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BEFORE THE HEARING EXAMINER
FOR THE CITY OF SEATTLE

In the Matter of the Appeals of:

SEATTLE FOR GROWTH and SEATTLE
MOBILITY COALITION

From a Determination of Nonsignificance issued
by the Seattle City Council.

Hearing Examiner Files:

W-18-012
W-18-013

DECLARATION OF MORGAN SHOOK

I, Morgan Shook, declare as follows:

1. I am a Director and member of the Board of ECONorthwest. As a Director, I am responsible for marketing the firm’s expertise and leading its research engagements. In this capacity, I oversee the development of our work plans and the quality assurance of their execution. As a member of the Board, I have a shared responsibility for the firm’s overall strategy and management. I have been employed in such a capacity since February 2014. I have also served as a Commissioner for the City of Seattle’s Planning Commission.

2. I graduated from the University of Puget Sound with a Bachelor of Science in Biology and Portland State University with a Masters in Urban and Regional Planning. In addition, I have a certificate degree in Commercial Real Estate Development from the University

1 of Washington Extension. I have over 25 years of experience as a researcher and 13 years working
2 as a research and policy consultant in my current occupation. My areas of expertise include land
3 use planning, market analysis, real estate development, housing and housing affordability policy,
4 and infrastructure planning. I have direct experience with Growth Management Act (GMA)
5 impact fees. I have worked with municipal jurisdictions in the policy evaluation and creation of
6 impact fees as source of infrastructure funding. I have also helped housing developers evaluate the
7 appropriateness of impact fees on their projects. As a related matter, I have conducted research on
8 the impact that fees have on housing production and housing affordability. A true and correct copy
9 of my resume is attached as Exhibit A.
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12 3. I am competent to testify and make this declaration based on my own personal
13 knowledge and the records and files my firm maintains on this litigation.

14
15 4. I have been asked by the Seattle Mobility Coalition (Coalition) to provide an
16 expert opinion on the potential impact that the imposition of fees and impact fees has on the
17 production and price of housing, including housing developed, owned and managed by Coalition
18 members; and, what distributional equity issues may arise from those impacts.

19
20 5. In this matter, I was provided with materials, including the June 2015 City of
21 Seattle Impact Fee Policy Assessment and Work Plan Development Summary Report, the
22 proposed City of Seattle Comprehensive Plan Amendment for impact fees (Amendment), the City
23 of Seattle's SEPA Determination of Non-Significance for the plan amendments, City of Seattle's
24 SEPA Environmental Checklist for the plan amendments, and a PowerPoint presented to the City
25 Council (dated March 2018) that includes a review of fees imposed by other jurisdictions.

26
27 6. Housing affordability is of extreme public importance. There is an increasing body
28 of literature implicating rising housing costs to a range of harms that fall disproportionately on low-

1 income, minority, and other vulnerable populations. In the United States, housing production has
2 not kept pace with population growth, incomes, and household formation. The demand for
3 increasingly scarce housing has caused prices to rapidly escalate in certain areas of the country.
4 Land-use policies that make it difficult to build and reduce the productivity of urban land also
5 create hidden costs on the existing supply while increasing overall prices. This, in turn, restricts
6 the accessibility and affordability of land and housing in high-demand markets; creates barriers to
7 economic opportunities; and contributes to economic displacement. Research in this area suggests
8 that maintaining a healthy supply of new and moderate cost market-rate housing is critical for
9 maintaining a future stock of affordable housing.
10

11
12 7. Impact fees are a tool employed by public institutions to generate revenue to
13 support infrastructure investments. Impact fees should secure the nexus between fee levels and the
14 actual costs associated with the new land development and infrastructure needs. In Washington,
15 impact fees can only be used to fund facilities associated with new development. The primary
16 strength of such fees lies in the nexus established between fees applied to new land development
17 and the infrastructure needs, and costs, associated with the same new development. The logic of
18 impact fees is that new development pays an upfront fee that can defray some of the cost burden of
19 upgrading infrastructure systems to meet the demand imposed by growth. Following from this
20 logic, the ideal price rule for impact fees is one that is based on the short-run marginal costs of the
21 new increment of growth. In practice, it is sometimes difficult to accurately determine the true
22 short-run marginal cost, or when identified, it can be administratively difficult to levy this fee.
23 Such is the case in Washington, where most impact fees are based on average costs (typically in
24 some form of per-capita or per trip basis) instead of the marginal costs that are actually imposed.
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1 The implication of this arrangement is where land developments will be “overcharged”,
2 potentially influencing their viability.

3 8. Impact fees are one-time fees and are a cost added to a developer's budget for
4 construction. The primary effect of an impact fee on an individual development project is as the
5 added cost to construct the project and its impact on the viability of the project, meaning if a
6 particular return on investment is necessary to secure financing to build the project, revenue must
7 increase to offset development fees or other costs must be trimmed. Developers build homes until
8 the market becomes saturated and falling prices (or rents) no longer generate an adequate return on
9 investment. However, if a regulation or fee reduces costs, developers' returns can improve.
10 Consequently, more homebuilding projects move forward and/or more homebuilders enter the
11 market. Conversely, an increase in construction costs as a result of fees can result in fewer
12 homebuilders in the market, and fewer units constructed.

13 9. Housing fees, impact fees, and other policies have an impact on a developer's
14 ability to pay for land. The differential impact of these policies on commercial or housing
15 development is then a reflection on who may be able to pay the most for available development
16 sites. However, just as competition for land development with a commercial enterprise can be the
17 determinant of land value for a housing development, the current land use also may dictate the
18 value of land. If fees and policies drive down a housing developers' ability to pay for that land
19 relative to the existing use, that site goes from being a housing development opportunity to
20 maintaining the status quo of the existing use or structure. For any given jurisdiction, the overall
21 amount of housing production is related to the number of sites where housing development is the
22 most feasible development option. Housing production will be limited when policies drive down
23 housing developers' ability to pay for land without impacting other development options or the
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1 value of current land uses. Limited development sites and the corresponding limits to housing
2 supply additions lead to housing price increases as supply cannot keep up with rising demand.

3 10. The City of Seattle has previously identified these effects on housing in their June
4 2015 City of Seattle Impact Fee Policy Assessment and Work Plan Development Summary Report
5 where they state: “To the degree to which impact fees were assessed on residential development,
6 even with affordable housing exemptions from the Growth Management Act (GMA) impact fees,
7 the housing market as a whole would still likely be affected by changes in purchase prices and
8 rents.”
9

10 11. I have conducted some study examining the effect that development and impact
11 fees have on the production of higher-density housing in Puget Sound cities. The result of that
12 work suggests that there is a correlation between the price of the fees and the historical
13 production of higher-density housing. While the factors that drive housing production are
14 complex, this result is consistent with my experience in real estate development and as economic
15 theory and case studies would suggest.
16

17 12. Based on the body of literature I have reviewed and my research into the effect of
18 impact fees, in my professional opinion, the City of Seattle’s proposed adoption of traffic impact
19 fees will result in significant adverse impacts to housing production and housing affordability in
20 Seattle. While the exact amount of the fee has not yet been established, the proposed
21 Amendment does not specify an approach for calculating a fee that requires accurate pricing of
22 the marginal costs that future developments exert on planned infrastructure. Based on this
23 approach, I anticipate the fee will result in a probable impact to housing. At the margin, it is
24 likely that the fee will render some development projects infeasible. For other projects that are
25 not rendered infeasible, the fee will increase the cost of housing construction. The result of
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1 higher construction prices from fees will be a reduction in housing production. The relative
2 shortage of housing will ultimately result in higher relative housing purchase prices or rents.
3 Accordingly, the fees will impact property owners and developers, including Coalition members,
4 who will be unable to develop projects as planned.
5

6 13. Among other properties and projects, the fees will impact Coalition members with
7 projects in the permitting pipeline. Under the City's anticipated schedule, the fees will be
8 considered by the Council in March or April 2019. Projects do not vest against impact fees,
9 which are typically imposed at the time of building permit issuance. Coalition members have
10 provided me with information that they have projects that are currently in the permit pipeline
11 whose financial viability was determined in the absence of these fees. As is consistent with
12 economic theory, the imposition of the fees at the building permit stage of these projects will
13 result in significant adverse environmental impacts. These fees will render some of these
14 projects infeasible, in which case the projects would not be constructed and the properties would
15 remain vacant or underutilized. If these Coalition member projects do still move forward, these
16 fees will eventually be passed along to tenants in the long-run, in the case of residential projects,
17 decreasing housing affordability. Imposition of the fees will also cause changes to the physical
18 design of these projects, such as a reduction in parking provided above code required minimums,
19 resulting in impacts to the built environment such as parking impacts.
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22 14. Coalition members have also provided me with information that they have
23 existing properties and constructed residential and commercial projects that will be impacted by
24 construction of transportation projects eligible for funding by the impact fees. These properties
25 are located adjacent to and in the immediate vicinity of three eligible transportation projects,
26 including the "Market/45th Transit Improvement Project" and the "Northgate-Ballard-Downtown
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1 Transit Improvements,” and the “Roosevelt to Downtown Complete Street” project. People
2 living and working in these projects, as well as those visiting these projects, will be significantly
3 impacted during the construction phase of the transportation projects by construction noise, dust,
4 and emissions from construction of the transportation projects, as well as by the traffic effects,
5 barriers to vehicular and pedestrian access to the buildings, and disruption of on-street parking
6 that this construction would cause. After the transportation projects are complete, the buildings,
7 residents, workers and visitors will be affected by the altered traffic patterns and parking
8 availability in the vicinity.
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10 I declare under penalty of perjury that the foregoing is true and correct. Executed this
11 25th day of January 2019, at Seattle, Washington.
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15 Morgan Shook
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EXHIBIT A

WORK EXPERIENCE

Director and Partner | ECONorthwest | 2014 to present

- Partner and Owner of ECONorthwest, a 50-plus person economics and finance management consulting firm serving to private industry, foundations, and government.
- Responsible to starting and leading ECONorthwest's new Seattle Office – representative tasks include human resource lead, strategic marketing, and office operations.
- Directs urban systems practice area, generating work that supports multiple staff, directing multiple projects, managing staff assignments, and contributing to professional development of staff.
- Trusted advisor to many senior staff and elected decision makers with a strong brand in land use and policy analyses.
- Advises on public and private real estate decisions for private and public entities.

Manager/Director | BERK Consulting | 2005 to 2014

- Directs local government practice area, generating work that supports multiple staff, directing multiple projects, managing staff assignments, and contributing to professional development of staff.
- Develops and maintains strong client relations and a high level of trust. Trusted advisor to many senior staff and elected decision makers with a strong brand in land use and fiscal analyses.
- Leads development of project approaches, frameworks, and analytic methodologies. Responsible for project execution and quality.
- Actively cultivates existing relationships and develops relationships with new colleagues in new organizations.
- Leads marketing and procurement efforts for local government practice area, including teaming arrangements, proposal design and execution, and interview approach.

Project Manager | University of Chicago, Department of Medicine | 2000 to 2003

- Investigated an evaluation of a 6-year initiative designed to reduce health disparities and improve the quality of care in federally funded community health center
- Investigated patient preferences regarding the aggressiveness of diabetes care.

Research Associate | Institute for Systems Biology and U. Washington | 1997 to 2000

- Collaborated on several projects investigating prostate cancer, rheumatoid arthritis, and diabetes.
- Designed, implemented, and revised experimental strategies for recognizing disease predisposition; analyzed and manipulated results to identify emergent trends in complex diseases; coordinated multifaceted human genomic studies; managed and guided laboratory personnel; and attended biomedical conferences and seminars.

EDUCATION AND REGISTRATIONS

- Master of Urban and Regional Planning, Portland State University (2005)
- B.S. Biology, University of Puget Sound (1997)
- Certificate in Commercial Real Estate Development, University of Washington Extension (2008)
- American Institute of Certified Planners (2013)

CIVIC ENGAGEMENT

- Commissioner, Planning Commission, City of Seattle. Term expired 2015.

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

REPRESENTATIVE TEACHING AND PRESENTATIONS

Teaching

- Instructor, Certificate in Commercial Real Estate Development. University of Washington Extension (2017 to current)

Land Use Planning and Local Government Services

- 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

SELECTED PROJECT EXPERIENCE

Affordable Housing

- **Tax Implications of Multifamily Housing – Seattle, WA (2019-Ongoing).** Providing an analysis of the tax effects of multifamily housing development in the State of Washington.
- **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, analyzed how different policy choices would affect development outcomes in single-family neighborhoods, including impacts on affordability and displacement.
- **Issaquah Inclusionary Zoning Support—Issaquah, WA (2018–Ongoing).** Supporting the city in its review of its incentive zoning and contemplation of an inclusionary zoning program.
- **Economic Effects of Economic Eviction Ordinance—Seattle, WA (2018).** Developed an economic policy brief for the Washington State Multifamily Association on the unintended consequences of proposed economic eviction legislation in Seattle.
- **Affordable Housing Action Plan—City of Bellevue, WA (2017).** Supported the City of Bellevue 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 proposed limited financial incentives for market rate housing. In addition, it proposed several actions aimed at increasing the capacity and partnerships for producing subsidized housing, and modeled different affordable housing incentive programs.
- **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..
- **Housing Affordability Effects of HomeAway in Seattle—Seattle, WA (2016).** Conducted an economic impact study for HomeAway measuring the housing price impacts from of 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 serves as a guide to understanding the impacts of public policies on development feasibility.
- **Impacts of Affordable Housing Policies—Seattle, WA (2015).** In response to the Mayor’s 30-person committee charged with evaluating potential housing strategies and recommendations, ECONorthwest assessed the impacts of the potential housing strategies and recommendations for Seattle Downtown Association.
- **Sammamish Housing Policy Brief—Sammamish, WA (2015).** Wrote a white paper on the policy rationale for spatially-compact town centers in suburban communities, and discuss the fiscal and housing impacts of that type of urban development in similar communities.

Transit-Oriented Development Real Estate, Planning, and Economics

- **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.
- **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.
- **Sound Transit West Seattle to Ballard LRT Alternatives Development—Seattle, WA (2017–Ongoing).** As part of a large interdisciplinary team, analyzed real estate conditions, development potential and transit-oriented development opportunities in station areas for the West Seattle & Ballard Link Extensions project. 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 business through changes in mobility, regulation, and infrastructure.
- **Regional Urban Center Market Study—PSRC, WA (2017).** For the Puget Sound Regional Council, 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.
- **Mixed-Use Development Feasibility—Issaquah, WA (2017).** Performed a market analysis and development feasibility assessments for vertical mixed used 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 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.
- **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. 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.
- **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.
- **Economic Forces Shaping Transportation Needs—Kitsap County, WA.** For the Kitsap County Multimodal Plan, developed a demographic, land use, and economic assessment to guide a 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.

Economic Impact Studies

- **Seattle Employee Head Tax—Seattle, WA (2018).** Prepared a white paper and analysis on the economic and employment effects of the City of Seattle’s proposed employee hours tax, “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 (2017–2019).** 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).** Supporting 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).** Assisting 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 Fixing America’s Surface Transportation (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 benefit cost analysis (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.
- **South Lake Union Public Private Investment Study—Seattle, WA (2012).** For the Office of Economic Development, 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 of Seattle.
- **Washington State Convention Center Community and Economic Impacts—Seattle, WA (2014).** Developed a job and tax impact model for that estimates how spending attributable to convention visitors drives economic growth in region and state
- **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 Analyses and Land Use Planning

- **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 to 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).** Creating 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 Impact Fee (2017).** Assisting 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).** Evaluating 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.
- **UW Campus Master Plan Housing Analysis—Seattle, WA (2017).** Assessed housing impacts of UW Campus Master 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.
- **West Richland Comprehensive Plan—West Richland, WA (2015–2017).** Assisted the city in developing a 10-year update to its comprehensive plan.
- **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, accounting for the 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.
- **Tarragon Development Impact Fee Analysis – Bothell, WA. (2017).** Conducted and development and impact fee review for the project.
- **Ballard Market Analysis—Ballard, WA (2015).** Provided land development and market analysis services to the Ballard Chamber of Commerce.
- **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 – transfer redevelopment rights, clustering, agricultural protection district, and current use taxation.
- **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.

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
- **Maritime Alliance Economic Development Support—Seattle, WA (2017–Ongoing).** Supported the Maritime Alliance in economic data and analysis.
- **DSA Ground Floor Retail Strategy—Seattle, WA (2018).** Worked with DSA as they refine their retail strategy and developed a synthesis of best practices for ground floor redevelopment.
- **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.

Infrastructure Funding and Financing

- **Joint Transportation Council Transit Funding Analysis – Seattle, WA (2019-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.
- **Port Hudson Financial Review—Port Townsend, WA (2018).** Reviewed a proposed lease of Port Hudson by the NW Maritime Center.
- **Seattle Time Tax Burden Analysis—Seattle, WA (2017–Ongoing).** Conducting a tax burden analysis of the differentials of municipal tax burdens.
- **Puyallup TDR/LCLIP Program—Puyallup, WA (2018).** Working with the city of Puyallup on a Transfer of Development Rights and Tax Increment Finance analysis.
- **King County Regional E-911 Strategic Plan (2017).** Supported the King County E-911 Strategic plan process with finance and funding services.

- **Terrace LCLIP Support—Mountlake Terrace, WA (2017).** Performing tax-increment finance revenue forecasts and program implementation support.
- **Snoqualmie Mill Site Development Assistance—Snoqualmie, WA (2017).** Assisting 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—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 (2015–2016).** 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 Spokane 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.
- **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 multi-family), retail, and office uses that may locate within the North Wenatchee Avenue corridor.
- **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.
- **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.
- **Infrastructure Funding Forecasts and Strategies—Various, WA.** For the Cities of Issaquah, Yakima, Ferndale, and Counties/COGs of Chelan, SWCOG, WVTC, YVTC developed infrastructure funding forecasts and strategies to guide their future investments.
- **LCLIP Tax Increment Finance Assessments—Various, WA.** Performed LCLIP tax increment finance assessments for the following cities in Washington: Issaquah, Burien, Arlington, Kirkland, Tacoma, Seattle, and Mountlake Terrace.

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 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 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 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**