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7 BEFORE THE HEARING EXAMINER  
8 FOR THE CITY OF SEATTLE

9 In the Matter of the Appeal of:

10 **SEATTLE MOBILITY COALITION**

11 From a Decision by the Seattle City Council  
12 Central Staff

**Hearing Examiner No. W-23-001**

**DECLARATION OF MORGAN SHOOK**

13  
14 I, Morgan Shook, declare as follows:

15 1. I am competent to testify and make this declaration based on my personal knowledge.  
16  
17 2. I am a Director and member of the Board of ECONorthwest. As a Director, I am  
18 responsible for marketing the firm's expertise and leading its research engagements. In this  
19 capacity, I oversee the development of our work plans and the quality assurance of their  
20 execution. As a member of the Board and shareholder, I have a shared responsibility for the  
21 firm's overall strategy and management. I have been employed in such a capacity since February  
22 2014. I have also served as a Commissioner for the City of Seattle's Planning Commission.

23  
24 3. I graduated from the University of Puget Sound with a Bachelor of Science in  
25 Biology and Portland State University with a Masters in Urban and Regional Planning. In  
26 addition, I have a certificate degree in Commercial Real Estate Development from the University  
27 of Washington Extension where I also currently teach a class on real estate research and analysis.  
28

**McCULLOUGH HILL PLLC**

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1 I have over 25 years of experience as a researcher and 17 years working as a research and policy  
2 consultant in my current occupation. My areas of expertise include land use planning, market  
3 analysis, real estate development, housing and housing affordability policy, and infrastructure  
4 planning. I have direct experience with Growth Management Act (GMA) impact fees. I have  
5 worked with municipal jurisdictions in the policy evaluation and creation of impact fees as  
6 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  
8 on the impact that fees have on housing production and housing affordability. A true and correct  
9 copy of my resume is attached as Exhibit A  
10

11 4. I have reviewed the declarations of Meredith Holzemer and Benjamin Maritz.  
12 The situations they describe are typical of the current economics of housing development in  
13 Seattle. The factors that affect the viability of development projects, including housing and other  
14 land use types, have changed significantly since 2018. These changes include the City's  
15 expansion of the requirement to pay Mandatory Housing Affordability ("MHA") fees to zones  
16 City-wide and the regular increases in those fees. In addition, the City adopted new Energy  
17 Code requirements that became effective in 2021 and added cost to development projects. The  
18 rise in construction costs and interest rates are other key factor that materially affects the cost of  
19 development projects. While these costs have risen substantially, the rents that the market will  
20 bear for housing and other use types such as office are limited by other economic factors. These  
21 are some, although not an exhaustive list, of the factors that affect the viability of development  
22 projects today and into the future. The result is that development is even more sensitive to the  
23 imposition of additional costs than it was in 2018. In order to be accurate and meaningful, any  
24 analysis of the impacts of the City of Seattle's ("City's") current proposal to adopt  
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1 Comprehensive Plan amendments requiring the adoption of transportation impact fees  
2 (“Proposal”) must take into account these current conditions as its baseline.

3 I declare under penalty of perjury that the foregoing is true and correct. Executed this  
4 28<sup>th</sup> day of April, 2023, at Seattle, Washington.



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Morgan Shook

# **EXHIBIT A**

## WORK EXPERIENCE

### Director and Partner | ECONorthwest | 2014 to present

- Partner and Owner of ECONorthwest, a 70-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

- **City of Bainbridge Island Surplus Land Analysis (2022)**. Prepared a financial analysis of the surplus of a city site for affordable housing.
- **City of Port Townsend (2022-Ongoing)**. Preparing a financial analysis of the surplus of a city site for affordable housing.
- **Burien Housing Action Plan (2021-2022)**. Prepared a housing needs analysis and housing action strategy.
- **Redmond Housing Action Plan (2020-2021)**. Prepared a housing needs analysis and housing action strategy.
- **Bainbridge Housing Action Plan**. Preparing a housing needs analysis and housing action strategy.
- **University Place Housing Action Plan (202-2021)**. Prepared a housing needs analysis and housing action strategy.
- **Langley Housing Action Plan (2022-Ongoing)**. Preparing a housing needs analysis and housing action strategy.
- **Sumner-Bonney Lake Housing Action Plan (2020-2021)**. Prepared a housing needs analysis and housing action strategy.
- **Bothell Housing Action Plan – middle housing (2022-Ongoing)**. Preparing a analysis of the city's housing action strategy.
- **City of Seattle – Mayor Durkan Affordable Middle-Income Housing Strategy (2018-2019)**. Prepared analysis and strategy recommendations to support the work of the advisory council.
- **Tax Implications of Multifamily Housing – Seattle, WA (2019-2020)**. 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 (2018-2019)**. 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 (2018–2019).** 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.
- **Bellevue East Main Zoning Analysis—Bellevue, WA (2018–2020).** 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.
- **47N EIS – Cle Elum, WA (2021-Ongoing).** Provided economic and fiscal impact analysis of the 47 N development for Cle Elum.
- **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.
- **Tax Increment Finance Project—Various, WA.** Performed tax increment finance assessments for the following cities in Washington: Pasco, Kirkland, Chelan, College Place, Lakewood, Blaine.

#### Fiscal Planning for Governments

- **Washington State Tax Structure Group (2020-2023).** Provided analysis supporting the work of the Tax Structure Work Group.
- **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**