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August 31, 2009

Marc D. Loud, Chairman
District of Columbia Board of Zoning Adjustment
441 4th Street NW, Suite 200-S
Washington, DC 20001

RE: Appeal No 17902 – Objection to Motion for Reconsideration from ANC 6C

Dear Chairman Loud and Members of the Board of Zoning Adjustment:

As the Registered Agent of District of Columbia resident, I have known well that the Appellant, Joseph M. Park did not discontinue and/or abated the use of his business located at 1179 3rd Street NE. Based on the Liquor Store Viability Assessment and/or study conducted and completed by Steven Gell, LLC on May 10, 2009 (See enclosure) and among the Neighbors verbal and/or written responses. Therefore, there is no other alternative then for the premises to operate as an ABC Class A retail liquor and convenience store.

The marketability of the liquor store is a highly valued with the present of Mr. Park's business for many long years (since 1986) which is and will continue to be a valuable establishment in rendering great service to the neighborhood and/or community.

Therefore, it is respectively requested that the Motion for Reconsideration from ANC 6C should be denied and the Order issued by this Honorable Board on July 10, 2009 should stand.

Respectively submitted,

Fred Tarpley PhD

Fred Tarpley, PhD
Information Technology Specialist
CEO

BOARD OF ZONING ADJUSTMENT
District of Columbia

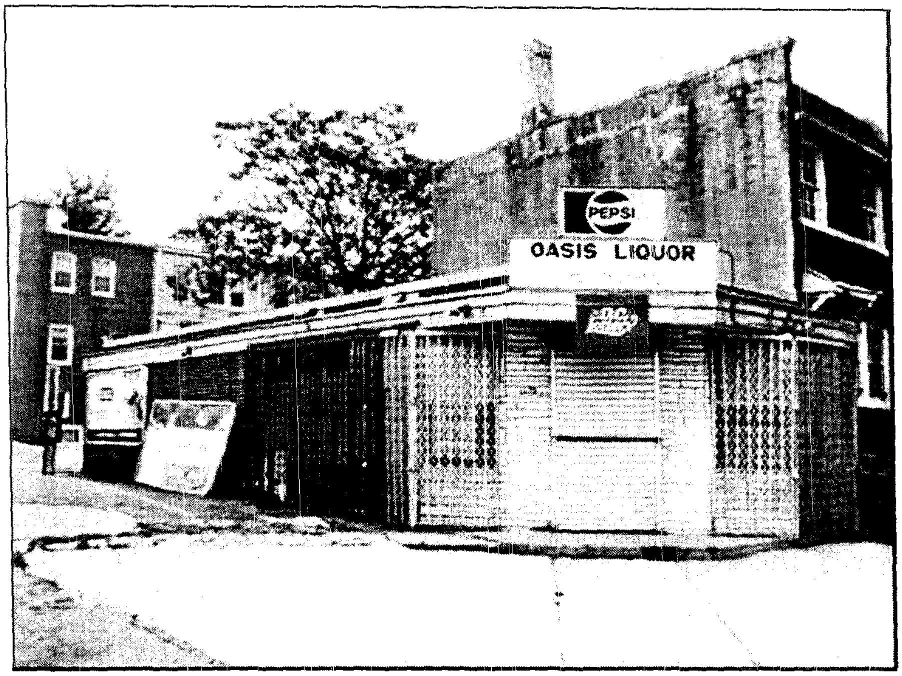
CASE NO. 17902
EXHIBIT NO. 37

Board of Zoning Adjustment
District of Columbia
CASE NO. 17902
EXHIBIT NO. 37

Enclosure

LIQUOR STORE VIABILITY ASSESSMENT

1179 3RD Street, Northeast
Washington, DC



Completed for Steven Gell, LLC
By Randall Gross / Development Economics
May 10, 2009

USA: 2311 Connecticut Ave Ste 206 Washington DC 20008. Tel 202-332-7430. Fax 332-1853. Rangross@aol.com
AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com

INTRODUCTION

The purpose of this report is to illustrate the value of liquor sales to the viability of commercial uses at the subject location (1179 3rd Street, Northeast, Washington, DC). Ultimately, the question is whether commercial use of the building is viable without the liquor license. The viability of the store was tested under three use scenarios:

- Scenario 1: Liquor Store
- Scenario 2: Convenience Store w/Beer & Wine
- Scenario 3: Convenience Store w/No Liquor Sales

The following report provides findings from a Site Assessment, which reviewed the physical conditions and general marketability of the building for a liquor store and other uses. A market assessment was also conducted to determine the market support for the store. Existing sales potential was calculated as an input to a static operating pro forma to test the basic financial viability of the store under the three scenarios. Based on these findings, the scenarios were compared in order to illustrate the role of the liquor license in the viability of a commercial use in this building.

Section 1. SITE ANALYSIS

The subject property is located at 1179 3rd Street, Northeast in Washington, DC or on the southeast corner of the intersection of 3rd and M streets, Northeast. The property comprises 823 square feet of which the one-story building occupies approximately 99% or 815 square feet. The building has a public entrance facing the intersection and also has private access via an alley between 3rd and Abbey Streets. The building appears to have been purpose-built as a commercial structure and has probably never been used as a residence.

Physical Conditions

The store is currently closed for business. However, the storefront appears to have been maintained in relatively good condition, without significant deterioration. Signage is intact above the entrance. Burglar bars prevent unwanted entry through windows and doors. The sidewalks are fairly clean and unobstructed, and there is not a significant amount of rubbish in the street or accumulating at or near the store. The building structure appears to be in good condition, without missing bricks or other obvious elements that would need to be replaced.

At 815 square feet, the store is similar in size to some of the older liquor stores throughout the District but is smaller than the typical new liquor store. The building is particularly small when compared to the typical convenience store. According to a survey conducted by C-store.com, the average convenience store has 2,407 square feet and new convenience stores average 3,413 square feet. At 815 square feet, the subject site is only one-third the size of a typical convenience store and less than one-quarter the size of new stores. Of course, the C-store.com survey included suburban stores, which tend to be larger than urban convenience formats.

Conversion of this building to other, non-convenience store uses like residential is not likely to be marketable or financially viable. The building appears to have been purpose-built for commercial use and would not be easily convertible for residential. Given the size of the structure, the building may only be marketable if a second floor were added. Otherwise demolition of the building is likely to be required to support new residential construction.

Access & Exposure

This site has excellent access and visibility from both 3rd and M streets. Sidewalks provide pedestrian access and there is on-street parking available along the front and side of the building. The building is set back due to an expansive right-of-way along M Street, allowing the store visual impact for those driving east and west along M Street. Both M and 3rd are two-lane, local-serving roads at this juncture, but both streets also carry commuter traffic originating in surrounding neighborhoods, oriented to employment nodes downtown and the emerging NOMA area.

M Street connects to New York Avenue (U.S. Route 50) and North Capitol Street several blocks to the west. Third Street connects to Florida Avenue (one block north) and to H Street (four blocks south). North Capitol, New York, Florida, and H Street are all important arterial routes through Washington. While the subject site has good access within a few blocks to all of these roads, it does not have any direct exposure to them. By contrast, a number of other liquor stores enjoy such exposure, being situated alongside these major commuter roads.

There is also Metrorail access from the New York Avenue station within walking distance to the subject site. Some neighborhood residents walk past the store along both M and 3rd streets en route to and from the Metro station. Construction in the area has increased the number of workers and others walking past the site.

Surrounding Uses

The subject site is located on a residential block, adjacent to row houses continuing south towards L Street and east towards Abbey and 4th Streets. Overall, the neighborhoods south and east of the store have a residential character consistent with many attached row house communities in northeast Washington.

By contrast, areas to the north and immediate west of the site have a distinctly industrial character. Located directly north across M Street is a parking lot (site for lease) and an industrial building occupied by Capitol Self Storage. The Central Armature Works, Inc. (CAW) facility is located diagonally across from the subject site on the northwest corner of 3rd and M. This large industrial building covers almost the entire block from M to Florida Avenue. An older industrial building is undergoing renovation (adjacent to U Line), across 3rd from the site. Portions of this block are occupied by U.S. Treasury offices. The elevated rail lines (carrying Metrorail and Amtrak trains) are situated one block west of the site behind CAW and the U Line buildings.

Further north of the site are several commercial uses, including a liquor store, located along Florida Avenue. The Florida Avenue market (including the D.C. Farmers Market) is located on the north side of Florida Avenue. This important warehouse and distribution hub includes businesses that supply the city's restaurants and tourism outlets. Other distribution-oriented businesses are located in pockets surrounding the market.

New Construction

South and west of the subject site are areas undergoing dramatic change as part of NOMA (north of Massachusetts Avenue) initiatives. The federal Alcohol, Tobacco, and Firearms (ATF) offices relocated several years ago to a new building constructed at the intersection of Florida and New York Avenues. New hotels, residential buildings, and office development has followed. Among the projects closest to the subject site are the following:

- Union Place (3rd and K Streets)
  - 712 housing units (phase 1) and 19,000 square feet of retail (possibly including a wine shop). This 10-story project is nearing completion.
- Constitution Square (2nd and M Streets)
  - 340,000 square feet of office (phase 1), another 589,000 square feet of office (phase 2), a 50,000 square foot Harris Teeter Supermarket (including liquor sales), 30,000 square feet of other retail, 440 residential apartments, and a 204-room Hilton Garden Inn. This project is under construction.
- ATF (Florida at New York Avenue)
  - 430,000 square-foot office building for federal agency. Completed and occupied.
- Marriott Courtyard Hotel (Florida at New York Avenue)
  - 218-room hotel at or nearing completion
- Square 772 (1100, 1150 2nd Street)
  - 250,000 square foot office buildings (mostly completed), 300 residential units and 15,000 square feet of retail
- U Line (2nd Street at rail line)
  - 290,000 square feet of office space, rehab structure occupied by U.S. Treasury Department, and 225 residential units planned.

All of these projects (and others) are located within walking distance of the subject site. However, the site is accessible from the west mainly by walking through a tunnel underneath the rail line. Workers and residents in these new buildings would need a reason to pass under the rail line in order to walk east to the liquor store site. At present, there are few activities to draw these new workers and residents east toward the store at 3rd and M streets.

General Marketability

The subject store has operated as a liquor store for many years in the past. It is assumed that the building was purpose-built for convenience business use and has operated primarily as a liquor store since opening. Clearly, the building has been viable as a liquor store for many years, since the use did not convert during the long period of operation. Further, the building would not require significant alteration to convert back to liquor store use. The building is small compared with national averages for convenience stores, but it does conform to older urban formats.

The location affords good access and immediate visibility from adjacent roads. There is also significant new construction of residential and office uses nearby that no doubt has a positive impact on the market for both liquor and convenience sales in the area. However, the site lacks the exposure afforded competing liquor stores located along major thoroughfares. While the site is easily accessible to New York Avenue, Florida Avenue, H Street, and North Capitol Street (and not far from Massachusetts Avenue), it lacks exposure to the traffic along these streets. For this reason, the site cannot expect to capture a significant share of the sales volumes generated by this traffic but instead must rely more on convenience sales generated by households within surrounding neighborhoods. The store was able to survive for many years based on the sales from these neighborhoods. The current sales potential generated from within the immediate trade area, coupled with inflow from other areas, is calculated in the following section.

Section 2. MARKET ASSESSMENT

This section provides a summary of findings from an assessment of the existing market support for a liquor store and / or convenience store at the subject site. The assessment examined market demand under the three scenarios, first assuming a liquor store, second assuming a convenience store with beer/wine, and third assuming only convenience food. The trade area was defined and household convenience expenditure potential determined for each scenario. An assessment of the competitive framework was conducted, and the site's capture rate estimated in order to determine demand for each type of store at this location.

Trade Area Definition

The trade areas for this site were defined in terms of a radius, based on industry standards and on the particular factors affecting market access at this location. A radius of 1.0 to 1.5 miles was determined to constitute the primary trade area for a liquor store (or for a convenience store that sells beer and wine), although there is the opportunity for inflow generated from greater distances by pass-though traffic in the area. The rail lines act as a man-made boundary that reduces opportunities for each-west traffic, although the trade area does include areas to the west of the rail lines. Florida Avenue also acts as a boundary, particularly for pedestrian traffic crossing over to the south towards the store. Convenience store use without liquor sales would have a primary trade area within a radius of about one-half to one mile from the site.

Demographic Trends & TPI

Housing densities are higher as one moves further away from the liquor store site. There are about 2,640 households located within one-half mile of the site, but there are another 14,840 households between 0.5 and 1.0 miles from the site and 24,800 households from 1.0 to 1.5 miles from the site.

The trade-area household base is growing, thanks in part to the construction of new housing units throughout the NOMA area. Within one-half mile of the store, the household base increased by about 0.3% per year since 2000. Although growth is slowing (due to slower marketing of new housing units during the real estate recession), the household base is still expected to increase in coming years as new housing comes on line. The growth rate is even faster 0.5 to 1.0 miles from the site, where the number of households increased by

1.0% per year since 2000. Between 1.0 and 1.5 miles from the site, the household base has expanded by a rate of 1.2% per year.

Table 1. TPI TRENDS AND FORECASTS, LIQUOR/CONVENIENCE STORE TRADE AREA, 2000-13

Factor/TA	2000	2008	2013	Change 2000-08	Change 2008-13
Households					
0.5-mile	2,573	2,639	2,653	0.3%	0.1%
0.5-1.0 mile	13,701	14,843	15,515	1.0%	0.9%
1.0-1.5 mile	22,585	24,817	25,977	1.2%	0.9%
HH Income					
0.5-mile	$ 43,317	$ 61,192	$ 72,005	5.2%	3.5%
0.5-1.0 mile	$ 51,002	$ 68,950	$ 81,028	4.4%	3.5%
1.0-1.5 mile	$ 53,818	$ 75,785	$ 89,816	5.1%	3.7%
TPI (000)					
0.5-mile	$ 111,455	$ 161,486	$ 191,029	5.6%	3.7%
0.5-1.0 mile	$ 698,778	$1,023,425	$1,257,149	5.8%	4.6%
1.0-1.5 mile	$1,215,480	$1,880,756	$2,333,150	6.8%	4.8%

Sources: U.S. Bureau of the Census; Claritas, Inc.; & Randall Gross / Development Economics.

Household incomes are lowest closer to the site, where they averaged $61,200 in 2008. By comparison, household incomes averaged almost $69,000 0.5 to 1.0 miles from the site and were $75,800 among households 1.0 to 1.5 miles from the site. Incomes throughout the area increased rapidly since 2000. Within one-half miles of the site, incomes increased at an annualized rate of about 5.2% per year since 2000. This income growth again relates to the influx of new residents in NOMA housing and changing demographics. Income growth has slowed during the recession.

Total personal income (TPI, estimated based on the total income of all households within the trade area) is estimated at $161,486,000 for households located within one-half mile of the subject site. TPI for households located 0.5 to 1.0 miles form the site is estimated at over $1.0 billion, and is almost $1.9 billion for households located 1.0 to 1.5 miles from the site. TPI increased at an annual rate of 5.6% since 2000 for the area located within one-half miles of the site. The growth in total income within walking distance of the subject site helps support retail sales including liquor and other convenience goods.

Expenditure Potential

The share of total personal income spent on purchases of liquor for home use was determined based on data from the U.S. Census of Retail Trade. This data indicates that households located within one-half mile of the subject site potentially spend up to $2.2 million per year on liquor purchases, including $1.1 million for beer and wine, $140,000 for whiskey, $560,000 for wine, and $308,000 for other types of alcohol.

Table 2. LIQUOR CONSUMER BUYING POWER, LIQUOR STORE TRADE AREA, 2008

Trade Area	Alcohol BP	Beer/Ale	Whiskey	Wine	Other Alcohol
0.5-mile	$ 2,154,190	$ 1,144,907	$ 138,804	$ 562,476	$ 308,004
0.5-1.0 mile	$ 12,786,601	$ 6,538,386	$ 847,820	$3,509,807	$ 1,890,589
1.0-1.5 mile	$ 22,300,001	$ 11,178,482	$ 1,509,993	$6,419,392	$ 3,192,134

Sources: Claritas, Inc. and Randall Gross / Development Economics.

Liquor sales potential generated by households within the areas further out from the subject site are significantly greater. Within 0.5 to 1.0 mile from the site, households generate potential for $12.8 million in annual liquor sales. Households within 1.0 to 1.5 miles from the site generate potential for $22.3 million in total liquor sales.

Non-grocery convenience store food expenditure potential totals $730,214 among households located one-half mile from the site, $4,038,768 for households located 0.5 to 1.0 miles from the site, and $6,854,988 for households located 1.0 to 1.5 miles from the site. Thus, trade-area households generate significantly less potential for convenience store food sales than they do for liquor sales. These convenience food sales do not include expenditures that might be made in grocery stores, specialty food stores, or supermarkets.

Competitive Framework

The subject site is located off of the main thoroughfares that bisect Northeast D.C. However, there is a large number of liquor and convenience stores located along these main roads as well as several scattered within the neighborhoods. Within Zip Code 20002 (the area in which the subject store is located), there are at least 30 functioning liquor stores.

The closest and most competitive of these is the Coast In Liquor Store, located at 301 Florida Avenue about one block north of the subject site. Coast In Liquors has direct access and exposure from Florida Avenue, a major cross-town artery with an increasing traffic load generated by nearby NOMA development (and proposed Florida Market development). Even with significant flow-through traffic however, this store still generates the majority of its sales from residents of nearby neighborhoods. The store carries the basic stock of beer, whiskeys, and "hard" liquors, but has a nominal selection of wines. The store has operated for many years at this location and shows signs of interior wear-and-tear. Clearly the market for the store's product is increasing but it is also shifting away from neighborhood sales. The owner does not appear to have the desire or resources to change his operating format in order to appeal to the newly emerging, more affluent demographic represented by condominium dwellers and others in NOMA.

Most of the other competing liquor stores are clustered along Florida Avenue/Benning Road (8), North Capitol Street (6), Bladensburg Road (4), and H Street (4). Other competitive stores are located near Rhode Island Avenue, Massachusetts Avenue, and New York Avenue, or along several side streets. The vast majority however are located along the main thoroughfares.

Site Demand

Market demand was determined for the operation of a convenience business at the subject site under each of the three scenarios. In Scenario 1, the market assessment found that there is support for a liquor store at the site, generating maximum sales of up to $175,900 per year, including demand generated by households and employees within the trade area as well as from inflow. This sales projection assumes that the store carries a full line of liquor products and is marketed through signage or outreach to Florida Avenue and NOMA.

Table 3. LIQUOR & CONVENIENCE STORE MARKET SUPPORT, SUBJECT SITE

Factor	Scenario 1	Scenario 2	Scenario 3
Sales			
Household Capture	$ 131,575	$ 98,332	$ 29,209
Employee-based	$ 9,146	$ 27,439	$ 18,293
Sub-Total	$ 140,722	$ 125,771	$ 47,501
Total w/Inflow	**$ 175,902**	**$ 157,214**	**$ 59,377**
Sales Factor	$265.88	$ 300.00	$ 325.00
Supportable SF	**662**	**524**	**183**
Actual SF	**815**	**815**	**815**
Achievable	$215.89	$192.95	$ 72.88

Sources: Urban Land Institute and Randall Gross / Development Economics.

Based on typical (average) productivity levels of $266 per square foot for liquor stores, these sales can support a liquor store of up to about 660 square feet. Given that the existing building has about 815 square feet of retail space, this liquor store would therefore achieve a lower-than-average productivity level of about $216 per square foot at this location.

Scenario 2 indicates that a convenience store that sells beer and wine would generate sales of up to $157,000 at this location. These sales volumes are sufficient to support a store of about 524 square feet, using average productivity levels of $300 per square foot. At 815 square feet, the store would achieve lower productivity of less than $200 per square feet.

Under Scenario 3, where no liquor sales would be allowed, the convenience store operation would generate sales of up to about $60,000 per year. These sales translate into demand for less than 200 square feet of retail space, significantly lower than the current building size. Productivity levels would only approach $73 per square foot rather than the average $325 for convenience food stores.

This assessment indicates that, while a liquor store would operate at lower productivity levels at this location than average for such stores, productivity is much lower if sale of alcohol is not permitted. The difference amounts to $143 per square foot ($216 psf with alcohol versus $73 psf without). The middle scenario which allows some beer and wine sales would generate about $192 in sales per square foot, 11% less than a liquor store but 163% more than a convenience food store without alcohol sales.

Section 3. FINANCIAL VIABILITY

The findings from the market assessment were used as an input to a pro forma financial analysis to test the operating viability of the business under each of the three scenarios. Sales projections generated from the market assessment provide input on the income stream for the business. Operating costs were estimated based on typical liquor and convenience store cost inputs, but also were informed by the actual operating costs incurred by Oasis Liquors during its last year of operation. Based on these income and cost inputs, the Net Operating income (NOI) was determined for the store under each scenario.

Table 4. **OPERATING INCOME STATEMENT, CONVENIENCE BUSINESS AT SITE**

Item	**Scenario 1**	**Scenario 2**	**Scenario 3**
Sales	$ 175,902	$ 157,214	$ 59,377
Direct Cost of Goods	$ 139,476	$ 124,657	$ 47,081
Gross Profit	$ 36,427	$ 32,557	$ 12,296
Expenses			
Payroll	$ -	$ -	$ -
Marketing	$ 500	$ 500	$ 500
Mortgage/Rent	$ -	$ -	$ -
Utilities	$ 8,000	$ 8,000	$ 8,000
Insurance	$ 1,500	$ 1,500	$ 1,500
Maintenance	$ 1,000	$ 1,000	$ 1,000
Cleaning/Supplies	$ 200	$ 200	$ 200
Leased Equipment	$ -	$ -	$ -
Legal/Prof Svcs	$ 1,490	$ 1,490	$ 1,490
License	$ 2,500	$ 2,500	$ 2,500
Transport	$ 1,000	$ 1,000	$ 1,000
Total	$ 16,190	$ 16,190	$ 16,190
Net Operating Income	**$ 20,237**	**$ 16,367**	**$ (3,894)**
(Before Taxes & Depreciation)			

Note: Assumes family employment.

Source: Randall Gross / Development Economics

This financial analysis indicates that the operation of a liquor store (Scenario 1) would generate a small net operating income (NOI) of about $20,000 per year, assuming that the business only hires staff from within the family (as has been the case). In Scenario 2, a convenience store with beer and wine would generate net income of about $16,000 per year. However, a convenience store without liquor sales would operate at a net loss of about $4,000 per year. Clearly, Scenario 3 would not generate a viable income to support operation of the store if alcohol sales are not allowed.

Neither the liquor store nor a convenience store with beer and wine would generate a sizable profit for the operator. The store would have to increase its marketing effort to remain competitive in the market with new stores such as Harris Teeter coming on line.

Summary

This analysis has found that the subject site, located at 3rd and M streets, Northeast, is still a viable location for operation of a liquor store. Under current operating conditions, the liquor store business would generate Net Operating Income (after expenses but before taxes) of about $20,000 per year, limited due to competition and market constraints. The store would operate below standard productivity levels for liquor stores, but could still generate sufficient income to survive in the market. Trade Area incomes are increasing as new housing and office uses are developed in the surrounding areas. An increase in the number of affluent residents also increases demand for higher-value goods like wines and specialty foods. The primary constraint on sales growth is the concurrent addition of large competitors like Harris Teeter nearby.

A convenience store offering wine and beer could generate net income of at least $16,000 per year under current market conditions. However, removal of the ability to sell liquor at this site would have a deleterious impact on the viability of the site for business use. Without liquor sales, the store would generate a net loss of about $4,000 per year. The convenience food market is not deep enough at this location, given the competition, to support the operation of a convenience store without alcohol sales. The existing building is not likely to be marketable or financially viable for other, non-convenience store uses such as residential, without its complete demolition.

RANDALL B. GROSS

Profession: Economic, Strategic Planning, & Development Consultant
Contacts: Tel (202)332-7430 Fax (202)332-7433 e-mail: rangross@aol.com
Expertise: ***Local Economic & Community Development; Public Policy Analysis; Development Economics - Project Market & Financial Feasibility; Tourism Development; Economic & Fiscal Impact Analysis; Strategic Planning; Labor Force Economics; Public-Private Partnerships; Planning & Transportation Economics; Capacity-Building & Training***

Randall Gross has more than 20 years' experience providing strategic economic and development consulting services for local, regional and national governments; private companies; and non-profit agencies. He has worked on over 400 projects to enhance their capacity for sustainable community and economic development, citizen participation, asset management, and policy formation.

Mr. Gross brings particular expertise in market and development feasibility analysis to test the economic viability of projects; fiscal and economic impact analysis to gauge the public costs and benefits of projects; and public policy analysis to evaluate and monitor policy decisions. He also provides comprehensive implementation strategies that form the basis for industrial & economic development, tourism, and community revitalization.

Mr. Gross has consulted on projects in 29 states and five foreign countries. Since forming his own company in 1997, Mr. Gross has worked on diverse projects ranging from neighborhood industrial redevelopment in Baltimore to airport expansion in South Africa. Increasingly, he is working with communities to determine the best ways to manage growth and maximize the economic and fiscal return from development.

Mr. Gross is a former Division Chair for the American Planning Association (APA) and now serves on the National Capital Area APA Board and on the Board of the Georgetown Public Policy Institute. He has worked in local government, deciding real estate tax appeals cases in Chicago for the world's largest tax appeals agency. He also worked for state and federal government and in the non-profit sector, before entering consulting.

Education

Masters in Public Policy, Georgetown University - Graduate School of Government
Bachelor of Arts & Sciences, Northwestern University - Poli. Sci. & Urban Studies (Honors);
Certification in Urban Politics, Northwestern University.

Professional Memberships and Honors

Mr. Gross is active in many community and national organizations.

- *Division Chair, American Planning Association (APA), 1998-2003*
- *Board Member, Georgetown Public Policy Institute, 2005-*
- *At-Large Board Member, APA National Capital Area Chapter, 2004-*
- *Comm. Member, American Economic Development Council (AECD), 1996-98*
- *Project Award, National Capital Chapter APA, 2001*

Professional Experience

Proprietor, Randall Gross / Development Economics, Washington, DC (1997-present);
Director, African Development Economic Consultants (ADEC), Johannesburg, S Africa
Consultant specializing in community development economics, strategic planning and local government. Provides economic and tourism development strategies, policy analysis, fiscal & economic impact assessments, industrial and employment generation strategies, real estate market & financial feasibility analyses, and community development/revitalization strategies. Provides training and management services for local governments. Clients are local, regional and national governments; universities; private/corporate developers; and non-profit agencies.

Senior Associate, Hammer, Siler, George Assoc., Silver Spring, MD (1988-1997)

Managed, directed and/or consulted on over 110 economic consulting assignments for public and private clients ranging from the Town of Appalachia to the U.S. Department of Defense and XEROX Corporation. Specialized in project feasibility & fiscal impacts, urban revitalization, military base reuse, university research & development, tourism & economic development strategies. Assisted governments with program budgeting, financing strategies & asset management. Planned/managed conference events, directed membership development & edited newsletter as founder and chairman of APA Division. Edited Military Newsletter for the National Council for Urban Economic Development (CUED).

Research Editor, The Independent Sector, Washington, DC (1987-1988)

Edited *Research in Progress* , the international compendium of research on the not-for-profit and voluntary sectors. Identified and assessed research activities relating to the management, tax & legal status, development, financing, and impacts of NGOs and the non-profit sector throughout the world.

Research Assistant, U.S. National Endowment for the Arts, Washington, DC (1987)

Provided modeling & policy analysis for the National Survey of Public Participation in the Arts.

Case Analyst & Assistant to the Commissioner, Cook County Board of Tax Appeals, Chicago, IL (1984-1986)

Decided over 100 individual property tax appeals cases ranging from single family homes to large commercial investment properties. Conducted citizen outreach as Board representative. Wrote press releases and acted as Media Liaison. Managed tax impact and investment studies. Assisted with program policy and strategy as Assistant to Commissioner.

Research Director, Democratic Campaign for Illinois State Treasurer, Chicago (1986)

Managed/directed research on consumer banking & financial institution policy. Assisted in determining campaign strategy & electioneering. Developed the Illinois Citizens Insurance Board to represent insurance consumers before State government.

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Anita B. Morrison, MPP
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BA in Political Science, University of Michigan, 1976

MPP in Public Policy and Economics, University of Michigan, 1977

Work History

September 2008-

Partners for Economic Solutions, LLC, *Founding Principal*
The firm provides reliable, realistic and useful guidance to public and private clients seeking to maximize public benefit or earning potential for development projects and effectively position existing real estate holdings through research-driven strategies and solutions.

1997 to August 2008

Bay Area Economics, *Principal*
Founded East Coast office for national urban economics consulting firm. Developed the office to staff of five persons, marketing professional services and managing day-to-day operations. Directed over 200 consulting assignments with cities, counties, states, non-profit organizations and private developers. Conducted market and financial analyses of real estate developments, tested the fiscal impact of public policies and new developments, recommended financing strategies, quantified economic impacts of major institutions and provided economic inputs to multi-disciplinary planning studies. Special focus on structuring public/private partnerships, including initial project planning, preparation of developer RFPs, evaluation of developer submissions, negotiation of partnership agreements and structuring of the partnerships. Developed program guidelines and legislation for the Michigan Economic Development system of SmartZones. Prepared affordable housing strategies, tested project feasibility and evaluated the financial impact of policies for inclusionary zoning and linkage fees.

1977 to 1997

Hammer, Siler, George Associates, *Vice President*
Progressive increase in responsibility from Associate to Vice President for a national economic and development consulting firm. Directed over 300 consulting assignments for public and private clients, performing market and financial feasibility analyses for office, retail, residential and industrial projects, emphasizing public/private partnerships. Developed special expertise in research park feasibility and development strategies, working with more than one dozen universities and cities. Prepared business plans for closure and reuse of two major military bases.

Economic development assignments included:

- an economic development strategy for redeveloping the area surrounding Dallas' Love Field airport, a mixed-use area of light and heavy industrial, commercial, residential and institutional uses;
- evaluation of potential economic incentives for redevelopment with the Baltimore Mayor's Economic Incentives Task Force;
- a detailed strategy to capitalize on the Buffalo (NY) region's base of medical device manufacturers and medical research activities;
- revitalization and reuse strategies for strip commercial districts in communities surrounding Dayton (OH);
- a regional economic development strategy for Connecticut's Lower Naugatuck Valley, a region shifting from a traditional heavy industry focus; and
- development and marketing strategies for the Three Rivers Industrial District in Pittsburgh adjacent to the Ohio River and Three Rivers Stadium.

Partners for Economic Solutions

Professional Memberships:

Urban Land Institute, including serving on Expert Panels regarding Suburban Strip Development and eCommerce as well as ULI Advisory Services Panel in Little Rock, AR, Paterson, NJ, Salem, OR and Albuquerque, NM
Center for New Urbanism
American Planning Association
International Economic Development Council