

BST Associates is a strategic planning group that specializes in preparing economic and financial analyses of waterfront projects.

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### ***Overview of Firm***

BST has completed a wide array of boating-related projects, with a focus on moorage and support facilities for recreational boating and commercial fishing. These projects have included market studies, rate analyses, financial analyses, and master plans. The types of facilities analyzed in this work has included marinas and small boat harbors, dry stack storage facilities, boatyards/shipyards, and other facilities related to vessel operations and maintenance.

The key to the success of BST Associates is the depth of data analysis and original research the team completes for each project. This team includes Paul C. Sorensen, who founded BST Associates in 1986, and Brian Winningham joining shortly after. Since that time these two have formed the core of a team that has completed all of the firm's projects. Paul currently serves on the board of directors of the Northwest Marine Trade Association.

In addition to analyzing marinas, BST Associates has extensive experience in developing port comprehensive schemes, completing bond feasibility studies, estimating the demand for industrial and commercial space, and forecasting waterborne and rail trade volumes, among others.

A sample of recent work completed by BST Associates includes the following projects:

- City of Des Moines Marina Rate Studies and Master Plans
- NMTA Economic Impact of Seattle Boat Show
- Port of Kingston Marina Rate Assessment
- La Conner Marina Assessment
- Kirkland Downtown Marina Analysis
- Westport Marina Master Plan
- Boyer Park Marina Market Analysis and Financial Analysis
- Whatcom Waterway Marine Trades Area Market Analysis
- Port of Newport Strategic Business Plan
- Review of City of Seattle Marinas
- Port of Toledo Strategic Business Plan and Capital Facilities Plan
- Port of Astoria Strategic Business Plan
- Port of Skagit Economic Impact Study
- Port of Port Angeles Economic Impact Study
- Swinomish Channel Economic Impact Study