Statement of Qualifications
Kingsgate Park & Ride
Transit Oriented Development
Professional Services

Submitted to: Washington State Department of Transportation

AECOM
Statement of Qualifications | 196th Street SW (SR 524) Improvements Project

PACKET A

1111 3rd Avenue
Suite 1600
Seattle, WA 98101
206.438.2700
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1. A. Proposed team and expertise

AECOM and KPMG have developed the team to be integrated. AECOM has taken the role as Prime Consultant and KPMG is the key sub-consultant. The organization chart reflects a collaboration in determining which resource best fits the role irrespective of whether employed by AECOM or KPMG. Our team believes that this integrated approach provides the best value to WSDOT.

AECOM

AECOM is a global leader in P3 advisory and has worked on some of the largest and most innovative P3 projects across North America, including LaGuardia Airport, UC Merced, and Finch West LRT. AECOM was also awarded P3 Advisor of the Year in 2016 by P3 Bulletin.

AECOM has been engaged in the development of various assets for over 49 years, both on the public and the private side. The firm has long been on WSDOT’s qualified consultant list for transportation, environmental, and archaeological services. In addition, our planners, engineers and construction management professionals have worked on Sound Transit projects including the original Central Link light rail segment in the Rainier Valley, Access Planning Study for commuter rail, as well as the I-90 Two-Way Transit and HOV Operations Project NEPA/SEPA EIS completed for Sound Transit with intense coordination with WSDOT.

Firm Highlights

- 30 years of experience providing WSDOT with design, construction management, planning, and environmental services.
- Deep bench strength to mobilize quickly with nearly 300 professionals in Washington and the Portland region.
KPMG LLP is a leader among professional services firms, with more than 27,000 employees and has been serving its clients since 1897. Our Advisory team provides strategic advice, commercial and financial analysis, valuation, and due diligence services related to commercial real estate and transit oriented developments (TOD). The Infrastructure Advisory team is a leading financial advisor in North America and globally with direct, hands-on experience with the development and/or successful implementation of a broad range of the major transport infrastructure and commercial real estate programs. Since its inception in 2003, the US Infrastructure Advisory team has closed over $32.5 billion in innovative infrastructure projects.

KPMG brings relevant experience and understanding of TOD, Affordable Housing, Commercial Real Estate, Parking, Financial Analysis, Procurement, and Stakeholder Integration together with a deep understanding of the Washington state and greater Seattle market dynamics and policy drivers.

**Incorporation of Disadvantaged Business Entities**
Both AECOM and KPMG recognize the important role small businesses play in our economy and believe in contributing to the communities in which we work. Small and diverse businesses bring innovation and expertise that assists AECOM and KPMG in supporting our clients and their missions.

We continuously seek to identify new small and diverse firms to support our work across our markets. In relation to this particular engagement, we support WSDOT’s objective to achieve a 26% participation by Minority, Small, Veteran, and Women’s Business Enterprises (MSVWBE). AECOM and KPMG are also committed to providing a comprehensive MSVWBE Plan for WSDOT’s approval upon commencement of the assignment.

We have incorporated Lin & Associates and Concord Engineering into our team. Both companies are listed on the Washington State Office of Minority & Women’s Business Enterprise directory. In addition, both companies have a productive, existing relationship with AECOM, having supported AECOM on previous projects. We have identified a meaningful participation by Lin & Associates in engineering services related to the development of the concept design. Concord Engineering will undertake traffic modelling and planning services in relation to the development of the concept design.

We are committing to adding local DBE resources in relevant disciplines as needed on the project.
Lin & Associates
Founded in 1983, Lin & Associates, Inc. (L&A) is a consulting engineering and land surveying firm located in Seattle, Washington. L&A was established with the vision to provide their clients with highly accurate data and work products that contribute towards the growth and development of our local communities. L&A has a staff of more than 30 professionals and is a certified Small, Minority and Disadvantaged Business Enterprise (S/M/DBE). They have extensive experience working with WSDOT and Sound Transit on many transit infrastructure projects and have an established working relationship as a subconsultant for AECOM.

Concord Engineering
Concord Engineering (CE) is a certified WMDBE firm specializing in multi-modal transportation planning and engineering services. The team is experienced in the use of traffic modeling and simulation to complete multi-modal traffic analyses throughout the planning process from conception to design, including identifying project needs, developing and evaluating alternatives and determining a preferred alternative that meets the project objectives.

CE has successfully partnered with local agencies throughout the Puget Sound Region to model, analyze and propose viable traffic solutions for congested corridors. CE also has experience leading traffic analysis, modeling and design projects for WSDOT, including the recently completed WSDOT SR518 Corridor Planning Study and the ongoing Sound Transit Eastlink E360 Design Build Project in Bellevue and Redmond, WA, for which WSDOT is a key stakeholder.
Organization chart and key individuals

AECOM has established an integrated team to provide the professional services. The key individuals have extensive and relevant experience and will be supported by a robust team of professionals and Subject Matter Experts. The Client Service/Strategic Advisory Panel will provide WSDOT with a direct line of communication, independent of the delivery team, to address overall team performance, quality, and any other issues.
1.B. Team member firms’ office locations, size and expertise

**AECOM**

<table>
<thead>
<tr>
<th>Location</th>
<th>Staff</th>
<th>Expertise Offered</th>
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</thead>
<tbody>
<tr>
<td>1111 Third Avenue Suite 1600 Seattle, WA</td>
<td>138</td>
<td>Transit transportation planning and design</td>
</tr>
<tr>
<td>11 SW Columbia Street Suite 1500 Portland, OR</td>
<td>139</td>
<td>Transit transportation planning and design</td>
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**KPMG**

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<th>Location</th>
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<th>Expertise Offered</th>
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<tr>
<td>1918 Eighth Avenue Suite 2900 Seattle, WA</td>
<td>450</td>
<td>Transit Oriented Development advisory</td>
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<tr>
<td>1300 SW Fifth Avenue Suite 3800 Portland, OR</td>
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<td>Transit Oriented Development advisory</td>
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**Lin & Associates**

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<th>Location</th>
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<tr>
<td>901 Fifth Avenue Seattle, WA</td>
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<td>Design Concept Support</td>
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**Concord Engineering**

<table>
<thead>
<tr>
<th>Location</th>
<th>Staff</th>
<th>Expertise Offered</th>
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<tr>
<td>1109 First Avenue Suite 212 Seattle, WA</td>
<td>15</td>
<td>Full-service transportation engineering firm with primary service areas including: multi-modal corridor studies, traffic simulation modeling, transit planning, traffic signal timing and operational analysis, traffic signal design, lighting analysis and design, electrical design, Intelligent Transportation System design and planning.</td>
</tr>
<tr>
<td>13106 SE Forty-Seventh Street Bellevue, WA</td>
<td>10</td>
<td>Full-service transportation engineering firm with primary service areas including: multi-modal corridor studies, traffic simulation modeling, transit planning, traffic signal timing and operational analysis, traffic signal design, lighting analysis and design, electrical design, Intelligent Transportation System design and planning.</td>
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</tbody>
</table>

1.C. Working together

**AECOM, KPMG, Lin & Associates and Concord Engineering**

AECOM and KPMG are currently working on several joint development projects across the Americas as strategic partners bringing in a full suite of Transaction Advisory Services including commercial, financial and technical, deal structuring and procurement strategies. AECOM and KPMG are looking to build on the strong foundational work done with WSDOT in 2012 to evaluate Public Private Partnerships. This mandate has positioned our team well to understand the landscape of the project and the key stakeholder and community expectations. AECOM and KPMG successfully advised Michigan DOT to close the I-75 Modernization ($1.2B, 30-year DBFOM joint development project). AECOM and KPMG are actively working together on projects in North Carolina, California and Pennsylvania. Our long working history and strategic relationship will provide WSDOT with a highly efficient team, well positioned to leverage lessons learned on similar projects. Relevant Joint Development Advisory Experience is shown in the table on the following page.

Lin & Associates has an existing relationship with both AECOM and Concord Engineering. The projects below highlight its relationships with both entities.

Concord Engineering has worked with AECOM on two notable projects over the last several years; City of Seattle First Hill Streetcar Signal Design (2014) and City of Seattle Broadway Streetcar.
Extension (2015). Although outside the three year mandated time frame, these project do demonstrate the successful experience of the two firms working together in the past. CE’s most recent collaboration has been with Lin & Associates as shown in the table below.

<table>
<thead>
<tr>
<th>Project Details</th>
<th>How We Helped</th>
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<tbody>
<tr>
<td>Anaheim Regional Transportation Intermodal Center (ARTIC), City of Anaheim, CA</td>
<td><strong>AECOM</strong> and <strong>KPMG</strong> evaluated various innovative and traditional development and financing options for a project that was originally contemplated for public-private-partnership (P3) delivery, but ultimately was delivered under traditional design-bid-build (DBB) delivery.</td>
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<tr>
<td>WO Engineering Services for King County International Airport, Seattle, WA</td>
<td>As a subcontractor to AECOM, Phil Newton of Lin &amp; Associates provided data review and assessment for the KCIA stormwater system; developing a full drainage technical information report; assisting permit documents and meetings; and as-built drawings and closeout support.</td>
</tr>
<tr>
<td>SDOT 15-109 Transit Speed and Reliability, Seattle, WA</td>
<td><strong>Concord</strong> has led and conducted a range of planning, conceptual development, feasibility and alternatives analysis, traffic engineering and traffic simulation modeling, transit corridor planning and operations, signal timing development, service applications, design for bus zones, curb bulbs, and other minor civil improvements and project management services under this project. Lin &amp; Associates has worked alongside Concord on this project, providing accurate surveying and base-mapping services.</td>
</tr>
</tbody>
</table>
1.D. Availability of key staff and resources

The Team understands that timely and responsive communications are important to WSDOT and to the delivery of the project. From experience in advising other government agencies and the private sector on similar projects, we have found that there is no substitute for our having the key team members available for regular direct face-to-face meetings on the ground. Our commitment to WSDOT is that the key team members and project support resources will be available in Seattle with the right resources and experience as the project dictates. Key team members will be available up to 100 hours per month and full time as necessary. We would recommend that during periods leading up to major milestones key resources would co-locate with WSDOT staff. Our project support resources (remaining team members) will be available up to 80 hours per month.

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<th>Name</th>
<th>Role</th>
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<td>Liam Kelly</td>
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<td>Tara Rogers</td>
<td>Deputy Project Manager</td>
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<td>Mike Cowen</td>
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<td>Prakash Ganesh</td>
<td>Financial/Commercial Lead; Client Service/Strategic Advisory Panel</td>
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<td>Raja Tennon</td>
<td>Client Service/Strategic Advisory Panel; Client Service Manager</td>
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<td>James Soukup</td>
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<td>Bob Brownstein</td>
<td>Subject Matter Experts: Program Management</td>
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<td>Al Raine</td>
<td>Subject Matter Experts: Transit Oriented Development</td>
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<td>Paul Penninger</td>
<td>Subject Matter Experts: Affordable Housing</td>
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<td>Mark Beyer</td>
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<td>Lauren Wilson</td>
<td>Real Estate: Transit Oriented Development</td>
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<td>Ashley Mahony</td>
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<td>Daniel Adelman</td>
<td>Real Estate: Parking</td>
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<td>Brian Nerny</td>
<td>Real Estate: Real Estate Valuation &amp; Benchmarking</td>
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<td>Wendy Yang</td>
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<td>Angela Christo</td>
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<td>Chase Haislip</td>
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<td>Financial/Commercial: Project Delivery Specialist</td>
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1.E. Relevant projects

**AECOM**

**Hudson Yards Development, New York, NY**

**Dates:** 2011 - 2019

**Amount:** $20 billion (construction cost) AECOM was the developer so fees not applicable

**Services:**

- Economic feasibility
- Real estate and strategic development advisory
- Financial structuring
- Asset condition assessments
- Environmental assessment services
- Risk analysis
- Preconstruction
- Construction

**Project Description:** The Hudson Yards development is the largest private real estate development in the US. The $20 billion development includes 28 acres, 17 million square feet of commercial and residential space, more than 100 shops and restaurants, approximately 5,000 residences, a unique cultural space, 14-acres of public open space, a new 750-seat public school and a 200-room Equinox® branded luxury hotel.

**Relevance:** When considering the scope of work outlined in the WSDOT RFQ document, AECOM’s experience in providing the following services will be beneficial:

- **Evaluation Services:** Initial economics for the NYCEDC to evaluate market potential including development of an interactive real estate revenue model to estimate revenue potential, developed an estimate of annual tax revenue capture potential.

- **Economic Planning:** AECOM undertook the wholesale real estate and programming planning for the project. This involved advising NYCEDC on their master plan, allowing for it to achieve its downtown revitalization strategy. Specifically, AECOM undertook a Socioeconomic Analysis and reviewed City Resilience Strategies in place in order to facilitate NYCEDC’s achievement of its downtown revitalization objectives.

- **Financial Structuring:** Using AECOM’s global database of projects, advised NYCEDC on whole life costing of infrastructure elements, including environmental cost estimating.

- **Market Analysis and Economic Feasibility:** AECOM undertook these services in relation to the residential and retail spaces of the development.
Anaheim Regional Transit Inter-modal Center (ARTIC) Anaheim, CA

Dates: 2008 - 2016
Amount: $2 million (fees)

Services:
- Project management
- Procurement advisory
- Identification of O&M service providers
- Assessment of market, design and development constraints
- Evaluation of potential public financing district alternatives
- Consideration of shares and mixed-use alternative revenue opportunities
- Procurement feasibility and option analysis
- Screening of asset monetization opportunities
- Consideration of shares and mixed-use alternative revenue opportunities
- Risk assessment/ risk allocation
- Screening of asset monetization opportunities

Project Description: The City of Anaheim and the Orange County Transportation Authority’s (“OCTA”) ARTIC project was delivered as a multi-modal transit hub involving light and heavy commuter rail, bus-based transit and inter-city rail, along with commercial and retail developments within the transportation center’s iconic building. Over the long-term, the project is envisioned to create further transit oriented development opportunities that will complement the multi-modal hub. The project was originally contemplated for public-private-partnership (P3) delivery, but ultimately was delivered under traditional design-bid-build (DBB) delivery. AECOM and KPMG assisted in examining a wide range of opportunities identified through Asset Scan services to raise revenues and/or offset the costs of operating and maintaining the facilities.

Relevance: Working together, the AECOM-KPMG team provided fulsome professional services to the City of Anaheim. This project involved real estate development planning and analysis for a regional transit hub which included analysis of various revenue-generating uses within and adjacent to the transit center. In addition, this project highlights our combined team’s experience in undertaken the following complex advisory tasks:

- Project management and procurement advisory through an integrated advisory partnership;
- Assessment of market, design and development constraints for various transit oriented development uses including retail and restaurant spaces;
- Evaluated potential public financing district alternatives;
- Consideration of shared and mixed use alternative revenue opportunities including parking, advertising, sponsorship and other development opportunities;
- Procurement feasibility and options analysis and risk assessment; and
- Screened asset monetization opportunities based on financial, operational, acceptability, implementation and timing / readiness principles.
### AECOM | KPMG

#### Hamilton + Hurontario LRT  
**Ontario, Canada**

**Dates:** 2016 - 2020  
**Amount:** $ 100 million (AECOM fee) $2 million (KPMG fee)  
**Services:**  
- Technical advisory services  

**Project Description:** AECOM is providing technical advisory services for the Hamilton Light Rail Transit Project. AECOM is serving as the owner’s representative for two major LRT projects, the $1.6 billion Hurontario Light Rail Transit new line and the $1 billion Hamilton LRT new line, both surface-running new light rail lines. AECOM is supporting Metrolinx from start to completion of the design-build process, beginning with bidding and procurement of the DBFOM contractor and managing the project from design through construction, commissioning, and start of revenue service, but not throughout the 30-year O&M phase.

**Relevance:** AECOM has served as Technical Advisor and provided concept design, preparation of RFQ and RFP documents, In-Market support and negotiation support through commercial and financial close.

### KPMG

#### Sound Transit Capital Plan  
**Seattle, Washington**

**Dates:** 2018 - present  
**Amount:** $ 900,000 (fees)  
**Services:**  
- Financial and commercial advisory services  
- Alternative delivery options analysis  
- Financial feasibility and screening  
- Investor and developer market sounding facilitation  
- Risk transfer assessment and strategy  

**Project Description:** KPMG has supported Sound Transit to advance several strategies and analyses as the agency develops and finalizes its capital plans. As the agency’s P3 advisor, the KPMG team assisted in drafting governance documents related to the creation of a P3 program including programmatic guidelines, mission and objectives, screening criteria, and an unsolicited proposals policy. The team also conducted workshops with leadership to discuss risk transfer opportunities. KPMG guided Sound Transit in developing evaluation criteria.

As a commercial and financial advisor, KPMG completed a diagnostic review of Sound Transit’s assets and real property to determine if additional value could be captured through revenue increases or cost optimization. KPMG delivered a technical report summarizing potential opportunities and an implementation road map.

The firm also assisted Sound Transit in developing a programmatic mission and objectives for a system-wide parking strategy, which considered existing policies and regulations, agency and stakeholder frameworks, and broader organizational goals. The team also reviewed academic and industry publications and precedent benchmarks.
Relevance: KPMG has served as the primary financial and commercial advisor to Sound Transit. The team advised on the following aspects:

- **Evaluation Framework:** Analyses of alternative delivery models including risk transfer workshops, detailed feasibility studies, and evaluation criteria for Sound Transit’s “Central Link” light rail projects.
- **Asset Optimization:** Assessment of Sound Transit’s existing and planned parking and TOD projects including a diagnostic review of assets and opportunities to increase revenue. Assessment of market, design and development constraints for various TOD uses including retail and restaurant spaces.
- **Stakeholder Management:** An in-depth understanding of Sound Transit and its stakeholder’s objectives, policies, regulations, TOD guidelines, and alignment with stakeholder and government strategies.

**KPMG**

**Amtrak Chicago Union Station, Chicago, IL**

**Dates:** 2017 - present

**Amount:** $340,000 (fees)

**Services:**
- ✓ Procurement delivery strategy and support
- ✓ Alternative delivery options analysis
- ✓ Financial and feasibility analysis
- ✓ Strategic alignment of project objectives among stakeholders

**Project Description:** KPMG has been engaged by Amtrak to assist in analyzing alternatives to improve performance of its terminals and real estate assets through private investment and value maximization. KPMG assisted Amtrak in developing a Master Developer approach for the redevelopment of Chicago Union Station and Philadelphia’s 30th Street Station to generate a positive return for both Amtrak and the community.

The KPMG Team also led Amtrak through the procurement delivery process – hosting one-on-one meetings with potential developers, developing the RFQ and supporting evaluation manual, supporting the evaluation of responses to the RFQ, and assisting with the development of the RFP and Draft Development Agreement.

KPMG further assisted Amtrak with finding its Master Developer for Philadelphia’s 30th Street Station. The team refined its approach by incorporating an Asset Monetization Initiative (AMI) for the Station and surrounding parcels.

Relevance: The team’s role has spanned the entire project life cycle, advising on the following aspects that are expected to be undertaken on the WSDOT project:

- **Governance:** Development of a governance framework for the agreement between a public agency and its Master Developer that incorporated agency and relevant stakeholder objectives and policies.
- **Preferred Options Analysis:** Assessment of procurement and transaction options to determine optimal arrangement for Amtrak through market research, interviews, and financial feasibility analysis.
- **Procurement:** Development of Amtrak procurement strategy and framework, including implementation from a pre-bid conference to the evaluation of responses in coordination with legal and technical advisors.
KPMG

Northwest Indiana Regional Development Authority (RDA) Indiana

**Dates:** 2016 - present  
**Amount:** $4.7 million (fees)  
**Services:**  
- ✓ Financial and commercial advisory services  
- ✓ TOD strategy assessment  
- ✓ Alternative delivery options analysis  
- ✓ Financial modeling and analysis

**Project Description:** RDA is the state economic development authority for northwest Indiana and supports transit expansion and transit-oriented development efforts in the region. The RDA has partnered with the Indiana Finance Authority and the Northern Indiana Commuter Transportation District on two commuter rail projects, including transit oriented development at the stations.

KPMG is assisting the RDA to designate the transit development districts and develop a strategy enabling transit oriented development that complies with relevant state and federal regulations. KPMG is currently assisting the RDA to develop a real estate strategy, analyze potential land use for transit oriented development sites, and undertake market analysis. As part of this engagement, KPMG is also advising the RDA on engaging with real estate developers and investors, including a market sounding exercise.

**Relevance:** A key element of this project advisory was achieving the right balance between land optimization and community goals. In particular:

- **TOD Strategy Development:** Development of a TOD strategy that includes designation of transit development districts, compliance with state and regional regulations and procedures
- **Real Estate Strategy for Transit Oriented development sites:** Development of a real estate strategy that analyzes potential land use for transit oriented development sites, and related market analysis
- **Market Engagement:** Organization of market outreach with real estate developers and investors, including a market sounding exercises and one-on-one interviews

Lin & Associates

Sound Transit Lynnwood Link Extension Lynnwood, Washington

**Dates:** 2015 - present  
**Amount:** $4.3 million  
**Services:**  
- ✓ Surveying  
- ✓ Project management  
- ✓ Construction management

**Project Description:** The proposed project is an 8.5-mile extension to Sound Transit’s current light rail transit system. L&A has primarily provided surveying services such as right-of-way plans, parcel maps, legal descriptions and ALTA surveys, and has also updated survey base maps to support the final design team in the design of the light rail system, roadway reconfigurations and utility relocations. L&A has also performed field surveying to
support locating up to 150 geotechnical boreholes, piezometers, and 100 potholes, and confirmed or located existing utilities within project limits. L&A has also been responsible for right-of-way monumentation pickups, as well as developing the final design base map and surface files, calculating property boundaries, and updating utility information based on field locates and utility as-built research. In addition to surveying, L&A has been providing engineering support which has included coordinating with appraisers on the use of land to determine appropriate offers to landowners. As the project reaches completion, L&A will also prepare the closeout documents for the City of Lynnwood and WSDOT.

Relevance: WSDOT coordination, Sound Transit project, design review, 8.56-mile rail, 45 link stations, design support, park and ride structures, engineering project management, right-of-way acquisition closeout support.

Lin & Associates

Sound Transit Federal Way Link Extension  Federal Way, Washington

Dates: 2012 - present
Amount: $2.2 million
Services:
✔ Surveying    ✔ Project management

Project Description: The Federal Way Link Extension Project extends from the existing Angle Lake Station at South 200th Street in the City of SeaTac to South 320th Street in Federal Way. L&A has provided survey and mapping services to support the conceptual design and preliminary engineering, including aerial imagery, topographic mapping and related services for the corridor. L&A’s surveying responsibilities have included establishing survey control points using GPS, topographic surveying and preparing base maps, coordinating with Sound Transit regarding right-of-entry to private properties for surveying, and boundary surveys to determine property and Right-of-Way lines. L&A has also prepared topographic base maps, including a digital terrain model with 1-foot contours utilizing AutoCAD Civil 3D. Utilizing 3D laser scanning, L&A has been able to completely convey the existing conditions of critical locations along the alignment, such as a power substation and municipal water tanks. In addition, L&A has prepared right-of-way plans, over 200 parcel maps with legal descriptions, over 60 ALTA surveys, and exhibits that have been required for property acquisition or easement needs.

Relevance: WSDOT coordination, Sound Transit project, 7.8-mile rail, 3 link stations, 3,200 total parking spaces, survey and mapping, park and ride structures, right-of-way acquisition, conceptual design support, preliminary engineering, bus connections.

Lin & Associates

Sound Transit Northgate Link Extension  Seattle, Washington

Dates: 2010 - 2017
Amount: $1.9 million
Services:
✔ Surveying    ✔ Project management

Project Description: Sound Transit’s newest light rail segment starts from the existing University of Washington (UW) station and connects to Northgate Mall Station. L&A has been responsible for managing all surveying work on this project. L&A’s responsibilities have involved attending progress meetings with the design team as needed to address outstanding issues. L&A’s
surveying responsibilities have included establishing horizontal and vertical control for the construction of tunnels, stations, and guideways, preparing topographic/utility base maps and property line determination/right-of-way plans for the light rail route. Other services have included topographic surveys, detailed base maps and digital terrain models for the proposed station locations at Northgate, Brooklyn, Roosevelt and Maple Leaf Portal elevated guideways. Utility and geotechnical boreholes (120) have been surveyed, and a potholing plan for approximately 230 pothole and utility paint out locations was prepared.

**Relevance:** WSDOT coordination, Sound Transit project, 4.3-mile rail, 3 stations, 1 park and ride station, survey and mapping, right-of-way acquisition, bus connections, design team support, transit infrastructure, parking structures.

**Concord Engineering**

**Bellevue Eastgate Way Study  Bellevue, Washington**

**Dates:** 2018 - 2019  
**Amount:** $600,000  
**Services:**  
- Traffic Operations  
- Alternatives Analysis  
- Data Collection  
- Public Outreach  
- Stakeholder / Community Presentation

**Project Description:** The Bellevue Eastgate Way Study’s primary objective was to conduct transportation analysis and to develop a comprehensive transportation plan and set of recommended investments to reduce vehicle congestion in the heavily congested Eastgate/ Factoria area within the City of Bellevue. This study provided an objective technical analysis of existing and future mobility challenges for all modes. Based on the analysis, the study resulted in a suite of projects that are calibrated for near-term (2024) congestion reduction for vehicles and long-term (2035) sustainability for all modes.

Concord led the project team in all aspects of this study, from data gathering and building of the baseline understanding of currently existing congestion, mobility and access in the area, to the modeling and analysis of roadway alternatives and ultimately the development of a comprehensive recommendation and strategy that is right-sized and forward compatible for implementation. Our role required proactive engagement and coordination with the City of Bellevue, all agency partners, and the Transportation Commission to foster a close collaboration with all stakeholders and ensure that future regional investments in the study area are optimized.

**Relevance:** Traffic operations, alternatives analysis, data collection, public outreach, stakeholder / community presentation.

**Concord Engineering**

**WSDOT SR 518 Corridor Planning Study  Burien/Seattle, Washington**

**Dates:** 2018 - 2019  
**Amount:** $212,000  
**Services:**  
- Multi-modal traffic analysis  
- Alternatives analysis  
- Data collection  
- WSDOT
improvements. The core segment of SR 518 between SR 509 near Burien and I-5 serves not only residents and employers along the corridor area but also heavy traffic into and out of SeaTac International Airport via the North Airport Expressway (NAE) as well as substantial freight movement between I-5 and SR 509. A formal transportation study of SR 518 was conducted that included a planning-level assessment of the corridor using VISSIM microsimulation tool and the Synchro operational analysis tool. The primary goal of the study was to identify operational hot spots and develops access and mobility solutions using WSDOT’s Practical Solutions approach that addressed future travel impacts and improve operations. Evaluation outcomes for this study were measured and reported in terms of congestion relief potential, safety benefits and implementation feasibility

**Relevance:** Multi-modal traffic analysis, alternatives analysis, data collection, WSDOT.

#### Concord Engineering

**SDOT One Center City Mobility, Seattle, Washington**

**Dates:** 2016 - 2019  
**Amount:** $441,000  
**Services:**
- Multi-modal traffic analysis
- Alternatives analysis
- Multi-agency coordination
- Bike and pedestrian
- Data collection

**Project Description:** The SDOT One Center City project aims to identify multi-modal transportation improvements and guide transportation investments within the Center City that support Seattle’s goals for creating a safe, connected, vibrant, affordable, and innovative city while also improving access and connecting the Center City to the rest of the city and region.

Some of the improvement options evaluated in the project included: street conversion to reconfigure traffic operations to improve access and local circulation, transit only lanes to accommodate additional buses on surface streets during the period from the end of joint bus-rail operations in the Downtown Seattle Transit Tunnel (DSTT) to the completion of the Sound Transit 2 regional transit package, and protected bike lanes to bridge gaps in the existing bicycle network.

Concord conducted a traffic analysis which focused on assessing the current state of the Center City transportation network and analyzing the benefits and impacts of multi-modal improvement measures at varying levels of investment. The analysis included over 75 signalized intersections using a combination of Synchro and Vissim simulation tools to support decision making by identifying the impacts of increased transit volumes on the surface streets. During the course of the project, Concord participated in the Inter-agency Task Force Meetings that included agency representatives from Sound Transit, Community Transit, and King County Metro

**Relevance:** Multi-modal traffic analysis, alternatives analysis, multi-agency coordination, bike & pedestrian, data collection.
References list and related past projects description

2A Reference lists

2B Reference project list AECOM (prime)

1. Hamilton & Hurontario LRT, Ontario, Canada

Project Description: AECOM is providing technical advisory services for the Hamilton Light Rail Transit Project. AECOM is serving as the owner’s representative for two major LRT projects, the $1.6 billion Hurontario Light Rail Transit new line and the $1 billion Hamilton LRT new line, both surface-running new light rail lines. AECOM is supporting Metrolinx from start to completion of the design-build process, beginning with bidding and procurement of the DBFOM contractor and managing the project from design through construction, commissioning, and start of revenue service, but not throughout the 30-year O&M phase.

Relevance: AECOM has served as Technical Advisor and provided concept design, preparation of RFQ and RFP documents, In-Market support and negotiation support through commercial and financial close

2. City of Thousand Oaks Civic Arts Plaza Campus Master Plan, Thousand Oaks, California

Project Description: The Thousand Oaks Civic Arts Plaza (CAP) was constructed 25 years ago as a community gathering space and cultural destination for Thousand Oaks residents. Attracting roughly 200,000 visitors each year, City Hall and the Kavli and Forum theaters host a variety of talent and civic gatherings, creating a regional destination for the Conejo Valley and greater Los Angeles Region. AECOM was recently selected from 17 competing design firms to re-imagine the 13-acre CAP Master Plan and existing City Hall and Performance facilities. Working closely with the...
City Manager and Planning Staff, AECOM produced concept alternatives which were well received by all stakeholder groups and allowed the project to move forward ahead of schedule.

**Relevance:** AECOM integrated multiple stakeholder requirements into an overall concept plan that worked for everyone. Community connectivity was key for the development of this master plan and AECOM’s multi-disciplinary team of urban designers, interior designers, economists and supporting engineering consultants have successfully provided this. Being able to successfully interpret multiple stakeholder requirements into a successful Transit Oriented Development will be key to the Kingsgate pilot project concept plan.

3. **Microsoft East Campus Master Plan**, Redmond, Washington

**Project Description:** AECOM has been providing master planning services to Microsoft since 2015 – work that encompasses an end-to-end design approach from conceptual design, to implementation and entitlements. AECOM was invited to peer review more than a dozen concepts already in the works for Campus Refresh. Immediately acknowledging the implementation and constructibility challenges present in the concepts (e.g. infrastructure, parking, circulation, and operation), our team was able to re-establish an urban design framework that truly transformed Microsoft’s vision into a campus that focuses on its employees.

The work on Campus Refresh is underpinned by rigorous analysis, thoughtful guiding principles, a strategic framework, and ambitious proposals to empower Microsoft’s employees to achieve more. Based on our understanding of the site and Microsoft’s mission, our effort was driven by the singular goal of creating the best campus in the world – a master plan that is simple, flexible, and adaptable for the ongoing success of Microsoft, its employees, its brand, and its place in the Pacific Northwest. Though we began with initial concepts from others, we “hit refresh” on the process by stepping back to establish goals and principles by which to design, inherently the most important step of the master planning process.

**Relevance:** A key component of the Kingsgate Park and Ride TOD project will the ability of the team to create, review and analyze concept options with a view to optimizing the client requirements within the context of local and regional urban growth objectives. The East Campus Master Plan is a project that demonstrates this key experience. The AECOM Master Plan incorporates TOD urban design principles that will encourage employees to use the new Sound Transit light rail station currently scheduled to open in 2023.

2C Reference project list subconsultants

KPMG

1. **California High Speed Rail Authority**, Sacramento, California

**Project Description:** KPMG serves as the California High Speed Rail Authority’s (CHSRA) lead commercial and financial advisor for the proposed high speed rail system linking the San Francisco Bay Area to the Los Angeles Basin through the Central Valley. The KPMG team has assisted with the development of CHSRA’s 2012, 2014, 2016 and 2018 business plans which set out the business model and commercial approach to system delivery as well as potential financing options. KPMG is actively advising CHSRA with its system wide station development planning, land-use and station development policies.

Aside from working with CHSRA in developing their funding and financing strategy for the project, the KPMG team has been actively working on the Authority’s strategies and planning to identify and deliver ancillary revenues from the system.
KPMG has provided commercial and market insights to the Authority as it continues to evaluate and pursue ancillary revenues that will provide financial support for system expansion, capital funding, and on-going operations and maintenance. In this role, KPMG has helped the Authority to undertake more extensive benchmarking and market analysis of potential ancillary revenue sources from the System’s real property, rights of way and ridership. Ancillary revenues contributions could include sources such as advertising, baggage fees, parking, retail concessions, sponsorships and telecommunications. The KPMG team is also helping the Authority to define it value-capture strategies and mechanisms around the station areas for high speed rail. Working with CHSRA and its other advisors, KPMG has played a significant role in evaluating the financial feasibility of the CHSRA's station portfolio.

**Relevance:** KPMG has developed strong experience working with multiple stakeholders in developing TOD and joint development practices and guidelines that can be scaled and implemented at other stations or sites.

**2. Sound Transit, Seattle, Washington**

**Project Description:** KPMG has supported Sound Transit to advance several strategies and analyses, as the agency develops and finalizes its capital plans. The KPMG team assisted in drafting governance documents related to the creation of an alternative funding program including programmatic guidelines, mission and objectives, screening criteria, and an unsolicited proposal policy. The team also conducted workshops with leadership to discuss risk transfer opportunities, and guided Sound Transit in developing evaluation criteria. As a commercial and financial advisor, KPMG completed a diagnostic review of Sound Transit’s assets and real property to determine if additional value could be captured through revenue increases or cost optimization. KPMG delivered a technical report summarizing potential opportunities and an implementation road map, and assisted Sound Transit in developing a programmatic mission and objectives for a system-wide parking strategy, which considered existing policies and regulations, agency and stakeholder frameworks, and broader organizational goals. The team also reviewed academic and industry publications and precedent benchmarks.

**Relevance:** KPMG’s analysis of value capture opportunities and real property is a strong basis as WSDOT contemplates alternative revenue and delivery options on the Kirkland pilot site, as well as other sites. In addition, KPMG has developed strong relationships with key regional stakeholders and has a clear understanding of their objectives and concerns.

**3. Los Angeles Metro, Los Angeles, California**

**Project Description:** KPMG has worked with LA Metro’s Office of Extraordinary Innovation for the past several years, supporting the agency’s endeavors to streamline the delivery of projects through innovative financing delivery and funding. Most recently, LA Metro is considering the extension of its light rail system through innovative delivery options. KPMG has assisted in facilitating market soundings, shortlisting procurement options, conducting financial and quantitative analyses, and developing business cases for alternative delivery mechanisms. KPMG worked with LA Metro to develop its unsolicited proposal (UP) policy and evaluation criteria and metrics. The team has supported the agency in implementing its UP policy through the financial review proposals.

**Relevance:** KPMG has extensive knowledge and experience with strategic and innovative solutions to successfully deliver the TOD facility. KPMG has developed complex financial analyses on behalf of LA Metro, considering multiple stakeholder inputs and risk assessments. In addition, the team
will guide WSDOT through its expert market sounding facilitation and process, so that WSDOT and its stakeholders understand how to develop a competitive and attractive procurement opportunity.

**Lin & Associates**

1. **Sound Transit Lynnwood Link Extension, Lynnwood, Washington**

**Project Description:** The proposed project is an 8.5-mile extension to Sound Transit’s current light rail transit system. L&A primarily provided surveying services such as Right-of-Way plans, parcel maps, legal descriptions and ALTA surveys, and also updated survey base maps to support the Final Design team in the design of the light rail system, roadway reconfigurations and utility relocations. L&A also performed field surveying to support locating up to 150 geotechnical boreholes, piezometers, and 100 potholes, and confirmed or located existing utilities within project limits. L&A was also responsible for Right-of-Way monumentation pickups, as well as developing the Final Design base map and surface files, calculating property boundaries, and updating utility information based on field locates and utility as-built research. In addition to surveying, L&A provided engineering support which includes coordinating with appraisers on the use of land to determine appropriate offers to landowners. L&A coordinated with multiple agencies on the transfer of properties and managed the different jurisdiction policies for Sound Transit. As the project reaches completion, L&A will also prepare the closeout documents for the City of Lynnwood and WSDOT.

**Relevance:** The Lynnwood Link Extension serves 4 stations—3 new parking garages and 1 existing station. The 3 new parking garages along the Lynnwood rail have a total of 1500 new parking spaces—500 new spaces at each station.

2. **Sound Transit Northgate Link Extension, Seattle, Washington**

**Project Description:** Sound Transit’s newest light rail segment starts from the existing University of Washington (UW) station and connects to Northgate Mall Station. L&A was responsible for managing all surveying work on this project. L&A’s responsibilities involved attending progress meetings with the design team as needed to address outstanding issues. L&A’s surveying responsibilities included establishing horizontal and vertical control for the construction of tunnels, stations, and guideways, preparing topographic/utility base maps and property line determination/Right-of-Way plans for the light rail route. Other services included topographic surveys, detailed base maps and digital terrain models for the proposed station locations at Northgate, Brooklyn, Roosevelt and Maple Leaf Portal elevated guideways. Utility and geotechnical boreholes (120) were surveyed, and a potholing plan for approximately 230 pothole and utility paint out locations were prepared. As part of the Final Design services, L&A reviewed Sound Transit’s Link Light Rail Design Quality Plan and Quality Assurance Program Plan to ensure the Northgate rail is compliant in the different jurisdiction and materials meet the standards.

**Relevance:** The Northgate Link Extension adds 2 underground stations at U-District and Roosevelt and 1 elevated station at Northgate. The Northgate station will include a park-and-ride, frequent bus connections, and a bicycle/pedestrian bridge to North Seattle College.

**Concord Engineering**

1. **Bellevue Eastgate Way Study, Bellevue, Washington**

**Project Description:** The Bellevue Eastgate Way Study’s primary objective was to conduct transportation analysis and to develop a comprehensive transportation plan and set of
recommended investments to reduce vehicle congestion in the heavily congested Eastgate/Factoria area within the City of Bellevue. This study provided an objective technical analysis of existing and future mobility challenges for all modes. Based on the analysis, the study resulted in a suite of projects that are calibrated for near-term (2024) congestion reduction for vehicles and long-term (2035) sustainability for all modes.

Concord led the project team in all aspects of this study, from data gathering and building of the baseline understanding of currently existing congestion, mobility and access in the area, to the modeling and analysis of roadway alternatives and ultimately the development of a comprehensive recommendation and strategy that is right-sized and forward compatible for implementation. Our role required proactive engagement and coordination with the City of Bellevue, all agency partners, and the Transportation Commission to foster a close collaboration with all stakeholders and ensure that future regional investments in the study area are optimized.

**Relevance:** Traffic operations, alternatives analysis, data collection, public outreach, stakeholder/community presentation.

**2. WSDOT SR518 Corridor Planning Study, Burien/Seattle, Washington**

**Project Description:** The SR 518 corridor connecting Burien to the I-5 interchange has been identified as a candidate segment for near-and long-term multi-modal transportation improvements. A formal transportation study of SR 518 was conducted that included a planning-level assessment of the corridor using VISSIM microsimulation tool and the Synchro operational analysis tool. The primary goal of the study was to identify operational hot spots and develops access and mobility solutions using WSDOT’s Practical Solutions approach that addressed future travel impacts and improve operations. Evaluation outcomes for this study were measured and reported in terms of congestion relief potential, safety benefits and implementation feasibility.

**Relevance:** Multi-modal traffic analysis, alternatives analysis, data collection, WSDOT.

**3. SDOT One Center City Mobility, Seattle, Washington**

**Project Description:** The SDOT One Center City project aims to identify multi-modal transportation improvements and guide transportation investments within the Center City that support Seattle’s goals for creating a safe, connected, vibrant, affordable, and innovative city while also improving access and connecting the Center City to the rest of the city and region.

Some of the improvement options evaluated in the project included: street conversion to reconfigure traffic operations to improve access and local circulation, transit only lanes to accommodate additional buses on surface streets during the period from the end of joint bus-rail operations in the Downtown Seattle Transit Tunnel (DSTT) to the completion of the Sound Transit 2 regional transit package, and protected bike lanes to bridge gaps in the existing bicycle network.

Concord conducted a traffic analysis which focused on assessing the current state of the Center City transportation network and analyzing the benefits and impacts of multi-modal improvement measures at varying levels of investment. The analysis included over 75 signalized intersections using a combination of Synchro and Vissim simulation tools to support decision making by identifying the impacts of increased transit volumes on the surface streets. During the course of the project, Concord participated in the Inter-agency Task Force Meetings that included agency representatives from Sound Transit, Community Transit, and King County Metro.

**Relevance:** Multi-modal traffic analysis, alternatives analysis, multi-agency coordination, bike and pedestrian, data collection.
Resume of proposed project manager

The AECOM-KPMG team has selected Liam Kelly, Principal, KPMG LLP, to be Project Manager. Liam is best suited to manage the consultant team on this project due to his long and extensive expertise and experience in TOD and real estate portfolio initiatives. His resume below details his extensive experience in strategy development, financial, commercial and risk analysis, coupled with a direct understanding of WSDOT, Sound Transit, and other key stakeholders in the region. He leads KPMG’s US Infrastructure Projects Group and oversees KPMG’s Financial and Commercial Advisory Contract with Sound Transit, which recently included the facilitation of a developer market sounding, a system-wide parking assessment, and a value capture analysis. Liam has also experience working with the City of Seattle and Washington Joint Transportation Committee.

Project management abilities

Over the past 23 years, Liam has managed a variety of clients and unforeseen issues and difficulties including schedule delays, scope creep, and budget overages.

**TxDOT North Tarrant Express 3A/3B** Under Liam’s guidance, the KPMG team was integral to the success of the project by structuring a novel project approach for TxDOT’s North Tarrant Express 3A/3B project which was funding constrained since inception. The approach not only retained market appetite but more importantly helped TxDOT address a critical transportation need and meet its key other policy objectives within a tightly constrained fiscal envelope. Liam worked with TxDOT to derive maximum value from the initial project by including a Pre-Development Agreement option, getting a competitively priced commitment to build the initial scope, keeping the public subsidy at a capped amount, structuring a process which allowed the developer sufficient flexibility of timing of financial close while capping TxDOT’s risk to cost increases and negotiate additional scope with each new segment. Under Liam’s guidance, TxDOT developed a P3 programmatic framework and strategy for future transportation projects.

**California High Speed Rail Authority (CHSRA)** Over the past seven years under Liam’s leadership, the KPMG Team has demonstrated its ability to both lead and participate in a large number of simultaneous Authority projects using a relatively small core team all while staying on budget and on schedule. KPMG is able to accomplish this by using highly effective, small core teams with a centralized project management structure. In the spring of 2018, the KPMG team simultaneously prepared key financial portions of the 2018 Business Plan, defined the Cap and Trade funding strategy options, advanced the land use study with CHSRA stakeholders, analyzed ancillary revenue options, developed market sounding materials for a potential tunnel procurement, updated state funding access plans, and supported the CHSRA Business Oversight Committee.

**Sound Transit** Liam has overseen the conduct of KPMG’s engagement work as financial and commercial advisor to Sound Transit. In this capacity, Liam has been charged with managing multiple engagement teams (P3 advisory, market engagement/market sounding, system-wide parking assessment and value capture to name a few) within confines of a defined not-to-exceed budgetary limit. To manage the schedule, scope, budget and other PM responsibilities, Liam has deployed teams with skilled resources to address the specific strategic or policy related matters that Sound Transit has raised. In each instance, Liam has started each engagement by requiring executed contract, scope and budgetary figures. He has also instituted recurring progress meetings with the client to manage the unforeseen issues that arise as projects progress. Finally, he has managed the quality of the deliverables by drawing from the expertise of the engagement teams and quality reviews by senior staff on the KPMG team.

Liam will oversee and lead our team and will be supported by Tara Rogers in her capacity as Deputy Project Manager. Tara’s experience is further highlighted below in **Criteria 3, Key Team Members.**
Overview of Experience: Liam leads the KPMG Infrastructure Projects group, with over 25 years of experience in infrastructure strategy, P3 transactions, and project finance across four continents, including over 14 years in the US. He has advised on the full spectrum of project delivery options and has been involved in over $25 billion worth of successful projects. Liam specializes in project finance, real estate advisory, procurement option analysis, comparative risk assessment, and contractual negotiations. Liam advised on the early PFI deals in the UK, before moving to Australia where he was involved in the pathfinder social infrastructure projects in New South Wales, Victoria, South Australia and was a lead adviser to the Commonwealth of Australia and Government of Singapore on their respective P3 programs.

Roles and Responsibilities: As Project Manager, Liam will lead the AECOM-KPMG team's efforts in supporting WSDOT’s objectives to develop a Concept Plan and deliver a successful procurement and also develop a Quality Management Plan. Liam will also be responsible for management of the budget and continuous review of scope throughout the project and provide information on any trends or potential scope changes to WSDOT.

Understanding of WSDOT and/or public agency regulations/procedures
Through Liam's roles as Project Lead for Sound Transit’s Value Capture analysis, he conducted a thorough analysis of state and federal regulations and procedures related to alternative revenue sources including ground leases. He also has a long history advising other clients in the State of Washington, including the City of Seattle and the Washington Joint Transportation Committee, and is familiar not only with the applicable regulatory and legislative environment but also many of the local stakeholder and policy objectives. In addition, he has experience supporting various other state and municipal agencies with navigating federal funding and loan sources from the submission of applications to the management of funds and related reporting.

<table>
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<th>Role Played</th>
<th>Relevance to WSDOT</th>
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<tr>
<td>Sound Transit, Seattle, Washington</td>
<td>Development of guidelines, and screening criteria for the analysis of unsolicited proposals; and an assessment of value capture and cost optimization opportunities.</td>
<td>Over the past 2 years, Liam has developed strong relationships throughout the Sound Transit Executive Leadership team through his dedication to expanding Seattle’s transportation network and maximizing value of the agency’s existing assets. Liam manages the KPMG’s team, leading advisory services for Sound Transit on their P3 program, by exploring alternative delivery methods for ST2 and ST3 capital plans. Activities to date include portfolio screening of Sound Transit’s LRT projects, execution of risk and project delivery structuring workshops for Sound Transit staff, and strategic advice on a range of LRT projects. Most recently, Liam and the KPMG team conducted a system-wide assessment of parking delivery options and assessed value capture opportunities to determine the potential value Sound Transit may generate from its existing inventory of assets. Liam prides himself on providing direct support and guidance to Sound Transit, by supporting their evaluation of innovative and alternative project delivery methods for complex infrastructure projects.</td>
<td>Liam led the KPMG team that served as the primary commercial and financial advisor to Sound Transit. As part of his role, Liam supported the agency’s management of stakeholder objectives and concerns throughout the project. He also has a deep understanding of the relevant state and federal policy and regulations on TOD and value capture. Liam also helped Sound Transit coordinate the input of the other advisory teams - Hatch (who assisted on organizational assessment) and EY (financial modelling).</td>
</tr>
</tbody>
</table>
### Liam Kelly, cont'

<table>
<thead>
<tr>
<th>California High Speed Rail Authority (CHSRA), Sacramento, CA</th>
<th>Liam advised the CHSRA's executive team for over 6 years. He has been the lead commercial adviser to CHSRA on many aspects of their program. His role includes leading the financial advice on CHSRA’s procurement strategy, assessment of risk, financial feasibility analyses, procurement options analysis and structuring, evaluation of solicited and unsolicited bids including station development and ancillary revenue opportunities. Liam was highly instrumental in the very innovative Early Operator procurement in which the successful bidder will perform pre-development work in advance of taking full operating and maintenance risk on the initial high-speed rail operating segment. Liam has been closely advising CHSRA on how to drive the value from the development of vibrant station areas on a coordinated basis with the local city and transit agencies. He has also overseen the advancement of creative land-use management options to pursue value from excess lands, other ancillary revenue sources, ground leasing and other joint developments.</th>
<th>Liam is a senior member of the KPMG advisory team overseeing the advisor’s support of the delivery and financial evaluation of competitive procurements. In addition, Liam has advised the Authority on meeting federal and state stakeholder objectives and requirements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial and Commercial Advisor providing support to the Authority including the development of business plans, evaluation of competitive procurements, analyses of ancillary revenue and excess lands</td>
<td>Dates: 2011 – present</td>
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<tr>
<td>Los Angeles County Metropolitan Transportation Authority (Metro)</td>
<td>Liam has been the lead partner for the KPMG team providing commercial, strategic and financial advice to LA Metro over the last 8 years on innovative procurement and P3 options. This work has included screening over 80 transit and TOD projects from the LA Metro long range capital plan for suitability as P3 delivery and joint development projects, developing business cases for selected projects, and supporting the office of extraordinary innovation in the review of major capital project unsolicited P3 projects. Most recently, Liam has led the KPMG team’s advice on LA Metro’s West Santa Ana Branch (WSAB) LRT project, where he is directly involved in market sounding meetings with potential developers and the team’s financial and risk analyses and assessments. The KPMG team also leads the programmatic commercial advice to LA Metro as it develops its P3 program including developing a programmatic approach to business case and value for money analysis, project risk analysis, commercial term sheets, and procurement documentation this involves close coordination with the full complement of LA metro leadership and other internal stakeholders as well as external legal counsel and engineering advisors.</td>
<td>Liam is the lead financial advisor on innovative procurement options that the agency is considering as it expands its systems. His role included the analysis and development of feasibility studies and business cases as well as leading the commercial advice to LA Metro as it develops their programmatic approach and guidelines.</td>
</tr>
<tr>
<td>Assessment of innovative delivery options of transit project</td>
<td>Dates: 2011 – present</td>
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### 3B Familiarity with relevant state and federal regulations and/or procedures, especially with public-private initiatives

Liam is well informed on federal TOD policies and publications, as well as from key states including Washington, and California. Most recently, Liam has assisted CHSRA in developing a set of guidelines and procedures for station development, excess land use, and TOD that are informed by industry best practices and aligned with certain federal and state requirements. As noted above, Liam also recently led a system-wide assessment of TOD and assessed value capture opportunities to determine the potential value Sound Transit may generate from its existing inventory of assets. This assessment included an analysis on the local, State, and Federal regulations and guidelines applicable to these types of opportunities in the State of Washington. The KPMG team worked with Sound Transit to determine if there were additional revenue generating opportunities or methods that could be coupled with the expansion of the transit system with the passing of ST3. Under Liam’s leadership, the team supported Sound Transit’s initial selection of value capture opportunities and the refinement of those opportunities based upon...
Sound Transit’s existing policy and procedures. The team reviewed applicable Sound Transit, state, and municipal regulations and policies, and conducted in-person interviews with relevant Sound Transit leadership to understand the feasibility of the following refined value capture opportunities:

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<td>2. Negotiated exactions (e.g. PILOT fees)</td>
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<td>3. Transportation Benefit District</td>
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<td>4. Transportation utility fees</td>
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<td>5. Development impact fees</td>
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<td>6. Joint development</td>
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<td>7. Air rights</td>
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<td>8. Local Improvement District (LID)/Special Assessment District (SAD)</td>
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<td>9. Qualified Opportunity Zone (QOZ) Designated lands</td>
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<td>10. Private land donation</td>
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<td>11. Local Infrastructure Financing Tool (LIFT)</td>
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<td>12. Community Revitalization Financing (CRF)</td>
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<tr>
<td>13. Local Revitalization Financing (LRF)</td>
</tr>
<tr>
<td>14. Local Infrastructure Project Area Financing (LIPA) or Landscape Conservation and Local Infrastructure Program (LCLIP)</td>
</tr>
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</table>

Based upon initial analysis, four value capture opportunities were recommended to be advanced and considered by Sound Transit under the current federal, state and local legal framework. The KPMG team also facilitated a market sounding exercise on behalf of Sound Transit to explore viability and the reaction of a number local, regional and national contractors, developers and financiers to a list of potential projects.

Liam was also the lead commercial and financial advisor as part of the AECOM team that undertook the Washington State JCT study into the viability of transportation P3 and other alternate delivery options in the State. This work included an in-depth review of prevailing legislative and regulatory rules in Washington as well as significant stakeholder consultation to better understand views and opinions of a wide range of interested and effected parties. Through this exercise Liam gained invaluable insight into many of the policy drivers and stakeholder objectives and concerns as it relates to range of available project delivery options. The AECOM and KMPG team also undertook a comprehensive assessment of the guidelines and regulations in other US States, Canadian Provinces and other international jurisdiction to better understand the relative position of State of Washington against its peers.

In addition, over the past 15 years, Liam has advised numerous other US State DOTs and public transportation clients on federal funding sources and related restrictions, including TIFIA, PPABs, and ARRA. He has a good understanding of the regulations and procedures of Sound Transit, WSDOT, the Federal Railroad Administration, the Federal Highway Administration, and the Federal Transit Administration. This work has included tailoring international best practice to reflect US federal and state regulations to assist in the development of programmatic guidelines and procedures for a number of State DOTs including CALTRANS, AzDOT, NDOT, UDOT, ODOT, TxDOT, LaDOT, ADOT, MDOT, InDOT, VDOT and FDOT amongst others.

Additionally, Tara Rogers has extensive experience in Public Private Initiatives. Tara has global experience in working with different public private initiative structures. She started her career in Zimbabwe where she was part of the team that finalized the first privately financed water pipeline. Tara then worked in the UK and was involved in several of the early Private Finance Initiative (PFI) projects in the late 1990s, including the first Local Improvement Finance Trust (LIFT) projects. These LIFT projects focused on harnessing the benefits of the PFI model but allowing for more public sector involvement through a partnership at the special purpose vehicle level. Since moving to North America, Tara has worked for both public and private sector partners and has a deep understanding of a series of different public private sector initiatives in both Canada and the US.
3D Professional licenses/accreditations

Liam holds an L.L.B., Honors, degree from the University of Edinburgh, where he focused on law, tax, and accountancy. He is Financial Industry Regulatory Authority (FINRA)-licensed for Series 7 (issued 4/20/2007), 24 (issued 5/14/2007), 63 (issued 2/25/2008). Liam does not hold any other licenses or accreditations.
### Resumes of key personnel

#### Deputy Project Manager

**Tara Rogers**  
**AFP Commercial Director**  
**AECOM**

**Education**  
B.Bus.Sc (Hons) Economics and Finance  
(University of Cape Town)

**Professional Licenses/Accreditation**  
PMP

**Overview of Experience:** Tara is a Project Management Professional (PMP) with 25 years of experience, she has both in-depth public and private sector experience. Tara has leveraged her foundation in Finance and Economics to be a recognized leader in PPP and mega projects in BC and North America. Her core competencies are complex project management, stakeholder engagement, commercial negotiation, risk analysis, facilitation, business case development, alternative-delivery procurement, and project financing. Tara’s North American project experience began when she joined Partnerships BC in 2003 where she was a project director on elements of the Port Mann/Highway 1, Evergreen Line SkyTrain, Kicking Horse Canyon Phase II Highway and various other social infrastructure and transportation projects.

Tara has strong commercial and financial experience, as well as major project procurement and delivery experience. She advises clients from the prospective of an owner, an equity stakeholder, a business analyst, the procurement agency, and an infrastructure project manager. Her abundant experience on a multitude of different major infrastructure projects including roads, transit, hospitals and post-secondary education provides a rich background for advisory services.

**Roles and Responsibilities:** Tara will support the Project Manager in the daily management of the team, with a particular focus on stakeholder engagement and risk management, and will monitor the budget. Tara will also assist Liam with continuous review of scope throughout the project and provide information on any trends or potential scope changes to WSDOT.

**Understanding of WSDOT and/or public agency regulations / procedures:** Tara has the advantage of understanding both public and private sector drivers having worked on both sides of the table. Key projects include Deputy Chief Project Officer for Royal Columbian Hospital Redevelopment Project (public sector), also Beatty Balfour’s initial lead for LAX APM project (private sector).

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| Fraser Health Authority, New Westminster, Canada | This project was a three-phase redevelopment of a critical services hospital in Burnaby, BC for Royal Columbian Hospital Redevelopment Project | Dates: 2017 - 2018 | Tara served as Deputy Chief Project Officer responsible for the planning and development of Phases 2&3 and monitoring of Phase 1 (in construction). She developed a comprehensive first draft of the output specifications for Phases 2 and 3 – integrating lessons learned from operational projects. | Complex stakeholder management  
Optimizing the integration of clinical space needs to meet the budgetary requirements.  
Market sounding and preparation of procurement documentation.  
Managing a multi-disciplinary team of employees and consultants |
| St. Paul’s College Student Housing Project, Manitoba, Canada | This project involved the development of a new 400 bed student housing facility at the University of Manitoba | Dates: 2016 – 2017 | Tara served as Bid Director responsible for developing the DBFM team and delivering a competitive bid. | Relationship development with the client  
Optimizing design to deliver value to students and a return to Balfour Beatty  
Integration of retail opportunities in line with university parameters  
Responsible for budget, scope and overall delivery to the client |
| LAX Automatic People Mover, Los Angeles, California (US$4.5 billion) | This project involved an electric train system on a 2.25 mile elevated guideway with six stations. | Dates: 2017 | Tara was the Balfour Beatty Lead responsible for obtaining initial developer approvals to move forward. | Transit project in the US  
Familiarity with procurement documentation |
### Client Services Manager

**Raja Tenneti**  
**Director, P3 Advisory**  
**AECOM**

**Education**  
MS, Civil Engineering, Structures, University of Cincinnati; BS, Civil Engineering, Osmania University

**Professional Licenses/Accreditation**  
Professional Civil Engineer, CA and British Columbia

**Overview of Experience:** Raja is a registered Professional Engineer in the province of Alberta, British Columbia, and the State of California and brings 17 years of professional services experience. Since 2014, Raja has served as a key individual on several projects for a $12B rail and transit program in Ontario. In this capacity, Raja is leading and supporting multi-consultant project team(s) on joint development infrastructure projects for a major public sector transportation client in Ontario.

Raja has strong experience in leading and developing contracting and procurement strategies for public sector agencies and in the planning, commercial structuring and contract management of joint development projects and programs. In the recent past, he was involved in pre-market, in-market and contract administration phases of various projects on multi-year transit and regional rail programs.

Raja has worked with several transportation agencies including Florida DOT, Virginia DOT, North Carolina DOT, Caltrans, Ministry of Transportation and Infrastructure, B.C, Alberta Infrastructure and Metrolinx on projects that were delivered as joint development projects.

**Roles and Responsibilities:** Raja will serve as primary relationship contact for WSDOT with overall responsibility of the contract. He will be responsible for the quality of the deliverables and right resource support for the project team.

**Understanding of WSDOT and/or public agency regulations / procedures:** Raja has worked with WSDOT on prior projects and is familiar with the regulations.

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<td>Finch West Light Rail Transit Project, Toronto, Canada</td>
<td>The Finch West Light Rail Transit project (FWLRT) is an 11KM at-grade light rail transit project along with two underground stations and a maintenance and storage facility (MSF) for vehicles.</td>
<td>Dates: 2016 - 2018</td>
<td>Raja served as Technical Advisor (TA) and Project Manager during pre-market and in-market phases and currently serves as a technical strategic advisor since financial close.</td>
<td>Responsible for all TA deliverables. Primary point of contact for the client.</td>
</tr>
<tr>
<td>Hamilton Light Rail Transit Project, Toronto, Canada</td>
<td>The project (HaLRT) is a 13KM at-grade transit project with MSF for vehicles.</td>
<td>Dates: 2016-present</td>
<td>Raja served as Technical Advisor and Project Manager during pre-market and in-market phases and currently serves as a technical strategic advisor since financial close.</td>
<td>Transit oriented development along the corridor. Innovative phased project delivery approach for joint development along the corridor that suits all key stakeholder requirements.</td>
</tr>
</tbody>
</table>
# Financial Commercial Lead and Strategic Advisory Panel Member

**Prakash Ganesh**  
**Director**  
**KPMG**

## Overview of Experience:  
Prakash has 15 years of advisory experience in infrastructure sector across multiple delivery models (DBB, DBs, Lease structures and public private partnerships) in over $15 billion in projects with different procurement approaches. He has advised both private and public sector clients on several relevant projects across transportation, social infrastructure and real estate strategy projects and urban infrastructure projects.

## Roles and Responsibilities:  
As a financial lead, his areas of focus will be on commercial and financial analysis, business case development, risk assessment, transaction structuring, negotiation, and management of procurement processes for alternative/innovative procurement methods. He will also serve on the strategic panel responsible for stakeholder management as he has done for several projects in his past experience.

## Understanding of WSDOT and/or public agency regulations/procedures:  
Prakash has developed a deep understanding of relevant policies and regulations through his work with several transportation agencies including Texas DOT, Florida DOT, Denver Airport, Miami Dade County, Virginia DOT, Broward College and North Carolina DOT. He understands typical funding mechanisms in the public sector and has a deep understanding of financing and commercial implications that are critical for successfully executing projects.

## Education

- MBA, Duke University  
- MS, Civil Engineering (Structures), University of Cincinnati  
- MTech, Infrastructural Civil Engineering, Indian Institute of Technology, Madras (IIT-m)  
- BTech, Civil Engineering, Indian Institute of Technology, Madras (IIT-m)  
- CFA Institute  
- FINRA Licenses – Series 79 (Investment Banking Representative), Series 63 (Uniform Securities Agent) and Series 82 (Private Securities)

## Professional Licenses/Accreditation

- Professional Civil Engineer, CA and British Columbia

## Roles and Responsibilities Table

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<td>Miami Inter-modal Center, Miami, Florida</td>
<td>This project involved a large private rental center supporting 10,000 cars, people mover to connect to the airport and private concessions in the airport for Florida DOT and Miami International Airport.</td>
<td>2012 - 2016</td>
<td>Prakash served as Financial Lead, responsible of structuring financing including a federal loan (TIFIA). He assisted with the implementation of the governance structure with multiple stakeholders and coordinated to ensure successful operations of the project.</td>
<td>One of the largest inter-modal TOD projects in the US structured using over 13 sources of funding and financing including federal loans. Project involved multiple stakeholder (Florida DOT, Miami International Airport, FHWA, local counties, Amtrak, Tri-rail and public transit department)</td>
</tr>
<tr>
<td>Multiple Campus Developments, Broward College, Florida</td>
<td>Capital program development</td>
<td>2016 – present</td>
<td>Prakash served as Engagement Director and Programmatic Advisor to perform financial feasibility analysis, highest and business analysis of the College’s real estate, and market sounding.</td>
<td>The financial structure involved a ground lease structure with a revenue sharing mechanism to maximize benefit for the public agency</td>
</tr>
<tr>
<td>North Tarrant Expressway, Dallas, Texas</td>
<td>This project involved an express lanes transportation corridor in Dallas for Texas Department of Transportation.</td>
<td>2016 - 2019</td>
<td>Prakash served as Engagement Director and Programmatic Advisor performing financial analysis and structuring documents, phasing analysis, development of commercial options, development of agreement terms including revenue share, future phasing, commercial analysis of design, and analysis and negotiation assistance documentation.</td>
<td>Negotiated master development agreement to develop new transportation infrastructure at no cost to TxDOT, primarily driven by revenues generated by the facility</td>
</tr>
</tbody>
</table>
# Real Estate Lead

**Overview of Experience:** Michael is a Director in KPMG’s Infrastructure Advisory Services practice with over 20 years of experience in operations, advisory and management positions. He is skilled in business and financial planning, risk management, strategic and financial analysis services that support senior management decision making. He specializes in infrastructure strategies related to performance management, real estate (ROW and real property) value capture, facilities management, real estate development, sponsorships/naming rights/advertising and other alternative revenue generating sources from public assets.

**Roles and Responsibilities:** As a real estate lead, his areas of focus will be on commercial strategies for real estate development, risk and financial assessments, business case development and commercial negotiations. Michael has assembled a support group of professionals with deep experience in TOD, parking, and mixed use facilities.

**Understanding of WSDOT and/or public agency regulations/procedures:**
Michael has extensive experience advising clients on real property and TOD within the confines of state and federal regulations and policies. He has advised transportation agencies (state, county and municipal) within the States of Washington, California, Nevada, Colorado, Utah, Arkansas, and North Carolina.

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<tr>
<td><strong>Sound Transit Value Capture, Seattle, Washington</strong></td>
<td>Dates: 2018 – 2019</td>
<td>Michael oversaw diagnostic reviews of ST assets and associated opportunities to drive efficiencies through TOD, value capture and system-wide parking delivery.</td>
<td>Strong understanding of regional regulations and agency objectives and concerns. Innovative solutions to generate additional sources of revenue and optimize expenses from the project. Ability to leverage value capture models and experience with local real estate...</td>
</tr>
<tr>
<td><strong>Anaheim Regional Transit Inter-modal Center (ARTIC)</strong></td>
<td>Dates: 2008 - 2014</td>
<td>Michael led a team that acted as financial and procurement advisor for the identification of service providers and private sector partners for an inter-modal transportation facility project with transit oriented development.</td>
<td>Assessment of market, design and development constraints. Consideration of shared and mixed use alternative revenue opportunities including parking and development opportunities. Procurement feasibility and options analysis and risk assessment.</td>
</tr>
<tr>
<td><strong>California High Speed Rail Authority (CHSRA), Sacramento, California</strong></td>
<td>Dates: 2011 - present</td>
<td>Michael is leading a team that is analyzing station development opportunities, organizational strategies and policies.</td>
<td>Development of station development strategy and guidelines Review of ancillary revenues associated with excess lands and ROW Financial, commercial and market analysis of TOD and delivery alternatives.</td>
</tr>
</tbody>
</table>
### Risk Lead

**Peter Morris**  
Cost Management Principal  
AECOM

**Education**  
BS, Building Surveying, Reading University; Certificate of Diploma, Business Accounting & Finance

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<td>UC Merced 2020, Merced, California</td>
<td>This project includes 420,000 ASF of academic program; 400,000 ASF of student space, 165,000 ASF of academic support facilities; 100,000 ASF of athletics and recreation buildings; includes expansion of the central utilities plant.</td>
<td>2013 - present</td>
<td>Peter served as Project Principal responsible for the technical elements including the programming and budgeting, technical performance requirements, and Value for Money analysis.</td>
<td>The project includes multiple stakeholders and uses, including student housing, academic, transportation infrastructure, etc.</td>
</tr>
<tr>
<td>City of Napa Civil Building, Napa, California</td>
<td>This project includes a new combined Civic Building incorporating City Hall, Public Safety, Essential Services and Administrative functions of approximately 100,000 SF.</td>
<td>2015 – present</td>
<td>As Technical Lead, Peter is responsible for the development of technical performance requirements, budget and proposal review.</td>
<td>The project includes both public and private, for revenue, facilities within a single deal structure.</td>
</tr>
<tr>
<td>Ocean Road Development, Santa Barbara, California</td>
<td>This project involves construction of new faculty housing, associated urban redevelopment of the Ocean Road Corridor. Project includes both for-sale and rental units, and retail operations to be operated by the private sector and public owned facilities and infrastructure constructed by the developer.</td>
<td>2016 - present</td>
<td>Peter serves as Project Principal responsible for developing the budgeting and technical performance requirements for the project and leading the infrastructure analysis.</td>
<td>The project includes a mix of public infrastructure, private for-rent development and private for-sale units, using a blend of long-term ground lease and concession arrangements.</td>
</tr>
</tbody>
</table>

**Overview of Experience:** Peter Morris has over 40 years of experience in cost management and control, including construction cost planning and estimating, risk management, life cycle costing, scheduling and market analysis. Peter leads the AECOM Program Cost Consultancy Team in the Americas.

Peter has provided P3 technical advisory services across a range of projects, including the University of California, Merced 2020 project, SANDAG bus turnaround facility, Napa Civic Center redevelopment, and several student housing projects for the University of California. Peter’s clients for Life Cycle Costing include the National Academies, the National Institute for Building Sciences, the American Institute of Architects, the General Services Administration, the National Parks Service, the University of California, the Port Authority of New York and New Jersey.

**Roles and Responsibilities:** Technical and risk oversight.

**Understanding of WSDOT and/or public agency regulations/procedures:** Peter has provided cost, risk and technical advisory services for a wide range of public agencies, including transit agencies, such as Sound Transit, Portland TriMet, San Francisco MTA, and other US governmental agencies. He is familiar with advising within the public regulatory framework, and managing the distinctive costs and risks arising from public agency regulations and procedures.

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### Peter Morris

- **Cost Management Principal**  
- AECOM

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Cost Management Principal  
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<td>This project includes 420,000 ASF of academic program; 400,000 ASF of student space, 165,000 ASF of academic support facilities; 100,000 ASF of athletics and recreation buildings; includes expansion of the central utilities plant.</td>
<td>2013 - present</td>
<td>Peter served as Project Principal responsible for the technical elements including the programming and budgeting, technical performance requirements, and Value for Money analysis.</td>
<td>The project includes multiple stakeholders and uses, including student housing, academic, transportation infrastructure, etc.</td>
</tr>
<tr>
<td>City of Napa Civil Building, Napa, California</td>
<td>This project includes a new combined Civic Building incorporating City Hall, Public Safety, Essential Services and Administrative functions of approximately 100,000 SF.</td>
<td>2015 – present</td>
<td>As Technical Lead, Peter is responsible for the development of technical performance requirements, budget and proposal review.</td>
<td>The project includes both public and private, for revenue, facilities within a single deal structure.</td>
</tr>
<tr>
<td>Ocean Road Development, Santa Barbara, California</td>
<td>This project involves construction of new faculty housing, associated urban redevelopment of the Ocean Road Corridor. Project includes both for-sale and rental units, and retail operations to be operated by the private sector and public owned facilities and infrastructure constructed by the developer.</td>
<td>2016 - present</td>
<td>Peter serves as Project Principal responsible for developing the budgeting and technical performance requirements for the project and leading the infrastructure analysis.</td>
<td>The project includes a mix of public infrastructure, private for-rent development and private for-sale units, using a blend of long-term ground lease and concession arrangements.</td>
</tr>
</tbody>
</table>
### Linda Abe
Urban Design Principal
AECOM

**Education**
Master of Urban Planning, University of California, Los Angeles; Bachelor of Architecture, Washington State University

**Overview of Experience:** Linda’s passion for building community has been the driving force behind her 28 plus years in the complementary fields of real estate development, architecture and urban design. Her combined knowledge of development and urban design have resulted in projects that promote a sense of place while establishing strong environmental stewardship, economic strategies, and corporate/community mandates. She brings a high level of technical expertise and creativity to a diverse range of commercial and mixed-use residential projects, new community master plans, town centers, and redevelopment projects from urban infill sites to urban villages for growing suburban locations.

Her combined knowledge of development and urban design have resulted in projects that promote a sense of place while establishing strong environmental stewardship, economic strategies, and corporate/community mandates.

**Roles and Responsibilities:** Technical Lead and driving the day-to-day tasks of the technical team.

**Understanding of WSDOT and/or public agency regulations/procedures:** Linda has deep roots in the Puget Sound area and is knowledgeable about current planning initiatives and politics specific to the Eastside. She has 10 years of entitlement experience working within the City of Bellevue as a multi-family developer.

**Overview of Experience:** Linda’s passion for building community has been the driving force behind her 28 plus years in the complementary fields of real estate development, architecture and urban design. Her combined knowledge of development and urban design have resulted in projects that promote a sense of place while establishing strong environmental stewardship, economic strategies, and corporate/community mandates. She brings a high level of technical expertise and creativity to a diverse range of commercial and mixed-use residential projects, new community master plans, town centers, and redevelopment projects from urban infill sites to urban villages for growing suburban locations.

Her combined knowledge of development and urban design have resulted in projects that promote a sense of place while establishing strong environmental stewardship, economic strategies, and corporate/community mandates.

**Roles and Responsibilities:** Technical Lead and driving the day-to-day tasks of the technical team.

**Understanding of WSDOT and/or public agency regulations/procedures:** Linda has deep roots in the Puget Sound area and is knowledgeable about current planning initiatives and politics specific to the Eastside. She has 10 years of entitlement experience working within the City of Bellevue as a multi-family developer.

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Dates</th>
<th>Role Played</th>
<th>Relevance to WSDOT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Microsoft Redmond Campus Modernization, Microsoft, Redmond, Washington</strong></td>
<td>The project involved the implementation of the 74-acre redevelopment of the existing technology company’s East Campus. <strong>Dates:</strong> 2018 - present</td>
<td>Linda serves as Design Principal for the implementation of the Campus Modernization Master Plan as designed by AECOM. She is responsible for reviewing all architectural and landscape submittals for the City of Redmond entitlement process and assisting with strategic planning.</td>
<td>Strong understanding of regional transportation and TOD planning goals for the Eastside. Creative ability to implement TOD and pedestrian oriented environments at all scales of development.</td>
<td></td>
</tr>
<tr>
<td><strong>Civic Arts Master Plan, Thousand Oaks, California</strong></td>
<td>The Project is to re-imagine an existing Civic Arts Plaza Building and provide a new Master Plan for the 27-acre city owned parcel. <strong>Dates:</strong> 2019 - present</td>
<td>Linda serves as Project Lead and Urban Design Principal. She is the project lead of a team of AECOM urban designers, architects, landscape architects, and interior designers selected by the City of Thousand Oaks to redevelop 13 Acres of City-owned land that currently houses their City Hall and Performance Theaters.</td>
<td>Strong ability to bring consensus to competing views through the Master Planning and design process. Created “out of the box” design concepts to generate revenue for City owned properties and activate the new downtown district.</td>
<td></td>
</tr>
<tr>
<td><strong>Soma Towers, Su Development, Bellevue, Washington</strong></td>
<td>The project was a two tower, 270-unit, high-rise residential mixed-use apartment development with a 2 level, 30,000 sf commercial podium over a below grade, 380 space parking garage. <strong>Dates:</strong> 2016</td>
<td>As Director of Development, Linda led a team of consultants. She was responsible for visioning, programming, entitlement, hiring/managing consultant teams, and working closely with in-house property management and construction teams to execute an architecturally unique apartment development for downtown Bellevue.</td>
<td>Initiated and maintained a strong working relationship with Client. Holistic understanding of the design, development, construction and operational aspects of multi-family development.</td>
<td></td>
</tr>
</tbody>
</table>
### Resources Summary Table

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Role</th>
<th>Education + Years of Experience</th>
<th>Why Nominated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marc Bleyer</td>
<td>Lead</td>
<td>MS, Real Estate, MS, Urban Planning, BA, History of Art and Architecture</td>
<td>Marc has specialized experience in the valuation, planning, negotiation, entitlement and construction of affordable housing. Before joining KPMG, Marc ran solicitations and negotiations for several large scale, public-private housing projects under the Deputy Mayor for Planning and Economic Development (DMPED) of Washington, DC.</td>
</tr>
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<tr>
<th>Team Member</th>
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<tbody>
<tr>
<td>Lauren Wilson, MBA</td>
<td>Lead</td>
<td>MBA, Georgetown University, BA, Economics and International Relations</td>
<td>Lauren focuses on advising public sector clients on the development and implementation of infrastructure P3 transactions. Lauren's areas of expertise include project screening, pre-transaction feasibility studies and options analyses, engaging with private sector participants through market sounding, commercial and financial structuring, and procurement to financial close.</td>
</tr>
</tbody>
</table>

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<tr>
<th>Team Member</th>
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<tbody>
<tr>
<td>Ashley Mahoney, JD</td>
<td>Lead</td>
<td>JD, Boston University School of Law, MA, Civil University, BA, Brown University (summa cum laude)</td>
<td>Ashley brings to the team extensive real estate portfolio and project management experience. She has assisted public and private owners and users of real estate in building the business case for expansion, disposition, repositioning, and ground lease decisions, and has considerable experience advising on highest and best use, asset management best practice, and resource planning.</td>
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<tbody>
<tr>
<td>Daniel Adelman</td>
<td>Lead</td>
<td>BA, Economics</td>
<td>Daniel's background is rooted in credit, having worked at a rating agency for 5 years leading project ratings on all types of infrastructure assets including parking systems, federal transportation grants, public transit systems, and telecommunications networks.</td>
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</tr>
</thead>
<tbody>
<tr>
<td>Brian Nerney, CPA</td>
<td>Lead</td>
<td>BS, California Polytechnic State University</td>
<td>Brian's experience is focused on real property valuation for financial and tax reporting purposes, such as purchase price allocations, impairment studies, property and estate tax, fresh-start accounting and due diligence studies.</td>
</tr>
</tbody>
</table>

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<tr>
<td>Harper Garrett</td>
<td>Lead</td>
<td>BA, Economics, Chartered Financial Analyst, CFA Institute</td>
<td>Garrett focuses on assessing development strategy, risk allocation, economic potential and financial structure, often at the intersection of major infrastructure works and related real estate. He has extensive P3 transactional experience.</td>
</tr>
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<tbody>
<tr>
<td>Eduardo Gamez, PhD</td>
<td>Lead</td>
<td>PhD, Civil Eng / MS Const Mgmt</td>
<td>Eduardo is an internationally renowned leader and published author in the subject of risk management for major capital programs, ranging from hundreds of millions to tens of billions of US dollars.</td>
</tr>
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<th>Team Member</th>
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</thead>
<tbody>
<tr>
<td>Jose Gamez</td>
<td>Lead</td>
<td>MBA</td>
<td>Jose is an economist with diverse experience in the field of consulting, finance, banking, and Infrastructure With outstanding quantitative abilities on risk, data analysis, and research.</td>
</tr>
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</table>

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<tr>
<td>Wendy Yang</td>
<td>Lead</td>
<td>MA, Architecture, Urban Design</td>
<td>Wendy was the project manager for a transportation and land use study of five potential station locations to support TOD along the West Santa Ana Branch Corridor throughout Los Angeles County. She and the team identified actions to jump start TOD in the corridor, including developing clear land-use alternatives, understanding market demand, forecasting ridership, and minimizing land-use conflicts.</td>
</tr>
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<tr>
<td>Jim Gast</td>
<td>Lead</td>
<td>BS, Arch Eng, Reg Arch, MD, VA, DC, MA NCARB</td>
<td>James is a design and management professional with extensive experience in planning and design of fixed-guideway transportation facilities, station-area urban design, and transit-oriented development.</td>
</tr>
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<tr>
<td>Richard Jordison</td>
<td>Lead</td>
<td>BA, Architecture</td>
<td>Richard’s architectural career has covered broad spectrum of infrastructure, institutional, commercial and residential projects. His most extensive involvement has been in transit design, as architect and planner roles on several high profile projects, and more recently for the City of Everett’s long range plan for connection to Sound Transit’s Lynnwood Link Project.</td>
</tr>
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<th>Team Member</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Jan Aarts</td>
<td>Lead</td>
<td>MA/BA Urban Planning</td>
<td>Jan has 32 years of experience preparing technically sound and legally defensible National Environmental Policy Act (NEPA) environmental documents for a wide variety of projects. He has prepared the full spectrum of NEPA documents, including notices of intent, documented categorical exclusions, environmental assessments, environmental impact statements, findings of no significant impact, and records of decision.</td>
</tr>
<tr>
<td>Resources Summary Table</td>
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<td></td>
</tr>
<tr>
<td>**Team Member</td>
<td>Role</td>
<td>Education + Years of Experience</td>
<td>Why Nominated</td>
</tr>
<tr>
<td>Phil Newton</td>
<td>Technical-Civil Lin &amp; Associates</td>
<td>Education: BS, Civil Engineering  Years of Experience: 40</td>
<td>Phil has an extensive background in park-and-rides, civil site work, airports, public utilities, gravity and pressure piping systems, water and waste water treatment facilities. He has worked with many public clients and private clients to provide professional services needed to assist in the achievement of their project goals.</td>
</tr>
<tr>
<td>Tony Woody, PE, PTOE</td>
<td>Technical-Traffic Modelling</td>
<td>Education: MS/BS, Civil Engineering  Years of Experience: 19</td>
<td>Tony’s experience includes traffic operational analysis, transportation planning, project management, traffic engineering, transportation engineering education and microscopic traffic simulation modeling. He has extensive experience leading traffic analysis and evaluation.</td>
</tr>
<tr>
<td>Chase Haislip</td>
<td>Commercial Strategy and Analysis – Lead</td>
<td>Education: BA, History  BS, Economics  Years of Experience: 5+</td>
<td>Chase has strong experience in providing financial modeling and valuation support for major capital infrastructure projects and project finance.</td>
</tr>
<tr>
<td>Vishwast Lai, CPA</td>
<td>Project Resources – Financial Analysis and Modeling</td>
<td>Education: MAcc, University of Southern California, BA, Economics and International Relations  Years of Experience: 4+</td>
<td>Vishwast has led the development and configuration of complex real estate financial models and analysis. He assists clients with project feasibility analysis by analyzing revenue sources, funding and financing options that align with future capital expenditures.</td>
</tr>
<tr>
<td>Michal Krynski</td>
<td>Financial/ Commercial: Project Delivery Specialist</td>
<td>Education: MS, Civil Engineering  Years of Experience: 11</td>
<td>Michal has public and private sector experience in buildings and transportation infrastructure projects delivered under public private partnership (P3) delivery models. He combines commercial acumen, proficiency in project management processes and a strong technical background with the ability to communicate clearly and build relationships with clients.</td>
</tr>
<tr>
<td>James Soukup, PE</td>
<td>Client Service / Strategic Advisory Panel</td>
<td>Education: BS, Civil Engineering  Years of Experience: 27</td>
<td>Jim brings a unique combination of public and private work experience in the delivery of traditional and alternative procurement contracts for transportation infrastructure projects. Jim’s transportation infrastructure experience includes roadways, bridges, aviation, marine ports and rail transit facilities.</td>
</tr>
<tr>
<td>Daniel Feitelberg</td>
<td>QA/QC Lead and Subject Matter Expert – Stakeholder Integration</td>
<td>Education: BS, Agricultural and Managerial Economics  BA, Political Science  Years of Experience: 20+</td>
<td>Daniel started his career as a public finance investment banker and later served as Vice Chancellor of the Division of Planning and Budget for the University of California, Merced. As the first vice chancellor of the Division of Planning and Budget, Dan led the consolidation of administrative staff from several departments to facilitate the integration of planning and budgeting functions and was given responsibility for the planning and execution of the UC Merced 2020 Project.</td>
</tr>
<tr>
<td>Bob Brownstein</td>
<td>Subject Matter Expert-Program Management</td>
<td>Education: BA, Richmond College (Division of City University)  Years of Experience: 45 yrs</td>
<td>Bob has particular expertise in program management, alternative project delivery, procurement, and asset management. Bob has assisted numerous public agencies with complex, time sensitive, highly visible projects.</td>
</tr>
<tr>
<td>Al Raine, PhD</td>
<td>Subject Matter Expert-Transit Oriented Development</td>
<td>Education: PhD/MA/BA, Government  Years of Experience: 40+</td>
<td>Al is AECOM's National Practice Leader in Transit-Oriented Development. He has recently led the TOD component of urban transit corridor studies in Cleveland, St. Paul, Sacramento, and Pittsburgh.</td>
</tr>
<tr>
<td>Paul Penninger</td>
<td>Subject Matter Expert-Affordable Housing</td>
<td>Education: MCP, University of CA  Years of Experience: 22+</td>
<td>Paul is the leader of AECOM’s Design, Planning and Economics practice in the Pacific region of the United States. He is a noted expert in the area of urban housing policy, with a focus on private and non-profit approaches to housing production and affordability.</td>
</tr>
<tr>
<td>Angela Christo</td>
<td>Subject Matter Expert-Traffic Engineering</td>
<td>Education: BS, Civil Engineering  MS, Management  Years of Experience: 30</td>
<td>Angie is a project manager/senior engineer with experience in the planning and design of transportation facilities for highways and transit. Angie has been an integral technical lead for traffic/transit operations and construction traffic staging for alternative delivery projects, including top North American (Canada) LRT projects. Notable projects include: Metrolinx: Finch West LRT, construction advisor and traffic engineering lead; Hurontario LRT, traffic engineering lead; Hamilton LRT, traffic engineering lead.</td>
</tr>
</tbody>
</table>
Firm’s project management system

4. A. Quality assurance, budget, scheduling, communication

Quality Assurance

AECOM’s Quality Vision is to flawlessly execute work and services the first time – every time.

As a current ISO 9001 Certified Company, AECOM has a rigorous Quality Management System (QMS) and is cognizant of the importance of adherence to quality in all projects and delivery methods. From the planning stage, through detailed design, execution and administration, and close-out phases we have successfully delivered numerous assignments to the quality expected from an ISO 9001 certified organization. We adhere to six quality principles as the basis of our quality program:

- Leading Quality at all Levels
- Customer Focus
- Collaborating for success
- Risk-based thinking
- Employee Empowerment
- Organizational Learning

Yearly external (DEKRA) office audits confirm AECOM’s compliance with ISO 9001 standards and provides clients with further evidence of the on-going high standards of service that AECOM delivers to current clients and offers future clients.

On this engagement, our team will develop a Quality Management Plan that sets out the quality expectations of the entire team. KPMG also has a strong Quality Management methodology and our corporate cultures are aligned. The Project Manager, Liam Kelly, will be responsible for the first-line quality control throughout the engagement and is responsible for ensuring that the overall engagement is performed in a manner that is consistent with WSDOT’s quality expectations and AECOM’s corporate policy. Dan Feitelberg and Raja Tenneti will provide a quality assurance and quality control function separate and independent from the core project team as part of the Client Service/Strategic Advisory Panel. They will review key deliverables.
and processes and, as appropriate, will undertake regular in-person meetings with WSDOT project and executive leadership to ensure the engagement team and their deliverables are meeting WSDOT’s quality expectations.

The Quality Management Plan (QMP) will be maintained and routinely monitored and assessed for changes or improvements as the project progresses. Dan and Raja will be responsible for monitoring the project team to ensure that appropriate procedures are being implemented on the project. They will review project specifics as required by the quality system and, together with Liam and Tara, will promote the QMP throughout the project organization. All members of our team will be responsible to support the QMP by understanding the quality requirements for their work, completing work efficiently while maintaining a quality focus to avoid rework, implementation of the QMP processes and procedures, and participating in the continual improvement of work processes and procedures.

**What does this mean to WSDOT?**
- AECOM has a world-class quality program with tools in place to assure it is followed.
- We consistently apply a set of quality practices throughout the company, regardless of where the work is performed or managed.
- Our QMS is built upon the eight foundational principles that lie at the core of the ISO standard providing a strong footing for positive results.
- Greater confidence that the quality of our services and deliverables will meet or exceed your requirements and expectations.

**Methods to Monitor Project Scope and Budget**

**Scope Management**

The proposed project work plan activities are described in detail in section 5 of this proposal. The scope can be modified if agreed upon at the Kick-off meeting and as developed through our regular meetings and key milestone reviews. Note that no significant change to the scope or budget will be permitted without advance written approval of WSDOT. Liam and Tara will be collectively responsible for continuous review of scope throughout the project and provide information on any trends or potential scope changes to WSDOT. We will detail the full scope of the project in the Project Execution Plan, as negotiated during project initiation.

The Project Execution Plan, along with the accompanying WBS, will explicitly define tasks and deliverables including any that might be outside the original scope. Managing scope creep will be the responsibility of discipline leads. Each discipline lead will be responsible for managing the hours spent by team members in their specific discipline and for managing work stays within the detailed scope defined by the Project Execution Plan. Regular meetings and good communication will be the keys to managing scope creep.

As requested by WSDOT, and should it become necessary, change orders requests will be submitted in a format acceptable to WSDOT and work related to the requested change will not be performed until written approval from WSDOT is received. Once approved, change orders will be added to the change log and be incorporated into the budget and schedule baselines and the earned value model will be adjusted.

The team will manage the progress of the project within budget and schedule and report monthly to WSDOT on the status of project activities and budget expenditures. Our progress
reports include updates on project activities and accomplishments, planned activities, issues or challenges, status of deliverables, and a reconciliation of the authorized budget with expenditures and remaining budget.

**Budget control**

Our team will use AECOM’s in-house project management system, which provides real-time status reports, to assist with budget and schedule control. Tara will be responsible for setting up and managing the budget as follows:

- **Project WBS Organization.** The foundation of good project cost control starts with establishing a WBS that provides the appropriate level of management control and transparency desired on the project. Tara will use the WBS to allocate budgets, track and analyze costs against budgets and performance of the team.

- **Payment Processing.** As costs are incurred, Tara will review the payment applications; they are then coded and tracked against the appropriate projects and tasks, and actual vs. budgeted costs are reported on a regular basis. Information from WSDOT’s accounting system can then be used to validate and verify the recording of actual costs.

Once we collaboratively formalize the final budget in the Services Agreement, our team will submit invoices monthly. The invoices will provide a breakdown of the fees by individual personnel showing the hours worked and the charge for the period as well as the remaining budget for each task. Breakdowns will be provided by task as required. In addition to the invoice, Liam and Tara will complete and issue a monthly project status report so that WSDOT will be updated regularly on the project. Our progress reports include updates on project activities and accomplishments, planned activities, issues or challenges, status of deliverables, and a reconciliation of the authorized budget with expenditures and remaining budget.

**Scheduling**

Given the number of stakeholders and parties involved in these projects we are acutely aware of the importance of committing to a fixed schedule. There are often a number of pressures in controlling the schedule given input from external parties, which is often required. We are very familiar with the intricacies of P3 processes, including the interface with the appropriate local and federal approval processes, and will assist WSDOT to set a viable timetable from the outset that will leverage our relationships with stakeholders at the state and federal level and likely market participants to assist WSDOT in meeting that schedule.

The team will hold regular team meetings with WSDOT to review the interim deliverables and monitor engagement project progress that will help to reduce the risk of schedule delays. If a change in schedule has been identified, the change management process will be triggered and the appropriate client communication and acceptance activities will be executed by the Project Manager and reviewed by our Client Service/Strategic Advisory Panel.

Both Liam and Tara are regular users of MS Project and have used this software on all the projects they have worked on in the last 10 years. This includes all the projects identified in this submission.
Communication

Internal staff
Clear and transparent communication is the hallmark of any successful project. Both KPMG and AECOM have similar corporate cultures and expect that the principles of respect and openness will be the foundation for team collaboration on this engagement.

We expect to have weekly team meetings to make sure that we are performing to WSDOT’s expectations and to resolve any potential issues or risks.

In addition to this both KPMG and AECOM are familiar with a variety of collaboration platforms and, depending on WSDOT’s preference, we would recommend developing a project-specific sharepoint or MS Teams site.

WSDOT and stakeholders
Our Engagement and Communications Strategy will sit above the phased work plan, and support stakeholder engagement objectives throughout the project life cycle. Our team members recognize the critical importance of effective stakeholder engagement and will build on our preexisting knowledge of the local and regional stakeholder affected by the project through initial conversations with WSDOT. We are confident in this approach as we have used it successfully in similar projects and it will clarify the roles of both the project team and the stakeholders, which assists in managing expectations, and will include:

- Stakeholder map that identifies stakeholders, their needs, and expectations.
- Analysis of benefits and risks of integrating stakeholder, and where appropriate public, participation into the project.
- Chosen techniques/activities to achieve a successful TOD pilot project.
- Communications plan between the Project Team, WSDOT, and regulatory authorities.
- Schedule of engagement and communications activities, including reporting, meetings, etc.

Like the principles outlined in the Engagement and Communications Strategy, it is important to ensure that we have a robust stakeholder engagement and management plan. We expect to conduct regular status updates with WSDOT staff and its relevant stakeholders. Ideally these can be held face to face to encourage relationship building. Additional ad hoc meetings can be held via teleconference or collaboration platform for this project.

In addition, we expect to have several multi-disciplinary workshops during the engagement. This would include WSDOT and key stakeholders as appropriate. Dan Feitelberg will be integral in managing stakeholder integration and contribution through his understanding of key stakeholder objectives. He brings a significant track record of success in managing diverse stakeholder groups from projects like UC Merced, CA High-Speed Rail and LSU. Our team also recognizes the benefit of co-location and the need to balance this against the work flow, so we expect that in preparation for major project milestones, relevant key individuals would co-locate with WSDOT to enhance efficiency and facilitate strong communication.
In Association with:

Leland Consulting Group
VIA Architecture
Fehr & Peers
McKee Appraisal
RLB | Robinson

WSDOT
Kingsgate Park and Ride Transit Oriented Development
Kingsgate Park and Ride Transit Oriented Development

**Packet A**

1: Qualifications/Expertise of Firms on Team  
   A. Stowe Development & Strategies Team Introduction  
   B. Firm Information  
   C. Prior Collaborations  
   D. Availability of Key Staff and Resources  
   E. Project Experience

2: References List and Related Past Project Descriptions  
   A. References by Firm  
   B. Project Manager References  
   C. Descriptions of Similar Projects

3: Resume of Proposed Project Manager  
   A. Project Manager’s Resume  
   B. Project Manager’s Familiarity with Relevant Regulations and Public-Private Initiatives  
   C. Project Manager’s Licenses and Accreditation’s

4: Resumes of Key Team Members  
   A. Key Team Member Roles, Responsibilities, and Experience

5: Project Management System

**Packet B:**

6: Certifications, Representations, & Consultant Forms

7: Cost Proposal & Proposed Billing Rates

8: Past Performance Evaluations

Representative Projects, Testimonials, & Images
### 1: Qualifications/Expertise of Firms on Team

#### A. Stowe Development & Strategies Team Introduction

The Stowe Development & Strategies (SDS) Team is comprised of the following firms:

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Years in Business</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stowe Development &amp; Strategies*</td>
<td>33</td>
<td>• Project Management&lt;br&gt;• Economic Development &amp; Place Making Strategies&lt;br&gt;• Community &amp; Stakeholder Engagement&lt;br&gt;• Development RFQ’s/RFP’s&lt;br&gt;• Purchase and Sale/Development Agreement Negotiations&lt;br&gt;• Public-Private Partnership Development &amp; Negotiation</td>
</tr>
<tr>
<td>Leland Consulting Group</td>
<td>30</td>
<td>• Real Estate Market Analysis&lt;br&gt;• Financial Analysis&lt;br&gt;• Developer Recruitment&lt;br&gt;• Development Strategy for Mixed-Use and Transit-Oriented Development Projects</td>
</tr>
<tr>
<td>VIA Architecture</td>
<td>35</td>
<td>• Architecture&lt;br&gt;• Urban Design&lt;br&gt;• Transit-Oriented Development Planning</td>
</tr>
<tr>
<td>Fehr &amp; Peers</td>
<td>34</td>
<td>• Transit and Transportation Planning&lt;br&gt;• Bus Circulation&lt;br&gt;• Parking Analysis</td>
</tr>
<tr>
<td>McKee Appraisal</td>
<td>29</td>
<td>• Appraisal of Land and Buildings for Disposition and Development</td>
</tr>
<tr>
<td>RLB</td>
<td>Robinson</td>
<td>234</td>
</tr>
</tbody>
</table>
Team Organizational Chart

**PROJECT STAKEHOLDERS**
- City of Kirkland
- Sound Transit
- King County Metro
- Surrounding Property Owners
- Washington State Legislature
- Puget Sound Regional Council
- Local Real Estate Brokers and Developers
- Community At Large

**PROJECT DIRECTION**
- WSDOT

**PROJECT MANAGER**
- Bob Stowe, SDS

**PROJECT TEAM**

**Day to day coordination & stakeholder facilitation**
- Bob Stowe, SDS

**Assist with Legislature Report**
- Bob Stowe, SDS - Lead
- Brian Vanneman, LCG - support
- Chris Zahas, LCG - support
- Sam Brookham, LCG - support
- Aaron Gooze, FP - support
- Ariel Davis, FP - support
- Sarah Saviskas, FP - support
- Matt Roewe, VIA - support

**Financial Modeling/Pro Forma**
- Brian Vanneman, LCG - Lead
- Bob Stowe, SDS - support
- George Bergeron, RLB - support
- Ken Barnes, MCK - support

**RFQ/RFP**
- Bob Stowe, SDS - Lead
- Brian Vanneman, LCG - support
- Chris Zahas, LCG - support
- Sam Brookham - support
- Matt Roewe, VIA - support
- Jim Bodoia, VIA - support

**Concept Plan**
- Matt Roewe, VIA - Lead
- Jim Bodoia, VIA - support
- Bob Stowe, SDS - support
- Brian Vanneman, LCG - support
- Chris Zahas, LCG - support
- Sam Brookham - support
- Aaron Gooze, FP - support
- Ariel Davis, FP - support
- Sarah Saviskas, FP - support

SDS - Stowe Development & Strategies
LCG - Leland Consulting Group
FP - Fehr & Peers
VIA - VIA Architecture
RLB - RLB | Robinson
MCK - McKee Appraisal
### B. Firm Information

The table below shows the firms that make up the SDS Team, their Washington and Greater Portland office locations, number of employees, and expertise.

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Location # Employees</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stowe Development &amp; Strategies</td>
<td>Bothell, WA: 1</td>
<td>All Expertise shown in the Team Introduction section above.</td>
</tr>
<tr>
<td>Leland Consulting Group</td>
<td>Portland, OR: 5</td>
<td>All Expertise shown in the Team Introduction section above.</td>
</tr>
<tr>
<td>VIA Architecture</td>
<td>Seattle, WA: 54,</td>
<td>All Expertise shown in the Team Introduction section above.</td>
</tr>
<tr>
<td></td>
<td>Vancouver, BC: 23</td>
<td></td>
</tr>
<tr>
<td>Fehr &amp; Peers</td>
<td>Seattle, WA: 22,</td>
<td>All Expertise shown in the Team Introduction section above.</td>
</tr>
<tr>
<td></td>
<td>Tacoma, WA: 3</td>
<td></td>
</tr>
<tr>
<td>McKee Appraisal</td>
<td>Seattle, WA: 21</td>
<td>All Expertise shown in the Team Introduction section above.</td>
</tr>
<tr>
<td>RLB</td>
<td>Robinson</td>
<td>Seattle, WA: 16, Portland, OR: 8</td>
</tr>
</tbody>
</table>
We offer strategic real estate development consulting services to cities, higher educational institutions and development clients.

If you want to expand your city’s economic base, revitalize its downtown, redevelop a college campus, or guide your community to a greater sense of place for business to prosper and families to enjoy – we can help you achieve these goals.

In these challenging economic times especially, our clients need the proven experience and guidance of a trusted economic developer and partner who understands how to build community support for these kinds of projects. They want someone who understands the political process and needs of its elected and appointed officials; and who’s succeeded in both good times and bad.

This is what we do.

No two cities or developments are alike. This means every project needs its own new answers. We offer our clients many different economic tools and strategies. They are drawn to our proven track record, our creativity and the many ways we can leverage available resources and capabilities.

Bob Stowe is the principal and founder of Stowe Development & Strategies —a company he formed in 2016 to help public sector clients succeed with their economic and community development interests. He has built a strong reputation as a real estate and community development strategist, and an execution specialist providing a knife-edge focus helping his clients achieve their economic and community development goals. Bob understands the importance of public-private partnerships in developing great and sustainable places that supply private sector jobs and create a sense of community.

Because the oxygen of development is capital and without it nothing can happen, he excels in aligning public and private sector interests to create an environment that will support the desired development with the capital to sustain it.
Exceptional public and private leaders have bold visions for their downtowns, neighborhoods, employment centers, and cities. Leland Consulting Group helps to refine and realize those visions. In more than 250 communities across the country, our strategies have resulted in built projects that immediately improve residents’ quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. During every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles. Leland Consulting Group provides the following services:

- Market Research and Analysis
- Financial Analysis
- Economic Impact Analysis
- Public-Private Partnerships
- Economic Development Strategies
- Housing Strategies
- Development Conceptualization

Leland Consulting Group (LCG) was established in 1989 and has over 30 years of experience providing real estate and urban planning services to public and private sector clients across the United States. The firm is certified by the State of Oregon as an Emerging Small Business (ESB certification #9300) and is registered as a small business (certification #2319) on the King County Small Contractors and Suppliers (SCS) list.
Our practice comprises three-decades of urban planning, urban design and architecture in the Puget Sound, Metro Vancouver, and Bay Area regions. The breadth of our work spans from station area plans to built works that celebrate urban mixed-use environments and public spaces. VIA excels in the role of “integrator” for multidisciplinary planning projects, assembling multiple disparate project components into a coherent whole guided by the overarching goals of the client. We provide a provocative viewpoint intended to engage communities, stakeholders, and clients to envision opportunities and build consensus toward achievable outcomes.

VIA Architecture was founded in 1984 in Vancouver, BC (23 employees); started our Seattle, Washington practice in 2001 (54 employees); and expanded into the Bay Area, California in 2014 (three employees). VIA’s three offices work collaboratively to provide support one another in all aspects of our operations, and currently employ 80 design, planning, architecture and support professionals.

We have been at the forefront of some of the most transformative transit-oriented development (TOD) projects in the country, applying their knowledge and experience to shape and analyze TOD and station-area plans as well as design multimodal interfaces and estimate ridership. Over the past five years, Fehr & Peers has led or has had significant roles in the following station area projects: Shoreline’s 145th and 185th Street Station Area Plans, Sound Transit’s Kent and Auburn Station Access Plan, Judkins Park Station Area Planning for City of Seattle, and WSDOT’s Lynnwood Transit Center Multimodal Access Study. Fehr & Peers also has a long history of working with the City of Kirkland on a wide range of projects, including its Transportation Master Plan and most recently, the Transit Implementation Plan, which evaluated the current and future transit environment and identified capital investments to support the growth of transit in the city. Fehr & Peers has a strong understanding of Kirkland’s transit ridership, operations, and mobility issues, as well as bigger picture regional transit investments and emerging technologies that may impact the Kingsgate Park & Ride TOD study.

Fehr & Peers has three offices in Washington and Oregon (Seattle, Tacoma, and Portland), all of which provide transportation planning and engineering, traffic operations analysis, travel demand modeling/forecasting, transit planning, and parking analysis.

Founded in 1990, McKee Appraisal specializes in providing real estate appraisal services to public agencies. The firm’s personnel include 20 professional appraisers, specializing in coordinated teamwork on large projects, many requiring coordination of efforts with multiple firms and agencies. McKee Appraisal is the primary or one of the primary appraisal providers for many of the largest Washington public agencies, including: WSDOT, King County, City of Seattle, Sound Transit, Snohomish County, and Port of Everett.

McKee Appraisal’s 21 employees are based out of their Seattle office at the address above. Of these staff, 20 are professional appraisers with expertise in all areas of commercial real estate appraisal, including the valuation of complex property interests such as subterranean easements, aerial rights, and ground leases.
Tracing our roots back to 1785, RLB has become a global practice with over 3,500 staff in more than 120 offices throughout Africa, Asia, Europe, the Middle East, North America and Oceania. The success of these offices has made RLB one of the largest and most widely experienced cost management, project management and advisory firms in the world. For 230 years, our professionals have been adding value by managing total project cost, schedule and risk while transforming projects into tangible results. RLB established the Seattle office in 1997 and has recently merged with The Robinson Company a 34-year old Seattle based cost estimating and construction management firm with deep roots in the local construction industry. Our local office is doing business as RLB | Robinson and our combined offices makes us one of the formidable leader’s in the cost consultancy and project management industries. Our Seattle staff continues to develop their practice to better serve and inform clients on a diverse range of projects throughout the Pacific Northwest. Locally our project portfolio includes: The Port of Seattle, municipal and transportation departments, fire stations and essential facilities throughout Washington, a large number of hospitals and medical centers, the Washington State Convention Center, the University of Washington, Boeing facilities, Indian Health Services and Tribal facilities and a large portfolio of K-12 and university projects throughout the Northwest.

Our range of cost consultancy services encompasses cost planning, conceptual and detailed cost estimating, cost control and risk management, the production of bid and contract documents, the financial administration of construction contracts and dispute resolution quantum analyses.

RLB maintains and uses a large and comprehensive library of current and historical cost data and unit rates to produce detailed comprehensive cost estimates for all building types. Beyond cost data and unit rates, cost consultants provide advice to building owners about business drivers, specific regional needs and sustainability practices.

Our approach to this engagement from initial award and assignment initiation through to project close-out will be team focused and client centric to ensure we are sensitive to the project needs as required by WSDOT and the project partners. We will work closely with all involved to develop a seamless and comprehensive interface.

By analyzing the most recent versions of the Background Reports and Reference Concept Designs, we will be able to understand the magnitude and complexity of the project in order fully develop realistic and reliable costing that will be presented to the City of Seattle for their review.
C. Prior Collaborations

Stowe Development & Strategies (SDS)

SDS worked with Leland Consulting Group as part of the Mill Creek Subarea Plan which is now underway in Mill Creek, Washington, and is evaluating mixed-use redevelopment alternatives within a 70-acre area served by two Swift Bus Rapid Transit lines. Bob Stowe was serving as the Interim City Manager for Mill Creek as part of a SDS professional services agreement and has worked on multiple projects with Mckee Appraisal in Monroe, Shoreline, and Mercer Island in the last three years. Beyond three years, Bob Stowe also worked with Fehr and Peers while serving as City Manager in Bothell in 2014 related to a transportation fee impact study.

Leland Consulting Group

During three decades in business, Leland Consulting Group has worked with VIA Architecture and Fehr & Peers numerous times. Four collaborations with VIA are listed below. LCG has worked with Fehr & Peers on three projects during the past year: Spokane Western Plans Transportation Management Plan (WSDOT is the client); Mead-Mt. Spokane (US 2), Spokane County; and the Spokane US 195/I-90 Study.

VIA

VIA has previously worked with Leland Consulting Group to deliver the following mixed-use development projects:

- **Woodinville Civic Campus Plan** (08/2017 - 02/-2018), where VIA provided master planning services for Woodinville’s seven-acre city hall campus with Leland as subconsultant to VIA.

- **Washington State Innovation District** (2018 - ongoing), where VIA envisioned a new 32-acre urban Life Science Corridor Study on the edge of a working waterfront, with a series of complex land use and circulation challenges.

VIA has also worked with Fehr and Peers on the following urban transportation projects:

- **South King County High Capacity Corridor Planning + Transit Capacity Studies** (2014) as subconsultant to Fehr and Peers, where VIA worked on station area assessments for the alignment options, as well as led the analysis of the future of transit demand and capacity in downtown Seattle.

- **Tacoma Sub-Area Plan and Transportation Master Plan** (2010 - 2015 [Subarea Plans] 2013 - 2014 [Transportation Plan]), where VIA was a subconsultant to Fehr and Peers, in which VIA partnered with the City of Tacoma to create a Subarea Plan paired with an Environmental Impact Statement (EIS) for each of the city’s three Subareas that constitute its Downtown Regional Growth Center.
**Fehr & Peers**

Fehr & Peers has worked with VIA since 2010 on numerous projects ranging from station area plans to parking studies. Their recent work with VIA includes developing park & ride pricing strategies for multi-family locations for King County Metro and providing an implementation plan for the City of Bellevue’s 130th Avenue NE Station. Fehr & Peers has also collaborated with Leland Consulting Group for various studies, including the Renton Civic Core Vision and Action Plan, which has similar components to the Kingsgate Park & Ride TOD study. For that project, Leland examined the economic viability of land use scenarios around Renton’s transit center while Fehr & Peers identified new alignments and infrastructure alternatives for downtown transit.

**McKee Appraisal**

McKee Appraisal worked with Stowe Development & Strategies on a project for the City of Mercer Island between October 2017 and April 2018. One City block had divided ownership between the City and a private party. The parties wanted to consolidate ownership, so the City first explored purchasing the private property and then considered selling their surplus property. The City surplus property was also encumbered with a deed restriction dating to when the parcel was granted the City by WSDOT, so the evaluation had to consider WSDOT's reversionary rights.
### D. Availability of Key Staff and Resources

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<thead>
<tr>
<th>Firm Name</th>
<th>Key Staff and Availability (Hours per month)</th>
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<tbody>
<tr>
<td>Stowe Development &amp; Strategies</td>
<td>Bob Stowe, Principal and Project Manager: 120 hrs</td>
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<tr>
<td>Leland Consulting Group</td>
<td>Brian Vanneman, Principal: 60 hrs</td>
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<tr>
<td></td>
<td>Chris Zahas, Managing Principal: 40 hrs</td>
</tr>
<tr>
<td></td>
<td>Sam Brookham, Associate: 80 hrs</td>
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<tr>
<td>VIA Architecture</td>
<td>Matt Roewe, Director: 32 hrs</td>
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<td></td>
<td>Jim Bodoia, Director: 40 hrs</td>
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<td></td>
<td>Intern: 40 hrs</td>
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<tr>
<td>Fehr &amp; Peers</td>
<td>Sarah Saviskas, Transportation Lead: 80 hrs</td>
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<tr>
<td></td>
<td>Ariel Davis, Transportation EIS Expert: 60 hrs</td>
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<td></td>
<td>Aaron Gooze, Transit Expert: 40 hrs</td>
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<td>McKee Appraisal</td>
<td>Ken Barnes, MAI, CRE: 160 hrs</td>
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<td></td>
<td>Roukiatou Aboubacar, MAI: 160 hrs</td>
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<td></td>
<td>Rachel Urban: 160 hrs</td>
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<tr>
<td>RLB</td>
<td>Robinson</td>
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<td>Roger Pickrell, Cost Manager, 20 hrs</td>
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E. Project Experience

Stowe Development and Strategies
See Section 3 - Project Manager’s Resume

Leland Consulting Group (LCG)

*Civic Campus Development Strategy, Developer Recruitment, and Deal Negotiation, Woodinville, Washington*

LCG is currently serving as development advisor to the City of Woodinville, Washington, and assisting the City with the redevelopment of a 3.5-acre, City-owned property in the heart of downtown. At the beginning of LCG’s involvement, the site was occupied by a vacant, early-20th-century, brick Old Woodinville Schoolhouse, and a recreation center built in the 1960s and 1970s. Both buildings required significant reinvestment in order to fulfill their potential. For nearly 20 years, the City has been actively seeking to redevelop the Civic Campus site.

Beginning in 2017, LCG worked with City staff and Council, and VIA Architecture, to revisit the City’s goals for the site, and develop a series of urban design and financial plans for the property. These called for the renovation of the schoolhouse, retention and expansion of the recreation center/YMCA, several new public open spaces (Civic Plaza and Schoolhouse Square), and a new, mixed-use development that will include housing, retail and restaurants, and parking. LCG led the market and financial analysis, outreach to developers, and has co-led site design and community outreach with VIA Architecture.

In late 2017, LCG led marketing of the property to potential developers. With City staff and Council, LCG selected Main Street Properties of Kirkland, Washington, as the preferred developer. In early 2018, Council approved a memorandum of understanding with Main Street for the development of this $80+ million project, including the features described above. During 2018 and 2019, LCG worked with the City and Main Street to negotiate and sign a series of agreements including a Development Agreement, Purchase and Sale Agreement, and public-use agreement (for public spaces). The project broke ground in June 2019. LCG continues to provide the City with lease and sublease negotiation support, for the YMCA, which will sublease space from the City.

For more about the Schoolhouse District Project, see:

https://www.mspgroupllc.com/projects/the-schoolhouse-district/
https://www.ci.woodinville.wa.us/information/current/projects/civic-campus_project
https://the-schoolhouse-district.netlify.com/

*Dates:* 2017 to Current
*Amount Received:* $242,995 (includes multiple subcontractors)
Wilburton Commercial Area Plan and Bel-Red Corridor Development Strategy, Bellevue, Washington

LCG provided the City of Bellevue with a real estate assessment and strategy that has helped to guide planning for the Bel-Red Corridor – a former industrial corridor that is now realizing its tremendous potential for mixed-use, transit-oriented development. Key services included an evaluation of market demand for commercial and residential land uses, identification of potential development programs and marketing strategies, and implementation measures for making the plan successful. Since the completion of LCG’s work in 2006, the City of Bellevue has rezoned the corridor, Sound Transit’s East Link Light Rail line is under construction, and the Spring District – a 35-acre mixed-use project that will include about five million square feet of development – is also under construction surrounding Bel-Red’s western light rail station. LCG recently worked on behalf of the City of Bellevue as part of a multidisciplinary team to plan the 280-acre Wilburton Area, which is just south of Bel-Red and just east of downtown. The recent work is similar to that completed for Bel-Red, and includes property owner and developer stakeholder interviews, a projection of housing, office, and retail demand, and recommendations regarding what the area’s character should be. The plan, led by NBBJ Architects, will include a new zoning and height framework, a district vision, illustrative development plans for key sites, and an implementation plan.

Dates: 2016 to 2018 (Wilburton Commercial Area Plan only)
Amount Received: $41,500 (Wilburton Commercial Area Plan only)

Waterfront Master Plan and Development Strategy, Vancouver, Washington

LCG was engaged by the Port of Vancouver, USA to guide the market and financial analysis, economic and fiscal impact analysis, and development strategy for its 12-acre property on the Columbia River adjacent to downtown Vancouver. The work began with market and financial analysis, site planning, conceptual building design, cost estimation, and due diligence regarding zoning and the regulatory environment for the near-term development of office, hotel, parking, and retail uses, with office and hotel development being the lead land uses.

Following the Port’s internal adoption of a Waterfront Master Plan in November 2015, LCG worked with the Port on recruiting and negotiating with hotel and mixed-use developers. LCG led preparation of two developer RFQs and worked with the Port to select two preferred development partners: Vesta Hospitality, who plans to build a new, 160+ room AC (Marriott) Hotel on the site, and Holland Partner Group, who proposed to build new office, retail, and housing. LCG continued to work with the Port on ground lease negotiations for the hotel project. A lease was signed by both parties in 2017 and the project broke ground in 2019 after design and geotechnical analysis had been completed. LCG also assisted with the recruitment of a new waterfront restaurant, Warehouse 23, and other elements of the project including waterfront trails, plazas, and other features of the site.
LCG led a fiscal and economic impact analysis of the proposed development, which demonstrated that about 950 jobs will take place on-site at build out, which will in turn spur about 570 more induced and indirect jobs elsewhere in the community. The total project cost is expected to be about $210 million; total 25-year fiscal impact (tax and fee revenues that will accrue to the City of Vancouver, Port, Clark County, State and other public agencies) will be $92.5 million.

**Dates:** 2014 to 2017  
**Amount Received:** $472,453 (includes multiple subcontractors)

### VIA Architecture

#### Bel-Red OMFE TOD and Master Plan, Bellevue, Washington

VIA led the master planning and entitlement process for Sound Transit to create an exemplary seven-acre transit-oriented development on the residual land associated with the ST2 Operations Maintenance Facilities Expansion (OMFE) base in Bellevue. Located next to the new Spring District Light Rail Station, this 1,100,000 square foot plan creates a rich mixed-use community. Seven new buildings are proposed including 540,000 square feet of office/workplace uses, 500 residential units (130 affordable) and 60,000 square feet of retail. In collaboration with Hensel Phelps General Contractors, CBRE, KPFF Engineers and a host of specialty consultants, VIA orchestrated a solution that establishes a vibrant blend of day and night uses that appropriately fits the marketplace and embraces the best urban design practices to establish a walkable and sustainable community.

VIA also incorporated the needs of key surrounding stakeholders and exceeds City of Bellevue’s established goals for this property. Affordable and market rate housing is targeted in the center of the project where it encloses a town square lined with plaza restaurants and retail. The office and workplace buildings are also arranged to buffer the residential from adjacent neighboring industrial area. Extensive bicycle network and facilities are incorporated into the plan to further advance mobility choices and connectivity.

**Dates:** 2017 to 2018 (Master Plan); 2017 to Current (OMFE)  
**Amount Received:** $1,100,000

#### Cedar Crossing Affordable TOD at Roosevelt TOD, Seattle, Washington

VIA is working for Bellwether Housing and Mercy Housing Northwest as the lead architect on this 250-unit transit-oriented development at 6600 Roosevelt in Seattle, a site adjacent to the future Roosevelt Link Light Rail Station. The team’s design focuses on creating dense, efficient housing for families, resulting in a greater number of expected residents than typical urban developments. By providing more apartment units with two and three bedrooms, families are more likely to find accommodation in this development. Cedar Crossing is a new, mixed-use TOD that will be a large step forward in achieving Seattle’s Housing Affordability and Livability Agenda (HALA) goals for more family-sized apartment units, responding to the need to maximize the number of affordable units in the City.
The new Roosevelt Station, a key part of this development, is one of the two underground stations in the North Link light rail extension. Roosevelt Station will open in fall 2021, providing light rail access to the University District and Northgate neighborhoods, as well as the broader Link Light Rail network. The site will also incorporate a range of active social service and retail/commercial uses which will be revealed by Sound Transit.

“This project is a perfect example of Sound Transit’s commitment to affordable housing. I’m grateful to the project team for their excellent proposal, the neighborhood for its tireless advocacy, and the City and Sound Transit for making this exciting project come to fruition.” – Rob Johnson, Sound Transit Board Member and Seattle City Councilmember.

**Dates:** 2017 to Current  
**Amount Received:** $3,221,000 (including subconsultants)

**Rowley Properties Issaquah Development Planned Action EIS, Issaquah, Washington**

Rowley Properties LLC partnered with the City of Issaquah in a joint partnership development agreement for the redevelopment of the 78-acre Hyla Crossing and Rowley Center Neighborhoods. The project is intended to bring more jobs to this suburban City of 31,000, protect the Cascade foothills from sprawling residential development and with a critical mass of new workers and residents, encourage the provision of high capacity rail (as part of Seattle ST 3 package). The two neighborhoods, Hyla Crossing and Rowley Center, could bring 6,500 jobs and more than 2,000 residents in mixed-use buildings up to 12 stories high.

VIA provided support to the developer and property owner team and ushered this project from inception to completion. We supplied the initial land use and urban design vision, EIS land use alternatives, as well as support in drafting development standards for the final agreement. The project’s vision is for urban densities supportive of future high capacity transit with the potential for four million square feet of redevelopment and over 1,700 units. The agreement introduced a full complement of policies to promote compact, mixed-use buildings and provides a road map to commitments to build the amenities that will make these neighborhoods attractive over the long term. Plans include two new neighborhood parks and social gathering spaces, open space areas, trails/pedestrian connections to the cascade foothills and the continued improvement of a salmon-bearing stream. Performance based design guidelines preserve sunlight, address building scale and massing, and promote ground-level plazas.

**Dates:** Master Plan: 2009 to 2012. As of 2019, VIA is managing building design.  
**Amount Received:** $800,000

**Fehr & Peers**  
**Transit Implementation Plan, Kirkland, Washington**

Fehr & Peers worked with the City of Kirkland on its Transit Implementation Plan (KTIP), which focused on analyzing the current and future transit environment and identifying capital and programmatic investments the City can make to help support the growth of
transit in Kirkland. The plan identifies a discrete set of priority projects that will improve transit speed and reliability, access to transit, and integration with regional transit investments. A key component involved evaluating potential transit strategies for better access to and from the Kingsgate Park & Ride and the Totem Lake Freeway Station.

The KTIP also includes significant discussion around emerging transportation technologies like ride-hailing and microtransit as alternative opportunities to improve mobility through the city. Fehr & Peers’ work on the KTIP is highly relevant to the Kingsgate Park & Ride TOD project. It provides the project team with unique insight into Kirkland’s transit ridership, operations, and opportunities. Integrating knowledge from the KTIP will provide a strong foundation for assessing how residents access and use transit as well as context for how the completed TOD study fits into broader local and regional transit investments.

Dates: 2017 to 2019
Amount Received: $167,116

Wilburton-Grand Connection Study EIS, Bellevue, Washington

Fehr & Peers led the transportation analysis to help the City of Bellevue transition a longtime auto-row into a new mixed-use community adjacent to downtown. For years, Wilburton was the place to buy a car in Bellevue, but changing preferences have resulted in large vacant parcels and underutilized land in this part of the city. With major investments in light rail and a regional bicycle trail, Wilburton is poised to be reinvented as a new mixed-use center. Fehr & Peers worked with urban designers and land use planners to identify a multimodal transportation network that would break up the area’s large blocks and increase the connections to the surrounding neighborhoods. Key to success of Wilburton was understanding the neighborhood’s place in the market and ensuring that good auto and freight access are maintained along with improvements for pedestrian, bicycle, and transit connections. To prepare accurate estimates of new trip generation in this mixed-use area, Fehr & Peers applied their MXD+ trip generation tool, which ensured that the project goals were not compromised by excessive vehicle trip estimates. In addition, Fehr & Peers applied a pedestrian and bicycle access tool originally developed for King County Metro and Sound Transit to identify areas with poor connectivity that could benefit from new sidewalks, woonerfs, pathways, and bike lanes.

Dates: 2017 to 2019
Amount Received: $165,010

McKee Appraisal

King County International Airport Market Rent Appraisal and Arbitration (Boeing Field), Seattle, Washington

Appraisal of Airport-owned parcels, under assumption land is vacant and available to develop to its HBU. Appraisal also considered airport-owned improvements such as T-Hangars, Executive Hangars and other associated airport improvements; requiring a thorough understanding of aviation-related complexities. We completed our appraisal
work, presented our conclusions to County officials, presented the results at a tenant meeting, and then successfully defended the work in three separate arbitrations with tenants who disputed our conclusions. This work included Boeing-leased parcels on the west side of the airport used for aircraft manufacturing/delivery function.

**Dates:** Completed 2018  
**Amount Received:** $111,101

**Appraisal of WSDOT I-5 Rights for Sound Transit Lynnwood and Federal Way Link Extensions, King County, Washington**

Work performed jointly for Sound Transit and WSDOT on the appraisal of rights needed for light rail construction within WSDOT right-of-way along Interstate 5 (for both Lynnwood and Federal Way Link Extensions). Appraisal included valuation of WSDOT Surplus Areas, Light Rail Airspace Lease & Temporary Construction Airspace Lease.

**Dates:** Completed 2018  
**Amount Received:** $196,000

**Alaskan Way Viaduct Demolition and Decommission, Seattle, Washington**

In 2018 we completed before-and-after narrative appraisal reports and AOS reports for both WSDOT and the City of Seattle under separate agency contracts, for use in establishing just compensation to property owners impacted by the demolition of the viaduct by WSDOT, as well as separate appraisal and compensation estimates for just compensation offers to property owners for the re-building of Alaskan and Elliott Way by the City of Seattle. The scope of work included contacting and offering inspection to 50+ property owners (many impacted by both WSDOT viaduct removal and SDOT street rebuild projects, requiring extensive coordination between both agencies), inspecting properties with owners, and preparing a study to address both damages and special benefits in the form of view enhancement as a result of viaduct removal. The appraisals include separate allocations for property rights taken, compensable damages, and special benefits, and will include delivery of a separate appraisal for each property to each agency. We attended regular meetings with SDOT personnel in the furtherance of communication, and to provide information as needed.

**Dates:** Completed 2018  
**Amount Received:** $393,280

**RLB | Robinson**

**Washington State Convention Center Expansion, Seattle, Washington**

RLB provided cost estimating services for the expansion of the existing Washington State Convention Center. This 1.15-million square foot addition to the Convention Center marks a transformative moment in the history of downtown Seattle. Occupying a full city block, the building will function as a connecting hub for multiple urban districts and redefine the long-anticipated mixed-use development zone north of the downtown retail core. The project’s contributions to the public realm are as massive as its scale, navigating a diverse mix of public-private intersections while catering to the next generation of convention
delegates with expectations of a rich urban experience. The project also includes two adjacent blocks of mixed-use co-development to the north, planned as a 530,000-gross square foot office tower and a 385-unit residential tower. Both rise over street-level podiums with retail opportunities.

**Dates:** 2014 to 2017  
**Amount Received:** $1,000,000

**Google Seattle Vulcan Expansion, Seattle, Washington**

RLB’s Seattle and Boston Offices have been the prime cost estimators on the Google Office Expansion Project. Our tasks include regular meetings, active cost management, development of program pricing tools and review and verification of contractor change order requests. The project is located on two lake front blocks in Seattle’s South Lake Union neighborhood, and consists of three buildings totaling over 620,000 square feet. The buildings feature office space, conference rooms, meeting rooms, a fitness area and two full-service cafes. The construction has taken place on a highly visible, busy thoroughfare with motorized and pedestrian traffic and multiple transportation and transit options. RLB staff have worked closely with municipal stakeholders on the pedestrian and transit infrastructure features.

**Dates:** 2018 to 2019  
**Amount Received:** $1,200,000

**Town of Gilbert Parking Structure II, Gilbert, Arizona**

RLB provided both master plan cost management services and project management and construction management services for the construction of this new parking garage. The scope consists of a cast-in-place concrete parking structure with approximately 600 spaces, public restrooms, emergency shared space, elevator, and vehicle charging stations.

**Dates:** 2017 to 2019  
**Amount Received:** $1,026,510

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### 2: References List and Related Past Project Descriptions

**A. References by Firm**

**Stowe Development and Strategies**

See Section 2B - Project Manager References

**Leland Consulting Group**

**City of Woodinville, Washington**

Brandon Buchanan, City Manager, 425-877-2265  
Project: Woodinville Civic Campus Development Strategy, Developer Recruitment, and Deal Negotiation
City of Bellevue, Washington
Bradley Calvert, former Community Development Program Manager, City of Bellevue, and Wilburton Area Project Manager; current Assistant Director of Community Development, City of Glendale, California, 818-548-2115
Project: Wilburton Commercial Area Plan and Bel-Red Corridor Development Strategy

Port of Vancouver USA, Washington
Jack Flug, Senior Financial Analyst, 360-816-9856
Project: Waterfront Master Plan and Development Strategy

VIA Architecture

Sound Transit
Sloan Dawson, Senior Planner, 206-903-735
Project: Bel-Red OMFE TOD and Master Plan

Bellwether Housing
Richard Loo, Director of Real Estate Development, 206-957-2729
Project: Cedar Crossing Affordable TOD at Roosevelt TOD

Muse Development
Kristi Tripple, Development Manager, 206-985-4451
Project: Rowley Properties Issaquah Development Planned Action EIS

Fehr & Peers

City of Kirkland, Washington
Joel Pfundt, Public Works Transportation Engineering Manager, 425-587-3865
Projects:
- Kirkland Transit Implementation Plan
- Kirkland Transportation Master Plan

City of Bellevue, Washington
Kevin McDonald, Principal Transportation Planner, 425-452-4558
Project: Wilburton-Grand Connection Study EIS

McKee Appraisal

King County, Washington
Tom Paine, Airport Property Manager, 206-263-2645
Project: King County International Airport Market Rent Appraisal & Arbitration (Boeing Field)

Sound Transit
Bob Hartner, Appraisal Manager, 206-903-7092
Project: Appraisal of WSDOT I-5 Rights for Sound Transit Lynnwood and Federal Way Link Extensions

WSDOT
Hollie Rogge, Acquisition Program Manager, 360-705-7312
Project: Alaskan Way Viaduct Demolition and Decommission
B. Project Manager References - Stowe Development & Strategies

City of Lakewood, Washington
John Caufield, City Manager 253-722-1400
Project: Lakewood Landing Development

City of Mercer Island, Washington
Julie Underwood City Manager (former), 206-962-0195
Project: TOD and Public Parking Development

City of Monroe, Washington
Deborah Knight, City Administrator, 360-863-4500
Project: Tjerne Place Development

C. Descriptions of Similar Projects

In most cases, references have been provided in section 2.A for the projects described in section 1.E. All projects described in section 1.E demonstrate firms’ expertise on projects similar to the WSDOT Kingsgate TOD site. In these cases, project descriptions are not repeated below.

In several instances, references have been provided in section 2.A for projects that are not described in section 1.E. In these cases, project descriptions are provided below.

Stowe Development and Strategies

Descriptions of these projects can be found in Section 3 - Project Manager’s Resume; references can be found in Section 2.B:

- Downtown Transformation, Bothell, Washington
- TOD and Public Parking, Mercer Island, Washington
- Lakewood Landing, Lakewood, Washington
Leland Consulting Group

Descriptions of these projects can be found in section 1.E; references can be found in section 2.A:

- Civic Campus Development Strategy, Developer Recruitment, and Deal Negotiation, Woodinville, Washington
- Wilburton Commercial Area Plan and Bel-Red Corridor Development Strategy, Bellevue, Washington
- Waterfront Master Plan and Development Strategy, Vancouver, Washington

VIA Architecture

Descriptions of these projects can be found in section 1.E; references can be found in section 2.A:

- Bel-Red OMFE TOD and Master Plan
- Cedar Crossing Affordable TOD at Roosevelt TOD
- Rowley Properties Issaquah Development Planned Action EIS

Fehr & Peers

Descriptions of these projects can be found in section 1.E; references can be found in section 2.A:

- Kirkland Transit Implementation Plan
- Wilburton-Grand Connection Study EIS

This project is not described in section 1.E because the work took place prior to 2016. However, Fehr & Peers also completed this work for Joel Pfundt at the City of Kirkland:

- Kirkland Transportation Master Plan. Fehr & Peers prepared the City of Kirkland’s 2015 TMP. The project involved evaluating motorized, non-motorized, and transit modes, developing travel demand forecasts, assessing future transportation needs, and preparing multimodal LOS standards to help prioritize the plan. A key component of the TMP involved developing a realistic funding program to match expected City revenues with public projects and services. Following the TMP’s adoption, Fehr & Peers also restructured Kirkland’s transportation impact fee program based on person trip generation to be consistent with the LOS standards in the new plan. In developing the TMP, Fehr & Peers gained a deep understanding of Kirkland’s transportation vision, existing and future conditions for all modes, and challenges related to local and regional connectivity. This insight will provide invaluable context for WSDOT’s Kingsgate Park & Ride TOD study and allow the project team to start with solid knowledge of how transportation is structured and used through Kirkland.
McKee Appraisal

Descriptions of these projects can be found in section 1.E; references can be found in section 2.A:

- King County International Airport Market Rent Appraisal and Arbitration (Boeing Field), Seattle, Washington
- Appraisal of WSDOT I-5 Rights for Sound Transit Lynnwood and Federal Way Link Extensions, King County, Washington
- Alaskan Way Viaduct Demolition and Decommission, Seattle, Washington

RLB | Robinson

Descriptions of these projects can be found in section 1.E; references can be found in section 2.A:

- Washington State Convention Center Expansion
- Google Seattle Vulcan Expansion, Seattle, Washington

3: Resume of Project Manager

A. Project Manager’s Resume

Stowe Development & Strategies (SDS)

Bob Stowe Principal & Project Manager

With 33 years of experience in progressive community transformations, Bob is one of the Northwest’s most innovative and entrepreneurial real estate and community developers. He uses sound long-range fiscal planning skills and has achieved enviable results in leading redevelopment efforts from the dream stage to construction. This is true for projects large and small, straightforward and complex.

Relevant Project Experience

Bob was the City Manager for the City of Bothell, Washington from 2005 to 2016 where he was the architect and leader of Washington’s largest and most successful publicly-led downtown revitalization.

Under Bob’s leadership, Bothell leveraged the opportunities in public/private collaboration to create over $300M in private investment as part of the City’s 25-year goal of $650M in just a few years, and during the worst recession in recent history. Bob’s excellent project management and leadership skills successfully guided the development of approximately $150 million in public sector improvements (relocation of SR-522, new streets, storm water system, parks, environmental clean-up, etc.) identified as necessary to achieve the revitalization vision. The massive public development plan and schedule also needed to
align with private sector purchase of surplus land from the City, environmental remediation, public streets to be developed by the private sector, and on-site mixed-use development. Precise scheduling, communication and the ability to respond to changing conditions were skills that Bob successfully delivered on this project. It’s important to note that the public sector improvements included close coordination and work with multiple public agencies such as WSDOT, Sound Transit, WSDOE, WDFW, and City of Kenmore. Furthermore, the City’s revitalization vision and public sector investments were identified many years in advance of any actual construction and redevelopment, requiring Bob to manage the budgets of various projects with aged cost estimates and yet still create a revitalization project that successfully survived and flourished through and after the recession.

Two other examples of Bob’s outstanding project management abilities include his work with the City of Mercer Island (June 2017 to October 2018) in identifying potential sites and creating a developer selection process for a public-private partnership for a transit-oriented development and parking facility in the heart of downtown Mercer Island. The project and process yielded outstanding results in creating developer interest for a potential partnership demonstrated by the nine qualified submittals received by the City which is currently in negotiations with the preferred developer for the project. This project required coordination with private property owners, City of Mercer Island officials, Sound Transit and WSDOT. Total contract cost was $107,000 for SDS services.

A third example is Bob’s work on the Lakewood Landing project (starting in June 2017) in the City of Lakewood whereby the City’s vision is to redevelop approximately 30 acres of land comprised of mostly private property owners along Pacific Highway into a mixed use development, which includes the relocation and funding for a new WSDOT Maintenance Facility which is currently on the site. Bob was instrumental in developing a memorandum of understanding between the City and WSDOT identifying the objectives and terms of a win-win proposal to relocate a WSDOT facility that would open up economic development growth in the city, and provide WSDOT with a site better suited to strengthen accessibility to its service area. Bob also led the development of a conceptual cost estimate in coordination with WSDOT staff to accurately identify a cost for a new maintenance facility. Bob is currently working with the City on a funding plan for the project, including a new WSDOT Maintenance Facility and with the individual private property owners to gain their concurrence to market and sale property for the mixed used development envisioned by the City. Project cost for SDS services will be approximately $100,000.

These are just three projects (further described and illustrated in Packet B) that demonstrate Bob’s skills and ability to manage complex projects over his 33-year career, successfully accomplishing federal, state, and local objectives and laws and regulations with multiple private and public stakeholders.

Bob has been responsible for leading, managing, coordinating, and implementing a wide variety of complex and multi-faceted projects including, master plans, sub-area plans, redevelopment/revitalization plans, comprehensive plans, property acquisition, surplus property sales, development agreements, public infrastructure and facility improvements;
Transit Orientated Developments; RFQ/RFP process design; federal and state grant application and administration, to name a few. Bob is an excellent communicator and facilitator with the ability to coordinate and aligning the interest of multiple agencies and stakeholders.

Before arriving in Bothell, Bob was the City Manager for the City of Mill Creek for nine years and helped lead development of the award-winning Mill Creek Town Center in the early 2000s. His first downtown transformation project began with the revitalization of Downtown Dayton in the late 1980s.

The hallmark of Bob’s effort is his commitment to create well designed and environmentally sustainable places where people want to live, work, and come together to celebrate. Bob has tackled the most difficult and complex projects, achieving the redevelopment and economic dreams of several communities with his failure is not an option approach.

B. Project Manager’s Familiarity with Relevant Regulations and Public-Private Initiatives

Throughout Bob’s municipal career he has been responsible for achieving results and adhering to multiple federal and state regulations for various grant awards and municipal projects, and as worked/ partnered with the Washington State Department of Transportation on many occasions both as a city official and consultant. Bob is also a skilled negotiator and has approached place making and mixed-use development as an opportunity to create public-private partnerships between the governments he has served and developers responsible for the desired vertical development.

C. Project Manager’s Licenses and Accreditations

Education: MBA, Albers School Of Business & Economics, Seattle University (with honors); BA, Urban and Regional Planning, Eastern Washington University.

HONORS AND AWARDS

- 2011 Washington City/County Management Association – Award for Excellence
- 2011 Governors Smart Communities Award
- 2011 Association of Washington Cities Municipal Excellence in Economic Development
- 2011 Puget Sound Regional Council Vision 2040 Award
- 2007 Governors Smart Communities Award
- 2006 Washington City/County Management Association – Program Excellence Award for Innovations in Local Government
- 2003 Washington City/County Management Association – Award for Skill in Intergovernmental Cooperation
- 1998 Washington City/County Management Association – Award for Skill in Intergovernmental Cooperation
- 1997 Washington City/County Management Association – Program Excellence Award for Innovations in Local Government
4: Resumes of Key Team Members

A. Key Team Member Roles, Responsibilities, and Experience

Stowe Development and Strategies

Bob Stowe, Principal - See Section 3 above for experience description.

Roles and Responsibility on Project:

- Project Manager
- Stakeholder Facilitation Lead
- Report and assist with dialog to Legislature Lead
- RFQ/RFP Development Lead
- Support and development of Financial Modeling/Pro-forma, and Concept Plan

Leland Consulting Group

Brian Vanneman, Principal

Roles and Responsibility on Project:

- Financial Analysis Lead
- Real Estate Market Analysis Lead
- Mixed-Use Development Strategy
- Support SDS on communication to Legislature, Concept Plan, Developer RFQ/RFP, and other project elements

Brian is a real estate development advisor and urban planner who works with public agencies and private developers to create great urban places. Brian’s passion is for mixed-use projects and transit-oriented development—places where people can meet, work, recreate, and thrive. In support of these and other projects, Brian assists public agencies and private developers to envision new uses for underutilized property, conduct market and financial analysis, build partnerships among diverse parties, and take action that makes better places possible. Brian’s recent work includes helping to transform a four-acre property in Woodinville, Washington, from an underutilized brownfield into a mixed-use project that will include 260 housing units, retail and restaurants, a series of public gathering spaces, YMCA, and renovated early 20th-century brick schoolhouse (the project broke ground in June 2019). Prior to that, Brian worked closely with the Port of Vancouver, Washington, to redevelop a key 10-acre site on the Columbia River, and sign development deals with AC Marriott Hotels (for a 160-room waterfront hotel), and with the Warehouse ’23 restaurant, now open in the renovated Terminal 1 waterfront building. Brian earned a Master of Urban and Regional Planning degree as well as a Graduate Certificate of Real Estate Development from Portland State University. He attended Clark Honors College at the University of Oregon for his undergraduate degree.
Relevant Project Experience

**Civic Campus Development Strategy, Developer Recruitment, and Deal Negotiation, Woodinville, Washington.** Brian is currently serving as development advisor to the City of Woodinville on the redevelopment of a 3.5-acre, City-owned property in the heart of downtown. Concept plans were developed by LCG and VIA Architecture and call for the renovation of an existing building, and a new, mixed-use development that will include a recreation center/YMCA, several new public open spaces, housing, office space, retail, and parking. The +/- $100 million, public-private partnership project is under construction now.

*Dates:* February 2017 to Current  
*Roles/Responsibilities:* Project Manager, Lead Market Analyst, Lead Financial Analyst, Real Estate Strategist/Development Advisor. Brian was the market and financial analysis lead, provided outreach and marketing site to potential private sector development partners, co-led site design and community outreach, and assisted with developer selection and development agreement negotiation assistance.

**Wilburton Commercial Area Plan, Bellevue, Washington.** LCG recently worked on behalf of the City of Bellevue as part of a multidisciplinary team to plan the 280-acre Wilburton Area, which is just south of Bel-Red and just east of downtown. The firm’s work, led by Brian, included property owner and developer stakeholder interviews, a projection of housing, office, and retail demand, and recommendations regarding what the area’s “special opportunity” or character should be. This character is expected to respond to citizen desires for the area, while also catalyzing private investment. His work included evaluating the potential for various concepts to spur investment and place making, including greater connectivity and multi-modal streets, “trail-oriented development,” active / healthy community concepts, a technology focus, and arts venues, among others.

*Dates:* November 2016 to April 2018  
*Roles/Responsibilities:* Lead TOD Strategist and Market Analyst.

**Waterfront Master Plan and Development Strategy, Vancouver, Washington.** Brian was the project manager and led the market and financial analysis and development strategy for the Port of Vancouver USA’s 12-acre property on the Columbia River. Work included site planning, conceptual building design, cost estimation, and due diligence regarding zoning and the regulatory environment for the development of office, hotel, parking, and retail uses, with hotel and office development being the lead land uses. Brian worked with the Port to attract and select a hotel developer (Vesta Hospitality and AC Marriott) and mixed-use developer (Holland Partner Group).

*Dates:* December 2014 to August 2017  
Chris Zahas, AICP, Managing Principal

Roles and Responsibility on Project:

- Financial Analysis: QA/QC, Strategic Review
- Real Estate Market Analysis: QA/QC, Strategic Review
- Mixed-Use Development Strategy, QA/QC, Strategic Review
- Support SDS on communication to Legislature, Concept Plan, Developer RFQ/RFP, and other project elements

Chris is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. His project approach is to assist public and private sector clients in turning broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development. In all cases, Chris keeps the focus of projects on implementation, always anticipating next steps and never hesitating to advise a client to change directions when that is the best course. In over 18 years at Leland Consulting Group, he has managed more than 25 downtown and corridor implementation strategies and played a strategic advisor role in dozens more. In the economic development realm, he brings a deep understanding of economic and demographic trends, ensuring that long-term strategies reflect the evolving drivers of how businesses choose to locate and where people choose to live. Prior to joining Leland Consulting Group, Chris coordinated economic development projects for the Portland Development Commission, Portland’s redevelopment agency. Chris holds a Master of Urban & Regional Planning Degree from Portland State University and a Bachelor of Arts in International Affairs from Lewis and Clark College.

Relevant Project Experience

**NW Natural Headquarters Real Estate Strategy, Portland, Oregon**

LCG was engaged by NW Natural to develop a real estate strategy to guide their search for a new headquarters office location. The work established clear evaluation criteria that reflected corporate values, employee needs, infrastructure and safety requirements, and other factors. Combined with market research and industry trend information, these criteria guided the analysis of headquarters options that allow the utility to meet the needs of employees and shareholders over the next 20 to 30 years while simultaneously addressing requirements related to cost effectiveness and prudence that apply to regulated utilities. With the strategy in place, LCG worked with the client and other consultant team members during a lease negotiation and development strategy phase, which included the issuance of a landlord RFP to identify potential sites, followed by subsequent negotiations to derive the best value for NW Natural. A new, mixed-use building that includes office, retail, and below-grade parking space, at SW 3rd and Taylor in Downtown Portland emerged as the best fit for NW Natural’s goals. The building is now under construction, with move-in planned for spring of 2020.

*Dates:* December 2014 to October 2017

*Roles/Responsibilities:* Lead Real Estate Strategist.
**Kaka’ako TOD District Development Strategy, Honolulu, Hawaii.** Chris served as lead real estate strategist to Hawai’i Community Development Authority (HCDA) in the development of a district development strategy for the booming Kaka’ako district of Honolulu. The work involved projecting future development patterns in the area; providing recommendations to HCDA for best practices in TOD; and conducting financial models for the impact of development incentives (such as increasing allowed floor area ratios), developer requirements (such as requiring developers to provide affordable housing or community amenities), and financial outputs (development feasibility).

*Dates:* December 2012 to January 2014

*Roles/Responsibilities:* Lead Real Estate Development Strategist.

**Downtown Civic Core Vision and Action Plan, Renton, Washington.** Chris was senior real estate advisor for a strategic action plan to revitalize downtown Renton and leverage several community assets as catalysts for new private investment, including the planned addition of Bus Rapid Transit on I-405, a transit parking garage, a community events center, a linear park, and several publicly-owned development opportunity sites.

*Dates:* November 2016 to December 2017

*Role/Responsibilities:* Lead Market Analyst and Real Estate Strategist.

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**Sam Brookham, Associate**

Roles and Responsibility on Project:

- Financial Analysis: Support
- Real Estate Market Analysis: Support
- Mixed-Use Development Strategy: Support
- Support SDS on communication to Legislature, Concept Plan, Developer RFQ/RFP, and other project elements

Sam is an innovative and technically astute urban planner and urban strategist with a passion for sustainability. His diverse background includes work in both public and private sectors and has experience in urban revitalization, municipal planning, environmental planning, land use economics, and economic development. Building upon a desire to pursue community-based planning that promotes equitable economic development, civic responsibility and public engagement, Sam delivers a range of technical, research, and analytical skills to support Leland Consulting Group on a wide range of projects. Sam’s recent work includes managing a large, multidisciplinary team for the Equitable Urban Renewal Implementation Strategy in Tigard, Oregon, as well as serving as the lead market analyst for several multifaceted projects, including an area-wide plan for a waterfront in Cosmopolis, Washington, the Newberg Riverfront Master Plan in Oregon, and a transportation and economic development-focused plan for an airport-adjacent area of McMinnville, Oregon. Sam earned a Bachelor of Science in Urban Planning as well as a Bachelor of Science in Environmental and Sustainability Studies from the University of Utah.
**Relevant Project Experience**

**Link Light Rail Station Area Planning and Market Analysis, Snohomish County, Washington.** Sam led the analytical work on the market analysis and created a series of development strategies for three link light rail stations that will be built by Sound Transit as part of the ST3 Lynwood to Everett Station Line. The analysis determined the type and amount of development that is likely to be supportable in the station planning area during the next 20 to 30 years and included a feasibility analysis to determine the conditions necessary to attract private development at these locations.

*Dates:* April 2018 to April 2019

*Roles/Responsibilities:* Real Estate Market, Demographics, and GIS Analyst.

**Downtown Civic Core Vision and Action Plan, Renton, Washington.** Sam completed market analysis and evaluation of key redevelopment properties for a strategic action plan to revitalize downtown Renton and leverage several community assets as catalysts for new private investment, including the planned addition of Bus Rapid Transit on I-405, a transit parking garage, a community events center, a linear park, and several publicly-owned development opportunity sites.

*Dates:* November 2016 to December 2017

*Roles/Responsibilities:* Analyst: Real Estate Market, Site Redevelopment, GIS, and Demographics.

**Civic Campus Development Strategy, Developer Recruitment, and Deal Negotiation, Woodinville, Washington.** Sam supported the consultant team during the City of Woodinville’s redevelopment of a 3.5-acre, City-owned property in the heart of downtown, adjacent to transit. Concept plans were developed by LCG and VIA Architecture and call for the renovation of an existing building, and a new, mixed-use development that will include a recreation center/YMCA, several new public open spaces, housing, office space, retail, and parking. The +/- $100 million, public-private partnership project is under construction now.

*Dates:* February 2017 to Current

VIA Architecture

Matt Roewe, AIA, LEED AP, Director

Roles and Responsibility on Project:

- Conceptualize, collaborate and prepare site planning concepts and options
- Develop preliminary architectural building designs (development planning level) and illustrations for stakeholder feedback and consensus
- Review and coordinate land use zoning and building code criteria, work with municipality on any development standard adjustments
- QA/QC: lead the in-house subject matter experts at VIA to perform rigorous cross check reviews of the architectural design, technical programming, zoning/building codes and documentation quality prior to deliverable deadlines

Matt is an innovative, collaborative, and visionary designer with over 35 years of architectural design experience. His breadth of projects includes mixed use TOD, commercial office/retail, and all forms of multifamily from affordable, special needs, market rate ownership/rental, and seniors including low-rise through high-rise construction types. Matt is the lead development planner on various private sector master plans and entitlements, development agreements, station area plans, transit planning, neighborhood plans, rezoning advocacy and writing development standards and incentives. Matt has also been extensively involved in volunteer civic activities that directly complement his professional passion of creating livable, walkable and spirited urban places. Matt is a former City of Seattle Planning Commissioner, has served as the Chair of the South Lake Union design review board, and is on the board of Capital Hill (Affordable) Housing. Matt is a Registered Architect in the State of Washington. He earned a Bachelor of Architecture from Washington State University and is a USGBC LEED-Accredited Professional.

Relevant Project Experience

Sound Transit Bel-Red OMFE TOD and Master Plan, Bellevue, Washington. VIA worked with Sound Transit and the City of Bellevue to create an exemplary seven-acre transit-oriented development on the residual land associated with the ST2 Operations Maintenance Facilities Expansion (OMFE) base in Bellevue. This 1,100,000 square foot mixed-use community is located next to the new Spring District Light Rail Station. Seven new buildings are proposed including 540,000 square feet of office/workplace uses, 500 residential units (130 affordable) and 60,000 square feet of retail.

Dates: June 2017 to June 2018 (Master Plan); June 2017 to Current (OMFE)

Roles/Responsibilities Principal/Lead Development Planner/Architect. Matt has played a key role in this design and entitlement effort between Sound Transit and the City of Bellevue to steward this TOD project through the Master Development Planning entitlement process.
Civic Campus Plan, Woodinville, Washington. Master planning for Woodinville’s seven-acre city hall campus included community and City Council facilitation, planning and urban design, and exploring how to create a vibrant heart in this growing community. Options explored included combinations of civic, cultural, recreational and commercial uses. Working with Leland Consulting Group, VIA enabled the preservation of a landmark school house, integration of a YMCA community center, and development opportunities for public/private partnerships creating 400 units of housing with ground level retail. Urban open space was fully integrated with a series of dynamic courtyards and public plazas that support outdoor cafes, public markets and civic events.

Dates: February 2017 to February 2018
Roles/Responsibilities: Lead Urban Designer and Architect. Matt was in charge of leading the preliminary design; and co-leading the city engagement process, and entitlement process.

Cedar Crossing Affordable TOD at Roosevelt Station, Bellevue, Washington. VIA is the lead architect for this 250-unit transit-oriented development at 6600 Roosevelt in Seattle, a site adjacent to the future Roosevelt Link Light Rail Station. The team’s design focuses on creating dense, efficient housing for families, resulting in a greater number of expected residents than typical urban developments.

Dates: August 2017 to Current
Roles/Responsibilities: Principal Development Planner/Architect

Jim Bodoia, AIA, LEED AP, Director

Roles and Responsibility on Project:
- Conceptualize, collaborate and prepare site planning concepts and options
- Develop preliminary architectural building designs (development planning level) and illustrations for stakeholder feedback and consensus
- Prepare planning concepts, site plan and conceptual floor plans, metrics
- QA/QC for rigorous cross check reviews of the architectural design, technical programming, zoning/building codes and documentation quality prior to deliverable deadlines

With over 40 years of experience, Jim is a nationally recognized expert on high-density housing and urban place-making. He had been instrumental in developing previous employers’ reputations for quality urban mixed-use projects and larger scale planning projects and brings that wealth of experience with him to VIA. He has received over 25 National awards for his work in the design of mixed-use communities, condominiums and townhomes. Jim is an adept collaborator with a reputation for developing projects that are recognized for efforts in sustainable living and market success. He works with agencies such as WSDOT to establish common development goals in the face of shifting influences in the markets and works with stakeholders to bring out the heart and soul of urban residential communities. With his residential design expertise accrued through the
completion of thousands of units in multifamily and urban mixed-use projects, he leads projects with the ability to switch from designer to conceptual director. Jim is a licensed architect in the State of Washington. He holds a Bachelor of Architecture degree from the University of Washington and is a USGBC LEED-Accredited Professional.

**Relevant Project Experience**

**Cedar Crossing Affordable TOD at Roosevelt Station, Bellevue, Washington.** Cedar Crossing is a new, mixed-use TOD that will be a large step forward in achieving Seattle’s Housing Affordability and Livability Agenda (HALA) goals for more family-sized apartment units, responding to the need to maximize the number of affordable units in the City. VIA is the lead architect for this 250-unit transit-oriented development at 6600 Roosevelt in Seattle, a site adjacent to the future Roosevelt Link Light Rail Station.

*Dates:* August 2017 to Current  
*Roles/Responsibilities:* Lead Architectural Designer

**CityLine II TOD, Seattle, Washington.** The CityLine II project is a transit-oriented development located just 500 feet from the Columbia City Link Light Rail station in southeast Seattle. Consisting of two four-story buildings located over a common 126-car underground parking garage, the project has 155 apartments along 32nd Avenue South, providing a more pedestrian friendly scale that complements the existing neighborhood street. VIA, with our client The Wolff Company, worked diligently with stakeholders and the design review board to find this solution that significantly improves the streetscape and creates a welcoming and civically engaged frontage.

*Dates:* November 2014 to November 2018  
*Roles/Responsibilities:* Lead Architectural Designer

**The Hadley Apartments, Mercer Island, Washington.** The Hadley Apartments are a new apartment community located within Mercer Island’s Town Center. The Hadley features four stories of wood frame construction over a two-story concrete podium. The project includes 209 open one-bedroom, one and two-bedroom apartments averaging 729 square feet. As the newest addition to this growing neighborhood, The Hadley offers an abundance of both public and private amenities. In addition to these amenities, the 209-unit Hadley houses multiple affordable units (70% AMI) for interested renters.

*Dates:* June 2012 to January 2017  
*Roles/Responsibilities:* Lead Architectural Designer
Aaron Gooze, AICP, Associate, Transit and TOD Expert

Roles and Responsibility on Project:

- Provide guidance regarding TOD and transit planning
- Oversight to ensure the TOD study is aligned with Kirkland’s transit and transportation goals

Aaron is an Associate at Fehr & Peers with over 11 years of experience in the transportation and transit industries. He specializes in transportation data analysis, specifically in transit planning, non-motorized accessibility, and multimodal transportation operations. Aaron has led a variety of transit projects ranging from big-picture planning studies to detailed corridor, route planning, and bus stop improvement analysis. Aaron recently served as project manager for Kirkland’s Transit Implementation Plan, which evaluated current and future transit conditions and provided recommendations to support further development of transit through the city.

Aaron has a strong understanding of WSDOT and public agency regulations and procedures. He has coordinated with WSDOT on numerous studies and worked with many public agencies in Washington State on transit and TOD-related studies. He holds both a Master’s degree in Civil Engineering and a Master’s degree in City and Regional Planning from the Georgia Institute of Technology, as well as Bachelor’s degree in Industrial Engineering from Northwestern University.

Relevant Project Experience

Kirkland Transit Implementation Plan, Kirkland, Washington. Fehr & Peers led a consultant team to identify capital and programmatic investments to improve transit operations within the City of Kirkland. The project involved a robust outreach process to guide the prioritization and identification of transit priority treatments. The final plan provided a detailed implementation plan to improve transit connectivity throughout the city through partnerships with local and regional agencies.

Dates: July 2017 to April 2019
Roles/Responsibilities: Project Manager. Aaron conducted qualitative analysis with Synchro and Fehr & Peers’ Reliability+ tool to inform the project development process and coordinated with Kirkland and other stakeholders.

Northgate TOD Planning Study, King County, Washington. King County Metro Transit owns and operates a park and ride at the Northgate Commons and with light rail service planned for 2021, the County aimed to sell the land for multi-use development. The study analyzed the traffic and parking impacts and needs for this mixed-use development located immediately adjacent to the planned light rail station.

Dates: November 2015 to May 2017
Roles/Responsibilities: Transportation and TOD Analyst. Aaron provided the technical support for King County’s assessment of their TOD site, including a detailed analysis of current transit ridership patterns and provided a park & ride demand analysis that forecast expected demand.

145th/185th Street Station Area Planning, Shoreline, Washington. Fehr & Peers led the transportation analysis reviewing traffic, parking, and pedestrian/bicycle needs as part of the station area plan for the proposed light rail stations at 145th Street and 185th Street in Shoreline.

Dates: July 2013 to November 2016
Roles/Responsibilities: Transportation and TOD Analyst. Aaron performed qualitative and quantitative analysis of the proposed station area surroundings in order to assess transportation impacts stemming from new transit-oriented development and conducted alternatives analysis in order to determine a preferred plan that incorporated a multimodal approach.

Ariel Davis, AICP, Transportation EIS Expert

Roles and Responsibility on Project:

- Advise on the transportation component related to environmental concerns, including potentially assisting with EIS documentation

Ariel specializes in managing the transportation components of SEPA projects including both programmatic and project level Environmental Impact Statements, working as an analyst or project manager on over 15 EISs in the Puget Sound region. Ariel has worked on many travel demand forecasting projects, using Emme, Visum, and TransCAD, as well as Fehr & Peers’ enhanced trip generation tool, MXD. She has experience with traffic operations analysis software, including Synchro and VISSIM. Ariel also brings familiarity with transit studies through her work on the South King County HCT Study, Central and East Corridors HCT Study, Kent and Auburn Station Access Improvements, and Tacoma Dome Link Extension. Ariel has a strong understanding of WSDOT and public agency regulations and procedures. She has coordinated with WSDOT on numerous studies and worked with many public agencies in Washington State on traffic analyses, subarea plans, and modeling/forecasting studies. She holds a Master’s degree in Transportation Engineering from the University of Washington and a Bachelor’s degree in Mathematics from Whitman College.

Relevant Project Experience

Wilburton-Grand Connection Study EIS, Bellevue, Washington. Fehr & Peers served as the transportation lead to help Bellevue transition a longtime auto-row into a new mixed-use community adjacent to downtown. With major investments in light rail, Wilburton is poised for reinvention. Fehr & Peers identified a multimodal transportation network that would break up the area’s large blocks and increase the connections to the surrounding neighborhoods and prepare the EIS transportation documentation.
Dates: February 2017 to June 2019  
Role/Responsibilities: Transportation Analysis Lead.  
Responsibilities:  
- Applied Fehr & Peers MXD+ trip generation tool to develop vehicle trip estimates  
- Assessed areas with poor connectivity to evaluate opportunities for improved non-motorized facilities. Conducted qualitative analysis with Synchro and Fehr & Peers’ Reliability+ tool to inform the project development process.

Central Subarea Plan, Lake Forest Park, Washington. Fehr & Peers served as the transportation lead for a programmatic EIS analyzing the potential effects of changes in planning and land use code provisions at Lake Forest Park’s Town Center resulting from ST3 regional transit improvements.

Dates: September 2018 to September 2019  
Role/Responsibilities: Transportation and EIS Analyst.  
Responsibilities:  
- Developed a programmatic EIS analyzing the potential effects of changes in planning and land use code provisions at the Town Center  
- Applied Fehr & Peers MXD+ trip generation tool to develop vehicle trip estimates  
- Analyzed traffic operations using Synchro

Station Access Improvements, Kent and Auburn, Washington. The Kent and Auburn Station Access Improvements project identifies strategies to improve access to Sounder stations in Kent and Auburn. Fehr & Peers managed data collection efforts, analyzed ridership and traffic forecasts, and led the development and evaluation of access alternatives. During the second phase of this project, Fehr & Peers is providing traffic analysis and forecasting services to support the design of a park & ride at Kent Sounder Station.

Dates: December 2016 to Current  
Role/Responsibilities: Transportation and TOD Analyst.  
Responsibilities:  
- Ariel managed the Kent Station transportation analysis  
- Analyzing how park and ride traffic will affect intersections throughout downtown Kent during both the morning and afternoon peak periods and identifying mitigation measures as needed

Sarah Saviskas, AICP, Transportation Lead  
Roles and Responsibility on Project:  
- Coordinate all aspects of the transportation analysis  
- Evaluate impacts of development on surrounding transportation networks and develop strategies to mitigate any issues
Sarah has extensive experience working on a variety of transportation projects, including transit plans, bicycle and pedestrian plans, corridor plans, complete streets studies, and Vision Zero plans. Her primary area of expertise is active transportation planning, and she leads much of Fehr & Peers’ bicycle and pedestrian planning work in the Pacific Northwest. Most recently, she led the transportation analysis for Kirkland’s Transit Implementation Plan, which involved evaluating transit conditions through the city and designing public outreach events. Sarah has a strong understanding of WSDOT and public agency regulations and procedures. She has coordinated with WSDOT on numerous studies and worked with many public agencies in Washington State on multimodal transportation studies. She holds a Master’s degree in City Planning from the University of California and a Bachelor’s degree in International Affairs from Skidmore College.

**Relevant Project Experience**

**Kirkland Transit Implementation Plan, Kirkland, Washington.** Fehr & Peers led a consultant team to identify capital and programmatic investments to improve transit operations within the City of Kirkland. The project involved a robust outreach process to guide the prioritization and identification of transit priority treatments. The final plan provided a detailed implementation plan to improve transit connectivity throughout the city through partnerships with local and regional agencies.

*Dates:* July 2017 to April 2019  
*Role/Responsibilities:* Lead Transportation Planner in the Development of the KTIP. Sarah helped design and implement public outreach events; evaluated speed, reliability, non-motorized access, transit usage, and existing/future routes; managed the visual communications aspects of the plan; and messaging technical concepts (like reliability and access) to the public through infographics.

**Wilburton-Grand Connection Study EIS, Bellevue, Washington.** Fehr & Peers served as the transportation lead to help Bellevue transition a longtime auto-row into a new mixed-use community adjacent to downtown. With major investments in light rail, Wilburton is poised for reinvention. Fehr & Peers identified a multimodal transportation network that would break up the area’s large blocks and increase the connections to the surrounding neighborhoods and prepare the EIS transportation documentation.

*Dates:* February 2017 to June 2019  
*Role/Responsibilities:* Transportation Component Support. Sarah forecasted travel demand using Emme, analyzed traffic operations using Synchro and SimTraffic; evaluated the pedestrian and bicycle environment, and developed new concepts regarding the street grid and key arterial cross-sections; and evaluated three future year land use alternatives using innovative metrics, such as non-motorized connectivity using a Fehr & Peers tool, travel time, trip length, walksheds, and mode share.

**Central Subarea Plan, Lake Forest Park, Washington.** Fehr & Peers served as the transportation lead for a programmatic EIS analyzing the potential effects of changes in planning and land use code provisions at Lake Forest Park's Town Center resulting from ST3 regional transit improvements.
**Dates:** September 2018 to September 2019  
**Role/Responsibilities:** Transportation Analysis Lead. Sarah developed an interactive web map to learn about existing safety challenges and crowdsource project ideas for improving non-motorized access to the Town Center and wrote the final report and recommended project priorities using visually compelling heat maps demonstrating top community priorities.

**McKee Appraisal**

*Kenneth A. Barnes, MAI CRE*

**Roles and Responsibility on Project:**

- Inspect and research the property, market, and transactional data
- Analyze the subject property, conclude to value as required in the WSDOT Chapter 4 – Appraisal – Right of Way Manual M 26-01, and document the analysis and conclusion

In his 35 years of experience, Ken has appraised a wide variety of property types, and provided critical appraisal, consultation and litigation services. His recent project management experience includes Moses Lake Rail, King County International Airport Arbitration, Sound Transit Lynnwood Link, Eastside Link and Federal Way Link. Ken is a WSDOT approved appraiser who frequently prepares appraisal reports in adherence with WSDOT Right-of-Way Manual, the Washington Pattern Jury Instructions, Uniform Standards for Federal Land Acquisition, and the federal Uniform Relocation Act. He is a qualified expert witness with testimonial experience in several jurisdictions and extensive experience providing post-appraisal consulting, mediation, and litigation. Ken has a BS in Biochemistry from the University of Missouri – Columbia and a Finance MBA from the University of Chicago. He holds the MAI and CRE (Counselor of Real Estate) designations and is a Certified General Real Estate Appraiser.

**Relevant Project Experience**

**Mercer Island Lot 7, Washington.** McKee Appraisal worked with Stowe Development & Strategies on a project for the City of Mercer Island between October 2017 and April 2018. One City block had divided ownership between the City and a private party. The parties wanted to consolidate ownership, so the City first explored purchasing the private property and then considered selling their surplus property. The City surplus property was also encumbered with a deed restriction dating to when the parcel was granted the City by WSDOT, so the evaluation had to consider WSDOT's reversionary rights.

**Dates:** October 2017 to April 2018  
**Role/Responsibilities:** Appraiser.

**Appraisal of Airport-Owned Parcels, Seattle, Washington.** Appraisal of airport-owned parcels, under assumption land is vacant and available to develop to its HBU. Appraisal also considered airport-owned improvements such as T-Hangars, Executive Hangars and other associated airport improvements; requiring a thorough understanding of aviation-
related complexities. We completed our appraisal work, presented our conclusions to County officials, presented the results at a tenant meeting, and then successfully defended the work in three separate arbitrations with tenants who disputed our conclusions. This work included Boeing-leased parcels on the west side of the airport used for aircraft manufacturing/delivery function.

Dates: Completed July 2018
Role/Responsibilities: Appraiser.

RLB | Robinson

George Bergeron, Associate

Roles and Responsibility on Project:

- Review drawings, narratives, specifications to ensure proper cost analysis
- Provide current cost management and construction market data
- Provide carefully constructed Cost Estimates for informed budget decisions
- Provide Value Analysis to keep project within budget
- Provide current market projections for construction escalation and labor rates/availability
- General Contractor Estimate Reconciliation

With over 30 years of experience, George has extensive commercial and industrial experience working for general contractors and multi-national architecture and consulting firms. His experience on projects ranging in construction value from $20,000 to $3,000,000,000 includes providing advice on construction cost, conditions of construction documents, value engineering, contract documentation and contract administration. Through George’s experience on numerous public agency projects he understands that when providing budgeting and cost management services for WSDOT or public agencies that there are certain criteria that need to consider including: Davis Bacon labor rates, specifications/design standards, potential Project Labor Agreements, apprenticeship programs that need to be adhered to, potential schedule constraints that should be addressed and contractual obligations that could be more stringent than a typical private project. Each of these items can have an impact on costs and need to be accounted for. George holds a Bachelor of Science from Plymouth State University in New Hampshire as well as a Certificate of Construction Management from the University of Washington.

Relevant Project Experience

Yesler Terrace Apartments, Seattle, Washington. Provided early schematic design estimates for architect and owner that including a Project labor agreement. Project included demolition, civil work and the construction of low-income apartment units.

Dates: May 2013 to November 2013
Role/Responsibilities: Cost Management.

**Port of Seattle Fire Station, Seattle, Washington.** Provided a design estimate for the renovation of the Port of Seattle Fire Station at SeaTac International Airport.  
*Dates:* June 2013 to July 2014  
*Role/Responsibilities:* Cost Management.

**Washington State Convention Center Addition, Seattle, Washington.** Provided concept through design development estimates including GC/CM reconciliation of the construction of the new 1.4-million square foot, $1 billion convention center. Project included bridges, heavy civil work, utility relocations, shoring, heavy steel construction. Project also included a PLA.  
*Dates:* September 2014 to June 2017  
*Role/Responsibilities:* Cost Management.
5: Firm’s Project Management System

Bob Stowe of Stowe Development & Strategies will ensure project continuity, coordination, adherence to schedule and budget from beginning to end. Products from subconsultants will be coordinated and built in unified deliverables according to the schedule and workflow agreed upon with WSDOT. Bob Stowe has devoted his career to paying attention to the details of any project and will be responsible for each deliverable or product produced to be delivered with the desired quality and detail. Bob will meet with WSDOT and other stakeholder to develop the product/deliverable and process standards. No less frequently than monthly, SDS will evaluate the work of the project team against the Quality Control and Quality Assurance standards, making any identified corrections. SDS will also regularly conduct check-in meetings with WSDOT and/others, specifically evaluating and sharing the results of these examinations. This proactive method will ensure that the highest expectations for the project will be achieved.

Time records and expenses, including subconsultant expenses will be carefully reviewed on a biweekly basis and submitted for consideration to WSDOT monthly. SDS uses both Zoho Books and Zoho Project for invoicing and project management. ZOHO Books has been used as the SDS accounting software since 2016 and recently transitioned to ZOHO Project as the project management system in 2019, involving over 20 projects. Weekly project team meetings between the Project Manager and subconsultants will be held to discuss and identify project issues, necessary changes, areas that need clarification, if any, budget, and schedule. Previously SDS used Microsoft Project and continues to utilize Excel and Word documents to share project schedule, budget, milestones, and future issues related to project management for team members and/or clients that prefer this method or reporting.