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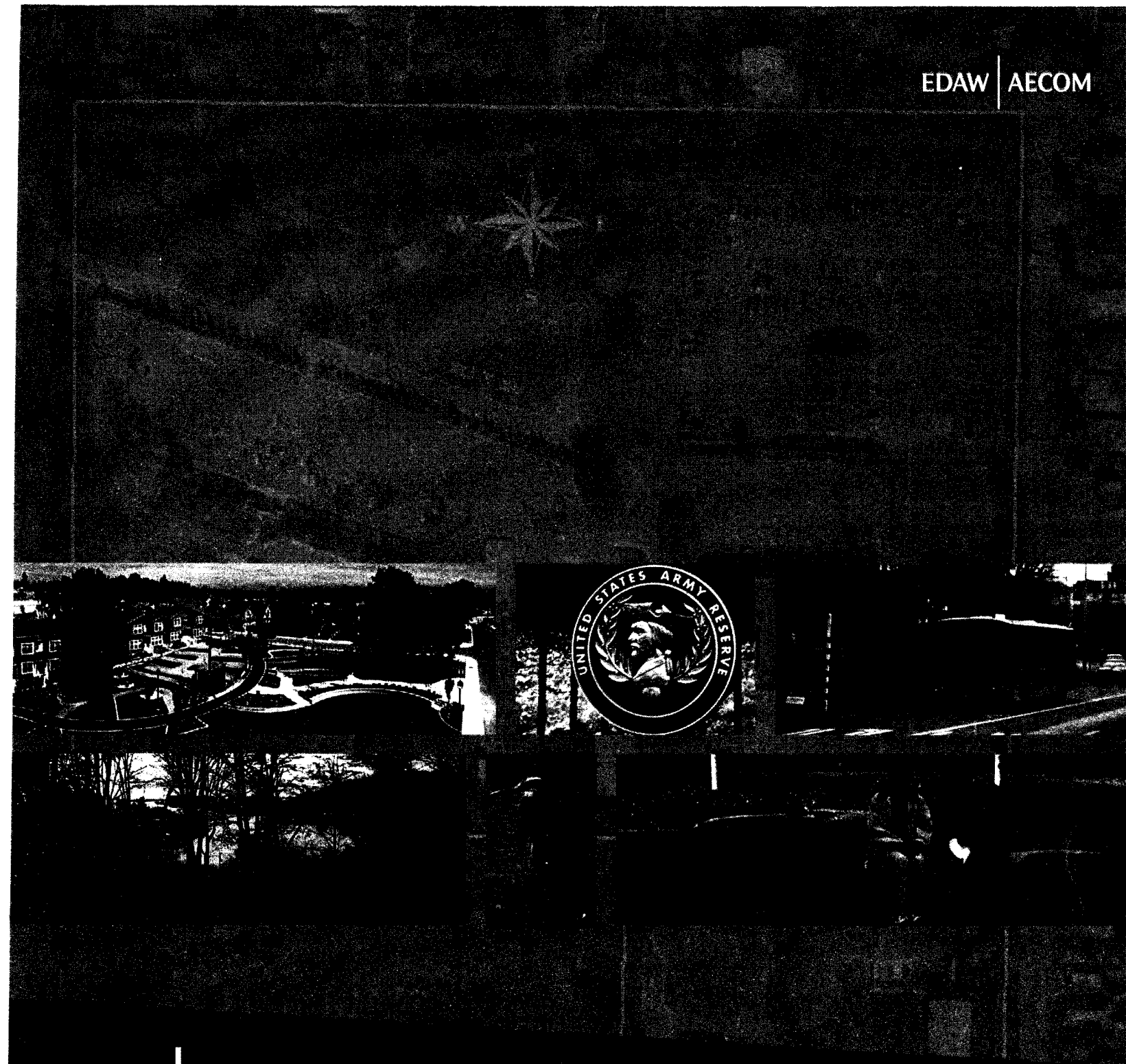
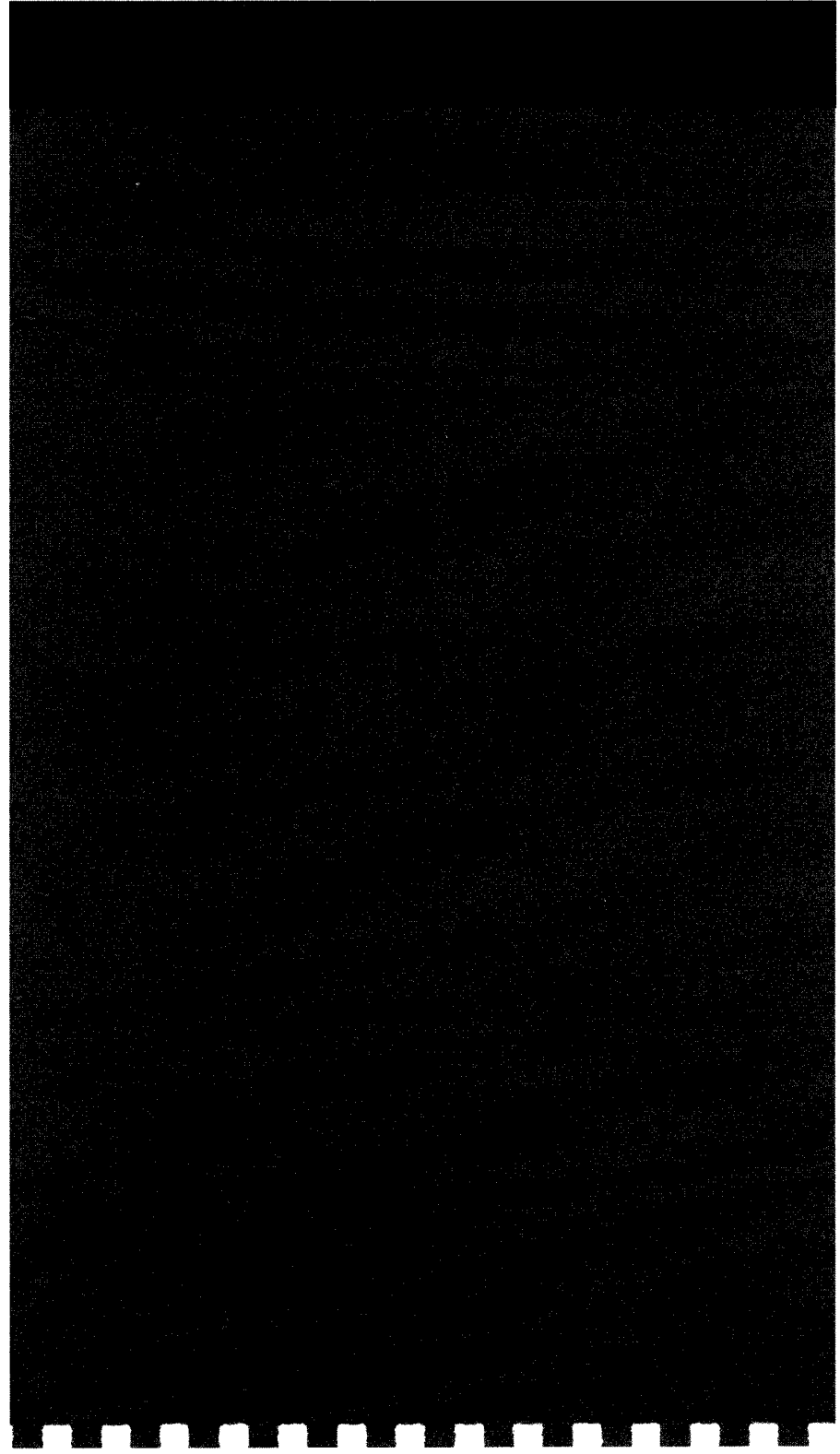



Proposal for **Reuse Planning** for

# Fort Lawton Army Reserve Center

Submitted to:
City of Seattle
Fleets & Facilities Department
PO Box 94689
700 5th Avenue, Suite 5200
Seattle, WA 98124-4689

03.07.2008



**EDAW Inc**
815 Western Ave, Suite 300, Seattle, Washington 98104
T 206.622.1176 F 206.343.9809 www.edaw.com

March 7, 2008

Mr. Dave Barber
City of Seattle
Fleets & Facilities Department
PO Box 94689
700 – 5th Avenue, Suite 5200
Seattle, WA 98124-4689

Dear Mr. Barber and selection committee members,

**EDAW** — in association with **GGLO; Norton Arnold & Company; Bay Area Economics; Gardner Johnson; AKS; Bush, Roed & Hitchings; Nelson\Nygaard; Couglin Porter Lundeen; Stratum Group;** and **McKay/Moore** (the EDAW Team) — is proud to submit a proposal for the Reuse Plan for the Fort Lawton Army Reserve Center. To this project, EDAW brings a quarter century of successful urban redevelopment work in Seattle, as well as dozens of Base Realignment and Closure (BRAC) assignments across the country. The EDAW Team represents an ideal balance of deep local understanding and broad international experience with projects much like Fort Lawton.

The closing or realigning of a military base such as Fort Lawton creates new opportunities for reinventing the base's function within the community. EDAW helps communities by working with federal, state, local, and private-sector officials to identify specific needs, develop a consensus strategy, and outline a feasible action plan. By bringing these diverse parties together to develop creative solutions for the reuse or redevelopment of a closed military base, EDAW helps communities express their social and economic goals, ultimately creating stronger, more diversified, and healthier communities.

The EDAW Team has BRAC experience comparable to or stronger than any consulting team in the United States. EDAW and Bay Area Economics have successfully collaborated on dozens of BRAC Master Plans all across the country.

**EDAW** brings lessons learned from the preparation of 29 base closure master plans. These base redevelopment plans have taken many paths, focusing on a variety of reuses including livable neighborhoods, transportation, higher education, commerce and industry, research and technology, community support services, recreation and conservation. Some of these projects are cited as case studies of success by the US Office of Economic Adjustment, including Williams Air Force Base, Long Beach Naval Complex, K.I. Sawyer Air Force Base, Pease Air Force Base, Alameda Naval Air Station, Chanute Air Force Base, and Fort Ord. The EDAW Team knows Fort Lawton, housing, and Seattle's neighborhoods. EDAW did the Environmental Assessment for the Relocation and Replacement of the Army Reserve Facilities at Fort Lawton and led the team providing design and landscape restoration for the Sand Point Redevelopment project.

**Bay Area Economics (WBE)** (BAE) has focused on creating sustainable communities by providing real estate economics and development advisory services to clients throughout the U.S. BAE has an outstanding in-depth portfolio of BRAC and base closure/reuse work, including work on over 30 former installations around the U.S. BAE also brings extensive low-income, affordable, and workforce housing experience having supported numerous HOPE VI projects throughout the U.S. and having completed numerous market and financial feasibility studies for Low Income Housing Tax Credit rental projects. Additionally, numerous for-profit and non-profit developers have engaged BAE to conduct affordable and workforce housing market and financial analyses.

**GGLO** is an integrated architecture and planning firm that has a reputation as a West Coast leader in sustainable design and mixed-income housing. The firm is committed to the advocacy and practice of sustainable design and specializes in single and multifamily housing, retail, hospitality, and commercial office design. GGLO brings experience on well over 2500 units of affordable housing for clients such as the Seattle and King County Housing Authorities, Low Income Housing Group, Housing Resources Group, Capitol Hill Housing, Cabrini SSHJC, and St. Andrews Housing Group. Projects for these agencies range from housing for homeless families and very low income seniors to work force housing. These successful projects have integrated housing for the homeless and/or poor into existing neighborhoods.

**Norton-Arnold & Company (WBE)** is dedicated to strong and effective public process and will lead the EDAW Team's community outreach. The firm designs and facilitates programs that enable leaders to hear – and benefit from – the collective wisdom of the public, ensuring that decisions are informed by the full range of interests, perspectives, opinions and needs that are present among those who will be affected by the actions of their leaders. Norton-Arnold & Company managed all public involvement for the Sand Point Magnuson Park Master Plan and EIS. Their neutral facilitation was instrumental in forging new consensus on the best way to develop Magnuson Park.

**AKS (SBE)** is a highly respected Northwest architectural design and planning firm located in Seattle. Established in 1953, the firm has a solid reputation for design excellence in planning, architecture, and urban design. AKS has designed and/or planned a wide range of projects for federal and Department of Defense agencies, with over 20 years of project experience that includes the development of DD1391 documentation, facility planning, and design. AKS has completed BRAC projects for the Department of Defense, including relocating the Topgun Fighter Pilot School from Miramar, CA to Fallon, NV.

**Bush, Roed & Hitchings, Inc.** (BRH) provides comprehensive civil engineering and site development and improvement services. Typical assignments range from initial feasibility studies and preliminary designs to construction documents and construction administration. Projects range in size from compact city sites to 300-acre developments.

**Gardner Johnson, LLC** offers a full range of real estate and economic advisory services, and has extensive experience in a wide range of land uses and development forms. The firm's experience includes land use and regional economics, residential market analysis, commercial and industrial market analysis, periodic economic and market forecasting, and financial analysis. The firm has been actively involved in the development of many of the largest and most complex developments in the Pacific Northwest, and is regularly retained by the region's most prominent developers to complete market and financial feasibility studies. Gardner Johnson regularly melds public policy with market and financial realities, producing accurate, reliable, and realistic advice.

**Nelson\Nygaard Consulting Associates Inc. (WBE)** is distinguished by its commitment to planning transportation systems and identifying mobility improvements that help build and support vibrant, sustainable communities. A fully multimodal approach, drawn from the real world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. Covering all modes of transportation, the firm specializes in transit, transit-oriented development, accessibility, and tools that balance the needs of each mode. Nelson\Nygaard personnel work with a wide variety of clients including public transit operators, regional and state planning organizations, city and county municipal departments, and private sector customers.

**Coughlin Porter Lundeen** will provide structural engineering services. The firm's focus is to provide building structural design, historic renovation, reviews of existing facilities and seismic evaluations in a thoughtful and consistent manner while considering economy, function, and longevity.

**Stratum Group (SBE)** provides high quality geologic, geotechnical, and environmental consulting. The Stratum Group conducts environmental due diligence projects including environmental transaction screens, phase I and II environmental site assessments, underground storage tank assessments, and cleanup projects. Our staff of geologists and geotechnical consultants has conducted hundreds of geologic and geotechnical projects in northwest Washington over the past four years. This combination allows us to efficiently assess properties for both environmental and geotechnical conditions.

**McKay/Moore Consultants (WBE/SBE)** provides independent, impartial cost advice to the design and construction industry. The firm offers a variety of services, including cost estimating, plan review, construction/project management and inspection, document control, and cost estimate review/quality control.

We understand that work on the Fort Lawton plan will begin immediately after the contract is signed and will be completed by September 2008. The EDAW Team members listed in this proposal are committed and available to complete the plan according to this schedule. The process diagram in *01 Project Understanding + Approach* and the team member matrix below demonstrate which team members will be working on each task.

| TASK | EDAW | GGLO | Norton-Arnold & Company (WBE) | AKS (SBE) | Bay Area Economics (WBE) | BRH | Gardner Johnson | Nelson / Nygaard (WBE) | Couglin Porter Lundeen | McKay / Moore | Stratum Group (SBE) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Project Management | L | | | | | | | | | | |
| Task 1: Community Involvement Process | | | | | | | | | | | |
| Community Involvement Process | S | | L | | | | | | | | |
| Task 2: Evaluation of Existing Conditions, Constraints, and Opportunities | | | | | | | | | | | |
| Task 2a: Evaluation of Existing Structures | | S | | L | | | | | S | | |
| Task 2b: Evaluation of Existing Infrastructure | | | | | | L | | | | | |
| Task 2c: Evaluation of Site Characteristics | L | S | | S | | S | | S | | | S |
| Task 2d: Evaluation of Background Housing Information | | S | | | S | | L | | | | |
| Task 3: Preparation of Site Concept Alternatives | | | | | | | | | | | |
| Task 3a: Goals and Vision Setting | L | S | S | | | | | | | | |
| Task 3b: Program Alternatives Studies | L | S | | | S | | S | | | S | |
| Task 3c: Preparation of Site Concept Alternatives | L | S | S | S | S | | S | S | | S | |
| Task 4: Development of City's Final Proposed Reuse Plan | | | | | | | | | | | |
| Development of City's Final Proposed Reuse Plan | L | S | R | R | R | R | R | R | | R | |

L = Task Leader
S = Task Supporter
R = Reviewer

The EDAW Team knows Fort Lawton, the Magnolia neighborhood, and Seattle, and at the same time we bring top tier Base Relocation and Closure experience with the Department of Defense. We believe we offer the City of Seattle an ideal balance of local knowledge and national experience, and we look forward to discussing the project with you in person.

Sincerely,

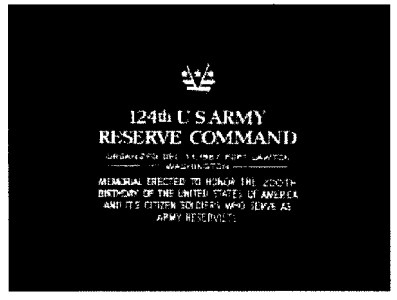
Brian Douglas Scott, Ph.D.
Director of Urban Design

EDAW is licensed to do business in the City of Seattle and the State of Washington.

**Seattle Business License**
#24133

**UBI#**
602573161

# Project Understanding + Approach




## Project Understanding

The closing of the Fort Lawton Army Reserve Center presents both opportunities and challenges for the City of Seattle and the Magnolia Neighborhood. City values about housing diversity in all communities are juxtaposed with neighborhood interest in protecting habitat, property values, and neighborhood character. The City of Seattle (the City) and the U.S. Department of Defense have taken the initial steps in realizing opportunities and resolving conflicts by naming the City as the Local Redevelopment Authority for Fort Lawton and by identifying the Seattle Housing Authority (SHA) as the lead developer. The City and SHA have a strong positive history of building excellent new neighborhoods in Seattle. They can do so again at Fort Lawton with careful attention to neighbors' concerns and to wildlife protection. At the same time, the Fort Lawton site is relatively remote, with limited access to public transportation, employment, groceries, and other services. As such, reuse planning requires deep understanding of both the Department of Defense Base Realignment and Closure process and Seattle values.

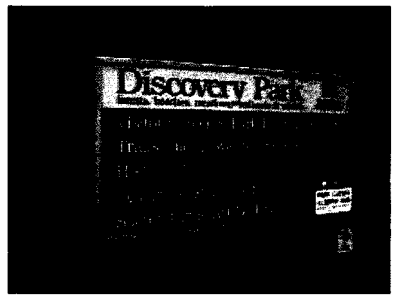
### HISTORY

In 1897 Seattle citizens and local governments donated 703 acres of the community's spectacular Magnolia Bluff to the United States Army for use as a base to defend Seattle and northern Puget Sound. The facility was converted to infantry use five years later and John C. Olmstead prepared a master plan for military housing on the site.

Fort Lawton was in active military use as a staging center and prisoner of war camp through two World Wars, the Korean War, and into Vietnam. For a time during World War II, the Fort included 450 buildings, housing 20,000 soldiers. More than a million soldiers deployed from Fort Lawton during that war, and as many as 10,000 a day were transported to Korea in the early 1950s.

In 1968, the Army decided to surplus much of the Fort Lawton site, and Senator Henry M. Jackson sponsored legislation to return the site to the City of Seattle. The City dedicated much of the site to what is now Discovery Park, the City's largest park. Olmstead's original vision for Fort Lawton is still visible in the park's sweeping roads and stunning vistas.

Native Americans, led by Bernie Whitebear, asserted their rights to the land after it was turned over by the Department of Defense, and then successfully negotiated for a 20-acre site to create the Daybreak Star Cultural Center, described by the United Indians of All Tribes as "an urban base for Native Americans in the Seattle area."



While most of the Fort was given to the City, the Department of Defense retained 46 acres as an Army Reserve Center.

In 1997, the US Department of Defense retained EDAW to conduct an Environmental Assessment for the relocation and replacement of the Army Reserve Facilities at Fort Lawton. This effort concluded that "the proposed action would not cause significant impacts to the human and natural environment in the vicinity of the Fort Lawton Army Reserve properties." Subsequently, the Army built a new Army Reserve Center building, which continues in active use today.

## FORT LAWTON TODAY

Today, the Fort Lawton Army Reserve Center is slated for closure no later than 2011 under the 2005 Base Realignment and Closure (BRAC) actions. The federal government intends to retain the newest building with its 8-acre site, as well as the 7-acre cemetery, leaving approximately 31 acres as surplus. In addition to the building and cemetery to be retained, the Fort Lawton site has ten buildings, several paved parking lots, a key access road (Texas Way), various driveways, and several acres of open space. As a remnant of the earlier base, the Fort Lawton Army Reserve Center is at the eastern edge of Discovery Park, forming a transitional zone between the park and the Magnolia neighborhood. Portions of the site are largely undisturbed open space and an important Heron Rookery is a short distance to the east along the Lake Washington Ship Canal.

It is relevant that many of the Magnolia neighbors have long assumed that these last remaining pieces of the original Fort Lawton would ultimately become part of Discovery Park, similar to the earlier federal properties that created the park in the first place. The Fort Lawton Army Reserve Center is a fairly quiet facility, with little activity at night. As such, many neighbors already think of it as their own. The site is dark at night, making it a natural pathway and destination for wildlife. These dynamics make resistance to active reuse inevitable, both from neighbors and from environmental advocates.

The Department of Defense designated the City as the Local Reuse Authority (LRA) for the Fort Lawton BRAC process. The City launched a process of public education about the process and requested Notices of Intent from agencies and organizations wishing to provide federally qualified reuses, such as public health, self-help housing, and open space. Community meetings were conducted in late 2006 in conjunction with preliminary Notices of Intent from interested organizations. The process was delayed for about a year while the City and the Department of Defense discussed the federal government's expectations for compensation for the surplus land and facilities.

## CURRENT GOALS

On February 25, 2008, the City announced the lead developer and development team selected from the received Notices of Intent. The Seattle Housing Authority will act as lead developer, and collaborate with the YWCA, Habitat for Humanity, the Archdiocesan Housing Authority, the United Indians of All Tribes Alesek Institute, the Homestead Community Land Trust, and the Cascade Land

Conservancy. The City's Parks and Recreation Department will also play a role in the reuse of Fort Lawton, with special interest in trees and habitat at the north of the site and along Texas Way.

Currently, the City and SHA are seeking consulting assistance in preparing a Reuse Plan to be adopted by the Mayor and City Council and then submitted to the federal government. The U.S. Department of Housing and Urban Development will review the Reuse Plan for responsiveness to the Notices of Intent and make recommendations to the Department of Defense, which is the final decision maker about property disposition and ultimate uses.

At the February 25, 2008 meeting, the City and SHA expressed a vision for the site that meets the requirements of the U.S. Department of Housing and Urban Development and Department of Defense; reflects community involvement, city needs and financial viability; and at the same time results in a plan for a model community that is livable, diverse, green, and fits into the surrounding neighborhood. The uses envisioned for the site include: market rate and affordable for-sale housing, self-help housing for first time owners, and homeless housing and supportive services for families and special populations like veterans and native seniors. The City also expects the resulting plan to be sensitive to wildlife – notably the herons – and to be reflective of Native American values.

## Project Approach

The EDAW Team brings both Base Realignment and Closure experience and Seattle sensitivities to this effort. We recognize that the U.S. Department of Defense, the City of Seattle, and the Magnolia Neighborhood all have interests in what happens next with the Fort Lawton Army Reserve Center. The only feasible Reuse Plan will address all of these interests, as well as those of wildlife in the area. As such, we believe that the Reuse Plan for the Fort Lawton Army Reserve Center must emerge from a complete integration of neighborhood values, civic inspiration, and urban design excellence.

With an office in Seattle for 25 years, EDAW conducted the Environmental Assessment for the new Fort Lawton Army Reserve Center building. EDAW has also successfully completed more than 29 BRAC plans for various agencies across the country and led the team providing design and landscape restoration for the Sand Point Redevelopment project. Current EDAW staff were extensively involved in High Point in roles ranging from environmental planning for the EIS and community involvement to master planning and site design. GGLO has successfully led design work for mixed-income communities including Greenbridge HOPE VI Redevelopment and Rainier Vista HOPE VI Redevelopment. The Norton-Arnold Company is among Seattle's most respected public involvement firms, with experience in Sand Point and several other mixed-income neighborhoods. Bay Area Economics is America's premier BRAC economist, helping dozens of local agencies through negotiations with the Department of Defense on base closures of all sizes, including the current round of smaller closures. Together with our Technical Team, EDAW's Design and Planning Team presents the City of Seattle top-tier national BRAC experience, as well as deep local understanding and

experience at finding successful solutions to growing Seattle's neighborhoods in a green, diverse, and livable manner.

The EDAW Team believes that the reuse of urban lands should grow organically from the environmental and social context of the site, as well as the economic and biological needs of the times. EDAW's award winning integrated environmental and design practice is ideally suited to Seattle and Fort Lawton in 2008, where community values, government agendas, and ecological imperatives must come together to create a future vision of civic justice. Through its property dispersal guidelines, the federal government makes housing for homeless and other at risk populations a priority. Seattle's Mayor, Greg Nickels, has clearly stated that housing for the homeless should be provided in all of the City's neighborhoods. At the same time, Fort Lawton's Magnolia neighbors have expressed concern that this type of housing and associated services will decrease both property values and overall quality of life in their community.

The surplusing of land at Fort Lawton has provided the immediate impetus for this planning effort. The parameters for a base reuse plan must consider character of the site and neighborhood, but balance these localized issues with the need to respect the overall City and Federal policy context. Housing equity has been a core component of the City's comprehensive plan. The Housing Element of the 2005 Comprehensive Plan Update explicitly encourages many potentially controversial aspects of the Reuse Plan.

Affordability is mentioned throughout the document. Policy H16 reads that the City should "strive to allocate housing subsidy resources in a manner that increases opportunity for low-income households, including ethnic minorities, to choose among neighborhoods throughout the city." H42 aims to "Encourage and support the development of affordable housing for low-income households in all parts of the city including areas of high land cost where greater subsidies may be needed."

Increasing housing diversity in Magnolia fits within the policies above. The Fort Lawton site, particularly its proximity to Discovery Park, provides additional benefit for low-income families with children. The qualities, which have historically made the neighborhood attractive to families, will also serve low income families. Comprehensive Plan policy H41 aims to "Provide affordable housing for low-income families with children, recognizing . . . the need for play areas for children." Urban areas of the city have traditionally been more obvious choices for subsidized housing, but there are clear benefits of developing housing in a more stable and attractive neighborhood context.

Finally, City policy encourages the provision of housing across a broad range of needs. Comprehensive Plan Policy H45 calls on the City to "strive to develop a continuum of housing opportunities, . . . in order to assist homeless households regain and maintain stable, permanent housing." Additionally, the Mayor's "Housing First" program, has placed particular emphasis on the provision of adequate housing as a first step in stabilizing lives.

Framing the reuse plan within the context of City policy will be an important element of the public outreach process. However, the City and development team

must respect the full scope of the Comprehensive Plan which also encourages subsidized housing developers to follow "good neighbor guidelines" and engage in early and extensive community outreach. Habitat concerns and general environmental stewardship are also mandated by the Plan. But, the EDAW Team believes that good planning and design will always go beyond the dictates of public policy and engage the community in a dialogue about what is best for existing and future residents. Frequently, surprising solutions and unlikely coalitions can emerge from quality community participation processes, building stronger and greener communities for all concerned.

A successful planning effort will address the multiple challenges of client program and neighborhood context. However, it is also important to emphasize how localized challenges may be offset by the benefits of addressing policies and goals which reflect established community-wide values.

The EDAW Team knows that mixed-income housing can be designed to blend with and enhance the neighborhood. We know that appropriate and needed services can be provided on-site or nearby. We know that similar neighborhood worries have been successfully addressed in Seattle at Sand Point, High Point, Holly Park, and Rainier Vista, (EDAW and/or EDAW Team members were integrally involved in those challenging processes). The Daybreak Star Discovery Center in Discovery Park is an example of a new facility that was resisted by neighborhood fears, but today serves a successful, vital, and respected role in Magnolia. Nevertheless, Fort Lawton's Magnolia neighbors are far from convinced that the City's expressed vision for Fort Lawton really makes sense for their neighborhood. As such, the City's client group, the collective NOI agencies, and the consultant team must approach the Fort Lawton Reuse Plan with a willingness to listen to concerns, work closely in collaboration with the community, and ultimately develop a Reuse Plan that has broad public acceptance and support. The following Project Approach follows the City's suggested scope of work, with extra attention to neighborhood sensitivities and Department of Defense requirements.

We offer several optional tasks to help the City most closely synchronize its budget for this project with the priorities of the City, SHA, and NOI agencies. We also add a "Task 0" for project management and the requested weekly meetings.

### TASK 0 – PROJECT MANAGEMENT

EDAW will work closely together and with City staff and its Client Group to ensure that the project schedule and details are understood in advance, kept on track, and that any changes during the project are clear. We pride ourselves on avoiding surprises, but being adaptable when necessary. Once a contract with the City is in place, the EDAW Team will conduct a project kickoff meeting with City staff and its Client Committee. The purpose of this meeting is to clarify the project schedule and expectations, gain insight from staff on the project, the neighborhood, the Department of Defense and local issues. We will also tour the site and collect relevant documents from City and NOI staff.
In its RFP, the City proposes weekly client meetings, and EDAW is willing to participate in such, but wonders if time and budget might be better spent if these meetings came at key project milestones (perhaps 2-3/month). EDAW always

conducts regular telephone meetings with the City's project manager to keep abreast of local developments, coordinate schedules, and clarify project details.

EDAW's project team will meet regularly to manage project details such as schedule, budget, products, and client billings. Our internal project management software allows project managers to keep day-to-day track of all project time and expenses.

## TASK 1 – COMMUNITY INVOLVEMENT PROCESS

The City and SHA have initiated a robust public involvement program for the Fort Lawton Reuse Planning process. SHA has reason to be proud of past successes, most notably the mixed housing development at Sand Point, High Point, Holly Park, and Rainier Vista. Many of the public outreach efforts that supported that redevelopment will undoubtedly be useful for the Fort Lawton process.

It is important not to underestimate, however, the degree to which residents of the Magnolia neighborhood view themselves as living in a unique and very special area of the City. And, in fact, Magnolia does have a number of unique characteristics when compared to other Seattle neighborhoods. The planning process will not be successful unless the entire project team listens carefully to the neighbors adjacent to the City's proposed new housing development, and ultimately designs the project in a way that ensures that the new development is a vibrant and aesthetically pleasing community amenity. With careful planning and design, a new community can emerge at Fort Lawton, improving habitat and strengthening the Magnolia Neighborhood by increasing demographic complexity, improving access to the park, and enhancing natural systems in the already developed portion of the Fort.

The EDAW Team's approach to the project's public involvement program includes:

### 1) Creation of a Public Involvement Plan

The project will require a substantive public involvement program in order to inform and support the work of the design team. We will work very early in the process to create a draft public involvement plan to which all members of the planning team will contribute. This draft plan will be submitted to the City for review and approval. It will serve as an important "blueprint" for the strategies, goals, messages, and techniques that will be used to inform and engage key stakeholders and the general public throughout the reuse planning process. It will also clearly delineate the roles of the consulting team and City staff, so that responsibilities and the division of tasks are clear from the outset. This public involvement program will serve as an important guidance document for the entire planning process.

### 2) Programming Design Workshop with Development Partners

The City has selected a group of agencies and service providers that will essentially serve as development partners for the project; that is, they have requested their services to be included in the mix of programming that is allotted for in the reuse plan.

Seattle Housing Authority was wise to invite these service providers to the February 25 public meeting, and the City should continue to highlight these agencies at all public events. Several attendees at the meeting, however, had important questions about the number of development partners that would be included in the project, with one wondering if the City was attempting to "be all things to all people."

In order to address that concern and to also inform the design process, we recommend an initial values workshop with all of the service providers that have been selected by the City for participation in the Fort Lawton property to be used to establish a vision, goals, and strategies that will ultimately be used to create design options. Working with representatives of these service agencies, the planning/design team will both solicit information and begin to spatially lay out how all of the programs might fit together on the property. The City emphasized on February 25 that these service providers have been asked to be "flexible" in their requests, and to acknowledge the commitments of the City and diverse stakeholders, which will undoubtedly be an important characteristic of this working session.

While this will be an important early session for the planning and design team, another product from this session will be of a graphic "map" that we can use in subsequent public meetings and other settings to demonstrate the types of services likely to be provided at the redeveloped Fort Lawton property. Obviously this will be a rough, "bubble-type" diagram at this point in the process, but it will do a great deal to both inform and alleviate the concerns of the surrounding community. This diagram will evolve in later workshops to demonstrate alternative site design concepts.

**3) Series of Community Workshops**

SHA was careful to emphasize on February 25 that the project would be designed with the full participation of the surrounding community. To meet this goal, we propose to conduct a series of four well-organized and carefully facilitated community workshops. The workshops will inform – and undoubtedly improve – the work of the design team. And, at the same time, they will reassure the community that it has an important role to play in the ultimate redevelopment of the property; those who participate will clearly be able to "see their fingerprints" on the final reuse plan.

A hallmark of these workshops must be truly listening to neighborhood concerns and ideas that may not obviously fit with the City's and NOI Agencies' stated agendas. Residents and environmental activists are certain to suggest various strategies for transferring development rights and/or creating some sort of land conservancy program at Fort Lawton. Such agendas must be taken seriously at the same time alternatives for various mixed-income housing are also being thoughtfully considered.

Each of the four workshops will have a similar agenda. They will begin with a relatively brief presentation on the project and the work completed to date.

Anticipating that we will have relatively large crowds in attendance, we will then divide the group into smaller work groups, where meeting participants will work closely with a team that includes both a facilitator and a member of the design team. After an ample work session in the small groups, the entire group will reassemble to share results and discuss next steps together. Over the course of the project, the nature of the small group exercise and ensuing large group discussion will begin with big vision questions and then evolve toward increasingly more refined planning and design issues as decisions made at each workshop narrow the options at the next.

**Workshop One: Visions/Values/Early Ideas**

As was evident on February 25, the Magnolia neighborhood holds core beliefs about their community, their housing values, their relationship to the environment, and their overall quality of life. Before any of the design work is initiated, we will want to capture these values and use them to inform the remainder of the process. This will be a brainstorming session that will be incorporated into the small group discussions at this first workshop.

At the same time, we want early ideas for how the site might best be reused, given the parameters of both the housing and social services that will be accommodated at Fort Lawton. Particularly important to the surrounding community are issues such as site landscaping, pedestrian and vehicular access, preservation of view corridors, building types and scale, and the preservation of open/park space. Photo imagery will be used to facilitate discussion of various program elements. Using large line-drawing maps of the site, we will ask workshop participants to help us define where and how those key elements of the design might best be accommodated. We recommend using in-scale playing pieces labeled with design elements such as “pedestrian access,” and “green space,” and “housing,” inviting attendees to place these playing pieces on the site map to graphically illustrate their priorities and preferences.

This first workshop will provide both verbal and graphic information and ideas to the design team as they move forward with preliminary site design.

**Workshop Two: Preliminary Design Concepts**

At the second workshop, the planning/design team will return to the community with 2-3 preliminary design concepts that clearly reflect the visions, values, and early ideas of the first workshop. Again, working in small groups, attendees will have the opportunity to review these concepts, indicate what they most like/dislike about them, and “mix and match” the alternatives if they have better ideas for how various design elements should come together.

Also important throughout the planning process will be the infusion of relevant examples of other such mixed-housing developments that have proven to be successful over the long term. As laudable as High Point is, Magnolia residents may need additional examples that are more similar to their own community. This may require speakers from other areas of the country, for example, who can both “tell the story” of how these developments were created in their own community and allay the fears and concerns of the surrounding neighbors.

This second workshop might be a good place to highlight such a panel of speakers – or – it may be that a separate forum is warranted for the sharing of such information. Regardless, we will make every effort to draw in success stories from elsewhere and to use them at all appropriate times throughout the planning process.

**Workshop Three: Narrowing in on a Preferred Alternative**

After the second workshop, the planning/design team will return to the community with a "preliminary preferred alternative" that clearly reflects the priorities that have been discussed during Workshop Two. Again, working in small groups, workshop participants will have the opportunity to further discuss and refine this alternative. It is anticipated that numerous changes may be made to the plan as a result of this workshop discussion.

This will be a good time in the process to also describe any programming refinements that have occurred in relation to the service providers – or Development Partners – that will be occupying the site along with the SHA. As a result of their ongoing discussions, for example, that group may have determined that some programs need to be scaled back, others expanded, etc. This is a good time to present that more refined plan to the public – again, reassuring people that there is clear thinking underway about how to best integrate the myriad of programs that will be accommodated at Fort Lawton.

**Workshop Four: Validation of the Proposed Plan**

After the third workshop, the planning/design team should be able to finalize the Reuse Plan. After that has occurred, it will be important to return to the community once again for a final review and discussion of the Plan before it is submitted to the Mayor, City Council and through the BRAC process. This will also be a good time to clearly articulate "next steps", and the ways in which the City will remain connected to, and in communication with, the public throughout the Army's review and approval of the Reuse Plan.

**4) Optional Task: Other Opportunities for Involvement**

In addition to the workshops described above, the project team will institute a number of other opportunities for continual review and comment on the Reuse Plan. These will include:

- An interactive website that includes all information generated through the planning process – if people cannot attend the community meetings, they will be able to participate in "virtual meetings" by logging on to the website
- Ongoing presentations to the Magnolia Community Council and other interested groups
- Regular stories in the Magnolia community newspaper, the city's major dailies, and other newsletters/websites
- Ongoing briefings to Seattle's elected officials and other leaders who may be concerned about, and certainly influential over, the Reuse Plan

## TASK 2 – EVALUATION OF EXISTING CONDITIONS, CONSTRAINTS, AND OPPORTUNITIES

For the Fort Lawton Reuse Plan, EDAW has assembled a team with deep experience in each of the elements in evaluating and designing the various issues and opportunities for the Fort Lawton site. The EDAW Team knows that Fort Lawton's neighbors are very concerned about the future of the site, and we are dedicated to engaging those neighbors in every aspect of considering and planning the future of Fort Lawton.

### Task 2a – Evaluation of Existing Structures

Evaluation of the existing buildings will be undertaken by the architectural firms of GGLO and AKS who are experienced in the renovation and rehabilitation of historic structures, reuse of military facilities, and adaptation of a wide range of housing applications. GGLO and AKS will be assisted by Coughlin Porter Lundeen, Structural Engineers.

This work will involve evaluation of two to three buildings for possible reuse or conversion into housing or housing-related uses. The potential buildings to be evaluated include Leisty Hall, a two-story pre-cast concrete structure; Harvey Hall, a two-story masonry structure; and the OMS Building, a small one-story building. This work will include a walk-through to evaluate condition, a Tier One seismic evaluation, and consulting to determine feasibility for possible reconfiguration.

The existing buildings must physically be understood in their details and qualities when considering their potential reuse. This evaluation will provide a background for the development of proposed building concepts and plans. Identifying the value these structures represent is critical to the planning process and becomes a central factor in determining which of the concepts provides the best value to the City and the neighbors of Fort Lawton.

The building evaluation will include the following tasks:

- Retrieval of existing building documentation from the Army Corp of Engineers, including available assessment reports, maintenance studies, and inventory listings.
- Visually verify existing conditions indicated by the plans provided, determining that the existing plans match conditions in the field. Plans need to be adequate for use in the concept phase.
- Record any found discrepancies, including observed building deficiencies.
- Evaluate the dimensional, structural and envelope configuration suitability for adaptive reuse as housing or other service or commercial use.
- Prepare a written report outlining the existing conditions and the quality and overall condition of the structures in order to identify the assets and liabilities of each building to be retained.

### Task 2b – Evaluation of Existing Infrastructure

BRH will research and document existing infrastructure on the project site. Infrastructure research will include roads, power, gas, telephone, cable, fiber, water, sewer, and storm drainage. BRH will evaluate the facility capacity required for the existing facilities to be retained by the Federal government as well as the infrastructure needs for each of three concept alternatives. Where common pipes will be used for the Federal property and reuse plan, BRH will verify existing capacity or estimate the size of new systems as necessary. BRH will attend one project meeting during this phase of work and will deliver a written narrative of findings. It is understood that this phase will occur between May and mid-June 2008.

### Task 2c – Evaluation of Site Characteristics

The EDAW Team will provide background research and documentation on site characteristics and constraints, including the following:

**Zoning Codes.** EDAW and GGLO will review the uses that are allowed under Seattle's existing zoning code and compare those to the uses proposed for the Fort Lawton site. To the extent that the NOI agencies are proposing uses that are not allowed under existing codes, the team will identify zoning classifications that would allow proposed development and also protect the neighborhood's character.

**Building Codes.** Our goal is to outline any code challenges confronting the reuse or renovation of existing structures and the construction of new buildings at Fort Lawton. This will require a compliance review of the Seattle Building Code, the ADA and FHA "Accessibility Acts" and codes relating to other building energy and mechanical systems compliance. To address renovated or reused buildings the team will compile a summary report that outlines the means and methods to achieve compliance with these codes. This adaptive reuse analysis is similar to work GGLO has done on the Cobb Building, the Collins Building, and the Eagles Auditorium Housing, all in Seattle. For new structure designs, GGLO will identify the building use classification and building type according to the SBC.

Additionally, the site sits within a broader context that creates physical, spatial, and environmental forces that must be considered. These characteristics include shade from existing trees, critical root areas for existing trees, viewsheds from existing homes and walkways, patterns of surface water movement, etc. Wind patterns may also be important. The site, on a gentle north facing slope, will need to optimize solar access. Wind patterns between existing trees and new and existing structures should be evaluated to optimize habitability of social spaces.

**Environmentally Critical Areas.** EDAW scientists will review the City's Critical Areas database and verify this information during a field survey. Documented steep slopes, streams, wetlands, or critically important wildlife habitat in the project area will be mapped and described. Recommendations to minimize project effects and enhance critical areas will be described in the technical memo.

**Historic Structures.** AKS Architects will research Fort Lawton's history and its designation as a Federal, State and City of Seattle Registered Landmark. AKS will then survey the property for historically relevant structures, and document recommendations for retaining those structures or portions thereof deemed architecturally and historically significant for this project.

**Habitat.** EDAW ecologists will map the plant associations in the immediate project vicinity. Data from the critical areas review will be incorporated into the vegetation association map. A matrix and short narrative will be developed to summarize the quality of the habitat, the wildlife species that are likely supported by the available habitat and recommendations for minimizing project effects and enhancing habitat. Extensive community efforts have been directed toward habitat restoration in the vicinity of the site. EDAW ecologists will highlight opportunities for connections with existing restoration efforts. Particular focus will be placed on protection of existing mapped Heron nesting sites.

**Geo-technical and Soils.** Stratum Group will review available geologic maps and reports relevant to the Fort Lawton Army Reserve Center. This review will include City of Seattle Critical Areas Best Available Science report including a specific review of pertinent reports referenced in that document, any geotechnical investigation reports that may be available for buildings on the property and environmental contamination investigation and environmental cleanup reports as these reports will have subsurface information. It is our understanding that there are two inactive underground tanks on the site and that the Washington State Department of Ecology issued a No Further Action letter regarding a cleanup of contaminated soil on the property. All documents regarding the underground storage tanks and environmental investigations and cleanups will be reviewed.

A site visit will be conducted to confirm and inspect site conditions and identify any potential geologic hazard areas. The site is mapped as being underlain by advance glacial outwash and is not identified as a hazardous area.

Upon completion of the review of all relevant and available maps and reports a written report will be provided describing the geotechnical characteristics on the site and, if present, potential geotechnical, geologic hazards or contamination constraints on the site. The report will outline how these geotechnical and environmental conditions may effect development of the site.

**Traffic and Transit.** Fort Lawton was sited to provide frontal access to the Puget Sound, while minimizing land-side access ways to enhance security. Set on the Magnolia Bluff the site is bordered on three sides by water - the Puget Sound and the Lake Washington Ship Canal. To the east and southeast Fort Lawton abuts the Magnolia neighborhood - a quiet residential enclave protected from typical urban traffic by the Burlington Northern Railroad mainline, which breaks the east-west street grid and limits auto access into the neighborhood to a few major arterials. Reuse and/or redevelopment of the site will require a sensitive traffic and transportation plan that protects the unique character of this neighborhood. Increased density on the site will require good access to alternative modes and careful mitigation of traffic impacts on the few major arterials that connect to 15th Avenue West and Aurora Avenue North.

Traffic planning services will include development of strategies to:

- Spread any impacts of redevelopment evenly across the major arterials streets that lead to the site
- Maintain limited, strategically located access to the site to ensure that traffic access via major arterials is optimized (ie, Government Way and Oregon Avenue)
- Implement traffic calming strategies on residential streets potentially impacted by increased traffic to the site
- Design a circulation system and parking access plan within the site to minimize the impact of autos on the quality of the built and natural environment

Transit and transportation strategies will be developed for the site, building on a number of unique opportunities and challenges related to the location of Fort Lawton:

- Currently several King County Metro transit routes serve the Magnolia neighborhood providing connections to Downtown, Fremont and the University District. Depending on the uses established at Fort Lawton, transit enhancements could include direct shuttle connections to Rapid Ride Bus Rapid Transit investments on 15th Ave West, which could offer an opportunity for site users to connect to frequent high-capacity transit, or extension of existing King County route services to the site.
- Shilshole is being considered by the newly formed King County Ferry District as a terminal for a Passenger Only Ferry route that would connect residents to the Central Business District. Implementation of this service could offer an opportunity for future Fort Lawton residents and/or users to connect to downtown activities and transit services and would support the delivery of tourists or recreational users.
- Magnolia residents who cycle to downtown have one of the most enviable bicycle commutes in the nation with a dedicated pathway – the Elliott Bay Trail - that parallels the Elliott Bay passing through Elliott Bay and Myrtle Edwards Parks to a downtown terminus on Alaskan Way. Ensuring Fort Lawton is well tied in to the regional trail system will enhance its use as a park and/or a place of residence.
- Developing basic retail and service uses on site could help to mitigate traffic by providing access to key services that might otherwise require off-site auto trips.

**Task 2d – Background Housing Information**

A number of metropolitan areas within the State of Washington have been experiencing substantial levels of escalation in their housing markets over the last decade, most notably the Seattle metropolitan area. In order to better inform the planning process, the City is seeking a comprehensive study of housing trends and demand. The study will be policy neutral, and will serve to inform discussion.

The analysis will encompass a detailed study comprising the following:

- Evaluate local and regional development trends that are, or will be, affecting and influencing the development of residential uses at the Fort Lawton
- Prepare market demand projections for each candidate land use in view of regional socioeconomic growth patterns, historical absorption, anticipated development trends in the local market area, the competitive environment, and locational considerations
- Translate market findings into development recommendations addressing: market demand, market positioning (i.e., product type(s)) and achievable values and the preferred development form that represents the highest and best use of the site.

Data utilized will include Gardner Johnson's proprietary databases as well as significant input from the City in terms of data pertinent to the existing homeless population.

The final analysis will make recommendations as to the most appropriate development forms considering the current as well as future economic climate of King County and specifically the City of Seattle.

### OPTIONAL TASK: BRAC PROJECT FEASIBILITY & DISPOSAL STRATEGY

BAE will work with Gardner-Johnson to prepare a pro-forma on a development prototype basis and evaluate project feasibility of various reuse options, especially various housing mix options. The model will include costs identified throughout the analysis for rehabilitation, retrofit, environmental and traffic mitigation, etc., and will help evaluate:

- The needed site size and density for each conceptual option;
- Any need for relocation of competing encumbrances, and/or any density amendments required to offset the cost of any accommodation; and
- Based upon structural, seismic, traffic and environmental analysis, the likelihood of each reuse option addressing site encumbrances (structural demolition, environmental mitigation costs, boundary reconfiguration, etc.)

BAE will summarize the methodology and findings of this feasibility analysis in a memorandum to the client. Following one round of review, BAE will finalize the memo.

BAE also has extensive expertise both in BRAC disposal options and in mixed-income, mixed-finance housing projects such as those undertaken by SHA and others. BAE also has experience with conservation easements, land swaps, and other mechanisms which may apply. Based on discussions with the City and SHA, BAE will draft a presentation outlining the BRAC disposal options and their meaning for the Fort project. This will be used to inform both the public at large on methods of project development.

BAE will also be available for consultation to the client on these options and methods to best structure a partnership.

Based on the outcome of the preferred alternative, BAE will prepare a section of the Reuse Plan describing the preferred disposal method (s) that seek to maximize City, SHA, and community benefits. While these goals may not all create the maximum land value possible, BAE will develop a discussion of why the approach is necessary and how it maximizes land values to the Army given other considerations.

## TASK 3 – PREPARATION OF SITE CONCEPT ALTERNATIVES

As described above, the EDAW Team will engage the Magnolia Community in developing a vision and alternative concepts for the Fort Lawton site as follows:

### Task 3a – Goals and Vision Setting

Following site and economic analysis, the EDAW Team will focus on programming needs, and gaining agreement on vision, opportunities, and constraints. A vision is a creative expression of future possibilities with regard to the functional, aesthetic and pragmatic aspects of the project. A vision is informed by existing conditions and the needs and desires of the neighbors, the U.S. Department of Defense, and the City. It also includes building on previous planning efforts, such as the City's comprehensive plan and the Magnolia Neighborhood Plan. Clearly identifying opportunities and constraints associated with reusing Fort Lawton will help to frame a vision for the site and identify what is both economically and politically possible. This ensures the creation of a plan that is supported by the community and therefore implementable over time.

### Task 3b – Program Alternative Studies

Once the site information is gathered and the community and stakeholder values are established, alternatives for the reuse program can be produced based on input from the neighborhood, NOI agencies, and the City. This task includes developing three alternative concepts for redevelopment of the Fort Lawton site that respond to the site issues and market analysis generated in Task 2.

At this stage, the EDAW Team will focus on programmatic alternatives rather than site plans. It is critical to establish a synergy of civic priorities, neighborhood values, and economic realities. In EDAW's experience, this is first established at the conceptual level before confronting specific site issues that motivate the individual concerns of neighbors based on proximity and patterns of existing use.

Program alternatives must be grounded in clear and agreed project vision, goals, and strategies. The alternatives should also be realistic expressions of the carrying capacity of the site – balancing and optimizing uses and vision.

GGLO will contribute to the building related program – structures, entries, and adjacent open spaces – for new housing, housing and services in adapted existing

structures and building integration. The program alternates are the roadmaps for all the stakeholders to outline their goals for which the design team will test in different design scenarios. It's important that each alternate program is inspirational and defined by an overall vision for the character of the community. GGLO's approach will closely resemble the process developed with stakeholders for the Greenbridge and Rainier Vista master plans. In workshop sessions GGLO will provide visual examples of potential development densities, housing types, resident services, and related site development to help the stakeholders in understanding options. Preferences will be identified and several distinct program directions will be developed. During this phase of the Fort Lawton Reuse plan, it will be incumbent on the NOI Agencies to evaluate their objectives and be realistic about their own goals and capacities.

### Task 3c – Site Concept Alternatives

At this stage in the process, the alternatives will be drawn as land use diagrams showing the different land uses proposed and how they relate to each other and the surrounding neighborhood. Where appropriate, the EDAW Team will produce sketches of proposed new infill development and adaptive reuse of existing structures to communicate the type and density of development proposed. In addition, the plans will show proposed circulation systems, environmental protection areas, community amenities, and other site features important to the overall base redevelopment. With well defined and inspirational idea-based program alternatives the design team will apply form to the programs. Communication and conveyance of ideas is extremely important.

**Optional Task.** As with the projects referenced above, we will use tools such as simple 3-D models and visual examples of other developments to explain design options. Simple computer models will allow the stakeholders to understand the scale of buildings, how they shape the community and how they relate to the existing neighborhood scale. We use a chart of the program elements to score each concept scheme and help the stakeholders establish priorities and preferences.

The design team will also develop a matrix of statistical summaries for cost estimates for each of the schemes. We stage the process to be dynamic and creative and we strive to energize the stakeholders about the exciting prospects for the site.

As the design team develops its concept alternatives, BRH will evaluate the impacts of the proposed alternatives on the existing drainage systems with regard to capacity and quality of discharge. For each of the three concepts, EDAW and BRH will evaluate the applicability of low impact stormwater management strategies for infiltration or reuse. Traditional methods like stormwater detention, filtration and biofiltration will be considered as well.

As described above, the site concept alternatives will be compared using the values expressed by the City's client team and the Magnolia community in earlier workshops. The EDAW Team will develop a matrix to evaluate the alternatives

with a qualitative ranking system for comparative purposes. In addition, order of magnitude costing will be developed for each alternative as well as tax benefits potentially accrued. Evaluation factors are likely to include:

- Development costs
- Tax revenues
- Neighborhood impacts
- Environmental impacts
- Amenities and benefits
- Neighborhood goals and objectives

This evaluation will be used to develop a preferred alternative that captures the best elements from one or more of the concept alternatives, which will be reviewed by the City Client Group in developing the initial draft of the Reuse Plan.

### TASK 4 – FINAL PROPOSED REUSE PLAN

This task includes development of a preferred redevelopment plan based on the results of the previous tasks and input from the Magnolia neighborhood and the City Client Group. The plan will consist of narrative and graphics to document the plan plus any appendices that support the plan and augment its findings.

The final plan will be a synthesis of the best parts of the alternate plans. It will balance the community goals, sustainability, open space, building design, building renovation, costs and real estate market forces. The plan that emerges will be 'from' the stakeholders with the design team as interpreters. The final plan will be presented with conviction by the community and NOI agencies to the Mayor and Council as a consolidation of the teams' collective vision and goals.

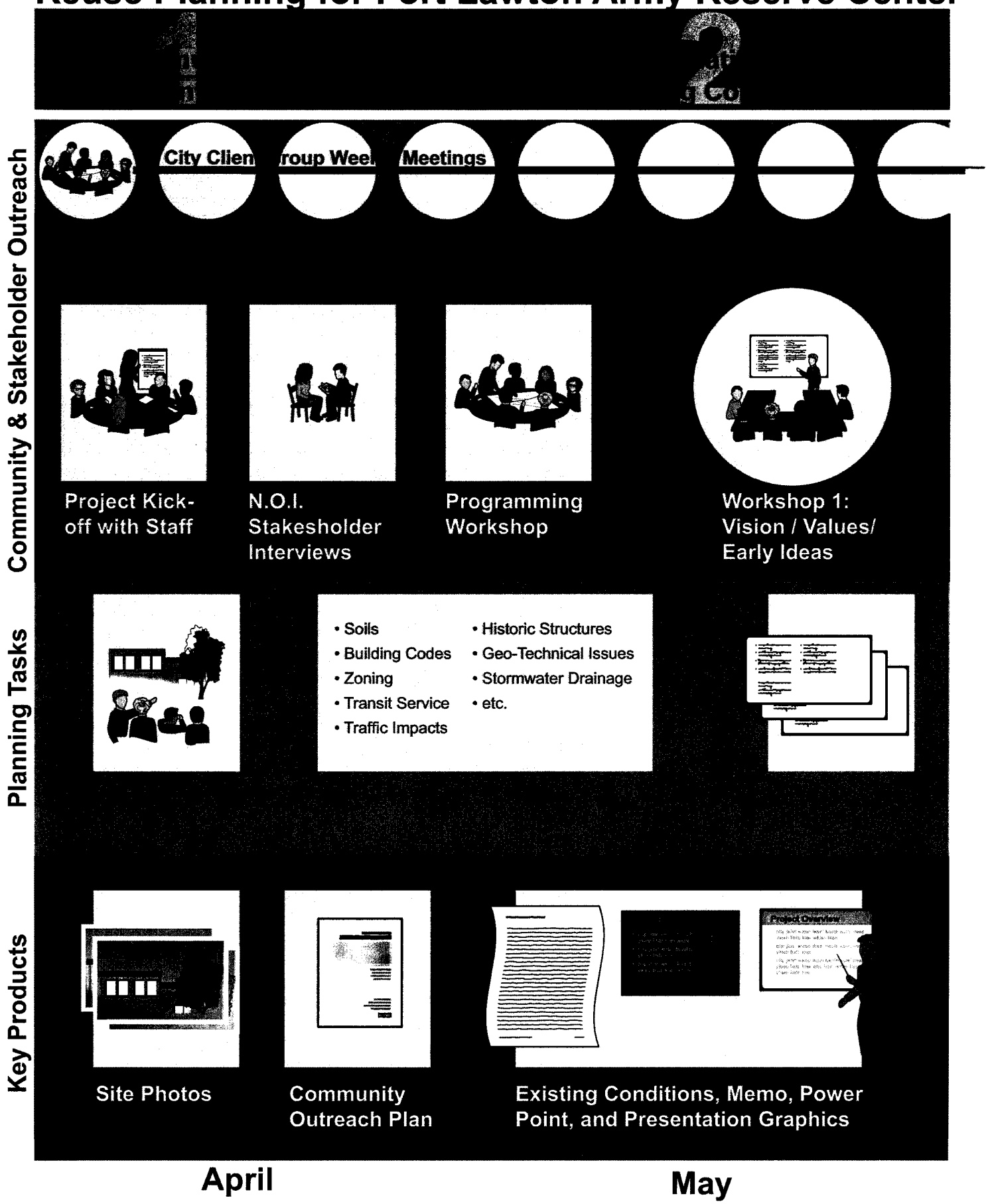
Once the final master plan is developed, BRH will prepare a conceptual site civil engineering plan for proposed reuse plan. Locations of major utilities, roads and stormwater facilities will be provided. BRH will prepare an order of magnitude cost estimate for this site civil plan. BRH will attend two meetings during this phase of work.

Once the final Reuse Plan is drafted, the EDAW team will work with the City Client Group and NOI agencies to present the plan for review and adoption by the Mayor and City Council.

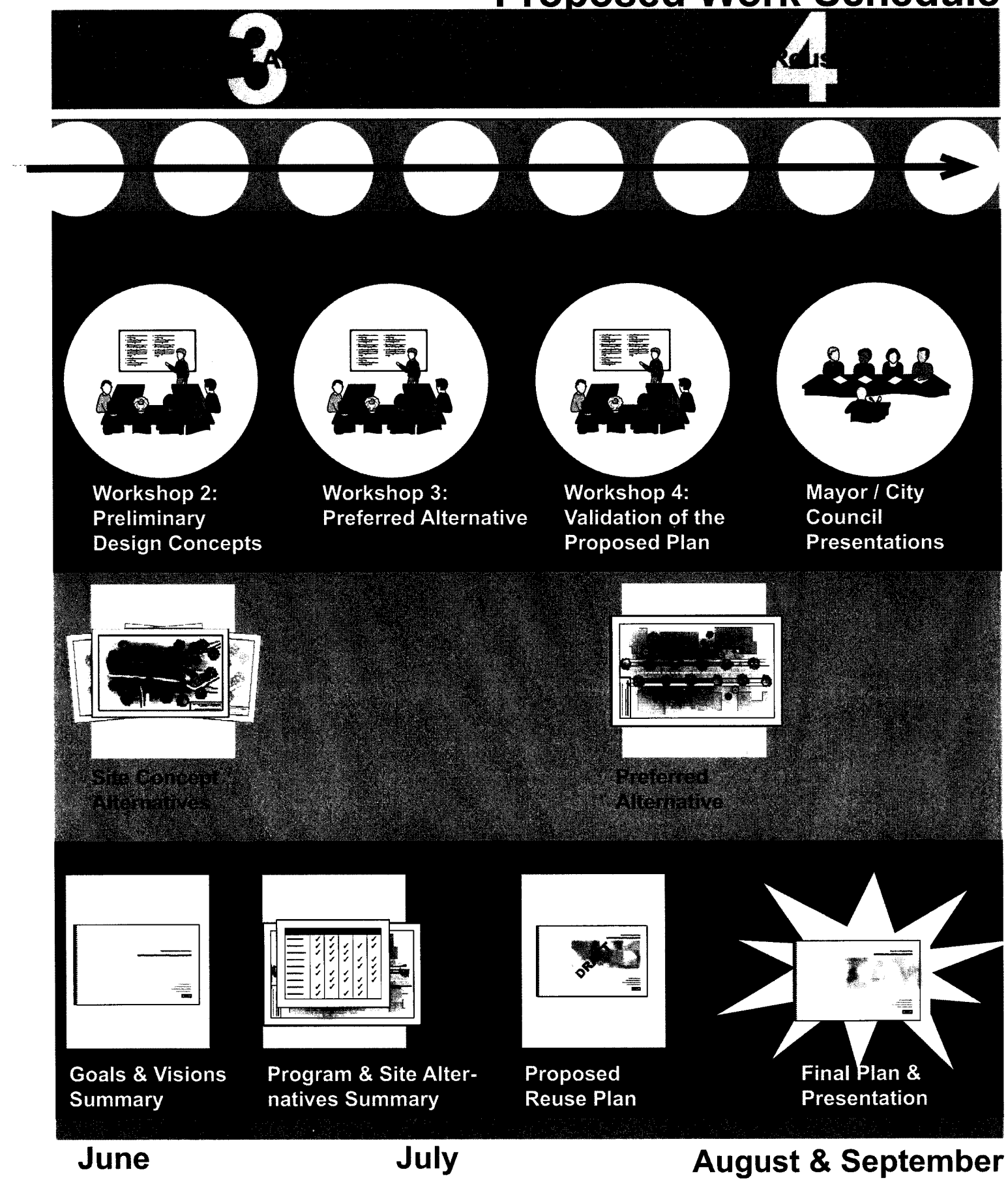
### PROJECT SCHEDULE

The timeline on the following pages illustrates the relationships of community and stakeholder outreach, planning tasks, and key products. It also presents a schedule of activities to complete the work by the City's ambitious deadline. The EDAW team members identified in Section 02 are available to complete these tasks in this time frame.

# Reuse Planning for Fort Lawton Army Reserve Center



# Proposed Work Schedule



# 02 Project Team

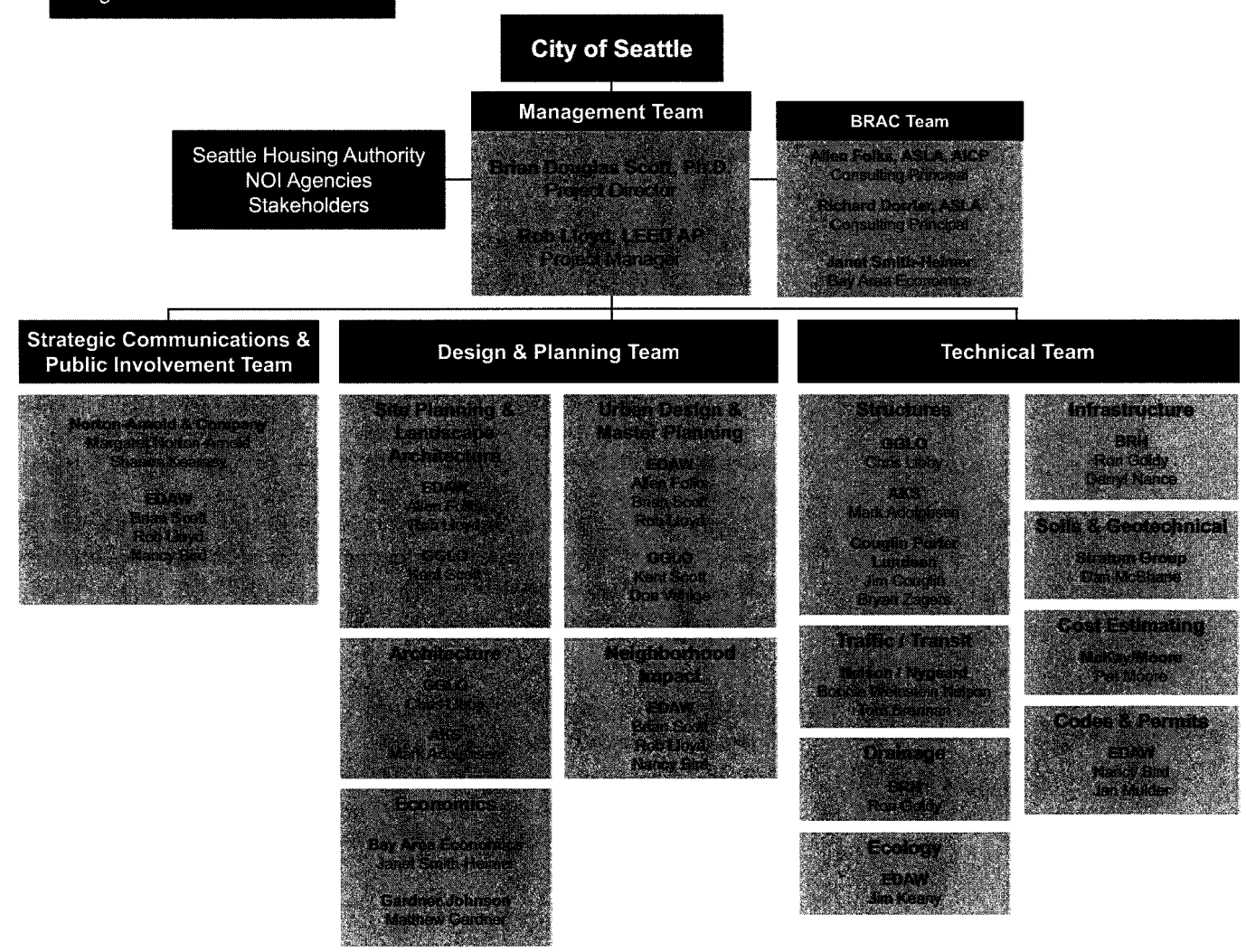
**Commitment + Availability**
The EDAW Team understands that work on the Fort Lawton reuse plan will begin immediately after the contract is signed and will be completed by September 2008. The EDAW Team members listed in this proposal are committed and available to complete the plan according to this schedule. The process diagram in *01 Project Understanding + Approach* and the team member matrix located in the attached transmittal letter demonstrate when these team members will be working on their assigned tasks.

## TEAM OVERVIEW

The EDAW team members were selected based on their technical expertise, demonstrated competence on similar projects, local knowledge, and past working relationships. Our team organization is demonstrated in the chart below.

Brian Scott will lead the EDAW team with Allen Folks and Richard Dorrier. Brian has a 25-year track record of successful project management on redevelopment and reuse efforts in the Pacific Northwest. Allen and Richard have led EDAW's efforts on base reuse and closure planning for dozens of military bases throughout the US. Rob Lloyd will serve at the team's project manager and will be the City of Seattle's day-to-day contact. Rob has experience managing large multi-disciplinary teams on several community redevelopment projects similar to Fort Lawton including project planning work on Seattle's High Point.

Biosketches for our key team members are provided on the following pages. Detailed resumes for these key personnel and several support personnel are provided in *05 Appendix: Resumes.*



**BRIAN DOUGLAS SCOTT, PH.D. (EDAW)**
**Project Director**
Brian Scott has 27 years of experience in comprehensive community development, with emphasis in revitalization, livability, visioning, long-range planning, and public policy. Brian's unique strengths include a capacity to build consensus and unlikely coalitions, communicate complex information, demonstrate leading ideas and shape policy. A respected facilitator of contentious issues, he has led multi-faceted planning projects in Washington, Oregon, California, Idaho, Montana, Nevada, North Carolina, South Carolina, and British Columbia. Brian leads projects that call for his facilitation skills, political instincts and development experience.

Brian's recent experience includes leading the public outreach process for the Seattle Public Schools' Programs and Facilities Project. This highly visible effort successfully achieved targeted consensus on highly controversial recommendations to meet the school district's goal of closing twelve schools in order to align facility capacity with declining enrollment.

Brian was also the lead facilitator for restarting the City of Seattle's effort to collaborate with WSDOT and King County on planning for replacement of the Central Waterfront portion of the Alaskan Way Viaduct. This role included facilitation, outreach, and strategic communications among three key public agencies, as well as several dozen stakeholder-coalitions, including economic interests, community groups, and cause-driven organizations.

**ROBERT LLOYD, LEED AP (EDAW)**
**Project Manager**
With a background in New Urbanist planning and Green Urbanism Rob Lloyd has focused on integrating architecture and site design. In his ten years of practice, Rob has specialized in planning and development strategies for new communities, urban infill sites, and urban streetscapes. Rob has focused on facilitating development of technically challenging sites and partnering closely with architects and engineers to support design vision with technically innovative land development approaches.

Rob has managed projects ranging from new community master plans to mixed use urban infill site design and implementation. With a background in both architecture and site design, Rob is able to lead an integrated design process which uses input from multiple professions to create the best possible project solutions. As the design leader for larger planning projects, Rob has focused on how to translate community vision into documents grounded in an understanding of development culture and techniques. Prior to joining EDAW, Rob worked in Seattle, planning new communities and HOPE VI infill housing, including High Point.

**ALLEN FOLKS, ASLA, AICP (EDAW)**
**Consulting Principal / BRAC Specialist**
Allen Folks is a landscape architect and urban designer with over 22 years of experience in the master planning of public and private institutions, new community planning and design, and land use planning. As an expert in base reuse and

closure planning, Allen has provided leadership, planning, and design services on over 11 base reuse projects including Naval Air Station Alameda, Mare Island Naval Shipyard, and McClellan Air Force Base. Allen focuses on creating visionary base reuse plans that are grounded in sound economic and fiscal strategy, and he has seen many plans through implementation.

**RICHARD DORRIER, AICP (EDAW)**
**Consulting Principal / BRAC Specialist**
Richard Dorrier has over 25 years of experience work on urban, recreation, environmental, and military planning. His projects have ranged from master plans for major facility complexes to regional recreation and land use plans to policy planning for public agencies. A key participant in the EDAW's federal initiative, many of Richard's recent projects have been for the U.S. Navy at home and abroad, as well as other federal agencies in the Washington, DC area. He has also been involved in over 10 base reuse and redevelopment projects, in addition to numerous land use plans for the military.

**JANET SMITH-HEIMER (BAY AREA ECONOMICS)**
**Economist / BRAC Specialist**
For 25 years, Janet Smith-Heimer has specialized in real estate economics and development and is a nationally recognized expert in BRAC economics, affordable housing, economic development, and public/private partnerships. Since founding BAE in 1986, Janet has directed many economic development strategic planning processes for cities. She has also directed numerous downtown and business district revitalization strategies, including work in the Seattle area. Janet's work has involved analyses of job attraction strategies, incubator feasibility studies, and policy studies of economic initiatives. She has a strong expertise in housing, including affordable and market-rate product types and has managed feasibility studies for downtown and transit-oriented housing, luxury subdivisions, condominium conversions, and employee housing programs. Janet has worked on the development of affordable housing, including for-sale units for low-income households, SROs, HOPE VI, and rental projects. She wrote The California Affordable Housing Cost Study (1993) as well as numerous policy analyses of affordable and special needs housing programs for state, regional, and local agencies and business groups. Janet serves as a teacher in the ULI Real Estate School, and speaks regularly at UC Berkeley and for professional conferences. She is the author of a chapter in the seminal Real Estate Market Analysis: A Case Study Approach published by ULI.

**MARGARET NORTON-ARNOLD (NORTON-ARNOLD & COMPANY)**
**Public Involvement**
Margaret Norton-Arnold has 31 years of experience in facilitation and public involvement related to controversial issues, serving a variety of clients in a range of settings. She has extensive experience in consensus-driven processes, strategic planning, and organizational development. Recently, she completed facilitation of the City of Mercer Island's Luther Burbank Park Community Visioning Project, a process that required the ability to strike a delicate balance between competing user group needs, the surrounding communities, and the general public. Margaret is currently facilitating two advisory committees on behalf of the Central Puget

Sound Water Suppliers' Forum. The purpose of the two committees is to provide advice concerning an assessment/forecast of future water supply/demand in King, Pierce and Snohomish counties. Margaret is also implementing a comprehensive community involvement program for the City of Bellingham's Waterfront District Master Plan.

**CHRISTOPHER D. LIBBY, AIA (GGLO)**
**Architect**
Chris Libby's experience has focused on multi-family housing at all scales, densities, and product types. As principal, Chris has managed numerous multifamily, mixed-use projects for many of the leading developers in the area, ensuring clear and consistent communication between all members of each project team. His projects encompass both market rate and low income housing. His project design approach is to find creative solutions that balance the issues of the client's program, quality, sustainability, costs, context, and codes. Chris' experience includes the Greenbridge Hope IV Redevelopment.

**MARK ADOLPHSEN (AKS ARCHITECTS)**
**Architect**
Mark is a registered architect in the state of Washington, with over 29 continuous years of architectural leadership in a broad range of public and private sector projects. Mark's practice includes projects at all points in a facilities life cycle: planning, design, construction and maintenance. This holistic background and real world knowledge gives Mark a unique background in the programming and planning of Master Plans, facilities, and complete building design. Building type experience includes the planning and design of over 2500 housing units, offices, maintenance, training, waterfront facilities, airfield facilities, interior design and facility support spaces. Work with federal government agencies includes the US Navy, US Coast Guard, NOAA, & GSA. Mark often works as an Architectural / planning sub consultant to firms such as AECOM / EDAW; supporting their projects with various management, planning, and design related project activities.

**KENT SCOTT, ALSA, LEED® AP (GGLO)**
Kent has worked in an inter-disciplinary setting for over 25 years and has extensive planning and design experience with institution, destination, and nature-based projects. He has garnered over ten national and regional awards for his work. At GGLO, he is a leader promoting integrated and creative design and oversees the Landscape Architecture and Planning Group. The breadth of his management, design and sustainable experience spans delicate enclaves to urban settings to recreated natural settings. He excels with complex projects rooted in idea-based design that embrace art, nature, and bring delight to the human experience. Kent's experience includes the Greenbridge Hope IV Redevelopment.

**MATTHEW J. D. GARDNER, NABE, (GARDNER JOHNSON)**
**Economist**
Matthew Gardner is an economist specializing in residential and commercial analysis, and is particularly passionate about urban housing needs. Matthew is a regular speaker on the regional economy as it pertains to real estate and

economic matters. His recent work includes a study determining the feasibility of developing market-rate multifamily housing in the High Point mixed-income community; a housing needs analysis for the City of Hillsboro, Oregon; and a core area housing study for the City of Salem, Oregon.

**TOM BRENNAN (NELSON NYGAARD)**
**Multimodal Transportation Planner**
Tom Brennan is a specialist in multimodal transportation planning with 12 years expertise in rail and bus transit service design and policy, Transportation Demand Management strategy development and implementation, Transit Oriented Development, parking management, and strategic transportation planning. Tom has worked on a series of ground-breaking projects for the City of Seattle over the last few years. The first, the Center City Circulation Study, identified the vehicle capacity constraints in the City's transportation network and calculated the person capacity improvements needed to accommodate the planned growth. This was followed by the Urban Village Transit Network, a system of fast, frequent and reliable transit lines connecting all of the City's planned growth areas. Nelson Nygaard has also helped the City to create a long range plan for an interconnected streetcar network, along with mitigations for the Alaskan Way Viaduct, particularly during the period of time while the freeway is being demolished before its replacement is completed.

**NANCY BIRD, AICP (EDAW)**
**Planner**
Nancy Bird has 13 years of community planning, economic development, public involvement, and historic preservation experience. Nancy specializes in the management of multi-faceted urban planning projects in collaboration with both public and private sector partners. Her range of project experience includes master planning, the development of comprehensive and neighborhood plans, downtown revitalization strategies, design guidelines, transit station area plans, economic development programs, historic preservation plans, and environmental review. Nancy has experience on several projects similar to Fort Lawton, and was part of the team responsible for the Environmental Impact Statements for High Point and the Sand Point Magnuson Park Project.

**JIM KEANY (EDAW)**
**Ecologist**
Jim Keany is a terrestrial ecologist with 25 years of experience in environmental research and consulting with an emphasis on natural resource inventories, impact analyses, restoration ecology, wildlife management plans, and FERC relicensing. He has a diverse background with experience in endangered species surveys and biological assessment preparation; wetlands inventory, delineation and mitigation; terrestrial habitat surveys; and fisheries and stream surveys.

# 03 Project Experience

The EDAW Team has prepared over 29 base reuse plans for former military sites across the country and brings local experience on more than 2500 units of low income and homeless housing.

The EDAW team brings more than a quarter century of successful urban redevelopment work in Seattle, as well as lessons learned from the preparation of 29 base reuse and closure plans from across the country. These base redevelopment plans have taken many paths, focusing on a variety of reuses including transportation, higher education, commerce and industry, research and technology, livable neighborhoods, community support services, recreation and conservation, and several of these projects are cited as case studies of success by the US Office of Economic Adjustment, including Williams Air Force Base, Long Beach Naval Complex, K.I. Sawyer Air Force Base, Pease Air Force Base, Alameda Naval Air Station, Chanute Air Force Base, and Fort Ord.

Additionally, GGLO brings experience on well over 2500 units of affordable housing for clients such as SHA, KCHA, Low Income Housing Group, Housing Resources Group, Capitol Hill Housing, Cabrini SSHJC, and St. Andrews Housing Group. Projects for these agencies range from housing for homeless families and very low income seniors to work force housing. These successful projects have integrated housing for the homeless and/or poor into existing neighborhoods.

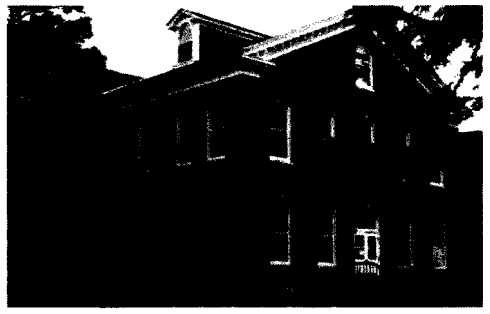
BAE has worked continuously on military base reuse planning and implementation since 1991. The firm has developed a national reputation as one of the premier consultants on military base reuse with experience gained from working on more than 25 bases.

Examples of the EDAW team's work involving **base reuse and closure planning, housing developments, public agencies, contentious issues, community involvement strategies, extensive stakeholder involvement, and housing and services for very low income and homeless people** are detailed below.

Sand Point Redevelopment; Seattle, WA

**SAND POINT REDEVELOPMENT; SEATTLE, WA (EDAW)**
**City of Seattle Office of Sand Point Operations**

As part of the reuse planning for the former Naval Air Station at Sand Point, the City of Seattle rebuilt all major utility infrastructure systems. EDAW led the team providing full service design and a sensitive landscape restoration of this historic district. Infrastructure reconstruction included water, power, communications, gas, and sewer systems. Design and layout of these systems was guided by



Sand Point Historic Properties Reuse and Protection Plan; Seattle, WA

concerns for historic preservation, the need for post-construction landscape restoration meeting ADA standards, and the integration of Sand Point into neighboring Magnuson Park. EDAW's role included team coordination and management, site restoration design, additional site design, lighting design, historic preservation planning, and design guidelines. The project also included access trail design, street lighting design, street engineering, and tree preservation planning. Street light design included revival of historic pre-WWII vintage lighting elements. EDAW worked with several lighting manufacturers to create cost-effective yet historically appropriate unique lighting elements. When infrastructure reconstruction is completed, Sand Point/Magnuson Park will be a regional center of recreation, arts, education and community uses, including a senior center, on 343 acres of reclaimed former military lands. EDAW also managed several components of the project related to historic resources, including development of the Sand Point Historic Properties Reuse and Protection (HPRP) Plan, an Historic Interpretive and Educational Program (HIEP), as well as project Design Guidelines. For the Design Guidelines, EDAW identified a number of specific objectives vital to the long-term success of the project, including development of a design guide manual; integration of the park, recreation, and campus components; and ensured continuity of incremental improvements and phased development for a wide range of project types.

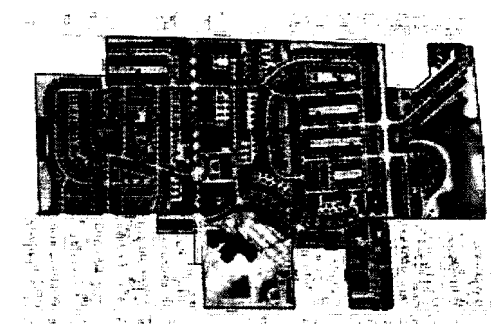
Sand Point Magnuson Park Master Plan; Seattle, WA

Norton-Arnold & Company's neutral facilitation was instrumental in forging new consensus on the best way to develop Magnuson Park.

**SANDPOINT MAGNUSON PARK MASTER PLAN; SEATTLE, WA (NORTON-ARNOLD & COMPANY)**
**City of Seattle Department of Parks & Recreation**

Sandpoint Magnuson Park is a popular destination within the City of Seattle. In the 1980s when the park was the beneficiary of a land grant from the US Navy, the possibility for renewed development raised a number of controversial issues from various user groups and a concerned community surrounding the park. In 1999, the City's Department of Parks and Recreation began developing a new Master Plan for the park. This was followed in 2001 by the creation of a new design and EIS for a sportsfield complex and 53-acre new wetland habitat. In 2003 the Seattle City Council finally adopted the park's Master Plan. Norton-Arnold & Company managed all public involvement for the Master Plan and EIS. This included the facilitation of user group meetings, public workshops, and design charrettes, as well as the mediation of disputes between potential park users. Norton-Arnold & Company also worked with Parks staff to carry out a media strategy, and assisted with regular briefings to elected officials, involved stakeholders, and others. In addition, the firm facilitated the Sand Point Community Communications Committee, a diverse group of representatives from user groups and community organizations. Norton-Arnold & Company's neutral facilitation was instrumental in forging new consensus on the best way to further develop this vital park resource.

Greenbridge Hope VI Redevelopment; King County, WA



Greenbridge Hope VI Redevelopment; King County, WA

Greenbridge Hope VI Redevelopment was awarded a 2006 Governor's Smart Communities Award.

**GREENBRIDGE HOPE VI REDEVELOPMENT AND SEOLA CROSSING AT GREENBRIDGE; KING COUNTY, WA (GGLO)**
**King County Housing Authority**

GGLO provided architecture, interior design, landscape architecture, planning & urban design services for this redevelopment, which replaces an existing World War II era public housing project with an urban community at a greater density. Greenbridge is a 900-unit residential community on 100 acres providing low-income as well as market-rate housing. Housing choices include detached housing, single story cottages, attached townhomes, and stacked townhomes over flats. Elements of art, open space, and sustainability give the development a sense of place. The community based design is the product of numerous workshops with the site's neighbors, programming with a variety of neighbors, and developing housing prototypes that fit the context of the community. Seola Crossing is the first phase of development at Greenbridge. This initial phase consists of six contiguous blocks containing a mix of townhomes and flats, all with shared open spaces and streetscapes. This phase also includes numerous parks for passive and active play, relaxation, gardening and picnics.

**FORT LAWTON ENVIRONMENTAL ASSESSMENT; FORT LAWTON, WA (EDAW)**
**U.S. Army Reserve**

EDAW prepared an Environmental Assessment (EA) for the Relocation and Replacement of Army Reserve Facilities at Fort Lawton. The EA was prepared pursuant to Council on Environmental Quality (CEQ) Regulations (40 CFR Parts 1500-1508) implementing procedural provisions of the National Environmental Policy Act (NEPA), as well as Army Reserve Regulation AR 200-2. The proposed project included (1)

vacating their existing training facilities (several deteriorated World War II era barracks) and (2) the construction and operation of a new Army Reserve Center (ARC), Organizational Maintenance Shop, associated support facilities, and infrastructure and landscape improvements on Army Reserve-owned property at the Main Area of Fort Lawton. The primary issues of concern were the potential impacts to visitors to Discovery Park, biological resources, traffic, noise levels, and visual resources. Using the EA as its primary environmental decision-making document, the U.S. Army Reserve concluded that the project would not have a significant effect on the quality of the human environment or the natural resources of the area. Therefore, in accordance with NEPA, CEQ, and Army Reserve regulations, the U.S. Army Reserve determined that an Environmental Impact Statement (EIS) was not required and issued a Finding of No Significant Impact.

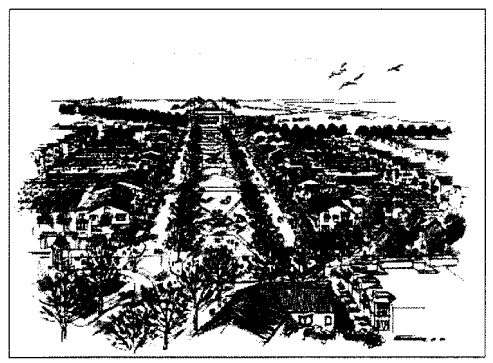
City Life: Urban Show of Homes; Portland, OR

When market bias and neighborhood resistance made infilll housing development difficult, the City Life project demonstrated the market viability and neighborhood acceptance of well designed multi-family housing.

**CITY LIFE: THE URBAN SHOW OF HOMES; PORTLAND, OR (BRIAN SCOTT)**
**City of Portland**

Brian Scott conceived, launched, and guided the design and development of a demonstration project of infill housing in an existing neighborhood in close-in Southeast Portland. At a time when city goals called for infill development, but city policies, market bias, and neighborhood resistance made such development very difficult, the City Life project demonstrated the market viability and neighborhood acceptance of well designed multi-family housing. Mr. Scott led a partnership of the American Institute of Architects/Portland Chapter, REACH Community Development, the Homebuilders Association of Metropolitan Portland, the City of Portland, and Livable Oregon to design, build, sell, and host a highly visible show of 18 new homes on a one acres site.

**HERITAGE FIELDS, ORANGE COUNTY, CA (EDAW)**
**Heritage Fields, LLC**


Heritage Fields, Orange County, CA

Heritage Fields is the former 4,700-acre El Toro Marine Air Base, closed in 1999 as part of the **Base Realignment and Closure Act**. EDAW is working with Heritage Fields LLC, The City of Irvine, and community stakeholders to develop a concept master plan for the 3,700-acre parcelized land that surround the centralized 1,200 acre Great Park. The concept plan contains three districts: The Lifelong Learning District, the Transit Oriented-Development District, and the Park District. Each district will have its own character focused on its specific and unique role in the larger Great Park Community. The Life Long Learning District will focus on education ranging from pre-schools to graduate institutions mixed with housing for seniors, students, and faculty surrounding a small main street commercial area. The Transit Oriented District will offer higher density living surrounding a metro-

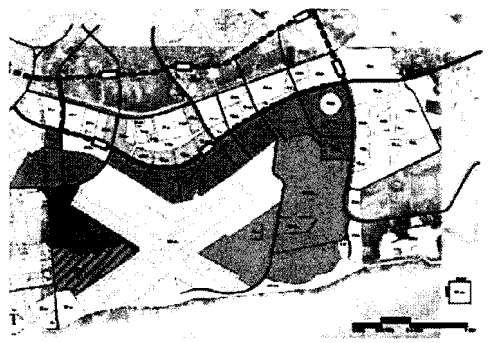
link train station connecting to Los Angeles and San Diego. Finally, the Park District will be a low intensity, landscape dominated area with homes on golf courses and lakes and access to an equestrian center. Each District adjoins the Great Park with varying types of trail connections and edge conditions that will establish a setting for the Great Park.

NAS Community Reuse Plan; Alameda, CA

## NAS COMMUNITY REUSE PLAN (ALAMEDA POINT), ALAMEDA, CA (EDAW)

**Alameda Reuse and Redevelopment Authority**

The plan for "reopening" of Naval Air Station Alameda articulated a long term vision for the future of the site as part of the City of Alameda and the greater San Francisco Bay Area. The Community Reuse Plan EDAW developed serves as a roadmap for the conversion of NAS Alameda to civilian use over the next 20-30 years. The Community Reuse Plan provides a bold vision for the future founded on the unique attributes of the Naval Air Station. The planning process included extensive community interaction, town hall meetings, regular hearings, development of goals and objectives and "vision" workshops. The planning process addressed a variety of issues and challenges including replacing employment and economic activity lost due to the closure; ensuring that both interim and long-term strategies for reuse are fiscally sound; responding to local and regional needs in terms of urban transportation systems, housing, education, recreation and open space. Alameda Point will become an integral part of the Alameda community, a new neighborhood with a mix of uses including housing, office, retail, industrial and recreation all arranged in a transit accessible and pedestrian-friendly manner.


Kalaeloa Master Plan, Honolulu, HI

The Kalaeloa Master Plan articulates a responsible vision which allows all to co-exist, and presents a feasible vision for Kalaeloa.

## KALAELOA MASTER PLAN, HONOLULU, HAWAII (EDAW)

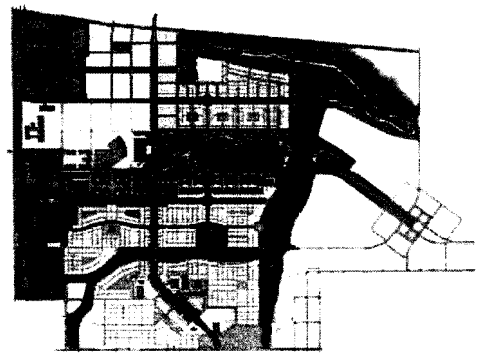
**Hawaii Community Development Corporation**

EDAW provided planning services for Kalaeloa (formerly Naval Air Station Barbers Point) on Oahu in Hawaii as part the larger Master Plan contract. Upon adoption and necessary approvals, the Kalaeloa Master Plan will serve as a renewed vision for the site, and will help the Hawaii Community Development Authority navigate through the challenges facing redevelopment of Kalaeloa, and chart an economically feasible and realistic course toward the vision of Kalaeloa as a Wahii Ho'okela or 'Center for Excellence'. The Master Plan presents the first instance of a Base Realignment and Closure (BRAC) action being systematically reviewed, and a revised Master Plan completed. Within its approximately 3,700 acres, Kalaeloa holds the potential to respond to the desires of the local community, the aspirations of the City and County of Honolulu, the goals of the State of Hawaii, as well as the needs of the United States Military. New job opportunities, educational institutions, mass transit, regional

connectivity, recreation, affordable housing, resource protection, new industries, economic growth and national defense can all occur at Kalaeloa, and have been incorporated into the Master Plan. Ultimately, the Kalaeloa Master Plan articulates a responsible vision which allows all to co-exist, and presents a feasible vision for Kalaeloa that anticipates up to 7,000 new jobs, 6,500 new residences, and planned completion of Kapolei as a second city to Honolulu.

Stone Way Apartments; Seattle, WA

**STONE WAY APARTMENTS; SEATTLE, WA (GGLO)**
**Housing Resources Group**
GGLO provided architecture, landscape architecture, and interior design services for this affordable project, which straddles commercial and single family neighborhoods with ground level commercial uses and residential units above. Designed to accommodate families, the unit mix contains a large percentage of two-and three-bedroom units. Sustainable design goals focus on tenant health and operational savings.



Stapleton Redevelopment; Denver, CO

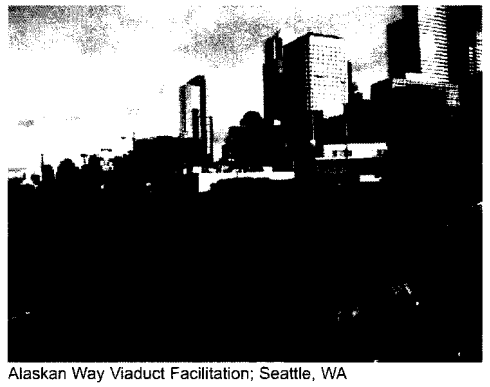
**STAPLETON REDEVELOPMENT, DENVER, CO (EDAW)**
**Forest City Development**

'New Urbanism meets nature' describes the transformation of the abandoned 4,700-acre Stapleton Airport in Denver, Colorado, the nation's largest urban infill project, into a mixed-use community with 25,000 residents and 30,000 jobs. Stapleton blends the fine-grain detail of traditional neighborhoods with ecological landscapes in a large new community. Since 1997, EDAW has contributed to a multitude of projects associated with Stapleton and has led an interdisciplinary team to produce architecture and landscape design guidelines; a neighborhood parks and streetscape master plan; a major urban park and greenway master plan (both which have been taken through construction drawings and construction administration); and a light rail/commuter rail station area plan. The four overlapping plans realize goals of "The Green Book," a 1995 blueprint for a sustainable community. Most development proposals of this scale, scope, and vision have proved impractical or failed where Stapleton is succeeding. Stapleton's redevelopment scope required bold new tools for phasing, alternative standards for architecture and landscape architecture, and, in particular, new techniques for environmental remediation.

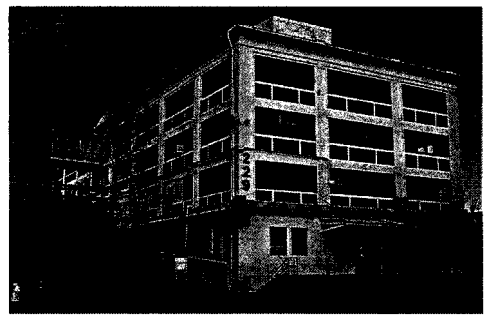
Stapleton Redevelopment; Denver, CO

**ALASKAN WAY VIADUCT FACILITATION, SEATTLE, WA (BRIAN SCOTT)**
**City of Seattle**

While at MIG, Brian Scott was lead facilitator for restarting the City of Seattle's effort to collaborate with WSDOT and King County on planning for replacement of the Central Waterfront portion of the Alaskan Way Viaduct. This role included facilitation, outreach, and


Alaskan Way Viaduct Facilitation; Seattle, WA

Seattle Public Schools Programs & Facilities; Seattle, WA


Mare Island Reuse Plan; Vallejo, CA

strategic communications among three key public agencies, as well as several dozen stakeholder-coalitions, including economic interests, community groups, and cause-driven organizations.

### SEATTLE PUBLIC SCHOOLS PROGRAMS & FACILITIES, SEATTLE, WA (BRIAN SCOTT)
**Seattle Public Schools**

While at MIG, Brian Scott led the work for the Seattle Public Schools' Programs and Facilities Project. This highly visible effort successfully achieved targeted consensus on highly controversial recommendations to meet the school district's goal of closing twelve schools in order to align facility capacity with declining enrollment.

### MARE ISLAND REUSE PLAN, MARE ISLAND NAVAL SHIPYARD, VALLEJO, CA (EDAW, NELSON NYGAARD, BAE)
**City of Vellejo**

The Mare Island Reuse Plan is a reuse plan for a former military base located on the urban waterfront of Vallejo, California. The site includes a naval shipyard (including pier and harbor facilities), industrial, academic and medical facilities, single and multifamily housing, and recreational areas, as well as unique botanical, architectural and historic elements. EDAW contributed community/land use, transportation, and utilities planning studies to the Final Reuse Plan for the Mare Island Naval Shipyard. The process involved closely coordinating and integrating the findings of concurrent economic, human services, and employment analyses. EDAW also made recommendations to the City addressing natural resource and environmental contamination concerns; cultural and historic resource management; recreation and open space planning; and jurisdictional issues. The site is currently undergoing extensive adaptation, with over 83 new commercial and industrial tenants.

BAE has worked with the City of Vallejo on the redevelopment of Mare Island since 1993. BAE's initial work was commissioned as a follow-up to an Urban Land Institute panel on reuse. BAE prepared a detailed market analysis and business plan for redevelopment of the Island, covering housing, retail, heavy industrial, light industrial, office, education, live/work, and visitor attraction uses. BAE developed an interim five-year cash flow to create immediate revenues to the City upon base closure, as well as a 20-year detailed financial analysis of infrastructure improvements, phased new development, and rehabilitation of three million square feet of existing structures. The concepts developed by BAE have guided Mare Island's interim reuse, resulting in more than $5 million per year in revenue to the City.

BAE subsequently supported the City during negotiations with the Navy on several landmark agreements, including the Economic Development Conveyance (which initiated the nation's first conveyance with transition funding by the military to the City), and the nation's first early transfer remediation agreement. Following a developer solicitation, BAE supported the City in its negotiations with Lennar to reach a Master Developer Agreement. This work included BAE participation in negotiating sessions and development of deal terms. Subsequently, BAE assisted in a new developer solicitation for Area 1, the planned business park portion of the Island. BAE provided advisory services to a subcommittee of the City Council charged with developer selection for this area. The Area 1 process led to a new series of negotiations with Lennar to implement the business park, with BAE supporting the City in the process.

Nelson\Nygaard assessed transportation options for the conversion of this former naval base. Nelson\Nygaard assessed demand and planned services for local circulation on the island, and between the island and the mainland. Work included developing routes, a financial plan and determining vehicle types. Nelson\Nygaard also conducted an operational impact study which looked at what would happen to Vallejo Transit's operations if its downtown transit center was moved to a new location.

McClellan Air Force Base Reuse Plan; Sacramento County, CA

**MCCLELLAN AIR FORCE BASE REUSE PLAN, SACRAMENTO COUNTY, CA (EDAW)**
**Sacramento County Department of Military Base Conversion**

McClellan AFB, a 3,000-acre aircraft repair and maintenance depot employing 12,000 civilian workers, was announced for closure in 1995. As the Local Redevelopment Authority, the County of Sacramento was charged with preparing a Reuse Plan for the Base, and was presented with a unique opportunity to participate in a public-private competition for a portion of the Base's aviation workload. An EDAW-led multidisciplinary team worked with the County to assess reuse conditions and trends; develop reuse planning, commercialization, and property conveyance strategies; assisted in the preparation of required reuse regulatory and environmental documentation, and prepare development and implementation plans for reuse/redevelopment of the Base. These efforts involved strong consideration of a variety of land use, facility/infrastructure, environmental, transportation, privatization/commercialization, public participation, and transitioning/phasing issues and collaboration with various federal, state, and local public agencies, and private sector interest (including development/equity investment interests). EDAW's reuse planning efforts at McClellan allowed the County to aggressively pursue the privatization of the McClellan workload, strategically position itself to best leverage McClellan's assets and opportunities for the civilian reuse/redevelopment of the

Base, and define clear and prioritized implementation strategies for transitioning the Base to its ultimate civilian use and users.

Fort Ord Reuse Plan; Monterey, CA

Fort Ord Reuse Plan; Monterey, CA

## FORT ORD REUSE PLAN, MONTEREY, CA (EDAW)

**Fort Ord Reuse Authority**

The Reuse Plan for the 27,000-acre former Fort Ord Army Base was a joint venture between EDAW and the EMC Planning Group of Monterey. Major issues included infrastructure financing and implementation, market demand for a range of uses, development phasing, and new community creation. Planning emphasized three strategic themes: economy, education, and environment. Economy placed priority on using the existing infrastructure to replace the 30,000 jobs lost with base closure. Education recognized the value of including a new California State University Campus and a University of California science and technology center to stimulate the transfer of technology from academic to commercial applications. EDAW's approach focused on community design, communication, and development feasibility. Implementation of a strong urban design/ transportation framework was critical to the creation of livable, vibrant neighborhoods. The framework emphasized human-scale development to introduce an intimate atmosphere to the functional, regimented layout of the former army base. Finally, public infrastructure commitments had to be carefully balanced against planned growth and anticipated revenues. Multiple planning scenarios were run using both engineering and financial models to ensure a positive balance. Significant land uses designated for the former Fort Ord base include a new state shoreline park; the CSU Monterey Bay campus; the UC Monterey Bay Education Science and Technology Center; the conversion of the former Army airfield to a new municipal airport; and the transfer of 15,000 acres to the Bureau of Land Management for habitat management and recreation purposes.

Rainier Vista Housing; Seattle, WA

## RAINIER VISTA HOUSING; SEATTLE, WA (GGLO)

**Seattle Housing Authority**

A New Urbanist renovation of an existing World War II era public housing project, Rainier Vista is 70-acre site that will include a mix of publicly-subsidized, low-income, senior, and for-sale housing, as well as parks, civic facilities, and commercial spaces. This mix of uses and income levels is intended to break down the site's current identity as a "public housing project" and lead to its success as a livable community. The City has designated this route as a major pathway for light-rail public transit and is currently constructing a light rail station immediately to the south. GGLO designed a number of "carriage houses" at Rainier Vista as well as flats and townhomes. In collaboration with Tonkin Hoyne Lokan Architects as lead design firm, GGLO created the master plan for the project.

Bellingham Waterfront District Master Plan; Bellingham, WA

**THE WATERFRONT DISTRICT MASTER PLAN (NORTON-ARNOLD & COMPANY)**
**Port and City of Bellingham**

In 2005, the Port and City of Bellingham entered into a collaborative agreement regarding the clean-up and redevelopment of the Bellingham Waterfront. When it is complete, the Waterfront District Master Plan will provide a framework for future redevelopment of 137 acres on the waterfront, as well as supporting information on infrastructure and utility requirements, economic factors, and how the development might be phased in over the next twenty years. Norton-Arnold & Company designed, and is managing the public involvement process associated with the Master Plan and accompanying Environmental Impact Statement. This has included the facilitation of public meetings, design charrettes, and small group discussions. We have also created printed materials, website updates, and media outreach information. Given the intense interest from the Bellingham community in waterfront redevelopment, the master planning process has engendered a very high level of public interest, which includes both strong supporters and strong skeptics. Through innovative techniques and strong facilitation, we have maintained an atmosphere of constructive dialogue as all participating citizens have continued to work toward a broadly-supported vision for the future of the Bellingham waterfront.

Ankeny Burnside Development Framework; Portland, OR

**ANKENY BURNSIDE DEVELOPMENT FRAMEWORK; PORTLAND, OR (BRIAN SCOTT)**
**Portland Development Commission**

While at MIG, Brian Scott, in association with Hotson Bakker Boniface Haden architects, Nelson/Nygaard Consulting Associates, and Economic & Planning Systems prepared a development framework and urban design plan for the Ankeny Square area on the Willamette Riverfront in Portland, Oregon's Old Town/Chinatown Historic District. Not only is Ankeny Square at the heart of Portland's history and architectural heritage, but the neighborhood also embodies many of the community's most important dreams and fears. Old Town/ Chinatown is both the foundation of Portland's European settlement and home to much of its Asian heritage as well. At the same time, the Ankeny Square area presents many civic contrasts: elegant architecture and derelict lives; raucous nightlife and peaceful gardens; electric trains and empty buildings; elephant ears and soup kitchens. As such, the neighborhood has been the focus of previous attempts at public and private redevelopment. Through a series of interactive community meetings and design charrettes, the team developed a plan for a new Market District, redevelopment of a riverfront park, and design guidelines for the National Register Historic District. The Ankeny/

Burnside Development Framework was developed with a high level of public and stakeholder involvement in a highly charged political and economic environment. The finished Development Framework on widespread support from both the public and private sector and the process inspired more than $40 million in construction that is now underway.

**Brian Scott led this project while at MIG prior to joining EDAW.*

Kenmore Village by the Lake; Kenmore, WA

**KENMORE VILLAGE BY THE LAKE; KENMORE, WA (GGLO)**
**Urban Partners, LLC**
GGLO provided architecture, landscape architecture, planning, and urban design services for this proposed downtown revitalization project that envisions a mixed-use village with stores and restaurants around a public gathering space. Above the shops, affordable and market rate housing climbs the hill to access attractive views. Proposed sustainable design features include recycled materials, passive and active solar heating, groundwater filtration and recharge, and a green roof. Public access is encouraged with pedestrian and bicycle trails connecting a range of smaller and larger park and open space areas.

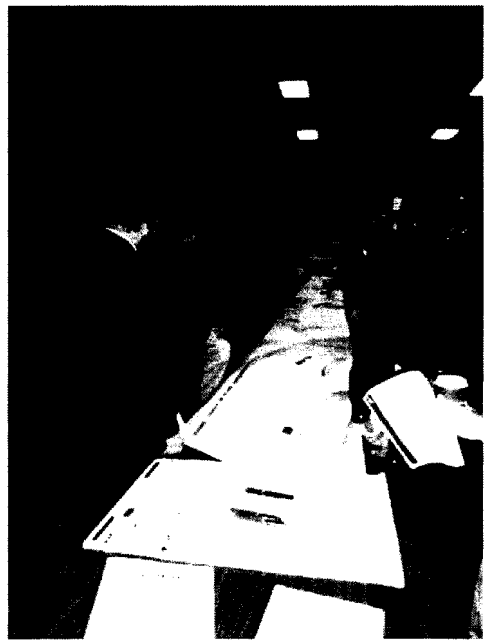
**AFFORDABLE AND WORKFORCE HOUSING PROJECTS (BAE)**
**Selected Clients: BRIDGE Housing, The John Stewart Company, New Haven Housing Authority, A.F. Evans, Resources for Community Development, Seattle Housing Authority, King County**

BAE has completed numerous market and financial feasibility studies for Low Income Housing Tax Credit rental projects for a variety of non-profit and for-profit developers in California. Projects analyzed by BAE include a 70-unit family project in Pleasanton; a 75-unit small family project in central San Francisco; a 125-unit senior project in Vallejo; a portion of a HOPE VI redevelopment project in Oakland, and several scattered site rehabilitation projects in Oakland. For each market study, BAE complied with state guidelines, including demographic analysis, review of competitive market-rate supply, rent adjustments for utility allowances, and a special demand estimate that incorporates pipeline supply to ensure market absorption of each planned project.

BAE has also supported numerous HOPE VI projects throughout the U.S. In Seattle, BAE prepared a feasibility assessment of four alternatives for the Rainier Vista HOPE VI project per a settlement agreement between the Housing Authority and tenant groups. The firm's work involved analyzing alternative mixed-finance components, including workforce housing and market-rate single family homes. In Memphis, BAE completed a comprehensive housing market analysis of affordable multi-family rental, for-sale single family, and elderly rental housing as part of the HOPE VI pre-development process. The market

study recommended the unit mix, amenities, and rents appropriate for targeting moderate-income households to a mixed-income community. BAE also analyzed the market potential for the Quinnipiac Terrace/ Riverview HOPE VI project in New Haven, CT.

Numerous for-profit and non-profit developers have engaged BAE to conduct affordable and workforce housing market and financial analyses. Our work includes rent studies of city employees and teachers for Treasure Island in San Francisco, an innovative workforce ownership project priced at 120 percent of median income in San Francisco, a survey of affordable housing needs for workers at Disney World in Florida, and a major survey of downtown employees within the City of Miami to analyze market segments for strategic housing planning for 100,000 workers. BAE also authored portions of the King County, WA Housing Toolkit. BAE supported the PolicyLink Permanent Funding Source process for California, and is currently authoring a Briefing Book for an upcoming national Workforce Home Ownership conference.



Burke Gilman Trail Redevelopment; King County, WA

**BURKE GILMAN TRAIL REDEVELOPMENT (NORTON-ARNOLD & COMPANY)**
**King County Department of Natural Resources and Parks**

King County is working to improve a two-mile segment of the Burke Gilman Trail in Lake Forest Park. This segment of the trail has a host of issues ranging from impaired sightlines and inadequate signage to cracks in the pavement – all of which are problematic for cyclists, drivers, pedestrians, and adjacent homeowners. The trail must be widened and sight distances improved in order to meet national safety standards. The project has been controversial given the close proximity of numerous homeowners to the trail and the level of private encroachment that has occurred in the trail's public right-of-way. Norton-Arnold & Company managed all of the public involvement associated with the design of the trail project. Among our many tasks on the project was the facilitation of a design advisory committee made up of diverse interests from within Lake Forest Park. We were able to guide the committee to consensus-based recommendations on the trail design. In addition, we designed and facilitated numerous public meetings, produced a project newsletter, and provided content and updates to the project website. This has been an extremely controversial project for King County. Our neutral facilitation skills and public involvement expertise enabled the project team to work constructively on trail design.

# 04 Project Budget

Hourly rates for our proposed team members and exceptions to the contract are provided below. Our fee proposal by task is included on the following page. If selected, we will work with you to finalize the work plan and budget for the project. We have never failed to find a way to work for a client who wanted our services.

| Name | Hourly Rate |
|---|---|
| **EDAW** | |
| Brian Scott, Ph.D. | $203.00 |
| Rob Lloyd, LEED AP | $128.00 |
| Allen Folks, ASLA, AICP | $250.00 |
| Richard Dorrier, ASLA | $260.00 |
| Jim Keany | $171.00 |
| Nancy Bird, AICP | $140.00 |
| Technical Support Staff | $75.00 - $100.00 |
| **GGLO** | |
| Chris Libby, AIA | $250.00 |
| Kent Scott, ASLA, LEED AP | $150.00 |
| Don Vehige, AIA | $120.00 |
| **Norton Arnold & Company** | |
| Margaret Norton-Arnold | $170.00 |
| Shanon Kearney | $125.00 |
| **Bay Area Economics** | |
| Janet Smith-Heimer | $275.00 |
| **AKS** | |
| Mark Adolphsen, AIA | $143.00 |

| Name | Hourly Rate |
|---|---|
| **Nelson Nygaard** | |
| Bonnie Nelson | $175.00 |
| Tom Brennan | $175.00 |
| **BRH** | |
| Ronald Goldy, PE, LEED AP | $135.00 |
| Darrell Nance, PLC | $135.00 |
| Project Engineer | $114.00 |
| **Gardner Johnson** | |
| Matthew Gardner | $240.00 |
| Sterling Hamilton | $145.00 |
| Jeffrey Sanford | $145.00 |
| **Stratum Group** | |
| Dan McShane | $120.00 |
| **Couglin Porter Lundeen** | |
| Jim Couglin. PE, SE | $150.00 |
| Bryan Zagers, PE | $115.00 |
| **Cost Estimator** | |
| Richard Kenney | $95.00 |

**Section 12: INDEMNIFICATION**

The Consultant does hereby release and shall defend, indemnify, and hold the City and its employees and agents harmless from all losses, liabilities, claims (including claims arising under federal, state or local environmental laws), costs (including reasonable attorneys' fees), actions or damages of any sort whatsoever arising out of the Consultant's performance of the services contemplated by this Agreement to the extent attributable to the negligent acts or omissions, willful misconduct or negligent breach of this Agreement by the Consultant, its servants, agents, and employees. In furtherance of these obligations, and only with respect to the City, its employees and agents, the Consultant waives any immunity it may have or limitation on the amount or type of damages imposed under any industrial insurance, worker's compensation, disability, employee benefit or similar laws. The Consultant acknowledges that the foregoing waiver of immunity was mutually negotiated and agrees that the indemnification provided for in this section shall survive any termination or expiration of this Agreement.

**Section 25: TERMINATION**

A. For Cause: The either party may terminate this Agreement if the other party is in material breach of any of the terms of this Agreement, and such breach has not been corrected to the non-breaching party's reasonable satisfaction in a reasonable timely manner.

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**Deleted:** Consultant
**Deleted:** City's

take out to Task 1

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Task 0: Project Management** | | | | | | | | | | | | | |
| Project Management | $4,400 | $2,000 | $1,000 | | | | | | | | | | $7,400 |
| **ADD TASK: Weekly Meetings | $10,600 | $4,000 | $1,600 | | | | | | | | | | $16,200 |
| **TASK 0 TOTALS** | **$15,000** | **$6,000** | **$2,600** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$23,600** |
| **Task 1: Community Involvement** | | | | | | | | | | | | | |
| Public Involvement Plan | $1,300 | | $3,000 | | | | | | | | | | $4,300 |
| Programming Workshop with Development Partners | $1,300 | $1,500 | $3,000 | | | | | | | | | $500 | $6,300 |
| Workshop One: Vision & Values | $1,300 | $1,500 | $8,000 | | | | | | | | | $1,000 | $11,800 |
| Workshop Two: Preliminary Design Concepts | $1,300 | $1,500 | $8,000 | $5,000 | | | | $2,500 | | | | $1,000 | $19,300 |
| Workshop Three: Preferred Alternative | $1,300 | $1,500 | $8,000 | $5,000 | | | | $2,500 | | | | $1,000 | $19,300 |
| Workshop Four: Validation of Proposed Plan | $1,300 | $1,500 | $8,000 | $5,000 | | | | | | | | $1,000 | $16,800 |
| **ADD TASK: Other Opportunities for Input | $0 | | $20,000 | | | | | | | | | $1,000 | $21,000 |
| **TASK 1 TOTALS** | **$7,800** | **$7,500** | **$58,000** | **$15,000** | **$0** | **$0** | **$0** | **$5,000** | **$0** | **$0** | **$0** | **$5,500** | **$98,800** |
| **Task 2: Evaluation of Existing Conditions** | | | | | | | | | | | | | |
| 2a: Evaluation of Existing Structures | $500 | $1,000 | | | | $4,000 | | | $10,000 | | | | $15,500 |
| 2b: Evaluation of Existing Infrastructure | $500 | | | | | | $7,500 | | | | | | $8,000 |
| 2c: Evaluation of Site Characteristics | | | | | | | | | | | | | |
| Zoning Codes | $1,500 | | | | | | | | | | | | $1,500 |
| Building Codes | $500 | $1,000 | | | | $2,000 | | | | | | | $3,500 |
| Environmentally Critical Areas | $2,200 | | | | | | | | | | | | $2,200 |
| Historic Structures | $500 | $2,500 | | | | $6,000 | | | | | | | $9,000 |
| Habitat | $800 | | | | | | | | | | | | $800 |
| Transit & Traffic | $500 | | | | | | | $13,000 | | | | | $13,500 |
| Soils & Geotechnical Issues | $500 | | | | | | | | | | $3,000 | | $3,500 |
| Stormwater drainage | $500 | | | | | | $2,000 | | | | | | $2,500 |
| 2d: Bachground Housing Information | $500 | $10,000 | | $4,000 | $19,000 | | | | | | | | $33,500 |
| **ADD TASK: BRAC Financial Feasibility Analysis | $0 | $0 | | $20,000 | $10,000 | | | | | | | | $30,000 |
| **TASK 2 TOTALS** | **$8,500** | **$14,500** | **$0** | **$24,000** | **$29,000** | **$12,000** | **$9,500** | **$13,000** | **$10,000** | **$0** | **$3,000** | **$0** | **$123,500** |
| **Task 3: Preparation of Site Concept Alternatives** | | | | | | | | | | | | | |
| 3a: Goals and Vision Setting | $18,500 | $5,000 | | | | | | | | | | $1,000 | $24,500 |
| 3b: Program Alternative Studies | $36,000 | $12,500 | | | | | | | | | | $1,000 | $49,500 |
| 3c: Site Concept Alternatives | $34,000 | $10,000 | | | | | $1,000 | | | $5,000 | | $1,000 | $51,000 |
| **ADD TASK: 3D Modelling | $5,000 | $10,000 | | | | | | | | | | $1,000 | $16,000 |
| **TASK 3 TOTALS** | **$93,500** | **$37,500** | **$0** | **$0** | **$0** | **$0** | **$1,000** | **$0** | **$0** | **$5,000** | **$0** | **$4,000** | **$141,000** |
| **Task 4: Final Proposed Reuse Plan** | $40,000 | $20,000 | | | | | $1,000 | | | | | $20,000 | $81,000 |
| **TASK 4 TOTALS** | **$40,000** | **$20,000** | **$0** | **$0** | **$0** | **$0** | **$1,000** | **$0** | **$0** | **$0** | **$0** | **$20,000** | **$81,000** |
| **TASK 0 - 4 TOTALS** | **$164,800** | **$85,500** | **$60,600** | **$39,000** | **$29,000** | **$12,000** | **$11,500** | **$18,000** | **$10,000** | **$5,000** | **$3,000** | **$29,500** | **$467,900** |
| Sub-consultant Markup (3%): | | $2,565 | $1,818 | $1,170 | $870 | $360 | $345 | $540 | $300 | $150 | $90 | | $8,208 |
| **GRAND TOTAL** | **$164,800** | **$88,065** | **$62,418** | **$40,170** | **$29,870** | **$12,360** | **$11,845** | **$18,540** | **$10,300** | **$5,150** | **$3,090** | **$29,500** | **$476,108** |
| **GRAND TOTAL - Less Add Tasks** | $149,200 | $73,645 | $40,170 | $19,570 | $19,570 | $12,360 | $11,845 | $18,540 | $10,300 | $5,150 | $3,090 | $27,500 | $390,940 |

**EDUCATION**

Ph.D., Urban Studies, Portland State University

Certificate, Non-profit Management, Center for Urban Education

M.L.A., Landscape Architecture, North Carolina State University

B.S., Liberal Studies, Oregon State University

**AFFILIATIONS**

International Downtown Association

American Planning Association

Oregon Parks Foundation

**HONORS + AWARDS**

*Oregon's First "Livability Giant,"* presented by Livable Oregon on behalf of Governors John Kitzhaber, Barbara Roberts, Neil Goldschmidt, and Victor Atiyeh

Awards from the Oregon Chapter of the American Planning Association, American Institute of Architects/Portland Chapter, and Livable Oregon for ***City Life: The Urban Show of Homes***

International Downtown Association Merit Award for *A Business Community Consensus on Central City Transportation Management*

International Downtown Association Special Achievement Award for *Association for Portland Progress Strategic Plan*

American Society of Landscape Architects Honor Award for the Manteo, NC *Community Design Plan*

**PRESENTATIONS**

International Downtown Association (20+)

Main Street National Town Meeting (10+)

Livable Oregon (20+)

Congress for the New Urbanism, *Portland, OR*

American Planning Association, *New York, NY*

1st World Congress on Downtown and City Center Management, *Coventry, England*

Environmental Design Research Association, *Washington, DC*

American Society of Landscape Architects, *Washington, DC*

Maui Growth Conference, *Maui, HI*

Buckhead Coalition, *Atlanta, GA*

Statewide Downtown Conferences in Oregon, Washington, California, Colorado, South Carolina, Arizona, and Texas

## BRIAN DOUGLAS SCOTT, PH.D.

**Senior Associate / Director of Urban Design**

Brian Scott has 27 years of experience in comprehensive community development, with emphasis in downtown revitalization, livability, visioning, long-range planning, and public policy. Brian's unique strengths include a capacity to build consensus and unlikely coalitions, communicate complex information, demonstrate leading ideas and shape policy. A respected facilitator of contentious issues, he has led multi-faceted planning projects in Washington, Oregon, California, Idaho, Montana, Nevada, North Carolina, South Carolina, and British Columbia. Brian leads projects that call for his facilitation skills, political instincts and development experience.

**PROJECT EXPERIENCE**

**City Life: The Urban Show of Homes**

**Chair**

**CLIENT:** City of Portland

Brian Scott conceived, launched, and guided the design and development of a demonstration project of infill housing in an existing neighborhood in close-in Southeast Portland. At a time when city goals called for infill development, but city policies, market bias, and neighborhood resistance made such development very difficult, the City Life project demonstrated the market viability and neighborhood acceptance of well designed multi-family housing. Mr. Scott led a partnership of the American Institute of Architects/Portland Chapter, REACH Community Development, the Homebuilders Association of Metropolitan Portland, the City of Portland, and Livable Oregon to design, build, sell, and host a highly visible show of 18 new homes on a one acres site.

**Ankeny/Burnside Development Framework, Portland, OR***

**Project Director**

**CLIENT:** Portland Development Commission

While at MIG, Brian Scott served as project director and lead facilitator for the development framework and urban design plan for the Ankeny Square area on the Willamette Riverfront in Portland, Oregon's Old Town/Chinatown National Landmark Historic District. The Ankeny/Burnside Development Framework was developed with a high level of public and stakeholder involvement led by Brian.

**Alaskan Way Viaduct Facilitation, Seattle, WA***

**Project Director & Manager**

**CLIENT:** City of Seattle

While at MIG, Brian Scott was the lead facilitator for the City of Seattle's planning effort on the replacement of the Central Waterfront portion of the Alaskan Way Viaduct. This role included facilitation, outreach, and strategic communications among three key public agencies, as well as several dozen stakeholder-coalitions, including economic interests, community groups, and cause-driven organizations.

**Seattle Public Schools Programs & Facilities, Seattle, WA***

**Project Director**

**CLIENT:** Seattle Public Schools

While at MIG, Brian Scott led the work for the Seattle Public Schools' Programs and Facilities Project. This highly visible effort successfully achieved targeted consensus on highly controversial recommendations to meet the school district's goal of closing twelve schools in order to align facility capacity with declining enrollment.

**EDUCATION**
**Master of Landscape Architecture**
**University of Washington – 1999**

**Architecture Masters Program**
**University of Miami 1995**

BS Architecture and American landscape
Harvard University – 1992

**LICENSURE/ACCREDITATION**
LEED Accredited Professional, 2007

**ROBERT LLOYD, LEED AP**
**Urban Designer**

With a background in New Urbanist planning and Green Urbanism Rob Lloyd has focused on integrating architecture and site design. In his ten years of practice, Rob has specialized in planning and development strategies for new communities, urban infill sites, and urban streetscapes. Rob has focused on facilitating development of technically challenging sites and partnering closely with architects and engineers to support design vision with technically innovative land development approaches.

**High Point, Seattle, WA***
**Project Planner** (for Mithun)
**CLIENT:** Seattle Housing Authority
This groundbreaking project has set the regional standard for integration of sustainable planning into a large scale new community. High Point is a HUD funded HOPE VI redevelopment incorporating1600 units of affordable and market-rate housing on a 120 acre site. As project planner, Rob integrated input from multiple site consultants into a plan which achieved high environmental standards while meeting a tight architectural program.

**321 North Mixed-use Redevelopment, Plantation, FL**
**Project Manager**
**CLIENT:** US Capital Holdings
Urban design and landscape architecture for the transformation of a 33 acre 'dark' mall into a vibrant, mixed-use development introducing additional retail, office, residential and civic uses. Accepted as a LEED ND Pilot, this project will incorporate cutting edge sustainable practices requiring tight integration of landscape architecture, civil engineering, and architecture

**Gold Hill Mesa, Colorado Springs, CO**
**Project Manager**
**CLIENT:** Gold Hill Mesa Partners, LLC
Development of mixed-use traditional neighborhood on former Colorado Springs gold production site. Working with both the homebuilder and the master-developer, Rob has worked to reduce overall development costs by balancing land development and architectural strategies for building on a steeply graded and constrained site.

**Hallandale Beach Citywide Masterplan, Hallandale FL**
**Project Planner**
**CLIENT:** City of Hallandale Beach
Comprehensive Masterplan for a South Florida coastal city. A 1960's building boom shaped the strip commercial corridors which have defined the character of the city. EDAW's plan guides the city in its development of six key centers whose individual character capitalizes on existing locational strengths to create a series of unique districts, each focused on a central park or public space.

**Miami Partnership / Health District BODR, Miami, FL**
**Project Urban Designer**
**CLIENT:** City of Miami
Urban design and landscape architecture design concepts and guidelines for district gateways and 'sustainable' streetscapes as the basis for the creation of a new "Health District." The district contains a diverse mixture of blighted housing, social service agencies, hospitals, and cutting edge medical research facilities. The core element of the plan involves the creation of a 'healthwalk' pedestrian amenetized spine which will link key neighborhood destinations through a high quality public open space.

## ALLEN FOLKS, RLA, AICP
**Principal/ Vice President/ BRAC Advisory Group**

Allen Folks is a registered landscape architect and urban designer with experience in the master planning of public and private institutions, new town planning and community design projects, and land use planning in the United States, Asia Pacific region, Europe, and the Middle East. In 22 years of practice, he has been responsible for a variety of assignments, including reuse of military bases, development of Specific Plans for new and existing communities, and the design of corporate campuses and civic institutions.

### EDUCATION
M.L.A., Landscape Architecture, University of Pennsylvania, 1984

Certificate in Urban Design, University of Pennsylvania, 1984

B.S., Environmental Design, Philadelphia College of Art, 1981

A.S., Landscape Design, Temple University, 1976

### AFFILIATIONS
Member, American Society of Landscape Architects, Northern California Chapter

San Francisco Planning and Urban Research Association (SPUR)

Member, Urban Land Institute (ULI)

Member, American Planning Association (APA)

### HONORS AND AWARDS
Comprehensive Plan/Small Jurisdiction, City of Milpitas Specific Plan and EIR, American Planning Association, California and Northern California Chapters (CCAPA), 2003

Outstanding Local Resource Management Award, "Presidio of San Francisco," National Resources Council of America (NRCA), May 1987, Washington, D.C.

Honor Award, Sutro Historic District, American Society of Landscape Architects (ASLA) 1993 Professional Awards Program

Award of Excellence, Sutro Historic District Comprehensive Design Plan and Environmental Assessment, California Council, American Society of Landscape Architects (CC/ASLA), 1993

Excellence on the Waterfront, Sutro Historic District, The Waterfront Center, 1993

### PUBLICATIONS
*Architectural Record*, Adaptive Reuse: "Teaching the Really Big Ones," February, 1998

*Landscape Architecture*, "CAT 1986: Presidio," Nov./Dec. 1986, Vol. 76, No. 6

*Penn-In-Ink*, annual review of outstanding student work, Graduate School of Fine Arts, University of Pennsylvania, 1984

### ACTIVE REGISTRATION
Landscape Architect, California, License #2846, 1988

American Institute of Certified Planners (AICP)

### PROJECT EXPERIENCE

**McClellan Park Reuse Plan, Area Specific Plan + EIR, Sacramento, CA**
**Project Director**
**CLIENT:** McClellan Park LRA
EDAW assisted Sacramento County and McClellan Park, LLC, in the reuse of the entire former Air Force base and specific plans for the microelectronics area at the southern end of the base as it transfers into civilian use. Recommendations on land use circulation, parcelization, parking redistribution, building demolition, and landscaping were all issues that were addressed. McClellan Park has created over 7,000 new civilian jobs since the base closed in 1997.

**Mare Island Futures Project, Vallejo, CA**
**Project Planner and Designer**
**CLIENT:** City of Vallejo
The reuse of a former military base located on an urban waterfront. The site includes academic, medical and industrial facilities, single and multifamily housing, and a Naval shipyard, as well as unique botanical, architectural and historic elements. EDAW provided urban design, land use, transportation and utilities planning, and the final reuse plan. The former Navy site is now undergoing extensive change with over 25 new commercial and industrial tenants.

**Beale Air Force Base Comprehensive Plan, Marysville, CA**
**Landscape Architect and Project Designer**
**CLIENT:** U.S. Air Force, Beale Air Force Base (AFB)
The Comprehensive Plan was developed to unite administrative, commercial, and community service functions. Key elements of the Plan included the creation of a pedestrian-only circulation system and consolidation of future buildings into a central area at the core of the base.

**Community Reuse Plan for NAS Alameda, CA**
**Project Planner and Designer**
**CLIENT:** Alameda Reuse and Redevelopment Authority
The plan for the re-opening of the site articulates a long-term vision for the future of the NAS Alameda as a part of the City and the Bay region. Mr. Folks prepared the alternative development plans and Final Reuse Plan. The site is now being successfully reused with over 55 new commercial and industrial tenants.

**Moffett Field Master Plan, NASA Ames Research Park, Sunnyvale, CA**
**Principal-in-Charge**
**CLIENT:** DMJM
EDAW, as a subconsultant to DMJM, provided a new vision for over 200 acres adjacent to the existing NASA facilities. The Plan respects the historic layout of the facility and its former military use, and incorporates a flexible circulation and parcelization program to allow for new NASA partners and collaborators. The area anticipates new development of up to 2 million square feet over a 20-year build-out.

**EDUCATION**
M.L.A., University of Massachusetts, Amherst, MA, 1978.

B.A., Environmental Science, Cum Laude, University of Virginia, Charlottesville, VA, 1975.

Studies at George Washington University, Washington, DC and University of California at Berkeley.

**PROFESSIONAL REGISTRATIONS**
American Institute of Certified Planners

**AFFILIATIONS**
American Planning Association

Society of American Military Engineers

Association of Defense Communities

National Parks Conservation Association

Trust for Public Land

**HONORS + AWARDS**
Honor Award, Susquehanna Greenway, Pennsylvania/Delaware Chapter ASLA, 2006.

Master Plan Award, Hampton Roads Joint Land Use Study, Hampton, VA, American Planning Association, Virginia Chapter, 2006.

Awards Program Outstanding Federal Planning Project, Naval Station ROTA Overview Regional Shore Infrastructure Plan, Rota, Spain, American Planning Association, Federal Planning Division, 2005.

Smart Growth Sustainability Award, Sustainable Planning: A Multi-Service Assessment, ASCP, 2001.

Merit Award, Earth Conservancy Land Use Plan, Wilkes Barre, PA, APA Pennsylvania Chapter, 1997.

Summer Student Program, Earth Conservancy Planning Project, Wilkes Barre, PA, EDAW, 1996.

Merit Award, Fort Devens Reuse Plan, Devens, MA, APA New England Chapter, 1995.

Merit Award, Mount Vernon Viewshed Study, Mt. Vernon, VA, ASLA Georgia Chapter, 1991.

Merit Award, Mount Vernon Viewshed Study, Mt. Vernon, VA, APA Virginia Chapter, 1990.

Summer Student Program, Cameron Station Reuse Plan, Alexandria, VA, EDAW, 1990.

## RICHARD T. DORRIER, AICP
**Vice President/Principal**

Richard Dorrier, a Principal and Vice President, has been with EDAW since 1982. His work over the years has focused on planning, specifically regional, urban, recreation and environmental. Projects have ranged from master plans for major facility complexes to regional recreation and land use plans to policy planning for public agencies. With respect to environmental studies and analyses, Richard has authored and/or directed dozens of environmental impact assessments and statements for public agencies throughout the Mid-Atlantic states.

A key participant in the firm's federal initiative, many of Richard's recent projects have been for the U.S. Navy at home and abroad, as well as other federal agencies in the Washington, DC area. He has also been involved with the redevelopment of closed military bases through public and private partnerships.

**Fort Devens Reuse Plan**
**Principal in Charge**
**CLIENT:** Massachusetts Government Land Bank + Joint Boards of Selectman
Prepared community base reuse plan including an extensive public participation process involving local residents affected by the base closure.

**Fort Sheridan Reuse Strategy and Land Use Plan**
**Principal in Charge**
**CLIENT:** Fort Sheridan Commission
Study included a facility inventory and site analysis and alternative land use plans for the 900-acre property located on the north shore of Chicago.

**Camp Evans Reuse Plan, Trenton, NJ**
**Principal in Charge**
**CLIENT:** Wall Township, New Jersey
Site analysis, development of alternative reuse options, public presentations, and coordination with Township, Army and Federal officials for a 215 acre site.

**Chanute Air Force Base Reuse Strategy and Land Use Plan**
**Project Director**
**CLIENT:** Village of Rantoul, Illinois
Market analysis, surveys of on- and off-base land uses, development of reuse options, and implementation recommendations for a former USAF base.

**Myrtle Beach Air Force Base Community Recovery Plan**
**Project Director**
**CLIENT:** Myrtle Beach Executive Committee
Base reuse plan involving extensive coordination with USAF, FAA, OEA, Sate of South Carolina, City of Myrtle Beach, and Horry County to produce a consensus plan for this USAF property.

**Williams Air Force Base Reuse Plan**
**Project Planner**
**CLIENT:** State of Arizona's Air Force Base Reuse Committee
Provided consultation on methodology to develop and evaluate alternative plans for base reuse.

## NANCY BIRD, AICP
**Urban Planner**

Nancy Bird has 13 years of community planning, economic development, public involvement, and historic preservation experience. Nancy specializes in the management of multi-faceted urban planning projects in collaboration with both public and private sector partners. She is experienced working with a broad range of stakeholders to define common visions, develop strategic plans, build economic strategies, and create detailed implementation strategies. Her range of project experience includes master planning, the development of comprehensive and neighborhood plans, downtown revitalization strategies, design guidelines, transit station area plans, economic development programs, historic preservation plans, and environmental review. Prior to employment with EDAW, Nancy was a planner for an environmental firm in the Seattle region, an Economic Development Assistant for a municipality in the Chicago metropolitan area; and a community development specialist for a non-profit organization in West Africa.

### PROJECT EXPERIENCE

**HOPE VI High Point Revitalization Plan***
**Project Coordinator / Lead Planner**
**CLIENT:** Seattle Housing Authority
Nancy worked as part of a multi-disciplinary team to prepare a land use, community design and revitalization plan for the High Point Garden Community located in West Seattle. As the City's largest public housing redevelopment project– which planned for 1,600 mixed-income housing units– the project was unique in its progressive planning approach. The new urbanist design of the redevelopment incorporated a natural drainage system that promoted a pedestrian and environmentally friendly community. Nancy's role was to coordinate the environmental planning component of the redevelopment plan concurrent with the design and engineering process and contribute to SEPA documentation.

**Crossroad Center Plan, Bellevue, WA**
**Project Manager**
**CLIENT:** City of Bellevue
Nancy worked with the City of Bellevue to facilitate a design and planning process with a large property owner to integrate the Crossroads Shopping Center with an adjacent, but hidden community asset – the Crossroad Community Center and Park. EDAW prepared a series of conceptual alternative plans with the city, community and land owners to seek approval of a zoning change to allow medium to high density housing on the existing low density, suburban 40-acre commercial site. Nancy managed a team that helped to educate, inform and facilitate a planning process about community vision, marketing strategy, phasing, and implementation of a final preferred plan.

**Mill Bay / Malahat Community Plan, British Columbia**
**Planner**
**CLIENT:** UMA and Island Timber Company
The 1,100-hectare site owned by Island Timber Company is located in the Malahat Region of British Columbia. EDAW and UMA are developing a Master Plan that will expand the Town of Mill Bay and include a new Village, seven new neighborhoods, and a traditional golf course development. Planned amenities include an extensive multifunctional greenway system that provides recreational opportunities, incorporates pathways, defines neighborhoods, preserves habitat and retains landscape character. Pedestrian and bicycle pathways link neighborhoods and provide access to recreational uses, amenities and community facilities.

*Denotes project experience prior to joining EDAW.

### EDUCATION
M.A., Political Science – Applied Economic and Community Development Program, Illinois State University, Normal, Illinois, 1998

B.A., Political Science, Drake University, Des Moines, Iowa 1993

### AFFILIATIONS
American Institute of Certified Planners

American Planning Association – Washington Chapter

Seattle Economists Club

National Trust for Historic Preservation

Allied Arts

### HONORS + AWARDS
American Planning Association, Illinois Chapter, Merit Award, Utica United Recovery Plan, 2005

Illinois State University, Graduate Student of the Year 1998

Illinois State University, Thesis of Distinction 1998

### PUBLICATIONS
"High School Renovation vs. Rebuild– Keeping the Heart of Washington Alive," Public Brochure, Washington, Iowa, July 2005

"Salmon and the City – Planning for the Endangered Species Act," Planning Northwest, Washington State Chapter APA Newsletter 1999

### GRANTS
National Main Street Grant 1998

**EDUCATION**
M.S., Wildlife Ecology, University of Maryland, Appalachian Environmental Laboratory, Frostburg, MD
B.S., Natural Resource Management, Rutgers University, New Brunswick, NJ

**CERTIFICATIONS**
USFWS Habitat Evaluation Procedures (HEP)
USFWS Instream Flow Incremental Methodology (IFIM)
USFWS Wetland Classification System
USFWS Sampling Techniques and Sampling Design
FERC, IFIM, and Small Hydroelectric Developments
US Soil Conservation Service, Soil Erosion and Sedimentation Control Analysis
Society of Northwest Vertebrate Biologists, Terrestrial Amphibian Sampling Procedures

**AFFILIATIONS**
The Wildlife Society
Society of Northwest Vertebrate Biologists
Washington Native Plant Society
Society for Conservation Biology

**PRESENTATIONS**
Landscape Level Management of Habitat for Shrub-Steppe Obligate Avian Species in Eastern Washington. Society of Conservation Biology National Meeting, 2001, Missoula, MT.
Sage Thrasher and Sage Sparrow Habitat Use on the 500 Square Mile Yakima Training Center, Yakima, WA. Joint Meeting of the Northwest Vertebrate Biologists and the Wildlife Society, 1997, Yakima, WA.
Wetland and Stream Inventories Using Color Infra-red Aerial Photographs and Limited Field Visits. Society of Wetland Scientists International Meeting, 1996, Calgary, Alberta, Canada.

# JIM KEANY

**Terrestrial Ecologist**

Jim Keany is a terrestrial ecologist with 25 years of experience in environmental research and consulting with an emphasis on natural resource inventories, impact analyses, restoration ecology, wildlife management plans, and FERC relicensing. He has a diverse background with experience in endangered species surveys and biological assessment preparation; wetlands inventory, delineation and mitigation; terrestrial habitat surveys; fisheries and stream surveys; and research on passerine birds in shrub-steppe habitats.

**McCormick Woods/Calvinwood/Square Lake Park Preserve; Kitsap County, Washington**
**Project Biologist**
**CLIENT:** Washington State Parks Department
Worked with the Washington State Parks Department, Kitsap County, and the McCormick Land Company in a unique public/private partnership to create an Environmental Learning Center and associated trails network on 200 acres of land on 3 parcels. Responsible for providing a complete characterization of the natural systems of the area, both biological and geophysical. Assisted with designing a conceptual trail layout to maximize opportunities for environmental interpretation based on the natural systems. Provided a summary of the baseline studies and alternatives at public meetings. A final master plan report documented a preferred alternative and development costs.

**Navy Housing NEPA EA, Whidbey Island Naval Station; Washington**
**Project Biologist**
**CLIENT:** U.S. Navy EFA Northwest
Prepared sections of a NEPA EA that addressed aquatic and terrestrial resources and endangered species. The EA was prepared to address potential impacts to the environment from constructing new staff housing on the Naval base. The team assessed the potential impacts, prepared the narrative for their sections, and made recommendations for mitigation measures where necessary.

**Navy Dabob Bay NEPA Environmental Assessment and Biological Assessment; Dabob Bay, Washington**
**Wildlife Ecologist**
**CLIENT:** U.S. Navy EFA Northwest
Analyzed the effects to marine mammals and bald eagles from the testing of unarmed torpedoes by the U.S. Navy in the deep water of Dabob Bay, in Puget Sound, WA. Primary concerns were the effects of various sonic tracking methods to marine mammals that have a variable use of the bay. Species of concern included harbor seal, Steller sea lion, humpback whale, gray whale, and California sea lion. In addition, the effects of helicopter and fixed-wing aircraft flight paths to wintering and breeding bald eagles were analyzed.

**Laurels Development SEPA EIS; Sammamish, Washington**
**Lead Biologist**
**CLIENT:** City of Sammamish
Analyzed data and prepared SEPA EIS sections for a residential development in the City of Sammamish. Primary issues were the effects on wetlands and stream habitat, fisheries, and the removal of upland habitat and the corresponding effect on wildlife.

**Janet Smith-Heimer, M.B.A., Managing Principal**
**Bay Area Economics (BAE)**

Janet manages the Emeryville, CA, headquarters office and directs most of its projects. She has specialized in real estate economics and development for more than 25 years, and is a nationally recognized expert in affordable housing, economic development, and public/private partnerships.

Since founding BAE in 1986, Janet has managed assignments for some of the largest public-private projects in the U.S. Her work includes transaction structuring and city agency support for numerous urban projects in San Francisco including Piers 27-31, a mixed-use waterfront recreation and urban entertainment complex; the Old Mint, a historic reuse project; Hotel Vitale, a boutique hotel on publicly-owned land; and the Presidio of San Francisco, one of the world's largest sustainable development projects. She has also provided strategic planning, market and financial analysis, and negotiation support to major reuse projects such as the conversion of Mare Island Naval Shipyard to a mixed-use community, and the reuse of Pier 40 on the New York waterfront.

Janet has directed many economic development strategic planning processes for cities ranging from a suburban edge city to a distressed waterfront industrial community. She has also directed numerous downtown and business district revitalization strategies, including work in Phoenix, Seattle, Portland, Oakland, San Jose, Chico, Sacramento, and Stockton. Many of these assignments included resident shopper surveys, detailed leakage analyses, identification of new stores, and detailed action plans for implementation. She has also managed job attraction strategies, incubator feasibility studies, and policy studies of economic initiatives.

Janet also has strong expertise in housing, including affordable and market-rate product types. She has managed feasibility studies for downtown housing, transit-oriented housing, luxury subdivisions, condominium conversions, and employee housing programs. She has developed in-depth knowledge of elderly housing products, and has worked on the development of affordable housing, including for-sale units for low-income households, SROs, HOPE VI, and rental projects. She wrote *The California Affordable Housing Cost Study* (1993) as well as numerous policy analyses of affordable and special needs housing programs for state, regional, and local agencies and business groups.

Janet serves as a teacher in the ULI Real Estate School, and speaks regularly at UC Berkeley and for professional conferences. She is the author of a chapter in the seminal *Real Estate Market Analysis: A Case Study Approach* published by ULI. Janet received an M.B.A. with a specialization in Real Estate Development from Golden Gate University, and a B.U.P. from the University of Cincinnati. She is a member of ULI, APA, IEDC, and CNU. She serves as Board Chair of Sustainable Agricultural Education (SAGE), a non-profit devoted to the urban-rural edge. She is a member of the Advisory Board for *The Next American City* magazine, has served on several planning committees for ICSC, and serves as a Commissioner for her hometown's Sustainability Commission (Albany, CA).

# Resume

## Margaret Norton-Arnold

**PRESIDENT**

**SUMMARY**

Margaret Norton-Arnold has thirty-two years of experience in facilitation and public involvement related to controversial issues, serving a variety of clients in a range of settings. She has extensive experience in consensus-driven processes, strategic planning, and organizational development.

**RELEVANT EXPERIENCE**

- **New Whatcom Waterfront Redevelopment Project,** *City and Port of Bellingham*
  Margaret designed, and is currently managing, the public involvement process for the City of Bellingham's Waterfront District Master Plan.

- **Luther Burbank Park Community Visioning Process,** *City of Mercer Island*
  She also designed, managed, and facilitated the City of Mercer Island's Luther Burbank Park Community Visioning and Master Planning Project. This project required the ability to strike a delicate balance between competing user group needs, the surrounding communities, and the general public.

- **Burke Gilman Trail Citizen Advisory Group Facilitation,** *King County Department of Natural Resources & Parks*
  Margaret recently completed a public involvement effort related to the design of Burke Gilman Trail improvements through Lake Forest Park. The project is controversial given the close proximity of numerous homeowners to the trail and the level of encroachment that has occurred in the trail right-of-way.

- **Brightwater Facility Siting,** *King County Department of Natural Resources & Parks*
  She also managed all public involvement for the siting of King County's Brightwater facility, a difficult, complex, and controversial project. This included facilitation of a regional advisory committee appointed to devise facility siting and selection criteria.

- **Community Partnership Project,** *Washington State Department of Transportation*
  Margaret designed and facilitated WSDOT's Community Partnership project which focused on improving the relationship between WSDOT and local agencies.

**EDUCATION**

| | |
|---|---|
| 1999 | M.A., University of Washington Jackson School: International Studies with an emphasis in environmental mediation. |
| 1996 | Certified Mediator, UW Law School. |
| 1994 | Whistler Centre for Business and the Arts "Multi-Party Dispute Resolution." |
| 1991 | MIT-Harvard Public Disputes Resolution Program "Dealing with an Angry Public." |
| 1976 | B.A., Whitworth College, Cum Laude. |

**PUBLICATIONS, AWARDS**

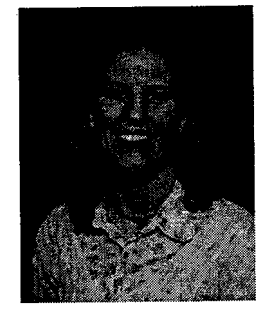
| | |
|---|---|
| 2004 | "Core Values" Award from the International Association for Public Participation. |
| 1992 | Award of Achievement, Society for Technical Communication. |
| 1991 | Outstanding Achievement Award, King County Recycle Week. |
| 1989 | Totem Award, Public Relations Society of America - Puget Sound Chapter. |

**PROFESSIONAL MEMBERSHIPS**

| | |
|---|---|
| 1997 – present | Instructor, University of Washington, Graduate School of Public Affairs |
| 1992 – 1996 | Commissioner, King County Commission for Marketing of Recyclable Materials |
| 1992 – 1994 | Board Member, Washington State Recycling Association |
| 1990 – 1995 | Founding Board Member, IAP2 |

NORTON ARNOLD & COMPANY

# Resume



## Shanon Kearney

**PROJECT MANAGER**

### SUMMARY

Shanon Kearney has five years of experience in customer service, writing, and conflict resolution, with over three years in a management role. She has a diverse background in public involvement working as a land planner, mediator, community organizer, and writer. For the last five years, she has collaborated with towns, stakeholders, and the public to write and edit planning documents to manage growth and promote sustainable development. She has experience with dispute mediation and outreach, and with managing and implementing community design projects.

### RELEVANT EXPERIENCE

- **Burke Gilman Trail Extension,** *King County Department of Natural Resources & Parks*
  Shanon is currently assisting with the public involvement for the redevelopment of two miles of the Burke Gilman Trail through Ballard. She helped developed the comprehensive public involvement plan and is organizing meetings with both trailside business and property owners and the general public.

- **Washington State Parks Green Vision Plan,** *Washington State Parks and Recreation Commission*
  For the Washington State Parks Green Vision Plan project, Shanon helped plan the process of consultation, developed agendas, documented the technical and brainstorming sessions and prepared a detailed record of the sessions' comments and findings.

- **Green Building Program Assistance,** *King County*
  Shanon is also assisting with green project management trainings for King County staff including content and presentation evaluation.

- **Open Space Planning,** *Town of Warren, Massachusetts*
  Prior to joining Norton-Arnold & Company, Shanon wrote the Open Space Plan for Warren, Massachusetts, as part of a public facilitation team completing the Town's Master Plan.

- **City Roots Community Design Program,** *Urban Ecology Institute, Boston, MA*
  She also worked as a Community Builder for the Urban Ecology Institute in the diverse communities of Salem, Dorchester, and Roxbury, Massachusetts. In this capacity, she was responsible for organizing, designing, and installing community design projects with local residents.

### EDUCATION

| | |
|---|---|
| 2006 | Dual Masters in Landscape Architecture and Regional Planning, Concentration in Environmental Mediation, University of Massachusetts, Amherst. |
| 2003 | MIT-Harvard Public Disputes Resolution Program |
| 2002 | Coursework towards Masters in Landscape Architecture, Graduate School of Design, Harvard University. |
| 1999 | Certified Mediator, Mediation Works Inc. |
| 1996 | B.A. Comparative Literature with a Minor in Art History, University of California, Berkeley. |

### PUBLICATIONS, AWARDS

| | |
|---|---|
| 2006 | Town Bylaws, Ipswich, Massachusetts |
| 2005 | Open Space Plan, Warren, Massachusetts |

### PROFESSIONAL MEMBERSHIPS

International Association for Public Participation
American Planning Association
American Society of Landscape Architects

NORTON ARNOLD & COMPANY

# Christopher D. Libby AIA

Principal

Chris' experience has focused on multi-family housing at all scales, densities, and product types. As principal in charge, Chris has managed numerous multifamily, mixed-use projects for many of the leading developers in the area, ensuring clear and consistent communication between all members of each project team. His projects encompass both market rate and low income housing. His project design approach is to find creative solutions that balance the issues of the client's program, quality, sustainability, costs, context, and codes.

Experience
GGLO: 1986 - Present

Founding Principal
The Bumgardner Architects: 1980 - 1985

Education
Rhode Island School of Design
Bachelor of Architecture, 1971
Bachelor of Arts, 1970

Registration
Washington, Oregon, California, and Maine

Professional Affiliations
American Institute of Architects
Professional Ski Instructors Association

Civic Involvement
Board of Directors, Environmental Works, 1991-1997
Seattle Comprehensive Plan Housing Task Force
Board of Directors, HomeSight, 1997-2003
Board of Directors, CHHIP, 2002-2003
Urban Land Institute - Seattle, Urban Residential Subcommittee - 2005

## Representative Projects

6th & Lenora
Seattle, Washington

University House
Seattle, Washington

Waterfront Landings Condominiums
Seattle, Washington

Portsmith Condominiums
Kirkland, Washington

The Parkside Condominiums
Bellevue, Washington

Cascade Court Apartments
Seattle, Washington

Ballard Square Condominiums
Seattle, Washington

Heritage Place Master Plan
Aberdeen, Washington

Mission Ridge Renovation
Wenatchee, Washington

Stewart Court
Seattle, Washington

Cabrini First Hill Apartments
Seattle, Washington

Stoneway Apartments
Seattle, Washington

Greenbridge HOPE VI Redevelopment
King County, Washington

Andrew's Heights Apartments
Bellevue, Washington

Terry Avenue Apartments
Seattle, Washington

# Kent Scott ALSA LEED® AP

Principal

Kent has worked in an inter-disciplinary setting for over 25 years and has extensive planning and design experience with institution, destination, and nature-based projects. He has garnered over tenna-tional and regional awards for his work. Within GGLO, he is a leader promoting integrated and creative design and oversees the Land-scape Architecture and Planning Group. The breadth of his manage-ment, design and sustainable experiences pans delicate enclaves to urban settings to recreated natural settings. He excels with complex projects rooted in idea-based design that embrace art, nature, and bring delight to the human experience.

Experience
GGLO: 2003 - present
The Portico Group: 2000 - 2003
Jones & Jones: 1984 - 1999
  Senior Associate, 1994 - 1999
  Associate, 1984 - 1992
PREC Institute Co. Ltd: 1993
Beck and Baird: 1983 - 1984
Kemper/Iversen: 1980 - 1983

Education
University of Washington
Bachelor of Landscape Architecture, 1981

Registration
Washington, Nevada, California, Oregon
LEED® Accredited Professional
CLARB, 2005

Publications
"Park Design Gets a Boost from Street Skaters"
Seattle Daily Journal of Commerce, April 2007

The Greening of Infrastructure
Waterworks Garden, International Conference of the Society for Ecological Restoration

Human Culture in Design
American Arboretum and Botanical Garden Association

Civic Involvement
Winslow Tomorrow, Bainbridge Island
Bainbridge Island Public Art Committee
Bainbridge Island Design Review Board
Seattle Waterfront Charrette and Workshops
Open Space Seattle 2100, ASLA Honor Award
Various Art Juries

## Representative Projects

Angwin Eco-village Master Plan
Angwin, California

Ko-Kwell Village
North Bend, Oregon

City of Fairfield Master Plan
Fairfield, California

City of Vallejo Master Plan
Vallejo, California

Metropolitan Tract Study and Design
Seattle, Washington

Burien Town Square
Burien, Washington

Garfield Street Activity Center
Seattle, Washington

Bellingham Streetscape - Railroad Avenue
Bellingham, Washington

The Q Apartments at Orenco
Hillsboro, Oregon

Juanita Village Lot 5
Kirkland, Washington

Capitol Hill Mixed-use
Seattle, Washington

Ballard Mixed-use
Seattle, Washington

Cobb Building renovation
Seattle, Washington

Broadway Crossing
Seattle, Washington

Stone Way Apartments
Seattle, Washington

**EDUCATION**
Bachelors of Architecture, University of Idaho, 1978

**REGISTRATION**
Washington State Architectural License
1983, No. 4136

**AFFILIATIONS**
Society of American Military Engineers (SAME)
Society of Marketing Professional Services
International Code Council
Green Building Council

**HONORS + AWARDS**
City of Everett Department of Planning and Community Development for Covington Farms Development
Everett, WA

Merchandizing and Marketing Award
Master Builders Association
Covington Farms Development
Everett, WA

Merchandizing and Marketing Award
Master Builders Association
Lexington Downs, Federal Way, WA

US Navy Letter of Accommodation
Bremerton SCIF Design
Bremerton, WA

US Navy Letter of Accommodation
Joint Warfare Analysis Center
(JWAC) Dahlgren, Virginia

USCG Letter of Accommodation
Renovation of Historic Hangar
Port Angeles, WA

SAME Design Excellence Silver Award
Deepwater Training Facility for the National Security Cutter
Petaluma, CA

SAME Design Excellence Silver Award
Sector Command Center Valdez, AK.

US Navy Design Excellence Award
Top Gun Fighter Pilot School BRAC relocation, Fallon Nevada

US Navy Interiors Design Excellence Award, Top Gun Fighter Pilot School

## F. MARK ADOLPHSEN

**Principal**

Mark Adolphsen is currently a Principal of AKS Architects. Mark joined AKS in 1990 as an Associate and Project Manager. In 1998, Mark became a Principal and Owner at AKS, focusing and leading the design and planning of Federal and Commercial client's projects.

He is a registered Architect in the state of Washington (since 1983), with over 29 continuous years of architectural leadership in a broad range of public and private sector projects. Mark's practice includes projects at all points in a facilities life cycle: planning, design, construction and maintenance. This holistic background and real world knowledge gives Mark a unique background in the programming and planning of Master Plans, facilities, and complete building design.

Building type experience includes the planning and design of over 2500 housing units, offices, maintenance, training, waterfront facilities, airfield facilities, interior design and facility support spaces. Work with federal government agencies includes the US Navy, US Coast Guard, NOAA, & GSA. Mark often works as an Architectural / planning sub consultant to firms such as AECOM / EDAW; supporting their projects with various management, planning, and design related project activities.

### SELECTED PROJECT EXPERIENCE

**Top Gun Fighter Pilot Training Center**
**Naval Air Station, Fallon, Nevada**
**Project Manager**
**CLIENT:** US Navy

**Secure Warehouse and Administration Facility**
**San Diego, CA**
**Project Manager**
**CLIENT:** US Navy

**Monterey Master Plan and Public Private Venture**
**STA Monterey, CA**
**Principal**
**CLIENT:** US Coast Guard

**Covington Farms Multi-Family Development & Recreation Center**
**Everett, WA**
**Architect**
**CLIENT:** Triad Development, Inc

**Deepwater National Security Cutter Virtual Training Center**
**TRACEN Petaluma, CA**
**Principal & Project Manager**
**CLIENT:** US Coast Guard

Matthew J. D. Gardner, NABE, Gardner Johnson, Principal

Mr. Gardner's career started as a Land Agent for Cluttons, an international firm of Chartered Surveyors where he advised clients such as the British Royal family and the Church of England in their real estate matters. As a Principal of Gardner Johnson, Mr. Gardner specializes in residential and commercial analysis, and is particularly passionate about urban housing needs. Mr. Gardner is a regular speaker on the regional economy as it pertains to real estate and economic matters.

**Lowe Enterprises: High Point Master Plan**
Gardner Johnson recently undertook a study as to the feasibility of developing market-rate multifamily housing in the High Point mixed income community located in West Seattle. The Firm was charged with programming a 217 unit development that optimized price as well as absorption across the life of the project

**City of Seattle – Office of Economic Development**
Matthew Gardner headed up the team whose objective was to implement a revitalization strategy for the University District as a whole, with emphasis on the "Ave". In addition to a focused retail analysis, components of the study also included analysis of employment, population, and housing in the area. From the analysis, resolutions were passed to remove the "lease lid" from the University of Washington, as well as the implementation of strategies to encourage an increase in the housing stock.

**City of Seattle Office of Economic Development: University District Analysis**
The purpose of this study was to analyze the strengths and weaknesses of the University Business District and provide recommendations that would stimulate additional development and retail activities that the market could replicate. The study focused on analysis of current and potential consumer demand for retail services and housing; and the provision of information to simplify the decision-making process for potential developers.

**City of Hillsboro, Housing Needs Analysis**
Gardner Johnson prepared a detailed housing needs analysis for the City of Hillsboro. The analysis projected short and long-term residential demand in the area, and addressed the impacts of alternative public policies. Demand was segmented into detailed demographic composition, with the model developed capable of evaluating the impact of public policy actions on both the magnitude and demographic characteristics of growth.

**City of Salem: Core Area Housing Study**
Study will provide a comprehensive assessment of the downtown housing market in the Central City area, which can be used as a tool to facilitate and encourage private investment in downtown housing projects. The results of the analysis will be used to prioritize funding decisions and timing of potential redevelopment projects.

# Thomas Brennan

**Principal**

*Specialist in multimodal transportation planning with 12 years expertise in rail and bus transit service design and policy, Transportation Demand Management strategy development and implementation, Transit Oriented Development, parking management, and strategic transportation planning*

**Master of Community and Regional Planning,**
University of Oregon

**Bachelor of Arts, English Literature,**
Hamilton College


**Nelson\Nygaard**
consulting associates

San Francisco, CA
415-284-1544

New York, NY
212-242-2490

Portland, OR
503-228-2152

Boston, MA
617-521-9404

Seattle, WA
206-357-7521

tbrennan@nelsonnygaard.com
www.nelsonnygaard.com


## Experience

### Nelson\Nygaard Consulting Associates Inc.

*Principal 2004 –Present; Senior Associate 2002 – 2004;*
*Associate Project Manager, 2000-2002; Associate 1999 – 2000*

- Experienced transit service planner. Served as project manager of deputy manager for major transit System restructuring plans in: Whatcom County, Washington; Boise, Idaho; Santa Fe, New Mexico; Fort Worth, Texas; Kitsap County, Washington; Antelope Valley, California; and Salt Lake County, Utah. Has also managed smaller city transit development plans in: Ketchikan and Juneau, Alaska; Crescent City, Eureka, Arcata and Fortuna, California; and Wasco County, Oregon.
- Experience in regional, rural and intercity transportation coordination and service planning projects. Focus on many components of rural transportation coordination and development, including small community transit plans that integrate traditional and non-traditional providers, TCRP Rural Coordination Research, etc. Managed a number of rural transportation and feasibility studies in the Northwest. Projects include a public transportation feasibility study in Kootenai County, Idaho; a transit master plan for the Lewis and Clark Valley of Idaho; and intercity bus studies in Walla Walla and Yakima Counties in Washington. Managed the NW research component of a Transit Cooperative Research Project on transit coordination, including a detailed analysis of Worker/Driver Programs in Mason County, Washington.
- Transit organization and strategic planning. Led development of major Strategic Business Plan for the Whatcom Transportation Authority in Washington. Developed an organization and service delivery strategy for Valley Regional Transit in Boise Idaho, which is now being implemented and includes major changes in the delivery structure for public transportation services in the Treasure Valley. Has also worked on organizational planning and service delivery plans and analyses for Rogue Valley Transit in Southern Oregon and the Kootenai Metropolitan Planning Organization (Coeur d'Alene – Post Falls, Idaho).
- Transportation Demand Management action plans and program development. Led the development of a Five Year Transportation Demand Management plan for the Missoula-Ravalli TMA in Missoula, MT. This plan included detailed strategies for program development, funding and implementation in addition to recommendations for improving vanpool services and marketing in the region. Developed shuttle plans and TDM recommendations for Genentech Campus Master Plan, a major corporate biotech campus in South San Francisco. Project manager for study of commuter transit and vanpool options for Edwards Air Force Base and the Mojave Airport Complex, a large Aeronautics complex in Southern California.
- Parking management and park-and-ride plans. Developed parking management and employee commute trip reduction recommendations including employee transit program for the State of Oregon Capital Mall in Salem. Led N\N efforts for Downtown Parking Master Plan in Kirkland, Washington and assisted in the development of parking management strategies for downtown Ashland, Oregon. Project Manager for the evaluation of the Antelope Valley Transit Authority's Commuter Express Park-&-Ride Service to Los Angeles, the West San Fernando Valley and Century City/West LA.

# Ronald G. Goldy, PE, LEED AP

BRH

## Civil Engineering Principal-in-Charge

*Ron Goldy will ensure that we meet project expectations for all civil engineering activities. He will oversee contractual issues, quality assurance and staffing needs. He will be available to the EDAW team for any needed consultations.*

## Professional Registration and Education:

| | |
|---|---|
| State of Washington (Civil Engineering) | 1982 |
| State of Oregon (Civil Engineering) | 1996 |
| B.S. (Architecture) | 1972 |

## Projects Include:

**Seattle Housing Authority – Westwood Heights Mid-Rise Campus**
Westwood Heights, a 130 unit low-income senior housing complex located West Seattle, was originally named Roxbury House. BRH commenced services with an engineering study and schematic/design development. We then provided a demolition plan, design development, on-site construction documents, a road and water plan, and construction administration. As the multi-unit apartment complex remained occupied during the project, construction phasing was required.

**City of Lynnwood – Heritage Park**
This is a regionally significant park, thematically restoring and recreating elements of the history of the Lynnwood area. BRH designed on-site grading, water, storm and sanitary sewer systems to support the relocation of historical buildings, the gardens, trails, picnic areas and parking areas.

**LATCH – Longfellow and Westwood Courts – Seattle**
This project called for 36 new townhouses contained in 7 buildings on Seattle Housing Authority property. The scope included new roads, utilities and storm detention.

**Catholic Community Services– Jefferson, Burnett and Smithers Low-Income Housing – Renton**
BRH provided an off-site water main extension, on-site grading, detention and utility design for this low income housing project. Burnett included a water main extension, street improvements, on-site grading and utility design.

**United States Post Office – Redmond**
We provided complete civil drawings including storm, sanitary sewer, water, fire lines, drainage design, parking, access and the design of regional water quality improvements. The scope also included improvements to 185th Avenue Northeast and a dedicated right–of–way.

**Timberland Regional Library System – North Mason Library**
This 14,000 square foot library project, located on 2.71 acres, required comprehensive civil engineering design for grading, drainage, sewer and water supply. The sewer component consisted of an on–site pressure distribution system on a sloping drain field. A study of comparable library facilities enabled us to substantiate a sewage system design, which minimized site impacts and space requirements.

**City of Snohomish – Visitor's Information Center**
BRH provided civil design for the building complex, as well as for the adjacent parking area. This included on-site grading, drainage, utilities and off-site roadway improvements. The site fronts on the Snohomish River, within the Snohomish National Historic District, necessitating that the parking lot be partially built on fill compacted behind retaining walls.

**Meridian Pointe Apartments – Puyallup**
A two-phase project on 23.5 acres containing 470 living units. BRH provided full civil engineering, including wetland mitigation, the relocation of an on-site stream and frontage improvements.

# Darrell C. Nance, PLS

## Senior Survey Project Manager

*Darrell, a Senior Associate, will provide project coordination with the EDAW team, and supervision and quality review of the mapping.*

## Professional Registration and Education:

| | |
|---|---|
| State of Washington (Land Surveying) | 1993 |
| State of Oregon (Land Surveying) | 1995 |
| State of Arizona (Land Surveying) | 1990 |
| B.A. (English) | 1978 |

## Projects Include:

**King County Housing Authority – Greenbridge**
Greenbridge is a 95-acre low income housing estate that is undergoing redevelopment. BRH provided survey maps used for planning and design of the new community. The work encompassed utility location, boundary, topographic and ALTA surveys, and a tree inventory. The site is served by a new school and a new community center.

**King County Housing Authority – Multiple Surveys**
Darrell has surveyed many other sites for KCHA including: Brittany Park (Seattle), Carriage House (SeaTac), Cascadian Apartments (Bellevue), Village at Overlake (Redmond), Park Lake II (Seattle), Paramount House (Shoreline), Plaza 17 (Auburn), Riverton Terrace (Tukwila), and the Southbridge Apartments (Federal Way).

**Seattle Housing Authority – NewHolly**
Darrell commenced work on this project in 1999, when it was still called Holly Park. Since then he has project managed multiple boundary, topographic and ALTA surveys for this garden community development.

**Seattle Housing Authority – High Point**
Darrell has also provided management for multiple surveys for the High Point community

**Seattle Housing Authority – Yesler Terrace**
Darrell conducted the following surveys for Yesler Terrace:

- Record of Survey
- boundary survey of the entire property
- horizontal and vertical control surveys
- the community center
- playgrounds and parks within Yesler Terrace

We are currently conducting a tree survey on the property for SHA, in conjunction with an arborist

**Narrows Glen – Tacoma**
Assisted living facility.

**Laurel House – Tacoma**
Assisted living facility.

**Harrison Square – Seattle**
Multi-family housing.

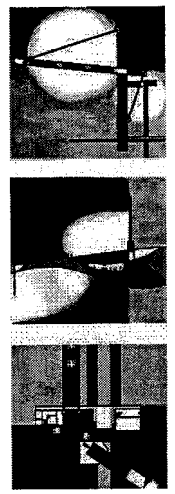
**Trailwalk Apartments – Kenmore**
Multi-family housing.

**Ida Culver House – Seattle**
Assisted living facility.

**Boulder Creek Apartments – Issaquah**
Multi-family housing.

# JIM COUGHLIN, P.E., S.E.

STRUCTURAL PRINCIPAL



Jim Coughlin has 28 years of structural engineering and project management experience with highly diverse building types of all sizes, shapes, and construction materials. He has specialized in large, complex projects requiring strong organizational and management skills. Jim views each project as an opportunity for both Coughlin Porter Lundeen and the team to excel. He believes in crossing the conventional boundaries of the structural engineering discipline to ensure the entire building is fine-tuned to meet desired functional, aesthetic, and budgetary goals. His innovative, intuitive, and inquisitive approach helps to expose unique solutions to simplify complex problems.

## RELEVANT EXPERIENCE

- Edmonds School District, District-wide Seismic Upgrades, Edmonds
- Everett School District Bus Facility Feasibility Study and Design, Everett
- Broadway Crossing, Seattle
- Seattle University Bellarmine Hall Renovation, Seattle
- Puyallup School District, District-wide Seismic Studies and Design (20 schools), Puyallup
- Snohomish School District Parkway Building Modernization, Snohomish County
- Welch Plaza, Seattle
- Stanwood School District Administration Building Renovation, Stanwood
- Seattle School District Support Center Parking Lot and Maintenance Addition, Seattle
- Stanwood School District Administration Building Seismic Retrofit, Stanwood
- Kent School District Administration Data Center, Kent
- Wilburton Instructional Service Center Modernization (WISC), Bellevue
- University of Washington Radford Court Apartments, Seattle
- Suncadia Mixed-Use Buildings, Roslyn
- The Hearthstone Senior Apartments, Seattle
- 2203 Union Mixed-Use Apartments, Seattle

## EDUCATION

B.S. Civil Engineering, Washington State University, 1979, Cum Laude

Course work in Business Administration, Seattle University, 1981–1982

## REGISTRATION

P.E.: AK, CA, OH, OR, UT, WA

S.E.: CA, WA

## AFFILIATIONS

Council of Educational Facilities Planners International

Downtown Seattle Association

National Association Industrial and Office Properties

Structural Engineers Association of Washington

**DAN McSHANE**
**LICENSED ENGINEERING GEOLOGIST – STRATUM GROUP, INC.**

***ENGINEERING GEOLOGIST:*** Dan McShane is the founder and principal owner of Stratum Group, Inc., a geology and environmental consulting firm in Bellingham, WA. Dan has over fifteen years of geologic and environmental consulting experience. He has conducted geologic, geotechnical and environmental evaluations at a wide variety of forest practice, critical areas, shoreline sites, storm water project, and mineral resource sites throughout Washington. Projects have included gravel deposit assessments, frequently flooded areas, debris torrent/alluvial fan hazards, steep slope/landslide areas, storm water infiltration and impacts, and abandoned coal mine areas. His environmental consulting experience has included phase I and phase II environmental site assessments, underground storage tank investigations, and both large scale and small scale environmental cleanup projects.

Dan has served on the Mount Baker Snoqualmie Resource Advisory Committee, the Puget Sound Action Team, the Washington State Energy Facility Site Evaluation Council and the Department of Natural Resources Lake Whatcom Landscape Planning Committee. He current serves on the Whatcom County Flood Advisory Committee.

## RELEVANT TECHNICAL PROFESSIONAL PROJECT EXPERIENCE:

***Balfour Village, Kendal, WA:*** Evaluated geologic hazards associated with steep slopes and eight streams at a proposed 750 unit subdivision in Kendal, Washington. Flooding, debris floods, debris flows and erosion hazards were identified on all of the streams. Hazards were delineated and mitigated through avoidance and engineered designed berms and stream routs designed for maximum credible peak discharge events. Geotechnical support for design and location of storm water infiltration areas for a low impact development.

***Holly Street and Railroad Avenue Site, City of Bellingham Parking Services Division, Bellingham, WA:*** Project manager/geologist for a subsurface geotechnical investigation for a proposed 7-story parking garage in downtown Bellingham. The geotechnical investigation involved two auger borings to bedrock and then switching to mud rotary and rock coring. Obtained data on soft clay soils above the bedrock, rock core samples to evaluate rock strength, and determined the depth and thickness of abandoned coal workings underlying the site. Determined potential settlement due to the abandoned mine works based on boring data and historic geologic reports from the abandoned mine. Assisted the project structural engineers evaluate alternative foundation designs and provided recommendations for further site investigations.

***Old Limestone Quarry, San Juan County Land Bank, San Juan Island, WA:*** Conducted a geology and geotechnical investigation of the stability of rock cuts within an abandoned limestone quarry in relationship to trails and public access safety. The steep bedrock cuts were subject to rockfall hazards due to blasting. The risk that rock falls would impact trail areas was evaluated and recommendations regarding trail management and signing of cliff areas were

***Self-Help Housing, Mt. Vernon, WA:*** Oversaw the test pit investigations at two proposed housing projects in Mt. Vernon. In addition to providing parameters for foundation design, provided detailed recommendations for site preparation regarding site drainage.

## EDUCATION

| | |
|---|---|
| M.S. Geology | Western Washington University, 1991 |
| B.S. Geology | Western Washington University, 1983 |
| B.S. Education | Western Washington University, 1984 |

# McKay/Moore Consultants

**Independent Construction Cost Consultants**

7323 Eleventh Avenue NW
Seattle, WA 98117-4142
**Phone/fax (206) 781-0676**
Cell phone (206) 818-9543
**email mckaymoore@strabo.com**
**www.mckaymoore.com**


MM

## Consultant Résumé

## Richard D. Kenney, AIA, RCI

*Senior Construction Cost Estimator, Project Manager*
*Licensed Architect*

*Education*:

**1986-1993**
**University of Oklahoma**
Bachelor of Architecture
AIA-accredited degree, graduated top 5% of class
President's and Dean's Honor Rolls

**1989**
**Gettysburg College** / American Heritage Association selective for Semester in Cologne, Germany
Study of German Language, European Art, Politics and Economic Systems

*Affiliations*:

- Licensed Architect in Washington State and member of the American Institute of Architects.
- Member of RCI, Inc. (Institute of Roofing, Waterproofing and Building Envelope Professionals).
- Trained and certified volunteer for King County Search and Rescue.
- Former President of two condominium Boards of Trustees.

*Skills and Proficiencies*:

- Software proficiency includes Autocad, Microstation and Chief Architect, as well as Microsoft Excel and Word.
- Clear communication skills that have facilitated over fourteen years of successful project management.
- Innovative design solutions that emphasize adaptive re-use and creative utilization of existing space.
- Effective project coordination, including client negotiations, contractual agreements, scheduling, and consultant and team coordination.
- Frequent contact and experience with City and County permitting entities throughout the area.

*Detailed professional experience*:

**Marx/Okubo Associates Ltd.**
**Architecture / Construction Consulting Firm, Seattle, Washington**
**Associate: 2005-2006. Project Manager and Coordinator: 2000 – 2003.**

Responsibilities: Preliminary project reviews, construction loan monitoring, building condition assessments, and owner representation during construction. Recent clients include TIAA Cref, ING Clarion, KeyBank, UBS, Northwestern Mutual and CapMark.

**Examples of significant projects**:

Pacific Medical Tower (Amazon.com Headquarters): Project Manager on behalf of the mortgage lender for monthly construction monitoring of the approx. $16 million tower reconstruction of this historic landmark after the 2001 Nisqually earthquake. Additional analysis and assessments were performed on behalf of the Pacific Hospital Preservation Authority to determine an appropriate maintenance management and monitoring plan to implement over the course of the buildings' 99-year lease to Wright Runstad.

SODO / Starbucks Center: Project Manager for documentation and physical mapping of interior and exterior earthquake damage from the Nisqually Earthquake. Subject buildings comprise 1.8 million square feet. Managed a team of seven, producing over 14 binders of documents utilized for insurance documentation, bidding and reconstruction. Final reconstruction and restoration amounted to over $55 million.

National Park Service: Condition assessment of 25 historic buildings at Yellowstone National Park; and VE study coordinator and participant for analysis of a new centralized Emergency Operations Center at Zion National Park, and a seismic retrofit project for Old Faithful Lodge at Yellowstone.

# Bonnie Weinstein Nelson

**Senior Principal**

*Founding Principal with over 30 years experience, specializing in Transit Operations Management. Responsible for all phases of business development, project management, and daily operations.*

**Bachelor of Science, Engineering, Civil Engineering-Transportation,**
University of Illinois


**Nelson|Nygaard**
consulting associates

San Francisco, CA
415-284-1544

New York, NY
212-242-2490

Portland, OR
503-228-2152

Boston, MA
617-521-9404

bnelson@nelsonnygaard.com
www.nelsonnygaard.com


## Experience

### Nelson\Nygaard Consulting Associates Inc.

*Senior Principal, 1987–Present*

Founding principal of a professional consulting firm (WBE) specializing in Transit Operations Management. Responsible for all phases of business development, project management, and daily operations. As a "hands-on" project manager, current and recently completed projects include:

- **Transportation Expenditure Plans and Consensus Building Processes** – Nelson\Nygaard was the lead consultant for both the Alameda County and Marin County transportation sales tax expenditure plans. In both cases, the projects required working with a diverse group of elected officials, advocates and members of the public, developing a technical and consensus building process for finalizing the plan. The Marin County tax passed in November, 2004 with over 70% of the vote; the Alameda County tax passed in 2002 with nearly 80% positive vote.
- **Fixed Route Transit Planning and Operations** – Over 20 years of experience in transit planning and operations. Currently Project Manager for the Marin County Short Range Transit Plan, the first comprehensive plan for local service in that County. Specific operational issues in that study include an assessment of all bus stops for accessibility; an analysis of the potential implications of becoming a federal funding recipient; and the opportunities and issues involved in contracting for service with Golden Gate Transit, the regional bus transit provider in the area. Other transit planning and operations studies have included Comprehensive Operations Analyses for Omnitrans and Foothill Transit in Southern California and an operations analysis of transit services at Transbay Terminal in San Francisco.
- **Multimodal Plans and Ferry Connections** – Currently working on a program for the Colman Docks, the largest ferry terminal in the United States, located in Seattle. Responsible for landside connectivity, including potential connections with the proposed South Lake Union streetcar. Developed landside connectivity plans for rail and bus service connections to the San Francisco Ferry terminal as part of its historic restoration. Responsible for numerous station area access plans for BART stations in the greater Bay Area, incorporating new development and Intermodal connections at BART station sites.
- **Specialized Services, including Paratransit Planning and Service Implementation** – Extensive experience in planning and implementing creative service concepts including shuttles, flexible services and paratransit services, with particular emphasis on services for elders, persons with disabilities and youth. Currently working with ACTIA, the sales tax authority in Alameda County, to implement and administer their paratransit program, which receives over $20M annually in sales tax funds. Extensive experience in school transportation, including a comprehensive assessment of the transportation operations of the San Diego School system, one of the largest (600 bus) school pupil transportation systems in the United States.

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EDAW
815 Western Avenue
Seattle, WA 98104
Suite 300
p 206.622.1176
f 206.343.9809
www.edaw.com