

Curriculum Vitae
Sharon M. Woods, CRE | MA | MCP | NCI
Principal Owner | LandUseUSA

Professional Consulting; 2001 – Current

Sharon M. Woods is the Principal and founder of LandUseUSA, a professional consulting firm that serves the entire United States from its offices in central Michigan. She has over 25 years of professional experience, including 15+ years in professional consulting preceded by 10 years with Fortune 500 corporations. This includes senior leadership positions at Target Corp. / Dayton-Hudson, Macy's / Federated, Sears Holdings / Kmart Corp., and General Motors / Urban Science.

Sharon provides expert real estate advisory services in the fields of market research and analysis, downtown and community development, and land use economics. She is a certified Counselor of Real Estate through an invitation-only organization that examines and holds its members to high standards and these core principles: knowledge, experience, wisdom, integrity, and distinction.

Sharon specializes in Target Market Analysis methods and development of market strategies for state agencies, communities, professional planners, and private developers. Her expertise spans diverse land use categories, including retail and downtown merchant space, residential and Missing Middle Housing formats, office and professional space, and entertainment and recreational venues.

Employment History; 1990 – Current

Professional Consulting (2001 – Current); President, CEO, and Principal
General Motors | Urban Science (2001 – 2002); Senior Manager of Location Intelligence
Sears Holdings, Inc. | Kmart Corp. (2000 – 2001); Director of Real Estate Strategies
Macy's Inc. | Federated Department Stores (1993 – 2000); Senior Manager, Area Research
Target Corp. | Dayton-Hudson Corp. (1990 – 1993); Senior Analyst, Market Research

Advanced Education; 1985 – Current

FBC | Form Based Code Institute | Certificate candidate – 2016
NCI | National Charrette Institute | Master's Certificate – Dec. 2016
Mlplace | Placemaking Curriculum | All 6 Modules at Advanced 300 Level – 2014
MCP | University of Michigan – Extension | Master Citizen Planner – 2009
NAR | Middleton School of Real Estate | Continuing Education – 2002
MA | Miami University of Ohio | Master of Liberal Arts (Applied Geography) – 1988 – 1990
BA | University of Wisconsin | Bachelor of Liberal Arts (Applied Geography) – 1985 – 1988

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Team Awards

1. Vernor Crossings Place Plan; Southwest Detroit, MI – 2015 Award Winners
Architectural Honor Award/Urban Design; AIA – Detroit, MI
Team Lead: Archive DS Architects & Urbanists (Mark Nickita, AIA) – Detroit, MI
Partners: Michigan Municipal League (Richard Murphy, Luke Forrest, and Adam Cook)
LandUseUSA Contribution: Retail and Residential Target Market Analyses (TMA)
2. Waterford Oaks Waterpark Design Competition – 2015 Finalists
Sponsored by the Planning Division of Oakland County, MI
Team Lead: Landscapers, Architects, Planners, Inc. (Bob Ford, ASLA, RLA) – Lansing, MI
LandUseUSA Contribution: Market Assessment and Target Market Analysis (TMA)
3. City of Jackson Design Competition – 2014 Winners
Sponsored by the Planning Division of the City of Jackson, MI
Team Lead: Beckett & Raeder (John Iacoangeli, AICP; Leah DuMouchel) – Ann Arbor, MI
LandUseUSA Contribution: Economic Growth and Downtown Market Strategy
4. Turn on 28th Street Master Plan; City of Wyoming, MI – 2011 and 2015 Award Winners
Regional/Urban Design; AIA Grand Valley – Grand Rapids, MI
Team Lead: Nederveld, Inc. (Mark Miller, AIA, AICP) – Grand Rapids, MI
Partner: Williams & Works (Lynee Wells, AICP) – Grand Rapids, MI
Partner: Lott3Metz Architecture (Ted Lott) – Grand Rapids, MI
LandUseUSA Contribution: Retail and Commercial Market Strategy
5. Town Center and TOD Plan; Village of Prairie Grove, IL – 2013 Award Winner
Best Strategic Plan; APA-IL Award – Chicago, IL
Team Lead: Teska Associates (Kon Savoy, AICP; Nick Patera, PLA) – Evanston, IL
LandUseUSA Contribution: Retail and Residential Market Strategy

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TMA Conference Presentations (non-contractual only)

<i>Acronym</i>	<i>Association</i>	<i>Location</i>	<i>Month</i>	<i>Year</i>
MCDA	MI Comm. Development Assoc.	Bay City	Oct.	2016
MAP	MI Assoc. Planning Spring Institute	Lansing	Apr.	2016
GCMPC	Genesee Co. Metro Planning	Flint	Oct.	2015
MDA	Michigan Downtown Assoc.	Kalamazoo	Oct.	2015
MAP	Michigan Assoc. of Planning	Detroit	Oct.	2015
MCDA	Michigan Comm. Dev. Assoc.	Greektown	Oct.	2015
MML	Michigan Municipal League	Detroit	Sept.	2015
HRS	HRS Communities (private)	Farmington Hills	May	2015
BMCC	Building MI Communities Conf.	Lansing	Apr.	2015
NEMCOG	Northeast MI Council of Gov.	Gaylord	Mar.	2015
H4H	Habitat for Humanity	Lansing	Nov.	2014
MCDA	Michigan Comm. Dev. Assoc.	Traverse City	Sept.	2014
MEDA	Michigan Economic Dev. Assoc.	Lansing	May	2014
BMCC	Building Michigan Communities	Lansing	April	2014
MCDA	Michigan Comm. Dev. Assoc.	Lansing	March	2014
SDBA	SW Detroit Business Assoc.	Detroit	Jan.	2014
SEMCOG	Michigan Placemaking Curriculum	Detroit	Jan.	2014
CMS	Developer's Forum	Jackson	Jan.	2014
MAP	Michigan Assoc. of Planning	Holland	Oct.	2013

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Other Conference Presentations (non-contractual only)

Highest and Best Use: Commercial | March 2015

ALC | Accredited Land Consultants | National Land Conference | Tucson, Arizona

Real Estate Development Boot Camp: Commercial + Residential | May 2012

CEDAM | Community Economic Development Association of Michigan

To Big-Box, or Not; Location Strategies of Discount Department Stores | March 2012

The City of Sturgis, Michigan | Lunch and Learn Summit

Turn on 28th Street Corridor Renovation and Retrofit (Award-Winning Project) | October 2011

MAP | Michigan Association of Planning | Annual Conference

Performance Metrics for Site Decision-Making and Land Use | May 2008

NBC | National Brownfield Conference

Supporting Great Planning with Smart Economics | October 2006

MAP | Michigan Association of Planning | Annual Conference

Utilizing Geography Degrees in the Current Job Market; Alumni Bicentennial | August 2006

Miami University of Ohio | Department of Geography

Lifestyle Centers Defined | October 2005

MDA | Michigan Downtown Association | Annual Conference

Other Lectures and Instruction

1. Target Market Analysis Tutorial; Michigan Economic Development Corporation; 2016 (1 class).
2. Real Estate Site Selection, Location Analysis; Michigan State University; 2011 – 2013 (6 classes).
3. Community Economic Development Assoc. of MI (CEDAM); Real Estate Boot Camp; 2012.
4. Junior Achievement Program; Minneapolis Public Schools; Fall Term 1992 (6 classes).

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Michigan Placemaking Curriculum

LandUseUSA is certified by the State of Michigan and the Governor's MIplace Sense of Place Council to provide training on the Placemaking Curriculum, and for all Modules (1 – 6) at the 100, 200, and 300 levels. We are also certified by the National Charrette Institute (NCI).

Module 1 – People, Places, and Placemaking

Module 2 – Economics of Place

Module 3 – Neighborhoods, Streets, and Connections

Module 4 – Form Planning & Regulation

Module 5 – Collaborative Public Involvement in Placemaking

Module 6 – Applied Placemaking

Memberships and Affiliations

<i>Acronym</i>	<i>Association Name</i>	
FBC	Form Based Code Institute	(candidate)
CRE	Counselors of Real Estate	(certified)
MSU LPI	Michigan Placemaking Curriculum	(certified)
NCI	National Charrette Institute	(certified)
MSU MCP	Master Citizen Planner	(certified)
MCDA	Michigan Comm. Development Assoc.	Board Member
MAP	Michigan Association of Planning	Planners in Private Practice
CNU	Congress for New Urbanism	CNU24 Detroit Committee
ULI	Urban Land Institute	
APA	American Planning Association	
ALC – RLI	Accredited Land Consultants – Land Institute	
ICSC	International Council of Shopping Centers	
NTHP	National Main Street Center	
MML	Michigan Municipal League	
MDA	Michigan Downtown Association	
CEDAM	Michigan Economic Development Assoc.	
MU	Miami University – Oxford, Ohio – Alumni Assoc.	

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Retail Consulting Projects | 2017

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Mixed-Use Waterfront Strategy	MTN Martin State Airport, MD	Dec. 2017 pending
TOD Market Strategy	BWI Baltimore Int'l. Airport, MD	Dec. 2017 pending
Retail Strategy Update	BWI Baltimore Int'l. Airport, MD	June 2017 underway
Mixed-Use Waterfront Strategy	Port Erie The City of Erie, PA	July 2017 underway
Retail Target Market Analysis	Region 9 The City of Monroe, MI	April 2017

Residential Target Market Analysis | 2017

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Target Market Analysis	Region 4 Barry County	July 2017 pending
Target Market Analysis	Region 10 The City of Trenton	May 2017
Target Market Analysis	Region 10 The City of Wyandotte	May 2017
Target Market Analysis	Region 10 The City of Lincoln Park	May 2017
Target Market Analysis	Region 10 The City of River Rouge	May 2017
Target Market Analysis	Region 10 The City of Romulus	May 2017
Target Market Analysis	Region 9 The City of Monroe	April 2017
Target Market Analysis	Region 9 The City of Hillsdale	April 2017
Target Market Analysis	Region 6 The City of Port Huron	March 2017
Target Market Analysis	Region 10 The City of Royal Oak	March 2017

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Retail Target Market Analysis | 2016

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Retail Target Market Analysis	Region 1a Houghton County	December 2016
Retail Target Market Analysis	Region 1a Baraga County	December 2016
Retail Target Market Analysis	Region 1a Gogebic County	December 2016
Retail Target Market Analysis	Region 1a Ontonagon County	December 2016
Retail Target Market Analysis	Region 1a Iron County	December 2016
Retail Target Market Analysis	Region 10 The City of Rochester	August 2016
Retail Target Market Analysis	Region 6 The City of Burton	August 2016
Retail Target Market Analysis	Region 10 The City of Northville	August 2016

Residential Target Market Analysis | 2016

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Target Market Assessment	Region 9 The City of Howell	November 2016
Target Market Analysis	Region 5 East Central Michigan	October 2016
Target Market Analysis	Region 10 The City of Northville	October 2016
Target Market Analysis	Region 6 The City of Burton	August 2016
Target Market Analysis	Region 6 The City of St. Clair	August 2016
Target Market Analysis	Region 1 Upper Peninsula	May 2016
Target Market Analysis	Region 3 Northeast Michigan	March 2016
Target Market Analysis	Region 8 Southwest Michigan	June 2016

Other Consulting Projects | 2016

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Mixed-Use Site Assessment	Region 2 Portage Lake Point	July 2016
Mixed-Use Site Assessment	Region 4 The City of Norton Shores	July 2016
Residential Market Strategy	Region 10 The City of Troy	May 2016
Mixed-Use Site Assessment	Region 7 MSU Gateway, E. Lansing	May 2016
Commercial Site Assessments	SGR Airport Houston, Texas	May 2016
Commercial Site Assessments	MTN Airport Baltimore, Maryland	May 2016
Commercial Market Strategies	BWI Airport Baltimore, Maryland	May 2016

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Residential Target Market Analysis | 2015

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Target Market Analysis	Region 4 Muskegon County	Sept. 2015
Target Market Analysis	Region 6 The City of Flint	Sept. 2015
Target Market Analysis	Region 9 Washtenaw County	Sept. 2015
Target Market Analysis	Region 10 Southwest Detroit	June 2015
Target Market Analysis	Region 4 The City of Holland	June 2015
Target Market Analysis	Region 4 Mason County	June 2015

Retail Target Market Analysis | 2015

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Retail Target Market Analysis	Region 10 Southwest Detroit	Sept. 2015
Retail Target Market Analysis	Region 4 Mason County	March 2015

Other Consulting Projects | 2015

<i>Project Type</i>	<i>Location (Region Market)</i>	<i>Date Completed</i>
Retail Market Assessment	Region 4 The City of Stanton	March 2015
Recreation Destination Strategy	Region 8 Oshtemo Township	June 2015
Recreation Destination Strategy	Region 10 Waterford Township	March 2015
Residential Market Strategy	Region 10 Canton Township	March 2015

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Residential Target Market Analysis | 2013 - 2014

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Target Market Analysis	Region 2 Northwest Michigan	November 2014
Target Market Analysis	Region 2 City of Traverse City	July 2014
Target Market Analysis	Region 3 The City of Onaway	August 2014
Target Market Analysis	Region 4 Newaygo County	August 2014
Target Market Analysis	Region 9 The City of Jackson	September 2014
Target Market Analysis	Region 9 Washtenaw County	September 2014
Target Market Analysis	Region 10 The City of Wyandotte	July 2014
Target Market Analysis	Region 10 Mexicantown Detroit	July 2014
Target Market Analysis	Region 7 Greater Lansing Area	July 2013

Other Consulting Projects | 2013 - 2014

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Market Assessment	Filer Township, MI	October 2014
Economic Growth Strategy	The City of Jackson, MI	September 2014
Mixed-Use Market Strategy	Bentonville-Rogers, AR	March 2014
Retail Market Strategy	The City of Portage, MI	January 2014
Downtown Market Strategy	The City of Owosso, MI	December 2013
Downtown Market Strategy	Village of Roscommon, MI	November 2013
Economic Growth Strategy	The City of Beckley, WV	November 2013
Downtown Market Strategy	Grosse Ile Township, MI	November 2013
Highest and Best Use Strategy	5 Campgrounds in MI	October 2013
Downtown Market Strategy	The Village of Sparta, MI	October 2013
Master Plan Consulting	Will Rogers World Airport, OK	September 2013
Mixed Use Market Strategy	San Diego Int'l Airport, CA	May 2013
Corridor Market Strategy	The City of Birmingham, MI	July 2013
Mixed-Use Market Strategy	The City of Milford, MI	March 2013
Mixed-Use Market Strategy	Standale (Grand Rapids), MI	February 2013
Planning Advisory Services	Delta Township, MI	January 2013

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Consulting Projects | 2012

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Downtown Market Strategy	Adams (Wisc. Dells), WI	November 2012
Residential Market Potential	Three Oaks-New Buffalo, MI	November 2012
Residential Market Potential	Calumet-Hancock, MI	December 2012
Corridor Market Strategy	Delta Township, MI	November 2012
Residential Market Potential	Au Gres-Bay City, MI	July 2012
Downtown Market Strategy	City of Sylvania, OH	April 2012
Corridor Improvement Strategy	City of Niles, MI	February 2012
Retail Market Strategy	Grand Blanc Township, MI	January 2012

Consulting Projects | 2011

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Impact Analysis	City of South Haven, MI	December 2011
Retail Market Strategy	City of Grand Blanc, MI	November 2011
Farmers' Market Strategy	City of Kalamazoo, MI	November 2011
Downtown Market Strategy	Village of Kalkaska, MI	October 2011
Downtown Market Strategy	City of St. Clair, MI	October 2011
Corridor Market Strategy	City of Wyoming, MI	March 2011
Economic Growth Strategy	Greater Cincinnati, OH-KY-IN	February 2011
Business Campus Strategy	City of Coldwater, MI	January 2011

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Consulting Projects | 2009 - 2010

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Commercial Market Strategy	Will Rogers World Airport, OK	December 2010
Boundary Agreement Strategy	City of Merrill, WI	November 2010
Retail Anchor Recruitment	City of Jackson, MI	October 2010
TOD Master Plan Strategy	Village of Prairie Grove, IL	May 2009
Residential Market Potential	City of Traverse City, MI	April 2009
Urban Grocery Strategy	City of Jackson, MI	April 2009
Economic Growth Strategy	City of Merrill, WI	February 2009
Downtown Market Strategy	City of Rogers City, MI	January 2009
Downtown Market Strategy	Village of Ravenna, MI	January 2009
Business Campus Assessment	City of Coldwater, MI	January 2009

Consulting Projects | 2008

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Market Strategy	Coppell; Dallas – Ft.Worth, TX	June 2008
Retail Market Strategy	Orland Park; Chicago, IL	June 2008
Economic Growth Strategy	Gaines Twp.; Grand Rapids, MI	June 2008
Economic Growth Strategy	Old Booklyn; Cleveland, OH	June 2008
Economic Growth Strategy	Scio Twp.; Ann Arbor, MI	May 2008
Retail Market Strategy	Toledo, OH	May 2008
Retail Market Strategy	Westland; Detroit, MI	April 2008
Residential Market Potential	Grand Haven, MI	March 2008
Mixed-Use Market Strategy	Bowling Green, KY	March 2008
Forensic Research, Fiscal Impact	Ann Arbor Twp., MI	March 2008
Residential Market Potential	Salt Lake City, UT	January 2008
Mixed-Use Market Strategy	Gibraltar; Detroit, MI	January 2008
Retail Market Strategy	Kalamazoo, MI	January 2008
Residential Market Potential	Johnson Co.; Kansas City, KS	January 2008

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Consulting Projects | 2007

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Completed</i>
Retail Market Strategy	Battle Creek, MI	December 2007
Residential Market Potential	Downers Grove, IL	December 2007
Residential Market Potential	Byron Twp, Grand Rapids, MI	November 2007
Residential Market Potential	Taylor, MI	October 2007
Residential Market Potential	Nashville, TN	October 2007
Retail Market Strategy	St. Clair, MI	October 2007
Master Plan Review	Lapeer, Oakland Co., MI	September 2007
Residential Market Potential	Village of Redford, MI	August 2007
Retail Market Strategy	Mt. Pleasant, MI	August 2007
Residential Market Potential	Iowa City, IA	August 2007
Mixed-Use Market Strategy	Waterford Twp., MI	July 2007
Residential Market Potential	Palm Coast, FL	July 2007
Residential Market Potential	Voorhees, NJ, Philadelphia	July 2007
Mixed-Use Market Strategy	Louisville, Oldham Co., KY	June 2007
Medical Feasibility Analysis	Olde Town, Lansing, MI	June 2007
Fiscal Impact Analysis	Troy, MI	May 2007
Commercial Market Strategy	Lincoln, Alcona Co., MI	May 2007
Residential Market Potential	Midland, MI	May 2007
Residential Market Potential	Biloxi-Ocean Springs, MS	May 2007
Retail Market Strategy	Swartz Creek, MI	April 2007
Retail Market Strategy	Westland, MI	April 2007
Downtown Market Strategy	Howell, MI	March 2007
Residential Market Potential	Fayetteville-Rogers, AR	March 2007
Residential Market Potential	Pittsburg, PA	March 2007
Retail Market Strategy	Birmingham, MI	February 2007
Residential Market Potential	Lansing, MI	February 2007
Retail Market Strategy	West Branch, Ogemaw Co., MI	February 2007
Residential Market Potential	Perry, MI	February 2007
Economic Growth Strategy	Village of Lincoln, MI	January 2007

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Consulting Projects | 2006

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Downtown Market Strategy	Howell, MI	December 2006
Downtown Market Strategy	Escanaba, MI	December 2006
Retail Market Strategy	Meridian Twp., MI	November 2006
Downtown Market Strategy	Adrian, MI	November 2006
Retail Market Strategy	Eaton County, MI	November 2006
Retail Market Strategy	Long Branch / Monmouth Co., NJ	October 2006
Residential Market Potential	Grand Traverse Co., MI	September 2006
Mixed-Use Market Strategy	City of Mt. Pleasant, MI	September 2006
Economic Growth Strategy	Oscoda County, MI	September 2006
Residential Market Potential	Howell, MI	August 2006
Residential Market Potential	Bath Twp., MI	August 2006
Residential Market Potential	Boise, ID	August 2006
Mixed-Use Market Potential	Kenosha, WI	July 2006
Residential Market Potential	Wisconsin and Illinois	July 2006
Residential Market Potential	Grand Traverse Bay Area, MI	July 2006
Retail Location Strategy	Nampa and Pocatello, ID	July 2006
Retail Location Strategy	Price and Cedar City, UT	July 2006
Retail Location Strategy	Tucson, AZ	July 2006
Mixed-Use Market Strategy	Racine, WI	June 2006
Forensic Research; Mixed-Use	Huron Twp., MI	June 2006
Retail Market Strategy	Walker / Grand Rapids, MI	April 2006
Mixed-Use Market Strategy	Grand Traverse Bay Area	April 2006
Residential Market Potential	Zeeland, Holland, MI	March 2006
Residential Market Potential	Grand Rapids, MI	March 2006
Retail Market Strategy	Lansing, MI	February 2006
Downtown Market Strategy	Albion, MI	February 2006
Residential Market Potential	Howell, MI	January 2006
Retail Market Strategy	Fishers / Indianapolis, IN	January 2006

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Consulting Projects | 2005

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Land Use Feasibility Analysis	Pleasant Prairie, Kenosha, WI	December 2005
Economic Growth Strategy	Dearborn Heights, MI	November 2005
Downtown Market Strategy	Hart, MI	November 2005
Residential Market Potential	Bristol / Kenosha, WI	November 2005
Residential Market Potential	Madison, WI	October 2005
Residential Market Potential	Post Falls / Spokane, WA	October 2005
Retail Location Strategy	Las Vegas, NV	September 2005
Retail Location Strategy	Phoenix-Mesa, AZ	September 2005
Retail Market Strategy	Lafayette, LA	September 2005
Retail Market Strategy	Kansas City / Johnson Co., MO	September 2005
Mixed-Use Market Strategy	Springdale, AR	July 2005
Downtown Market Strategy	Iron Mountain, MI	June 2005
Retail Market Strategy	Grand Traverse Co., MI	June 2005
Residential Market Potential	Auburn Hills / Detroit, MI	June 2005
Residential Market Potential	Mt. Clemens / Detroit, MI	June 2005
Residential Market Potential	Dundee, MI	June 2005
Residential Market Potential	Linden-Fenton, MI	May 2005
Downtown Market Strategy	Belleville, MI	April 2005
Residential Market Potential	Wyoming / Grand Rapids, MI	March 2005
Residential Market Potential	Grand Traverse Bay Area, MI	March 2005
Residential Market Potential	Putnam Co., WV	February 2005
Mixed-Use Market Strategies	Ashwaubenon / Green Bay, WI	January 2005

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Consulting Projects | 2004

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Market Strategy	Pleasant Prairie, Kenosha, WI	December 2004
Residential Market Potential	Zeeland, Holland, MI	December 2004
Mixed-Use Market Strategy	Lansing Twp., MI	November 2004
Mixed-Use Market Strategy	Cannon Twp., Grand Rapids, MI	October 2004
Economic Market Analysis	Columbia, MO	October 2004
Downtown Market Strategy	Roscommon, MI	September 2004
Retail Market Strategy	Wyoming, Grand Rapids, MI	September 2004
Mixed-Use Market Assessment	Stamford, CT	August 2004
Retail Location Strategy	Orange Co., CA	July 2004
Retail Location Strategy	Riverside-San Bernardino, CA	July 2004
Retail Location Strategy	San Diego, CA	July 2004
Retail Market Strategy	Big Rapids, MI	June 2004
Forensic Research	Acme Twp., MI	June 2004
Mixed-Use Market Strategies	Marshall, MI	June 2004
Retail Location Strategy	Salt Lake City, UT	May 2004
Residential Market Potential	Atlanta, GA	April 2004
Retail Market Strategy	Bowie, MD	March 2004
Economic Growth Strategy	Manistique, Schoolcraft Co., MI	March 2004
Downtown Market Study	Grayling, Crawford Co., MI	February 2004
Forensic Research, Analysis	Toledo, OH	January 2004

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Consulting Projects | 2003

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Forensic Research, Real Estate	Franklin, Nashville, TN	November 2003
Residential Market Potential	Southgate, MI	September 2003
Retail Market Strategy	Georgetown, Grand Rapids, MI	September 2003
Downtown Market Strategy	Beaverton, MI	September 2003
Retail Market Strategy	Port St. Lucie, FL	July 2003
Retail Market Strategy	Oyster Bay, Long Island, NY	June 2003
Downtown Market Strategy	Glenview, Chicago, IL	April 2003
Urban Redevelopment Strategy	Santurce, San Juan, PR	January 2003

Consulting Projects | 2001 - 2002

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Residential Market Potential	Milwaukee, WI	November 2002
Retail Market Strategy	Milwaukee, WI	October 2002
Waterfront Market Strategy	Muskegon, MI	October 2002
Auto Dealership Expansions	Midwest and Northeast	2001 - 2002
Auto Dealership Terminations	Midwest and Northeast	2001 - 2002

Sears/Kmart Projects | 2000 - 2001

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Nationwide Market Prioritization	Nationwide	December 2001
Montgomery Ward Acquisition	Los Angeles, CA	September 2001
Kmart Market Wide Strategy	Atlanta, GA	July 2001
Kmart Market Wide Strategy	Kansas City, MO-KS	June 2001
Kmart Market Strategy	Mobile, AL	March 2001

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Macy's/Federated Projects | 2000

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Bon Marche Expansion Strategy	Spokane, WA	September 2000
Gottchalk's/Lamont's Strategy	Washington and Idaho	April 2000
Mervyn's Market Analysis	Washington, Oregon, Idaho	July 2000
Major Retail Location Analysis	Northwest States	July 2000
Bon Marche Expansion Strategies	Great Falls, Kalispell, MT	May 2000
Bon Marche Furniture Strategies	Portland, OR	July 2000
Rich's Market Strategy	Nashville, TN	July 2000
Rich's Market Strategy	Atlanta, GA	October 2000
Kohl's Impact Analysis	Atlanta, GA	August 2000

Macy's/Federated Projects | 1999

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
ZCMI Acquisition Strategy	Nationwide	September 1999
Emporium Acquisition Strategy	Washington and Idaho	November 1999
Bon Marche Expansion Strategy	Seattle, WA	April 1999
Bon Marche Baseline Sales	Spokane, WA	March 1999
Bon Marche Expansion Strategy	Boise, ID	March 1999
Bon Marche Expansion Strategy	Helena, MT	August 1999
Bon Marche Furniture Strategies	Portland-Vancouver, OR-WA	October 1999
Rich's Expansion Strategy	Atlanta, GA	March 1999

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Macy's/Federated Projects | 1998

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Mall Expansion Strategy	Somerset Collection, MI	August 1998
Bon Marche Expansion Strategy	Issaquah, WA	August 1998
Emporium Acquisition Strategy	Washington and Idaho	November 1998
Bon Marche Expansion Strategy	Seattle, WA	April 1998
Bon Marche Baseline Sales	Spokane, WA	March 1998
Bloomington's Market Strategy	New Haven, CT	June 1998
Lazarus Market Strategy	Cincinnati, OH	April 1998
Lazarus Market Strategy	Columbus, OH	January 1998

Macy's/Federated Projects | 1994 - 1997

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Year Completed</i>
Macy's Expansion Strategy	Wenatchee, WA	1997
Bon Marche Expansion Strategy	Bend, OR	1997
New Mall Feasibility Study	Great Lakes Crossing, MI	1995
Bloomington's Market Analysis	Greater Miami, FL	1996
Bloomington's Market Strategy	Las Vegas, NV	1996
John Wanamaker Acquisition	Philadelphia, PA	1995
Bloomington's Market Strategy	Washington D.C.	1995
Macy's Market-wide Strategy	Greater New York, NY-NJ-CT	1994
Macy's Market-wide Strategy	Greater Boston, MA	1994
Macy's Market-wide Strategy	Greater Rhode Island	1994

Target/Dayton-Hudson Projects | 1990 - 1993

<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Year Completed</i>
Venture Stores Acquisition	Greater Chicago, IL-WI-IN	1993
Target Expansion Strategy	Greater Chicago, IL-WI-IN	1993
Target Market-wide Strategy	Greater Cleveland, OH	1992
Target Market-wide Strategy	Greater Kansas City, KS	1991
Target Stores Market Strategy	Greater Madison, WI	1991
Target Expansion Strategy	Greater Sacramento, CA	1990
Target Expansion Strategy	Greater Milwaukee, WI	1990