



*state of*  
**WEST VIRGINIA**

Proposal

# Economic Impact of Historic Preservation Activities



**W** **WILLDAN**  
Financial Services

1025 Connecticut Ave NW, Suite 1000  
Washington, DC 20036  
(202) 772-4156 / (888) 326-6864

**ORIGINAL**

07/22/14 09:50:38AM  
West Virginia Purchasing Division

**W** **WILLDAN** |

July 22, 2014

Ms. Evelyn P. Melton  
Department of Administration, Purchasing Division  
2019 Washington Street  
East Charleston, WV 25305

Re: Proposal to Provide Services on the Economic Benefits of Historic Preservation Activities of West Virginia

Dear Ms. Melton:

Willdan Financial Services ("Willdan") is pleased to submit the following proposal to the West Virginia Division of Culture and History ("Project Sponsors") to provide research and economic impact analysis of the benefits of historic preservation activities in West Virginia. The research and report will primarily analyze efficacy of historic preservation tax credits with the final deliverable focused on a comprehensive evaluation of key variables profiled in the Request of Proposal. The economic impact analysis will:

- Examine the economic impact of state and federal historic rehabilitation tax credits during the last ten years, focusing specifically on the impact on job creation and sustainability infrastructure investment within the community;
- Examine the economic impact of the state development grant program during the last ten years, focusing specifically on the impact on job creation and sustainability infrastructure investment within the community;
- Examine the cost-benefit (piggy back effect) of the tax credit program with the use of development grant funds to determine if the benefit of tandem use for individual projects outweighs the loss to state revenue; and
- Provide a model and methodology that the West Virginia State Historic Preservation Office (SHPO) can continue to use for annual updates including a survey form for tax credit recipients and development grant recipients to collect appropriate information for ongoing analysis of economic impacts for completed projects.

Our Project Team is extremely qualified to assist the Project Sponsors in making fiscally and economically responsible decisions regarding historic preservation efforts in West Virginia. The Project Sponsors must carefully weigh private sector market needs against the fiscal costs required to ensure that historic preservation tax credit program is successful. Willdan's broad national and international experience in similar economic policy and planning efforts will also ensure that the study is creative in its approach and flexible throughout the process to ultimately yield a defensible economic impact analysis that will inform future evaluations of the West Virginia State Tax Credit and State Grant programs. The final deliverable will also be structured to include high quality analytics and graphics that can be easily incorporated into materials for marketing the programs to prospective investors/users.

Founded in 1964, Willdan provides financial and economic consulting services to more than 800 public agencies and private sector clients nationwide. Today, Willdan has more than 500 employees in established offices throughout California and in Chicago, Dallas, New York City, Orlando, Phoenix, Seattle, and Washington, DC. Willdan is a corporation headquartered in California with a Financial and Economic Consulting Services practice located in Washington, DC.

Willdan has assembled a senior level Project Team of subject matter experts with more than a decade of experience working together, supporting both public and private clients across the United States to implement economic development plans and provide market and fiscal analysis, finance strategies, and strategic and policy support. The proposed Project Team has collectively worked in 36 states and 40 countries, with significant experience throughout metropolitan Washington, D.C.

For the study's key fiscal and economic impact analysis tasks, the Project Team's key resources are comprised of the following individuals:

- James Edison, Willdan Managing Principal: Principal-in-Charge
- Molly McKay, Willdan Principal Consultant: Project Manager
- Ernesto Vilchis, Willdan Senior Project Analyst: Fiscal and Economic Impact Specialist
- Jennifer Quinn, Willdan Analyst: Research Specialist
- Tom Moriarity, Retail Development Strategies Managing Principal: Historic Tax Credit Expert

These individuals specialize in the nexus between public and private development, with particular expertise in evaluating market opportunities, structuring public-private partnerships, and measuring the benefits of economic development to municipalities and to state, provincial, regional, and national governments.

We pride ourselves on providing consulting services that are balanced with our knowledge of economic development, real estate finance, and business development. Our strategic advisory services are designed to produce high quality analytics and public policy recommendations that drive successful, transformative economic development activity.

Our Project Team is excited about this opportunity to serve the West Virginia Division of Culture and History. Please feel free to contact Ms. McKay to discuss any aspect of our submission. She can be reached at (202) 510-0511 or via email at [mmckay@willdan.com](mailto:mmckay@willdan.com).

Sincerely,

WILLDAN FINANCIAL SERVICES



Molly McKay  
Principal Consultant



Mark Risko  
President and CEO



# Table of Contents

1. Key Personnel and Experience.....	1
Project Team Composition .....	1
Firm Background.....	1
Key Personnel .....	1
Molly McKay .....	3
James Edison .....	5
Ernesto Vilchis .....	7
Jennifer Quinn .....	8
Tom Moriarity.....	10
2. Understanding of the Project and Proposed Methodology .....	12
Work Plan .....	12
Project Management.....	17
Project Schedule.....	18
3. Experience and References .....	19
4. Itemized Costs .....	29
Pricing Schedule –Exhibit A .....	29
5. Submittal Forms .....	30
Certification and Signature Page.....	30
Addendum Acknowledgment Form.....	30
Purchasing Affidavit.....	30
Vendor Preference Certificate.....	30

# 1. Key Personnel and Experience

The following section contains the Willdan Financial Services Project Team qualifications and experience as stipulated in West Virginia Purchasing Division Request for Qualifications (RFQ).

## Project Team Composition

Willdan proposes to provide the services necessary to satisfy the West Virginia Division of Culture and History's Consultant RFQ with the assistance of a sub-vendor, Retail Development Strategies ("RDS"). Willdan will serve in the role of prime consultant and will be supported by RDS Managing Principal, Tom Moriarity.

## Firm Background

Willdan Financial Services is one of four operating divisions within Willdan Group, Inc. ("WGI"). Willdan provides technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has been a consistent industry leader in providing all aspects of municipal and infrastructure engineering, public works contracting, public financing, economic planning, construction management, and energy efficiency and sustainability services. At present, WGI employs over 500 individuals in established offices throughout California and in Arizona, Colorado, District of Columbia, Florida, Illinois, Ohio, Nevada, New Jersey, New York, Texas and Washington.

Willdan Financial Services is one of the largest public sector financial consulting firms in the United States. The firm was established on June 24, 1988. Since that time, we have helped over 800 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services. Willdan assists local public agencies with real estate economic analysis, economic development plans and strategies, tax increment finance district formation and amendment, housing development and implementation strategies, financial consulting, real estate acquisition, classification/compensation surveys and analysis, development impact fee establishment and analysis, utility rate and cost of service studies, feasibility studies, debt issuance support, long-term financial plans and cash flow modeling, cost allocations, and property tax audits.

## Key Personnel

Willdan has assembled a senior level project team of subject matter experts with more than a decade of experience working together, supporting both public and private clients across the United States to conduct fiscal and economic impact analysis, market studies, and strategic economic planning and policy support. The proposed Project Team has collectively worked in 36 states and 40 countries on similar economic impact studies for a variety of public sector clients.

The proposed Project Manager, Molly McKay, has conducted more than 100 fiscal and economic impact studies and is highly skilled in custom-built economic modeling and public policy analysis. Ms. McKay recently completed an economic impact analysis of the Metropolitan Washington Airports Authority's operations including the ongoing \$3 billion investment in the Washington Metropolitan Area Transportation Authority's Silver Line Metrorail expansion. The results of the economic impact study were widely reported in the local press including the Washington Post and the Washington Business Journal. James Edison, Principal-in-Charge, is a bond attorney and public finance expert. Ernesto Vilchis is an accomplished economic impact modeler, most recently serving on the MWAA 2012 Economic Impact Study team. The proposed research analyst for the team, Jenn Quinn, is highly skilled in case study research support having recently completed a tax incentives analysis for the City of Fort Lauderdale related to the preparation of the 2014 Economics Development Strategic Action Plan.

The Willdan Team includes one subconsultant, Tom Moriarity, Managing Principal of Retail Development Strategies LLC. Tom has over thirty years experience with historic preservation, redevelopment of commercial properties and historic tax credits. He has advised private property owners on eligibility requirements, design and implementation as mandated under

the Secretary of Interior's Standards for Certified Rehabilitation, and was the recipient of a Virginia Homeowners Historic Tax Credit for renovation and expansion off his 1939 residence in Arlington, VA.

Tom was also a founder of the National Trust for Historic Preservation's Main Street Program in one of the original three towns of the National Main Street Center. Tom has advised more than 150 communities nationwide on commercial district revitalization in historic downtown areas. Tom also serves on the Boards of the Historic Preservation Education Foundation and the Preservation Action Foundation (Chairman).

Detailed resumes for each team member have been included on the pages that follow.

## Molly McKay

### Principal Consultant

#### Education

*Master of Arts (Honors),  
International Politics &  
Economics, University of  
Exeter, Devon, UK*

*Bachelor of Arts (Honors),  
University of Kansas*

*Study Abroad: University  
of Law, Economics &  
Political Science, Aix-  
Marseille III, Aix-en-  
Provence, France and the  
Guadalajara Language  
Institute, Mexico*

*Post-Graduate Studies:  
Real Estate Finance &  
Investment, Johns  
Hopkins University Cary  
Business School,  
Washington, DC*

#### Accreditation

*Certification in Social  
Science Research  
Methodology, University  
of Exeter, Devon, UK*

#### Affiliations

*American Planning  
Association (APA)*

*International Economic  
Development Council  
(IEDC)*

*International Council of  
Shopping Centers (ICSC)*

*ULI – the Urban Land  
Institute*

*20 Years Experience*

Ms. McKay possesses 20 years of economic policy and planning experience providing strategic consulting services to inform public-private investment in virtually every type of land use or development from large-scale, mixed-use commercial centers, resort destinations, multi-use cultural institutions, new town centers and transit oriented developments to the highest and best use of unique individual properties. Her professional skills are anchored by an educational foundation in applied economic analysis, commercial financing structures, urban planning, sustainable environmental management and cutting-edge economic policy tools.

Ms. McKay frequently serves as an economic advisor to private-sector investors and developers, state and local planning and economic development authorities, planning/design/engineering firms, academic/nonprofit organizations, and other stakeholders throughout project design, development and execution. In this advisory role, Ms. McKay concurrently analyzes real estate market and sectoral business conditions to establish the public cost/benefit metrics required to support innovative public incentive mechanisms. These dynamic and multidisciplinary analyses are structured to balance the need for public return on investment in support of private development and transformative economic activity.

She is highly skilled in conducting market and feasibility analyses, fiscal and economic impact studies, and formulating public/private investment and economic development strategies. Ms. McKay designs and develops custom-built multivariate financial, fiscal and economic modeling tools (IMPLAN, RIMS, REMI), industry cluster analyses, local and regional economic competitiveness indicator benchmarking, project management and memoranda, reports, case studies, best practices, lessons learned and evaluation summaries, implementation planning, and monitoring and reporting plans.

Ms McKay has negotiated public/private financing strategies and business incentives packages for global multinational and North American manufacturers such as The Hershey Foods Company, Gateway, The Nylstar Textiles Manufacturing Group, NCO Financial Systems, as well as large investment and development companies including Philip Morris USA, MeadWestvaco, The Taubman Company, Forest City Ratner Companies, CKX/Elvis Presley Enterprises and the global industrial port operator, Dubai World.

Ms. McKay also possesses substantial experience consulting to domestic and international government entities including the US Department of Housing and Urban Development, the General Services Administration, Arlington County Economic Development, the District of Columbia Office of the Deputy Mayor for Planning and Economic Development, the Virginia Department of Economic Development, the City of Miami Department of Planning and Economic Development, Pinellas County (Florida) Real Estate Management Division, and others.

In the past 10 years, she has completed more than 100 land use economics and strategic planning analyses throughout the nation, in 21 states and abroad in 15 countries, in the Middle East, Africa, and the Caribbean, triggering more than \$5 billion in private real estate and economic development investment.

Before joining Willdan, she was a senior associate of the Economic Policy and Planning Practice of AECOM Economics (formerly Economics Research Associates) from 2003 to 2012; a manager in the Real Estate Consulting and State and Local Tax/Business Incentives Practices of Ernst & Young (1997 to 2002), and served as a program coordinator with ULI-the Urban Land Institute's International and Advisory Services (1995 to 1997) and the International City/County Management Association (ICMA) in Washington, DC (1992 to 1995). Ms. McKay is currently a member of the ULI Redevelopment & Reuse Council and the ULI Regional Land Use Leadership Institute Organizing Committee.

### Project Experience

M. McKay  
Resume Continued

**CityMarket at O Street TIF Application Support:** Provided Tax Increment Financing (TIF) application support to Roadside Development LLC for a \$250 million mixed-use adaptive reuse project in Washington, DC. The developer was awarded \$34 million in TIF funding to construct underground parking and public amenities. The project includes an urban format Giant grocery store, 182-room Cambria Suites hotel, and 400 units of market rate rental housing, followed by an 84-unit affordable senior housing building and 145-unit condominium in fall 2014.

**Clarendon Sector Plan Update Economic Analysis – Arlington, VA:** Retained on behalf of Arlington County Department of Planning, Housing and Community Development and HOK, to conduct a market, financial feasibility, and fiscal and economic impact analysis to inform Arlington County's deliberations on the development of the neighborhood surrounding the Clarendon Metrorail station.

**Downtown Miami 21 Master Plan Economic Analysis – Miami, FL:** Retained by the City of Miami Department of Planning and Economic Development and Duany Plater-Zyberk & Company (DPZ) to conduct a financial and economic analysis of designated targeted industries and land uses in priority development areas (PDAs) and a citywide economic development strategy under the Miami 21 Master Plan. The plan provides clear direction for the City of Miami's future growth, integrating cutting edge urban planning/design standards (Form Based Code), economic development principles, and implementation steps grounded in local market conditions. The Miami 21 Master Plan was awarded the American Planning Association's National Planning Award of Excellence for Best Practice in 2011.

**Florida Botanical Gardens and Gulf Coast Contemporary Art Museum Tourism Plan:** Conducted a market and financial feasibility analysis of a proposed retail/restaurant redevelopment concept within the joint complex housing the Florida Botanical Gardens and Gulf Coast Contemporary Art Museum. Ms. McKay conducted this project on behalf of the Pinellas County Real Estate Management Division, located in Clearwater, Florida.

**Pinewood Cultural Park Restaurant Financial Feasibility Analysis:** Conducted a market demand and financial feasibility analysis of potential vendor/concession structures for privately-funded restaurant operations on publicly owned land. Project was completed on behalf of Pinellas County Real Estate Management Division, located in Clearwater, Florida.

**Sand Key Park Restaurant Concessions Financial Feasibility Analysis:** Conducted a market, financial feasibility, and fiscal/economic impact analysis related to the redevelopment of a 95-acre beachfront public park land into a restaurant/entertainment complex on behalf of Pinellas County Real Estate Management Division, located in Clearwater, Florida.

**Brooker Creek Nature Center Funding Strategy:** Conducted a market demand and financial feasibility analysis of potential vendor/concession structures for privately-funded revenue generating operations on publicly owned land on behalf of the Pinellas County Real Estate Management Division, Clearwater, Florida.

**Kalispell Core Area Market Analysis & Economic Development Strategic Plan:** Recently prepared an economic development strategic plan, related to the expansion of the City's existing Tax Increment Financing District to fund the removal of existing freight rail from the historic Downtown Main Street to a newly constructed rail-served industrial park. Responsible for developing high quality market and economic analytics to inform the final Implementation Plan and to support public outreach efforts. Kalispell is located at the gateway to Glacier National Park, a destination for more than one million tourists annually. The plan includes the installation of a two-mile linear park and related community amenities, a business relocation and retention strategy, and a funding/financing implementation strategy to ensure successful implementation of the Kalispell Core Area Plan.



## James Edison

### Education

*Juris Doctorate, Boalt  
Hall School of Law,  
University of California,  
Berkeley*

*Master of Public Policy,  
Richard and Rhoda  
Goldman School of  
Public Policy, University  
of California, Berkeley*

*Bachelor of Arts,  
magna cum laude,  
Harvard University*

### Professional Registrations

*Member of State Bar,  
California*

*Licensed Real Estate  
Broker, California*

### Affiliations

*Council of Development  
Finance Agencies*

*CFA Society of San  
Francisco*

*Congress for the New  
Urbanism*

*Urban Land Institute*

*Seaside Institute*

*International Economic  
Development Council*

15 Years Experience

### Managing Principal

Mr. Edison specializes in the nexus between public and private, with particular expertise in public-private partnerships, and the benefits of economic development to municipalities and state, provincial, regional and national governments. He has particularly deep expertise in land use economics with a specialty in finance and implementation, including fiscal impact and the public and private financing of infrastructure and development projects, both in the United States and internationally. He has worked for both public and private clients on the implementation of public-private transactions, providing market and fiscal analysis, finance strategies, and negotiation support. His public sector experience includes local and regional economic impact studies, fiscal impact evaluations, new government formation strategies, and the creation of impact fees, assessments and special taxes to fund infrastructure and public facilities. Mr. Edison has conducted numerous evaluations of the economic and fiscal impact of specific plans, and consulted on a wide variety of land use planning topics related to community revitalization and the economic and fiscal impacts of development. He has evaluated markets for entire new towns as well as for individual proposed residential, retail, entertainment, office, R&D, hotel and mixed-use projects throughout the western United States and abroad.

As a former bond attorney, Mr. Edison understands the legal underpinnings and technical requirements of public financing instruments, and has advised both public and private clients on the use of individual instruments and the interaction between those instruments and the needs of developers and project finance. He has also conducted project feasibility studies for a wide range of development, often in connection with community revitalization or expansion efforts. He has conducted fiscal impact evaluations in a wide range of contexts, including specific plans, individual development projects, community revitalization programs, annexations and government reorganizations.

### Project Experience

**City of New Haven, CT – Economic Impact Analysis:** Mr. Edison served in the role of project manager for this engagement, which involved the redevelopment of the site of the former New Haven Coliseum. The project involved building an economic impact model that included an estimate of the direct, indirect and induced impacts (employment and economic activity) of the projects construction and ongoing operations. Mr. Edison prepared a report and tables that documented the estimated impacts of the project, along with an explanation of each calculation and assumption. The project concluded with Mr. Edison presenting the final report at a meeting with the Board of Aldermen.

**City of Kalispell, MT – Core Area Market Analysis & Economic Development Strategic Plan:** Mr. Edison served in the role of senior advisor for this engagement. The objective of this project was to map out the redevelopment of the area, which is a regional center within the State of Montana, addressing the needs of the community while focusing upon achievable results. This project required considerable public outreach, as well as the development of a SWOT analysis.

**City of Fort Lauderdale, FL – Citywide Economic Development Strategic Plan:** Mr. Edison served in the role of Senior Public Incentives Advisor for the City's economic development strategic plan. This citywide Economic Development Strategic Action Plan includes an Economic Development Profile Report; as well as identification and recommendation of potential citywide economic development incentive programs for business retention and recruitment that are applicable to six geographic sub-areas and citywide; an entrepreneurial development and empowerment strategy, a targeted industry growth strategy, and a retail recruitment strategy; an implementation program and "economic dashboard" benchmarking metrics to measure the success of strategies and initiatives; and sources

J. Edison  
 Resume Continued

and uses of funding to support plan implementation (grants and other alternative funding opportunities allocated to each of the plan's five-year implementation horizon).

**County of Monterey, CA – East Garrison Specific Plan Financing and Implementation:** East Garrison, located on the easternmost portion of the former Fort Ord in Monterey County, consisted of approximately 1,400 residential units, including single family detached, town homes, apartments, affordable housing, a town commercial center, and arts facilities. Mr. Edison assisted the developer and the County with a wide range of financing issues, including the availability and structuring of public finance, fiscal mitigation measures, economic impacts, the implementation of affordable housing, and the negotiation of business terms between the developer and the County. He also assisted the developer in negotiations with the Fort Ord Reuse Authority over the base wide capital improvement program and the structuring of the payment of impact fees generated by the development.

**City of Redding, CA – Oasis Towne Center Financing and Fiscal Analysis:** Hired by the Levenson Development Company (LDC) to assist with an economic and fiscal impact study and a financing plan for the Oasis Towne Center; a retail development of approximately one million square feet in Redding, California. Mr. Edison advised LDC on how to structure the financing of the development in order to provide public benefits from the project and minimize the need for public resources. He prepared an economic and fiscal analysis and negotiated a series of service plans and fiscal mitigation measures with the City. Mr. Edison also prepared a financing plan for infrastructure needed not only for the immediate project but also for development within the entire Oasis Road Specific Plan area.

**City of San Rafael, CA – San Rafael Target Urban Decay Study:** The City of San Rafael hired Mr. Edison to prepare an analysis of the urban decay impact of a proposed Target store in the City. Mr. Edison performed the required analysis, and presented the results to the City's Planning Commission and City Council. Subsequently the City hired Mr. Edison to update the analysis in changed economic circumstances.

**City of Vallejo, CA – Vallejo Temple Arts Lofts Project Review:** Engaged by the City of Vallejo to review the financial viability of the proposed redevelopment of the former Masonic Lodge in Downtown Vallejo, California by Domus Development. The project would include a public performance space, affordable residential units and retail space. Provided a review of the pro forma, including cost, revenue and financing assumptions, and advised the City on the viability and appropriateness of a series of public subsidies requested by Domus, including affordable housing tax increment and loans of certain funds from the City of Vallejo and the County of Solano.

**City of Foster City, CA – Gilead, Chess Drive, and Mirabella Fiscal Impact Studies:** The City of Foster City hired Mr. Edison to provide an evaluation of the fiscal impact of three specific plans. He evaluated the impact on services of each plan, the anticipated new revenues and expenditures, and the necessity for new public facilities to serve the projects.

**City of Foster City, CA – Pilgrim-Triton Area Economic and Fiscal Impact Analysis:** The City of Foster City engaged Mr. Edison to provide an analysis of the fiscal impacts of the development of the proposed Pilgrim-Triton Specific Plan. He provided an examination of the fiscal implications of a range of project alternatives, including the effects on the City's General Plan and services needed for new development within the Specific Plan area.

**City of Vallejo, CA – Costco Expansion Urban Decay, Economic, and Fiscal Impact Analysis:** In response to the request of the City of Vallejo, Mr. Edison examined the economic impact of a proposed expansion of an existing Costco. The analysis included projections of the impact on sales tax, employment, property tax and the net impact to the City's budget. Based on the analysis, the City Planning Commission approved the Costco expansion.

## Ernesto Vilchis

### Senior Project Analyst

#### Education

*Dual Masters in Public Affairs and Urban and Regional Planning, Woodrow Wilson School at Princeton University*

*Bachelor of Arts, University of California, Berkeley*

15 Years Experience

Mr. Vilchis has served local government and assisted developers through the provision of financial economic consulting. With over 10 years of professional experience, his areas of expertise include community and economic development, land use planning, affordable housing and transit oriented development, and neighborhood revitalization. Mr. Vilchis also possesses experience in regard to the structuring of ground leases and joint development agreements.

Mr. Vilchis will draw upon past peer review engagements that involved the assessment of the financial feasibility of developer proposals for approximately 450 residential units in a specific San Francisco neighborhood. Another similar engagement he conducted for the City of Oakland required an analysis of the financial feasibility of a proposed 102 market-rate housing development.

Before joining Willdan, Mr. Vilchis was a senior associate with Keyser Marston Associates from 2010 to 2012. In this role he provided consulting services to local governments in a wide variety of areas including structuring their ground leases, joint development agreements, disposition of surplus property or the provision of public financing. A highlight of his project experience is outlined below.

#### Project Experience

Assess financial feasibility of retail component for the planned Transbay Transit Station in San Francisco, California

Develop financial model to assess the fiscal impact of a proposed Infrastructure Finance District in the Rincon Hill Neighborhood in San Francisco, California

Evaluate the financial feasibility of developer's proposal to redevelop a historic theater in Downtown Woodland, California, and a mixed-use complex in Downtown Santa Rosa, California

Review financial feasibility of developer proposals for 400-500 residential building in South of Market Neighborhood in San Francisco

Conduct a market study of the retail sector and project demand for commercial space for the City of Union City's Intermodal Transit Station

Mr. Vilchis also was employed by AECOM (formerly Economics Research Associates) from 2008 to 2010. In the role of associate, he provide consulting services to local governments and private developers in the areas of community and economic development, land use planning, affordable housing and transit oriented development, and neighborhood revitalization. An overview of his project experience in this role is outlined below.

- Conduct market assessment and financial analysis for the potential development of Laguna Caren, a 1,000 acre site, in the outskirts of Santiago, Chile
- Project retail and residential demand for the redevelopment plan of downtown Salinas, California
- Assist the City of Pittsburg (California) in the development of their affordable housing strategy by assessing affordable housing supply and demand, identifying challenges and opportunities for the development of affordable housing in the area.
- Conduct fiscal impact analysis of a proposed 100 acre development in the City of Grass Valley, California

## Jennifer Quinn

### Education

*Master of Arts, Urban and Environmental Policy and Planning, Tufts University*

*Bachelor of Science, Environmental Science and Policy, University of South Florida*

### Affiliations

*ULI – the Urban Land Institute*

### 7 Years Experience

## Analyst

Ms. Quinn specializes in economic, retail and demographic analysis, real estate market analysis, land use planning, environmental impact studies and analytics.

Prior to joining Willdan, Ms. Quinn worked for Property and Portfolio Research (PPR), a CoStar Group, Inc affiliate company, as a Real Estate Economist, specializing in retail analytics. Her work was focused on advising retail clients on acquisition and disposition decisions in several US markets, including Miami, Honolulu, Fort Lauderdale, Palm Beach, Cincinnati, Columbus and Cleveland. She also played a significant role in ensuring the accurate and timely completion of quarterly fundamental and performance forecasts for retail assets in 54 major US markets. Additionally, she created a proxy to assess the performance of retail subtypes (malls, neighborhood centers, community centers, etc.) based on announced store openings and closings in addition to specific retail specific economic drivers.

On a broader scale, she researched, analyzed and communicated PPR's views on commercial and multifamily real estate markets in a specified number of US metropolitan areas, and their submarkets and micromarkets. She examined how the local and national economies affect them and their place within their micromarket, metro, region and nation. She wrote clear, concise, insightful and actionable quarterly reports that provided insight into market fundamentals and performance, helping clients make better decisions.

Prior to PPR, she worked for the Boston Redevelopment Authority in the Compliance Department, where she designed and managed a database that ensured the timely receipt of over \$97 million in community benefits from fiscal year 2007 through 2010.

### Project Experience

**City of Omaha, NE – Crossroads Area Redevelopment Study and Market Analysis:** Currently conducting a market analysis specific to a regional mall redevelopment project for the City of Omaha. The work plan includes the creation of a demographic and economic profile that will evaluate the current health of the business environment surrounding the Crossroads development and nearby competition, through analysis of existing housing, retail, office, entertainment and intuitional conditions, and the evaluation of future demand for residential, commercial and office uses. Additionally, Ms. Quinn is creating a Comprehensive Market Feasibility Study Report that will describe the current market of Omaha, as well as the regional trade area for the Crossroads Project. The report will include a market assessment of the regional drawing power of the location, development strategy of a mixed-use and high-density transit-oriented district, and evaluate any retail leakage from Omaha that robs the City and State of sales tax revenue.

**City of Fort Lauderdale, FL – Citywide Economic Development Strategic Action Plan:** Ms. Quinn is currently preparing an economic development baseline profile report; identification and recommendation of potential citywide economic development incentive programs for business retention and recruitment, applicable to six geographic sub-areas and citywide; an entrepreneurial development and empowerment strategy, a targeted industry growth strategy, and a retail recruitment strategy; an implementation program and “economic dashboard” benchmarking metrics to measure the success of strategies and initiatives; and sources and uses of funding to support plan implementation (grants and other alternative funding opportunities allocated to each of the plan's five-year implementation horizon).

**City of Somerville, MA:** Program feasibility study that addressed Retrofitting for Residential Energy Efficiency; served as project manager for student research team.

J. Quinn  
*Resume Continued*

**Cambridge Discovery Park:** Focused on creating a development in an environmentally sensitive space within Cambridge, Massachusetts, utilizing new technologies to mitigate wetland impacts and integrate various uses onto the site

**Hamilton Canal, Lowell MA:** Focused on implementing LEED Neighborhood Design principles, LEED existing guidelines, and adaptive reuse of a historic mill building in Downtown Lowell, Massachusetts; served as project manager for student design team.

**1330 Boylston, Boston MA:** Focused on financing an affordable mixed-use project drawing from various funding sources including public grants and private investment.

## Tom Moriarity

### Managing Principal

#### Education

*Bachelor of Architecture  
(With Honors), University  
of Texas at Austin*

*Bachelor of Science,  
Architectural Studies,  
University of Texas at  
Austin*

#### Affiliations

*Urban Land Institute  
(ULI) Full Member*

*International Downtown  
Association (IDA)*

*Preservation Action  
Foundation, Chairman*

*Responsible Hospitality  
Institute (RHI), Board of  
Directors*

*Historic Preservation  
Education Foundation,  
Board of Directors*

30 Years Experience

Tom Moriarity has a background in urban mixed-use development, commercial area management, retail programming in specialized environments, downtown revitalization strategies and historic preservation projects. As Managing Principal of Retail Development Strategies (RDS), he brings over thirty years experience in real estate consulting with Halcyon Ltd, Ernst & Young, Economics Research Associates (where he was an ERA Principal and Vice-President for seventeen years) and AECOM. For RDS, he manages development strategy studies for urban mixed-use projects, collateral development planning for universities, hospitals, and other institutions, retail and concessions analysis for airports and intermodal transportation centers, revitalization of historic downtown and commercial districts, urban entertainment districts, development analysis for new towns, and commercial corridors, as well as US and international and resort destinations.

Mr. Moriarity has over 30 years experience in retail analysis, and was a founder of the National Trust for Historic Preservation Main Street Program and the subsequent National Main Street Center. He received an Honor Award from the National Trust in 2006 for his Main Street Program activities. His work focuses on the economics and planning of mixed use areas, with a special emphasis on redevelopment of historic and commercial districts, transit-related development, collateral development for institutional property owners and concept development for destination locations.

Tom is a frequent speaker at conferences, training programs and seminars, and from 2006-2010 was an adjunct lecturer on Retail and Mixed-Use development for the Johns Hopkins University's Carey Business School's Graduate Program in Real Estate. He has lectured at colleges and universities across the country on commercial area renewal, historic preservation and retail/development. In 2009, he was invited to be the U.S representative speaker for the International Business Forum in Shanghai, China.

### Project Experience

#### Historic Preservation and Redevelopment Districts

Re-Use Analysis, National Trust for Historic Preservation, Washington DC  
Martha Jefferson Hospital Site Disposition Strategy, Charlottesville VA  
Kansas City Union Station Redevelopment Plan, Kansas City MO  
Stockyards Preservation and Redevelopment Plan, Fort Worth TX  
Alabama Historic Sites Comprehensive Revenue Plan Statewide Alabama (23 sites)  
Historic Predio Ferial Redevelopment Strategy, Buenos Aires, Argentina  
18<sup>th</sup> and Vine Historic District Retail Plan, Kansas City MO  
Artigas Train Station and Site Redevelopment Plan Montevideo, Uruguay  
Downtown Georgetown Development Plan, Georgetown, TX  
Downtown Round Rock Master Plan, Round Rock, TX

#### Mixed-Use Development

New York World Trade Center Retail/Redevelopment Analyses (1993, 2002, 2006), New York, NY  
Glen Isle Project, Downtown Glen Cove, Glen Cove, NY  
Lulu Island Master Development Plan, Abu Dhabi, UAE  
Ezeiza International Airport, Collateral Development Sites. Buenos Aires, Argentina  
Hyundai Corporate Center Master Plan, Seoul South, Korea  
Port Authority of NY & NJ New York/New Jersey area

T. Moriarity  
*Resume Continued*

Power Plant Redevelopment Analysis, Austin, TX  
Samsung Tower Redevelopment, Seoul, South Korea  
Brackenridge Tract Redevelopment Plan, Austin TX

**Retail/Downtown/Commercial Area Studies**

Regent Street/Main Street Retail Strategy, Salt Lake City, UT  
Downtown and Waterfront Redevelopment Strategy, Burlington, VT  
SoBro Metropolitan Convention Center District Plan, Nashville, TN  
Downtown Austin Retail Strategy, Austin, TX  
Washington DC City-wide Retail Strategy, Washington, DC  
Telluride Mountain Village Resort Village Center Retail Plan, Telluride, CO  
Downtown Portland Retail Strategy, Portland, OR  
Downtown Memphis Retail Analysis, Memphis, TN  
Downtown Missoula Master Plan, Missoula, MT  
Downtown Clayton Retail and Redevelopment Plan, Clayton, MO  
Lower Manhattan Retail Strategy, New York, NY  
Downtown Clarksville Retail Strategy, Clarksville, TN  
Downtown Miami Retail Strategy, Miami, FL  
Downtown Franklin Retail Strategy, Franklin, TN

## 2. Understanding of the Project and Proposed Methodology

Historic preservation Tax Credits are THE most important financial tool in preservation-based real estate development and rehabilitation of historic commercial structures. New research commissioned by the National Trust for Historic Preservation indicates that the economic benefits of historic rehabilitation go far beyond the impact of a single building. Historic tax credit projects spur an increase in property value, draw new businesses, attract new residents, expand the tax base and attract private investment, leveraged to transform communities beyond an individual structure. Understanding the economic impacts of tax credits combined with development grant funds will be critical to decisions about allocating public resources, determining the cost/benefits of public revenue offsets, and funding of State Historic Preservation Office (“SHPO”) staff to administer the federal programs.

Accordingly, the final deliverable report for this project will measure the economic and environmental benefits of historic preservation activities including:

- Economic impacts of state and federal historic rehabilitation tax credits by the SHPO;
- Economic impacts of the state development grant program during the last ten years by both direct expenditures included in qualified rehabilitation tax credit programs, as well as to stimulate community revitalization, reduce blight and draw reinvestment into historic neighborhoods, districts and sites; and
- Analysis of the ‘piggy back’ effect of the tax credit program with the use of development grant funds to determine if the benefit of tandem use for individual projects outweighs the loss to state revenue. This analysis will incorporate both investments leveraged by credits and grants, as well as determining the multiplier effects of public administrative costs compared against overall project capital investment.

### Work Plan

The following work plan describes our approach, methodology, and deliverables related to the economic impact analysis that will measure the economic benefits of historic preservation tax credits and grants in West Virginia.

### Project Kick-off and Ongoing Management

Molly McKay, Principal of Willdan’s Washington, D.C.’s Financial and Economic Consulting Services practice, will serve as the Project Manager. Ms. McKay will assume full responsibility for the design, execution, monitoring, and evaluation of the study’s activities, serving as the primary day-to-day contact with the Client Team throughout the engagement.

The Project Team’s activities will be directed by a Project Management Plan (“PMP”) to be developed in consultation with the Client Team (“Project Sponsors”) at the outset of the engagement.

Upon receiving the notice to proceed, the Project Team will schedule a kick-off meeting with State Historic Preservation Office representatives and other Project Sponsors. The Project Team will review project goals, existing documentation and resources, and the proposed deliverables schedule to inform the Project Management Plan that will direct the Project Team’s research, analysis, stakeholder outreach, and client communications throughout the engagement.

The project initiation phase will also include site visits by the Project Team to the City of Charleston, West Virginia to undertake up to two days of focused stakeholder interviews with local government officials, historic landmark commissions or other individuals to be identified during the project planning and potentially to conduct site visits of up to four selected case study projects. The outputs/deliverables of the project initiation and ongoing management include:

- Client kick-off meeting
- Project management plan and information request memorandum



- Stakeholder interviews with project sponsors, local government officials, historic landmark commissions or other individuals
- Site visits of up to four (4) proposed case study projects
- Monthly progress report conference calls
- Internal client team meeting: interim presentation of preliminary findings

## Task 1: Analysis of Tax Credit Program

**Objective:** Provide an analysis of the economic impact of state and federal historic rehabilitation tax credits in West Virginia during the last ten years, including, but not limited to the impact to job creation and sustainability, infrastructure, investment within the local community. Data provided by the state will be used as the basis for this analysis, but will be supplemented through our team's understanding of leveraged benefits, as can be demonstrated.

**Outputs/Deliverables:**

- Tax Credit Program Analysis Summary Report

The Project Team will analyze existing data to be provided by the State Historic Preservation Office and supplement with third party sources where needed to evaluate the following variables:

- **Job Creation:** estimate of the number of jobs (including full-time, part-time and seasonal employment) generated by the Historic Tax Credit Program as estimated by IMPLAN according to total construction investment value, business operations values, and the volume of heritage tourism.
- **Environmental Sustainability:** evaluation of the impact of the Historic Tax Credit Program on the State of West Virginia's sustainability policy goals. The Project Team will work with the West Virginia Department of Environmental Protection ("WVDEP") to evaluate the extent to which the Historic Tax Credit Program has funded projects that resulted in waste reduction, energy efficiency, water conservation, greenhouse gas emissions reductions, an increase environmental awareness and environmentally, economically, and socio-culturally responsible project investment. The Project Team will rely on WVDEP data related to economic, environmental, and social performance reporting metrics on high performance green buildings, pollution prevention, Smart Growth, and Low Impact Development, and alternative and renewable energy resources, as available.
- **Infrastructure Development:** analysis of the contribution of Historic Preservation Tax Credit-related activity to infrastructure investment in relation to infrastructure investment overall in the state of West Virginia.
- **Investment within the local economy:** Based on analysis of the value of direct construction investment and the volume of heritage tourism within the local West Virginia economy generated by the Historic Tax Credit Program, the Project Team will estimate the direct, indirect and induced economic impacts based on economic multipliers to be supplied by the IMPLAN economic modeling software program.

At the conclusion of the tax credit program research and analysis, the Project Team will present the preliminary findings to the client team to validate the assumptions required for the econometric modeling task.

## Task 2: Analysis of State Development Grant Program

**Objective:** Provide an analysis of the economic impact during the last ten years of the state development grant program, including but not limited to the impact to job creation and environmental sustainability, infrastructure investment within the local community.

**Outputs/Deliverables:**

- State Development Grant Program Summary Report

The Project Team will analyze the existing data provided by the State Historic Preservation Office and supplement with third party sources where needed. The analysis of the State Development Grant Program will include analysis of the following variables:

- **Job Creation:** estimate of the number of jobs (including full-time, part-time and seasonal employment) generated by the State Development Grant Program as estimated by IMPLAN according to total construction investment value, business operations values, and the volume of heritage tourism.
- **Environmental Sustainability:** evaluation of the impact of the State Development Grant Program on the State of West Virginia's sustainability policy goals. The Project Team will work with the West Virginia Department of Environmental Protection ("WVDEP") to evaluate the extent to which the Historic Tax Credit Program has funded projects that resulted in waste reduction, energy efficiency, water conservation, greenhouse gas emissions reductions, an increase environmental awareness and environmentally, economically, and socio-culturally responsible project investment. The Project Team will rely on WVDEP data related to economic, environmental, and social performance reporting metrics on high performance green buildings, pollution prevention, Smart Growth, and Low Impact Development, and alternative and renewable energy resources, as available.
- **Infrastructure Development:** analysis of the contribution of State Development Grant-related activity to infrastructure investment in relation to infrastructure investment overall in the state of West Virginia.
- **Investment within the local economy:** Based on analysis of the value of direct construction investment and the volume of heritage tourism within the local West Virginia economy generated by the State Development Grant Program, the Project Team will estimate the direct, indirect and induced economic impacts based on economic multipliers to be supplied by the IMPLAN economic modeling software program.
- **Assessment of the 'But-For' impacts:** To the extent that data is available for case studies, the team will assess the impact of grants in closing the gap that would otherwise not have occurred, but for inclusion of the grant funding.

At the conclusion of the data collection and analysis, the Project Team will present the State Development Grant Program analysis findings to the client team to validate the assumptions required for the econometric modeling task.

### Task 3: Analysis of Piggy Back Effect

**Objective:** Provide an analysis of the piggy back effect of the tax credit program with the use of development grant funds to determine if the benefit of tandem use for individual projects outweighs the loss to state revenue

**Outputs/Deliverables:**

- Piggy Back Effect Summary Report

The Project Team will analyze the existing data provided by the State Historic Preservation Office, and supplement with third party sources where needed, to analyze the piggy back effect of the tax credit program with the use of development grant funds to determine if the benefit of tandem use for individual projects outweighs the loss to state revenue.

### Task 4: Economic Model and Methodology

**Objective:** Develop a model and methodology that the WV SHPO can continue to use for annual updates, including a survey form for tax credit recipients and development grant recipients that collects appropriate information for ongoing analysis of economic impacts from completed projects.

**Outputs/Deliverables:**

- Custom-built, user-friendly economic impact model (Microsoft Excel)
- Economic impact data collection survey form for tax credit and development grant recipients

The Project Team will create a model and methodology that incorporates the known parameters relating to historic credits and synthesizes key variables to continue the analysis for completed projects.

### Task 5: Final Report

**Objective:** To prepare a final report that clearly measures the economic impact of the State Historic Tax Credit Program, the State Development Grant Program, and the Piggy Back Effect.

**Outputs/Deliverables:**

- Final Report (three (3) hard copies and electronic PDF, Microsoft Word, and Microsoft Excel file formats).

The Project Team will prepare and deliver to a substantive and comprehensive final report of all work performed under the proposed scope of work ("Final Report"). The Final Report will be organized according to the above tasks, and will include all deliverables and documents provided to the Client Team.

The final report will include a minimum of four case studies that are selected from urban as well as rural areas of West Virginia, specifically analyzing the economic impact their project had on the community. The case studies will be based upon personal interviews with project sponsors, local government officials, historic landmark commissions or other individuals as well as State Historic Preservation Office documentation.

## Task 6: Non-Technical Report

**Objective:** To create a user-friendly, non-technical report for public distribution

**Outputs/Deliverables:**

- A non-technical report, 2-5 pages in length

The Project Team will prepare a non-technical report in camera-ready form, including graphics, text, design and layout as well as in a PDF version for online distribution highlighting the economic benefits of the Historic Tax Credit Preservation Program. In addition, the Project Team will provide the Project Sponsors with source files for all content documents, as applicable, for marketing reproduction purposes in Microsoft Word and Excel.

## Task 7: Public Presentation

**Objective:** Conduct one public presentation of the study's findings at the conclusion of the report at the Culture Center in Charleston West Virginia at a date to be determined.

**Outputs/Deliverables:**

- Final Report Presentation Work Session with the WV SHPO Project Sponsors and PowerPoint document.

The Project Team will present, document, and address methodologies and findings during a final project presentation and capstone Work Session with the WV SHPO and other internal and/or public stakeholders to be identified in consultation with the Project Sponsors.

Subsequent to the final presentation, the Project Team will update and revise the final document per direction from the Work Session. The Project Team will provide a final approved document, including PDF version to the WV SHPO at the conclusion of these meetings and upon acceptance of the final deliverable by the Client Team. The final report will encompass findings from the analyses described in the preceding scope of work, in a substantive and comprehensive manner, and will include an Executive Summary and each corresponding deliverable.

## Project Management

As previously mentioned, the Project Team will utilize a detailed Project Management Plan from the outset of the engagement to manage and control all proposed activities, deliverable deadlines, client and stakeholder engagement, and quality control. Willdan will meet with Division staff to enhance our understanding of the project objectives, review the project timelines, and seek assistance in identifying the best information sources to obtain the necessary inputs to evaluate the economic impact of historic tax credits in West Virginia.

The Project Manager, Molly McKay, will hold weekly progress report conference calls with the Project Team and provide oversight on the management and administrative processes. These discussions will ensure that appropriate levels of attention are given so that work is properly performed and that milestones are met on a timely basis as proposed.

At Willdan, we utilize a project management process that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. Our complete project management process has four primary principles common to successful projects:

- **Define the project to be completed.** Ms. McKay will identify the project scope, set objectives, list potential constraints, document assumptions, choose a course of action and develop an effective communication plan.
- **Plan the project schedule.** Ms. McKay, in collaboration with the Project Team and Division staff, will create an agreed upon timeline to meet the Division's estimated project timeline. She will assign workload functions to appropriately qualified staff to ensure milestones are met, on time. Furthermore, the Project Team will meet bi-weekly to assess the status of the project and Ms. McKay will direct existing and upcoming project tasks. These meetings ensure that staffing resources are well-matched to provide the highest quality of work product, high responsiveness to the Division, and to keep the project on schedule. These meetings also provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects.
- **Manage the execution of the project.** Ms. McKay has been selected to fulfill the role of principal-in-charge due to her strong project management skills. She will be responsible for controlling the work in progress, providing feedback to Project Team members and Division staff, and will be accountable to the Division for meeting the schedule, budget and technical requirements of the project. Most importantly, Ms. McKay will ensure constant collaboration and communication between Division staff and the Project Team through frequent progress memorandums, conference calls and in-person meetings.
- **Review all work product and deliverables** through a structured quality assurance process involving up to three levels of review at the peer level, project manager level, and if necessary executive officer level. We have designed a formal and structured quality assurance system that will be utilized throughout the course of the project.

We have utilized these guiding principles for each of our firm's projects. The Project Sponsors can be assured that through the utilization of these principles, Ms. McKay will ensure the project deliverables will be of the highest quality and will be delivered on time and within the agreed upon budget.

### Project Schedule

The following proposed schedule outlines each task identified within our proposed work plan, as well as the meetings and deliverables associated with each. Willdan is committed to delivering the deliverables associated with this engagement no later than March 2015. The proposed schedule is subject to further refinement with input from the Project Sponsors during the kick-off meeting, if needed.

#### Proposed Project Schedule: Economic Benefits of West Virginia Historic Preservation Activities

Project Month - 2014/2015	September	October	November	December	January	February	March
Task 1 Analysis of Tax Credit Program			①				
Task 2 Analysis of State Development Grant			②				
Task 3 Analysis of Piggy Back Effect			③				
Task 4 Econometric Model and Methodology					④		
Task 5 Final Report						⑤	
Task 6 Non-Technical Report						⑥	
Task 7 Public Presentation							⑦

**Milestones/Deliverables Legend:**

- ① Analysis of Tax Credit Program
- ② Analysis of State Development Grant
- ③ Analysis of Piggy Back Effect
- ④ Econometric Model and Methodology
- ⑤ Final Report
- ⑥ Non-Technical Report
- ⑦ Public Presentation

### 3. Experience and References

Provided on the following pages are project summaries of comparable plans prepared by Willdan and Retail Development Strategies Team members.

#### Clarendon Sector Plan Update Financial and Economic Analysis – Arlington County Department of Planning, Housing and Community Development

Ms. McKay, a Principal of Willdan (and formerly with Economics Research Associates), was retained on behalf of Arlington County Department of Planning, Housing and Community Development and HOK, to conduct a market, financial feasibility, and fiscal and economic impact analysis to inform Arlington County's deliberations on the development of the Clarendon area for the next 15 to 20 years. As the project manager of the Clarendon Sector Plan Update's (CSPU) economic analysis, Ms. McKay was responsible for testing the relative public costs and benefits of residential and office uses on key parcels of remaining land with capacity to house large floor plate construction.



The CSPU faced a key challenge from a major developer, Saul Centers, Inc. who, initially, was seeking approval for residential development over two city blocks. The results of the fiscal and economic analysis were heavily scrutinized in CSPU public meetings and the developer eventually initiated legal action against Arlington County to secure the development rights for residential uses. Ultimately, the County Board approved the new Clarendon Sector Plan in several phases during 2006, leading to the adoption of 32 policy directives. The Plan refined the vision of Clarendon as an "urban village" and provides specific recommendations on density, use mix, building preservation, building heights, public spaces, transportation, and parking.

Saul Centers, Inc. subsequently developed the property according to the CSPU's guidelines, opening for operations in 2010 and 2011. Today the Clarendon Center is a new, landmark mixed-used development that encompasses nearly two city blocks in Arlington County and is contributing to one of the most valuable residential and commercial submarkets in the Washington, DC area. The development contains two office buildings, one tower of rental apartments, and ground floor retail. This engagement demonstrates the firm's ability to approach strategic economic development initiatives with objectivity and to successfully communicate with a range of stakeholders with differing viewpoints.

#### **Contact Information:**

Jennifer Smith  
Arlington County Department of Community Planning,  
Housing & Development  
2100 Clarendon Boulevard Courthouse Plaza, Room 109/111  
Arlington, VA22202  
Tel #: (703) 228-0068  
[jsmith3@arlingtonva.us](mailto:jsmith3@arlingtonva.us)



## Kalispell Core Area Strategic Plan Market Analysis & Economic Development Strategic Plan – City of Kalispell, MT

Willdan recently completed a market study and economic impact analysis, in the preparation of an economic development strategic plan related to the expansion of the City of Kalispell's expansion of their existing Tax Increment Financing District, to fund the removal of existing freight rail line from the historic Downtown Main Street area to a newly constructed rail-served industrial park.

Responsible for developing high quality market and economic analytics to inform the final Implementation Plan and also to support a wide range of public outreach efforts throughout the year-long public planning effort for a community located at the gateway to Glacier National Park, a destination for more than one million tourists annually.

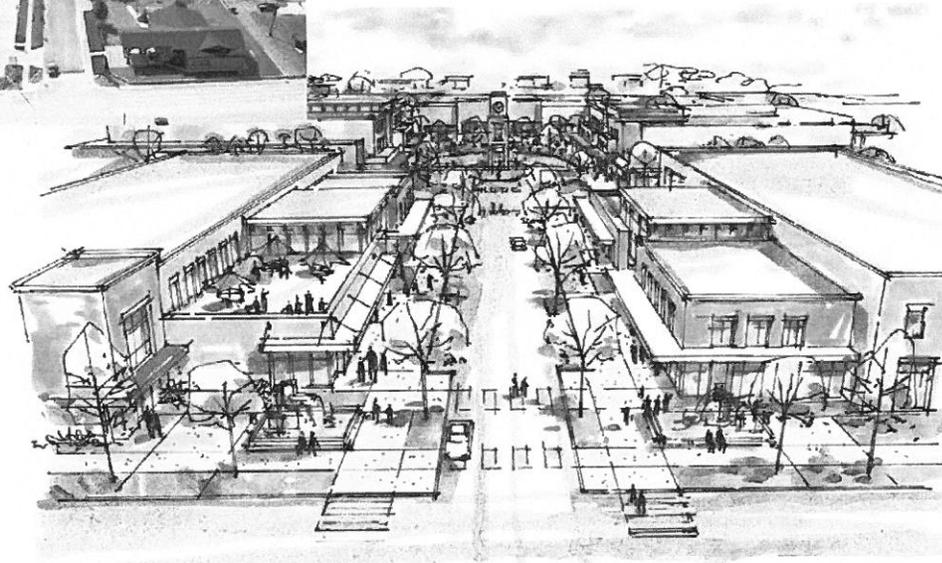
The plan includes the installation of a two-mile linear park and related community amenities, a business relocation and retention strategy, and a funding/financing implementation strategy to ensure successful implementation of the Kalispell Core Area Plan.

**Client Contact:**

Katharine Thompson, M.P.A.  
Community Development Manager  
City of Kalispell  
201 First Avenue East  
Kalispell, MT59901  
Tel #: (406) 758-7713  
[comdev@kalispell.com](mailto:comdev@kalispell.com)



VIEW 6





## TIF Application Support for the CityMarket at O Street – Roadside Development LLC, Washington, DC

Ms. McKay served as the project manager and lead technical analyst to provide economic advisory services to Roadside Development LLC in support of their application to the District of Columbia to secure approximately \$50 million in Tax Increment Financing (TIF) funding to rehabilitate and redevelop the historic O Street Market in Washington, DC. Ms. McKay worked collaboratively with the developer and the District government on a multi-year, multi-phase engagement to accurately determine the net and incremental revenue, and assure community buy-in of the incremental fiscal revenue estimates.

Located directly north of Downtown Washington, CityMarket at O is planned to be a 1 million-square foot urban infill project that will include over 87,000 square feet of retail, 629 residential units, and 500 parking spaces. CityMarket at O will serve as the catalyst for the revitalization of the Shaw community, one of Washington's oldest commercial, residential, and cultural districts. CityMarket at O is a 10 minute walk to the Verizon Center and Gallery Place, the hub of the city's entertainment district, and one block north of the 2.3 million-square foot Walter Washington Convention Center.

Constructed in 1881, the O Street Market was one of several public markets that served Washingtonians during the 19<sup>th</sup> century. Over the years, the Market functioned not only as a market but as a place for residents to meet and socialize. The CityMarket at O will recreate this experience when the historic Market is restored and incorporated into a new 71,000-square foot Giant Food Store. The new store will combine the character of the surrounding 19<sup>th</sup> century neighborhood with recent infill development to create one of Washington's largest food stores.

Following the closing on HUD and TIF funds, construction began with the razing of the existing Giant and site work on the two city blocks site in 2012. The Giant will reopen in late 2013 with the 182-room Cambria Suites limited service hotel and 400 units of market rate rental housing opening in spring 2013. Completing the project, the 84-unit affordable senior housing building and 145-unit condominium will be delivered in fall 2014.

### **Contact Information:**

Armond Spikell  
Roadside Development LLC  
1730 Rhode Island Avenue, NW, Suite 512  
Washington, DC20036  
Tel #: (202) 375-7979  
[aspikell@roadsidellc.com](mailto:aspikell@roadsidellc.com)



## Richmond Main Street Station and Vicinity Fiscal and Economic Impact Analysis – City of Richmond, VA

Ms. McKay was retained by the City of Richmond Department of Economic Development (on behalf of Beyer Blinder Belle, Architects, SMBW Architects, and Davenport & Company LLC Investments) to conduct a comprehensive market and financial feasibility analysis to help identify the highest and best uses that will serve to activate Richmond's Main Street Station and the Greater Richmond Transit Center.

The Main Street Station, currently an operational AMTRAK station, serves as the region's primary Multi-Modal Transportation Center and has received \$61 million to date through transit oriented funding to accomplish this goal. The study evaluated strategies to attract private investment for redevelopment of existing structures as well as new construction, to add new uses providing a linkage to Richmond's nearby Shockoe Slip and Shockoe Bottom, and to leverage public investment and policy incentives to stabilize the Station and surrounding areas.



As part of subsequent analysis associated with the City of Richmond's issuance of a Request for Proposal to solicit interest from a master developer for the sites under consideration for relocation/consolidation, Ms. McKay was retained by Davenport & Company LLC on behalf of the City of Richmond to conduct a sensitivity analysis of the projected state and local tax and other fee revenues that could be generated by the proposed Shockoe Center Development Ballpark and the proposed high-speed rail operations associated with the Richmond Main Street Station/Greater Richmond Transit Center. The study also evaluated the costs and benefits of relocation of underutilized public assets and identification of funding for the demolition, site preparation, and environmental remediation of the current site as well as land acquisition, new construction, and moving costs for approximately 100 City of Richmond employees at the Department of Public Works and General Services.

### **Contact Information:**

Ron Johnson, Chief Financial Strategy Officer  
 City of Richmond Department of Economic Development  
 Main Street Station  
 1500 East Main Street, Suite 400  
 Richmond, VA23219  
 Tel #: (804) 646-7489  
[Ron.Johnson@richmondgov.com](mailto:Ron.Johnson@richmondgov.com)

## Vision Metcalf Corridor Market, Financial & Economic Analysis – City of Overland Park, KS

Ms. McKay, a Principal of Willdan, was retained on behalf of the City of Overland Park, Kansas and A. Nelessen Associates to conduct a market, financial feasibility, and fiscal and economic impact analysis to inform Overland Park's deliberations on the development of the Metcalf Corridor's area for the next 20 years.

As the project manager of the Vision Metcalf economic analysis, Ms. McKay was responsible for conducting a market, financial feasibility, and fiscal and economic impact analysis to inform the final Implementation Plan and also to support a wide range of public outreach efforts throughout the year-long public planning effort.

The Vision Metcalf Plan was structured to:

- Establish a coherent and positive identity for the Metcalf Corridor by creating a series of unique destinations.
- Enhance the economic vitality of the corridor and City by expanding the level of residential and commercial activity in the Metcalf Corridor, thereby increasing the potential for economic activity and job creation.
- Promote a pattern of mixed and multiple-use development within the corridor. New buildings within nodes should appropriately combine residential, commercial, and entertainment uses and encourage a balance of jobs-to-housing.
- Integrate open and green space into the corridor by incorporating a system of parks, plazas, natural amenities, and a continuous green streetscape.
- Develop a balanced transportation system that provides multimodal travel options within the corridor.
- Make walking easy, desirable, and convenient.
- Amend local policy to facilitate the intent of the Plan.
- Make sustainability a theme of future development and redevelopment that guides land use and transportation decisions.



Ms. McKay developed the methodology and approach required to inform a range of Vision Plan buildout scenarios (low, moderate, high density). The plan's fiscal impact analysis required the development of "sources and uses" summary to structure the Vision Metcalf Financing Plan. This process required review of City of Overland Park General Fund and Capital Improvement Plan fund budgets to evaluate primary public revenues and public service costs. The fiscal and economic impact analysis measured the potential sales tax benefits (gross and incremental sales tax revenues), real property tax benefits (gross and incremental sales tax revenues) against anticipated public service costs, operating (maintenance, etc.), and capital (infrastructure improvements).

### Contact Information:

Kristy Stallings, Deputy City Manager  
 8500 Santa Fe Drive  
 Overland Park, KS66212  
 Tel #: (913) 895-6152  
[kristy.stallings@opkansas.org](mailto:kristy.stallings@opkansas.org)





Retail Development Strategies

## Downtown and Waterfront Redevelopment – City of Burlington, VT

The City of Burlington and the Church Street Marketplace coordinated an update of the Burlington Master Plan in 2011 and 2012 which focused on redevelopment opportunities for the downtown area and the waterfront of Burlington VT. Tom Moriarity served as Project Principal for the market and economics, development programming and implementation strategies for the Plan Update, and provided counsel on historic preservation issues regarding relocation and expansion of the Downtown Transit Center as part of the plan. The plan update was approved in late 2012. With a population of 38,000, Burlington is Vermont’s largest city and home to the University of Vermont and Champlain College. The surrounding county population is over 160,000, and creates both market opportunities and strains the City’s property tax base to provide for regional services such as transit, recreational amenities and public services. The Plan, funded through HUD’s Sustainable Cities Program, sought to increase density through appropriately scaled density, sustain and expand the successful retail core within the Church Street Marketplace, improve pedestrian linkages between the downtown area and the Lake Champlain waterfront and capitalize on increasing seasonal tourism without compromising the historic identity and local character of the downtown/waterfront area.

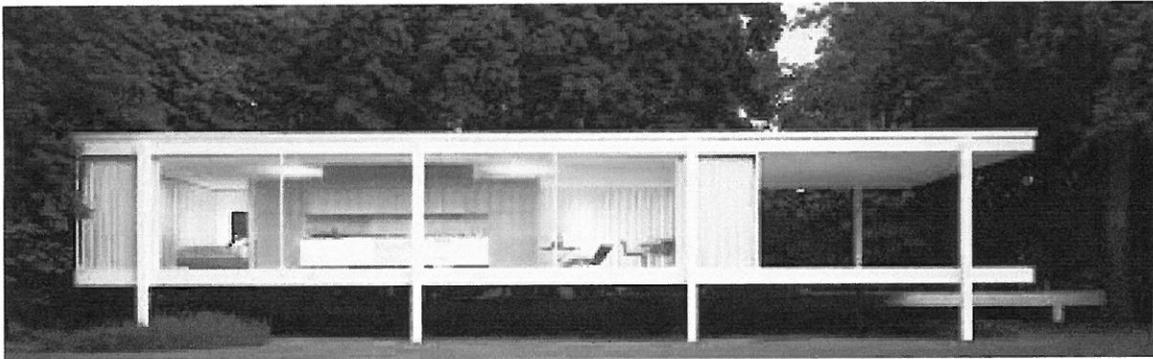


Church Street Marketplace

Burlington Waterfront

## Farnsworth House Master Plan – City of Plano, IL

RDS is currently completing a Site-Use Master Plan for the iconic Farnsworth House in Plano IL. Designed by Ludwig Mies van der Rohe and completed in 1951, the Farnsworth House was purchased at auction by the National Trust for Historic Preservation in 2003; the National Trust now operates the house and site as a public museum drawing visitors from across the country and around the world. The Farnsworth House project received a grant from the Institute for Museum and Library Studies (IMLS) to create a long-term site plan and revenue strategy for the project that will respect the integrity of the landmark house, while incorporating flood mitigation strategies, evolution of the historic landscape around the building, and add future revenue generating uses and facilities appropriate for the market, for visual protection of the house and enhancement of the visitor experiences at the property. RDS is managing the Site Use Master Plan and IMLS Final report on behalf of the National Trust for Historic Preservation and brought in Urban Design Associates of Pittsburgh for site planning and land use assessments as well as Gallagher & Associates, Washington DC/San Francisco/Singapore to develop interpretive and educational elements for the Master Plan.





Retail Development Strategies

## Alabama Historic Sites Strategy – Alabama

The Alabama Historical Commission is responsible for management and operation of a series of public historic sites across the state ranging from the Alabama State Capitol and grounds in Montgomery through historic plantations and forts on the Gulf Coast at Fort Morgan. RDS Managing Principal Tom Moriarity managed a state-wide assessment of the historic sites, analyzing visitation and tourism potentials, nearby visitor amenities, collateral development opportunities and a matrix to prioritize state investments and joint marketing concepts (Military, architecture, plantations, civil rights, etc.). The analysis took place over a year, and involved site visits, market analysis of each site and surrounding areas, preliminary costs and available resources, and other management/marketing issues. The recommendations of the study are still in use by the AHC as a strategic planning document and approach.

*Reference:* Mark Driscoll, Director of Design  
Alabama Historical Commission  
468 South Perry Street  
Montgomery AL 36104  
334.230.2696  
[mark.driscoll@preserveala.org](mailto:mark.driscoll@preserveala.org)

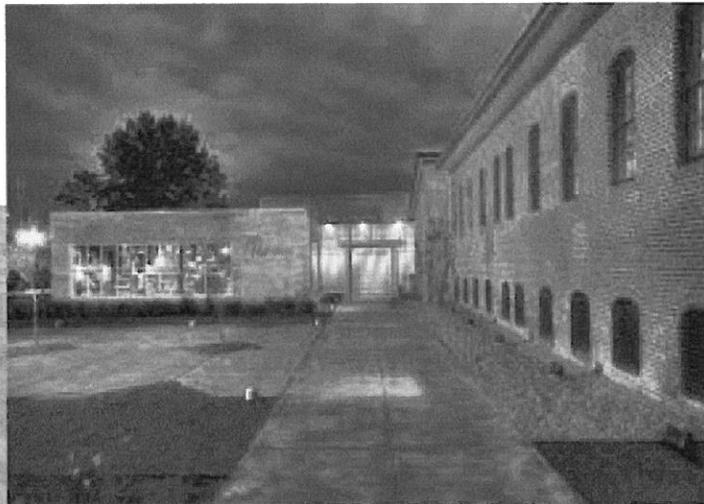




Retail Development Strategies

## BB King Museum – Indianola, MS

RDS Managing Principal worked with Gallagher & Associates to develop the business plan and revenue potentials for the BB King Museum in Indianola MS. The museum was conceived by a number of local residents as a tribute to the great bluesman and musical icon, who was born nearby and worked in Indianola as a youth. The museum celebrates BB King’s personal history, his blues legacy and his role in the greater musical world as an ambassador of African American culture and Delta Blues traditions. The Museum is located in an adaptation of a former cotton processing building where King worked as a young man, while playing blues on Indianola street corners in the evening, and was completed through private donations and public support from BB King’s fans, tourism agencies and others.



**RDS**

Retail Development Strategies

## Downtown Austin Retail Strategy – Austin, TX

The Downtown Austin Alliance and the City of Austin selected RDS's Managing Principal to complete a downtown-wide retail strategy for the 210-block central business district of Austin TX. Austin's population has doubled every 20 years since its founding, and the commercial/retail services downtown had lost market share since outward suburban growth patterns began in the 1960's. The retail strategy encompassed the State Capital complex, the traditional retail spine along Congress Avenue to the Colorado River, the Warehouse Entertainment District, the Second Street Mixed-Use district and the East and West Sixth Street Corridors. In addition to the traditional market and strategic recommendations, the Retail Strategy also mapped the characteristics of infrastructure as it affected potential redevelopment. Subsequent to completion of the strategy, a concerted effort to attract local and selected national retailer and restaurants has resulted in addition of over 300,000 square feet of new retail (53,000 square feet) and new food & beverage (257,000 square feet). The Strategy has served as the basis for long-range planning, retail recruitment and strategic initiatives by the Downtown Austin Alliance and for the City of Austin.





## 4. Itemized Costs

### Pricing Schedule –Exhibit A

PRICING PAGES FOR DCH14085		
ITEM #	DESCRIPTION	BID PRICE
1	Analysis of Tax Credit Program	\$ 12,260
2	Analysis of State Development Program	\$ 10,660
3	Analysis of Piggy Back Effect	\$ 8,620
4	Econometric Model and Methodology	\$ 11,800
5	Final Report	\$ 10,480
6	Non-technical Report	\$ 3,100
7	Public Presentation	\$ 3,000
TOTAL COST		<b>\$ 59,920</b>

\*\*\*Award will be made to lowest overall total cost meeting all specifications.

VENDOR NAME: Willdan Financial Services  
 VENDOR ADDRESS: 1025 Connecticut, NW, Suite 1000, Washington, DC 20036  
 FAX #: 888.326.6684  
 EMAIL ADDRESS: MMcKay@Willdan.com  
 REMIT TO ADDRESS: 1025 Connecticut, NW, Suite 1000, Washington, DC 20036  
 SIGNATURE: *Molly McKay*  
 DATE: July 22, 2014

## 5. Submittal Forms

Included on the pages that follow are copies of the forms listed below. The original copy of each containing a manual signature is included in the original version stamped "Signed Original."

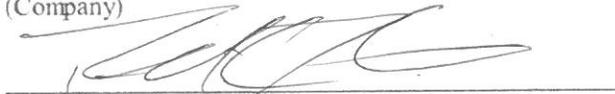
- Certification and Signature Page
- Addendum Acknowledgment Form
- Purchasing Affidavit
- Vendor Preference Certificate

**CERTIFICATION AND SIGNATURE PAGE**

By signing below, I certify that I have reviewed this Solicitation in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid or proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Willdan Financial Services

(Company)



(Authorized Signature)

Chris Fisher, Vice President

(Representative Name, Title)

800.755.6864      888.326.6864

(Phone Number)

(Fax Number)

July 18, 2014

(Date)

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: DCH14085**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:** N/A  
 (Check the box next to each addendum received)

<input type="checkbox"/> Addendum No. 1	<input type="checkbox"/> Addendum No. 6
<input type="checkbox"/> Addendum No. 2	<input type="checkbox"/> Addendum No. 7
<input type="checkbox"/> Addendum No. 3	<input type="checkbox"/> Addendum No. 8
<input type="checkbox"/> Addendum No. 4	<input type="checkbox"/> Addendum No. 9
<input type="checkbox"/> Addendum No. 5	<input type="checkbox"/> Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Willdan Financial Services

\_\_\_\_\_  
Company



\_\_\_\_\_  
Authorized Signature

July 18, 2014

\_\_\_\_\_  
Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.

RFQ No. DCH14085

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

**MANDATE:** Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

**DEFINITIONS:**

**"Debt"** means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

**"Employer default"** means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

**"Related party"** means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**AFFIRMATION:** By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: Willdan Financial Services

Authorized Signature: [Signature] Date: July 18, 2014

State of \_\_\_\_\_

County of \_\_\_\_\_, to-wit:

Taken, subscribed, and sworn to before me this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

My Commission expires \_\_\_\_\_, 20\_\_.

AFFIX SEAL HERE

NOTARY PUBLIC \_\_\_\_\_

*see attached.*

# CALIFORNIA JURAT WITH AFFIANT STATEMENT

- See Attached Document (Notary to cross out lines 1-6 below)
- See Statement Below (Lines 1-5 to be completed only by document signer[s], *not* Notary)

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

6 \_\_\_\_\_

Signature of Document Signer No. 1 \_\_\_\_\_

Signature of Document Signer No. 2 (if any) \_\_\_\_\_

State of California

County of Riverside

Subscribed and sworn to (or affirmed) before me on this

18<sup>th</sup> day of July, 2014, by

(1) Robert C. Fisher,  
Name of Signer

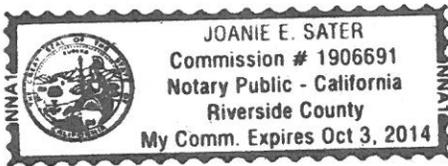
proved to me on the basis of satisfactory evidence to be the person who appeared before me (.) ~~(+)~~

~~(and)~~

(2) \_\_\_\_\_,  
Name of Signer

~~proved to me on the basis of satisfactory evidence to be the person who appeared before me.)~~

Signature Joanie E Sater  
Signature of Notary Public



Place Notary Seal Above

## OPTIONAL

*Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.*

### Further Description of Any Attached Document

Title or Type of Document: State of West Virginia Purchasing Affidavit

Document Date: July 18, 2014 Number of Pages: 1

Signer(s) Other Than Named Above: no other signers

**RIGHT THUMBPRINT OF SIGNER #1**  
Top of thumb here

**RIGHT THUMBPRINT OF SIGNER #2**  
Top of thumb here

State of West Virginia  
**VENDOR PREFERENCE CERTIFICATE**

Certification and application\* is hereby made for Preference in accordance with *West Virginia Code*, §5A-3-37. (Does not apply to construction contracts). *West Virginia Code*, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the *West Virginia Code*. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

**1. Application is made for 2.5% vendor preference for the reason checked:**

N/A Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,

N/A Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,

N/A Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; **or**,

**2. Application is made for 2.5% vendor preference for the reason checked:**

N/A Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or**,

**3. Application is made for 2.5% vendor preference for the reason checked:**

N/A Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or**,

**4. Application is made for 5% vendor preference for the reason checked:**

N/A Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; **or**,

**5. Application is made for 3.5% vendor preference who is a veteran for the reason checked:**

N/A Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; **or**,

**6. Application is made for 3.5% vendor preference who is a veteran for the reason checked:**

N/A Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

**7. Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with *West Virginia Code* §5A-3-59 and *West Virginia Code of State Rules*.**

N/A Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

**Under penalty of law for false swearing (*West Virginia Code*, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.**

Bidder: Willdan Financial Services

Signed: 

Date: July 18, 2014

Title: Vice President