

Education

M.U.R.P. Portland State University

B.S. Molecular Biology, University of Puget Sound

Certificate in Commercial Real Estate Development, University of Washington Extension

Years at ECONorthwest: 7

Years in Industry: 19

Certifications

AICP (2013)

Areas of Expertise

Economic Development

Affordable Housing

Land Use Planning

Market & Feasibility Analysis

Infrastructure & Finance Funding

Transit-Oriented Development

Morgan Shook, Partner & Project Director

Morgan conducts economic, financial, and policy analyses on projects related to real estate, land use, and transportation. He has deep expertise in economic, market, and financial analytics that he brings to bear in business, enterprise, and policy settings. Morgan regularly works for a range of government, business, and nonprofit clients, providing analyses that highlight opportunities, consequences, and trade-offs of decisions affecting land and infrastructure. Before joining ECONorthwest, Morgan worked in biotechnology development at the Institute for Systems Biology, and health disparities research at the University of Chicago. Morgan recently served on the Seattle Planning Commission. He is currently AICP-certified.

REPRESENTATIVE PROJECTS

Morgan has served as Project Director or Project Manager on the following projects, unless otherwise noted:

- **Clackamas 911 Feasibility Study—Clackamas, OR (Ongoing).** This project is conducting a study of Clackamas 9-1-1 Communications (C-Com or Clackamas 9-1-1) to recommend an efficient governance structure, funding strategy and to identify a migration path towards best achieving the present outcomes listed within C-COM's strategic plan. Our role includes the development of a financial model to better understand governance and service delivery changes.
- **Seattle Fiscal Analysis—Seattle, WA (Ongoing).** Working with the Seattle Chamber of Commerce, we provided a clear overview of the City's budget, taxpayers' return on investment, and the business community's tax burden. As a result, Chamber members and staff will be better informed and better equipped to advocate for pragmatic, fair, and effective utilization of taxpayer resources on behalf of the business community.
- **Washington State Tax Structure Work Group—Seattle, WA (Ongoing).** The Tax Structure Workgroup is conducting an analysis and outreach on proposals to reform how businesses and individuals are taxed in Washington. ECONW is providing economic analysis, project management, facilitation, and community engagement services on behalf of the Washington State Department of Revenue (DOR) as part of the multi-year study.

- **Pierce County Impact Fee Assessment—Bellevue, WA (Ongoing).** ECONorthwest is assisting the Master Builders Association in assessing their concerns regarding the Pierce County Center’s and Corridor Plan proposal and levying of impact fee rates that might have a chilling effect on housing development.
- **Bellevue MFTE Legislation—Seattle, WA (2021).** On behalf of Vulcan Real Estate, we conducted an analysis to support the revision and passage of the MFTE Ordinance in Bellevue, WA.
- **Seattle: DRP One-Year Evaluation—Seattle, WA (2021).** The Downtown Seattle Association, in partnership with NAIOP, tasked ECONorthwest to evaluate the impact of the changes to the Design Review Process.
- **Kirkland Rapid Ride Station Area Plan—Kirkland, WA (2021).** ECONW Analyzed TOD opportunities and development capacity in a Bus Rapid Transit station area. We used MapCraft and pro forma analyses to evaluate the feasibility of various land use under new zoning codes.
- **Bonney Lake/Sumner Housing Action Plan—Cities of Bonney Lake and Sumner, WA (2021).** Prepared a housing needs assessment to inform how best to meet future housing demand. Supporting ongoing stakeholder group engagement, analyzed different housing program options quantitatively and qualitatively, and developing strategies for the housing action plans. Jennifer is serving as the project manager for this project.
- **Redmond Comprehensive Plan Update Visioning & Land Use Scenario Development—Redmond, WA (2021).** As a Subconsultant, ECONorthwest assisted the City of Redmond on a Comprehensive Plan, addressing GMA allocations and implications, housing and job balance, and projected land use Distribution patterns.
- **San Juan County Sales Tax Analysis and Forecast—San Juan, WA (2021).** We developed a retail sales tax revenue forecast model for the County of San Juan to assist the County’s budget planning process.
- **ICF-Bush Prairie HCP Cost Analysis—Brush Prairie, WA (2021).** Analyzed the costs and funding mechanisms to implement a Habitat Conservation Plan for several species, including the Olympia pocket gopher. The work involves assessing potential development fees and other funding strategies and determining what effect those costs may have on future development in the area.
- **Shoreline TDR-LCLIP—Shoreline, WA (2021).** Updated the 2015 TDR-LCLIP feasibility report with current market information, refreshed revenue projections, and an expanded range of options for implementing both tools as a part of growth management and infrastructure investment strategy in areas where the city desires redevelopment.
- **Kent Valley Subarea Plan—Kent, WA (2021).** Evaluating policy options, land use scenarios, and infrastructure funding strategies to support long-term employment growth and investment. Conducting a market analysis and evaluation of competitive advantages to best position the Valley to continue to be a global destination for both large and small manufacturing and distribution businesses.

- **Snohomish County On-Call Planning and Development—Snohomish County, WA (2021).** ECONW provided analytic support for the review and update to the County’s Buildable Land Inventory methods.
- **Research Program Partnership for Affordable Housing—Renton, WA (2020).** ECONW prepared a white paper on the impacts of rent control for the Partnership for Affordable Housing - a consortium of housing partners. The white paper was used to educate legislators regarding specific proposals during the session.
- **Seattle Cost of Development Analysis—Seattle, WA (2020).** Supported Coalition for Housing Solutions in an analysis of various fees levied by Seattle and local jurisdictions.
- **Bullfrog Flats SEIS—Cle Elum, WA (2020).** ECONW developed an economic and fiscal impact analysis for development alternatives in the City of Cle Elum to support a Supplemental Environmental Impact Statement for large-scale development in the City.
- **SFG SMC Seattle Impact Fee Expert Testimony—Seattle, WA (2020).** ECONW provided testimony on the effects of development impact fees on housing production and affordability for Seattle for Growth and the Seattle Mobility Coalition.
- **Sound Transit Tacoma Dome Link Extension (TDLE) LRT Alternatives Development—Seattle, WA (2019–Ongoing).** Assessing economic effects of different project alternatives for the Draft EIS, the Tacoma Dome Link Extension project is studying building light rail from Federal Way to downtown Tacoma.
- **Kitsap County Affordable Housing Inventory and Market Analysis—Kitsap County, WA (2019–Ongoing).** Preparing a housing inventory and market analysis that will assess the expected future demand for housing and recommend strategies, opportunity sites, and public policies for these jurisdictions to incentivize the development of all types of housing.
- **Kent Tax Analysis—Kent, WA (2019–Ongoing).** Providing analysis of tax consequences stemming from land use development in the City’s industrial areas.

Economic Development and Feasibility Analyses

- **Business and Corporate State Tax Survey—Seattle, WA (2019).** For the Seattle Chamber of Commerce surveyed state taxes to compare state credits, deductions, and exemptions for industrial and manufacturing businesses in order to better understand the business competitiveness of the existing commercial tax policy in the State of Washington.
- **DSA Ground Floor Retail Strategy—Seattle, WA (2018).** Worked with DSA as they refine their retail strategy.
- **Maritime Alliance Economic Development Support—Seattle, WA (2018).** Supported the Maritime Alliance in economic data and analysis.
- **Big Sky Economic Development Data Refresh—Billings, MT (2018).** Updated a spreadsheet of economic data for Big Sky Economic Development.
- **Gridiron Affordable Analysis—King County, WA (2018).** Assessed and audited the King County analysis for affordability requirements in a proposed condominium development for a private developer.

Transit-Oriented Development Economics

- **SeaTac Express Bus Service Feasibility—Seattle, WA (2019).** Conducted an express bus feasibility study between SeaTac and other destinations for the Port of Seattle.
- **King County Metro BRT Expansion Study—Seattle, WA (2018).** Developed a funding strategy for the expansion of Metro’s RapidRide network to include 13 additional lines as part of a multi-disciplinary planning effort.
- **DASH-YMCA Development Options—Bellevue, WA (2018).** Provided advice about how to best take advantage of various TOD/zoning incentives in the area in order to co-locate a YMCA/affordable housing development in or near the Bel-Red Corridor in Bellevue.
- **Bellevue East Main Zoning Analysis—Bellevue, WA (2018–Ongoing).** Analyzing zoning, development feasibility, and potential for an incentive-based or mandatory affordable housing program in the East Main area of Bellevue. East Main is getting a new light rail station in 2023.
- **Sound Transit West Seattle to Ballard LRT Alternatives Development—Seattle, WA (2017–Ongoing).** The West Seattle & Ballard Link Extensions project will study building light rail from Ballard and West Seattle to downtown Seattle and constructing a new downtown light-rail tunnel. This project is the first phase: Alternatives Development. Draft and Final EIS will be completed in subsequent phases.
- **King County TOD Strategic Plan—King County, WA (2017–Ongoing).** Working with King County and King County Metro to develop a strategic plan guiding its TOD investments. As part of this project, ECONorthwest has created a framework and geospatial tool to guide County investments in support of equitable real estate development around high-capacity transit nodes.
- **Business Impacts of Streetcar and Fixed-Route Transit—City of Seattle, WA (2017).** Evaluated the short and long-term impacts of rail and transit improvements on business productivity and dynamism. The project specifically evaluated how transit improvements incrementally impact retail and other businesses through changes in mobility, regulation, and infrastructure.
- **Regional Urban Center Market Study—PSRC, WA (2017).** For the PSRC conducted an economic and market study to better understand the economic competitiveness of all the urban places in the central Puget Sound region. The study examined the impact of accessibility and transit service on the economic competitiveness of urban places.
- **Mixed-Use Development Feasibility—Issaquah, WA (2017).** Performed a market analysis and development feasibility assessments for vertical mixed-use developments in support of the City’s future regional growth center to be served by high-capacity rail transit as part of ST3.
- **Yakima Transportation Plan—Yakima, WA (2016).** Provided land use, funding, and transportation policy support for the transportation plan update.
- **Idaho Statewide Public Transportation Plan (2016).** Conducted a financial analysis based on the existing and future transit systems and needs to identify capital and operating funding needs.

- **BRT Corridor Development Feasibility—Mill Creek, WA (2016).** Performed a market analysis and development feasibility assessments for a variety of development prototypes along a corridor served by SWIFT.
- **Economic and Land Use Impacts of the Central City Line—Spokane Transit Authority, WA (2015).** Conducted a market analysis for development in downtown Spokane and quantified the anticipated economic development impacts of a proposed bus rapid transit through downtown Spokane on development.
- **Transit Service Allocation Modeling and Alternatives Analysis—Seattle, WA.** For the City of Seattle Department of Transportation led an analysis examining the equity of regional transit service allocation.
- **Seattle Equitable TOD Strategy—City of Seattle, WA (2013).** Prepared a peer city analysis of approaches and tools to catalyze transit-oriented development. Provided a comprehensive opportunity assessment to several TOD sites highlighting development readiness. The project resulted in the hiring of a dedicated TOD Manager at the City of Seattle.
- **Community Renewal Plan—City of Olympia, WA (2013).** Conducted a market analysis for the feasibility development for different uses in five different subareas within the City and analyzed the development feasibility and fiscal impacts of different development concepts within Downtown Olympia.
- **Economic Forces Shaping Transportation Needs—Kitsap County, WA.** For the Kitsap County Multimodal Plan, developed a demographic, land use, and economic assessment to guide long-term transportation planning in Kitsap County.
- **Transportation Benefit District Formation—City of Woodland, WA.** For the City of Woodland’s Transportation Benefit District Formation Study, evaluated different TBD boundary and revenue options to inform a discussion around potential TBD boundary and revenue configurations and key policy choices the City.
- **Market Analysis for Transit Plan—WVTC, WA (2009).** Provided market and land use planning for the Wenatchee Valley Transportation Council’s North Wenatchee Avenue Transportation Master Plan. Developed a market and economic assessment to guide a long-term transportation plan in the City of Wenatchee.

Affordable Housing

- **Redmond Housing Action Plan—Redmond, WA (Ongoing).** Preparing a housing inventory and market analysis that will assess the expected future housing demand and inform action for how to meet this demand.
- **South King County Sub-Regional Housing Action Plan Framework—South King County, WA (Ongoing). Strategic Advisor.** For the Cities of Auburn, Burien, Federal Way, Kent, Renton, and Tukwila, preparing a comprehensive Housing Action Plan Framework to assess housing demand and inform future development of affordable housing. Developing an interactive policy tool demonstrating the general impacts of policies on housing supply in the sub-region.

- **Tax Implications of Multifamily Housing—Seattle, WA (Ongoing).** Providing an analysis of the tax effects of multifamily housing development in the State of Washington
- **Seattle Affordable Middle-Income Task Force—Seattle, WA (2020).** Supported a Seattle Mayor Durkan appointed task force examining rental and ownership opportunities for middle-income housing.
- **Housing and Socioeconomic Impacts of Accessory Dwelling Units—Seattle, WA (2018–Ongoing).** As part of an Environmental Impact Study of ADUs commissioned by the City, analyzing how different policy choices would affect development outcomes in single-family neighborhoods, including impacts on affordability and displacement.
- **Bainbridge Inclusionary Housing Zoning & TDR Program—Bainbridge, WA (2018–Ongoing).** Conducting analysis of what incentives and zoning changes would be required to make the City’s affordable housing incentive program and TDR program work. Identifying the implications of a mandatory versus voluntary affordable housing program.
- **DASH—YMCA Development Option—Bellevue, WA (2018).** Provided advice about how to best take advantage of various TOD/zoning incentives in the area in order to co-locate a YMCA/affordable housing development in or near the Bel-Red Corridor in Bellevue.
- **Island County Housing Study and Housing Element Update—Coupeville, WA (2018).** Updated the County’s Comprehensive Plan’s Housing Element and its vision and policy approach to housing with research into the housing trends.
- **Affordable Housing Action Plan—City of Bellevue, WA (2017).** Worked with the City on the development of an affordable housing strategy and actionable solutions for the next ten years. The brief included potential changes in zoning, housing flexibility, permitting and entitlement measures, and proposals limited financial incentives for market rate housing. In addition, there are several actions aimed at increasing the capacity and partnerships for producing subsidized housing.
- **Economic Effects of Economic Eviction Ordinance—Seattle, WA (2017–Ongoing).** Supporting the Washington State Multifamily Association on the unintended consequences of economic eviction legislation in Seattle.
- **Affordable Housing Strategy—Coalition for Housing Solutions, WA (2017).** Authored a policy brief that outlined affordable housing strategies and actionable solutions for the next ten years. The actions will include changes in zoning, housing flexibility, permitting and entitlement measures, and proposals limited financial incentives for market rate housing.
- **Mercer Island Town Center—Mercer Island, WA (2016).** Worked with the City to educate policymakers on how incentive zoning programs function, including development product types and construction costs, base and incentive zoning, public benefit valuation, incentive zone valuation, market dynamics, and implementation mechanisms. Also performed an economic analysis that tested the base financial performance of building prototypes under the proposed changes and the effects of incorporating elective incentives such as affordable housing.
- **Homeaway Affordable Housing Impacts—Seattle, WA (2016).** Conducted an economic impact study for Expedia measuring the housing price impacts from short-term rentals in the City. The report was used to support the appropriate regulation of short-term rentals.

- **ULI Terwilliger Center Inclusionary Zoning Evaluation—National (2016).** Conducted a study of the development incentives that local governments often provide to offset negative impacts on development that result from inclusionary requirements. The evaluation tested the potential impacts of different incentives on development feasibility across building types and market conditions. This document will serve as a guide to understanding the impacts of public policies on development feasibility.
- **Impacts of Affordable Housing Policies—Seattle, WA (2015).** The Mayor of Seattle convened a 30-person committee charged with evaluating potential housing strategies and delivering a set of recommendations to the Mayor and Council. Assessed the impacts of potential housing strategies.
- **Sammamish Housing Policy Brief—Sammamish, WA (2015).** Wrote a white paper on the policy rationale for compact town centers in suburban communities and discussed the fiscal and housing impacts in similar communities.
- **Regional Urban Center Market Study—PSRC, WA.** For the PSRC conducted an economic and market study to better understand the economic competitiveness of all the urban places in the central Puget Sound region. Study examined the impact of accessibility and transit service on the economic competitiveness of urban places.
- **Business Impacts of Streetcar and Fixed-Route Transit—City of Seattle, WA.** Working on a project to evaluate the short and long-term impacts of rail and transit.

Economic Impact Studies

- **Washington Data Center Economic Impact Analysis—Seattle, WA (Ongoing).** Analyzing economic impact of potential changes to data center incentives.
- **NAIOP REET Legislation—Seattle, WA (Ongoing).** Supporting NAIOP on the assessment of increases on real estate excise taxes at the state legislature.
- **Holland 2018 On-Call Policy Work—Portland, OR (2019). Project Advisor.** Conducted analysis to support a bill tying transit and housing investment funds in the Washington State legislature.
- **Olympic Property Group Tax Impacts—Gig Harbor, WA (2018–Ongoing).** Communicating the tax benefits of a project in response to the City proposing to increase transportation impact fees by 600%.
- **Seattle Employee Head Tax—Seattle, WA (2018).** Prepared a white paper and analysis on the impact of a Seattle Head Tax.
- **Salish Lodge Expansion Fiscal Impacts—Snoqualmie, WA (2018).** Determined the fiscal impacts to the City of Snoqualmie for expanding the Salish Lodge at Snoqualmie Falls.
- **Clover Island Fiscal Impacts Analysis—Kennewick, WA (2018).** For the Port of Kennewick, conducted fiscal impacts analysis of properties unlocked by an ongoing shoreline restoration project on Clover Island.
- **Covington Strategic Finance—Covington, WA (2017–Ongoing).** Supporting the City in the creation of a strategic financial plan.

- **SDOT Center City Connector Streetcar Study—Seattle, WA (2017).** Estimated the local economic impacts (including retail effects) from adding a new streetcar link (Center City Connector or C3) through downtown that would connect the two existing streetcars.
- **Key Arena Improvement Tax Impacts—Seattle, WA (2017).** Supported Oak View Group in estimating the tax impact of an improved Key Arena.
- **Seattle Legacy Business Study—Seattle, WA (2017).** Conducted a study of legacy businesses that provided a base of facts about trends and challenges and outlined policy response options for the city council to consider.
- **Tehaleh Police Impacts—Pierce County, WA (2017).** Estimated police service costs needed to support Tehaleh master-planned community.
- **Chambers Bay Resort Development Support—Pierce County, WA (2017).** Supported Chambers Bay Resort with a fiscal impact analysis as part of their negotiations with Pierce County and other affected jurisdictions.
- **Issaquah Parking Analysis—Issaquah, WA (2017).** Assisted the City in understanding the impacts on development regarding different parking/mobility strategies.
- **Economic Impacts of Lander Street Crossing—Seattle, WA (2016).** Supported the City of Seattle in the preparation of a FAST application award by conducting an economic impacts and job impacts assessment of the project. \$45 million dollars was subsequently awarded.
- **Pines Road Underpass BCA and Economic Impacts (2016).** Prepared BCA and economic impacts for Pines Road underpass FAST application.
- **Burke-Gilman Trail EIS—Seattle, WA (2015).** Evaluated the economic impacts of different trail alternatives, specifically examining impacts on local commerce and businesses.
- **Point Wells EIS—Shoreline, WA (2015).** Provided economic and fiscal impact analysis of the Point Wells development for Snohomish County and the City of Shoreline.
- **Microsoft Fiscal and Economic Impacts—Various, WA (2014).** Conducted an economic and fiscal impact study for Microsoft, measuring the associated impacts from the construction and operation of their Quincy Data Center. Report was used to support legislative changes for favorable tax treatments.
- **Washington State Convention Center Community and Economic Impacts—Seattle, WA (2014).** Developed a job and tax impact model that estimates how spending attributable to convention visitors drives economic growth in region and state
- **South Lake Union Public-Private Investment Study—Seattle, WA (2012).** For the Office of Economic Development, we prepared and substantive examination on how public investments in regulatory change and infrastructure heralded in the redevelopment of the South Lake Union neighborhood over time. The study identified key public actions and analyzed the fiscal payback of infrastructure investments made by the City.
- **Stadium Place Community and Economic Benefits—Seattle, WA (2012).** For Daniels Real Estate, prepared a report summarizing the community and economic development impacts of Stadium Place. The report addressed how the project would help address social and economic issues in the neighborhood.

Market/Feasibility Analyses and Land Use Planning

- **King County Civic Campus Master Plan—Seattle, WA (Ongoing).** Conducting a facility cost analysis that will compare the overall capital and operating cost of building occupation over time for multiple agencies. The study includes assessing current market conditions, future needs, and funding opportunities for new investments in the County’s downtown facilities.
- **Molbaks Downtown Redevelopment Analysis—Woodinville, WA (2020).** Analyzed existing residential, office, retail, and hotel markets in Woodinville and the surrounding region to measure the financial feasibility of a variety of uses, construction types, and design elements.
- **Sumner Town Center Development Feasibility—Sumner, WA (2019).** Supported the rewrite of Town Center development code with market and financial feasibility analysis.
- **Issaquah Inclusionary Zoning Support—Issaquah, WA (2019).** Supported the City in its review of its incentive zoning and contemplation of an inclusionary zoning program.
- **Spokane Railyards Brownfields—Spokane, WA (2018).** Conducted a market analysis for the City of Spokane regarding its Northeast Brownfields site (THE YARD).
- **College Place Market Analysis—College Place, WA (2018).** Conducted a real estate market analysis and assess development potential. Identified the highest and best use of the site and evaluated the site’s competitive advantages versus other similar sites.
- **Port Townsend Gateway Subarea Plan—Port Townsend, WA (2017).** Created an updated subarea plan for the Gateway study area, including updated development standards. The 238-acre study area was previously envisioned as an employment hub that provides for living-wage jobs, housing, and multi-use work districts. This vision was first articulated in the 1993 Gateway Development Plan.
- **City of Kennewick Park and Recreation Plan (2017).** Assisted the City in developing a park impact fee analysis, review, and recommendation of a consolidation of parks zones and to develop a 6-year comprehensive parks and recreation plan.
- **Richland Columbia Point South Development Concepts—Richland, WA (2017).** Evaluated possible development concepts on a large parcel of vacant, City-owned land in Richland— with Port of Benton, Confederated Tribes of the Umatilla Indian Reservation, and City of Richland.
- **Mt. Vernon Subarea Plan—Mt. Vernon, WA (2017).** Provided market and development perspectives to inform the development of a subarea plan in Mt. Vernon.
- **Port Gamble S’Klallam Reservation Master Plan—Port Gamble, WA (2017).** Evaluated the competitiveness of a variety of commercial uses to support the creation of a master plan for the Tribe’s Business Park.
- **University of Washington Campus Master Plan Housing Analysis—Seattle, WA (2017).** Assessed housing impacts of UW Campus Master Plan.
- **West Richland Comprehensive Plan—West Richland, WA (2017).** Assisted the City in developing a 10-year update to its comprehensive plan.

- **City of Burien Downtown Mobility Study—Burien, WA (2016).** Performed a comprehensive study to support development of regulations, programs, and capital improvements for a potential Downtown Mobility District.
- **Yakima Basin Integrated Plan Implementation—Washington (2016).** Supported the YBIP Implementation process by helping proponents develop and communicate economic arguments in support of the plan.
- **City of Edmonds Hwy 99 Subarea Plan—Edmonds, WA (2016).** Assessed market conditions and redevelopment potential along the Highway 99 corridor in Edmonds.
- **The Yard Industrial and Brownfield Redevelopment Strategy—Spokane, WA (2016).** Assessed market orientation for business in the YARD 500-acre industrial area where transportation of heavy goods for the purposes of warehousing and/or production would be a strong competitive advantage.
- **Skagit Council of Governments Housing Inventory and Transportation Analysis (2016).** Worked with the SCOG in developing comprehensive countywide housing inventory and residential development and demographic trends.
- **Central Kitsap Community Campus Redevelopment—Kitsap County, WA (2016).** Assisted Kitsap County in the redevelopment of the 12-acre, county-owned Central Kitsap Community Campus. Evaluated current market and site conditions and developed a number of redevelopment and design concepts addressing site design, infrastructure improvements, and phasing of development.
- **Industrial Zoned Lands Analysis—Kennewick, WA (2016).** Conducted an industrial lands study for the City of Kennewick to inform the City’s economic development planning and the potential for a possible urban growth area expansion under the Growth Management Act.
- **Wenatchee Economic Feasibility Study and Subarea Plan—Wenatchee, WA (2015).** Conducted an economic analysis and land strategy analysis to support the City’s waterfront redevelopment efforts.
- **Aberdeen Gateway Center Planning & Feasibility Study—Aberdeen, WA (2015).** Performed a planning and feasibility study for the Gateway Center project.
- **Mill Creek Corridor Market Analysis and Fiscal Impact Study—Mill Creek, WA (2015).** Provided financial analysis to determine market demand for various land uses, taking into account existing land uses and economic trends.
- **Garfield Station School Impact Fee Analysis—Tacoma, WA (2015).** Conducted an analysis assessing the number of children likely to occupy a large mixed-use apartment project in Tacoma to be used to potentially reduce the school impact fee for the project.
- **Ballard Market Analysis—Ballard, WA (2015).** Provided land development and market analysis services to the Ballard Chamber of Commerce.

- **Assessment and Funding Strategy—Port of Douglas County, WA (2014).** Assessed economic development opportunities for a large area of vacant land along the Columbia River. Created an implementation plan for the coordinated development of infrastructure to support the development of the area in line with the economic development vision for the region.
- **Rural Lands Study—Clark County, WA (2012).** Examined land-use policies and practices, zoning, rural market economics, and tools to preserve rural lands such as parcel sizes, conservation tools, TDR, clustering, agricultural protection district, and current use taxation.

Infrastructure Funding and Financing

- **Joint Transportation Council Transit Funding Analysis—Seattle, WA (Ongoing).** Providing analysis of current transit fleet and facilities to assess replacement and expansion needs and provide recommendations for potential revenue sources to address future capital and planning needs.
- **Unreinforced Masonry Buildings Funding Mechanisms—Seattle, WA (Ongoing).** Developing mechanisms to fund and finance URM retrofits.
- **Seattle Time Tax Burden Analysis—Seattle, WA (Ongoing).** Conducting a tax burden analysis of the differentials of municipal tax burdens.
- **Puyallup TDR/LCLIP Program—Puyallup, WA (2019).** Worked with the City of Puyallup on a Transfer of Development Rights and Tax Increment Finance analysis.
- **Port Hudson Financial Review—Port Townsend, WA (2018).** Reviewed a proposed lease of Port Hudson by the NW Maritime Center.
- **King County Regional E-911 Strategic Plan (2017).** Supported the planning process with finance and funding services.
- **Terrace LCLIP Support—Mountlake Terrace, WA (2017).** Performed tax-increment finance revenue forecasts and program implementation support.
- **Snoqualmie Mill Site Development Assistance—Snoqualmie, WA (2017).** Assisted the Snoqualmie Mill Ventures in estimating tax impacts and creating a framework to mitigate impacts and fund infrastructure.
- **Snoqualmie West Development Support—Snoqualmie, WA (2017).** Supported Snoqualmie West with a fiscal impact analysis.
- **Tukwila LCLIP Update—Tukwila, WA (2016).** Revised previous LCLIP tax increment financials to consider the potential addition of an NBA/NHL arena. Advise on timing and public-private agreements.
- **Idaho Statewide Public Transportation Plan—ID (2016).** Conducted a financial analysis based on the existing and future transit systems and needs to identify capital and operating funding needs.
- **University of Washington Mobility Framework—Seattle, WA (2016).** Developed a financial model and business plan for UW mobility investments.

- **The YARD AWP—Spokane, WA (2015).** Prepared a project-level funding strategy for projects identified in the Area-Wide-Plan.
- **Fiscal Impact of 49 Degrees North Expansion—Spokane, WA (2015).** Provided a fiscal impact analysis for Spokane related to the potential expansion of the 49 Degrees North Ski Area.
- **Infrastructure Funding Strategy for Martin Way—Olympia, WA (2014).** Developed a strategy for making near- and long-term infrastructure improvements to support safety, access, and long-term development of the Martin Way corridor based on the local market conditions and development potential, transportation needs, stormwater issues, and input of residents and businesses.
- **Funding Assessment North Wenatchee Avenue Transportation Master Plan—Wenatchee, WA (2009).** For the Wenatchee Valley, Transportation Council assessed regional population trends and the demand and supply for housing (single-family and multifamily), retail, and office uses that may locate within the North Wenatchee Avenue corridor.
- **Infrastructure Funding Forecasts and Strategies—Various, WA.** For the Cities of Issaquah, Yakima, Ferndale, and Counties/COGs of Chelan, SWCOG, WVTC, YVTC.
- **LCLIP Tax Increment Finance Assessments—Various, WA.** Have performed LCLIP tax increment finance assessments for the following cities in Washington: Issaquah, Burien, Arlington, Kirkland, Tacoma, Seattle, and Mountlake Terrace.
- **Revitalization Financing (LRF) to the Department of Revenue—Renton, WA (2010).** Fiscal analyses and application preparation to demonstrate the fiscal benefits of future development within the revitalization areas that form the basis for local match revenues for the Local Revitalization Financing (LRF) program.
- **Local Revitalization Financing (LRF) Application Assistance—Puyallup, WA (2010).** Fiscal impact analyses and application preparation to demonstrate the fiscal benefits of future development within the revitalization areas that form the basis for local match revenues for the Local Revitalization Financing (LRF) program.
- **Local Infrastructure Financing Tool (LIFT) Application—Puyallup, WA (2007).** Worked with the City of Puyallup to develop the City’s application for a competitive award for State Local Infrastructure Financing Tool (LIFT) funding. For the application, an inventory of small businesses and low-income housing in the project area and an estimate of the impact of the project on small business and low-income housing.

Fiscal Planning for Governments

- **Seattle Public Utilities (SPU) Facility Master Planning (2016).** Assisted SPU in creating and evaluating alternative facility arrangements, which employed quantification and monetization of benefits in initial screenings alternatives.
- **University of Washington Mobility Framework, Seattle, WA (2015).** Developed a financial model and business plan for UW mobility investments.

- **Fiscal Impacts of the Rural Separator Zone—Pierce County, WA (2010).** Determined housing units, commercial building square feet, assessed value, and taxable retail sales by sub-geography in Pierce County for a baseline assessment of how County government costs and revenues are distributed. Conducted a buildable lands analysis as part of evaluating different development scenarios for the Rural Separator zone area.
- **Fiscal Impacts of Annexation—Various, WA.** Analyzed the fiscal impacts of annexation for the following cities in Washington: Burien, Enumclaw, and Covington.
- **Public Safety Service Delivery—Alternatives Analysis—Various, WA.** Performed an analysis of alternatives to public safety service delivery in Burien and Maple Valley, Washington.
- **Fiscal and Policy Analysis of Proposed Yesler Terrace Redevelopment—Seattle, WA (2009).** For the Seattle Housing Authority, prepared a report summarizing the fiscal and community development impacts of the Yesler Terrace redevelopment for Seattle Housing Authority.
- **Fiscal Impact Analyses—Various, WA.** For the Cities of Issaquah and Ferndale, Washington, conducted fiscal impact analyses.

Complex Committee Facilitation and Support

- King County Sherriff, King County Sheriff’s Blue-Ribbon Commission on Police Accountability
- Washington State Long-Term Care Ombudsman, Adult Family Home Quality Assurance Panel

REPRESENTATIVE PRESENTATIONS

Presenter, Washington APA Conference. Issaquah Case Study—Creating a bold vision and planning for implementation. 2013.

Presenter, Public Financial Leadership Academy, University of Washington. Strategies for Fiscal Sustainability. 2013.

Presenter, Planning Association of Washington. A Strategic Planning Approach to Comprehensive Planning. 2013.

Moderator, National Working Waterfronts and Waterways Symposium National Conference. Using Regional Economic Tools to Grow Waterfront Industries. 2012.

AFFILIATIONS

City of Seattle Planning Commission—Commissioner. Term expired 2014.

City of Seattle Advisory Committee on Affordable Housing Incentives—Co-Chair. 2013–2014.