

Statement of Qualifications & Proposal

## Concept Design for the Waukesha Parade Memorial Commission

Saiki Design  
Madison, Wisconsin





July 8, 2022

Jennifer Andrews  
Community Development Director  
City of Waukesha  
Via email [jandrews@waukesha-wi.gov](mailto:jandrews@waukesha-wi.gov)

Re: RFP Parade Memorial

Dear Ms. Andrews

Thank you for inviting us to submit this concept and proposal for the Christmas Parade Memorial. We were drawn to your project as an opportunity to dig deeply into our craft; the challenge of message, remembrance, and emotion overlaying site solution demands the best of our abilities which makes the process and result among the most rewarding experiences we share with our clients.

We have developed a concept, placement, and general content idea for the memorial elements at both sites. We do not feel this is a fully developed and complete solution, in fact we feel it is a point of beginning for a dialogue with the City of Waukesha on an endeavor that should be a lasting touchstone for the community. We do not live in Waukesha, we would not presume to know what, where, how, whom, or the form of this important undertaking, and there are any number of questions more related to implementation and funding that we will need to explore with you. We understand that this is not exactly what you might have requested, but it would be the way we would collaborate with you for the best results.

We have included information on schedule and fee, but both of these are estimates. We will work with you and the committee to develop a schedule based on best availability and logical meeting frequency. Our concepts are “scalable” relative to size, location, and cost and could be developed in concert with or modified to reflect fundraising feasibility.

We imagine we may have created as many questions as answers in our submittal, but in projects of this type we find so much of what is embedded in the solution is best explored, shared with, and informed by our collaborators. We look forward to discussing this with you.

Feel free to contact me directly if you have any questions or concerns.

Sincerely,

Ken Saiki  
President // Saiki Design, Inc.  
[ksaiki@saiki.design](mailto:ksaiki@saiki.design)  
608-405-8148



Saiki Design is an award winning, specialty landscape architecture firm based in Madison, Wisconsin with offices in Milwaukee, Wisconsin and Boulder, Colorado. Organized in 1989, the company provides services to both public and private clientele with project locations throughout the State of Wisconsin and the Upper Midwest.

The creation of high quality spaces is central to our practice. Our work spans multiple sectors and our team has delivered high-quality design services for public, private and joint-venture clients. Our built work can be found in botanical gardens, retail development, corporate campuses, university campuses, mixed use and residential developments. We pride ourselves on the ability to work from the master plan scale down to the detailed design, where the personal experience of a space and its surroundings comes to life.

We treat all of our projects as unique challenges. We do not apply previously developed solutions, although we lean heavily upon the collective wisdom and experience of our own staff, our collaborators and clients. We are an office with over 100 years of combined staff experience; our team is comprised of licensed landscape architects, LEED accredited professionals, landscape designers with degrees in landscape architecture, master gardeners and student interns.

We know that we are practicing in a world that is changing. Therefore, we are committed to continued learning and teaching and our staff regularly attend local and national conferences and workshops. Saiki Design is a Certified Minority Business Enterprise (MBE), and is committed to equal employment opportunities for all individuals.

For more information explore: [www.saiki.design](http://www.saiki.design)

**Abstract** – Create a memorial that thoughtfully honors all the victims of the Waukesha Christmas Parade Tragedy, provides an opportunity for reflection, and represents healing as a community.

Two sites, along Main Street and in Grede Park.

The tragic act of November 21, 2021 changed the lives of the victims’ families, friends, the community of Waukesha, in immeasurable ways. Those who have learned of this tragedy also suffer the sense of loss, anguish, helplessness, and grief that follow such a senseless act, the likes of which we continue to experience. Our goal in our design of this memorial is to try to find peace, reconciliation and remembrance for these victims, their families, to create a place to honor them.

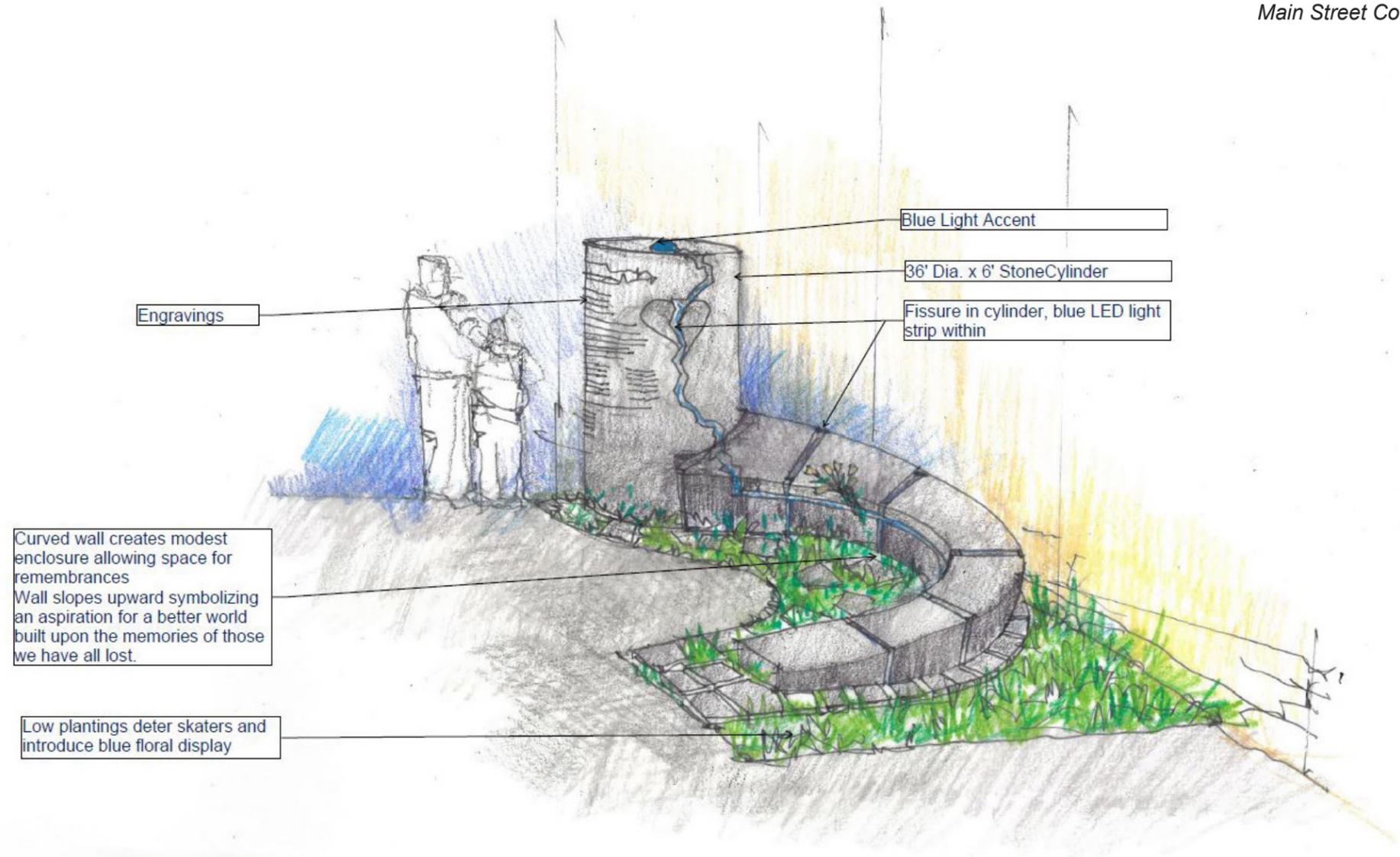
**The Main Street Installation**

The Main Street installation is specific to those killed and injured. It will not mention the perpetrator, the method or give any reference to the actual act of violence so that the memorial does not in any way provide unintentional notoriety to the act. While it seems appropriate that this portion of the Memorial could carry the names of those victims who care to be recognized, (we suggest to the extent possible we offer the option to the individuals and families), we all carry the scars of that day.

We wonder if the connection between Main Street and the Fox River provides a place of scale that could be home to a memorial that is essentially on Main Street but with space to gather, a place to leave mementos, flowers, pictures; a place out of the main circulation to be able to read and absorb the information. This memorial is shown as a stone fabrication. A 36” diameter cylinder would contain information about the memorial, names of the victims, and information about their lives. Six blocks create a curved, ascending wall signifying the ascension of their spirits and aspiration for a better world. A small blue light dome on top of the cylinder will be connected through fissures in the cylinder and wall with a blue LED strip recalling the Waukesha Strong movement and giving the installation interest and presence at night. Plantings will be low stature but will have a blue floral display. This installation will provide reference and direction to the Grede Park site and the extension of the victims’ memorialization to “A Garden for our Souls”.



Main Street Corridor



**A Garden for Our Souls**

“A Garden for Our Souls” is created in memory of the victims of the Waukesha Christmas Parade Tragedy. We imagine a small plaque dedicating the space to the victims of the Parade Tragedy, and their Families, be placed in the garden, but perhaps not including individual names. Our concept seeks to provide a touchstone for all of us to reflect on those who have passed before us for generations to come. It becomes a place to renew and reflect on our past with hope and promise for a different future.

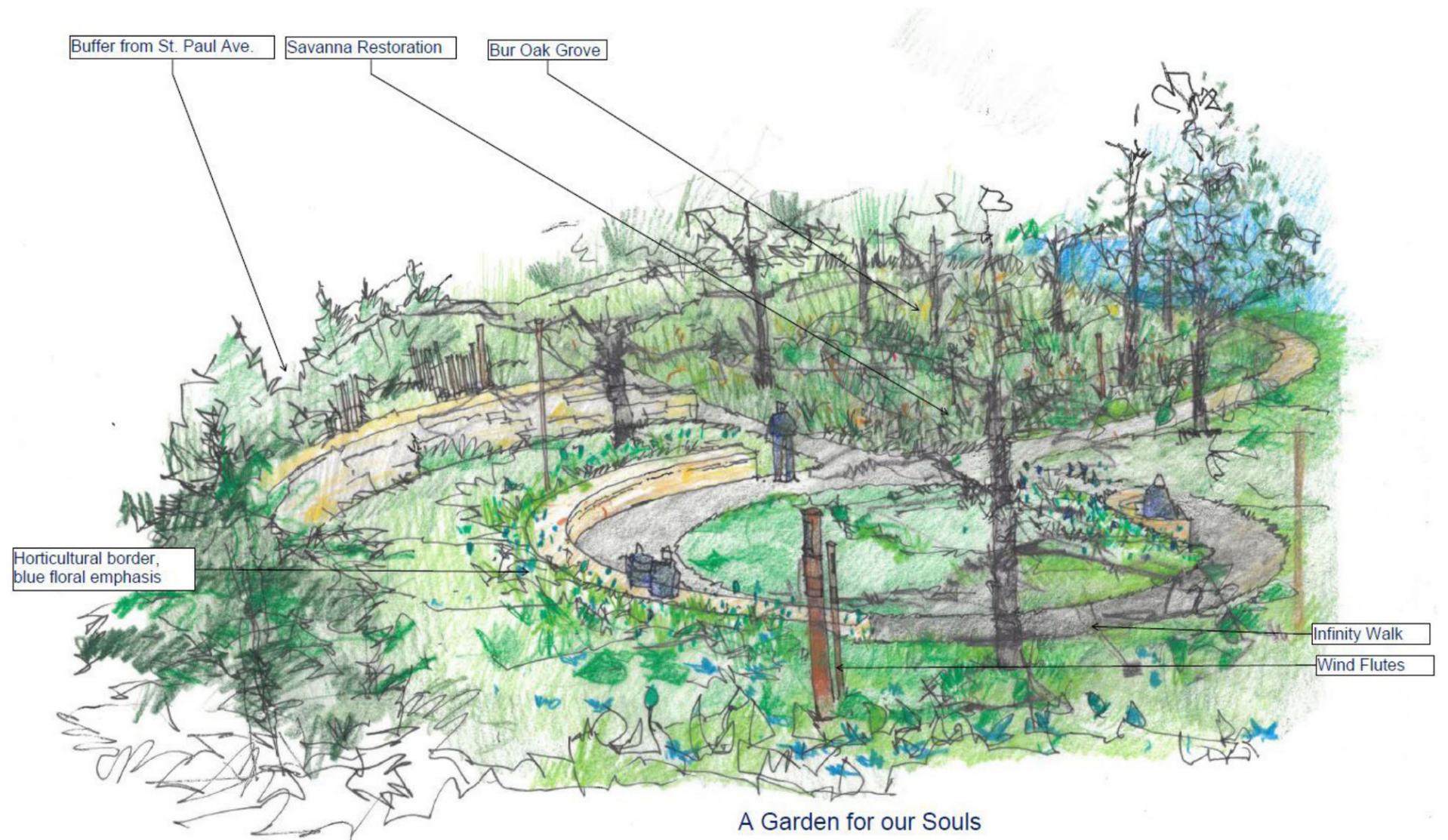
The garden is organized around a figure eight path emblematic of the sign for infinity. The path provides a closed circuit for walking meditation and a functional firebreak for fire management of portions of the garden vegetation. The figure eight path creates two internal garden spaces, the larger lobe a savanna restoration, bur oak overstory and prairie restoration understory. Periodic burn management will create an “event of renewal” that could be initiated with a ceremony and will visualize new life rising from the ashes. Bur Oak species will not only tolerate the burns, but oak seedlings can be allowed to grow into the area, symbolizing generations of life following; life from the ashes. The concept installs more than 6 individual trees so that unexpected tree mortality does not become an issue related to the memorial. The diversity of the prairie understory will evolve even after establishment and will gently morph within the area also symbolizing change over time.



**The Garden for Our Souls**

The other lobe will be slightly smaller and be a more horticulturally arranged garden space. Here we will provide the acoustic buffer from St. Paul Ave. through a combination of grade change, wall/fence and vegetation. The design provides both formalized seat groupings and seclusion spaces. We are exploring the idea of wind-activated devices that will provide some soft white noise for auditory isolation; the voices of our predecessors whispering in the wind.

Ornamental plantings in this space could include a blue floral theme of multiple species to maintain some reference to the blue light tradition throughout the growing season. Bench seating could contain a low level blue light strip just under the seat to add to a blue glow in the garden. We are familiar with a product that casts pin size light beams that show as points of light as they intercept objects. This could also add to the ambiance of the installation in the evening. We would provide safety level lighting in the garden so visitors would be comfortable after dark.





## Project Experience

### **The Memorial Garden at Exact Sciences**

Construction Complete: September 2022

Reference:  
Mary Ann Jargo  
Exact Sciences  
608.416.9829

### **Wauwatosa Veterans Memorial, Unbuilt Work**

Concept Design: 2018

Reference:  
Mike Steiner  
Assistant City Engineer  
414.479.8974

### **Donor Gallery Wall, Unbuilt Work**

Concept Design: 2016

Reference:  
Abby Attoun Tucker  
City of Middleton Director of Planning and  
Community Development  
608.821.8343

### **Middleton Community Veterans Tribute**

Construction Completed: 2016

Reference:  
Cal Rigsby  
Post Commander  
Middleton VFW Post 8216  
608.576.0501

### **State Street Reconstruction at Library Mall**

Design and Construction: 2004-2014

Reference:  
Christy Bachmann  
City of Madison Principal Engineer  
608.267.4751

### **The Gardens of St. Mary's Hospital**

Construction Completed: 2010

Reference:  
Kristin McManmon  
Former Executive Vice President, Operations  
(Letter of Recommendation attached)

### **Path of Voices Installations**

Design and Construction: 2001-2009

Reference:  
Bradley McCallum Studio  
917.418.3516

### **Lisa Link Peace Park**

Construction Completed: 2008

Reference:  
Mike Sturm  
City of Madison Parks Division  
608.267.4921

### **Lee Sherman Dreyfus Commemorative Plaza**

Concept Design: 1996

Reference:  
Geoff Roehll  
Hitchcock Design Group  
630.961.1787

## The Memorial Garden at Exact Sciences Madison, Wisconsin



*A rendering suggestive of the sculptural garden space carefully sited within the grove of existing trees*

Saiki Design worked with Exact Sciences staff to realize their vision for a contemplative memorial space at their University Research Park headquarters. A tribute to the life and legacy of Dr. David Ahlquist, a Mayo Clinic physician who collaborated with Exact Sciences to develop groundbreaking methods of early cancer detection, the Garden strives to connect its visitors to the local plant and wildlife communities that inspired Dr. Ahlquist himself.

Dr. Ahlquist's profound advice guided each design decision made on the project, though his name does not appear in the Garden- a testament to his humility. **“What do you want to do? What do you need to do to get there? Are you willing to do it?”** These questions posed by Dr. Ahlquist were among quotes hand-selected by his family and Exact Sciences staff to be featured on a series of granite landscape walls throughout the Garden. Natural stone benches create various nodes for respite or socialization and allow visitors to closely experience and interpret the messages inscribed on each wall.

Multiple entrances and walking paths provide flexibility symbolic of the journey of an idea; one that is not linear, but instead a complex web of refinement until a solution is reached. Challenged by mature trees within the project site, the paths and notes and sculptural elements were also carefully sited to reduce impact to tree roots as much as possible.

The Memorial Garden features a native-inspired plant palette and custom-designed murals on metal panels depicting prairie landscapes and local bird species. On the south end of the project, water softly cascades down three of the tallest granite walls and highlight the murals and Dr. Ahlquist's words, an effort to inspire in visitors the notion that the journey to a solution can be complicated, but that is not a reason to quit. Nature is always here to inspire us, and most importantly, **“The answer is within you.”- Dr. David Ahlquist.**

## Wauwatosa Veterans Memorial, Unbuilt Work Wauwatosa, Wisconsin



*A model of the Veterans Memorial illustrates the three-dimensional nature of the space*

Saiki Design worked closely with the Village of Wauwatosa to envision a new, experiential space for the Wauwatosa Veterans Memorial in Root Common Park. The project site currently memorializes three individual WWI veterans and the planning and design work was intended to extend the reaches of the memorial to serve as a place of remembrance and recognition for all veterans and their families while continuing to pay tribute to the three originally honored veterans.

Designed to evoke the experience of a trench, a pathway through the memorial is flanked by weathered steel walls which also attenuates the noise and visibility of adjacent streets and parking areas. The east wall is reserved for special tribute to the three Wauwatosa veterans originally honored in the park and incorporates backlit passages of text that were written in WWI along with the soldier's names. The west wall is a tribute to all veterans and becomes punctuated by illuminated columns as the visitor progresses closer to Root Common Park. There are several internally lit seating areas within the memorial space and a radiating paving pattern connects the memorial to the rest of the park. Masses of poppies were envisioned as part of the plant palette to evoke the field of poppies portrayed by "In Flanders Fields", the poem selected as the inscription for the east wall.

Saiki Design crafted the design concept for the memorial, producing plan renderings and three-dimensional modeling to assist the City of Wauwatosa with presentations to the Village Streetscape Steering Committee and Veterans Association. The exhibits were also used to solicit input on text inscriptions for the memorial walls and to support general fundraising efforts.

## Donor Gallery Wall, Unbuilt Work Middleton, Wisconsin



*Custom engraved aluminum cabinets frame views of the roundabout sculpture*

Saiki Design worked with the City of Middleton and Middleton Arts Committee to develop a donor recognition concept to support “Out of the Shell,” a commissioned metal and glass sculpture by artist Beverly Stucker Precious of Precious Design Studios. The sculpture was designed to be sited in the center of a heavily-trafficked roundabout at one of the most prominent entry points to the City. The City wanted to expand the project and provide a series of viewing opportunities for pedestrians using the sidewalks and multi-modal paths that circumvent the roundabout, enabling users on foot and bicycle to pause and interact with the sculpture in some fashion without crossing into the vehicular roadway or physically accessing the sculpture’s location.

The design team at Saiki Design envisioned a series of aluminum cabinets for the pedestrian node that would artfully frame views of the sculpture from several vantage points and would also provide integrated donor recognition opportunities. The gallery-style installation would offer bench seating, child and wheelchair accessible window heights and stepped “photo op” platforms from the safety of the peripheral sidewalks. Designed to complement the artist’s use of materials, dichroic glass echoed in the donor frames creates another colorful perspective and tangible installation for pedestrians.

## Middleton Community Veterans Tribute Middleton, Wisconsin



*A visitor leans in to get a closer look at one of the military service seals in the donor's circle*

Saiki Design worked closely with the Wisconsin VFW Post 8216 to create a landscape design that supported and embraced a series of unique memorial elements for the Middleton Community Veterans Tribute in Lakeview Park. The project site serves as a place of remembrance and recognition for all veterans and their families.

The composition of the site's development focuses on directing a single movement through the landscape that is punctuated by individual elements of tribute. Each element is linked to create an overarching message, ultimately delivering the visitor to a contemplative and peaceful place within. The individual elements that were incorporated into the site's movement include a timeline arranged along and across a winding path, a donor's circle, a family gathering ring, a sentry tree grove and a park shelter that will enhance visitor experience of the site and work in tandem with other nearby park facilities.

Donor solicitation was an integral component of the project and suggested a series of renderings be created to help potential donors visualize the space and tribute elements. Saiki Design provided layered three-dimensional modeling and renderings for the VFW Post to use in obtaining grants, soliciting donations and aid in general fundraising efforts.

## State Street Reconstruction at Library Mall Madison, Wisconsin



*The State Capitol dome beckons people to enjoy Library Mall's renovation and State Street beyond*

State Street is a reflection of the City of Madison's diversity and vibrant lifestyle, and it is a destination for residents and visitors alike. The corridor travels eight blocks, connecting the University of Wisconsin to the Wisconsin State Capitol, formalizing the connection between 'town and gown' that is so important to the City. The renovation of the 700 and 800 blocks of State Street embodied the spirit of the City in a urban open space that boasts shared platforms for public speech, street performances and special events.

The design team worked diligently to preserve the cherished elements of the existing streetscape and Library Mall, while at the same time placing equal emphasis on restoring views to many of the City's most iconic features, including the Wisconsin State Capitol, Bascom Hill, Lake Mendota and UW–Madison's East Campus mall. Over years of fragmented renovation and encroachment by outdated site features, several of these important views had been all but lost. The design outcome was a unified, integrated public plaza that still provides spaces for ad-hoc performance and pontificating, but adds an elegant and timeless character through custom seating, integrated accent lighting, movable tables and chairs, custom bar-height tables, plantings and integrated public art.

The strengths of this project build upon the key attributes of the entire State Street reconstruction, a series of projects spanning over ten years, by facilitating community involvement and consensus building, retaining a pedestrian focus and utilizing simple, timeless materials. Saiki Design was part of a multi-disciplinary team responsible for planning, design and final construction documents for this iconic and award-winning project.

## The Gardens of St. Mary's Hospital Madison, Wisconsin



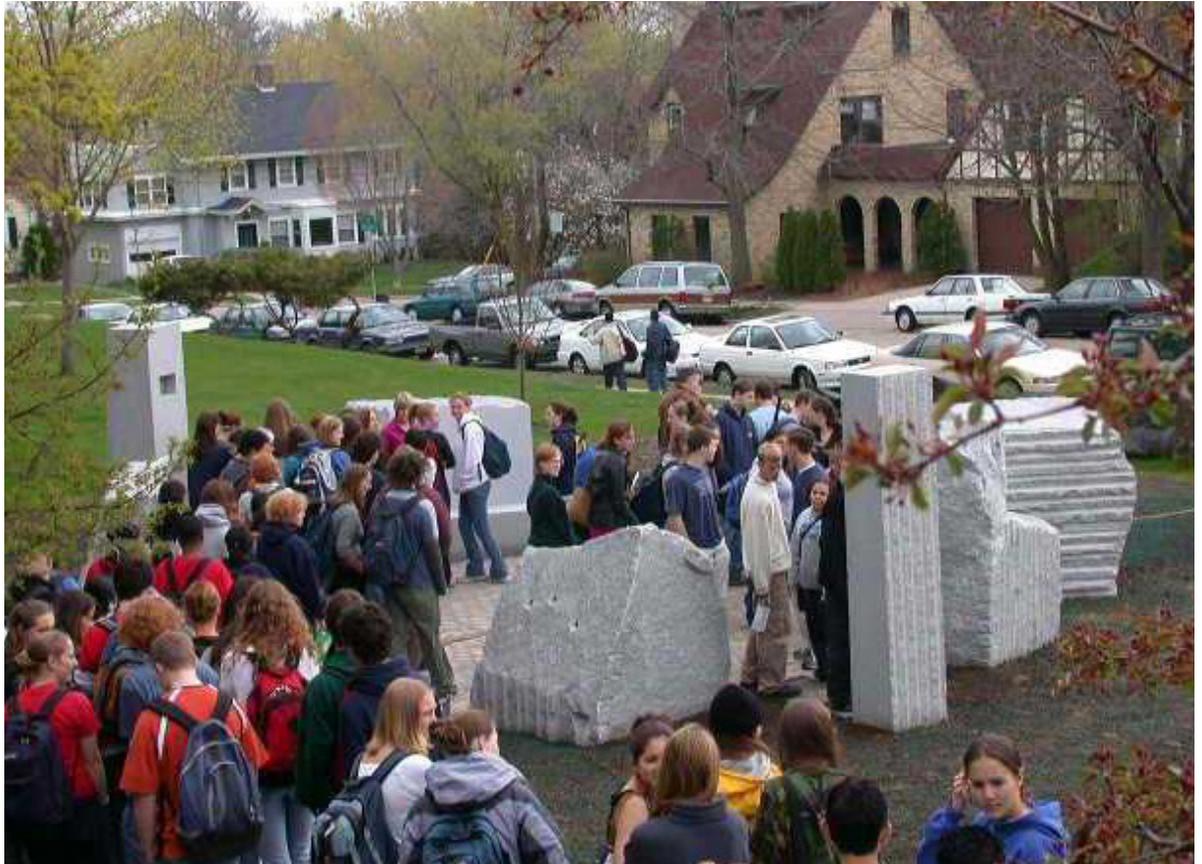
*The Labyrinth Garden with the historic entry arch as a backdrop welcomes visitors and employees*

Saiki Design provided site planning and design, construction documents and extensive construction oversight for The Gardens of St. Mary's Hospital in Madison, WI. The courtyard garden provides relief to patients, staff, visitors and the neighboring community by providing a variety of spaces to choose from. A historic entry arch, salvaged from the building construction, forms a gateway entry from an adjacent neighborhood pocket park and aligns with the focal point of the garden, the labyrinth. Surrounding the labyrinth, the design team implemented a circular path lined with diverse seating areas: the pergola-covered terrace, council ring and elevated west patio. The backbone of St. Mary's care is reflected in the five values planters. Each circular planter is named – Compassion, Respect, Excellence, Stewardship and Community.

The viewing gardens near the building's large windows offer a warm and welcoming view from the interior. The gardens are rich in plantings with water features of bubbling stones and stream channels. The bi-level patio spaces offer seating and gathering areas near flowing water and specialty evergreens.

The Gardens at St. Mary's Hospital has received numerous awards including: Best New Development or Renovation for Health Care, Madison's InBusiness Magazine; Best in Category Remodel or Renovation from Healthcare Design Magazine; Merit Award from the Wisconsin Chapter of the American Society of Landscape Architects.

## Path of Voices Installations Madison, Wisconsin



*One of the Path of Voices installations at Madison West High School*

The Path of Voices was a public art project that resulted in site-specific installations at a number of Madison High Schools to build community awareness about violence in Madison. Artist Bradley McCallum was invited by the local chapter of Parents of Murdered Children to develop the project. Working with Madison high school students and local residents, McCallum collected a library of audio testimonials that served as the heart of the Path of Voices exhibit.

This immensely valuable project speaks to the victims and survivors about violence and suggests to the community a path of peace and responsibility. The space and the sculpture pieces frame a public “listening place” and act as a catalyst for the public to address this meaningful social issue.

Saiki Design worked with McCallum to develop and arrange the stone pieces into a setting at each of the five separate school sites. Audio speaker equipment is set into granite pylons from which the recorded testimonials are played. Quotes are also etched into the stone benches. Five granite benches and two granite columns or pylons are located in a circular space that relates geographically to each of the other high school sites and Madison’s Capitol building. The five pieces comprise a “constellation” concept within the community. Steel rails are set into pavers on axis to the other sites to the Capitol building.



*A twilight gathering and ad-hoc hip hop demonstration (photography by Scott Weideman)*

Saiki Design led a consultant team in the preparation of final design and construction documents for Lisa Link Peace Park. The downtown Madison mini-park space had been the subject of years of study and controversy. A relatively neglected urban open space, Peace Park had been viewed as a detriment to the downtown landscape by many, and depending on the point of view, was also a needed refuge for the homeless and a marketplace for illegal and anti-social activities. Regardless, there was little dispute that the park was underutilized and needed an update.

A volunteer committee, created by Madison's City Council met for two years and their efforts resulted in the recommendation of a single concept master plan that was subsequently approved. The final design, prepared by Saiki Design, was based on that concept and evolved through a myriad of additional meetings and hearings.

The essence of the plan was to provide access to the park for the entire community. To that end, a welcome center was constructed to house downtown "ambassadors" available to assist visitors and residents with information, maps, recommendations and directions. Constructed as part of the project, the public restroom building on site houses a satellite police office and created a subtle police presence in the park. The park itself was designed for events of various sizes and contains water features, seating, game tables and other amenities for day-to-day activities.

Elizabeth Link Peace Park received numerous accolades from the local media as well as an Excellence in Design award from the Wisconsin Chapter of the American Society of Landscape Architects.

## Lee Sherman Dreyfus Commemorative Plaza Waukesha, Wisconsin



*A commemorative fountain, specialty paving and integrated site furnishings defines the plaza*

Saiki Design participated in the master plan process for the Fox River Corridor in Waukesha, Wisconsin. The corridor runs through much of the community and includes a public riverwalk and major park and open space developments. The master plan identified opportunities for additional open space and public development projects, including the Lee Sherman Dreyfus Commemorative Plaza.

Saiki Design was retained for schematic design and planning services for the Plaza, which was included as an integral component of the Fox River Corridor Phase III development. The Plaza includes intimate pedestrian open space development organized around a water feature. The custom-designed recirculating water element provides both a location for the Governor Dreyfus Commemorative Plaque, a Wisconsin Historical Marker, and recognition for individual and collective project donors.

The detailing and material selections for the plaza are all part of the design palette for the Fox River Corridor Riverwalk System and the plaza has become an extension of the larger system, transforming the once underutilized space into a respite node and small gathering space.



## **Project Approach - Conceptual and Schematic Design Development**

### **1. Research and Background Material Collection**

The design team will begin a site analysis utilizing publicly available information, as well as site photos taken during the initial informational meeting, to create a base map with supporting imagery. The team will then begin research on the local stories from November 21, 2021 as well as gather other context information about the community to better develop a more detailed site design.

### **2. Virtual Meeting to Summarize Input**

The design team and steering committee will reconvene via conference call and screen share to summarize the input gathering phase of the project. This will allow the design team to move into the schematic phase of the project.

### **3. Develop Schematic Design**

The design team will refine the design from conceptual to schematic design. This will include site plan sketches and details. The team will begin to explore site character development, plant collection recommendation, and interpretative themes.

## **Project Approach - Design Development**

### **4. Meeting to Present Concept and Receive Feedback**

The design team and steering committee will meet remotely to confirm that the refined design is progressing as desired so that the design team can move into the final design phase of the project.

### **5. Finalize Schematic Design and Develop 3-D Model, Renderings, and Illustrative Plans**

The design team will finalize the site plan design based on feedback received from the steering committee. A 3-D model will be built to create character renderings. An illustrative site plan will be developed. Final renderings will be incorporated onto display boards for the Waukesha Parade Memorial Commission to use for fundraising purposes.

### **6. Remote Meeting to Present Final Design, Renderings, and Budget Estimates**

The design team and steering committee will meet remotely to discuss the final design, renderings, fundraising strategies, and budget estimates.

## Project Approach - Construction Documentation

### 7. Construction Documents and Public Works Bidding

The design team will turn the Waukesha Parade Memorial design into a set of sealed biddable construction documents suitable for public works bidding. The team will work closely with city staff, We Energies, etc. to coordinate utilities and the design package. 50%, 75%, and 100% deadlines will allow for client review, coordination between disciplines, budget verification, and quality control. Services will include but are not limited to:

- Landscape design
- Lighting design
- Electrical design
- Stormwater design
- Structural design

#### Deliverables

- 50% Bid documents (digital plans and specifications)
- 75% Bid documents (digital plans and specifications)
- Cost estimate
- 100% Bid documents (digital plans and specifications)

## Project Approach - Construction Administration

### 8. Construction Administration

The design team will be involved in construction management services and site visits for the duration of the project. We intend to provide the following services in order to get the project built as intended:

- Facilitate regularly scheduled construction meetings, that will be open to neighbors, local businesses and interested parties. While the frequency of these meetings will be determined based on the final project design, need and interest, they will be part of the bidding documents.
- If the City prefers we can assist in tracking construction process through the City's Sharepoint online system
- Provide review and approval of samples, shop drawings, requests for substitutions, and answer contractor questions. We will advise the City on Change Orders as needed.
- Provide regular and as -needed site observations during construction. The appropriate professionals will be present to deal with construction activities and issues.
- We can provide review and approval of contractor payment requests as the City would prefer.
- We will keep written record of all correspondence during construction period.
- We will provide review of the project at substantial completion and final completion to serve as the start date for warranty periods
- We will compile record drawings and fixture and equipment manuals and warranties as part of construction close out procedures.





February 9, 2015

Re: Experience with Ken Saiki Design, Inc.

To whom it may concern:

It is my pleasure to share with you my exceptional experience with the team at Ken Saiki Design for the design of the St. Mary's healing garden, rooftop garden enhancement plan and the overall campus landscape master plan. This worked spanned several years and required a great detail of planning, coordination, input and balancing of the needs of multiple constituents. Through the entire process, the team at KSD was professional, engaged and responsive. I was most impressed by their ability to become part of the team at St. Mary's and *own* the outcome.

The first project was the Gardens of St. Mary's often referred to as the healing garden. This project exceeded \$1.5M when it was fully completed and is located in a space observed by all visitors, patients, physicians and staff at the hospital. The KSD team recognized the importance of our mission, values and history and incorporated all of these elements into the garden features. They utilized feedback from focus groups and made observations of how patients, families and staff seek respite from the challenges in their lives to create truly beautiful space. The entrance to the garden is the completely rebuilt original 1912 entrance to the hospital and includes rocking chairs, like the ones used by parents of very ill pediatric patients, who sought a fresh location to rock their children. This space is breathtaking and is a place of healing, support and retreat for all. In 2010 the Center for Health Design awarded this garden the Respite Site of the year.

The St. Mary's campus has gardens throughout including the rooftop. The initial design of the rooftop garden had not fully considered the elements. The team at KSD reviewed the space and made recommendations that enhanced the image and improved the ease of upkeep. It is a beautiful space very important for intensive care patients seeking nature and families desiring a peaceful place.

And finally, the campus landscape plan was developed by KSD and incorporated the history, colors, and desire to have plantings that were easily maintained. The team's recommendations included the plans for changing the planters seasonally as well. Our grounds team has been very complimentary of the support and direction received by KSD.



Overall, this relationship was more of a partnership than anything else. Everyone on the KSD team invested themselves personally and professionally in the success of our projects and aligned with our mission to serve our patients. If afforded the opportunity, I would work with the KSD team again and recommend them without any reservations.

If you would like to speak with me directly about my experience please contact me at (608) 258-6170.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kristin A. McManmon".

Kristin A. McManmon, FACHE  
Executive Vice President/Chief Operating Officer