

Morgan Shook, Project Director

Master of Urban and Regional Planning, Portland State University
B.S. Molecular Biology, University of Puget Sound
Certificate in Commercial Real Estate Development, University of Washington

Morgan Shook is a Senior Policy and Economic Analyst working in real estate, land use, and transportation economic and finance. He has deep expertise in economic, market, and financial analytics that he brought to bear in business, enterprise, and policy settings. Morgan has worked for a range of government, business, and non-profit clients to advance their missions that in a diverse set areas and topics. Morgan received his M.A. in Urban and Regional Planning from Portland State University's School of Urban Studies and Planning. Morgan graduated from the University of Puget Sound with a B.S. in Molecular Biology. He also has a Certificate in Commercial Real Estate Development from the University of Washington. Before joining ECONorthwest, Morgan worked in biotechnology development at the Institute for Systems Biology, and health disparities research at the University of Chicago.

Representative Projects

ECONOMIC IMPACT STUDIES

- **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.
- **Homeaway Affordable Housing Impacts— Seattle, WA (2016).** Conducted an economic impact study for Expedia 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.
- **South Lake Union Public Private Investment Study, City of Seattle, WA.** 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.

MARKET ANALYSES AND LAND USE PLANNING

- **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.
- **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.

- **Affordable Housing Action Plan – City of Bellevue, WA.** Working with the city on the development of an affordable housing strategy and actionable solutions for the next ten years. The brief includes potential changes in zoning, housing flexibility, permitting and entitlement measures, and proposals limited financial incentives for market rate housing. In addition, there are several action aimed at increasing the capacity and partnerships for producing subsidized housing.

INFRASTRUCTURE FUNDING AND FINANCING

- **Infrastructure Funding Forecasts and Strategies – Various, WA.** For the Cities of Issaquah, Yakima, Seattle, Ferndale, and Counties/COGs of Chelan, SWCOG, WVTC, YVTC.
- **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.
- **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.
- **Pierce County, Facilities Master Plan Lifecycle Cost Analysis – Tacoma, WA (2013).** Conducted a lifecycle cost analysis of scenarios evaluating leasing, owning, and/or constructing new buildings for Pierce County administrative departments. Assessed potential financing options to fund the various scenarios, and evaluated their impact on the lifecycle costs of each scenario.

FINANCIAL PLANNING

- **Fiscal Impacts of Annexation – Various, WA.** Analyzed and forecasted the fiscal impacts of annexation for the following cities in Washington: Kirkland, Burien, Enumclaw, Snoqualmie, and Covington.
- **Seattle Public Utilities Master Plan – Seattle, WA (2016).** Conducted a lifecycle cost analysis of four different alternatives evaluating the cost effectiveness of different facility configurations and locations as part of SPU’s 30-year Master Plan process.
- **Tax Increment Financing Revenue Forecasting – Various, WA.** Performed tax increment finance assessments and revenue forecasts for the following cities in Washington: Renton, Puyallup, Issaquah, Burien, Arlington, Kirkland, Tacoma, Seattle, and Mountlake Terrace.
- **Fiscal Impact Analyses – Various, WA.** For the Cities of Issaquah, Snoqualmie, and Ferndale, Washington, conducted fiscal impact analyses.

- **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.
- **Tacoma 2025 – City of Tacoma, WA.** Developed the 10-year strategic plan for the city of Tacoma. The plan is a comprehensive strategy for bringing together disparate city departments and community partners for improving the economic, social, and cultural prospects for the city’s residents. The project is grounded in shared prosperity, social justice, and community equity.
- **Community Renewal Plan – City of Olympia, WA** Designed and led a market analysis assessing the development conditions in transit corridors and downtown highlighting key development opportunities.
- **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 improvements on business productivity and dynamism. The project is specifically evaluating how transit improvements incrementally impact retail and other business through changes in mobility, regulation, and infrastructure.
- **Affordable Housing Action Plan – City of Bellevue, WA.** Working with the city on the development of an affordable housing strategy and actionable solutions for the next ten years. The brief includes potential changes in zoning, housing flexibility, permitting and entitlement measures, and proposals limited financial incentives for market rate housing. In addition, there are several action aimed at increasing the capacity and partnerships for producing subsidized housing.
- **Affordable Housing Strategy – Coalition for Housing Solutions, WA.** 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.
- **Seattle Equitable TOD Strategy – City of Seattle, WA.** 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.
- **Economic and Land Use Impacts of the Central City Line – Spokane Transit Authority, WA.** 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.
- **Mixed-Use Development Feasibility—Issaquah, WA.** 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.

- **BRT Corridor Development Feasibility—Mill Creek, WA.** Performed a market analysis and development feasibility assessments for a variety of development prototypes along a corridor served by SWIFT.

Representative Presentations

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.

Affiliations

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

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