

# Selah, Washington Housing Action Plan (HAP)



Beckwith Consulting Group  
14 November 2022

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## **BECKWITH**

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14 November 2022

Jeff Peters, Community Development Supervisor  
City of Selah, 222 South Rushmore Road, Selah, WA 98942  
[Jeff.peters@selahwa.gov](mailto:Jeff.peters@selahwa.gov)

### **Regarding: Housing Action Plan (HAP)**

Dear Jeff:

We would like the opportunity of working with you, your staff, Planning Commission, City Council, stakeholders, and citizens on your Housing Action Plan (HAP). Please consider the following:

#### **Experience**

- **Our housing plans and programs** - include development of strategies for zoning code innovations, density adjustments, building code and utility policies, development incentives, affordable housing stock retentions, renovation and repair programs, education and counseling services, lending programs, land trusts, inclusionary incentives, project financing, housing assistance programs, special population projects, antipoverty programs, and catalytic projects for cities, counties, housing authorities, nonprofit sponsors, and private developers similar to Selah in size and composition.
- **Our implementation rate** - is one of the highest in the consulting industry confirmed by our project results, client references, and 48 awards.
- **Our familiarity** - includes housing action plans on the Eastside and in your area having completed the Yakima Consolidated Housing Plan, Colville Housing Action Plan (HAP), and currently working on the Housing Action Plans (HAPs) for Twisp and Winthrop.

#### **Consulting team**

- **Our Team Leader** - Tom Beckwith FAICP, will be solely responsible for all products, time schedules, budgets, and other particulars as he has been on all our projects. Tom has completed 150 projects with housing components for a wide variety of applications.
- **Our team members** - have worked on our similar related projects and are quite skilled working together and on multidiscipline projects like yours.
- **We will complete your HAP** - within your schedule and within your budget and time schedule. A final scope will depend on your preferences which we will resolve with you prior to proceeding.

In conclusion, please provide us the opportunity for an interview where we may review your housing action plan particulars in more detail.

Sincerely,  
Tom Beckwith FAICP, Principal

## Beckwith Consulting Group

Tom Beckwith FAICP developed and managed project teams in multidiscipline firms including one of the largest architectural firms in the nation prior to forming his own firm. He established the Beckwith Consulting Group as a sole proprietorship in 1983.

We carry \$2,000,000 occurrence and \$2,000,000 general aggregate business and professional (errors and omissions) insurance through USAA Insurance Agency, Hartford Company, and CNA

**We are solely responsible for all schedules, budgets, products, and particulars on over 95% of our projects where we have been prime consultant (over 95% of all projects).**

### Housing action plans (HAPs)

- Jamestown S'Klallam Tribe Housing Solutions Study
- Twisp Housing Action Plan
- Winthrop Housing Action Plan
- Poulsbo Housing Action Plan
- Colville Housing Action Plan
- Port Angeles Housing Action Plan
- Sequim Housing Action Plan Update 2018
- Whatcom County Housing Element
- Yakima Consolidated Housing Plan
- Sequim Housing Needs Assessment 2009
- Bellingham/Whatcom County Housing Action Plan
- Port Townsend/Jefferson County Housing Action Plan

### Comprehensive plans

- Forks Comprehensive Plan/EIS
- Clyde Hill Comprehensive Plan
- Sultan Comprehensive Plan/EIS
- Duvall Comprehensive Plan/EIS
- Bonney Lake Comprehensive Plan/EIS
- Connell Community Action Plan
- Gig Harbor Comprehensive Plan/Growth Management Strategy/EIS
- Puyallup Downtown and Central Neighborhoods Development Plan
- Gig Harbor Westside Annexation Mitigation and Millvale Neighborhood Plan
- Cedar River Corridor Redevelopment Strategy
- Arlington Economic Development Plan

- Snohomish Economic Development Plan
- Fife Economic Development Plan
- Quinault Reservation Economic Plan

### Development regulations

- University Place Form-Based Code (FBC)
- Blaine Land Use & Environmental Code
- Monroe Sign Design Guidelines
- Kennewick Mixed-Use Design Guidelines
- Blaine Landscape Ordinance
- Pasco Sign Design Guidelines
- Kennewick Sign Design Guidelines
- Snoqualmie Sign Design Guidelines
- Snoqualmie Historic Design Guidelines
- Chehalis Historic Design Guidelines
- Des Moines Land Use Code Update
- Blaine Land Use & Environmental Code Update
- Port Orchard Zoning Ordinance Update
- Duvall Unified Development Regulations & EIS
- Bonney Lake Comprehensive Plan Housing Element & Zoning Regulations
- Oak Harbor Waterfront/Downtown Redevelopment Project & Program including Façade Design Guidelines
- Marysville Downtown Overlay Zone

### Housing development projects

- Echo Lake Mixed-Use Development
- Lynden Hillclimb Mixed-Use Development
- Fall City Mixed-Use Development Project
- Tweedsmuir (Copper Hill) Mixed-Use Development Project
- Delridge Neighborhood Plan and Cooper School Reuse
- Fairview Elementary School Reuse
- Seattle's 12th Avenue Feasibility Study
- Historic Lakewood Colonial Shopping Center Redevelopment Project
- Downtown Bellevue Properties Master Planning

**We have achieved the highest rate of successfully implemented projects in the consulting industry as attested to by our project results, client references, and 48 awards.**

## Executive summary

### Our objectives

- **Engage** - your diverse (19.9% speak languages other than English and 50.8% rent) population to determine their housing conditions, preferences, and opinions using a variety of in-person and multilingual multimedia outreach methods.
- **Anticipate** - the impact your growing population from 8,208 in 2022 to 9,607 by 2037 or by 1,399 or 17.0% additional people will have on the demand for housing over your next planning period when only 27% of your properties in the city are zoned for residential use and over 33% are vacant.
- **Quantify your existing housing needs** - for resident households, income levels, and special populations **by updating the data in your 2017 Comprehensive Plan.**
- **Project your future housing needs** - based on your employment trends and income capabilities, on the impact your aging demographics will have on household characteristics, and on your workforce requirements for resident housing needs, preferences, and income capabilities.
- **Assess your existing housing marketplace** - including the type and price of housing being developed by private, nonprofit, and public developers in comparison to your projected housing needs **including those sponsored by the Yakima Housing Authority, and others.**
- **Consider alternative and innovative housing marketplace products** - including 'Missing Middle' products such as accessory dwelling units (ADUs), cottage housing, small lot single-family, multiplex, courtyard, and small efficiency dwelling units (SEDUs), as well as innovative development and delivery systems including modular, manufactured, and container housing products to meet your current and future housing needs.
- **Develop strategies to meet your housing needs** - including continuation of land trusts with deed and resale provisions, direct and indirect incentives such as parking reductions, fee waivers or extensions, property tax exemptions, increased density, form-based regulations, inclusionary mandates, and catalytic kick-start projects.
- **Consider joint ventures** - where appropriate, with other public, nonprofit, or

private partners such as the **Housing Authority of Yakima County** to complete catalytic projects demonstrating innovative and affordable housing products that satisfy your permanent workforce housing, aging residents, and special population needs.

- **Apply innovative funding** - including leveraging the Legislature's recently authorized Local Sales Tax Fund HB1590 for a 0.1% retail sales tax allocation for housing, the Real Estate Excise Tax (REET) authorization of an additional 0.25% in housing dedicated money, and a property tax levy of up to \$0.50 per \$1,000 assessed value for the construction and foreclosure prevention programs of affordable housing.

### Our approach

- **Reviews existing conditions** - by updating the data in your 2017 Comprehensive Plan to include current housing conditions, market barriers, existing zoning and development regulation constraints, and current housing inventory including the condition and demand for publicly financed or assisted low-income developments.
- **Incorporates public input** - on your housing needs and strategies through interviews, focus groups, workshops, pop-up exhibits during your special events, go-to presentations to hard-to-reach populations, and a **final survey of your voter households to resolve priorities and financing preferences.**
- **Develops new policies/tools** - to deal with high land prices, inflationary material costs, labor constraints, financing restrictions, low-income, aging population, and workforce needs.
- **Publishes/adopts housing action plan (HAP)** - including a 2-6-year implementation strategy and updated Comprehensive Plan Housing Element on your website and during workshops and hearings with your Planning Commission and City Council.

We will complete your HAP within your 2023 schedule and within your budget. A final scope will depend on your preferences which we will resolve with you prior to proceeding.

nd budget

Team Leader - Tom Beckwith FAICP	Percent of project work
Economics - Eric Hovee	35%
Planning - Ferdouse Oneza AICP	20%
Architecture - Julie Blazek AIA LEED AP	15%
Civil Engineer - Eric Scott PE	20%
GIS - Jennifer Hackett	5%
	5%
	100%

	2023	J	F	M	A	M	J	J	A	S	O	N	hrs	labor expense	total	
<b>1 Housing needs analysis</b>	X	X	X										16	\$2,960	\$0	\$2,960
1.1 Analyze population/employment trends	X	X	X										20	\$3,700	\$0	\$3,700
1.2 Identify housing needs	X	X	X	X									24	\$4,440	\$700	\$5,140
1.3 Collect data on housing conditions	X	X	X	X									16	\$2,960	\$0	\$2,960
1.4 Evaluate comprehensive plan housing element	X	X	X	X									18	\$3,330	\$0	\$3,330
1.5 Review effectiveness of regulations/processes	X	X	X	X	X								20	\$3,700	\$0	\$3,700
1.6 Perform in-fill capacity analysis	X	X	X	X	X								12	\$2,220	\$0	\$2,220
1.7 Identify displacement risks	X	X	X	X	X											
<b>Deliverable - Conditions/housing needs analysis report</b>																<b>\$24,010</b>
<b>2 Provide public participation and input</b>																
2.1 Identify outreach groups	X	X	X										4	\$740	\$0	\$740
2.2 Review existing information	X	X	X	X									12	\$2,220	\$0	\$2,220
2.3 Conduct workshop with public	X	X	X	X									16	\$2,960	\$500	\$3,460
2.4 Conduct survey of voter households	X												32	\$5,920	\$5,000	\$10,920
2.5 Conduct workshops with stakeholder groups	X	X	X	X									36	\$6,660	\$750	\$7,410
<b>Deliverable - Public engagement plan/results</b>																<b>\$24,750</b>
<b>3 Evaluate/develop policies and tools</b>																
3.1 Develop strategies to increase supply	X	X	X	X									32	\$5,920	\$0	\$5,920
3.2 Develop anti-displacement strategies	X	X	X	X									24	\$4,440	\$0	\$4,440
3.3 Review strategies for equity, barriers, gaps	X	X	X	X									16	\$2,960	\$0	\$2,960
3.4 Develop action plan for implementation	X	X	X	X									20	\$3,700	\$50	\$3,750
<b>Deliverable - draft housing action plan (HAP)</b>																<b>\$17,070</b>
<b>4 Publish/adopt housing action plan (HAP)</b>																
4.1 Conduct Planning Commission hearing/edits	X	X	X										16	\$2,960	\$175	\$3,135
4.2 Conduct City Council hearing/edits	X	X	X										12	\$2,220	\$175	\$2,395
4.3 Prepare resolution for adoption	X												4	\$740	\$0	\$740
<b>Deliverable - Adopted Housing Action Plan (HAP)</b>																<b>\$6,270</b>
<b>Workshops, open houses, and hearings</b>													350	\$64,750	\$7,350	\$72,100
<b>Contingency</b>													4%			\$2,900
<b>Project budget</b>																<b>\$75,000</b>

## Proposed scope of services

Following is a brief description of the tasks of work outlined in the gantt chart on the preceding page.

### 1: Housing needs analysis

#### **Task 1.1: Analyze population and employment trends**

We will update and analyze data from your 2017 Comprehensive Plan, as well as the Washington State Office of Financial Management (OFM), 2015-2019 American Community Survey (ACS), HUD, ESRI, and others for a comparison of Selah, Yakima County, Washington State, and the US for the following subjects:

##### **Demographics**

- **Population** - including current and projected population based on Washington State OFM estimates and Yakima County's growth allocations.
- **Age** - including the impact of the aging baby boom on your housing requirements particularly for households who would like to continue to reside in Selah.
- **Household status** - including average household size, percent of all households in married or male/female households, and percent in types of non-family households with and without children.
- **Race and ethnicity** - including language and migration impacts of minority populations and any concentrations that may impact your housing and community services.

##### **Employment**

- **Population/employment ratios** - including your trends in full-time, part-time, remote, and seasonal workforce participation compared with the projected aging population profiles and expected critical skill retirements.
- **Base industry employment** - including trends in agriculture, forestry, fisheries, mining, construction, manufacturing, and tourism.
- **Service industry employment** - including trends in communication, wholesale and retail trades, finance, professional, and governmental service sectors with base/service ratios achieved in Selah compared with other areas in Washington State.
- **Economic sustenance factors** - the number of employees required within a specific service industry to support your present and future

population accounting for expected aging workforce retirements in critical skills.

- **Base/service/population multiplier** - or the population that can be sustained by your projected employment trends compared with the service population required to sustain your population projections.
- **Employee and household income** - common of the employed households home purchasing and renting ability particularly for critical public and service employees such as retail and health workers, teachers, police, and firefighters.

##### **Education**

- **Education and employment** - including education level, percent in labor force, occupation, industry by base or service sector of your resident, remote, and seasonal workforce.
- **Income** - including median household, family, and per capita income, and the distribution of family and non-family income levels by age, skill, and residency.
- **Poverty status** - by households and ages, by race and ethnicity, and the resulting impact on your housing and community services.

##### **Crisis services, health, and wellness**

- **Disability** - by age and household including the National Association for the Dually Diagnosed (NADD)'s estimates of persons having developmental disabilities.
- **Substance abuse** - and the primary drug rates for alcohol, methamphetamine, cocaine, and heroine based on Tobacco, Alcohol, and Other Drug Abuse Trends in Washington.

##### **Transportation**

- **Transportation** - for commuting to work by walking, biking, bus, or private vehicle with occupancy, vehicles per household, place of work, and commuting time statistics as well as remote and work at home behaviors.

#### **Task 1.2: Identify housing needs**

- **Market imbalances** - including overage or underage of product by types, price, and other features including the number and household types in poverty, low, moderate, and middle-income ranges expected to be paying more than 30% and 50% of household income.

▪ **Number of special population households**

- expected to require housing assistance or special housing products provided with security, health, social, or other Continuum of Care program services.

▪ **Special housing requirements** - by housing product and program accounting for existing and programmed special population program services to be provided by sponsoring organizations for transitional, emergency, and supportive for chronically homeless, domestic violence, alcohol and drug addictions, HIV/AIDS, and other mental/physical disabilities.

**Task 1.3: Collect data on housing conditions**

We will collect and compare the following from HUD Comprehensive Housing Affordability Statistics (CHAS), Washington Center for Real Estate Research (WCRER), Rural Resources Community Action, National Low Income Housing Coalition (NLIHC), Catholic Campaign for Human Development, local public and nonprofit organizations, and other sources:

**Housing characteristics**

▪ **Tenure** - including the number of public and private owner and full-time, part-time, seasonal, and vacation rental housing units as well as conversions from rental to sale, permanent to seasonal, and rented on airbnb.

▪ **Housing characteristics** - including location, age, condition, size, units in structure, value and rent, with and without public utilities, crowding, vacancy or unoccupied rates.

▪ **Assisted housing programs** - including the existing and proposed number, location, type, tenant, and method of financial assistance including evaluation of Section 8 Vouchers being provided by the Yakima Housing Authority, and other sponsors.

▪ **Subsidized housing units** - including the affordable apartment properties, low-income units, and units with low-income rental assistance.

▪ **Private housing developments** - including the number, price, features, and occupant characteristics of developments approved, permitted, or under construction in Selah and being promoted by local developers

▪ **Racial/ethnic/low-income concentrations** - including the degree to which your community includes a disproportionate concentration of minority or low-income or poverty households.

**Housing market**

▪ **Housing affordability indices (HAI)** - for all households and first-time buyer, as well as renting households.

▪ **Fair Market Rents (FMR)** - calculated by the National Low Income Housing Coalition (NLIHC) accounting for market rents versus number of bedrooms and income requirements including recipients of Supplemental Social Security Income (SSI).

▪ **Affordability comparisons** - projecting household ability to buy or rent in the current and trending marketplace based on annual income or wages including critical skills such as retail and health worker, teacher, police officer, and firefighter.

▪ **CHAS statistics** - expanding the comparison of owner and renter elderly, small and large families, and other individual households with housing problems who are paying more than 30% and more than 50% of income.

▪ **Home sales** - including median value, percent of stock sold or turned over, and average time on the market.

▪ **Monthly rents** - including median rent by number of bedrooms, percent of stock rented or turned over, vacancy rates, and average time on the market.

▪ **Affordable results** - including the number of affordable units developed in the past 5 years and the incentives used or not used to achieve results.

▪ **Affordability mismatch** - including units for sale and rent able to be afforded by households with 30%, 31-50%, 51-80%, and up to 120% of Median Family Income (MFI) and what households are currently paying for such units according to HUD CHAS data.

**Task 1.4: Evaluate Comprehensive Plan Housing Element**

We will review and evaluate your 2017 Comprehensive Plan including the population and land use proposals for the city limits and your urban growth area (UGA).

Along with Task 1.6, we will determine whether your comprehensive plan provides a sufficient mix of urban and mixed-use districts to meet your affordable housing goals.

**Task 1.5: Review effectiveness of regulations**

We will review your development regulations and permitting processes to determine what impact they may have on your ability to



generate additional and affordable housing products.

We will assess whether your regulations have resulted in or prohibited achieving your housing goals and proposed affordable housing programs and projects.

**Task 1.6: Perform land capacity analysis**

We will calculate the following of your buildable land capacity as well as any potential water and sewer capacity limits.

- **Buildable land acreage** - including gross, unbuildable, gross buildable, and surplus buildable due to underdevelopment.
- **Dwelling unit capacities** - including existing and build-out potential due to development of vacant lands, infill of underdeveloped lands under pending or approved subdivision and building permit applications and potential 'Missing Middle' housing allowances.
- **Sites of opportunity** - including available or potential undeveloped or infill parcels able to be developed to provide innovative housing products that meet your affordable housing objectives.
- **Catalytic projects** - defining potential site plans, development costs, mandates or incentives, financing strategies, and other particulars necessary to kick-start sites of opportunity into pro forma feasible development projects with private, nonprofit, or public sponsors.

**Task 1.7: Identify displacement risks**

We will determine what barriers there may be for retaining existing housing stock and low-income household occupants.

We will evaluate the impact of Naturally Occurring Affordable Housing (NOAH) including conversions of owned single-family homes to rentals, multi-family units aging in cost and rents, and affordable housing developments amortizing out of 30-year compliance periods.

We will evaluate what impact zoning policies, repair and renovation programs, loans and grants may have on stabilizing older housing stock and avoiding displacement of elderly, low-income, and seasonal employee renting households.

**Deliverable: Conditions/analysis report**

- **Data** - including complete data sets, charts, and graphics updating your 2017 Comprehensive Plan.
- **Documents** - including a Housing Needs Assessment (HNA) report per DOC guidance, and updated contents of your Comprehensive Plan Housing Element.

**2: Public participation**

**Task 2.1: Identify outreach groups**

We will conduct a retreat with you, your staff, Planning Commission, City Council, and other parties you consider appropriate to review:

- **Your vision** - for your housing action plan and our proposed scope, tasks, schedule, budget, and other particulars.
- **Your assessment** - of the background data, analytical findings, and assessments in your 2017 Comprehensive Plan.
- **Your outreach participants** - to involve in your housing action planning **possibly through a Housing Task Force (HTF)** including representatives from your Planning Commission and City Council as well as the Yakima Housing Authority, and citizens, among others.

Based on your review, we will make any adjustments to the scope, schedule, and other particulars appropriate.

**Visual prototype examples** - we will develop a series of fact sheets and visual presentations documenting innovative affordable and market rate housing products including tiny houses, accessory dwelling units (ADUs), cottage, multiplex, small efficiency dwelling units (SEDUs), and mixed-use as well as modular and container products of possible interest to your residents.

We will post the fact sheets and presentation materials on your website and incorporate them into our survey, workshops, open houses, pop-up events, and go-to presentations to elicit interest, document reactions and issues, and generate support for innovative approaches.

**Task 2.2: Review existing information**

We will review with you the results of the 2017 Comprehensive Plan, and other strategies and proposals that have been advanced to date concerning housing solutions. We will jointly

assess the progress that has been made so far and what gaps in strategies or implementation proposals this process should resolve.

### **Task 2.3: Conduct workshops with public**

- **Open houses** - with your public, nonprofit, and for-profit partners, sponsors, user groups, and residents. We will include activities that will attract families and generate turnout.
- **Pop-up events** - during special events to elicit public input on your condition assessments, population and employment projections, housing needs/demands as well as the housing fact sheets and visual presentations of innovative affordable housing.

### **Task 2.4: Conduct surveys of residents, employees, businesses, and voters**

We will design and conduct an on-line survey in multiple languages of resident households in Selah to determine:

- **Current housing conditions** - including satisfaction with location, size, features, price or rent, community improvements, and other characteristics as well as any desire to continue living in the current residence in Selah.
- **Housing market trends** - including assessment of location, features, price or rent, community improvements, and other characteristics being offered in the local market.
- **Housing affordability assessments** - including the impact housing market conditions and trends are or will have on households in general, on first-time buyer, elderly, single-headed families, non-family individuals, critical skills, special populations, seasonal workers, and others in Selah, as well as their circumstances and preferences.
- **Existing affordable housing programs and projects** - including assessments and priorities concerning your existing affordable housing policies, programs, and projects.
- **Respondent characteristics** - including length of residence, age, household status, housing tenure, income, and place of residence.

**Note** - we have found online (with mail-out/mail-back option for those that prefer) surveys to be more transparent and

**representative of public opinions and accurately predictive of voters in subsequent funding referendums than traditional telephone surveys.**

In addition, we have been able to include more content, since respondents have time to review and consider the questions before responding, particularly when graphically presented, than we were able to obtain from telephone samples.

**Voter households** - towards the end of your HAP process, we will conduct an online survey of each household in Selah using the United States Postal Service's (USPS) Every Door Direct Mail (EDDM) service to mail postcards to each household inviting residents to complete the survey.



We will describe your proposed housing action plan concepts and strategies and ask what impact and

support your resident households will have in living in some of the example housing projects and in supporting financing measures to realize key strategies or concepts.

The results will provide you and your elected officials a **valid method of determining public support for your housing action plan concepts and strategies**, particularly aspects requiring public financing and joint ventures with other public, nonprofit, and for-profit agencies.

### **Task 2.5: Conduct workshops with stakeholders**



Using the results of tasks 2.1-4, we will conduct workshops with all public, nonprofit, and for-profit affordable and market rate

housing developers and agencies of interest to your housing action plan to determine issues and suggestions about meeting your housing needs and demands.

### **Deliverable: Public engagement plan/results**

- **Public engagement process** - per tasks 2.1-5 using workshops, open houses, and voter survey.
- **Outreach materials** - including visual preference examples of innovative housing products such as tiny homes, accessory dwelling units (ADUs), cottage, multiplex, small efficiency dwelling units (SEDUs), and mixed-use as well as modular, manufactured, and container products.
- **Engagement report** - summarizing the results and implications of the stakeholder group workshops, open houses, pop-up events, go-to presentations, and voter household survey.
- **Planning Commission and City Council workshops** - on a periodic basis throughout the process to present, review, discuss, and adjust the scope of your planning process where appropriate.

## **3: Develop policies and tools**

### **Task 3.1: Develop strategies to increase housing supply**

We will identify the following strategies for your short and long-term housing needs and priorities by you and other nonprofit and for-profit builders and lenders:

- **Land use allocations** - adjusting the ratio and acreage provided for low to urban density residential zones and innovative housing products including mixed-use districts to reflect smaller and older household requirements, seasonal workforces, and buying capabilities.
- **Zoning code innovations** - allowing 'Missing Middle' innovative and affordable housing products including accessory dwelling units (ADU), cottage or small lot village housing, multiplex, and small efficiency dwelling units (SEDU) housing.
- **Building codes and utility policies** - allowing manufactured, modular, container, and tiny housing providing energy and weatherizing, retrofitting, and utility services.
- **Development incentives** - continuing land trusts with deed restrictions and using low or affordable housing incentives or quotas possibly combined with density increases, parking reductions, height and lot coverage variances, transfer of development rights, limited-equity cooperatives, impact and utility connection fee deferments, differential taxing

rates, or other direct or indirect inducement concepts like the Washington State Housing Finance Commission's (HFC) Recapture Tax.

- **Inclusionary zoning** - analyzing the impact and cost/benefits of mandating minimum percentage quotas, targeted income ranges, retention time periods, geographic impact areas, and fee-in-lieu provisions to reduce costs and increase affordable housing.
- **Catalytic projects and partnerships** - for public or packaged properties with affordable housing performance and participation criteria for sites of opportunity for affordable, mixed-income, seasonal workforce, and transitional housing.

### **Identify funding tools**

We will evaluate the Legislature's recently approved capital funding sources including:

- **Local Sales Tax Fund HB1590** - the 0.1% retail sales tax allocation in housing dedicated money depending on Yakima County's first right authorization.
- **Real Estate Excise Tax (REET)** - authorization of an additional 0.25% in housing dedicated money.
- **Property tax levy** - of up to \$0.50 per \$1,000 assessed value for the construction and foreclosure prevention programs of affordable housing.

Your affordable housing funds could be leveraged to take advantage of the following examples (**not a complete list**):

- **State Sales Tax Housing Fund HB1406** - a 20-year state program providing grants and financing for investments in affordable housing projects and programs including rental assistance.
- **Low Income Housing Tax Credit (LIHTC)** - providing a 9% credit against tax liability or a dollar-for-dollar reduction for investment in the construction or rehabilitation of housing for low-income families.
- **Multifamily Tax Exemption (MFTE) program** - in exchange for dedicating a percent of new units as affordable for certain incomes.
- **Land Acquisition Program (LAP)** - helping private and nonprofit developers purchase land and preserve it for later development of affordable housing (rental or homeownership).
- **80/20 Housing Bonds** - providing private and nonprofit developers with access to tax-

exempt bond financing for affordable housing projects including assisted living and single-room occupancy (SRO).

- **501(c)(3) Nonprofit Housing Bonds** - providing housing with access to tax-exempt bond financing provided the housing furthers the charitable purpose of the organization.
- **Streamlined Tax-Exempt Program (STEP)** - providing below-market interest rate loans to nonprofit borrowers for multifamily housing, assisted living facilities, homeless shelters, transitional housing, and group homes.
- **HFA Advantage** - providing financing assistance for homebuyers with incomes at or below 80% AMI.
- **USDA Single-family** - providing loans to support self-help buy, build, repair, and own programs.
- **USDA Multi-family** - providing loan guarantees for rental housing for low-income, elderly, disabled, and domestic farm laborers.

### **Task 3.2: Identify strategies to minimize displacement**

We will outline the following strategies to minimize displacement and the loss of existing affordable housing stock:

- **Affordable housing stock retention** - using sweat equity construction and repair programs, land and equity trust financing concepts, and retention of mobile home parks and manufactured homes for low-income housing.
- **Renovation and repair programs** - identifying older housing stock including manufactured homes to be preserved, retrofit, and reclaimed in the existing supply along with code or mitigation incentives, or financing assistance using the Federal Housing Authority's (FHA) Section 221 program, or equity trust or reverse mortgage programs, or innovative land and equity trust concepts, or renovation loans to be repaid on eventual sale.

### **Task 3.3: Review strategies for equity, barriers, and gaps**

We will review the proposed strategies to ensure housing needs are addressed for all economic segments of the community including use of:

- **Lending programs** - identifying local capital sources and state and federal counseling services and lending programs to be utilized to increase local household buying power through Washington State Housing HFC House Key Plus

mortgage and down payment assistance programs, FHA Sections 8 and 223 Low Income programs, and private capital sources.

- **Project financing** - leveraging local capital sources including HFC Tax Exempt bonds, the Washington Community Reinvestment Association's (WCRA) Capital Plus, and USDA Rural Development Section 523 home financing programs to help private and nonprofit organizations finance affordable/low-cost products.
- **Housing assistance programs** - identifying income or housing subsidy or assistance programs to help pay sales loans or rents using HFC House Key programs and FHA Section 8 programs including for critical employee skills.
- **Special population projects** - identifying shelters, transitional, and permanent housing development projects for disabled, elderly, homeless, domestic abuse, mental health, and other special needs households using McKinney, Housing Opportunities for Persons with AIDS (HOPWA), HFC HomeChoice and Housekey Extra programs, and FHA 202 Elderly and 811 Disabled program.

### **Task 3.4: Develop Housing Action Plan (HAP)**

We will define tasks, participants, responsibilities, schedules, budgets, and performance measures appropriate to you and all other public, non-profit, and private entities to be involved in implementing your HAP.

Depending on the results of preceding tasks, our recommended actions may include your accomplishment and/or sponsorship of catalytic housing projects with other public, nonprofit, or private developers or organizations to kick-start projects or actions critical to the successful implementation of your HAP.

We will update your Comprehensive Plan Housing Element along with performance measures to assess implementation.

### **Deliverable: Housing Action Plan**

- **Housing Action Plan (HAP), Comprehensive Plan Housing Element** - in accordance with DOC guidelines.
- **HAP Implementation Program** - with detailed tasks, public, nonprofit, and private participants, responsibilities, schedules, budgets, and performance measures for the next 2-6-years.

## 4: Publish/adopt HAP

### **Task 4.1: Present HAP to Planning Commission**

We will edit and publish the following HAP documents on your website:

- **PowerPoint presentations** - of key goals, strategies, projects, and programs along with action plan participants, major implementation tasks and responsibilities, and performance measures.
- **Housing Needs Assessment (HNA) documents** - containing your condition assessments, housing market analysis, demand/needs assessment, resources and incentives, and innovative housing project designs and applications.

We will assist you in presenting your HAP to your Planning Commission and documenting any recommendations the Commission may have for your City Council's consideration.

### **Task 4.2: Present HAP to City Council**

We will assist you in presenting your HAP to your City Council and any recommendations the Planning Commission may have for your City Council's consideration.

We will make any final edits to your HAP or implementation strategies decided by your City Council.

### **Task 4.3: Prepare resolution for adoption**

We will assist you in developing a final resolution for your City Council to adopt and implement your HAP.

### **Deliverable: Adopted Housing Action Plan**

- **Final HAP documents** - including edits by you, your staff, Planning Commission, and City Council for adoption.

## Our example work

### **Poulsbo Housing Action Plan & Commercial Lands Study**

We developed a housing action plan and commercial lands analysis for the Poulsbo Community Development Department that identified demographic changes including aging populations and households, housing market trends particularly for small, innovative



“Missing Middle” housing innovations, and the city’s commercial and industrial land requirements.

We conducted an on-line survey of city residents to determine their opinion on current trends, products and proposals, and their interest in participating in citywide housing solutions. We also conducted a series of virtual workshops with housing stakeholders, low-income and homeless housing sponsors, and members of the Planning Commission and City Council during the planning process.

Based on the assessments, we projected office and commercial land requirements affected by changing in-office and remote working arrangements resulting from Covid as well as employment trends.

We assessed the city’s existing zoning and development codes and drafted adjusted zoning district allowances to permit innovative “Missing Middle” housing solutions for older, single, and millennial households within the city’s older established single-family neighborhoods.

We completed an envelope analysis of an existing commercially zoned property to demonstrate the pro forma market potential for developing mixed-use structures with upper

floor housing units focused on market rate and affordable non-family households.

### **Colville Housing Action Plan**

We developed a housing action plan for the Colville Planning Department that identified

demographic changes, housing inventory, housing market trends, homelessness, and critical skills housing needs.

We conducted an on-line survey of city residents to determine their opinion of current trends, products and proposals, and their interest in participating in housing solutions.



Based on the assessments, we identified strategies in a detailed action plan to provide:

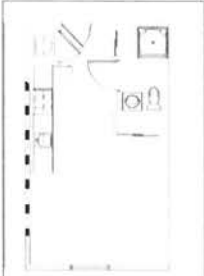
- Development code revisions to achieve minimum density, performance-based design, low impact development, transfer development rights, accessory dwelling units, modular housing, and progressive building/permit fees, utility connection charges, and impact fees
- Zoning and building code allowances for prefabricated accessory dwelling units, modular single-family, and mixed-use development project prototypes
- Zoning incentives with which to offset builder costs for the purpose of creating affordable housing units in mixed-income projects and developments

On completion of our action plan, the City Council organized a Housing Task Force to implement each of the recommendations identified in the housing action plan.

### **Port Angeles Housing Action Plan**

We completed a housing action plan for the Port Angeles Department of Community Development that analyzed and projected

demographic, employment, income, housing market trends, homeless, and special population needs, critical skills housing problems by type household, and housing development cost variables and cost offset conditions over the next 20-year period.



SEDU

We conducted an on-line survey completed by 663 city residents identifying their opinion on current trends, products and proposals, and their interest in participating in citywide housing solutions.

We identified action plan strategies for:

- Continuing differential taxing rates for affordable housing
- Stimulating use and development of innovative housing products including modular and prefabrication
- Implementing an accessory residential unit (ARU) program to provide Missing Middle housing opportunities in established neighborhoods
- Developing an affordable housing incentive system using non-cash density offsets
- Developing an affordable housing incentive system using cash fee and permit waiver offsets
- Packaging 3 demonstration mixed-use projects using innovative housing products and Missing Middle housing designs
- Establishing an Affordable Housing Fund (AHF) with property tax levies
- Using the AHF monies for refinancing overextended households and accomplishing repair and replacement needs
- Assisting with renovating eligible housing stock and households with shared and limited equity loans

We completed envelope studies of 3 prototypical neighborhood, commercial corridor, and downtown housing sites demonstrating the use of mixed-use, Missing Middle housing designs. We created pro forma development cost assessments for each demonstrating the impact of cash and non-cash incentives, and the use of innovative designs,

construction, and development approaches on resulting housing costs.

### **Jamestown S'Klallam Tribe Housing Solutions Study**

We completed the **award-winning** detailed housing solutions study for the Jamestown S'Klallam Tribe Social & Community Services Department and Tribal Council. We analyzed and projected housing requirements for 1) Tribal elders (age 55+), 2) families, 3) workforce for the Tribes 7 Cedars Casino and Resorts, and 4) transitional households for Tribal populations living within and outside of the Tribe's Clallam-Jefferson County service area.



We conducted detailed surveys of Tribal citizens, descendants, and non-Tribal members and the Tribal workforce to determine their existing housing situations, financial capabilities, characteristics, and preferences. We conducted housing preference workshops with Tribal elders and

staff to determine the characteristics of desired housing and residential development designs and products.

Based on the housing preference assessments, we conducted a housing marketplace workshop involving innovative housing products and developments for cottage, modular, and cargo container housing designers and developers. The marketplace developers illustrated their designs and products and discussed the potential quality and cost savings possible using more innovative housing development approaches.

We analyzed 12 different fee simple and tribal trust properties currently owned by the Tribe in Sequim and around Blyn including environmental, utilities, access, current development regulations, and other particulars.

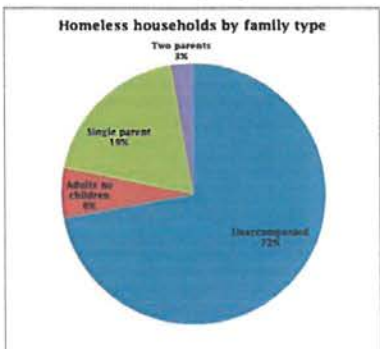
Based on our assessments, the Tribe narrowed the list to 6 possible sites for which we created site concepts based on the housing preference assessments, innovative cottage and modular

housing products, and low impact development concepts. We estimated development costs and outlined possible funding strategies using HUD Tribal grants, state grants, and leveraged private financing.

**Whatcom County Housing Element**

We updated the award-winning housing element for the Whatcom County 2015-2035 Comprehensive Plan Update for the Whatcom County Planning & Development Services and interagency housing task force.

We collated and projected detailed population forecasts and allocations, and demographic trends for the county and every jurisdiction and urban growth area.



We analyzed

housing market trends in the region, county, and by county jurisdiction including the number, price or rent structure, and vacancy rates.

We assessed housing affordability trends including first time buyers and for critical skills including retail and health care workers, teachers, police, and firefighters necessary for community sustainability.

We also determined existing owner and rental housing cost burden by income group countywide and by each jurisdiction along with a comparison with assisted housing inventory, assisted housing occupant characteristics, and homelessness.

We projected two possible housing impact scenarios and policy implications if the county's population continued to age in place and/or if county policies advocated development of innovative solutions oriented to an aging and increasingly non-family population.

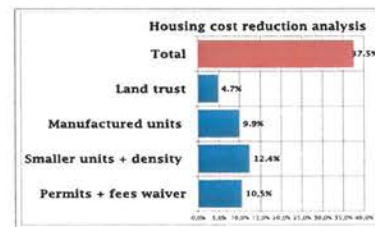
Finally, we compared the costs and pro forma pricing impacts of various incentives including utilization of increased density, decreased

parking quotas, manufactured housing units, connection and impact fee waivers, and land trusts by which to assess incentive effectiveness on resulting housing costs.

**Sequim Housing Action Plan**

We updated a housing action plan for the Sequim Department of Community Development based on the housing needs assessment we completed for Sequim in 2008.

We analyzed and projected demographic, employment, income, housing market trends, homeless, and special population needs, critical skills housing problems by type household, and housing development cost variables and cost offset conditions over the next 20-year period.



We conducted an on-line survey of city residents to determine their opinion on current trends,

products and proposals, and their interest in participating in citywide housing solutions. Based on the assessments, we identified strategies the city could consider when developing a detailed action plan to provide:

- Financial incentives including differential taxing rates, limited and shared equity lending, and land trusts
- Development code revisions to achieve minimum density, performance-based design, low impact development, transfer development rights, accessory dwelling units, modular housing, and progressive building/permit fees, utility connection charges, and impact fees
- Zoning and building code allowances for prefabricated accessory dwelling units, modular single-family, and mixed-use development project prototypes
- Zoning incentives with which to offset builder costs for the purpose of creating affordable housing units in mixed-income projects and developments

On completion of our action plan, the city organized a Housing Task Force focused on implementing each of the recommendations identified in the study in more detail.



## **Bellingham/Whatcom County Housing Action Plan**

We completed an **award-winning** aggressive housing action plan for the Bellingham and Whatcom County Countywide Housing Action Taskforce (CHAT) – a committee composed of elected officials, housing authorities, non-profit trusts and housing corporations, private developers, lenders, and realtors.



We conducted workshop sessions with builders, realtors, lenders, non-profit sponsors, and the smaller cities in the county to determine their opinion on current trends, products and proposals, and their interest in participating in countywide housing solutions.

We analyzed demographic, employment, income, housing market trends, homeless, and special population needs and projected conditions over the next 20-year period.

We inventoried innovative housing solutions within the region, state, and nation to determine effective prototypes of interest to Whatcom County housing market prospects.

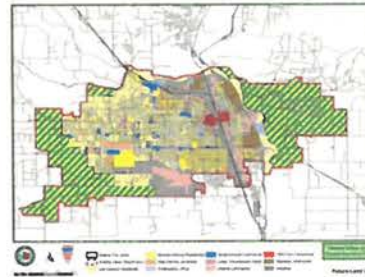
We developed a detailed action plan to provide:

- Development code revisions to achieve minimum density, performance-based design, low impact development, transfer development rights, accessory dwelling units, modular housing, and progressive building/permit fees, utility connection charges, and impact fees
- Financial incentives including differential taxing rates, limited and shared equity lending, and land trust
- Rehabilitation programs using shared and/or limited equity mortgages, sweat equity, and self-help construction
- Competitive RFP packaged development projects using prefabricated accessory dwelling units, modular single-family and mixed-use development project prototypes

We vetted the proposals with the public using a mail-out/phone-back survey of registered voters to determine priorities and levels of support for a proposed countywide housing levy for capital formation that passed in 2012.

## **Yakima Consolidated Plan**

We completed the 2010-2014 Consolidated Plan with Community Profile, Housing Market Analysis, Needs Assessment, Homeless,



Community Development, and Non-Homeless Special Needs components for the Yakima Office of Neighborhood Development

Services (ONDS).

We developed the plan for ONDS and the Consolidated Plan Advisory Group composed of representatives of the Yakima Housing Authority (YHA), Yakima Valley Partners Habitat for Humanity, Office of Industrialization Center (OIC), and Yakima County Human Services Department.

The plan included an updated and extensive survey of housing market conditions using 2000 Census, CHAS data, 2005-2007 American FactFinder, Washington Center for Real Estate Research (WCRER), the National Low Income Housing Coalition (NLIHC), Homeless Network of Yakima County's Continuum of Care and Homeless Plan, and the Yakima County Health Departments Alcohol & Substance Abuse Plan, among others.

In addition, we conducted 3 public meetings and a mail-out/phone-back survey in English and Spanish of 100 registered voter households from within the Community Development Block Grant (CDBG) Target Area to ascertain representative public opinions concerning conditions, program assessments, and priorities.

ONDS, the Community Development Advisory Board (CDAB), and City Council conducted public hearings and adopted the Consolidated Plan.

### **Port Townsend/Jefferson County Housing Action Plan**

We developed an aggressive housing action plan for the Port Townsend Planning Department and Jefferson County Community Development Department.

We analyzed demographic, employment, income, housing market trends, and special population housing needs. We interviewed builders, realtors, lenders, and non-profit sponsors to determine their opinion on current trends, their products and proposals, and their interest in participating in housing solutions.



We inventoried innovative housing solutions within the region, state, and nation to determine effective prototypes of interest to Jefferson County housing market prospects.

We developed an action plan to

provide:

- Education and mentoring services about finance, purchase, and maintenance,
- Development code revisions to achieve minimum density, performance-based design, low impact development, fee-in-lieu dedications, impact fees, transfer development rights, manufactured housing, pre-approved building plans, and progressive permit fees,
- Affordable housing density incentives,
- Infrastructure priming including interim community drain fields, progressive connection fees, and capacity allocations to affordable housing projects
- Financial incentives including differential taxing rates, limited and shared equity lending, cooperative and co-housing
- Rehabilitation programs using shared and/or limited equity mortgages, sweat equity, and self-help construction
- Competitive RFP packaged development projects using targeted sites and prototype project design and development examples

We vetted the proposals with the public using a mail-out/phone-back survey of registered voters to determine priorities and levels of support for a proposed countywide housing levy for capital formation. The participants used the action plan proposals to form a Housing Action Planning Network (HAPN) and initiate a countywide affordable housing levy referendum.

### **Seattle 12th Avenue Feasibility Study**

We conducted a detailed analysis of property ownership, appraised values, residential and commercial market trends, existing site and



building conditions, and alternative development concepts for 5 city-owned properties located in East Barclay Court across from Seattle University for the Seattle Department of Community Development.

Seattle obtained the properties through a land transfer with Seattle University. The city's objective was to

determine the architectural and economic feasibility involved in redeveloping and/or packaging the properties for mixed-use residential purposes. The city was also interested in determining the interests and intentions of adjacent landowners.

We conducted workshops with adjacent property owners to determine preferred options including possible land and/or building package approaches. Based on workshop results, we developed and evaluated a variety of mixed-use residential projects ranging from single lot duplex proposals on the interior lots to multiple story apartments over ground floor retail outlets for the corner and frontage properties.

Each proposal was evaluated against comparable and competitive projects in the marketplace to determine feasibility issues and constraints.

Based on our analysis, the city subsequently assisted with joint venture projects on a number

of properties resulting in the in-fill shown in the aerial.

### **Fairview Elementary School Reuse Project**

We completed a detailed design, physical, social, and economic analysis of the possibilities of reusing a surplus school for the Seattle Housing Authority, Seattle Department of Community Development, and the Fairview Community Council.

We analyzed the possibility of reusing all or portions of the surplus Fairview school facility and/or site for a multi-use development incorporating low-cost family housing under the Housing Authority's



Scattered Site Housing program.

We conducted questionnaire samples of neighborhood residents to gather opinions about potential issues and concerns with various reuse options. We conducted an extensive series of public workshops with community residents and interest groups during which the participants were encouraged to develop project objectives and alternative utilization concepts using a co-design participant process.

We evaluated alternatives that included concepts that reused the whole building, portions of the original structure, and the site only for a combination of community and multiple family and elderly housing units. We evaluated final alternatives for economic feasibility and the impact of financing incentives.

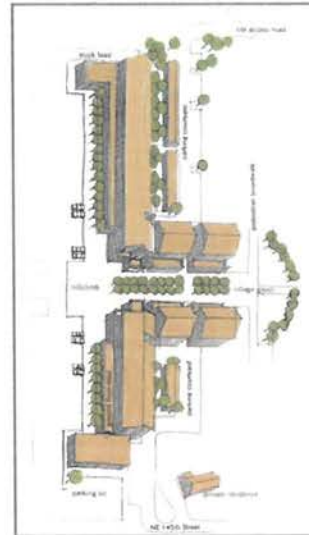
Pacific Northwest Ballet acquired the property for a teaching facility, and later Fairview Christian School, for a private religious institution and housing complex.

### **Tweedsmuir Close Inc/Copper Hill Square Mixed-Use Development**

We completed a site evaluation, site and building prototype plan, rezone application, and expanded environmental checklist for

Tweedsmuir Close (now Copper Hill) - a mixed-use project involving 8.4 acres, 100 residential units, and 30,000 square feet of office and retail space for Tweedsmuir Associates in Duvall, Washington.

The innovative project was the first to be submitted for review and approval under the new unified SEPA/GMA design and development code process we had previously developed for the city with a GMA demonstration grant.



The environmental analysis was able to utilize site and system-level impact assessments that had previously been evaluated in the city's environmental impact statements for the comprehensive

plan update, wastewater treatment plant, and unified development regulations - considerably reducing processing time and uncertainties to the developer and staff alike.

The project was subsequently developed as we designed it as Copper Hill and the over-the-store studios, townhouse, and single-family products were sold-out in record time.

### **Delridge Neighborhood Plan**

We completed a neighborhood development plan for the Delridge Neighborhood Planning Committee and the Seattle Neighborhood Planning Office.

We worked with a 20-member planning committee involving representatives from the multiethnic community's property, business, education, cultural, arts, and historical groups as well as transit, transportation, parks, and school agencies.

We conducted 6 participatory workshop sessions with over 200 neighborhood residents creating over 500 ideas on public safety,

transportation, community and culture, economics, nature, and the built environment.

We compiled the ideas into draft neighborhood plan elements during 3 subsequent public



forums and public workshops. The interim plan proposals were illustrated in 3 newsletter mailings and on an interactive community planning website. The final plan proposals were documented in a newspaper supplement and mailed to over 5,000 households in the community along with a detailed survey to determine final project priorities and

validations.

The resulting plan was validated by the Seattle City Council and used to design and fund a new police precinct station, a mixed-use housing and public library project, and a reclamation and art interpretation project for Longfellow Creek, among others.

Our plan was also used to obtain title to the surplus Cooper School and complete our proposed retrofit project that reused the facility for live/work artist housing along with a performing theater, childcare, and other community services.

### **Echo Lake Mixed Use Development**

We conducted a design charrette with city council and staff, YMCA, and the private property owner and developer on mixed-use development concepts for the south shore of Echo Lake for a public park and trail, city hall, police station, YMCA, and private mixed-use retail and residential uses.

The Echo Lake site was one of 6 site alternatives we identified and analyzed as possible city hall options. The site was the last underdeveloped property with an aging mobile home park located on old Highway 99 that also included one of the city's most attractive natural areas, Echo Lake, and a regional trail, the Interurban.

Our charrette identified alternative concepts for access and parking, building configurations and



use occupants, public commons and shared site improvements, parks and trails, urban design, property and site development agreements,

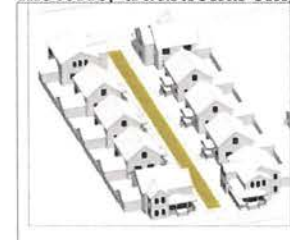
and regulatory and financing measures.

We also estimated building capacities, development costs, and other pro forma particulars necessary for the participants to resolve purchase and development options, a master plan agreement, and common parking and site improvement cost allocations.

The city eventually selected another site for city hall. The property was acquired by a developer who completed the project with the YMCA and additional market rate and mixed income housing in accordance with our concept.

### **Arlington Old Town Residential Design Standards**

We assessed development patterns, housing conditions, architectural styles, and existing and potential development capacities to create design standards for infill development of the historic, traditional single-family neighborhoods



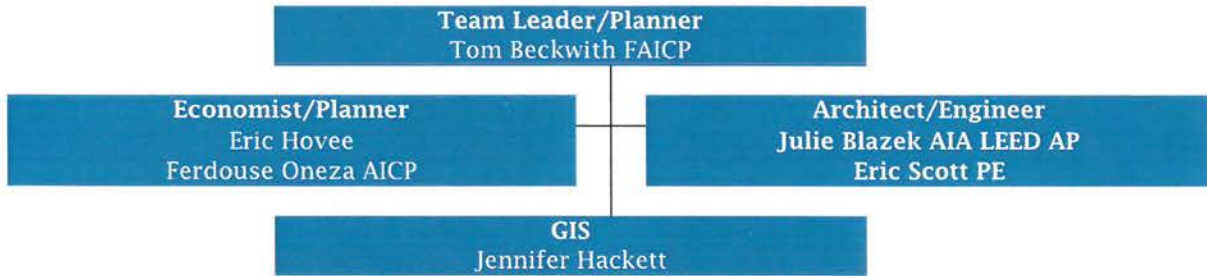
in downtown Arlington.

Our design standards promote a higher density using a mix of commonly prevalent architectural styles

including duplex: side-by-side, fourplex, townhouse, duplex: stacked, cottage court, courtyard, and accessory dwelling unit (ADU).

The design standards illustrate acceptable examples of front yard, side, and rear yard placements, parking, fencing, and landscaping.

## Our consulting team



### Beckwith Consulting Group

We established the Beckwith Consulting Group as a sole proprietorship in 1983 to provide planning, design, and development services.

We carry \$2,000,000 occurrence and \$2,000,000 general aggregate business and professional (errors and omissions) insurance through USAA Insurance Agency with additional coverage provided by The Hartford and Continental Casualty Company.

**We are solely responsible for all schedules, budgets, products, and particulars where we have been prime consultant that is over 95% of our projects.**

### Team Leader - Tom Beckwith FAICP



Tom has applied expertise in economic base studies, market and economic feasibility studies, site planning and physical development concepts, urban design and architectural design

developments, architectural programs and building space plans, financial lenders packages, and life cycle analysis that is directly applicable to this project.

His plans and projects have one of the highest implementation rates in the consulting industry and have been recognized with **48 awards** from a variety of civic and professional organizations due in part to his emphasis on effective public participation outreach and engagement.

**As Team Leader/Project Manager, Tom will be solely responsible for all schedules, budgets,**

**products, and particulars as he has been on all firm projects.**

#### Registration

- Fellow of the American Institute of Certified Planners (FAICP).

#### Education

- Graduate School of Design, Continuing Professional Education, Harvard University
- Master's in Urban Planning, University of Washington
- Bachelor of Science in Sociology with minors in Architecture and Economics, University of Oregon

#### Recent comparable housing action plans

- Twisp & Winthrop Housing Action Plans
- Arlington Old Town Residential District Design Standards
- Poulsbo Housing Action Plan
- Jamestown S'Klallam Tribe Housing Solutions Study
- Colville Housing Action Plan
- Port Angeles Housing Action Plan
- Sequim Housing Action Plan Update 2018
- Whatcom County Housing Element
- Yakima Consolidated Housing Plan
- Sequim Housing Needs Assessment 2009
- Bellingham/Whatcom County Housing Action Plan
- Port Townsend/Jefferson County Housing Action Plan
- University Place RGC Form-Based Code
- Blaine Land Use & Environmental Code
- Duvall Unified Development Regulations
- Des Moines Consolidated Zoning Update
- Gig Harbor Comprehensive Plan/Growth Management Strategy

#### Recent housing development projects

- Echo Lake Mixed-Use Development
- Lynden Hillclimb Mixed-Use Development
- Fall City Mixed-Use Development Project
- Tweedsmuir (Copper Hill) Mixed-Use Development Project

- Delridge Cooper School Reuse
- Fairview Elementary School Reuse
- Seattle's 12th Avenue Feasibility Study
- Downtown Bellevue Properties Master Planning

### Economics - Eric Hovee



Eric has 30 years of experience providing economic and demographic research including economic base, econometric and statistical analyses, market and economic feasibility studies, capital improvement programming and budgeting, economic development policy planning, evaluation of land use and comprehensive plans particularly for the effect on business and development activity.

Eric's expertise includes financial structuring, negotiation assistance, public sector planning projects, regulatory assistance, and public policy analysis of office, retail, residential, industrial, transportation, recreation, and mixed-use projects.

#### Education

- Courses in Real Estate Development and Finance from National Development Council and National Council for Urban Economic Development
- Post Graduate Courses in Real Estate Finance and Environmental Economics from Portland State University
- Bachelor of Arts in Economics and Urban Studies from University of Pennsylvania - co-winner of Joseph Warner Yardley Award for senior thesis in economics

#### Notables

- **Former Director of Vancouver Economic Development Department** - responsible for business development strategies and recruitment, public/private project development and agreements, and economic stimulus grants.

#### Beckwith projects

- Twisp & Winthrop Housing Action Plans
- Poulsbo Housing Action Plan and Commercial Lands Analysis
- Port Angeles Housing Action Plan
- Sequim Housing Action Plan Update
- Bellingham/Whatcom County Housing Action Plan

- Port Townsend Housing Action Plan
- Esther Short Redevelopment Plan

### Planning - Ferdouse Oneza AICP



Ferdouse has 20 years of experience providing public and private sector planning, urban design and architecture with special expertise in subarea plans, comprehensive plans, environmental plans, capital facilities plans, policy development, and implementation strategies.

Ferdouse has extensive experience conducting public forums, workshops, charrettes, pop-up exhibits, and to-to-presentations to hard-to-reach groups on planning subjects.

#### Education

- Master of City Planning, Georgia Institute of Technology, Atlanta
- Master of Architecture, Bangladesh University of Engineering and Technology, Dhaka, Bangladesh
- Bachelor of Architecture, BUET, Dhaka, Bangladesh

#### Notables

- Former Manager of Kennewick Planning & Community & Economic Development Department

#### Beckwith projects

- Twisp & Winthrop Housing Action Plans
- Okanogan County Zoning Regulations
- Poulsbo Housing Action Plan
- Colville Housing Action Plan
- University Place RGC Form-Based Code
- Kennewick Bridge-to-Bridge/River-to-Rail Subarea Plan/PA EIS
- Enumclaw Community Visioning
- Spokane South Hill Coalition Strategic Plan,

### Architect - Julie Blazek AIA, LEED AP



Julie has 20 years of experience with planning studies, programming, site selection, master planning, public involvement processes, preliminary budgeting, design, construction documents, permitting, bidding, and construction administration of environmental interpretive centers, art museums, children's museums, theaters, civic facilities, educational

institutions, affordable housing, homeless housing, group living facilities, and mixed-use developments.

Julie has developed design guidelines and standards for downtowns, waterfronts, and alleyways, and participated on Downtown Assistance Teams (DAT). Julie has expertise in urban and rural sustainable design.

#### **Registrations**

- Registered Architect in Washington
- LEED Accreditation

#### **Education**

- Design Firm Leadership & Management Certification from the University of Washington
- Bachelor of Science in Architecture and Urban Planning from the University of Wisconsin-Milwaukee

#### **Affiliations**

- Skagitonians to Preserve Farmland
- Migrant Farmworker Housing Authority
- Sustainable Design Community Volunteer

#### **Beckwith projects**

- Twisp & Winthrop Housing Action Plans
- Arlington Old Town Residential District Design Standards
- Poulsbo Housing Action Plan
- Colville Housing Action Plan
- Jamestown S'Klallam Tribe Housing Solutions Study
- Port Angeles Housing Action Plan
- LaConner Cultural Arts Center/Artist Live/Work Charrettes

#### **Affordable housing projects**

- Housing Hope - Twin Lakes Landing for Homeless Families
- Swinomish Indian Tribal Community Multi-Function Group Home
- Casa Della Buona Forchetta Sustainable Residence

### Civil Engineer - Eric Scott PE



Eric's 25 years of experience includes expertise in stormwater engineering for transportation and public improvement projects, including flexible streets designed to accommodate

public gatherings as well as projects incorporating low impact and sustainable initiatives. His work includes developing cost-effective utility and stormwater solutions.

#### **Education**

- Bachelor of Science in Civil Engineering from California State University at Chico

#### **Registration**

- Professional Civil Engineer in Washington and Oregon

#### **Beckwith projects**

- Twisp & Winthrop Housing Action Plans
- Jamestown S'Klallam Tribe Housing Solutions Study
- Southwest Washington Fair (SWWF) Master Plan
- Covington PROS Plan
- Port Orchard PROS Plan

### GIS - Jennifer Hackett



Jennifer creates and maintains a centralized repository of spatially linked data on recreation and points of interest in Washington State that highlights culture, history, and science. Jennifer's data is used to create custom printable and interactive maps, data tables, and interactive mapping applications. She is proficient in ArcGIS and Site Spinner Pro website developer.

#### **Education**

- Master of Science in Resource Management from Central Washington University, Member Honorary Geographical Society of Gamma Theta Upsilon
- Bachelor's in History with Russian Studies Concentration from Carleton College, Northfield, MN

#### **Beckwith projects**

- Twisp & Winthrop Housing Action Plans
- Benton County PROS Plan
- Covington PROS Plan
- Arlington PROS Plan
- Port Orchard PROS Plan
- Yakima River Public Access Plan
- Kittitas County PROS Plan
- Kittitas County Tourism Infrastructure Plan

Poulsbo Housing Action Plan & Commercial Lands Study - 2021

“The Poulsbo Planning and Economic Development Department retained Tom Beckwith and team to develop a Housing Action Plan - its purpose to identify strategies that can help improve housing supply and affordability. Tom and team brought deep experience with similar document development, robust research skills and data generation. The HAP needs assessment and strategy is critically helpful as Poulsbo develops its land use strategy for the GMA 2024 Comprehensive Plan periodic update.

Through the course of this work, we also identified the need to develop a commercial land market analysis - to complete the bookends of residential and commercial. Tom brought Eric Hovee to the team, who worked with City staff and drafted an analysis of Poulsbo's economic and commercial landscape, market and job forecast and recommendations, in a report that is easy to read and digest.”

Nikole Coleman AICP, Senior Planner  
City of Poulsbo  
360-394-9730, [ncoleman@cityofpoulsbo.com](mailto:ncoleman@cityofpoulsbo.com)

Port Angeles Housing Action Plan - 2020

“The Beckwith Consulting Group conducted multiple workshops and discussions with our staff, advisory committee, and City Council during the course of the evaluations. We found their findings, recommendations, and overall process to be highly professional and significantly enlightening as we consider our housing action requirements and options. They delivered a number of innovative approaches that we had not thought of before, and which will provide us a significantly greater likelihood of being able to implement.

They conducted an on-line survey completed by 663 city residents identifying their opinion on current trends, products and proposals, and their interest in participating in citywide housing solutions that City Council found

useful to determine their final review and approval of the plan.”

Allyson Brekke, Director of Community & Economic Development  
360-417-4751, [abrekke@cityofpa.us](mailto:abrekke@cityofpa.us)

Jamestown S'Klallam Housing Solutions - 2019

“The Jamestown S'Klallam Tribe hired the Beckwith Consulting Group to conduct a one-year Housing Solutions Study to address our housing needs for four target populations. The study determined the demand, need, preferences, products, and action plans for each of the target populations. The study also determined how best to utilize the Tribe's fee simple and tribal trust properties.

The Beckwith Consulting Group recognized the need to conduct a household survey that would broaden our outreach efforts to hear the needs from all Tribal Citizens and employees, and not just from those that could attend the meetings. Also, based on the advice of the Beckwith Consulting Group, we hosted a housing marketplace where we invited three very different developers to discuss their innovative housing products, suitability, quality, and costs.

The Beckwith Consulting Group subsequently created housing and site development concepts, cost, and potential funding sources, for six of the Tribe's properties using the results gathered from the focus groups, the working groups, the household survey, and the housing marketplace.

Our final plan was endorsed by study participants and adopted by our Tribal Council for implementation. We could not have developed such an all-inclusive Housing Solutions Study without the assistance of the Beckwith Consulting Group. We found them to be professional and supportive of our Tribal endeavor and recommend them to anyone considering a similar important undertaking.”

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