

ULI Technical Assistance Panel Recommendations

City of SeaTac – South 154th Street Station Area



ULI Northwest

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- Encourage the collaboration among all domains – public and private – of the real estate industry.
- Build consensus among industry and public leaders who influence land use, transportation, environmental, and economic development policies.

City of SeaTac

Incorporated in February 1990, the City of SeaTac is located in the Pacific Northwest, approximately midway between the cities of Seattle and Tacoma in the State of Washington. The City has a population of 27,940. SeaTac is a vibrant community, economically strong, environmentally sensitive, and people-oriented. The City boundaries surround the Seattle-Tacoma International Airport (approximately 3 square miles in area), which is owned and operated by the Port of Seattle.

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City of SeaTac - South 154th Street Station Area

EXECUTIVE SUMMARY

The City of SeaTac is in the process of laying the groundwork for redevelopment of the South 154th Street Station Area and supporting desired community and economic development.

As the light rail system expands through SeaTac, the City seeks to capture opportunities for new commercial and residential development in the station area. In the process, the City has an opportunity to create an attractive and sustainable urban neighborhood.



The South 154th Street Station Area is in an excellent geographic position for TOD, or transit-oriented development, which leverages transit infrastructure to promote appropriate, mixed-use communities with high-level pedestrian infrastructure. TOD will benefit the citizens of SeaTac and add to the vitality of the region, increasing choices for housing and shopping while enhancing transit ridership.

The city's planning efforts are timely and likely to generate successful redevelopment in the station area, but not in the short term. Optimum results will be achieved if the City is willing to begin soon to establish the conditions for development, and is then prepared to take on a long-term central role in channeling private investment and maintaining focus on City goals. These conditions are based on the following:

More land. Additional City-controlled land is desirable to achieve the stated vision for the station area: a pedestrian-oriented neighborhood based on the introduction of public amenities along with mixed-use development.

Pedestrian framework planning. The development of a denser and more pedestrian-friendly station area environment will depend upon the creation of a smaller-scale block structure, along with investing in improved sidewalks and amenities like lighting, plantings and seating. A well-defined and safe crossing on International Boulevard is essential.

Structured parking. Over the long term, well-designed structured parking is a key component of the overall development strategy, preferably with the City in an ownership or guarantor position. Built against the hillside behind ground-level retail, structured parking can be integrated with a larger mixed-use development.

Streamlined regulations. The City should simplify development regulations and expedite permitting for projects that are consistent with its vision for the station area.

Clear policies. As the City moves forward to offer the assemblage of station area land for sale and redevelopment, it faces several policy decisions about the use of the site. The resulting requirements, which would be reflected in a request-for-proposal process, should be flexible enough to allow for developer programming, high design standards,

and changing market conditions. Policy questions include the scale of the street grid, types of pedestrian amenities, parking, housing, project profile, and open space. Land pricing may be lowered in return for accommodation of a community-based use like an international marketplace.

The City of SeaTac has already taken important steps toward successful redevelopment of the South 154th Street Station Area. As the light rail system builds out, the City has the opportunity to better connect the site to the station and also to the surrounding streets and neighborhoods.



BACKGROUND

The history of the City of SeaTac is linked with the 1928 construction of State Route 99/ International Boulevard, through a farming community. It is also tied to the construction of the Seattle-Tacoma International Airport, which opened in 1949 with a modern terminal building. The construction of Interstate 5 in the 1960s resulted in a diversion of traffic from the growing bedroom community within current City boundaries. At the same time, the expansion of the airport and related noise issues had a depressing effect on development.

Spurred in part by the desire to improve the urban environment, the City of SeaTac incorporated in 1990. Under the new jurisdiction, the name of SR99 was changed to International Boulevard inside the City limits. Increased police patrols, sidewalks and landscaping along the boulevard were followed by decreased crime and increased comfort for citizens. Residents of the surrounding community as well as local businesses have responded with approval for the changes along this vital commercial roadway. The advent of quieter aircraft and new noise standards for airports has improved the quality of life in SeaTac in the last decade, and the environment is now more conducive to development.

The population of the City of SeaTac is now nearly 28,000. The economy is centered on the transportation and hospitality sectors. The Seattle-Tacoma International Airport, which is located within City boundaries, continues to be the economic driver and a catalyst for private sector growth. Hospitality, professional services, and transportation-related services are the major job categories.



Aerial view of South 154th Street Station Area

Since 2009, the City of SeaTac has been served with two stations in Sound Transit's Link light rail system. For several months before the completion of the SeaTac International Airport Station, the South 154th Street Station (or Tukwila International Boulevard Station) was the terminus of the line.

The station is located in an area that is currently a mix of auto-oriented commercial and residential uses. As the main access point to Link light rail riders in South King County, it includes a 600-space park-and-ride lot. A bus transfer station is located under the elevated station platforms to accommodate Metro bus service, including two Rapid Ride routes.

The approximate travel time from the station area to downtown Seattle using light rail is thirty minutes. Travel times by bus between the station area and downtown Seattle are likely to increase as population throughout the area increases and traffic along I-5 intensifies. Light rail travel times should remain steady, since there is capacity to add cars and increase the frequency of trains. Based on this transportation advantage, demand for residential space

and retail in the station area is likely to increase.

SITE-BASED PLANNING

The South 154th Street Station Area is located in the northern section of the City of SeaTac. It is bounded by International Boulevard and Military Road on the east, and most of the land area lies between South 154th Street and South 152nd Street. It comprises the commercial area nearest South 154th Street Station, even though the station itself is located to the east of the site across International Boulevard, adjacent to an existing residential area in the City of Tukwila. Approximately 35 percent of the designated South 154th Street Station Area is currently devoted to single-family residential, along 30th Avenue South and north of South 152nd Street, with 12 percent parking and 13 percent retail and service businesses.

The City formally began the process of planning for development around the South 154th Street Station Area in 2005. A public workshop identified desired revisions in roadways around the station area. Those revisions include:

- The removal of Military Road South between South 152nd Street and International Boulevard, securing a more contiguous and slightly larger commercial space within the study area.
- The relocation of the northbound International Boulevard SR518 off-ramp.

Planning continued with the South 154th Street Station Area Action Plan. MAKERS Architecture + Interior Design assisted in plan development. Adopted in 2006, it sets out a framework for physical improvements, regulatory measures, and partnerships with private developers. It addresses deficiencies in the current pedestrian environment and the lack of turning opportunities for automobile traffic along International Boulevard. It recommends completion of streetscape improvements along Military Road South and South 152nd Street, and improvements of the streetscape along 32nd Avenue South and 30th Avenue South. It identifies land use revisions and incentives that emphasize neighborhood-scale mixed-use and multifamily development. An opportunity for a neighborhood park just north of South 152nd Street is also identified. The plan encourages development of structured parking in a central location readily available to the public.



Current zoning for the station area sets design standards for a more hospitable pedestrian environment and associated amenities.

Uses for land within the South 154th Street Station Area fall clearly into two categories: the near term and the long term.

OPTIMUM USES

Best near term uses are those that are least capital intensive and least disruptive to existing businesses. While they do not preclude options for redevelopment, they yield income for the City. Long-term uses are those most compatible with long-range economic development and urbanization as well as TOD.

In the near term, recommended land uses in the station area are almost indistinguishable from current uses.

- Locally grown retail and service-based businesses with an international base can be accommodated and supported within existing buildings.
- Existing parking space, surface and structured, can accommodate station overflow and generate some income for the City.
- In general, the housing in the station area is affordable, and some additional construction is possible to meet slowly rising demand.

Optimum long-term uses are those that integrate the site with light rail with a vision for an urban, mixed-use pedestrian-oriented station area.

As the market matures, desirable and viable uses include:

- Market-rate housing
- Public sector offices and services
- Hotels
- Small-scale, specialty office space (medical, professional services, co-working, etc.)
- Structurally integrated, mixed-use parking
- Service-oriented retail

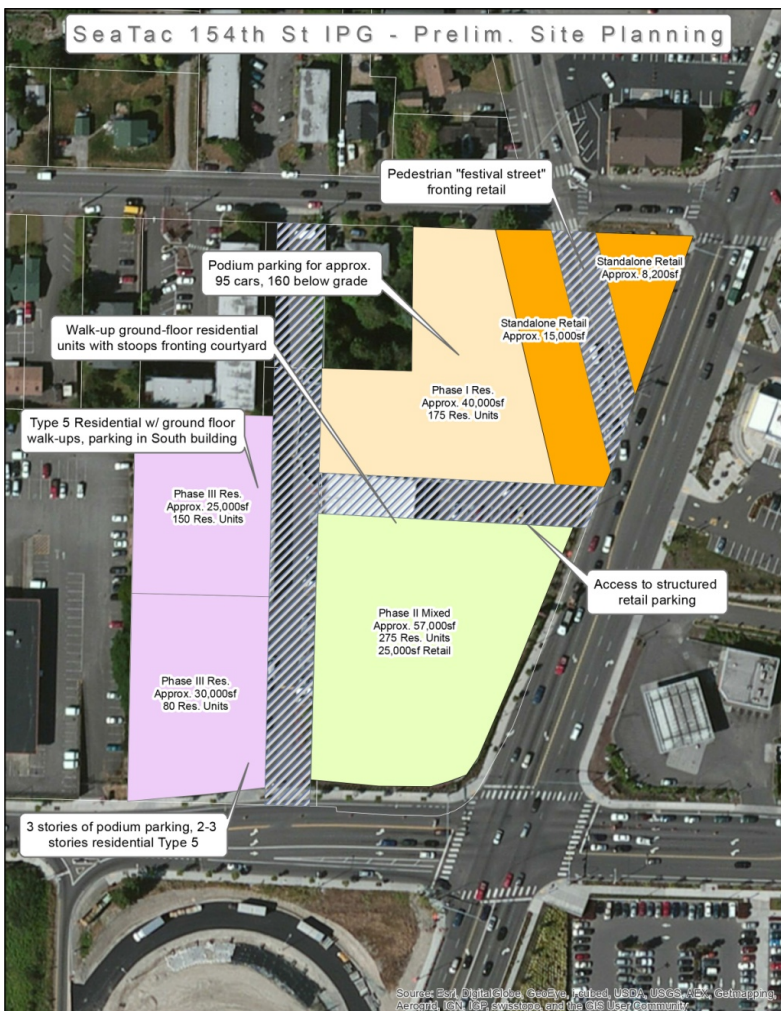
Uses that are not viable or consistent with the vision for the station area include:

- Large-scale office development
- Industrial uses
- Destination retail (because of Southcenter)

A Food Innovation District (FID) has been considered as a use for the site. It would function as a center for job training and sustainable economic development, as well as a source for local food. However, a FID does not seem to be feasible, for the following reasons:

- Open-air markets, existing and planned, are located near other stations along the rail corridor, especially in South Seattle. Business competition makes investment in specialized space for these purposes impractical.
- Large infrastructure (industrial kitchens, cold storage, etc.) would be a sizable investment, one that might be lost as the market for other uses matures.

- Open air markets can be accommodated in parking areas and facilities for training, and food service can occupy flexible retail spaces.

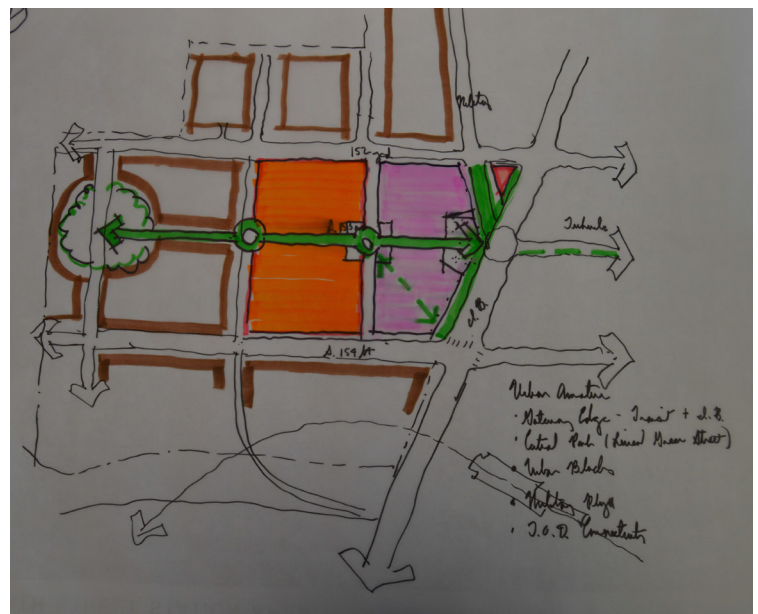


Aerial view of South 154th Street Station site with conceptual massing plan

accommodated within more generalized retail plans for the site, but it should not be an overall mandate for the City, because higher rents would need to be captured in a redeveloped station area. Existing International Marketplace retailers may need special leasing rates to participate in a redeveloped station area.

The ultimate uses of the site will be determined by a combination of City zoning and other public policy considerations, along with the maturing market. Of primary importance is the framework for partnership with the private development sector. In creating that framework, the city should focus on the following:

Public uses. A library, office buildings or even a new city hall would be an investment in long-term public infrastructure, complementing other public investments such as structured parking. These in turn would spur private investment. The relocation of any mix of municipal services to the station area could anchor and drive redevelopment there, and would be consistent with the City's vision. A sale-leaseback arrangement between the City and a development partner could achieve the objective of



locating City departments within the station area. Even limited City office space would stimulate demand for retail space in the station area, supporting new, mixed-use development.

Parking. Shared, structured parking may become an important use for the site and a key component within the physical redevelopment of the station area. Even in the long term, a substantial amount of parking will be in demand in the station area, and a generous number of stalls may be necessary to economically justify retail development in the location. The topography of the site presents a special opportunity to position structured parking against the hillside along International Boulevard, between South 152nd Street and South 154th Street. There, it can be integrated within and behind a mixed-use development, with high-visibility retail along the frontage. To break up the massing of development and enhance the pedestrian environment, a stepped walkway could also be structurally integrated with parking and retail-commercial uses, and vertical development. Parking should be accessible from both South 152nd Street and South 154th Street. The shared structure would provide long-term parking capacity for the station and also for commercial uses and housing in mixed-use development. A commitment by the City to a master lease for parking space from a master developer for the site could enable a private development partner to secure capital for desired development, including vertical development over parking.

Retail and housing. Primary retail locations lie along International Boulevard, wrapping onto South 154th Street. Market rate housing should be centered in the southwestern corner of the site, which can be developed with commanding views. A likely location for affordable housing is in the northern portion of the station area. Designated flexible retail space could be occupied by small, local businesses.

FRAMEWORK PREPARATION

The City should establish a broad, open planning, design and development framework and a predictable entitlement process for the South 154th Street Station Area. Fortunately, the City owns and is continuing to assemble a large parcel along International Boulevard and 152nd Street. The City should seek to enlarge the area of control either by partnership, purchase or land use controls.



View of Tukwila International Boulevard Station from South 154th Street Station redevelopment site

There are many inherent attractions for development of the station area:

- It is easily accessible by pedestrians from the transit station itself, with the existing crosswalk. With a pedestrian crossing enhanced by features such as pedestrian islands and curb bulbs, it will be easier to walk between the station and the station area.
- There is a strong visual connection to the station. It is on a slope facing the station, with territorial and long-range views.
- The sloping site presents an important design opportunity around parking. A parking structure can be set into the hillside behind other uses, so that it does not intrude on the residential and retail environment. At the same time, visitors

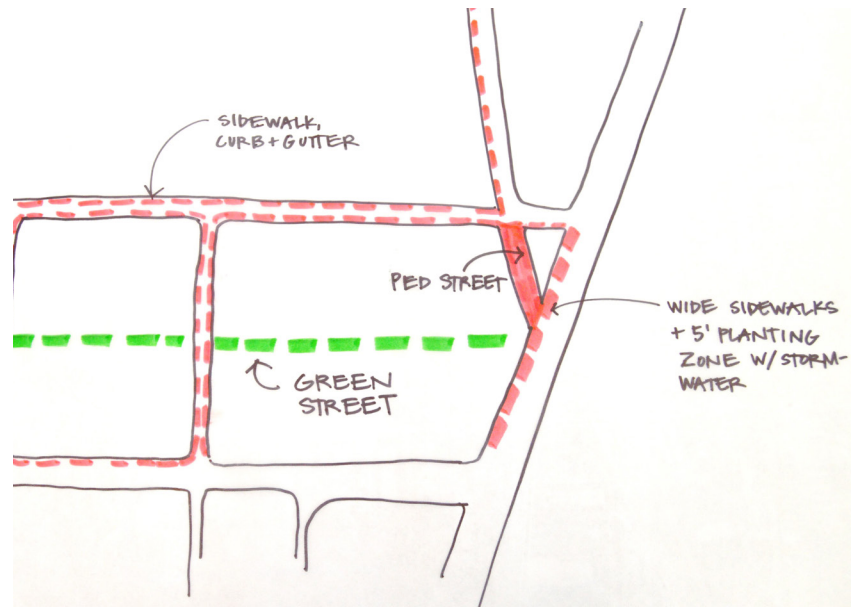
who arrive by car to the station area will be able to park in spaces very convenient to shopping.

Strategies for successful redevelopment of South 154th Street Station Area hinge on the following:

Timing. The opportunity for major redevelopment of the station area will evolve over time, as new station areas in more central locations come on line and mature. The area could be in a position to benefit from the next upswing in the real estate cycle, anticipated to be in about five years. But the City of SeaTac has an opportunity now to take critical steps in preparing for the market in and around the South 154th Street Station Area.

Controlling land. Acquisition of key parcels of land within the station area is important for achieving the City’s vision for mixed-use redevelopment and open space amenities, and design flexibility for private development partnerships. Control of key parcels is also essential in order to achieve TOD goals, such as through-block connections in the station area and a high quality pedestrian-oriented environment.

Defining the pedestrian environment. In the South 154th Street Station Area, the commercial “center” and “gateway” of the site should both be along International Boulevard. The frontage along the roadway is the most visible and the most view-rich part of the station area. It is also the closest to the station itself. At the same time, it is at the edge of the station



area, defining a point of entry into it. The key pedestrian connection between the station and the station area is at the northwest corner of International Boulevard and South 154th Street. The station area should be a clearly defined and distinct place set apart by its design framework and pedestrian environment. The framework should take advantage of opportunities to link the station area visually with the station itself.

“The ‘green street’ will create greater pedestrian connectivity throughout the station area while adding value to street frontage.”

At the heart of the design framework for the South 154th Street Station Area is a new “green street,” South 153rd Street, which would divide the existing superblocks on the site into much more pedestrian-friendly 300-foot blocks. The green street would lead from a point on International Boulevard that is about half way between South 152nd Street and South 154th Street, meeting and extending just beyond 30th Avenue South. The new street will create greater pedestrian connectivity throughout the station area while adding value to street frontage.

Creating a pedestrian entry portal and improving non-motorized connections across International Boulevard, between the station and the South 154th Street Station Area is essential, beginning with existing crossings. This will complement investments in improved streets and pedestrian infrastructure in the station area and in the residential neighborhoods to the west and north of the site. Streets will accommodate bike paths.

Tailoring parking solutions. Long-term, structured parking is a key piece of a redevelopment strategy, and there are opportunities inherent in the position and topography of the City-owned property within the Station Area site (see “Parking” under “Optimum Uses,” above). For planning and messaging purposes, it is important to make the distinction between surface parking, which is connected with land-banking and short-term income, and structured parking that is part of a long-term strategy for station area development and partnerships with private developers. Other uses can be influenced through access to parking that is controlled by the City through ownership or subleasing based upon a master lease.

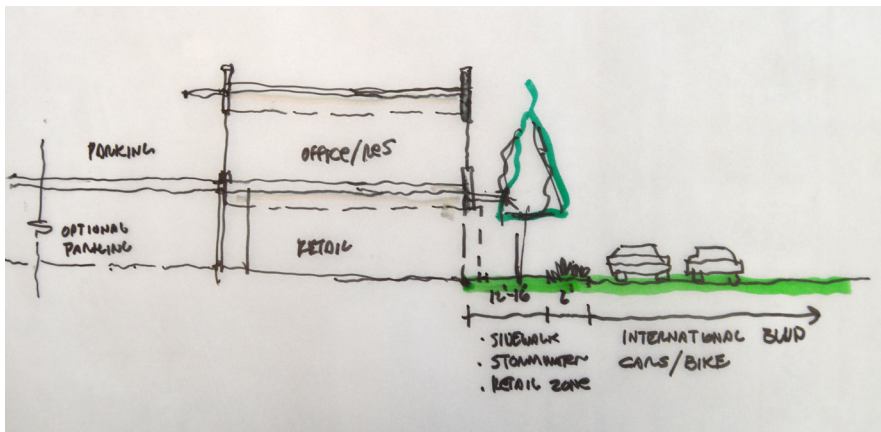
TAKING THE SITE TO MARKET

To realize its vision for TOD that catalyzes development in the surrounding City of SeaTac, the City should take the following steps. They are shown in sequence, but can be taken concurrently where appropriate.

Assemble a larger block of land and establish a comprehensive design framework.

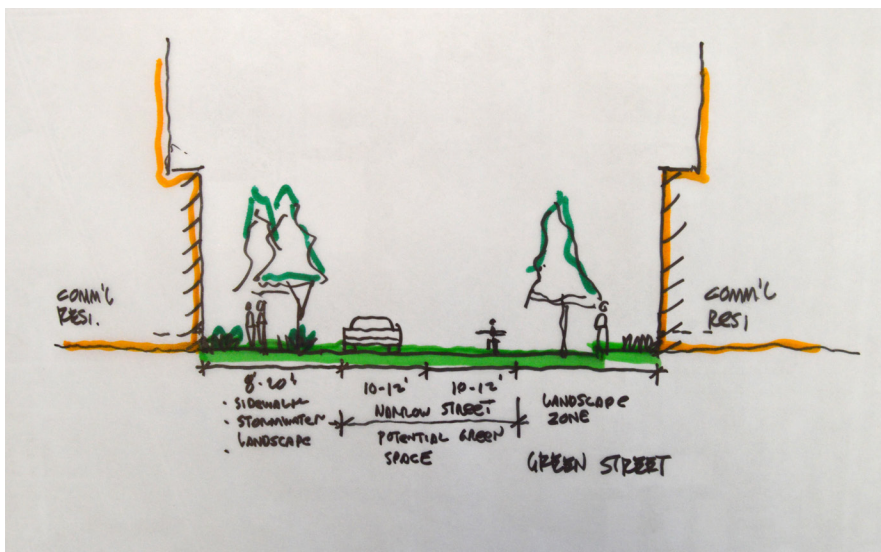
The City is in the process of assembling land to augment parcels that include the shopping center. This process should extend to the west, reaching through the adjoining blocks between South 152nd Street and South 154th Street to 32nd Avenue South, including land now occupied by the US Postal Service. In the near term, the Post Office site might become an interim outlet for displaced retailers. The proposed park to the west of the site should be incorporated into the design framework for the area.

This process should extend to the west, reaching through the adjoining blocks between South 152nd Street and South 154th Street to 32nd Avenue South, including land now occupied by the US Postal Service. In the near term, the Post Office site might become an interim outlet for displaced retailers. The proposed park to the west of the site should be incorporated into the design framework for the area.



Streamline the development code and complete SEPA.

The current zoning code is unnecessarily complex as well as overly prescriptive. It should be streamlined and revised to be more policy and design-based and less use-based. These changes would encourage development and increase the chances of attracting private development partners that share and support the City’s vision for the station area. Consideration should be given to completing a Station Area-wide Planned Action State Environmental Policy Act (SEPA) document to help facilitate the pre-development component of any major redevelopment strategy.



Remediate known contamination. Mitigating the impacts of pollution to future redevelopment on Station Area properties will be essential prior to advertising for development partners.

Remediation should include land currently owned or yet to be acquired near the northeast corner of the station area.

Solicit a design-build development partner. This should be accomplished in a single request-for-proposal in which the City's vision is made explicit enough to secure public benefits and accountability but sufficiently flexible to allow the development team creative freedom in meeting its own as well as the City's objectives.

Entitle, finance and construct subsidized parking structure. Working with the selected development partner and architect, refine plans for the assembled land along International Boulevard, and then proceed to a first phase of



construction that includes a parking structure. Key features of this structure would take advantage of the topography by excavating into the hillside. Retail would occupy the ground level in front of the parking structure, with housing rising above parking and retail uses. Through a City-owned or City-leased parking structure, the City can underwrite the redevelopment of the site as a whole and remain a partner in the development of the station area as a new transit-oriented neighborhood within the City of SeaTac.



CONCLUSION

SeaTac's South 154th Street Station Area is geographically well-positioned to take advantage of the expanding light rail system, with opportunities for housing and commercial development. Opportunities for redevelopment will grow as the market for these uses matures around suburban stations. After completion of the current light rail expansion plans, the 154th Street Station Area will be a more centrally located piece of an expanding light rail system that connects SeaTac to other communities within the larger metropolitan area, including the University of Washington. Proximity and connectivity to the Seattle-Tacoma International Airport Station will continue to be an important factor in the market for parking, housing and retail space in the South 154th Street Station area.

The City of SeaTac is now setting the stage for a dynamic and walkable community convenient to the regional light rail system. Strategic land acquisition, framework planning, zoning changes and improvements to pedestrian infrastructure will be essential. This will become the key to successful partnerships with private developers. These partnerships will be focused on building TOD that includes strategically placed structured parking, along with a slate of public amenities that will help ensure the marketability of residential and commercial space.



View of South 154th Street Station site from Tukwila International Boulevard Station

ULI Northwest Technical Assistance Panel Professional Biographies

Mark Griffin, Port of Seattle, Seattle, WA (Panel Chair)

Mark Griffin is Director of Real Estate Development for the Port of Seattle. He was previously with the City of Seattle's Office of Economic Development. Before entering the public sector, Mark practiced law handling a variety of commercial real estate transactions. He is a graduate of the University of North Carolina and the University of Virginia and sits on the ULI Northwest Advisory Board.

Chris Bitter, University of Washington Runstad Center for Real Estate, Seattle, WA

Christopher Bitter is an Assistant Professor with the University of Washington's Runstad Center for Real Estate Studies, where he teaches graduate courses in Urban Land Economics, Real Estate Market Analysis, and Real Estate Valuation. Chris earned his doctorate from the Department of Geography and Regional Development at the University of Arizona and served as a faculty member in the same department. Before pursuing an academic career, he worked for 10 years in the private sector as a real estate and urban economist, most recently with RREEF, a leading institutional real estate investment advisor. Chris' s research focuses on urban economics, real estate market analysis and strategy, and sustainable urban development. He is currently studying the implications of demographic change for cities and real estate markets and analyzing the market context for compact development.

Ben Broesamle, University of Washington Runstad Center for Real Estate, Seattle, WA

Ben Broesamle is in the Master of Science in Real Estate Class of 2016 at the University of Washington Runstad Center for Real Estate Studies. He joined Jonathan Rose Companies in 2015 as a Graduate Student Intern. Previously, he worked for Newmark Realty Capital as an Associate in the company's Seattle office, for the Transit Oriented Development Program at Sound Transit, the Regional Transportation Authority, and for JPMorgan Chase Bank. Ben participated in the 2012-2013 Commercial Real Estate Certificate program at the University of Washington. He grew up in Santa Monica and is a graduate of UCLA, where he earned a BA in Geography-Urban and Regional Development Studies and a minor in Environmental Studies with a concentration in Economics. He is active in the Urban Land Institute, the U.S. Green Building Council, the Congress for the New Urbanism, and NAIOP.

Marc Gearhart, Holland Partners, Seattle, WA

As Development Director at Holland Development, Marc is responsible for sourcing and executing commercial development opportunities the Seattle Market. The Holland Partner Group is a vertically integrated development platform. The platform includes development, construction management, asset management, and property management. Holland is actively acquiring commercial, residential, and mixed used development opportunities in core Puget Sound submarkets. Before his tenure with Holland, Marc spent 13 years with Opus Northwest. He began his career with a project management background and has touched all phases of a commercial assets lifecycle. His project experience includes site selection, physical due diligence, financial underwriting, land use entitlement, design coordination, leasing, site development, shell and core project management, tenant improvement project management, commissioning, asset management, disposition, construction defect litigation, and the wind down of an operating company.

Gary Molyneux, King County Department of Transportation, Seattle, WA

Gary has focused on multi-modal transportation issues, policies, and solutions for aviation, rail, surface transportation, and cargo services. Gary also serves as Planning Manager for the King County International Airport. As the Executive Director of the Washington State Rail Development Commission, he was responsible for designing the state's rail program for freight, passenger, and high speed corridors. As a member of the Urban Land Institute, he served on the national panel reviewing the Dallas County Intermodal Rail, Truck, and Air Inland Port. Former Governor Locke appointed Gary to the Boeing 787 Retention Team and in 2012 he was a member of the Washington Aerospace Alliance, 737 MAX Retention Team for Production and Workforce Development. He also served as the lead analyst for Southwest Airlines proposed move to Boeing Field. He was selected the 2012 Embry Riddle Aeronautical University – Seattle Center Distinguished Faculty Member. He is a former Trustee of Cornish College of the Arts and past President of the Pratt Fine Arts Center. Gary is a graduate of Southern Illinois University – Edwardsville and the University of Illinois, Urbana-Champaign.

Suzi Morris, Lowe Enterprises, Seattle, WA

As Senior Vice President of Lowe Enterprises Real Estate Group, Suzi Morris is responsible for firm's expanding Pacific Northwest development and investment activities. She is leading the development of the 169-unit, 1321 Seneca condominium project on First Hill in Seattle while seeking new commercial investment and development opportunities in the area. She previously served as development director for Alliance Residential and as senior investment manager of multifamily development for Schnitzer West, LLC. Over the past 15 years, she has been responsible for developing more than 1,450 multi-family units in the greater Seattle area, as well as commercial project development and leasing in the Seattle and Portland areas.

ULI Northwest Technical Assistance Panel Professional Biographies

Kerry Nicholson, Legacy Partners, Seattle, WA

Since 1999, Kerry Nicholson has led Legacy Partners' emergence as a leading developer, builder and manager of award-winning residential mixed-use projects in the Pacific Northwest. Before that, he had two decades of senior executive experience leading real estate construction lending teams at Wells Fargo, Bank of America, and GE Capital, including four years managing Special Credits and Bank REO teams for Bank of America. In 2010, Legacy teamed with KBS Capital Advisors to form a non-traded REIT called KBS Legacy Partners Apartment REIT. The company is in the process of attracting funds to invest in the acquisition and development of apartment communities across the United States.

Heidi Oien, Mithun, Seattle, WA

Heidi Oien is a licensed architect and Senior Associate at Mithun, an interdisciplinary design firm committed to sustainable design that supports human health. With 15 years of experience, Heidi has led the design of a range of projects that revitalize neighborhoods, such as: transit-oriented multifamily housing; sustainable community-oriented public and educational buildings; dense student housing communities; and urban design. Heidi's enthusiasm for a vibrant public realm, a car-free lifestyle, and belief in public participation has led her to serve on Seattle's Neighborhood Planning Advisory Committee, to host "Jane Jacobs" walks in her neighborhood, to volunteer for food stability causes, and to lead community design charettes that help residents dream big about their neighborhoods. Her theoretical design work focuses on housing that fosters interaction and provides spaces able to be used in different ways by diverse and changing communities. This work has won awards in three national housing design competitions.

Kimberley Player, CBRE, Seattle, WA

Kimberley's expertise as a real estate and economic advisor spans nearly 20 years of strategic planning on providing innovative solutions to clients including developers, landowners, investors, corporations, public sector entities and non-profits. Her work is based on an extensive research background that she has leveraged in demand forecasting, market assessments, feasibility analysis, valuation, and economic development projects. Additionally, Kimberley has a broad knowledge of corporate workplace strategy initiatives, including the development of long-term alternative occupancy strategies. Kimberley has led assignments in locations throughout the Americas and is currently Director of Client Strategy for CBRE. Recent assignments include optimization of The Boeing Company's global portfolio, highest and best use analyses for complex Fortune 500 manufacturing sites, TOD studies for transit authorities, and business development efforts for Counties and landowners. Before her various consulting roles with CBRE, she held research positions with PwC, Intrawest, and Clarion Partners. She is currently a member of the board of directors with Futurewise and actively participating in its Livable Communities Committee.

Brian Sullivan, Seattle Housing Authority, Seattle, WA

Brian Sullivan's 30-year professional career encompasses a wide range of experiences including architectural and urban design, community participatory planning, real estate development, teaching, and research. He is currently a Senior Development Program Manager at the Seattle Housing Authority (SHA) where he is involved in the completion of three of the Authority's HOPE VI developments, including the Rainier Vista and Othello Station TOD sites, and other mixed-income redevelopment efforts including Yesler Terrace and Fort Lawton. Before joining SHA, Brian was with Mithun where he was the lead planner and designer for two HOPE VI redevelopments — SHA's High Point and Portland's New Columbia.

Bob Tiscareno, Tiscareno Associates, Seattle, WA

Bob Tiscareno has been an architect for over 25 years. He is registered in Washington, Oregon, and California. Bob founded Tiscareno Associates (TA) in 2002. His principal area of expertise is design—Bob specializes in everything from conceptual design and follow-through to the completion of documentation. TA has received many design awards over the years for his architectural work. Bob's primary focus is meeting the needs of his clients on every project. He has contributed his design effort on a variety of project types, which range from developing site plans to seeking the best layout for a multi-use project. Bob has made more than 100 design review committee presentations in order to gain important project approvals. This track record has made him an excellent design team lead for numerous projects, including Queen Anne Towne, Legacy Town Square, Prairie City Ranger District Office, and the 130th Street Station (East Link) project.

Jeffrey Utterback, Kennedy Wilson, Seattle, WA

As Senior Managing Director, Jeffrey is responsible for the Pacific Northwest operations of Kennedy Wilson Properties, which includes oversight of the construction management, property management, accounting, and administrative staff, as well as the generation of new business including acquisitions and development opportunities. Before joining Kennedy Wilson, Jeffrey was an Investment Officer with the Washington State Investment Board and was responsible for the oversight of seven real estate operating companies having a total invested equity capital of over \$4 billion. He also served as the Head of WSIB's Global Co -Investment vehicle, a \$500 million fund for asset and entity level transactions around the globe. Originally an architect, Jeffrey has worked in offices in Los Angeles and Chicago and acted as the primary designer on buildings ranging from small office buildings on the 3rd Street Promenade in Santa Monica, the redesign of the Sears Tower in Chicago, to a 32-story office building in New York City.

Stakeholders

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