

CLARK COUNTY STAFF REPORT

DEPARTMENT: Community Planning

DATE: October 1, 2019

REQUESTED ACTION: Approval of contract with ECONorthwest for the Buildable Lands Program update.

 X Consent Hearing County Manager

BACKGROUND

Clark County is updating its Buildable Lands Program required under RCW 36.70A.215 and WAC 365-196-315. Clark County is seeking a consultant with technical expertise in the Growth Management Act (GMA), practical knowledge of buildable lands process and capacity analysis models, and skilled at facilitation of multi-party technical groups with competing interests.

The Buildable Lands Program is a review and evaluation program under RCW 36.70A.215 and WAC 365-196-315 that (a) determines whether a county and its cities are achieving urban densities within urban growth areas by comparing growth and development assumptions, targets, and objectives contained in the countywide planning policies and the county and city comprehensive plans with actual development that has occurred and (b) identify reasonable measures, other than adjusting urban growth areas, that will be taken to comply with the requirements.

The Buildable Lands Program is a component of the Growth Management Act (GMA) since 1997. Clark County and its seven cities and one town work collaboratively to collect annual development permitting data, inventory developable lands and enhance information on critical areas. The primary product is a report issued prior to each GMA periodic update that includes a review of actual development densities achieved and a prospective capacity analysis. The county is launching the next review and evaluation cycles culminating with the issuance of Buildable Lands Reports by June 30, 2021.

In 2017, E2SSB 5254 was passed by the Washington State legislature and constituted the first major revision to the program since its inception. The Department of Commerce has updated the Buildable Lands Guidelines (Dec. 2018) to provide best practices and methodologies related to the review & evaluation program.

ECONorthwest was selected through a competitive process (RFP#761) to review the County's procedures and methodology, identify changes if necessary and coordinate with a project advisory committee based on the new guidelines prior to initiating the next Buildable Lands Program analysis and prepare a buildable lands report. A total of 12 firms were solicited for proposals. Purchasing received four proposals. Proposals were evaluated and two firms were interviewed. ECONorthwest was selected by the interview panel due to their demonstrated knowledge of the Buildable Lands Program and their work with Pierce and Snohomish counties on a similar project. The contract is in the amount of \$150,000.

COUNCIL POLICY IMPLICATIONS

None

ADMINISTRATIVE POLICY IMPLICATIONS

None

COMMUNITY OUTREACH

None

BUDGET IMPLICATIONS

YES	NO	
X		Action falls within existing budget capacity.
	X	Action falls within existing budget capacity but requires a change of purpose within existing appropriation
	X	Additional budget capacity is necessary and will be requested at the next supplemental. If YES, please complete the budget impact statement. If YES, this action will be referred to the county council with a recommendation from the county manager.

BUDGET DETAILS

Local Fund Dollar Amount	\$0
Grant Fund Dollar Amount	\$150,000
Account	General fund
Company Name	ECONorthwest

DISTRIBUTION:Board staff will post all staff reports to The Grid. <http://www.clark.wa.gov/thegrid/>


 Jose Alvarez
 Planner III


 Oliver Orjiako
 Community Planning Director

Primary Staff Contract Name and Extension: Jose Alvarez Ext. 4898

APPROVED: 
 CLARK COUNTY, WASHINGTON
 BOARD OF COUNTY COUNCILORS

DATE: 10/01/19
 SR# 131-19



Clark County, Washington
Professional Services Agreement
Buildable Lands Program Update
Solicitation No. 761

THIS AGREEMENT is made this 1st day of October 2019, by and between CLARK COUNTY, after this called "County," a political subdivision of the State of Washington, and ECONorthwest, after this called "Contractor."

RECITALS

WHEREAS, the Contractor has been chosen through a competitive process using the County RFP # 761 and has the expertise to provide and perform services for the County, as more particularly set out in the proposal attached hereto and incorporated herein by this reference as Exhibit A.

WHEREAS, the County does not have available staff to provide such services, NOW, THEREFORE,

THE COUNTY AND THE CONTRACTOR MUTUALLY AGREE AS FOLLOWS:

1. Services. The Contractor shall perform services as set forth in Exhibit A.
2. Duration of Agreement. This Agreement shall be effective beginning October 2, 2019 and ending 06/30/2021.
3. Compensation. County shall pay the Contractor for performing said services upon receipt of a written invoice according to the scope of work set forth in Exhibit A and the budget set forth in Exhibit B, which is attached hereto and incorporated herein by this reference. The parties mutually agree that in no event may the total amount billed exceed \$150,000 without prior written approval of the County, and that absent such prior approval,

the County shall not be obliged to pay any excess of the total amount billed over \$150,000.

4. Termination. The County may terminate this Agreement immediately upon any breach by Contractor in the duties of Contractor as set forth in Agreement. The waiver by the County of one or more breaches shall not be construed as a waiver of any subsequent breach or breaches. Either party may terminate this Agreement without cause upon ninety (90) days prior written notice. Further, County may terminate this Agreement upon immediate notice to Contractor in the event that the funding for the project ceases or is reduced in amount. The Contractor will be reimbursed for services expended up to the date of termination. Within fourteen (14) days of any termination the Contractor will provide all work products and working documents developed within the effective term of the agreement.

5. Independent Contractor. The Contractor is an independent Contractor and not an employee of the County, and shall not be entitled to compensation or benefits of any kind except as specifically provided herein.

6. Indemnification / Hold Harmless. The Consultant shall defend, indemnify and hold the County, its officers, officials, employees, and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the negligent acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the County. If a court of competent jurisdiction determines that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the County, its officers, officials, employees, and volunteers, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance,

Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

7. Wage and hour compliance. Contractor shall comply with all applicable provisions of the Fair Labor Standards Act and any other legislation affecting its employees and the rules and regulations issued thereunder insofar as applicable to its employees and shall always save County free, clear and harmless from all actions, claims, demands and expenses arising out of said act and the rules and regulations that are or may be promulgated in connection therewith.

8. Social Security and Other Taxes. The Contractor assumes full responsibility for the payment of all payroll taxes, use, sales, income or other form of taxes, fees, licenses, excises, or payments required by any city, federal or state legislation that is now or may during the term of this agreement be enacted as to all persons employed by the Contractor in performance of the work pursuant to this Agreement, and bears exclusive liability therefore, and meet all requirement's thereunder pursuant to any rules and regulations that are now and may be promulgated in connection therewith.

9. Agreement Documents: Agreement documents consist of this Agreement, Exhibit A, a scope of work which consists of a proposal based on RFP 761, and Exhibit B, budget documents. If there is a conflict between the provisions of these documents, the provisions of this Agreement shall control.

10. Equal Employment Opportunity: The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, gender, gender identity, sexual orientation, age, disability, marital status or national origin.

11. Amendments: Any amendment to this Agreement must be written, approved by both the County and the Contractor, and signed by both parties. Approval by the County

means authorization by the County Council, given in a public meeting of the Council.

12. Public Records Act: Notwithstanding the provisions of this Agreement to the contrary, to the extent any record, including any electronic, audio, paper or other media, is required to be kept or indexed as a public record in accordance with the Washington Public Records Act, RCW Chapter 42.56, as may hereafter be amended, Contractor agrees to maintain all records constituting public records and to produce or assist Clark County in producing such records, within the time frames and parameters set forth in Washington law. Contractor further agrees that upon receipt of any written public record request from the public to the Contractor, Contractor shall, within two business days, notify Clark County of receipt of the request by providing a copy of the request to the Clark County Public Records Officer/Department of Community Planning.

13. Governing Law; Jurisdiction; Venue. This Agreement shall be governed by the laws of the State of Washington. Jurisdiction and venue for any litigation construing, arising from, or related to this Agreement, shall be in Superior Court for the State of Washington in Clark County, Washington.

14. Confidentiality. Except as provided in Section 12, above, with respect to all information relating to the County that is confidential and clearly so designated, the Contractor agrees to keep such information confidential.

15. Conflict of Interest. The Contractor covenants that it has had no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services hereunder. The Contractor further covenants that no person having such interest shall be employed by it, or shall perform services as an independent contractor with it, in the performance of this agreement.

16. Liability Insurance.

A. Commercial General Liability Insurance. The contractor specifically confirms

and warrants that it has Commercial General Liability (CGL) Insurance written under ISO Form CG0001 or its latest equivalent with minimum limits of \$1,000,000 per occurrence and in the aggregate for each one year policy period. This policy must renew annually. This coverage may be any combination of primary, umbrella or excess liability coverage affording total liability limits of not less than \$1,000,000 per occurrence and in the aggregate. However, if other policies are added they must be a follow-form policy in language, renewal date, and have no more exclusions than the underlying coverage. Products and Completed Operations coverage shall be provided for a period of three years following Substantial Completion of the services pursuant to this Agreement Work. The deductible may not be more than \$50,000 unless prior arrangements are made with the County. CGL coverage must not be subject to any endorsement(s) excluding or limiting Product/Completed Operations, Contractual Liability or Cross Liability.

B. Professional Liability (Errors and Omissions) Insurance.

The contractor specifically confirms and warrants that it has errors and omissions liability insurance with minimum limits of \$2,000,000 per occurrence and in the aggregate for each one year period. The Contractor shall obtain, at Contractor's expense, and keep in force during the term of this Agreement, a Professional Liability insurance policy to protect against legal liability arising out of Agreement activity. Such insurance shall provide a minimum of \$2,000,000 per occurrence, with a maximum deductible of \$25,000. It should be an "Occurrence Form" policy. If the policy is "Claims Made", then Contractor shall purchase Extended Reporting Period Coverage (Tail coverage) for three (3) years after the end of the Agreement.

C. Worker's Compensation Insurance.

The Contractor shall provide Worker's Compensation as required by the Industrial insurance laws of the State of Washington.

D. Proof of Insurance.

1. The Contractor shall provide proof of insurance prior to the starting of the Agreement performance. Proof will be on an ACORD Certificate(s) of Liability Insurance, which the Contractor shall provide to Clark County. Each certificate must show the coverage, deductible and policy period.
2. Each policy must be endorsed to state that coverage will not be suspended, voided, canceled or reduced without a 30 day written notice by mail.
3. The Contractor shall provide evidence of continuing coverage during the overlap periods of the policy and the Agreement.
4. Failure to provide proof of insurance within three (3) business days upon demand by the County is agreed by both parties to be a material breach of his Agreement and may result in termination of this Agreement pursuant to Paragraph four (4) above.
5. All policies must have a Best's Rating of A-VII or better.

17. Integration. This Agreement contains a complete and integrated understanding of the Agreement between the parties and supersedes any understandings, Agreement, or negotiations, whether oral or written, not set forth herein or in written amendments hereto made pursuant to Section 11.

18. Severability. If any provision of this Agreement is held invalid, the remainder would then continue in full force and effect.

IN WITNESS THEREOF, County and the Contractor have executed this Agreement on the date first above written.

ECONorthwest

By _____

Printed name: _____

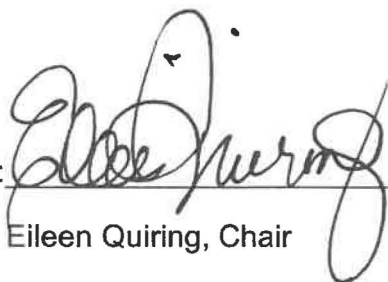
Title: _____

COUNTY COUNCIL
CLARK COUNTY, WASHINGTON

Attest:

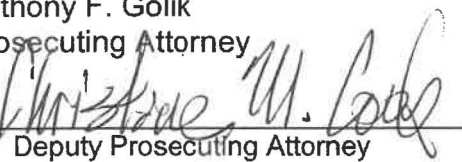


Clerk to the Council

By: 
Eileen Quiring, Chair

Approved as to Form Only:

Anthony F. Golik
Prosecuting Attorney

By: 
Deputy Prosecuting Attorney

By: _____

Temple Lentz, District 1

By: _____

Julie Olson, District 2

By: _____

John Blom, District 3

By: _____

Gary Mevdigy, District 4



Clark County Buildable Lands Program Update

Scope of Work

General Assumptions

- All deliverables will be provided to staff in draft form for review and comment and revised as needed prior to distribution, generally with a minimum of one week for review and comment.
- The County Project Manager will consolidate and reconcile comments from staff and provide direction to the consultant team as needed to clarify direction for revisions.
- County staff will provide access to all required data and documents needed for the consultant team's analysis.
- County staff will schedule meetings, reserve meeting rooms, provide refreshments if desired, provide translation and accessibility accommodations as needed, and handle correspondence with attendees.
- The consultant team will prepare meeting agendas, materials, and meeting summaries for Project Advisory Committee (PAC) meetings.
- County staff will prepare agendas and meeting minutes as required by public records laws for County Council and Planning Commission meetings.
- County staff will lead Vacant Buildable Lands Model (VBLM) runs and summarize outputs.

Scope of Work

Task 1.1 Methodology Review and Issue Summary

Task 1.1 represents the kick-off of the methodology review. County staff has reviewed the existing methodology against the recent changes to state legislation, as summarized in Issue Paper I. The consultant team will review Clark County's Buildable Lands methodology, VBLM methodology, and Issue Paper I relative to the Washington State Department of Commerce 2018 Buildable Lands Guidelines. The consultant team will produce a memorandum that outlines the methodology issues and key questions to be addressed through the subsequent analytical tasks. This memo will provide context for the more detailed analyses and technical memoranda to follow.

Deliverable(s):

- Methodology Issues Summary Memorandum (internal review draft and final for distribution)

Task 1.2 Employment Density Methodology

The consultant team will review and evaluate the Employment Density Methodology from the 2015 Buildable Lands Report. This task will analyze:

- How accurate were the previous methods?
- How does employment density vary by and within employment sectors?
- How does employment density vary by geography (e.g., cities)?
- How are employment patterns and densities shifting over time?

The consultant team will evaluate the merits of the method used in the 2015 BLR as well as alternative methodological options for estimating demand for employment land. The team's analysis will include analyzing building permits, reviewing employment density methods used by other jurisdictions or for other purposes, and conducting informational interviews with real estate professionals to gain insight on recent trends in commercial and industrial employment in Clark County. The consultant team will summarize the results of this analysis in a technical memorandum, along with options and a team recommendation.

Deliverable(s):

- Employment Density Methodology Technical Memorandum (internal review draft and final for distribution)

1.3 Market Factor Methodology

The consultant team will review how market factor (never to convert deductions) methodology are used in the VBLM. The consultant team will approach the market factor research by looking at historic land consumption trends, through expert interviews, and through consultation with the PAC and stakeholders. ECONorthwest will prepare a memorandum that summarizes the results of our research, provides a range of methodological options for consideration by the PAC, and identifies a recommended option along with the rationale for that recommendation.

Deliverable(s):

- Market Factor Methodology Technical Memorandum (internal review draft and final for distribution)

1.4 Population Capacity Approach

The ECONorthwest team will review the methods and assumptions used to estimate population capacity, comparing comprehensive plan density targets with zoning density ranges, and summarize the results including any recommended revisions, in a memorandum to the PAC.

Deliverable(s):

- Population Capacity Technical Memorandum (internal review draft and final for distribution)

1.5 Building Permit Data Collection Methods

This task is a comparison of using assessment data instead of building permit data to monitor growth and development. The consultant team will review data specifications from building permits that are currently gathered and determine whether assessment data could be more efficiently substituted for the permit data. We will summarize the analysis including any recommended revisions in a memorandum to the PAC.

Deliverable(s):

- Building Permit Data Collection Technical Memorandum (internal review draft and final for distribution)

1.6 Urban Holding Overlay Evaluation

The consultant team will review the Urban Holding Overlay planning tool used to phase development in relationship to the new infrastructure gap requirement and the Guidebook. The consultant team will prepare a memorandum that documents the findings and recommend whether and how the Urban Holding Overlay should be used as part of the infrastructure gap analysis.

Deliverable(s):

- Urban Holding Overlay Evaluation Technical Memorandum (internal review draft and final for distribution)

1.7 Methodology Evaluation Summary and Council Briefing

This task is a check-in with County Council on the findings from the consultant team's analysis to date. The consultant team will prepare a report compiling the memoranda produced in tasks 1.1–1.6 with an executive summary as well as a slide deck on key findings and recommendations. The consultant team will also share the proposed work program for the PAC for the remaining phases of the project (from task 2.1) with Council and confirm direction from Council to proceed with the scope of work for the PAC.

Deliverable(s):

- Summary report (compilation of deliverables from 1.1–1.6) with executive summary (draft for internal review and final for distribution)
- Presentation at Council work session

2.1 PAC Scope of Work

The consultant team will outline a scope of work for the PAC. This will include laying out the group's charge and how their recommendations will be used by County decision-makers as well as identifying meeting dates, topics, and materials to be provided in advance of each meeting.

Deliverable(s):

- PAC scope of work (draft for internal review and final for distribution)

2.2 PAC Protocols

The consultant team will draft proposed meeting and decision-making protocols for the PAC to guide how meetings will be run and how decisions or consensus will be handled.

Deliverable(s):

- PAC protocols (draft for internal review and final for distribution)

2.3 PAC Meetings

The consultant team will facilitate and present at a series of up to eight (8) PAC meetings, including preparing agendas, compiling meeting materials, and producing meeting summaries to be posted on the County web page.

Deliverable(s):

- Participation in up to eight (8) PAC meetings by up to two (2) consultant team members per meeting
- Agendas and meeting summaries for up to eight (8) PAC meetings

Task 2.4 combined with Task 2.3

2.5 Initial VBLM runs

The consultant team will coordinate with County GIS on VBLM runs reflecting PAC recommendations. County staff will report out results and any questions or concerns arising from the model runs. The output will be shared with the PAC at one or more meetings.

Deliverable(s):

- None

3.0 PAC Recommendations Summary and Council Briefing

The consultant team will prepare a final report summarizing the PAC recommendations and provide a presentation at a County Council work session or hearing.

Deliverable(s):

- PAC recommendation summary report (draft for internal review and final for distribution)
- Presentation at Council work session

4.0 VLBM Runs/calibration

The consultant team will work closely with the County Project Manager and GIS team on VLBM runs and calibration. County staff will report out results and any questions or concerns arising from the model runs. The output will be structured for inclusion in the draft Buildable Lands Program Report.

Deliverable(s):

- None

5.0 Buildable Lands Program Report

The consultant team will work with the County Project Manager to prepare a draft Buildable Lands Program Report that is hearings-ready.

- Draft Buildable Lands Program Report (draft for internal review and adoption-ready draft)

5.1 Work Sessions and Hearings

The consultant team will present the draft BLR with County staff at a joint County Planning Commission and County Council work session and hearing (two total joint meetings). The consultant team will work with the County Project Manager to make final revisions (consolidated into a single round of final updates) to the Buildable Lands Program Report to respond to input during the work sessions and hearings.

- Presentation at up to two Planning Commission and County Council work sessions and hearings
- Final Buildable Lands Program Report for submission to Department of Commerce

EXHIBIT B

HOURS BY TASK																	TOTALS			
Labor Expenses	1.1	1.2	1.3	1.4	1.5	1.6	1.7	2.1	2.2	2.3	2.4	2.5	3.0	4.0	5.0	6.1	Expenses Totals	Budget		
	Method Review	Emp. Density	Market Factor	Pop. Capacity	Permit Date	1.6 UM Overlay	Summary Rpt & Worksheet on	PAC SOW	PAC Protocols	PAC Meetings & Materials	(combine with 2.3)	VBLM Risks	PAC Report and Presentation	VBLM Risks/Calc. Report	BLI Program Report	PC & Council Presentation (1/2), final edits				
ECONorthwest																				
Bob Parker, Senior Project Director	210	4	4	4	2	4	2	14	6	3	32		4	16	2	12	22	131	\$27,510	18%
Becky Hewitt, Project Manager	145	6	4	20	4	8	4	18	14	6	88		4	26	4	32	24	262	\$37,990	25%
Margaret Ralman, Land Use Planner/GIS Analyst	135	16	20	12		24		16			56		24	12	24	80	26	310	\$41,850	26%
Sub-Total	26	28	36	6	36	6	6	48	20	9	176	0	32	54	30	124	72	703	\$107,350	72%
AHBL																				
Wayne Carlson, Principal	215	4			4		4	4	2		8		4		6	4	40	\$8,600	6%	
Brittany Port, Project Manager	150	4			6		6	2	2		8		4		6	4	42	\$6,300	4%	
Nicole Stickney, Senior Planner	150	4			32		40	8	2		28		6		32	16	168	\$25,200	17%	
	12	0	0	42	0	50	14	6	0	44	0	0	14	0	44	24	250	\$40,100	27%	
Non-Labor Expenses																				
Travel (ECO)								\$170			\$520		\$170				\$340		\$1,200	1%
Travel (AHBL)											\$900						\$450		\$1,350	1%
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170	\$0	\$0	\$1,420	\$0	\$0	\$170	\$0	\$0	\$790	\$0	\$2,550	2%
Totals by Task	1.1	1.2	1.3	1.4	1.5	1.6	1.7	2.1	2.2	2.3	2.4	2.5	3.0	4.0	5.0	6.1	Totals Summary			
Total Labor	\$5,930	\$4,120	\$5,360	\$7,560	\$5,240	\$8,760	\$10,070	\$4,320	\$1,500	\$34,160	\$0	\$4,660	\$11,110	\$4,240	\$24,950	\$15,470	Labor	\$147,450	98%	
Direct Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$170	\$0	\$0	\$1,420	\$0	\$0	\$170	\$0	\$0	\$790	Non-Labor	\$2,550	2%	
Total by Task	\$5,930	\$4,120	\$5,360	\$7,560	\$5,240	\$8,760	\$10,240	\$4,320	\$1,500	\$35,580	\$0	\$4,660	\$11,280	\$4,240	\$24,950	\$16,260				
% of Total Budget	4%	3%	4%	5%	3%	6%	7%	3%	1%	24%	0%	3%	8%	3%	17%	11%		Budget	\$150,000	100%

**Request for Proposal # 761
Buildable Lands Program Update**

Attachment A: COVER SHEET

General Information:

Legal Name of Applicant/Company/Agency Economic Consultants Oregon Ltd. (ECONorthwest)
Street Address 222 SW Columbia Street City Portland State Oregon Zip 97201
Contact Person Robert Parker Title Senior Project Director
Phone 503-506-8129 Fax 503-506-8129
Program Location (if different than above) _____ Email address parker@econw.com
Tax Identification Number 93-0639592

ADDENDUM:

Proposer shall acknowledge receipt of Addenda by checking the appropriate box(es).

None ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐

NOTE: Failure to acknowledge receipt of Addendum may render the proposal non-responsive.

Total Cost Requested Under this Proposal \$ 149,340

I certify that to the best of my knowledge the information contained in this proposal is accurate and complete and that I have the legal authority to commit this agency to a contractual agreement. I realize the final funding for any service is based upon funding levels, and the approval of the Clark County Council.



Morgan Shook, Partner and Project Director
Signature, Administrator of Applicant Agency

July 30, 2019

Date

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PROJECT TEAM

ECONorthwest

ECONOMICS • FINANCE • PLANNING

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.

GMA, BLI, AND DEVELOPMENT CAPACITY

ECONorthwest has considerable experience with GMA, buildable lands inventories, development capacity modeling, and engaging stakeholders. We recently teamed with AHBL to review buildable land report methodologies for Pierce County and started a similar project with Snohomish County in July. Our experience goes back 20 years—ECONorthwest wrote the buildable lands procedures for Snohomish County in 2000. ECONorthwest and AHBL also worked with Thurston County on various aspects of their monitoring report, including an assessment of sampling methodologies. ECONorthwest has completed dozens of buildable land inventories/development capacity analyses for cities throughout the Northwest and firmly understands the data and processes they require. We understand that elements of BLP monitoring reports are carefully scrutinized by stakeholders—including local government partners. Having clear systems of engaging key stakeholders is crucial for success.



AHBL's team of planners have supported state and county-level program guidance on land use issues dating back to 2000. Our planning team has conducted buildable lands analyses for the cities of Bonney Lake, Milton, and Pacific, and are currently working with Pierce County to update its 2021 Buildable Lands Program. Additionally, AHBL has worked with Eastern Washington communities such as the cities of Pasco, West Richland, and Franklin County to review proposed amendments to expand urban growth areas and prepare land capacity analyses in compliance with the GMA.

The AHBL planning team offers direct experience working with the recently adopted Washington State Department of Commerce's 2018 Buildable Lands Guidelines extensive experience assessing jurisdictions' urban growth areas and developing implementable comprehensive plans and regulations to manage urban growth.

ECONORTHWEST CONTACT INFORMATION

Bob Parker will be the Project Director in charge of the project.

Phone: 503-506-8129

Email: parker@econw.com

Address: 222 SW Columbia Street Suite 1600 |
Portland, OR 97201

Becky Hewitt will serve as Project Manager and day-to-day contact, and will oversee execution of the entire project.

Phone: 503-200-5077

Email: hewitt@econw.com

Address: 222 SW Columbia Street Suite 1600 |
Portland, OR 97201

ECONorthwest is E-Verified with the County.

KEY STAFF MEMBERS

ECONorthwest

ECONOMICS • FINANCE • PLANNING



**BOB PARKER, AICP,
SENIOR PROJECT DIRECTOR**

Master of Urban and Regional Planning,
University of Oregon

B.S. Natural Resource Management,
Colorado State University

Bob specializes in land-use and transportation planning, demographic analysis and forecasting, tourism and recreation, economic impact analysis, natural resource management, survey design and analysis, and computer modeling. Parker's specialty is the nexus between land use planning and economic development. He has conducted numerous urban growth boundary assessments, market analysis and feasibility studies, and surveys for cities throughout Oregon. Parker is an Instructor in the Department of Planning, Public Policy, and Management at the University of Oregon, where he teaches core courses in the graduate Community and Regional Planning program. Parker is also currently serving as the Director of the Community Planning Workshop at the University of Oregon and is the Program Manager for the EDA Center for Economic Development at the University of Oregon.



BECKY HEWITT, PROJECT MANAGER
M.R.E.D. Portland State University

M.U.R.P.: Land Use Specialization,
Portland State University

Continuing Studies in Sustainable Design,
Boston Architectural College

B.S. Engineering: Civil and Environmental
Engineering, Duke University

Becky joined ECONorthwest as a Project Manager in 2018. She has over 10 years of experience in urban planning and land use analysis as well as graduate education in both urban planning and real estate development. Becky is a strong writer with skills in spatial and data analysis and excels in synthesizing complex information into cohesive summaries and recommendations. She has experience designing and implementing public and stakeholder engagement and

managing complex multi-disciplinary projects. Prior to joining ECONorthwest, Becky was a Senior Planner with Angelo Planning Group where she worked on a wide range of land use and transportation planning projects, including corridor revitalization plans, concept plans for developing areas, development code audits and updates, and housing analyses.



**MARGARET RAIMANN,
LAND USE PLANNER/GIS ANALYST**

M.U.R.P. Portland State University

B.A. Human Geography, Cartography/GIS,
and Environmental Studies,
University of Wisconsin

Margaret is a Project Associate at ECONorthwest, specializing in land use planning, spatial analysis, and cartographic design. Margaret joined ECONorthwest as a research analyst in 2016, supporting mapping and GIS needs across most practice areas. She completed a Master's in Urban and Regional Planning in 2018 and is skilled in applying her spatial analysis skills to land use, development, and transportation projects, including work on projects that utilize MapCraft tools.



**WAYNE CARLSON, AICP, LEED AP,
LAND USE PLANNER & PRINCIPAL
IN CHARGE**

Master of City and Regional Planning,
Ohio State University

B.A. Political Science,
California State University

Wayne Carlson is a land use planner with 25 years of professional planning experience for cities, counties, state agencies, and private clients throughout Washington. His long-range planning experience includes preparing land capacity analyses, city comprehensive plans, subarea/community plans, and shoreline master program updates. Wayne has prepared numerous code amendments including amendments to zoning, landscape, subdivision, sign, and telecommunications ordinances. He brings a strong understanding of the land use regulations

that influence buildable lands capacity, including zoning densities, parking, critical areas, stormwater regulations, and vegetation retention. In addition to his technical expertise, Wayne is also a skilled public facilitator and excels at communicating complex concepts to non-technical audiences and building consensus among varied stakeholder groups.



**NICOLE STICKNEY, AICP,
PLANNING PROJECT MANAGER**
Master of Science, Transportation Systems &
Planning, University of Washington
B.A. Community & Environmental Planning,
University of Washington

Nicole Stickney is a land use planner who has worked on a range of planning projects for public-sector clients throughout Washington. She brings specialized experience with policy development, code writing, environmental analysis, and development review. She also has exceptional skills in group facilitation and engagement, public presentations, and in moving high-profile projects forward. Her experience also includes assisting the City of West Richland to successfully amend its urban growth area boundary.



**BRITTANY PORT, AICP,
SENIOR LAND USE PLANNER**
Master of City and Regional Planning,
Ohio State University
B.S. City and Regional Planning,
Ohio State University

Brittany Port is a land use planner with professional experience in both current and long-range planning projects. Brittany has worked on a variety of policy planning projects, comprehensive plan updates, shoreline master programs, and zoning code updates for public-sector clients in Washington and California. In her role as the land use planner responsible for GIS mapping and analysis for seven Shoreline Master Program Comprehensive Updates, Brittany prepared and conducted the buildable lands analysis for the shoreline impacts analysis for jurisdictions in Lewis, Pierce, and Grays Harbor Counties.

MANAGEMENT APPROACH

It is our practice at ECONorthwest to establish clear lines of communication with the client project manager 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 client'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 will produce an overall project schedule at the outset that accounts for required review times and anticipated project milestones and ensure that we have buy-in from key project team members that the schedule is reasonable and meets the client's needs. We will maintain regular communication with the client'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 client's project manager and other key members of the project team.

Communicating with the public, Project Advisory Committee, County Council, and other interested parties

Translating technical analysis and complex ideas into clear findings, messages, or recommendations for the public and decision-makers is the crux of ECONorthwest's work. We are experienced at presenting to lay audiences and distilling conclusions in a variety of written and graphic formats and have developed communications tools that help illustrate key economic concepts at the appropriate level of detail for a public audience.

When we prepare our initial project schedule, we work with staff to refine the PAC process and stakeholder input. We identify the most appropriate milestones to gather input or feedback and articulate the key questions for those audiences at each milestone. As we prepare for those milestones, we refine

the agendas, the specific presentation topics, or discussion questions, and the appropriate format to ensure each "touch point" meets the needs of the audience and the project. Project tracking also includes regular update emails to clients. ECONorthwest project managers advise the client on the best use of budget resources.

With any project, there are dynamics at play that often result in changes that can affect a project. 'Pivoting' successfully in the face of such change is a skill acquired through years of experience and past projects that challenge the project manager to think creatively. Our staff has amassed such experience through our 3,000+ projects that help answer difficult technical questions for a diverse set of clients. And while such changes are unexpected by nature, we understand that clear communication and flexibility are the key factors in responding successfully to change.

RESPONDENT'S CAPABILITIES

ECONorthwest has unrivaled expertise developing Buildable Lands Inventories and Housing Needs Analyses. Our staff have completed studies for more than 30 jurisdictions since 2000. Recent projects include analyses for the Oregon cities of Hood River, Scappoose, and Cottage Grove, as well as Issaquah, WA, Island County and Skagit County. ECONorthwest is currently working with Pierce County on a BLI and Kitsap County on an HNA and BLI. Below are key examples of ECONorthwest's similar work.

2021 BUILDABLE LANDS REPORT—PIERCE COUNTY, WA (ONGOING)

ECONorthwest and AHBL are working with Pierce County on the 2021 Pierce County Buildable Land Report that will survey Pierce County and its 23 cities and towns' development permitting data, inventory of developable lands, and wetlands / steep slopes information. This in-depth inventory of buildable land throughout Pierce County provides a snapshot of available land for residential, commercial, and industrial lands development to compare to the County's growth needs identified in its Comprehensive Plan. The primary product of AHBL and ECONorthwest's efforts will include a capacity analysis of developed versus buildable lands per the Growth Management Act (GMA) and Washington State Department of Commerce's 2018 Buildable Lands Guidelines.

Reference:

Jessica Gwilt, Long Range Planner
Pierce County Planning and Land Services
jessica.gwilt@piercecountywa.gov
253-796-6924

SNOHOMISH BUILDABLE LANDS —SNOHOMISH COUNTY, WA

For Snohomish County, ECONorthwest prepared a report that details methods to be used by the County and its cities in meeting state requirements for a buildable lands analysis. The analysis addressed both land supply and land demand for residential, employment, and other land needs. The methodology addressed the collection and monitoring data on land capacity, growth and development, and land needs, as well as development policies and interjurisdictional coordination.

Reference:

Steve Toy
Snohomish County, WA
steve.toy@snoco.org
425-388-3311

BUILDABLE LANDS ANALYSIS —THURSTON COUNTY, WA

For Thurston County, Washington, ECONorthwest and AHBL evaluated the methodology and assumptions for the County's buildable lands inventory. The topics included residential density assumptions, critical areas and associated buffers, use of a market factor, land supply issues, and residential redevelopment and infill. The project included evaluation of the methodology and assumptions for Thurston County's population forecast.

Reference:

Michael Welter
Thurston County, WA
welterm@co.thurston.wa.us
360-786-5553

BUILDABLE LANDS ANALYSIS —PIERCE COUNTY, WA (2007)

For Pierce County, WA, ECONorthwest evaluated prior land inventories, developed evaluation tools, and provided technical assistance to local governments in Pierce County to help them meet the requirements of the state buildable lands program legislation (RCW 36.70A.215). ECO provided research and technical/educational strategies related to data collection,

implementation of measures, and refining assumptions associated with a category of buildable land. Among its technical tasks, ECO identified thresholds necessary to validate a sampling of projects to establish a five-year density trend by zoning classification, and evaluated alternative assumptions for defining underdeveloped residential lands.

Reference:

Dan Cardwell
Pierce County
dan.cardwell@piercecountywa.gov
253-798-7039

INDUSTRIAL ZONED LANDS ANALYSIS — KENNEWICK, WA (2016)

ECONorthwest conducted an industrial lands study for the City of Kennewick to inform the City's economic development planning and the potential for a possible urban growth area expansion under the Growth Management Act. The study evaluated the demand for different industrial land users in the Tri-Cities region and analyzed the supply of industrial zoned land in Benton and Franklin County in aggregate and by the site requirements of specific industrial land users. Based on the demand and supply analyses, the study then assessed Kennewick's competitiveness for different industrial uses and the city's land supply to accommodate those uses. Lastly, the study outlined different policy options the city could pursue in the near- and long-term to realize its community and economic development objectives for industrial lands.

Reference:

Gregory McCormick, Community Planning Director
City of Kennewick, WA
greg.mccormick@ci.kennewick.wa.us
509-585-4463

SKAGIT COUNTY INDUSTRIAL LANDS BUILDABLE LANDS INVENTORY—SKAGIT COUNTY, WA (2013)

For the Port of Skagit, ECONorthwest developed an inventory of buildable industrial land. The inventory resulted in estimates of buildable unconstrained vacant land and partially vacant industrial land in rural Skagit County, and in each city in Skagit County.

Reference:

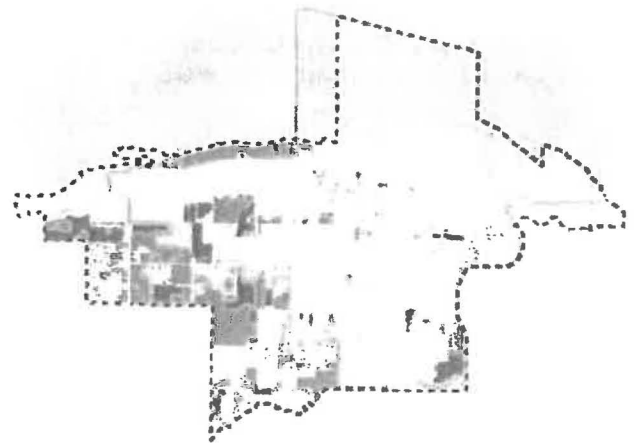
Sara K. Young
Port of Skagit
15400 Airport Dr | Burlington, WA 98233

BUILDABLE LANDS INVENTORY AND HOUSING ANALYSIS—HOOD RIVER, OR (2015)

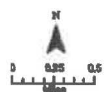
The City of Hood River needed a housing needs analysis as the basis for an update to their Comprehensive Plan and to help the City understand the impact of secondary and vacation housing on housing affordability within the community. ECONorthwest determined how much and what type of housing Hood River will need over the next 20 years, developed an inventory of buildable residential land within Hood River's Urban Growth Boundary, and inventoried secondary and vacation housing within the city. ECONorthwest estimated whether Hood River's land base was sufficient to accommodate the forecast of residential growth, including possible future demand for secondary and vacation housing. Based on this analysis, ECONorthwest reviewed and suggested changes to the City's residential development policies.

Reference:

Kevin Liburdy, Senior Planner
City of Hood River Planning Department
kevin@ci.hood-river.or.us
541-387-5210



Hood River Residential BLI
Residential Land by
Development Status
Hood River, Oregon



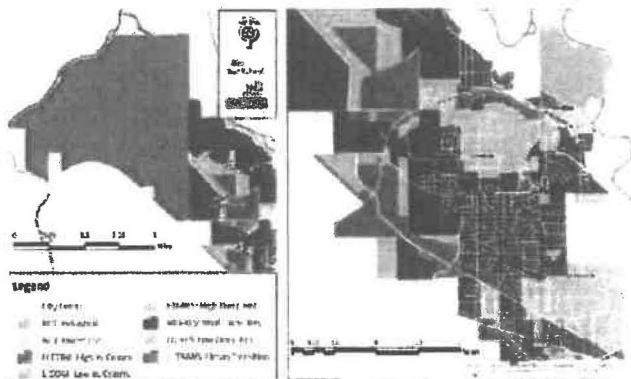
Map from Hood River Buildable Lands Inventory.

COMPREHENSIVE PLAN UPDATE —WEST RICHLAND, WA

AHBL served as the prime consultant, working collaboratively with the City of West Richland staff and officials on the periodic update of their Comprehensive Plan. This Comprehensive Plan is the long-term strategy to manage the City's natural and built environment. The plan is a GMA-compliant "blueprint" for the next twenty years of growth, and positions West Richland to continue thriving as a community that retains its welcoming, neighborly character, and achieves the economic growth necessary to maintain a high quality of life.

The most noteworthy outcome of the 2017 update was the modification to the City's Land Use Map. A large portion of the Lewis & Clark Ranch was re-designated as "Urban Transition" with 6,139 acres of the ranch's more than 7,800 acres to be held in transition during the 20-year planning period of the Comprehensive Plan.

In addition to the re-designation, we made revisions and updates to the plan to ensure compliance with the requirements of the Growth Management Act (GMA). We completed a gap analysis based on Department of Commerce's Expanded Comprehensive Plan Checklist, to identify unnecessary, redundant, and inconsistent information to develop a more concise and usable document.



In 2018, the City of West Richland and AHBL were awarded the Joint APA-PAW Planning Award for Comprehensive Planning/Development Regulations—Small Cities/Counties.

PROJECT UNDERSTANDING

Clark County wants a consultant that can provide technical assistance in preparing an adoption-ready Buildable Lands Report by March 1, 2021. The project requires experience with developing building lands inventories, estimating development capacity, documenting assumptions, and appropriately engaging stakeholders. The effort requires a thorough understanding of GMA and the associated Buildable Lands Program. ECONorthwest and AHBL have considerable experience in all of these areas.

The Washington State Growth Management Act (RCW.36.70A) was enacted in 1990 and requires local governments to manage growth by preparing comprehensive plans, designating urban growth areas, identifying and protecting critical areas and natural resource lands, and implementing the plans through capital investments and development regulations. Two key goals of the Growth Management Act (GMA) are to encourage urban growth in urban areas and reduce sprawl. To achieve these goals, cities must strive for efficient land use patterns through development at urban densities (generally considered four or more dwelling units per acre) by creating comprehensive land use plans and implementation strategies.

Amendments to the GMA in 1997 (RCW.70A.215) require GMA counties and cities to collect data on buildable lands and analyze how planning goals are being achieved. The amendments, often referred to as the Buildable Lands Program, require local governments to monitor the amount and density of residential, commercial, and industrial development that has occurred since adoption or revision of a jurisdiction's GMA comprehensive plan. Seven urban counties to participate in the Program (Clark, King, Kitsap, Pierce, Snohomish, Thurston, and Whatcom); the program is optional for all other counties. The required analysis, typically called the "Buildable Lands Report" is an evaluation of the adequacy of the remaining suitable residential, commercial, and industrial land supply within urban growth areas (UGAs) to accommodate projected growth at observed development densities.

In short, the Buildable Lands Program is a review and evaluation program under RCW 36.70A.215 and WAC 365-196-315 that requires applicable counties and cities to (a) determine whether a county and

its cities are achieving urban densities within urban growth areas by comparing growth and development assumptions, targets, and objectives contained in the countywide planning policies and the county and city comprehensive plans with actual development that has occurred, and (b) identify reasonable measures, other than adjusting urban growth areas, that will be taken to comply with the requirements.

In 2017, Washington Legislature passed E2SSB 5254 which amended the Buildable Lands statute (RCW 36.70A.215). The Department of Commerce prepared an updated guidebook (Buildable Lands Program Guidelines) in 2018. The guidebook describes best practices and methodologies related to preparing buildable land reports. As Clark County initiates work on the 2021 BLR, it will need to consider these amendments and the related guidance to ensure programmatic compliance. Clark County has to complete its Buildable Lands Update and submit to the Department of Commerce by June 30, 2021

PROJECT APPROACH

Clark County wants to review procedures and methodologies, identify changes if necessary, and coordinate with a project advisory committee based on the new guidelines prior to initiating the next Buildable Lands Report. The ultimate goal of this project is to prepare an adoption-ready Buildable Lands Report that is compliant with BLP guidelines.

The project is much more than a technical analysis. By definition, the Buildable Lands Program is a political process that involves a range of stakeholders. The technical analysis informs local decisions about how much land is in UGAs—a process that has significant implications for both residents, developers, and natural features that may be impacted by urbanization. As a result, the BLP affects everyone in the participating counties.

Public, private, and nonprofit organizations all have individual interests related to how the buildable land program functions and differing views on the Buildable Lands Program and its role under the Growth Management Act. Stakeholders can have legitimate disagreements about requirements and approaches. The ECONorthwest team will identify methodological options and seek to balance the various interests through a structured and extensive stakeholder engagement process. To address these challenges,

we frame the project with three components:

1. *Stakeholder Engagement* that informs the process and builds broad support for the final buildable lands report,
2. *Evaluation and Analysis* that establishes a common understanding of existing conditions and trends shaping development in Clark County and its communities, as well as complying with the update Commerce Department's guidebook, and
3. *Buildable Lands Report* that provides clear and effective analysis that is consistent with programmatic guidance and requirements.

With respect to stakeholder engagement, the RFP requests the consultant facilitate stakeholder input and Project Advisory Committee (PAC) meetings. The PAC process will begin with an updated scope of work based on compliance recommendations. The RFP also includes several meetings with the Clark County Council: the first is to get Council approval of PAC recommendations; the second to present the draft buildable lands report.

In summary, our approach will be to combine clearly structured process steps with sound technical analysis to identify methodological options for review by the PAC and key stakeholders. We propose to organize the process as a set of PAC discussions around the key methodological deliverables. The first steps in the process will be to develop an overall project timeline, and a consensus based decision making approach and work program for the PAC. The intent is to obtain PAC consensus on methods before conducting the detailed technical work that comprises the Clark County Buildable Lands Report.

WORK PROGRAM

We have carefully reviewed the work program in the RFP and do not propose any modifications to the tasks. Due to space limitations, we do not repeat the entire work program here.

Section 1B (Required Services) of the RFP indicates the project will focus on several areas related to the Buildable Land Report:

Task 1.1: Review the Vacant Buildable Lands Model (VBLM) for consistency with the 2018 guidelines

The VBLM is foundational to the Buildable Lands Report—it analyzes the potential residential and employment capacity of each urban growth

area based on vacant and underutilized land classifications. The capacity is then used to determine the amount of urban land needed to accommodate projected population and job growth for the next 20-year planning horizons and to analyze land consumption or conversion rates on an annual basis for plan monitoring purposes.

The ECONorthwest Team will prepare a report that details proposed revisions to methodologies and procedures that includes technical analysis that supports the proposed revisions. We propose to present methodological options to the PAC at one or more meetings prior to finalizing recommendations.

Task 1.2: Review the Employment Density Methodology

Employment densities are used to estimate the capacity of vacant and underutilized lands and estimate the amount of employment land needed to accommodate 20 years of forecast growth.

Clark County last completed an employment density survey for the 2015 Buildable Lands Report. That methodology looked at building permits issued between 2006 and 2014. The County is interested in whether the methods and assumptions used in the 2015 Report are still reasonable, and if there are ways to improve them. The key questions considered in this task are:

- How accurate were the previous methods?
- How does employment density vary by and within employment sectors?
- How does employment density vary by geography (e.g., cities)?

Some counties previously used Employment Security data that allowed matching of specific employers to tax lots. The ESD no longer releases business-specific employment data. In addition, the County desires to understand how employment densities may have changed over time based on changing work configuration and technologies. ECONorthwest proposes to use the following approaches:

- Analysis of building permits (e.g., the method used in the 2007 and 2014 BLP).
- A review of studies surrounding buildable land inventories, employment surveys, and other relevant research to observe new employment density methods or consider changing assumptions.

- Informational interviews with real estate professionals to gain insight on recent trends in commercial and industrial employment in Pierce County.

The 2015 BLR used a relatively simple method that applied standardized average employee per acre assumptions for commercial and industrial uses. We propose to evaluate the merits of the method used in the 2015 BLR as well as alternative methodological options for estimating demand for employment land.

Task 1.3: Review how Market Factors are used in the VBLM

WAC 365-196-310(2)(e) states "The urban growth area may not exceed the areas necessary to accommodate the growth management planning projections, plus a reasonable land market supply factor, or market factor. In determining this market factor, counties and cities may consider local circumstances. The 2018 guidebook plainly states that market factors can and should be distinct for different counties and for urban growth areas. The 2007 BLR used a 10% market factor at the direction of the Board; the 2015 BLR does not clearly state what assumption was used.

The ECONorthwest team will approach the market factor research by looking at historic land consumption trends, conducting expert interviews, and through consultation with the PAC and stakeholders.

ECONorthwest will prepare a memorandum that summarizes the results of our research and provides a range of methodological options for consideration by the PAC. We will also provide a recommended option that clearly explains the rationale for the option.

Task 1.4: Review methodology to estimate population capacity based on comprehensive plan density

The ECONorthwest team will review the methods and assumptions used to estimate population capacity. Based on review of the monitoring section of the County's website, annual reports are produced and timed to correspond with the Assessor's rollover. The model-run summaries use results from the buildable lands inventory with deductions for land that will not convert and is needed for infrastructure. The developable net acres then serve as the basis for housing unit capacity (using an average density in dwelling units per acre assumption) and population (using an average household size assumption).

The ECONorthwest team will review the methods and assumptions used to estimate population capacity and summarize the results including any recommended revisions, in a memorandum to the PAC.

Task 1.5: Review methodology of collecting building permit data from individual jurisdictions compared with using assessor building data

This task is a comparison of using assessment data instead of building permit data to monitor growth and development. The ECONorthwest team will review data specifications from building permits that are currently gathered and determine whether assessment data could be more efficiently substituted for the permit data. We will summarize the analysis including any recommended revisions, in a memorandum to the PAC.

Task 1.6: Review Urban Holding Overlay planning tool used to phase development in relationship to the new infrastructure gap requirement

RCW 36.70A.215(3)(b)(i) provides that a review and evaluation of the land use designation and zoning/development regulations and infrastructure gaps are part of the evaluation criteria to determine if there is sufficient land suitable to accommodate countywide population projections. The goal is to understand if and how development regulations or infrastructure gaps may affect density or timing of growth. The 2018 Guidebook recommends jurisdictions consider the following:

- Is there a long-term lack of urban development in the area?
- How did the recent comprehensive plan address the needed infrastructure provision, and is that information still valid?
- If the infrastructure is anticipated to be provided later in the planning period, is development likely to occur quickly so that planned development is realized within the planning period, or will some of the area remain undeveloped?

The ECONorthwest team will review the Urban Holding Overlay in light of the Guidebook and prepare a memorandum that documents the findings and any recommended modifications to the tool.

Task 1.7: Present proposed revisions and PAC scope to Council

This task is a check-in with County Council on the findings and PAC recommendations to date. The ECONorthwest Team will prepare a summary report and slide deck on key findings and recommendations as well as a work program for the PAC for the remaining phases of the project.

Task 2.1 – 2.5: PAC Process

The RFP outlines several tasks related to the PAC—the scope of work, a consensus-based decision making process, PAC meetings to review technical work conducted as part of Task 1, and coordination with County GIS on VLBM runs based on PAC recommendations. The ECONorthwest team will work closely with the County Project Manager on all elements related to Task 2 consistent with the steps outlined in the RFP.

Based on input from the County, we anticipate that 6-8 PAC meetings will be required. We budgeted 8 PAC meetings and 4 work sessions/hearings with the County Council.

Task 3: Final Report and Presentation of PAC Recommendations

The ECONorthwest Team will prepare a final report and presentation at a County Council hearing summarizing the PAC recommendations.

Task 4: VLBM Runs/calibration

The ECONorthwest Team will work closely with the County Project Manager and GIS team on VLBM runs and calibration. The output will be shared with the PAC at one or more meetings and will be structured for inclusion in the draft BLR.

Task 5.0 – 5.1: Draft Buildable Lands Report and Presentation

The ECONorthwest Team will work with the County Project Manager to prepare a draft BLR that is hearing-ready.

PROPOSED COST

HOURS BY TASK																		TOTALS		
Labor Expenses	1.1	1.2	1.3	Task 1		1.5	1.6	1.7	2.1	Task 2		2.4	2.5	Task 3	Task 4	Task 5	5.1	Hours	\$	% of Budget
	\$/Hour	Method	Density	Market	Pop	Permit	UH	Council	PAC	PAC	PAC	Meeting	VBLM	PAC Report	VBLM	Program	Presentation			
ECONorthwest																				
Bob Parker, Senior Project Director	210	4	4	4	2	4	2	8	8	8	8	8	4	8	4	16	12	104	\$21,840	15%
Becky Hewitt, Project Manager	145	8		16	4	12	4	8	16	16	40	16	8	16	8	32	16	220	\$31,900	21%
Margaret Reimann, Land Use Planner/GIS Analyst	135	16	16	20		20		16			40	40	20	40	16	80	24	348	\$46,980	31%
Sub-Total	28	20	40	6	36	6	32	24	24	88	64	22	64	28	128	62	672	\$100,720	87%	
AHBL																				
Wayne Carlson, Principal	215	4			4		4	8	2		8	4		8		8	8	58	\$12,470	8%
Brittany Port, Project Manager	150	4			16		16	16	4		16	8		16		24	16	136	\$20,400	
Nicole Stokney, Senior Planner	150				20		40									40		100	\$15,000	10%
	8	0	0	40	0	60	24	6	0	24	12	0	24	0	72	24	294	\$47,670	32%	
Non-Labor Expenses																				
Travel								\$250						\$250		\$500		\$750	1%	
Reproduction/Printing																		\$0	0%	
Computer/Data Expense																		\$0	0%	
Miscellaneous																		\$0	0%	
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$250	\$0	\$0	\$500	\$0	\$750	1%
Totals by Task																				
Total Labor	\$5,620	\$3,000	\$5,880	\$7,260	\$5,280	#####	\$9,120	\$5,030	\$4,000	\$17,000	\$11,460	\$4,700	\$13,520	\$4,160	\$30,120	\$12,200		Labor	\$148,590	99%
Direct Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$250	\$0	\$0	\$0	\$0	\$0	\$250	\$0	\$0	\$500		Non-Labor	\$750	1%
Total by Task	\$5,620	\$3,000	\$5,880	\$7,260	\$5,280	#####	\$9,370	\$5,030	\$4,000	\$17,000	\$11,460	\$4,700	\$13,770	\$4,160	\$30,120	\$12,700				
% of Total Budget	4%	2%	4%	5%	4%	7%	6%	3%	3%	11%	8%	3%	9%	3%	20%	9%		Budget	\$149,340	100%

RESUMES



BOB PARKER, AICP, SENIOR PROJECT DIRECTOR

**Master of Urban and Regional Planning,
University of Oregon**

**B.S. Natural Resource Management,
Colorado State University**

Bob specializes in land-use and transportation planning, demographic analysis and forecasting, tourism and recreation, economic impact analysis, natural resource management, survey design and analysis, and computer modeling. Parker's specialty is the nexus between land use planning and economic development. He has conducted numerous urban growth boundary assessments, market analysis and feasibility studies, and surveys for cities throughout Oregon. Parker is an Instructor in the Department of Planning, Public Policy, and Management at the University of Oregon, where he teaches core courses in the graduate Community and Regional Planning program. Parker is also currently serving as the Director of the Community Planning Workshop at the University of Oregon and is the Program Manager for the EDA Center for Economic Development at the University of Oregon.

DESCRIPTION OF EXPERTISE

- **Buildable Lands Inventory—Pierce County, WA.** Evaluating prior land inventories, developing evaluation tools, and providing technical assistance to local governments in Pierce County, WA to help them meet the requirements of the state buildable lands program legislation.
- **Newberg Buildable Lands Inventory and Urban Growth Boundary Expansion Evaluation—Newberg, OR.** Developed an inventory of residential and employment land and evaluated UGB expansion using the new Division 38 streamlined process for UGB expansion.
- **Evaluation of Thurston County's Buildable Lands Methodology—Thurston County, WA (2006).** Evaluated Thurston County's buildable lands methodology and population and employment forecast methodology.
- **Skagit County Industrial Lands, Buildable Lands Inventory—Skagit County, WA (2013).** Developed an inventory of buildable industrial land and estimated the demand for industrial land and the characteristics of land needed by industrial firms in Skagit County, Washington.

- **City of Springfield Buildable Lands Inventory Database Enhancements—Springfield, OR (2008).** Developed GIS data models and query systems for the City of Springfield for a buildable lands monitoring system.
- **CTED Buildable Lands Program Evaluation—Tacoma, WA (2007).** Developed a methodology and set of evaluation indicators for the State of Washington's Buildable Lands Program.
- **Housing Needs Analysis.** Conducted housing needs analyses to determine residential land needs and provide technical analysis for a comprehensive plan update in the Oregon cities of: Cottage Grove, McMinnville, Redmond, Lakeview and Paisley, Roseburg, Klamath Falls, Keizer, Newberg, Tualatin, Hillsboro, Hood River, Talent, Scappoose, Sherwood, Wilsonville, Newport, Phoenix, Damascus, Medford, and Pendleton, as well as for the cities in Clackamas County, the Salem-Keizer Region, Jackson County, and the Bear Creek Valley. Housing needs analysis includes: inventory of suitable employment 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.
- **Population Forecast—Various, Oregon and Washington.** Forecasted population in the following areas: Hood River County (OR), Jefferson County (OR), Jackson County (OR), Malheur County (OR), Josephine County (OR), Redmond (OR), City of Blaine (WA), City of Sandpoint (ID), and the Foothills Subarea (WA).

**BECKY HEWITT, PROJECT MANAGER****M.R.E.D. Portland State University****M.U.R.P.: Land Use Specialization,
Portland State University****Continuing Studies in Sustainable Design,
Boston Architectural College****B.S. Engineering: Civil and Environmental
Engineering, Duke University**

Becky joined ECONorthwest as a Project Manager in 2018. She has over 10 years of experience in urban planning and land use analysis as well as graduate education in both urban planning and real estate development. Becky is a strong writer with skills in spatial and data analysis and excels in synthesizing complex information into cohesive summaries and recommendations. She has experience designing and implementing public and stakeholder engagement and managing complex multi-disciplinary projects. Prior to joining ECONorthwest, Becky was a Senior Planner with Angelo Planning Group where she worked on a wide range of land use and transportation planning projects, including corridor revitalization plans, concept plans for developing areas, development code audits and updates, and housing analyses.

DESCRIPTION OF EXPERTISE

- **Ashland Housing Implementation Strategy—Ashland, OR (2019).** Evaluated strategies to remove barriers to multifamily rental housing development. Analyzed market conditions that influence development feasibility for multifamily rental housing and tested the impact of development code amendments and property tax abatement programs on development feasibility.
- **Cottage Grove Housing Implementation Strategy—Cottage Grove, OR (2019).** Worked with staff and an Advisory Committee to advance recommendations to support housing production, including urban renewal, property tax abatements, and partnerships for development of surplus school district property. Analyzed potential housing development outcomes for a key opportunity site, including site capacity and anticipated housing types and price points under a range of zoning scenarios. Provided visual examples of various housing types and compared expected price points to what would be affordable and desirable for a range of illustrative example households.
- **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.
- **Bend Core Area Plan—Bend, OR (2018-ongoing).** Assisting in the preparation of an Urban Renewal Plan and vision for Bend's Core Area.
- **Eugene River Road BRT Planning—Eugene, OR (2018-ongoing).** Providing housing and retail market research, analysis of development potential with and without policy and zoning changes using MapCraft labs, and evaluation of displacement risk as a result of policy changes.
- **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
- **Medford Housing Incentives Analysis—Medford, OR (2018).** Provided research and analysis to inform and guide City strategies to support affordable housing goals. Evaluated financial obstacles to Accessory Dwelling Unit production and the impact of potential City incentives, such as waiving System Development charges; provided analysis and insights from other communities to inform administration of the City's recently adopted Construction Excise Tax; and evaluated a range of property tax abatement programs.



**MARGARET RAIMANN,
LAND USE PLANNER/GIS ANALYST**
M.U.R.P. Portland State University
B.A. Human Geography, Cartography/GIS,
and Environmental Studies,
University of Wisconsin

Margaret is a Project Associate at ECONorthwest, specializing in land use planning, spatial analysis, and cartographic design. Margaret joined ECONorthwest as a research analyst in 2016, supporting mapping and GIS needs across most practice areas. She completed a Master's in Urban and Regional Planning in 2018 and is skilled in applying her spatial analysis skills to land use, development, and transportation projects, including work on projects that utilize MapCraft tools.

DESCRIPTION OF EXPERTISE

- **Troutdale Housing Needs Analysis—Troutdale, OR (2019—Ongoing).** Developing a housing needs analysis, a buildable lands inventory, and a housing strategy for the City of Troutdale.
- **Tualatin Economic Opportunities Analysis and Housing Needs Analysis—Tualatin, OR (2019—Ongoing).** Developing an economic opportunities and housing needs analysis for the City of Tualatin.
- **Newberg UGB Study—Newberg, OR (2019).** Provided technical assistance to the City of Newberg on implementing the simplified method for UGB expansion.
- **Sherwood Economic Opportunities Analysis—Sherwood, OR (2019).** Developed an economic opportunities analysis and develop policies to implement the analysis for the City of Sherwood.
- **Newberg Housing Needs Analysis—Newberg, OR (2019).** Developed a housing needs analysis, a buildable lands inventory, and a housing strategy for the City of Newberg.
- **McMinnville Housing Needs Analysis—McMinnville, OR (2019).** Developed a housing needs analysis, a buildable lands inventory, a housing strategy, and updated Comprehensive Plan Housing Element for the City of McMinnville.
- **Clackamas County Housing Needs Analysis—Clackamas County, OR (2018—Ongoing).** Developing housing needs analysis and buildable lands inventory for 11 jurisdictions in Clackamas County, plus the unincorporated areas of the County.
- **Creswell Land Needs Analysis—Creswell, OR (2018—Ongoing).** Develop an economic opportunities analysis for the City of Creswell, which will be used to update the City's Comprehensive Plan.
- **Economic Opportunities Analyses for Cities in Eastern Oregon – Cities in Harney County, Lake County, Wheeler County, and City of Maupin (2019).** Developed economic opportunities analyses for cities in Eastern Oregon. Collaborated with city and county staff and advisory committees to develop recommendations the help cities update economic development policies and implement the analysis
- **Portland Streetcar Corridor Analysis—Portland, OR (2018).** Research analyst. Assisted in calculating new development, including the change in market-rate and affordable housing units, along the Portland streetcar corridor for Portland Streetcar Inc.
- **COAR Quarterly Real Estate Analysis—Various, OR (2017—Ongoing).** Producing quarterly real estate market trend report for Deschutes, Jefferson, and Crook counties and submarkets for Central Oregon Association of Realtors.
- **Equitable TOD Strategy—King County, WA (2017).** Research analyst. Provided spatial analysis support to help create a framework to guide County investments in support of equitable real estate development around high capacity transit nodes for King County and King County Metro.
- **Portland Housing Center Interactive Affordability Map—Portland, OR (2016).** Research analyst. Created a visualization and interactive mapping platform displaying data on housing affordability and displacement in the Portland Metro region. The analysis used a combination of data from the Census and RLIS from 1990 to 2014 and included projections through the year 2020. The mapping platform was designed using JavaScript-based libraries.



**WAYNE CARLSON, AICP, LEED AP
LAND USE PLANNER,
PRINCIPAL-IN-CHARGE**

**The Ohio State University, Master of City and
Regional Planning with Distinction**

**California State University, Fullerton, B.A. in
Political Science, Cum Laude**

DESCRIPTION OF EXPERTISE

Wayne Carlson is a land use planner with 25 years of professional planning experience for cities, counties, state agencies, and private clients throughout Washington. His long-range planning experience includes preparing land capacity analyses, city comprehensive plans, sub-area/community plans, and shoreline master program updates. Wayne has prepared numerous code amendments including amendments to zoning, landscape, subdivision, sign, and telecommunications ordinances. He brings a strong understanding of the land use regulations that influence buildable lands capacity, including zoning densities, parking, critical areas, stormwater regulations, and vegetation retention. In addition to his technical expertise, Wayne is also a skilled public facilitator and excels at communicating complex concepts to non-technical audiences and building consensus among varied stakeholder groups.

RELEVANT EXPERIENCE

- **Pierce County Buildable Lands 2021 Program Update (current).** Wayne is Principal-in-Charge for the thorough evaluation of Pierce County's buildable lands inventory to ensure the County is in line with the standards of the Growth Management Act. Topics evaluated include residential density assumptions, critical areas and associated buffers, use of a market factor, land supply issues, and residential redevelopment and infill. The project will include the evaluation of the methodology and assumptions for Pierce County's population forecast.
- **City of West Richland Land Capacity Analysis.** The City of West Richland has very large and active agricultural areas in the city, as well as Bureau of Land Management restrictions on two large United States Public Land Survey sections in the center of the City. The City asked AHBL to find out the amount of land currently available for development within the City limits and its potential UGA in order to determine how best to adjust the City's boundaries to support future commercial,

residential, and industrial development.

- **Integrating LID into Local Codes: A Guidebook for Local Governments.** AHBL prepared a guidebook for integrating low impact development principles and BMPs into local codes. This work involved the preparation of amendments to municipal code chapters covering clearing and grading, landscaping, tree retention, impervious surface coverage, site plan approval, streets, utilities, and subdivision design. In addition to the preparation of the Guidebook, AHBL staff trained local government staff and solicited public comments on the Guidebook at meetings in Mount Vernon, Poulsbo, Tacoma, and Vancouver.
- **LID Training for Elected Officials—Washington State Department of Ecology.** As part of the Washington State Department of Ecology's (Ecology) low impact development (LID) training initiative, AHBL was contracted to provide 13 in-person briefings to elected officials and management staff. The purpose of the briefings was to introduce the content of the recently reissued NPDES Municipal Stormwater Permits to elected officials with specific emphasis on the requirement to integrate LID into local codes and standards.
- **Eastern Washington Low Impact Development Guidance Manual and Facilitation.** Recognizing the need for design guidance applicable to the region, Spokane County secured grant funding from the Washington State Department of Ecology to develop an Eastern Washington Low Impact Development (LID) Guidance Manual. AHBL led the preparation of the Manual, which provides guidance to design professionals on planning, design, construction, and long-term maintenance and operation of structural and non-structural LID practices. Our scope of work also included providing educational outreach to eastern Washington jurisdictional staff, consultants, and elected officials on the contents of the draft Eastern Washington LID Guidance Manual and its practical use for project design.

REGISTRATION

- Fellow of the American Institute of Certified Planners, 2018
- American Institute of Certified Planners (AICP), 1996
- LEED® Accredited Professional, U.S. Green Building Council, 2004



**BRITTANY PORT, AICP,
SENIOR LAND USE PLANNER**

Master of City and Regional Planning, The
Ohio State University, 2014

B.S., City and Regional Planning, with honors,
The Ohio State University, 2013

DESCRIPTION OF EXPERTISE

Brittany Port is a land use planner with professional experience in both current and long-range planning projects. Brittany has worked on a variety of policy planning projects, comprehensive plan updates, shoreline master programs, and zoning code updates for public-sector clients in Washington and California. In her role as the land use planner responsible for GIS mapping and analysis for seven Shoreline Master Program Comprehensive Updates, Brittany prepared and conducted the buildable lands analysis for the shoreline impacts analysis for jurisdictions in Lewis, Pierce, and Grays Harbor Counties.

RELEVANT EXPERIENCE

- **Pierce County Buildable Lands 2021 Program Update (current).** Currently, Brittany is serving as the Project Manager for the evaluation of Pierce County's buildable lands inventory to ensure the County is in line with the standards of the Growth Management Act. Topics evaluated include residential density assumptions, critical areas and associated buffers, use of a market factor, land supply issues, and residential redevelopment and infill. Evaluation criteria include the methodology and assumptions for Pierce County's population forecast.
- **City of Milton On-Call Planning, Milton, WA.** Brittany serves as the sole current and long range planning staff for the City of Milton. As contract planning staff for Milton, she reviews development projects against the City's development regulations. Brittany also performs updates to city codes; developing the regulations that over time serve as measures to implement the City's Comprehensive Plan goals and policies. Brittany is responsible for reporting of building permit data and platting activity to the County as part of its buildable lands reporting, as well as reporting to the Puget Sound Regional Council (PSRC). As an extension of staff, she regularly functions as a representative of the City when coordinating with PSRC, the Department

of Ecology, Department of Commerce, Department of Transportation, and Pierce County Public Works and Utilities Department.

- **West Richland Comprehensive Plan and Land Capacity Analysis, West Richland, WA.** Brittany provided research, mapping assistance, and technical editing for the City of West Richland's Comprehensive Plan and Land Capacity Analysis. In May 2018, the City of West Richland learned that it had earned the award of Best Comprehensive Plan for Small Jurisdictions from the joint awards committee of the Planning Association of Washington and the Washington Chapter of the American Planning Association.
- **Rainier Street & Upper Sims Way Subarea Plan and Development Regulations, Port Townsend, WA.** More than 20 years in the making, the Rainier Street and Upper Sims Way Subarea Plan defines a vision to transform the City's western gateway into a dynamic, mixed-use district rooted in traditional and artisan trades. As early as 1993, the City desired a plan for this overlooked area of town. AHBL planners helped the City create a plan to attract employment and housing investment. Brittany was the project lead for the creation of new development regulations which would implement the plan. She prepared new standards that would require active, ground floor uses along "pedestrian streets," and modified existing zoning designations which would apply citywide. A focus of her code amendments was to increase affordable housing construction within the subarea. Brittany was also a key member of the public engagement team and helped host open houses to solicit public sentiment for the project.
- **Shoreline Master Program Update, City of Westport, WA.** AHBL worked with the City of Westport to prepare their Shoreline Master Program Comprehensive Update.

REGISTRATION

- American Institute of Certified Planners (AICP), 2015



**NICOLE STICKNEY, AICP,
PLANNING PROJECT MANAGER**
Master of Science, Transportation Systems &
Planning, University of Washington, 2002
B.A., Community & Environmental Planning
University of Washington, 2001

DESCRIPTION OF EXPERTISE

Nicole Stickney is a land use planner who has worked on a range of planning projects for public-sector clients throughout Washington. She brings specialized experience with policy development, code writing, environmental analysis, and development review. She also has exceptional skills in group facilitation and engagement, public presentations, and in moving high-profile projects forward. Her experience also includes assisting the City of West Richland to successfully amend its urban growth area boundary

RELEVANT EXPERIENCE

- **West Richland Comprehensive Plan and Land Capacity Analysis, West Richland, WA.** The City of West Richland has very large and active agricultural areas in the city, as well as Bureau of Land Management restrictions on two large United States Public Land Survey sections in the center of the City. The City asked AHBL to determine out the amount of land currently available for development within the City limits and its potential UGA in order to determine how best to adjust the City's boundaries to support future commercial, residential, and industrial development. AHBL worked closely with the owners of the two large farms as well as the Department of Commerce and Futurewise to craft a solution that allowed the sites to continue to operate as farms within the City and for the City to include area within its UGA that was available to accommodate the large population growth that is projected for this community within the Tri-Cities region. In May 2018, the City of West Richland learned that it had earned the award of Best Comprehensive Plan for Small Jurisdictions from the joint awards committee of the Planning Association of Washington and the Washington Chapter of the American Planning Association.
- **Franklin County/City of Pasco UGA Amendment Request, Franklin County, WA.** AHBL reviewed the City of Pasco's proposed amendment to the Franklin County Comprehensive Plan. The City of

Pasco's proposed amendment was to expand the City's urban growth area by approximately 4,850 acres to accommodate the large growth of new residents that the Office of Financial Management (OFM) was projecting to settle in the County. Nicole and Wayne Carlson worked with City staff to amend its request to reduce the overall area and to better account for redevelopment of underutilized sites within the City's existing corporate boundaries and urban growth area. AHBL staff is also working with staff from the Department of Commerce and Futurewise to ensure that the City's proposed amendment to the County Comprehensive Plan complies with State guidance.

- **Franklin County On-Call Planning Services, Franklin County, WA.** Nicole provides onsite development review assistance at Franklin County. Her work includes review of land use applications for consistency with County standards, zoning review of building permit applications, and general customer assistance for planning and zoning issues.

REGISTRATION

- American Institute of Certified Planners (AICP), 2018