individuals were asked to review the documents: Terry Henson, Chair Planning and Zoning Commission; Julie Decker, Chair Economic Development Committee; Don McConachie, Planning and Zoning Commission; Bill Goodale, Southeast Properties; Carol Rushmore, Economic Development Director.

Three very good proposals were received and the review was very difficult. The reviewers were split between their recommendations after the review of the responses. The reviewers met to discuss each in depth and references were called. After discussion, the reviewers agreed to interview by teleconference two of the three firms - Arcadis and Maul Foster and Alongi Inc. Interviews were conducted on Friday November 20, 2015.

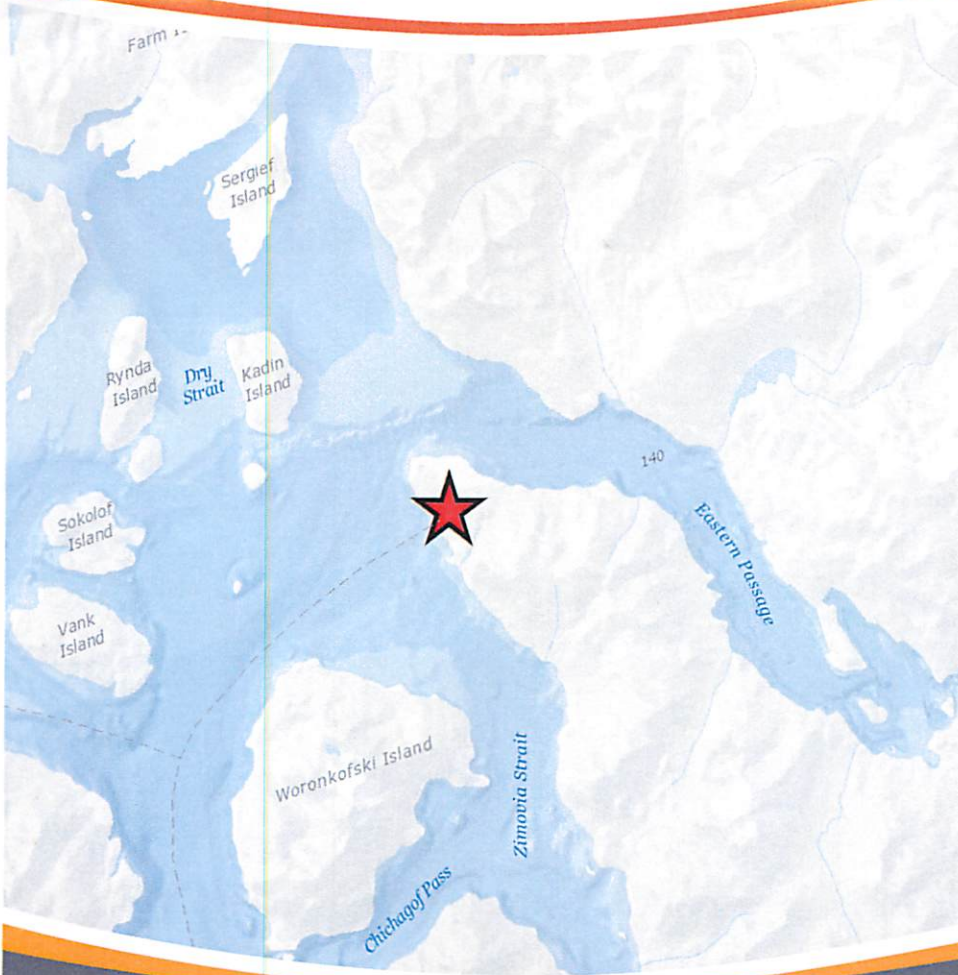
RECOMMENDATION:

After much discussion and telephone interviews, the reviewers felt that the background and expertise of Maul Foster and Alongi Inc along with the team's project proposal would provide the best information to the Assembly as part of the due diligence for land purchase and potential redevelopment. The reviewers recommend awarding the contract for \$87,000 to come from a legislative grant through the Department of Commerce, Community and Economic Development for the Wrangell Industrial Property Assessment and Feasibility Study to Maul Foster and Alongi Inc.

Waterfront Industrial Property Assessment and Feasibility Study

The City and Borough of
Wrangell Alaska

City and Borough of Wrangell
Wrangell, Alaska
October 28, 2015



SUBMITTED BY:
MAUL FOSTER & ALONGI, INC.

411 First Avenue South, Suite 610

Seattle, WA 98104

www.maulfoster.com | (206) 858-7620



October 28, 2015
Project No. P1216.01.01

Kim Lane, Borough Clerk
City and Borough of Wrangell
PO Box 351
Wrangell, Alaska 99929

Re: Request for Proposal for Waterfront Industrial Property Assessment and Feasibility Study

Dear Ms. Lane:

The redevelopment of the former Silver Bay Logging Mill presents a tremendous opportunity for the City and Borough of Wrangell (CBW) to stimulate economic development, but also carries significant potential risks that require careful review. The CBW has outlined a rigorous due diligence process to evaluate challenges and opportunities presented by the property.

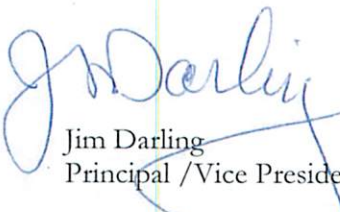
Maul Foster & Alongi, Inc. (MFA) has assembled a team of leading experts to support the CBW in evaluating the physical, environmental, economic, and strategic aspects of redevelopment of the mill property. The MFA project team is uniquely qualified to support the CBW in this project for a number of reasons, including:

- Strategic approach to redevelopment of complex properties
- Focus on financial feasibility and knowledge of public funding tools
- Experience and knowledge pertaining to redevelopment of waterfront industrial sites

We believe that with our expertise and experience as reflected in the attached proposal, we can provide you with the support you need to make the critical decisions facing your community. We trust that you will feel the same, and we look forward to discussing this exciting opportunity with you.

Sincerely,

Maul Foster & Alongi, Inc.


Jim Darling
Principal /Vice President
Attachment: Proposal


Michael Stringer
Project Manager

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1. UNDERSTANDING OF PROJECT PURPOSE AND INTENDED OUTCOMES

Redevelopment of a waterfront industrial property has the potential to be a transformative project for a community; it catalyzes economic development, but also involves inherent risks and complexity. Maul Foster & Alongi, Inc. (MFA) understands that the City and Borough of Wrangell (CBW) is considering the acquisition of a 110-acre property, which formerly operated as a private lumber mill, with the goal of promoting redevelopment for marine industrial and/or mixed-use marine activities. Before making that acquisition, the CBW needs to undertake a rigorous, but cost and time efficient, due diligence effort. That due diligence is to be designed to explore and identify critical risk and development issues, evaluate physical and financial options for site redevelopment, and engage the community.

The CBW is exercising appropriate caution in proceeding with this potential public investment. The financial feasibility of acquisition and redevelopment will be impacted by a number of interrelated factors, including site and subsurface conditions, infrastructure extension costs, capital improvements to existing marine structures, funding availability, commercial market demand and cash flow projections, ownership and operating structures, and potential legacy environmental conditions. A clear understanding and articulation of those issues and how they translate as risk factors in the decision to proceed will be critical to the successful outcome of this initiative.

This due diligence effort must integrate technical analysis with strategic modeling of key considerations that represent both the opportunities and the potential liabilities of the property. These issues can get lost in the analysis and, in the end, the CBW will be best served by a distilled list of critical risk points on which it can base its decision.

2. PROPOSED WORK PLAN

The MFA project team has reviewed the list of project scope items in the RFP and prepared a work plan that organizes the different analyses into an open, transparent planning process that moves from evaluating existing conditions, to preparing redevelopment options, to making recommendations for implementation strategies. For a project of this nature, an expansive scope of due diligence could be conducted that includes intensive field investigations including geotechnical borings, cultural resource surveys, natural resource studies, and environmental contamination sampling. Working within the budget CBW has allocated for the project, our approach to the work plan is to conduct a high level evaluation of critical feasibility issues, and drive to the fundamental financial considerations of likely costs to redevelop the property and potential benefits, and the strategy for managing risk and positioning the CBW for success.

The proposed work plan is organized into the three major tasks described below.

TASK 1 - INVESTIGATION AND RESEARCH

Task 1 is intended to provide a comprehensive analysis of the property that addresses physical, infrastructure, economic, environmental, and community conditions and considerations. The findings of these different analyses will be synthesized into key implications for property redevelopment. The task will involve two parts: records research and on-site investigation.

TASK 1 PART 1 - RECORDS RESEARCH

The MFA project team will review existing plans and records, including:

- Land Use and Environmental Regulatory Analysis—Review CBW policies, plans, and regulations to outline requirements and potential changes needed to promote site redevelopment. State and federal regulations will be addressed as applicable to understand land use and environmental requirements.
- Infrastructure Assessment—Review existing utilities plans and maps to evaluate the distribution, capacity, and condition of on-site and off-site existing infrastructure serving the property, including water, sewer, stormwater, power, and telecommunications.

- **Market Assessment**—Compile and analyze data on marine and industrial sectors in the region as well as local and regional real estate metrics, including land values, vacancy rates, and lease rates.
- **Environmental Review**—Provide a summary assessment of cleanup actions conducted on the property and identify any potential remaining concerns.

TASK 1 PART 2 - ON-SITE INVESTIGATION

Part 2 will include an on-site field investigation and initial workshop with key CBW staff and other critical stakeholders. This on-site field investigation will include:

- A field survey of the condition of the property and facilities, if site access is secured by the CBW. If not, field observations will be made as available.
- Identification and review of existing documentation on file at the CBW and state agencies.
- Interviews with key stakeholders from the community, real estate professionals, business representatives, regulating agencies, economic development organizations, and potentially impacted persons

An interactive workshop will be held with CBW staff and other key participants identified by the CBW. The purpose of this workshop, facilitated by MFA, is to identify key concerns and potential liabilities, as well as opportunities, for the property. The workshop will also explore preliminary conceptual site plan options following a review and discussion of preliminary regional and market demand for marine industrial and mixed-use facilities. The workshop will include a review of a cash flow modeling approach. A community open house workshop will also be held as part of this task to share preliminary research findings and engage the public in considering the opportunities and challenges of redeveloping the property.

To create a sense of momentum and for cost efficiency, MFA proposes to conduct the site visits, interviews, internal workshop, and community meeting over the course of three consecutive days in Wrangell.

TASK 2 - ANALYSIS AND RECOMMENDATIONS

Based on the information collected in Task 1, the MFA project team will synthesize findings, prepare conceptual site plans based on the inherent strengths and opportunities of the property, and prepare a financial analysis of the project. For efficiency of time and resources, the MFA project team will compile a draft Redevelopment Assessment report that captures the research, illustrates site plan options, and presents the financial analysis. The Redevelopment Assessment report is expected to include the following components.

- Introduction to the purpose of the effort and general description of the property, including base map
- Site Conditions Analysis
 - Off-site infrastructure analysis based on existing data
 - Site and engineering analysis of on-site conditions, including marine structures, to the extent that existing data are available (see note on access)
 - Summary description on the legacy environmental conditions and areas of particular concern
- Market Demand Analysis
 - Regional market demand analysis for marine industrial property
 - Localized demand and market potential analysis for mixed-use marine investment
- Conceptual Site Plans
 - Site development concept plans (2) to sufficient planning-level design detail to inform the CBW as to the site’s potential. The site plans would include access, internal circulation, potential sub-parcels, and access to the waterfront. Plans will be prepared in digital format that can be updated and refined as needed in the future.

- Cost and Financial Analysis
 - Capital budget analysis at planning-level cost detail for infrastructure, site development, removal of sunken barges, facility improvements, and associated costs.
 - Development strategies with potential private and public partners. Analysis will include actual site-development approaches.
 - Financial modeling based on a planning-level cash flow analysis and a variety of assumptions, including grant availability, commercial capital availability, and the identification of key risk factors.
 - Summary document detailing the fiscal impacts on the CBW should the project move forward.
- Summary Risk Analysis
 - Targeted format summary of critical risk considerations that the CBW should take into account before moving forward.

TASK 3 - PRESENT RECOMMENDATIONS AND FINALIZE REPORT

The purpose of Task 3 is to continue the engagement with CBW staff, stakeholders, and the community to review and provide comments to refine the final recommendations and plans. MFA will provide the CBW with electronic copies of the draft Redevelopment Assessment report for review and comment. In a second series of on-site meetings, the MFA project team will present its findings and recommendations to CBW staff and the community. The presentation to CBW staff is expected to be an internal meeting. An open house format meeting will be held to provide opportunities for the public to hear about and comment on the recommendations.

The MFA project team will revise and complete the Redevelopment Assessment report, based on the input from CBW staff and the community.

3. FIRM AND STAFF QUALIFICATIONS

MFA is a Pacific Northwest planning, environmental, and engineering firm whose core business expertise is environmental cleanup and property redevelopment. MFA is a multidisciplinary firm of land use planners, engineers, landscape architects, environmental scientists, and Geographic Information Systems analysts with offices in Bellingham, Seattle, and Vancouver, Washington; Portland, Oregon; and Coeur d'Alene, Idaho. MFA has recent experience in Alaska on redevelopment of contaminated properties, landfill closures, stormwater management, and habitat restoration in Ketchikan, Annette Island, and Thorne Bay.

MFA has differentiated itself in assisting private and public property owners with strategic and technical support in the redevelopment of contaminated properties. Our approach balances environmental concerns with the economic realities of redevelopment. Successful redevelopment of contaminated properties requires considerations beyond the environmental. They must take into account economics, land use, infrastructure, site planning, and the community's perspective.

MFA has hand picked a team of consultants to support this effort that represent industry leaders in this region that are knowledgeable, creative, and right-sized for this project. The team includes:

- Heartland, LLC - A real estate advisory firm that will conduct the financial feasibility analysis
- BST Associates - The regional leader in understanding the economics of marine-related development, BST will provide an assessment of market trends and opportunities in the marine industrial sector.
- Red Point Structures - A marine structural engineering firm, Red Point will provide a preliminary assessment of the dock and bulkhead and recommendations.

Heartland LLC (Heartland) is a Seattle-based real estate advisory and investment firm with over 28 years of experience designing, analyzing, and implementing strategies to manage risk and optimize value in all aspects of the built and natural environments. Their five business lines are public-sector consulting, private-sector consulting, brokerage, capital markets, and investment.

Their practice has been rooted in a deep understanding of the fundamental drivers of real estate economics. With experience across both the public and private realms, they offer a unique ability to blend the needs of the private-sector developer/user with public-sector processes and initiatives. Additionally, the expertise derived from work on their own investments and developments enhances and leverages their ability to advise others in all aspects of real-estate-related activities.

Belyea, Sorensen, Trottier & Associates (BST) is an economic research and strategic planning group that has specialized expertise in marine related sectors. They have engaged in a variety of projects for both private and public clients, with a special focus on economic analysis and project impact evaluation. BST has developed an international reputation for timely, well-conceived project planning, marketing, and financial analysis.

Of particular interest, BST has extensive experience in preparing economic analyses of waterfront projects, including in-water and upland uses of all types (marina, boat/ship repair, other industrial projects, and recreational and mixed-use projects). Our expertise focuses on:

- Marine cargo and marine industrial sector demand assessment
- Marina demand forecasts for permanent and transient facilities
- Boat/ship repair demand assessment
- Mixed-use (residential, lodging, retail, and commercial office) demand analysis
- Economic impact assessment of marina and related facilities
- BST has extensive experience in evaluating development opportunities in waterfront communities.

Redpoint Structures provides structural and coastal engineering services for marine and special structures to a wide range of clients, including owners, contractors and other design professionals. The staff at Redpoint Structures has over 50 years of experience designing practical, creative structures to meet our clients' needs.

Redpoint Structures offers the following engineering services:

- Pier and dock design
- Wind and wave studies
- Wave attenuator design
- Floating structure design
- Investigations
- Peer review

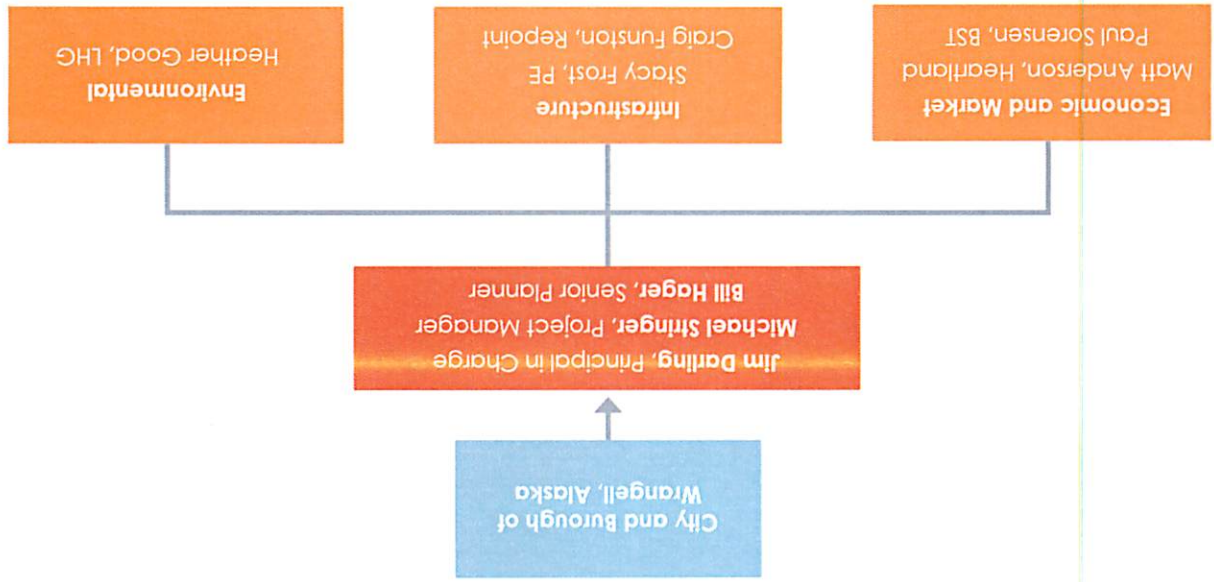
We believe that the MFA project team is uniquely qualified to assist the CBW on this project for several reasons.

Strategic Approach - MFA has developed a comprehensive approach to cleanup and redevelopment of challenging properties. MFA's Site Adaptive Reuse Analysis (SARA™) model for redevelopment engages property owners and a team of redevelopment experts to assess properties and create a realistic, market-driven vision for future use, as well as the pragmatic steps to make that vision a reality.

Financial Perspective - The MFA project team brings expertise and a focus on the financial tools and responsibilities of public agencies involved in real estate development. Members of our team have led public agencies in acquisition and development of real estate and have taken equity stakes in commercial developments. MFA has in-depth knowledge of funding sources available for cleanup and redevelopment to support both planning and implementation.

Experience and Knowledge of Waterfront Industrial Site Development - MFA has extensive experience providing strategic and technical support for development and environmental cleanup of lumber mills and other waterfront industrial operations. We have prepared successful plans for maintaining industrial operations and for transitioning properties to mixed uses.

PROJECT ORGANIZATIONAL STRUCTURE



KEY PERSONNEL

This section lists key personnel who will be assigned to this project, followed by a brief description of each person's qualifications and experience.

Jim Darling

Principal in Charge, Maul Foster & Alongi, Inc.

Jim's experience and skills include primary responsibility for financing, designing, developing, and operating mixed-use, industrial, and federal real estate investments; port facilities; and municipal public works infrastructure. He has guided planning efforts and land use entitlements, as well as the creation of local economic stimulus programs. His work has required his active involvement in local, state, and federal policy and legislative matters. Before joining MFA, Jim served as the executive director for the Port of Bellingham for over 16 years and oversaw numerous brownfield projects, including the redevelopment of a 220 acre former Georgia Pacific Mill into a mixed-use waterfront development that includes a new campus for Western Washington University, two light industrial parks, and a host of mixed-use property accommodating retail, office, and warehouse uses. Jim will provide senior leadership as well as financing and risk management strategies on this project.

Michael P. Stringer, AICP

Project Manager, Maul Foster & Alongi, Inc.

Michael has over ten years of experience in brownfield redevelopment and urban planning projects that integrate the perspectives of different technical disciplines and engage community stakeholders to create land use plans built on consensus, sustainability, and feasibility. He has a diverse background that includes grant writing, land use planning, environmental policy analysis, permitting, public outreach, and habitat restoration. His skills allow him to integrate science into land use planning and regulatory processes as well as to engage the public in complex environmental issues.

In the last five years, Michael has managed redevelopment planning efforts on former industrial waterfront properties for the Port of Pasco, Port of Anacortes, Port of Camas-Washougal, and City of Aberdeen. Michael will bring this experience to management of the Wrangell waterfront property assessment and feasibility study. Michael will manage the project and lead the public-involvement effort. His focus on achieving clients' end goals, attention to detail, and organization skills enable him to excel in the role of project manager.

Bill Hager

Senior Planner, Maul Foster & Alongi, Inc.

Bill has extensive experience in municipal land use planning, land use regulations, and waterfront development shoreline master programs, as well as in the planning, permitting, construction, leasing, and management of major building projects.

Bill started his career with the City of Bellingham, where he helped create the comprehensive plan, drafted many of the city's land use regulations, and was the architect of Bellingham's unique regulatory system, which is still in effect.

Bill was the first environmental director of the Port of Bellingham, where he oversaw environmental compliance of port and tenant operations. He quickly became director of the port's planning department as well as its real estate department, with its 200+ portfolio of lease tenancies, where he was responsible for marketing, sales, and negotiation of the port's diverse landside tenant base of industrial and commercial customers as well as the maintenance of port-owned leasehold facilities. With this broad perspective of planning, development, and property management, Mr. Hager became project manager for many successful port projects, including the exciting mixed-use development "Bellwether on the Bay," Squalicum Mall—a marina service facility and the port's intermodal transportation facility.

Stacy Frost

Senior Engineer, Maul Foster & Alongi, Inc.

Stacy has 15 years of experience in civil engineering and has been heavily involved in commercial, residential, light industrial, heavy industrial, and port development. His experience includes site development master planning, utility system master planning, transportation system master planning, street design, water system design, fire flow analysis, sanitary sewer system design, on-site septic system design, septic lift station design, storm sewer system design, grading, earthwork analysis, erosion-control design, stormwater analysis, and creating necessary documentation required by the reviewing parties.

Throughout his career, Stacy has had the opportunity to design and manage a number of waterfront industrial projects, including major terminals for the Port of Vancouver, Washington. He has worked closely with both large and small project teams to develop design concepts, meet the needs of the clients, and help create developments that benefit the community.

Matt Anderson, AICP

Real Estate Strategy Lead, Heartland LLC.

Matt leads Heartland's real estate advisory services practice. Matt applies his broad experience in real estate and city planning to create great places that have a positive impact on their communities and the environment while achieving their economic objectives. Through his work at Heartland, Matt engages in property development, strategic planning, market/financial analysis, and economic development projects throughout the western United States. Matt's private-sector projects range from large-scale land development to site acquisition and disposition assignments. His public-sector projects often focus on finding innovative ways to integrate and leverage real estate economics and planning/policy objectives. Before joining Heartland, Matt worked as a land use and real estate economics consultant in Portland and San Francisco, respectively.

Paul Sorensen

Principal Economist, BST Associates

Paul has more than 30 years of professional experience as a lead researcher or project manager for a wide variety of projects evaluating the economic impact and financial performance of seaports and related transportation systems. In recent years, Paul has prepared economic impact analyses for many port districts in Washington, as well as developing market analyses and studies of port-related issues such as marina rates and port tariffs. Paul has served as lead researcher and/or project manager for a wide variety of projects, including demand forecasting, site/project evaluation, demand/capacity analysis, and financing alternatives for trade, transportation, and industrial development projects.

Craig S. Funston, PE

Engineer, Redpoint Structures

Craig opened his engineering firm, Redpoint Structures, in 2005 to provide structural engineering, services to the marine design and construction community. Before starting Redpoint Structures, Craig was with Geiger Engineers for 19 years, most recently serving as senior principal in charge of marine and special structures design. In addition to a number of notable projects in the United States, including the recent award-winning designs for Round Butte Dam and St. Paul Island, Craig's designs can be found in Australia, New Zealand, Japan, Bahamas, Mexico, and Canada.

Heather Good, LHG

Environmental Scientist, Maul Foster & Alongi, Inc.

Heather has over eight years of experience in the hydrogeology and environmental fields. She has worked as a consultant on a wide variety of environmental investigation and remediation projects in the Pacific Northwest—from site characterization and risk assessment, including conceptual site model development and chemical fate and transport modeling, through remedy selection and implementation. As a project hydro-geologist and project manager, Ms. Good has experience with petroleum-contaminated, chlorinated-solvent, wood-treating, manufactured gas plant, and landfill sites, as well as other hazardous-waste sites and refineries, including lumber mills.

4. PROJECT EXPERIENCE

The MFA team has industry-leading expertise in redevelopment planning for waterfront industrial properties. We have supported communities in Alaska, Washington, Oregon, and Idaho in transforming blighted industrial properties into vibrant community assets. The following three examples are representative of our planning experience related to waterfront industrial properties similar to the Wrangell site.

PORT OF CAMAS-WASHOUGAL WATERFRONT REVITALIZATION PLAN

WASHOUGAL, WASHINGTON

Description: The Port of Camas-Washougal made a strategic decision to lead a planning process to revitalize the Washougal waterfront, including a 25-acre former lumber mill. MFA assisted the port in obtaining a state grant and was selected to lead this ambitious planning effort. With a history marked by a controversial development plan that had failed, the port made public involvement and consensus building a foundation of this planning effort. The MFA-led team conducted a highly successful public outreach effort that included:

- Stakeholder interviews—conducted at the beginning of the project to listen to the diverse opinions of different members of the community.
- Community open house workshops—two interactive workshops were held, the first to inform

the community about existing conditions at the property and to solicit ideas and concerns regarding redevelopment, the second to share conceptual redevelopment plans and ask for comments.

- A standing advisory committee representing different community interests and regulatory agencies.

Weaving the public involvement process into the planning process ensured that community concerns were heard, understood, and addressed in redevelopment plans. The effectiveness of this public process was seen in the transformation of public sentiment from skepticism and rejection of the earlier private master plan to wide consensus support for the new port redevelopment plan.



The port acquired the waterfront portion of the former mill property in November 2012. MFA assisted the port in entering into an Agreed Order and obtaining a state grant to fund 90 percent of cleanup costs. The cleanup is now completed and the port has received funding to construct a waterfront park and trail on the site that will provide an amenity to attract commercial development.

Key Staff: Jim Darling, Principal in Charge; Michael Stringer, Project Manager

Reference: David Ripp, Executive Director, Port of Camas-Washougal, 360-835-2196

SEAPORT LANDING

CITY OF ABERDEEN, WASHINGTON

The Grays Harbor Historical Seaport Authority, in partnership with the City of Aberdeen, is embarking on an ambitious journey to transform a closed lumber mill into a maritime heritage center that will be a catalyst for economic development, an education center, and a model for sustainable development. The Seaport Authority is a public development authority created by the City of Aberdeen in 1986 for the purpose of building and operating a tall ship and maritime heritage center. While the Lady Washington and the Hawaiian Chieftain have been successfully launched, the vision of their homeport has not yet been achieved. When the Weyerhaeuser Mill on Aberdeen's south waterfront closed in 2008, the Seaport Authority saw an opportunity. They acquired the property through donation and hired MFA, Heartland, and BST as part of a consulting team to prepare a master plan for the property.

MFA's first effort for the Seaport Authority was to prepare applications, in partnership with the City of Aberdeen, for two state grants totaling \$390,000 in funding to plan for the Seaport Landing and an adjacent former boatyard property. With this funding, MFA conducted environmental assessments of the properties, collaborated on public involvement and future-use planning, and prepared a phased implementation strategy that identifies key action steps and priorities for moving the project forward. MFA also prepared a grant application and helped the Seaport Authority successfully position for a \$150,000 grant to fund a remedial investigation and feasibility study for the tidelands adjacent to the property.

Key Staff: Jim Darling, Principal in Charge; Michael Stringer, Project Manager; Stacy Frost, Project Engineer; Matt Anderson, Real Estate Analysis; Paul Sorensen, Boatyard Feasibility Assessment

Reference: Brandi Bednarik, Chief Financial Officer, 360-532-8611

ST. HELENS WATERFRONT REDEVELOPMENT

CITY OF ST. HELENS, OREGON

With the closure of a veneer plant and paper mill on their waterfront, in 2008 and 2012, respectively, the City of St. Helens, Oregon, faced the loss of approximately 900 jobs and the challenge of how to revitalize over 215 acres of industrial property. When the veneer plant and mill owners offered the city the opportunity to acquire

the properties, the city engaged MFA to perform due diligence to evaluate the environmental conditions and redevelopment potential. MFA assisted the city in obtaining grant funds to support this work and coordinated a robust due diligence effort that integrated technical analysis of market trends, infrastructure condition, and environmental risk into a strategic approach. The city has recently closed on the acquisition of both sites and has engaged MFA to lead a planning effort supported by a USEPA Area-Wide Planning grant to program the site redevelopment, from conceptual plan to implementation guideline and feasibility analysis. The current planning effort includes:

- Facilitating community outreach, information, and engagement activities
- Site planning and programming of redevelopment opportunity
- Evaluation of investment prioritization and funding pathways, including public-private partnerships

Key Staff: Jim Darling, Principal in Charge; Stacy Frost, Project Engineer

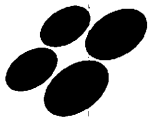
Reference: John Walsh, City Administrator, 503-366-8211

5. BUDGET

	Task	Maul Foster & Alongi, Inc.			Subcontractors	Total
		Hours	Labor	Direct		
1	Investigation and Research	152	\$18,430	\$3,170	\$30,250	\$51,850
2	Analysis and Recommendations	128	\$14,380	\$120	\$8,250	\$22,750
3	Present Recommendations and Finalize Report	66	\$8,130	\$2,620	\$1,650	\$12,400
Total Estimated Cost						\$87,000

ATTACHMENT

RESUMES





James S. Darling
Vice President/Principal Planner

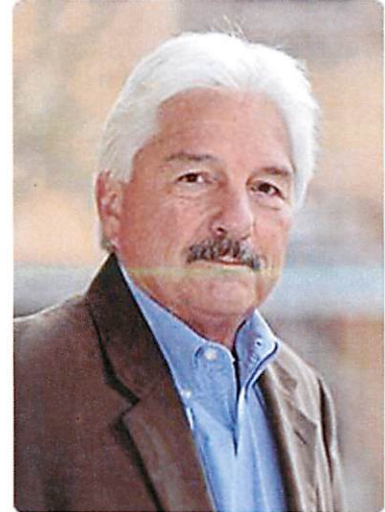
QUALIFICATIONS

MA, Public Administration:
University of Illinois

BA, Finance/Sociology:
University of Illinois

SKILLS

Mr. Darling's experience and skills include primary responsibility for public environmental policy analysis and for financing, designing, developing, and operating mixed-use, industrial, commercial, and federal real estate investments; port facilities; municipal public works infrastructure; solid waste systems; urban forestry programs; and parks and open space. He has guided planning efforts and land use entitlements, as well as the creation of local economic stimulus programs. His work has required his active involvement in local, state, and federal policy and legislative matters.



Before coming to MFA in 2009, Mr. Darling was at the Port of Bellingham, Washington, for 18 years, the last 16 of which he served as its executive director. Before working for the Port, Mr. Darling was the public works director for the City of Urbana, Illinois.

RELATED PROFESSIONAL AND BOARD EXPERIENCE

Advisory Board and Adjunct Faculty, Huxley College of the Environment, Western Washington University (current)

Life Member, Washington Public Ports Association (current)

Member, Leadership Circle, National Brownfield Coalition, Smart Growth America (current)

PROJECT EXAMPLES

Brownfield Cleanup Financing Strategies Report to Washington State Department of Ecology, WA: Mr. Darling authored a strategic report on behalf of Ecology, and, in collaboration with the Washington Public Ports Association, explored an alternative financing evaluation for Model Toxics Control Act Remedial Action Grants to enhance the effectiveness of the state's brownfield cleanup program.

Strategic Brownfield Policy Objectives Plan for Washington State Department of Ecology, WA: Mr. Darling, under contract with Ecology, produced a strategic plan to assist Ecology with near-term and longer-term policy decisions that will improve the state's already robust brownfield program. This effort, including contributions from the University of Washington and a team of industry leaders, charted a clear course for the state. It resulted in 2012 legislation introduced to the Washington Legislature as MTCA 3.0, a brownfield package.

Private-Public Joint Developments, WA: Mr. Darling has managed many joint development efforts, using creative financing and operational strategies that have resulted in minimized risk to the parties and successful completion of projects.

Redevelopment Planning for the Grays Harbor Historical Seaport Authority, Aberdeen, WA: Mr. Darling is assisting the GHSA with a transformative redevelopment effort on Aberdeen's South

Waterfront to create a local and regional recreation and tourism destination and homeport for the Lady Washington and Hawaiian Chieftain tall ships. The project area incorporates approximately 60 acres of underutilized waterfront property, including a former sawmill and booyard with legacy contamination impacts. Mr. Darling is providing services to further the redevelopment vision of the GHSA property, including master planning, risk management, environmental consulting, and strategic funding acquisition.

Environmental Due Diligence, Port of Grays Harbor, WA: Mr. Darling provided the Port with risk management and funding strategies for potential acquisition of an industrial property. He also advised the Port on negotiation strategies with the property owner.

Waterfront Redevelopment Negotiations, Bellingham, WA: Mr. Darling negotiated the acquisition of 138 acres of industrial property from Georgia Pacific Corporation. The property was combined for planning purposes with an additional privately and publicly owned 90 acres to form a comprehensive planning area of 228 acres, one of the largest waterfront redevelopment efforts in the nation. The area will be entitled for mixed commercial and institutional uses and marketed to private investors (including to Western Washington University for a new waterfront campus).

Integrated Planning Grant Application and Strategic Study for the City of Spokane, WA: Mr. Darling submitted an application to the Washington State Department of Ecology that was awarded funding for environmental investigation and redevelopment planning in Spokane's University District. The project is taking an area wide approach to brownfield redevelopment and urban revitalization, and will carefully consider tools for developer engagement in order to spur private investment in the area.

Grant Funding Assistance for Property Redevelopment for the Port of Skagit, Northern State Hospital Property, WA: Mr. Darling is the principal in charge of an effort to assist the port in a decision-making process for the promotion of redevelopment of a historic, Olmsted-designed hospital property currently owned by the State of Washington. Mr. Darling leads the team conducting an adaptive reuse study of the property; the study will include an environmental investigation, feasibility study, environmental impact statement, funding strategy, risk management strategy, land use regulatory strategy, and transaction options. Mr. Darling's assistance was critical to the Port of Skagit's success in acquiring grant funding to support this redevelopment effort.

City of Portland Strategic Brownfield Analysis, Portland, OR: Leading a team of brownfield economists and policy professionals, Mr. Darling oversaw the development of tools to break the gridlock on the lack of redevelopment of urban brownfield sites in the city of Portland. Strategic solutions include regulatory, financial, and educational approaches that will result in reuse of infill-contaminated property.

Integrated Planning Grant for the City of Palouse, WA: Mr. Darling and the MFA team evaluated the environmental remediation and economic development approach for an abandoned riverfront site for the City of Palouse, funded by a Washington State Department of Ecology planning grant. MFA assisted the city in obtaining a prospective purchaser agreement, as well as 100 percent funding for implementation of this project.

Planning of Bellwether Commercial Development, Bellingham, WA: Mr. Darling oversaw the planning and creation of a planned development contract mixed-use development for offices, retail, and hotel use, including the development of underground parking, public access, and open space amenities.



Michael P. Stringer, AICP
Senior Planner

QUALIFICATIONS

MS, Conservation Biology and Sustainable Development:
University of Maryland

BS, Environmental Science; BA, English:
Rutgers University

SKILLS

Mr. Stringer specializes in brownfield redevelopment and urban planning projects, integrating the perspectives of different technical disciplines and engaging community stakeholders to create land use plans built on consensus, sustainability, and feasibility. He brings an ecologist's training and twelve years of experience in community involvement to redevelopment planning efforts. Mr. Stringer has managed integrated brownfield redevelopment planning efforts for twelve communities in the last five years. His grant writing expertise has helped communities obtain over \$6.5 million in state and federal grants to support brownfield projects. He has coauthored a guide for brownfield redevelopment and conducted policy analyses pertaining to brownfield cleanup and incentive programs in Oregon and Washington State. He has a diverse background that includes land use planning, environmental policy analysis, permitting, public outreach, and habitat restoration. His skills allow him to integrate science into public policy and regulatory processes and to engage the public in complex environmental issues.



PROJECT EXPERIENCE

Seaport Landing Redevelopment Project, Grays Harbor Historical Seaport Authority: Mr. Stringer is supporting the Grays Harbor Historical Seaport Authority in a bold project that will transform a former lumber mill into a maritime heritage center. He has prepared successful grant applications to provide \$390,000 to support integrated studies of redevelopment and remediation. He has negotiated a lease state owned aquatic lands adjacent to the property as well as prepared the plan document and action steps for redevelopment of the property.

Brownfield Assessment, City of Aberdeen, WA: Mr. Stringer prepared a grant application and site eligibility documentation for US EPA brownfield assessment funds through the Washington State Department of Ecology's State and Tribal Response Program funds. He managed preparation of Phase I and Phase II environmental site assessments on two properties, a former lumber mill and a former gas station, the City identified as catalysts for revitalization of their downtown.

Environmental Due Diligence, Port of Grays Harbor, WA: Mr. Stringer provided the Port with critical analysis of previous environmental assessments along with risk management and funding strategy for potential acquisition of an industrial property. He also prepared an application for an Integrated Planning Grant to support further analysis and redevelopment planning for the property.

Brownfield Cleanup and Redevelopment, City of Kelso, WA: Mr. Stringer managed an integrated planning process for redevelopment of a former auto salvage yard in a residential neighborhood of Kelso. Mr. Stringer wrote a suite of successful grant applications on behalf of the City that fully funded assessment and cleanup of the property including Washington state Integrated Planning Grant and Remedial Action Grant, and a US EPA Brownfield Assessment Grant and Cleanup Grant. With his support, the City acquired the property through tax foreclosure and has partnered with a local non-profit organization to construct an affordable housing project.

Historical Campus Redevelopment, Sedro-Woolley, WA: Mr. Stringer managed a strategic effort to revitalize a 225-acre former sanitarium designed by the Olmsted Brothers. The facility is listed on the National Register of Historic Places based on its distinct architectural character and carefully designed landscape. Mr. Stringer led an adaptive re-use study that examined the conditions of the buildings, market demand, natural resources, and community aspirations for the property. The study led to a strategy to transition ownership of the property. Mr. Stringer also managed a coordinated subarea plan and environmental impact statement to position the facility for redevelopment.

University District Redevelopment Strategy, Spokane, WA: Mr. Stringer managed an effort to create strategies to catalyze redevelopment of key opportunity sites in an area adjacent to a university campus. Perceptions of contamination and infrastructure constraints have hindered investment in the area. Mr. Stringer led a multi-disciplinary team to assess environmental concerns and create innovative strategies to align interests of multiple public and private parties to attract outside investment.

Waterfront Brownfield Redevelopment Plan, Washougal, WA: Mr. Stringer managed a multidisciplinary team to plan for revitalization of 40 acres of the Washougal waterfront, including cleanup and redevelopment of a large former sawmill site. The project is a partnership between the public port and a private developer, with due diligence and master planning funded by a state Integrated Planning Grant. The planning effort integrated environmental investigation, cultural and natural resource studies, and community involvement. The redevelopment vision incorporates all of these factors into a plan that meets community expectations and market needs and provides a framework for a successful public-private partnership to revitalize this unique property. Based on this effort, the port has acquired the waterfront portion of the former mill property and is moving forward with implementing the cleanup and redevelopment plan.

Facilities Master Plan, Oakville, WA: Mr. Stringer managed an update of the Confederated Tribes of the Chehalis Reservation's master facilities plan. He engaged tribal staff in an assessment of building and infrastructure needs. He led the community involvement effort that included public meetings, interviews, and surveys in which tribal members identified and prioritized specific projects to improve their quality of life and access to resources. The planning process was designed to create a big-picture view of the future of the center of the reservation and identify specific steps to implement that vision that address the constraints of land ownership patterns, financial resources, and infrastructure capacity.

Brownfield Policy Plan, Washington State Department of Ecology: Mr. Stringer managed a policy development effort to improve the effectiveness of the Washington State brownfield program. The study identifies challenges to brownfield redevelopment and recommends a set of policy changes based on best practices across the country adapted to issues unique to Washington State. Mr. Stringer managed a project team that includes legal and financial experts to provide a comprehensive and in-depth review of policy options. He facilitated an advisory panel of private sector, public sector, and academic stakeholders to select policy tools that have the greatest chance for success.

Guide to Leveraging Brownfield Redevelopment for Community Revitalization, WA: Mr. Stringer coauthored a guidebook to provide a roadmap for local governments and community organizations to leverage cleanup and redevelopment of brownfields to achieve community and economic development goals. The guidebook is based on research on best practices of local governments, nonprofit organizations, and academic centers involved in brownfield redevelopment and urban revitalization across the country. These findings are integrated with the perspectives of a Washington State stakeholder group that includes leaders in local governments, public ports, community organizations, and regulatory agencies. The guidebook is available on the Washington State Department of Ecology Web site at <http://www.ecy.wa.gov/biblio/1009054.html>.



William E. Hager

Senior Planner

QUALIFICATIONS

BA, Urban Planning:
University of Washington

BOARDS AND COMMITTEES

Mr. Hager has served on numerous technical committees, including the Environmental and Shoreline/Planning committees for the Washington Public Ports Association, the Whatcom County Transportation Technical Advisory Committee, and Bellingham's Visioning Committee during its last Comprehensive Plan update. He has also served as board director for several community agencies, including the Northwest Economic Development Council, the Whatcom County Chamber of Commerce, and the Bellingham Golf and Country Club, where he also served as president.



SKILLS

Mr. Hager has extensive experience in municipal land use planning, land use regulations, shoreline master programs, State Environmental Policy Acts, and policy development, as well as in the planning, permitting, construction, leasing, and management of major building projects.

Mr. Hager started his career with the City of Bellingham in its current planning section, working with boards, commissions, and city councils in administration of the City's urban growth area planning, subdivision, and conditional use applications, as well as administration of many rezone requests, including for the area's first regional mall. He helped create the City comprehensive plan and policy documents and was responsible for the development of several of its neighborhood plans. He drafted many of Bellingham's land use regulations and was the architect of Bellingham's unique regulatory system, which is still in effect. During his tenure, Mr. Hager also established Whatcom County's initial building department.

Mr. Hager was the first environmental director of the Port of Bellingham, where he oversaw environmental compliance of Port and tenant operations. He quickly became director of the Port's planning department as well as its real estate department. With its 200+ portfolio of lease tenancies, he was responsible for marketing, sales, and negotiation of the Port's diverse landside tenant base of industrial and commercial customers as well as the maintenance of Port-owned leasehold facilities. With this broad perspective of planning, development, and property management, Mr. Hager became project manager for many successful Port projects, including "Bellwether on the Bay," and Squalicum Mall—a marina service facility and the Port's intermodal transportation facility—where he successfully secured Washington State Department of Transportation and federal funds to enable the renovation of a historic structure. Mr. Hager was a member of the Port's executive team and helped establish strategies for continued Port growth and financial stability.

Mr. Hager continues to utilize his broad planning and development experience at MFA in his capacity as senior planner, providing technical insight for several of MFA's more complex land use planning and brownfield redevelopment projects.

PROJECTS WITH MAUL FOSTER & ALONGI, INC.

Brownfield Redevelopment Plan, Pend Oreille County, WA: Mr. Hager was the project manager of a brownfield integrated planning process, leading a diverse technical team in the investigation of environmental contamination, land use regulations, and economic opportunities for the Pend Oreille Economic Development Council. This unique project presented the EDC and the local task force with viable reuse alternatives for an existing lead and zinc mine operation near Metaline Falls. The recommendations and the implementation strategy were based on a framework of perspectives, knowledge, and aspirations of the local steering committee.

Brownfield Redevelopment Plan, Reardan, WA: Mr. Hager assisted the Town of Reardan in drafting an application for funding for redevelopment of a former gasoline service station with a documented history of on-site contamination. Mr. Hager is now the project manager for an effort to assist the Town of Reardan with the preparation of an Integrated Planning Grant-funded redevelopment plan. MFA's final report will provide the Town of Reardan with an acquisition strategy based on the integrated findings and conclusions of property due diligence and environmental considerations of the site, together with identified town needs.

Brownfield Redevelopment Projects. Mr. Hager, as part of the MFA team, provides land use analysis and adaptive reuse development strategies to local agencies for their brownfield redevelopment projects. Specific projects include an analysis of a former dairy site for the Port of Sunnyside, Washington, and the drafting of a cottage housing regulatory outline for the City of Kelso, Washington, which will be used by the city in the redevelopment of a former automotive repair yard for public housing.

Planning, Land Use Entitlement, and Annexation Oversight, Kalama, WA: Mr. Hager is part of an interdisciplinary team providing senior planning oversight for a major mixed-use development project. Before site development, the project requires annexation into the City of Kalama and adoption of project land use entitlements.

Regulatory Review, WA: Mr. Hager was engaged by a private developer to conduct a critical review of a proposed county planned development ordinance. While the process is ongoing, Mr. Hager's review has led to a number of changes that should make the proposed process and standards easier to understand.

State Environmental Policy Act Compliance, WA: Mr. Hager provided environmental recommendations, strategy, and checklist review for a major industrial client. The checklist resulted in a determination of nonsignificance from the local agency, which permitted the client to proceed within its rigid permit schedule.

Community Guide for Brownfield Site Development: Mr. Hager participates in this training event and assists participants in understanding the municipal regulatory and planning issues associated with developing contaminated sites.

Shoreline Hearing, WA: Mr. Hager provided the policy and permit research for a major river bulk terminal as the client prepared to defend an appeal of its State Shoreline Permit.



Stacy J. Frost, PE
Senior Engineer

QUALIFICATIONS

BS, Civil Engineering:
Oregon State University

LICENSES/REGISTRATION

Civil Engineer:
Washington, No. 41805
Oregon, No. 65669
Wyoming, No. 15111

CERTIFICATIONS

40-Hour Hazardous Waste Operation Training
2006 Graduate of Leadership Clark County

AWARDS

2012 “Edmund Friedman Young Engineer Award for Professional Achievement,” a National award presented by the American Society of Civil Engineers (ASCE)
2012 “Oregon State Award for Outstanding Early Career Engineers” by the Oregon State University College of Engineering
2006 “Young Engineer of the Year” by the Oregon section of ASCE
2006 “Accomplished Under 40” by the Vancouver Business Journal

PROFESSIONAL ASSOCIATIONS

American Society of Civil Engineers—Past Governor, Region 8; Past President, Oregon Section; Past President, Oregon Younger Member Forum; Board Member, National Committee on Professional Practice; Board Member, National Committee on Leadership and Management; Board Member, National Committee on Advancing the Profession

SKILLS

Mr. Frost leads the civil design of park, commercial, residential, institutional, industrial, waterfront, and port development. He is heavily involved in brownfield redevelopment. His experience includes site development master planning, utility system master planning, transportation system master planning, street design, water system design, sanitary sewer system design, storm drainage system design, grading design, earthwork analysis, erosion control design, stormwater analysis, and permitting.

Throughout his career, Mr. Frost has had the opportunity to design and manage a wide variety of projects ranging from small commercial developments to large industrial subdivisions. He has worked closely with both large and small project teams to develop design concepts, meet the needs of the clients, and help create developments that benefit the community. He knows that good communication with the project team and clients leads to a successful project.



PROJECT EXAMPLES

Site Development

Design of a 10-acre Port Industrial Storage Area, Port of Vancouver, WA: Mr. Frost designed the development of a new 10-acre industrial storage area, Parcel 1D, at the Port of Vancouver. The work included grading; layout of site lighting; pavement design; design of the fire protection, stormwater collection, and stormwater conveyance systems; and analysis of the existing stormwater treatment facility. Because of the proximity of the stormwater treatment facility outfall to the Columbia River, Mr. Frost had to perform a detailed backwater analysis of the storm system to ensure correct sizing of the pipes to prevent flooding on the site.

Port of Vancouver Terminal 5 Development, Vancouver, WA: Mr. Frost managed the design and permitting for a multi-phased redevelopment of a 140-acre industrial brownfield into a marine cargo laydown facility. The work included design of a water system for fire protection and potable use, a sanitary sewer system, a stormwater collection/conveyance system, two new access roads, grading, and erosion control; analysis of the existing stormwater pumping station and the existing stormwater treatment system; drafting Washington State Department of Transportation specifications, construction cost estimates, hydrology reports, and the stormwater pollution prevention plan; and obtaining the Washington State Department of Ecology Construction Stormwater General Permit. Mr. Frost also managed the engineering construction assistance and the creation of the as-built drawings.

Port of Vancouver Terminal 5 Master Plan, Vancouver, WA: Mr. Frost managed master planning of a 225-acre industrial brownfield redevelopment into a new terminal at the Port of Vancouver. The work included conceptual design of the road, potable/fire-protection supply system, sanitary sewer system, stormwater collection, stormwater conveyance, stormwater treatment system, and site lighting system.

Port of Vancouver Terminal 4 Improvements, Vancouver, WA: Mr. Frost managed the design and permitting of surface and utility improvements to an existing port terminal, including the development of a new vehicle storage area over a 6-acre, environmentally capped landfill. Specific tasks included grading and the design of the water system, the sanitary sewer system, the stormwater collection/conveyance system, the stormwater treatment facility, and the road realignment. Mr. Frost also completed a "No-Net Rise" analysis meeting the requirements of the City of Vancouver's Critical Areas ordinance in order to be able to place fill within the 100-year floodplain.

Port Administration Office Expansion, Port of Vancouver, WA: Mr. Frost managed the design and permitting of the civil improvements associated with the construction of a 6,000-square-foot office expansion at the Port of Vancouver. Specific tasks included grading design; parking lot layout and design; and design of the private fire protection main, stormwater collection, and stormwater conveyance systems.

Design of a 10-acre Port Industrial Storage Area, Port of Vancouver, WA: Mr. Frost designed the development of a new 10-acre industrial storage area, Parcel 1D, at the Port of Vancouver. The work included grading; layout of site lighting; pavement design; design of the fire protection, stormwater collection, and stormwater conveyance systems; and analysis of the existing stormwater treatment facility. Because of the proximity of the stormwater treatment facility outfall to the Columbia River, Mr. Frost had to perform a detailed backwater analysis of the storm system to ensure correct sizing of the pipes to prevent flooding on the site.

Matt Anderson

Principal & Senior Project Director



SUMMARY OF PROFESSIONAL EXPERIENCE

As a Principal and Senior Project Director of Heartland LLC, Matt applies his broad experience in real estate and city planning to create great places that have a positive impact on their community and the environment while achieving their economic objectives. Through his work at Heartland, Matt engages in property development, brokerage, strategic planning, market/financial analysis and economic development projects. Matt's private sector projects range from large-scale land development to site acquisition and disposition assignments. His public sector projects often focus on finding innovative ways to integrate and leverage real estate economics and planning/policy objectives. Prior to joining Heartland, Matt worked as a land use and real estate economics consultant in Portland and San Francisco respectively.

EDUCATION

Master of Urban and
Regional Planning
Portland State University

B.S. Planning and
Public Policy
University of Oregon

CERTIFICATIONS/ AFFILIATIONS

Licensed Managing Real
Estate Broker
Washington State

Great City
Board of Directors, Treasurer

SCIDpda
*Design and Resource
Center Advisory Committee*

NAIOP
*Member, Real Estate
Challenge Committee*

RELEVANT PROJECT EXPERIENCE

Port of Everett

Riverside Business Park

- Marketing
- Industrial User Underwriting

Port of Tacoma

Real Estate Analysis

- Strategic Development
- Negotiation

Port of Bellingham

Waterfront District

- Financial Analysis
- Due Diligence
- Public Stakeholder Facilitation

Antioch University

National Real Estate Portfolio Strategy Development

- Alternatives Analysis
- Campus Disposition & Campus Relocation

HEARTLAND

PORT OF KENNEWICK

Planning, Environmental and Consulting Services for Port Comprehensive Plan

Paul C. Sorensen

Senior Economist

Paul Sorensen has more than 30 years of professional experience as a lead researcher or project manager for a wide variety of projects evaluating the economic impact and financial performance of seaports and related transportation systems. In recent years Paul has prepared economic impact analyses for many Port Districts in Washington, as well as developing market analyses, marina rates, port tariffs, and other port-related studies.

QUALIFICATIONS

Masters Degree in Economics - University of Washington, 1979

Bachelors Degree in Political Economics - University of Washington, 1976

SKILLS

Mr. Sorensen has served as lead researcher and/or project manager for a wide variety of projects including demand forecasting, site/project evaluation, demand/capacity analysis and financing alternatives of trade, transportation, and industrial development projects.

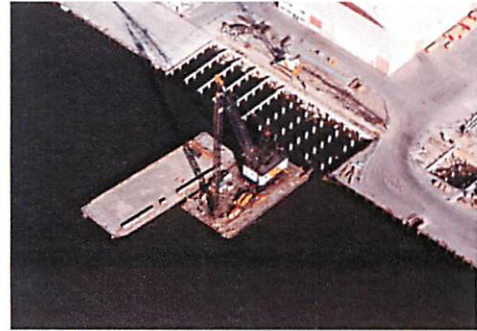
PROJECT EXAMPLES

- Port of Port Angeles Economic Impact Study, Port of Port Angeles, 2007
 - Trade Impact Study, ACTA, Port of Los Angeles, Port of Long Beach, 2007
 - Port of Olympia Economic Impact Study, Port of Olympia, 2005
 - Project Pier 1 EIS, Port of Anacortes, 2003
 - Blaine Airport Reuse Study, City of Blaine, 2006
 - Port Gardner Wharf Needs Assessment, Maritime Trust and port of Everett, 2005
 - Collins Building Alternatives Assessment Maritime Trust and port of Everett, 2005
 - Port of Pensacola Master Plan & Strategic Business Plan, Port of Pensacola, 2004
 - Tacoma 2020 Strategic Plan, Port of Tacoma, 2000
 - Port of Vancouver (Washington) Marine Terminal Master Plan, Port of Vancouver, 2004
 - Bellingham Waterfront Industrial Land Study, Port of Bellingham, 2007
 - Blaine Waterfront Industrial Land Study Port of Bellingham, 2007
 - Fairhaven Master Plan Update Port of Bellingham, 2007
 - Marina Economic Impact Study Port of Bellingham, 2006
 - Cascade Gateway Rail Study, Whatcom County COG, 2004
 - ACTA Revenue Bond Feasibility Study, ACTA 2004.
 - Southern California Consolidation Study, ACTA 2004.
 - Humboldt Bay and NCRA Feasibility Studies, NCRA and the Port of Humboldt Bay 2003.
 - OnTrac Economic Impact Study, LAEDC 2002.
 - ACTA Forecast Update, ACTA 2003.
 - Lower Columbia River Forecasts, Port of Portland et al 2002.
 - Port of Seattle Airport Revenue Bond Feasibility Study, Port of Seattle 2000.
-

Redpoint.

STRUCTURES

Craig S. Funston, PE, SE, P. Eng.
President,
Redpoint Structures



Craig S. Funston opened his engineering firm, Redpoint Structures, in 2005 to provide structural engineering, services to the marine design and construction community. Prior to starting Redpoint Structures Mr. Funston was with Geiger Engineers for 19 years, most recently serving as senior principal in charge of marine and special structures design. In addition to a number of notable projects in the United States, including the recent award winning designs for Round Butte Dam and St. Paul Island, Mr. Funston's designs can be found in Australia, New Zealand, Japan, Bahamas, Mexico and Canada.

Project Experience

Wharfs/Piers:

- Port of Bellingham International Shipping Terminal, Bellingham, WA. Replacement of an existing 70' x 320' bulk cargo dock. The new structure provides upgraded cargo capacity and utilizes modern seismic resistant design. Construction was phased to accommodate ongoing Port operations.
- Fairhaven Shipyards Dock Extension, Bellingham, WA. Design of 60' x 250' pier extension to accommodate large vessel repairs. This project was awarded the Outstanding Civil Engineering Achievement Award by the Seattle section of the American Society of Civil Engineers for innovations in seismic design, constructability and economy.
- Bellingham Cold Storage Wharf Expansion, Bellingham, WA. Design of 140' and 200' extensions on the north and south ends of an existing 880' long wharf. This busy commercial dock services large vessels transporting frozen foodstuffs internationally and domestically. Design work for the extensions also included development of a precast concrete submerged retaining wall to stabilize the upland facilities.
- Colony Wharf, Bellingham, WA. Design of structural remediation measures for restoration of an active barge loading terminal and vessel repair facility.
- Pelton Round Butte Dam Selective Water Withdrawal, Madras, OR. Redpoint performed structural design services for the modular concrete foundation as a sub consultant to CH2M HILL. This complex and challenging project successfully achieved the environmental and operational goals of the Owner and was awarded an Engineering Excellence Award by the American Council of Engineering Companies.
- 150 Ton Travelhoist Pier, Bellingham, WA. Design of a new 150 ton travelhoist pier for a commercial shipyard. The design utilized steel pipe piling and precast concrete deck panels to minimize construction time and disturbance to the ongoing shipyard operations.
- St. Paul Island Fishing Harbor, St. Paul Island, AK Design of a heavy duty seasonal floating dock system to provide moorage for the Central Bering Sea Fisherman's Association.

Education

Bachelor of Science, Civil Engineering, University of Washington

Registration

Alaska (Civil), BC - Canada (Civil), California (Civil - Structural), District of Columbia (Structural)
Florida (Civil), Hawaii (Structural), New York (Civil), Oregon (Structural), Washington (Civil - Structural)

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Bellingham, WA 98226

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Heather R. Good, LHG
Project Hydrogeologist

QUALIFICATIONS

MS, Geology (hydrogeology focus):
Western Washington University, Bellingham
BS, Geology (hydrogeology/environmental geology focus):
University of Texas, Austin

LICENSES/REGISTRATION

Geologist and Hydrogeologist:
Washington, No. 2819

CERTIFICATIONS

40-Hour Hazardous Waste Operation Training
First Aid/CPR Training
Northwest Environmental Education Council:
Contaminant Transport, Fate, and Monitored Natural Attenuation Training
Model Toxics Control Act Courses
National Groundwater Association:
MODFLOW Course
Construction Dewatering Course
Center for Sustainable Soil and Groundwater Solutions:
Practical Models for Remediation of Chlorinated Solvents Training

PROFESSIONAL ASSOCIATIONS

National Groundwater Association

SKILLS

Ms. Good has over eight years of experience in the hydrogeology and environmental fields. She has worked as a consultant on a wide variety of environmental investigation and remediation projects in the Pacific Northwest—from site characterization and risk assessment, including conceptual site model development and chemical fate and transport modeling, through remedy selection and implementation. As a project hydrogeologist and project manager, Ms. Good has experience with petroleum-contaminated, chlorinated-solvent, wood-treating, manufactured gas plant, and landfill sites, as well as other hazardous-waste sites and refineries. She has worked with numerous clients, public and private, located in both Washington and Oregon, under Model Toxics Control Act and Oregon Department of Environmental Quality regulations. Ms. Good has provided forensic and source allocation support for solid waste and energy industry clients and attorneys and has experience managing large environmental databases. She prepares scopes of work and cost estimates for environmental investigations and has served as the lead field hydrogeologist for a number of investigations involving collection of soil, groundwater, and soil vapor samples. Ms. Good is currently the project hydrogeologist and project manager for multimedia remedial investigation and cleanup projects. She also serves as project and lead field hydrogeologist for a number of brownfield cleanup projects.



PROJECT EXAMPLES

Site Assessment and Remedial Services

Active Wood-Treating Facility, Tacoma, WA: Ms. Good evaluated earlier site investigation data and finalized the remedial investigation and feasibility study at a site that formerly used creosote, arsenic, and chromium and currently uses pentachlorophenol and copper. She conducted fate and transport modeling for the RI/FS and is drafting the cleanup action, site management, and groundwater compliance monitoring plans for the selected remedy in coordination with the Washington State Department of Ecology and multiple stakeholders.

Remedial Investigation for an Active Automobile Dealership and Repair Shop, Northwest WA: Ms. Good is the project manager and project hydrogeologist responsible for remedial investigation activities, including a subsurface field investigation involving direct-push drilling, monitoring well installation, soil and groundwater sample collection, soil vapor sample collection, and logging exploratory borings, for this active facility with a history of various industrial uses. She is responsible for data analysis and source characterization as well as for conducting the risk screening and evaluating chemical migration and exposure pathways. Ms. Good used BIOSCREEN in conducting a beneficial groundwater use evaluation and fate and transport modeling for the site. This work is being conducted in preparation for the site's entry into the Washington State Department of Ecology's Voluntary Cleanup Program. Primary contaminants include polycyclic aromatic hydrocarbons, petroleum compounds, and metals.

Groundwater Remedial Action for a Former Industrial Facility, Sunnyside, WA: Ms. Good was the project hydrogeologist responsible for development of the remedial action to treat tetrachloroethylene contamination in groundwater. Cleanup activities at this former industrial facility are being conducted under a brownfield cleanup grant. Ms. Good designed and coordinated in situ groundwater treatment and is directing groundwater compliance monitoring activities. PCE concentrations in groundwater have shown a strong decline, and a No Further Action determination by the Washington State Department of Ecology and termination of the monitoring program are anticipated for the end of 2015.

Remedial Investigation for a Former Automobile Salvage Facility, Kelso, WA: Ms. Good was the project hydrogeologist responsible for development of the remedial investigation, including a subsurface field investigation involving direct-push drilling, monitoring well installation, soil and groundwater sample collection, and logging exploratory borings, for this abandoned, former automobile salvage facility. She was responsible for data analysis and source characterization as well as for conducting a risk screening and evaluating chemical migration and exposure pathways. Ms. Good also provided support on the feasibility study and cleanup action plan development. This work is being conducted under a brownfield cleanup grant. Primary contaminants include polycyclic aromatic hydrocarbons, petroleum compounds, and metals.

Remedial Investigation and Risk Assessment Oversight for a Municipal Landfill and Waste Drum Disposal Site, Ephrata, WA: Ms. Good was the project manager and project hydrogeologist responsible for oversight and independent investigation activities, including technical analysis and evaluation of site hydrogeology, chemical fate and transport, and human-health risk assessments, for this unlined landfill that operated from the 1940s until its recent closure. The landfill is also the site of a drum disposal cache that contained over 2,300 toxic waste drums. Chemicals of concern, principally volatile organic compounds, have been identified in four groundwater units in the Columbia River Basalt and an outwash aquifer. The investigation has resulted in a number of interim remedial actions, including landfill closure, drum removal, pump-and-treat systems, and wellhead treatment at a private residence.

BELLINGHAM WA
360 594 6262

SEATTLE WA
206 858 7620

VANCOUVER WA
360 694 2691

PORTLAND OR
971 544 2139

COEUR D'ALENE ID
208 664 7880

KELLOGG ID
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Kim Lane

From: Jim Darling <jdarling@maulfooster.com>
Sent: Wednesday, October 28, 2015 9:46 AM
To: clerk@wrangell.com
Subject: FW: Wrangell Waterfront Industrial Assessment Proposal, October 28, 2015
Attachments: City and Borough of Wrangell SOQ v2.pdf

Kim, please find the proposal from Maul Foster & Alongi for the Waterfront Industrial Assessment. Please note that we discovered that the digital copy I sent to you yesterday had a formatting issue in transmission. This attachments it the correct one.

We will be sending the required hardcopies today of this proposal. Thanks. Look forward to hearing from you. Jim

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