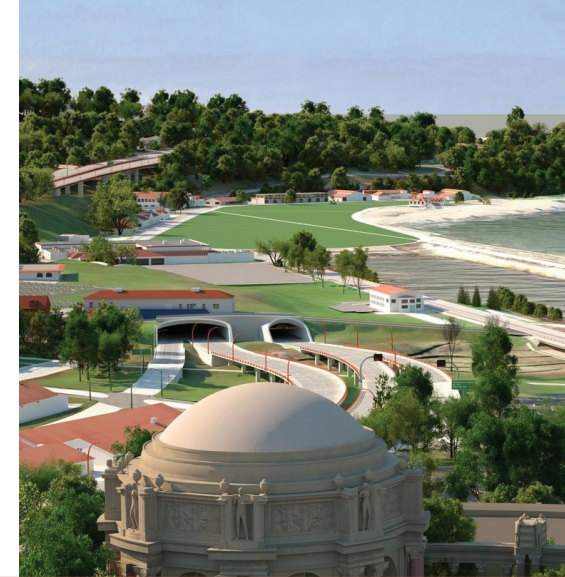




# I-5 Lid Feasibility Study



January 28, 2019

Submitted by:



In association with:



BergerABAM  
Envirolssues  
Framework

HR&A Advisors  
Rule Seven  
Shiels Obletz Johnsen





January 28, 2019

Dear Selection Committee,

After years of advocacy and grassroots planning, the City of Seattle is taking the next steps to reconnect neighborhoods along the Interstate 5 corridor between Madison and Denny Streets. This bold move will redefine the center of the city.

This phase has two overarching goals. The first is to explore and **define the range of feasibility**—technically and economically. The second is to create a framework to **maximize the benefits** of lidding I-5. Supporting these two goals is a wide range of issues, including race and social equity, physical connectivity, environmental stewardship and resilience, community needs, a sense of unique identity and economic development potential.

Our job as consultant team is to consider simultaneously the breadth of issues toward the overarching goals. We have carefully selected team members with both the local expertise and national/international experience to explore the feasibility with rigor and imagination, and to create with you a tool that will best move the idea of a reconnected city forward.

WSP brings both local expertise and global experience to its role as prime. WSP's Seattle projects, such as Waterfront Seattle and the SR 520 lids, have been city-defining. The WSP team has worked nationwide on award-winning lid projects (Klyde Warren Park in Dallas and Back Bay in Boston), and worldwide on place-defining infrastructure and transportation projects.

Project Manager **Dave Warner** and Deputy Project Manager **Dhyana Quintanar** will be your points of contact and will lead and coordinate the team efforts. Dave and Dhyana will harness the strength, depth and capabilities of WSP and our partner firms to deliver grounded solutions that are forward-compatible. **Brad Tong** will serve as City Liaison, drawing on Shiels Oblatz Johnsen's (SOJ) vast implementation experience with civic projects.

Our full team is organized to achieve the overarching goals. **Technical Feasibility** will be led by **Bob Fernandes, PE, SE** (BergerABAM) who brings an in-depth understanding of I-5's structural durability. The technical team includes the strongest expertise in the full range of disciplines necessary for a

thorough understanding of engineering and environmental feasibility, constructability and costing. **Matt Jones, PE** (MKA) will leverage his local and national experience and will oversee the integration of the technical and urban design elements.

Our **Economic/Finance Feasibility** team will be led by **Auden Kaehler** (WSP). He brings a financial forecasting background and a successful history of obtaining funding for municipal projects. HR&A's **Olivia Moss** brings a powerful real estate development and funding resume to the exploration of economic feasibility.

To create the framework to maximize benefits of the lid, we have tasked **Monisha Harrell** to lead a **Social Equity** team. We are committed to inclusiveness in hearing the needs and priorities of the broader community and how this project can achieve those priorities.

**Urban Design** will allow us to understand the opportunities of reconnecting the physical context, and the range of options for structuring mobility, built space and open space. **Nathan Elliott** (OJB) will lead the urban design group, bringing his experience with large-scale city shaping projects such as Klyde Warren Park. His team will include the local expertise of **Lesley Bain, FAIA**, (Framework) and the public space curation expertise of **Tara Green**.

The success of this effort will be created by a collaborative group of experts, working together and across disciplines to set the course for a reconnected, inclusive central city. We would be honored to work with the City and the steering committee on this exciting project.

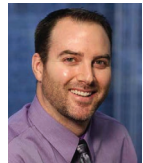
**Dave Warner**  
Project Manager, Vice President



**Dave Warner**  
Project Manager



**Dhyana Quintanar**  
Deputy Project Manager



**Matt Jones**  
Lid/Infrastructure Planning



**Tara Green**  
O&M/  
Governance



**Bob Fernandes**  
Technical Lead



**Monisha Harrell**  
Social Equity Lead



**Nathan Elliott**  
Urban Design Lead



**Auden Kaehler**  
Economics & Finance Lead

WSP USA  
999 Third Avenue  
Suite 3200  
Seattle, WA 98104

T +1 206-382-5200  
F +1 206-382-5222  
www.wsp.com



**Brad Tong**  
City Liaison

*This page intentionally left blank.*



# The Opportunity

The City of Seattle has an incredible opportunity to **reconnect Seattle over I-5**. To build on the momentum needed for success, the WSP team understands the need to focus through **technical, financial and social lenses** together with consideration of the requirements of key stakeholders, including WSDOT, SDOT, Seattle Public Utilities, Seattle City Light, Sound Transit and King County Metro.

## Sample of Constructed Lids Planned and Designed by this Team

**Klyde Warren Park**, Dallas, TX  
**Back Bay Station**, Boston, MA  
**Presidio Parkway**, San Francisco, CA  
**SR 520 Freeway Park**, Seattle, WA  
**Hudson Yards**, New York, NY

# Our Understanding and WSP's Value

The WSP team recognizes the dedication and **energy of the Campaign's steering and advisory committee's work to date and will continue to build on the momentum** created by the 2018 Collaborative. We will provide a well-thought-out approach that will collaboratively develop technical and financial analyses, and—most importantly—an inspirational strategy moving forward that is rooted in vision and feasibility.

Our team will coordinate with WSDOT's technical representative for the Lid Feasibility Study to fully understand WSDOT considerations and constraints. Additionally, we recognize the ongoing work of the I-5 System Partnership to assess program concepts, phasing scenarios and financial strategies for a statewide I-5 master plan.

Our approach—presented in the following pages—will allow a **seamless transition to the next phase of project development**. We recognize that funding is limited, so the elements of work must be focused on high-value outcomes. We welcome the opportunity to refine our approach with the I-5 Lid Feasibility Study Committee (Study Committee), if selected.

Our team will build upon **national and local experience delivering freeway overbuilds**, along with our in-depth understanding of the project partners, stakeholders and communities to deliver forward-thinking, fundable options to reconnect central downtown Seattle over I-5.

# The Team to Reconnect Seattle

## WSP

Project Manager **Dave Warner** managed the design phase delivery of the City of Seattle's Elliott Bay Seawall and developed an integrated design with future waterfront phases. Deputy Project Manager **Dhyana Quintanar**, now locally based in Seattle, brings fresh perspective from her leadership in developing and implementing major civic and transportation infrastructure projects internationally. Dave and Dhyana are supported by the deep resources of WSP, including expertise in transportation and environmental planning, stormwater management, and other disciplines.

## Shiels Obletz Johnsen

For more than three decades, SOJ has successfully completed projects precisely like the I-5 Lid: taking monumental civic ideas and initiatives, building momentum to create funded projects, creating the tracks for implementation and managing the work to completion. **Brad Tong** is adept at managing high-profile projects that face a dynamic landscape including oversight by public agencies and elected bodies, community partners and private enterprise. Complex multifaceted projects are realized by his ability to apply simple principles and methods that encourage diverse stakeholders to work together.

## OJB Landscape Architecture

Leveraging the experience of Klyde Warren Park and other urban overbuild successes, **Nathan Elliott** and **Tara Green** will oversee the integration of urban design, landscape architecture and other programming, and operations and maintenance (O&M) elements.

## Magnusson Klemencic Associates

**Matt Jones** will focus on blending the civil, structural and urban design disciplines to deliver technically feasible infrastructure solutions.

## BergerABAM

**Bob Fernandes** will lead the technical team, using his hands-on experience from other Seattle overbuild projects. Bob will provide technical oversight of seismic analysis and resilience.

## Rule Seven

**Monisha Harrell** will leverage her experience and relationships within the City and adjacent communities to ensure a social equity lens throughout.

## Framework

Leaning on her long history in Seattle, **Lesley Bain** will support urban planning and placemaking.

## HR&A Advisors

Complementing WSP's finance and economics resources, **Olivia Moss** will provide invaluable expertise to our team. HR&A brings extensive experience harnessing the value of real estate and open space to support major infrastructure investments and the benefits such investments can create for the community.

## EnvirolIssues

EnvirolIssues will support the City's outreach, communications and project website. **Erin Tam** will lead this work.

# Our Approach

Our approach will ensure the technical team is focused on the right analysis, recognizing the limited funding available, and will provide a **durable outcome** that will support the next phase of the project, whether that is immediately following the feasibility study or years after. As we execute our approach, a logical story will unfold so that stakeholders, the public and decision-makers will understand how this feasibility study fits within achieving the vision, goals and objectives for lidding I-5.

Drawing upon our team experience delivering projects along Seattle's Waterfront, this first step is crucial for aligning the project team goals and key stakeholder expectations. The WSP team's strategy is to engage the right audiences at the right time, as shown in Exhibit ①. Early in the study, we plan for significant engagement with the Study Committee, while connecting more with key stakeholders and City departments as the study advances.

① Our approach ensures collaboration with the I-5 Lid Feasibility Study Committee and increased engagement of key audiences as the project progresses.

## Three Key Steps Summarize our Approach:

1. Our core team of specialists will use the first three months of the study to **define the focus of the technical analysis**. This analysis aligns the platforms of asset owner constraints, social equity and policy goals, and economics and development.
2. Our **scenario planning approach** to technically analyze three most likely lid programming outcomes will provide a range of **technical, economic, financial and social equity analysis**.
3. Our **final product** will include an implementation strategy, digital materials, and presentation materials for decision maker briefings, and will **position the project for additional funding and critical public support and momentum**.

## KEY STEP 1

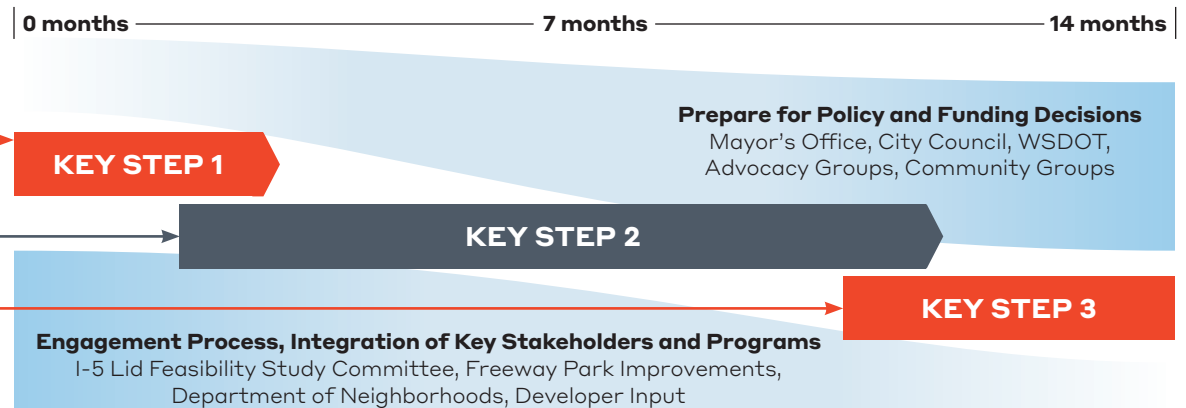
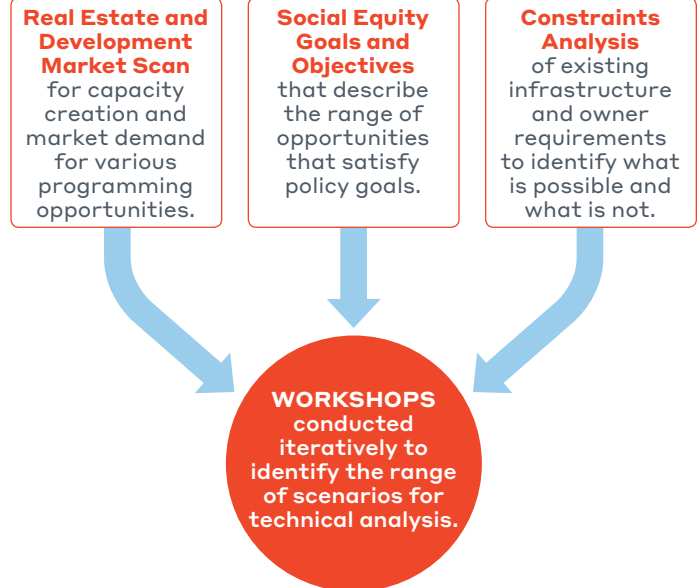
🕒 Duration: 3 months

# Define the Focus of the Technical Analysis

Prior to any technical analyses, our team will engage immediately with the Study Committee and WSDOT to collaborate on this critical first step. Our core team of Dave Warner, Dhyana Quintanar, Brad Tong, Matt Jones, Tara Green, Bob Fernandes, Monisha Harrell, Nathan Elliott and Auden Kaehler have structured a series of meetings to cover a range of topics around development potential, social equity goals and objectives, and policy. These conversations will allow the team to conduct workshops and identify a range of feasible scenarios that have representative footprints and layouts that imagine what can be done.

The scenarios will be inclusive of urban design principles; equity considerations; resiliency and sustainability; and system requirements for mobility, transportation and utilities. Exhibit ② shows a flowchart describing our key platforms.

② These three **platforms** will focus the subsequent technical analyses.



# Scenario Technical, Financial, Economic and Equity Analysis to Inform Final Study

These analyses will answer the question about how the scenarios are likely to perform. The technical team will perform the engineering analysis of each scenario to demonstrate and document feasibility. This will include evaluating cross sections and profiles, developing conceptual layouts of structural elements, and conducting fatal-flaw-level analysis to size and quantify design elements and confirm feasibility. **Matt Jones** will oversee the integration of the urban design and the engineering work so that technical approaches can be tailored to unique situations and the intent of lid programming is achieved.

Our team is accustomed to developing renderings and visuals to show the technical information and trade-offs for public or stakeholder clarity (See Exhibits ③, ④ and also ⑤ on the following page). Visualizations will be developed in coordination with the Advisory Group. Following the technical analysis, the team will develop conceptual cost estimates reflecting engineering analysis, quantities, risks and contingencies. This will be done for all three scenarios and will feed directly into the economic and financing analysis.

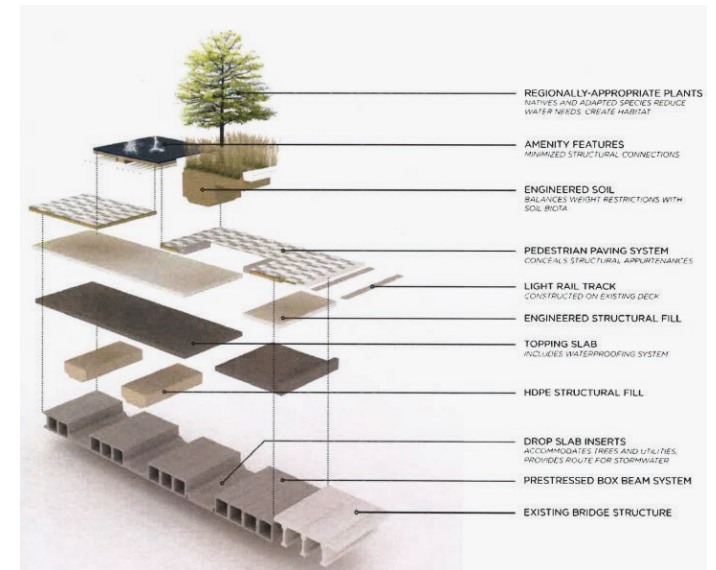
We will assess equity and community benefits potential, including environmental impacts or benefits. This level of analysis will be qualitative and based on best practices, industry standards, and case studies of similar projects. This will include key equity and quality of life benefits such as the delivery of new housing stock, delivery of affordable housing, delivery of new open space, increased or enhanced access and connectivity, and city-building value.

**Olivia Moss** will support the evaluation of potential funding structures, including public, private and value capture opportunities. We will evaluate the

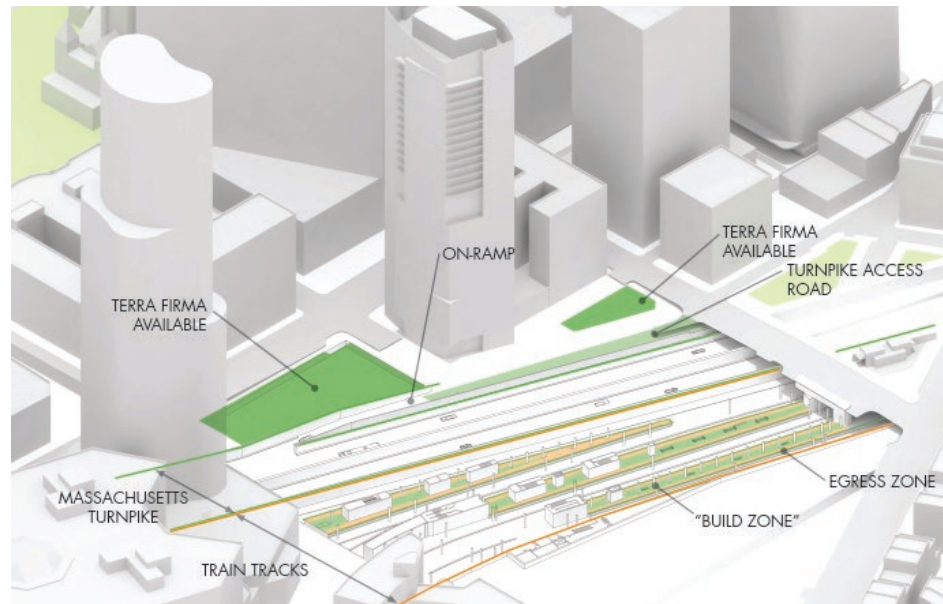
value capture potential by identifying and analyzing potential strategies to generate value from real estate development, which will include analyzing the implications of incorporating public policy goals, such as the delivery of affordable housing, into the development program.

Using a benefits analysis, we will develop a benefits case for each scenario that includes an economic and fiscal impact analysis. This case will estimate the economic and fiscal impacts associated with construction, and potentially, the ongoing operations of the lid. This could include open space, development and tourism benefits analysis.

Leveraging experience delivering lids nationwide allows the WSP team to advance the technical work in a faster and more informed manner.



③ (Above) Layering graphics can be used to show how various systems integrate.



④ (Left) We will depict complex technical information in an easy-to-understand format. This example demonstrates work completed by WSP, OJB and MKA on Boston's Back Bay.



⑤ We will evaluate feasibility and constraints block-by-block: underground, above ground, and in the community.

## EXISTING

WSP's visualization capabilities can help communicate project complexities to technical and non-technical audiences.

I-5 has been the divide that has separated communities and neighborhoods.

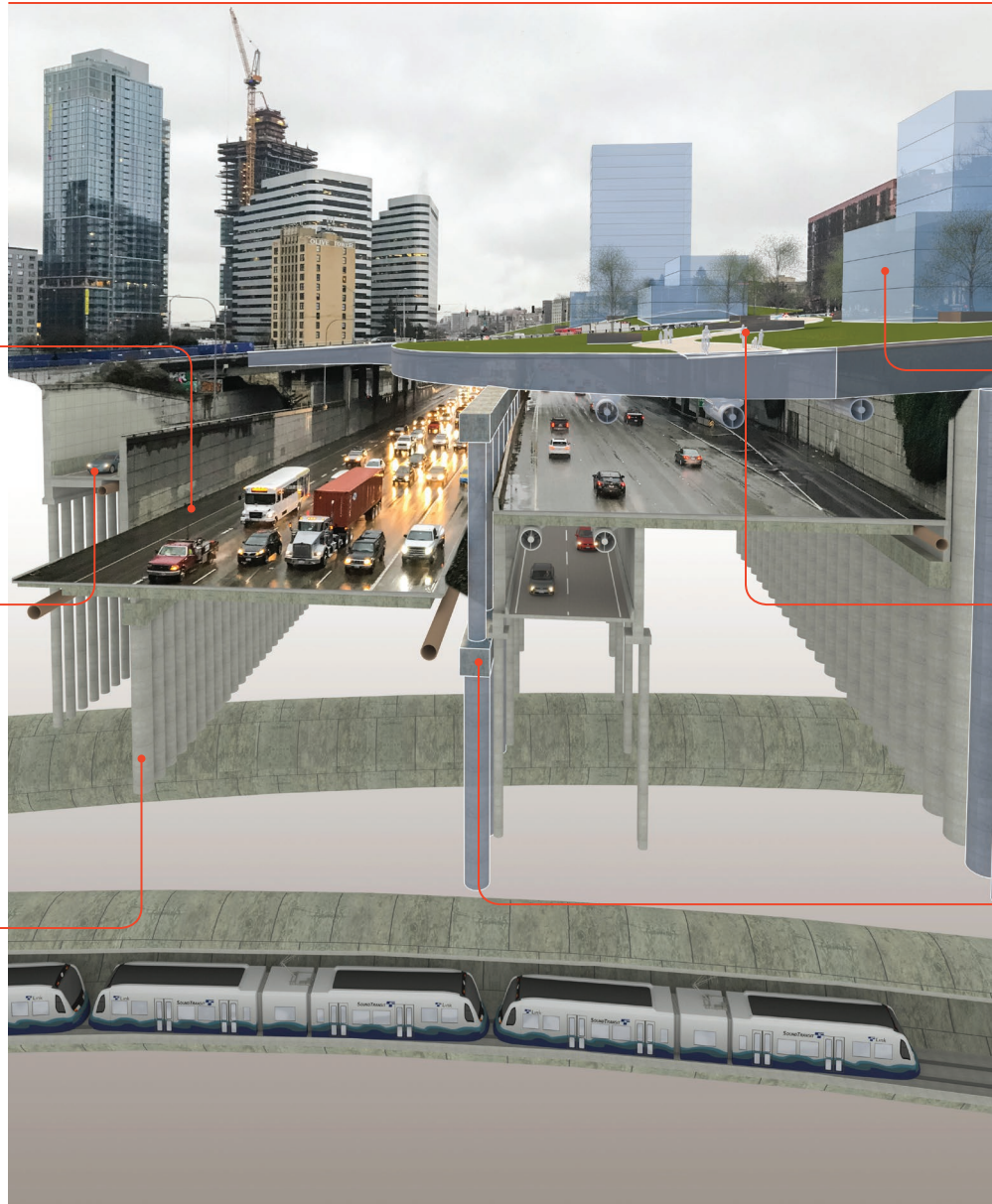
- Noise ■ Air quality
- Water quality ■ Health
- Adjacent property uses
- Freeway Park

Mobility, access, and safety has been degraded.

- Limited crossings
- I-5 traffic ■ Maintenance of traffic
- Bicycle/pedestrian access
- Transit
- Emergency vehicle access
- Ramps ■ ADA

Existing assets must be considered in all concept planning.

- WSDOT facilities
- Structures ■ Roadways
- Public utilities ■ Power
- Systems ■ Tunnel
- Foundations ■ Stacked express lanes



## FUTURE

This representative lid peel-back shows the complexities and conflicts that must be considered.

Economic and financial considerations will guide next steps and implementation.

- Cost ■ Governance models
- Benefit ■ O&M
- Funding opportunities
- Market demand

Equity goals and policy will help frame scenarios.

- Lid uses ■ Urban design principles
- Access
- Mobility ■ Affordable housing
- Air ■ Noise
- Health ■ Sustainability
- Homeless displacement
- Resiliency

Technical analyses will inform what is feasible.

- Fire/life/safety ■ Soils
- Seismic resilience
- Replace or retain existing crossings
- I-5 structures
- Clear span ■ Column placement
- Means and methods
- Constructability
- Freeway rebuild

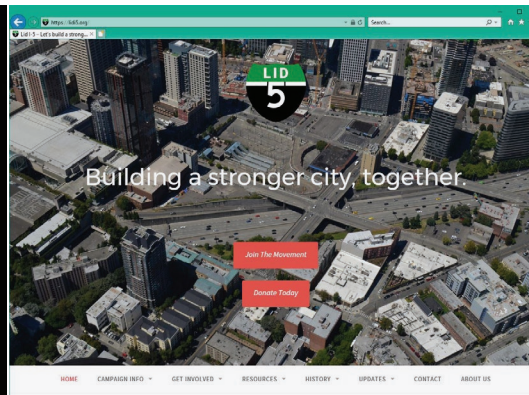
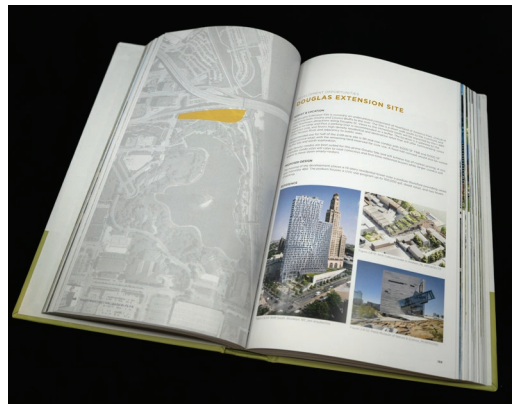
# Our Final Product Will Position the Project for Additional Funding

## Recommended Next Steps, an Implementation Strategy and Presentation Materials

The culmination of the work described in our approach will result in both digital and editorial deliverables ⑥ that are visually dense and interactive to effectively communicate and describe the feasibility, tailored to various target audiences and channels of dissemination. Technical appendices and reports will accompany these products that capture the constraints, requirements, assumptions and conceptual analysis behind the study. These presentation materials will be designed to tell the story of how this study unfolded and the findings of the work for the public, while creating hands-on tools for decision-makers to support policy and funding decisions. It will be a durable study that can move seamlessly into the next phases of work if additional funding and support is generated, while enabling the process to connect the various audiences who

will be primary or secondary users of the study, including the Seattle Mayor's Office, City Council, WSDOT and community groups.

We will also outline an implementation strategy and communications approach for future phases. **Brad Tong, Tara Green and Olivia Moss** will be key contributors in developing preliminary recommendations for distinct strategies on funding, operations, governance and O&M costs. The implementation strategy will also evaluate the relative cost, schedule, funding, and constructability differences between building a lid over the existing freeway or building the lid as part of an I-5 rehabilitation. This will provide the vision of a great civic space and catalyze next actionable steps.



⑥ Our feasibility study will include print materials and online tools showing visualizations that are accessible to all and usable as an outreach and engagement tool for future phases.

## Communications and Engagement

**This project will transform Seattle.** That message needs to be clear and inspirational. Our team will present information that is tailored to both the general public, as well as professionals, to invite discussion and develop consensus.



We will work closely with the City team to support the work of the I-5 Lid Feasibility Study Committee by developing presentations, co-designing an engagement process, and facilitating meetings. Our team will develop and manage a project website to clearly communicate the project schedule and milestones. Perhaps most importantly, our team's **Monisha Harrell** will support the work of the Department of Neighborhoods in conducting targeted outreach to communities that will be affected by the lid's development. Our public-facing communications plan will inform and engage all stakeholders and support the City's race and social justice goals.



# Team Organization

Our team is organized to implement the approach outlined in the previous section. Dave and Dhyana handpicked this team and will lead them over the course of this project. Dave will be the single point of contact for all contractual matters and will manage scope, schedule, budget and overall accountability. Dhyana will lead the engagement process and technical work. Brad Tong, serving as City Liaison, will provide direct support to Lyle and OPCD to navigate City and stakeholder strategy; effectively acting as an extension of the OPCD management team.

## Defining the Focus

Our core team, will work closely with the City of Seattle, the Study Committee and WSDOT to workshop development potential, race and social equity goals and objectives, and policy and asset owner constraints.

**Benefit:** Technical analysis can proceed with focus and confidence that all “under-the-tent” perspectives are considered, and the technical team has clear direction to ensure an informed and grounded study.

## Feasibility Analysis and Scenarios

The WSP team will then perform a technical evaluation of feasibility. The technical elements of the work include traditional engineering components and will be supplemented with urban design. **Matt Jones** will provide the translation between the pure technical and the urban design elements. Blending the engineering expertise of WSP, BergerABAM and MKA with the urban design strengths of Framework and OJB, this team will develop grounded, visually appealing lid scenarios. This will feed directly into the economic and financial analysis led by Auden Kaehler and Olivia Moss.

**Benefit:** Urban design that is technically achievable while supporting economic and social goals.

## Delivering a Forward-Thinking, Forward-Compatible Study

We chose each member of our team for their ability to deliver a feasibility study that harnesses the work done to date. Our study will include:

- Financing and funding strategies for implementation
- Socially inclusive and supported final product
- Paths forward related to governance and sustainability of the lid
- Technically feasible scenarios that allow the City and its partners to move forward

**Environmental Analysis**  
Larissa King Rawlins, AICP

**Civil/Roadway**  
David Williams, PE

**Drainage/Utilities**  
Matt Jones, PE, LEED AP **MKA**

**Traffic**  
Lawrence Guan, PE

**Structures**  
Jay Taylor **MKA**  
Joan Zhong-Brisbois, PE

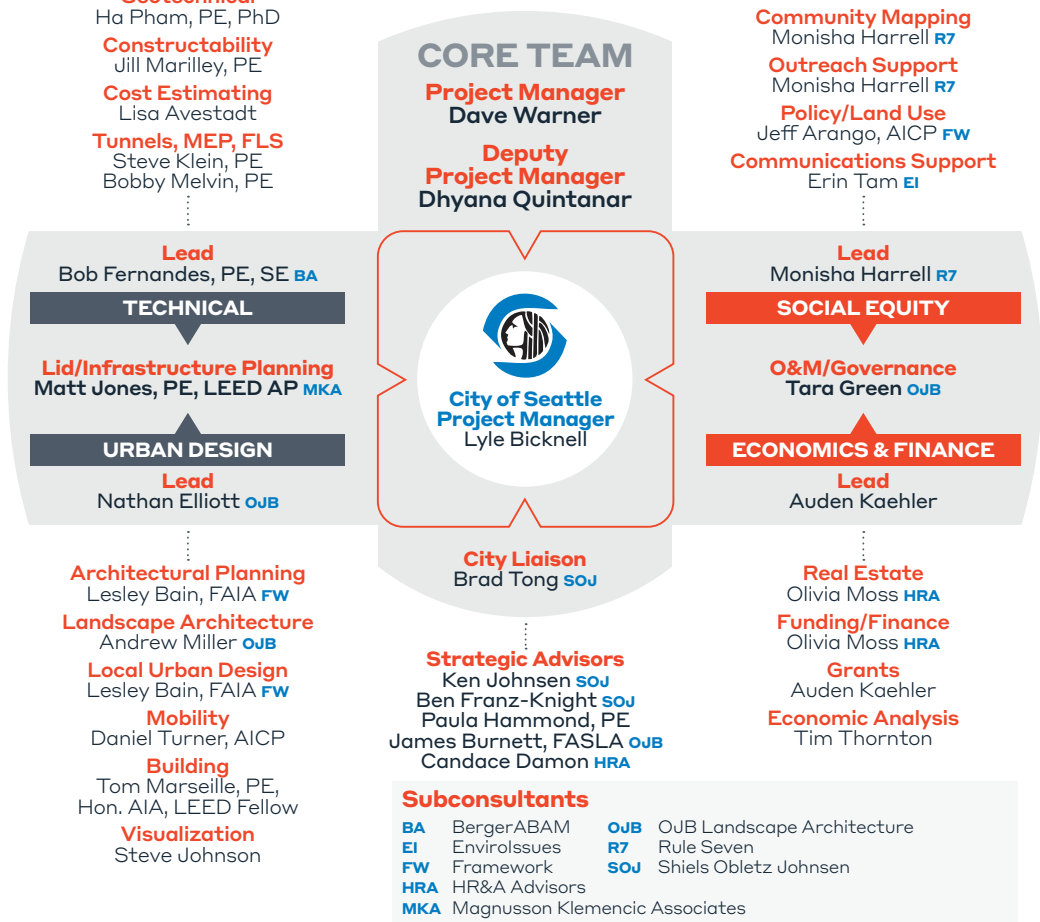
**Geotechnical**  
Ha Pham, PE, PhD

**Constructability**  
Jill Marilley, PE

**Cost Estimating**  
Lisa Avestadt

**Tunnels, MEP, FLS**  
Steve Klein, PE  
Bobby Melvin, PE

As a direct extension to OPCD, Brad Tong will use SOJ’s vast experience delivering similar civic projects with their City and stakeholder relationships to guide this process in a focused, intentional and effective manner. The team is bolstered by our key advisors, including former Washington State Transportation Secretary Paula Hammond, who will play a key role in advising on WSDOT-related strategies and perspectives.



# Relevant Experience

## Klyde Warren Park Dallas, TX

OJB Landscape Architecture led the design of award-winning Klyde Warren Park, a 5.2-acre urban park built over the active eight-lane TX 366 Spur in Dallas. HR&A performed an economic analysis for the expansion of the park.

## Projects Along Seattle's Waterfront

### Seattle, WA

Over the last two decades, this team has had significant involvement in the 26-block project area and over 2 miles of SR 99, including a diverse range of waterside and upland parcels under public, private and non-profit ownership. The entire project area features significant private development and multiple public/private partnerships as well as transportation and infrastructure projects.

## Back Bay Station Boston, MA

WSP, MKA and OJB collaborated on this mixed use overbuild development project that lids the Massachusetts Turnpike.

## Presidio Parkway San Francisco, CA

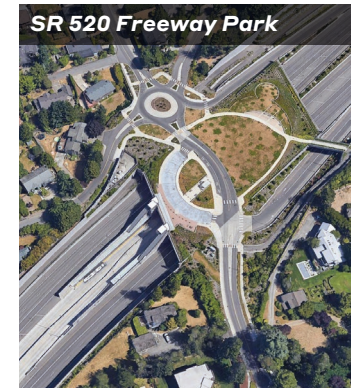
WSP played a lead role in planning and designing the transformation of Doyle Drive into the Greenroads-certified Presidio Parkway. The award-winning project includes two highway lids with 13 acres of green space, enhances multimodal safety and reconnects downtown San Francisco with its natural and recreational areas on the waterfront. MKA is designing program elements of the overbuild.

## SR 520 Freeway Park Seattle, WA

WSP was responsible for the planning, preliminary design and design-build procurement of this project, which included three lids spanning the SR 520 corridor. The project ultimately reconnected communities divided by the original construction of SR 520 and focused on modal integration, transit access and the creation of open spaces for community access.

## Hudson Yards New York, NY

WSP led the planning, environmental and technical and financial strategy used to fund a pedestrian-friendly, mixed-use overbuild above the active rail yard. WSP's work included coordination with stakeholders, utilities and the public, as well as structural engineering for high-rise buildings on the deck.





# Minimum Qualifications

## WSP Facts

- 133 years in business
- 33 years in Seattle
- 20 years on West Coast lids

WSP USA Inc. (WSP) is one of the oldest continuously operating engineering firms in the U.S., providing planning, design and construction services for 133 years. In Seattle, we have continuously managed transportation infrastructure projects for 33 years. WSP’s project experience ranges from program-scale to smaller local street, pedestrian and bicycle improvement projects in complex urban areas. This is evident from our 18-year involvement in the design and construction management of WSDOT’s SR 99 Alaskan Way Viaduct Replacement Program. We have also been engaged in highway lid projects on the West Coast for two decades, beginning with the Presidio Parkway in San Francisco in 1999 and extending to our current role as owner’s representative for the I-5 Rose Quarter Improvement Project in Portland.

## A. Project Manager’s Experience with Relevant Projects

### Dave Warner, Project Manager

Dave leads through collaboration and communication. He builds trust within his teams and with his clients by bringing the right people to the table throughout the project life cycle. He has managed highly visible, complex, multifaceted projects—

## Dave’s Key Qualifications



- 18 years of experience in major transportation infrastructure projects
- 15 years of experience in Seattle
- 5 highway lid feasibility studies in the Seattle area

such as the SR 520 I-5 to Medina and Elliott Bay Seawall Replacement projects—through planning, design and construction. His experience includes working closely with local agencies and stakeholders to build consensus and support decision-making. He has been involved in legislatively directed work groups and deliverables intended for elected official review.

For the Seattle side of the SR 520 Bridge Replacement and High-Occupancy Vehicle (HOV) Program, Dave led engineers, planners and outreach experts during an intense 12-month effort to identify the preferred alternative. This effort was critical to gaining consensus with the neighborhood communities in Seattle. Dave’s team developed nearly three dozen alternatives, which involved evaluating the technical feasibility of five lid locations and multiple lid layouts. The lid studies included identifying constraints, evaluating structural requirements and depths, developing lid programming scenarios to inform the structural analysis, and evaluating fire life safety, access and mobility.

Project/Dave’s Role	Dates	Construction Value	Relevant Scope Items
<b>LA Metro Vermont/North Hollywood Corridors BRT, Los Angeles, CA</b> Principal-in-Charge	2016–2017	\$500M	<ul style="list-style-type: none"> <li>■ Planning and feasibility studies in a dense urban environment with stakeholder engagement</li> <li>■ Oversight of two \$1M contracts, each extending over 12–15 months</li> <li>■ Evaluation of a cut-and-cover tunnel on the Vermont corridor to separate transportation modes</li> </ul>
<b>City of Seattle Elliott Bay Seawall, Seattle, WA</b> Project Manager	2012–2016	\$400M	<ul style="list-style-type: none"> <li>■ Management of a complex team to integrate urban design principles into planning and design</li> <li>■ Extensive stakeholder coordination, including I-5 lid stakeholders, and development of innovative technical solutions</li> </ul>
<b>WSDOT Puget Sound Discharge Point Survey, Statewide, WA</b> Project Manager	2010–2011	N/A	<ul style="list-style-type: none"> <li>■ Review of assets and conditions for drainage structures</li> <li>■ Documentation of conditions and constraints for future phases</li> </ul>
<b>WSDOT SR 520 Bridge Replacement and HOV Program: I-5 to Medina, Seattle, WA</b> Project Manager	2006–2010	\$3B	<ul style="list-style-type: none"> <li>■ Management of a complex team to perform early assessment of lids for I-5/Roanoke Street, 10th Avenue/Delmar Drive, Montlake, Foster Island and the University of Washington</li> <li>■ Technical analysis of bookend scenarios, rendering, schematics and cost estimates, and stakeholder engagement</li> </ul>
<b>WSDOT I-405 Corridor GEC, Seattle, WA Segment</b> Design Lead	2002–2006	\$1.5B	<ul style="list-style-type: none"> <li>■ Management of a multidisciplinary team to evaluate alternatives for rebuilding I-405</li> <li>■ Coordination with the same agency partners that will be involved for the I-5 lid</li> </ul>





## I-5 Lid Feasibility Study | Minimum Qualifications

### B. Team's Experience in Required Disciplines (10 Years Each)

#### B.1 Civil Engineering

WSP has been providing civil engineering services for transportation projects since 1885. Our civil engineering experience in Seattle extends more than three decades.

Projects/Firms	Dates	Civil Engineering Services
<b>City of Seattle Waterfront Seattle, Seattle, WA</b> WSP, HR&A, SOJ, EnviroIssues	2010–ongoing	Civil design to address complex roadway, drainage, utility and infrastructure systems for the sustainable development of the rapidly urbanizing shoreline
<b>City of Seattle Elliott Bay Central Seawall, Seattle, WA</b> MKA, EnviroIssues, Dave Warner	2012–2016	Civil site design for the award-winning replacement of the seawall and adjacent city street, utilities and public spaces
<b>WSDOT SR 520 Bridge Replacement and HOV Program, Seattle, WA</b> WSP, BergerABAM, EnviroIssues	2006–2016	Preliminary civil design for the \$4.6 billion replacement of the highway's aging vulnerable bridges and significant transit/roadway improvements, including grading and drainage for landscaped freeway caps on SR 520



#### B.2 Structural Engineering

WSP has more than 130 years of structural engineering experience, including 33 years of structural engineering work in Seattle.

Projects/Firms	Dates	Structural Engineering Services
<b>Back Bay Station/Mixed-use Development, Boston, MA</b> WSP, OJB, MKA	2015–ongoing	Structural design for MassDOT and MBTA infrastructure as part of a mixed-used overbuild to revitalize a transit hub area over the Massachusetts Turnpike
<b>Vanderbilt Yards Redevelopment, New York, NY</b> WSP, OJB, MKA	2005–ongoing	Structural design of a subterranean rail yard and retaining, walls, columns and structural overbuild deck to accommodate the new Pacific Park development
<b>Presidio Parkway, San Francisco, CA</b> WSP, MKA	1999–ongoing	Structural design of seismically resilient bridge elements and park caps over congested highway to create open green space and restore multimodal access

#### B.3 Urban Design

The WSP team brings more than 30 years of experience leading public and private development projects in the Pacific Northwest from concept to construction.

Projects/Firms	Dates	Urban Design Services
<b>City of Seattle Waterfront Seattle, Seattle, WA</b> WSP, HR&A, SOJ, EnviroIssues	2010–ongoing	Urban design to open new public space for parks and paths, waterfront access, viewpoints, cultural space, and a new multimodal urban street
<b>Klyde Warren Park, Dallas, TX</b> OJB, HR&A	2005–2012; 2016	Urban design for an award-winning urban park over an eight-lane freeway to reconnect and enhance cultural districts with a promenade, gardens and public plaza
<b>Olympic Sculpture Park, Seattle, WA</b> MKA	2004–2006	Urban design for an award-winning park on a structure to connect downtown Seattle to a revitalized waterfront, including a pedestrian walkway, restored habitat and a transparent pavilion at the high point

## B.4 Real Estate Development

The WSP team offers more than 40 years of experience providing strategic advisory and marketing services for some of the most complex mixed-use, neighborhood and downtown development projects in North America.

Projects/Firms	Dates	Real Estate Development Services
<b>Gowanus Canal Planning Advisory Study, New York, NY</b> HR&A	2017–ongoing	Services to produce a quantitative benefits case to support preliminary discussions between a private developer and the City of New York regarding a future rezoning around the canal
<b>Denver Broadway Station Redevelopment Planning, Denver, CO</b> HR&A	2014–2017	Services for master planning, site entitlement and public infrastructure financing for a mixed-used development
<b>Lexas 1200 Stewart and Escala Condominiums, Seattle, WA</b> WSP	2010, 2012	Visualization and marketing materials for condominiums, including 1200 Stewart, a gateway for downtown Seattle from the Denny Triangle area
<b>Schnitzer West Brix, Equinox and Gallery Condominiums, Seattle, WA</b> WSP	2008–2009	Visualization and marketing materials for condominium developments that reflect the characters of their neighborhoods (Capitol Hill, Eastlake, Belltown)
<b>City University of New York Real Estate Advisory Services and Strategic Campus Planning, NY</b> HR&A	2007–2008	Examination of public-private development alternatives for a site on campus, including review of zoning and air rights, market conditions, financial implications, and revenue potential
<b>Vulcan 2200 and 2201 Westlake, Seattle, WA</b> WSP	2006	Visualization and marketing materials for a mixed-use and a commercial development in Belltown
<b>Revitalization Planning for Charlotte's Third Ward, Charlotte, NC</b> HR&A	2002	Master planning for the revitalization of a downtown Charlotte neighborhood, including market analysis and financial strategy development for a new park
<b>Repositioning Crossroads Mall for Redevelopment, Boulder, CO</b> HR&A	2001–2002	Retail market analysis, implementation strategy development, and cost-benefit analyses for the redevelopment of Crossroads Mall

## C. Relevant Projects in Complex Urban Environments

Since designing New York City's subway system 135 years ago, WSP has been involved in some of the largest transportation projects in the nation's largest cities. We are now concluding more than 18 years of work on the Alaskan Way Viaduct Replacement Program in the heart of downtown Seattle. Our team has also developed freeway lid projects in cities such as Boston, New York, San Francisco, Dallas and San Diego. The following projects demonstrate our team's experience delivering successful, relevant projects in complex urban environments in the last 10 years.

Projects/Firms	Dates	Relevant Services
<b>Back Bay Station/ Mixed-use Development, Boston, MA</b> WSP, OJB, MKA	2015–ongoing	Civil and structural design for all MassDOT and MBTA infrastructure to revitalize Boston's Back Bay and South End neighborhoods with a mixed-use development over the Massachusetts Turnpike
<b>Presidio Parkway, San Francisco, CA</b> WSP, MKA	1999–ongoing	Environmental documentation, design study, final design and construction support, and financial advisory services to transform the congested Doyle Drive into the Greenroads-certified Presidio Parkway, including highway covers to restore multimodal access to resources
<b>Klyde Warren Park, Dallas, TX</b> OJB, HR&A	2005–2012; 2016	Design of an award-winning urban park over an eight-lane freeway to create a new heart of downtown Dallas, as well as economic impact analysis for the park's expansion
<b>Hudson Yards Development, New York, NY</b> WSP	2003–ongoing	Environmental documentation, planning studies, and preliminary and final engineering to transform an industrial area into a vibrant mixed-use district on a deck covering a rail yard in Manhattan's West Side
<b>Projects Along Seattle's Waterfront, Seattle, WA</b> WSP, BergerABAM, HR&A, SOJ, EnviroIssues	2001–ongoing	Over the last two decades, this team has had significant involvement in the 26-block project area and over 2 miles of SR 99, including a diverse range of waterside and upland parcels under public, private and non-profit ownership. The entire project area features significant private development and multiple public/private partnerships as well as transportation and infrastructure projects.

## D. References

**Melissa Schrock**  
Senior Project Manager/Development,  
Boston Properties  
T: 617-236-3328  
E: mschrock@bostonproperties.com

**Tilly Chang**  
Executive Director, San Francisco  
County Transportation Authority  
T: 415-522-4832  
E: tilly.chang@sfcta.org

**Jody Grant**  
Chairman, Woodall Rodgers  
Park Foundation  
T: 214-740-6100  
E: jodygrant@bankcap.com

**Aron Kirsch**  
Former Vice President, Hudson Yards  
Development Corporation  
T: 347-419-2191  
E: akirsch@moiniangroup.com

**Sally Bagshaw**  
Councilmember, Seattle City Council  
T: 206-684-8801  
E: sally.bagshaw@seattle.gov

## Dave Warner Project Manager



Dave leads through collaboration and communication. He builds trust within his teams and with his clients by bringing the right people to the table throughout the project life cycle. He has managed highly visible, complex, multifaceted projects—such as the SR 520 I-5 to Medina and Elliott Bay Seawall Replacement projects—through planning, design and construction. His experience includes working closely with local agencies and stakeholders to build consensus and support decision-making. He has been involved in legislatively directed work groups and deliverables intended for elected official review. His work has involved feasibility studies for five highway lids in the Seattle area, including one over I-5 at Roanoke Street where SR 520 passes Roanoke Park.

**WSDOT SR 520 Bridge Replacement and HOV Program: I-5 to Medina, Seattle, WA:** project manager for the \$3 billion project to improve safety, mobility and the environment on the Seattle side of SR 520, which connects major population and employment centers on each side of Lake Washington. Dave managed a team of planners, engineers and outreach experts to:

- Perform early assessment of lids for I-5/ Roanoke Street, 10th Avenue/Delmar Drive, Montlake, Foster Island and the University of Washington.
- Develop nearly three dozen alternatives, which involved evaluating the technical feasibility of five lid locations and multiple lid layouts. The team identified constraints; evaluated structural requirements and depths; developed lid programming scenarios to inform the structural analysis; and evaluated fire/life safety, access and mobility. The lid studies also considered lidding the existing I-5 corridor and portions of the SR 520 corridor; on SR 520, the scenarios considered corridor reconstruction.
- Provide technical analysis of bookend scenarios, rendering, schematics and cost estimates.

- Perform robust stakeholder outreach and engagement during an intense 12-month effort to identify the preferred alternative. This effort was critical for gaining consensus with the neighborhood communities so that the floating bridge could be replaced and the remainder of the corridor could secure funding.

**LA Metro Vermont/North Hollywood Corridors Bus Rapid Transit (BRT), Los Angeles, CA:** principal-in-charge for planning and feasibility studies in a dense urban environment with engagement of numerous stakeholders. Dave provided oversight of two \$1 million contracts, each extending 12 to 15 months. The studies involved evaluating a cut-and-cover tunnel on the Vermont corridor to separate modes of transportation. The planned BRT projects total \$500 million in construction value.

**City of Seattle Elliott Bay Seawall, Seattle, WA:** project manager for the \$400 million replacement of Seattle's 1.5-mile seawall to improve safety and reconnect the downtown area to its waterfront. The project also involved improving the ecosystem and protecting economic vitality. Dave managed a multidisciplinary team to integrate urban

design principles into the planning and design. The project required extensive stakeholder coordination, including many of the stakeholders involved in the I-5 Lid Feasibility Study. Under Dave's leadership, the team developed innovative and unique technical solutions to achieve the goals and objectives of the waterfront development.

**WSDOT Puget Sound Discharge Point Survey, Statewide, WA:** project manager for this \$1 million statewide study to collect field data for discharge points along state routes, which informed prioritization and recommendations for WSDOT to fulfill National Pollutant Discharge Elimination System permit requirements. Dave led the team to review assets and conditions for drainage structures. The project also involved documentation of conditions and constraints for future phases.

**WSDOT I-405 Corridor General Engineering Consultant, Seattle, WA:** segment design lead for \$1.5 billion in improvements along the 32-mile I-405 corridor in Seattle. Dave managed a multidisciplinary team for a planning study to evaluate alternatives for rebuilding I-405 and structures along the corridor. The team consisted of four design teams, national experts, and WSDOT staff members. Dave also worked with and presented to community groups and local agency council members. His work involved extensive coordination with the same agency partners involved in the I-5 Lid Feasibility Study.

### Highlights

- More than 15 years of experience in Seattle, including managing several of the region's largest urban projects
- Project manager for five highway lid feasibility studies in Seattle, including one on I-5, for the SR 520: I-5 to Medina Project
- Experience integrating urban design into planning and design for the Elliott Bay Seawall project to reconnect downtown Seattle to its waterfront
- Strong relationships with key agency partners, stakeholders and community groups throughout Seattle

**Firm:** WSP

**Years of Experience:** 18

**Education:**

M.B.A., Project Management, City University of Seattle, 2006

B.S., Civil Engineering, Iowa State University, 2002

Graduate Certificate, Project Management, City University of Seattle, 2005



## Dhyana Quintanar Deputy Project Manager



Dhyana specializes in the strategic development of public spaces and facilities that provide safe multimodal access. Prior to joining WSP, she led the Authority of Public Space of Mexico City, where she was responsible for the transformation of approximately 125 acres into more livable, safe and iconic places. She managed more than a dozen projects, a yearly budget of more than \$27 million, and 45 staff members. Dhyana's career has also involved leading Mexico City's Transportation Planning and Roads office. In this role, she developed the Comprehensive Mobility Program 2013–2018 and drafted Mexico City's new Mobility Law, which the local congress unanimously approved. As Mexico City's first bicycle coordinator, she implemented Mexico City's bikeshare program, ECOBICI, the first automated public bicycle system in the Americas, with 90 stations and 1,200 bicycles. Dhyana has further demonstrated her leadership by designing and leading innovative departments at global nonprofits, where she determined programmatic strategy, spearheaded policy and advocacy efforts, and developed successful partnerships.

### Authority of Public Space of Mexico

**City, Mexico City, Mexico:** head of Mexico City's department of urban design, planning and development. Dhyana was responsible for the development of strategic public spaces, including parks, plazas, streets and medians; outdoor advertisement regulation; and privately owned public spaces. She also:

- Implemented quick-build, tactical urbanism projects such as pocket parks, curb extensions and activation programs, using public life and public space metrics to evaluate their success.
- Managed ecoParq, Mexico City's on-street parking program, regulating more than 26,600 parking spaces and expanding operation zones by 20%.
- Coordinated six City departments to redesign 54 intersections on six corridors with high pedestrian crash rates, improving safety and efficiency by 53% in one year via the Pasos Seguros program.

### Secretariat of Transportation and

**Roads of Mexico City, Mexico City, Mexico:** general director of Mexico City's transportation planning and roads unit, overseeing more than 100 staff members. Dhyana's achievements included:

- Developing the Comprehensive Mobility Program 2013–2018 through a multi-stakeholder process.
- Leading the development of Mexico City's new Mobility Law and new Rules of the Road with a Vision Zero approach.
- Updating the Manual of Uniform Traffic Control Devices of Mexico City to include new materials, technologies and services for pedestrians, cyclists and transit users.
- Spearheading the development of Mexico City's Transit Open Data Program and developing an access planning tool.
- Establishing innovative street designs, showcasing the first Complete Street of Mexico City on Line 5 of the Metrobus BRT system, as well as the design of the shared road on 16 de Septiembre Street.

### Institute for Transportation and

**Development Policy, Mexico:** director of strategic projects who provided technical assistance for non-motorized mobility strategies for Mexico's six largest cities; Lima, Peru; and Buenos Aires, Argentina. Dhyana facilitated knowledge transfer in the planning, design and promotion of policies and projects. She also co-authored the Cyclecities manual, integrated guidelines for transit-oriented development (TOD) and smart growth, and integrated guidelines for comprehensive urban sustainable mobility programs.

### Secretariat of Environment of Mexico

**City, Mexico City, Mexico:** coordinator of the Bicycle Mobility Strategy 2009–2012, including planning and implementation of bicycle infrastructure, parking facilities, bikeshare, education programming, metrics and evaluation. Dhyana drafted and passed the new regulation for the Rules of the Road to protect cyclists and provide rights and obligations to share the road. She also updated construction regulations to include cycle-inclusive criteria; established Mexico City's Urban Cycling School initiative; and established the Urban Cyclist Manual.

### World Resources Institute, Center for Sustainable Transport (CTS) EMBARQ

**Mexico, Mexico:** director and creator of the Mobility and Urban Development area, increasing institutional capacity and scope to integrate land use, urban development and transportation. Dhyana secured funds for a team of five collaborators and four interns and managed seven international consultants. She then led the development of the TOD in Mexico City project, and organized and led a placemaking process for Michoacan Street.

## Highlights

- More than 10 years of experience in transportation, public space, land use and environmental planning and project management in the public, non-governmental and private sectors
- Leadership and management of organizations with multimillion-dollar budgets and more than 100 personnel
- Experience working with elected officials, technical staff members and community partners to improve the public realm, transportation systems and access
- Co-author of technical and policy manuals on bicycle planning, sidewalk and urban design and resilience

**Firm:** WSP

**Years of Experience:** 13

### Education:

Master of Environmental Management, Focus in Urban Systems, Land Use and Environmental Planning, Yale University, 2006

B.A., cum laude, Biology, Bryn Mawr College, 2004

## Brad Tong City Liaison



Brad oversees major complex projects in pre-development, design and construction. He manages project feasibility, market analysis and due diligence, as well as scheduling, budgeting, financial tracking and compliance. He also manages programming, design, entitlements, construction and negotiation of all associated contracts. Brad has successfully delivered a wide range of projects, including civic, cultural, sports and entertainment, commercial/retail, transportation, residential, and educational/institutional programs for public and private clients. He has built a reputation over three decades for executing highly challenging and complex projects on time and budget while meeting policy/vision objectives and minimizing owner risk at every stage. Brad has been responsible for more than 30 successful projects in the Pacific Northwest.

**City of Seattle Civic Center, City Hall and Plazas, Seattle, WA:** project manager for the \$90 million, multi-phase City Hall, Civic Center and Plazas effort. The work involved coordinating projects across multiple city blocks in the urban downtown core; establishing design and performance criteria for public/private development on a high-rise block; and obtaining approvals from Metro, Sound Transit and BNSF Railway in advance of construction adjacent to the Downtown Seattle Transit Tunnel. Brad managed:

- Ambitious schedules and budgets, the public process, and the selection and performance of integrated design and construction teams.
- Contract negotiations, risk management, dispute resolution, budget/schedule compliance, entitlements and coordination on all legal matters.
- Public and private stakeholder participation for high-profile projects.
- General contractor/construction manager (GC/CM) strategies, procurement, management and contract enforcement.

In addition, Brad coordinated campus-wide planning and implementation of multiple

projects; obtained key strategy decisions by local elected officials; and drafted legislation for financing, design, and development.

**Washington State Convention Center (WSCC) Addition at Child Protective Services (CPS), Seattle, WA:** representative for King County interests during the \$1.7 billion GC/CM expansion on the King County CPS property. Brad is:

- Managing the property transaction and leading multidisciplinary teams on design, cost, financial risk analysis and real estate elements.
- Leading internal King County Metro teams to coordinate transit operations and impacts with City of Seattle, King County, State of Washington, Sound Transit and federal agencies.
- Successfully concluding street vacations through Seattle City Council.
- Leading King County environmental strategy with WSCC's environmental analyses.
- Staffing the King County executive office and King County Metro general manager in coordination with legal counsel and the King County Council.

- Managing King County Metro staff and consultants in the planning and feasibility of temporary bus circulation and bus layover replacement options.

**City of Seattle Northgate TOD, Seattle, WA:** member of the mayor's Northgate Project Management Team, which strategically implemented the Northgate Urban Center, involving more than \$250 million in new and expanded developments. Brad held overall organization and management responsibility, leading multi-departmental, multi-party coordination meetings through pre-development. His leadership maintained healthy public-private partnerships, leading to the successful implementation of several major public and private developments. Brad co-drafted multi-party development agreements and managed the multi-project master schedule. He also advised on construction coordination across multiple adjacent projects.

**City of Kent ShoWare Center Arena, Kent, WA:** owner's representative for the \$85 million, 6,000-seat ShoWare Center Arena, the largest public project developed by the City of Kent. The project involved intensive community engagement and public scrutiny throughout development feasibility, design and construction. Brad led the owner's selection of design and GC/CM teams. He negotiated and managed these contracts from programming and site selection through design and construction. To meet the aggressive 28-month schedule and budget constraints, Brad provided careful planning, a tight environmental process, funding strategies, legislative approvals, and close coordination with the tenant hockey team.

### Highlights

- Strong relationships with City of Seattle and stakeholders
- Familiarity with the project site and related development through work on WSCC
- Broad range of development experience on public and private infrastructure projects

**Firm:** Shiels Oblatz Johnson

**Years of Experience:** 33

**Education:**

B.S., University of Washington, 1985

Leadership Tomorrow, 2001

**Professional Registrations:**

Professional Engineer: Washington, 1990

**Professional Affiliations:** Seattle Economic Development Commission, former commissioner; AmeriCorps

## Paula Hammond, PE Strategic Advisor



Paula is a nationally recognized figure in transportation who works with agencies to advance transportation investment, policy and programs at a national level. She often serves as a strategic advisor for transportation-related projects. Based in Seattle, she came to WSP after a 34-year career with WSDOT, where she served as deputy secretary and the secretary of transportation. Paula spent her career with WSDOT committed to the efficient capital delivery and development of sustainable and integrated

investment strategies. These strategies focused on commuter travel options and reliable freight and goods movement. Paula worked within WSDOT and with partners and policy makers to emphasize and advocate for transparent performance management, lean process improvements and viable transportation solutions for long-term safety, preservation and maintenance of the state's infrastructure.

Under Paula's leadership, WSDOT undertook the delivery of a \$16.5 billion transportation capital program, the largest in Washington's history, including the Alaskan Way Viaduct Replacement as well as I-405 and SR 520 Corridor improvements. Paula understands how to listen to perspectives from around the region and balance the needs of various stakeholders in complex urban transportation projects.

**WSDOT, Statewide, WA:** deputy secretary and secretary of transportation, among other roles over a 34-year career with WSDOT. Key initiatives and innovations completed during Paula's tenure include:

- Development of partnerships among federal and state legislators, regional and local public leaders, ports, communities and Washington's business and labor interests to promote an effective strategy for transportation system investments that support a strong economy.
- Focus on sustainable transportation within agency services, programs and future planned investments. This program involved balancing the triple-bottom-line objectives of fiscal responsibility, community quality of life, and commitment to a better environment.
- Transparent and accountable project and service delivery, emphasizing on-time

and on-budget performance and "no-surprises" communications.

- Moving Washington, a three-part strategy for maximizing the efficiency of the state's key transportation corridors. The strategy attacks corridor congestion by:
  - Operating efficiently (getting the most out of existing infrastructure);
  - Managing demand (using all tools and travel options); and
  - Strategically adding capacity and modernizing corridors (removing choke points and bottlenecks).
- Asset and safety management of the existing transportation system through identification of performance-based investment needs for maintenance and operations of highways, bridges and ferry systems. The initiative also involved implementing new technology and sustainable materials and methods.

- National enterprise risk management initiatives focusing on highway safety, maintenance and design standards.
- Exploration and advancement of alternatives for transportation energy efficiency, clean fuels, travel pricing and transportation options to reduce dependence on petroleum and its adverse environmental and economic effects. Implementation of the nationally renowned quarterly performance management and reporting practice, "Gray Notebook," aimed at data-driven analysis and performance display for all aspects of the transportation system, agency programs, services and investments.
- Strategic oversight of the 2012 Aviation Economic Impact Study, which evaluated the economic impacts and value of public use airport and determined how the state aviation system contributes to the state's economic competitiveness.

### AASHTO National Transportation Leadership Institute, Washington, DC:

co-teacher of the National Transportation Leadership Institute session on Contemporary Finance Policies and Practices for state department of transportation emerging leaders. Paula delivered the course with AASHTO's policy director in 2016, 2017 and 2018. Topics include Federal Transportation Act funding and programs, state transportation funding practices, and budgeting and finance strategies used by transportation agencies across the United States. The session includes the demonstration of transparent communications and performance management to enhance agency credibility.

### Highlights

- Strong understanding of WSDOT constraints and considerations through 34 years at the agency and current involvement in peer exchange workshops
- Insight into federal funding challenges and strategies that influence WSDOT's planning-level decisions
- Local leader during planning, design and concept development of Seattle's largest transportation projects, including lid studies along the SR 520 corridor
- Understanding of national best practices in the development of sustainable transportation through leadership in industry organizations

**Firm:** WSP

**Years of Experience:** 37

**Education:**

B.S., Civil Engineering, Oregon State University, 1978

**Professional Registrations:**

Professional Engineer: Washington, 1983 (21071)

**Professional Affiliations:**

WTS: International Board of Directors, vice chair; American Public Works Association; American Road and Transportation Builders Association; Board of Trustees Executive Committee; Washington Highway Users Federation, vice chair



## James Burnett, FASLA Strategic Advisor



James founded OJB Landscape Architecture in 1989 and has dedicated his career to creating meaningful spaces that challenge the conventional boundaries of landscape architecture. To date, OJB has garnered more than 90 state and national design awards. Taking a multidisciplinary approach to his practice, Jim often works closely with design teams of highly regarded architects, planners and artists, and a diverse range of clients. Most recently, his work has focused on transforming American cities through the creation of active public spaces and freeway deck parks. Jim's work in this area restores connections between disparate sections within cities, providing open space with a purpose through innovative programming initiatives.

As principal of OJB, Jim has played a key role in the firm's national recognition for revitalizing communities has been recognized with the OJB has received the 2018 Urban Land Institute (ULI) Urban Open Space Award for Levy Park in Houston; the 2014 ULI Urban Open Space Award for Klyde Warren Park, a freeway deck park in Dallas; and the 2015 ULI Urban Open Space Award for Myriad Botanical Gardens in Oklahoma City. Jim worked with the Annenberg Foundation to create the Sunnylands Center and Gardens, a sustainable desert garden in Rancho Mirage, California, that won the American Society of Landscape Architects (ASLA) Honor Award in 2012. Other awards include the ASLA 2015 Firm Award and ASLA Honor Awards for the Brochstein Pavilion at Rice University and the Reid Residence in Houston. In 2016, Jim was awarded the ASLA Design Medal, a prestigious professional designation recognizing an exceptional body of work sustained over an extended period.

**Klyde Warren Park, Dallas, TX:** landscape architecture design director for Klyde Warren Park, created over one of the busiest freeways in Texas. The \$110 million, 5.3-acre deck park has transformed the city by bridging the gap and creating a new heart of downtown. The park is a vibrant and well-programmed urban park that has measurably decreased noise and air pollution in the area and increased activity for businesses and cultural institutions. Due in large part to Jim's design leadership, Klyde Warren Park received the 2014 ULI Urban Open Space Award.

**Southern Gateway Deck Park, Dallas, TX:** landscape architecture design director for the Southern Gateway Deck Park. The goal of the park is to reconnect

and revitalize the Oak Cliff neighborhood by constructing a highly programmed, 5.8-acre park over I-35. This transformational endeavor will bring vital green, open space to South Dallas. Jim is guiding the OJB team to develop an amenity-rich, yet flexible plan to accommodate a wide spectrum of users. OJB has proposed areas for passive and active recreation with community-requested amenities, including a skate and recreation area, bike rental kiosks, food and beverage areas, restrooms, an open-air performance pavilion, a dog park, a children's garden, multiple water features, and an iconic sculpture that will anchor the park.

**Myriad Botanical Gardens, Oklahoma City, OK:** landscape architecture design

director for the redesign of the 15-acre Myriad Botanical Gardens and surrounding streetscape in Oklahoma City. Working with a broad coalition of public and private stakeholders, Jim directed the development of a vision to transform the existing facility a world-class urban park. The park has become a catalyst for new development in the heart of Oklahoma City. Jim's leadership played a key role in the project being recognized with the 2015 ULI Urban Open Space Award.

**East Village Green, San Diego, CA:** landscape architecture design director for San Diego East Village Green, downtown San Diego's newest park-to-be in the East Village neighborhood. The East Village's first programmed public park will add a much anticipated open space to the downtown. The park has been in development by the City of San Diego and many community members for several decades.

**Kansas City I-607 Freeway Deck Park, Kansas City, KS:** landscape architecture design director of the master plan for the freeway deck park planned over the I-607 freeway in Kansas City. This transformational endeavor will bring vital green, open space to downtown Kansas. In the same vein as Klyde Warren Park, OJB is designing the vision of an amenity-rich, yet flexible plan to accommodate a wide spectrum of users. OJB has proposed areas for passive and active recreation with amenities.

### Highlights

- Leader of OJB's deck park designs, including six deck parks across the United States
- Deep familiarity with the complexity of designing parks on structure over active freeways
- Commitment to thoughtful programming that transforms and connects urban spaces
- Experience working with departments of transportation and other agencies to develop smart and green infrastructure strategies and plans

**Firm:** OJB Landscape Architecture

**Years of Experience:** 36

**Education:** B.S., Landscape Architecture, Louisiana State University, 1983

**Professional Registrations:** Fellow: American Society of Landscape Architects

**Professional Affiliations:** U.S. Department of the State: Industry Advisory Group, member

## Candace Damon Strategic Advisor



Candace has devoted her career to crafting sustainable urban redevelopment strategies for cities across North America. Her expertise includes ensuring the long-term viability of urban open spaces, leading organizational planning for non-profits and institutions, supporting master planning efforts for large-scale revitalizations, and addressing the financial challenges of making commercial and multifamily residential buildings energy-efficient. Candace's experience leading signature

infrastructure projects includes crafting the funding strategy for the new Buckhead Park over Atlanta's GA 400 highway; developing a funding strategy for Waterfront Seattle, which will eliminate the Alaskan Way Viaduct and provide a connective spine of parks and open space; and creating a development strategy for Brooklyn Bridge Park. Candace also supported the City of Kenmore and Weidner Apartment Homes in advancing planning and negotiations for a transformative, mixed-use development on 50 acres of the Lake Washington waterfront. Candace received the Women of Influence Award from the Real Estate Forum in 2008.

**City of Seattle Waterfront Seattle, Seattle, WA:** real estate development strategy specialist for this project to eliminate the Alaskan Way Viaduct and provide a connective spine of parks and open space along Seattle's central waterfront. Candace developed a strategy for financing park maintenance and operations by projecting value to be generated from potential revenue streams. She also developed a preliminary governance strategy to activate the park, identifying key park constituents and recommending governance models to engage their support. To advance this funding and governance framework, Candace assisted the City of Seattle with initiatives including:

- A detailed operations and maintenance cost analysis and estimate.
- A study of value capture opportunities related to real estate development potential in the waterfront area.
- An economic impact framework that identifies the expected benefits of waterfront transformation in support of value capture funding opportunities.

In 2017 and 2018, Candace supported the Friends of Waterfront Seattle in an update to HR&A's previous assessment of the project's economic and fiscal benefits. HR&A updated findings for the potential visitation and other key drivers of economic activity and fiscal impacts generated by the project. Additionally, the team assessed the key equity and quality of life benefits that the park's construction and completion will drive for the immediate district and the city.

**Buckhead Community Improvement District (CID) Buckhead Park over GA 400, Atlanta, GA:** real estate development strategy specialist who, on behalf of the Buckhead CID, supported the development of a funding and implementation strategy for a new signature park over Atlanta's GA 400 highway. Candace developed a comprehensive funding strategy for capital investments and O&M funding. The strategy considered public, private and other sources for discussion with the CID board. Candace quantified the project's public benefits, including equitable access, improved

connectivity and economic benefits. She also established a management and governance strategy for the park, in collaboration with the CID, City of Atlanta and other implementation partners, to inform long-term stewardship and maintenance.

**City of Kenmore/Weidner Apartment Homes Lakepointe Feasibility and Benefits Analysis, Kenmore, WA:** real estate development strategy specialist who helped the City of Kenmore and Weidner Apartment Homes advance planning and negotiations for a transformative, mixed-use development on the Lake Washington waterfront. The development required a public-private partnership to support remediation and infrastructure costs. Candace developed a multi-year pro forma analysis to test the financial feasibility and measured the economic and fiscal impacts of three development scenarios for the 50-acre site. Her analysis informed the City of Kenmore's decision-making process for entering into its first large-scale public-private partnership.

Based on the findings of Candace's analysis, the HR&A team recommended a refreshed planning process to rethink development phasing and program, while incorporating City priorities. In September 2018, the Kenmore City Council accepted HR&A's financial model and summary report and authorized the City to enter into negotiations of a development parameters agreement with the Weidner Apartment Homes team.

### Highlights

- 30 years of experience with sustainable, urban development
- Has developed funding strategies for significant local and national public open spaces
- Brings efficient and resilient strategies to protect sites from climate change

**Firm:** HR&A Advisors

**Years of Experience:** 38

#### Education:

J.D., Harvard University, 1986

B.A., American Studies, Amherst College, 1981

#### Professional Affiliations:

City Parks Alliance, board member; Urban Green Council; G. Works, founding partner; New York City YMCA: Real Estate Advisory Committee, member; Atlantic Avenue Local Development Corporation, advisory board member and president emeritus

## Matt Jones, PE, LEED AP BD+C Lid/Infrastructure Planning



Matt is a senior principal who leads the civil engineering practice at Magnusson Klemencic Associates (MKA). He brings a uniquely broad perspective to his designs through serving as a drip irrigation project coordinator in rural Kenya; a university lecturer on business analysis methods in Australia; and project manager for a 2,500-acre, master-planned, nationally recognized green community in the U.S. Since joining MKA, Matt has focused on developing highly sustainable site designs featuring innovative low-impact development interventions. Matt is an active member of MKA's water resources technical specialist team and the working group that published the Onsite Non-Potable Water Reuse Practice Guide in 2018. Additionally, Matt is skilled in 3D modeling for civil design visualization and integration.

### **Presidio Tunnel Tops, San Francisco, CA:**

managing civil principal for a new 13-acre, world-class park that will reconnect the Presidio Visitor Center to the Crissy Field waterfront over the Presidio Parkway Main Post Tunnels, which carry Highway 101. The park takes advantage of the dramatic bluff that offers panoramic Golden Gate views as it negotiates approximately 40 feet of grade change. Matt led the civil team that collaborated extensively with The Presidio Trust and James Corner Field Operations to realize their vision for the park. Design considerations included high groundwater, contaminated soils, sensitive archaeological areas, and design in an active construction zone. Matt's team designed the park to manage stormwater sustainably while reducing the use of potable water in the park

### **Missouri Riverfront Revitalization**

**Master Plan Omaha, NE:** civil principal-in-charge for five park locations on either side of the Missouri Riverfront in Omaha, Nebraska, and Council Bluffs, Iowa: a 9.6-acre park encompassing six city blocks in the urban downtown core of Omaha; a 42-acre green space with botanical gardens that will be built adjacent to and over an active railway; a 36-acre waterfront park on top

of a former brownfield site; and two Iowa sites combining for another 110 acres of waterfront park. Matt led MKA's civil team during the master planning and concept design phases, which required continuous collaboration with the Riverfront Trust and OJB Landscape Architecture to develop the civil design. The project required close coordination with local municipalities, state and federal departments of transportation, the U.S. Army Corp of Engineers, state departments of environmental protection, and local stakeholders.

### **Hemisfair Civic Park, San Antonio, TX:**

principal-in-charge of a new 16-acre civic park that will be constructed adjacent to the San Antonio Convention Center. As part of a public-private partnership, the park will be flanked by future residential developments that will help fund the park. Portions of the park will be constructed over a below-grade parking structure, which required close coordination with the future development team. Given San Antonio's water use restrictions, the park will use on-site recycled water to meet the non-potable water demands and reduce the project's overall water footprint

### **NuSkin Headquarters Expansion,**

**Provo, UT:** project manager for a new office campus headquarters site that achieved net-zero stormwater discharge through sustainable stormwater management. The design increased site and street-level permeability while treating the stormwater naturally within the public right of way (ROW) prior to infiltrating and recharging the groundwater. The project also rerouted several major public infrastructure utilities out of former public ROW to accommodate a new below-grade parking garage. Matt collaborated closely with other consultants on the grading, drainage and site improvements over the parking garage to ensure that the stormwater would flow from the Innovation Experience Center to the public ROW for sustainable treatment and management

### **Unified Ground Union Square at the National Mall Competition,**

**Washington, DC:** project manager for the revitalization of an 11-acre public space that serves as the front porch of the U.S. Capitol building The design included civil infrastructure planning that focused on the sizing and layout of low-impact stormwater design elements. Matt verified that these elements complied with the stormwater requirements of Section 438 of the Energy and Independence Security Act of 2007. His team carefully considered the depth and load of the proposed improvements, as I-395 passes beneath the site. The final design included a sustainable soil management strategy coupled with an integrated water design that uses on-site water resources to meet the site's non-potable water demand.

## Highlights

- Site and civil design experience for world-class developments over structures, as demonstrated on the NuSkin Headquarters Expansion and Presidio Tunnel Tops
- Ability to integrate civil infrastructure improvements into urban design projects to create inviting public spaces, such as the Grand Ridge Plaza and Missouri Riverfront Revitalization
- Focus on regenerative stormwater designs and use of on-site water resources to meet each project's non-potable water demands and reduce the water footprint

**Firm:** Magnusson Klemencic Associates

**Years of Experience:** 20

**Education:**

M.B.A., Bond University, 2004

B.S., Civil Engineering, California Polytechnic State University, San Luis Obispo, 1999

**Professional Registrations:**

Professional Engineer: Washington; Nebraska; Illinois; Texas; Nevada; California; Arizona

LEED Accredited Professional Building Design + Construction: U.S. Green Building Council

**Professional Affiliations:** American Society of Civil Engineers; Water Reuse Guide Working Group



## Tara Green, CSEE

O&M/Governance



Tara is highly accomplished in park programming, park management, community relations, strategic planning, public relations and fundraising. She has managed complex urban parks, large-scale events, staff teams of all sizes, and budgets up to \$40 million. Tara is committed to creating coalitions of support with diverse stakeholders and community groups, and she excels at developing partnerships.

After two decades of leadership positions in the sports and entertainment industry, Tara served as president of Klyde Warren Park, where she focused on the total visitor experience. Tara was responsible for transforming Klyde Warren Park into Dallas' top destination, cultivating and building a vibrant community of people that returned to the park over and over again. She curated and produced more than 1,300 free activities and special events at the park throughout the year. Tara ensured comprehensive, well-run programming to serve diverse needs. During Tara's tenure, Klyde Warren Park won 39 national and international awards, including the prestigious ULI Urban Open Space Award in 2014.

**Klyde Warren Park, Dallas, TX:** president of Klyde Warren Park for five years. Created over one of the busiest freeways in Texas, the park restored the connection between Dallas' two largest cultural districts and created a new heart of downtown. Careful planning and thoughtful programming have resulted in a steady increase in real estate and property values surrounding the park. As the park's president and public face, Tara:

- Promoted the park through media and other public forums, including interviews and community meetings and events.
- Managed staff, operations and the park's daily programming.
- Provided strategic direction for the park and built partnerships and support within the business community.
- Oversaw the comprehensive operations and management (O&M) program to maintain a pristine, inviting and safe environment for the one million guests who visited each year; create value for

downtown Dallas; and help stimulate economic development.

- Secured an annual sustainable revenue of \$4 million, raised through revenue streams including sponsorship, private donations, event rental, contributions from a public improvement district, and food and beverage sales. The park does not depend on any public funds.

During Tara's tenure, Klyde Warren Park won 39 national and international awards for design, environmental excellence and positive community impact. As a testament to the its community value and accessibility, the park experiences 12,000 to 15,000 visits per week, with two million visitors during the first two years.

**American Airlines Center, Dallas, TX:** chief revenue officer for the American Airlines Center, home of the National Hockey League's (NHL's) Dallas Stars and National Basketball Association's (NBA's) Dallas Mavericks. Tara worked with the team owners and staffs to design and implement

a successful organizational structure for sponsorship and premium seating in the arena. Tara was responsible for increasing premium seat revenue and sponsorship revenue. She managed an annual expense and revenue budget of more than \$30 million.

**North Texas Super Bowl XLV Host Committee, Dallas, TX:** chief operating officer and vice president who managed and fulfilled all coordinated bid obligations; led the team that coordinated and communicated plans with city officials, managers and key leaders; developed a regional transportation plan; and managed the \$9 million operating budget. Tara created and implemented a communication strategy with key stakeholders in the hospitality and tourism business, including entertainment districts, area attractions, restaurants and destination management companies.

**Dallas Convention and Visitors Bureau, Dallas, TX:** vice president of sports marketing who promoted Dallas as a premier sports destination by recruiting, securing and hosting big sporting events, including Super Bowl XLV, 2010 NBA All-Star Game, 2007 NHL All-Star Game, various National Collegiate Athletic Association (NCAA) championships, the NCAA Big 12 football and basketball championships, and the 2001 U.S. Figure Skating National Championships.

### Highlights

- Former president of Klyde Warren Park, a, award-winning, 5.2-acre deck park built over a freeway in Dallas
- Experience building organizations from the ground up to manage public space privately and create sustainable funding models
- Commitment to creating unique and ongoing programming to enliven public space and create a sense of community

**Firm:** OJB Landscape Architecture

**Years of Experience:** 28

**Education:** Master of Sports Administration, Ohio University

B.A., International Studies, University of North Carolina

**Professional Registrations:** Certified Sports Event Executive (CSEE)

**Professional Affiliations:** Downtown Dallas Association, Board of Directors; Dallas Arts District, Board of Directors; Uptown Dallas, Board of Directors; McKinney Avenue Trolley, Board of Directors; Dallas Sports Commission, chair; National Association of Sports Commission, chair; VisitDallas, Board of Directors

## Bob Fernandes, PE, SE Technical Lead



Bob brings more than 40 years of experience in the design and construction of transportation projects, including highway lid structures. Bob has served as a key technical leader on major projects throughout the U.S. and around the world, including the Boston Central Artery and the Bangkok Second Stage Expressway. Locally, he has served as engineer of record for eight major bridge projects over rivers in Washington, bridges over I-5, and the NE 36th Street/SR 520 Overcrossing Lid.

Bob has the background and experience required to lead a group of technical experts to address the technical issues associated with the design and construction of the lid over I-5. His knowledge encompasses construction methods, construction sequencing and maintenance of traffic, roadway and bridge design, and permitting.

**City of Redmond NE 36th Street/SR 520 Overcrossing Lid, Redmond, WA:** project executive and project manager for this federally funded road and bridge project connecting two Microsoft campuses. The overcrossing includes a unique landscaped lid structure, as well as extensive approach work, including a roundabout on the south side of SR 520 and extensive utility relocations. Bob provided technical overview of the structural design of the lid structure, which WSDOT will own and maintain. He also served as project executive for BergerABAM's construction administration and inspection services. The construction records and procedures passed an interim federal audit without a single comment.

**Port of Seattle East Marginal Way Grade Separation, Seattle, WA:** project executive and project manager for the planning and design of the East Marginal Way grade separation. Bob managed coordination with the City of Seattle, BNSF Railway, Union Pacific Railroad, WSDOT and Seattle City Light. The project included steep grades, constricted rail and roadway systems, poor soil conditions, ground improvement

and retained fill embankments. The project required phased construction and significant traffic control.

**City of Sumner Bridge Street Bridge Replacement, Sumner, WA:** project executive for the design of a vehicle and pedestrian river crossing to replace the existing Parker truss bridge built in 1927. BergerABAM completed the type, size and location study and plans, specifications and cost estimate services, as well as construction administration and inspection services for this federally funded project. The project is phased to maintain traffic in a constrained urban environment that provides access to businesses adjacent to the site. The main span is 201 feet long, and the total length of the new bridge is 304 feet. Maintenance of traffic and construction phasing dictated the use of a girder bridge, which features WF100G precast concrete girders.

**City of Renton Strander Boulevard and SW 27th Street Corridor Improvements, Renton, WA:** project executive and project manager for Phase 3 of this multi-phased grade separation. The ultimate configuration includes two railroad

bridges, a pedestrian bridge, a joint-use trail connecting to the Interurban Trail, two travel lanes in each direction, a traffic signal, water lines, illumination, fiber-optic relocation, a stormwater pump station, and water quality and detention facilities. The first phase involved detouring the railroad tracks to construct the railroad bridge; constructing two travel lanes, a pedestrian path, a complete storm system and water line; providing illumination; and acquiring ROW.

**Snohomish County Sauk River Bridge Replacement, Darrington, WA:** project manager for the planning and design of a replacement bridge over the Sauk River. In place of a narrow, two-span steel truss bridge built in the 1920s, Bob's team designed a two-lane, 472-foot-long continuous steel truss bridge featuring a 262-foot-long main span erected without falsework. The project included construction phasing and erection procedures; demolition planning and layout in a sensitive environmental area; design of large bolted bridge elements, connections and bearings; development of specifications; and cost estimating.

**Clallam County Elwha River Bridge Replacement, Port Angeles, WA:** project manager for the planning and design of a replacement bridge over the Elwha River. A design advisory committee, composed of representatives from the local community, assisted with various design decisions and the selection of the preferred bridge alternative. Bob oversaw the design and preparation of the plans, specifications and cost estimates for the three-span, cast-in-place, post-tensioned concrete box girder replacement bridge.

### Highlights

- Strong history of communicating complex technical issues to stakeholders and elected officials for similar lid projects
- Experience presenting to the city councils of Seattle, Fife, Yakima and Bainbridge Island
- Experience working with citizen groups and architects to incorporate public amenities, landscaping and aesthetic features into bridge projects
- Experience with construction sequence and staging of bridges constructed within WSDOT ROW
- Understanding of lid structure types that sustain loads resulted from development, avoid existing facilities, and allow maintenance of highway traffic

**Firm:** BergerABAM

**Years of Experience:** 41

**Education:**

M.S., Civil Engineering,  
University of Illinois

B.S., Civil Engineering,  
University of Illinois

**Professional Registrations:**

Professional Engineer:  
Washington (20306)

Structural Engineer:  
Washington (20306)

## Nathan Elliot, ASLA, LEED AP Urban Design Lead



Nathan, a principal with OJB Landscape Architecture, has led the design and management of urban parks, corporate headquarters, academic landscapes and mixed-use projects across the United States. He integrates love of horticulture with an aptitude for public speaking, marketing and business development. A pragmatic optimist, Nathan enjoys the challenges faced by difficult sites, complex programs and challenging regulatory environments. His notable projects include Klyde Warren

Park in Dallas; Myriad Botanical Gardens in Oklahoma City; LeBauer Park in Greensboro, North Carolina; Hall Wines in St. Helena, California; and Northwestern Mutual's World Headquarters in Milwaukee. Nathan is currently leading the effort for East Village Green, the next public open space project in San Diego.

**Klyde Warren Park, Dallas, TX:** lead landscape architecture designer and project manager for Klyde Warren Park, a 5.3-acre, \$110 million deck park created over one of the busiest freeways in Texas. The project transformed a sunken freeway into the new heart of downtown Dallas. As part of the public outreach process, the team developed the park program to include a children's garden, dog park, restaurant, performance pavilion with event lawn, and numerous flexible garden spaces that encourage recreation and interaction. In addition to reducing traffic noise and air pollution, Klyde Warren Park has catalyzed more than \$2 billion in economic development in the surrounding community.

**Myriad Botanical Gardens, Oklahoma City, OK:** lead landscape architecture designer and project manager for the transformation of a quiet and uneventful botanical garden into a world-class destination. The project is helping to focus Oklahoma City, the country's largest city by land mass, on urban development in the downtown core. The renovation of this 15-acre site required careful management

of an existing urban canopy and significant earthwork to create a dynamic destination that honors its historic roots. Nathan's team carefully considered the site grading to allow for a complete renovation of park circulation. The project introduced a signature children's garden, restaurant, performance pavilion, event lawn and numerous public plazas.

**East Village Green, San Diego, CA:** landscape architecture project director for a small, but intensely programmed urban park and downtown San Diego's first community center. The park and community center both lie over a two-level subterranean parking garage. An adjacent parcel has two urban dog parks and the Bark Bar, a pet-friendly food and beverage space. The parcel connects to the park via San Diego's first curbless street, which is anticipated to be the home for farmer's markets, festivals and concerts. OJB has led the project as prime consultant from the early general development plan and currently manages the permitting process through the City's General Services Department. The complete East Village Green is anticipated to open in 2021.

**Southern Gateway Deck Park, Dallas, TX:** landscape architecture project director for the Southern Gateway Deck Park, which aims to reconnect and revitalize the Oak Cliff neighborhood by constructing a highly programmed, 5.8-acre park over I-35 in south Dallas. This transformational endeavor will bring vital green, open space to South Dallas. The park has proposed areas for passive and active recreation with community-requested amenities, including a skate and recreation area, bike rental kiosks, food and beverage areas, restrooms, an open-air performance pavilion, a dog park, a children's garden, water features and an iconic sculpture that will anchor the park.

### Additional Experience:

- LeBauer Park, Greensboro, NC
- 1900 Crystal Drive Mixed-use Development, Arlington, CA
- Mesa College Landscape Master Plan, San Diego, CA
- Caltech Annenberg Center for Information Science and Technologies, Pasadena, CA
- International Floral Trade Center, Carlsbad, CA
- Township No. 14 and Tenant Improvements, Del Mar, CA
- Hall Arts Center, Tower and Condominiums, Dallas, TX
- Caltech Jorgenson Institute Expansion, Pasadena, CA
- Southwestern College of Higher Education Center, National City, CA
- UC Santa Barbara Institute for Energy Efficiency, Santa Barbara, CA

### Highlights

- Project manager for Klyde Warren Park and current involvement in the design of Southern Gateway Freeway Deck Park, both in Dallas
- Deep familiarity with the complexity of designing parks on structure over active freeways
- Commitment to thoughtful programming that transforms urban spaces

**Firm:** OJB Landscape Architecture

**Years of Experience:** 15

### Education:

B.S., Landscape Architecture, Louisiana State University, 2004

**Professional Registrations:** Landscape Architect: Texas (2742); California (6321)

LEED Accredited Professional: U.S. Green Building Council

**Professional Affiliations:** American Society of Landscape Architects



## Monisha Harrell

### Social Equity Lead



Monisha is a native Seattleite with more than 20 years direct of marketing and outreach experience. She knows how to have challenging conversations with minimal conflict and excels in making sure all invested parties communicate what they need to consider a project a success. In November 2013, The Stranger recognized Monisha as one of “The Smartest People in Seattle Politics.” Recent projects include work on the Central Area Block Party, Madison Street BRT, and the City of Seattle’s

Equitable Development Initiative. Monisha knows elected leaders at all levels of government from School Boards to Congress, and currently serves on the boards for Equal Rights Washington and the National LGBTQ Task Force. As a specialist in equity and social justice outreach, Monisha is passionate about making sure that the I-5 Lid Feasibility Study reflects, reconnects and benefits Seattle’s diverse communities.

#### **City of Seattle 23rd Avenue Action Community Team (ACT), Central Area, Seattle, WA:**

consultant who provided community outreach in the Central Area for the 23rd Avenue ACT. Monisha supported the ACT with extensive community engagement processes to develop a comprehensive neighborhood action plan and rezoning recommendations. She also provided outreach to inform an area urban design framework for the 23rd Avenue corridor. Additionally, Monisha led the production of the Central Area Block Party in 2014 and 2015, authored and managed several community grants, and supported the redevelopment of a key section of park space immediately adjacent to the Garfield Community Center.

**City of Seattle Madison Street BRT, Capitol Hill and Central Area, Seattle, WA:** outreach and communications lead for Capitol Hill and Central Area on the Madison Street BRT project. The Madison Street BRT is an extension of the current RapidRide service that will feature higher-capacity buses, high-amenity bus stations, and a new community art project.

#### **City of Seattle Judkins Park Station Zoning Outreach, Judkins Park, Seattle, WA:**

community liaison team leader who led the team to conduct surveys and outreach to local area residents, businesses, non-profits and other stakeholders. The outreach determined what type of development these community members would like to see in support of the new light rail station in Judkins Park. Monisha’s efforts focused on seeking feedback from those who do not traditionally engage with the City of Seattle or have a direct pathway to providing personal feedback.

#### **City of Seattle Equitable Development Initiative Interim Advisory Board, Seattle, WA:**

lead facilitator for the Equitable Development Initiative Interim Advisory Board who helped the group create a strategic plan for long-term success. The Equitable Development Initiative is a program to stop and reverse the impacts of gentrification on historical cultural communities in Seattle. The Equitable Development framework supports two equity goals: Strong Communities and People, as well as Great Places with Equitable Access.

The Equitable Development Framework guides how the City prioritizes its work and shapes its budgets, policies, programs and investments. The framework also supports the implementation of targeted strategies and equitable development projects by using clear objectives for reducing disparities and achieving equitable outcomes for marginalized populations.

## Highlights

- Strong relationships and trust within diverse communities across the region, which helps projects move quickly when needed
- Excellent emotional intelligence that provides keen insight into how to read a room, when and where to push or advance a project, and when to pull back to preserve relationships and protect projects
- Effective presentation skills and the ability to speak to and tailor information to almost any audience

**Firm:** Rule Seven

**Years of Experience:** 21

#### **Education:**

M.B.A., Marketing and Entrepreneurship, University of Washington, 2009

B.A., Film Studies, Columbia University, 1998

**Professional Affiliations:** National LGBTQ Task Force; Board of Directors; Equal Rights Washington; Board of Directors, chair

## Auden Kaehler

### Economics & Finance Lead



Auden is the manager of WSP's highway/tolling project development and finance service area. He has a background in financial modeling, with expertise in infrastructure finance, procurement, benefit-cost analysis, econometric modeling, competitive assessment, demand and revenue forecasting, economic evaluation, and cost estimation and projections. He holds a master's degree in Transport Economics with specialization in economics of transport regulation, investment appraisal and econometrics.

Auden's advisory and management experience covers highway facilities, transit and rail, and active transportation. He has presented to government officials, executive management and major financial institutions. Auden recently completed his role as the president of the Seattle Economics Council and maintains strong relationships with the local economics community.

#### **City of Seattle Lander Street Grade Separation FASTLANE Grant**

**Application, Seattle, WA:** project manager on the cost review and technical writing to support the City of Seattle's successful 2016 FASTLANE grant application. Work included detailed analysis and updating of prior engineering estimates for a bridge overpass, drainage and all associated components. Auden coordinated technical experts locally and nationally to develop a strong application on schedule and under budget. The application resulted in the award of the largest single federal discretionary grant in Washington state history.

**WSDOT SR 520 Tolling and Financial Analysis, Statewide, WA:** financial consultant who provided toll and financial planning and project development services for the proposed \$4.65 billion SR 520 Bridge Replacement and HOV Program. Additional tasks included:

- Annual detailed evaluation of O&M, repair and replacement costs prepared by WSDOT Northwest Region for the roadway and bridge facility, as well as lids on the east side of the SR 520 corridor.

- Quality assurance of annual FHWA Financial Plan updates.
- Audits of net toll revenue forecasts and general financial analysis support.

#### **WSDOT Alaskan Way Viaduct and Seawall Replacement, Seattle, WA:**

financial consultant who helped maintain a model to forecast annual gross and net toll revenues for a proposed twin-bored tunnel along Seattle's central waterfront. The model incorporates daily traffic forecasts and O&M, repair and replacement costs and produces results for a 30-year forecast period. Other tasks included developing toll rate scenarios in coordination with WSDOT and various other contractors and revising forecast O&M, repair and replacement cost assumptions with WSDOT Northwest Region.

**WSDOT Gateway Program Grant Management and Cost Forecasting, Seattle, WA:** lead consultant on multiple federal grants and locally administered federal funding grants through the Puget Sound Regional Council, as well as state-administered freight grants. Auden oversaw the schedule, technical writing and review for more than 10 grant applications for the Gateway SR 167 and SR 509 tolled highway

expansion projects. The outcome of the applications included the highest-rated and successful Washington State Freight Mobility Strategic Investment Board application for the 70th Avenue Bridge Replacement, highest-rated Surface Transportation Program (STP) grant for the construction of Veterans Drive, and a successful STP Grant for construction of the Port of Tacoma Spur. Auden also led the development of annual weighted-average, component-level cost escalation forecasts for both SR 167 and SR 509 in support of cost risk assessment and cost estimate validation process analysis.

#### **Sound Transit ST3 Funding and Financing, Seattle, WA:**

financial consultant who forecasted and assessed potential revenue contributions from 20 identified funding sources for each of the five Sound Transit subareas to support the ST3 long-range plan. Auden provided additional quantitative and qualitative analysis using multiple evaluation criteria, with further detailed analysis on politically feasible revenue sources determined to provide the highest level of contributions. He performed further analysis on household and individual tax burden for 10 jurisdictions using existing and proposed tax and fee sources.

**Sound Transit Agency-level Cost Escalation Forecast, Seattle, WA:** project lead who develops annual component-level construction cost escalation forecasts, including an extensive local market study and interviews with agencies and industry representatives to capture regional market conditions accurately. Forecast cost components include labor, materials and evaluation of the residential and commercial real estate market.

## Highlights

- Thorough understanding of local, state and federal funding landscape
- Cost analyst on the SR 520 lids and other major infrastructure projects in Washington
- History of successfully delivering grants to the City of Seattle and State of Washington

**Firm:** WSP

**Years of Experience:** 14

#### **Education:**

M.A., Transport Economics, University of Leeds, United Kingdom, 2012

B.A. cum laude, International Business, minor in Supply Chain Management, Northeastern University, 2003

**Professional Affiliations:** Seattle Economics Council, past president