

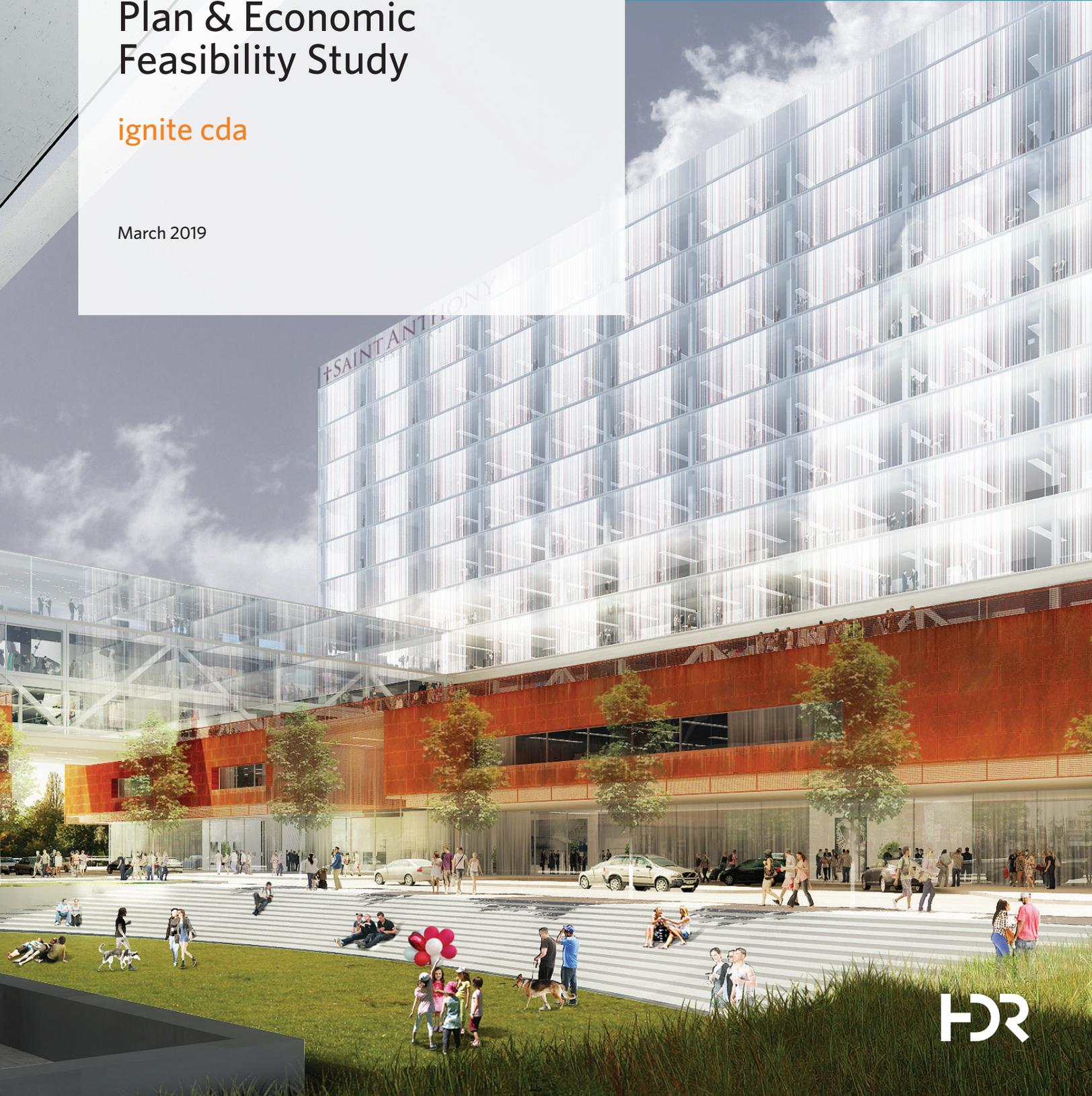
Proposal

Health Corridor Master Plan & Economic Feasibility Study

ignite cda

March 2019

Creating a Pathway to
Connectivity and Vibrancy





ignite cda
Tony Berns, Executive Director
105 N. First St. Suite 100
Coeur d'Alene, Idaho 83814

March 29, 2019

RE: Health Corridor Master Plan & Economic Feasibility Study

ignite cda (the Agency), along with your stakeholders and partners, is facing a complex but important challenge. You must expand the Coeur d'Alene Health Corridor to meet the expected demands on this growing area. In order for the Urban Renewal District to be created by the end of 2019, a collection of deep skills and experience is required to work with stakeholders to define a strong vision and implementable development solution. HDR Engineering, Inc. (HDR) has formed a team that will create a strong vision, build on previous work, and create a Health Corridor Master Plan and Economic Feasibility Study that will catalyze development and economic benefit for the district and the region.

Our team's approach will deliver the following key elements:

Vision for a vibrant health-based community development. Collaborating with stakeholders to create a strong vision will lead to successful implementation of the district. Our team will facilitate early and continuous engagement of stakeholders in an open, transparent, and inclusive process. Our strategic communications team will develop a strategic public involvement plan that engages the right stakeholders, the public, and adjacent property owners at the right time to help them fully understand the planning process. The outcome will be a clear vision for success in the district.

Plan to retain anchor providers and attract new investment. According to the National Center for Health Statistics, the healthcare industry is expected to add over 150,000 practitioners over the next two years. Kootenai Health is a valuable anchor tenant that can drive growth. As the #1 Healthcare Design firm in the nation, HDR has deep understanding of the health industry. Project Director Kaia Nesbitt has worked with health providers interfacing with community partners. Health Advisor Amy Williams, HDR's client manager for Mayo Clinic, will leverage her experience with the healthcare industry and opportunities for partnership. Together, along with the rest of our team, they have maximized the investment our clients have made in their communities.

Implementable Urban Renewal District that delivers community value. Our team includes senior leaders who have worked on complex multidisciplinary projects around the country, as well as leaders with local roots. With Economics Principal Chris Zahas, we understand how to balance the public and private needs to create win-win partnerships where the whole is greater than the sum of its parts. We take a holistic approach to district planning and will make sure that the physical solutions are matched with organizational and financial strategies that will make them effective. Oliver Kuehne, Thomas Knittle and Kaia Nesbitt bring master planning expertise that is based on connectivity, sustainability and healthy placemaking. Project Advisor Kåren Sander was Executive Director of ULI Idaho during the 2017 "Vision for the Health Corridor" TAP report by ULI, Idaho. She will work with the team so that the plan builds on previous work, solving issues that were raised and enabling key opportunities that were highlighted.



Per page 7 of RFP, the HDR Team agree to the following statements:

- (The HDR Team) proposal may be released in total as public information in accordance with the requirements of the laws covering the same.”
- (The HDR Team) proposal shall be valid and binding for one hundred eighty (180) days following the proposal due date and will become part of the contract that is negotiated with the Agency.

As members of the Coeur d’Alene community and business partners in the Idaho and larger Pacific Northwest region, we want your plan to be successful. Like you, we want a healthier community and region. We want economic security through strong investments. We want to help you make this a reality through our proven approach.

We look forward to the next steps in this process. You can reach out to Project Director Kaia Nesbitt with any questions at 720.299.9116 or Kaia.Nesbitt@HDRinc.com

Sincerely,
HDR Engineering, Inc. (Federal taxpayer # 47-0680568)

Kate Eldridge
Idaho Area Manager, Vice President

Kaia Nesbitt, PLA, ASLA
Project Director/Visioning Lead, Vice President

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Description of our Firm and Team

Why the HDR Team?

Based on the selection criteria listed on page 9 of the RFP, the HDR Team delivers your expectations.

Selection Criteria	How the HDR Team Exceeds
Project Approach	In order to realize a strong, financially sound, and implementable vision for you, the HDR Team proposes the following phased process: Visioning, Development Alternatives, Preferred Solution and Final Study Completion. We realize this challenges the process outlined in the RFP. However, laying the groundwork for a clear vision is paramount to ultimate success, including the economic growth of this corridor and your larger community.
Qualifications and Experience	We are proposing a highly talented and diversely qualified team that can respond to ignite cda's and your community's needs. Led by one of the industry's top experts in community visioning, Kaia Nesbitt, our proposed team includes leaders in their respective fields, including local transportation planning, urban design and planning, economic feasibility analysis and strategic communications.
Familiarity with the Area and Health Corridor	HDR's work with, in, and around the City of Coeur d'Alene demonstrates our ability to collaboratively create a vision of the future, and then develop a comprehensive, well-founded strategy to make that vision a reality. HDR has been side by side with the City for more than 20 years to create and implement a vision that is right for Coeur d'Alene, from transportation to wastewater treatment facility projects. More recently, Kâren Sander our Project Advisor for this project, was the former Executive Director of Urban Land Institute of Idaho, and was intimately involved in coordinating the ULI Idaho TAP Study of the Health Corridor.
Quality of Proposal and Project Understanding	Our proposal has been formatted for ease of review and to express our excitement about applying lessons learned and our planning philosophy to make your project a success. This Master Plan and Economic Feasibility study must build on previous work to create an implementable vision in cooperation with engaged community and stakeholders.
Availability and Capacity to Complete	We commit to ignite cda that our proposed team, will be available for 100% of the time required of them to meet this projects' needs. This is backed by the involvement of executive leadership from HDR, including Kaia as a Vice President of the company. By selecting the HDR Team, ignite cda will gain a deep bench of experienced, flexible, and seasoned world-class experts who are ready and available to work with your team.

HDR Engineering, Inc.

HDR has been providing engineering, architecture, and construction oversight since 1917. HDR is a 100 percent employee-owned firm with more than 10,000 —116 of whom are located in Idaho employees — in 200-plus office locations across the world. We have had a presence in Idaho since 1992 with *offices in Coeur d'Alene and Boise*. We are structured to deliver local service to clients backed by national expertise when needed, including a dedicated team of professionals that will work side by side with our clients.

Leland Consulting Group

Exceptional public and private leaders have bold visions for their downtowns, neighborhoods, employment centers, and cities. Leland Consulting Group, founded in 1989 with offices in Portland and Los Angeles, helps to refine and realize those visions. In more than 250 communities across the country, their strategies have resulted in built projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, their role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. They recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength.

Valbridge Property Advisors

Knowing the true value of something is more important than ever, and can be more difficult to discern — especially in today's highly scrutinized regulatory environment. But that's the speciality of Valbridge Property Advisors. Valbridge appraisers evaluate commercial property based on objective criteria, in-depth knowledge of local property markets and time-tested judgment. Since 1984, clients across the U.S. have benefited from their collective strength. With more than 675 staff in 74 office locations, *including Boise and Coeur d'Alene*, Valbridge's is strong in local appraisal industry standards for accuracy, integrity, reporting, technology and data.

T-O Engineers

T-O is a leading multi-disciplined consulting, planning, and engineering firm with expertise in site development, roadways, parking lots, and surveying. They have been in business since 1984 and opened their Coeur d'Alene office in 1992. They work extensively with local governments, state and federal agencies, and private companies. They currently employ more than 140 professionals and maintain offices in *Coeur d'Alene, Meridian, Boise, and Nampa, Idaho, as well as Spokane, Washington*, Heber City, Utah, and Cody, Wyoming. Our Coeur d'Alene office staff of 18 employees has the capacity to provide the full breadth of engineering and surveying services to our north Idaho clients.

HDR TEAM EXPERTISE

<p>Visioning/Master Planning</p> <p>HDR includes urban planners and designers in various Idaho projects to complete comprehensive plans and updates, sub-area plans, downtown master plans and revitalization plans. Our approach to early visioning for projects is crucial given the complexities of urban living at all scales of development.</p>	<p>Real Estate & Economics</p> <p>Leland Consulting brings expertise in urban renewal financial and economic impact analyses, as well as economic development strategies. As a local consultant, Valbridge will provide independent valuations and advise our team and ignite cda on real estate investment decisions.</p>	<p>Transportation Planning</p> <p>HDR's team of industry-leading transportation staff work with developers and the public to identify connections that need to be prioritized based on economics, safety, and quality of life benefits. They also identify street typologies and transportation overlays that provide a flexible design guide to meet local conditions.</p>	<p>Community Outreach</p> <p>HDR's strategic communications team develops and implements comprehensive communication strategies to inform, educate and garner public acceptance and support. Our professionals talk to the public about a project's need so that feedback reflects broader community values.</p>
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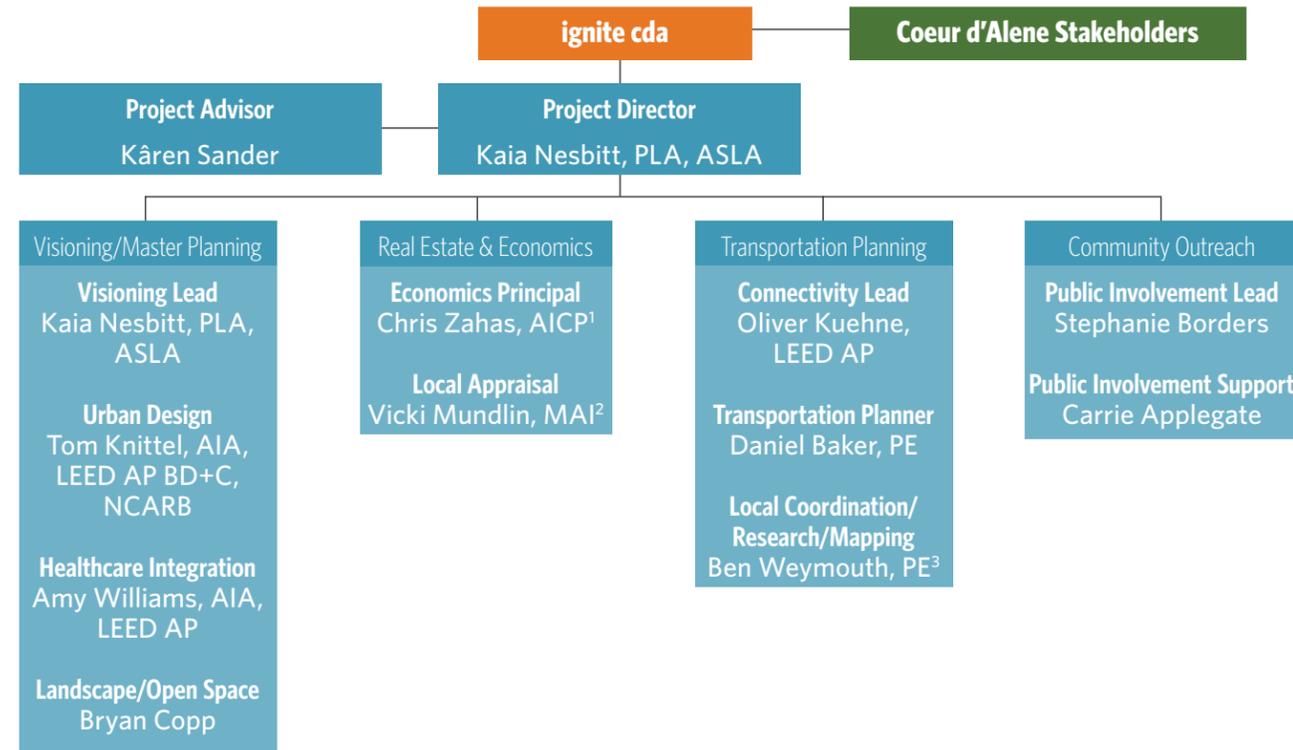
Team Organization and Leadership

We are proposing a highly talented and diversely qualified team that can respond to ignite cda's and your community's needs. Led by one of the industry's top experts in community visioning, Kaia Nesbitt, our proposed team includes leaders in their respective fields, including local transportation planning, urban design and planning, economic feasibility analysis and strategic communications.

Kaia Nesbitt will serve as your Project Director to lead the team, manage the project process and ensure our process is aligning with client expectations. She will be your primary point of contact throughout the project process. She will also serve as the Visioning and Master Planning Lead. Karen Sander will serve as the Project Advisor, counseling Kaia on project history, stakeholder motivators and preferences of Coeur d'Alene's regional population. Ben Weymouth of T-O Engineers, based in Coeur d'Alene, will be the team's local liaison, available for immediate project responses, as needed.

Additional focus area leads include Chris Zahas for Real Estate and Economics, Oliver Kuehne for Transportation and Connectivity and Stephanie Borders for Community Outreach.

HDR TEAM ORGANIZATION CHART



Subconsultant Key: 1 = Leland Consulting, 2 = Valbridge, 3 = T-O Engineers

Percentage of Time Available

All of our staff have been selected for their expertise given their role and the needs of this project. They have also been selected based on their capacity to provide adequate time to solving your challenge. As detailed later in this proposal, we are proposing a visioning, market feasibility and corridor planning process that will run from May to September. Project Director Kaia Nesbitt has begun planning the sequencing of incorporating various disciplines, including the required time of our subconsultants.

We commit to ignite cda that our proposed team, detailed above, will be available for 100% of the time required of them to meet this project's needs. This is backed by the involvement of executive leadership from HDR, including Kaia as a Vice President of the company.



Kaia Nesbitt,
PLA, ASLA

Project Director & Visioning Lead

Kaia is an award-winning Project Director with a proven ability to deliver successful fast-track, multi-phased projects of various scales in urban and suburban locations across North America. Kaia frequently bridges disciplines, integrating multiple design perspectives into site solutions that maximize client value.

Education

- Master of Landscape Architecture, University of Colorado, Denver
- Bachelors of Science, Engineering, Stanford University

- Peña Station NEXT, Denver, Colorado
- Kaiser Permanente RAD 2.0, California
- The New Hill Company Commercial Context Study, Boulder, Colorado
- Thornhill Community Development Plan, Calgary, Canada
- Mobility Choice Blueprint, Denver, Colorado



Karen Sander

Project Advisor

Working closely with Kaia, Karen will provide insight from leading the Downtown Boise Association (DBA), including the transformation of local urban cores through collaborative advocacy. She also bring lessons from her leadership with the Urban Land Institute of Idaho.

Education

- Public Relations & Communication Science, University of Johannesburg

- Executive Director, Urban Land Institute of Idaho
- Urban Core Specialist, Associate, Cushman & Wakefield Pacific
- Executive Director, Downtown Boise Association



Chris Zahas,
AICP

Economics Principal

As a real estate strategist, Chris will work with ignite cda and your stakeholders to turn broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development

Education

- Master of Urban & Regional Planning, Portland State University
- Bachelor of Arts, International Affairs Lewis and Clark College

- Bozeman Midtown Corridor Action Plan, Bozeman, Montana
- Downtown Housing and Revitalization Initiative, Boise, Idaho
- Pocatello Urban Renewal Market Analysis, Pocatello, Idaho
- Neighborhood Centers and Corridors Revitalization, Spokane, Washington



Oliver Kuehne,
LEED AP

Connectivity Lead

Utilizing his ability to work with a wide range of scales, from site plans to streetscape and corridor design, Oliver will focus on enhancing multi-modal connectivity through place making tools that create attractive and vibrant places where people want to live, work, learn, shop and play.

Education

- Master of Architecture, Architecture and Town Planning, University of Stuttgart, Germany

- 124th Avenue Corridor Placemaking, Bellevue, Washington
- 30th Street Specific Area Plan - Land Use and Multi-Modal Transportation, Boise, Idaho
- Brooks Corridor Transit-Oriented Development Infrastructure Study, Missoula, Montana
- Westside Mobility Strategy, Vancouver, Washington
- Transit-Oriented Development Strategic Action Plan, Surprise, Arizona



Statement of Philosophy and Understanding

The Health Corridor of Coeur d'Alene, Idaho is poised to create a vibrant, mixed-use community anchored by a major healthcare provider. The HDR Team has the experience and passion to partner with stakeholders and community members to bring that potential into reality.

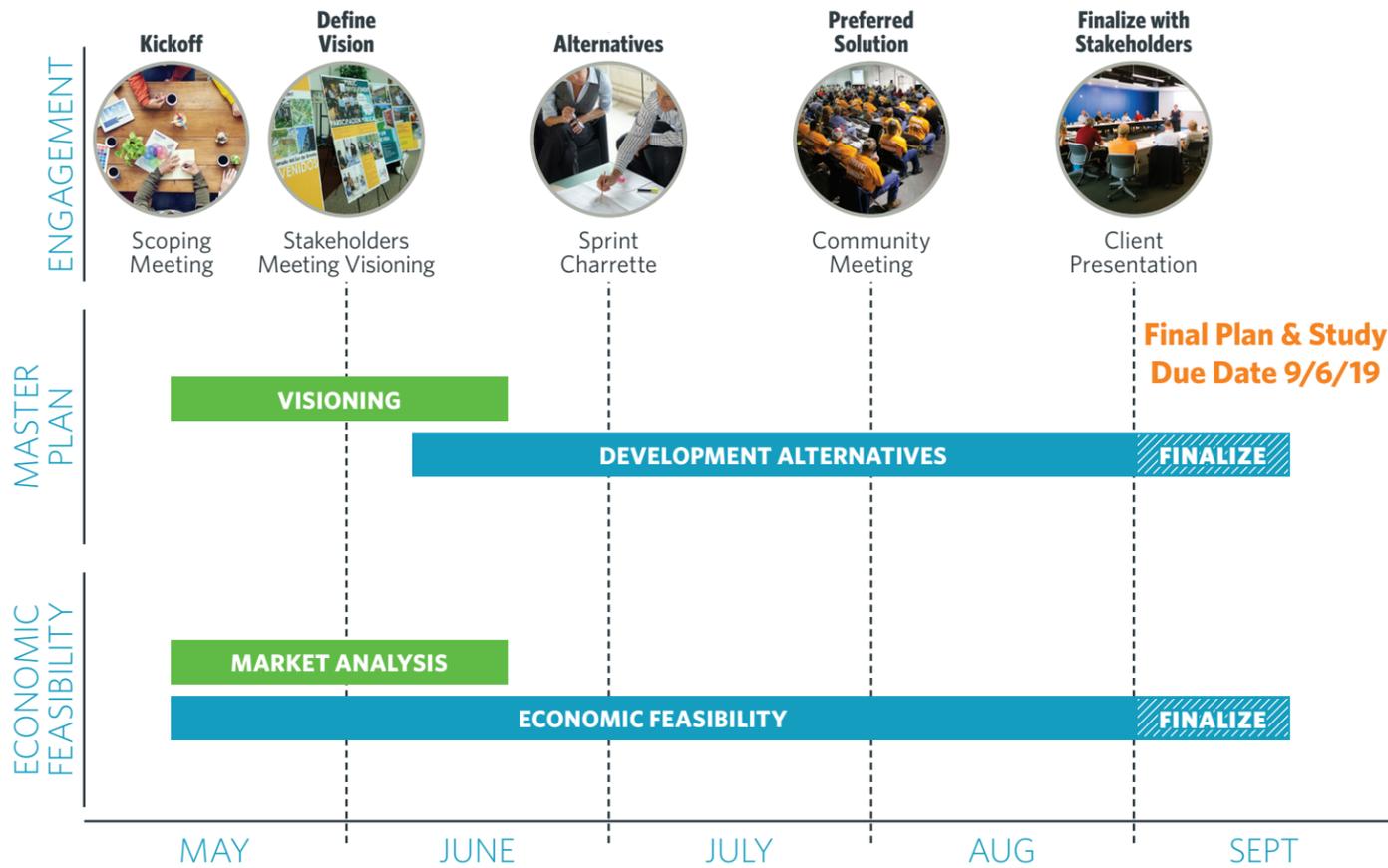
Building upon recent work of the Urban Land Institute Technical Assistance Panel and the Panhandle Area Council, it is important for our planning team to understand and include the major issues and land use context currently in place including:

- **Need for strong vision** and brand for the district, driven by healthy placemaking principles.
- **Planning leadership** must be empowered to make economic and policy decisions.
- **Multi-layered connectivity**, including vehicular, bike and pedestrian, is needed within and extending outward from the district. Transportation infrastructure is inadequate to meet current and future needs. Traffic congestion is a major issue for the users of this area.
- **Meaningful public engagement** will frame public benefit through urban renewal process.
- The Health Corridor is anchored by **Kootenai Health**, an important community asset and largest employer in the region which is located at an extremely busy intersection.
- The corridor has a **mix of development** including some newer development, obsolete properties, and complementary medical outpatient services.
- **Naturally occurring residential area** bordered by Emma Ave to the north includes affordable housing stock, a neighborhood school and park.
- **Lack of open space** and community gathering places.
- **Implementation plan**, including funding sources and strong market research is needed to realize a vision.

These challenges are real. In order to develop a strong and implementable vision for the district, the HDR Team proposes the following phased process: **Visioning, Development Alternatives, Preferred Solution and Final Study Completion**. We realize this challenges the process outlined in the RFP. However, laying the groundwork for a clear vision is paramount to ultimate success. Market Analysis can begin, but development scenarios and their costs cannot be started until you have clear vision and buy-in from your stakeholders, of which Kootenai Health should be a partner. Once grounded with strong vision and buy-in, development alternatives can be thoroughly explored along with potential financing and implementation. The HDR Team has experience driving projects on tight schedules such as these, and we know that a successful outcome relies on a strong beginning.



PROPOSED PATHWAY TO CONNECTIVITY AND VIBRANCY



Approach

1. Scoping Meeting and Visioning

In the Peña Station NEXT project (highlighted on page 6), the client group was in a similar situation to ignite cda in that they were focused on bringing projects to market quickly but lacked a strong comprehensive vision that included community and stakeholders. The initial step the HDR Team used was a ‘scoping meeting’, which paired as a project kickoff. At the scoping meeting, the HDR Team, led by Kaia Nesbitt, facilitated a half-day meeting which included project team, client and key stakeholders. Key tasks and process were reviewed along with clarification of timeline and outcome. Tasks were priced in real time, such that the client was able to prioritize the level of depth and breadth needed at the deliverable. Defining expectations early on helped clarify a process that was otherwise quite ambiguous.

A need for visioning and branding for the district is highlighted in the ULI TAP report. Kaia Nesbitt’s expertise in facilitation and visioning has been valuable in projects ranging in scale and complexity from regional mobility technology studies to district visioning studies like Peña Station NEXT, to site-specific and health-oriented mixed-use projects including the Thornhill Community Centre in Calgary, Canada. Kaia will lead the Health Corridor visioning, in partnership with Kâren Sander, who was integrally involved in the Health Corridor ULI TAP Study and Stephanie Borders, who is HDR’s Public Involvement Lead based in Boise, ID, as well as Amy Williams, who bring deep expertise in healthcare planning for clients such as the Mayo Clinic. The outcome of our visioning sessions will be the basis from which development alternatives are created. Guiding principles will become evaluation criteria used to select among development alternatives later in the process.

2. Community and Stakeholder Engagement

At HDR, we help our clients imagine the future, and then we provide integrated and forward-thinking services to achieve their goals. We know that a comprehensive, implementable strategy with purposeful community and stakeholder engagement sets the stage for successful solutions. HDR’s work with, in, and around the City of Coeur d’Alene demonstrates our ability to collaboratively create a vision of the future, and then develop a comprehensive, well-founded strategy to make that vision a reality.

HDR has had an office in Coeur d’Alene since 2004, and have members of our team that live in and near the study area. Bryan Copp who is on our team grew up in Pullman WA and is familiar with the general area. HDR employees work and live in the community and are vested in seeing positive outcomes through this planning effort.

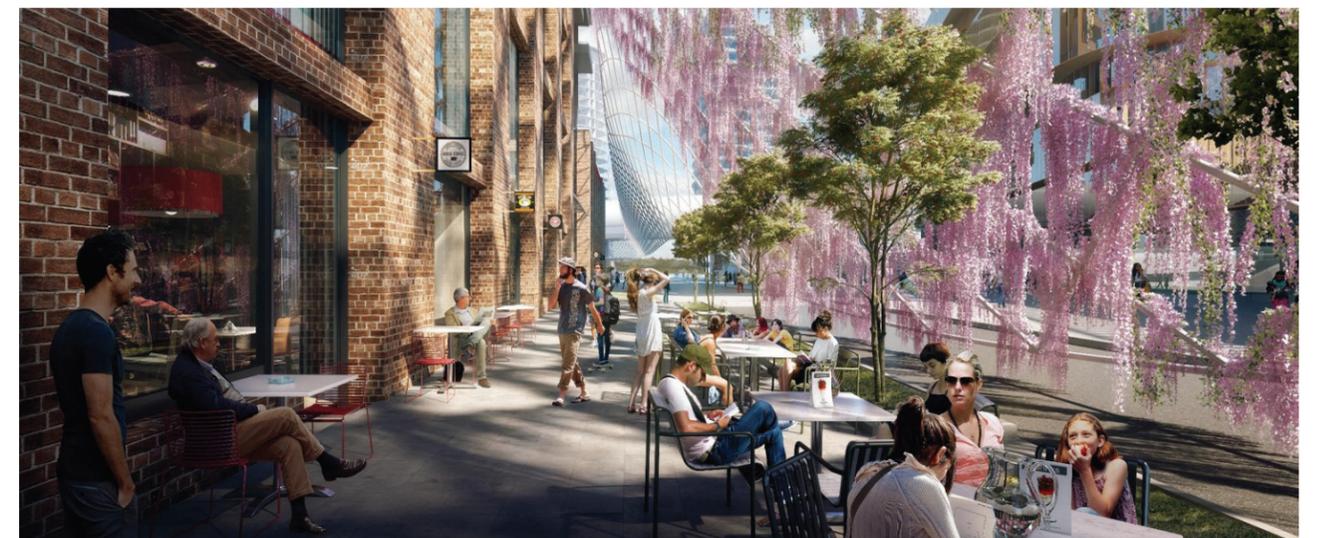
We have also teamed with T-O Engineers that has a local presence and team member Ben Weymouth who is involved with CDA 2030, will provide on-site coordination, client liaison and research.

Kâren Sander will serve as our Project Advisor and was the former Executive Director of Urban Land Institute of Idaho where was intimately involved in coordinating the ULI Idaho TAP Study of the Health Corridor. She worked closely with the stakeholders to coordinate the planning process and outcomes of the ULI study, and will incorporate that knowledge into the planning for this effort.

HDR in Action - The Coeur d’Alene Wastewater Treatment and US-95 Corridor Improvement are two examples of HDR’s ability to partner effectively with local Coeur d’Alene stakeholders to deliver infrastructure projects to market.

In the late 1990s, Washington State imposed stringent water quality criteria immediately downstream in the Spokane River, forcing the City of Coeur d’Alene to meet some of the lowest phosphorus limits in the country. Faced with the prospect of having to spend hundreds of millions of dollars to upgrade the City’s wastewater treatment facility – dollars that would come straight from the pockets of the City’s ratepayers – the City turned to HDR. Rather than “engineering” our way out of the challenge, HDR stepped back with the City and looked at ways to work with regulators to modify timing of discharge limits, extend compliance deadlines, and test first-ever treatment technologies at pilot-scale. The result? The City of Coeur d’Alene has one of the premier wastewater treatment facilities in the country, and ratepayers enjoy the lowest rates in the Pacific Northwest! HDR has been side by side with the City for more than 20 years to create and implement a vision that is right for Coeur d’Alene.

When the Idaho Transportation Department was looking to improve safety and mobility in the US-95 corridor from Coeur d’Alene to Sandpoint, they turned to HDR. While the corridor is the main North/South route between Idaho and Canada, it is also part of the fabric that makes North Idaho a wonderful place to live. Over the course of a decade, HDR led the environmental study and alternatives analysis for the corridor. During that time, we got to know the businesses, residents, stakeholders, and communities all along US-95. We gained an appreciation for why people love their homes, their land, and their environment. The final plan for the corridor maximized the input from locals, and while we can never please everyone, most could say that they had been heard.



Once ITD had the funding to construct the improvements on US-95, HDR was in the position of administering the construction. Over the course of five years, we got to interact with many of the people we met during the study phase. It is rewarding to follow through on the commitments we made to them and to help them understand how the changes were going to impact them in the short and long term.

There is no substitute for face to face interaction with communities and stakeholders. HDR is a part of the Coeur d'Alene community and we look forward to being here for many years to come. To that end, we have recently promoted Daniel Baker to lead our Coeur d'Alene operations. He is young, energetic, and excited to be an active member of the community.

Community Meetings: Having an inclusive process that involves stakeholders every step of the way

Understanding the concerns and needs of stakeholders is critical to the success of any project. HDR understands this and will work to so that public issues are addressed appropriately and that final solutions take into account stakeholders' perceptions and needs. HDR has worked on many projects in Idaho and throughout the nation, and we know the vital importance of seeing to the needs of stakeholders.

We will work to address stakeholder issues and can provide public involvement services on whatever level ignite cda needs on any particular project deliverable. Effective distribution of information and ongoing public communication will be essential to making any project successful. The amount of public involvement appropriate for any project is dependent upon many factors, including the sophistication of the public on the planning issues being discussed, whether the public has reached a consensus on an issue being addressed, the amount of public controversy, the number of alternatives under consideration, and the amount of public input and coordination that has been previously accomplished on a project.

If a project involves direct impacts on individual properties and businesses, one-on-one meetings with affected landowners and business owners can be an effective approach to inform them of potential impacts of the alternatives under consideration and how those impacts may be addressed. HDR is skilled at reaching the public at large through the Open House format, and we have planned and executed hundreds of open houses nationwide. We are also skilled at providing on-line versions of public meetings as well as social media campaigns to engage the public.

FULL-SERVICE PUBLIC OUTREACH IN ONE TEAM



Our staff includes trained mediators and facilitators who can manage working groups and work with stakeholders to resolve high-conflict issues. In addition, some planning projects are appropriate for a multi-day charrette process. HDR is a founding member of the National Charrette Institute and has certified charrette professionals available within Idaho to conduct and manage the charrette process.

Possible public involvement tasks are outlined below:

- Public involvement plan creation with ignite cda and interested parties prior to project initiation.
- Facilitate key stakeholder meetings to identify issues so that engagement strategies are effective.
- Update and edit mailing and/or e-mail list to include only those interested in the project. E-mail lists reduce printing costs by sending newsletters electronically or by providing links to web-based information services.
- Prepare and send newsletters at key points in the project, such as to present results of the study to date or announce upcoming meetings. Includes project web address.
- Conduct one-on-one meetings with property owners and elected officials and their staff.
- Publish the plan and notify the public of its availability for review through advertisements, mailings or an environmental document guide.
- Plan and hold public hearings.
- Manage and facilitate workshops or working groups.
- Design presentations for groups.
- Design and execute online surveys.
- Hold web-based virtual public meetings.
- Design social media campaigns and on-line commenting forums.
- Document public involvement processes.
- Evaluate public involvement processes



3. Sprint Charrette: Creating rapid holistic options and master plan basis

In both Focal Point and Peña Station NEXT projects, development of alternative scenarios was time-pressured. However, this phase in the process is critical for combining both realistic and aspirational expressions of the vision. A sprint charrette is a means to enable rapid alternative development in a short amount of time. Typically we host a sprint charrette on site over the course of 3-4 days. The client and stakeholders are involved as part of the process, particularly as teams kick off their ideas and design direction, and then through evaluation of alternatives a few days later. In a sprint charrette, our urban design, transportation, planning, and economics teammates are all integrally involved so that issues such as connectivity, greenspace, and economic viability are all considered holistically. The outcome of the sprint charrette will be a series of development scenarios that can be vetted for economic feasibility. After client/stakeholder and community evaluation, a preferred plan will be selected that becomes the driver for a final master plan.

4. Transportation and Connectivity: A place to go to and through

HDR has a tradition of successfully incorporating urban planners and designers into our multi-disciplinary and integrated transportation planning and design approach. When we look at transportation corridors or systems we think about how we can improve traffic efficiencies AND how we can improve overall mobility to improve access to, and the experience within places. Within the Health Corridor, there are a number of complex transportation issues and we view connectivity as a high priority, including highway access to I-90 and street connectivity such as Ironwood Drive. Ped and bike connections to Centennial trail should be improved as well as sidewalk continuity. It's the safe and efficient connection of consumers to the goods and services that contributes to overall economic vitality.

HDR in Action - The Spring District in Bellevue, Washington is similar to the Health Corridor with future economic prosperity relying on a couple of very important roadways and access to a broader transportation system, in what will be a very active neighborhood with a dynamic mix of uses. Our Connectivity Lead Oliver Kuehne developed multiple transportation concepts early in the process to help the team overcome the challenge of how to 'right-size' the future cross section considering the multiple roles the street will take on, parking requirements, and future growth potential. Oliver understands land use, the importance of pedestrian and bicycle safety and access, easy and efficient access to transit, and aesthetic value of the urban environment, all while maintaining the appropriate speed and reliability.

5. Approach to Market Analysis

In parallel to master planning, market analysis will begin. The analysis of the Health Corridor's development potential must be based on solid, factual market information so that the recommended projects and development strategies are not just grounded in reality, but are also credible and can be supported by the wide range of public and private implementing partners. Utilizing existing information where available and assembling new research where necessary, the Team will evaluate market conditions to understand demographic, economic, and real estate trends in Coeur d'Alene, to understand the differences and interrelationships of the various sub-districts of the Corridor, and to understand its competitive position within the region. Elements of the market analysis will include:

- Local and Regional Real Estate Conditions and Trends: Review information about real estate performance throughout the region, including vacancy and rental rates for commercial and retail space, recent and proposed projects, retail concentrations and tenant mix, housing absorption trends, and summary information about competitive commercial areas.
- Historical/Projected Economic and Demographic Data: Review market indicators such as population, income, psychographic profiles, consumer spending, and other relevant factors.
- National Trends: Summarize the latest information about how national trends in housing, employment, and retail will impact what is feasible and appropriate in the area, including how new technologies such as ecommerce and autonomous vehicles might shape the future.

6. Approach to Economic Feasibility Study

Beginning at the start of the project and going through iterations throughout, Leland Consulting will build a TIF projection model that identifies the impacts of anticipated private development as planned and that which will be incentivized as a result of the community vision for the corridor. This will include delivery of working Excel spreadsheets to track TIF revenues as well as expert guidance on

borrowing, bonding strategies, and other municipal finance strategies. Elements of the feasibility study will conform to Title 50, Chapter 20 (Urban Renewal Law) and Chapter 29 (Local Economic Development Act) of the Idaho State code and will include:

- Identification of projects and preliminary costs (including identification of supplementary funding sources where projects will be funded only partially by urban renewal).
- Financial analysis showing projects and uses of funds, including projections of TIF revenues over time.
- Meetings with overlapping taxing jurisdictions to discuss financial impacts and technical and political considerations.

Philosophy of Service and Project Management Techniques and Methods

HDR works with clients first to understand the goals of each project, expectations of deliverables, schedule, and budget. By clearly defining these key components early on and capturing and quantifying them in the negotiated scope, schedule, and budget, we set up projects for success from the beginning.

At HDR, our employee owners are vested and committed to providing quality professional services based on mutual expectations with our clients. We empower all of our staff to adhere to ethical and professional standards that create an environment where quality is the focus including the following:

Budget Compliance - HDR proactively develops a detailed hour and cost estimate for the negotiated scope of work. Weekly cost sheets detail labor and expense by task for a quick view of project status against the budget using earned value methods. Project managers hold team meetings and frequently check with task leads, updating cost-to-complete estimates and notifying ignite cda of concerns

Schedule Compliance - Project schedules are managed in Microsoft Project and are updated monthly with percent complete and actual start and finish dates. By actively managing progress against the schedule, our project managers can promptly notify ignite cda of concerns or impacts to the schedule and suggest mitigation to get back on track.

Quality Control - HDR implements a rigorous QA/QC process with documented checkpoints throughout the project.

Timeline and Payment Milestones

Please see page 10 for details of our proposed timeline and our approach to keeping your project on-track and efficient.

HDR proposes a monthly payment method under a time and materials approach. Once an invoice is drafted each month by our accounting staff, Kaia will review to make sure it is accurate and the project remains in-line with your budget.

Project Examples and References

The following four projects were selected to best exemplify HDR's experience with project relevant to Coeur d'Alene's Health Corridor Master Plan & Economic Feasibility Study.

Peña Station NEXT - This project demonstrates our ability to manage a complex team of stakeholders. The project resulted in a strong vision to create community at the intersection of health, wellness and technology.

Focal Point - Similar to the Coeur d'Alene Health District, this project includes a major health anchor. The HDR Team is working to create infill development in a blighted neighborhood of Chicago, working to build a vibrant mixed-use destination that also drives economic growth.

Midtown Corridor Action Plan - The scale and challenges within Bozeman are quite parallel to those we face in the Coeur d'Alene Health District. Through the use of TIF funding and other financial incentives, urban renewal district is driving higher density and mixed-use projects served by active transportation.

City of Bellvue Multi-Modal Corridor - This combination of projects demonstrates the HDR Team's ability to create connectivity solutions at multiple scales and modes, including integration of more sustainable and active streetscape design.

Peña Station NEXT

Denver, CO

Beyond Wellness: Creating a community at the intersection of health, wellness and technology



HDR's engagement with Railstop LLC was initially intended to develop a program plan for a wellness center within Peña Station NEXT, a new community in northeast Denver, Colorado. Located just south of Denver International Airport and west of two established suburban neighborhoods the project offered a unique opportunity to anchor and influence the site's future development. With the support of the client partners, including Fulenwider LLC, Panasonic, Kaiser Permanente and Denver International Airport, HDR partnered with the client team to define a broader and more powerful identity for the new district.

"How might we create a compelling community at the intersection of health, wellness and technology?"

Starting with user need studies and ethnographic interviews, the design team developed a place-specific understanding of this community's mindset and lifestyle related to health and wellness. This need-based foundation fed into an accelerated concept development phase, which allowed the team to produce and test multiple concepts for the site. While each initial concept interpreted "healthy community" in different ways, all centered around ideas of connection, accessibility, flexibility and discovery. To be a truly healthy community, wellness must be woven throughout the community in many forms, areas and types.

The final design solution is built from a network of community-scale "nodes", each offering different opportunities for health, wellness and community activity. A central park sits at the heart of Peña Station NEXT, edged by key anchors including retail and residential mixed use, a grocery store and a wellness center that integrates recreation and health clinic. A running path winds its way through the site and connects to regional trails at both the northern and southern edges of the development, connecting the community both within and beyond its boundaries.

Like the Coeur d'Alene Health District, creating a unique vision was the first step in a strong master planning process. The vision has held true, and is in process of build-out.

Relation to Your Health Corridor

- Community design centered around health and wellness
- A vibrant urban plaza and community wellness center
- Multi-modal connection to the Denver metro area
- A vibrant urban plaza and community wellness center
- <https://penastationnext.com/>



OWNER
Railstop LLC

PROJECT DATES
2017 - 2018

PROFESSIONAL SERVICES
Visioning, Community and Stakeholder Engagement, Master Planning, Mixed-Use Wellness Center Program Plan

HDR FEE
\$250,000

REFERENCE
Ferd L. Belz III, Senior Vice President (Fulenwider) 303.884.7370 ferd@fulenwider.com

Focal Point Community Campus

Chicago, Illinois

A health campus designed to meet the unique needs of a growing urban community



Urban community hospitals are faced with numerous issues in today's healthcare arena. With pressure from healthcare reform and other outside sources, these hospitals often find themselves struggling to serve their communities while maintaining their growth and profits. One approach to addressing these struggles rests in creating a hospital that becomes an extension of the community, a place where medical care, social services and community outreach overlap. St. Anthony is seeking a novel approach to its healthcare delivery, one that incorporates a holistic understanding of a community's diverse needs, and then develops a community campus with traditional healthcare services as a component.

HDR has been selected to design the new Focal Point Community Campus located on the southwest side of Chicago, Illinois. It is designed to help improve the lives of more than 400,000 residents in Southwest and West Chicago, representing the Little Village, Pilsen, North Lawndale, Brighton Park, Back of the Yards and Archer Heights neighborhoods.

This campus will include 300,000 SF of retail, community and education spaces, field house with pool and exercise areas, and a large park with sports fields and basketball courts. Through the campus model, rental income from revenue-generating tenants will be reinvested into programs and services provided through the campus. The result will truly be a mixed-use development created to help the surrounding community improve their well-being and quality of life.

Beyond being designed to provide the balance necessary to keep the model financially sound, each aspect of the campus was influenced by research into the needs of the community - including a formal study conducted by HDR in conjunction with two academic partners.

HDR has been tasked to design an iconic building that fits appropriately within a highly prominent industrial corridor. Forms and materials are being chosen that will reinforce the project's iconography. It will also be one of the first projects where evidence-based design is brought to the community scale, for example, fully integrating a healthcare institution into the community context.

Relation to Your Health Corridor

- Mixed use campus with parks, community education spaces and retail
- Planning motivated by socio-economic dynamics of local area
- Healthcare as the main driver for securing local economic stability
- <https://focalpointchicago.org/>



OWNER St. Anthony Hospital	Structural Engineering; Land Planning and Landscape Architecture; Civil Engineering
PROJECT DATES 2012 - 2014	HDR FEE \$4.7 million (all services)
PROFESSIONAL SERVICES Schematic Design Through Construction Contract Administration: Architecture; Interior Design; Mechanical, Electrical, Plumbing and Fire Protection Engineering;	REFERENCE Guy Medaglia CEO (contact via assistant) 773.484.4300 jwinograd@chicagosdc.com

Midtown Corridor Action Plan

Bozeman, Montana

Focus on economic implementation creates recent success in growing urban center



The City of Bozeman is undergoing substantial population growth as well as increasing enrollment at Montana State University. This has created pressures associated with access to affordable housing and increased traffic congestion. At the same time, Bozeman's downtown area has become such a desirable location for retail experiences and employment that there is now a limited supply of vacancies along Main Street.

This growth and demand for a central core location in the city positions the Midtown Corridor (a post WWII auto-oriented commercial strip) as ripe for redevelopment and in need of a revitalization strategy. Leland Consulting Group led a team of engineers, planners, architects, and parking consultants, as well as Andy Parks of GEL Oregon, to determine how the City can best invest TIF funds in a manner that provides private developers with financial incentives that enhance the economic feasibility of higher-density, mixed-use projects served by active transportation.

At the same time, the consultant team supported staff to work with local property owners and pro-actively partner on public-private projects aligned with the Midtown Corridor vision. Leland Consulting Group and Andy Parks have continued to provide TIF analysis services on an on-call basis. Several development proposals are now in the pipeline and will receive financial assistance, including a three-story, 16-unit, mixed-use apartment building and a 68,000 square foot, 25-unit, mixed-use condominium building.

Relation to Your Health Corridor

- Market analysis
- Development feasibility analysis
- Urban renewal feasibility analysis
- Implementation strategy
- <http://midtownbozeman.org/uploads/Documents/Action-Plan-V10.pdf>



OWNER
City of Bozeman, Montana

PROJECT DATES
2016 to present

PROFESSIONAL SERVICES
Market Analysis, Feasibility Studies

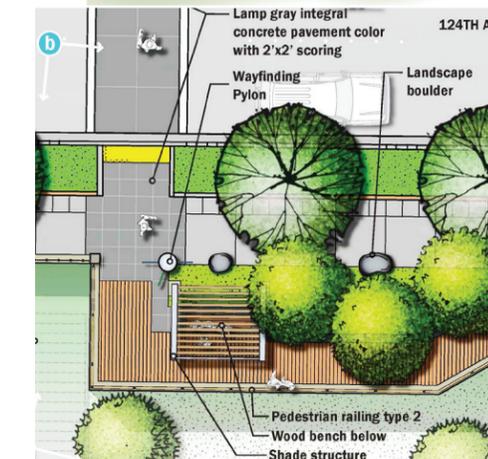
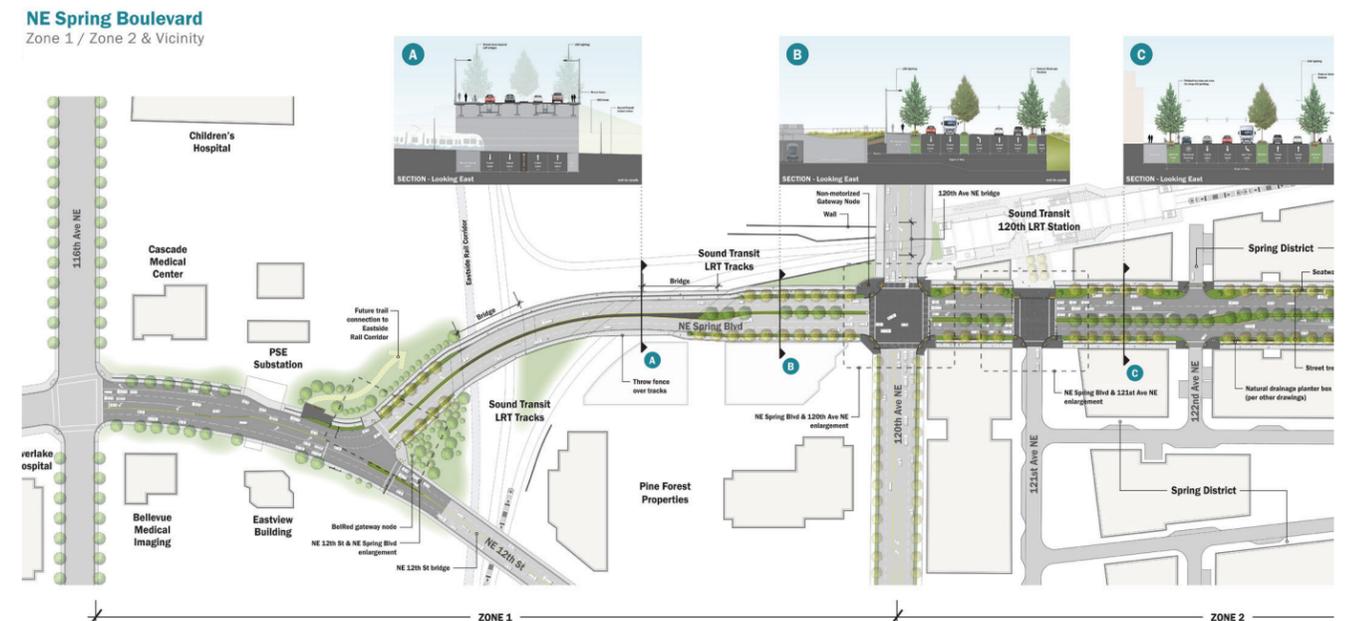
LELAND CONSULTING FEES
\$150,500 (to date)

REFERENCE
David Fine, Economic Development Specialist
406.582.2973
define@bozeman.net

NE Spring Boulevard Multi-Modal Corridor

Bellevue, WA

Integrating sustainable systems within a corridor, enhancing multi-layered connectivity



The HDR civil roadway team for this project effectively integrated placemaking and sustainable systems in this multi-modal corridor. This transformational design divides available ROW space to improve pedestrian safety, create green stormwater treatment, provide a regional bike path and connect this neighborhood with the regional transit system. This corridor will be intensely used so simplicity and careful attention to functional needs was integral to creating a series of great public spaces for people to enjoy. In addition to placemaking for people the program required integration of three fish-bearing streams into the corridor design.

Thoughtful and flexible design that is responsive to current and future conditions was paramount to create a successful design response. HDR collaborated with multiple stakeholders including private developers and Sound Transit to deliver a coordinated and integrated approach that best supports their client's goals. The NE Spring Boulevard Multi-Modal Corridor originated from a collaborative visioning process through design, and is now under construction.

Relation to Your Health Corridor

- Enhancing connectivity while reducing congestion
- Multi-disciplined approach to developing urban vibrancy

OWNER
City of Bellevue, WA

PROJECT DATES
2010 to present

PROFESSIONAL SERVICES
Multi-Modal Transportation Planning, Civil Engineering, Urban Design, Landscape Architecture and Placemaking

HDR FEE
\$3.4 million (all services)

REFERENCE
Steve Costa
Project Manager
425.452.2845
SCosta@bellevuewa.gov

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Appendix

1. Draft Agreement

2. Resumes

3. Example Final Plans

See digital copy of this proposal included on the requested thumb drive for hyperlinks to Peña Station NEXT, Focal Point Community Campus and the Bozeman Midtown Corridor Action Plan.

A final document from the NE Spring Boulevard Multi-Modal Corridor planning project is included here.

SHORT FORM AGREEMENT BETWEEN

IGNITE CDA
OWNER

AND

HDR ENGINEERING, INC. FOR PROFESSIONAL SERVICES
(REV. 3/2019)

AND

HDR ENGINEERING, INC. TERMS AND CONDITIONS
(REV. 7/2018)

**SHORT FORM AGREEMENT BETWEEN OWNER AND
HDR ENGINEERING, INC. FOR PROFESSIONAL SERVICES**

THIS AGREEMENT is made as of this _____ day of _____, 20___, between Ignite CDA (“OWNER”) a _____ corporation, with principal offices at 105 N. First Street, Suite 100, Coeur d’Alene, 83814, and HDR ENGINEERING, INC., (“ENGINEER” or “CONSULTANT”) for services in connection with the project known as (fill in name of the Project with a brief description) (“Project”);

WHEREAS, OWNER desires to engage ENGINEER to provide professional engineering, consulting and related services (“Services”) in connection with the Project; and

WHEREAS, ENGINEER desires to render these Services as described in SECTION I, Scope of Services.

NOW, THEREFORE, OWNER and ENGINEER in consideration of the mutual covenants contained herein, agree as follows:

SECTION I. SCOPE OF SERVICES

ENGINEER will provide Services for the Project, which consist of the Scope of Services as outlined on the attached Exhibit A.

SECTION II. TERMS AND CONDITIONS OF ENGINEERING SERVICES

The HDR Engineering, Inc. Terms and Conditions, which are attached hereto in Exhibit B, are incorporated into this Agreement by this reference as if fully set forth herein.

SECTION III. RESPONSIBILITIES OF OWNER

The OWNER shall provide the information set forth in paragraph 6 of the attached “HDR Engineering, Inc. Terms and Conditions for Professional Services.”

SECTION IV. COMPENSATION

Compensation for ENGINEER’S services under this Agreement shall be on the basis of

- Direct Labor Costs times a factor of 3.23 for the services of ENGINEER’S personnel engaged on the Project, plus Reimbursable Expenses, estimated to be \$ _____, and ENGINEER’S technology charges, if any, estimated to be \$ _____.

The amount of any sales tax, excise tax, value added tax (VAT), or gross receipts tax that may be imposed on this Agreement shall be added to the ENGINEER’S compensation as Reimbursable Expenses.

Compensation terms are defined as follows:

Direct Labor Cost shall mean salaries and wages, (basic and overtime) paid to all personnel engaged directly on the Project. The Direct Labor Costs and the factor applied to Direct Labor Costs will be adjusted annually as of the first of every year to reflect equitable changes to the compensation payable to Engineer.

Reimbursable Expense shall mean the actual expenses incurred directly or indirectly in connection with the Project for transportation travel, subconsultants, subcontractors, technology charges, telephone, telex, shipping and express, and other incurred expense.

SECTION V. PERIOD OF SERVICE

Upon receipt of written authorization to proceed, ENGINEER shall perform the services described in Exhibit A within a reasonable period of time.

within the time period(s) described in Exhibit A.

as follows:

Unless otherwise stated in this Agreement, the rates of compensation for ENGINEER'S services have been agreed to in anticipation of the orderly and continuous progress of the project through completion. If any specified dates for the completion of ENGINEER'S services are exceeded through no fault of the ENGINEER, the time for performance of those services shall be automatically extended for a period which may be reasonably required for their completion and all rates, measures and amounts of ENGINEER'S compensation shall be equitably adjusted.

SECTION VI. SPECIAL PROVISIONS

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first written above.

IGNITE CDA

"OWNER"

BY: _____

NAME: _____

TITLE: _____

ADDRESS: 105 N. First Street, Suite 100
Coeur d'Alene, ID 83814

HDR ENGINEERING, INC.
"ENGINEER"

BY: _____

NAME: Kate Eldridge

TITLE: Vice President

ADDRESS: 412 E. Parkcenter Blvd., Suite
100
Boise, ID 83706

EXHIBIT A

SCOPE OF SERVICES

EXHIBIT B

TERMS AND CONDITIONS

HDR Engineering, Inc.

Terms and Conditions for Professional Services

1. STANDARD OF PERFORMANCE

The standard of care for all professional engineering, consulting and related services performed or furnished by ENGINEER and its employees under this Agreement will be the care and skill ordinarily used by members of ENGINEER's profession practicing under the same or similar circumstances at the same time and in the same locality. ENGINEER makes no warranties, express or implied, under this Agreement or otherwise, in connection with ENGINEER's services.

2. INSURANCE/INDEMNITY

ENGINEER agrees to procure and maintain, at its expense, Workers' Compensation insurance as required by statute; Employer's Liability of \$250,000; Automobile Liability insurance of \$1,000,000 combined single limit for bodily injury and property damage covering all vehicles, including hired vehicles, owned and non-owned vehicles; Commercial General Liability insurance of \$1,000,000 combined single limit for personal injury and property damage; and Professional Liability insurance of \$1,000,000 per claim for protection against claims arising out of the performance of services under this Agreement caused by negligent acts, errors, or omissions for which ENGINEER is legally liable. If flying an Unmanned Aerial System (UAS or drone), ENGINEER will procure and maintain aircraft unmanned aerial systems insurance of \$1,000,000 per occurrence. OWNER shall be made an additional insured on Commercial General and Automobile Liability insurance policies and certificates of insurance will be furnished to the OWNER. ENGINEER agrees to indemnify OWNER for third party personal injury and property damage claims to the extent caused by ENGINEER's negligent acts, errors or omissions. However, neither Party to this Agreement shall be liable to the other Party for any special, incidental, indirect, or consequential damages (including but not limited to loss of use or opportunity; loss of good will; cost of substitute facilities, goods, or services; cost of capital; and/or fines or penalties), loss of profits or revenue arising out of, resulting from, or in any way related to the Project or the Agreement from any cause or causes, including but not limited to any such damages caused by the negligence, errors or omissions, strict liability or breach of contract.

3. OPINIONS OF PROBABLE COST (COST ESTIMATES)

Any opinions of probable project cost or probable construction cost provided by ENGINEER are made on the basis of information available to ENGINEER and on the basis of ENGINEER's experience and qualifications, and represents its judgment as an experienced and qualified professional engineer. However, since ENGINEER has no control over the cost of labor, materials, equipment or services furnished by others, or over the contractor(s)' methods of determining prices, or over competitive bidding or market conditions, ENGINEER does not guarantee that proposals, bids or actual project or construction cost will not vary from opinions of probable cost ENGINEER prepares.

4. CONSTRUCTION PROCEDURES

ENGINEER's observation or monitoring portions of the work performed under construction contracts shall not relieve the contractor from its responsibility for performing work in accordance with applicable contract documents. ENGINEER shall not control or have charge of, and shall not be responsible for, construction means, methods, techniques, sequences, procedures of construction, health or safety programs or precautions connected with the work and shall not manage, supervise, control or have charge of construction. ENGINEER shall not be responsible for the acts or omissions of the contractor or other parties on the project. ENGINEER shall be entitled to review all construction contract documents and to require that no provisions extend the duties or liabilities of ENGINEER beyond those set forth in this Agreement. OWNER agrees to include ENGINEER as an indemnified party in OWNER's construction contracts for the work, which shall protect ENGINEER to the same degree as OWNER. Further, OWNER agrees that ENGINEER shall be listed as an additional insured under the construction contractor's liability insurance policies.

5. CONTROLLING LAW

This Agreement is to be governed by the law of the state where ENGINEER's services are performed.

6. SERVICES AND INFORMATION

OWNER will provide all criteria and information pertaining to OWNER's requirements for the project, including design objectives and constraints, space, capacity and performance requirements, flexibility and expandability, and any budgetary limitations. OWNER will also provide copies of any OWNER-

furnished Standard Details, Standard Specifications, or Standard Bidding Documents which are to be incorporated into the project.

OWNER will furnish the services of soils/geotechnical engineers or other consultants that include reports and appropriate professional recommendations when such services are deemed necessary by ENGINEER. The OWNER agrees to bear full responsibility for the technical accuracy and content of OWNER-furnished documents and services.

In performing professional engineering and related services hereunder, it is understood by OWNER that ENGINEER is not engaged in rendering any type of legal, insurance or accounting services, opinions or advice. Further, it is the OWNER's sole responsibility to obtain the advice of an attorney, insurance counselor or accountant to protect the OWNER's legal and financial interests. To that end, the OWNER agrees that OWNER or the OWNER's representative will examine all studies, reports, sketches, drawings, specifications, proposals and other documents, opinions or advice prepared or provided by ENGINEER, and will obtain the advice of an attorney, insurance counselor or other consultant as the OWNER deems necessary to protect the OWNER's interests before OWNER takes action or forebears to take action based upon or relying upon the services provided by ENGINEER.

7. SUCCESSORS, ASSIGNS AND BENEFICIARIES

OWNER and ENGINEER, respectively, bind themselves, their partners, successors, assigns, and legal representatives to the covenants of this Agreement. Neither OWNER nor ENGINEER will assign, sublet, or transfer any interest in this Agreement or claims arising therefrom without the written consent of the other. No third party beneficiaries are intended under this Agreement.

8. RE-USE OF DOCUMENTS

All documents, including all reports, drawings, specifications, computer software or other items prepared or furnished by ENGINEER pursuant to this Agreement, are instruments of service with respect to the project. ENGINEER retains ownership of all such documents. OWNER may retain copies of the documents for its information and reference in connection with the project; however, none of the documents are intended or represented to be suitable for reuse by OWNER or others on extensions of the project or on any other project. Any reuse without written verification or adaptation by ENGINEER for the specific purpose intended will be at OWNER's sole risk and without liability or legal exposure to ENGINEER, and OWNER will defend, indemnify and hold harmless ENGINEER from all claims, damages, losses and expenses, including attorney's fees, arising or resulting therefrom. Any such verification or adaptation will entitle ENGINEER to further compensation at rates to be agreed upon by OWNER and ENGINEER.

9. TERMINATION OF AGREEMENT

OWNER or ENGINEER may terminate the Agreement, in whole or in part, by giving seven (7) days written notice to the other party. Where the method of payment is "lump sum," or cost reimbursement, the final invoice will include all services and expenses associated with the project up to the effective date of termination. An equitable adjustment shall also be made to provide for termination settlement costs ENGINEER incurs as a result of commitments that had become firm before termination, and for a reasonable profit for services performed.

10. SEVERABILITY

If any provision of this agreement is held invalid or unenforceable, the remaining provisions shall be valid and binding upon the parties. One or more waivers by either party of any provision, term or condition shall not be construed by the other party as a waiver of any subsequent breach of the same provision, term or condition.

11. INVOICES

ENGINEER will submit monthly invoices for services rendered and OWNER will make payments to ENGINEER within thirty (30) days of OWNER's receipt of ENGINEER's invoice.

ENGINEER will retain receipts for reimbursable expenses in general accordance with Internal Revenue Service rules pertaining to the support of expenditures for income tax purposes. Receipts will be available for inspection by OWNER's auditors upon request.

If OWNER disputes any items in ENGINEER's invoice for any reason, including the lack of supporting documentation, OWNER may temporarily delete the disputed item and pay the remaining amount of the invoice. OWNER will promptly notify ENGINEER of the dispute and request clarification and/or correction. After any dispute has been settled, ENGINEER will include the disputed item on a subsequent, regularly scheduled invoice, or on a special invoice for the disputed item only.

OWNER recognizes that late payment of invoices results in extra expenses for ENGINEER. ENGINEER retains the right to assess OWNER interest at the rate of one percent (1%) per month, but not to exceed the maximum rate allowed by law, on invoices which are not paid within thirty (30) days from the date OWNER receives ENGINEER's invoice. In the event undisputed portions of ENGINEER's invoices are not paid when due, ENGINEER also reserves the right, after seven (7) days prior written notice, to suspend the performance of its services under this Agreement until all past due amounts have been paid in full.

12. CHANGES

The parties agree that no change or modification to this Agreement, or any attachments hereto, shall have any force or effect unless the change is reduced to writing, dated, and made part of this Agreement. The execution of the change shall be authorized and signed in the same manner as this Agreement. Adjustments in the period of services and in compensation shall be in accordance with applicable paragraphs and sections of this Agreement. Any proposed fees by ENGINEER are estimates to perform the services required to complete the project as ENGINEER understands it to be defined. For those projects involving conceptual or process development services, activities often are not fully definable in the initial planning. In any event, as the project progresses, the facts developed may dictate a change in the services to be performed, which may alter the scope. ENGINEER will inform OWNER of such situations so that changes in scope and adjustments to the time of performance and compensation can be made as required. If such change, additional services, or suspension of services results in an increase or decrease in the cost of or time required for performance of the services, an equitable adjustment shall be made, and the Agreement modified accordingly.

13. CONTROLLING AGREEMENT

These Terms and Conditions shall take precedence over any inconsistent or contradictory provisions contained in any proposal, contract, purchase order, requisition, notice-to-proceed, or like document.

14. EQUAL EMPLOYMENT AND NONDISCRIMINATION

In connection with the services under this Agreement, ENGINEER agrees to comply with the applicable provisions of federal and state Equal Employment Opportunity for individuals based on color, religion, sex, or national origin, or disabled veteran, recently separated veteran, other protected veteran and armed forces service medal veteran status, disabilities under provisions of executive order 11246, and other employment, statutes and regulations, as stated in Title 41 Part 60 of the Code of Federal Regulations § 60-1.4 (a-f), § 60-300.5 (a-e), § 60-741 (a-e).

15. HAZARDOUS MATERIALS

OWNER represents to ENGINEER that, to the best of its knowledge, no hazardous materials are present at the project site. However, in the event hazardous materials are known to be present, OWNER represents that to the best of its knowledge it has disclosed to ENGINEER the existence of all such hazardous materials, including but not limited to asbestos, PCB's, petroleum, hazardous waste, or radioactive material located at or near the project site, including type, quantity and location of such hazardous materials. It is acknowledged by both parties that ENGINEER's scope of services do not include services related in any way to hazardous materials. In the event ENGINEER or any other party encounters undisclosed hazardous materials, ENGINEER shall have the obligation to notify OWNER and, to the extent required by law or regulation, the appropriate governmental officials, and ENGINEER may, at its option and without liability for delay, consequential or any other damages to OWNER, suspend performance of services on that portion of the project affected by hazardous materials until OWNER: (i) retains appropriate specialist consultant(s) or contractor(s) to identify and, as appropriate, abate, remediate, or remove the hazardous materials; and (ii) warrants that the project site is in full compliance with all applicable laws and regulations. OWNER acknowledges that ENGINEER is performing professional services for OWNER and that ENGINEER is not and shall not be required to become an "arranger," "operator," "generator," or "transporter" of hazardous materials, as defined in the Comprehensive Environmental Response, Compensation, and Liability Act of 1990 (CERCLA), which are or may be encountered at or

near the project site in connection with ENGINEER's services under this Agreement. If ENGINEER's services hereunder cannot be performed because of the existence of hazardous materials, ENGINEER shall be entitled to terminate this Agreement for cause on 30 days written notice. To the fullest extent permitted by law, OWNER shall indemnify and hold harmless ENGINEER, its officers, directors, partners, employees, and subconsultants from and against all costs, losses, and damages (including but not limited to all fees and charges of engineers, architects, attorneys, and other professionals, and all court or arbitration or other dispute resolution costs) caused by, arising out of or resulting from hazardous materials, provided that (i) any such cost, loss, or damage is attributable to bodily injury, sickness, disease, or death, or injury to or destruction of tangible property (other than completed Work), including the loss of use resulting therefrom, and (ii) nothing in this paragraph shall obligate OWNER to indemnify any individual or entity from and against the consequences of that individual's or entity's sole negligence or willful misconduct.

16. EXECUTION

This Agreement, including the exhibits and schedules made part hereof, constitute the entire Agreement between ENGINEER and OWNER, supersedes and controls over all prior written or oral understandings. This Agreement may be amended, supplemented or modified only by a written instrument duly executed by the parties.

17. ALLOCATION OF RISK

OWNER AND ENGINEER HAVE EVALUATED THE RISKS AND REWARDS ASSOCIATED WITH THIS PROJECT, INCLUDING ENGINEER'S FEE RELATIVE TO THE RISKS ASSUMED, AND AGREE TO ALLOCATE CERTAIN OF THE RISKS, SO, TO THE FULLEST EXTENT PERMITTED BY LAW, THE TOTAL AGGREGATE LIABILITY OF ENGINEER (AND ITS RELATED CORPORATIONS, SUBCONSULTANTS AND EMPLOYEES) TO OWNER AND THIRD PARTIES GRANTED RELIANCE IS LIMITED TO THE LESSER OF \$1,000,000 OR ITS FEE, FOR ANY AND ALL INJURIES, DAMAGES, CLAIMS, LOSSES, OR EXPENSES (INCLUDING ATTORNEY AND EXPERT FEES) ARISING OUT OF ENGINEER'S SERVICES OR THIS AGREEMENT REGARDLESS OF CAUSE(S) OR THE THEORY OF LIABILITY, INCLUDING NEGLIGENCE, INDEMNITY, OR OTHER RECOVERY.

18. LITIGATION SUPPORT

In the event ENGINEER is required to respond to a subpoena, government inquiry or other legal process related to the services in connection with a legal or dispute resolution proceeding to which ENGINEER is not a party, OWNER shall reimburse ENGINEER for reasonable costs in responding and compensate ENGINEER at its then standard rates for reasonable time incurred in gathering information and documents and attending depositions, hearings, and trial.

19. NO THIRD PARTY BENEFICIARIES

No third party beneficiaries are intended under this Agreement. In the event a reliance letter or certification is required under the scope of services, the parties agree to use a form that is mutually acceptable to both parties.

20. UTILITY LOCATION

If underground sampling/testing is to be performed, a local utility locating service shall be contacted to make arrangements for all utilities to determine the location of underground utilities. In addition, OWNER shall notify ENGINEER of the presence and location of any underground utilities located on the OWNER's property which are not the responsibility of private/public utilities. ENGINEER shall take reasonable precautions to avoid damaging underground utilities that are properly marked. The OWNER agrees to waive any claim against ENGINEER and will indemnify and hold ENGINEER harmless from any claim of liability, injury or loss caused by or allegedly caused by ENGINEER's damaging of underground utilities that are not properly marked or are not called to ENGINEER's attention prior to beginning the underground sampling/testing.

21. UNMANNED AERIAL SYSTEMS

If operating UAS, ENGINEER will obtain all permits or exemptions required by law to operate any UAS included in the services. ENGINEER's operators have completed the training, certifications and licensure as required by the applicable jurisdiction in which the UAS will be operated. OWNER will obtain any necessary permissions for ENGINEER to operate over private property, and assist, as necessary, with all other necessary permissions for operations.



Kaia Nesbitt, PLA, ASLA Project Director | Visioning Lead

As a Development Sector Leader at HDR, Kaia leads a range of projects both locally and nationally. With a passion for practice building, problem solving, smart city development and healthy placemaking, Kaia works collaboratively with multi-disciplinary teams to create solutions for facility and land-based projects at a variety of scales. Kaia frequently bridges design and engineering disciplines, integrating multiple design perspectives into strategic thinking and site solutions that maximize client value.

EDUCATION

Master of Landscape Architecture, University of Colorado Denver

Bachelor of Science, (Engineering, Product Design), Stanford University

PROFESSIONAL MEMBERSHIPS

Urban Land Institute, Community Development National Council
2014-Present

Urban Land Institute, ULI Colorado, WLI (Women's Leadership Initiative),
2013-Present

Urban Land Institute, ULI Colorado, Executive Committee, Colorado, 2014-2017

American Society of Landscape Architects (ASLA)
2004 - Present

Downtown Denver Partnership, Economic Development Committee (2010-2017)

Public Realm Committee (2017-Present)

University of Colorado, College of Architecture and Planning Advisory Council
2017-Present

RELEVANT EXPERIENCE

Railstop LLC (Panasonic, LC Fulenwider Inc.) Peña Station NEXT Experience Vision and Program Plan, Denver, CO

HDR is the lead consultant assisting with technology leader Panasonic, private developer LC Fulenwider, Denver International Airport and Kaiser Permanente, HDR created a community vision document for the new Peña Station NEXT development in Denver, Colorado. Peña Station NEXT is a transit oriented development uniquely integrated with not only health and wellness but also smart technology. The Wellness Center at Peña Station NEXT is intended to promote health and wellness in its broadest sense via a range of co-located functions including: healthcare clinics; fitness and recreation; alternative medicine; healthy eating; community spaces; and community resources. The Peña Station NEXT Wellness Center will provide recreation and healthcare opportunities that accommodate patients' needs and lifestyles within their own community.

Kaiser Permanente, Kaiser Permanente, RAD 2.0, California

Recognizing that the future of healthcare delivery rests squarely in outpatient and community-based settings, Kaiser Permanente embarked on the Re-Imagining Ambulatory Design challenge as a way to explore a different vision for the future. HDR partnered with KP to develop novel solutions to ambulatory care, ultimately

resulting in schematic design of five RAD pilot Medical Office Buildings. Conversion of RAD principles to facility standards for outpatient care at both traditional MOBs and BLINK community-based clinics.

The New Hill Co, Univ. Hill Commercial Context Study, Boulder, CO*

As project manager and design team member, managed a multidisciplinary design team to create the University Hill Redevelopment strategy to invigorate a unique section of Boulder. Worked with stakeholders through a series of public meetings, wrote and edited the Visioning Book, developed design solutions and managed the design team to develop concepts for streetscape, alley, and plaza designs in conjunction with architectural renovation, new development, a sustainability plan, and transportation plan improving links to the urban context. The comprehensive design vision includes an eight-block long district master plan and design. This project won the President Award for Planning and Urban Design from the Colorado Chapter of Landscape Architects in 2008.

Colorado Aerotropolis Visioning Study Denver, CO

HDR is the lead consultant assisting the Colorado Department of Transportation in preparing a study regarding the land use and infrastructure requirements to enhance economic development surrounding Denver International Airport

AWARDS

2018 Fast Company World Changing Ideas Finalist, Pena Station NEXT

2014 Design Award for Stapleton Conservatory Green & Plaza - CCASLA

2013 Honor Award for Design - Stapleton Visitor Center - CCASLA

2012 Award for Research and Communication - Stapleton Design Guidelines - CCASLA

2008 President Award for Planning and Urban Design - Boulder University Hill Redevelopment Plan - CCASLA

INDUSTRY TENURE

30 years

OFFICE LOCATION

Portland, Oregon

(DEN). The Colorado Aerotropolis Visioning study, funded by a grant from the Federal Highway Administration, collaboratively engages local jurisdictions and DEN Real Estate to examine the benefits and impacts of proactively planned Aerotropolis infrastructure surrounding DEN.

City of Calgary, Thornhill Community Centre, Calgary, Alberta, Canada

Utilizing a deep need-finding process of community engagement, HDR led conceptual design for a new 15 acre redevelopment on a future transit line within Calgary's established but demographically shifting neighborhoods. Starting with deep ethnographic studies and intense and thorough stakeholder engagement process, HDR developed a series of concepts that consider mobility, community place making, storm water management, to create a vibrant community centre integrating health, recreation, library, daycare, retail and food with programmatically rich interstitial spaces.

Forest City Development, Stapleton Parks & Streetscapes, Denver, CO

As design principal and formerly as project manager, Kaia provides project leadership, concept design, team and process management for over 10 development projects resulting in more than 300 acres of parks and streetscapes within the 4,700-acre sustainable community development at the former Stapleton Airport Site. Projects include design guidelines, conceptual design, construction documents and construction observation for an 80-acre park, redevelopment of a historic creek area, parkways, streetscapes, pocket parks and a retail-focused town center. Projects involve intensive collaboration with developer/client, engineer and other consulting team members on an expedited schedule.

City of Richmond, Steveston Community Centre, British Columbia, Canada

HDR led conceptual design, site analysis and programming for a new Community Center located within the unique Steveston neighborhood. Starting with

deep ethnographic studies and intense and a thorough stakeholder engagement process, HDR developed a series of concepts that consider mobility, community placemaking and connecting to adjacent residential and commercial context edges. The community centre will include recreation, library, playground and plaza that integrate into a community rich in heritage.

Colorado Department of Transportation, DRCOG, RTD; Mobility Choice Blueprint, Denver, CO

The Mobility Choice Blueprint is a collaborative strategy on how to best invest in and incorporate the rapidly changing technology that is revolutionizing transportation mobility options in the Denver metropolitan area. The study led by HDR, and in partnership with CDOT, RTD and DRCOG, will involve technology assessments, community ethnography and scenario modeling to gauge the technological impact on mobility and transportation. The outcomes will be recommendations for aligning policies and programs to invest in and maximize the region's future mobility interments as well as opportunities for public-private pilot projects.



Kâren Sander

Project Advisor

Prior to joining HDR, Kâren spent more than a decade leading the Downtown Boise Association (DBA), where she was deeply involved in the transformation of the urban core through collaborative advocacy, marketing, event planning and economic development. Following her tenure with the DBA she had the opportunity to work in the commercial real estate world and managed the district council for the Urban Land Institute of Idaho. Her project management mindset was founded in an early career in event creation and management, sports marketing and public relations in Idaho and South Africa.

Kâren now oversees marketing and business development for HDR where she uses her experience and relationships to pursue business opportunities and connect HDR to communities throughout Idaho, with the goal of improving the built environment.

EDUCATION

University of Johannesburg
(Previously known as
Witwatersrand Technikon and
Rand Afrikaans University);
Graduated with a 3 Year
Diploma in Public Relations &
Communication Science

SPEAKING ENGAGEMENTS

Idaho Business Review,
Presenter at Accomplished
Under 40 Awards, 2014,

Idaho Business Review,
Presenter Retail Forum, 2015

State of Downtown Boise,
Annual Meetings, 2005 -
2015

Presentations to various
service clubs in Boise, 2004
- 2015

International Downtown
Association, Session
Presenter at Annual
Conference, 2012 & 2015

Urban Land Institute of Idaho,
Housing Task Force Panel
Presenter, 2014

AWARDS

2015 Idaho Business Review
CEO of Influence Award, Non-
Profit Category

2012 Leadership Boise
Graduate & Leadership Boise
Academy Vice President

2006 Idaho Business Review
Women of the Year Award

RELEVANT EXPERIENCE

Executive Director, Urban Land Institute of Idaho.

Oversight of ULI Idaho a statewide district council of the Urban Land Institute, which included membership and sponsorship relations, marketing, program development and implementation. Increased the membership by 27% and program participation more than doubled to over 1,000 participants during her leadership. Kâren and her team organized a very successful Technical Assistance Panel (TAP) for the Coeur d'Alene Health Corridor in 2017 and she led the creation of the Women's Leadership Initiative for the council.

Specialist, Associate at Cushman & Wakefield Pacific

Downtown commercial real estate specialist and passionate urbanite, bringing insider knowledge on how downtown works to inform and guide real estate, development and growth decisions.

Executive Director, Downtown Boise Association (DBA)

Managed a non-profit association that administers the Downtown Boise Business Improvement District. Oversaw the administration and financial health of the organization, economic development and advocacy on behalf of the business community, marketing, public relations, and event management. Collaborated with various organizations to create, develop, recommend and implement

plans to benefit Downtown Boise.

- Raised over half a million dollars through sponsorship and event income annually to benefit the district.
- Initiated a closed loop gift card program for Downtown Boise resulting in over \$3 million in sales during her leadership.
- Negotiated for and achieved a change in the Downtown Boise Business Improvement District Ordinance to provide for financial stability of the district, resulting in an additional \$50,000 to the budget annually.
- Developed and initiated the organization's annual marketing and public relations campaigns.
- Collaborated with property owners, site selectors, economic development and regulatory organizations to attract businesses to downtown Boise.
- Managed all public, media and community relations for the DBA. Acted as the official spokesperson.
- Provided editorial content for the annual reports and State of Downtown Idaho Business Review magazines.
- Oversaw the development & ongoing updates of the organizations websites.
- Managed events and sponsorship services for high profile community events including Alive After Five, First Thursday, Annual Holiday Tree Lighting

2004 Idaho Business Review Accomplished Under Forty Award

2002 Small Business Administration's Idaho Women in Business Advocate of the Year Award

LEADERSHIP ACTIVITIES

Idaho Shakespeare Festival Board, 2014 - Present

Girls on the Run - Idaho, Founding Board Member, 1999 - Present

City Club of Boise Board Member, June 2016 - Present

Boise Metro Chamber of Commerce, Leadership Boise Alumni Board, 2012 - Present

Boise Metro Chamber of Commerce, Advisory Board, 2004 - 2015

Capital City Communicators Board of Directors - Past President, and VP of the Spring Seminar, 2000 - 2002

INDUSTRY TENURE

33 years

OFFICE LOCATION

Boise, Idaho

and the Twilight Criterium Bike Race. Initiated the first Downtown Dine Out event and Jazz on the Grove.

- Served on multiple task forces and committees to benefit Downtown Boise including the Downtown Boise Mobility Study which resulted in the creation of the Main Street Station, the downtown parking task force which resulted in the installation of electronic meters and the implementation of the ParkMobile App.
- Initiated the Traffic Control Box art wrap program that can now be seen throughout the city.

Event Director, St. Luke's Regional Medical Center

Responsible for marketing, public & media relations, sponsorship services & sales, and event logistics of the St. Luke's Women's Fitness Celebration, a 5K Run/Walk and Expo for women and children of all ages. The 5K attracted over 15,000 participants. Sponsorship services include negotiation for marketing dollars from local, regional and national corporations. Secured national media coverage in fitness and running magazines including Shape Magazine and Runner's World and on ESPN.

Owner - The Event Company

Owner/Operator of The Event Company, a Public Relations and Event Management company, with services that included sponsorship sales, public relations, logistics, promotions, marketing and media relations for sporting events, trade shows, corporate functions and professional individuals.

- Idaho Women's Health & Fitness Education Celebration, Inc. Idaho Youth Games,
- Women's Business Center Trade Show The Sawtooth Relay
- Idaho's Promise - America's Promise State Summit
- Keegan's Challenge Golf Tournament to benefit Cystic Fibrosis
- American Sprint Boat Racing Series
- Shakespeare's Council, Management Communication Training
- Hewlett Packard Corporate Functions Danielle Kennedy (Author & Speaker)

Media Promotions

- Muffy Davis (Elite Athlete/Olympian) Speaking Engagements\
- Caldwell Basque Charity Golf Tournaments

Previous Employment History

- Marketing and Office Manager, Brockett Display Company 1995 - 1997
- Restaurant Manager and Assistant Bookkeeper, Brick Oven Beanery 1993 - 1995
- Marketing and Office Manager, J. Stallcop Interiors & Design, 1992 - 1993
- Membership/Events Coordinator, Building Contractors Association of SW Idaho 1991 - 1992
- Executive Officer, Snake River Building Contractors Association 1989 - 1991
- Sports International & AC & R South Africa 1986 - 1988



Amy Williams, AIA, LEED AP

Healthcare Integration

Amy is an award-winning licensed architect in Minnesota, Michigan, Utah and Washington with more than 22 years of architectural experience. She is passionate about delivering projects that have value and inspirational design. As the Managing Principal of the Minneapolis office, Amy is committed to the success of the healthcare clients we work with. She has led a number large efforts for HDR with key clients including Intermountain Healthcare's Utah Valley Replacement Hospital and the Kaiser Permanente Chino Grand Medical Office Building.

EDUCATION

Bachelor of Architecture,
Iowa State University,
1996

REGISTRATIONS

Architect, Utah, No.
9312595-0301

Architect, Washington,
No. 8034

Architect, Minnesota,
No. 55073

Architect, Michigan,
No. 1301065913

Architect, Wisconsin
No.12537-5

PROFESSIONAL

MEMBERSHIPS

American Institute of
Architects (AIA), Member

National Council of
Architectural Registration
Board

LEED Accredited
Professional

INDUSTRY TENURE

22 years

OFFICE LOCATION

Minneapolis, MN

RELEVANT EXPERIENCE

Whidbey Island Public Hospital District Whidbey General Hospital Addition and Renovation *Coupeville, Washington*

Located 35 miles north of Seattle, the rural hospital is expanding to a 70,000 SF addition/renovation of the inpatient and perioperative units, including 39 beds. The facility is built using evidence-based design principles including acuity adaptable rooms, daylighting and views to nature, decentralized nursing stations and nurse servers in the patient rooms.

Mayo Clinic, Genesee Three-Story Vertical Expansion Study, Rochester, Minnesota

HDR was asked to review the expansion capabilities of the Genesee Building. The original structure was designed to allow for two additional floors. The HDR team in collaboration with Mayo and a contracting partner determined three additional floors could be added as long as the structure was steel and not concrete.

Mayo Clinic, Saint Marys Campus Master Plan, Rochester, Minnesota

Mayo Clinic, Saint Marys Campus Peace Garden, Rochester, Minnesota

Mayo Clinic, Physical Medicine and Rehabilitation, Albert Lea, Minnesota

Mayo Clinic, Hybrid Procedure Suite 2, Rochester, Minnesota

Mayo Clinic, Mary Brigh Building Cath Lab, Rochester, Minnesota

Mayo Clinic, Mary Brigh Building Pre/ Post, Rochester, Minnesota

Intermountain Healthcare, Bountiful Clinic Expansion, *Bountiful, Utah*

New 3-story, 57,360 SF addition and associated tie in renovations. This \$18 million project is designed for LEED Silver certification.

Intermountain Healthcare, Utah Valley Hospital, *Provo, Utah*

Master site planning programming and architectural design services for the phased replacement of the \$237M, 620,000 SF medical center.

Intermountain Healthcare, Utah Valley Clinic, *Provo, Utah*

Nine-story, \$76M, 276,000 SF Outpatient Facility including primary care, cancer center, pharmacy, Live-well cooking center and campus training center.

Kaiser Permanente, Next Generation Medical Offices 2.0, *Los Angeles, California*

HDR partnered with KP to develop novel solutions to ambulatory care ultimately resulting in schematic design of five pilot Medical Office Buildings.

Kaiser Permanente, Chino Grand Medical Office Building, *Chino, California*

48,932 SF MOB. Patient-centered collaborative care model dedicated to primary care. Implements Next Generation Medical Offices principles.

Kaiser Permanente, Beach Cities Medical Office Building, *Manhattan Beach, California*

Kaiser Permanente, Baldwin Hills Crenshaw Medical Office Building Study, *Los Angeles, California*



Bryan Copp, ASLA

Landscape/Open Space

Bryan has demonstrated his ability to manage and work on a wide variety of project types, and he is able to effectively communicate planning and design ideas early in the process giving clients a vision for the desired results. He is experienced in working with multi-disciplinary teams and is able to lead groups through project completion with a high level of client satisfaction. Much of the work Bryan has focused on includes improving public safety and access to transit and transportation facilities, and improving the function and aesthetic of urban environments.

EDUCATION

Master of Landscape Architecture, The University of Arizona, 1993

BA, Urban and Regional Planning, Eastern Washington University, 1985

PROFESSIONAL MEMBERSHIPS

American Society of Landscape Architects (ASLA)
– full member

INDUSTRY TENURE

34 years

OFFICE LOCATION

Seattle, Washington

RELEVANT EXPERIENCE

Overlake Village South and Marymoor Sub-area Studies, City of Redmond, Washington

Planned multimodal network including complete streets, streetscape, infrastructure, and stormwater alternatives for station areas expected to achieve significant transit-oriented development (TOD).

SR 520 Bridge Replacement and HOV Project, WSDOT, Seattle, Washington

Urban designer for team developing site concepts, structures and aesthetic treatments for project elements across a wide range of disciplines.

Accessible Mt. Baker Multi-modal Plan, Seattle Department of Transportation, Seattle, Washington

Developed unique plan including a transformative traffic solution, transit center, and streetscape specifically for enhancing pedestrian and bicycle safety.

NE 15th/16th Street Corridor/Spring District Planning and Design, City of Bellevue, Washington

Concept designs for new roadway, bicycle, pedestrian and streetscape improvements in a mixed-use area known as “BelRed.”

Transit-Oriented Development Plan for Dunlop/19th Ave. LRT Station Area, Valley Metro, Phoenix, Arizona

Illustrative plan for access and MetroCenter expansion to provide better access to future transit.

Campus Pedestrian Improvements, The University of Arizona, Tucson, Arizona

Planning and design for sidewalk and streetscape improvements along new transit corridor.

Main Street Transit-Oriented Development Planning, City of Mesa, Arizona

Designed conceptual illustrative TOD plans for opportunity sites located along a future high capacity transit corridor that currently exemplifies typical urban sprawl.

LRT Market Study Updates for Mesa and Tempe, Valley Metro Rail, Inc., Phoenix, Arizona

Planned and designed conceptual site design that included building massing and pedestrian improvements based on market study recommendations.

City of Scottsdale, Scottsdale Transportation Master Plan, Scottsdale, Arizona

Master plan that included all transportation modes that supported the adopted Scottsdale General Plan and met transportation and community needs over the next 20 years.

Washington State University, East Campus Planning and Loop Road, Pullman, Washington

Proposed new vehicle and pedestrian circulation plan for east campus based on re-evaluation of the 2012 Campus plan vision.



Thomas Knittel, AIA, LEED BD+C, NCARB

Urban Design

Tom is responsible for the overall design direction of projects in the Seattle studio, and is codirecting HDR's center of regenerative design. With over 33 years of design experience, Tom has worked on a broad range of building types including education, science and technology, healthcare, transportation, mixed-use, hospitality, sports, and cultural projects, garnering more than 35 local and national design awards and recognition, including a 2004 GSA Design Excellence award. He is a frequent lecturer on design innovation and biomimicry, including giving the annual "Sustaining our World" address in 2013 at the University of Washington. He is the design leader for the LEED Platinum William Jefferson Clinton Children's Center in Port-au-Prince, Haiti, a pro-bono project funded by the USGBC and their global partners. This triple net-zero facility will be completed in January of 2018.

EDUCATION

Harvard Graduate School of Design, Masters of Design Studies MDeS

Graduate Study, SCI-ARC Switzerland

Kansas State University, Bachelors of Architecture

REGISTRATIONS

Registered Architect - British Columbia, No. 4009

National Council of Architectural Registration Boards

Registered Architect - Washington, No. 11773

Registered Architect - Montana, No. 14164

Registered Architect - Missouri, No. A-5220

PROFESSIONAL

MEMBERSHIPS

American Institute of Architects (AIA)

LEED AP BD+C

ASU Biomimicry Center Advisory Board

INDUSTRY TENURE

37 years

OFFICE LOCATION

Seattle, Washington

RELEVANT EXPERIENCE

Warner Uptown Center Master Plan, 6 M SF / 45 acre residential, office, retail, cultural redevelopment master plan (completed 2014), Woodland Hills, CA

This master plan creates a model transit-oriented development (TOD) reducing dependency on the private automobile while introducing a new paradigm for community development in 21st century Los Angeles, pursuant to the TOD goals and objectives of Senate Bill 375, the California Sustainable Communities Strategy and Climate Protection Act, as well as the Warner Center 2035 Plan. Project Principles include:

- Optimize density in job producing commercial space, labor pool expanding residential uses, visitor serving capacity in hotel uses, and associated recreation, retail and other amenities in order to maximize urban efficiency.
- Provide a balanced, mixed-use community that serves all economic backgrounds, with job and housing opportunities for residents of all skill levels.
- Leverage extensive public amenities and private investment into a job-creating and job-sustaining neighborhood that draws on the labor pool from within the project site, the immediate neighborhood, Canoga Park, and surrounding areas.
- Create a pedestrian- and bicycle-oriented neighborhood with walkable streets, a comprehensive network of bike paths, active streetscapes, vibrant community amenities, neighborhood-oriented retail, and extensive connectivity to adjacent development.
- Provide extensive, connected public open space with public access to support a healthy, safe and easily accessible community.
- Maximize open space by minimizing surface parking.
- Design a mixed-use development that respects the surrounding neighborhood and the architectural experience of the region while creating a truly sustainable community for the 21st Century.
- Create project-wide standards for building design that meet or exceed CalGREEN standards and maximize resilience to potential future climate change.
- Include a project-serving co-generation facility that maximizes project-wide energy efficiency.

Oceanwide Mixed-Use Development, 2.1 M SF / 7.5 acre residential, retail and entertainment district (completed 2017), Changsha, China

This project in the Wuhan CDB provides a leisure and recreation center, and service apartments to complement the mixed-use Phase 1 project to the north. Commercial components in the form of an anchor recreation building surrounded by an outdoor entertainment district is supported by below grade parking, loading and service. After-hours access between the garage and the outdoor entertainment district is provided. One level of retail and recreation below grade connects the district and is accessed through the parking garage, from the individual buildings, or from the recessed court that bring daylight and orientation to underground spaces. Two slender 44 story service apartment buildings are positioned to maximize views to the adjacent urban park, while the mixed-use center allows for strong connections between the uses on the project site and the amenities in the park, including an underground parking facility.

Meixi Lake R4 District, 7.4 M SF / 488 acre residential / retail district (completed 2010), Changsha, China

A neighborhood of the Meixi lake Development, the R4 Mixed Use Residential District is planned to be a sustainable and vibrant residential community for 47,000 inhabitants in a myriad of housing types. Residents of district R4 will be able to live in high-rise towers, mid-rise and low-rise buildings as well as mountain villas. The district is designed to be a pedestrian and transit oriented community where all blocks, transit stops and commercial streets provide residents with multiple options within convenient walking distances. The Canal Promenade, the courtyards and a continuous

bike path foster a diverse pedestrian experience. At the heart of each block throughout the district the courtyards play a vital role on the developments' sustainable site strategies and storm water management. They also present residents with community gardens and public amenities. The courtyard typology is unique, incorporating low, mid, and high-rise elements at each block, meeting strict daylight access requirements modeled after the forest, where a diversity of form, space and arrangement creates daylight access for all.

The New American City | Noisette, 3000 acre master plan and 350 acre redevelopment plan (completed 2004), North Charleston, South Carolina

This Noisette Community Master Plan began with a vision for the New American City: A vibrant, healthy city, embracing its heritage and celebrating its role as community, ecosystem, and marketplace. The vision is based on the Triple Bottom Line - a balance among people, planet, and prosperity - embodying the belief that sustainable cities must be equally responsive to social needs, environmental responsibility, and economic vitality. The Master Plan responds to the City's Pledge to its Citizens, a set of principles that underpins a future of prosperity, opportunity, social harmony, educational excellence, and ecological restoration. The Noisette Community Master Plan creates a sustainable vision for the 3,000 acre historic center of the City of North Charleston, South Carolina. The Noisette Master Plan recognizes the need to view the naval base redevelopment within the larger community. Upon completion of the master plan, several projects Thomas designed were also completed, including the conversion of a storehouse in the naval yard into an arts incubator, and performance pavilion and naval memorial within the new riverfront

park. *The Noisette Master Plan was awarded the ASLA Award of Excellence in 2005.*

East Downtown Urban Framework Plan, 30 acre (completed 2004), Kansas City, Missouri

The Urban Design Framework establishes a new design vision for a 30-acre area east of the Government/Civic district in downtown Kansas City. The plan developed a set of urban design principles and framework to guide new mixed-use development in the area with a high concentration of urban housing. The plan redefines the north/south blocks in the area through the introduction of east/west mid-block connectors that link key destinations while creating building sites with improved environmental orientation. Streets reflect the priority of the pedestrian are multi-modal, supporting ample sidewalk widths, mid-block traffic calming and an urban reforestation plan.



Oliver Kuehne, LEED AP

Connectivity Lead

Oliver has over two decades of experience in planning and urban design. Trained in architecture, Oliver is comfortable working at a wide range of scales, from site plans to streetscape and corridor design, to master plans for neighborhoods, downtowns, districts or campuses, and to city-wide land use or transportation plans. At every scale, Oliver focuses on creating attractive and vibrant places where people want to live, work, learn, shop and play — places that integrate a range of uses and a variety of open spaces within a short walk or bike ride. An avid walker, bicyclist and transit rider himself, Oliver understands the needs of slower-speed travelers. He views streets not merely as thoroughfares to efficiently move cars, but as public spaces where people drive, bicycle and walk, get on and off buses, and meet and socialize. Oliver is an expert in developing form-based codes and design standards, which he views as important place making tools.

EDUCATION

Architecture and Town Planning, University of Stuttgart, Germany, Master of Architecture, 1997

REGISTRATIONS

LEED Accredited Professional

PUBLICATIONS

The Charrette Handbook, National Charrette Institute 2006, Contributing author

INDUSTRY TENURE

22 years

OFFICE LOCATION

Portland, Oregon

RELEVANT EXPERIENCE

Brooks Corridor Transit-Oriented Development Infrastructure Study, Missoula, Montana

Conceptual design plan for a 2-mile stretch of Brooks Street to study transit integration, improvements to pedestrian and bike routes along and across the corridor, and envisioned transit-oriented redevelopment of sites along the corridor.

Transit-Oriented Development Strategic Action Plan, Surprise, Arizona

Study to provide guidance and direction for the City of Surprise to encourage high-quality development at transit nodes and along planned transit routes identified HDR's Transit Feasibility Study. This strategy will be implemented as part of the City's efforts to update the zoning ordinance and other regulatory documents.

DART Transit-Oriented Development Guidelines, Dallas, Texas

Complete overhaul DART's 2008 TOD Guidelines, intended to provide guidance for the development of sites within 1/2 mile of light rail transit stations in the 13 municipalities served by DART.

SR 50 Station Area Analysis, Orlando, Florida

Developed conceptual site plans for transit-oriented development on key locations along a planned bus rapid transit route.

Link Union Station, Los Angeles, California

Transformation of the historic Los Angeles Union Station from a stub-end terminal to a run-through station. The project includes the addition of a new passenger concourse, a new rail structure crossing US-101, the accommodation of future rail services including high-speed rail, and significant bike/pedestrian improvements.

Bicycle Mobility Planning, Corpus Christi, Texas

Technical assistance to the Corpus Christi MPO for the Strategic Plan for Active Transportation. Design and illustration of specific bicycle facilities and photo-montages of proposed treatments for public involvement events.

Code Update for TOD Station Areas and Multimodal Corridors, Osceola County, Florida

Form-based code to regulate development in walkable, bikeable, and transit-supportive forms and patterns with a fine-grained network of safe, vibrant and attractive streets.

School Access Improvement Study, Washington County, Oregon

Inventory and gap analysis of the pedestrian network within a 1-mile radius of 53 schools. Lists of potential improvement projects within a half-mile watershed of each school.

Outer Powell Transportation Safety Project, Portland, Oregon
Study to propose safety improvements for a 4-mile stretch of US 26. The goal is to reduce the frequency and severity of collisions and potential conflicts between vehicles, pedestrians, transit and bicyclists.

Westside Mobility Strategy, Vancouver, Washington
Study to assess transportation options that provide the best possible balance between a thriving port, industrial areas, livable neighborhoods and a revitalizing urban core.

NE 82nd Avenue/NE Airport Way Interchange Analysis, Portland, Oregon
Analysis and conceptual design for operational improvements to the primary entrance to Portland International Airport. The study included future capacity improvements and improved bike and pedestrian access to the terminal and Port of Portland facilities.

Front-Main Two-Way Conversion Study, Missoula, Montana
Feasibility study for the conversion of a one-way couplet to two-way operations. The study looked at impacts to downtown businesses; residential areas; vehicle, bike and pedestrian traffic; streetscape aesthetics; safety; parking; public transit and air quality.

Marion Transitway Improvements, Tampa, Florida
Design study exploring improvements to bus operations, aesthetics, and passenger amenities.

124th Avenue NE, Bellevue, Washington
Roadway with attractive urban design, innovative stormwater management, and context sensitive landscape. Currently a 2-lane backroad without curb and gutter or sidewalks, 124th Avenue will morph into an urban thoroughfare with

bicycle and pedestrian amenities while providing continued truck access to the remaining industrial uses.

NE 15th/16th Street Multimodal Corridor, Bellevue, Washington
Multimodal corridor with attractive streetscape through the BelRed area, which is evolving from an industrial district into a transit-oriented mixed-use neighborhood. Key features include context sensitive roadway design, integration of the planned light rail facilities, regional bike paths, natural drainage features, and three fish-bearing streams.

City Hall & Transit Center Site Study, Clearwater, Florida
Siting study for a new city hall, transit center, and surrounding TOD. The study looked at combining all program components on one city block adjacent to the planned light rail station, as well as developing city hall on a separate site 2 blocks away. The plan accommodates a bus transfer station near the light-rail stop.

Livable Centers Study, Waller, Texas
Plan and implementation strategy to improve access while reducing the need for mobility by single-occupancy vehicles. The study identified possible transportation improvements - including a commuter rail station; identify the elements of the community's character that are prized by residents and improvement ideas for building upon them; identify opportunities for infill development or redevelopment of key parcels; and identify strategies to implement these improvements.

Energy Efficiency & Conservation Block Grant Program, Corpus Christi, Texas
Community-wide integrated sustainability master plan, developed in a week long multi-disciplinary charrette designed to test ideas of integrated community planning on 11 distinct nodes around

the city. Elements considered in this planning effort ranged from nature to physical environment to economics and culture.

Downtown-Natomas-Airport Light Rail Extension, Sacramento, California
Conceptual design alternatives for multiple stations along the planned light rail expansion between downtown Sacramento and the airport.

US 19 Corridor Development Code & Design Standards, Clearwater, Florida
Standards to guide the development and redevelopment of sites along the 8.4-mile-long US 19 corridor consistent with the US 19 Redevelopment Plan (drafted by HDR in 2012; won two regional awards. The standards are designed to promote more employment-intensive and transit-supportive development and establish walkable, mixed-use destinations at major cross streets that provide safe and accessible settings for working, living, and shopping.

City Center Building Design Guidelines, Caldwell, Idaho
Streetscape and building design guidelines for the City Center district. A set of form-based design guidelines intended to support the City's vision of a vibrant mixed-use and pedestrian-oriented City Center around that creek with a "turn of the century" character. The project culminated in proposed changes to the City's Zoning Ordinance.

Industrial Park Master Plan, Fruitland, Idaho
Concept plan for the development of two sites identified by the city as future employment centers to provide "shovel ready" development sites for growth over the next 30 years. The plan provides an illustrative vision and includes elements to promote pedestrian and bicycle access and connectivity.



Cameron Waite, PE, PTOE

Transportation Planner

Cameron offers over 18 years of experience in civil engineering, focusing on traffic related designs and studies as well as roadway and intersection design. Cameron has conducted safety analyses for highways and intersections and worked on statewide safety projects for the State of Idaho. He has additional experience preparing traffic analyses and studies for projects including small residential developments, cities, county sub- areas, highway corridors, mines, and nuclear waste storage and treatment facilities as well as Interchange Modification and Justification Reports. His design experience includes highway/interchange geometrics and digital modeling using InRoads. He has experience in the preparation of roadway design plans, traffic control plans, and roadway signing, pavement marking, and delineation plans. He has developed traffic simulation models to depict and analyze roadway and traffic designs for intersections, interchanges, highway corridors, and interstate systems. He recently completed a four year commitment serving on the ITE Intermountain Section Board, serving as president in 2018.

EDUCATION

MS, Civil Engineering (Civil Engineering with emphasis in Transportation), University of California at Berkeley, 2001

BS, Civil/Structural (Civil Engineering), Brigham Young University, 2000

REGISTRATIONS

Professional Traffic Operations Engineer, Washington D.C., United States, No. 2713

Professional Engineer, Idaho, United States, No. 11633

Professional Engineer, Montana, United States, No. 38971

Professional Engineer, Nevada, United States, No. 020010

Professional Engineer, New Mexico, United States, No. 19323

Professional Engineer, Oregon, United States, No. 81217PE

Professional Engineer, Utah, United States, No. 4777936-2202

RELEVANT EXPERIENCE

Cloverdale Road, Overland Road to Franklin Road, ACHD, Boise, ID

Project Manager. Cameron managed this very quick response to a tragic fiery crash on I-84 under the Cloverdale Road Overpass that claimed the lives of four people and damaged the bridge, making it unsafe. HDR delivered PS&E plans for over ½ mile of roadway expansion from a rural 2-lane roadway to a five lane urban roadway with raised bike lanes and sidewalks. Cameron coordinated ACHD design goals with ITD bridge replacement design, developing great, technically solid design. Cameron completed this design within 2 ½ months to meet the emergency response requirements for constructing the improvements. He managed the design team and provided critical support to ACHD staff in setting up, preparing for, and attending stakeholder meetings to discuss the project. He also managed HDR staff and subconsultants for survey and materials.

Design activities included:

- Developing roadway geometrics to connect the 5 lane segments of Cloverdale Road on each side of I-84, including raised bike lanes, curb, gutter, and sidewalk
- Pedestrian ramps, raised bike lanes, and sidewalks were designed to connect

with existing facilities and meet ACHD long term plans. This is the first ACHD project to incorporate raised bike lanes and HDR developed unique ramps and connections to traditional bike lanes

- Existing public road intersections were updated and maintained
- Designed Ridenbaugh Canal structure widening and MSE walls leading up to I-84 structure
- Stormwater infiltration chambers were designed to retain runoff on-site for the center portion. Connection to existing systems north and south were created for stormwater conveyance
- Coordinated with the USACE to meet requirements and obtain 404 permit and 401 certification
- Coordinated with the Nampa & Meridian Irrigation District to understand and implement their design requirements for the Ridenbaugh Canal structure widening and gain a construction permit
- Utility coordination was crucial due to the many utility conflicts and relocations needed to accommodate the design. Sidewalk and roadway alignments were adjusted to allow the Idaho Power poles to remain on the same alignment when replaced.

PROFESSIONAL MEMBERSHIPS

American Society of Civil Engineers (ASCE), Southwest Idaho, 2000-Present

Tau Beta Pi Engineering Honor Society, 2000-Present

Institute of Transportation Engineers (ITE), Idaho, 2001-Present

ITE Intermountain Section Past President

INDUSTRY TENURE

18 years

OFFICE LOCATION

Boise, ID

Fairview Ave. and Main St. Improvement and Local Streets Plan, Ada County Highway District, Boise, ID Project Manager, Lead Traffic Engineer.

Cameron developed the Fairview Ave. and Main St. Local Streets Improvement Plan for the Ada County Highway District (ACHD), in cooperation with the City of Boise. This Plan evaluates and recommends infrastructure improvements to the area around the one-way couplet of Fairview Ave. and Main St. Specific objectives of the Plan HDR met include:

- Determining the feasibility of reducing the number of travel lanes on Fairview Ave. and Main St. from four to three to allow for the reconfiguration of these arterials.
- Adding on-street parking to Fairview Ave. and Main St.
- Improving existing bicycle lanes on Fairview Ave. and Main St.

Cameron led a technical team that included ACHD, the City of Boise, the Capital City Development Corporation (CCDC), and Valley Regional Transit (VRT). The Plan also proposed an expansion of the local streets network between Idaho St. and the area south of Fairview Ave. to decrease out of direction travel and increase connectivity for motorists, pedestrians, and bicyclists. HDR gathered data, developed forecast travel demand, and conducted conceptual and operational analyses for several forecast scenarios including lane reconfigurations and additional local streets. HDR also supported the ACHD Communications Group in stakeholder and public outreach. Cameron led the team in selecting options for implementation along Fairview Ave. and Main St. as well as bicycle facility improvements along both arterials. He is currently leading the design of the reconfigured pavement marking, signing, and signal head placement to provide the planned improvements.

13th St. and Kootenai St. Traffic Calming Concept Studies, ACHD, Boise, ID Project Manager, Lead Traffic Engineer.

Cameron developed these studies for ACHD. The residents of 13th Street and Kootenai Blvd. each provided petitions to ACHD expressing the need for traffic calming to improve safety on these streets by slowing down traffic and making bicyclists and pedestrians more visible. The goal of the study was to listen to and address their concerns and develop conceptual plans for each corridor to provide these improvements. HDR worked with ACHD and neighborhood leaders in the Kootenai and 13th Street neighborhoods to collect public input about the traffic concerns, create ideas for solutions based on that input, and then present alternative solutions. Citizens and ACHD employees worked together to understand the problems and make the streets more pedestrian and bicycle friendly and safe. HDR led a very robust and innovative public involvement and information campaign to engage the residents and users of these streets in new and more visually oriented ways.

Identified solutions presented to the public included:

- Radar speed limit signs
- Bulb outs at intersections to reduce street width and make pedestrians more visible
- Island and/ or chicanes along Kootenai St. to narrow the roadway and make it feel more like a neighborhood street and not an arterial
- Narrow 13th Street and Hill Road from Camels Back Park to 15th Street with new curb, gutter, and sidewalk

Cameron developed conceptual plans for each corridor that were adopted by the ACHD Commission. ACHD will develop designs to implement the recommendations.



Stephanie Borders

Public Involvement Lead

With extensive experience in the public involvement and communications fields, Stephanie Borders has successfully completed the public involvement for a variety of public projects. She specializes in working one-on-one with stakeholders and property owners to resolve difficult issues, including right of way acquisition, relocation of property access and aesthetic treatments. She is a trained facilitator with experience building consensus within groups including state, county and municipal entities. As a former journalist, she is skilled at crafting project messages and media relations.

EDUCATION

BS, Broadcast Journalism,
Arizona State University, 1988

ADDITIONAL TRAINING

NEPA Training, Oregon Law
Institute

The Mediation Process, CDR
Associates

Facilitation Certification,
Leadership Strategies

2008 Native American
Cultures Module, Northwest
Planning and Development
Institute

Public Participation
Certificate, International
Association for Public
Participation

INDUSTRY TENURE

29 years

OFFICE LOCATION

Boise, Idaho

RELEVANT EXPERIENCE

Strategic Communication for the Boise Airport Master Plan Update, City of Boise, Idaho

Project Manager. A typical airport master plan update is a rather dull, data-driver process. Boise's was controversial due to the possibility of the US Air Force to base the F-35 training mission in Boise. That decision was up to the military but the public used the forum to attack Boise Airport leadership. Stephanie took a strategic approach to the issue and suggested the Airport Director develop a process for addressing noise and the F-35 mission separate from the master plan. She also changed the format of the master plan public meetings from a presentation to an open house to allow for a more positive discussion about the future of the Boise Airport terminal and facilities. The controversy continued but the F-35 protesters no longer used the Master Plan as a forum.

I-15/US-20 Connector Study, ITD, Bonneville County, City of Idaho Falls, Idaho Public Involvement (PI) Coordinator.

Stephanie is leading the public involvement for Idaho's first major Planning and Environmental Linkages (PEL) Study in Idaho. The study will develop short-, mid- and long-term solutions that can be constructed as funding becomes available. The study area includes six existing interchanges - two on I-15 and four on US-20. Stephanie's activities to date include

conducting a Visioning Workshop, working with a Community Working Group, and developing branding and key messages.

City of Nampa, 2nd and 3rd Streets South Reconstruction, Nampa, Idaho Strategic Communications Lead.

Stephanie led strategic communications and outreach for this project to rebuild roadways in Nampa's downtown core. The project was critical to Nampa's Mayor who had campaigned on downtown revitalization. Stephanie worked with the city's Business Improvement District (BIdaho) to develop a campaign to urge consumers to shop local during the project. She worked with the client to present positive messages to local media, held weekly coordination meetings with businesses to address their issues and promote economic development. Elements of the campaign included branding, event planning, and media relations.

Construction Management Services, City of Nampa, Idaho

PI Coordinator. Stephanie has provided strategic communications support to the City of Nampa for the past two years and works closely with the city engineer, communications director, and planner to communicate the impacts of construction projects to the public. She developed a brochure that was mailed to every city resident giving an overview of the construction, writes press releases,

and prepares mailings for specific projects on an as-needed basis.

Division of Motor Vehicles (DMV) Communication Services, ITD, Boise, Idaho

Stephanie manages this five-year contract to provide strategic communication support to DMV as it “modernizes” its business and technology efforts. She works directly with DMV’s Administrator and top managers and directs the HDR creative team to produce campaign collateral including videos, press releases, brochures, postcards, posters, and social media. Stephanie is primarily responsible for leading communication efforts statewide for REAL Idaho which has been rebranded as Star Card. She wrote and coordinated the production of the interactive Star Card and led the development the “Don’t Get Grounded” campaign in 2019 that includes videos, social media, mailers, posters, and displays in all of Idaho’s airports.

Ada County Highway District/City of Boise, Fairview and Main Local Streets, Boise, Idaho

PI Coordinator. Public Involvement Coordinator. Stephanie led the public involvement for this project that will remove travel lanes (through restriping) on two commuter routes to add on-street parking and enhanced bike lanes. As the area redevelops, the city would like to see less motorized traffic and create a vibrant, walkable area. She conducted one-on-one meetings with adjacent business and developers including Boise’s largest hospital and community college and coordinated with ACHD to hold two open house meetings in the project area.

State Street and Collister Drive Intersection, ACHD, ITD, Boise, Idaho

PI Coordinator. The Public Involvement process for this skewed intersection identified for improvements in safety, bike/pedestrian access, and traffic operations. Stephanie gathered input through an online survey and a public open house. She conducted one-on-one meetings with affected business and property owners and facilitated a contentious working group opposed to realignment of the intersection. Working to gain consensus and acceptance where possible, she used conflict resolution techniques to ensure all participants felt heard. HDR is providing the full design for this project, including traffic analysis, environmental documents, and PS&E.

ACHD, 13th Street and Kootenai Street Traffic Calming Studies Boise, Idaho

Stephanie worked closely with ACHD to design and conduct a robust public involvement process for 13th Street and Kootenai Street Traffic Calming studies. Outreach included door-to-door visits in the neighborhood, workshops, walking tours, a pop-up meeting, and public presentations/open houses. The goal was to engage neighborhood residents to identify ideas for preserving and enhancing the neighborhood while creating a more pedestrian and bicycle friendly environment. Both plans were approved by the ACHD Commission and will move into the Five-Year Work Plan for construction.

Wastewater Toxic Management Plan, City of Coeur D’Alene, Idaho

PI Coordinator. The City of Coeur d’Alene was facing a tight deadline to provide educational materials as part of a Toxics Management Plan. The materials were critical to meeting the requirements of a federal permit. Stephanie was brought in three weeks before the deadline and helped develop a flyer focused on reducing PDBs in the local environment. The flyer included a section specifically targeting young children. Her team helped develop a “mooscot” to keep the message friendly and fun.



Carrie Applegate

Public Involvement Support

Carrie is an experienced copywriter and graphic designer with more than 18 years of experience in public relations, marketing, branding, and advertising. Her diverse experience working for advertising agencies and non-profit organizations means she thinks outside of the box for innovative ways to present concepts and ideas in a cost-effective manner. For the Idaho STEM Action Center, Carrie will work closely with project manager, Stephanie Borders to create effective messaging and deliverables to educate and inform the industry, legislators, and communities of the STEM Action Center activities. She is proficient in Adobe's Creative Suite software package, including InDesign, Photoshop, and Acrobat as well as Microsoft Office; she is experienced using PremierePro, Zoho, Constant Contact, WordPress and Social Media marketing.

EDUCATION

Bachelor of Business Administration, Marketing, Boise State University

INDUSTRY TENURE

18 Years

OFFICE LOCATION

Boise, Idaho

RELEVANT EXPERIENCE

Idaho DMV, Star Card Promotional Campaign, Boise, Idaho

Public Involvement and Graphics Specialist. The DMV is conducting a promotional campaign to promote the Star Card - Idaho's REAL ID. The campaign is educating and promoting the card through airport print and digital ads; newspaper editorials and letters to editors; leave-behinds; digital ads on social media, search engines and media sites; and targeted email blasts. Carrie is providing graphic design and digital ad management for the campaign. Providing recommendations and analysis of media buys by tracking click-through rates, web analytics, and audience reach.

2nd & 3rd Streets South Construction Project, City of Nampa, ID -

Public Involvement and Graphics Specialist. Reconstruction of the two central streets in Downtown Nampa had the potential to disrupt commerce for the 100+ businesses in the area. HDR worked with the City to design helpful tools for the businesses directly impacted by the five-month construction schedule. Carrie designed posters, fliers, maps, social media tools, and door hang-tags to be used to educate stakeholders on the project, construction delays, detours, and periodic utility outages for the project.

13th Street & Kootenai Traffic Calming, ACHD, Boise, ID - Graphic Designer

HDR was hired by ACHD to investigate ways to calm the traffic on the busy

residential streets or 13th Street in the North End and Kootenai Street on the Bench. This project used innovative public involvement methods to facilitate discussion between neighbors so the neighborhood is suggesting the traffic calming improvements rather than the changes being pushed down from the Highway District. Public open houses followed by facilitated discussions allowed the neighbors to communicate what changes they would or would not like to see on these streets. Carrie designed maps, graphic displays of street sections, displays, and educational materials to educate and inform the stakeholders on this project. Visual displays included large format posters and graphics created for the side of a van for a walking public involvement meeting. A pocket-sized handout was designed specifically for the mobile nature of the walking meeting. Carrie also designed exhibits utilizing an interactive smart board where neighbors could touch their house on a map to show how their part of the street would be impacted.

NON-HDR EXPERIENCE

The Discovery Center. *Boise, ID.* **Volunteer Graphic Designer.** Carrie volunteered for to help them promote their adult outreach programs by creating posters, newsletters, and brochures.



LELAND CONSULTING GROUP



Chris Zahas, AICP

Managing Principal

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

Education

Portland State University: *Master of Urban & Regional Planning*
 Lewis and Clark College: *Bachelor of Arts, International Affairs*

Publications and Public Speaking Experience

- Guest lecturer: Portland State University, University of Oregon
- Rail~Volution
- Western Planners Conference
- Urbanism Next
- Nevada Chapter of the American Planning Association
- Utah Chapter of the American Planning Association
- Washington Association of Realtors
- Contributing Author: *Sustainable and Resilient Communities: A Comprehensive Action Plan for Towns, Cities, and Regions, 2011*

Professional Memberships

- Urban Land Institute
- American Planning Association
- American Institute of Certified Planners (#019464)
- City Club of Portland
- Hyperloop Advanced Research Partnership, Treasurer

Representative Project Experience

- Bozeman Midtown Corridor Action Plan, Bozeman, Montana
- Redmond Downtown Urban Renewal and Medical District Master Plan, Redmond, Oregon
- Boise Urban Renewal Area Eligibility Study, Boise, Idaho
- Pocatello Urban Renewal Market Analysis, Pocatello, Idaho
- Downtown Housing and Revitalization Initiative, Boise, Idaho
- Tigard Triangle Equitable Urban Renewal Implementation Project, Tigard, Oregon
- Spokane Neighborhood Centers and Corridors Revitalization Strategies, Spokane, Washington
- Dundee Urban Renewal Plan, Dundee, Oregon
- Brighton Urban Renewal Advance, Brighton, Colorado
- North Bend Urban Renewal Analysis and Minor Plan Amendment, North Bend, Oregon
- Spokane County US 2, Spokane, Washington
- Development Code Update and Midtown Corridor Strategy, Bozeman, Montana
- Coquille Urban Renewal Report Amendment, Coquille, Oregon
- Three Mile Lane Corridor Strategy, McMinnville, Oregon
- Meridian Comprehensive Plan, Meridian, Idaho

Qualifications of Vicki K. Mundlin, MAI

Senior Managing Director

Valbridge Property Advisors | Inland Pacific Northwest

Independent Valuations for a Variable World

State Certifications

State of Washington

State of Idaho

State of Montana

Membership/Affiliations:

Member: Appraisal Institute – MAI Designation

President: Inland NW Chapter–Appraisal Institute (2004-2005)

Member: Coeur d’Alene Traders Club

Member: Coeur d’Alene Chamber of Commerce

Member: Spokane Home Builders Association

Appraisal Institute & Related Courses:

Appraisal Institute Courses:

Review Theory - 2018

Uniform Standards of Professional Practice – 2016, 2018

Subdivision Valuation – 2016

Uniform Appraisal Standards for Federal Land Acquisitions – 2017

Eminent Domain and Condemnation – 2017

Appraisal Overview Curriculum – 2011

Business Practices & Ethics – 2005, 2010, 2014, 2016

Real Estate Finance, Statistics and Valuation Modeling – 2011

Supervising Appraisal Trainees – 2012

Land, Condo & Subdivisions, Solutions to Hard Value Assets – 2010

Condominiums, Coops and PUDs – 2007

General Appraiser Market Analysis & Highest & Best Use – 2008

Evaluating Commercial Construction – 2004

Valuation of Detrimental Conditions – 2002

Separating Real & Personal Property from Intangible Bus. Assets –
2002, 2013

Education

Bachelor of Science

Management

Lewis-Clark State College

Experience:

Senior Managing Director

ValbridgePropertyAdvisors|Inland Pacific Northwest (2013-Present)

Principal & Analyst/Appraiser

Auble, Jolicoeur & Gentry, Inc. (2004-2013)

Appraiser

Auble, Jolicoeur & Gentry, Inc. (1992-2003)

Contact Details

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vmundlin@valbridge.com

Appraisal/valuation and consulting assignments include: agricultural land; apartment buildings; assisted living facilities; commercial land & buildings; development land; master planned developments; industrial land; residential condominiums; retail/warehouse buildings; rural acreage; timberland; waterfront properties; wetlands.

RESUMÉ | BEN WEYMOUTH, P.E.



POSITION:
PROJECT MANAGER
NORTHERN
TRANSPORTATION LEADER

AVAILABILITY:
30%

YEARS WITH T-O ENGINEERS:
13

YEARS OF EXPERIENCE:
22

CREDENTIALS:
LICENSED PROFESSIONAL
ENGINEER IN IDAHO AND
WASHINGTON

EDUCATION:
BS, CIVIL ENGINEERING,
UNIVERSITY OF IDAHO

EXPERIENCE:

Ben has over 22 years of broad experience, including roadways, public parks, irrigation systems, water and sewer system design and planning, inspection, construction management, and contract administration. Ben currently leads our Coeur d'Alene/Spokane Transportation Group, and has experience with roadways, water, and sewer system design and planning, land development, construction administration, and project management.

Ben previously served as the City Engineer for the City of Caldwell, Idaho, where he gained extensive experience in a broad variety of public works projects and municipal operations and administration. He has extensive experience representing the City at public meetings and on numerous committees. Ben helped Caldwell start one of the first URA's in the state and has completed many projects utilizing URA funding. This combination of public and private experience gives Ben a unique ability to combine multiple perspectives into a concept acceptable to regulatory agencies. He can explain complex technical issues in clear and concise terms that are easily understood by the public and agency decision makers.

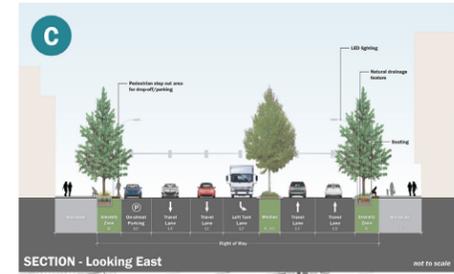
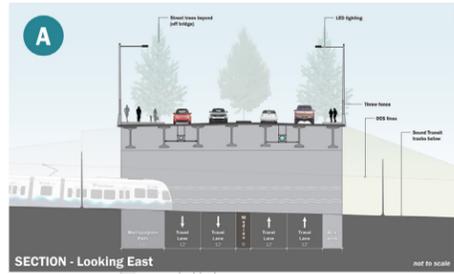
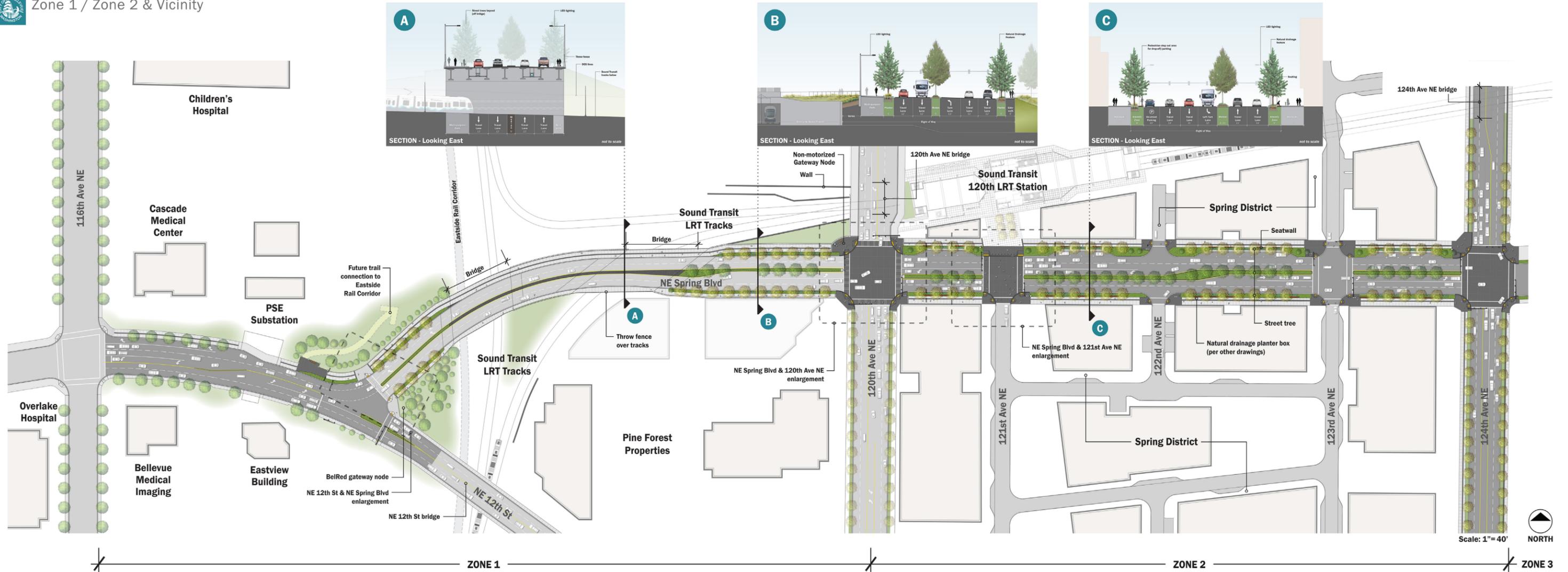
REPRESENTATIVE PROJECT EXPERIENCE:

- SH-53 Improvements, Hauser to Bruss- Kootenai County, Idaho
- The Pointe at Post Falls- Post Falls, Idaho
- Spokane Airports On-Call Services- Spokane, Washington
- Beech/Chestnut Reconstruction- Genesee, Idaho
- Carlin Bay Resort Redevelopment- Harrison, Idaho
- Cedar Street Rehabilitation- Genesee, Idaho
- Sysco Pump Station Upgrades- Post Falls, Idaho
- Genesee/Juliaetta Road Safety Improvements- Latah County, Idaho
- 8th Street Reconstruction - Plummer, Idaho
- Sheriff's Department Parking Lot Rehabilitation- Kootenai County, Idaho
- Plummer Housing Authority Roadway Rehabilitation- Plummer, Idaho
- Waste Management SMART Center- Spokane, Washington
- Landfill Leachate Reuse and Evaporation Pilot Studies- Kootenai County, Idaho
- Bar Circles Water System Master Plan and Expansion- Rathdrum, Idaho
- Alley Water Line Replacements- Post Falls, Idaho
- Worley Minor Streets Rehabilitation- Worley, Idaho
- Idaho Club Water Master Plan- Sandpoint, Idaho
- Silver Wing at Sandpoint- Sandpoint, Idaho
- Middleton West Sewer Extension- Middleton, Idaho
- Georgia Avenue Bridge - Caldwell, Idaho
- Franklin and Dixie Sewer Master Plans- Caldwell, Idaho
- Water Master Plan- Caldwell, Idaho
- Municipal Wells # 4A and # 17- Caldwell, Idaho
- Standard Construction Specifications- Caldwell, Idaho
- Multiple Water Line Extensions- Caldwell, Idaho
- Tenth Avenue Widening- Caldwell, Idaho
- Multiple Curb, Gutter, and Sidewalk Replacements- Caldwell, Idaho



NE Spring Boulevard

Zone 1 / Zone 2 & Vicinity



Scale: 1" = 40'



ZONE 3

ZONE 2

ZONE 1



412 E Parkcenter Blvd, # 100
Boise, ID 83706

hdrinc.com

We practice increased use of sustainable materials and reduction of material use.

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