



RECONNECTING EAST CENTRAL SPOKANE

Statement of Qualifications PACKET A

February 14, 2024



kpff + lmn

1 QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

The KPFF+LMN team looks forward to supporting WSDOT throughout the entire project process on this unique opportunity to reconnect the East Central Spokane Neighborhood to its surrounding community. **We have assembled a dynamic team which blends local knowledge and national expertise to solve the interrelated transportation, environmental, and community aspects of this project.** Our team's expertise and qualifications are detailed in the following pages.

OUR TEAM WILL DEVELOP A VISION WITH WSDOT ROOTED IN OUR

- ▶ Tenured history partnering with WSDOT to deliver high-value planning and design projects
- ▶ Successful track record engaging WSDOT and the City of Spokane as project partners
- ▶ Dedicated team, motivated to hear our community's needs and reflect them in feasible solutions
- ▶ Proven integrated urban design, engagement and engineering approach

KPFF Consulting Engineers | Prime Engineer

Founded in 1960, KPFF Consulting Engineers is a full-service civil and structural engineering firm with an established reputation for successfully serving as prime consultant, developing innovative solutions, facilitating collaboration, and leading multidisciplinary teams. We bring experience designing people-moving corridors that are safe and efficient for all modes of travel, while also creating a strong sense of place. Our experience features community-driven planning and design of all modes of transportation, including multi-use trails and pathways, bike facilities, gateways, people spaces, bridges, and transit. Since opening our Spokane office in 2018, KPFF and our local staff are proud to have worked with our region's local agencies and WSDOT on some of the most transformative projects, including WSDOT's US 395/NSC Shared Use Path, STA's Division Street BRT, STA's I-90/Spokane Valley HPT Corridor, and I-90/US195 Corridor Plan.

LMN Architects | Urban Design Lead

For the past 40 years, LMN has been deeply embedded as a leader in the planning and design of civic, transportation and public projects locally in Washington. Their urban design practice builds from extensive technical architectural experience on highly social and programmatically complex buildings across the city, region, and country. Many of their projects blend architecture, urban design, and landscape so that the boundaries between these practices disappear. LMN has led many successful, forward-thinking urban design projects, including site master plans, urban design guidelines, bridges, highway crossings, downtown plans, open space programming, corridor planning, and transit-oriented development. LMN's work is widely regarded for enriching civic life, building resilient communities, and strengthening cultural identity.



PROVEN TEAM COLLABORATION IN SPOKANE

The KPFF+LMN team brings over 20 years of partnership designing projects together. Our team collaborated on the University Gateway Bridge in Spokane, which focused on building the vital connection between the University District and the East Sprague neighborhood. The resulting design of the bridge and plazas at the north and south create a new civic space revitalizing and connecting the University District, spurring much-needed economic growth on the south side of the tracks and linking the university with housing and retail opportunities.

A, B. Team Expertise and Staffing

	SCOPES OF EXPERTISE	DBE	YEARS OF SERVICE	WA OFFICES (NO. OF STAFF)	WA STAFF COUNT	NATIONAL STAFF COUNT
KPFF CONSULTING ENGINEERS (PRIME)	Program and Project Management; Civil and Structural Engineering; Surveying; Grant Writing and Engagement Support		64	Spokane (7) Seattle (316) Seattle Special Projects (69) Tacoma (32) Lacey (34)	458	1,391
LMN ARCHITECTS	Architecture; Urban Design; Planning; Interior Design		45	Seattle (130)	130	130
ANDERSON ENVIRONMENTAL CONSULTING (AEC)	Environmental Services Consulting	✓	18	Nine Mile Falls (8)	8	9
BERGER PARTNERSHIP	Landscape Architecture; Trail Design; Urban Design; Green Infrastructure		53	Seattle (23)	23	23
COFFMAN INDUSTRIES	Multi-modal Transportation Planning; Research, Audits, and Performance Target-Setting	✓	9	Seattle (1)	1	1
DARK LIGHT CONSULTING	Lighting Design	✓	15	Seattle (5)	5	11
DCI ENGINEERS	Right-of-Way Services; Civil Engineering; Structural Engineering		25	Spokane (46) Seattle (70) Coeur d'Alene (5) Everett (12)	133	419
DH	Community Engagement; Media Relations Support; Creative Campaign Development; Advertising & Paid Media Planning; Community & Marketing Research; Application of Social Change Marketing Principal	✓	28	Spokane (31)	45	48
EVANS ENGINEERING AND CONSULTING (E2C)	Electrical Engineering and Consulting	✓	10	-	-	4
ENVIROISSUES	Outreach & Engagement; Communications; Facilitation; Research; Web Development; Graphic Design Services	✓	30	Seattle (70)	70	76
FEHR AND PEERS	Multimodal Transportation Planning; Transportation Forecasting & Operations		39	Seattle (21) Tacoma (7)	28	358
GORMAN PRESERVATION ASSOCIATES	Local, State & Federal Compliance; Historic Resource Evaluations; Landmark Nominations; Historic Resources Surveys; Assessment of Effects & Mitigation Reports; Historic Preservation Planning Documents	✓	10	Spokane (1)	1	1
HWA GEOSCIENCES	Geotechnical and Geoscience Solutions	✓	46	Bothell (57)	57	57
KAREN MOBLEY STUDIO	Public Art Selection, Installation, Consultation & Interpretation		12	Spokane (1)	1	1
OSBORN CONSULTING	Stormwater Management; Water Resources; Civil Engineering, Natural Resources; Site Development; Urban Design/Planning; Landscape Architecture	✓	19	Spokane (11) Seattle (21) Bellevue (55) Bellingham (6) Vancouver (1)	94	94
OTT-SAKAI & ASSOCIATES	Cost Estimating; Construction Schedules; Constructability Reviews	✓	20	Mountlake Terrace (13) Coeur d'Alene (2)	15	15
STRATEGIC ECONOMICS	Real Estate Market & Financial Feasibility Analysis; Regional & Local Economic Development Strategies		26	-	-	9
STUDIO PACIFICA	Accessibility Design Consulting		30	Seattle (8)	8	8

Team Organization

KPFF has assembled a team of project leaders that are expertly qualified for this project. We will integrate our depth of experience on recent WSDOT work with the local expertise of our proposed subconsultants.

We selected our subconsultants carefully, combining relevant project experience (both firms and individuals); previous, successful working relationships with WSDOT, KPFF, and LMN; a commitment of project team members from project start to finish; and a common goal of meaningful placemaking.

After selection, we will work with WSDOT to identify any additional consultants and collaborators for the Reconnecting East Central Spokane project.

WASHINGTON STATE DEPARTMENT OF TRANSPORTATION

PROJECT LEADERSHIP

Mark Brower, PE
KPFF, Project Manager & CRM
(Main Point of Contact)

Stephen Van Dyck,
AIA, LEED AP, LMN,
Urban Design
Partner-in-Charge

Jessica Wade
DH, Community
Outreach
Lead

ENGINEERING

Aaron Olson, PE
KPFF, Bridge & Structures
Engineering Lead

Katie Herold, PE
KPFF, Civil/
Transportation
Engineering Lead

URBAN DESIGN

Kate Westbrook, AIA
LMN, Architect

Adam Amrhein, AICP,
LMN, Urban Design
Lead

Guy Michaelson,
FASLA,
Berger Partnership,
Landscape Architect

ENGAGEMENT

Esther Brown
DH, Outreach
Coordinator
& Media
Strategist

Iris Picat
Envirolssues,
Engagement
Strategist

SUPPORTING TEAM

Michelle Anderson
AEC, Environmental
Documentation & Permitting
Lead

Josh Van Wie, PE
Osborn, Stormwater Designer
Jennifer Gorman
GPA, Architectural Historian

Brett Schneider, PE
Ott-Sakai, Constructability/
Cost Estimating Lead

Dena Belzer
Strategic Economics,
Economic Impact Lead

Gina Coffman
Coffman Industries,
Multi-modal
Transportation Planner

Chris Breiland
Fehr & Peers, Multi-modal
Transportation Lead

Will Rosso, PE
HWA, Geotechnical Engineer

Donald Evans, PE
E2C, Principal Electrical
Engineer

Jill Cody, IALD, CLD,
LC, LEED AP
Dark Light, Lighting
Design Lead

Karen Braitmeyer, FAIA
Studio Pacifica, Accessibility
Consulting Lead

Josh Hartley, PE
Fehr & Peers, Traffic
Engineering Lead

Karen Mobley
Karen Mobley Studio,
Public Art Consultant

Eric Hammond
E2C, Electrical Project
Manager & Designer

Roxanne Grimm
DCI, Right-of-Way Lead

Orange designates DBE status

C. History Working with KPFF as Prime

FIRM	ROLE	PROJECT	DURATION
AEC	Environmental Consultant	Fish Lake Trail Connection Study	2020 - 2021
Berger Partnership	Landscape Architect	US 395/NSC Shared Use Path, Columbia to Spokane River	2021 - 2023
Dark Light Design	Lighting Design	Eastrail NE 8th St Crossing	2018 - 2024
DCI Engineers	Right-of-Way Services	Harvard Bridge Widening and I-90 Widening	2018 - 2022
E2C	Electrical Engineer	Spokane International Airport Rail-Truck Transload Facility	2020 - 2023
Envirolssues	Outreach, Communications	City of Kenmore, 68th Ave NE Pedestrian and Bicycle Improvements	2021 - 2022
Fehr & Peers	Multimodal Transportation Planner	I-90/Spokane Valley HPT Corridor Development Plan	2021 - 2022
HWA GeoSciences	Geotechnical Engineer	Peter Western Bridge Replacement	2017 - 2021
Karen Mobley Studio	Public Art Consultant	Ben Franklin Transit Downtown Pasco Hub Siting and Plan Design	2022 - 2023
LMN Architects	Architect	Mukilteo Ferry Terminal	2019 - 2021
Ott-Sakai	Cost Estimating, Constructability Reviews	Peter Western Bridge Replacement	2017 - 2021

D. Team Availability

Our team is readily available to begin work on this project. Our key personnel were selected based on their WSDOT and land bridge expertise and capacity to complete the anticipated scope of work. Our team members' availability in hours per month is shown below for the next five years. **We will work with WSDOT to identify additional firms necessary for additional scopes that arise throughout the duration of this project.**



KPF CONSULTING ENGINEERS (PRIME)	2024-2028
	HRS / MONTH
Mark Brower, PE Project Manager / CRM	60-80
Aaron Olson, PE Bridge & Structures Engineering Lead	60
Katie Herold, PE Civil/Transportation Engineering Lead	80

LMN ARCHITECTS	
Stephen Van Dyck, AIA, LEED AP Urban Design Partner-in-Charge	32
Adam Amrhein, AICP Urban Design Lead	80
Kate Westbrook, AIA Architect	80

ANDERSON ENVIRONMENTAL CONSULTING (AEC)	
Michelle Anderson Environmental Documentation and Permitting Lead	40

BERGER PARTNERSHIP	
Guy Michaelsen, FASLA Landscape Architect	10-16

COFFMAN INDUSTRIES	
Gina Coffman Multi-modal Transportation Planner	50

DARK LIGHT DESIGN	
Jill Cody, IALD, CLD, LC, LEED AP Lighting Design Lead	16

DCI ENGINEERS	
Roxanne Grimm Right-of-Way Lead	10

DH	
Jessica Wade Community Outreach Lead	64
Esther Brown Outreach Coordinator & Media Strategist	64

E2C	2024-2028
	HRS / MONTH
Donald Evans, PE Principal Electrical Engineer	66
Eric Hammond Electrical Project Manager & Designer	66

ENVIROISSUES	
Iris Picat Engagement Strategist	66

FEHR AND PEERS	
Chris Breiland Multi-modal Transportation Lead	60
Josh Hartley, PE Traffic Engineering Lead	70

GORMAN PRESERVATION ASSOCIATES (GPA)	
Jennifer Gorman Architectural Historian	8

HWA GEOSCIENCES	
Will Ross, PE Geotechnical Engineer	18

KAREN MOBLEY STUDIO	
Karen Mobley Public Art Consultant	40

OSBORN CONSULTING	
Josh Van Wie, PE Stormwater Designer	32

OTT-SAKAI & ASSOCIATES	
Brett Schneider, PE Constructability/Cost Estimating Lead	80

STRATEGIC ECONOMICS	
Dena Belzer Economic Impact Lead	12-32

STUDIO PACIFICA	
Karen Braitmayer, FAIA Accessibility Consulting Lead	8

E. Recent, Relevant Project Experience

Our team's proposed firms have completed their scope of work within the last three (3) years on the projects shown on the pages ahead and are color-coded to demonstrate our proposed team's expertise in navigating themes we observe to be critical and relevant to this project, including:

COMMUNITY ENGAGEMENT

ECONOMIC VIABILITY

GENERATIONAL OPPORTUNITY

MAXIMIZING COST EFFICIENCIES

FULFILLING A MULTI-MODAL GOAL

REIMAGINING INFRASTRUCTURE

FINDING COMMUNITY ALIGNMENT

KPFF+LMN's Recent, Relevant Project Experience



CE
FCA
FMG
MCE
RI

EVERETT GRAND AVENUE PARK BRIDGE EVERETT, WA | COMPLETED 2021
KPFF (Prime; Civil and Structural Engineering; \$3M Received by KPFF and Subs) + **LMN** (Architecture – SD, DD, CD, Bidding, CA Phases; Urban Design; \$318.3k Received) + **HWA GeoSciences** (Geotechnical Services Consulting; \$266k Received)

The Grand Avenue Park Bridge illustrates the power of design utilized to elevate the civic potential of public infrastructure. The team's inventive approach solves accessibility challenges using a sloped truss and accessible walkways that create a system of ramps and stairs in lieu of an elevator in the steep slope to connect the community to the growing waterfront district. The resulting project simultaneously improves the stability of the hillside, transforming the bridge into an unlikely and inspiring civic space, while significantly reducing the project's cost and complexity. The bridge required extensive coordination with WSDOT and BNSF and creative construction staging options to comply with closure windows.



CE
FCA
FMG
MCE
RI

MUKILTEO MULTI-MODAL FERRY TERMINAL
MUKILTEO, WA | COMPLETED 2021
KPFF (Prime; Project Management; Structural, Civil, and Mechanical Engineering, \$19M Received by KPFF and Subs) + **LMN** (Architecture – SD, DD, CD, Bidding, CA Phases; Interior Design; \$2.16M Received) + **Dark Light Design** (Lighting Design; \$214k Received)

The Mukilteo Ferry Terminal significantly improves regional mobility while incorporating the cultural influence of the community and paying homage to the site's historic roots. The terminal illustrates how sensitive placemaking, inclusive engagement, and environmental awareness can redefine civic architecture. Designed to replace an outdated and undersized terminal, the new terminal provides critical safety and efficiency improvements to the West Coast's busiest ferry route for vehicles. The terminal forms an integral link for the region in a chain of transportation modes, including trains, buses, and cyclists, and offers new equitable transportation options. KPFF's project management team worked closely with the project stakeholders to deliver a design that satisfied all of the over 500 commitments made to key stakeholders and project partners by WSDOT during the project development stage.



CE
FCA
FMG
RI
EV

US 395/NSC SHARED USE PATH, COLUMBIA TO SPOKANE RIVER
SPOKANE, WA | SUBSTANTIAL COMPLETION 2023
KPFF (Design-Build Prime; Lead Civil and Structural Consultant; \$2M Received) + **Berger Partnership** (Landscape Architect; \$138k Received)

KPFF partnered with Graham Construction and Berger Partnership on WSDOT Eastern Region's first design-build project to develop approximately two miles of new shared-use pathway in Spokane. The new urban segment of the project will continue a vital multi-use link between previously completed trail elements and the Centennial Trail, near the Spokane River. The project includes three pedestrian bridges, with one spanning over BNSF railway and the new US 395, retaining walls, and design of a number of public plazas at key trail connection locations that tie to existing and planned City transportation networks.



SR 520 PORTAGE BAY/DELMAR AND ROANOKE LID

SEATTLE, WA | DESIGN SCOPE COMPLETED 2023

LMN (Urban Design, Bridge Architecture (30%), Developed and Led Community and Stakeholder Engagement, Developed Design Criteria & Technical Requirements for D/B RFQ; \$1.19M Received; Construction Ongoing) + **Envirolssues** (Community Engagement) + **Berger Partnership** (Early Project Visioning and Planning)

This project reknits Seattle’s residential and open space fabric around the highway while upgrading the structure of SR 520 to be seismically and environmentally resilient, multi-modal, and compatible with future transit. The project includes a system of lids and land bridges, which stitch together a never-realized Olmsted plan with major open spaces, plazas, outlooks, bicycle and pedestrian networks, and transit facilities. LMN worked with WSDOT, the City of Seattle, and Metro Transit to create a shared vision, commitment, funding, and maintenance strategies. LMN, with EI, has led a robust public and stakeholder process, developed 30% design concepts for bridge architecture and urban design elements, and contributed to procurement documents, construction administration, and bid support.

Below is a list of each consultant firms’ three projects completed within the last three years.

Anderson Environmental Consulting | Environmental Services Consulting

1 George Washington Way Intersection Improvements
Completed 2024, \$64k

This project improves safety for vehicles of pedestrians between Jadwin Avenue and the I-182/SR 240 interchange and the Columbia Point Drive/Aaron Drive intersection. AEC provided environmental services including the NEPA Categorical Exclusion, Environmental Justice Analysis, and Cultural Resource Survey.

2 Muse Drive #211-0.85 Bridge Replacement
Completed 2022, \$21.2k

This project replaces a multi-span timber bridges built in 1958 and 1968. AEC prepared the NEPA CE, Wetland Delineation and Stream Assessment, Cultural Resource Survey, Socio-economic/EJ. The firm also prepared applications and obtained the 404, 401, HPA, Shoreline Exemption, agency coordination and other permits.

3 Ironwood Road #636-4.87 Bridge Replacement
Completed 2022, \$19.3k

This project replaces the Ironwood Road Bridge. AEC prepared the NEPA CE, Wetland Delineation and Stream Assessment, Cultural Resource Survey, Socio-economic/EJ. AEC also prepared applications and obtained the 404, 401, HPA, Shoreline Exemption, agency coordination and other permits.

Berger Partnership | Landscape Architecture; Trail Design; Urban Design; Green Infrastructure



1 Eastrail Corridor
Eastrail Wilburton Framework Plan Completed 2023, Redmond Central Connector is Ongoing, \$2.8M total

Berger Partnership transformed the Eastrail Corridor, linking Redmond, Kirkland, and Bellevue. Their work incorporates art, culture, and engineering, while rejuvenating areas and fostering vibrant communities, significantly influencing regional connectivity and urban development.



2 Riverfront Park and Howard Street Promenade and Centennial Trail
Park Completed 2020; Firm Provides Ongoing Support, \$2.2M

◀ Berger revitalized Spokane’s iconic park and Expo ’74 grounds, transforming 100 acres into a vibrant public space, integrating Centennial Trail and Howard Street Promenade with bridges, scenic viewpoints, and ecological plantings to enhance connectivity. The firm continues to shape new park gateways with adjacent private developments, establishing the promenade as a dynamic venue for the community

3 US 395/NSC Shared Use Path, Columbia to Spokane River
Details provided on previous page.

Coffman Industries | Multi-modal Transportation Planning

1 City of Issaquah I-90 Crossing Study, 2023 - Ongoing, \$29k

The study of a new I-90 crossing between two major interchanges and improvements within the Central Issaquah Regional Growth Center. With LMN, Coffman is synthesizing past planning efforts to recommend a preferred crossing location.

2 Sound Transit Bus Rapid Transit (BRT) Access

2023 - 2024, \$20k

The firm is supporting the identification of a slate of new non-motorized access improvement projects that connect to future bus stations along a new BRT line in South King County.

3 185th Street Multi-modal Corridor Strategy

2018 - 2020, \$58k

Coffman worked with the team and community to identify and report on ways to improve neighborhood streets and key corridor access to a future light rail station by walking, rolling, biking, and transit.

Dark Light Design | Lighting Design



1 Seattle Central Waterfront

Completing in 2024, \$1.5M

The lighting design for the Seattle Central Waterfront project creates clear and visible pathways while enhancing safety and security. Integrated art and design elements are accented with light, creating an expressive and welcoming connection for residents and visitors alike.



2 Spokane Riverfront Park

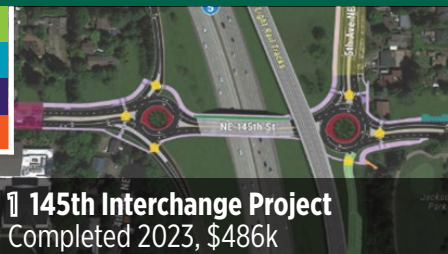
Completed 2021, \$68.5K

◀ The lighting design for the award-winning Spokane Riverfront Park project supports the urban design by reinforcing the hierarchy of the circulation structure, establishing connections, and enhancing experiential placemaking. By devising a different and visually rich experience of the park after dark, the lighting encourages visitors to use the park at all times of the day.

3 Mukilteo Ferry Terminal

Details provided on previous page.

DCI | Funding Estimates, Acquisition, and Appraisal Services



1 145th Interchange Project

Completed 2023, \$486k

DCI spearheaded a multifaceted project encompassing estimating and appraisal efforts on nine parcels to be impacted by multi-family developments and the new Sound Transit station on I-5. This federally funded ROW project operates under the auspices of WSDOT, Sound Transit, City of Seattle DOT, and FHWA.



2 Kramer Parkway

Completed 2022, \$75k

The firm provided support to the City of Liberty Lake for the new overpass that spans across I-90, connecting the north and south areas of Liberty Lake. This new connection required coordination with WSDOT to determine ROW ownership, air space lease needs and requirements, acquisition activities and construction requirements impacting I-90.



3 SR516 272nd

Completed 2022, \$386k

DCI provided appraisal and acquisition of 19 parcels for the reconstruction of a portion of SE 272nd Street between Jenkins Creek and 185th Place SE. This project included the crossing of Jenkins Creek with a new structure for the stream, widening the street, 8' sidewalks, access control features, landscaping and provisions for U-turns.

DH | Community Engagement and Outreach, Stakeholder Management, Communications



BHT funded community organizations directly, and DH collaborated with community partners to address barriers and co-create communications interventions appropriate for their community members to increase accessibility to information.

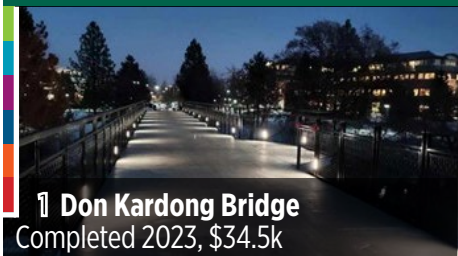


Partnering with Nelson\Nygaard and Sam Schwartz, DH developed an outreach strategy for STA's Connect 2035 Strategic Plan. With key findings from DH outreach, STA finalized goals, performance measures and strategies for Phase I.



DH provided stakeholder and engagement strategy and outreach to support development of the high-performance transit corridor development plan. Covid-era strategies engaged the community via virtual public meetings and surveys to support an investment plan.

E2C | Electrical Engineering and Design



The rehabilitation of the iconic Don Kardong Bridge in Spokane presented a unique opportunity to revitalize a pedestrian gateway connecting the University District and downtown.

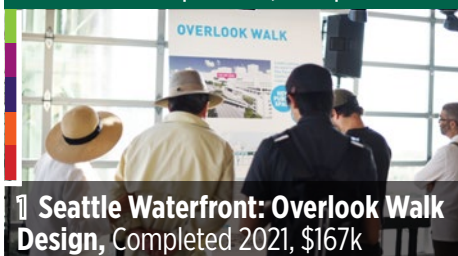


This project provides a crucial upgrade to pedestrian safety infrastructure, enhancing accessibility and security at two key locations within the city. These crossings were meticulously designed to address a pressing need for improved safety.



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Envirolssues | Public Outreach and Engagement, Communications, Facilitation, Research, Web Development, Graphic Design Services



As part of the early visioning and of the Seattle's Central Waterfront, Envirolssues partnered with the City of Seattle to lead outreach strategy and implementation for the design of the new pedestrian bridge that will connect Pike Place Market to the waterfront.



Envirolssues led the efforts of informing affected communities of the progress being made on repairing the bridge and improving neighborhoods to mitigate the increased detour traffic, while engaging them in solutions to reduce traffic in the long term.



Envirolssues provided public engagement and outreach for Waterfront Seattle since community visioning began in 2010, engaging the public on topics including new public parks and open spaces, pedestrian crossings and new playground public restrooms.

1 I-90/Front Street IJR
Completed Winter 2020, \$390k

This project involved using the PSRC model and EMME to develop travel demand forecasts, Dynameq to complete Dynamic Traffic Assignment for design year alternatives analysis, and a VISSIM operational model for traffic operations analysis of the preferred alternatives impact on interchange and highway operations.

2 US 195/I-90 Study
Completed 2022, \$399.8k

This study, completed using WSDOT's Practical Solutions Approach to project development, was used to develop a long-range transportation vision for Spokane and Spokane County. The team modeled land use growth over the next 20 years to understand future needs and identify practical transportation solutions.

3 Wilburton Subarea Plan
Completed 2023, \$165k

As lead transportation analyst, Fehr & Peers helped the City of Bellevue transition a declining auto-row into a new mixed use community. This was one of the first projects in Bellevue that applied multi-modal level of service to identify projects and create new connections with existing roadways and trails.

Gorman Preservation Associates | Cultural Resources Consulting




1 S. George Washington Way Intersection Improvements
Completed 2023, \$8k

The City of Richland and WSDOT proposed to complete improvements along the intersection of South George Washington Way, including the construction of a pedestrian over-crossing and multi-use pathway, within an NRHP-eligible historic district.



2 Poplar Street Improvements
Completed 2021 \$6.2k

The City of Walla Walla and WSDOT proposed to complete improvements along Poplar Street, including roadway reconfiguration, bike lanes, sidewalk replacement, landscape improvements, and installation of new traffic lights, located within an NRHP-eligible historic district.



3 Argonne Road Widening
Completed 2020, \$8.5k

The City of Millwood proposed to widen Argonne Road between Frederick Avenue and the Spokane River bridge. The survey included four built environment resources including the Millwood Historic District, Inland Empire Paper Company, Spokane International Railway, and Millwood City Hall.

HWA GeoSciences | Geotechnical Engineering



1 Northgate Pedestrian Bridge
Completed 2023, \$356k

HWA provided geotechnical design support for this project. An extensive series of geotechnical borings were completed in coordination with WSDOT to obtain soil information for each of the 17 pier locations.



◀ HWA conducted site specific seismic analysis along the identified zone of instability to develop appropriate seismic design parameters for the global stability evaluations. Analysis performed by the team determined there was no need for implementing slope stabilization methods, saving the City roughly 18 million dollars in construction costs.

3 Everett Grand Avenue Park Bridge
See information on page 5.

Karen Mobley Studio | Public Art Consulting



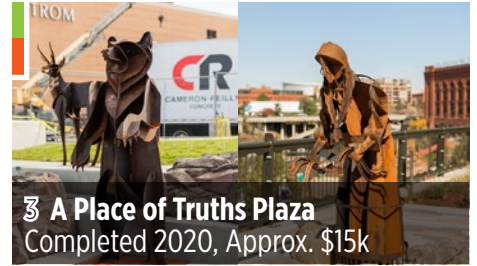
1 **Shimmer Installation at the Central Library**, Completed 2022, Approx. \$2k

◀ As subconsultant to Spokane Arts, Karen served as project manager on a series of five libraries, including Shimmer by John Rogers. Karen worked on three major commissions, portable works, and relocation of existing art works.



2 **Chromasphere at the Podium**
Completed 2021, Approx. \$2k

As a subconsultant to Spokane Arts, Karen managed two large projects under one contract. This included an installation from professor Taiji Miyasaka and Seattle artist and engineer Clayton Binkley at the Podium sports complex.



3 **A Place of Truths Plaza**
Completed 2020, Approx. \$15k

As a subconsultant to Spokane Arts, Karen worked with the City of Spokane to facilitate art selection and project management for the sculptures featured in the plaza, which serves as a reflection space that honors Spokane's tribal history.

Osborn Consulting | Stormwater Management, Water Resources, Design Engineering



1 **I-5/SR 510 Interchange Reconstruction**, Completed 2021, \$876.7k

Osborn provided design engineering and PS&E for WSDOT's first diverging diamond interchange (DDI) project. The project widened the existing SR 510 bridge structure to accommodate the new DDI interchange footprint.



2 **NE Spokane Stormwater Study**
Completed 2024, \$380k

This project focused on Northeast Spokane, where runoff is primarily managed using infiltration with drywells. The study's purpose was to determine the capacity of the existing facilities and propose improvements necessary to manage stormwater.



3 **Fritz Hedges Waterway Park**
Completed 2021, \$160k

Osborn developed the PS&E for the parking lot, frontage improvements, ADA access, drainage, grading, utilities, demolition, and erosion control. The resulting park transformed this once inaccessible waterfront into a beautiful public space.

Ott-Sakai & Associates | Constructability Reviews, Construction Schedules, Cost Estimating

1 **WSDOT, Alaskan Way Viaduct and Seawall Replacement Program**
2008-2022, Cost Information N/A

The team worked closely with WSDOT on the successful completion of a highly complex \$1B viaduct replacement in Downtown Seattle, providing enhanced safety and mobility improvements.

2 **WSDOT, SR 520 Bridge Replacement and HOV Program**
2010-Ongoing, Cost Information N/A

The firm worked with WSDOT and surrounding neighborhoods to deliver this \$5B project involving a floating bridge and replacing seismically compromised bridges near Lake Washington and Portage Bay.

3 **WSDOT, Puget Sound Gateway Corridor Project**
2018-Ongoing, Cost Information N/A

Ott-Sakai worked with WSDOT on SR 509 in King County and SR 167 in Pierce County, a \$5B project aimed at completing critical missing links in the state's highway and freight network.

Strategic Economics | Economic Impact Consulting



1 Region Central: Utilizing the Scajaquada Corridor to Create Healthy Communities Completed 2022, \$93k

Strategic Economics prepared equity and inclusive economic development analyses to help identify a viable alternative for replacing the Scajaquada Expressway in Buffalo, New York. The approach focused on the community's needs while providing NYSDOT with an acceptable mobility solution.

2 Capital Caltrain Station Area Plan Market Study Completed, \$47k

Using market and demographic trend analysis and extensive developer interviews, the firm determined what housing types should be matched to the Capital Caltrain Station Area's development sites, recommended which retail sites should be retained to avoid small businesses displacement, and identified the types of placemaking strategies to be incorporated in the Station Area Plan.

3 Metro Rail Equitable TOD Action Plan Completed, \$250k

Strategic Economics prepared an affordable housing needs assessment that considered displacement risk for households currently living along the corridor, housing preservation and production opportunities, and the potential for establishing a regional TOD affordable housing land acquisition fund.

Studio Pacifica | Accessibility Consulting

1 North Beacon Hill Station and Mobility Study Completed, Cost Information N/A

Studio Pacifica led discussion from the perspective of community members who experience limited mobility, due to disability, injury, or aging, in addition to surveying the existing conditions for barriers. A significant component of the bike/pedestrian mobility challenge in this neighborhood core was impacted by the barriers in the environment.

2 Sound Transit Accessibility Consulting, Puget Sound Region Completed, Cost Information N/A

Consultant services to review station designs, way-finding, accessible circulation paths, and other issues for major area transportation agency. Transportation types include bus, light rail, and rail.

3 OSU Cascades Campus Completed, Cost Information N/A

Third-party accessibility consultant to Oregon State University. The project is a 10.44-acre campus with new parking, sidewalks and plazas and a new 45,400 SF academic building with classrooms, labs, offices, and shared campus amenities.

2 QUALIFICATIONS OF PROPOSED PROJECT MANAGER



MARK BROWER, PE PROJECT MANAGER

Mark is a recognized leader for transportation projects in the Inland Northwest. He is engaged in the greater Spokane Area's transportation community and works on committees with local jurisdictions on near-term and long-range strategies to ensure vitality of the region's network. Mark has managed multidisciplinary transportation planning studies and designs in many sectors, including highways and roadways, bridges, aviation, and transit. Many of his regional projects span multiple jurisdictions and require active engagement of project stakeholders and the community. Mark is highly collaborative and his proactive management style is focused on achieving the project's goals and success metrics, while shepherding the project through opportunities and risks of scope, schedule and budget.

Mark is an experienced program-level leader, recently overseeing multiple concurrent work orders to support on-call planning and engineering services for Ben Franklin Transit, and several concurrent projects for the Spokane Transit Authority's I-90/Spokane Valley High Performance Transit Corridor Improvements program.

As the primary point of contact, Mark will engage with WSDOT and the team to actively manage scope, schedule, budget, quality, and risk. As demonstrated on the US 395/NSC Shared Use Path project, these topics are part of Mark's standard coordination meeting agendas to promote active discussion and identify and manage change before they become surprises. He will also coordinate change management with WSDOT in monthly progress reports to ensure we are adequately communicating, documenting, and addressing change.

Mark has led and participated in numerous local agency and WSDOT projects that require federal/state regulations and

procedures and will employ his experience to support the following project elements:

Procurement: Track and meet DBE Goals, adhere to EEO, Title VI, ADA, and Discrimination CFRs.

Planning and Design: Design guidelines for this project will feature AASHTO, NAACTO, WSDOT, MUTCD, PROWAG (ADA), and City of Spokane and SRSM design guidelines. Design will consider Buy America Act when specifying materials.

AS PROJECT MANAGER, MARK'S EXPERTISE IS SHAPED BY:

- ▶ 30 years of transportation planning and design experience
- ▶ His experience as a program/project leader who is effective at developing and implementing multiple, concurrent work orders to achieve program vision and objectives
- ▶ Local leadership improving Spokane's major project civil and urban design considerations in the public realm as Chair/Board Civil Engineer for the City's Design Review Board
- ▶ Excellent working relationships and experience with WSDOT, City of Spokane, SRTC, and Neighborhood Councils as exemplified by the recent US 395/NSC Shared Use Path project and US 195/I-90 Corridor Study

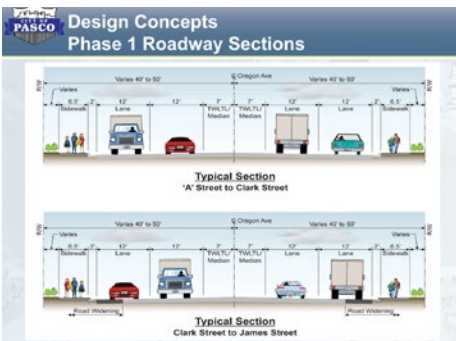
Mark's Prior Experience as a Project Manager on WSDOT or Similar Projects



US 395/NSC SHARED USE PATH, COLUMBIA TO SPOKANE RIVER SPOKANE, WA WSDOT/GRAHAM CONSTRUCTION, SUBSTANTIAL COMPLETION 2023

KPFF is partnered with Graham Construction on this design-build project to develop approximately two miles of new shared-use pathway in Spokane. The new urban segment of the Children of the Sun Trail will continue a vital multi-use link between previously completed trail elements and the Centennial Trail, near the Spokane River. The project includes three pedestrian bridges, with one spanning over BNSF railway and the new US 395, retaining walls, and design of a number of public plazas at key trail connection locations, each with unique and contextual urban design themes, landscaping, safety elements, and amenities. As **Design Manager**, Mark is responsible for leading the multidisciplinary design team, design quality, and project communications and public engagement. The path was open for use in 2023 and construction is expected to be complete in 2024.

Key Relevancies: Multidisciplinary Design, Urban Design and Placemaking, Active Transportation, Bridge Structures, Continued Robust NSC Engagement, Multijurisdictional Stakeholders, WSDOT Project, Federally Funded



OREGON AVENUE (SR 397) CORRIDOR TRAFFIC STUDY AND DESIGN PASCO, WA CITY OF PASCO, 2012 - 2015

Mark was responsible for leading the study and design development of a 20-year corridor plan and implementing recommended solutions for this 2.2-mile principal arterial and State Route. Solutions focused on options that improved corridor safety (including access management), traffic management, freight mobility, and economic development. As **Project Manager**, Mark managed the planning study, final design, right-of-way acquisition, NEPA/SEPA environmental documentation and permitting, extensive stakeholder and public engagement, and bidding and construction phase for this federally funded project.

Key Relevancies: Multidisciplinary Planning and Design, Transportation Network, Multijurisdictional Stakeholders, Environmental Scoping and NEPA/SEPA Documentation, Significant Engagement, Federally Funded



COLUMBIA RIVER CROSSING FEASIBILITY STUDY WENATCHEE VALLEY, WA CHELAN-DOUGLAS TRANSPORTATION COUNCIL, 2023-ONGOING

KPFF is leading a study to understand the magnitude of the costs, benefits, and impacts of a new Columbia River Crossing in the Wenatchee Valley. The study is reviewing four unique crossing location options, each with their own functional purpose and value proposition. Concept plans and cost estimates, along with high-level environmental, traffic/transportation, land use, and property analyses provide the project stakeholders (Chelan County, Douglas County, Wenatchee, East Wenatchee, and Rock Island) with enough of an understanding of the magnitude and implications, such that they may choose to/not to prioritize a future project in the next update to their Regional Transportation Plan. As **Project Manager**, Mark is responsible for managing the multidisciplinary team, leading engagement with a Study Advisory Committee, and execution and documentation of the study process.

Key Relevancies: Multidisciplinary Planning, Transportation Network, Bridge Structures, Multijurisdictional Stakeholders, Environmental Scoping

Mark's Ability to Manage Schedule, Scope, Budget, and Changes

US 395/NSC SHARED USE PATH, COLUMBIA TO SPOKANE RIVER SPOKANE, WA

<p>SCHEDULE: Mark streamlined the design phase of a 2.2-mile trail with three major bridge crossings in a 5-month timeline for this design-build project. Leading KPFF's processes, he provided clear schedules to WSDOT for timely reviews and coordinated with BNSF on a railroad track crossing, ensuring efficient project management.</p>	<p>SCOPE: The community weighed in on the design and pushed for more public space and amenities they felt were promised in planning engagement. Mark worked with the design team to provide WSDOT with design and construction-related costs needed to support these efforts and secured an amendment to provide the design.</p>	<p>BUDGET: Because of the tight design schedule, budget issues arose primarily due to scope creep/change as previously described. Mark worked with Graham/WSDOT to provide a design amendment to capture early designs and cost estimates needed for WSDOT to evaluate the community's requests.</p>	<p>CHANGES: During construction, project changes persisted, notably a girder installation error. Mark and the design team promptly collaborated with Graham to address the issue. He negotiated changes with Graham to facilitate inspections and analyses, ensuring swift resolution and project continuity.</p>
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OREGON AVENUE (SR 397) CORRIDOR TRAFFIC STUDY AND DESIGN PASCO, WA

<p>SCHEDULE: Mark developed a Work Breakdown Structure (WBS) and Critical Path Method (CPM) schedule with the project team. Addressing a schedule risk during the first public engagement event, he adjusted the schedule to ensure effective communication with property owners, City leadership, Council, and the community.</p>	<p>SCOPE: Mark collaborated with the City and the team to assess the resources and time needed to connect with each property owner. The decision was made for the consultant team to provide materials, while City staff would engage with property owners, minimizing cost and schedule impacts.</p>	<p>BUDGET: Individualized meetings with owners led to negotiations for project interface changes. Mark collaborated with the City's project manager to create an amendment addressing additional design and re-design efforts required to meet the negotiated objectives.</p>	<p>CHANGES: In the final design coordination with WSDOT, a pavement design revision for widened roadways occurred, causing a ripple effect due to the late timing. Mark and the design team evaluated the impact on the project budget and schedule, concluding it could be managed without adjustments.</p>
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SULLIVAN ROAD WEST BRIDGE REPLACEMENT SPOKANE VALLEY, WA

<p>SCHEDULE: Mark collaborated on a Work Breakdown Structure (WBS) and Critical Path Method (CPM) schedule with the team. Defining concise tasks and interrelationships, a 'kick-off' meeting with environmental agencies clarified realistic review times and processes, ensuring a reasonable schedule and input.</p>	<p>SCOPE: To accommodate construction access from both sides of the River, including Sullivan Park, early engagement with resource agencies led to mitigating temporary impacts by expanding the park. An amendment facilitated design, bidding, and reconstruction of the park ahead of the bridge replacement project.</p>	<p>BUDGET: Elaborate traffic control plans for various construction phases were crafted and coordinated with the City. WSDOT's two rounds of input underwent review by Mark, who collaborated with the City to reconcile differences, minimizing the budget impact.</p>	<p>CHANGES: Mid-construction, the need for vertical realignment of the Centennial Trail under the new bridge emerged. The team promptly formulated a plan, tackled a fiber optic line challenge, obtained State Parks Commission approvals, and initiated a change order to complete the work, averting impacts to the schedule.</p>
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3 KEY TEAM MEMBER QUALIFICATIONS



STEPHEN VAN DYCK,
AIA, LEED AP
LMN, URBAN
DESIGN PARTNER-
IN-CHARGE

Stephen leads the design and delivery of complex public infrastructure and transportation projects that focus on community benefit. Stephen advances LMN's vision to create buildings that engage and enrich public life, strengthen civic identity and promote sustainable urbanization. **He brings an exceptional capacity to lead teams through complex project circumstances to produce inventive solutions that are highly responsive to programmatic needs, environmental conditions, and urban influences.**

EDUCATION

M.Arch, Yale University
BA, Connecticut College

REGISTRATIONS & ACCREDITATIONS

AIA American Institute of Architects
LEED Accredited Professional
Registered Architect: WA

PRIOR RELEVANT PROJECTS

SR 520 Rest of the West SEATTLE, WA
Duration: 10/2015 - Est. Completion 2029
Role: Bridge Architecture Lead

Grand Avenue Park Bridge

EVERETT, WA
Duration: 07/2014 - 08/2020
Role: Bridge Architecture Lead

City of Bellevue I-405 Crossing

BELLEVUE, WA
Duration: 09/2023 - Est. Completion 2024
Role: Bridge Architecture Lead



JESSICA WADE
DH
COMMUNITY
OUTREACH
LEAD

Jessica has managed several regional engagement campaigns, including equity-based outreach and public engagement for Spokane Transit's strategic planning and Better Health Together's COVID-19 vaccination campaign. For Health Care Authority's Apple Health for Kids campaign, she led listening sessions with Hispanic audiences. **She excels at forming strong partnerships with community-based organizations, listening and engaging historically-excluded communities.** A gifted facilitator, writer and creative campaign strategist, Jessica will lead media relations and outreach strategy.

EDUCATION

BA, English, Montana State University-Billings

PRIOR RELEVANT PROJECTS

Better Health Together | Trusted Messenger COVID-19 Vaccine Campaign SPOKANE, WA
Duration: 01/2021 - 01/2023
Role: Strategy Lead

Spokane Transit Authority | Strategic Plan, Connect 2035

SPOKANE, WA
Duration: 01/2022 - Ongoing
Role: Outreach Strategy Lead

Arcora Foundation | Smile Spokane Community Education Campaign

SPOKANE, WA
Duration: 06/2019 - 12/2022
Role: Community Education Lead



AARON OLSON, PE
KPFF
BRIDGE &
STRUCTURES
ENGINEERING
LEAD

Aaron brings 14 years of experience in structural engineering for high profile pedestrian, land, and traditional bridge projects. His deep understanding of the nuances present in the design of these projects allow him to help his clients and the communities they serve deliver projects that quickly become beloved public infrastructure. **Aaron's bridge engineering work includes feasibility studies, concept design and preparation of final plans, specifications, and cost estimates in accordance with WSDOT, FHWA, AASHTO, and other applicable design standards.**

EDUCATION

MS, Civil Engineering, University of Washington
BS, Civil Engineering, University of Washington

REGISTRATIONS & ACCREDITATIONS

Professional Engineer in WA, CA, ID
WSDOT Certified Bridge Inspection Team Leader

PRIOR RELEVANT PROJECTS

Grand Avenue Park Bridge
EVERETT, WA
Duration: 07/2014 - 8/2021
Role: Project Manager during Construction

University District Gateway Ped/Bicycle Bridge

SPOKANE, WA
Duration: 04/2013 - 03/2018
Role: Lead Bridge Engineer

Chelan-Douglas Transportation Council, Columbia River Crossing Feasibility Study

WENATCHEE, WA
Duration: 05/2023 - Ongoing
Role: Lead Bridge Engineer



**KATIE
HEROLD, PE**
KPFF
CIVIL/
TRANSPORTATION
ENGINEERING LEAD

Katie has 20 years of civil engineering experience in the planning and design of projects including transportation, transit facilities, urban and rural site development, and parks. Her wide range of experience includes design of stormwater infrastructure, wet and dry utilities, grading, paving, erosion control, channelization, signage, right of way and traffic control. **She has worked on several projects over the last 10 years that have overlapping and blended requirements between WSDOT and the Local Jurisdiction and understands the importance of clear communication when navigating these requirements.**

EDUCATION

BS, Civil Engineering, University of Washington

REGISTRATIONS & ACCREDITATIONS

Professional Engineer in WA

PRIOR RELEVANT PROJECTS

Chelan-Douglas Transportation Council, Columbia River Crossing Feasibility Study WENATCHEE, WA
Duration: 05/2023 - Ongoing
Role: Senior Transportation Engineer

Spokane Transit Authority, Division Street Bus Rapid Transit SPOKANE COUNTY, WA
Duration: 01/2022 - Ongoing
Role: Civil Lead

SDOT, Madison Bus Rapid Transit SEATTLE, WA
Duration: 01/2016 - Ongoing
Role: Civil Lead



**ADAM
AMRHEIN, AICP
LMN**
URBAN DESIGN
LEAD

Adam brings systems thinking to bear on city infrastructure, planning, and design problems. Adam seeks to leverage abstract policy imperatives with stakeholder goals to create highly valued, deeply sustainable, and people-centric places. He is an expert with developing outreach programs, interagency coordination, and public engagement. **Adam will utilize a proven history of designing places for people, transit, and non-motorized mobility over/under/along/through highway and rail infrastructure, with WSDOT and Sound Transit.**

EDUCATION

Master of City and Regional Planning, University of Pennsylvania
BA, University of Pittsburgh

REGISTRATIONS & ACCREDITATIONS

AICP American Institute of Certified Planners
APA American Planning Associations

PRIOR RELEVANT PROJECTS

SR 520 Rest of the West SEATTLE, WA
Duration: 10/2015 - Est. Completion 2029
Role: Urban Designer

Wilburton Eastrail Framework Plan BELLEVUE, WA
Duration: 11/2020 - 11/2023
Role: Urban Design Lead

City of Bellevue I-405 Crossing BELLEVUE, WA
Duration: 09/2023 - Est. Completion 2024
Role: Urban Design Lead



**KATE
WESTBROOK, AIA
LMN**
ARCHITECT

Kate is passionate about creating publicly engaging and highly sustainable architecture. By integrating emerging technologies in design, fabrication, and analysis with thoughtful attention to how environments influence human experience and interaction, Kate brings a broad understanding and creative insight to projects of all sizes and complexity. **She enjoys discovering unexpected design opportunities through collaborative engagement with public and private stakeholders, end-users, and communities** to provide innovative, holistic design and technical solutions.

EDUCATION

M. Arch, University of Pennsylvania
BA, Colgate University

REGISTRATIONS & ACCREDITATIONS

AIA American Institute of Architects
Registered Architect: WA

PRIOR RELEVANT PROJECTS

Seattle Convention Center Summit Building SEATTLE, WA
Duration: 2015 - 01/2023
Role: Project Designer

Founders Hall, Foster School of Business, University of Washington SEATTLE, WA
Duration: 12/2017 - 09/2022
Role: Project Designer

Baltimore Convention Center Arena and Hotel Study BALTIMORE, MD
Duration: 11/2010 - 01/2012
Role: Project Designer



GUY MICHAELSEN,
FASLA
BERGER
PARTNERSHIP
 LANDSCAPE
 ARCHITECT

Guy brings a unique ability to shape magnetic and memorable public spaces that provide powerful experiences. He helps others imagine what can be, navigating challenges and building support for projects to reach beyond the expected and achieve visionary outcomes. In keeping with real-world realities, he roots his projects in pragmatic yet elegant solutions. **He brings unique expertise in shaping complex urban pedestrian trail corridors, civic spaces and parks that become iconic experiences.**

EDUCATION

BLA, Washington State University

REGISTRATIONS & ACCREDITATIONS

Fellow, American Society of Landscape Architects (ASLA)

Registered Landscape Architect: WA

PRIOR RELEVANT PROJECTS

Eastrail Corridor (Redmond Central Connector, Cross Kirkland Corridor, NE 8th, Wilburton Framework Plan)

REDMOND, KIRKLAND, BELLEVUE, WA

Duration: 2010 - Ongoing

Role: Landscape Architect,

Partner-in-Charge

Riverfront Park & Centennial Trail

SPOKANE, WA

Duration: 2015 - 2020

Role: Landscape Architect,

Partner-in-Charge

US395/NSC Shared Use Path, Columbia To Spokane River

SPOKANE, WA

Duration: 2020 - 2022

Role: Lead Landscape Architect



IRIS
PICAT
ENVIROISSUES
 ENGAGEMENT
 STRATEGIST

Iris enjoys engaging the public to help clients make transparent community-based decisions and build lasting relationships. **Drawing from knowledge gained while working with WSDOT daily for four years on the SR 99 Alaskan Way Viaduct, she will aid in the development and implementation of strategies for communications and community engagement, navigating challenges to build consensus.**

Iris will partner with the DH team to build trust through clear communications and meaningful conversations with all stakeholders.

EDUCATION

BS, Communications, Journalism and Minor in Anthropology, Boston University
 EM, Natural Resources, Leadership in Global Sustainability, Virginia Tech University

REGISTRATIONS & ACCREDITATIONS

Certificate in International Association of Public Participation, International Association of Public Participation, 2018

PRIOR RELEVANT PROJECTS

Seattle Waterfront Program

SEATTLE, WA

Duration: 2019 - Ongoing

Role: Project Manager

Alaskan Way Viaduct Replacement Program

SEATTLE, WA

Duration: 2015 - 2019

Role: Communications Support

SR-167/70th Avenue Bridge Replacement

SEATTLE, WA

Duration: 2019 - 2020

Role: Communications Lead



ESTHER
BROWN
DH
 OUTREACH
 COORDINATOR &
 MEDIA STRATEGIST

Esther led a partner program for community-based organizations, promoting the Small Business Flex Fund. She delivered tailored assistance to state coalitions in the Starts with One campaign, offering materials, resources and training for opioid misuse prevention. **Esther is skilled at connecting with any audience, finding innovative ways to support them and help align their work with our clients' campaigns.**

EDUCATION

Bachelor of Arts in Communications, Whitworth University

PRIOR RELEVANT PROJECTS

Washington State Health Care Authority | Pharmacy Safe Storage Program

WA STATE

Duration: 07/2021 - Ongoing

Role: Program Manager

Washington State Department of Commerce and Grow America | Small Business Flex Fund

WA STATE

Duration: 08/2021 - 02/2023

Role: Partner Program Lead

Washington State Health Care Authority | Starts with One Campaign

WA STATE

Duration: 07/2021 - Ongoing

Role: Partner and Coalition Program

Lead



MICHELLE ANDERSON
AEC
ENVIRONMENTAL DOCUMENTATION & PERMITTING LEAD

Michelle has over 26 years of experience in biological studies and environmental compliance. **She has led NEPA, Section 106 compliance, ESA documentation, permitting, wetland delineation, permitting and environmental construction support for hundreds of federally funded and WSDOT projects in Eastern Washington and Idaho.** Michelle will be responsible for helping to ensure the environmental process is efficiently and effectively implemented. Michelle will work closely with the design team and environmental staff to identify the APE, and complete required studies, as needed.

EDUCATION

BA, Biology, Western Washington University

PRIOR RELEVANT PROJECTS

Fish Lake Connection Project

SPOKANE, WA

Duration: Completed 2022

Role: Environmental Documentation & Permitting Lead

Muse Drive #211-0.85 Bridge Replacement

FRANKLIN COUNTY, WA

Duration: 08/2021 - 2022

Role: Environmental Documentation & Permitting Lead

Ironwood Road #636-4.87 Bridge Replacement

FRANKLIN COUNTY, WA

Duration: 11/2021 - 2022

Role: Environmental Documentation & Permitting Lead



GINA COFFMAN
COFFMAN INDUSTRIES
MULTI-MODAL TRANSPORTATION PLANNER

Gina works with constituents nationwide to improve streets for all modes and users. Her work with the FHWA on pedestrian safety countermeasures helps her apply the latest research to recommendations for agency clients. She was also involved in the roll-out of the 2012 AASHTO Guide for the Development of Bicycle Facilities, co-authored by Toole Design. **Gina understands the complexities of the regulatory process for federally funded projects. She has been a key consultant planner for five years on an FTA-funded project with King County Metro, partner agencies, and four local jurisdictions.**

EDUCATION

MLA, University of Washington

BS, BA, Ecology & Art, The Evergreen State College

PRIOR RELEVANT PROJECTS

I-90 Crossing Study

ISSAQUAH, WA

Duration: 08/23 - Ongoing

Role: Multimodal Transportation Planner

185th Street Multimodal Corridor Strategy

SHORELINE, WA

Duration: 11/2017 - 07/2019

Role: Multimodal Transportation Planner

RapidRide I-Line

SOUTH KING CO, WA

Duration: 2018 - Ongoing

Role: Lead Access to Transit Planner



JILL CODY, IALD, CLD, LC, LEED AP
DARK LIGHT DESIGN
LIGHTING DESIGN LEAD

Jill brings more than 25 years of lighting design experience to inform her work on large scale public space projects. She believes creating outdoor environments requires collaboration with the entire design team to imagine the experience of the space that functions as well after dark as it does during the day. **Through prior projects, Jill understands the complexity of public projects and works within parameters to provide innovative and thoughtful lighting design to the project.**

EDUCATION

BA, Political Science, University of Nevada

Interior Design Certificate, San Joaquin College

REGISTRATIONS & ACCREDITATIONS

Professional Member, International

Associate of Lighting Designers

Certified Lighting Designer

LEED Accredited Professional

PRIOR RELEVANT PROJECTS

Spokane Riverfront Park

SPOKANE, WA

Duration: 2015 - 2021

Role: Principal, Lighting Design

Seattle Central Waterfront

SEATTLE, WA

Duration: 2014 - Ongoing

Role: Principal, Lighting Design

Hing Hay Park

SEATTLE, WA

Duration: 2014 - 2018

Role: Principal, Lighting Design



ROXANNE GRIMM
DCI ENGINEERS

RIGHT-OF-WAY LEAD

As DCI's Right-of-Way Services Director, Roxanne has over 20 years of experience managing many of the region's largest right-of-way-projects and teams. As a former local agency coordinator and acquisition supervisor for WSDOT's Eastern Region, Roxanne is able to draw from her WSDOT experience making her one of the most knowledgeable ROW Project Managers in the state. **Her experience and understanding with WSDOT and public agency regulations makes her a valuable asset to any project team.**

EDUCATION

Washington State University

REGISTRATIONS & ACCREDITATIONS

WA Public Notary #96694
Certified Mediator

PRIOR RELEVANT PROJECTS

145th Interchange Project

SHORELINE, WA
Duration: 2021 - 2023
Role: ROW Project Manager

Sullivan/Trent SR290 Bridge Replacement

SPOKANE VALLEY, WA
Duration: 2022 - Ongoing
Role: ROW Project Manager

Kramer Parkway

LIBERTY LAKE, WA
Duration: 2020 - 2022
Role: ROW Project Manager



DONALD EVANS, PE
E2

PRINCIPAL ELECTRICAL ENGINEER

Donald handles all aspects of projects, including procurement, management, design, and site observation. He offers hands-on experience as well as comprehensive design experience to every project from electrical system and lighting design to low voltage electronic and specialized detection systems. **His service-oriented approach is evident in his commitment to building long-lasting relationships, maintaining high standards, and employing best practices to ensure the success of every project.**

EDUCATION

BS, Electrical Engineering, Gonzaga University

REGISTRATIONS & ACCREDITATIONS

Professional Engineer – Electrical
WA: #48330 | ID: P-15689 | MT: PEL-PE-LIC-39424 | OR: # 90774PE

PRIOR RELEVANT PROJECTS

City of Spokane On-Call, including Parks Department

SPOKANE, WA
Duration: 2021 – Ongoing
Role: Electrical Design Engineer & Project Manager

Grant County PUD On-Call

GRANT COUNTY, WA
Duration: 2016 – Ongoing
Role: Electrical Engineer Design & Project Manager

Spokane International Airport Rail-Truck Transload Facility

SPOKANE, WA
Duration: 2020 – Ongoing
Role: Electrical Design & Project Manager



ERIC HAMMOND
E2

ELECTRICAL PROJECT MANAGER & DESIGNER

Eric displays active communication, keen planning, and hones responsibility to implement and formulate strategies for overall project execution and success. Eric has exceptional exposure and experience as a project manager and electrical designer in the electrical engineering and consulting industry, interfacing daily with electrical engineering teams, including architects, mechanical engineers, and owners. He is knowledgeable in lighting and controls, audio/video systems, and fire alarm systems, with a strong foundation and execution of CAD/BIM software.

EDUCATION

AA, Architectural Technology, Spokane Community College

PRIOR RELEVANT PROJECTS

Othello HAWK Crossing Improvements

OTHELLO, WA
Duration: 2020 – 2022
Role: Project Manager & Designer

Spokane International Airport, TREX Road

SPOKANE, WA
Role: Project Manager & Designer
Duration: 2022 – Ongoing

Coeur d'Alene Airport, Electrical Improvements

COEUR D'ALENE, ID
Role: Project Manager & Designer
Duration: 2020 – Ongoing



CHRIS BREILAND
FEHR AND PEERS
MULTIMODAL
TRANSPORTATION
PLANNING LEAD

Chris has worked on numerous transit hub, transportation impact studies, and intersection/corridor studies in the region. He is experienced in transit planning, access analysis, and multi-agency regional transportation planning studies. **Chris is familiar with WSDOT and local agency policies and procedures from his extensive transportation planning and traffic engineering work throughout the state. Chris has worked with the LAG manual with respect to integrating local transportation plans and projects with the state highway system.**

EDUCATION

MS, Civil Engineering, University of California, Irvine

BS, Environmental Policy Analysis, University of California, Davis

REGISTRATIONS

AND ACCREDITATIONS

Transportation Research Board (TRB)

National Council of Examiners for Engineering and Surveying (NCEES)

PRIOR RELEVANT PROJECTS

US 195/I-90 Corridor Study

SPOKANE, WA

Duration: 10/2019 - 12/2022

Role: Principal-in-Charge

Spokane Valley Transportation Element

SPOKANE VALLEY, WA

Duration: 05/2016 - 12/2016

Role: Project Manager

Northgate Bridge - Pedestrian & Bicycle Facility

SEATTLE, WA

Duration: 04/2015 - 09/2017

Role: Agency Integration Advisor



JOSH HARTLEY, PE
FEHR AND PEERS
TRAFFIC
ENGINEERING
LEAD

Josh, a senior transportation planner with 12 years experience, adeptly manages multimodal transportation planning projects. His expertise combines technical analysis with effective communication, allowing him to present recommendations clearly to planners, engineers, the public, and decision-makers. **Josh's experience in transportation planning efforts includes a diversity of projects ranging from multimodal corridor level analysis, bicycle planning, transit planning, travel pattern studies, crash analysis, Big Data collection/analysis and community transportation master plans.**

EDUCATION

BS, Civil Engineering, Missouri University of Science & Technology

REGISTRATIONS & ACCREDITATIONS

Professional Engineer (Civil):

WA#22021611; LA# 00039984

PRIOR RELEVANT PROJECTS

Sullivan Road / SR 290 Interchange -

Phase 2 SPOKANE VALLEY, WA

Duration: 11/2023 - Ongoing

Role: Project Manager

Spokane Transit Authority Division Street BRT - BRT Planning and Design

Phase 2 SPOKANE, WA

Duration: 12/2023 - Ongoing

Role: Project Manager

Inland Empire Way Study & Preliminary Engineering

SPOKANE, WA

Duration: 01/2024 - Ongoing

Role: Project Manager



JENNIFER GORMAN
GPA

ARCHITECTURAL
HISTORIAN

Jennifer specializes in transportation projects and has successfully completed more than 70 cultural resources reports in compliance with Section 106 of the National Historic Preservation Act and implementing 36 CFR 800. Her expertise in transportation projects includes documentation, recording, and evaluation of a wide variety of resources for the National Register of Historic Places. **She has received accolades for her skillful technical writing, expert assessment and analysis, excellent coordination with state historic preservation offices and local, state, and federal agencies, and high-quality and timely deliverables.**

EDUCATION

MHP, University of Georgia

BA of Philosophy, Belmont University,

PRIOR RELEVANT PROJECTS

Cultural Resources Survey Report for the South George Washington Way Intersection Improvements Project

RICHLAND, WA

Duration: 05/2023 - 06/2023

Role: Architectural Historian

Cultural Resources Survey Report for the Poplar Street Improvements Project

WALLA WALLA, WA

Duration: 10/2020 - 05/2021

Role: Architectural Historian

Cultural Resources Survey Report for the Argonne Road Widening Project

MILLWOOD, WA

Duration: 06/2020 - 07/2020

Role: Architectural Historian



**WILL
ROSSO, PE**
HWA
GEOSCIENCES
GEOTECHNICAL
ENGINEER

Will has over seven years of experience working on various geotechnical engineering projects throughout the PNW including site evaluation and design work for shallow foundations and pavements. He is familiar with the construction of deep foundation systems such as rammed aggregate piers, auger cast piles, driven piles, drilled piers, and pin piles and has been directly involved in all project phases including developing engineered solutions during project planning, construction review, and construction monitoring.

EDUCATION

BS Civil Engineering, University of Kansas
BS Petroleum Engineering, University of Kansas

REGISTRATIONS & ACCREDITATIONS

Professional Engineer (Civil): 2021
Washington No. 21036636

PRIOR RELEVANT PROJECTS

Peter Western Bridge BURIEN, WA
Duration: 2017 - 2022
Role: Geotechnical Engineer

USPS Pedestrian Bridge EVERETT, WA
Duration: 2023 - Ongoing
Role: Geotechnical Engineer

Five Mile Bridge WALLA WALLA, WA
Duration: 2022 - Ongoing
Role: Geotechnical Engineer



**KAREN
MOBLEY**
KAREN MOBLEY
STUDIO

ART CONSULTANT

Karen facilitates planning initiatives where aesthetic enhancements, design and public art are an option in construction. She has worked in public art for over 25 years and served as the Arts Director for the City of Spokane from 1997-2012. As a sole proprietor, she serves as a contractor to Spokane Arts, Spokane Public Facilities District, and acts as a curator for ArtsWA *Art in Public Places* program. **She works with government agencies, architects, and communities to facilitate planning, artist selection, contracting, art integration and interpretation and related educational projects, exemplified recently in partnership with KPFF on the Ben Franklin Transit Downtown Pasco Hub in 2002 and 2023.**

EDUCATION

MFA, Art University of Oklahoma
BFA, Art, University of Wyoming

PRIOR RELEVANT PROJECTS

WSDOT North Spokane Corridor SPOKANE, WA
Duration: 2019 – Ongoing
Role: Art Consultant

Chromasphere Installation at the Podium SPOKANE, WA
Duration: Installed 2021
Role: Art Consultant

Shimmer Installation at the Central Library SPOKANE, WA
Duration: Installed 2022
Role: Art Consultant



**JOSH
VAN WIE, PE**
OSBORN
CONSULTING
STORMWATER
LEAD

Josh has led and supported a variety of projects in the Spokane area and throughout Washington state, including analysis and design for addressing complex stormwater problem areas, stormwater modeling, development of PS&E packages, and construction support.

Josh’s close attention to detail, commitment to meeting client expectations, and proven approach to efficiently scoping and delivering stormwater planning and design services, combined with his experience coordinating with WSDOT and many local public agencies in Spokane, make him ideal for his role as Stormwater Lead.

EDUCATION

MS, BS, Civil Engineering, Washington State University

REGISTRATIONS & ACCREDITATIONS

Civil Engineer: WA

PRIOR RELEVANT PROJECTS

City of Wenatchee Confluence Parkway PDB WENATCHEE, WA
Duration: 10/2023 - Ongoing
Role: Drainage Lead

City of Spokane NE Spokane Stormwater Study SPOKANE, WA
Duration: 07/2022 - 01/2024
Role: Project Manager

Seattle Parks & Rec Fritz Hedges Waterway Park SEATTLE, WA
Duration: 08/2015 - 04/2021
Role: Project Engineer



BRETT SCHNEIDER, PE
OTT-SAKAI
 CONSTRUCTABILITY
 & COST ESTIMATING
 LEAD

Brett is a versatile engineer focused in the heavy/civil transportation industry. His previous experience as a Construction Project Manager gives Brett the ability to integrate hands-on construction knowledge into his scheduling functions. **Brett has worked with contractors, DOTs, and designers to provide in-depth schedule creation, analysis, and review, most recently on the Sellwood Bridge project, where he developed complex staging plans to access various work locations while maintaining vehicular, pedestrian/bike, and marine traffic.**

EDUCATION

BS, Civil Engineering, University of Cincinnati, Specialization in Structural Engineering and Construction Mgmt.

REGISTRATIONS & ACCREDITATIONS

Professional Civil Engineer, Oregon (80831PE), 2008; Professional Civil Engineer, Washington (44985), 2008

PRIOR RELEVANT PROJECTS

EQRB (Earthquake Ready Burnside)

Project PORTLAND, OR

Duration: 11/2020 – Ongoing

Role: Owner’s Rep Construction Manager/Lead

Multnomah County Sellwood Bridge

Project PORTLAND, OR

Duration: 02/2011 – 12/2019

Role: Consultant Project Manager

I-205 Abernathy Bridge Project

OREGON CITY OR

Duration: 07/2015 – Ongoing

Role: Construction Specialist



DENA BELZER
STRATEGIC ECONOMICS
 ECONOMIC IMPACT
 LEAD

Dena is the founder and President of Strategic Economics. She has over 30 years of experience working on urban economic issues ranging in scale from regional growth management strategies to individual development projects. **Dena’s specializations include transit-oriented development, economic development, infrastructure funding and financing, and project implementation.** She excels at interdisciplinary strategic thinking which often takes the teams on which she is working in new and innovative directions.

EDUCATION

MCP, University of California, Berkeley

BA, Psychology, Pitzer College

PRIOR RELEVANT PROJECTS

Winslow Subarea Plan

BAINBRIDGE ISLAND, WA

Duration: 01/2023 – Ongoing

Role: Principal-in-Charge and Project Manager for Strategic Economics’ work

Region Central: Utilizing the Scajaquada Corridor to Create Healthy Communities

BUFFALO, NY

Duration: 2021 - 2022

Role: Principal-in-Charge and Project Manager for Strategic Economics’ work

Link21 Anti-Displacement Toolkit

SAN FRANCISCO BAY AREA, CA

Duration: 05/2023 – Ongoing

Role: Principal-in-Charge and Project Manager for Strategic Economics’ work



KAREN BRAITMAYER, FAIA
STUDIO PACIFICA
 ACCESSIBILITY
 CONSULTING LEAD

Karen is the founder and managing principal of Studio Pacifica. She provides the unusual combination of personal experience as a registered Architect and a member of the disabled community. She has made accessibility consulting and design services her focus area since 1990. **She provides consulting services to local governments, school districts, architects, engineers, companies, and individuals concerned with complying with federal laws and state codes, as well as simply creating spaces that work for the unique needs of individual users.**

EDUCATION

M. Arch, University of Houston

BA, Rice University

REGISTRATIONS & ACCREDITATIONS

Fellow, AIA

APA-BE Certification

NCARB Certification

ICC certified Accessibility Inspector/ Plans Examiner

Registered Architect: WA, OR, PA, VA

PRIOR RELEVANT PROJECTS

Sound Transit South Link Team

SEATTLE, WA

Duration: Ongoing

Role: Lead Accessibility Consultant

Port of Seattle Vertical Conveyance

SEATTLE, WA

Duration: Ongoing

Role: Lead Accessibility Consultant

Aids Memorial Pathway SEATTLE, WA

Duration: 2017 - 2021

Role: Lead Accessibility Consultant

4 FIRM'S PROJECT MANAGEMENT SYSTEM

KPFF leverages established tools and processes as a part of our project management system, described here. The cornerstone of our management approach is timely communication, regular monitoring of progress, and proactively addressing project change as it arises.

SCOPE

Developing Scopes to Support Project Objectives

KPFF considers scoping one of the most critical elements of the project. Project Manager Mark Brower will engage WSDOT in a scoping meeting, and encourage internal client stakeholders (planning, design, construction, maintenance) to attend. Our scoping meetings focus on determining project objectives and success factors that drive the focus of the development of our project scope. Mark will work with key leads to develop a Work Breakdown Structure (WBS) of definable tasks and craft them into a detailed project scope to achieve the objectives. Our detailed scopes include a list of assumptions and deliverables for each task, such that we have a documented basis for developing the project and managing change when it occurs.

Managing Scope Change

As PM, Mark is responsible for making sure there is an environment for task leads and subconsultants to discuss scope creep or other changes in scope. Mark includes change management in his regular coordination meeting agendas and reinforces the need to proactively discuss change. When a scope change is recognized, Mark will communicate with WSDOT immediately and in writing such that we can begin to actively manage the change.

BUDGET

Budget Development

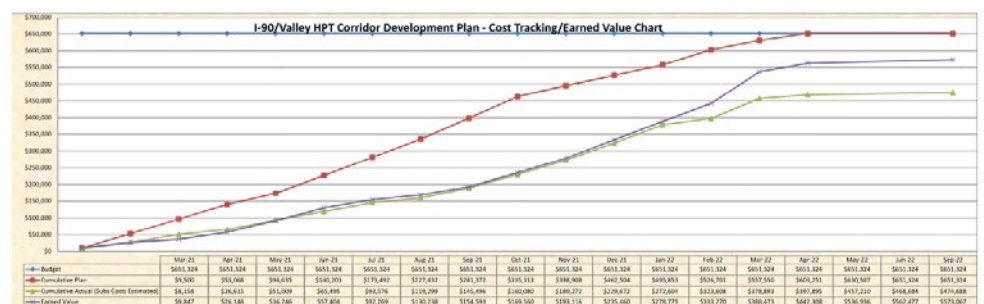
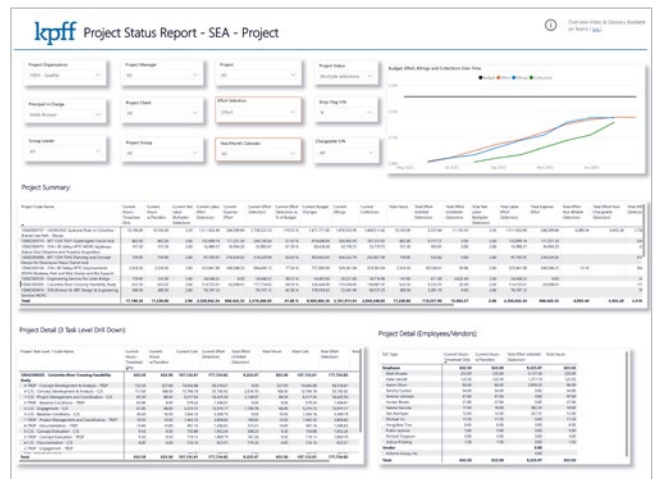
Mark will work with key leads to develop a budget based on project scopes. Mark provides guidance to the team on which team members and firms will be leading and/or contributing to each task. Mark then reviews the budget for potential level-of-effort gaps and overlaps and coordinates directly with the team to iron them out. The initial budget is then reviewed with WSDOT to make any revisions.

Budget Tracking

Once the project and work order agreement is approved, KPFF enters the project budget into BST. BST is our database for managing time charges, subconsultant invoices, and generating client invoices. Our PMs review real-time project budget information to the task level and leverage a Power BI "Project Status Report" (shown to the right) that provides at-a-glance costs, billings, collections, and time charges.

Mark also uses our Earned Value tool to track budget and schedule (shown below). This tool allows him to develop a project's planned spending curve, track actual spending against the plan, and work with key leads to understand where we actually are with respect to completion of work tasks (earned value).

Mark will provide monthly reports to WSDOT with budget status summaries, indicating status of current/upcoming work, earned value, and discussion of risks and potential changes. Any out-of-scope elements or potential changes will be immediately brought to the attention of the client and will be tracked in the monthly progress report.



SCHEDULE

Schedule Development & Tools

Mark uses Microsoft Project to develop Critical Path Method (CPM) schedules to both illustrate the dependency relationships between tasks, and understand which tasks are on the critical path to completing the project. Mark utilizes the WBS to provide an initial schedule to the team for review and input. Engaging the team in a bottom-up schedule development helps to obtain commitment from each team member. The draft schedule is then shared with WSDOT to coordinate agency input timelines and other revisions.

Schedule Tracking

Mark will review the schedule with WSDOT and the team to identify risks to the schedule and they will be tracked in our risk register and actively managed. At regular coordination meetings, his agenda features a 6-week lookahead for project deliverables, decisions, and milestones. These items and any potential changes or risks to the schedule are addressed in the meeting. Should there be changes that require a revision to the CPM schedule, Mark will use MS Project's tracking schedule tool, which shows the baseline and how the schedule is changed along the way. Updates to the CPM will be reviewed with WSDOT to understand implications to the overall timeline, and any associated scope/budget issues. If necessary, an amendment will be negotiated with WSDOT.

QUALITY

Philosophy & Responsibilities

Mark is responsible for deploying KPFF's proven quality

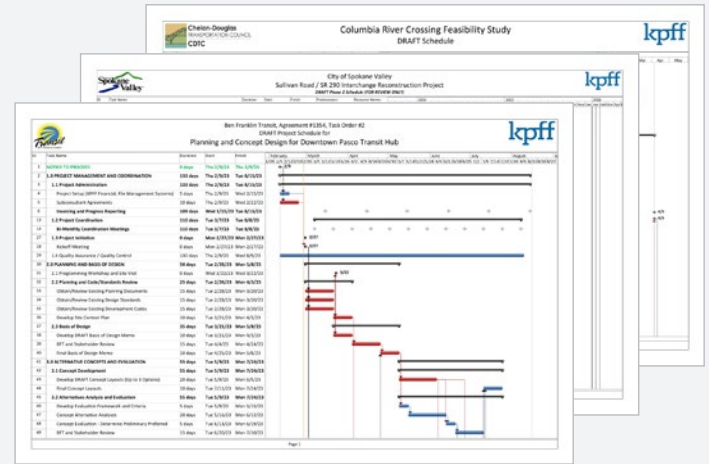
Three of Mark's recent and current CPM project schedules are shown here.

Spokane Valley, Sullivan Road/SR 290 Interchange Reconstruction:

An interchange project that includes NEPA/SEPA environmental documentation, right-of-way acquisition (critical path), and final design. Mark coordinated the schedule with WSDOT and the City to ensure that key deliverables were coordinated and agency review times were confirmed.

CDTC, Columbia River Crossing Study: A high-level study to understand the magnitude of benefits and impacts of a potential 3rd river crossing in the Wenatchee Valley. A multi-jurisdictional advisory committee (including WSDOT NC Region) was engaged throughout the study and the schedule was used to identify the cadence of these critical meetings well in advance so we could reserve time in their busy schedules.

Ben Franklin Transit, Planning and Concept Design for Downtown Pasco Transit Hub: This Task Order focused on developing site concepts and selecting a preferred concept for a new Transit Center that will be carried forward into final design. The CPM reinforced the time and effort required for critical stakeholder advisory committee and public engagement inputs throughout the process.



Management Plan (QMP) to deliver this program and task orders. Our QMP establishes a standard of expectations, or quality, for work products developed by the team and serves as a resource for the team to utilize during the project.

Mark works with our Quality Manager (QM) during the scoping process to make sure our quality process is integrated in the scope, schedule, and budget. Mark and the QM establish and administer the QMP. Our QM is responsible for verifying QC process is occurring and documented throughout the

process. Our project task leads ensure work products developed under their leadership meet scope and are independently checked for accuracy, completeness, consistency, and uniformity.

Our QM will provide training for the team at project onset to ensure task leads and subconsultants understand expectations and how to deploy the process.

QA/QC Process Overview

The workflow for our QA/QC Process is shown. This process is consistently used. Our QMP provides specific guidance for

each step of the process for studies or reports, concept drawings and reports, final design, and cost estimates.

We leveraged this process successfully on the recent WSDOT US 395/NSC Shared Use Path design-build project. Despite a very aggressive design-build schedule (5 months), all of the project disciplines and subconsultants were trained and followed the process for each submittal. Our QM spot checked each of the submittals and ensured the quality process was shown, including check prints with signatures prior to signing off and sending in the submittal.

PROJECT COMMUNICATIONS

Collaboration Tools

KPFF leverages collaboration tools to communicate effectively with our project teams including:

- Communications: In-person meetings, virtual meetings (MS Teams, Zoom, etc.), electronic mail, written documents
- File Sharing/Coordination: CADD document with version controls (ProjectWise), collaboration sites (SharePoint, OneDrive, etc.), PDF Editing (BlueBeam, Acrobat, etc.)
- Internal Team Communication

Good team communication is essential to working collaboratively to accomplish projects. With a large and diverse team, potentially working on multiple work orders at once, it is important to establish communication protocols at the project onset. Mark with work with the team to provide clear lines of communication between team members, as well as with WSDOT, to make sure the right people are included in the right kinds of communications.

The kick-off meeting is critical to getting the program and/or work order off on the right foot. The kickoff meeting will focus on:

- Documented project, client, and consultant team objectives
- Project communication protocols
- Scope and Schedule Overview
- Quality Management
- Risk Management
- Administrative Process

Regularly scheduled program and work order meetings will serve as the communications cornerstone.

Meeting agendas include:

- 6-8 week Schedule Look-ahead
- Technical Coordination
- Administrative Coordination
- Action Items

Client Kick-Off & Routine Coordination Meetings

Through our work for multiple agencies (including WSDOT Eastern Region) in the Spokane area, we have built strong working relationships with many key personnel at WSDOT. These relationships help us identify who may be a resource to help resolve a project issue and whose buy-in we need for a project solution to move forward. When requested, we can be in WSDOT's office in-person within 15 minutes, and our key staff members are available via phone and email throughout the business day.

We will kick the program and work orders off with a kick-off meeting, to cover the key agenda items described above for the consultant and WSDOT team members. It will be important for WSDOT to bring internal stakeholders that are anticipated to play a role to the kickoff meetings. Regular work order meetings will be used to communicate project progress and resolve project challenges and changes with WSDOT.

WSDOT and KPFF will also engage in a monthly Program Meeting. The purpose of this meeting is to walk through the open work orders, touching on high-level scope, schedule and budget status and issues. This is also a forum to review the overall program schedule and progress, to initiate new work orders, discuss program-level changes, and ensure the overall objectives are being met.

Stakeholder Communications & Coordination

KPFF understands that engagement is the heart of this project. Our team's approach is founded on our ultimate client — the community. It is essential to build an inclusive Engagement Plan that builds on the groundbreaking NSC collaboration (process, tools, relationships, successes, lessons-learned, etc.) to date. Mark will work with our top-notch project communications team to pair seamlessly our Engagement Plan with our project development process (refer to Section 5 herein). Key WSDOT partners (such as the City, Neighborhoods, Community Center, Tribes, etc.) will be engaged at the program level and on given work orders.

5 PROJECT DELIVERY APPROACH

KPFF+LMN's project philosophy and approach are detailed in the pages to follow. Our team will champion a holistic process that integrates community aspirations, sustainability, and resilience to create a project that fosters well-being and connectivity.

OUR PHILOSOPHY

The KPFF+LMN team is dedicated to delivering a project for WSDOT informed by a team of experts, a deeply collaborative outreach and engagement effort, and a history of delivering similar, complex work. Our project philosophy transcends traditional design boundaries, focusing on the immense opportunities each phase presents. Our team will analyze the cityscape, urban fabric, ecological assets, and the tapestry of Spokane, envisioning solutions that are harmonious with both the built and natural environments.

Working closely with WSDOT and all stakeholders, a foundation of trust and inclusivity is at the core of our project process. Beginning with a deep dive into the project's objectives and constraints, we engage in a rigorous analysis and exploration phase to initiate innovative design concepts, to be refined through collaboration and continual feedback loops. Our aim is to deliver a recommended design that exceeds expectations while providing exponential benefit over time to the culture and community of East Spokane.

A Generational Opportunity

The Reconnecting East Central Spokane project presents a seminal opportunity to restore and revitalize some of Spokane's most historically underserved neighborhoods, and in doing so set a new standard for community engagement, outreach and visioning with key stakeholders to deliver restorative infrastructure work across the state. Our team will benefit greatly from hindsight as we help WSDOT plan for new, best-practice transportation facilities and make vital investments in this community.

We see opportunity for WSDOT to build new levels of trust and generational relationships through an inclusive, equity-centered approach to community outreach. We believe this means proactively seeking input and investing in communities who have been historically excluded from past initiatives, building communications strategy and messaging in culturally responsive ways to reach different audiences where they are, and partnering with community-rooted organizations.

Designing Restorative Infrastructure

The bridge will not only reconnect its residents, business owners, and visitors to each other, but it will reestablish and reinforce large connections to the City and region through careful integration with existing and future transportation networks. With a broad view of the geographic, economic and social impacts, our design process will look to revitalize the neighborhood and region by enabling new economic and social opportunities both within the neighborhood and the City more broadly. Holistically planned and designed connections and spaces will forge new connections, bringing more equitable access to open space, trail networks, commercial corridors, and amenities across the neighborhood.

Innovation and Partnership

The KPFF+LMN team brings both deep connections to the Spokane area and extensive expertise in large and complex civic projects across North America that are celebrated for their community focus. Our broad expertise in outreach will allow us to leverage innovative and proven approaches to engagement, and we are committed to building on and integrating with WSDOT's engagement successes and fostered relationships.

We bring an integrated engagement process that informs design, meeting the community where they are across a variety of media and venues throughout the planning and design process. We will bring innovative tools to generate and capture ideas — including town halls, design charrettes, physical models, pop-up events, and virtual engagements— and leverage these opportunities to create new design opportunities and demonstrate WSDOT's commitment to listening and building trust.



The KPFF+LMN team brings deep expertise in creating places that serve both essential functionality and also inspire and delight. The careful integration of landscape, structure, architecture, and lighting to support an active, safe and engaging public realm will be essential. We also believe that great infrastructure can restore habitats, tell important community stories, and enable new futures. Our team is well-versed in the complex choreography required to bring many voices to the table and coordinate often competing interests, both among stakeholders and across design disciplines, to yield a cohesive and inspiring community asset. A successful project will not only connect neighborhoods and provide new amenities, but it must also become a destination and a place that the community can be proud of and feel ownership of.

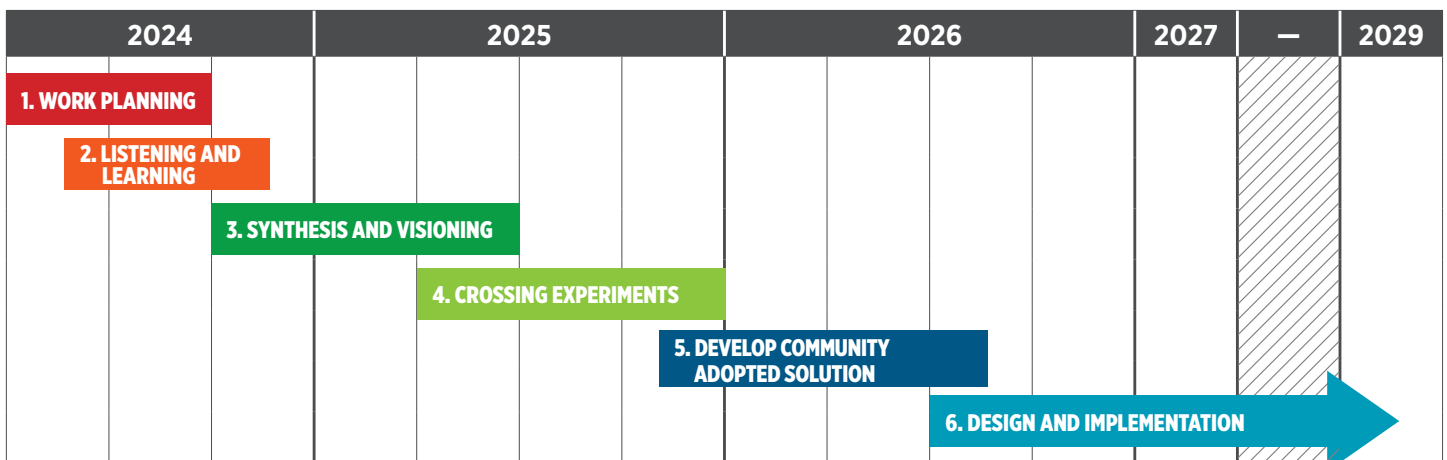
OUR WORK PLAN

Step 1: Building the Work Plan

The KPFF+LMN team will leverage our proven, and nimble integrated planning, engagement, design process summarized herein as a basis for the work plan. In order to formalize the basis into a work plan and a work breakdown structure (WBS), we need to engage with WSDOT internal stakeholders to identify and document:

- Guiding Objectives and Success Factors
- Decision Making Authority(ies)
- Team (other Stakeholders, Roles)
- Schedule Opportunities and Constraints
- Engagement Strategy and Plan
- Design Guidelines and Standards

CONCEPTUAL SCHEDULE

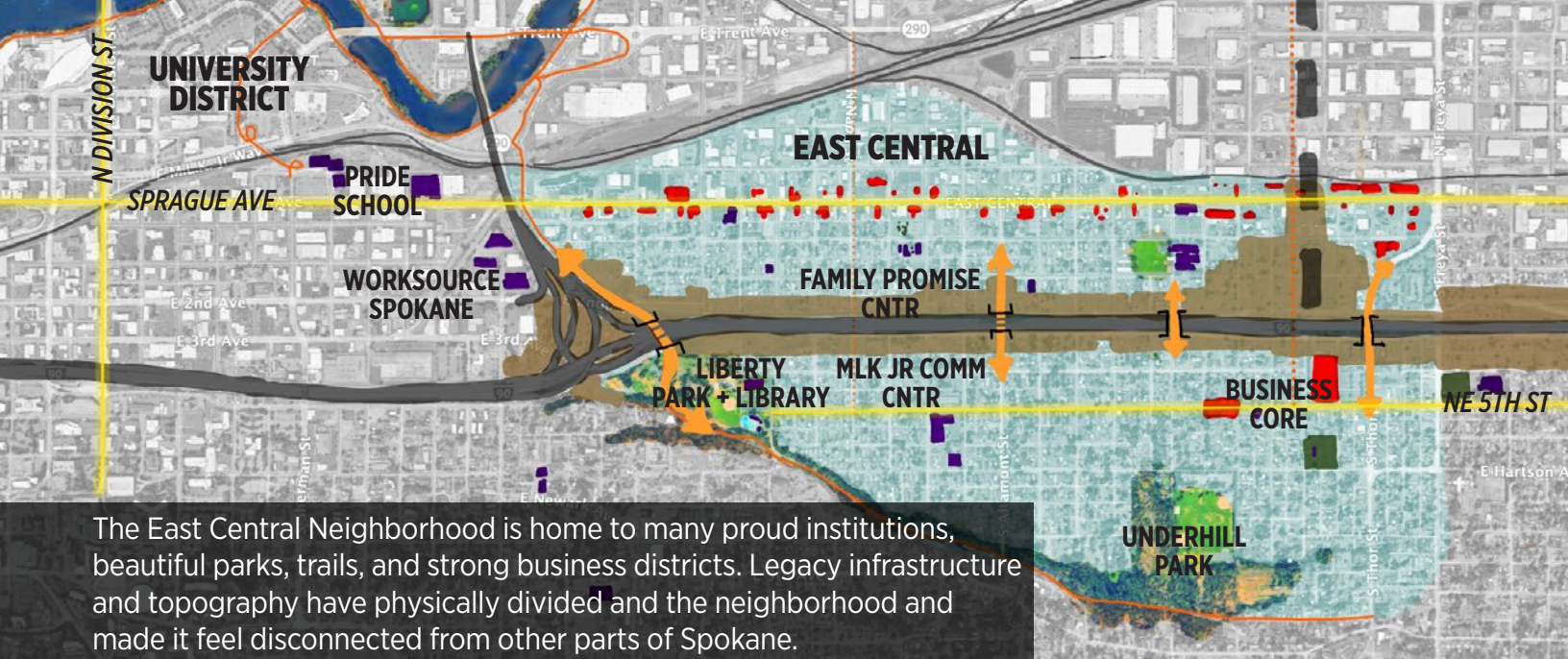


It is anticipated that WSDOT will engage the City (as a project partner) to in a development or review capacity.

With this information in-hand, Mark will engage our team to assemble a detailed WBS. The team will work with WSDOT (as decision-maker) to refine and finalize the WBS.

Adaptability and Contingencies

Our team appreciates the inherent flexibility in WSDOT’s approach for this project to be managed as a master agreement with to-be-defined work orders. This provides flexibility to manage change by breaking the project up into meaningful work orders (WO) to specific ends. For example, we will develop a design WO only when the solution is actually defined and approved, which keeps the design WO clear and efficient. As change occurs, we have the ability to engage new WOs, parallel WOs, and revise or truncate WOs.



The East Central Neighborhood is home to many proud institutions, beautiful parks, trails, and strong business districts. Legacy infrastructure and topography have physically divided the neighborhood and made it feel disconnected from other parts of Spokane.

Potential Project Deliverables + Milestones

- Approved Overall Work Plan
- Approved Initial WO(s)
- Approved Schedule
- Approved Initial Engagement Strategies and Plan

Outcome: Aligned Approach

Step 2: Listening and Learning

The East Central community is home to great institutions, proud history, resilient people and economic successes and opportunities. Yet, for more than half of a century, it has been impacted and constrained by transportation infrastructure. This step aims to understand the physical, social and demographic systems in the neighborhood, including any community or City initiatives or plans.

As we conduct this research, we will also gain baseline knowledge, guided by the engagement plan to facilitate listening sessions to inform the community of the project and process, and then elicit feedback to validate objectives and success factors, and understand neighborhood systems and their aspirations and needs.

Potential Project Deliverables + Milestones

- Stakeholder and Community Workshops
- Engagement Collateral, Digital Presence and Tools

- Coordination with North Spokane Corridor Project Office (NSC-PO)
- Document Baseline Conditions including history and culture, current and future mobility plan, environmental context, geological context, survey benchmarking, infrastructure plans, economic studies

Outcome: Community Informed Project Understanding

Step 3: Synthesis and Visioning

A shared and co-created vision between WSDOT, the community, and the City will be a crucial element to the success of this project. We will begin this step by synthesizing and reporting back to the community what we heard in the Listening and Learning step. Our team’s experience shows that building mutually beneficial solutions that chart a consensus path between community preferences, public needs, and agency oversight can be an efficient and effective way to deliver equitable projects. The KPFF+LMN team will lead the team to summarize possible opportunities and constraints, as a basis for what is possible to achieve with a new crossing of I-90. We’ll use this information to create and confirm a shared vision for this crossing with the community.

We will engage WSDOT and key stakeholders to develop an initial evaluation framework (including key criteria) to be used to evaluate and compare solutions generated in subsequent steps.



LMN's hands-on engagement with the community in the Synthesis and Visioning phase.

Potential Project Deliverables + Milestones

- Listening Sessions and Early Engagement Synthesis
- Project Opportunities and Constraints Diagrams and Narrative
- Conduct Project Visioning Workshops with Community and Stakeholders
- Creation of Shared Project Vision and Objectives
- Identify Key Community Connections
- Evaluation Framework

Outcome: Community Co-created Project Vision and Evaluation Framework

Step 4: Crossing Experiments

Understanding the shared vision and baseline conditions, Urban Design Partner-in-Charge Stephen Van Dyck and Urban Design Lead Adam Amrhein will engage the team (including WSDOT and City) to brainstorm a range of crossing locations for KPFF to test for feasibility with engineered alignments, and structural sections. A fatal-flaw analysis will be conducted (with WSDOT and City). Feasible solutions will be further analyzed.

The KPFF+LMN team will use visualization tools and digital fabrication technologies to enable an active dialogue throughout the process with WSDOT and the community, allowing everyone to engage in the ideas on an intuitive level. Engagement Consultants DH and EnviroIssues will develop messaging and engage with the community with a series of online and in-person charrettes.

Economic Impact Consultant Strategic Economics will supplement these solution alternatives with an economic development lens to understand benefits and impacts. Environmental Consultant AEC will screen alternatives from an environmental viewpoint, and Landscape Architects Berger Partnership will depict the open space and active transportation connections enabled by each alternative. Public Art Consultant Karen Mobley will help to identify and prioritize public art opportunities.

With WSDOT and the City, the team will evaluate feasible options using the framework to determine a preliminary recommended solution, which will be vetted with the stakeholders and community in engagement events.

Potential Project Deliverables + Milestones

- Stakeholder and Community Alternatives Charrettes
- Engagement Collateral, Digital Presence and Tools
- Concept Design Options and Comparative Costs
- Coordination with NSC-PO
- Draft Alternatives Evaluation and Recommended Solution
- Stakeholder and Community Engagement
- Review of Draft Evaluation and Recommended Solution

Outcome: Preliminary Preferred Solution



Physical Models engaged the community on the SR 520 project

Step 5: Community Adopted Solution

The KPFF+LMN team will refine the preliminary preferred solution with feedback received from WSDOT, City, stakeholders and the community. The team will document the evaluation process and preliminary preferred solution in a memorandum.

It is anticipated that WSDOT/City decision-making authority(ies) will review this information and adopt the solution.

As the decision making process is occurring the KPFF+LMN team will be preparing key initial design deliverables for WSDOT, including a Basis of Design and the Type, Size and Location (TS&L) report.

Potential Project Deliverables + Milestones

- Preferred solution, including programming and features
- Alternatives Evaluation Summary Memo
- Basis of Design
- TS&L Report

Outcome: Adopted Solution

Step 6: Design and Implementation

The KPFF+LMN team will design the preferred solution. Upon completion of the 30% submittal, NEPA Environmental Documentation will be prepared. WSDOT will work with FHWA and the team to obtain the determination (preliminarily assumed to be a DCE). Once determination is made, WSDOT may proceed with team-provided land acquisition and usage strategies to make any land transactions needed in accordance with FHWA requirements.

The team will finalize design to the 90% level, providing WSDOT and the City with Design Approval (DA) and Project Development Approval (PDA) documentation needed to support and approve the project design.

The KPFF+LMN team will engage the stakeholders and community to inform design elements



Renderings superimposed on drone images became important tools to help share the community vision of the extensive SR 520 Project

throughout the process. Karen Mobley will help to identify procurement and funding opportunities for public art priorities.

Potential Project Deliverables + Milestones

- Design Approval, Design Documentation Deliverables (as appropriate)
- Final Design Plans, Specs, and Estimate
- NEPA/SEPA Environmental Documentation
- Land Acquisition and Usage Strategies
- Interagency Agreements (WSDOT)
- NEPA/SEPA Determination (WSDOT/FHWA)
- Land Acquisition/Dispensation (WSDOT)

Outcome: Funding-Ready Priority Community Project

Issue Resolution

The KPFF+LMN team will deploy our project management approach outlined in Section 4 to attempt to proactively identify, communicate and manage issues and risks before they become problematic. If team issues arise, KPFF and Mark as the prime contract holder will work internally to resolve and elevate it to WSDOT immediately if needed. Similarly, issues with stakeholders that are identified by the team will be elevated to WSDOT immediately. Resolution of these issues may require elevating within WSDOT and/or the project partner team to address at the appropriate level. Issues between WSDOT and the KPFF+LMN team may be initially coordinated through Mark. As a firm owner, Mark can act on behalf of KPFF and take action as needed, or work with the subconsultant team members as needed.

An aerial photograph of a city grid, likely Spokane, Washington, showing a river and a highway interchange. The image is used as a background for a business card.

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