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**WASHINGTON STATE DSHS
MARKET POTENTIAL FOR FIRCREST CAMPUS EXCESS PROPERTY
MARKET BEST USE ASSESSMENT**

~DISCUSSION DRAFT #3~

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Prepared by:

community attributes

communityattributes

*Community Attributes tells data-rich stories
about communities that are important to decision-makers.*

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EXECUTIVE SUMMARY

The State Department of Social and Health Services (DSHS) requires an economic analysis in support of a master plan for excess property at DSHS's Fircrest Campus. Land use options were designed for analysis to explore how varying land uses would come together to meet a broad range of potential objectives that the State might wish to consider in allowing development of the excess property.

This report assesses the economic conditions for several options:

- **Option 0**, designed to illustrate the maximum financial return to the State, by consolidating only townhouses throughout all excess property
- **Option 0.5** preserves some of the excess property for trails and open space (for preservation of trees and vegetation) throughout the Campus, concentrating townhouses throughout the remainder of the excess property
- **Option 1** explores a broader range of land uses, also designed to explore potential financial returns to the State, while incorporating trails and open space
- **Option 2** places an emphasis on the benefits to government operations by exploring housing governmental operations on the excess property, while incorporating trails and open space
- **Option 3** focuses on benefits to the local community, defined by the surrounding community's potential use of the excess property, while incorporating trails and open space, and
- **Recommended Hybrid Option**, which draws components from each of the options to explore how values represented in each option might come together to meet the range of potential objectives. The Recommended Hybrid Option also incorporates trails and open space.

Each of these perspectives is represented by development options designed by AHBL. The body of this report provides detailed analysis of findings presented in this Executive Summary. The Executive Summary proceeds with an overview of market assessment findings by land use, followed by a summary of the excess property options.

Market Assessment Findings

Analysis for market return consists of optimizing the financial value of the land to be re-used, were the land to be sold or leased to developers and investors for profit. This section summarizes the finding of the suitability of the excess land for private development, based on a review of markets for the real estate product types analyzed for this report.

Key criteria considered for market uses include:

- **Established markets.** The degree to which markets are established in the area for each real estate product types.
- **Market suitability of land for development.** The suitability of the excess property for private development based on potential parcel sizes, configuration and orientation.
- **Competitive supply.** Competitive supply within the region for each product type, including both proximity and quality of competition.

With these criteria in mind, townhouses (referred to interchangeably as row-houses) with garage or driveway parking and a modest amount of strip retail likely provide the highest return for land development. If the State were focused on maximizing revenue from these lands immediately, townhouses and strip retail rank highest among land uses. Development stacked condominiums with surface parking would also rank high, depending on absorption. A more proven market and thus faster absorption of townhouses favors development of townhouses over stacked condominiums.

Analysis included an examination of several other housing types as well as commercial uses. In addition, open space, trails and public amenities were considered to create better communities and to meet project goals. An overview of the consideration of each primary land use type relative to the market return definition of highest and best use follows.

Housing

Housing has the most established market for this area. Home prices are stable and predictable, offering the least amount of risk from a market perspective. Several different housing product types can fit the excess property's orientation with options for access and internal circulation.

- **Single-family detached housing.** Larger lots to accommodate single-family detached housing could possibly be oriented in a manner desirable to home buyers. However, the lower density

housing pattern may not yield the greatest land value to the State relative to other, higher-density housing products and configuration.

- **Small lot single-family housing.** Small lot single-family residential development allows a higher density housing product with many of the features of a traditional single family detached house that are attractive in today's marketplace. The excess property offers potential for the introduction of higher density housing into an established neighborhood without creating adverse impacts on established single-family neighborhoods.
- **Stacked condominiums.** Condominiums offer another option for higher density housing, and depending on the parking design, offers some of the greatest market returns. However, parking configurations may significantly affect developer interests in developing this housing type.

Current market conditions appear to require surface parking for immediate financial returns. Alternatively, building up several stories (perhaps seven or eight) may provide sufficient revenue to cover the costs of structured parking. The market for such a mid-rise lifestyle in Shoreline is unproven, however, though the product could attract some segments, such as empty nesters and seniors. A more likely scenario for structured parking would be to hold the land for a few years; during that time home prices may rise relative to construction costs, allowing fewer stories of development to cover structured parking.

- **Row-houses.** For-sale row-housing likely has the deepest pool of buyers for housing located on the excess property. This product type offers relatively higher density than single-family detached housing pervasive in this area. The depth of this market and the intensity of the development, along with satisfactory return on investments, rank this product high for returns to the State.
- **Renter-occupied versus owner-occupied.** New products for rental apartments would require lower cost structures, with surface parking only, to serve rental prices found currently in the local market. Revenues from owner-occupied housing units are relatively higher and can cover higher construction costs.

Commercial

Some forms of commercial would likely be of interest to market investors and developers, while others would not.

- **Retail.** Commercial development that would be of interest includes neighborhood-serving, strip commercial development with an orientation toward 15th Ave NE. In addition, mixed-use, neighborhood-serving retail integrated within a mixed-use plan for the excess property may also be feasible.
- **Small Offices.** Tenants and uses that would fit well at Fircrest include consumer and personal services (restaurants, shops and services), and possibly some more office-oriented uses that can exist along side of retailers (banks, insurance offices).

The appropriate scale of commercial uses from a market demand perspective is less certain. At a minimum, a neighborhood-serving scale with several smaller businesses would work well, with the exact number and s.f. of development depending on the physical plan. Larger scale community-serving retail appears less suited for this site and depends on the evolution of commercial centers to the north and south.

Additionally, the Fircrest Campus would have to compete with existing commercial nodes nearby. To the north, North City at NE 175th Street and 15th Ave NE in Shoreline, a sense of place and a greater commercial presence has been established. Community-serving retail would more likely gravitate toward those locations.

The commercial node to the south, at NE 145th Street and 15th Ave NE, has had a range of successes and failures. The node at 145th is relatively better suited for larger scale retail, benefitting from the heavily traveled corridors of both 15th Ave NE and NE 145th Street. Several parcels appear suitable for redevelopment and as such would probably attract commercial developers to the excess property.

Other Considerations

Other products

The analysis focused on commercial and residential uses. Industrial and lodging uses were given a cursory consideration and ruled out because of the campus' location. For lodging, the Fircrest Campus' distance from I-5 keeps it at a competitive disadvantage for national hotel chains. Similarly, no major activity center is in the immediate vicinity to warrant further consideration of lodging.

For industrial, the campus's relatively remote access from major regional transportation networks and density of housing surrounding the campus prevented additional consideration for heavier industrial use. While any vacant land is of interest to most light industrial uses, the comparatively strong markets for housing eliminated serious consideration of market interest in light industrial development.

Parking requirements

Increasing intensity of use can require structured parking, in the form of either above-ground or below-ground garages. In many outlying suburban areas, the cost to acquire land for surface parking is less expensive than building structured parking. Shoreline's residential markets are generally on the cusp of supporting structured parking as part of developments.

Affordable housing

The State Capital Budget Provisio for the Excess Property Master Plan has addressed the provision of affordable housing as a goal for redevelopment of excess property at Fircrest. To be financially feasible for a private real estate developer, current development costs require market sales prices or rents higher than many potential buyers or renters can afford.

Under affordability guidelines set by the State Department of Community, Trade, and Economic Development, rents affordable to households earning 60% of area median income would be able to fund a maximum of 75% of development costs for a 1-bedroom apartment or 63% of a new 2-bedroom apartment. Rents affordable to those earning the lowest incomes could only cover between 32-38% of total development costs.

For such projects to be financially feasible, these gaps would need to be subsidized by nonmarket sources. A typical for-sale townhome or duplex unit would require financial support to cover half or more of the total development cost (depending on the affordability desired) to meet these objectives.

Land Leases

In addition, the State's desire to hold the land and provide a land lease affects market interest in developing at the site. Depending on the land lease terms, the lease could be structured to have no affect on the cost or revenue potential of developing the excess land. The more likely impact of a ground lease structure is to reduce the number of investors and developers that would be interested in developing at the site. Developer interest may vary by development product type. Longer land leases will be more attractive for investors.

For single-family detached, owner-occupied housing, leased land may confuse and turn away prospective home buyers. Row-houses and condominiums, on the other-hand, frequently come with covenants that bear land lease similarities. For those higher-density housing uses, land leasing may be less of a deterrent to developers.

Key Findings by Development Option

Each of the options presents a range of land uses chosen to explore the excess property's ability to meet the criteria chosen by the State.

For comparative context of each option, the current assessed value provides an interesting benchmark. In the fourth quarter of 2007, the King County Assessors' office valued the entire Fircrest campus land (87.9 acres) at \$58.3 million for the entire campus, including \$26.7 for land only and an additional \$31.6 million for building improvements. The assessed value of land per s.f. of the gross land area for equates to \$7 per s.f. At \$7 per s.f., the 35 acres of excess property would be valued at \$10.8 million.

Option 0: Strict Application of the Greatest Economic Return

The 35.5 acres of excess property would gain the most economic return to the State by allowing for the most densely developed use of land for which the market offers the highest return per s.f. of land.

Analysis of current market conditions for new townhouse construction suggests land values of an estimated \$53 per s.f. Land zoned for townhouses near Fircrest is assessed at an average value of \$63 per s.f. Application of these values to the net developable land within the surplus area, 24.9 acres¹, suggests a range in value from \$54.6 to \$65.4 million, after covering costs of sitewide improvements including demolition and new infrastructure.

Analysis included in this report settles on a working estimated value of \$63.2 million, suggesting new townhouse sales at \$450,000 per unit based on estimated construction costs. (**Exhibit S-0.**)

¹ Under Option 0, a portion of the land, estimated at 11 acres, would not be considered developable, and would instead go toward accommodating infrastructure or remain undeveloped due to sensitive land conditions. The remaining 24.9 acres would be the net developable land area.

Exhibit S-0 Economic Summary of Option 0 (2007 dollars)

Subarea	Land Area (acres)		Expected Land Value (Based on Net Land Area)		Land Use & Quantity		Market Assumption
	Gross	Net	Per s.f.	Land Value	Land Use	Units	
1	6.22	4.35	\$60.00	\$11.4 million	Townhouses	114	\$500,000 per unit
2	8.00	5.60	\$60.00	\$14.6 million	Townhouses	146	\$500,000 per unit
3	5.76	4.03	\$60.00	\$10.5 million	Townhouses	105	\$500,000 per unit
4	5.03	3.52	\$60.00	\$9.2 million	Townhouses	92	\$500,000 per unit
5	8.95	6.27	\$60.00	\$16.4 million	Townhouses	164	\$500,000 per unit
6	1.57	1.10	\$60.00	\$2.9 million	Townhouses	29	\$500,000 per unit
Totals	35.53	24.87		\$65.0 million		650	
Sitewide Demolition				-\$0.1 million			
Infrastructure Investments				-\$1.7 million			
Net value			\$41.00	\$63.2 million			

Option 0.5: Maximum Return Allowing for Trails and Some Open Space

Preserving a portion of the excess property for trails and open space is consistent with the comments of many stakeholders who participated in the planning process, including many surrounding neighbors. These objectives have the overall effect of reducing the amount of land that can be sold or leased to generate revenues to the State.

Option 0.5 includes townhouses on the developed area, reduced to 16.3 acres of developable land because of trails and open space. After infrastructure investments, the same assumptions as Option 0 suggest economic value of \$40.0 million for Option 0.5. (**Exhibit S-0.5.**)

Costs associated with the trails and open space features included in Option 0.5, and common to options 1, 2, 3 and the Recommended Hybrid Option, are estimated at approximately \$770,000 to \$1,000,000, and are included in Table S-0.5 as part of Infrastructure Investments.

Exhibit S-0.5
Economic Summary of Option 0.5 (2007 dollars)

Subarea	Land Area (acres)		Expected Land Value (Based on Net Land Area)		Land Use & Quantity		Market
	Gross	Net	Per s.f.	Land Value	Land Use	Units	Assumption
1	2.07	1.45	\$60.00	\$3.8 million	Townhouses	38	\$500,000 per unit
2	6.35	4.44	\$60.00	\$11.6 million	Townhouses	116	\$500,000 per unit
3	5.76	4.03	\$60.00	\$10.5 million	Townhouses	105	\$500,000 per unit
4	1.03	0.72	\$60.00	\$1.9 million	Townhouses	19	\$500,000 per unit
5	6.50	4.55	\$60.00	\$11.9 million	Townhouses	119	\$500,000 per unit
6	1.57	1.10	\$60.00	\$2.9 million	Townhouses	29	\$500,000 per unit
Totals	23.28	16.30		\$42.6 million		426	
Less: Sitewide Demolition				-\$0.1 million			
Less: Infrastructure Investments				-\$1.4 million			
Net value				\$41.00	\$41.1 million		

Option 1: Financial Return to the State Emphasis

Option 1 focuses on maximizing the return to the State while adhering to community development principles and project goals. Higher-cost structured parking and lower-revenue apartments (included to provide a variety of housing options), might prove infeasible individually, but other higher yielding uses keep the revenues positive for this option overall, for an overall value of an estimated \$7.4 million, summarized in **Exhibit S-1**.

Similar to Option 0.5, costs associated with the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option, are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit S-1 as part of Infrastructure Investments.

The exhibit shows an economic analysis of the value of each development product, to assist in choosing a preferred alternative. In some cases, the market exists today to provide the market requirement for the financial returns shown. In other cases, as indicated in the column labeled, "Timing," the market for such revenues would be expected in a few years, perhaps five to ten years.

However, of the for-sale products programmed in Option 1 (similar to the other options), only owner-occupied condos with surface parking and row houses provide sufficient return to expect development interest in the near-term.

Exhibit S-1
Economic Summary of Option 1 (2007 dollars)

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market		Notes
		Per s.f.	Land Value (Financial Gap)	Land Use	Units	Land Area (acres)	Requirement		
1	Near to mid-term		\$5,700,000	Condos	96		\$450,000 per unit	Market not there today, expected 5 to 10 years	
	Near-term		\$400,000	Townhouses	4		\$500,000 per unit	Sufficient market demand today	
Subarea 1 total		\$96.50	\$6,100,000		100	1.45			
2	Near-term	\$32.54	\$6,300,000	Townhouses	90	4.44	\$500,000 per unit	Sufficient market demand today	
3	Unknown		(\$1,760,000)	Apartments	60		\$1,610 monthly rent	Costs for new construction overwhelm market rents	
	N/A		(\$6,660,000)	Parking and Commercial				Structured parking costs required to accommodate densities	
	Long-term		\$1,360,000	Apartments & Retail	108		\$1,610 monthly rent	Land would be written down to make new construction feasible	
	Long-term		\$0	Condos	34		\$450,000 per unit	Net sales would cover construction costs only, without parking	
	N/A		(\$7,030,000)	Parking				Structured parking costs required to accommodate densities	
Subarea 3 total			(\$14,090,000)	Subarea 3 total	202	4.03			
4	Near-term	\$65.16	\$1,900,000	Houses	13	0.72	\$540,000 per unit		
5	Near-term	\$76.73	\$8,900,000	Houses	59	4.55	\$540,000 per unit		
6	No action								
Total		\$13.76	\$9,110,000		464	15.20	Total acres re-developed		
Less: Sitewide Demolition			(\$134,000)						
Less: Infrastructure Investments			(\$1,387,000)						
Net value		\$11.46	\$7,589,000						

Note: Parking shown in subarea 3 serves all uses in subarea 3.

Structured parking for the stacked condominiums would not be expected to attract developer interest at present. However, market demand is expected to increase for some of the programmed products as densities increase more generally in the area. In the longer-term, these higher density developments may prove to be the best return to the State, depending on the timing relative to the State's needs.

Alternatively, higher density condominiums (seven or eight stories) may provide enough financial return to cover the costs of the associated structured parking, assuming timely absorption. Absorption is the risk of such a development, given the unproven nature of such products in Shoreline.

Rental units are further challenged to cover structure parking costs. Rents achieved in and around Shoreline do not approach the revenue required for market justification of structured parking. No change in these conditions would be expected in the foreseeable future.

Option 2: Benefit to Government Operations Emphasis

Option 2 focuses providing land uses that would benefit governmental operations, such as offices for state employees. The program of development under this option focuses on office space as well as providing rental multifamily housing, including some housing to be subsidized by affordable housing programs. Therefore, this option is not a market driven option and does not produce financial return to the State. A summary of Option 2 is presented in **Exhibit S-2**.

Governmental operations are assumed to provide a lower-risk development opportunity for contractors chosen to build and own the buildings that house governmental operations. Therefore, buildings occupied by governmental operations are assumed to have value to investors, though the investors would concede some profits to account for the lower risk associated with a more certain occupancy rate that would come with governmental use of the facility.

For governmental operations, office lease rates equal to approximately \$35 per s.f. (gross rents per usable s.f., per year) would be sufficient to fund development of new office space as a single use, as configured in Option 2. Average current DSHS lease rates range from \$18-\$25/s.f.; newer suburban Class A office space north of Seattle rents for an average of \$32 per s.f.

Exhibit S-2 Economic Summary of Option 2 (2007 dollars)

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market Requirement	Notes
		Per s.f.	Land Value (Financial Gap)	Land Use	Units or s.f.	Land (acres)		
1	Near-term	(\$48.41)	(\$15,600,000)	Low-Income Townhouses	93	7.40	\$920 monthly rent	Grants and affordable housing programs can off-set investment
2	Anytime		\$5,800,000	State-Occupied Offices	255,000		\$35 per s.f. (Gross)	Assumes developers builds to suit for State with low risk
			(\$14,051,782)	3-story Apts over 1-story SS Office & Pkg (The 1-story SS Office)	48 10,000		\$1,610 per unit \$35 per s.f. (Gross)	Financial support required
Subararea 2 total		(\$72.57)	(\$14,051,782)	Subararea 2 total		4.44		
3	Anytime		TBD	DOH Expansion				
4	Anytime	(\$377.78)	(\$11,900,000)	Low-Income Apartments	60	0.72	\$828 monthly rent	Grants and affordable housing programs can off-set investment
5	Anytime		(\$17,300,000)	Low-Income Apartments	90		\$828 monthly rent	Grants and affordable housing programs can off-set investment
	Anytime		(\$5,900,000)	Detached Workforce Housing	35		\$1,288 monthly rent	
Subararea 5 total		(\$117.05)	(\$23,200,000)	Subararea 5 total		4.55		
6	Anytime		\$1,600,000	DSHS Operations	57,000		\$35 per s.f. (Gross)	Assumes State to lease
	Anytime		\$700,000	Nursing Home	45,000		\$40 per s.f. (Gross)	Assumes State to lease
Subarea 6 total		\$17.06	\$2,300,000	Subarea 6 total		3.09		Fircrest school
Total		(\$70.93)	(\$62,451,782)	Dwelling Units	326	20.21	Total acres re-developed	
				Office and Nursing s.f.	367,000			
Less: Sitewide Demolition			(\$1,127,000)					
Less: Infrastructure Investments			(\$987,000)					
Net value		(\$73.34)	(\$64,565,782)					

The governmental offices in Option 2 reflect perceived operating efficiencies (from both the State's and users' perspectives) as benefits to the State, along with benefits from newer, higher quality offices than currently occupied by some governmental operations. Such benefits could conceivably justify paying higher rent for new development. Moreover, the ground lease requirements would not be a complicating factor for governmental uses.

Exhibit S-2 shows several negative values in describing the economic value of affordable and lower income housing. The negative values are shown to demonstrate the order of magnitude of support required. These sources can include governmental program support, support from non-profits or any combination of outside financial help.

The negative numbers for a given use indicate that the State would expect compensation for this land only from non-profit or government programs that would cover the gap shown in addition to compensation to the State for use of the land. The terms of developing and operating the associated land use would result from collaboration with stakeholders that share a vested interest in the specific development.

Costs associated with the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option, are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit S-2 as part of Infrastructure Investments.

Option 3: Benefit to Local Community Emphasis

Option 3 includes more open space and public uses as benefits to the local community. Similar to Option 2, Option 3 includes many land uses that require non-market funding and financial support. Also similar to Option 2, the non-market uses do not provide a financial return to the State if developed without financial support. An overview of Option 3 is presented in **Exhibit S-3**.

Public services uses shown in Option 3 are assumed to provide a risk-adjusted return to a contracted developer, similar to governmental office uses shown in Option 2. The negative values of other uses are shown to demonstrate the order of magnitude of support required, and do not necessarily require that the State provide that support.

Costs associated with the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option, are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit S-3 as part of Infrastructure Investments.

Exhibit S-3 Economic Summary of Option 3 (2007 dollars)

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market Requirement	Notes
		Per s.f.	Land Value (Financial Gap)	Land Use	Units or s.f.	Land (acres)		
1	Near-term	(\$246.80)	(\$15,600,000)	Low-Income Townhouses	44	1.45	\$920 monthly rent	Grants and affordable housing programs can off-set investment
2	Anytime		(\$17,300,000)	Transitional Housing	44		n/a	Costs do not assume operating costs or specific financial support
	Anytime		\$900,000	Police Station	20,000		\$30 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
	Anytime		\$400,000	Social Services Offices and Library	73,950		\$32 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
Subarea 2 total		(\$137.73)	(\$16,000,000)			2.67		
3	N/A		(\$4,100,000)	Parking Structure w/ Gr. Fl. Office	110 spaces			No revenue for parking assumed
	Mid- to-Long-Term		\$2,900,000	4-Story Apartments over Retail	112		\$1,610 monthly rent	Retail rents cover their own costs, but not structured parking
	N/A		(\$3,100,000)	Apartments over parking	60		\$1,610 monthly rent	
Subarea 3 total		(\$24.49)	(\$4,300,000)			4.03		Parking serves overall development of subarea; rents not enough
4	Anytime		\$500,000	Food LifeLine	13,500		\$35 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
	Anytime		\$100,000	Firlands	7,800		\$35 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
	Subarea 4 total		\$19.05	\$600,000			0.72	
5				No development				
6				No development				
Total		(\$89.79)	(\$34,700,000)	Dwelling Units	260	8.87	Total acres re-developed	
				Operations s.f.	115,250			
Less: Sitewide Demolition			(\$134,000)					
Less: Infrastructure Investments			(\$987,000)					
Net value		(\$92.69)	(\$35,821,000)					

Recommended Hybrid Option

Land uses and developments programmed in the Recommended Hybrid Option represent a combination of governmental operational goals, uses that provide community benefits and some uses that provide financial return. The economic summary of the Recommended Hybrid Option follows in **Exhibit S-H**.

Public services and governmental office uses shown the Recommended Hybrid Option are assumed to provide a risk-adjusted return to a contracted developer, similar to those uses in Options 2 and 3.

Costs associated with the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option, are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit S-H as part of Infrastructure Investments.

Exhibit S-H Economic Summary of the Recommended Hybrid Option

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market		Notes
		Per s.f.	Land Value (Financial Gap)	Land Use	Units or s.f.	Land (acres)	Requirement		
1	Anytime	(\$26.28)	(\$8,300,000)	Mixed-Income Townhouses	65	7.25	Blend of Prices	Requires financial assistance to provide below market rate housing	
2	Anytime		\$15,700,000	State-Occupied Office	241,700		\$35 per s.f. (Gross)	Assumes minimal development risk for build to suit	
			(\$11,700,000)	Low Income Apartments & Office over parking	48			Requires financial assistance to provide below market rate housing	
Subarea 2 total		\$20.66	\$4,000,000			4.44			
3	Unknown		(\$400,000)	Apartments & Retail over Parking	168			Rents do not cover construction costs and parking	
	N/A		(\$4,030,000)	Parking	110 spaces			Structured parking costs required to accommodate densities	
	Long-term		(\$6,360,000)	Condos w/ Structured Parking	34		\$450,000 per unit	Net sales would cover unit construction costs, not parking	
Subarea 3 total		(\$61.46)	(\$10,790,000)		202	4.03		Structured parking costs required to accommodate densities	
4				No action					
5	N/A		(\$14,200,000)	Workforce Townhouses (Rented)	70	4.55		Requires financial assistance to provide below market rate housing	
6	Anytime		\$1,600,000	DSHS Operations	57,000		\$35 per s.f. (Gross)	Assumes State to lease	
	Anytime		\$700,000	Nursing Home	45,000		\$40 per s.f. (Gross)	Assumes State to lease	
Subarea 6 total		(\$47.95)	(\$11,900,000)		102,000	3.09		Structured parking costs required to accommodate densities	
Total		(\$30.56)	(\$26,990,000)	Dwelling Units	385	23.37			
				Operations and Office s.f.	343,700				
Less: Sitewide Demolition			(\$1,127,000)						
Less: Infrastructure Investments			(\$987,000)						
Net value		(\$28.59)	(\$29,104,000)						

Additional Consideration of Benefits

- Local fiscal benefits.** Direct tax and fee revenues to the City would increase under each option and would vary based on the differing levels of residential and commercial space developed.² Option 0 would generate the greatest local revenue at approximately \$12.1 million in total present-value revenue through 2036 (30 year horizon). The actual value of benefits would vary depending on absorption and changes in construction costs and other variables over time. The relative benefits of each option are summarized in the exhibit below, varying primarily due to the intensity of built space assumed in each option.

	Local Fiscal Benefits*
Option 0	\$12.1 million
Option 0.5	\$8.7 million
Option 1	\$10. 1 million
Option 2	\$6.4 million
Option 3	\$5.2 million
Recommended Hybrid Option	\$5.6 million

*Note: Present value of direct and gross benefits only, meaning no indirect impacts have been calculated, nor have increases in municipal service costs been calculated or weighed against the direct revenues shown.

Specific revenue sources would vary by the uses developed, but in general the greatest revenues would come from real estate excise taxes, sales taxes, and permit and user fees.

While Option 0 generates higher fiscal returns in dollar terms, other options would include unquantified public and social benefits that would accrue to City residents. These would include the greater presence of social services, affordable housing, local employment, and publicly accessible open and recreational space featured in Options 2 and 3.

- Open space and public use benefits.** The design feature common to all options would provide public open spaces and walking paths connecting Hamlin Park to the north with and Shorecrest

² County and State benefits are not analyzed, assuming that economic activity not destined for Fircrest would occur elsewhere.

High School and other natural open space to the east, providing significant new amenities to neighbors and other Shoreline residents.

- Public and social benefits. Options 2 and 3 would include non-quantified public and social benefits that would accrue to City residents. The greater presence of social services, affordable housing, local employment, publicly accessible open space and recreational space would benefit local residents and visitors to Fircrest's on-going residents and operations.

INTRODUCTION

Background and Purpose

The purpose of this report is to assist the State Department of Social and Health Services (DSHS) in developing a master plan for the excess areas of DSHS's Fircrest Campus by identifying options and recommendations regarding the Highest and Best Use of the excess property, including options for affordable housing, smart growth, and educational partnerships. This report focuses on the relative economic return to the DSHS of selling or leasing portions of the Fircrest Campus for redevelopment toward a variety of possible uses.

Organization of Report

The report is organized into the following Sections:

Section 1. Market Assessment. This section includes an overview and description of the campus as well as the current real estate market for the Shoreline area. The section includes a description of the Campus, its location, current uses, and the sections of the Campus considered excess property. In addition, this section presents data on current social and economic conditions for the Shoreline area.

Section 2. Economic Analysis. This section presents an analysis of the relative financial and market return of three general real estate development options contemplated for designated excess parcels on the campus from the perspective of a real estate investor or developer. The analysis evaluates each development program for financial return based on the value of the income it would generate under current market conditions relative to the costs required to develop it.

SECTION 1: MARKET ASSESSMENT

Site and Location

The Fircrest Campus covers approximately 90 acres in the City of Shoreline, of which 35.5 acres have been deemed "excess property" and are the subject of this master plan.

Transportation connectivity

The Fircrest Campus is located close to I-5 (approximately 1 mile to the west) and SR-99 (Aurora Avenue N.) (2 miles to the west), giving it excellent accessibility to other areas of the north Seattle region.

Frequent bus service runs along 15th Avenue NE, connecting the campus area with Seattle and other regional destinations.

Nearby cities and commercial centers

Two commercial clusters lie nearby on 15th Avenue NE, one approximately one mile to the north at NE 175th Street and the other roughly the same distance to the south at NE 145th Street.



More commercial strips line Aurora Avenue North, approximately 2 miles to the west.

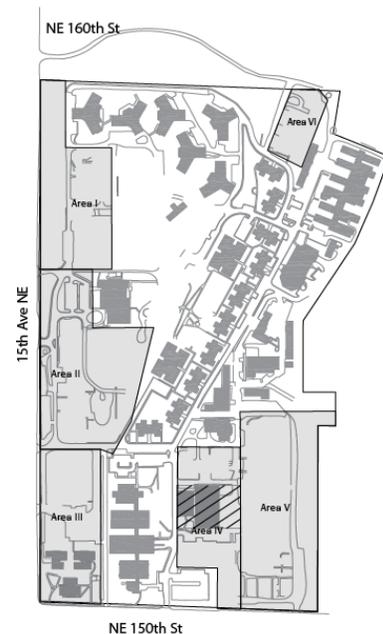
In addition, two larger regional shopping centers are located nearby: Northgate Mall lies approximately 3 miles to the south along I-5, and Alderwood Mall roughly 7 miles to the north.

Shoreline is bordered by the cities of Edmonds and Mountlake Terrace to the north and Lake Forest Park to the east. The cities of Lynnwood and Everett lie approximately 7 and 20 miles north of those, respectively, and Seattle to the south with downtown Seattle roughly 10 miles away.

Subject Property

The designated excess property is divided into six areas for the purpose of the economic analysis. Three line the eastern side of 15th Avenue NE, while three others are located separately in the northeast and southeast corners of the campus.

Of these six areas, only area III has existing buildings that would need to be demolished for new development under all of the options. The three buildings are single story office buildings. It appears that some of the other excess areas previously contained buildings which were removed prior to this investigation. Roadways, sidewalks, and parking lots still exist on the larger excess areas. Options 2 and the Recommended Hybrid Option envision development in an expanded excess property area and would require additional demolition.



Current Social and Economic Conditions

Population

The Fircrest Campus is located in the City of Shoreline, a first-ring suburb of the city of Seattle. **Exhibit 1** presents Shoreline’s current population estimates as well as three scenarios for future growth.

Exhibit 1 Shoreline Population Estimates and Forecasts

Citywide Population		Population 2030 Growth Rate Scenarios	
Population 1996	45,927	Faster-Growth Scenario (1.0%)	1.0%
Population 2000	53,296	Forecasted-Growth Scenario (0.2%)	0.2%
Population 2007*	53,190	Slower-Growth Scenario (0.1%)	0.1%
Historic Growth Rates		Population 2030	
Cumulative Annual Growth Rate: 1996 - 2000	3.8%	Faster-Growth Scenario (1.0%)	69,584
Cumulative Annual Growth Rate: 2000 - 2007	0.0%	Forecasted-Growth Scenario (0.2%)	56,138
Cumulative Annual Growth Rate: 1996 - 2007	1.3%	Slower-Growth Scenario (0.1%)	54,645
Forecasts		Population Growth 2007 - 2030	
PSRC Forecasted Population Growth Rate: 2000 - 2030**	0.2%	Faster-Growth Scenario (1.0%)	16,394
Regional Growth Forecast: 2005 - 2030	1.1%	Forecasted-Growth Scenario (0.2%)	2,948
		Slower-Growth Scenario (0.1%)	1,455

* April 1, 2007 estimates

**Forecasts based on PSRC’s Forecasts Analysis Zone. Shoreline falls across two zones, one of which also includes all of Lake Forest Park and some of Kenmore.

Source: Office of Financial Management, 2007; Puget Sound Regional Council, 2003

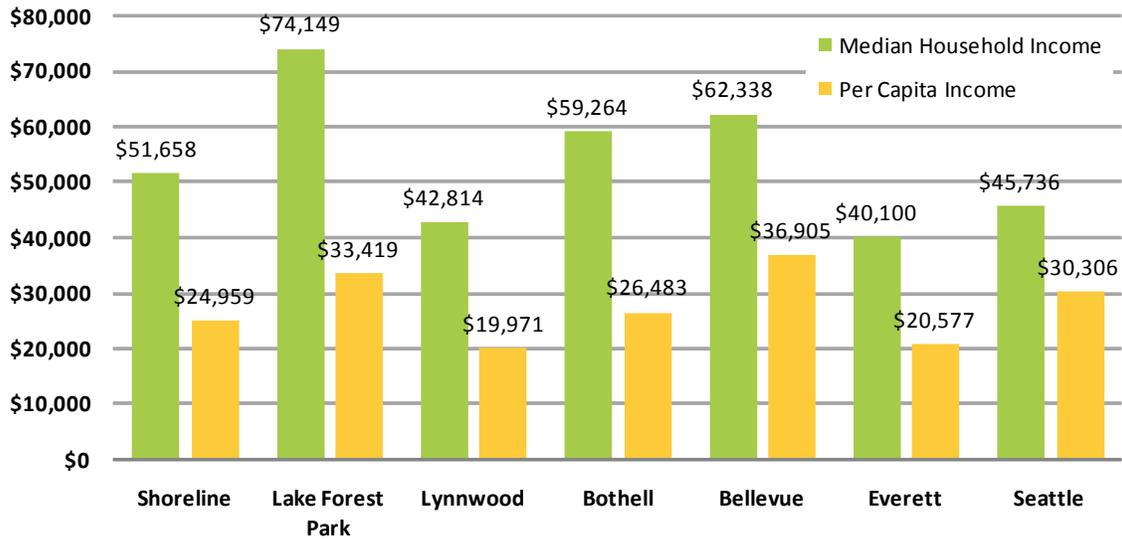
Shoreline’s 2007 population is estimated at 53,190. The 2007 estimate is slightly below the 2000 population figure from the decennial census, indicating a flat population trend. Forecasts based on regional trends show an annual population growth rate for Shoreline of 0.2% over the 2000 – 2030 period. By comparison, the surrounding region’s annual population growth rate is forecast to be 1.1%.

The forecasted population growth would amount to a citywide population of 56,138 people by 2030, or the addition of 2,948 persons. In addition to the .2% forecasted growth rate, two other scenarios are modeled in **Exhibit 1**. A faster-growth scenario of 1.0% annual growth would yield a 2030 population of 69,584, or the addition of 16,394 persons between 2007 and 2030. A slower-growth scenario of 0.1%—which is closer to the recent trend in population—amounts to a 2030 population of 54,645, or the addition of 1,455 people over the next 23 years.

The limited population growth is likely a result of the limited supply of new housing in Shoreline, rather than demand side constraints. Shoreline is an already-developed suburb which has been close to built out since its

incorporation in 1995. The Fircrest Campus therefore represents potential additional capacity for growth that is not accounted for in current population forecasts.

Exhibit 2
Household and Per Capita Income for Shoreline and Selected Cities, 1999

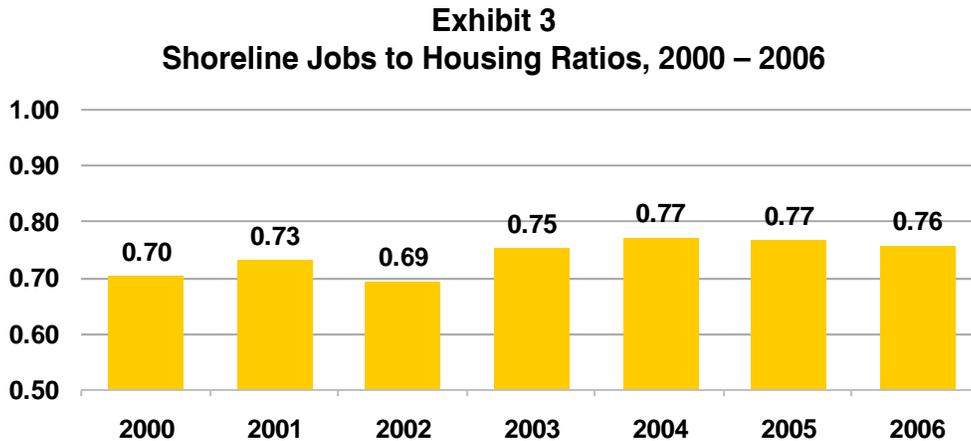


Source: U.S. Census. 2000

Exhibit 2 presents information on the relative wealth of Shoreline residents. In 1999 the median household income in Shoreline was \$51,658. Shoreline’s household income was higher than the median household incomes of Seattle, Lynnwood, and Everett and lower than the median household incomes of residential cities on Lake Washington such as Lake Forest Park and Bothell.

Employment

Shoreline has historically been somewhat of a bedroom community for larger nearby cities of Seattle and Everett. The City’s jobs to housing ratio has averaged approximately 0.75 jobs for every residence since 2000, as shown in **Exhibit 3**, indicating that many Shoreline residents must commute to other cities for employment.



Source: Office of Financial Management, Puget Sound Regional Council

Exhibit 4 shows the “covered” employment in Shoreline across eight industrial sectors. Shoreline’s distribution of jobs across the various industry sectors follows a pattern common to inner-ring suburban communities. Employment in the city is relatively concentrated in the retail, education, and government sectors compared to the region as whole. Shoreline’s employment in services parallels regional patterns at 43.3% of total employment, while it has fewer jobs in the Manufacturing and Waste, Transportation, and Utilities sectors than the region as a whole.

Exhibit 4 Shoreline Employment Trends and Forecasts

	Const/Res	FIRE	Manuf.	Retail	Services	WTU	Educ.	Gov.	Total
1995	523	590	225	2,299	5,465	376	2,133	1,862	13,473
2000	514	671	144	2,684	6,433	380	2,292	1,839	14,958
2001	602	1,066	133	2,861	6,612	425	2,239	1,652	15,590
2002	580	564	127	2,964	6,306	242	2,310	1,751	14,844
2003	751	577	239	2,735	6,494	174	2,340	2,875	16,184
2004	758	572	237	3,068	6,981	167	2,413	2,476	16,673
2005	742	526	251	3,031	7,048	160	2,462	2,386	16,608
2006	825	570	159	2,794	7,092	137	2,339	2,444	16,360

Distribution of all 2006 Employment

	Const/Res	FIRE	Manuf.	Retail	Services	WTU	Educ.	Gov.	Total
Shoreline	5.0%	3.5%	1.0%	17.1%	43.3%	0.8%	14.3%	14.9%	100.0%
Regionwide	6.7%	6.2%	10.5%	10.5%	42.0%	8.2%	6.8%	9.2%	100.0%

Shoreline Cumulative Annual Growth Rates

	Const/Res	FIRE	Manuf.	Retail	Services	WTU	Educ.	Gov.	Total
1995 - 2000	-0.3%	2.6%	-8.5%	3.2%	3.3%	0.2%	1.5%	-0.2%	2.1%
2000 - 2005	8.2%	-2.7%	1.7%	0.7%	1.6%	-15.6%	0.3%	4.9%	1.5%
1995 - 2006	4.2%	-0.3%	-3.1%	1.8%	2.4%	-8.8%	0.8%	2.5%	1.8%

PSRC Covered Employment Forecasts (FAZs 6410, 6420)

	Const/Res	FIRE	Manuf.	Retail	Services	WTU	Educ./Gov	Total
2000-2010	-	0.1%	0.6%	-0.3%	-	2.0%	0.3%	0.1%
2010-2020	-	1.4%	1.4%	0.3%	-	2.2%	-0.5%	0.6%
2020-2030	-	1.3%	1.3%	0.3%	-	1.5%	-0.9%	0.5%
2030-2040	-	1.4%	1.2%	0.3%	-	1.4%	-0.8%	0.6%
2010-2040	-	1.3%	1.3%	0.3%	-	1.7%	-0.7%	0.6%

Shoreline Area "Covered Employment" Forecast, 2040

	Const/Res	FIRE	Manuf.	Retail	Services	WTU	Educ./Gov	Total
2040 Total jobs		897	245	3,092		244	3,735	19,837
Change (2006 - 2040)		327	86	298		106	-1,049	3,477

- Covered Employment Forecasts not available for this industry.

Source: Puget Sound Regional Council; Washington State Employment Security Department

While Shoreline is more of a bedroom community than an employment center, there are about 16,000 jobs in the City, and it has experienced slight employment growth over the past decade. From 1995 through 2006, Shoreline has seen minimal annual job growth, averaging 1.8%. Only three sectors—Retail, Services, and Education—have seen positive job growth continuously through both the 1995-2000 and 2000-2005 periods.

As with the modest forecast population growth, only minimal employment growth is forecasted for the Shoreline area. Employment forecasts are made based on "Forecast Analysis Zones". The City of Shoreline falls within two

zones (6410 and 6420), for which average growth rates are presented in **Exhibit 4** by industrial sector. Mild annual growth (ranging from 0.3% to 2.2%) is forecasted to continue for all sectors except Education/Government.

It should be noted that the three sectors that have seen constant longer-term growth to date most likely represent businesses oriented to serving local residents, rather than serving as a major regional employment draw. However higher future growth rates are projected to occur in those sectors that have seen lower employment to date: FIRE (finance, investment, and real estate); Manufacturing and Waste, Transportation; and Utilities. Retail is projected to remain essentially constant, while education- and government-related employment is projected to decline over time. (The “covered employment” forecasts do not include Service sector employment.)

Employment Location and Commuting Patterns

Based on commuting patterns reported in the 2000 Census, only 13% of Shoreline residents are employed in the City. Most Shoreline residents work elsewhere, with the majority of those employed in Seattle (45%) and Everett (12%). Destinations for Shoreline commuters are shown in **Exhibit 5**.

Exhibit 5
Workplace Destinations of Shoreline Residents, 2000

Destinations	% of Workforce
Seattle	45%
Shoreline	13%
Everett	12%
Bothell	4%
Bellevue	3%
Kent	2%
Lynnwood	2%
Edmonds	2%
Redmond	2%
Renton	1%
Kirkland	1%
Auburn	1%
Tukwila	1%
All other Places	10%
	100%

Source: U.S. Census, 2000

One fifth of the jobs (21%) in Shoreline are held by a Shoreline resident. Employees also come from Seattle (17%) and Everett (10%). Whereas 70% of

Shoreline residents work in Shoreline, Seattle or Everett, these cities only represent about half of the residential origins of Shoreline employees. The rest of Shoreline’s workforce come from a wide range of (primarily north-end) cities and other Census Designated Places, as shown in **Exhibit 6**.

Exhibit 6
Residential Origins for Shoreline’s Workforce, 2000

Origins	% of Workforce
Shoreline	21%
Seattle	17%
Everett	10%
Edmonds	5%
Seattle Hill-Silver Firs CDP	3%
Lynnwood	3%
Bothell	3%
Picnic Point-North Lynnwood CDP	3%
Lake Forest Park	3%
Kenmore	2%
Mountlake Terrace	2%
North Creek CDP	2%
Kent	2%
West Lake Stevens CDP	2%
Marysville	2%
All other places	21%
	100%

Source: U.S. Census, 2000

Real Estate Market Conditions and Development Trends

Residential

Projections for long term housing demand are presented in **Exhibit 7**. Projections are based on regional trends forecasting that the number of housing units will grow at a faster annual rate than the population overall as average household size decreases. Therefore while Shoreline’s population is forecast to grow at an average annual rate 0.2% between 2000 to 2030 (see **Exhibit 1**), the number of housing units is forecast to grow an average annual rate of 0.4%.

The total number of housing units is forecast to grow from the current 21,801 in 2007 to 23,900 in 2030, based on PSRC small area forecasts. This represents an average growth rate of 91 housing units per year. A Faster-Growth Scenario, modeled at 1.0% average annual growth, would yield 28,200 units or 237 per year. A Slower-Growth Scenario of 0.1% annually would yield 23,000 units or 44 per year.

Exhibit 7
Shoreline Housing Growth Scenarios, 2007 – 2030

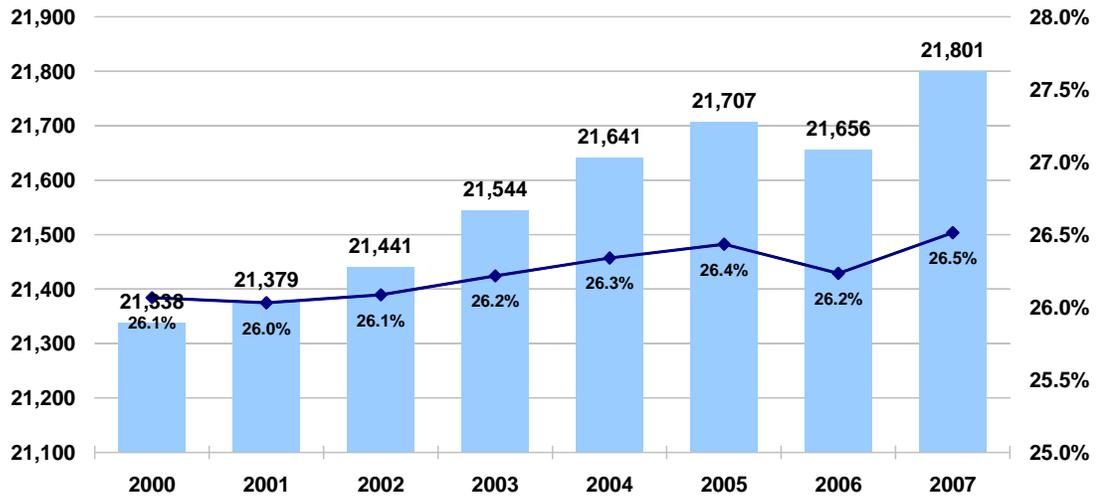
	Housing Units	Change: 2007 - 2030	
		Total Change	Per Year
Citywide Housing Units			
Housing Units 2000	21,338		
Housing Units 2007	21,801		66
Total Housing Units Required (at 5% vacant)			
Faster-Growth Scenario (1.0%)	27,400	5,600	243
Forecasted-Growth Scenario (0.4%)	23,900	2,100	91
Slower-Growth Scenario (0.1%)	22,300	500	22

Source: PSRC Small Area Growth Forecasts, Washington Office of Financial Management Population Trends (2007)

Most of the city’s developable land is now built out; most future development will therefore take the form of redevelopment of existing properties in existing neighborhoods or the few remaining larger parcels (such as portions of the Fircrest Campus) rather than development of new land.

A second trend will see the character of those housing units change as smaller, higher-density housing replaces former detached single-family houses. Single family detached homes have historically been the dominant form of housing in Shoreline, although recently multifamily construction has increased more quickly as population grows and the supply of available land diminishes. In 2007 multifamily units account for 26.5% of the total residential supply; however multifamily construction constitutes 53% of total new residential construction (shown in **Exhibit 8**). The proportion of multifamily is likely to rise further given rising land costs and population pressures. Residential vacancy rates are very low, currently estimated at 3%.

Exhibit 8
Shoreline Housing Units, Percent Multifamily and Annual Change by Housing Type, 2000 - 2007



Change in Units by Year

	2000	2001	2002	2003	2004	2005	2006	2007
1 Unit		38	34	48	45	28	6	145
2+ Units		14	10	17	40	45	28	129
Other		-11	18	38	12	-7	-85	-30
Total Units		41	62	103	97	66	-51	244

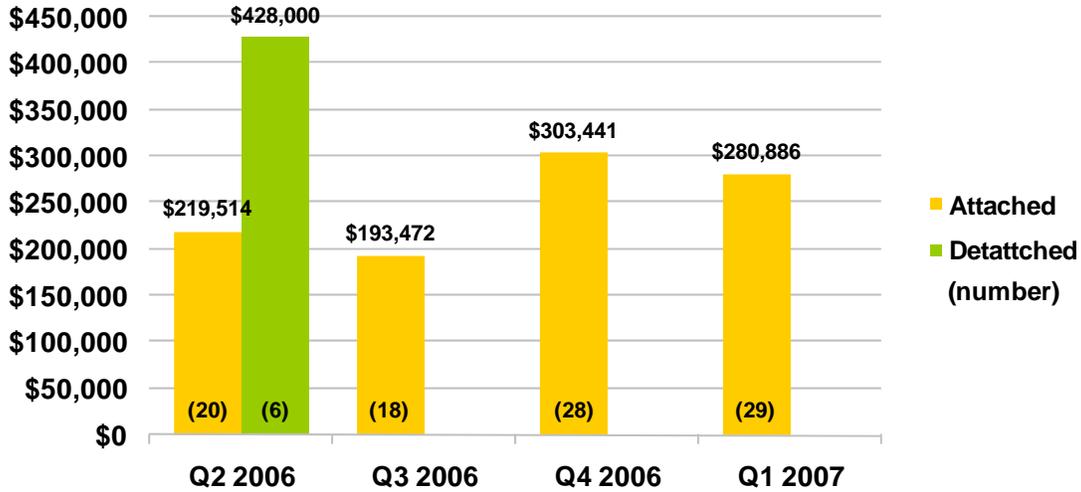
Source: Office of Financial Management, 2007; U.S. Census 2000

Data from the last decennial census place the proportion of housing that is owner-occupied at almost three-quarters (73.5%) of Shoreline’s total housing stock, and one-quarter renter-occupied (26.1%) (as shown for the year 2000 in Exhibit 8).

Shoreline offers more affordable housing prices than many of the regions close-in communities. Recent new construction has been predominately attached housing, with prices in the \$200,000 to \$300,000 range (Exhibit 9).

Detached houses have a significantly higher price point than attached product, with an average sales price of \$428,000 within the last year. However, the limited number of detached homes coming into the market and the limited stock of undeveloped land means that this trend will continue, with detached housing coming almost exclusively from redevelopment of existing single family properties.

**Exhibit 9
Shoreline Average New Construction Housing Prices,
Q2 2006 – Q1 2007**



Source: CPS Real Estate Research Committee, 2007

Current rents for apartment housing in Shoreline average \$859 per month, with a vacancy rate of 4.3% (Exhibits 10 and 11).

Vacancy rates range by the number of bedrooms and bathrooms with 3/2 apartments showing the highest vacancy rates at 5.1%.

However, rents are higher and vacancies are lower in newer vintage apartments when compared to the entire apartment stock. Average rents for newer apartments (2000 and newer) are \$1,173.

**Exhibit 10
Shoreline Apartment Vacancies and Rents, September 2007**

	ALL	Studio	1 Bed	2/1 Bath	2/2 Bath	3/2 Bath
Market Vacancy	4.3%	3.3%	4.7%	4.1%	3.5%	5.1%
Actual Rent	\$859	\$615	\$747	\$893	\$1,009	\$1,327

Source: Dupre + Scott, 2007

Exhibit 11
Shoreline Detailed Apartment Market, 2007

	<u>All Units</u>		<u>2000 and Newer Units</u>	
	Average Rent	Market Vacancy	Average Rent	Market Vacancy
Sep-07	\$859	4.3%	\$1,173	1.1%
Mar-07	\$816	3.9%	\$1,114	na

Source: Dupre + Scott, 2007

There have been limited new apartment units in Shoreline between 2000 and 2005 and since 2005 only new apartment development has come onto the market in Shoreline. The Arabella Apartments is an 88-unit apartment building that opened in February, 2007 approximately 1 mile to the north of the Fircrest Campus in the North City neighborhood. The Arabella includes units up to 3 bedrooms with rents ranging from \$825 - \$1500 per unit. A 289 unit apartment building is also currently under construction approximately 3 miles to the East of the Fircrest Campus on Aurora Ave.

Office

Given the present concentration of jobs in neighboring cities, Shoreline does not appear to be a location that enjoys a strong market for large-scale commercial product.

The current limited demand trend parallels the long-term employment growth projections, which show only a minimal increase in employment over the next 30 years, as shown in **Exhibit 4**. However, the projected demand for commercial product does not take into account new capacity potentially available in the Fircrest Campus. Moreover the unique arrangement and character of the Fircrest Campus, coupled with good regional transport access, could prove attractive to users that might not otherwise have looked at the area. Therefore there may be new draw to the area if efforts to attract employers with specific site needs are undertaken.

In addition, there may be additional opportunity for commercial development on the excess property if it were possible to consolidate some of the current Fircrest uses on the campus or relocate them elsewhere. This would open more land on the campus for development and/or allowing for aggregation of multiple parcels into larger ones, thus making the property even more attractive to commercial users. Given the higher commercial rents in the region's current employment centers Shoreline could become relatively more attractive, especially for higher quality product.

Exhibit 12
Northend Office Market Statistic, 2005 - 2007

	Net Rentable Area	Total Vacant SF	Total Vacancy Rate	Total Absorption SF	Under Construction SF	Direct Asking Rate Class "A"	Total Asking Rate Class "A"
Q1 2007	1,579,938	155,541	9.84%	4,012	1,485,328	\$30.12	\$29.81
Q3 2006	1,559,599	109,780	7.04%	29,409	100,000	\$24.64	\$23.90
Q1 2006	1,435,406		10.34%	-14,503	100,000	\$23.29	\$23.18
Q3 2005	1,435,406		9.04%	-32,805	60,000	\$23.40	\$23.14
Q1 2005	1,435,406		7.96%	4,393	25,821	\$23.86	\$23.35

*Northend included Edmonds, Everett, Lynnwood, Mill Creek, Mountlake Terrace

Source: CB Richard Ellis

There is approximately 1.6 million s.f. of office space in the “Northend Market,” which ranges north from the Ballard ship canal to the northern border of the city of Lynnwood.

Within the last two years, the market has seen periods of negative absorption. However, most recent figures show a positive absorption rate and an increase in rents.

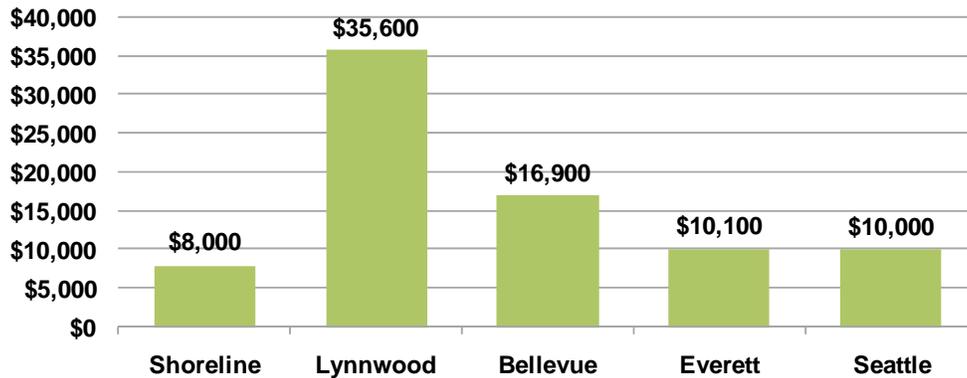
More than 150,000 s.f. of vacant space on the market will challenge new construction. Moreover an additional 1.5 million s.f. of office space is currently under construction in the Northend (as shown in **Exhibit 12**), representing a very significant amount of office stock in the development pipeline relative to current levels.

Rents for Class “A” office space have risen significantly in recent years, with asking rents of \$30.12 per s.f. in Q1 of 2007 – a 21% increase over the previous two year period. The nearest Class “A” office space is found in Lynnwood to the north and Seattle to the south, where sufficient concentration of amenities and services support market absorption. Specific site characteristics such as parcel size and transportation access are deciding factors in office location. Therefore, the aggregate area of the Fircrest Campus properties may be large enough to attract interest in office, especially considering the proximity to Seattle. However, at-large market absorption would not be expected to support building office space on speculation of interest.

Retail

Exhibit 13 presents the taxable retail sales per capita for Shoreline and four additional cities for 2006. The data presented in **Exhibit 13** only accounts for the sales for which retail tax is paid in businesses that would occupy retail space. This excludes taxable retail sales from construction, hotels, gas stations and auto dealerships.

Exhibit 13
Taxable Retail Sales per Capita, 2006



Source: Washington State Department of Revenue, 2007; Office of Financial Management, 2006

Retail space in Shoreline is presently concentrated in three areas: along the SR-99 (Aurora Avenue) corridor approximately 2 miles west of the Fircrest Campus and in two smaller clusters approximately 1 mile north and south of the campus, respectively, on 15th Avenue NE. The presence of established or growing retail clusters elsewhere in the City decreases the development of significant retail space on the Fircrest Campus. The two possible exceptions could be small-scale retail serving the immediate surrounding neighborhoods—though even this potential would be mitigated by the existing of the two nearby clusters approximately 1 mile away—or possibly a targeted form of specialty or leisure retail that would complement the natural environment and calm surroundings of the rest of the campus.

Exhibit 14 presents a survey of recent asking rents for representative retail properties in Shoreline. Current retail asking rents range from \$14.00 to \$32.00 (triple net). It is worth noting that while much of the current retail spaces have lower rents due to their size, location, and vintage, newer buildings (1990 and later) have asking rents above \$30 per s.f.

Exhibit 14
Shoreline Retail Asking Rents, 2007

Retail Type	Building Year	SF	Asking Rents
Retail Restaurant	1981	8,680	\$17.00
Class C Office	1973	2,150	\$14.00
Retail Village	1994	1,280	\$32.00
Strip Center	1984	1,300	\$24.50
Strip Center	1984	2,800	\$21.43
Retail Freestanding (proposed)	2007	6,400	\$32.00
Neighborhood Center	1986	1,308	\$24.00

Source: CB Richard Ellis, 2007

Light Industrial

Shoreline and its surrounding communities currently house only a small portion of the region's industrial space. The latest figures report the Northend's industrial market to contain 257 buildings for a total of approximately 11.2 million s.f..

Current industrial vacancy rates in the Northend are higher than for the region as a whole: 13.01% compared to 6.2% for the region. Industrial direct asking rates are lower in the Northend relative to other markets. Current asking rates Range from \$.38 per s.f. for older shell, to \$1.25 per s.f. for newer flex-tech.

SECTION 2. ECONOMIC ANALYSIS

This section analyzes the financial return of the three options for the excess property of the Fircrest Campus. Each option is presented as a separate scenario with unique combinations of land uses and building configurations, illustrating the different priorities noted above.

The analysis identifies from a quantitative, financial perspective the relative financial return of each option in terms of its attractiveness to a hypothetical developer or investor on the open market today, based on today's market conditions. Analysis is based on real estate pro forma income models and cash flow analyses of prototypical development programs that might be considered for the excess Fircrest property.

In addition to that quantitative evaluation, qualitative differences are identified among the three options that stem from their different emphases. These considerations are noted in following sections of the report.

This section builds off the preliminary research into market conditions in Shoreline and neighboring areas conducted presented in Section 1 to focus in greater detail at the financial return of particular real estate development programs in the three options.

This report is not an appraisal and contains no analysis suitable for valuations that require appraisals. This analysis is for illustrative and discussion purposes only, to assess and present the economic considerations that influence the effects of various potential real estate development projects on the excess property of the Fircrest Campus.

Complete development programs including space, timing, and cost inputs; pro forma cost and income calculations; and cash flow projections for each of the development option are presented in appendices.

Key Findings and Analysis

Financial Return by Development Options

The differences in financial return among the options varies based on the different types and amounts of development proposed and other factors discussed in more detail in subsequent sections of this report. Specifically, to meet project goals, the options contain varying amounts of market driven uses and public benefit uses. An overview follows:

- **Option 0: Maximize Economic Return.** Literal interpretation of suggests maximum development intensity of townhouses on

excess property, with townhouses considered the highest ranking land use for economic returns to the State.

- **Option 0.5: Maximize Economic Return, Allowing for Trails and Some Open Space.** Still concentrating townhouse development throughout excess property, but also including trails, open space and circulation improvements (thereby reducing land devoted to townhouses).
- **Option 1: Exploration of Financial Return to the State.** Option 1 provides analysis of a range of land uses explored to determine the best-performing land uses for economic return to the State.

The option includes a relatively large share of for-sale housing, but includes some market rental housing to provide a variety of housing options. In addition, market retail space is introduced for site vitality and more community desirability. Structured parking is explored for community benefits, but reduces overall financial return.

- **Option 2: Benefit to Government Operations Emphasis.** Option 2 presents the most development at over 737,000 square feet and is the most expensive to develop of the three options. Anticipated governmental office tenants are assumed to lease at rates set cover the cost of development and modest returns with minimal risk to the developer.
- **Option 3: Benefit to Local Community Emphasis.** Option 3 presents the smallest amount of built space. As with the Option 2, governmental and other public or nonprofit office spaces would roughly break even; below-market rental housing requires non-market financing and/or public subsidies.
- **Recommended Hybrid Option,** draws components from each of the options to explore how values represented in each option might come together to meet the range of potential objectives. The Recommended Hybrid Option also incorporates trails and open space.

In all options, high levels of structured parking increase development costs. However unless the land area saved by structuring that parking is developed into attractive open space or other amenities, house buyers in the current market are unlikely to perceive enough additional value to pay the price

premium necessary to offset those higher costs. Reducing required parking ratios or specifying more surface parking instead would improve this situation, but at the cost of potentially less marketability and less open space, respectively.

Economic Return by Single Use Type

Residual Land Value (RLV) for each general property type under current market conditions (detached single-family houses, condominiums, apartments, office, and retail) and parking configuration are presented in **Exhibit 15**. The values of individual uses shown in Exhibit 15, relative to each other, was considered during development of the options.

Exhibit 15 Economic Return by General Use Type

		Small Lot House	Townhouse	Condo	Market Apartment	Retail	Market Office	
SIZE	Unit Size	1,800	1,500	920	920	5,000	10,000	
	Parking Ratio	2	2	1.8	1.8	3	3	
COST	Hard Cost / SF	\$135	\$135	\$165	\$165	\$100	\$145	
	TDC / SF *	\$200	\$200	\$245	\$245	\$149	\$215	
	Building TDC	\$360,855	\$300,713	\$225,423	\$225,423	\$742,500	\$2,153,250	
	Parking Req'd	2	2	1.8	1.8	15	30	
	Pkg Cost / Bldg SF if Driveway/Garage	\$22	\$27					
	Pkg Cost / Bldg SF if Surface			\$8	\$8	\$12	\$12	
	Pkg Cost / Bldg SF if Structured			\$59	\$59	\$90	\$90	
	<i>* TDC includes soft costs and developer return</i>							
	TDC incl. DW/Garage Parking / BLDG SF	\$233	\$240					
	TDC incl. Surface Parking / BLDG SF			\$257	\$257	\$166	\$233	
	TDC incl. Structured Parking / BLDG SF			\$332	\$332	\$282	\$349	
INCOME	Gross Income / Net SF				\$21.00	\$32.00	\$32.00	
	Vacancy Rate %				5%	5%	5%	
	Operating Cost %				34%	30%	34%	
	NOI / SF				\$12.81	\$20.80	\$19.52	
	Sale Price / Net SF	\$300	\$333	\$440				
	Sale Cost	\$30	\$33	\$44				
	Net Sale Price, Market Value / SF	\$270	\$300	\$396	\$205	\$287	\$269	
FAR	Surface Parking	0.35	0.9	0.35	0.35	0.50	0.35	
	Structured Parking			2.5	2.5	2.5	2.5	
RESIDUAL LAND VALUE								
By Parking Configuration								
	RLV / SF - Driveway/Garage Parking	\$13	\$54	\$49	-\$18	\$60	\$13	
	RLV / SF - Surface Parking			\$160	-\$318	\$12	-\$199	
	RLV / SF - Structured Parking							

The economic return varies among types of uses, and also is dependent on the type of parking configuration selected—surface, driveway/garage, or structured.³ The economic return varies by individual product types represented among the options. Two of the uses considered in this analysis are clearly financially feasible: townhouses and low-cost or strip retail.

³ Unsuitable geotechnical conditions make underground parking impossible on most of the Fircrest campus.

- Townhouses (with a typical driveway and garage) provide the highest returns at an estimated \$54 per s.f. (expected land values) as modeled and summarized in Exhibit 15.
- Strip retail with surface parking follows at \$60 per s.f.
- Stacked condominiums with surface parking yield an estimated \$18 per s.f. of land, other these market assumptions.
- Small lot single family housing, higher-end retail (not shown), and market-rate offices follow at \$13 per s.f. of land, similar to small offices with surface parking.

Options Analysis

Each option is defined by the amount of built space for each real estate product type, including office, retail, grocery, health care, residential (both for-sale condominiums and rental apartments) and a mix of governmental operations. Detailed spreadsheets for each option are included in Appendix A, providing detail for the current and projected future allocations of building space by use type along with cost and revenue calculations.

Option 0: Maximize Economic Return

Option 0, presents a literal interpretation of the “market value maximization” criterion, building out the excess property as intensely as possible with townhouses, representing the land use that appears to provide the greatest returns (**Exhibit 16**). Option 0 consists of 650 townhouses distributed uniformly across all excess property.

Accepting this option as the highest revenue option comes with opportunity costs of not pursuing other land uses and options that benefit the community and other stakeholders. This option could also create negative direct impacts to the community. Nonetheless, the option provides potentially the greatest financial return to the State.

Financial analysis of Option 0, summarized in **Exhibit 17**, assumes market values of townhouses that appear achievable today, reaching a total value of this option of \$63.2 million as shown in Exhibit 17. However, there may be some market challenges that come with this scenario that make portions of the option not entirely practical (in particular the notion that homeowners would want to own a home tucked back into the property in Area VI, the northeast portion of the Campus). The option represents a theoretical value of the greatest return to the State.

Exhibit 16 Option 0 Program Design

Areas Planned for Townhouses Shown as Shaded Areas with Heavy Outline (All Excess property)

Current Conditions

Option 0



Exhibit 17 Option 0 Financial and Program Summary

Subarea	Land Area (acres)		Expected Land Value (Based on Net Land Area)		Land Use & Quantity		Market Assumption
	Gross	Net	Per s.f.	Land Value	Land Use	Units	
1	6.22	4.35	\$60.00	\$11.4 million	Townhouses	114	\$500,000 per unit
2	8.00	5.60	\$60.00	\$14.6 million	Townhouses	146	\$500,000 per unit
3	5.76	4.03	\$60.00	\$10.5 million	Townhouses	105	\$500,000 per unit
4	5.03	3.52	\$60.00	\$9.2 million	Townhouses	92	\$500,000 per unit
5	8.95	6.27	\$60.00	\$16.4 million	Townhouses	164	\$500,000 per unit
6	1.57	1.10	\$60.00	\$2.9 million	Townhouses	29	\$500,000 per unit
Totals	35.53	24.87		\$65.0 million		650	
Sitewide Demolition				-\$0.1 million			
Infrastructure Investments				-\$1.7 million			
Net value			\$41.00	\$63.2 million			

Option 0.5: Maximize Economic Return Allowing for Trails and Some Open Space

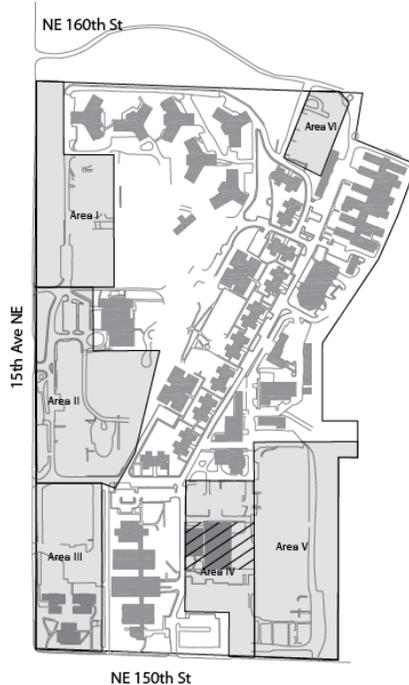
Option 0.5 retains the highest yielding use, townhouses, as in Option 0, but also includes sitewide improvements for trails and accessibility. Preserving a portion of the excess property for trails and open space is consistent with the comments of many stakeholders who participated in the planning process, including many surrounding neighbors. These objectives have the overall effect of reducing the amount of land that can be sold or leased to generate revenues to the State (Exhibit 18)

Option 0.5 includes development of 426 townhouses, distributed uniformly across all excess property, after utilizing a portion of the land for trails and other improvements. The townhouses combined with the site improvements yield an estimated land value of \$40.0 million (Exhibit 19.)

Exhibit 18 Option 0.5 Program Design

Areas Planned for Townhouses Shown as Shaded Areas with Heavy Outline

Current Conditions



Option 0.5



Exhibit 19 Option 0.5 Financial and Program Summary

Subarea	Land Area (acres)		Expected Land Value (Based on Net Land Area)		Land Use & Quantity		Market
	Gross	Net	Per s.f.	Land Value	Land Use	Units	Assumption
1	2.07	1.45	\$60.00	\$3.8 million	Townhouses	38	\$500,000 per unit
2	6.35	4.44	\$60.00	\$11.6 million	Townhouses	116	\$500,000 per unit
3	5.76	4.03	\$60.00	\$10.5 million	Townhouses	105	\$500,000 per unit
4	1.03	0.72	\$60.00	\$1.9 million	Townhouses	19	\$500,000 per unit
5	6.50	4.55	\$60.00	\$11.9 million	Townhouses	119	\$500,000 per unit
6	1.57	1.10	\$60.00	\$2.9 million	Townhouses	29	\$500,000 per unit
Totals	23.28	16.30		\$42.6 million		426	
Less: Sitewide Demolition				-\$0.1 million			
Less: Infrastructure Investments				-\$1.4 million			
Net value			\$41.00	\$41.1 million			

Option 1: Exploration of Financial Return to the State

Overview and Assumptions

The first option presents a “market value maximization” perspective that identifies the financial return the State could achieve by selling off the excess property to market developers. This option provides a range of market-rate housing, both for-sale and rental, as well as local-serving retail and small market-oriented office space.⁴ Parking is provided through a combination of surface parking lots and structured parking for the higher-density uses and garage or driveway parking for the single-family residential units.

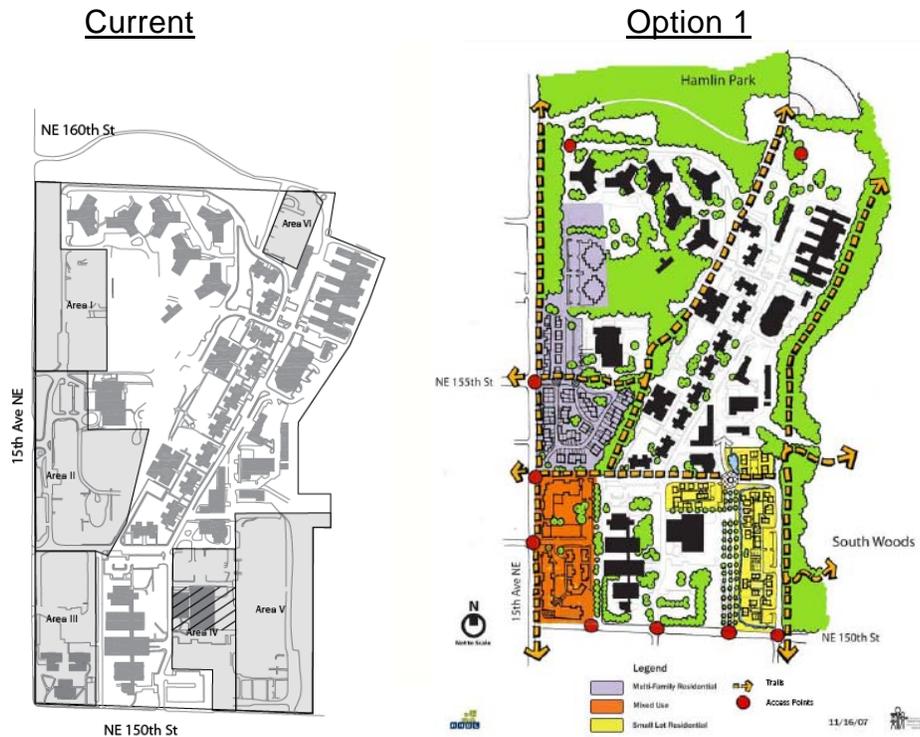
Exhibits 20 and 21 summarize the development program for Option 1.

⁴ Note that this scenario does not present an absolute level of market maximization, as a narrow approach to maximizing market value could bring building forms or densities that would not fit into the neighborhood and the City of Shoreline’s visions for the area. Rather it represents an approach to ‘market value with a conscience’ – a synthesis of building programs and types that will maximize return to the State while producing an environment that would still be acceptable to the surrounding community.

Exhibit 20 Option 1 Program Summary

	# Units	# s.f.
<i>Commercial Space</i>		
Retail		34,900
Market Ofc.		5,800
Total		40,700
<i>Residential Space</i>		
Small Lot Houses	72	108,000
Townhouses	94	141,000
Condos	130	147,000
Market Apts.	168	140,400
Total	464	536,400
<i>Parking Spaces</i>		
Surface Parking	504	
DW Garage	98	
Structured	556	
Total	1,158	

Exhibit 21 Option 1 Program Design



Development is arranged around the Fircrest Campus as follows:

- Area I: Two condo buildings with a total 96 units and four townhouses.
- Area II: 90 townhouses.
- Area III: 202 apartment and condo units over retail and small office spaces.
- Area IV: 13 small-lot houses or duplexes. Firland and Food Lifeline remain.
- Area V: 59 small-lot houses.
- Area VI: no development.

Several of the development types identified in this option would provide immediate financial return to the State, while others would provide a return if developed later in time or without the structured parking component. To that end, higher sales prices of for-sale condos are assumed, to demonstrate the prices required to generate positive returns (shown in **Exhibit 22**). However the market revenues of apartments are not sufficient to pay for the cost of building and would not be assumed to do so within the foreseeable future.

Option 1 includes the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option. Costs for the trails and open space are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit 31 as part of Infrastructure Investments.

Exhibit 22 Option 1 Financial and Program Summary

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market	
		Per s.f.	Land Value (Financial Gap)	Land Use	Units	Land Area (acres)	Requirement	Notes
1	Near to mid-term		\$5,700,000	Condos	96		\$450,000 per unit	Market not there today, expected 5 to 10 years
	Near-term		\$400,000	Townhouses	4		\$500,000 per unit	Sufficient market demand today
	Subarea 1 total	\$96.50	\$6,100,000		100	1.45		
2	Near-term	\$32.54	\$6,300,000	Townhouses	90	4.44	\$500,000 per unit	Sufficient market demand today
3	Unknown		(\$1,760,000)	Apartments	60		\$1,610 monthly rent	Costs for new construction overwhelm market rents
	N/A		(\$6,660,000)	Parking and Commercial				Structured parking costs required to accommodate densities
	Long-term		\$1,360,000	Apartments & Retail	108		\$1,610 monthly rent	Land would be written down to make new construction feasible
	Long-term		\$0	Condos	34		\$450,000 per unit	Net sales would cover construction costs only, without parking
	N/A		(\$7,030,000)	Parking				Structured parking costs required to accommodate densities
Subarea 3 total			(\$14,090,000)	Subarea 3 total	202	4.03		
4	Near-term	\$65.16	\$1,900,000	Houses	13	0.72	\$540,000 per unit	
5	Near-term	\$76.73	\$8,900,000	Houses	59	4.55	\$540,000 per unit	
6	No action							
Total		\$13.76	\$9,110,000		464	15.20	Total acres re-developed	
Less: Sitewide Demolition			(\$134,000)					
Less: Infrastructure Investments			(\$1,387,000)					
Net value		\$11.46	\$7,589,000					

Option 2: Benefit to Government Operations Emphasis

Overview and Assumptions

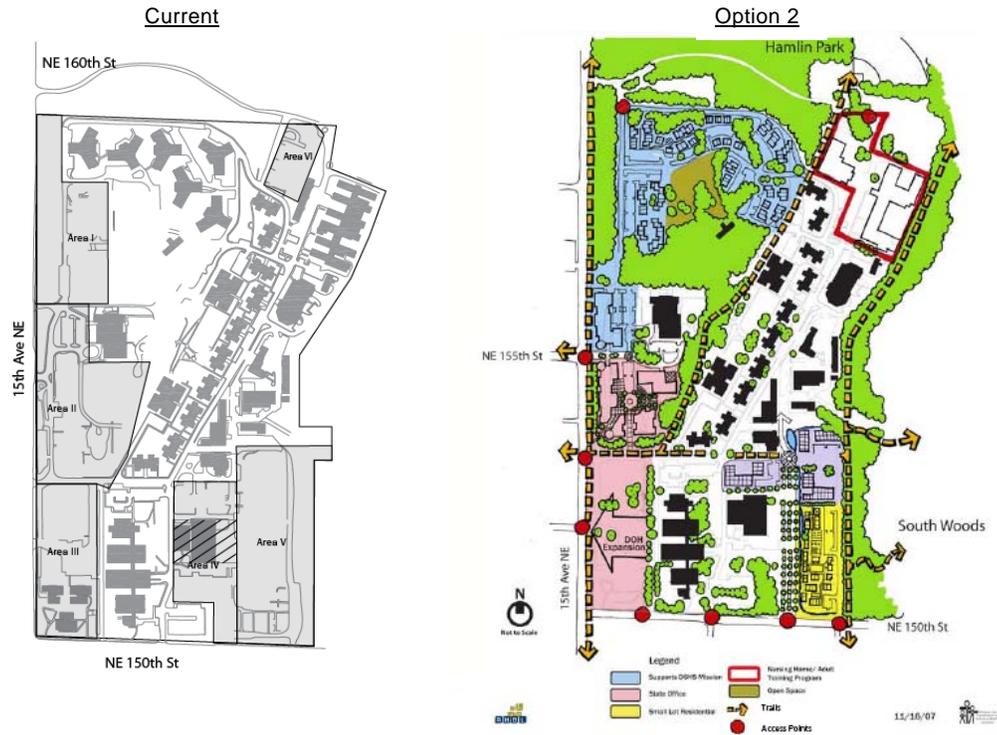
This option focuses on delivering a collection of uses that provide more direct benefits to the governmental operations. This program consolidates governmental office space on the campus and includes the development of new nursing home and adult training program facilities and administrative offices for the Fircrest School as well as a range of below-market affordable housing products.

Exhibits 23 and 24 summarize the development program of Option 2.

Exhibit 23 Option 2 Program Summary

	<u># Units</u>	<u># s.f.</u>
<i>Commercial Space</i>		
State Ofc.		255,000
Social Service Ofc.		10,000
Fircrest Admin & Training		57,000
Nursing Home		45,000
Total		367,000
<i>Residential Space</i>		
Small Lot Houses	35	52,500
Low Income Apts.	150	135,000
Very Low Income Apts.	48	43,200
Very Low Income Townhouses	93	139,500
Total	326	370,200
<i>Parking Spaces</i>		
Surface Parking	751	
DW Garage	90	
Structured	976	
Total	1,817	

Exhibit 24 Option 2 Program Design



Development under this option is arranged around the Fircrest Campus as follows:

- Area I: 24 townhouse-style apartments for very low income residents.

In this option, an additional Area 1-A is modeled shows the potential re-use of an area just east of Area 1, which could occur with redevelopment of the Y-shaped nursing home buildings and adult training program facility into new buildings in Area VI. Under this option an additional 69 townhouse-style apartments are developed for very low income residents in Area 1-A.

- Area II: 48 apartments for very low income residents 255,000 s.f. of governmental office space, and 10,000 s.f. of social service offices.
- Area III: No development – this option assumes a westward expansion of the Department of Health from its current office and lab space on the campus.
- Area IV: 20 units of low-income apartments.

- Area V: 90 units of very low income apartments and 35 small lot houses targeted at ‘workforce’ level buyers (those earning between 80-120% of area median income).
- Area VI: Development of a new 57,000 s.f. administration and adult training program building for the Fircrest School and a 45,000 s.f. nursing home to replace the Y-shaped buildings removed from Area 1-A.

Option 2 does not provide financial return, as shown in **Exhibit 25**, and shows several negative values in describing the economic value of associated development opportunities. The negative values are shown to demonstrate the order of magnitude of financial support required. Sources for financial support can include governmental program support, support from non-profits or any combination of outside financial help.

The negative numbers for a given use indicate that the State should not expect a market-based return for this land. Rather, the terms of developing and operating the associated land use would result from collaboration with stakeholders that share a vested interest in implementing the specific development.

Office lease rates equal to approximately \$35 per s.f. (gross rents per usable s.f., per year) would be sufficient to fund development of new office space as a single use, as configured in Option 2. Average current DSHS lease rates range from \$18-\$25/s.f.; newer suburban Class A office space north of Seattle rents for an average of \$32 per s.f.

The governmental offices in Option 2 reflect perceived operating efficiencies (from both the governmental and users’ perspectives) as benefits to the governmental operations, along with benefits from newer, higher quality offices than occupied by some governmental operations. Such benefits could conceivably justify paying higher rent for new development. Moreover, the ground lease requirements would not be a complicating factor for governmental uses. With the high concentration of governmental and nonprofit use, it is particularly sensitive to assumptions regarding lease rates paid by the government.

Option 2 includes the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option. Costs for the trails and open space are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit 31 as part of Infrastructure Investments.

Exhibit 25 Option 2 Financial and Program Summary

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market Requirement	Notes
		Per s.f.	Land Value (Financial Gap)	Land Use	Units or s.f.	Land (acres)		
1	Near-term	(\$48.41)	(\$15,600,000)	Low-Income Townhouses	93	7.40	\$920 monthly rent	Grants and affordable housing programs can off-set investment
2	Anytime		\$5,800,000	State-Occupied Offices	255,000		\$35 per s.f. (Gross)	Assumes developers builds to suit for State with low risk
			(\$14,051,782)	3-story Apts over 1-story SS Office & Pkg (The 1-story SS Office)	48 10,000		\$1,610 per unit \$35 per s.f. (Gross)	Financial support required
Subararea 2 total		(\$72.57)	(\$14,051,782)	Subararea 2 total		4.44		
3	Anytime		TBD	DOH Expansion				
4	Anytime	(\$377.78)	(\$11,900,000)	Low-Income Apartments	60	0.72	\$828 monthly rent	Grants and affordable housing programs can off-set investment
5	Anytime		(\$17,300,000)	Low-Income Apartments	90		\$828 monthly rent	Grants and affordable housing programs can off-set investment
	Anytime		(\$5,900,000)	Detached Workforce Housing	35		\$1,288 monthly rent	
Subararea 5 total		(\$117.05)	(\$23,200,000)	Subararea 5 total		4.55		
6	Anytime		\$1,600,000	DSHS Operations	57,000		\$35 per s.f. (Gross)	Assumes State to lease
	Anytime		\$700,000	Nursing Home	45,000		\$40 per s.f. (Gross)	Assumes State to lease
Subarea 6 total		\$17.06	\$2,300,000	Subarea 6 total		3.09		Fircrest school
Total		(\$70.93)	(\$62,451,782)					
					Dwelling Units	326		
					Office and Nursing s.f.	367,000	Total acres re-developed	
Less: Sitewide Demolition			(\$1,127,000)					
Less: Infrastructure Investments			(\$987,000)					
Net value		(\$73.34)	(\$64,565,782)					

Option 3: Benefit to Local Community Emphasis

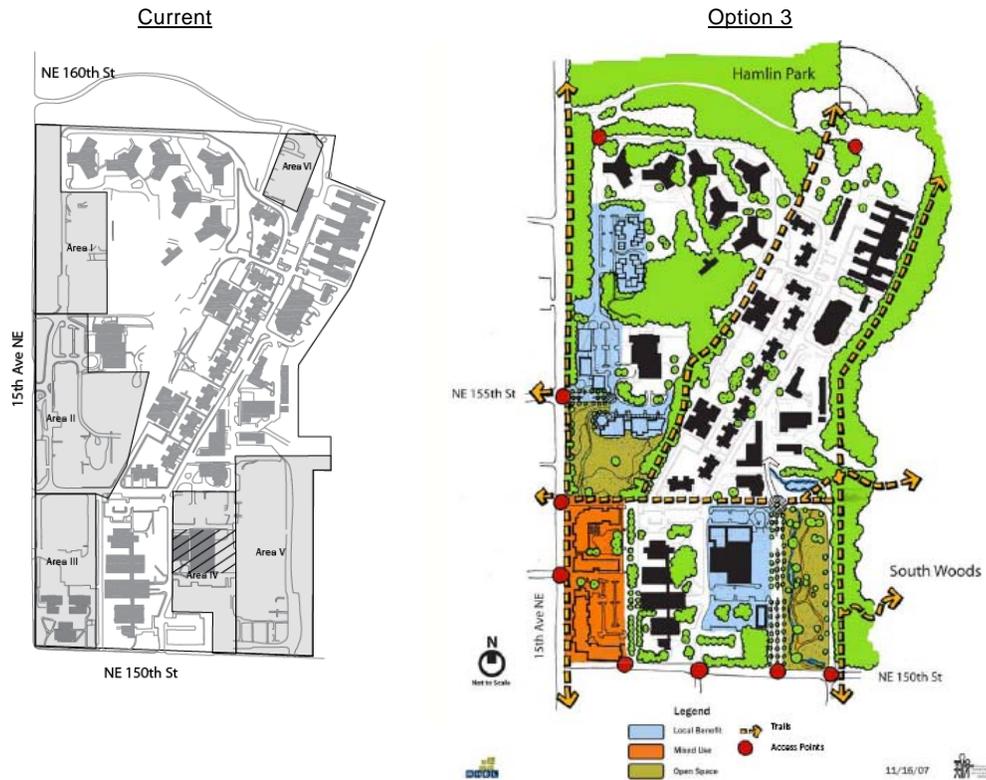
Option 3 considers community benefits including open space, public uses and fiscal impacts. It presents a broad range of small office space serving local needs. It includes local-serving retail space, social service agency offices, branch government office, and expansions of the Firland and Food Lifeline spaces currently on the Campus, as well as a range of both market-rate and below-market affordable housing.

Exhibit 26 and Exhibit 27 summarized the development program for Option 3.

Exhibit 26 Option 3 Program Summary

	# Units	# s.f.
<i>Commercial Space</i>		
Retail		34,900
Market Ofc.		5,800
Social Service Ofc.		73,950
Police Ofc.		20,000
Food Life Line		13,500
Firlands		7,800
Total		155,950
<i>Residential Space</i>		
Market Apts.	172	143,600
Very Low Income Apts.	44	44,000
Very Low Income Townhouses	44	66,000
Total	260	253,600
<i>Parking Spaces</i>		
Surface Parking	315	
DW Garage	-	
Structured	556	
Total	871	

Exhibit 27 Option 3 Program Design



Development is arranged around the Fircrest Campus as follows:

- Area I: 44 townhouse-style apartments for very low income residents.
- Area II: About 84,000 s.f. of social service space, a 20,000 s.f. police branch station, and 44 very low income residential units.
- Area III: Nearly 35,000 s.f. of local-serving retail space and 172 apartment units over retail and small market-oriented office spaces.
- Area IV: Expansion of the current Firland and Food Lifeline spaces.
- Area V: No development – this space is developed as public park and open space.
- Area VI: No development.

Option 3 does not provide a financial return when analyzed without financial support, as shown in **Exhibit 28**. While the governmental and nonprofit office space nearly break even, the below-market rental housing lowers the financial return of this option as a whole.

Option 3 includes more open space and public uses as benefits to the local community. Similar to Option 2, Option 3 includes many land uses that require non-market funding and financial support.

Public services uses shown in Option 3 are assumed to provide a risk-adjusted return to a contracted developer, similar to governmental office uses in Option 2. The negative values of other uses are shown to demonstrate the order of magnitude of support required, and do not necessarily require that the State provide that support.

Option 3 includes the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option. Costs for the trails and open space are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit 31 as part of Infrastructure Investments.

Exhibit 28 Option 3 Financial and Program Summary

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market Requirement	Notes
		Per s.f.	Land Value (Financial Gap)	Land Use	Units or s.f.	Land (acres)		
1	Near-term	(\$246.80)	(\$15,600,000)	Low-Income Townhouses	44	1.45	\$920 monthly rent	Grants and affordable housing programs can off-set investment
2	Anytime		(\$17,300,000)	Transitional Housing	44		n/a	Costs do not assume operating costs or specific financial support
	Anytime		\$900,000	Police Station	20,000		\$30 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
	Anytime		\$400,000	Social Services Offices and Library	73,950		\$32 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
	Subarea 2 total	(\$137.73)	(\$16,000,000)			2.67		
3	N/A		(\$4,100,000)	Parking Structure w/ Gr. Fl. Office	110 spaces			No revenue for parking assumed
	Mid- to-Long-Term		\$2,900,000	4-Story Apartments over Retail	112		\$1,610 monthly rent	Retail rents cover their own costs, but not structured parking
	N/A		(\$3,100,000)	Apartments over parking	60		\$1,610 monthly rent	
	Subarea 3 total	(\$24.49)	(\$4,300,000)			4.03		Parking serves overall development of subarea; rents not enough
4	Anytime		\$500,000	Food LifeLine	13,500		\$35 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
	Anytime		\$100,000	Firlands	7,800		\$35 per s.f. (Gross)	Economics assume generally a build-to-suit agreement
	Subarea 4 total	\$19.05	\$600,000			0.72		
5				No development				
6				No development				
	Total	(\$89.79)	(\$34,700,000)	Dwelling Units	260	8.87	Total acres re-developed	
				Operations s.f.	115,250			
	Less: Sitewide Demolition		(\$134,000)					
	Less: Infrastructure Investments		(\$987,000)					
	Net value	(\$92.69)	(\$35,821,000)					

Recommended Hybrid Option

Land uses and developments programmed in the Recommended Hybrid Option represent a combination of governmental operational goals, uses that provide community benefits and some uses that provide financial return.

The Recommended Hybrid Option includes the trails and open space features common to options 0.5, 1, 2, 3 and the Recommended Hybrid Option.

Exhibit 29 and **Exhibit 30** summarized the development program for Option 3. The economic summary of the Recommended Hybrid Option follows in **Exhibit 31**. Costs for the trails and open space are estimated at approximately \$770,000 to \$1,000,000, and are included in Exhibit 31 as part of Infrastructure Investments.

Exhibit 29 Recommended Hybrid Option Program Summary

	# Units	# s.f.
<i>Commercial Space</i>		
Retail		34,900
State Ofc.		255,000
Market Ofc.		5,800
Social Service Ofc.		10,000
Fircrest Admin & Training		57,000
Total		362,700
<i>Residential Space</i>		
Nursing Home		45,000
Market Townhouses	85	
Workforce Townhouses	15	
Low Income Townhouses	15	
Very Low Income Townhouses	20	
Apartments	250	
Total	385	45,000
<i>Parking Spaces</i>		
Surface Parking	669	
DW Garage	205	
Structured	1,132	
Total	2,006	

Exhibit 30 Benefit to Local Community Emphasis Program Design

Current

Recommended Hybrid Option

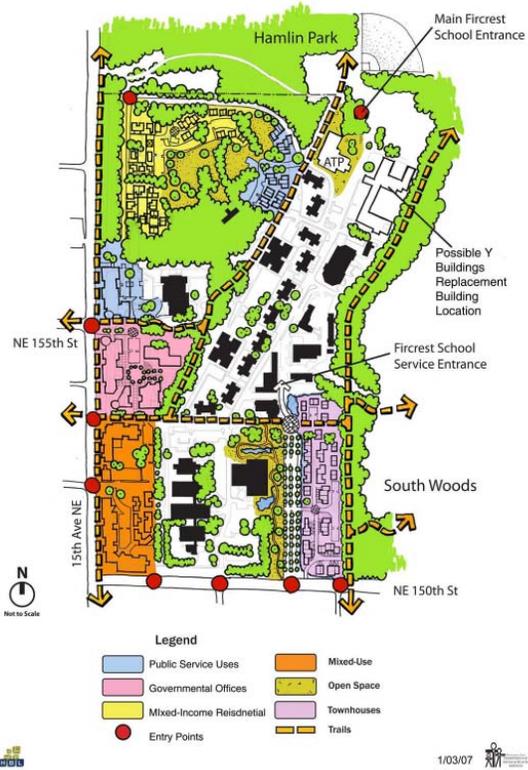
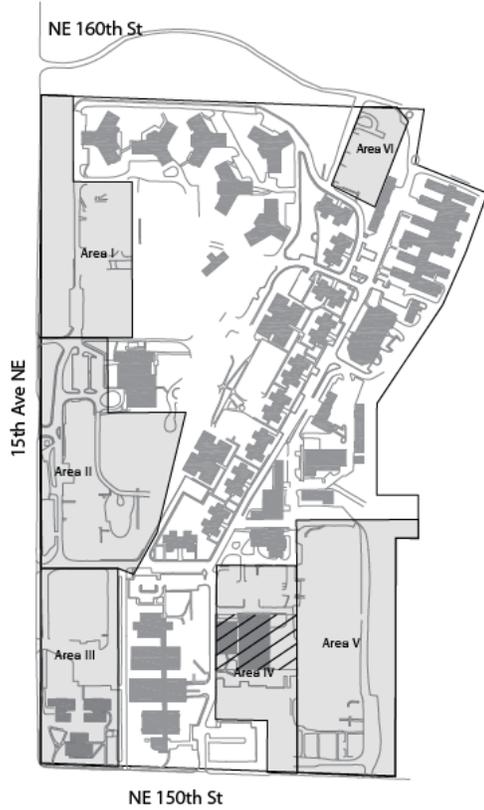


Exhibit 31 Recommended Hybrid Option Financial and Program Summary

Subarea	Timing	Expected Land Value		Land Use & Quantity			Market		Notes
		Per s.f.	Land Value (Financial Gap)	Land Use	Units or s.f.	Land (acres)	Requirement		
1	Anytime	(\$26.28)	(\$8,300,000)	Mixed-Income Townhouses	65	7.25	Blend of Prices	Requires financial assistance to provide below market rate housing	
2	Anytime		\$15,700,000	State-Occupied Office	241,700		\$35 per s.f. (Gross)	Assumes minimal development risk for build to suit	
			(\$11,700,000)	Low Income Apartments & Office over parking	48			Requires financial assistance to provide below market rate housing	
Subarea 2 total		\$20.66	\$4,000,000			4.44			
3	Unknown		(\$400,000)	Apartments & Retail over Parking	168			Rents do not cover construction costs and parking	
	N/A		(\$4,030,000)	Parking	110 spaces			Structured parking costs required to accommodate densities	
	Long-term		(\$6,360,000)	Condos w/ Structured Parking	34		\$450,000 per unit	Net sales would cover unit construction costs, not parking	
Subarea 3 total		(\$61.46)	(\$10,790,000)		202	4.03		Structured parking costs required to accommodate densities	
4				No action					
5	N/A		(\$14,200,000)	Workforce Townhouses (Rented)	70	4.55		Requires financial assistance to provide below market rate housing	
6	Anytime		\$1,600,000	DSHS Operations	57,000		\$35 per s.f. (Gross)	Assumes State to lease	
	Anytime		\$700,000	Nursing Home	45,000		\$40 per s.f. (Gross)	Assumes State to lease	
Subarea 6 total		(\$88.27)	(\$11,900,000)		102,000	3.09		Structured parking costs required to accommodate densities	
Total		(\$26.51)	(\$26,990,000)						
				Dwelling Units	385	23.37			
				Operations and Office s.f.	343,700				
Less: Sitewide Demolition			(\$1,127,000)						
Less: Infrastructure Investments			(\$987,000)						
Net value		(\$28.59)	(\$29,104,000)						

Discussion and Policy Considerations

- **Open space and public use benefits.** The design plan common to all options would provide public open spaces and walking paths connecting Hamlin Park to the north with and Shorecrest High School and other natural open space to the east, providing significant new amenities to neighbors and other Shoreline residents.
- **Local fiscal benefits.** Direct tax and fee revenues to the City would increase under each option and would vary based on the differing levels of residential and commercial space developed. County and State fiscal benefits would generally occur elsewhere in the County and State, regardless of the actions planned for Fircrest.

Option 0 would generate the greatest local revenue at approximately \$12.1 million in total present-value revenue through 2036 (30 year horizon), shown in **Exhibit 32**. The actual value of benefits would vary depending on absorption and changes in construction costs and other variables over time. The relative benefits of each option are summarized in the exhibit below, varying primarily due to the intensity of built space assumed in each option.

Exhibit 32
Summary of Fiscal Benefits

	Local Fiscal Benefits*
Option 0	\$12.1 million
Option 0.5	\$8.7 million
Option 1	\$10.1 million
Option 2	\$6.4 million
Option 3	\$5.2 million
Recommended Hybrid Option	\$5.6 million

*Note: Present value of direct and gross benefits only, meaning no indirect impacts have been calculated, nor have increases in municipal service costs been calculated or weighed against the direct revenues shown.

Specific revenue sources would vary by the uses developed, but in general the greatest revenues would come from real estate excise taxes, sales taxes, and permit and user fees.

While Option 0 generates higher fiscal returns in dollar terms, other options would include unquantified public and social benefits that would accrue to City residents. These would include the greater presence of social services, affordable housing, local employment, and publicly accessible open and recreational space featured in Options 2 and 3.

APPENDIX A: ASSUMPTIONS AND FINANCIAL MODEL DETAILS

Approach and Assumptions

Approach

Development costs and income are calculated for each use and scenario based on current market conditions. Additional analysis compares the financial return for apartment and office space developments under varying income and cost assumptions, to assess the impact of reduced rents for below-market affordable apartments and for a range of possible lease rates for office rented to private-sector, governmental agency, and nonprofit organization tenants.

Assumptions and Inputs

Market assumptions and development inputs represent values that were either researched specifically for this model or developed through discussions with other key project team members. Values seen in actual development proposals may vary (perhaps considerably) from initial assumptions based on factors unique to each developer, the specifics of the proposed development program, and market conditions at the time.

General Design and Parking Assumptions Common to All Scenarios

- Small lot houses and townhouse/duplex configurations are assumed to have driveway/garage parking. All other uses are modeled with both surface and structured parking to reflect different possible configurations.
- Residential units are modeled separately for for-sale condominiums and rental apartments. An average unit size is identified for each based on a percentage allocation among different unit types (studio and 1-, 2-, and 3-bedroom units), based on estimates of recent market sales trends.
- No rental parking income is modeled; all parking is assumed to be free for building users, tenants, and residents.

Cost Assumptions

Values for hard costs are estimated for site development and building construction for each building type. Building hard cost estimates were provided by Rider Levett Bucknall based on building programs developed by AHBL (**Exhibit A-1**). Soft costs such as design, permitting, and financing expenses are assumed to be relatively constant across all product types, and are estimated at 35% of hard costs based on recent development projects in

the market. Building efficiency estimates based on market averages are made to relate gross building square footage, which informs cost calculations, to net leasable square footage, which inform revenue projections.

**Exhibit A-1
Cost Assumptions**

Space Type	Hard Cost / SF
Site Development	\$ 6
Residential	
Small Lot House	\$ 135
Townhouse ./ Duplex	\$ 135
Tract Housing	\$ 120
Condo	\$ 165
Apartments (market rate)	\$ 165
Commercial	
Retail	\$ 145
Strip Retail	\$ 100
Office	\$ 145
Police Office	\$ 220
Food Lifeline	\$ 200
Firlands	\$ 200
Fircrest Admin & Training	\$ 250
Nursing Home	\$ 325
Parking	
Driveway / Garage Parking	\$ 57
Surface Parking	\$ 11
Structured Parking	\$ 86

The model does not explicitly consider the effect of financing structure (debt) on feasibility. Different financing structures could make a given project more or less feasible to a given developer. However those effects would be similar across all scenarios rather than being a function of a specific site or use program.

Tenant Improvement (TI) costs are assumed to be factored into the cost and lease rate calculations for commercial buildings and thus are not identified separately. As with the element of financial structuring noted above, separating out TIs would add little if any net effect on the difference in feasibility between scenarios.

Revenue Assumptions

Revenues are based on expected market values based on current market research and calculated per net leasable square foot (**Exhibit A-2**). Vacancy losses and Operating Expenses are likewise based on current market averages, both expressed as a percentage of gross rental revenue.

Exhibit A-2 Revenue Assumptions

Space Type	Gross Rent / Net Leasable SF	Vacancy Rate	Operating Expenses	Net Rent / Net Leasable SF
Residential				
Apartment (Market rate)	\$21.00	5%	34%	\$12.81
Apartment (Workforce)	\$14.40	5%	34%	\$8.78
Apartment (Low Income)	\$10.80	5%	34%	\$6.59
Apartment (Very Low Income)	\$6.00	5%	34%	\$3.66
Commercial				
Retail	\$32.00	5%	34%	\$19.52
Strip Retail	\$30.00	5%	34%	\$18.30
Office (Market rate)	\$32.00	5%	34%	\$19.52
Office (State agency)	\$30.00	5%	34%	\$18.30
Office (State agency)	\$32.00	5%	34%	\$19.52
Office (State agency)	\$35.00	5%	34%	\$21.35
Office (Social service)	\$32.00	5%	34%	\$19.52
Police Office	\$30.00	5%	34%	\$18.30
Food Lifeline	\$35.00	5%	34%	\$21.35
Firland	\$35.00	5%	34%	\$21.35
Fircrest Admin & Training	\$35.00	5%	34%	\$21.35
Nursing Home	\$40.00	5%	34%	\$24.40
Residential Sales				
	Gross Sales Price / SF	Sale Expenses	Net Sale Income / SF	
Small Lot House	\$300.00	10.0%	\$270.00	
Townhouse / Duplex	\$333.33	10.0%	\$300.00	
Tract House	\$238.64	10.0%	\$214.77	
Condo	\$489.13	10.0%	\$440.22	

Financial Assumptions

Basic financial inputs reflect current market averages.

Cap rates. Capitalization rates, or cap rates, determine how revenues are converted to an overall market value, and reflect the investment market's appetite for risk given current real estate market rents and revenues. Outcomes and analysis are highly sensitive to changes and cap rates. Moreover, cap rates range broadly at any given point in time, further challenging this type of "disinterested" analysis required for policy decisions.

Key financial factors incorporated in the model include:

- A 6.5% discount rate is used in the model for calculation of present values, reflecting private sector borrowing costs.
- Construction cost inflation is set at 4.0% annually; rental income inflation is set at 3.0% and sale price inflation at 5.0%.
- “Initial” cap rates, used to calculate pro forma market values based on current operating income, are set at 5.5% for residential projects and 6.5% for commercial projects based on market expectations of near-term cap rate levels. An “exit” cap rate, used to calculate market values based on future income streams, is set at a 0.75% premium over those “initial” rates to reflect greater uncertainty about future conditions.
- Operating cost projections in the cash flow model are based on average annual growth of 2.5%.
- Building capital expenditures of \$0.25 per building square foot, and Tenant Improvement and leasing commission charges of \$1.75 per s.f. for each lease renewal, are included in operating expense figures.
- The developer’s required return on investment is labeled “entrepreneurial return” in the model, and set at 10%.

While the model could be structured to incorporate financial leverage (loans), at present it is structured as if the project were entirely equity-financed. In reality most development projects would be largely debt financed. However the primary focus here is on comparing the relative financial return of similar projects at different density levels, and thus financing structure is not addressed.

Timing Assumptions

Several assumptions were made regarding the timing of construction and absorption based on current market trends:

- Construction is assumed to take one year for each building project, and to begin in 2009, varying by scenario and use. In practice, construction would not begin for at least two years, given permitting and entitlement processes; however that delay would not materially affect the calculations or comparative outcomes identified in the model, so for simplicity’s sake a single 2-year permitting and construction period is modeled.

- Condominium and market-rate apartments are assumed to sell or lease up at a rate of 30 units per year, with below-market rentals at 40 units per year. Townhomes and single family homes are assumed to sell slightly slower at 20 units per year. The model does not account for pre-sales that would likely make that number higher in the first year of sales, thus introducing a slight conservative bias to revenue calculations.
- The entire property is assumed to be held by the initial owner/developer throughout the entire 30-year study period. In practice some or all of the commercial projects would likely change hands one or more times during that period. Incomes from such sales would increase Real Estate Excise Tax revenue to the City but would not significantly affect market return from a developer's or investor's perspective, as sales would be based on the projected value of the same future income modeled. The only uncertainty this leaves out is the possible effect of future cap rate fluctuations; however those are unpredictable trying to model them would require too much uncertainty to add analytical value.

APPENDIX B: MODEL DETAILS

The key assumptions and schedules included are described as follow:

- **Market Data** showing key cost, revenue, and financial variables common to all site and development scenarios. These data points inform the detailed scenario calculations. (p. B-1)
- **Single Use Financial Return** analysis of the financial return of each building use type considered across the three development scenarios, comparing the cost to build the structure and associated parking with the revenue projected to flow from each program. (p. B-2)
- **Pro Formas by Scenario**, summarizing the financial return of each building type for each scenario. (p.B-23)

The models are presented with standard conventions such as:

- **Formatting Standards.** Throughout the model, cells highlighted in light yellow and/or with blue font represent user inputs that can be changed to model different development programs or scenarios. Unformatted values represent model calculations. Certain cells have conditional formatting rules that will change the formatting to alert the user when a calculation goes above a predetermined limit such as in calculating parking configuration allocations in the Site Detail spreadsheets.

PRO FORMA VALUE CALCULATIONS

Exhibit B-1: Market Data Assumptions and Inputs

SPACE & COST	SPACE			TIMING			COST	VALUE	PARKING	MISC.	
	Avg. Unit SF	Building Efficiency	# Stories	Construction Begins	Buildout Rate (# / yr)	Absorption Rate (# / yr)					Hard Cost / SF
Small Lot Houses	1,800	100%	2	2009	40	20	\$135.00	\$300.00	2		2.5
Townhouses	1,500	100%	2	2010	50	20	\$135.00	\$333.33	2		2.0
Tract Housing	2,200	100%	2	2010	50	20	\$120.00	\$238.64	2	250	
Condos	920	90%	5	2010	100	30	\$165.00	\$489.13	1.8		1.7
Apartments	920	90%	4	2010	100	30	\$165.00	\$190.00	1.8		1.7
Market Apts.	920	90%	4	2010	100	30	\$165.00	\$190.00	1.8		1.7
Workforce Apts.	920	90%	4	2010	100	40	\$150.00	\$180.00	1.8		1.7
Low Income Apts.	920	90%	4	2010	100	40	\$140.00	\$180.00	1.8		1.7
Very Low Income Apts.	920	90%	4	2010	100	40	\$130.00	\$180.00	1.8		1.7
Workforce Townhouses	1,500	90%	4	2010	100	40	\$135.00	\$180.00	1.8		1.7
Low Income Townhouses	1,500	90%	4	2010	100	40	\$130.00	\$180.00	1.8		1.7
Very Low Income Townhouses	1,500	90%	4	2010	100	40	\$125.00	\$180.00	1.8		1.7
Mixed-Use Retail	5,000	90%	1	2010	20,000	20,000	\$145.00	\$180.00	3.0	400	
Strip Retail	1,000	90%	1	2010	50,000	50,000	\$100.00	\$200.00	2.0	250	
Market Ofc.	20,000	90%	4	2010	30,000	30,000	\$145.00	\$200.00	3.0	250	
State Ofc.	20,000	90%	4	2010	50,000	50,000	\$145.00	\$200.00	3.0	250	
Social Service Ofc.	10,000	90%	4	2010	50,000	50,000	\$145.00	\$200.00	3.0	250	
Police Ofc.	10,000	90%	4	2010	50,000	50,000	\$220.00	\$200.00	2.0	250	
Food Life Line	10,000	90%	4	2010	50,000	50,000	\$200.00	\$200.00	2.0	250	
Firlands	10,000	90%	4	2010	50,000	50,000	\$200.00	\$200.00	2.0	250	
Fircrest Admin & Training	10,000	90%	4	2010	50,000	50,000	\$250.00	\$200.00	2.0	250	
Nursing Home	10,000	90%	4	2010	50,000	50,000	\$325.00	\$200.00	2.0	250	
Other Ofc.	10,000	90%	4	2010	50,000	50,000	\$145.00	\$200.00	2.0	250	
Site Work / Open Space	1						\$6.00				
Surface Parking	350						\$11.43	\$4,000			
DW Garage	350						\$57.14	\$20,000			
Structured	350						\$85.71	\$30,000			

INCOME	Gross Rent / SF /		Rent / Unit /		Vacancy %	OpEx %	NOI / Unit	NOI / SF / Yr.	Sale Price	Net Sale Revenue	Sale Price / SF	Sale Price / Net SF
	Mo.	Gross Rent / SF	Yr.	Rent / Unit / Mo.								
Small Lot House									\$540,000	\$486,000	\$300.00	\$300
Townhouse									\$500,000	\$450,000	\$333.33	\$333
Tract House									\$525,000	\$472,500	\$238.64	\$239
Condo									\$450,000	\$405,000	\$489.13	\$440
Market Apts.	\$1.75	\$21.00	\$19,320.00	\$1,610.00	5%	34%	\$11,785.20	\$12.81				
Workforce Apts.	\$1.20	\$14.40	\$13,248.00	\$1,104.00	5%	34%	\$8,081.28	\$8.78				
Low Income Apts.	\$0.90	\$10.80	\$9,936.00	\$828.00	5%	34%	\$6,060.96	\$6.59				
Very Low Income Apts.	\$0.50	\$6.00	\$5,520.00	\$460.00	5%	34%	\$3,367.20	\$3.66				
Workforce Townhouses	\$1.40	\$16.80	\$15,456.00	\$1,288.00	5%	34%	\$9,428.16	\$10.25				
Low Income Townhouses	\$1.00	\$12.00	\$11,040.00	\$920.00	5%	34%	\$6,734.40	\$7.32				
Very Low Income Townhouses	\$0.60	\$7.20	\$10,800.00	\$900.00	5%	34%	\$6,388.00	\$4.39				
Retail		\$32.00			5%	30%		\$20.80				
Strip Retail		\$30.00			5%	30%		\$19.50				
Market Ofc.		\$32.00			5%	34%		\$19.52				
State Ofc.		\$35.00			5%	34%		\$21.35				
Social Service Ofc.		\$32.00			5%	34%		\$19.52				
Police Ofc.		\$30.00			5%	30%		\$19.50				
Food Life Line		\$35.00			5%	30%		\$22.75				
Firlands		\$35.00			5%	34%		\$21.35				
Fircrest Admin & Training		\$35.00			5%	34%		\$21.35				
Nursing Home		\$40.00			5%	34%		\$24.40				
Surface Parking												
Structured Parking												

Residential Re-sale Frequency	5	20.0%
Commercial Property Sale in Year	30	
Commercial Re-sale Frequency	30	3.3%

RESIDENTIAL UNIT SIZE MIX (SF/Unit)	Studio	1-BR	2-BR	3-BR	Avg. SF
Condo	600	800	1,000	1,200	
Apartment	0%	40%	60%	0%	920
Townhouse / duplex	0%	0%	0%	100%	1500

FOR-SALE RES. AFFORDABILITY	% of mkt price
Small Lot House	80%
Townhouse	80%
Condo	80%

TAX & FEE RATES	
Retail Sales	
TRS per Capita	\$800.00 Share of retail
Retail - specialty	\$400.00 30%
Retail - convenien	\$300.00 70%
Retail - grocery	\$185.00 0%
Office	\$15.00
Sales Tax to City	0.85%
REET - Capital Facilities	0.25%
REET - Transportation	0.25%
Gambling Tax	\$ 55.46 pop.
State Revenue	\$ 13.64 pop.
Parks & Recreation Revenue	\$ 17.99 pop.
Building Permit- and related Fees	1.95%
Initial Property Tax Millage Rate	2.465%
Property Tax Share Rec'd by City	10.80%
Property Tax on Revaluations	1.00% assumes I-747 cap
Utility & Franchise Fee Revenues	
Natural Gas Utility	6% \$ 268.16 pop.
Sanitation Utility T	6% \$ 104.42 jobs & pop
Cable Utility Tax	6% \$ 151.43 pop.
Cable Franchise Fe	5% \$ 36.34 pop.
Telephone / Cell U	6% \$ 466.91 pop.
Water Franchise F	6% \$ 157.74 jobs & pop
Sewer Franchise F	6% \$ 200.80 jobs & pop
Storm Drainage Ut	6% \$ 51.27 pop.
Electricity Contract Payment	\$ 16.09 pop.

FINANCIAL	
Cost of Residential Sale	10.0%
Soft Cost %	35%
Residential Cap Rate	5.500%
Commercial Cap Rate	6.500%
Exit Cap Rate Spread	0.75%
Developer Return Req'd	10.00%
Hurdle Rate (Land Cost / SF)	\$40.00

INFLATION	
Market Discount Rate	6.50%
City Discount Rate	4.50%
General Inflation	3.00%
Construction Cost Infl.	5.00%
Res. AV Inflation	4.00%
Cml. AV Inflation	3.00%

PRO FORMA VALUE CALCULATIONS

Exhibit B-2: Single Use Feasibility Analysis

		Small Lot House	Townhouse	Condo	Market Apartment	Retail	Market Office	
SIZE	Unit Size	1,800	1,500	920	920	5,000	10,000	
	Parking Ratio	2	2	1.8	1.8	3	3	
COST	Hard Cost / SF	\$135	\$135	\$165	\$165	\$145	\$145	
	TDC / SF *	\$200	\$200	\$245	\$245	\$215	\$215	
	Building TDC	\$360,855	\$300,713	\$225,423	\$225,423	\$1,076,625	\$2,153,250	
	Parking Req'd	2	2	1.8	1.8	15	30	
	Pkg Cost / Bldg SF if Driveway/Garage	\$22	\$27					
	Pkg Cost / Bldg SF if Surface			\$8	\$8	\$12	\$12	
	Pkg Cost / Bldg SF if Structured			\$59	\$59	\$90	\$90	
	<i>* TDC includes soft costs and developer return</i>							
	TDC incl. DW/Garage Parking / BLDG SF	\$233	\$240					
	TDC incl. Surface Parking / BLDG SF			\$257	\$257	\$233	\$233	
TDC incl. Structured Parking / BLDG SF			\$332	\$332	\$349	\$349		
INCOME	Gross Income / Net SF				\$21.00	\$32.00	\$32.00	
	Vacancy Rate %				5%	5%	5%	
	Operating Cost %				34%	30%	34%	
	NOI / SF				\$12.81	\$20.80	\$19.52	
	Sale Price / Net SF	\$300	\$333	\$440				
	Sale Cost	\$30	\$33	\$44				
	Net Sale Price, Market Value / SF	\$270	\$300	\$396	\$205	\$287	\$269	
FAR	Surface Parking	0.35	0.9	0.35	0.35	0.50	0.35	
	Structured Parking			2.5	2.5	2.5	2.5	
RESIDUAL LAND VALUE								
By Parking Configuration								
	RLV / SF - Driveway/Garage Parking	\$13	\$54					
	RLV / SF - Surface Parking			\$49	-\$18	\$27	\$13	
	RLV / SF - Structured Parking			\$160	-\$318	-\$155	-\$199	

PRO FORMA VALUE CALCULATIONS

12 per s.f.

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario								
	M.1.a 5-story Condos over 1-story Pkg	S.1.a 5-story Condos over 1-story Pkg	L.1.a 5-story Condos over 1-story Pkg	H.1.a 5-story Condos over 1-story Pkg								
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals			
Site Market Value / Acquisition Cost	63,210	\$ 40	\$ 2,528,400	-	\$ 40	-	-	\$ 40	-			
Site Work & Demolition	63,210	\$ 6	\$ 379,260	-	\$ 6	-	-	\$ 6	-			
Construction Costs												
Commercial Subtotal	-	-	-	-	-	-	-	-	-			
Residential Subtotal	96	\$ 15,840,000	\$ 15,840,000	-	-	-	-	-	-			
Parking Subtotal			\$ 5,948,000			-			-			
Surface Parking	77	\$ 308,000		-	-	-	-	-	-			
Structured	188	\$ 5,640,000		-	-	-	-	-	-			
DW Garage	-	-		-	-	-	-	-	-			
Total Hard Costs			\$ 22,167,260			-			-			
Soft Development Costs			\$ 7,758,541			-			-			
Total Project Costs (incl. Land)			\$ 32,454,201			-			-			
Entrepreneurial Return @ 10.00%			\$ 3,245,420			-			-			
= Total Development Cost (TDC)			\$ 35,699,621			-			-			
RENTAL MARKET VALUE												
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ (3,180,379)			-			-			
Commercial Capitalization Rate			6.500%			6.500%			6.500%			
Residential Capitalization Rate			5.500%			5.500%			5.500%			
= Minimum Rental NOI Required			\$ (174,921)			-			-			
Actual Rental NOI Achieved			\$ -			-			-			
Net Operating Income / Market Value												
	Net Operating Income	Market Value	Subtotals	Net Operating Income	Market Value	Subtotals	Net Operating Income	Market Value	Subtotals			
Rental Income			\$ -			-			-			
Commercial	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-			
Residential	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-			
Residential Sale Income	\$ 38,880,000	\$ 38,880,000	\$ 38,880,000	\$ -	\$ -	-	\$ -	\$ -	-			
TOTAL MARKET VALUE	\$ -	\$ 38,880,000.00	\$ 38,880,000	\$ -	\$ -	-	\$ -	\$ -	-			
OUTCOME												
	Yes, Property Value Exceeds Development Cost			Yes, Property Value Exceeds Development Cost			Yes, Property Value Exceeds Development Cost			Yes, Property Value Exceeds Development Cost		
METRICS												
	Value of Rental NOI	\$ -		Value of Rental NOI	\$ -		Value of Rental NOI	\$ -		Value of Rental NOI	\$ -	
	Value of Unit Sales	\$ 38,880,000		Value of Unit Sales	\$ -		Value of Unit Sales	\$ -		Value of Unit Sales	\$ -	
	Total Property Value	\$ 38,880,000		Total Property Value	\$ -		Total Property Value	\$ -		Total Property Value	\$ -	
	Net Project Value	\$ 3,180,379		Net Project Value	\$ -		Net Project Value	\$ -		Net Project Value	\$ -	
	Effective Cap Rate	0.0%		Effective Cap Rate	#DIV/0!		Effective Cap Rate	#DIV/0!		Effective Cap Rate	#DIV/0!	
	RLV	\$ 5,708,779		RLV	\$ -		RLV	\$ -		RLV	\$ -	
	RLV per SF	\$ 90.31		RLV per SF	\$ -		RLV per SF	\$ -		RLV per SF	\$ -	
	Required RLV/SF	\$ 1.59		Required RLV/SF	\$ -		Required RLV/SF	\$ -		Required RLV/SF	\$ -	
	TVM Calculations			TVM Calculations			TVM Calculations			TVM Calculations		

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.1.b 2-story Townhouses	S.1.b 2-story Townhouses	L.1.b 2-story Townhouses	H.1.b 2-story Townhouses					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cost	9,750	\$ 40	\$ 390,000	54,300	\$ 40	\$ 2,172,000	93,600	\$ 40	\$ 3,744,000
Site Work & Demolition	9,750	\$ 6	\$ 58,500	54,300	\$ 6	\$ 325,800	93,600	\$ 6	\$ 561,600
Construction Costs									
Commercial Subtotal	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -
Residential Subtotal	4	\$ 810,000	\$ 810,000	93	\$ 18,832,500	\$ 18,832,500	44	\$ 8,910,000	\$ 8,910,000
Parking Subtotal	-	\$ -	\$ 40,000	-	\$ -	\$ 800,000	-	\$ -	\$ 336,000
Surface Parking	10	\$ 40,000		200	\$ 800,000		84	\$ 336,000	
Structured	-	\$ -		-	\$ -		-	\$ -	
DW Garage	-	\$ -		-	\$ -		-	\$ -	
Total Hard Costs			\$ 908,500			\$ 19,958,300			\$ 9,807,600
Soft Development Costs			\$ 317,975			\$ 6,985,405			\$ 3,432,660
Total Project Costs (incl. Land)			\$ 1,616,475			\$ 29,115,705			\$ 16,984,260
Entrepreneurial Return @ 10.00%			\$ 161,648			\$ 1,698,426			\$ 1,987,538
= Total Development Cost (TDC)			\$ 1,778,123			\$ 29,115,705			\$ 18,682,686
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ (21,878)			\$ 29,115,705			\$ 15,112,913
Commercial Capitalization Rate			6.500%			6.500%			6.500%
Residential Capitalization Rate			5.500%			5.500%			5.500%
= Minimum Rental NOI Required			\$ (1,203)			\$ 1,601,364			\$ 831,210
Actual Rental NOI Achieved			\$ -			\$ 626,299			\$ 289,872
Net Operating Income									
Rental Income			\$ -			\$ -			\$ -
Commercial			\$ -			\$ -			\$ -
Residential			\$ -			\$ 626,299			\$ 289,872
Residential Sale Income			\$ 1,800,000			\$ -			\$ -
TOTAL MARKET VALUE			\$ -			\$ 626,299			\$ 289,872
OUTCOME									
METRICS									
			Yes, Property Value Exceeds Development Cost			No, Development Cost Exceeds Property Value			No, Development Cost Exceeds Property Value
Value of Rental NOI	\$ -		\$ -			\$ 11,387,258			\$ 5,270,400
Value of Unit Sales	\$ 1,800,000		\$ 1,800,000			\$ -			\$ -
Total Property Value	\$ 1,800,000		\$ 1,800,000			\$ 11,387,258			\$ 5,270,400
Net Project Value	\$ 21,878		\$ 21,878			\$ (17,728,447)			\$ (13,412,286)
Effective Cap Rate	0.0%		0.0%			39.1%			28.2%
RLV	\$ 411,878		\$ 411,878			\$ (15,556,447)			\$ (9,668,286)
RLV per SF	\$ 42.24		\$ 42.24			\$ (286.49)			\$ (103.29)
Required RLV/SF	\$ 0.24		\$ 0.24			\$ 1.36			\$ 2.35
TVM Calculations									
Project NPV	\$ (17,629,512)		\$ (17,629,512)			\$ (17,629,512)			\$ (17,629,512)
IRR	4.5%		4.5%			4.5%			4.5%
ROI	-10.2%		-10.2%			-10.2%			-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.2.a 3-story Townhouses over 1-story Parking	S.2.a 3-story Townhouses over 1-story Parking	L.2.a 3-story Townhouses over 1-story Parking	H.2.a 3-story Townhouses over 1-story Parking
	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals
Site Market Value / Acquisition Cos	90,950 \$ 40 \$ 3,638,000	- \$ 40 \$ -	- \$ 40 \$ -	- \$ 40 \$ -
Site Work & Demolition	90,950 \$ 6 \$ 545,700	- \$ 6 \$ -	- \$ 6 \$ -	- \$ 6 \$ -
Construction Costs				
Commercial Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Residential Subtotal	90 \$ 18,225,000 \$ 18,225,000	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Surface Parking	23 \$ 92,000	- \$ -	- \$ -	- \$ -
Structured	65 \$ 1,950,000	- \$ -	- \$ -	- \$ -
DW Garage	98 \$ 1,960,000	- \$ -	- \$ -	- \$ -
Total Hard Costs	\$ 22,772,700	\$ -	\$ -	\$ -
Soft Development Costs	\$ 7,970,445	\$ -	\$ -	\$ -
Total Project Costs (incl. Land)	\$ 34,381,145	\$ -	\$ -	\$ -
Entrepreneurial Return @ 10.00%	\$ 3,438,115	\$ -	\$ -	\$ -
= Total Development Cost (TDC)	\$ 37,819,260	\$ -	\$ -	\$ -
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ (2,680,741)	\$ -	\$ -	\$ -
Commercial Capitalization Rate	6.500%	6.500%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ (147,441)	\$ -	\$ -	\$ -
Actual Rental NOI Achieved	\$ -	\$ -	\$ -	\$ -
Net Operating Income				
Commercial	\$ -	\$ -	\$ -	\$ -
Residential	\$ -	\$ -	\$ -	\$ -
Residential Sale Income	\$ 40,500,000	\$ -	\$ -	\$ -
TOTAL MARKET VALUE	\$ - \$ 40,500,000.00 \$ 40,500,000	\$ - \$ - -	\$ - \$ - -	\$ - \$ - -
OUTCOME	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos
METRICS				
Value of Rental NOI	\$ -	\$ -	\$ -	\$ -
Value of Unit Sales	\$ 40,500,000	\$ -	\$ -	\$ -
Total Property Value	\$ 40,500,000	\$ -	\$ -	\$ -
Net Project Value	\$ 2,680,741	\$ -	\$ -	\$ -
Effective Cap Rate	0.0%	#DIV/0!	#DIV/0!	#DIV/0!
RLV	\$ 6,318,741	\$ -	\$ -	\$ -
RLV per SF	\$ 69.47	\$ -	\$ -	\$ -
Required RLV/SF	\$ 2.28	\$ -	\$ -	\$ -
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario									
	M.2.b 3-story Office over 1-story Parking	S.2.b 3-story Office over 1-story Parking	L.2.b 3-story Office over 1-story Parking	H.2.b 3-story Office over 1-story Parking									
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals				
Site Market Value / Acquisition Cos	-	\$ 40	-	194,475	\$ 40	\$ 7,779,000	-	\$ 40	-	194,475	\$ 40	\$ 7,779,000	
Site Work & Demolition	-	\$ 6	-	194,475	\$ 6	\$ 1,166,850	-	\$ 6	-	194,475	\$ 6	\$ 1,166,850	
Construction Costs													
Commercial Subtotal	-	-	-	154,800	\$ 22,446,000	\$ 22,446,000	-	-	-	154,800	\$ 22,446,000	\$ 22,446,000	
Residential Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	
Parking Subtotal	-	-	-	-	-	\$ 12,932,000	-	-	-	-	-	\$ 12,932,000	
Surface Parking	-	-	-	83	\$ 332,000	-	-	-	-	83	\$ 332,000	-	
Structured	-	-	-	420	\$ 12,600,000	-	-	-	-	420	\$ 12,600,000	-	
DW Garage	-	-	-	-	-	-	-	-	-	-	-	-	
Total Hard Costs						\$ 36,544,850						\$ 36,544,850	
Soft Development Costs						\$ 12,790,698						\$ 12,790,698	
Total Project Costs (incl. Land)						\$ 57,114,548						\$ 57,114,548	
Entrepreneurial Return @ 10.00%						\$ 5,711,455						\$ 5,711,455	
= Total Development Cost (TDC)						\$ 62,826,002						\$ 62,826,002	
RENTAL MARKET VALUE													
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ -			\$ 62,826,002			\$ -			\$ 62,826,002	
Commercial Capitalization Rate			6.500%			5.500%			6.500%			5.000%	
Residential Capitalization Rate			5.500%			5.500%			5.500%			5.500%	
= Minimum Rental NOI Required			\$ -			\$ 3,455,430			\$ -			\$ 3,455,430	
Actual Rental NOI Achieved			\$ -			\$ 3,304,980			\$ -			\$ 3,304,980	
Net Operating Income													
Commercial	-	-	-	\$ 3,304,980	\$ 60,090,545.45	\$ 60,090,545	-	-	-	\$ 3,304,980	\$ 66,099,600.00	\$ 66,099,600	
Residential	-	-	-	-	-	-	-	-	-	-	-	-	
Residential Sale Income						-						-	
TOTAL MARKET VALUE						\$ 60,090,545						\$ 66,099,600	
OUTCOME													
METRICS													
			Yes, Property Value Exceeds Development Cos			No, Development Cost Exceeds Property Value			Yes, Property Value Exceeds Development Cos			Yes, Property Value Exceeds Development Cos	
Value of Rental NOI	\$	-		\$	60,090,545	\$	60,090,545	\$	-	\$	66,099,600	\$	66,099,600
Value of Unit Sales	\$	-		\$	-	\$	-	\$	-	\$	-	\$	-
Total Property Value	\$	-		\$	60,090,545	\$	60,090,545	\$	-	\$	66,099,600	\$	66,099,600
Net Project Value	\$	-		\$	(2,735,457)	\$	(2,735,457)	\$	-	\$	3,273,598	\$	3,273,598
Effective Cap Rate			#DIV/0!				95.6%						105.2%
RLV	\$	-		\$	5,043,543	\$	5,043,543	\$	-	\$	11,052,598	\$	11,052,598
RLV per SF	\$	-		\$	25.93	\$	25.93	\$	-	\$	56.63	\$	56.63
Required RLV/SF	\$	-		\$	4.88	\$	4.88	\$	-	\$	4.88	\$	4.88
TVM Calculations													
Project NPV	\$	(17,629,512)		\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)
IRR		4.5%			4.5%		4.5%		4.5%		4.5%		4.5%
ROI		-10.2%			-10.2%		-10.2%		-10.2%		-10.2%		-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario								
	M.2.c 2-story Office over 1-story Parking	S.2.c 2-story Office over 1-story Parking	L.2.c 2-story Office over 1-story Parking	H.2.c 2-story Office over 1-story Parking								
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals			
Site Market Value / Acquisition Cost	-	\$ 40	-	168,075	\$ 40	\$ 6,723,000	-	\$ 40	-	168,075	\$ 40	\$ 6,723,000
Site Work & Demolition	-	\$ 6	-	168,075	\$ 6	\$ 1,008,450	-	\$ 6	-	168,075	\$ 6	\$ 1,008,450
Construction Costs												
Commercial Subtotal	-	-	-	100,200	\$ 14,529,000	\$ 14,529,000	-	-	-	100,200	\$ 14,529,000	\$ 14,529,000
Residential Subtotal	-	-	-	-	-	-	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	\$ 9,724,000	-	-	-	-	-	\$ 9,724,000
Surface Parking	-	-	-	16	\$ 64,000	-	-	-	-	16	\$ 64,000	-
Structured	-	-	-	322	\$ 9,660,000	-	-	-	-	322	\$ 9,660,000	-
DW Garage	-	-	-	-	-	-	-	-	-	-	-	-
Total Hard Costs						\$ 25,261,450						\$ 25,261,450
Soft Development Costs						\$ 8,841,508						\$ 8,841,508
Total Project Costs (incl. Land)						\$ 40,825,958						\$ 40,825,958
Entrepreneurial Return @ 10%						\$ 4,082,596						\$ 4,082,596
= Total Development Cost (TDC)						\$ 44,908,553						\$ 44,908,553
RENTAL MARKET VALUE												
Minimum Rental Market Value (= TDC - Res. Sale Income)						\$ 44,908,553						\$ 44,908,553
Commercial Capitalization Rate 6.500%						\$ 5,000%						\$ 5,000%
Residential Capitalization Rate 5.500%						\$ 6,500%						\$ 6,500%
= Minimum Rental NOI Required						\$ 2,469,970						\$ 2,469,970
Actual Rental NOI Achieved						\$ 2,139,270						\$ 2,139,270
Net Operating Income												
Commercial	-	-	-	2,139,270	\$ 38,895,818.18	\$ 38,895,818	-	-	-	2,139,270	\$ 42,785,400.00	\$ 42,785,400
Residential	-	-	-	-	-	-	-	-	-	-	-	-
Residential Sale Income						-						-
TOTAL MARKET VALUE						\$ 38,895,818						\$ 42,785,400
OUTCOME												
METRICS												
Value of Rental NOI						\$ 38,895,818						\$ 42,785,400
Value of Unit Sales						-						-
Total Property Value						\$ 38,895,818						\$ 42,785,400
Net Project Value						\$ (6,012,735)						\$ (2,123,153)
Effective Cap Rate						86.6%						95.3%
RLV						\$ 710,265						\$ 4,599,847
RLV per SF						\$ 4.23						\$ 27.37
Required RLV/SF						\$ 4.22						\$ 4.22
TVM Calculations												
Project NPV						\$ (17,629,512)						\$ (17,629,512)
IRR						4.5%						4.5%
ROI						-10.2%						-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.2.d Transitional Housing over 1-story Pkg	S.2.d Transitional Housing over 1-story Pkg	L.2.d Transitional Housing over 1-story Pkg	H.2.d Transitional Housing over 1-story Pkg					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	-	\$ 40	-	98,363	\$ 40	\$ 3,934,500
Site Work & Demolition	-	\$ 6	-	-	\$ 6	-	98,363	\$ 6	\$ 590,175
Construction Costs									
Commercial Subtotal	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	-	-	-	44	\$ 7,260,000	\$ 7,260,000
Parking Subtotal	-	-	-	-	-	-	-	-	\$ 5,342,000
Surface Parking	-	-	-	-	-	-	38	\$ 152,000	-
Structured	-	-	-	-	-	-	173	\$ 5,190,000	-
DW Garage	-	-	-	-	-	-	-	-	-
Total Hard Costs	-	-	-	-	-	-	-	-	\$ 13,192,175
Soft Development Costs		-			-			-	\$ 4,617,261
Total Project Costs (incl. Land)		\$ -			\$ -			\$ 21,743,936	
Entrepreneurial Return @ 10.00%		-			-			\$ 2,174,394	
= Total Development Cost (TDC)		\$ -			\$ -			\$ 23,918,330	
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)		\$ -			\$ -			\$ 23,918,330	
Commercial Capitalization Rate		6.500%			6.500%			6.500%	
Residential Capitalization Rate		5.500%			5.500%			5.500%	
= Minimum Rental NOI Required		\$ -			\$ -			\$ 1,315,508	
Actual Rental NOI Achieved		\$ -			\$ -			\$ 148,157	
Net Operating Income									
Commercial	-	-	-	-	-	-	-	-	-
Residential	-	-	-	-	-	-	-	-	-
Residential Sale Income	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	-	-	-	-
OUTCOME	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos					
METRICS									
Value of Rental NOI	\$ -	\$ -	\$ 2,693,760	\$ -					
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -					
Total Property Value	\$ -	\$ -	\$ 2,693,760	\$ -					
Net Project Value	\$ -	\$ -	\$ (21,224,570)	\$ -					
Effective Cap Rate	#DIV/0!	#DIV/0!	11.3%	#DIV/0!					
RLV	\$ -	\$ -	\$ (17,290,070)	\$ -					
RLV per SF	\$ -	\$ -	\$ (175.76)	\$ -					
Required RLV/SF	\$ -	\$ -	\$ 2.47	\$ -					
TVM Calculations									
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)					
IRR	4.5%	4.5%	4.5%	4.5%					
ROI	-10.2%	-10.2%	-10.2%	-10.2%					

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.2.e Police Station	S.2.e Police Station	L.2.e Police Station	H.2.e Police Station					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	-	\$ 40	-	-	\$ 40	-
Site Work & Demolition	-	\$ 6	-	-	\$ 6	-	-	\$ 6	-
Construction Costs									
Commercial Subtotal	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	-	-	-	-
Surface Parking	-	-	-	-	-	-	-	-	-
Structured	-	-	-	-	-	-	-	-	-
DW Garage	-	-	-	-	-	-	-	-	-
Total Hard Costs		\$ -			\$ -			\$ -	
Soft Development Costs		\$ -			\$ -			\$ -	
Total Project Costs (incl. Land)		\$ -			\$ -			\$ -	
Entrepreneurial Return @ 10.00%		\$ -			\$ -			\$ -	
= Total Development Cost (TDC)		\$ -			\$ -			\$ -	
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)		\$ -			\$ -			\$ -	
Commercial Capitalization Rate		6.500%			6.500%			6.500%	
Residential Capitalization Rate		5.500%			5.500%			5.500%	
= Minimum Rental NOI Required		\$ -			\$ -			\$ -	
Actual Rental NOI Achieved		\$ -			\$ -			\$ -	
Net Operating Income									
Rental Income									
Commercial	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Residential	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Residential Sale Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MARKET VALUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OUTCOME	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos					
METRICS									
Value of Rental NOI	\$ -	\$ -	\$ 7,800,000	\$ -					
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -					
Total Property Value	\$ -	\$ -	\$ 7,800,000	\$ -					
Net Project Value	\$ -	\$ -	\$ (321,300)	\$ -					
Effective Cap Rate	#DIV/0!	#DIV/0!	96.0%	#DIV/0!					
RLV	\$ -	\$ -	\$ 878,700	\$ -					
RLV per SF	\$ -	\$ -	\$ 29.29	\$ -					
Required RLV/SF	\$ -	\$ -	\$ 0.75	\$ -					
TVM Calculations									
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)					
IRR	4.5%	4.5%	4.5%	4.5%					
ROI	-10.2%	-10.2%	-10.2%	-10.2%					

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.2.f Social Service Offices and Library	S.2.f Social Service Offices and Library	L.2.f Social Service Offices and Library	H.2.f Social Service Offices and Library
	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals
Site Market Value / Acquisition Cost	- \$ 40 \$ -	- \$ 40 \$ -	120,713 \$ 40 \$ 4,828,500	- \$ 40 \$ -
Site Work & Demolition	- \$ 6 \$ -	- \$ 6 \$ -	120,713 \$ 6 \$ 724,275	- \$ 6 \$ -
Construction Costs				
Commercial Subtotal	- \$ - \$ -	- \$ - \$ -	61,200 \$ 8,874,000 \$ 8,874,000	- \$ - \$ -
Residential Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Surface Parking	- \$ - \$ -	- \$ - \$ -	36 \$ 144,000 \$ -	- \$ - \$ -
Structured	- \$ - \$ -	- \$ - \$ -	213 \$ 6,390,000 \$ -	- \$ - \$ -
DW Garage	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Total Hard Costs	- \$ - \$ -	- \$ - \$ -	- \$ - \$ 16,132,275	- \$ - \$ -
Soft Development Costs	\$ - \$ -	\$ - \$ -	\$ 5,646,296 \$ -	\$ - \$ -
Total Project Costs (incl. Land)	\$ - \$ -	\$ - \$ -	\$ 26,607,071 \$ -	\$ - \$ -
Entrepreneurial Return @ 10.00%	\$ - \$ -	\$ - \$ -	\$ 2,660,707 \$ -	\$ - \$ -
= Total Development Cost (TDC)	\$ - \$ -	\$ - \$ -	\$ 29,267,778 \$ -	\$ - \$ -
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ - \$ -	\$ - \$ -	\$ 29,267,778 \$ -	\$ - \$ -
Commercial Capitalization Rate	6.500%	6.500%	5.000%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ - \$ -	\$ - \$ -	\$ 1,609,728 \$ -	\$ - \$ -
Actual Rental NOI Achieved	\$ - \$ -	\$ - \$ -	\$ 1,194,624 \$ -	\$ - \$ -
Net Operating Income				
Commercial	\$ - \$ -	\$ - \$ -	\$ 1,194,624 \$ 23,892,480.00 \$ 23,892,480	\$ - \$ -
Residential	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Residential Sale Income	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
TOTAL MARKET VALUE	\$ - \$ -	\$ - \$ -	\$ 1,194,624 \$ 23,892,480.00 \$ 23,892,480	\$ - \$ -
OUTCOME	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos
METRICS				
Value of Rental NOI	\$ - \$ -	\$ - \$ -	\$ 23,892,480 \$ -	\$ - \$ -
Value of Unit Sales	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Total Property Value	\$ - \$ -	\$ - \$ -	\$ 23,892,480 \$ -	\$ - \$ -
Net Project Value	\$ - \$ -	\$ - \$ -	\$ (5,375,298) \$ -	\$ - \$ -
Effective Cap Rate	#DIV/0!	#DIV/0!	81.6%	#DIV/0!
RLV	\$ - \$ -	\$ - \$ -	\$ (546,798) \$ -	\$ - \$ -
RLV per SF	\$ - \$ -	\$ - \$ -	\$ (4.53) \$ -	\$ - \$ -
Required RLV/SF	\$ - \$ -	\$ - \$ -	\$ 3.03 \$ -	\$ - \$ -
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.2.g Social Service Office	S.2.g Social Service Office	L.2.g Social Service Office	H.2.g Social Service Office
	# SF / Units Cost Subtotals			
Site Market Value / Acquisition Cos	- \$ 40 \$ -	- \$ 40 \$ -	9,563 \$ 40 \$ 382,500	- \$ 40 \$ -
Site Work & Demolition	- \$ 6 \$ -	- \$ 6 \$ -	9,563 \$ 6 \$ 57,375	- \$ 6 \$ -
Construction Costs				
Commercial Subtotal	- \$ - \$ -	- \$ - \$ -	12,750 \$ 1,848,750 \$ 1,848,750	- \$ - \$ -
Residential Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Surface Parking	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Structured	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
DW Garage	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Total Hard Costs	\$ -	\$ -	\$ 1,906,125	\$ -
Soft Development Costs	\$ -	\$ -	\$ 667,144	\$ -
Total Project Costs (incl. Land)	\$ -	\$ -	\$ 2,955,769	\$ -
Entrepreneurial Return @ 10.00%	\$ -	\$ -	\$ 295,577	\$ -
= Total Development Cost (TDC)	\$ -	\$ -	\$ 3,251,346	\$ -
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ -	\$ -	\$ 3,251,346	\$ -
Commercial Capitalization Rate	6.500%	6.500%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ -	\$ -	\$ 178,824	\$ -
Actual Rental NOI Achieved	\$ -	\$ -	\$ 248,880	\$ -
Net Operating Income				
Commercial	\$ -	\$ -	\$ 248,880	\$ -
Residential	\$ -	\$ -	\$ -	\$ -
Residential Sale Income	\$ -	\$ -	\$ -	\$ -
TOTAL MARKET VALUE	\$ -	\$ -	\$ 3,828,923	\$ -
OUTCOME	Yes, Property Value Exceeds Development Cos			
METRICS				
Value of Rental NOI	\$ -	\$ -	\$ 3,828,923	\$ -
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -
Total Property Value	\$ -	\$ -	\$ 3,828,923	\$ -
Net Project Value	\$ -	\$ -	\$ 577,577	\$ -
Effective Cap Rate	#DIV/0!	#DIV/0!	117.8%	#DIV/0!
RLV	\$ -	\$ -	\$ 960,077	\$ -
RLV per SF	\$ -	\$ -	\$ 100.40	\$ -
Required RLV/SF	\$ -	\$ -	\$ 0.24	\$ -
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario								
	M.2.h 3-story Apts over 1-story SS Office & Pkg	S.2.h 3-story Apts over 1-story SS Office & Pkg	L.2.h 3-story Apts over 1-story SS Office & Pkg	H.2.h 3-story Apts over 1-story SS Office & Pkg								
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals			
Site Market Value / Acquisition Cos	-	\$ 40	-	58,144	\$ 40	\$ 2,325,750	-	\$ 40	-	58,144	\$ 40	\$ 2,325,750
Site Work & Demolition	-	\$ 6	-	58,144	\$ 6	\$ 348,863	-	\$ 6	-	58,144	\$ 6	\$ 348,863
Construction Costs												
Commercial Subtotal	-	-	-	10,000	\$ 1,450,000	\$ 1,450,000	-	-	-	10,000	\$ 1,450,000	\$ 1,450,000
Residential Subtotal	-	-	-	48	\$ 7,128,000	\$ 7,128,000	-	-	-	48	\$ 7,128,000	\$ 7,128,000
Parking Subtotal	-	-	-	-	-	\$ 2,814,000	-	-	-	-	-	\$ 2,814,000
Surface Parking	-	-	-	51	\$ 204,000	-	-	-	-	51	\$ 204,000	-
Structured	-	-	-	87	\$ 2,610,000	-	-	-	-	87	\$ 2,610,000	-
DW Garage	-	-	-	-	-	-	-	-	-	-	-	-
Total Hard Costs	-	-	-	-	-	\$ 11,740,863	-	-	-	-	-	\$ 11,740,863
Soft Development Costs	-	-	-	-	-	\$ 4,109,302	-	-	-	-	-	\$ 4,109,302
Total Project Costs (incl. Land)	-	-	-	-	-	\$ 18,175,914	-	-	-	-	-	\$ 18,175,914
Entrepreneurial Return @ 10.00%	-	-	-	-	-	\$ 1,817,591	-	-	-	-	-	\$ 1,817,591
= Total Development Cost (TDC)	-	-	-	-	-	\$ 19,993,506	-	-	-	-	-	\$ 19,993,506
RENTAL MARKET VALUE												
Minimum Rental Market Value (= TDC - Res. Sale Income)	-	-	-	-	-	\$ 19,993,506	-	-	-	-	-	\$ 19,993,506
Commercial Capitalization Rate	-	-	-	-	-	6.500%	-	-	-	-	-	6.500%
Residential Capitalization Rate	-	-	-	-	-	5.500%	-	-	-	-	-	5.500%
= Minimum Rental NOI Required	-	-	-	-	-	\$ 1,099,643	-	-	-	-	-	\$ 1,099,643
Actual Rental NOI Achieved	-	-	-	-	-	\$ 356,826	-	-	-	-	-	\$ 356,826
Net Operating Income	-	-	-	-	-	\$ 5,941,724	-	-	-	-	-	\$ 5,941,724
Commercial	-	-	-	-	-	\$ 195,200	-	-	-	-	-	\$ 195,200
Residential	-	-	-	-	-	\$ 161,626	-	-	-	-	-	\$ 161,626
Residential Sale Income	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	\$ 356,826	-	-	-	-	-	\$ 356,826
OUTCOME	-	-	-	-	-	\$ 5,941,724.20	-	-	-	-	-	\$ 5,941,724.20
METRICS	-	-	-	-	-	\$ 5,941,724	-	-	-	-	-	\$ 5,941,724
Value of Rental NOI	-	-	-	-	-	\$ 5,941,724	-	-	-	-	-	\$ 5,941,724
Value of Unit Sales	-	-	-	-	-	-	-	-	-	-	-	-
Total Property Value	-	-	-	-	-	\$ 5,941,724	-	-	-	-	-	\$ 5,941,724
Net Project Value	-	-	-	-	-	\$ (14,051,782)	-	-	-	-	-	\$ (14,051,782)
Effective Cap Rate	-	-	-	-	-	29.7%	-	-	-	-	-	29.7%
RLV	-	-	-	-	-	\$ (11,726,032)	-	-	-	-	-	\$ (11,726,032)
RLV per SF	-	-	-	-	-	\$ (201.67)	-	-	-	-	-	\$ (201.67)
Required RLV/SF	-	-	-	-	-	1.46	-	-	-	-	-	1.46
TVM Calculations	-	-	-	-	-	\$ (17,629,512)	-	-	-	-	-	\$ (17,629,512)
Project NPV	-	-	-	-	-	\$ (17,629,512)	-	-	-	-	-	\$ (17,629,512)
IRR	-	-	-	-	-	4.5%	-	-	-	-	-	4.5%
ROI	-	-	-	-	-	-10.2%	-	-	-	-	-	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.3.a 3-story Apts over 1-story Retail/Pkg	S.3.a 3-story Apts over 1-story Retail/Pkg	L.3.a 3-story Apts over 1-story Retail/Pkg	H.3.a 3-story Apts over 1-story Retail/Pkg					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cost	65,006	\$ 40	\$ 2,600,250	-	\$ 40	-	65,006	\$ 40	\$ 2,600,250
Site Work & Demolition	65,006	\$ 6	\$ 390,038	-	\$ 6	-	65,006	\$ 6	\$ 390,038
Construction Costs									
Commercial Subtotal	11,900	\$ 1,725,500	\$ 1,725,500	-	\$ -	-	11,900	\$ 1,725,500	\$ 1,725,500
Residential Subtotal	60	\$ 8,910,000	\$ 8,910,000	-	\$ -	-	60	\$ 8,910,000	\$ 8,910,000
Parking Subtotal			\$ 1,206,000			\$ -			\$ 1,206,000
Surface Parking	69	\$ 276,000		-	\$ -		69	\$ 276,000	
Structured	31	\$ 930,000		-	\$ -		31	\$ 930,000	
DW Garage	-	\$ -		-	\$ -		-	\$ -	
Total Hard Costs			\$ 12,231,538			\$ -			\$ 12,231,538
Soft Development Costs			\$ 4,281,038			-			\$ 4,281,038
Total Project Costs (incl. Land)			\$ 19,112,826			-			\$ 19,112,826
Entrepreneurial Return @ 10.00%			\$ 1,911,283			-			\$ 1,911,283
= Total Development Cost (TDC)			\$ 21,024,108			-			\$ 21,024,108
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ 21,024,108			-			\$ 21,024,108
Commercial Capitalization Rate			6.500%			6.500%			6.500%
Residential Capitalization Rate			5.500%			5.500%			5.500%
= Minimum Rental NOI Required			\$ 1,156,326			-			\$ 1,156,326
Actual Rental NOI Achieved			\$ 954,632			-			\$ 954,632
Net Operating Income									
Commercial	\$ 247,520	\$ 3,808,000.00	\$ 16,664,582	\$ -	\$ -	\$ -	\$ 247,520	\$ 3,808,000.00	\$ 16,664,582
Residential	\$ 707,112	\$ 12,856,581.82		\$ -	\$ -		\$ 707,112	\$ 12,856,581.82	
Residential Sale Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MARKET VALUE	\$ 954,632	\$ 16,664,581.82	\$ 16,664,582	\$ -	\$ -	\$ -	\$ 954,632	\$ 16,664,581.82	\$ 16,664,582
OUTCOME									
METRICS									
		No, Development Cost Exceeds Property Value		Yes, Property Value Exceeds Development Cos		Yes, Property Value Exceeds Development Cos		No, Development Cost Exceeds Property Value	
Value of Rental NOI	\$ 16,664,582		\$ -	\$ -	\$ -	\$ -	\$ 16,664,582		\$ -
Value of Unit Sales	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Total Property Value	\$ 16,664,582		\$ -	\$ -	\$ -	\$ -	\$ 16,664,582		\$ -
Net Project Value	\$ (4,359,526)		\$ -	\$ -	\$ -	\$ -	\$ (4,359,526)		\$ -
Effective Cap Rate	79.3%		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	79.3%		#DIV/0!
RLV	\$ (1,759,276)		\$ -	\$ -	\$ -	\$ -	\$ (1,759,276)		\$ -
RLV per SF	\$ (27.06)		\$ -	\$ -	\$ -	\$ -	\$ (27.06)		\$ -
Required RLV/SF	\$ 1.63		\$ -	\$ -	\$ -	\$ -	\$ 1.63		\$ -
TVM Calculations									
Project NPV	\$ (17,629,512)		\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)		\$ (17,629,512)
IRR	4.5%		4.5%	4.5%	4.5%	4.5%	4.5%		4.5%
ROI	-10.2%		-10.2%	-10.2%	-10.2%	-10.2%	-10.2%		-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.3.b 3 story Parking with Office frontage	S.3.b 3 story Parking with Office frontage	L.3.b 3 story Parking with Office frontage	H.3.b 3 story Parking with Office frontage
	# SF / Units Cost Subtotals			
Site Market Value / Acquisition Cost	22,150 \$ 40 \$ 886,000	- \$ 40 \$ -	33,225 \$ 40 \$ 1,329,000	22,150 \$ 40 \$ 886,000
Site Work & Demolition	22,150 \$ 6 \$ 132,900	- \$ 6 \$ -	33,225 \$ 6 \$ 199,350	22,150 \$ 6 \$ 132,900
Construction Costs				
Commercial Subtotal	5,800 \$ 841,000 \$ 841,000	- \$ - \$ -	5,800 \$ 841,000 \$ 841,000	5,800 \$ 841,000 \$ 841,000
Residential Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Surface Parking	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Structured	110 \$ 3,300,000 \$ -	- \$ - \$ -	110 \$ 3,300,000 \$ -	110 \$ 3,300,000 \$ -
DW Garage	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Total Hard Costs	- \$ - \$ 4,273,900	- \$ - \$ -	- \$ - \$ 4,340,350	- \$ - \$ 4,273,900
Soft Development Costs	\$ 1,495,865	\$ -	\$ 1,519,123	\$ 1,495,865
Total Project Costs (incl. Land)	\$ 6,655,765	\$ -	\$ 7,188,473	\$ 6,655,765
Entrepreneurial Return @ 0.00%	\$ -	\$ -	\$ -	\$ -
= Total Development Cost (TDC)	\$ 6,655,765	\$ -	\$ 7,188,473	\$ 6,655,765
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ 6,655,765	\$ -	\$ 7,188,473	\$ 6,655,765
Commercial Capitalization Rate	6.500%	6.500%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ 366,067	\$ -	\$ 395,366	\$ 366,067
Actual Rental NOI Achieved	\$ 113,216	\$ -	\$ 113,216	\$ 113,216
Net Operating Income				
Commercial	\$ 113,216 \$ 1,741,784.62 \$ 1,741,785	\$ - \$ - \$ -	\$ 113,216 \$ 1,741,784.62 \$ 1,741,785	\$ 113,216 \$ 1,741,784.62 \$ 1,741,785
Residential	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
Residential Sale Income	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
TOTAL MARKET VALUE	\$ 113,216 \$ 1,741,784.62 \$ 1,741,785	\$ - \$ - \$ -	\$ 113,216 \$ 1,741,784.62 \$ 1,741,785	\$ 113,216 \$ 1,741,784.62 \$ 1,741,785
OUTCOME	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	No, Development Cost Exceeds Property Value
METRICS				
Value of Rental NOI	\$ 1,741,785	\$ -	\$ 1,741,785	\$ 1,741,785
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -
Total Property Value	\$ 1,741,785	\$ -	\$ 1,741,785	\$ 1,741,785
Net Project Value	\$ (4,913,980)	\$ -	\$ (5,446,688)	\$ (4,913,980)
Effective Cap Rate	26.2%	#DIV/0!	24.2%	26.2%
RLV	\$ (4,027,980)	\$ -	\$ (4,117,688)	\$ (4,027,980)
RLV per SF	\$ (181.85)	\$ -	\$ (123.93)	\$ (181.85)
Required RLV/SF	\$ 0.56	\$ -	\$ 0.83	\$ 0.56
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.3.c 4 story Apts over 1-story Retail	S.3.c 4 story Apts over 1-story Retail	L.3.c 4 story Apts over 1-story Retail	H.3.c 4 story Apts over 1-story Retail					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cost	139,920	\$ 40	\$ 5,596,800	-	\$ 40	\$ -	79,980	\$ 40	\$ 3,199,200
Site Work & Demolition	139,920	\$ 6	\$ 839,520	-	\$ 6	\$ -	79,980	\$ 6	\$ 479,880
Construction Costs									
Commercial Subtotal	23,000	\$ 3,335,000	\$ 3,335,000	-	\$ -	\$ -	23,000	\$ 3,335,000	\$ 3,335,000
Residential Subtotal	108	\$ 14,256,000	\$ 14,256,000	-	\$ -	\$ -	112	\$ 14,784,000	\$ 14,784,000
Parking Subtotal			\$ 816,000			\$ -			\$ 352,000
Surface Parking	204	\$ 816,000		-	\$ -		88	\$ 352,000	
Structured	-	\$ -		-	\$ -		-	\$ -	
DW Garage	-	\$ -		-	\$ -		-	\$ -	
Total Hard Costs			\$ 19,246,520			\$ -			\$ 18,950,880
Soft Development Costs			\$ 6,736,282			\$ -			\$ 6,632,808
Total Project Costs (incl. Land)			\$ 31,579,602			\$ -			\$ 28,782,888
Entrepreneurial Return @ 10.00%			\$ 3,157,960			\$ -			\$ 2,878,289
= Total Development Cost (TDC)			\$ 34,737,562			\$ -			\$ 31,661,177
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ 34,737,562			\$ -			\$ 31,661,177
Commercial Capitalization Rate			6.500%			6.500%			6.500%
Residential Capitalization Rate			5.500%			5.500%			5.500%
= Minimum Rental NOI Required			\$ 1,910,566			\$ -			\$ 1,741,365
Actual Rental NOI Achieved			\$ 1,751,202			\$ -			\$ 1,798,342
Rental Income									
Commercial	\$ 478,400	\$ 7,360,000.00	\$ 30,501,847	\$ -	\$ -	\$ -	\$ 478,400	\$ 7,360,000.00	\$ 31,358,953
Residential	\$ 1,272,802	\$ 23,141,847.27		\$ -	\$ -	\$ -	\$ 1,319,942	\$ 23,998,952.73	
Residential Sale Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MARKET VALUE	\$ 1,751,202	\$ 30,501,847.27	\$ 30,501,847	\$ -	\$ -	\$ -	\$ 1,798,342	\$ 31,358,952.73	\$ 31,358,953
OUTCOME									
METRICS									
		No, Development Cost Exceeds Property Value		Yes, Property Value Exceeds Development Cos		No, Development Cost Exceeds Property Value		No, Development Cost Exceeds Property Value	
Value of Rental NOI	\$	30,501,847		\$	-	31,358,953		\$	30,501,847
Value of Unit Sales	\$	-		\$	-	-		\$	-
Total Property Value	\$	30,501,847		\$	-	31,358,953		\$	30,501,847
Net Project Value	\$	(4,235,715)		\$	-	(302,224)		\$	(4,235,715)
Effective Cap Rate		87.8%			#DIV/0!	99.0%			87.8%
RLV	\$	1,361,085		\$	-	2,896,976		\$	1,361,085
RLV per SF	\$	9.73		\$	-	36.22		\$	9.73
Required RLV/SF	\$	3.51		\$	-	2.01		\$	3.51
TVM Calculations									
Project NPV	\$	(17,629,512)		\$	(17,629,512)	(17,629,512)		\$	(17,629,512)
IRR		4.5%			4.5%	4.5%			4.5%
ROI		-10.2%			-10.2%	-10.2%			-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.3.d 3-story Apts over 1-story Retail & 2-story Pkg	S.3.d 3-story Apts over 1-story Retail & 2-story Pkg	L.3.d 3-story Apts over 1-story Retail & 2-story Pkg	H.3.d 3-story Apts over 1-story Retail & 2-story Pkg
	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals
Site Market Value / Acquisition Cos	- \$ 40 \$ -	- \$ 40 \$ -	68,813 \$ 40 \$ 2,752,500	- \$ 40 \$ -
Site Work & Demolition	- \$ 6 \$ -	- \$ 6 \$ -	68,813 \$ 6 \$ 412,875	- \$ 6 \$ -
Construction Costs				
Commercial Subtotal	- \$ - \$ -	- \$ - \$ -	11,900 \$ 1,725,500 \$ 1,725,500	- \$ - \$ -
Residential Subtotal	- \$ - \$ -	- \$ - \$ -	60 \$ 8,910,000 \$ 8,910,000	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ 2,076,000	- \$ - \$ -
Surface Parking	- \$ - \$ -	- \$ - \$ -	69 \$ 276,000 \$ -	- \$ - \$ -
Structured	- \$ - \$ -	- \$ - \$ -	60 \$ 1,800,000 \$ -	- \$ - \$ -
DW Garage	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Total Hard Costs	- \$ - \$ -	- \$ - \$ -	- \$ - \$ 13,124,375	- \$ - \$ -
Soft Development Costs	\$ - \$ -	\$ - \$ -	\$ 4,593,531 \$ -	\$ - \$ -
Total Project Costs (incl. Land)	\$ - \$ -	\$ - \$ -	\$ 20,470,406 \$ -	\$ - \$ -
Entrepreneurial Return @ 10.00%	\$ - \$ -	\$ - \$ -	\$ 2,047,041 \$ -	\$ - \$ -
= Total Development Cost (TDC)	\$ - \$ -	\$ - \$ -	\$ 22,517,447 \$ -	\$ - \$ -
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ - \$ -	\$ - \$ -	\$ 22,517,447 \$ -	\$ - \$ -
Commercial Capitalization Rate	6.500%	6.500%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ - \$ -	\$ - \$ -	\$ 1,238,460 \$ -	\$ - \$ -
Actual Rental NOI Achieved	\$ - \$ -	\$ - \$ -	\$ 954,632 \$ -	\$ - \$ -
Net Operating Income				
Commercial	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ 247,520 \$ 3,808,000.00 \$ 16,664,582	\$ - \$ - \$ -
Residential	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ 707,112 \$ 12,856,581.82 \$ -	\$ - \$ - \$ -
Residential Sale Income	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
TOTAL MARKET VALUE	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ 954,632 \$ 16,664,581.82 \$ 16,664,582	\$ - \$ - \$ -
OUTCOME	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos
METRICS				
Value of Rental NOI	\$ -	\$ -	\$ 16,664,582	\$ -
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -
Total Property Value	\$ -	\$ -	\$ 16,664,582	\$ -
Net Project Value	\$ -	\$ -	\$ (5,852,865)	\$ -
Effective Cap Rate	#DIV/0!	#DIV/0!	74.0%	#DIV/0!
RLV	\$ -	\$ -	\$ (3,100,365)	\$ -
RLV per SF	\$ -	\$ -	\$ (45.06)	\$ -
Required RLV/SF	\$ -	\$ -	\$ 1.73	\$ -
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.3.e 3-story Condos over 2-story Pkg	S.3.e 3-story Condos over 2-story Pkg	L.3.e 3-story Condos over 2-story Pkg	H.3.e 3-story Condos over 2-story Pkg					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cost	32,310	\$ 40	\$ 1,292,400	-	\$ 40	\$ -	32,310	\$ 40	\$ 1,292,400
Site Work & Demolition	32,310	\$ 6	\$ 193,860	-	\$ 6	\$ -	32,310	\$ 6	\$ 193,860
Construction Costs									
Commercial Subtotal	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -
Residential Subtotal	34	\$ 8,415,000	\$ 8,415,000	-	\$ -	\$ -	34	\$ 8,415,000	\$ 8,415,000
Parking Subtotal	-	\$ -	\$ 4,860,000	-	\$ -	\$ -	-	\$ -	\$ 4,860,000
Surface Parking	-	\$ -	-	-	\$ -	-	-	\$ -	-
Structured	162	\$ 4,860,000	-	-	\$ -	-	162	\$ 4,860,000	-
DW Garage	-	\$ -	-	-	\$ -	-	-	\$ -	-
Total Hard Costs			\$ 13,468,860			\$ -			\$ 13,468,860
Soft Development Costs			\$ 4,714,101			\$ -			\$ 4,714,101
Total Project Costs (incl. Land)			\$ 19,475,361			\$ -			\$ 19,475,361
Entrepreneurial Return @ 10.00%			\$ 1,947,536			\$ -			\$ 1,947,536
= Total Development Cost (TDC)			\$ 21,422,897			\$ -			\$ 21,422,897
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ 7,652,897			\$ -			\$ 7,652,897
Commercial Capitalization Rate			6.500%			6.500%			6.500%
Residential Capitalization Rate			5.500%			5.500%			5.500%
= Minimum Rental NOI Required			\$ 420,909			\$ -			\$ 420,909
Actual Rental NOI Achieved			\$ -			\$ -			\$ -
RENTAL INCOME									
	Net Operating	Market Value	Subtotals	Net Operating	Market Value	Subtotals	Net Operating	Market Value	Subtotals
Rental Income			\$ -			\$ -			\$ -
Commercial	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Residential	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Residential Sale Income	405000	\$ 13,770,000	\$ 13,770,000	\$ -	\$ -	-	\$ 13,770,000	\$ 13,770,000	\$ 13,770,000
TOTAL MARKET VALUE		\$ -	\$ 13,770,000.00	\$ -	\$ -	-	\$ -	\$ 13,770,000.00	\$ 13,770,000
OUTCOME									
	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value					
METRICS									
Value of Rental NOI	\$ -	\$ -	\$ -	\$ -					
Value of Unit Sales	\$ 13,770,000	\$ -	\$ -	\$ 13,770,000					
Total Property Value	\$ 13,770,000	\$ -	\$ -	\$ 13,770,000					
Net Project Value	\$ (7,652,897)	\$ -	\$ -	\$ (7,652,897)					
Effective Cap Rate	0.0%	#DIV/0!	#DIV/0!	0.0%					
RLV	\$ (6,360,497)	\$ -	\$ -	\$ (6,360,497)					
RLV per SF	\$ (196.86)	\$ -	\$ -	\$ (196.86)					
Required RLV/SF	\$ 0.81	\$ -	\$ -	\$ 0.81					
TVM Calculations									
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)					
IRR	4.5%	4.5%	4.5%	4.5%					
ROI	-10.2%	-10.2%	-10.2%	-10.2%					

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.3.f DOH expansion	S.3.f DOH expansion	L.3.f DOH expansion	H.3.f DOH expansion					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	-	\$ 40	-	-	\$ 40	-
Site Work & Demolition	-	\$ 6	-	-	\$ 6	-	-	\$ 6	-
Construction Costs									
Commercial Subtotal	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	-	-	-	-
Surface Parking	-	-	-	-	-	-	-	-	-
Structured	-	-	-	-	-	-	-	-	-
DW Garage	-	-	-	-	-	-	-	-	-
Total Hard Costs		\$ -			\$ -			\$ -	
Soft Development Costs		\$ -			\$ -			\$ -	
Total Project Costs (incl. Land)		\$ -			\$ -			\$ -	
Entrepreneurial Return @ 10.00%		\$ -			\$ -			\$ -	
= Total Development Cost (TDC)		\$ -			\$ -			\$ -	
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)		\$ -			\$ -			\$ -	
Commercial Capitalization Rate		6.500%			6.500%			6.500%	
Residential Capitalization Rate		5.500%			5.500%			5.500%	
= Minimum Rental NOI Required		\$ -			\$ -			\$ -	
Actual Rental NOI Achieved		\$ -			\$ -			\$ -	
Net Operating Income									
Commercial	-	-	-	-	-	-	-	-	-
Residential	-	-	-	-	-	-	-	-	-
Residential Sale Income	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	-	-	-	-
OUTCOME	Yes, Property Value Exceeds Development Cos								
METRICS									
Value of Rental NOI	\$	-	\$	-	\$	-	\$	-	\$
Value of Unit Sales	\$	-	\$	-	\$	-	\$	-	\$
Total Property Value	\$	-	\$	-	\$	-	\$	-	\$
Net Project Value	\$	-	\$	-	\$	-	\$	-	\$
Effective Cap Rate		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
RLV	\$	-	\$	-	\$	-	\$	-	\$
RLV per SF	\$	-	\$	-	\$	-	\$	-	\$
Required RLV/SF	\$	-	\$	-	\$	-	\$	-	\$
TVM Calculations									
Project NPV	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$
IRR		4.5%		4.5%		4.5%		4.5%	
ROI		-10.2%		-10.2%		-10.2%		-10.2%	

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.4.a Food Life Line	S.4.a Food Life Line	L.4.a Food Life Line	H.4.a Food Life Line
	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals
Site Market Value / Acquisition Cos	- \$ 40 \$ -	- \$ 40 \$ -	20,250 \$ 40 \$ 810,000	- \$ 40 \$ -
Site Work & Demolition	- \$ 6 \$ -	- \$ 6 \$ -	20,250 \$ 6 \$ 121,500	- \$ 6 \$ -
Construction Costs				
Commercial Subtotal	- \$ - \$ -	- \$ - \$ -	13,500 \$ 2,700,000 \$ 2,700,000	- \$ - \$ -
Residential Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Surface Parking	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Structured	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
DW Garage	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Total Hard Costs	- \$ - \$ -	- \$ - \$ -	- \$ - \$ 2,821,500	- \$ - \$ -
Soft Development Costs	\$ - \$ -	\$ - \$ -	\$ 987,525 \$ -	\$ - \$ -
Total Project Costs (incl. Land)	\$ - \$ -	\$ - \$ -	\$ 4,619,025	\$ - \$ -
Entrepreneurial Return @ 10.00%	\$ - \$ -	\$ - \$ -	\$ 461,903	\$ - \$ -
= Total Development Cost (TDC)	\$ - \$ -	\$ - \$ -	\$ 5,080,928	\$ - \$ -
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ - \$ -	\$ - \$ -	\$ 5,080,928	\$ - \$ -
Commercial Capitalization Rate	6.500%	6.500%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ - \$ -	\$ - \$ -	\$ 279,451	\$ - \$ -
Actual Rental NOI Achieved	\$ - \$ -	\$ - \$ -	\$ 307,125	\$ - \$ -
Net Operating Income				
Commercial	\$ - \$ -	\$ - \$ -	\$ 307,125 \$ 4,725,000.00	\$ - \$ -
Residential	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Residential Sale Income	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
TOTAL MARKET VALUE	\$ - \$ -	\$ - \$ -	\$ 307,125 \$ 4,725,000.00 \$ 4,725,000	\$ - \$ -
OUTCOME	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos
METRICS				
Value of Rental NOI	\$ - \$ -	\$ - \$ -	\$ 4,725,000	\$ - \$ -
Value of Unit Sales	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Total Property Value	\$ - \$ -	\$ - \$ -	\$ 4,725,000	\$ - \$ -
Net Project Value	\$ - \$ -	\$ - \$ -	\$ (355,928)	\$ - \$ -
Effective Cap Rate	#DIV/0!	#DIV/0!	93.0%	#DIV/0!
RLV	\$ - \$ -	\$ - \$ -	\$ 454,072	\$ - \$ -
RLV per SF	\$ - \$ -	\$ - \$ -	\$ 22.42	\$ - \$ -
Required RLV/SF	\$ - \$ -	\$ - \$ -	\$ 0.51	\$ - \$ -
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.4.b Firlands	S.4.b Firlands	L.4.b Firlands	H.4.b Firlands					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	-	\$ 40	-	-	\$ 40	-
Site Work & Demolition	-	\$ 6	-	-	\$ 6	-	-	\$ 6	-
Construction Costs									
Commercial Subtotal	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	-	-	-	-
Surface Parking	-	-	-	-	-	-	-	-	-
Structured	-	-	-	-	-	-	-	-	-
DW Garage	-	-	-	-	-	-	-	-	-
Total Hard Costs		\$ -			\$ -	-		\$ -	
Soft Development Costs		\$ -			\$ -	570,570		\$ -	
Total Project Costs (incl. Land)		\$ -			\$ -	\$ 2,668,770		\$ -	
Entrepreneurial Return @ 10.00%		\$ -			\$ -	266,877		\$ -	
= Total Development Cost (TDC)		\$ -			\$ -	\$ 2,935,647		\$ -	
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)		\$ -			\$ -	2,935,647		\$ -	
Commercial Capitalization Rate		6.500%			6.500%	6.500%		6.500%	
Residential Capitalization Rate		5.500%			5.500%	5.500%		5.500%	
= Minimum Rental NOI Required		\$ -			\$ -	\$ 161,461		\$ -	
Actual Rental NOI Achieved		\$ -			\$ -	\$ 166,530		\$ -	
Net Operating Income									
Commercial	-	-	-	-	-	2,562,000	-	-	-
Residential	-	-	-	-	-	-	-	-	-
Residential Sale Income	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	\$ 2,562,000	-	-	-
OUTCOME									
METRICS									
Value of Rental NOI		\$ -			\$ -	2,562,000		\$ -	
Value of Unit Sales		\$ -			\$ -	-		\$ -	
Total Property Value		\$ -			\$ -	2,562,000		\$ -	
Net Project Value		\$ -			\$ -	(373,647)		\$ -	
Effective Cap Rate		#DIV/0!			#DIV/0!	87.3%		#DIV/0!	
RLV		\$ -			\$ -	94.353		\$ -	
RLV per SF		\$ -			\$ -	8.06		\$ -	
Required RLV/SF		\$ -			\$ -	0.29		\$ -	
TVM Calculations									
Project NPV		\$ (17,629,512)			\$ (17,629,512)	(17,629,512)		\$ (17,629,512)	
IRR		4.5%			4.5%	4.5%		4.5%	
ROI		-10.2%			-10.2%	-10.2%		-10.2%	

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.4.c Department of Health	S.4.c Department of Health	L.4.c Department of Health	H.4.c Department of Health					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	-	\$ 40	-	-	\$ 40	-
Site Work & Demolition	-	\$ 6	-	-	\$ 6	-	-	\$ 6	-
Construction Costs									
Commercial Subtotal	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	-	-	-	-
Surface Parking	-	-	-	-	-	-	-	-	-
Structured	-	-	-	-	-	-	-	-	-
DW Garage	-	-	-	-	-	-	-	-	-
Total Hard Costs		\$ -			\$ -			\$ -	
Soft Development Costs		\$ -			\$ -			\$ -	
Total Project Costs (incl. Land)		\$ -			\$ -			\$ -	
Entrepreneurial Return @ 10.00%		\$ -			\$ -			\$ -	
= Total Development Cost (TDC)		\$ -			\$ -			\$ -	
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)		\$ -			\$ -			\$ -	
Commercial Capitalization Rate		6.500%			6.500%			6.500%	
Residential Capitalization Rate		5.500%			5.500%			5.500%	
= Minimum Rental NOI Required		\$ -			\$ -			\$ -	
Actual Rental NOI Achieved		\$ -			\$ -			\$ -	
Net Operating Income									
Commercial	-	-	-	-	-	-	-	-	-
Residential	-	-	-	-	-	-	-	-	-
Residential Sale Income	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	-	-	-	-
OUTCOME	Yes, Property Value Exceeds Development Cos								
METRICS									
Value of Rental NOI	\$	-	\$	-	\$	-	\$	-	\$
Value of Unit Sales	\$	-	\$	-	\$	-	\$	-	\$
Total Property Value	\$	-	\$	-	\$	-	\$	-	\$
Net Project Value	\$	-	\$	-	\$	-	\$	-	\$
Effective Cap Rate		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
RLV	\$	-	\$	-	\$	-	\$	-	\$
RLV per SF	\$	-	\$	-	\$	-	\$	-	\$
Required RLV/SF	\$	-	\$	-	\$	-	\$	-	\$
TVM Calculations									
Project NPV	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$
IRR		4.5%		4.5%		4.5%		4.5%	
ROI		-10.2%		-10.2%		-10.2%		-10.2%	

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.4.d Small Lot Single-family housing	S.4.d Small Lot Single-family housing	L.4.d Small Lot Single-family housing	H.4.d Small Lot Single-family housing
	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals	# SF / Units Cost Subtotals
Site Market Value / Acquisition Cos	28,800 \$ 40 \$ 1,152,000	- \$ 40 \$ -	- \$ 40 \$ -	- \$ 40 \$ -
Site Work & Demolition	28,800 \$ 6 \$ 172,800	- \$ 6 \$ -	- \$ 6 \$ -	- \$ 6 \$ -
Construction Costs				
Commercial Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Residential Subtotal	13 \$ 2,632,500 \$ 2,632,500	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Surface Parking	27 \$ 108,000	- \$ -	- \$ -	- \$ -
Structured	- \$ -	- \$ -	- \$ -	- \$ -
DW Garage	- \$ -	- \$ -	- \$ -	- \$ -
Total Hard Costs	- \$ - \$ 2,913,300	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Soft Development Costs	\$ 1,019,655	\$ -	\$ -	\$ -
Total Project Costs (incl. Land)	\$ 5,084,955	\$ -	\$ -	\$ -
Entrepreneurial Return @ 10.00%	\$ 508,496	\$ -	\$ -	\$ -
= Total Development Cost (TDC)	\$ 5,593,451	\$ -	\$ -	\$ -
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ (724,550)	\$ -	\$ -	\$ -
Commercial Capitalization Rate	6.500%	6.500%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ (39,850)	\$ -	\$ -	\$ -
Actual Rental NOI Achieved	\$ -	\$ -	\$ -	\$ -
Net Operating Income Market Value Subtotals				
Rental Income	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
Commercial	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
Residential	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
Residential Sale Income	\$ 6,318,000 \$ 6,318,000 \$ 6,318,000	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
TOTAL MARKET VALUE	\$ - \$ 6,318,000.00 \$ 6,318,000	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
OUTCOME	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos	Yes, Property Value Exceeds Development Cos
METRICS				
Value of Rental NOI	\$ -	\$ -	\$ -	\$ -
Value of Unit Sales	\$ 6,318,000	\$ -	\$ -	\$ -
Total Property Value	\$ 6,318,000	\$ -	\$ -	\$ -
Net Project Value	\$ 724,550	\$ -	\$ -	\$ -
Effective Cap Rate	0.0%	#DIV/0!	#DIV/0!	#DIV/0!
RLV	\$ 1,876,550	\$ -	\$ -	\$ -
RLV per SF	\$ 65.16	\$ -	\$ -	\$ -
Required RLV/SF	\$ 0.72	\$ -	\$ -	\$ -
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario			State Benefit Scenario			Local Benefit Scenario			Hybrid Scenario		
	M.4.e 2-story Apartments			S.4.e 2-story Apartments			L.4.e 2-story Apartments			H.4.e 2-story Apartments		
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	66,488	\$ 40	\$ 2,659,500	-	\$ 40	-	-	\$ 40	-
Site Work & Demolition	-	\$ 6	-	66,488	\$ 6	\$ 398,925	-	\$ 6	-	-	\$ 6	-
Construction Costs												
Commercial Subtotal	-	-	-	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	60	\$ 8,910,000	\$ 8,910,000	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	\$ 2,970,000	-	-	-	-	-	-
Surface Parking	-	-	-	-	-	-	-	-	-	-	-	-
Structured	-	-	-	99	\$ 2,970,000	-	-	-	-	-	-	-
DW Garage	-	-	-	-	-	-	-	-	-	-	-	-
Total Hard Costs						\$ 12,278,925						
Soft Development Costs						\$ 4,297,624						
Total Project Costs (incl. Land)						\$ 19,236,049						
Entrepreneurial Return @ 10.00%						\$ 1,923,605						
= Total Development Cost (TDC)						\$ 21,159,654						
RENTAL MARKET VALUE												
Minimum Rental Market Value (= TDC - Res. Sale Income)						\$ 21,159,654						
Commercial Capitalization Rate						6.500%						
Residential Capitalization Rate						5.500%						
= Minimum Rental NOI Required						\$ 1,163,781						
Actual Rental NOI Achieved						\$ 363,658						
Net Operating Income / Market Value												
Rental Income						\$ 6,611,956						
Commercial	-	-	-	-	-	-	-	-	-	-	-	-
Residential	-	-	-	-	-	-	-	-	-	-	-	-
Residential Sale Income	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	-	-	-	-	-	-	-
OUTCOME												
METRICS												

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.5.a 2-story Apartments over 1-story parking	S.5.a 2-story Apartments over 1-story parking	L.5.a 2-story Apartments over 1-story parking	H.5.a 2-story Apartments over 1-story parking					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	-	\$ 40	-	-	\$ 40	-
Site Work & Demolition	-	\$ 6	-	127,650	\$ 6	\$ 5,106,000	-	\$ 6	-
Construction Costs									
Commercial Subtotal	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	90	\$ 13,365,000	\$ 13,365,000	-	-	-
Parking Subtotal	-	-	-	-	-	\$ 3,840,000	-	-	-
Surface Parking	-	-	-	150	\$ 600,000		-	-	-
Structured	-	-	-	48	\$ 1,440,000		-	-	-
DW Garage	-	-	-	90	\$ 1,800,000		-	-	-
Total Hard Costs	-	-	-	-	-	\$ 17,970,900	-	-	-
Soft Development Costs						\$ 6,289,815			\$ 6,289,815
Total Project Costs (incl. Land)		\$ -			\$ 29,366,715			\$ -	
Entrepreneurial Return @ 10.00%						\$ 2,936,672			\$ 2,936,672
= Total Development Cost (TDC)		\$ -			\$ 32,303,387			\$ -	
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)		\$ -			\$ 32,303,387			\$ -	
Commercial Capitalization Rate		6.500%			6.500%			6.500%	
Residential Capitalization Rate		5.500%			5.500%			5.500%	
= Minimum Rental NOI Required		\$ -			\$ 1,776,686			\$ -	
Actual Rental NOI Achieved		\$ -			\$ 545,486			\$ -	
Net Operating Income									
Commercial	-	-	-	-	-	\$ 9,917,935	-	-	-
Residential	-	-	-	545,486	\$ 9,917,934.55		-	-	-
Residential Sale Income	-	-	-	-	-		-	-	-
TOTAL MARKET VALUE	-	-	-	545,486	\$ 9,917,934.55	\$ 9,917,935	-	-	-
OUTCOME									
		Yes, Property Value Exceeds Development Cos		No, Development Cost Exceeds Property Value		Yes, Property Value Exceeds Development Cos		Yes, Property Value Exceeds Development Cos	
METRICS									
Value of Rental NOI	\$ -		\$ -	\$ 9,917,935		\$ -	\$ -	\$ -	\$ -
Value of Unit Sales	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
Total Property Value	\$ -		\$ -	\$ 9,917,935		\$ -	\$ -	\$ -	\$ -
Net Project Value	\$ -		\$ -	\$ (22,385,452)		\$ -	\$ -	\$ -	\$ -
Effective Cap Rate		#DIV/0!		30.7%		#DIV/0!		#DIV/0!	
RLV	\$ -		\$ -	\$ (17,279,452)		\$ -	\$ -	\$ -	\$ -
RLV per SF	\$ -		\$ -	\$ (135.37)		\$ -	\$ -	\$ -	\$ -
Required RLV/SF	\$ -		\$ -	\$ 3.20		\$ -	\$ -	\$ -	\$ -
TVM Calculations									
Project NPV	\$ (17,629,512)		\$ (17,629,512)	\$ (17,629,512)		\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%		4.5%	4.5%		4.5%	4.5%	4.5%	4.5%
ROI	-10.2%		-10.2%	-10.2%		-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.5.b Duplex/Small Lot Single-family	S.5.b Duplex/Small Lot Single-family	L.5.b Duplex/Small Lot Single-family	H.5.b Duplex/Small Lot Single-family					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cost	115,725	\$ 40	\$ 4,629,000	76,125	\$ 40	\$ 3,045,000	-	\$ 40	\$ -
Site Work & Demolition	115,725	\$ 6	\$ 694,350	76,125	\$ 6	\$ 456,750	-	\$ 6	\$ -
Construction Costs									
Commercial Subtotal	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -
Residential Subtotal	59	\$ 11,947,500	\$ 11,947,500	35	\$ 7,087,500	\$ 7,087,500	-	\$ -	\$ -
Parking Subtotal	-	\$ -	\$ 376,000	-	\$ -	\$ 280,000	-	\$ -	\$ -
Surface Parking	94	\$ 376,000		70	\$ 280,000		-	\$ -	
Structured	-	\$ -		-	\$ -		-	\$ -	
DW Garage	-	\$ -		-	\$ -		-	\$ -	
Total Hard Costs			\$ 13,017,850			\$ 7,824,250			\$ -
Soft Development Costs			\$ 4,556,248			\$ 2,738,488			\$ -
Total Project Costs (incl. Land)			\$ 22,203,098			\$ 13,607,738			\$ -
Entrepreneurial Return @ 10.00%			\$ 2,220,310			\$ 1,360,774			\$ -
= Total Development Cost (TDC)			\$ 24,423,407			\$ 14,968,511			\$ -
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ (4,250,593)			\$ 14,968,511			\$ -
Commercial Capitalization Rate			6.500%			6.500%			6.500%
Residential Capitalization Rate			5.500%			5.500%			5.500%
= Minimum Rental NOI Required			\$ (233,783)			\$ 823,268			\$ -
Actual Rental NOI Achieved			\$ -			\$ 329,986			\$ -
Net Operating Income									
Commercial	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Residential	\$ -	\$ -	\$ -	\$ 329,986	\$ 5,999,738.18	\$ 5,999,738	\$ -	\$ -	\$ -
Residential Sale Income	\$ 28,674,000	\$ 28,674,000	\$ 28,674,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MARKET VALUE	\$ -	\$ 28,674,000.00	\$ 28,674,000	\$ 329,986	\$ 5,999,738.18	\$ 5,999,738	\$ -	\$ -	\$ -
OUTCOME									
METRICS									
			Yes, Property Value Exceeds Development Cos			No, Development Cost Exceeds Property Value			Yes, Property Value Exceeds Development Cos
Value of Rental NOI	\$ -		\$ -	\$ 5,999,738	\$ -	\$ -	\$ -	\$ -	\$ -
Value of Unit Sales	\$ 28,674,000		\$ 28,674,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Property Value	\$ 28,674,000		\$ 28,674,000	\$ 5,999,738	\$ 5,999,738	\$ -	\$ -	\$ -	\$ -
Net Project Value	\$ 4,250,593		\$ 4,250,593	\$ (8,968,773)	\$ (8,968,773)	\$ -	\$ -	\$ -	\$ -
Effective Cap Rate	0.0%		0.0%	40.1%	40.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
RLV	\$ 8,879,593		\$ 8,879,593	\$ (5,923,773)	\$ (5,923,773)	\$ -	\$ -	\$ -	\$ -
RLV per SF	\$ 76.73		\$ 76.73	\$ (77.82)	\$ (77.82)	\$ -	\$ -	\$ -	\$ -
Required RLV/SF	\$ 2.90		\$ 2.90	\$ 1.91	\$ 1.91	\$ -	\$ -	\$ -	\$ -
TVM Calculations									
Project NPV	\$ (17,629,512)		\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%		4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%		-10.2%	-10.2%	-10.2%	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	M.5.c 3-story Office	S.5.c 3-story Office	L.5.c 3-story Office	H.5.c 3-story Office
	# SF / Units Cost Subtotals			
Site Market Value / Acquisition Cos	- \$ 40 \$ -	- \$ 40 \$ -	- \$ 40 \$ -	- \$ 40 \$ -
Site Work & Demolition	- \$ 6 \$ -	- \$ 6 \$ -	- \$ 6 \$ -	- \$ 6 \$ -
Construction Costs				
Commercial Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Residential Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Surface Parking	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Structured	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
DW Garage	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Total Hard Costs	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Soft Development Costs	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Total Project Costs (incl. Land)	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Entrepreneurial Return @ 10.00%	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
= Total Development Cost (TDC)	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Commercial Capitalization Rate	6.500%	6.500%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Actual Rental NOI Achieved	\$ - \$ -	\$ - \$ -	\$ - \$ -	\$ - \$ -
Net Operating Income				
Commercial	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
Residential	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
Residential Sale Income	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
TOTAL MARKET VALUE	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
OUTCOME	Yes, Property Value Exceeds Development Cos			
METRICS				
Value of Rental NOI	\$ -	\$ -	\$ -	\$ -
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -
Total Property Value	\$ -	\$ -	\$ -	\$ -
Net Project Value	\$ -	\$ -	\$ -	\$ -
Effective Cap Rate	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
RLV	\$ -	\$ -	\$ -	\$ -
RLV per SF	\$ -	\$ -	\$ -	\$ -
Required RLV/SF	\$ -	\$ -	\$ -	\$ -
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario					
	M.5.d 2-story Office	S.5.d 2-story Office	L.5.d 2-story Office	H.5.d 2-story Office					
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals
Site Market Value / Acquisition Cos	-	\$ 40	-	-	\$ 40	-	-	\$ 40	-
Site Work & Demolition	-	\$ 6	-	-	\$ 6	-	-	\$ 6	-
Construction Costs									
Commercial Subtotal	-	-	-	-	-	-	-	-	-
Residential Subtotal	-	-	-	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	-	-	-	-
Surface Parking	-	-	-	-	-	-	-	-	-
Structured	-	-	-	-	-	-	-	-	-
DW Garage	-	-	-	-	-	-	-	-	-
Total Hard Costs		\$ -			\$ -			\$ -	
Soft Development Costs		\$ -			\$ -			\$ -	
Total Project Costs (incl. Land)		\$ -			\$ -			\$ -	
Entrepreneurial Return @ 10.00%		\$ -			\$ -			\$ -	
= Total Development Cost (TDC)		\$ -			\$ -			\$ -	
RENTAL MARKET VALUE									
Minimum Rental Market Value (= TDC - Res. Sale Income)		\$ -			\$ -			\$ -	
Commercial Capitalization Rate		6.500%			6.500%			6.500%	
Residential Capitalization Rate		5.500%			5.500%			5.500%	
= Minimum Rental NOI Required		\$ -			\$ -			\$ -	
Actual Rental NOI Achieved		\$ -			\$ -			\$ -	
Net Operating Income									
Commercial	-	-	-	-	-	-	-	-	-
Residential	-	-	-	-	-	-	-	-	-
Residential Sale Income	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	-	-	-	-
OUTCOME	Yes, Property Value Exceeds Development Cos								
METRICS									
Value of Rental NOI	\$	-	\$	-	\$	-	\$	-	\$
Value of Unit Sales	\$	-	\$	-	\$	-	\$	-	\$
Total Property Value	\$	-	\$	-	\$	-	\$	-	\$
Net Project Value	\$	-	\$	-	\$	-	\$	-	\$
Effective Cap Rate		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
RLV	\$	-	\$	-	\$	-	\$	-	\$
RLV per SF	\$	-	\$	-	\$	-	\$	-	\$
Required RLV/SF	\$	-	\$	-	\$	-	\$	-	\$
TVM Calculations									
Project NPV	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$	(17,629,512)	\$
IRR		4.5%		4.5%		4.5%		4.5%	
ROI		-10.2%		-10.2%		-10.2%		-10.2%	

PRO FORMA VALUE CALCULATIONS

	Market Scenario				State Benefit Scenario				Local Benefit Scenario				Hybrid Scenario			
	M.5.e 2-story Townhouses				S.5.e 2-story Townhouses				L.5.e 2-story Townhouses				H.5.e 2-story Townhouses			
	# SF / Units	Cost	Subtotals		# SF / Units	Cost	Subtotals		# SF / Units	Cost	Subtotals		# SF / Units	Cost	Subtotals	
Site Market Value / Acquisition Cos	-	\$ 40	\$ -		-	\$ 40	\$ -		-	\$ 40	\$ -		78,750	\$ 40	\$ 3,150,000	
Site Work & Demolition	-	\$ 6	\$ -		-	\$ 6	\$ -		-	\$ 6	\$ -		78,750	\$ 6	\$ 472,500	
Construction Costs																
Commercial Subtotal	-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -	
Residential Subtotal	-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -		70	\$ 14,175,000	\$ 14,175,000	
Parking Subtotal	-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ 2,800,000	
Surface Parking	-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -	
Structured	-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -	
DW Garage	-	\$ -	\$ -		-	\$ -	\$ -		-	\$ -	\$ -		140	\$ 2,800,000	\$ 17,447,500	
Total Hard Costs			\$ -				\$ -				\$ -				\$ 17,447,500	
Soft Development Costs			\$ -				\$ -				\$ -				\$ 6,106,625	
Total Project Costs (incl. Land)			\$ -				\$ -				\$ -				\$ 26,704,125	
Entrepreneurial Return @ 10.00%			\$ -				\$ -				\$ -				\$ 2,670,413	
= Total Development Cost (TDC)			\$ -				\$ -				\$ -				\$ 29,374,538	
RENTAL MARKET VALUE			\$ -				\$ -				\$ -				\$ 29,374,538	
Minimum Rental Market Value (= TDC - Res. Sale Income)			\$ -				\$ -				\$ -				\$ 6,500%	
Commercial Capitalization Rate			6.500%				6.500%				6.500%				5.500%	
Residential Capitalization Rate			5.500%				5.500%				5.500%				5.500%	
= Minimum Rental NOI Required			\$ -				\$ -				\$ -				\$ 1,615,600	
Actual Rental NOI Achieved			\$ -				\$ -				\$ -				\$ 659,971	
Net Operating Income			\$ -				\$ -				\$ -				\$ 11,999,476	
Commercial	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Residential	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ 659,971	\$ 11,999,476.36	\$ 12,659,447.36	
Residential Sale Income	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
TOTAL MARKET VALUE	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ 659,971	\$ 11,999,476.36	\$ 12,659,447.36	
OUTCOME	Yes, Property Value Exceeds Development Cos				Yes, Property Value Exceeds Development Cos				Yes, Property Value Exceeds Development Cos				No, Development Cost Exceeds Property Value			
METRICS																
Value of Rental NOI	\$ -				\$ -				\$ -				\$ 11,999,476			
Value of Unit Sales	\$ -				\$ -				\$ -				\$ -			
Total Property Value	\$ -				\$ -				\$ -				\$ 11,999,476			
Net Project Value	\$ -				\$ -				\$ -				\$ (17,375,061)			
Effective Cap Rate	#DIV/0!				#DIV/0!				#DIV/0!				40.8%			
RLV	\$ -				\$ -				\$ -				\$ (14,225,061)			
RLV per SF	\$ -				\$ -				\$ -				\$ (180.64)			
Required RLV/SF	\$ -				\$ -				\$ -				\$ 1.98			
TVM Calculations																
Project NPV	\$ (17,629,512)				\$ (17,629,512)				\$ (17,629,512)				\$ (17,629,512)			
IRR	4.5%				4.5%				4.5%				4.5%			
ROI	-10.2%				-10.2%				-10.2%				-10.2%			

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario
	I.6.a Fircrest Administration and Adult Training Pro			
	# SF / Units Cost Subtotals			
Site Market Value / Acquisition Cos	- \$ 40 \$ -	79,425 \$ 40 \$ 3,177,000	- \$ 40 \$ -	79,425 \$ 40 \$ 3,177,000
Site Work & Demolition	- \$ 6 \$ -	79,425 \$ 6 \$ 476,550	- \$ 6 \$ -	79,425 \$ 6 \$ 476,550
Construction Costs				
Commercial Subtotal	- \$ - \$ -	57,000 \$ 14,250,000 \$ 14,250,000	- \$ - \$ -	57,000 \$ 14,250,000 \$ 14,250,000
Residential Subtotal	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -	- \$ - \$ -
Parking Subtotal	- \$ - \$ -	- \$ - \$ 388,000	- \$ - \$ -	- \$ - \$ 388,000
Surface Parking	- \$ -	97 \$ 388,000	- \$ -	97 \$ 388,000
Structured	- \$ -	- \$ -	- \$ -	- \$ -
DW Garage	- \$ -	- \$ -	- \$ -	- \$ -
Total Hard Costs	\$ -	\$ 15,114,550	\$ -	\$ 15,114,550
Soft Development Costs	\$ -	\$ 5,290,093	\$ -	\$ 5,290,093
Total Project Costs (incl. Land)	\$ -	\$ 23,581,643	\$ -	\$ 23,581,643
Entrepreneurial Return @ 10.00%	\$ -	\$ 2,358,164	\$ -	\$ 2,358,164
= Total Development Cost (TDC)	\$ -	\$ 25,939,807	\$ -	\$ 25,939,807
RENTAL MARKET VALUE				
Minimum Rental Market Value (= TDC - Res. Sale Income)	\$ -	\$ 25,939,807	\$ -	\$ 25,939,807
Commercial Capitalization Rate	6.500%	5.000%	6.500%	6.500%
Residential Capitalization Rate	5.500%	5.500%	5.500%	5.500%
= Minimum Rental NOI Required	\$ -	\$ 1,426,689	\$ -	\$ 1,426,689
Actual Rental NOI Achieved	\$ -	\$ 1,216,950	\$ -	\$ 1,216,950
Net Operating Income				
Commercial	\$ - \$ - \$ -	\$ 1,216,950 \$ 24,339,000.00 \$ 24,339,000	\$ - \$ - \$ -	\$ 1,216,950 \$ 18,722,307.69 \$ 18,722,308
Residential	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
Residential Sale Income	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ -
TOTAL MARKET VALUE	\$ - \$ - \$ -	\$ 1,216,950 \$ 24,339,000.00 \$ 24,339,000	\$ - \$ - \$ -	\$ 1,216,950 \$ 18,722,307.69 \$ 18,722,308
OUTCOME	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value
METRICS				
Value of Rental NOI	\$ -	\$ 24,339,000	\$ -	\$ 18,722,308
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -
Total Property Value	\$ -	\$ 24,339,000	\$ -	\$ 18,722,308
Net Project Value	\$ -	\$ (1,600,807)	\$ -	\$ (7,217,499)
Effective Cap Rate	#DIV/0!	93.8%	#DIV/0!	72.2%
RLV	\$ -	\$ 1,576,193	\$ -	\$ (4,040,499)
RLV per SF	\$ -	\$ 19.85	\$ -	\$ (50.87)
Required RLV/SF	\$ -	\$ 1.99	\$ -	\$ 1.99
TVM Calculations				
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)
IRR	4.5%	4.5%	4.5%	4.5%
ROI	-10.2%	-10.2%	-10.2%	-10.2%

PRO FORMA VALUE CALCULATIONS

	Market Scenario	State Benefit Scenario	Local Benefit Scenario	Hybrid Scenario								
	M.6.b Nursing Home (108 beds)	S.6.b Nursing Home (108 beds)	L.6.b Nursing Home (108 beds)	H.6.b Nursing Home (108 beds)								
	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals	# SF / Units	Cost	Subtotals			
Site Market Value / Acquisition Cost	-	\$ 40	-	111,600	\$ 40	\$ 4,464,000	-	\$ 40	-	111,600	\$ 40	\$ 4,464,000
Site Work & Demolition	-	\$ 6	-	111,600	\$ 6	\$ 669,600	-	\$ 6	-	111,600	\$ 6	\$ 669,600
Construction Costs												
Commercial Subtotal	-	-	-	45,000	\$ 14,625,000	\$ 14,625,000	-	-	-	45,000	\$ 14,625,000	\$ 14,625,000
Residential Subtotal	-	-	-	-	-	-	-	-	-	-	-	-
Parking Subtotal	-	-	-	-	-	\$ 336,000	-	-	-	-	-	\$ 336,000
Surface Parking	-	-	-	84	\$ 336,000	-	-	-	-	84	\$ 336,000	-
Structured	-	-	-	-	-	-	-	-	-	-	-	-
DW Garage	-	-	-	-	-	-	-	-	-	-	-	-
Total Hard Costs	-	-	-	-	-	\$ 15,630,600	-	-	-	-	-	\$ 15,630,600
Soft Development Costs	-	-	-	-	-	\$ 5,470,710	-	-	-	-	-	\$ 5,470,710
Total Project Costs (incl. Land)	-	-	-	-	-	\$ 25,565,310	-	-	-	-	-	\$ 25,565,310
Entrepreneurial Return @ 10.00%	-	-	-	-	-	\$ 2,556,531	-	-	-	-	-	\$ 2,556,531
= Total Development Cost (TDC)	-	-	-	-	-	\$ 28,121,841	-	-	-	-	-	\$ 28,121,841
RENTAL MARKET VALUE												
Minimum Rental Market Value (= TDC - Res. Sale Income)	-	-	-	-	-	\$ 28,121,841	-	-	-	-	-	\$ 28,121,841
Commercial Capitalization Rate	-	6.500%	-	-	4.500%	-	-	6.500%	-	-	6.500%	-
Residential Capitalization Rate	-	5.500%	-	-	5.500%	-	-	5.500%	-	-	5.500%	-
= Minimum Rental NOI Required	-	-	-	-	-	\$ 1,546,701	-	-	-	-	-	\$ 1,546,701
Actual Rental NOI Achieved	-	-	-	-	-	\$ 1,098,000	-	-	-	-	-	\$ 1,098,000
Net Operating Income	-	-	-	-	-	\$ 24,400,000	-	-	-	-	-	\$ 16,892,308
Commercial	-	-	-	-	-	\$ 1,098,000	-	-	-	-	-	\$ 16,892,307.69
Residential	-	-	-	-	-	-	-	-	-	-	-	-
Residential Sale Income	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MARKET VALUE	-	-	-	-	-	\$ 24,400,000	-	-	-	-	-	\$ 16,892,308
OUTCOME												
METRICS	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value	Yes, Property Value Exceeds Development Cos	No, Development Cost Exceeds Property Value								
Value of Rental NOI	\$ -	\$ 24,400,000	\$ -	\$ 16,892,308								
Value of Unit Sales	\$ -	\$ -	\$ -	\$ -								
Total Property Value	\$ -	\$ 24,400,000	\$ -	\$ 16,892,308								
Net Project Value	\$ -	\$ (3,721,841)	\$ -	\$ (11,229,533)								
Effective Cap Rate	#DIV/0!	86.8%	#DIV/0!	60.1%								
RLV	\$ -	\$ 742,159	\$ -	\$ (6,765,533)								
RLV per SF	\$ -	\$ 6.65	\$ -	\$ (60.62)								
Required RLV/SF	\$ -	\$ 2.80	\$ -	\$ 2.80								
TVM Calculations												
Project NPV	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)	\$ (17,629,512)								
IRR	4.5%	4.5%	4.5%	4.5%								
ROI	-10.2%	-10.2%	-10.2%	-10.2%								

Appendix A: Capital Budget Proviso

ESHB 1092 Sec. 2037. (Chapter 520, Laws of 2007) requires:

- (1) The department shall resume and complete a master plan of the portion of the Fircrest campus that is not utilized by the Fircrest School or the department of health.
- (2) In drafting the master plan, the department shall consult with the following:
 - (a) The city of Shoreline;
 - (b) The department of natural resources;
 - (c) The department of health regarding their master planning effort;
 - (d) Representatives of institutions of higher education with whom the department has a partnership; and ESHB 1092.PL p. 62
 - (e) Representatives of the Shoreline community and neighboring communities.
- (3) The master plan must include a plan for the future of the property, including recommendations for alternative uses such as affordable housing and smart growth options.
- (4) The department must report to the appropriate committees of the legislature and the office of financial management by January 1, 2008.

Physical Features

- Retain key campus features (hillsides, trees) to preserve the quality of the campus and provide amenity.
- Improve natural and engineered drainage systems on the campus.
- Reduce impervious surfaces on the campus.
- Integrate green building principles into new development on the campus.

Circulation and Access

- Improve pedestrian safety and pedestrian connections through and around the campus in order to minimize pedestrian-vehicular conflicts and to provide linkages to adjacent neighborhoods.
- Further separate access and circulation to address the needs of each user.

Balancing Priorities

- Balance financial return to the State with benefits to the local community.
- Retain Fircrest School as an “open campus” where the residents can safely be outside and walk around.
- Ensure compatibility with Fircrest School, Department of Health, and other future uses.

Community Benefit

- Consider and integrate local community benefits (such as affordable housing, community services, and open space connections).

Uses

- Provide for multiple and mixed uses on the campus through appropriate design.

For more information see www.cityofshoreline.com/cityhall/projects/fircrest/index.cfm or contact Ed Valbert at valbeel@dshs.wa.gov or (253)476-7022.

Appendix C: Market Potential for Fircrest Campus Excess Property

[forthcoming]

Appendix D: Public Open House Advertisements and Flyers



Washington State
DEPARTMENT OF
SOCIAL & HEALTH
SERVICES

The Fircrest

MESSENGER

*To provide specialized care and training to people who have
the most challenging needs due to developmental disabilities.*

October 25, 2007 Volume 13 # 20

FIRCREST CAMPUS OPEN HOUSE

You are invited to a public Open House for the Fircrest Campus Excess Property Master Plan project on Thursday, November 8th, from 5:00 to 8:00 p.m. in the Activities Building Gymnasium. Learn about and help shape options for the Excess Property on the campus. Come at any time during the Open House. An overview of the project will be presented at 5:45 p.m.

DSHS is conducting this planning project for underutilized property on the campus, at the direction of the State Legislature. There are no plans to close or move the Fircrest School to another location. For more information, contact Ed Valbert at 253.476.7022, or visit <http://www.cityofshoreline.com/cityhall/projects/fircrest/index.cfm>.

The Department of Social and Health Services does not discriminate on the basis of disability in any of its programs or services. Upon request, special accommodations will be provided. Please notify us at least five (5) business days before the Open House, by contacting (360) 902-8164 (voice).

DAYLIGHT SAVING TIME ENDS

Remember to set your clocks back one hour on Sunday, November 4, 2007 at 2:00AM local daylight time, which becomes 1:00AM local standard time.

A SAFETY REMINDER

Many fire departments across the United States encourage people to change the batteries in their smoke detectors when they change their clocks because Daylight Saving Time provides a convenient reminder. Research has proven that a working smoke detector more than doubles a person's chances of surviving a home fire. More than 90 percent of homes in the United States have smoke detectors, but one-third are estimated to have dead or missing batteries.

NEWS FROM THE CLAIMS OFFICE

As of November 1, 2007 injured staff at Fircrest who are on L & I will no longer be turning in a Doctor's note or a Physical Status Report to the Claims Office. If these forms are used they will not be paid for by L & I as of February 1, 2008.

This is due to the use of a new form that L & I are putting into place and your Doctor will be using. The new form is called "The Insurer Activity Prescription Form" or "APF" for short. The goal is to improve communication between Health-care providers, employers, insurers, and workers to aid in return to work. Health-care providers can be paid for submitting the APF to communicate:

Work status

Work-related physical restrictions

Verification of time-loss, if appropriate, and

Treatment plans

Each time you see your Doctor you are to get one of these completed forms from your Doctor and return it to the Fircrest Claims Specialist in the Claims Office.

If you have any questions regarding this matter, contact Deanna Fournier, Fircrest Claims Specialist at extension 3053.

WAY TO GO FIRCREST!

Of the 600+ Fircrest employees, over half completed the 2007 DSHS Employee Survey!

We have until November 15th to meet our goal of 100% participation. Complete the survey today-it takes less than 15 minutes and is completely anonymous. Talk to your supervisor about how you can complete the survey during work time. Call Jessica at x3072 if you have any questions.

Change is every employee's responsibility-make your contribution today!

www.dshs.wa.gov/rda/adsa

The Enterprise

SHORELINE | LAKE FOREST PARK

COMMUNITY dispatches

EDUCATION

Security breach:
Ten students at Shorewood High School got past the district's security measures to remotely control other students' laptops. Page 9

PUBLIC SAFETY

Trail signs:
Lake Forest Park council is considering placing signs along the Burke-Gilman Trail to identify city. Page 4

GOVERNMENT

Shoreline budget:
Shoreline's budget for 2008 reflects changes in six different departments. Page 4

OUT & ABOUT

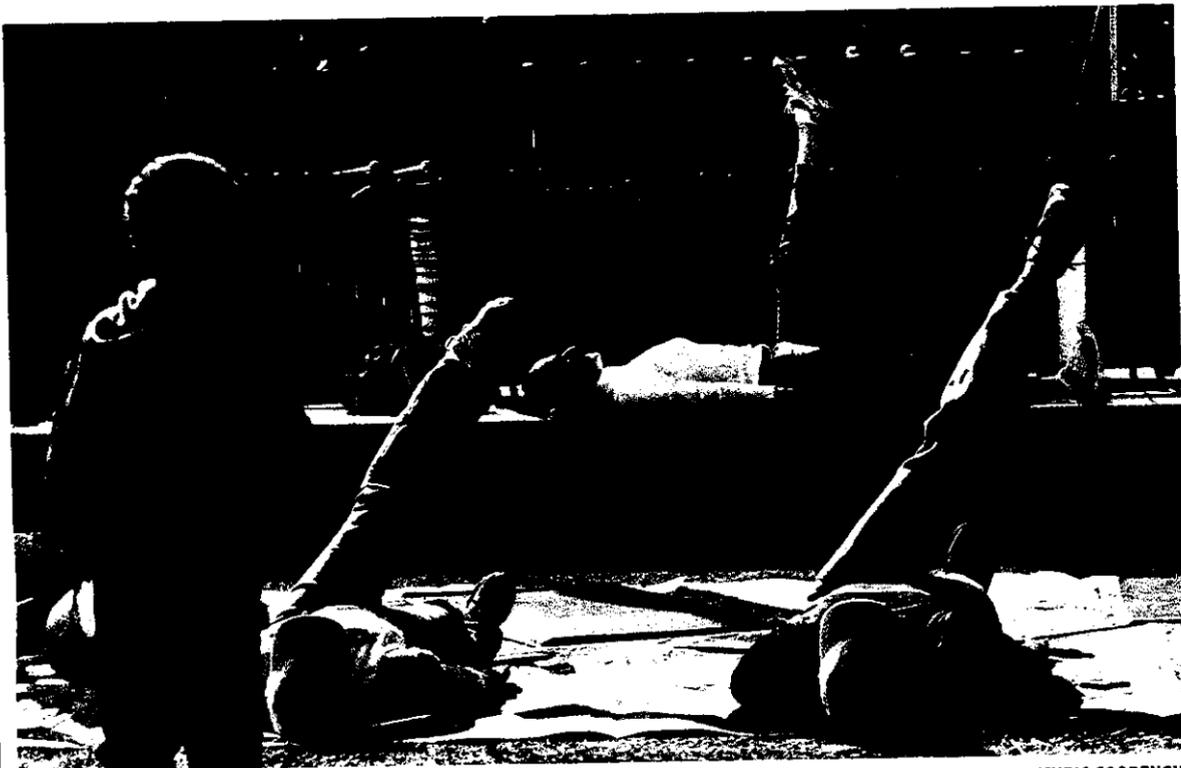


Arts and crafts:
'Tis the season for craft bazaars galore. The perfect place to find handmade gifts. Page 25

SPORTS



Surging Scots:
Shorecrest to play Mount Vernon for berth in state tournament. Page 41



Enterprise/CHRIS GOODENOW

As her audience both participates and watches, Carolyn Folgedalen, a fitness instructor with the Shoreline/South County Family YMCA, teaches Pilates during the YMCA's Raise the Roof Event, Oct. 27, at Echo Lake Park in Shoreline. The event promotes the new YMCA in North Shoreline through new memberships, live entertainment and games. The percussion equipment behind them is set up for the following performance, Hamilton Middle School's marimba band, of North Seattle.

Raising the Roof on the YMCA

By AMY DAYBERT
Enterprise editor

In Shoreline and Lake Forest Park yards on Oct. 27, signs appeared in support of the new 52,000-square-foot YMCA currently being constructed on 192nd Street in Shoreline.

Individuals and families were able to pick up a sign, purchase charter memberships to the new facility and participate in activities at the "Raise the Roof" YMCA event from 11 a.m. to 3 p.m. at Echo Lake Park.

"We're introducing this great new facility we're building to the community," Alice Kaderlan, vice president of communications for the Shoreline/South County YMCA said at the event.

Throughout the four-hour event, community members familiarized themselves with the layout of the new Dale Turner Family YMCA through colored maps. Kids played

with Legos and painted pumpkins. Families watched dancing and jump roping routines while eating barbecued burgers and hotdogs. And groups of hardhat clad individuals took hayrides out to the construction site.

"This will be a great asset to the community," Pearl Noreen, a board member for the YMCA and co-chair of the capital campaign, said on her way out to the construction site. "We knew when we found it that this was the perfect site."

The plan for the first floor of the new YMCA includes a 25-yard handicapped-accessible pool, a full-size gym, a pinnacle climbing wall, a youth development center, family



Enterprise/CHRIS GOODENOW

Hamilton Middle School's Marimba band, of North Seattle, plays an instrumental piece during the Shoreline/South County Family YMCA's Raise the Roof event, Saturday, Oct. 27.

locker rooms and group exercise rooms. The second floor will feature an adventure zone for children ages 5 to 12, the Kids Corner for infants and toddlers, a Family Center, a healthy lifestyle room, cardio See YMCA, Page 18

Out on the town

• Veronica Cook takes her students to Starbucks and beyond

By SARAH KOENIG
Enterprise reporter

WHEN VERONICA COOK WAS IN ELEMENTARY SCHOOL, SHE'D FINISH HER WORK SO FAST SHE'D HAVE TIME TO TIE TOGETHER THE SHOELACES OF OTHER KIDS WHILE THEY WORKED.

In short, she was a troublemaker, she said.

So Cook's teacher gave her something productive to do — provide help in the classroom to disabled students.

Cook now teaches the most severely disabled students at Shorewood High School, a job she's been at for 14 years.

"It was my calling. I don't know how to describe how I decided I wanted to do this," said Cook, sitting at a round table in her classroom after school last week. "But when I think about my students, I'm really happy."

This year, all of Cook's students, aged 14 to 20, either can't communicate verbally. Some are in wheelchairs and require care around the clock.

The turnover for Cook's job was high before she arrived. When she came to the position at Shorewood, she was the fifth teacher in five years.

Back then, no one knew the program existed, Cook said. She quickly worked to change that.

"The first thing we did is volunteer at the Shoreline library, cleaning the children's books,"

See TEACHER, Page 17

p.m. Fridays & Saturdays, live music. All ages. Admission: Free, \$5 suggested. 17551 15th Ave. NE., Shoreline. Info: 206-957-2000.

z Nov. 2, Paul Mitchell & Sally Rose.

z Nov. 3, Kurt Lindsay & Mike Moore.

z 3-5 p.m. Sunday, Nov. 4, Hejira, "ancient rhythms for a new age."

Veteran's Day Concert: 7:30 p.m. Thursday, Nov. 8, the 96-voice Sno-King Community Chorale, joined by the Shoreline Concert Band and the Fort Lewis Honor Guard, performs its 2nd annual "Salute to America" concert, at the Edmonds Center for the Arts, 410 4th Ave. N., Edmonds. Tickets: \$15 general, \$13 for stu-

major and Symphony No. 29, at the Edmonds Center for the Arts, 410 4th Avenue N., Edmonds.

age children in Africa. Admission: Free; donations requested. Info: www.africanchildrenschair.com.



Washington State
DEPARTMENT OF
SOCIAL & HEALTH
SERVICES



Fircrest Campus Excess Property Master Plan Open House

Thursday, November 8th

5:00 – 8:00 p.m.

Activities Building Gymnasium
15230 15th Ave NE, Shoreline, WA

The Department of Health and Social Services (DSHS) has been directed by the State Legislature to create a Master Plan for Excess Property on the Fircrest Campus in Shoreline. Learn about and help shape options for the Excess Property.

Come at any time during the open house.

An overview of the project will be presented at 5:45

For more information, contact Ed Valbert at 253.476.7022
<http://www.cityofshoreline.com/cityhall/projects/fircrest/index.cfm>

The Department of Social and Health Services does not discriminate on the basis of disability in any of its programs or services. Upon request, special accommodations will be provided. Please notify us at least five (5) business days before the Open House, by contacting (360) 902-8164 (voice).

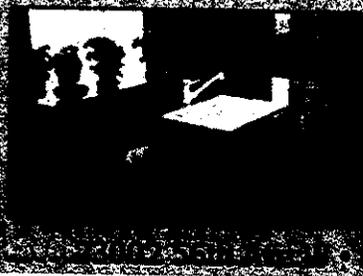
Distinctive Countertops & Cabinets

Choices • Knowledge • Quality
Bring your ideas for design & layout here

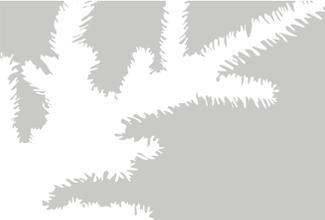
DistinctiveCountertops.com



Visit our Kitchen
& Bath Showroom
425-673-1813



0001547336-01



Fircrest Campus Excess Property Master Plan

Open House

The State Department of Social and Health Services (DSHS), in partnership with the City of Shoreline, is conducting long-range planning for property which is currently being underutilized by the State at the Fircrest School Campus.

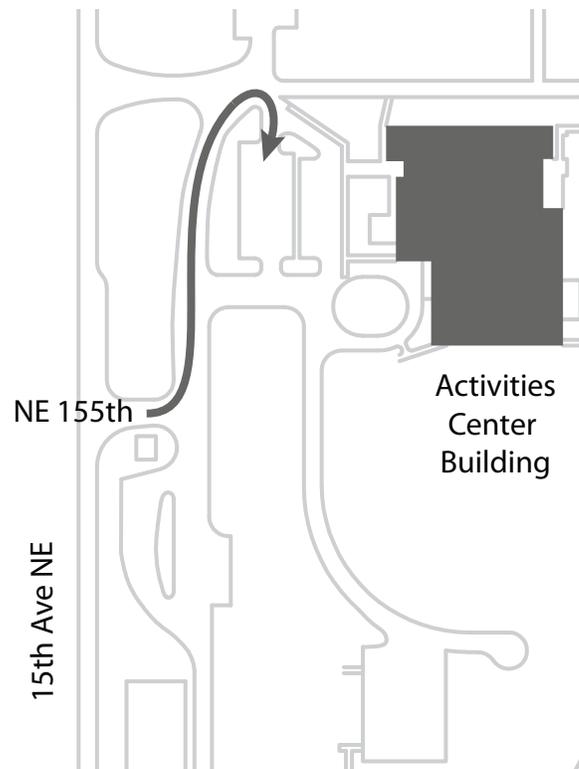
Wednesday, October 10, 2007 5:00-8:00 PM

Fircrest Campus Activities Center
15230 15th Ave NE in Shoreline

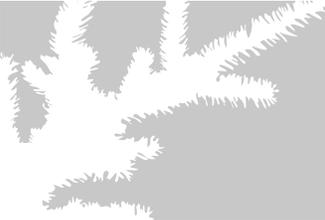
An opportunity to learn about the excess property at the Fircrest Campus and provide input on potential future uses.

The Fircrest Campus is located at the northeast corner of 15th Ave NE and NE 150th Street in Shoreline, Washington.

There are no plans to close or move the Fircrest School to another location.



For more information see www.cityofshoreline.com/cityhall/projects/fircrest/index.cfm or contact Ed Valbert at valbeel@dshs.wa.gov or (253)476-7022.



Fircrest Campus Excess Property Master Plan

Open House

The State Department of Social and Health Services (DSHS), in partnership with the City of Shoreline, is conducting long-range planning for property which is currently being underutilized by the State at the Fircrest School Campus.

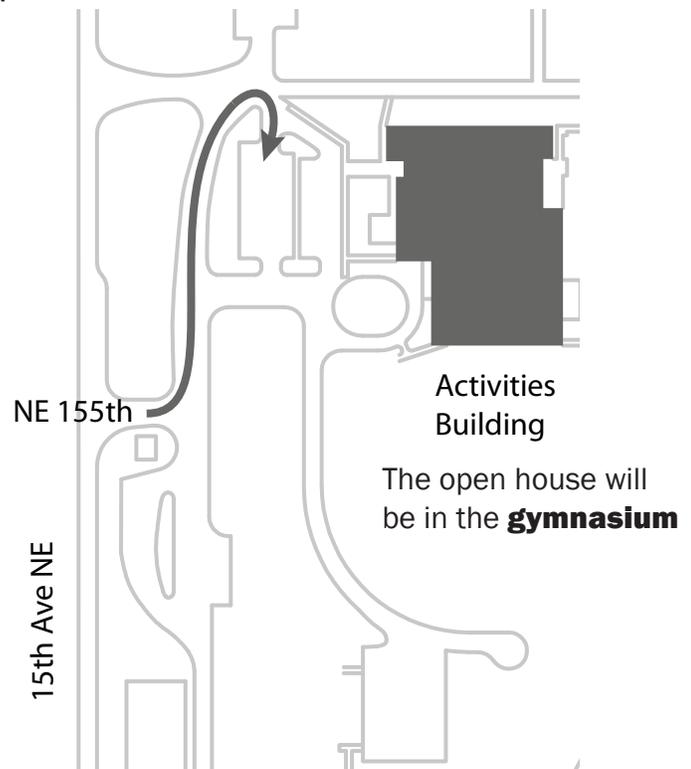
Thursday, November 8, 2007 5:00-8:00 PM
Fircrest Campus Activities Building Gymnasium
15230 15th Ave NE in Shoreline

Come at any time during the open house
An overview of the project will be presented at 5:45 PM

Learn about and help shape options for future use of the excess property.

The Fircrest Campus is located at the northeast corner of 15th Ave NE and NE 150th Street in Shoreline, Washington.

There are no plans to close or move the Fircrest School to another location.



For more information see www.cityofshoreline.com/cityhall/projects/fircrest/index.cfm or contact Ed Valbert at valbeel@dshs.wa.gov or (253)476-7022.

The Department of Social and Health Services does not discriminate on the basis of disability in any of its programs or services. Upon request, special accommodations will be provided. Please notify us at least five (5) business days before the Open House, by contacting (360) 902-8164 (voice).

Appendix E: Public Comments

Following the summary of public comments below are all the public comments as they were received at the two Open Houses, via the project website, and the mail.

Fircrest Campus Excess Property Master Plan – Phase I Summary of Public Comments from Open House #1, October 10, 2007

The first open house for the Fircrest Campus Excess Property Master Plan project was conducted on October 10, 2007. Comments were requested through a written comment form, which asked three open-ended questions. Fifty-four people signed in at the meeting, and 20 of these provided written comments. The following is a summary of the responses.

Question 1: What features and aspects of the Campus are important and should be considered in the planning process?

Features mentioned (number of commenters)	Specific comments mentioned
Open Space (7)	Campus-like setting, for community use, preserved and enhanced, natural and open character should be maintained
Public Ownership (3)	No excess property should be sold, primary purpose should be to serve persons with DDs, nothing but state agencies
Trails/walking trails (2)	Connections to Hamlin Park
Respite Care (2)	
Fircrest School (2)	
Trees (3)	Enhance the natural and built environment with additional natural amenities
Gardens (1)	
Residential (1)	
1510 Court (1)	

Question 2: What are your comments about potential new uses on the Campus?

Uses mentioned are grouped by general use category, followed by the number of commenters in parentheses.

Housing

- Senior (6)
- Low-income (5)
- General (3)
- Emergency/transitional (3)
- Temporary (2)
- Mixed use (2)
- Refuge housing for women (2)
- Rental (2)
- Cottage (1)
- Low-cost/free student housing for work exchanges (1)

Office Uses

- State agencies (2)
- DSHS (2)
- State Patrol (1)

Commercial Uses

- Neighborhood-serving retail (3)

Health Services

- Public health clinic(s) (4)
- Respite services for DD population (3)
- 24-hour (behavioral) triage center (1)
- Alcohol rehabilitation center (1)

Educational Uses

- Training/Education center for those working with persons with DDs (3)
- Environmental learning center (in conjunction with botanical garden/nursery in SE corner of campus) (1)
- Arts education and other art experiences (performance, public art) for residents and visitors (1)

Community Services

- Community garden (particularly in SE corner of campus) (2)
- [Multi] cultural center(s) for various ethnic populations (2)
- NRF-like facility (2)
- Social service center (1)

- Convention center/ community meeting rooms (1)

Recreational Uses

- Playground, including a “boundless playground” for persons with DDs (2)
- Parks and Open Space (2)
- Trails (2)
- Botanical gardens (2)
- Cooperative use of Activities Building (City of Shoreline Parks Dept, Fircrest School) (1)

Other Potential Uses and Comments

- More work opportunities for persons with DDs (3)
- Low/zero impact development (1)
- Pedestrian connections (1)
- Public benefit (1)
- No commercial (1)
- Structured parking (2)
- Bird sanctuary (1)
- Artist Studios, artists in residence (2)

Question 3: What other comments do you have?

Comments are followed by the number of commenters in parentheses.

- Do not sell to private developers. All land should remain under public ownership (4)
- Lease properties to serve DD community (4)
- Create a “Development Disabilities Community Trust” rather than maintain the CEP&RI trust on RHC campuses state-wide. Assures state land on RHC campuses continues to benefit persons with DDs (1)
- Save 1510 Court (2)
- No special treatment for any special interests group by their race (1)
- Build relationships with Universities/Colleges (1)
- Building 54 area developed to benefit RHC population (1)
- State uses only (1)
- See “Friends of Fircrest” proposals (previously submitted) (1)
- Affordable housing must be compatible with safety of Fircrest residents (1)
- Most people in community do not understand persons with DDs – mistake to place condos, apartments on campus for safety reasons (1)
- Better, more separated circulation is needed (1)
- Look into swapping some properties not in Excess Property if developer agrees to rebuild an aging [Fircrest School] facility somewhere else on campus (1)
- Fircrest Campus could be a catalyst to invite other businesses into the area of 15th Ave – need restaurants, shops, etc

Fircrest Campus Excess Property Master Plan – Phase I Summary of Public Comments received via Project Website (following Open House #1)

Six comments were received via the project's website. Comments generally fall under two categories: features of Fircrest campus that should be retained, and potential future uses for excess property.

Important features of Fircrest campus that should be considered in the planning process:

- Secluded layout of inner campus
- Healing garden
- Activities Building (swimming pool)
- Chapel
- Existing trees
- 1510 court

Potential futures uses for excess property:

Health Services

- Medical/dental center
- Therapy building that would include physical therapy, speech pathology, occupational therapy, wheelchair/adaptive equipment repair
- Health clinic

Educational Uses

- UW research center
- College site
- New building for Adult Training Program ATP

Community Services

- Meeting center (expansion of Activities Building)
- Community cultural center
- Summer programs for special needs children
- Community Center that would consolidate family and community services i.e. food banks, clothing banks, Back to Work training, etc.
- Use 1510 Court buildings for day programs
- Respite programs (for parents of children with special needs)

Housing

- Senior housing, including tenant support living units
- Increase number of homes for people with DD, especially nursing homes for the aging DD population

Office Uses

- Locate Region 4 Developmental Disabilities Office to save funds used for leasing space in downtown Seattle

Recreation

- Special Olympic track
- Soccer fields (SYSA, TOPS program)

Other

- Convention Center
- Redesign 1520 Court buildings following “Gillman Village” model with small shops, community gathering space, farmers market space, etc.

Fircrest Campus Excess Property Master Plan – Phase I Summary of Public Comments from Open House #2, November 8, 2007

The second open house for the Fircrest Campus Excess Property Master Plan project was conducted on November 8, 2007. Comments were requested through a written comment form, which asked attendees to comment on each of the three presented options as well as other features and uses they felt are important to consider during the planning process. Eighty-two people signed in at the meeting, and 19 of these provided written comments. The following is a summary of the responses.

Comments are grouped into the general categories of “Benefits”, “Concerns” and “Additional Ideas” to capture the broad range of comments received. Comments are followed by the number of commenters in parentheses, if more than one.

Question 1: What do you like best about Option 1 and why?

Benefits

- Financial return to State
- Affordable housing
- Could add to tax roll
- Opportunity for large development of new housing in Shoreline

Concerns

- Entrance through Hamlin Park is viable/advantageous, but needs to be more than one entrance for Fircrest School for emergencies
- Multi-family development south of 155th ok, but not north where it would encroach on Fircrest School resident safety (2)
- Too much residential housing
- May cause parking/traffic problems
- May give up public control and use
- Too intense of use
- Opens Fircrest property to developers and real estate speculation

Additional ideas/Comments

- Expand mixed use to 155th St with walking boulevard between buildings and structured parking
- Housing west of chapel should be eliminated or reduced

Question 2: What do you like best about Option 2 and why?

Benefits

- Improvements to Fircrest School
- Public/Affordable housing (2)
- Expanding land use for DSHS mission and services that are highly needed (2)
- Consolidation of “Y” buildings
- Nursing home building is an excellent idea – should replace “Y” buildings
- Like update of ATP facility
- Will save State money
- Access onto 15th Ave NE
- Trail connections

Concerns

- Should not have public housing or any kind of new housing
- Invasive and too close to Fircrest residents
- Very little viability
- New development replacing “Y” buildings should be shown white [on option diagrams], currently not excess property
- Takes away part of Fircrest School – you promised Fircrest would not be touched
- Oppose destruction of “Y” buildings – they are excellent design for quality of life of residents
- Retain “Y” buildings

Question 3: What do you like best about Option 3 and why?

Benefits

- One stop shop for social services – streamlining service availability/visibility
- Public/affordable housing (2)
- Open space adjacent to South Woods is nice addition (2)
- Keeping green/open space (2)
- Transitional housing
- Best option – good balance of uses
- The best option – benefits local community, preserves open space
- Like integration of Fircrest School with City of Shoreline
- Mixed use excellent and should be expanded

Concerns

- Shift Housing/city purposes south – invades “Y” buildings

Additional Ideas/Comments

- Some blend of options 1 and 3 would be good
- Put human services near Food Lifeline
- Keep “Y” buildings
- No improvements to “Y” buildings long-term expense

Question 4: What other uses and/or features do you feel need to be considered in planning for Excess Property?

Fircrest School

- Fircrest client safety
- Provide jobs for DD population
- If/when “Y” buildings are addressed, options could be considered for more efficient nursing facility
- Protecting vulnerable Fircrest population
- Keep Fircrest residents safe from trail users
- Keep northwest corner free for Fircrest resident use to 155th St
- Preserve 1510 Court

Uses

- One-stop Human Services Center that may contain HopeLink, Food Lifeline, Center for Human Services, and other human service providers (2)
- Emergency/homeless shelters (2)
- Transitional housing (2)
- Consider wider community
- Reduce open space
- Four-story misdemeanor jail similar to NRF – partner with suburban cities
- Social services/meet community needs
- Daycare for elderly and DD population
- Do not expand State DOH lab
- 2 soccer fields with artificial turf accessible to handicap, a multiple use indoor facility

Natural Features/Environment

- Daylight Hamlin Creek (3)
- Use gray water
- Increase natural surface water capacity/infiltration

Fircrest School

- Fully utilize Fircrest School – can serve people better than group homes, economies of scale
- Is there room in any option for expansion of Fircrest school? This may be needed in future
- Fircrest School needs to be able to continue its mission
- Separate Fircrest residents for safety

Activity Building

- Reserve room for public parking and handicapped parking near Activity Building
- Easy access from 15th Ave to Activity Building important
- Maximize public access to pools

5. Other Comments?

- Don't let NIMBYs limit the project
- No private developers doing projects on public land
- No small lot homes, mixed use, retail
- Pedestrian/bicycle paths a superb part of plan
- Southeast portion of property preferable for open space
- Don't make money making a top priority
- Structured parking to serve multi-cultural building near pool – a public-private partnership
- Fircrest School losing main entrance demonstrates low priority for Fircrest Residents

Fircrest Campus Excess Property Master Plan – Phase I Summary of Public Comments received via Project Website (following Open House #2)

The following comments were received via the project's website following the second open house.

General

Fircrest School

- Keep the “Y” buildings – a new nursing facility would negatively affect residents’ health and quality of life. Also, moving nursing facilities would shrink Fircrest School acreage.
- Income generated from property leases should be used to offset costs of services at Fircrest School
- ATP/work program should be expanded

Recreation

- Indoor recreation facility (soccer, basketball, volleyball, kickball, etc.)
 - Would accommodate special needs and developmentally disabled population
 - Could be used by Seattle Youth Soccer Association, Outreach Program for Soccer (TOPS), and recreation for Fircrest Residents and other exercise programs.
 - Offices to share with other recreational organizations such as Special Olympics, Ski for All, etc.
- “Boundless” playground that could be used by Fircrest residents and visitors to Hamlin Park
- Recreational facility geared towards needs of individuals with development, physical and mental disabilities
- Any new sports facilities should be located south of Fircrest School property to avoid safety risks to Fircrest residents

Affordable Housing

- Affordable housing is key to the health of our region
- Build more affordable housing, consider at least 50% or more affordable units
- Fircrest campus presents the perfect opportunity to provide a range of affordable housing opportunities for the community

State Ownership

- “Excess” Fircrest property should be kept as state-owned property and under state operation and for the public use. Plan for improvement and expansion – do not sell land to private interests.

Community Services

- Good idea to have on-site support like a gym, a clinic, or community center

Option 1

- Small section of multi-family housing in southeast corner (Option 1) good because is set back from R-6 zoning
- Multi-family housing along 15th Ave (Option 1) is too dense, overwhelming for neighborhood
- Move housing from northwest section to the South Campus, and this should be housing for low income seniors and people with DD from larger community.
- Not good because it gives up state land
- Fits best with the legislative directive emphasis on affordable housing and smart growth
- A large site like Fircrest Campus lends itself well to a nice mix of housing types for a mix of different income levels
- Vehicular traffic from new development could impact safety of Fircrest residents

Option 2

- Retain the healing garden (in Option 2) – it was promised that this would not be infringed upon by new construction
- Better land use for Fircrest housing
- Like the idea of allowing DOH to expand, they have been a good neighbor and this facility is less likely to disrupt neighborhood visually
- Concerned about types of people coming to Fircrest Campus and neighborhood for social services; could create a dangerous combination of people
- Should include public use and support senior and low income housing, not private development
- Leasing land to non-profits such as food banks or treatment programs are a great use
- Improving Fircrest School operations is great
- If this option were chosen, it should include affordable housing
- Impractical – State unlikely willing to support a new skilled nursing and adult training program facility – State is split ideologically on the existence of institutional care

Option 3

- In Option 3 use land directly west of healing garden for outpatient services, i.e. health clinic, PT, OT, ST, Adaptive Technologies, dental. Could also incorporate classrooms, labs for training health professionals
- Like the best
- Open space is good
- Mixed-use on corner of 150th & 15th is acceptable
- Offering affordable housing provides significant community benefit and should be more emphasized in this option
- Open space would allow for more outdoor activities for people living in watershed
- Open space would allow for more creativity in the design of the stream daylighting.
- Good that it allows for low income housing of a lot of people
- This option is too short-sighted – need to effectively use urban land to address housing needs and other community needs
- Could be best option – adds financial return while breathing life into the community
- Having social services in one location makes sense

**Comments from Open House #1
October 10, 2007**

Name (optional): Mary Durkan Email (optional): marydurkan@windermere.com
Affiliation: Family Member is resident at Fircrest

What features and aspects of the Campus are important and should be considered in the planning process?

Open space, green space, pedestrian corridors (trails, etc),
Campus-like setting, safety.

What are your comments about potential new uses on the Campus?

1. I'd like to see a playground!
2. Temporary housing for students, medical trainees, & family of respite clients.
3. Expanded respite & medical services for DD at Fircrest AND the community at large.
4. Education centers for training people to work w DD Community.

3) Other comments:

This is an amazing piece of property that has the potential to be a huge asset to Shoreline, Fircrest, people w DD, & the community at large. I believe that this campus could be a nationally renowned social service campus!



AHBL

To submit additional comments in writing contact Betsy Geller at bgeller@ahbl.com or by mail: AHBL, Inc. 1200 6th Ave, suite 1620, Seattle, WA 98122

Name (optional): _____ Email (optional): _____

Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process?

- ① RESIDENTIAL
- FIRCREST SCHOOL, ② RESPITE CARE
- TREES & GARDENS.
- PUBLIC HEALTH LAB.
- PUBLIC OWNERSHIP.

What are your comments about potential new uses on the Campus?

- PUBLIC HEALTH CLINIC INCLUDING DENTAL. ① MULTI-LINGUAGE e.g. International Community Health Services
- ② MULTI-ACCESS SELF-PAY, LOW INCOME, INSD, etc.
- EMERGENCY/TRANSITIONAL HOUSING. ③ MULTI-DISCIPLINARIAN - EAST/WESTERN
- CULTURAL CENTERS - FILIPINO, KOREAN, AFRICAN, ETC.
- FOOD BANK (NOT JUST WAREHOUSE). • NERF-LIKE FACILITY

3) Other comments:

- DO NOT SELL TO PRIVATE INVESTORS; ONLY LEASE OUT (e.g. 40 yrs - 99 yrs)
- IF NEEDED, ALONG 15th AVE NE ONLY COMMERCIAL USAGE FOR LOCAL, WALK-IN TRAFFIC
- CONSIDER NEIGHBORS ACROSS STREET/PROPERTY LINES.
- LOW IMPACT/ZERO IMPACT DEVELOPMENT.
- PEDESTRIAN CONNECTIONS • ENCOURAGE ~~ED~~ NON-MOTORIZED CIRCULATION.



AHBL

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Maggie Fimia
Shoreline City Councilmember
729 N. 148th
Shoreline WA 98133
mfimia@zipcon.com
206 368-0814

Fircrest Master Plan

October 10, 2007

I am submitting these comments as an individual and not as a City Councilmember. They are based on my prior representation of this area, discussion with existing and potential stakeholders, talking with people who live in the adjacent neighborhoods. Some of these suggestions assume not just the excess land, but maximizing the use of the Fircrest School and facilities.

1. *What would the City consider a "community benefit" in regards to future use of excess land at Fircrest?*
 - *Additional retail and commercial areas*
 - *Community, cultural, art, recreation centers –there is already a pool there that could be shared*
 - *Affordable Senior and family housing with community room/playground/park area to allow for cross-generational interaction*
 - *Community Medical, dental and counseling facilities for general public and Community based DD population*
 - *Respite care for Community Based DD homes*
 - *Training for Community Based DD staff and managers*
 - *Lease space for non-profits*
 - *Connecting trails to Southwoods and Hamlin Park*
 - *Art/living space – lofts*
 - *Pea Patch area*
 - *Market rate housing – capping size and number based on community input and infrastructure/transit service capabilities*
 - *Classroom space for Shoreline CC or University of WA*
 - *Library*

2) *What would the City consider to be the highest and best use for the excess property?*

I would not like to see the State legislature be forced to pick just one of these. I don't believe they are mutually exclusive. I would recommend that we ask the State to rank these, rather than select one.

Because the State is setting aside about half of the functions for State use already, we could make the case that these be ranked in reverse order:

Highest and Best Use as defined by 1. benefit to the local community, then 2. State operations, then 3. financial return. If the State includes some private sector activities or public sector facilities that could attract federal grants and other jurisdictional or non-profit contracts – they could still have the property generating dollars for the whole DD program- Fircrest and Community based.

Thank you for the opportunity to provide some comments and recommendations.

Maggie Jimin

Name (optional): Mark Holmes Email (optional): markh@perreet.com
Affiliation: Neighbor

What features and aspects of the Campus are important and should be considered in the planning process?

With respect to the identified Excess properties, the future development should determine what remains & what the developer will replace. The ~~the~~ natural / open character should be considered though.

What are your comments about potential new uses on the Campus?

The eastern edge of 15th ^{has} ~~is an~~ important potential for the shoreline neighbors. Currently the ridgecrest neighborhood S. of Fircrest is cut off from the city (North city) other than the busy & abandoned 145th & 15th intersection. Bring in some retail so that the residents have a reason to stick around.

3) Other comments: I think that mixed use retail and residential could benefit both Fircrest and the neighboring shoreline community.

Turn over the structures on the SW corner to redevelopment.

Look @ swapping some properties where a developer could relocate & rebuild some existing aging buildings not



AHBL

Name (optional): John Behrens Email (optional): JESWA52@aol.com

Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process?

OPEN SPACE AVAILABLE FOR
COMMUNITY USE.

What are your comments about potential new uses on the Campus?

IT SHOULD BE USED FOR PUBLIC
BENEFIT - SOCIAL SERVICE CENTER FOR
TEENS, ADULTS, AND SENIOR CITIZENS.

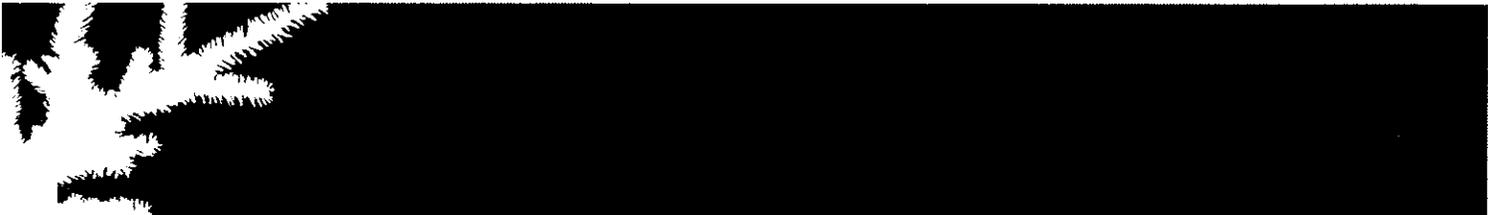
3) Other comments:

This is the one open
SPACE in our city that should NOT
BECOME Retail Development. A Truly
VISIONARY project that includes Housing AND
COMMUNITY SERVICE IS HERE FOR OUR TAKING



AHBL

To submit additional comments in writing contact Betsy Geller at bgeller@ahbl.com or by mail: AHBL, Inc. 1200 6th Ave, suite 1620, Seattle, WA 98122



Name (optional): _____ Email (optional): _____

Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process?

*Why not have Botanical Garden
it is the only open piece of land
we have left around here.*

What are your comments about potential new uses on the Campus?

3) Other comments:



AHBL

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Name (optional): Letha Wene Email (optional): _____

Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process?

keep school

What are your comments about potential new uses on the Campus?

Don't sell

3) Other comments:



AHBL

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Name (optional): Donna Eggen Email (optional): donnaeggen@Comcast.net
 Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process? See Below - Save 1510 Court!

What are your comments about potential new uses on the Campus?

I want to see the houses at 1510 court used for emergency housing or senior housing or some such. They should be used, not wasted or torn down.
transitional housing

3) Other comments:

Consider leaving it all green!
Parks, gardens.



AHBL

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Name (optional): DENNIS LEE Email (optional): 206 3627798
Affiliation: RESIDENT 40 YEARS

What features and aspects of the Campus are important and should be considered in the planning process?

What are your comments about potential new uses on the Campus?

history of past steak holders
& little more
Physical property description
& transferance

3) Other comments:

15 TO COURT SAVE THEM IF
POSSIBLE



AHBL

To submit additional comments in writing contact Betsy Geller at bgeller@ahbl.com or by mail: AHBL, Inc. 1200 6th Ave, suite 1620, Seattle, WA 98122

Name (optional): Sally Strangor Email (optional): _____
Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process?

Open spaces and park like areas for walking paths with access to Homer Park

What are your comments about potential new uses on the Campus?

*Senior low income housing, (apts)
Cottage housing - 1 story homes for seniors to purchase*

3) Other comments:

No special treatment for any special interests groups by their race!!



AHBL

To submit additional comments in writing contact Betsy Geller at bgeller@ahbl.com or by mail: AHBL, Inc. 1200 6th Ave, suite 1620, Seattle, WA 98122

Very Very interested 206-542-3906

Name (optional): LeAnn Wacker
Affiliation: Citizen

Email (optional): PAWacker@aol.com

What features and aspects of the Campus are important and should be considered in the planning process?

Finest school should be kept with maximum use for respite care. Co-operative partnerships with city Parks Dept. for swim pool, gym and community rooms. Rental office and infirmary may have partnership uses.

No excess property should be sold. The property should be leased with income stream to DD population in community based

What are your comments about potential new uses on the Campus?

There is open space near the heritage garden (not excess) which could be senior affordable housing and compatible with DD population

Create a village with mixed use density ADA compliant, with opportunities for DD and/or independent living. Lease underlying land public private partnership. Income stream like UW downtown land possible 5 acres for misdemeanor jail for municipalities (former NRF location)

3) Other comments:

Cultural center where old administrative building was (from Navy) public private partnership Korean, Phillipino, Greek, African communities Lease land Public health clinic, mental health clinic, extra duplexes on campus might be used for temporary shelter for abused women



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Let income stream from leases serve DD community as U.W. properties do and have done for 100 years.

Name (optional): Maureen Durkan Email (optional): maureendurkancrcast.net

Affiliation: Friends of Fircrest, guardian for Fircrest, Resident
Chair of "ACTION 10"

What features and aspects of the Campus are important and should be considered in the planning process? See attached.

The primary use of the property should be to provide services to our citizens with developmental ~~both as~~ both those who live on + off campus. The money obtained from any leases of the property should go into payroll for these services. Services should be expanded + added to serve people w/ DD.

What are your comments about potential new uses on the Campus? See attached

3) Other comments: ^{see} attached



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Fircrest Master Plan.

The primary use of the Fircrest property should be to serve our citizens with developmental disabilities both on and off campus. The money obtained from any leases should go into the DDD fund for people with developmental disabilities to help pay for the services on the campus.

- 1. We should provide more services to people with developmental disabilities in the surrounding community. This would include psychological, medical, nursing and dietary. Also, physical, occupational and speech therapy, recreation therapy, adult training and work programs, crisis stabilization and respite services.**
- 2. Have free housing available to students in exchange for working with people with developmental disabilities (this would cut employment costs and provide students an opportunity to work with people with D.D) Training could also be provided to college students studying health care professions, education and other areas.**
- 3. Programs or businesses on the Fircrest campus should be encouraged to employ or train people with developmental disabilities.**
- 4. There should be day programs/respite, after school programs and tenant support housing for people with developmental disabilities.**
- 5. A 24 hr triage center is needed for clients with developmental disabilities who are having behavioral (not medical) emergencies; this is more appropriate (and more cost effective) then sending them to Harborview ER or the King County jail or detention system.**
- 6. Continue to build relationships with Universities and colleges in areas of research that will benefit our citizens with developmental disabilities.**
- 7. Provide an area on Hamlin Park/Fircrest for a “boundless playground” or accessible playground for people with developmental disabilities. (There needs to be a park like this in Shoreline).**

Other compatible uses:

1. Senior Housing. Senior citizens would be good neighbors for people with developmental disabilities. Seniors can share some of the services on campus and we could have a grandparent programs for people with developmental disabilities who use the services on the campus.
2. Public Health medical clinic.
3. State Patrol office (they were there before)
- 4 .Alcohol rehab (they were there previously and were good neighbors)
5. Retail space along 15th Ave (should encourage employment of people with DD)
6. A Convention center or meeting rooms that would bring in some revenue?

Name (optional): Jim Hardman

Email (optional): ABUAK9@aol

Affiliation: Friends of Fircrest

What features and aspects of the Campus are important and should be considered in the planning process?

I like the goals as stated in hand out

What are your comments about potential new uses on the Campus?

Bldg 54 area should be developed, if at all, for benefit of RHC residents. All land 15th NE east to school property & north of circle drive [from its southern most point] should be dedicated to DD uses - including educational uses e.g. nursing, dentistry, etc in conjunction with colleges

3) Other comments: affordable sr housing south of circle drive

& other community uses (eg gardens)

small business with DD employment

See generally Friends of Fircrest proposals previously submitted.



AHBL

Name (optional): Howard Berkshub Email (optional): _____
Affiliation: SHORELINE PARKS ADVISORY COMMITTEE

What features and aspects of the Campus are important and should be considered in the planning process? *open space needs to be preserved and enhanced*

What are your comments about potential new uses on the Campus? *Parks is a great
community South work with Harbor Park.
No Commercial use other than housing.*

3) Other comments:



AHBL

To submit additional comments in writing contact Betsy Geller at bgeller@ahbl.com or by mail: AHBL, Inc. 1200 6th Ave, suite 1620, Seattle, WA 98122

Name (optional): Stacy Gillet Email (optional): stacygillet@a
Affiliation: Arc of Washington, Citizen Comcast.net
of Shoreline, family member.

What features and aspects of the Campus are important and should be considered in the planning process?

This campus was originally designated to serve the needs of the developmentally disabled across the state. Any use of this property should continue to benefit that same population - but we must think about alternatives - ~~the~~ resources generated by use of the land + buildings should go into a public endowment or trust to be used to serve

people w/ developmental disabilities

What are your comments about potential new uses on the Campus?

Preserve the intent of using the land for people w/ Dev. Disabilities - by identifying ^{new} uses that generate income to be placed in trust

Forest land - placed into conservancy - generates income for trust

Lease buildings - placed in trust

Sell or redesignate land - income placed in trust.

This benefits the community + people w/ dev. disabilities.

3) Other comments:

Rather than using CEI + RI to support the institution, money generated by use of the land here should be placed in the Developmental Disabilities Community Trust which currently manages excess properties identified on the Rainier, Yakima Valley and Lakeland Village campuses. This trust manages the state's land on RITE campuses.



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Programs - General State land management practices + the Enabling Act all support continuing the use of this land to generate income for the benefit of the original beneficiaries.



Name (optional): _____ Email (optional): _____

Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process?

open space

What are your comments about potential new uses on the Campus?

Although I approve of affordable housing, it must be compatible with safety for the neighborhood and Fircrest school residents. So senior affordable housing and a refuge for women with small children might be ok. others might not.

3) Other comments:



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Name (optional): Donna Domina Email (optional): domina@msn.com
Affiliation: _____

What features and aspects of the Campus are important and should be considered in the planning process? Leave Firecrest the way it is as far as living, working ect... I would like to see nothing but state agencies on the land. Most people out in the community do NOT understand DPs. To put Apartments Condo's low income housing with family could be a big mistake, more sheltered work shops.

What are your comments about potential new uses on the Campus? I don't like the Ideas of Condo's Apartments low income housing. Unless, all is fenced off. Do to safety of people that live here and also to the people that would be ~~moving~~ moving in. Residents do wonder around some do have behaviors. Teaching center! (staff)

3) Other comments: I would like to see lots of Advertising.
I would like a mailing all the mailings
Please - Donna Domina
POB. 1041
LIBAR WA 98251



AHBL

To submit additional comments in writing contact Betsy Geller at bgeller@ahbl.com or by mail: AHBL, Inc. 1200 6th Ave, suite 1620, Seattle, WA 98122

Name (optional): Pete Eubank Email (optional): SignalFather@yahoo.com
Affiliation: Employee + advocate

What features and aspects of the Campus are important and should be considered in the planning process?

The option of DDD clients having access to affordable homes

What are your comments about potential new uses on the Campus?

Retail -
rental -
DASH state offices

3) Other comments:



AHBL

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Name (optional): Sherry Marlin Email (optional): aesong@comcast.net
Affiliation: neighbor

What features and aspects of the Campus are important and should be considered in the planning process?

What are your comments about potential new uses on the Campus?

light residential business
housing - variety
Gov Buildings such as DSHS

Neighborhood needs
business growth.

Mixed use for differing types of vehicles on the roadway. Food lifeline brings in large semis many times a day. Our infrastructure isn't built for this - any extra would not be acceptable without roadway changes

3) Other comments:



AHBL

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**Comments from Open House #2
November 8, 2007**

FR. FOOD LL
11/8/07
OFF #2

Fircrest Campus One-Stop Human Services Center Submitted for Consideration in the Excess Property Master Plan

Vision:

Washington State and the City of Shoreline have a long history of assisting the most vulnerable families, children and seniors in our community through support for local nonprofit organizations. However, 1 in 7 residents of North King County still struggle to pay for the basic necessities, and almost 557,000 people in Western Washington must utilize food banks each year to help feed their families. With the Fircrest Master Plan, the State has a new and exciting opportunity to increase its support for these families in need through the creation of a One-Stop Human Services Center in Shoreline, Washington.

Located on the Fircrest Campus, this Human Services Center could provide a central location for food, family counseling and support, youth programs, emergency financial assistance, and other critical services necessary for a thriving, healthy community, as well as offering affordable housing. Residents in need, often working numerous odd-hour jobs and traveling by public transportation, would be able to access a variety of services in one convenient location.

Benefits to the State, to the City of Shoreline, and the wider community would be numerous and include:

- Efficiently using limited space by including multiple storied building with the potential for an underground parking facility
- Ensuring compatible neighbors for the residents of Fircrest School, which serves those with developmental delays
- Investing in a successful integrated service provision model, as seen in similar service and housing centers in West Seattle and Redmond
- Providing critical and necessary services at a low cost to the State, by leveraging additional funding sources and in-kind donations of the individual nonprofit agencies at one site.

Reality:

Currently, a number of nonprofits located in the Shoreline area are outgrowing their facilities, which are often located in hard-to-reach areas for clients needing their services. Because they are physically dispersed throughout the community, they are also often unable to leverage potential partnerships and referrals. Examples of local agencies that could join the center include:

Hopelink

The largest nonprofit based in North and East King County, Hopelink provides food, housing, child care, adult education, transportation, financial assistance and a variety of other services that help clients work towards self-sufficiency and end the cycle of poverty. Hopelink's Shoreline location, including its extensive food bank, was recently relocated to the shopping center at Westminster Way North. However, this location is not easily accessed by bus or convenient to other local human service providers, and it is not certain that that site will be available to Hopelink in future years.

Food Lifeline

Washington's largest hunger-relief organization distributes nearly 22 million pounds of food to over 300 food banks and meal programs across Western Washington. Food Lifeline's administrative offices and Volunteer Repack Center have been located on the Fircrest Campus for over 20 years. Food Lifeline is an active partner in the Shoreline community, engaging volunteers, servicing food donors, and distributing food to local agencies. While Food Lifeline currently operates a second warehouse in south Seattle, running dual locations has created inefficiencies. Expanding on the Fircrest Campus to utilize one floor of the Human Services Center would allow Food Lifeline to best leverage its funds and distribute the most food to those in need.

Center for Human Services

The Center for Human Services (CHS) is a community-based nonprofit youth and family services agency that has been a resource to children, adults and families in North King County since 1970. CHS serves over 10,000 community members each year through family counseling, family support, and substance abuse prevention, intervention, and treatment. Located on 15th Ave. NE in Shoreline, CHS has outgrown its current facility. Locating some of its services at a human center at Fircrest would provide CHS with needed expansion opportunities, solve significant space issues encountered by its existing programs at its current site, and provide another safe and convenient location for the families they serve.

Request:

While planning for the future of the Fircrest Campus, we ask the State to make an investment in a healthy community through creation of a One-Stop Human Services Center. Providing easily accessible critical services to those in need, this innovative and successful model would be a strong asset to the State, the City of Shoreline, and the broader community..

For More Information, contact:

Food Lifeline, Linda Nageotte, President & CEO, 206-545-6600, x 234

Endorsed By:

Hopelink, Marilyn Mason-Plunkett, CEO
Center for Human Services, Beratta Gomillion, Executive Director
North Urban Human Services Alliance (NUHSA)

Sources:

Human Services Needs in North King County: A Report to Decision Makers, 2007, North Urban Human Services Alliance

Fircrest users. Please don't let
NIMBY's limit this project.

- Also - budget for ~~the~~ mediators.
Shoreline projects often seem
to end up in court or
Building & Land hearings. If
we can mediate instead of
litigate we'd save a ton
of money

lights got turned off had to see & write

**Fircrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): PAT MUMFORD Email (optional): Hpm - 430 Kalmus Court
Affiliation: Shoreline resident, Fisheries Biologist

1. What do you like best about Option 1 and why?

I AM not impressed with promise of directives
of Legislature... False promise

2. What do you like best about Option 2 and why?

Do not use this land for affordable home or any
other kind of new housing
Better to Put a City hall & civic meeting place instead

3. What do you like best about Option 3 and why?

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

Day Light Hamlin Creek To include salmon spawning
capability, can use it to clean gray water to support Aquatic
projects

5. Other comments? (please feel free to write on back)

it is my feeling that if Fircrest were fully utilized as Formerly
was the case that there would not be a surplus. Many
homes in Shoreline do not do that good job with the care of their
people who would be far better served in a larger campus



Submit additional comments in writing contact Betsy Geller at bgeller@ahbl.com or
mail AHBL, LLC 1200 6th Ave, suite 1620, Seattle, WA 98122
or on website <http://www.cityshoreline.com/cityhall/projects/fircrest/index.cfm>



8, where economy of scale in activities, med care
would be more efficiently carried out and better used the
skilled professionals necessary for quality of care

Hypothetically does not need new "mort cash"
least desirable in most many best. No cost of

Keep it as state land no private housing,
no sale no long term lease

Have HO B use of resources aimed at Waring, Waring
we don't need more developers doing projects on public land
for private use.

You don't care in other ways to maximize asset (cash)
relates to the tax payer, you by that are very affected
and not minimize what you spend
on the perimeter you formerly had 1 story wood
buildings, one of which was state owned expecting
vehicles is utility trailers, that was considered
if being required.

No small lot houses
some care of units less maintenance the dropped position why, if it
worked.

My not of. There's use of land for city Hall & civic nearby Hall

No warehouse no retail housing & business

My Ponder to the Developer?

**Fircrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): Janet Roach Email (optional): jroach@arczip.com
Affiliation: _____

1. What do you like best about Option 1 and why?

2. What do you like best about Option 2 and why?

3. What do you like best about Option 3 and why?

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

5. Other comments? (please feel free to write on back)

Please reserve plenty of room for public parking ~~and~~ including handicapped parking →



close to the activity building and its pools.
People from all over north King county
come to use the ^{swimming} pools. Easy access
from 15th Ave to the pool is very important.

The Fircrest pools are a TREASURE!
They have no equal in the Seattle area -
Their warmth, size and accessibility
(lifts into pool for wheelchair bound)
make them ideal for arthritis
exercise - swimming classes; and for
individual exercise and hydrotherapy
for many people suffering with back
and joint problems.

Let's have maximum public
access to the pools. Save room for
parking!

**Fircrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): Marie Meli Email (optional): footie.auntree@yahoo.com
Affiliation: Shoreline Citizen/Fircrest Parent

1. What do you like best about Option 1 and why?

I do think an entrance through Hamlin Park as viable or advantage to Fircrest. I also hope there are more than one entrance/exit available on a regular basis... mostly for emergency purposes, when Hamlin is in use for an event, Fircrest could be frozen off from the community.

2. What do you like best about Option 2 and why?

It has very little viability in my eyes.

3. What do you like best about Option 3 and why?

I'm not impressed.

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

5. Other comments? (please feel free to write on back)

have Fircrest lose it long-time main entrance is an action that demonstrate that the persons in residence here are viewed as 2nd class citizens.



To submit additional comments in writing, contact Betsy Geller at bgeller@ahbl.com or mail AHBL, Inc., 200 6th Ave., Suite 1620, Seattle, WA 98122. Contact website: <http://www.cityofshoreline.com/cityhall/projects/fircrest/index.com>



since the percentage of disable population is on the rise & we have no reason to expect that trend to reverse; and now the capacity of Fircrest is the most it has been for many years; In view of this facts, is there room in this future picture for expansion? What will the state (& DSHS) do to meet increased need?

Firecrest Campus
Excess Property
Master Plan

Comment Form
November 8, 2007

Name (optional): Bill Anderson Email (optional): Bill.Territ@msn.com
Affiliation: "A friend of man"

1. What do you like best about Option 1 and why?

See # 3 below

2. What do you like best about Option 2 and why?

This option should not even be offered.
It deals with more than excess property + is
outside the legislative mandate

3. What do you like best about Option 3 and why?

This is my preference... but some blend
of 1+3 would be fine.

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

If at some later date, the "y" buildings are
addressed, options could be considered such as
more efficient nursing facility and cottages for
respite + professional services as an adjunct to
Firecrest resources

5. Other comments? (please feel free to write on back)



specifically said
Berkeley
Expense to the Fircrest School
to D & H

Firecrest Campus
Excess Property
Master Plan

Comment Form
November 8, 2007

Name (optional): ROBERT PHELPS Email (optional): rphelpsna@earthlink.net
Affiliation: Shoreline citizen

1. What do you like best about Option 1 and why?

2. What do you like best about Option 2 and why?

3. What do you like best about Option 3 and why? *The open space in SE corner (adjacent to South Woods) will make a very nice addition to the latter,*

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

5. Other comments? (please feel free to write on back)

The pedestrian/bicycle paths common to all three options are a superb part of the plan.



To submit additional comments or questions, call 360.468.4000 or write to: A|H|B|L, Box 200, 600 Ave. Suite 1000, Seattle, WA 98122
or call 800.533.6336, http://www.wa.gov/osh/office/division/division_youth_services.cfm

A|H|B|L

Firecrest Campus Excess Property Master Plan

Comment Form
November 8, 2007

Name (optional): _____ Email (optional): _____

Affiliation: Firecrest employee

1. What do you like ~~best~~^{least} about Option 1 and why?

- Hmmm... too much residential housing. Yuck.

2. What do you like best about Option 2 and why?

- keeping existing property all/ DSHS ^{mostly}
- expanding land use for DSHS mission & services that are highly needed.
- consolidation of Y buildings

3. What do you like best about Option 3 and why?

- keeping green/open space

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

- Protecting a vulnerable population of people who live @ Firecrest
-

5. Other comments? (please feel free to write on back)



To submit additional comments or writing, contact Stacy Keller at stacy.keller@shs.wa.gov or small@rhbl-inc.org, 2000 6th Avenue, Suite 1620, Seattle, WA 98122
projectweb.org/html/www.cityofseattle.org/html/projectweb/est/index.cfm

RHBL

**Firecrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): _____ Email (optional): _____

Affiliation: _____

1. What do you like best about Option 1 and why?

DOWN SIDE

- IF PRIVATE HOUSING, ADDITION TO TAX ROLL
- ONLY LARGE DEV. OF NEW HOUSING IN SHORELINE
- INCREASED PARKING & TRAFFIC
- MAY GIVE UP PUBLIC CONTROL & USE
- TOO INTENSE USE

2. What do you like best about Option 2 and why?

ACCESS ONTO 15th NE
TRAIL CONNECTIONS.

3. What do you like best about Option 3 and why?

BEST OPTION
BALANCE OF (a) RETAIL (LEASE OUT THE LAND, NOT SELL)
(b) DAYLIGHT HAMLIN CREEK @ SE CORNER IN
"OPEN SPACE" (c) LOCAL BENEFITS / COLOCATION OF HUMAN SVCS.

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

DAYLIGHT HAMLIN CREEK
INCREASE NATURAL SURFACE WATER CAPACITY & FILTRATION.
DAYCARE FOR ELDERLY & DD. POPULATION.

5. Other comments? (please feel free to write on back)



To submit additional comments in writing, contact: Policy/Seller at bsj@ahbl.com or by mail: AHBL, Inc., 1200 6th Ave, Suite 4620, Seattle, WA 98102
Project website: <http://www.ci.vancouver.wa.gov/civillib/protection/index.html>



**Fircrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): Donna Eggen Email (optional): donna.eggen@Comcast.net
Affiliation: _____

1. What do you like best about Option 1 and why?

2. What do you like best about Option 2 and why?

I do not like option 2 because it takes away part of Fircrest (the Y building area). You promised Fircrest would not be touched!

3. What do you like best about Option 3 and why?

I like #3 best because it benefits the local community most, and preserves more open land.

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

Keep the residents safe from the people using the trails.
Do not expand the State Lab!

5. Other comments? (please feel free to write on back)

I still feel you should preserve 1510 Court!



**Fircrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): _____ Email (optional): _____

Affiliation: _____

1. What do you like best about Option 1 and why?

Extend mixed use to about 155th make a walking
Blvd. between buildings
add structured parking to serve the
walking village

2. What do you like best about Option 2 and why?

oppose destruction of Y buildings for
moving home. Y buildings are excellent
design for quality of life for residents

3. What do you like best about Option 3 and why?

Keep Y buildings Human services
near foodline

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property? Southeast section reduce open space

put in 4 story (or more) misdemeanor jail
similar to NRE. partner with suburban cities

5. Other comments? (please feel free to write on back)

Structured parking to serve a multi-cultural
building near pool public-private partnerships



Firecrest Campus Excess Property Master Plan

Comment Form
November 8, 2007

Name (optional): _____ Email (optional): _____

Affiliation: _____

1. What do you like best about Option 1 and why?

2. What do you like best about Option 2 and why?

3. What do you like best about Option 3 and why?

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

Recreation Area - 2 Soccer Fields w/ Artificial Turf accessible to handicap / Multiple Use Indoor Facility

5. Other comments? (please feel free to write on back)



To submit additional comments in writing, contact Betsy Geller at bgeller@ahbl.com or
mail AHBL, Inc. 1200 6th Ave. Suite 1620, Seattle, WA 98122
or our website <http://www.cityofshoreline.com/cityhall/projects/index/index.cfm>



**Firecrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): Nancy Morris Email (optional): _____
Affiliation: Shoreline resident

1. What do you like best about Option 1 and why?

2. What do you like best about Option 2 and why?

3. What do you like best about Option 3 and why?
Open spaces maintained. Once open space is gone it is gone forever.

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?
?

5. Other comments? (please feel free to write on back)
Daylight Hamlin Creek - Refer to Thurston Creek and Westlake Washington Basins Characterization Reports (Shoreline)



Fircrest Campus
Excess Property
Master Plan

Comment Form
November 8, 2007

Name (optional): LM Billingsley Email (optional): _____
Affiliation: _____

1. What do you like best about Option 1 and why?

Everything South of Entrance at
155th + 15th NE = OK, North =
Safety Issue for Residents.

2. What do you like best about Option 2 and why?

X

3. What do you like best about Option 3 and why?

X

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

CLIENT
SAFETY

5. Other comments? (please feel free to write on back)

Make Separation for Safety
of FIRCREST RESIDENTS



Fircrest Campus
Excess Property
Master Plan

Comment Form
November 8, 2007

Name (optional): Jaanne Shepard Email (optional): _____

Affiliation: Fircrest [Therapies]

1. What do you like best about Option 1 and why?

Don't like it - open up Fircrest property to
developers & real estate speculation

2. What do you like best about Option 2 and why?

will save the state revenue in renting office space
Like updating the ATP facility - It ought to be available
to people (DD) in the community as sheltered workshops are
closing down

3. What do you like best about Option 3 and why?

Like the integration of Fircrest School with
the city of Shoreline

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

provide suites to DD

5. Other comments? (please feel free to write on back)

please pray that Dino (real estate developer) Rossi
doesn't get elected Gov.



For additional comments, in writing, contact Becky Geller at beckygeller@dshs.com
or beckygeller@dshs.com, 200 6th Ave, Suite 1620, Seattle, WA 98122
or visit our site at <http://www.wa.gov/hotelinc.com/cityhall/publications/index.html>



**Fircrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): _____ Email (optional): _____

Affiliation: none

1. What do you like best about Option 1 and why?

2. What do you like best about Option 2 and why?

The nursing home building is an excellent idea & should be including in the end product & replace the Y's building

3. What do you like best about Option 3 and why?

Mixed use is excellent & should be expanded -

No improvements to F.C.'s Buildings ~~is~~ it is possible a long term expense ~~for~~ against a new building with lower utility etc. costs

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

5. Other comments? (please feel free to write on back)



Hybrid option - notify public via email
web page when available

Recoloring of blue area in option 2 - make white
" 3

Put Leg. Bill on web page

**Fircrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): _____ Email (optional): _____

Affiliation: _____

1. What do you like best about Option 1 and why?

2. What do you like best about Option 2 and why?

3. What do you like best about Option 3 and why?

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

5. Other comments? (please feel free to write on back)



**Firecrest Campus
Excess Property
Master Plan**

Comment Form
November 8, 2007

Name (optional): Pettehina Email (optional): _____
Affiliation: _____

1. What do you like best about Option 1 and why?

I think the housing with garage space shown to the west of Chapel ought to be eliminated or reduced in size & dimension.

2. What do you like best about Option 2 and why?

The six Y shaped residences ought to be retained in my estimation. They are home to the residents & stability to their lives & well being. Efficient or not they serve the population nicely.

3. What do you like best about Option 3 and why?

Good use of the SE corner. Consistent with the use and function of South Woods.

4. What other uses and/or features do you feel need to be considered in planning for the Excess Property?

social services and meet community needs

5. Other comments? (please feel free to write on back)

more to come! Good start. Keep up the good work - Lots of great questions.



Comments from Website
Received October 11th - November 30th, 2007

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 27, 2007 12:31 PM
To: Valbert, Ed (DSHS); Rachael Markle; Julia Walton
Cc: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: Fircrest Master Plan

Here's another comment.

Betsy Geller
AHBL, Inc.

From: Anderson [mailto:bill_terri1@msn.com]
Sent: Friday, November 09, 2007 10:54 AM
To: Betsy Geller
Subject: Fircrest Master Plan

Hi, Betsy! (Ed, take lessons from this lady- she's a whiz with a Powerpoint!) Thank you, again, for an informative evening. My comments are as follows:

Option #1 - As a strong financial return, it is impressive. However, I feel it is an option that impacts safety of Fircrest Residents. The vehicular traffic & proximity of such traffic to the existing Y Buildings could be an issue. Would the housing units be separated from the campus by a greenbelt? I realize this is a view from a distance & the fine tuning comes later.

Option #2 - Very impressive, but impractical. I do not see the State of WA spending \$??M for a new Skilled Nursing Facility & Adult Training Program buildings. The state is split ideologically on the existence of institutional care. Community care advocates would be up in arms - UNLESS - you have some ideas on a public relations plan. You may not be aware, but there are some individuals (parents & guardians) who would rather refuse services than come to an RHC to obtain them. There would have to be a well defined separation from the Fircrest School Campus in order for some to access services.

Option #3 - I think this could be the best option. It adds an area of financial return while it also breathes life into the community. There is a lack of "social service" contacts in this neighborhood. Having available services in a singular location makes sense. The "mixed use" aspect would be a draw for the general public in the vicinity.

#4 - Any use resulting in "Public Benefit" is appealing to me. When we look at the DD Community as a whole, we see there are areas definitely lacking (training of care givers, crisis intervention, respite, etc.). Even though this is a segment of the "public" that has shortfalls in service, it should not be the only group that would benefit from campus changes.

#5 - I like the idea of separate entries & exits for varying aspects of the property (Health Lab, Housing, Mixed Use, Fircrest School, etc.). I wonder if the upgrades to accomplish this would be more than the state is willing to spend.

Good Luck!

Terri Anderson
Friends of Fircrest

11/27/2007

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 27, 2007 8:43 AM
To: Valbert, Ed (DSHS); Julia Walton; Rachael Markle
Cc: Sarah Lucas; Michael Hintze; 207422.30@ahbl.com
Subject: FW: Fircrest Master Plan

Another TOPS comment

Betsy Geller
AHBL, Inc.

From: Jane & Dirk Thompson [mailto:janedirk@comcast.net]
Sent: Wednesday, November 21, 2007 10:02 AM
To: Betsy Geller
Subject: Fircrest Master Plan

I am writing regarding the new Fircrest Master Plan.

I would like to ask that you include a large indoor recreation facility for team sports with special accommodations for the special needs and developmentally disabled population. The facility would ideally be suited for team sports (soccer, basketball, volleyball, kickball, etc) as well as individual sports such as weight lifting, track and field, swimming (already available at the activities center) and other activities.

The specific accommodations could include (but not limited to): standard sized courts, sound proofing, padding on the walls, and special floors to reduce injuries with falls.

I have a child with special needs who plays TOPS soccer, a program to accommodate youth and adults with special needs. TOPS is part of the Seattle Youth Soccer Association under the umbrella of the Washington Youth Soccer Association. Currently he plays at the Fircrest Activity Center gym but at age 15 and being 5' 10", the gym is really too small for him and the older teens on his team.

The construction of an indoor sports facility for team sports at Fircrest would fill a greatly needed service. I would like to ask that you consider this an opportunity to make Fircrest an exemplary regional center to serve the recreational and social needs of special needs and developmentally disabled populations. The heritage of Fircrest is one of service for the developmentally disabled and this would be in congruence with this history. Coordinating this effort with Special Olympics and other similar organizations would further enhance the center's offerings. Shoreline has an opportunity to join forces with the State of Washington to make this so.

Thank you for your attention to our concerns,

Sincerely,
Jane Thompson
Lake Forest Park

11/27/2007

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 27, 2007 8:42 AM
To: Valbert, Ed (DSHS); Julia Walton
Cc: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: Forwarding a Comment
Attachments: MP Phase I comment.pdf

Here's another Fircrest comment from TOPS.

I'll be forwarding a number of comments this morning that were received before Thanksgiving.

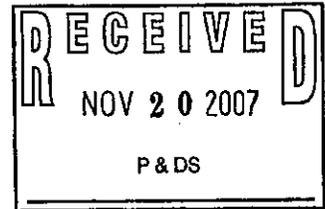
Betsy Geller
AHBL, Inc.

From: Rachael Markle [mailto:rmarkle@ci.shoreline.wa.us]
Sent: Wednesday, November 21, 2007 8:26 AM
To: Betsy Geller
Subject: Forwarding a Comment

Hi Betsy, attached is a comment that was mailed to me. I'm not sure if you got one too. How's the final Phase I report coming? Hope all is well and that you and your team get to have a great long weekend! Rachael

<<MP Phase I comment.pdf>>

Rachael Markle
City of Shoreline
17544 Midvale Avenue North
Shoreline, WA 98133-4921



Dear Ms. Markle,

We are writing regarding the new Fircrest Master Plan.

We would like to ask that you include a large indoor recreation facility for team sports with special accommodations for the special needs and developmentally disabled population. The facility would ideally be suited for team sports (soccer, basketball, volleyball, kickball, etc) as well as individual sports such as weight lifting, track and field, swimming (already available at the activities center) and other activities.

The specific accommodations could include (but not limited to): standard sized courts, sound proofing, padding on the walls, and special floors to reduce injuries with falls.

We are a group of families who have children with special needs. Most of us live in Shoreline while a few live in nearby cities. Our children play TOPS soccer, a program to accommodate youth and adults with special needs. TOPS is part of the Seattle Youth Soccer Association under the umbrella of the Washington Youth Soccer Association. We have been renting the Fircrest Activity Center gym for weekly practices since our inception in 2001.

Our children have very different special needs and strengths. Some of our children are challenged physically while others are challenged mentally and emotionally. Whatever the case, our children come together every Sunday night to play soccer – to be part of a team of like talented kids, to get exercise, to be challenged, to laugh and to be accepted. These are children who cannot play on “regular teams”, be they of soccer, basketball, baseball, or volleyball. They cannot physically run the field, kick the ball, focus on the task at hand, or tolerate the visual and auditory commotion created by the team of players. Whatever their challenge, they need a team of like challenged kids with which to play. And they need a facility that can accommodate their physical and mental challenges.

Presently there are limited team sports facilities in our region that comfortably accommodate youth and adults with the full spectrum of special needs and developmental disabilities. Currently the Activity Center has a small gym. It is not large enough for a standard sized basketball court. It works fine for the younger team but not for our older and larger kids. The other problem is that it is extremely loud. As you know, gymnasiums typically have hard surfaces from floor to ceiling. These reflect and magnify noises. Most special needs children have some component of sensory integration problems. This means many cannot tolerate loud sounds or bright lights. They especially cannot tolerate the loud commotion heard on a gymnasium floor during a game. The gym at the Activity Center is not sound insulated. We also have children who have physical limitations and are at high risk for falling. Currently the floor is a

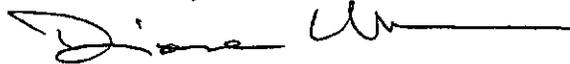
hardwood floor that is very unforgiving should one trip and fall down. Also, the walls are not padded should one miscalculate the distance to the wall and run into the wall.

Exercise and socialization is extremely important for physical and mental health. But special needs children have fewer opportunities for both physical and social activities. As a result these children hesitate to participate in physical activities and sports. Add the social isolation that they often experience and the kids and adults frequently become very sedentary. This can translate into poor health in childhood and adulthood. An indoor sports facility that has the appropriate accommodations could make the physical activity much more inviting and comfortable.

The construction of an indoor sports facility for team sports at Fircrest would fill a greatly needed service. We would like to ask that you consider this an opportunity to make Fircrest an exemplary regional center to serve the recreational and social needs of special needs and developmentally disabled populations. The heritage of Fircrest is one of service for the developmentally disabled and this would be in congruence with this history. Coordinating this effort with Special Olympics and other similar organizations would further enhance the center's offerings. Shoreline has an opportunity to join forces with the State of Washington to make this so.

Thank you for your attention to our concerns,

Diane Walker,
TOPS Board Member and parent,
7525 34th Avenue NE
Seattle, WA 98115
206-523-9926

A handwritten signature in black ink, appearing to read "Diane Walker", followed by a horizontal line extending to the right.

November 2007

We the undersigned support the preceding letter addressed to the City of Shoreline regarding the proposed Fircrest Master Plan.

<u>NAME AND SIGNATURE</u>	<u>ADDRESS</u>	<u>AFFILIATION</u>
Keri A. Buffen	20206 24 th Ave NW Shoreline WA 98177	TOPS Soccer parent
Brenne Schain	17836 Balling Wy NE LFP	" /
Kathleen Stuyant	2621 NE 185 th St LFP 98155	REPT TOPS Parent
Michael Hughes	20112 30 th Ave NE LFP	Tops Parent
Joe Cunningham	15558 26 th Ave NE Shoreline	TOPS Parent
Michael Connell	3538 NE 166 th Lake Forest Park 98155	Admin. / TOPS
Jane M. Thompson	16753 39 th Ave NE LFP 98155	TOPS Parent
Bob Sanchez	1610 NE 150 th St, Shoreline 98155	Admin/Parent
Virginia Lynch	19353 2 nd NW Shoreline WA 98177	Parent / TOPS Board member
William Lynch	19353 2 nd NW Shoreline WA 98177	Parent of TOPS
Catherine Linn	4677 41st Ave NE Seattle WA 98105	TOPS Coach
Diane Walker	7525 34 th Ave NE Seattle 98115	TOPS Board parent
William Jones	7525 34 th Ave NE Seattle 98115	TOPS parent and SYSA member

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 27, 2007 8:57 AM
To: Valbert, Ed (DSHS); Julia Walton; Rachael Markle
Cc: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: Fircrest

Betsy Geller
AHBL, Inc.

From: Anna Strahan [mailto:astrahan@uwkc.org]
Sent: Wednesday, November 21, 2007 3:39 PM
To: Betsy Geller
Subject: Fircrest

Hello,

I am a homeowner in Shoreline, in the Ridgecrest neighborhood very close to the Fircrest campus. I wanted to make sure that my comments are weighed-in when deliberating about the campus conversion.

It is extremely critical that we build more affordable housing for single adults and families. Please do not consider building market-rate condos or apartments, and if they are built, that there are a minimal number of market-rate units. All too often, 'affordable housing' is built—meaning there are 10 affordable units out of 100. Given the dire need for fair, affordable housing for families and individuals who cannot pay exorbitant rent costs, please consider at least 50% or more of the units for affordable housing.

I also think it's a good idea to have on-site supports like a gym, a clinic, or a community center.

Thank you for considering my opinion as a Shoreline Resident.

Anna

Anna Strahan
MSW Practicum Student, UW SSW
astrahan@uwkc.org

11/27/2007

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 27, 2007 8:59 AM
To: Julia Walton; Valbert, Ed (DSHS); Rachael Markle
Cc: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: Fircrest Master Plan

Betsy Geller
AHBL, Inc.

From: Markham, Cheryl [mailto:Cheryl.Markham@kingcounty.gov]
Sent: Wednesday, November 21, 2007 4:28 PM
To: Betsy Geller
Cc: Block, Bill; Bruce, Gretchen; Peterson, Linda; Antoncich, Carole
Subject: Fircrest Master Plan

Dear Ms. Geller:

I write to you as the Manager of the King County Housing and Community Development Program. For many years we have worked in a consortium with the cities outside the City of Seattle, including the City of Shoreline, to plan for affordable housing, a suitable living environment and economic opportunities for very low to moderate-income residents of our communities. Lack of affordable housing was a big concern for very low to moderate-income residents of the City of Shoreline and the northend during the development of the five year strategic plan for our consortium in 2005, and is a need consistently mentioned by the human services and planning staff at the City of Shoreline.

This planning process for Fircrest presents the perfect opportunity to meet those needs and incorporate a range of affordable housing opportunities for the community. It is very important that every community use such rare opportunities to provide decent housing and a suitable living environment for residents at every income level. In addition to the fact that affordable housing is good for the people who need it, affordable housing is also good for economic development and regional sustainability, allowing working households at all income levels in the community to live near where they work rather than moving far away, and to spend money in the local community rather than on commuting.

Option 1 - I like the fact that this option emphasizes housing - this fits the best with the legislative directive emphasis on affordable housing and smart growth. I would like to note that a large site like this lends itself well to nice mix of housing types for a mix of different income levels. There are a number of models to look at that incorporate very low-income housing with median-income level housing with market rate housing in an attractive dense community setting that can include some planned open space (pocket parks) and some commercial space. This option is the best for meeting both community needs and growth management goals.

Option 2 - the opportunity for community benefit from affordable housing incorporated in the manner mentioned above, which is also meets important growth management goals outweighs option 2 - if this option were chosen it should include affordable housing.

Option 3 - this option is too short-sighted. Community space could also be incorporated in Option 1, as noted above. Our children will thank us when we have effectively used urban land to creatively address housing needs and other community needs, and have significantly reduced the number of households commuting across the region, and have supported opportunities for working people at all income levels to live and work in their community and for seniors and persons with a disability to live with dignity in their community; and they will thank us when we have ensured that everyone in King County has a place to call home.

11/27/2007

It is important that all of us as government entities pursue every opportunity to support the inclusion of affordable housing in property that is being re-developed or re-used. Creative planning that includes dense housing can provide housing for a broad range of income levels, including households with very low incomes, and leave space for the incorporation of other desired elements.

Thank you for the opportunity to comment.

Cheryl Markham

Program Manager

King County Housing & Community Development Program

WE HAVE MOVED!

Please note new address:

401 5th Avenue, Suite 510

Seattle, WA 98104

Please note new email: cheryl.markham@kingcounty.gov

Please note new phone number: 206-263-9067

(Fax) 206-296-0229

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 27, 2007 9:00 AM
To: Valbert, Ed (DSHS); Rachael Markle; Julia Walton
Cc: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: Fircrest Master Plan

Betsy Geller
AHBL, Inc.

From: Shereen Allen [mailto:shereena@msn.com]
Sent: Friday, November 23, 2007 4:23 AM
To: Betsy Geller
Subject: Fircrest Master Plan

We do not like option 1 because it gives up state land.

We prefer option two, but would modify it to only include public use and not residential expect for having more state supported senior or low income housing, rather than private small lot residential. We are also for open space. We also like the idea of State Offices that are leasing space to move into a portion of the land. Leasing land or building to non-profits such as food banks or treatment programs are also a great use. Keeping the Fircrest School and improving its operation is great. We think anything there that helps treat the mentally ill is a great use.

We do not like Option 3 either although the open space part is cool.

Shereen Allen and Scott Anderson
725 NE 201st ST
Shoreline, WA 98155
Phone: 206-365-2238
Shoreline Residents and Voters

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 27, 2007 9:12 AM
To: Sarah Lucas
Subject: FW: Fircrest

Sarah, see below about adding another email address. Thanks.

Betsy Geller
AHBL, Inc.

From: Anna Strahan [mailto:astrahan@uwkc.org]
Sent: Tuesday, November 27, 2007 9:07 AM
To: Betsy Geller
Subject: RE: Fircrest

Thanks Betsy! I was emailing from my internship/ practicum address w/ United Way of King County. Could you please add my personal email address to your mailing list? That one is: annastrahan@hotmail.com

Thanks again for considering my feedback, and keeping me in the loop for future meetings!
Anna

From: Betsy Geller [mailto:BGeller@AHBL.com]
Sent: Tuesday, November 27, 2007 8:57 AM
To: Anna Strahan
Subject: RE: Fircrest

Thank you for your comments. They will be considered during the planning process and will become part of the report. We will add you to the mailing list for future public meetings on this project.

Betsy Geller
Planner
AHBL, Inc.

AHBL is a planning consultant to the Department of Social and Health Services for this master planning project.

From: Anna Strahan [mailto:astrahan@uwkc.org]
Sent: Wednesday, November 21, 2007 3:39 PM
To: Betsy Geller
Subject: Fircrest

Hello,

I am a homeowner in Shoreline, in the Ridgecrest neighborhood very close to the Fircrest campus. I wanted to make sure that my comments are weighed-in when deliberating about the campus conversion.

11/27/2007

It is extremely critical that we build more affordable housing for single adults and families. Please do not consider building market-rate condos or apartments, and if they are built, that there are a minimal number of market-rate units. All too often, 'affordable housing' is built—meaning there are 10 affordable units out of 100. Given the dire need for fair, affordable housing for families and individuals who cannot pay exorbitant rent costs, please consider at least 50% or more of the units for affordable housing.

I also think it's a good idea to have on-site supports like a gym, a clinic, or a community center.

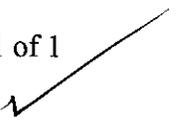
Thank you for considering my opinion as a Shoreline Resident.

Anna

Anna Strahan

MSW Practicum Student, UW SSW

astrahan@uwkc.org

**Sarah Lucas**

From: Betsy Geller
Sent: Wednesday, November 14, 2007 9:28 AM
To: 207422.30@ahbl.com; Michael Hintze; Sarah Lucas
Subject: FW:

And another comment....

Betsy Geller
AHBL, Inc.

From: Patty Hale [mailto:patricia_hale_1@msn.com]
Sent: Wednesday, November 14, 2007 7:45 AM
To: Betsy Geller
Subject:

Fircrest Master Plan comments

- Plan 1: LIKE:** small section of multi-family residential housing near southeast corner. Because it is smaller development & it is set back from R-6 zoning.
DISLIKE: intensity of multi-family housing along 15th. Too much! Too dense, too overwhelming for neighborhood and services.
- Plan 2: LIKE:** better land use for Fircrest housing. Original was poorly designed and is dysfunctional. Also like the idea of possible expansion for DOH. Not only is it needed, but they have been a good neighbor. An expansion of this facility would be less likely to disrupt the neighborhood visually and would not need massive increase of additional housing units to support it.
DISLIKE: Concerned about potential problems that supporting services could have on the neighborhood and the existing - fragile population. The possibilities are endless as to how many dysfunctional and potentially dangerous combinations of people would be coming to Shoreline, my neighborhood and the Fircrest Campus to receive social services.
- Plan 3: LIKE:** as an over-all plan, I like this best. The Open Space is good! I feel it is important that we take advantage of saving Open Space, as once it is gone - developed, it will be impossible to re-claim it. Mixed use on the corner of 150th & 15th is acceptable.
DISLIKE: No ability for expansion of DOH

Patty Hale

Sarah Lucas

From: Betsy Geller
Sent: Wednesday, November 14, 2007 9:26 AM
To: 207422.30@ahbl.com; Michael Hintze; Sarah Lucas
Subject: FW: Fircrest Master Plan

Fircrest comment... Sarah, please be sure these folks are being added to the mailing list.

Betsy Geller
AHBL, Inc.

From: Saskia Davis [mailto:saskialucia@earthlink.net]
Sent: Tuesday, November 13, 2007 12:16 PM
To: Betsy Geller
Cc: Ed (DSHS) Valbert; saskia davis; Jim Hardman
Subject: Fircrest Master Plan

Dear Excess Property Master Planning Team:

Thank you for holding the public forums for review of your work and input to the final drafts to be presented to the legislature.

In the interest of getting my comments to you before Thanksgiving, as you requested, I am sending them now.

I hope that you will take the time to consider the rationale for each, and that they can be incorporated into the hybrid plan that is proposed to the legislature.

With modifications, I favor OPTION number 3.

Suggested Modifications:

1. Move the housing from the Northwest section to the South Campus and, in the interest of the safety of the vulnerable population at Fircrest School, designate it only for Low Income Seniors and people with DD from the larger community who may need services offered by Fircrest. The idea of short term housing for families of people needing short term care at Fircrest is appealing, but I would question who would administer the program, from what budget and at what cost???

2. Be sure to retain for Fircrest School the Healing Garden. Before going ahead with it's development, we got permission to use that land and a promise that it would not be infringed upon by new construction , including construction related to excess property designation.

3. Use the land directly West of the Healing Garden for Outpatient services: Health clinic, PT, OT, ST, Adaptive Technologies, Dental. This building could also incorporate classrooms, labs for training health professionals. The road to the Health Services building for Fircrest School could be extended from the north end of the new outpatient facility with little disruption to the landscape, facilitating the sharing of professional staff by both facilities. By technically separating their employers (Fircrest School, which receives a federal match for residents, and Outpatient which would be funded with medicaid coupons) double dipping with F.S. funds would not be an issue, while outpatients could benefit from FS school professional expertise.

Additional comments:

Keep the Y Buildings:

11/14/2007

- a. While some efficiencies possibly could be realized by moving nursing home residents to a 100 bed congregate care facility, the costs to residents, in terms of health and quality of life would be too high.
- (1) their current homes are cottage-like, spacious, well adapted to their needs, in good repair (on a computerized maintenance schedule), and in the process of sprinkler installation to meet the fire code.
 - (2) many nursing home residents are medically fragile and respond poorly to fumes from construction and maintenance. While maintenance is necessary, new construction is not. My sister, for example, lost her ability to coordinate for walking in response to fumes from paint that was designated "safe." Others respond with respiratory impairment. New construction usually involves fiberboard, which in large part is glue; and it always involves calking, grouting, sealing, priming, gluing, and painting, all products which off-gas fumes known to affect neurological and respiratory systems. The toxins, even when designated "safe" are not always safe for the diminished neurological respiratory and immune systems of our nursing home residents. Some parts of new construction do not finish off-gassing for more than a year.
 - (3) *"The Department of Social and Health Services does not discriminate on the basis of disability in any of its programs or services."* (from the website). For many years arguments for community living supported DSHS (Lands and Buildings excluded) have been in support of smaller, homes. Suddenly, for Fircrest nursing home residents only, the exact opposite is being proposed. They would be moved from spacious, 7 person homes that are the equivalent of cottages with covered patios open to nature to a 100 person nursing facility. Are they somehow less entitled because they have medical needs?
 - (4) There is no problem with fire egress. (Fire egress problem was cited as a reason for moving the SNF. This is not true. In fact, during drills, the evacuation process is so efficient that the amount of time allotted for evacuation always exceeds the time needed for evacuation. This, at least, is true of the building with which I checked. Any deviations in other buildings would not be due to architecture, since the Y buildings all have the same architecture featuring wide halls and doorways PLUS ample numbers of exits.
- b. The proposal to move the nursing home further shrinks Fircrest School acreage. This proposal, which is not included in the proviso, should not be offered in any of the options.
- c. Income generated from property leases should be used to offset costs of services provided at this location for people with DD.
- d. The Firlands Workshop should be replaced with a workshop which employs the largest possible population of people with dd. and/or the Fircrest School ATP/work program should be expanded with appropriate space designation on the property to meet the dd population's need for work. As with the outpatient clinic, this, also, would require that costs for participation by community residents be met by a budget separate from that for Fircrest School residents.
- e. **The safety of Fircrest School residents and others with developmental disabilities should be the governing and overriding concern** of every decision regarding the property development. Every appropriate measure, including fencing, traffic control, level parking for handicap access, protection from drowning in the creek if it is day-lighted, and other physical measures as well as choices of property uses that have a low to zero chance of impacting Fircrest School residents in a harmful way must be employed.
- f. A track, as well as other sports facilities, have been suggested. If these are to be included, they should be in the section south of Fircrest School property, as they will attract young people. Since we cannot be assured they will always be supervised, their close proximity to Fircrest School could pose a safety risk.

g. The hybrid plan should be made available for public comment before it is submitted to the legislature.

I will be eager to see the hybrid plan that is promised.

Thank you so much for your consideration of these comments, and for keeping the process an open one.

Sincerely,
Saskia Davis,
Friends of Fircrest Board Member,
Guardian, family member of Fircrest School Resident

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 13, 2007 9:06 AM
To: Michael Hintze; 207422.30@ahbl.com; Sarah Lucas
Subject: FW: accessible- integrated playground

Here's another Fircrest comment. Michael – I think you can classify it as a playground for DD community and children with other disabilities

Betsy Geller
AHBL, Inc.

From: Valbert, Ed (DSHS) [mailto:VALBEEL@dshs.wa.gov]
Sent: Tuesday, November 13, 2007 7:31 AM
To: Betsy Geller; Julia Walton
Subject: FW: accessible- integrated playground

Fircrest comment / information

Edwin

From: Maureen Durkan [mailto:maureendurkan@comcast.net]
Sent: Monday, November 12, 2007 8:49 PM
To: Valbert, Ed (DSHS)
Subject: accessible- integrated playground

Hi Ed,

I hope it is okay to email this to you, I am pretty excited about this. We wouldn't have to use this exact program but it gives a good idea of what can be done (this would be on the Fircrest excess property) I recommend taking the virtual tour, it is pretty cool! Thanks for everything that you are doing!

Maureen

<http://www.boundlessplaygrounds.org/index.php>

Sarah Lucas

From: Betsy Geller
Sent: Monday, November 12, 2007 9:19 AM
To: 207422.30@ahbl.com; Michael Hintze; Sarah Lucas
Subject: FW: Fircrest Master Plan

Another Fircrest comment

Betsy Geller
AHBL, Inc.

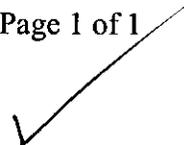
From: David and Sally Halbett [mailto:dshalbett@comcast.net]
Sent: Sunday, November 11, 2007 2:07 PM
To: Betsy Geller
Subject: Fircrest Master Plan

Thanks for the opportunity to comment on planning for Fircrest. Years ago the military no longer needed the Fort Lawton base in Magnolia. Instead of development, Discovery Park has become a jewel in the Seattle's park system. Shoreline and the state now have an opportunity, with careful planning, to add a jewel to the region. As a parent of a Down Syndrome adolescent, I also see the value of a facility supporting the development of recreational and social skills in youth with developmental, physical, and mental disabilities. While these young people can participate in many of the sports and activities of their typically developing peers, and do so with passion and enthusiasm, they often require modifications and support in order to participate safely. I would encourage the development of carefully planned recreational facilities geared to the needs of individuals with these unique needs.

Thanks,

David Halbett
(206) 783-5465

11/12/2007

**Sarah Lucas**

From: Betsy Geller
Sent: Thursday, November 08, 2007 1:25 PM
To: Michael Hintze; Sarah Lucas
Cc: 207422.30@ahbl.com
Subject: FW: Fircrest Campus Uses
Attachments: Fircrest Campus.doc

More comments. I will file in I-drive, but please file in binder (Sarah) and summarize (Michael).

Betsy Geller
AHBL, Inc.

From: Jan Stewart [mailto:stewartjr_5@hotmail.com]
Sent: Thursday, November 08, 2007 1:12 PM
To: Betsy Geller
Subject: Fircrest Campus Uses

Hello,
Attached are my comments about the Fircrest Master Plan and uses for the 'excess property'. I live in the Ridgecrest neighborhood, and along with my neighbors, am very interested in what happens at this location.

Thanks you.
Jan Stewart

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Fircrest Campus – Excess Property Master Plan

To: Betsy Geller at bgeller@ahbl.com

Comments from:

Jan Stewart, email: stewartjr_5@hotmail.com

Ridgecrest Neighbor and Paramount Park Neighborhood Group

Below are some of the things I would like to see for the Fircrest Campus:

Campus Features:

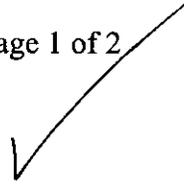
- Restore/revive (daylight) Hamlin Creek and wildlife habitat (including salmon habitat)
- Use low impact development and natural drainage systems to increase infiltration
- Have Green Building for new construction and remodeling
- Use native plants
- Enhance pathways and connections to South Woods and Hamlin Park

Uses that are Compatible with Current Uses:

- Have plenty of Open Space
- Have affordable (senior?) housing
- Have a summer camp program for children with special needs (not currently available in Shoreline)
- Have a Cultural/Community Center for the greater community
- Bring back a plant nursery (there was once one there)
- Create a Community Clinic and incorporate and increase uses for rehab patients from the greater Seattle and Shoreline community (not only for people with special needs)

Other comments/questions:

1. It is my understanding that there is no plan to close or move Fircrest School, which I am glad to know. But I would like to also know that resident populations are not decreasing due to attrition. I believe there is a need for this type of facility and that we should not only preserve, but enhance and increase the level of care and potentially the population of Fircrest as services are needed.
2. I am not familiar with the DOH uses on the campus, but would like to know more about what this use is currently. Hopefully that information will be made available.

**Sarah Lucas**

From: Betsy Geller
Sent: Thursday, November 08, 2007 9:18 AM
To: Michael Hintze; Sarah Lucas
Cc: 207422.30@ahbl.com
Subject: FW: Fircrest Master Plan

Here's a comment on Fircrest to file in binder and add to the final summary (add it web comments for OH 2). I have saved in I drive.

Betsy Geller

AHBL, Inc.

From: Boni Biery [mailto:1bkbiery@verizon.net]
Sent: Thursday, November 08, 2007 2:34 AM
To: Betsy Geller
Subject: Fircrest Master Plan

To Whom It May Concern,

I am unable to attend the meeting on Thursday, Nov 8th, but would like to have my documented.

Fircrest is the last large parcel of land in the area and must be developed in a manner that benefits our local community.

The Fircrest School must be left where it is. Moving school residents can create life-threatening stress for them and must be avoided.

The natural landscape must be respected and made available for public use as both open space and a trail system.

The idea of covering over running water was never a good idea and is now recognized as such. Hamlin Creek, a major tributary of Thornton Creek, which is on the property should be daylighted to provide much needed above ground water for salmon and other wildlife.

Any housing built on this site should be affordable and available only as rentals. There should be no private ownership of any housing units, and no commercial development. This could even become the site for an environmental training center where all types of classes related to forestry, fishing, global warming, etc could be provided to people from all over the region.

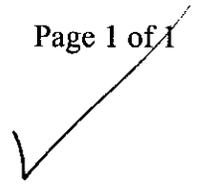
Any new and/or remodel construction should integrate "green" technology advances and make every effort to reduce/eliminate impervious surfaces.

11/8/2007

Pedestrian safety is important and should be given due consideration. As is the clear separation of different property uses. For example, it would be most unwise to allow the general public accidental access to Fircrest residents and vice versa.

Thanks you for the opportunity to present my thoughts.

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Sarah Lucas

From: Betsy Geller
Sent: Friday, November 09, 2007 12:22 PM
To: 207422.30@ahbl.com; Michael Hintze; Sarah Lucas
Subject: FW: Fircrest Excess Property Master Plan

Another comment

Betsy Geller
AHBL, Inc.

From: Michael Connell [mailto:mjconnell@iglide.net]
Sent: Friday, November 09, 2007 12:30 AM
To: valbeel@dshs.wa.gov
Cc: Betsy Geller
Subject: Fircrest Excess Property Master Plan

Edwin and Betsy - Bob Sanchez, Ginny Lynch and myself enjoyed your presentation Thursday night. You both have done a wonderful job.

Our "concern" is a soccer team that presently practices where we talked. The program is called the SYSA Shoreline Wildcats. We are a non-profit group that has grown to the point "the gym" is too small. Noises vibrate terrifically loud for some of our athletes too.

We are very fortunate to be in Washington where we are associated with SYSA (Seattle Youth Soccer Association) www.sysa.org and WSYSA (WA soccer) www.wsysa.com -- We are TOPS- The Outreach Program for Soccer- a program for mentally and physically challenged people.

Our suggestion is for an indoor soccer field . Recreation for residents and other exercise programs could be available when we don't use the field or its not scheduled. We also are looking to combine with Special Olympics, Ski for all- other non profit organizations. Offices would benefit us also.

The reason this is so timely, we just visited Snohomish and Tukwila. Many in these communities use these facilities and pay a rent or lease. Beneficial to those near and around the state.

As it is now people are coming from Capitol Hill, Ballard, Shoreline, Lake Forest Park, Kenmore, Richmond Beach, and Bothell.

Please keep us informed as we can apply in the future for non-profit grants that will supply a field or update an existing structure. Thank you for what you both are doing and we would be glad to help you.

Michael Connell
mj2005bob@yahoo.com
206.351.4146

11/9/2007



Sarah Lucas

From: Betsy Geller
Sent: Friday, November 09, 2007 12:19 PM
To: Sarah Lucas; Michael Hintze; 207422.30@ahbl.com
Subject: FW: Fircrest Non-Profit Center
Importance: High
Attachments: FircrestNonprofitCenter-Final.doc

Comment received view the web in the context of open house #2.... Sarah file, Michael summarize.

Betsy Geller
AHBL, Inc.

From: Camilla Bishop [mailto:CamillaB@fll.org]
Sent: Thursday, November 08, 2007 4:59 PM
To: Betsy Geller
Cc: LindaN; Kelsey Beck
Subject: Fircrest Non-Profit Center
Importance: High

Betsy: Here is a proposal that we would like considered as an option for the Fircrest Master Plan. Please contact Kelsey Beck or myself if you have any questions.

Camilla Bishop
Director of Development
Food Lifeline
206-545-6600
camillab@fll.org

Fircrest Campus One-Stop Human Services Center Submitted for Consideration in the Excess Property Master Plan

Vision:

Washington State and the City of Shoreline have a long history of assisting the most vulnerable families, children and seniors in our community through support for local nonprofit organizations. However, 1 in 7 residents of North King County still struggle to pay for the basic necessities, and almost 557,000 people in Western Washington must utilize food banks each year to help feed their families. With the Fircrest Master Plan, the State has a new and exciting opportunity to increase its support for these families in need through the creation of a One-Stop Human Service Center in Shoreline, Washington.

Located on the Fircrest Campus, this Human Service Center could provide a central location for food, family counseling and support, youth programs, emergency financial assistance, and other critical services necessary for a thriving, healthy community, as well as offering affordable housing. Residents in need, often working numerous odd-hour jobs and traveling by public transportation, would be able to access a variety of services in one convenient location.

Benefits to the State, to the City of Shoreline, and the wider community would be numerous and include:

- Efficiently using limited space by including multiple storied building with the potential for an underground parking facility
- Ensuring compatible neighbors for the residents of Fircrest School, which serves those with developmental delays
- Investing in a successful integrated service provision model, as seen in similar service and housing centers in West Seattle and Redmond
- Providing critical and necessary services at a low cost to the State, by leveraging additional funding sources and in-kind donations of the individual nonprofit agencies at one site.

Reality:

Currently, a number of nonprofits located in the Shoreline area are outgrowing their facilities, which are often located in hard-to-reach areas for clients needing their services. Because they are physically dispersed throughout the community, they are also often unable to leverage potential partnerships and referrals. Examples of local agencies that could join the center include:

Hopelink

The largest nonprofit based in North and East King County, Hopelink provides food, housing, child care, adult education, transportation, financial assistance and a variety of other services that help clients work towards self-sufficiency and end the cycle of poverty. Hopelink's Shoreline location, including its extensive food bank, was recently relocated to the shopping center at Westminster Way North. However, this location is not easily accessed by bus or convenient to other local human service providers, and it is not certain that that site will be available to Hopelink in future years.

Food Lifeline

Washington's largest hunger-relief organization distributes nearly 22 million pounds of food to over 300 food banks and meal programs across Western Washington. Food Lifeline's administrative offices and Volunteer Repack Center have been located on the Fircrest Campus for over 20 years. Food Lifeline is an active partner in the Shoreline community, engaging volunteers, servicing food donors, and distributing food to local agencies. While Food Lifeline currently operates a second warehouse in south Seattle, running dual locations has created inefficiencies. Expanding on the Fircrest Campus to utilize one floor of the human service center would allow Food Lifeline to best leverage its funds and distribute the most food to those in need.

Center for Human Services

The Center for Human Services (CHS) is a community-based nonprofit youth and family services agency that has been a resource to children, adults and families in North King County since 1970. CHS serves over 10,000 community members each year through family counseling, family support, and substance abuse prevention, intervention, and treatment. Located on 15th Ave. NE in Shoreline, CHS has outgrown its current facility. Locating some of its services at a human service center at Fircrest would provide CHS with needed expansion opportunities, solve significant space issues encountered by its existing programs at its current site, and provide another safe and convenient location for the families they serve.

Request:

While planning for the future of the Fircrest Campus, we ask the State to make an investment in a healthy community through creation of a One-Stop Human Service Center. Providing easily accessible critical services to those in need, this innovative and successful model would be a strong asset to the State, the City of Shoreline, and the broader community..

For More Information, contact:

Food Lifeline, Linda Nageotte, President & CEO, 206-545-6600, x 234

Endorsed By:

Hopelink, Marilyn Mason-Plunkett, CEO
Center for Human Services, Beratta Gomillion, Executive Director
North Urban Human Services Alliance (NUHSA)

Sources:

Human Service Needs in North King County: A Report to Decision Makers, 2007, North Urban Human Services Alliance

Sarah Lucas

From: Betsy Geller
Sent: Monday, November 19, 2007 9:55 AM
To: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: Fircrest land action

Fircrest comment. I have a couple more coming.

Betsy Geller

AHBL, Inc.

-----Original Message-----

From: charla.reid@comcast.net [mailto:charla.reid@comcast.net]
Sent: Saturday, November 17, 2007 1:04 PM
To: Betsy Geller
Subject: Fircrest land action

As a State of Washington, King County, Shoreline resident, and tax-payer, my preference with regard to "excess" Fircrest property is to keep it as state-owned property and under state operation and for public use. Let us plan for improvement and expansion.

DO NOT SALE any of this valuable piece of land off to private interests. If this happens the developmentally disabled will be next to be displaced.

Helen Zatarain

Sarah Lucas

From: Betsy Geller
Sent: Monday, November 19, 2007 9:57 AM
To: 207422.30@ahbl.com; Michael Hintze; Sarah Lucas
Subject: FW: Fircrest Master Plan

Betsy Geller

AHBL, Inc.

-----Original Message-----

From: FRANK I BACKUS [mailto:frankbackus@comcast.net]
Sent: Sunday, November 18, 2007 11:49 AM
To: Betsy Geller
Subject: Fircrest Master Plan

Hello,

I was at the Nov 7th meeting. I have been thinking about what to say. My first choice would be for option 3. I like the open space because it is what would be best for the watershed, and it would allow for more outdoor activities for people living in the watershed. It would also allow for more creativity in the design of the stream daylighting. It allows for low income housing of a lot of people.

While I am at it, I wondered if the stream could be daylighted any further north, as well as where you have it planned for daylighting in the open space. I live on 20th Avenue NE where Hamlin Creek connects to Thornton Creek. Anything that you do to further open the stream up put in curves, ponds, etc., helps the stream to be more stable downstream. Thanks for your consideration of this.

Frank I. Backus, MD
12737 - 20th Avenue NE
Seattle, WA 98125-4118
(206) 365-3348
frankbackus@comcast.net

Sarah Lucas

From: Betsy Geller
Sent: Monday, November 19, 2007 3:44 PM
To: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: Fircrest masterplan

Another Fircrest comment...

Betsy Geller
AHBL, Inc.

From: Valbert, Ed (DSHS) [mailto:VALBEEL@dshs.wa.gov]
Sent: Monday, November 19, 2007 3:27 PM
To: Betsy Geller; Julia Walton
Subject: FW: Fircrest masterplan

Please save this e-mail in our comments received file.

Thanks
Edwin

From: aguak9@aol.com [mailto:aguak9@aol.com]
Sent: Monday, November 19, 2007 3:25 PM
To: Valbert, Ed (DSHS)
Subject: Fircrest masterplan

Dear Ed,

Friends of Fircrest reaffirms it's contribution as set forth in the letter given you at the first meeting in Olympia. That letter was the culmination of many months of thought and input from FoF members and others.

This is to briefly follow up on a few points in response to the presentations and numbered options.

The process should fairly include an opportunity to comment on the hybrid option before such an option is made part of the report to the legislature. At a point where changes to it are possible and will be given genuine consideration.

The reopening of the excess land determination as reflected in a single large nursing facility should be abandoned. Not only is it beyond the legislative mandate but is contrary to the commitment to treat people in home like environments. The large facility option is an entire process unto itself. It further reduces the Fircrest RHC campus footprint. This appears to be contrary to State policy which fosters the RHCs. RHCs have continually been criticized as institutions unlike living arrangements "normal" people enjoy. The Y buildings more fairly approximate home like settings. Claimed efficiencies should be carefully examined. While not necessarily conceived by foes of RHCs this proposal is suspicious. Keep in mind that both Kathy Leitch and Linda Rolfe oppose RHCs. A single large facility would fit their criticisms of RHCs. It would also fit their plans to downsize Fircrest out of existence. While they may or may not have had a personal role in the large facility suggestion their radicalized ideology was well represented in this idea. FoF would strenuously oppose this plan.

Any development north of the southern portion of Circle Drive should be for the benefit of people with DD. This continues the mandate of the trust land. A public clinic for treating people with DD would fit this plan. So would various housing and recreation facilities designed for people with DD. Higher education facilities for training professionals in DD relevant skills would be a plus as well.

11/19/2007

J.R. Hardman J.D., CPG
Pres. Friends of Fircrest

Email and AIM finally together. You've gotta check out free [AOL Mail!](#)

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 20, 2007 5:21 PM
To: Sarah Lucas; Michael Hintze
Subject: FW: Fircrest

Another comment. Michael, I'll print it out for you.

Betsy Geller
AHBL, Inc.

From: Block, Bill [mailto:Bill.Block@kingcounty.gov]
Sent: Tuesday, November 20, 2007 4:55 PM
To: Betsy Geller
Cc: Bruce, Gretchen; Markham, Cheryl
Subject: Fircrest

Dear Ms. Geller:

I write to stress the importance of using excess property at Fircrest in Shoreline for the development of affordable housing. Specifically, and in terms of the redevelopment options unveiled at the mid-November open house at Fircrest, Option 1 promotes highest and best use of the property by making it available for affordable housing. It should be noted that this use is most closely aligned with the legislative directive, which makes special mention of affordable housing. It should also be noted that the availability of affordable housing offers significant community benefit, which was also the goal of Option 3.

At the open house, the facilitator commented that Option 3 could be considered the option that future generations would thank us for in that it provides the greatest community benefit due to the inclusion of open space and community services. I think that fails to recognize the crisis that our community faces as low income people are forced out of the region or worse, out of their homes. We face a growing housing crisis in our region, as evidenced by research and data from the Housing Development Consortium and King County Benchmark Report:

- 50 percent of all renters in King County cannot afford the average rent for a two-bedroom apartment.
- There are only 30,730 units affordable to the 99,500 renter households in King County earning 40% of median household income or less.
- Households must earn more than \$18 to afford the average two-bedroom rental unit in King County
- This spring when the King County Housing Authority opened its waiting list for two weeks, almost 10,000 low income households outside the City of Seattle applied for Federal rental assistance.

More than basic affordability, King County faces an extraordinarily tight housing market, with escalating real estate and development costs. The vacancy rate for area apartments is 3.1%, one of the lowest in 20 years, narrowing options for renters and people trying to exit homeless. For the 12 months that ended in June, 2006, the Seattle area alone added more than 65,000 jobs, but only 10,000 new housing units were built in all of King County. In just the last year, over 4,000 rental units have been lost through condominium conversion. Another 3,000 are anticipated to be lost this year. These factors will continue to influence our housing market for years to come.

Affordable housing is key to the health of our region. If our teachers and police cannot afford housing, we will be unable to recruit or retain them. If they are forced to compete for the scarce affordable stock, those even poorer are forced into homelessness.

11/21/2007

As a government entity, the State of Washington and City of Shoreline have an opportunity to support the availability of affordable Housing. The redevelopment of property at Fircrest allows us an historic opportunity to build a vibrant community with a focus on affordable housing. I further encourage AHBL and DSHS to encourage the development of multi-family housing as opposed to single family dwelling units. If we increase the density among units built on the property, we can still retain acreage for other on-site activities such as open space and community services -- combining the best of Options 1 and 3.

Bill Block

Project Director
Committee to End Homelessness,
a regional coalition hosted by King County
401 Fifth Avenue Suite 500
Seattle, WA 98104
(206) 263-9001
www.cehkc.org

Sarah Lucas

From: Betsy Geller
Sent: Tuesday, November 20, 2007 5:53 PM
To: Valbert, Ed (DSHS); Rachael Markle; Julia Walton; 207422.30@ahbl.com; Michael Hintze; Sarah Lucas
Subject: FW: Fircrest Master Plan

Betsy Geller
AHBL, Inc.

From: Ballard, Brian [mailto:brian.ballard@verizonbusiness.com]
Sent: Tuesday, November 20, 2007 5:48 PM
To: Betsy Geller
Subject: Fircrest Master Plan

I am writing in regards to the new Fircrest Master Plan.

I would like to ask that you include a large indoor recreation facility for team sports with special accommodations for the special needs and developmentally disabled population. The facility would ideally be suited for team sports (soccer, basketball, volleyball, kickball, etc) as well as individual sports such as weight lifting, track and field, swimming (already available at the activities center) and other activities.

The specific accommodations could include (but not limited to): standard sized courts, sound proofing, padding on the walls, and special floors to reduce injuries with falls.

I am a father of 3 typical kids, 2 of which play premier soccer. I am amazed at the improvements that have been made in the facilities like Shoreline 1 and 2. Unfortunately this is not the case for facilities in which those with special needs play sports. I am also the soccer coach for children that play TOPS soccer, a program to accommodate youth and adults with special needs. TOPS is part of the Seattle Youth Soccer Association under the umbrella of the Washington Youth Soccer Association. Our team has been renting the Fircrest Activity Center gym for weekly practices since our inception in 2001.

The children have very different special needs and strengths. Some of our children are challenged physically while others are challenged mentally and emotionally. Whatever the case, our children come together every Sunday night to play soccer – to be part of a team of like talented kids, to get exercise, to be challenged, to laugh and to be accepted. These are children who cannot play on “regular teams”, be they of soccer, basketball, baseball, or volleyball. They cannot physically run the field, kick the ball, focus on the task at hand, or tolerate the visual and auditory commotion created by the team of players. Whatever their challenge, they need a team of like challenged kids with which to play. And they need a facility that can accommodate their physical and mental challenges.

11/21/2007

Presently there are limited team sports facilities in our region that comfortably accommodate youth and adults with the full spectrum of special needs and developmental disabilities. Currently the Activity Center has a small gym. It is not large enough for a standard sized basketball court. It works fine for the younger team but not for our older and larger kids. The other problem is that it is extremely loud. As you know, gymnasiums typically have hard surfaces from floor to ceiling. These reflect and magnify noises. Most special needs children have some component of sensory integration problems. This means many cannot tolerate loud sounds or bright lights. They especially cannot tolerate the loud commotion heard on a gymnasium floor during a game. The gym at the Activity Center is not sound insulated. We also have children who have physical limitations and are at high risk for falling. Currently the floor is a hardwood floor that is very unforgiving should one trip and fall down. Also, the walls are not padded should one miscalculate the distance to the wall and run into the wall.

Exercise and socialization is extremely important for physical and mental health. But special needs children have fewer opportunities for both physical and social activities. As a result these children hesitate to participate in physical activities and sports. Add the social isolation that they often experience and the kids and adults frequently become very sedentary. This can translate into poor health in childhood and adulthood. An indoor sports facility that has the appropriate accommodations could make the physical activity much more inviting and comfortable.

One additional benefit of a facility for those with special needs is the opportunity for typical kids to work with and interact with the kids with special needs. TOPS soccer has a Buddy program in which typical kids provide assistance, encouragement and a bit of coaching each week with the kids with special needs. What a great service to have the youth of Shoreline learning at an early age to give back to the community and joys of putting those with challenges ahead of themselves.

The construction of an indoor sports facility for team sports at Fircrest would fill a greatly needed service. I would like to ask that you consider this an opportunity to make Fircrest an exemplary regional center to serve the recreational and social needs of special needs and developmentally disabled populations. The heritage of Fircrest is one of service for the developmentally disabled and this would be in congruence with this history. Coordinating this effort with Special Olympics and other similar organizations would further enhance the center's offerings. Shoreline has an opportunity to join forces with the State of Washington to make this so.

Brian Ballard

Brian D. Ballard
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11/21/2007

Sarah Lucas

From: Betsy Geller
Sent: Friday, November 30, 2007 11:31 AM
To: Julia Walton; Rachael Markle; Valbert, Ed (DSHS)
Cc: Michael Hintze; Sarah Lucas; 207422.30@ahbl.com
Subject: FW: fircrest prosposal

Another Fircrest comment.

Betsy Geller
AHBL, Inc.

From: The Michaelsons [mailto:rob_laura@comcast.net]
Sent: Friday, November 30, 2007 11:26 AM
To: Betsy Geller
Subject: fircrest prosposal

We are in great need of keeping the Briarcrest neighborhood from quickly becoming the Shoreline Ghetto. If the Option 1 or 2 were to take place you will guarantee the downfall of Briarcrest..

I would also like to know how you define small lot residential and multifamily residential... Are these to be low income housing, or lots sold to builders?

Laura
Briercrest resident, on 22nd AVE NE

rob_laura@comcast.net
www.southernlivingathome.com/lauramichaelson

"Life is not a journey to the grave with the intention of arriving safely in a well preserved body, but rather to skid in broadside, thoroughly used up, totally worn out, & loudly proclaiming --WOW-- What a Ride!" *author Unknown*

Appendix F: Agency Comments

Agency Comments

The following comments were received from public agencies in response to Fircrest Campus Excess Property planning efforts.



STATE OF WASHINGTON
DEPARTMENT OF HEALTH
PO Box 47890 Olympia, Washington 98504-7890
Tel: (360) 236-4501 FAX: (360) 586-7424 TDD Relay Service: 1-800-833-6388

November 16, 2007

Ed Valbert
DSHS Quality Assurance, Unit C
2121 South State St, 2nd floor
Tacoma WA 98405

Dear Mr. Valbert:

Thank you for the opportunity to provide information about Department of Health land needs at the Fircrest Campus, to be included in master planning efforts and your upcoming report to the Legislature. The Public Health Laboratories (PHL), located on the Fircrest Campus, play a major role in the Department of Health's mission to protect the people of Washington, providing testing for a wide range of diseases and environmental hazards, as well as a growing role in bioterrorism response.

The Department does long-term capital planning for the Public Health Laboratories so that both capital and land needs can be anticipated and met. To identify future needs, the Department regularly engages in strategic facility needs assessment through structured discussions with lab managers and staff, other public health labs, partner state and local agencies, and nationally-recognized independent laboratory consultants. The resulting capital strategic plan is used to create and update the 10 Year Capital Plan the Department submits biennially to OFM and the legislature to plan capital expenditures. The requirements in the 10 Year Capital Plan are based on continuing population increase, emerging and re-emerging diseases and increased testing to support the increase service level required by the growing scope of public health. All current and expanded PHL facilities will be sited on the approximately seven acre parcel of land the Department owns at the south end of the Fircrest Campus.

The Department's long-term land needs for this 10 Year Capital Plan focuses on four goals: laboratory site security, a staging area outside the lab building, enhanced specimen receiving and interior staging area, and space for the laboratory program staff. The requirements are divided into two categories:

Protect and Preserve Existing Facilities and Functions: The Public Health Laboratories – like other state and local public health labs – are mandated by Federal law to play a key role in the national Laboratory Regional Network (LRN) by providing diagnostic and analytical laboratory services during biological, chemical or radiological terrorism events. To ensure that participating laboratories are available during terrorism emergencies, they must themselves be protected from terrorist attacks. Current Federal guidelines and regulations prescribe specific measures to protect these facilities, including minimum buffer, or standoff, distance between the facilities and areas of public access. The required standoff distance for the current PHL facilities is 45 meters (148 ft.).

As a participant in the LRN system, the Department is also required to have an approximately one acre site available to allow first responders to demobilize and deliver specimens to the PHL facilities. This site needs to be near the planned receiving facilities to be constructed as part of the Public Health Laboratories Expansion Project near the PHL's north parking lot.

Expand Existing Facilities: The Department's 10 Year Capital Plan includes a request for an approximately 30,000 SF expansion during FY 2013 – 2015. This project, the *Public Health Laboratories: Laboratory and Support Wing Addition*, would increase capacities in both our microbiology and chemistry areas and provide much needed support and storage space for the Public Health Laboratories. Our existing parcel is not adequate to site the facility, along with the required additional parking and other code-mandated site requirements. The preferred location for this expansion is directly west of the existing PHL, since this would allow direct expansion of the existing wings and functional units without expensive relocation and remodeling costs.

Department of Health needs additional land for both these purposes – the immediate requirement for a standoff zone or security perimeter and space for the planned Laboratory and Support Wing Addition. The Department intends to pursue acquisition of two additional parcels of land contiguous to the current Department-owned seven acre parcel. The additional parcels are estimated at 14 acres. They are:

- A parcel directly west of the existing Department parcel. This parcel could accommodate the planned 30,000 SF *Public Health Laboratories: Laboratory and Support Wing Addition* as well as provide the necessary standoff distance to protect the expanded facilities. It will also provide space needed to meet street front improvements and landscaping required in the Shoreline building code. The parcel will serve as the first responder demobilization site in reasonable proximity to the receiving facility at the north end of the existing Public Health Laboratories' parking lot.
- A parcel directly east of the existing Department parcel, contiguous with the existing PHL east parking lot. This site would accommodate the additional parking required for the *Public Health Laboratories: Laboratory and Support Wing Addition* and provide space for future Department facilities beyond the current 10 Year Plan.

Ed Valbert
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November 16, 2007

The establishment of DOH administrative offices in the northern Seattle area is being assessed and may require an additional parcel for an administrative office building.

These site requirements are illustrated on the attached schematic site plan (Department of Health Fircrest Campus Parcel Options Plan).

Please let us know if we can provide further information to support master planning work for Fircrest.

Sincerely,



Bill White, Deputy Secretary
Department of Health

Enclosures

Department of Health FY 2007-2017 C1 - Ten Year Capital Program Summary
Public Health Laboratories: Public Health Lab Addition; C2 – Capital Project Request
Public Health Laboratories: Laboratory and Support Wing Addition; C2 – Capital Project Request
Public Health Laboratories: Public Health Lab Addition; Predesign Document – Site Plan
Department of Health Fircrest Campus Parcel Options Plan

Rachael Markle

From: Dick Deal
Sent: Thursday, November 08, 2007 12:30 PM
To: Rachael Markle
Cc: Joe Tovar; Robin Lesh
Subject: Fircrest Master Plan

Thanks for the opportunity to share so parks thoughts on the future design of the Fircrest campus.

Hamlin Park, South Woods, and Fircrest are not well connected at this time and I would like to see a stronger connection between the parks and Fircrest. Beginning next month we will be starting the design of Hamlin Park improvements to the ball fields, restrooms, and picnic shelter adjacent to the Fircrest campus. If there are any improvements or connections that would benefit Fircrest residents please let us know so we can keep them in mind when we proceed with the design.

Hamlin Park has inadequate parking for busy days when athletic events or large gatherings are held in the park. If the city could gain access to and develop the Fircrest area just south of the athletic fields where the buildings were recently removed and create additional parking it would be appreciated. I would be eager to discuss a purchase or an easement to accomplish this.

A trail connecting the Hamlin, Fircrest, and South Woods sites would be a tremendous community benefit. Combined South Woods and Hamlin Parks create nearly 100 acres of open space. Any additional open space on the Fircrest campus that could be added would create an amazing opportunity for trails and community connectors.

One opportunity I would like to explore with Fircrest staff is the creation of a play area that would have play elements to accommodate children of all age and physical ability levels. There is new equipment on the market that would be challenging and enjoyable for able bodied and disabled youth. The creation of a new playground facility could benefit Fircrest and Shoreline residents.

Thanks for the chance to participate in the Fircrest master planning process and feel free to contact me if you wish to discuss these matters in more detail

Dick Deal, Director
Parks, Recreation and Cultural Services
City of Shoreline
17544 Midvale Avenue N
Shoreline, WA 98133
(206) 546-2072

Sarah Lucas

From: Betsy Geller
ent: Friday, November 09, 2007 3:35 PM
To: 207422.30@ahbl.com; Michael Hintze; Sarah Lucas
Subject: FW: Fircrest Master Plan

More comments...

Michael, the original email in this is also included as a printed copy in the comments from last night. However, please be sure to capture the verbal comment relayed via Rachel. We should be separating agency comments in a separate portion of the summary. These should appear before the public comments. Do we have comments from other agencies: City departments, utility districts? I think we do.

Betsy Geller

AHBL, Inc.

-----Original Message-----

From: Rachael Markle [mailto:rmarkle@ci.shoreline.wa.us]
Sent: Friday, November 09, 2007 1:50 PM
To: Dick Deal; Betsy Geller
Subject: RE: Fircrest Master Plan

Hi Betsy, below is the email I gave you last night. Also to add to this, in speaking with Dick Deal, the Park and Recreation Director, he did not oppose the idea of sharing an access at 160th (the Hamlin Park entrance) with Fircrest. He thought this would be worth discussing in the future especially if the State and the City could partner on parking and a neighborhood park designed to serve special needs populations. Rachael

-----Original Message-----

From: Dick Deal
Sent: Thu 11/8/2007 12:30 PM
To: Rachael Markle
Cc: Joe Tovar; Robin Lesh
Subject: Fircrest Master Plan

Thanks for the opportunity to share so parks thoughts on the future design of the Fircrest campus.

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community benefit. Combined South Woods and Hamlin Parks create nearly 100 acres of open space. Any additional open space on the Fircrest campus that could be added would create an amazing opportunity for trails and community connectors.

One opportunity I would like to explore with Fircrest staff is the creation of a play area that would have play elements to accommodate children of all age and physical ability levels. There is new equipment on the market that would be challenging and enjoyable for able bodied and disabled youth. The creation of a new playground facility could benefit Fircrest and Shoreline residents.

Thanks for the chance to participate in the Fircrest master planning process and feel free to contact me if you wish to discuss these matters in more detail

Dick Deal, Director
Parks, Recreation and Cultural Services
City of Shoreline
17544 Midvale Avenue N
Shoreline, WA 98133
(206) 546-2072

Appendix G: Affordable Housing Definition.

This plan uses the Washington State Department of Community, Trade, and Economic Development's (CTED) definition for affordable housing. CTED oversees the state affordable housing programs, including the Housing Trust Fund. In CTED's regulations for The Affordable Housing Program, they define "affordable housing" as follows:

(1) "Affordable housing" means residential housing for rental or private individual ownership which, as long as the same is occupied by low-income households, requires payment of monthly housing costs, including utilities other than telephone, of no more than thirty percent of the family's income.

(2) "Low-income" means a family or household earning eighty percent or lower of county median income." WAC 365-200-030.

Appendix H: Comparison of Benefits of Options

● = High benefit ◐ = Medium benefit ○ = Low benefit

Benefits	Option 1	Option 2	Option 3	Hybrid Option
<u>Local Community Benefits</u>				
• Neighborhood serving retail	●	○	●	●
• Improved access to Activities building	●	●	●	●
• Increased housing choices	●	●	●	●
• Improved market rate housing choices in terms of type and size for changing demographics	●	◐	○	●
<u>Social Benefits</u>				
• Affordable housing / Senior housing	○	●	●	●
• Mix of income levels	○	◐	◐	●
• Emergency / transitional / respite / foster care housing	○	●	●	●
• Social services hub	○	◐	●	◐
• Community gathering spaces	◐	◐	●	◐
• More vibrant community from mix of uses	●	◐	●	●
<u>Benefits to Fircrest School</u>				
• Safer circulation and improved wayfinding	●	●	●	●
• Defined edges of campus and gateways	●	●	●	●
• Newer, more efficient nursing home and Adult Training Program buildings	○	●	○	●
• Continued educational partnerships	●	●	●	●
• Increased opportunities to integrate DD population with community	●	●	●	●
• Reduced nuisances with programmed/active use of underutilized areas (“eyes on the street”)	●	●	●	●

Benefits	Option 1	Option 2	Option 3	Hybrid Option
<u>Benefits to Department of Health</u>				
<ul style="list-style-type: none"> • Separation of access and reduction of vibration from trucks 	●	●	●	●
<ul style="list-style-type: none"> • Expansion to adjacent property 	○	●	○	○
<u>Transportation / Access / Circulation Benefits</u>				
<ul style="list-style-type: none"> • Improved internal circulation for pedestrians, vehicles, and bicyclists 	●	●	●	●
<ul style="list-style-type: none"> • Separate circulation for trucks and different uses 	●	●	●	●
<ul style="list-style-type: none"> • Improved connections between campus and adjacent uses 	●	●	●	●
<ul style="list-style-type: none"> • Better linkages to transit 	●	●	●	●
<u>Recreational Benefits</u>				
<ul style="list-style-type: none"> • Trail system with connections to nearby schools and parks 	●	●	●	●
<ul style="list-style-type: none"> • Open space for present and future generations 	○	◐	●	◐
<u>Public Health Benefits</u>				
<ul style="list-style-type: none"> • Improved walkability and safety 	●	●	●	●
<ul style="list-style-type: none"> • Healing garden continues and becomes more accessible 	●	●	●	●
<u>Energy / Green Building / Sustainability Benefits</u>				
<ul style="list-style-type: none"> • Low impact development/Use of natural drainage 	●	●	●	●
<ul style="list-style-type: none"> • Tree retention 	●	●	●	●
<ul style="list-style-type: none"> • Energy efficiency from compact development and green building 	●	●	◐	●
<u>Growth Management / Smart Growth Benefits</u>				
<ul style="list-style-type: none"> • New uses close to transit 	●	●	●	●
<ul style="list-style-type: none"> • Housing close to goods and services 	●	◐	●	●

Benefits	Option 1	Option 2	Option 3	Hybrid Option
• Opportunity to reduce reduce vehicle trips	●	◐	●	●
• Targets development for most environmentally suitable portions of the site	●	●	●	●
<u>Benefits to the Natural Environment</u>				
• Improve infiltration, reduce run-off and downstream flooding	●	●	●	●
• Improved habitat	●	●	●	●
• Increased canopy coverage	◐	◐	●	◐
<u>State Operational Benefits / Efficiencies</u>				
• Increased flexibility and efficiency for housing State offices	○	●	○	●
<u>Economic Benefits</u>				
• Fiscal benefits to state and city:				
○ Construction tax increase	●	●	◐	●
○ Retail sales tax increase	●	○	●	●
○ Property tax increase	●	◐	◐	●
• State revenue from lease or sale of land	●	◐	◐	●
• State ownership of more office space rather than leasing	○	●	○	●
• Increased population base to support area businesses	●	●	◐	●
• Potential increase in non-construction employment	◐	●	◐	●

Appendix I
Summary of Uses and Financial Analysis, All Options

	Option 0 - Single Use – Townhouses ^a	Option 0.5 - Single Use - Townhouses with Trails and Tree Preservation ^b	Option 1 - Emphasis: Financial Return to the State	Option 2 - Emphasis: Benefit to Governmental Operations	Option 3 - Emphasis: Benefit to Local Community	Recommended Hybrid Option
Number of Housing Units						
Market-rate	650	426	464	0	172	217
Affordable (including workforce housing)	0	0		326	88	168
<i>Total</i>	<i>650</i>	<i>426</i>	<i>464</i>	<i>326</i>	<i>260</i>	<i>385</i>
Other Uses (sq ft)						
Retail (within Mixed Use development)	0	0	40,700	0	40,700	40,700
Governmental office	0	0	0	255,000	0	255,000
Public service uses ^c	0	0	0	10,000	115,250	10,000
<i>Total Non-Residential New Uses</i>	<i>0</i>	<i>0</i>	<i>40,700</i>	<i>265,000</i>	<i>155,950</i>	<i>305,700</i>
Reconstructed Fircrest School Uses	0	0	0	102,000	0	102,000
<i>Total</i>	<i>0</i>	<i>0</i>	<i>40,700</i>	<i>367,000</i>	<i>155,950</i>	<i>407,700</i>
Excess Property and Area Deductions (acres)						
Excess Property	35.5	35.5	35.5	43.8	35.5	43.8
Area for Elements Common to All	0.0	12.3	12.3	12.3	12.3	12.3
Roads and infrastructure (30%), additional open space, and retained lease area ^d	10.6	6.9	8.0	11.3	14.3	8.1
Developable Area (Net Acres)^e						
Net Developable Area for New Market Rate Uses	24.9	16.3	15.2	2.7	4.0	5.7
Net Developable Area for New Non-Market Rate Uses	0.0	0.0	0.0	14.4	4.8	14.6
<i>Total Net Developable Area for New Uses</i>	<i>24.9</i>	<i>16.3</i>	<i>15.2</i>	<i>17.1</i>	<i>8.9</i>	<i>20.3</i>
Net Developable Area for Reconstructed Fircrest School Uses	0.0	0.0	0.0	3.1	0.0	3.1

	Option 0 - Single Use – Townhouses ^a	Option 0.5 - Single Use - Townhouses with Trails and Tree Preservation ^b	Option 1 - Emphasis: Financial Return to the State	Option 2 - Emphasis: Benefit to Governmental Operations	Option 3 - Emphasis: Benefit to Local Community	Recommended Hybrid Option
Total Net Developable Area	24.9	16.3	15.2	20.2	8.9	23.4
Financial Analysis						
Expected Land Value Per Square Foot ^f	\$41.00	\$41.00	\$11.46	(\$73.34)	(\$92.69)	(\$28.59)
Infrastructure cost (includes demolition costs and cost for development of Elements Common to All) ^{b,e,f}	\$1,800,000	\$1,500,000	\$1,520,000	\$2,110,000	\$1,120,000	\$2,110,000
Total Expected Land Value of Net Developable Area^{h,i}	\$63,200,000	\$41,100,000	\$7,590,000	(\$64,570,000)	(\$35,820,000)	(\$29,100,000)
Fiscal Analysis						
Fiscal Benefit to City of Shoreline ^j	\$12,100,000	\$8,700,000	\$10,100,000	\$6,400,000	\$5,200,000	\$5,600,000

a Does not include trails or retained trees/vegetation.

b Includes elements common to options 1, 2, 3 and Hybrid (trails and retained trees/vegetation). See Figure 4.1

c Includes Firland/Food Lifeline expansion in Option 3.

d Leased area is retained in Options 1, 2, 3 and Hybrid.

e Developable area shown is in net acres (i.e., land for roads, infrastructure, trails and open space have been deducted).

f Weighted average for all net developable areas. Accounts for cost of infrastructure, demolition, and Elements Common to All; however, Elements Common to All is not included in Option 0. See Appendix C.

g Infrastructure costs are for infrastructure associated with developable land, although the amount of developable land shown and associated value excludes land needed for roads and utilities.

h Infrastructure costs and total expected land value are rounded to the nearest \$10,000.

i Options 2, 3 and the Recommended Hybrid Option would have some uses that would return a positive expected land value. However, these options include significant amounts of public benefit uses which would require financial support. The actual financial return would depend on the amount of financial support.

j Present value of direct and gross benefits only (over a 30-year period), meaning no indirect impacts have been calculated, nor have increases in municipal service costs been calculated or weighed against the direct revenues shown. Revenues to the County or State governments were not estimated because any development activity at the Campus could likely occur somewhere else in the County or State; thus, the development on the Campus is not a driver of net new impacts to the County or State.