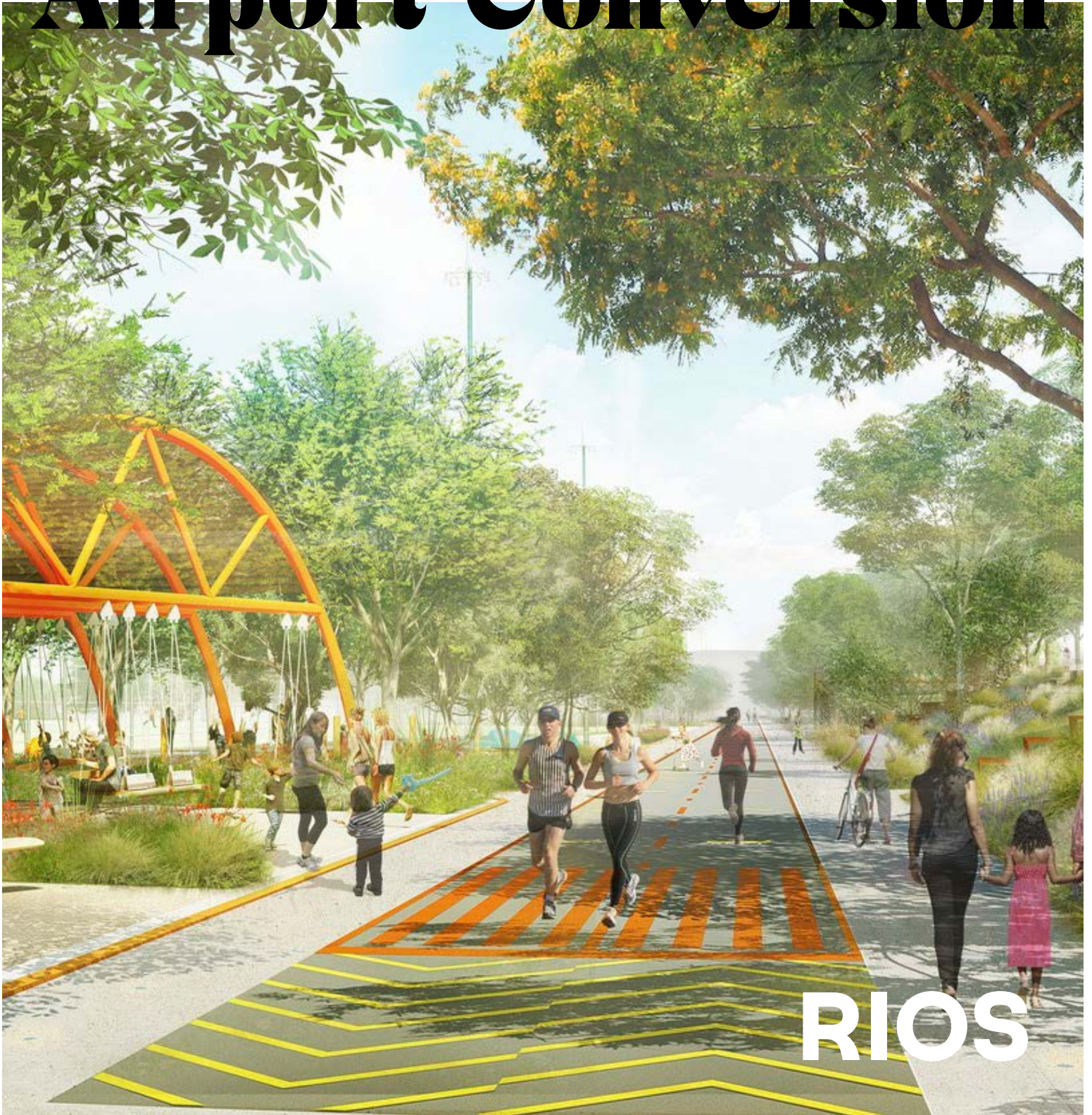


Qualifications for

Submitted March 13, 2023
to the City of Santa Monica

Santa Monica Airport Conversion



RIOS

RIOS
rios.com
3101 W. Exposition Pl.
Los Angeles, CA 90018

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Section 1

Letter of Transmittal

Peter D. James

Public Works Department
City of Santa Monica
1685 Main Street, City Hall East
Santa Monica, CA 90401

Subject

RFQ: Strategic Planning for the Potential Conversion of the Santa Monica Airport

March 13, 2023

Dear Peter and Selection Committee,

RIOS is pleased to present this proposal in response to the RFQ for planning the potential conversion of the Santa Monica Airport. The airport's conversion is a generational opportunity to secure a green and equitable future for Santa Monica and the region. Recognizing the importance of this project, we have assembled a team that is nationally renowned for expertise in planning and design yet firmly grounded in the unique culture and history of Santa Monica and Southern California.

RIOS has led the design of many iconic public places in the region, including Grand Park, the Hollywood Bowl, and a new central park for Palm Springs — which earned the nation's highest landscape design honor, the Award of Excellence, from the American Society of Landscape Architects in 2022.

RIOS has also been a trusted partner to the City of Santa Monica on several important civic efforts: from the design of the Santa Monica Airport Park Expansion and planning of the Santa Monica Airport Conversion Report to the development of a vision for Third Street Promenade 3.0.

RIOS is a multidisciplinary design studio with expertise in landscape architecture, architecture, urban planning and design, environmental graphics, and product design. We are passionate about leading collaborative processes to synthesize community goals into innovative design solutions.

Our **Core Team** members of Sherwood and Openbox have joined RIOS in an exclusive engagement to offer a powerful and focused emphasis on thoughtful design, innovative sustainability, and equitable outreach at the core of everything that we do. This Core Team is supported by a **Resource Team** of trusted collaborators who will complement our design thinking with deep expertise in all disciplines necessary to develop the most impactful future for the Santa Monica Airport.

Sherwood, a deep green design engineering firm based in San Francisco, will oversee infrastructure and ecological planning. They will be supported by **Rincon** for environmental remediation, carbon capture, and resiliency planning. **Glumac** will extend the team's capabilities into net positive energy and water solutions as well as Living Community Challenge and other rating system evaluations. Toole will develop a comprehensive approach to mobility, both on-site and in connection to the rest of the city and region.

Openbox, based in Brooklyn, is a national thought leader in the realm of community research and inclusive participatory design. The Openbox team has demonstrated the ability to reach previously underrepresented voices and center their points of view in a community-first vision of change. They will be supported by **Marathon Communications** for local outreach activities and media relations.

Rounding out the team, **HR&A** will analyze the economic impacts of conversion scenarios — considering capital and maintenance costs, the potential for citywide benefits from revenue-generating uses, and innovative financing sources. **MGAC** will provide cost estimating services and **Architectural Resources Group** will assess historical resources on the site. Our commitment to interdisciplinary collaboration, combined with our diverse capabilities, will provide you with a rich and inclusive process for considering the future of the Santa Monica Airport.

Our faith in the power of collaboration extends to our clients as well. We believe you are integral to the creative process. Our experience working on other major parks and master plans enables us to be tactical and strategic in our approach to planning and design, yet we will also remain open to the insight a collective design process can offer as we explore the site and engage with the community. We look forward to bringing our passion and creativity to this important project.

You will find our resumes and a representative range of recent clients and projects in the Qualifications section of this RFQ response. We acknowledge receipt of Addenda 1 and 2.

Best,

Mark Rios



Creative Director & Partner
323. 785. 1812
mark@rios.com



Nate Cormier
Managing Studio Director
Contact for Clarification
(w) 323. 785. 180
(m) 206. 218. 4097
nate@rios.com



Section 2

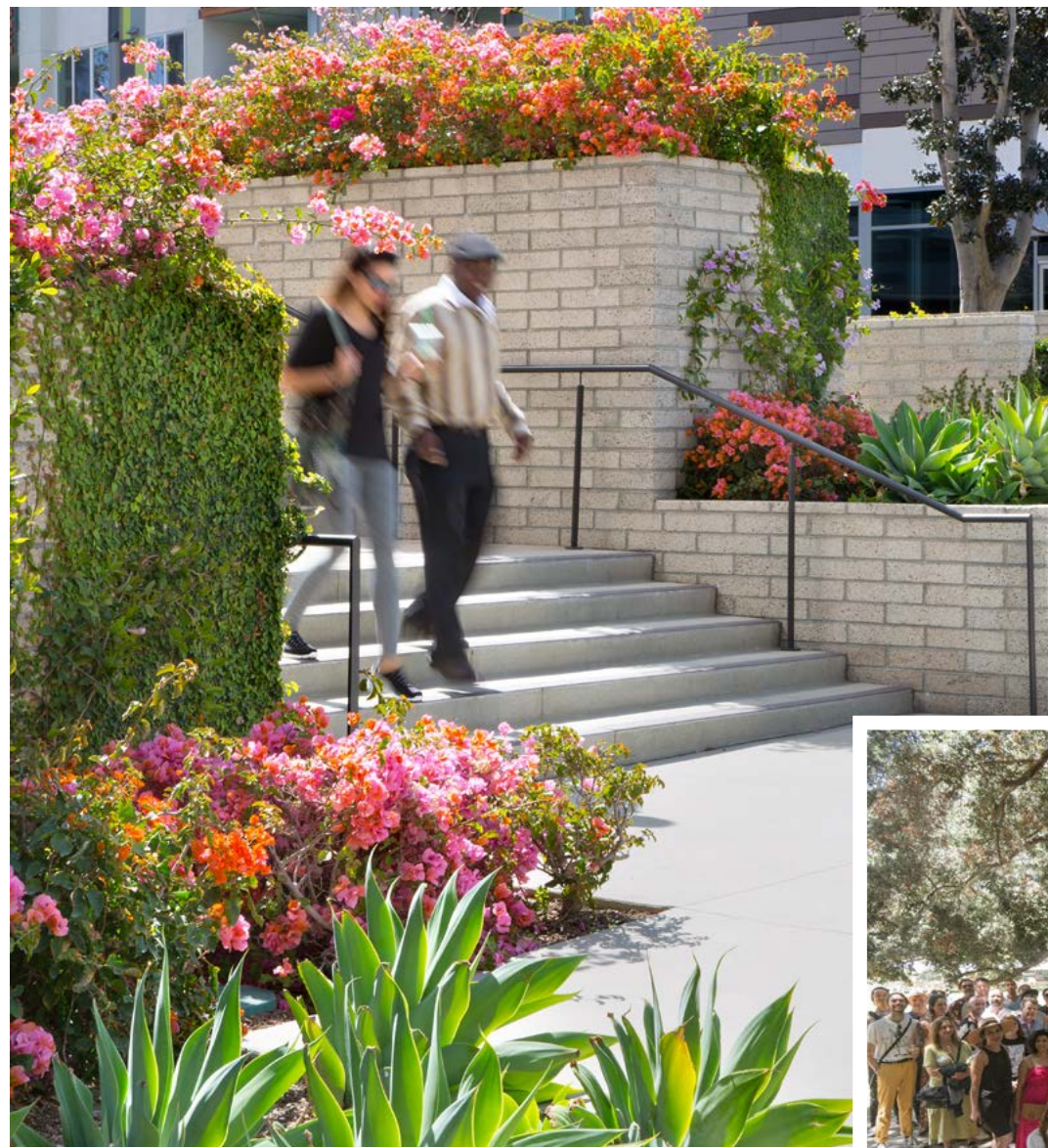
Qualifications

Design is never without story

Design is never without story.
It connects people to each other
and the world around us.

Together we work beyond boundaries
to reveal, explore, and invent designs
that amplify experiences.





About Us

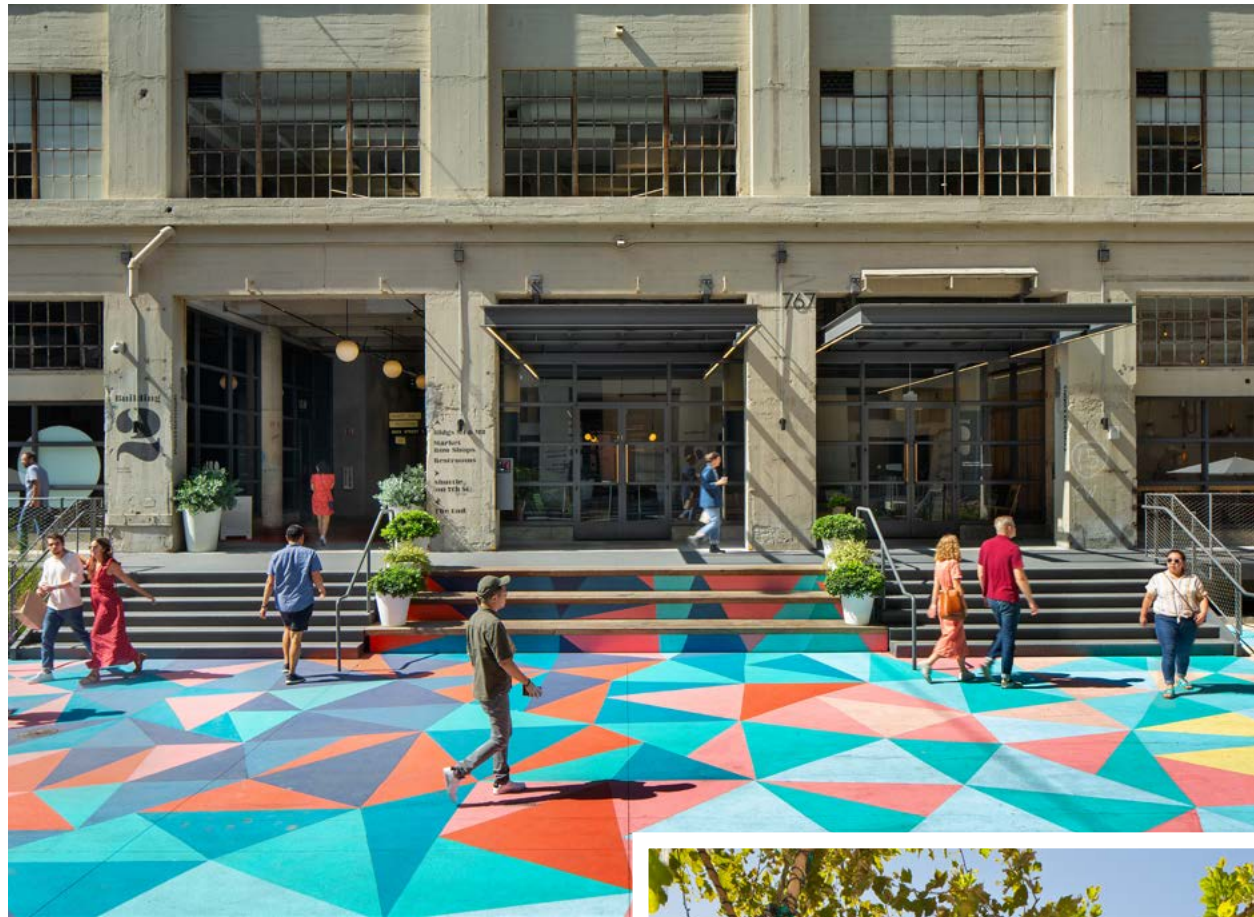
RIOS is a Los Angeles-based design collective. The RIOS landscape practice is fueled by curiosity and compassion for the communities where we work. We start each project as landscape detectives searching for clues in the unique circumstances of each site and its context.

Every place has a story to tell as we explore the particularities of culture, environment, and history. Our design process embraces many points of view to translate deep insights into authentic form through lively collaborations with colleagues, clients, and stakeholders. Together, we amplify the intrinsic identity of a place to make landscapes of accessible sophistication that are exuberant, multisensory, and dynamic.

In 1985, Mark Rios launched RIOS with a singular vision: to imagine, design, and build complete environments. RIOS has grown into a transdisciplinary practice spanning architecture, landscape architecture, planning, urban design, branding, and environmental graphics. Our landscape designers collaborate with internal and external design partners to deliver a wide range of work, from urban parks and cultural institutions to mixed-use environments and private residences. Our willful optimism gives us agency to invent solutions to complex problems. We enjoy expanding the boundaries of landscape architecture by exploring ideas across scales from custom site furnishings to regional conservation strategies. We paint with all the colors in our paintbox!

We believe nature is beautiful, healing, and essential, and that every person has a right to enjoy its pleasures. At RIOS, our projects are opportunities to respond holistically to the great challenges facing society, from environmental justice and equitable access to climate change and habitat loss. We sponsor internal research initiatives to investigate issues such as the wild urban interface, extreme heat, pollinators, and play for all. We weave findings from these efforts into our design work in a process of resourceful experimentation that propels our work forward. We also carefully document the landscape performance benefits of the places we make, so that this cycle of innovation contributes to a culture of learning and adaptation.

RIOS' 30+ year legacy of landscape design excellence has been recognized with numerous national and regional ASLA awards, publications, and as a finalist for the Cooper Hewitt National Design Awards. As we look toward work with new clients, collaborators, and communities in the years ahead, we are mindful of our commitment to tell the story of place with design that is inclusive, hopeful, and inspired.



Above ROW DTLA



Above Xbox Plaza at LA Live



Above Grand Park

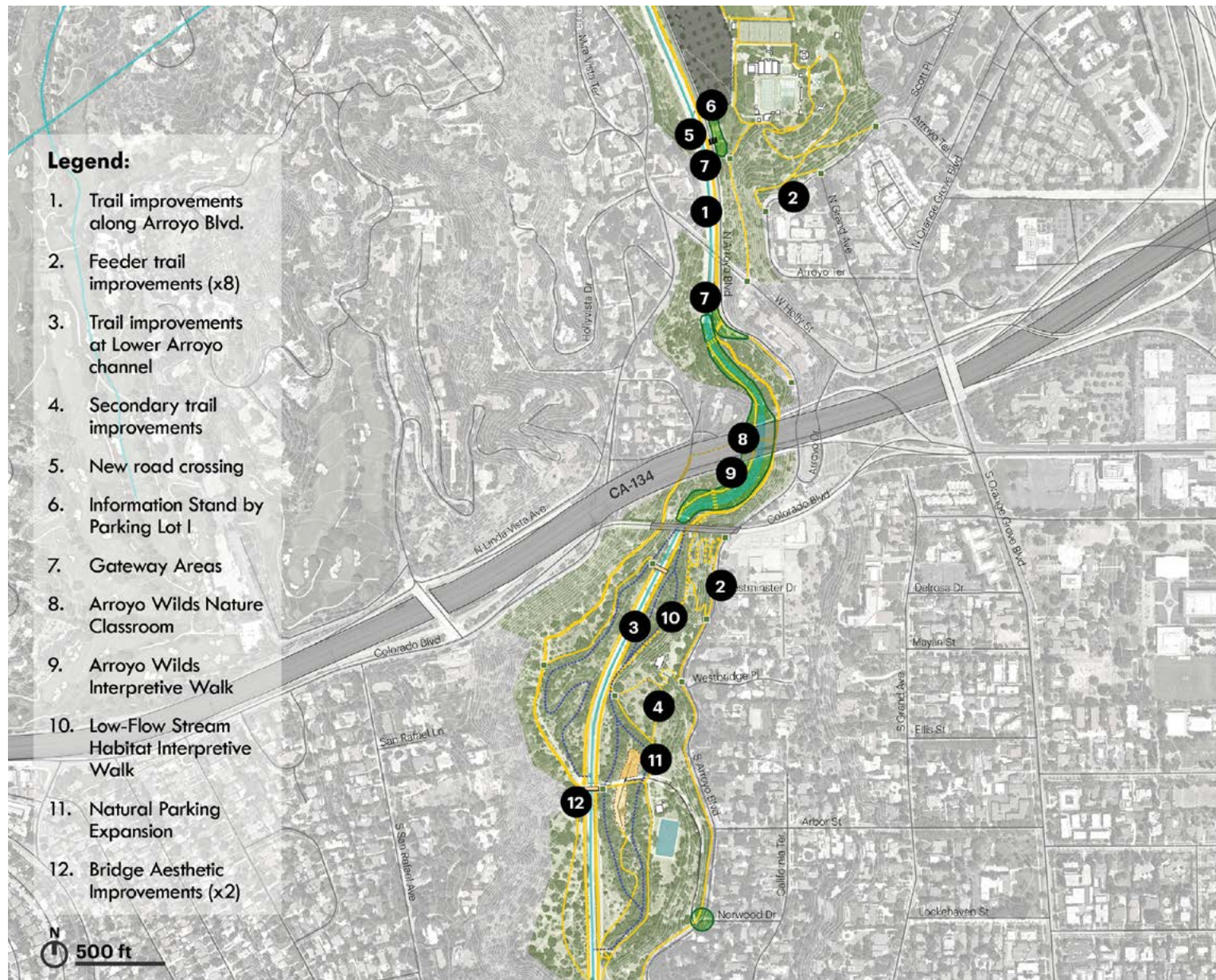
We create interactive social spaces that reinforce community.

Successful design not only creates a sense of place and recreation, but also promotes social interaction. We work to develop meaningful shared public open spaces that foster opportunities for gathering, play and interaction to promote interpersonal connections. Seating gardens, pavilions, observation points, playgrounds, and picnic areas provide places for families and friends to come together or new acquaintances to find a place to get to know each other. Larger gathering spaces such as event lawns and plaza spaces support community scale events, holidays, and festivals that reinforce community.



Above Palm Springs Downtown Park
Right South Park Commons





Arroyo Seco Trail Vision Plan, Pasadena, CA

Master Planning

Our extensive master planning experience grows out of over thirty-five years of project experience in diverse project types as well as a broad range of disciplines.

The significant experience with large sites and estates as well as with buildings and architecture gives us a unique and powerful perspective on placemaking in the service of creating realizable visions and plans.

As we bring experience to the table, we respect that our clients and project stakeholders do too. We know how to lead, and we know how to listen. We also understand how to help others articulate their ideas and concerns so that they can be heard.

Our collaborative approach to master planning builds on this diversity of disciplines and breadth of project types by adding the clarity of process — a combination of leadership with listening.

The sensibility that we bring to the process has evolved out of our experience but is not a rigid formula. Rather, we begin by understanding each particular project on its own terms with the client and stakeholders and then we work to clearly define the problem. Each assignment will go through its own unique evolution to establish the definition required to be successful. We test, interrogate, and analyze the potentials alongside the client and appropriate stakeholders. Throughout the master planning process, our team filters every idea through three key objectives:

1. Solve Problems — We strive to develop multi-purpose planning strategies that solve ongoing issues related to performance requirements, land-use directives, and policy-driven decision making strategies based on understanding data, goals, and cultural climate.

2. Make it Real — We embed measured practicality into our visionary process to ensure all of the proposed improvements can be implemented, as opposed to sitting on a shelf.

3. Be Visionary — We work to deliver a road map that is not only achievable, but also inspiring. There are many stories to tell in every site and our master planning process seeks to gather these together and propose an aspirational vision that will resonate into the future.

Our master planning process involves developing legible and compelling plans, diagrams and 3D models that will allow for clear communication of proposals that aid us in our ability to host a dialogue and share visions for the project. The end result of this conceptual phase development is typically a set of documents that may be used for legal and public entitlement and planning processes and approvals. This documentation clearly defines the vision and parameters required to create the appropriate solutions. In the end, our process is simple: it is about creating and revealing the authentic story behind every project.

We will have the assistance of some experienced consultants to work with us on this project, and we will employ them to bring intelligence and diligence to the

table, ensuring that the team is fully informed and incorporating the best of their knowledge into the earliest thinking of the project.

List of Selected Master Planning Projects:

- Grand Park Cultural Corridor, Los Angeles, CA
- Grand Ave Streetscape Master Plan, Los Angeles, CA
- Arroyo Seco Trail Vision Plan, Pasadena, CA
- Descanso Gardens Master Plan, La Cañada Flintridge, CA
- Hollywood Bowl Master Plan, Los Angeles, CA
- La Casa de Maria and Center for Spiritual Renewal Master Plan, Montecito, CA
- Center for Early Education Sustainability Master Plan, Los Angeles, CA
- Christ Cathedral Master Plan, Garden Grove, CA
- Exposition Streetscape & Master Plan, Los Angeles, CA
- The Music Center Plaza, Los Angeles, CA
- NBC Universal Master Plan, Los Angeles, CA
- One Beverly Hills, Beverly Hills, CA
- Paramount Pictures Master Plan, Los Angeles, CA
- Philbrook Art Museum Master Plan, Tulsa, OK
- Sacramento Downtown Commons, Sacramento, CA
- Sunset Las Palmas Studios Master Plan, Los Angeles, CA
- Wolf Trap National Park for Performing Arts, Vienna, VA



RIOS helped to create a seating module for the public dining space in Leimert Park Village, featuring artworks by four young local artists.



We host outreach and community conversation at our annual neighborhood open house.

Just.

Organization Name: RIOS
Organization Type: Architecture, Interior Architecture, Landscape Architecture, Urban Design, Environmental Graphics, Product Design
Headquarters: Los Angeles, California
Number of Employees: 215

Social Justice Indicators:

Diversity & Inclusion	Employee Benefits
<input checked="" type="checkbox"/> Gender Diversity <input checked="" type="checkbox"/> Ethnic Diversity <input checked="" type="checkbox"/> Inclusion <input checked="" type="checkbox"/> Engagement	<input checked="" type="checkbox"/> Health Care <input checked="" type="checkbox"/> Retirement Provision <input checked="" type="checkbox"/> Family/Medical Leave <input checked="" type="checkbox"/> Training/Education
Equity	Stewardship
<input checked="" type="checkbox"/> Full-Time Employment <input checked="" type="checkbox"/> Pay-Scale Equity <input checked="" type="checkbox"/> Freedom of Association <input checked="" type="checkbox"/> Living Wage <input checked="" type="checkbox"/> Gender Pay Equity	<input checked="" type="checkbox"/> Local Communities <input checked="" type="checkbox"/> Volunteering <input checked="" type="checkbox"/> Animal Welfare <input checked="" type="checkbox"/> Charitable Giving <input checked="" type="checkbox"/> Positive Products
Employee Health	Purchasing & Supply Chain
<input checked="" type="checkbox"/> Physical Health <input checked="" type="checkbox"/> Well-Being	<input checked="" type="checkbox"/> Equitable Purchasing <input checked="" type="checkbox"/> Supply Chain

THE SOCIAL JUSTICE LABEL 2.0
 RIO-001 EXP. 09/01/2023
 INTERNATIONAL LIVING FUTURE INSTITUTE™

JUST Certification reflects our investment in diversity, equity, and inclusion and pushes us to better our business practices.

Diversity, Equity, and Inclusion: RIOS's Social Impact Initiative (SII)

Here at RIOS, we value building a practice that is fair, equitable, and diverse in the pursuit of its opportunities and in developing employees to achieve professional milestones and grow within the structure of our operation no matter their race, gender, sexual orientation religious beliefs, age, or political point of view.

Diversity is at the heart of our Mission and Ethos. We believe that diversity in design perspectives allows projects to genuinely complement the wide range of points of view that make up the human experience. At an operational level, RIOS allocates 5% of our annual profit to invest in Social Impact Initiatives within the office that support diversity and bias training, support pro-bono pursuits, participation in mentorship and education in community groups locally and nationally, and investment in our local community of South Central Los Angeles. There is broad understanding that our most important project is designing ourselves, refining our culture, and evolving our ways of understanding the world around us.

Here are some other key ways that we practice building a diverse, inclusive, and equitable practice:

Recruitment and professional pathways: We recruit directly from State Universities and Historically Black Colleges and Universities to make sure our recruitment matches our aspirations in building diverse points of view.

Building a diverse internal workforce: We maintain a 50-50 ratio of female-to-male employees, including in our ownership, and include non-cisgender employees in our numbers. Our internal dialog pushes equity and support to share in the administration and facilitation of projects equally.

Radical participation: We provide opportunities for growth and exposure, including licensure, certification, registration support, and professional development. Every person receives \$500/year towards professional or extracurricular pursuits in support of "radical participation" to extend training, mentoring, and development outside of work.

Compensation equity: We monitor and maintain pay equality among our staff in all disciplines regardless of gender or race and balance this on an annual basis as a top priority.

Evolving a diverse workplace: We have invested in diversity and inclusion trainings ("Lean In" Affinity Group, Awaken Psychological Safety Sessions, and the "Big Five Workshop") that take place annually and have recently engaged in a partnership with "Step Up" to bolster our internship program.



Certified LGBT Business Enterprise: We are a majority LGBTQIA+ owned company that is currently certified with the National LGBT Chamber of Commerce (NGLCC) as an LGBT Business Enterprise (certificate 24820).

Commitment to community: We allocate 10% of our office space to opportunities for community gathering. We've served as a neighborhood polling place, hosted local artist showcases, community meetings, social mixers, community happy hours, and neighborhood movie nights. In keeping our doors open to the neighborhood, we have influenced our clients to find ways to bring their local communities into their projects.

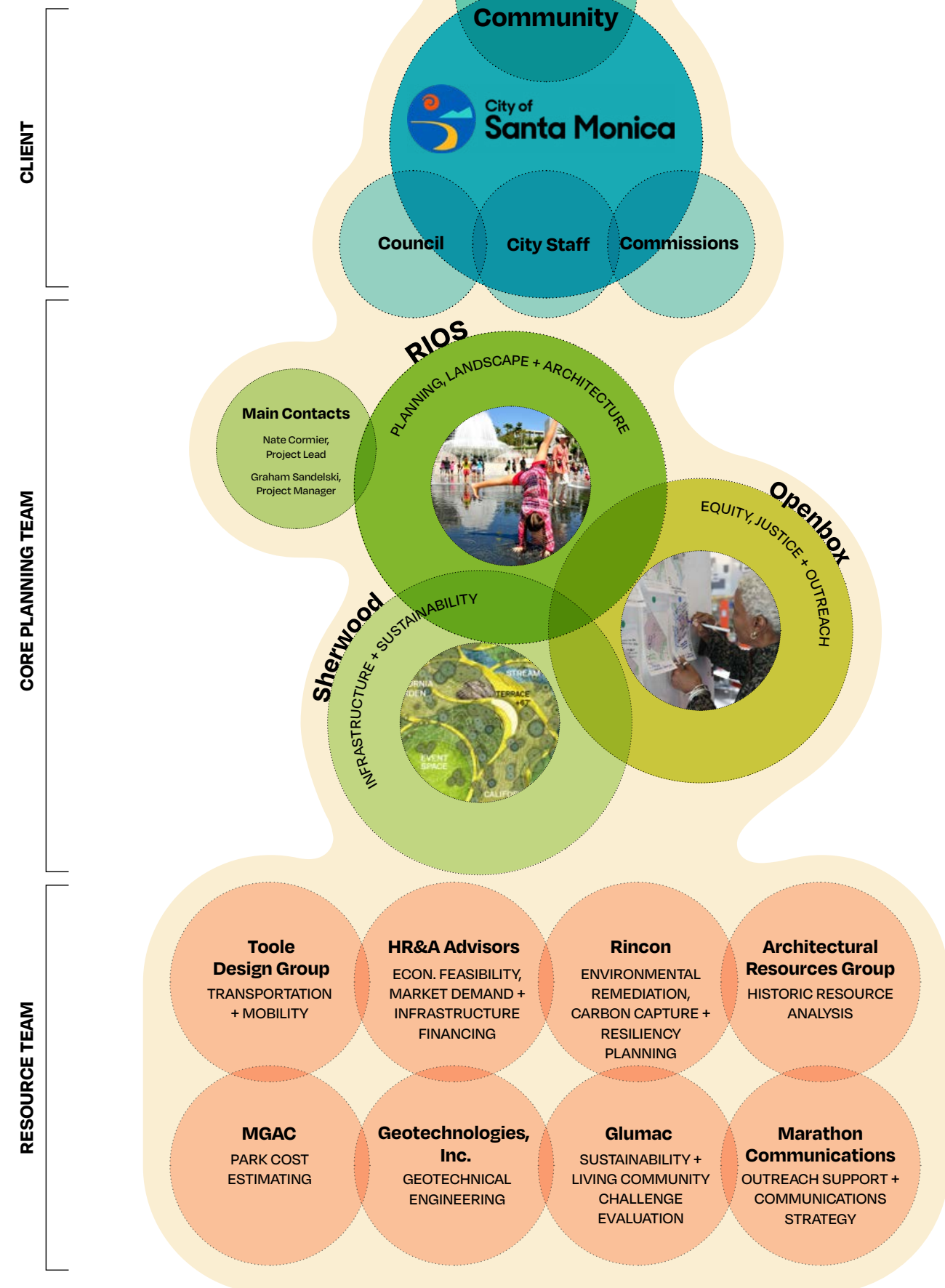
Community service: We believe in being stewards of our local communities. We prioritize mentorship and leadership to connect with organizations making a difference around us, such as First Place for Youth and Ace Mentorship.

Sustainable business practices: In each location where RIOS has an office, we are looking to connect with the authenticity of the local culture along with other benefits like access to transit or bike accessibility.



RIOS+ is a non-profit that invests in our neighborhood of South Central Los Angeles, raising funds for community organizations with actionable plans for impact.

Our Team



Local Project Experience



RIOS has a global design reputation combined with in-depth knowledge of the airport, Santa Monica, and the region. Our **Core Team** members, **Sherwood** and **Openbox**, have joined RIOS in an exclusive engagement to offer a powerful and focused emphasis on thoughtful design, innovative sustainability, and equitable outreach at the core of everything that we do. This Core Team is supported by a **Resource Team** with deep knowledge of all areas of expertise necessary to develop the most impactful future for the Santa Monica Airport, from economics and mobility to remediation and historical analysis.

- RIOS
- SHERWOOD DESIGN ENGINEERS
- TOOLE DESIGN GROUP
- MARATHON COMMUNICATIONS
- RINCON CONSULTANTS
- ARCHITECTURAL RESOURCES GROUP
- GLUMAC



Mark Rios FAIA, FASLA

Creative Director, Partner

Mark founded RIOS in 1985 with a singular vision: to imagine, design, and build complete environments.

Formally trained in both architecture and landscape architecture, Mark has long seen those two disciplines as inseparable. Under his leadership, the firm quickly developed an international reputation for its groundbreaking multidisciplinary approach to all its commissions.

Mark is responsible for the studio's overall direction and operation, and he leads its staff of creative professionals. Every project that bears the firm's stamp traces its lineage to Mark's innate curiosity and ability to see things from multiple perspectives. By creating an environment where colleagues are free to draw from any number of influences, Mark has propelled the firm beyond the borders of architecture and landscape architecture to incorporate interior design, graphic design, product design, branding, and urban planning.

The firm's client list is as diverse as the services it provides. From 2001-07, Mark was Chairman of the Landscape Architecture Program at the University of Southern California. He served on the UCLA School of Arts and Architecture faculty from 1986-95, and was a visiting instructor at Harvard University's Graduate School of Design in 1990.

Education

- Master of Architecture** Harvard University, Graduate School of Design
- Master of Landscape Architecture** Harvard University, Graduate School of Design
- Bachelor of Architecture** University of Southern California, School of Architecture

Affiliations

- Registered Architect** California No. 15744
- Registered Landscape Architect** California No. 3727
- Fellow** American Institute of Architects
- Fellow** American Society of Landscape Architects
- Board of Directors** Los Angeles Parks Foundation

Selected Project Experience

- Santa Monica Airport Park Conversion Report** Santa Monica, CA
- Act 4 Entertainment** Santa Monica, CA
- Grand Avenue & The Music Center Plaza Cultural Corridor Plan** Los Angeles, CA
- Grand Park** Los Angeles, CA
- Palm Springs Downtown Park** Palm Springs, CA
- Row DTLA** Los Angeles, CA
- Columbia Square** Los Angeles, CA
- Crossroads of the World** Los Angeles, CA
- Descanso Gardens Master Plan** La Cañada Flintridge, CA
- Descanso Gardens Entry Garden** La Cañada Flintridge, CA
- West Hollywood Park Phase 2** West Hollywood, CA
- Mark Taper Forum** Los Angeles, CA
- Dodgers Next 50** Los Angeles, CA
- Allegiant Stadium** Las Vegas, NV
- XBOX Plaza** Los Angeles, CA
- South Park Commons** Los Angeles, CA
- Chess Park** Glendale, CA
- The California Endowment** Los Angeles, CA
- Pete V. Domenici U.S. Courthouse** Albuquerque, NM
- The Greening of Century City** Century City, CA
- Austin City Limits** Austin, TX
- Homeboy Diner** Los Angeles, CA
- Westfield Century City Dining** Century City, CA
- Westfield Century City Phase 1 and 2 Redevelopment** Century City, CA
- Westfield Family** National Locations
- Cafe Gratitude Restaurant Design and Branding** Los Angeles, CA
- Center for Early Education Sustainability Master Plan** West Hollywood, CA
- East Valley Community Center** Sherman Oaks, CA
- The Children's Bureau** Los Angeles, CA
- W Hotel Residence** Los Angeles, CA



Santa Monica Airport Park

Santa Monica Airport Park builds on the site's rich history, converting aircraft activity and motion to human fitness and performance. The scheme connects the two phases of park development via a pedestrian runway that invites the surrounding neighborhoods into the park. The pedestrian runway is a two-way multi-purpose linear track with distances marked by graphics similar to those painted for air plane traffic on a tarmac.



Grand Park

The design of Grand Park has no smaller aim than to express the multicultural diversity of Los Angeles through landscape design and architecture. RIOS transformed a 12-acre space filled with parking lots into "The Park for Everyone," an adaptable community gathering place that has redefined the future of downtown Los Angeles. Grand Park was honored with a 2018 Fast Company Innovation by Design Award for Timeless Design.



Palm Springs Downtown Park

Palm Springs Downtown Park is the heart of the city's ambitious downtown revitalization. Drawing inspiration from local natural features, the park features an extensive, dense palm grove with ample shaded areas and seating, two picnicking eco-lawns and amphitheater seating for community events, shade structures inspired by palm fronds, and a grotto-like interactive water feature for play and cooling ambient temperatures.



Nate Cormier ASLA, PLA, LEED AP, WELL AP

Managing Studio Director, Landscape Architecture

Nate helps lead the landscape architecture practice at RIOS with a focus on dynamic public spaces.

His interest in landscape design as a form of storytelling drew him to Los Angeles after two decades of practice in Seattle and a Masters in Landscape Architecture from Harvard University's Graduate School of Design. Nate's projects, including downtown central parks and mixed-use environments in Denver, Houston, Seattle, Los Angeles, and Palm Springs, unearth stories of place as catalysts for authentic urban life. Nate teaches and lectures on landscape design at universities and conferences around the country. He has been active on the boards of the national Landscape Architecture Foundation and numerous urban environmental and civic groups.

Nate's current research interest centers around dimensions of wellness in the built environment. As a WELL Accredited Professional, he is familiar with numerous strategies linking indoor and outdoor environments as a holistic setting for healthy living. Examples include techniques for thermal comfort to address extreme heat and cold, incentives to encourage fitness and active living, and community configurations that inspire greater social interaction and community pride.

Education

Master of Landscape Architecture Harvard University, Graduate School of Design
Bachelor of Arts, Asian Studies Bowdoin College

Affiliations

Registered Landscape Architect Arizona No. 76871, California No. 6226, Colorado No. 0001634, Oregon No. 1053, Texas No. 3429, Washington No. 921
Member American Society of Landscape Architects
Associate Urban Land Institute
Director Emeritus Landscape Architecture Foundation
Director Emeritus Downtown Los Angeles Neighborhood Council

Selected Project Experience

- Santa Monica Airport Park Conversion Report** Santa Monica, CA
- Third Street Promenade 3.0** Santa Monica, CA
- Palm Springs Downtown Park** Palm Springs, CA
- Watts Community Center** Los Angeles, CA
- 520 Mateo** Los Angeles, CA
- Skyline Park** Denver, CO
- Treehouse Hotel** Sunnyvale, CA
- Balboa Park Visitor Experience Plan** San Diego, CA
- Mills Crossing Civic Center** Rancho Cordova, CA
- Honda Center Redevelopment** Anaheim, CA
- Philbrook Museum of Art and Gardens** Tulsa, OK
- Wilshire Boulevard Urban Design** Beverly Hills, CA
- Lynn Wyatt Square for the Performing Arts** Houston, TX
- Edward Roybal Learning Center, Los Angeles Unified School District** Los Angeles, CA
- Compton College Visual and Performing Arts Building Replacement** Compton, CA
- Pierce College Child Development Academic Facility, Los Angeles Community College District** Los Angeles, CA
- Dana Point Harbor** Dana Point, CA
- Drake Bridge Commons** Austin, TX
- Exposition Square Streetscapes Plan** Los Angeles, CA
- South Park Commons** Los Angeles, CA
- Lincoln Heights Jail Makers District** Los Angeles, CA
- 1 Hotel West Hollywood** West Hollywood, CA
- Bradley Green Alley** Pacoima, CA
- Tustin Hangar Park** Tustin, CA
- Seaport Public Realm** San Diego, CA*
- Gumbiner Park** Long Beach, CA*
- Downtown Loop** Denver, CO*
- Park Paseo** Glendale, CA*
- Orange Country Great Park** Irvine, CA*
- Bell Street Park** Seattle, WA*
- Hing Hay Park** Seattle, WA*

*Completed at prior firms



Skyline Park Master Plan

Collaborating closely with local stakeholders and City partners, we are working to reimagine Skyline Park to become an iconic and vibrant civic park in the heart of downtown Denver. As Denver continues to grow and change, the Downtown parks function as the City's frontyard — the place to be together, celebrate culture, and enjoy a healthy outdoor lifestyle. This collaborative design process engages the community to reimagine a park environment that better serves Denver residents.



ocV!BE Master Plan

Celebrating the diversity of Orange County, ocV!BE will be a one-of-a-kind, mixed-use, master-planned community and entertainment destination. The urban park plaza to the west will be anchored by a new 5,700-capacity concert venue, a landmark building featuring a 50,000-square-foot market hall and multiple floors of creative office space, and a landscaped boulevard featuring retail and dining opportunities. An eastern plaza will provide a garden setting with terraced seating and prominent public art, ideal for respite and special events.



Palm Springs Downtown Park

Palm Springs Downtown Park offers a shady oasis for residents and visitors near the Palm Springs Art Museum and the vibrant retail hub along Palm Canyon Drive. Sited on the grounds of the historic Desert Inn, the design draws on Palm Springs' legacy as a destination for health, nature, and pleasure seekers. Locally sourced stone, native desert plantings, and creature comforts create a common ground rooted in a sense of place for the diverse, growing community of Palm Springs and its visitors.



Graham Sandelski

Senior Project Director, Landscape Architecture

Graham is driven by solving problems through an explorative and deconstructive design process. His interest lies in creating spaces that engender community and connect people.

Selected Project Experience

- Santa Monica Airport Park Conversion Report** Santa Monica, CA
- Third Street Promenade 3.0** Santa Monica, CA
- 1111 Broadway** Oakland, CA
- Patencio Residence** Palm Springs, CA
- Live Nation** Dallas, TX
- Spotify Content Campus** Los Angeles, CA
- Amalfi Drive Residence** Palisades, CA
- 11601 Wilshire** Los Angeles, CA
- Descanso Gardens Entry** La Cañada Flintridge, CA
- Loma Vista Residence** Los Angeles, CA
- Park 55/OCBC** Orange, CA
- NBC Universal** Los Angeles, CA
- Indio Courthouse** Indio, CA
- Birkdale Multifamily** Los Angeles, CA
- 1500 Quail** Newport, CA
- Confidential Retreat** Malibu, CA
- The Washbow** Santa Monica, CA*
- Platform** Culver City, CA*
- Bird** Culver City, CA*
- The Standard Hollywood** West Hollywood, CA*
- Second Home Hollywood** Los Angeles, CA*
- Blum & Poe** Culver City, CA*

*Completed at prior firms

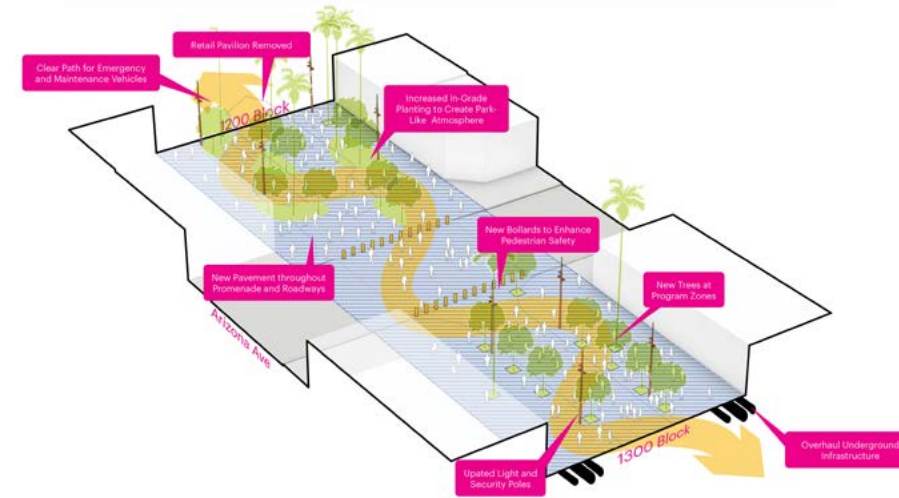
As a Senior Project Director, Graham has worked on a range of civic projects for the City of Santa Monica, including a re-envisioning of the Third Street Promenade, which is the main, historical pedestrian mall that runs through the ocean-side city's downtown. He also contributed to Santa Monica's Airport Park Expansion, a park and landscape master plan that converts aircraft activity and motion to human fitness and performance as an amenity with citywide impact.

His experience spans a multitude of project typologies. Graham has seen success spearheading projects from concept design through construction administration, and his work history encompasses a series of confidential projects, including a music streaming company and various upscale, residential projects.

While studying architecture in Barcelona at La Salle Ramon Llull University, his appreciation for the power of public space and urban design grew, and he brought these lessons back with him to Los Angeles. Graham received a Bachelor of Architecture from the University of Southern California.

Education

Bachelor of Architecture University of Southern California



Third Street Promenade 3.0

Promenade 3.0 is an effort by the City and Downtown Santa Monica to develop a comprehensive place-making strategy emphasizing a new streetscape, innovative tenancing, and active public space management. Our master planning work prioritizes Third Street Promenade as the heart of Downtown Santa Monica, authentically representing the community's values, culture, and economy.

Santa Monica Airport Park Conversion Report

RIOS worked with the City of Santa Monica to outline various future scenarios for the future of the Santa Monica Airport. The report analyzes pathways forward to develop the airport into park space through the examination of case studies and the evaluation of trade-offs for each potential approach.



Tigard Universal Plaza

Universal Plaza creates a central gathering place for everyone with amenities and engaging elements, providing a central gathering place for everyone in Tigard, Oregon. Visitors will be invited into the plaza through various activations that inspire gathering, community, and play, including a new interactive water feature, a super-structure canopy, porch swings, ample seating, and community amenities.



Abby Stone

Senior Project Director, Urban Design & Planning

Abby is a Senior Project Director at RIOS with a focus on creating community-centric public spaces. Her interest in urban design as a tool for social justice inspires her to help make our cities more equitable places to live.

Selected Project Experience

- Lulu's Place Master Plan** Los Angeles, CA
- Balboa Park Visitor Experience Plan** San Diego, CA
- Mills Crossing Civic Center** Rancho Cordova, CA
- Connect Beverly Hills: Streetscape Plan & Design Standards** Beverly Hills, CA
- Skyline Park** Denver, CO
- Russell Boulevard Corridor Plan** Davis, CA
- Leimert Park Al Fresco Initiative** Los Angeles, CA
- Confidential Master Plan** Orange County, CA
- Welcome to Western** Los Angeles, CA*
- Go Ave 26** Los Angeles, CA*
- Exhibit Columbus** Columbus, IN*
- Proyecto Pastoral** Los Angeles, CA*
- Crossing on Adams (Vision Zero)** Los Angeles, CA*
- Wilmington Wayfinding** Los Angeles, CA*
- The Backyard Homes Project** Los Angeles, CA*
- Storefronts, LA** Los Angeles, CA*
- Pan-African Global Academy Expansion** Oshiyie, Ghana*
- Manual of Section** New York, NY*
- The Shed** New York, NY*

*Completed at prior firms

Abby is fascinated by the ways in which the built environment is shaped by — and also actively shapes — social, cultural, political, and economic realities for different communities. Abby's projects are comprehensive and multidisciplinary, including the design and strategy of affordable housing developments, small business improvements, and urban activations in New York City and Los Angeles. Her work is driven by research and community engagement to create thoughtful, context-specific interventions that support a sustainable, livable, vibrant public realm. Most recently at RIOS, Abby is exploring a streetscape plan to create welcoming and walkable corridors in Beverly Hills. During her time as Design Lead and Project Manager with LA-Más, she worked on a variety of public projects that incorporated community outreach and engagement to inform streetscape enhancements that support a pedestrian-friendly urban environment. Abby previously worked in Business Development and Strategy at Diller Scofidio + Renfro, and she continues to bring a keen understanding of business and communications strategy to design projects.

Abby was formerly an Assistant Instructor for architecture courses at Princeton University. While completing her Master of Architecture, Abby extended her design expertise to help the Pan-African Global Academy in Ghana become environmentally, socially, and financially sustainable.

Education

- Master of Architecture** Princeton University
- Certificate in Urban Policy** Princeton University, School of Public and International Affairs
- Bachelor of Arts** Architecture Columbia University



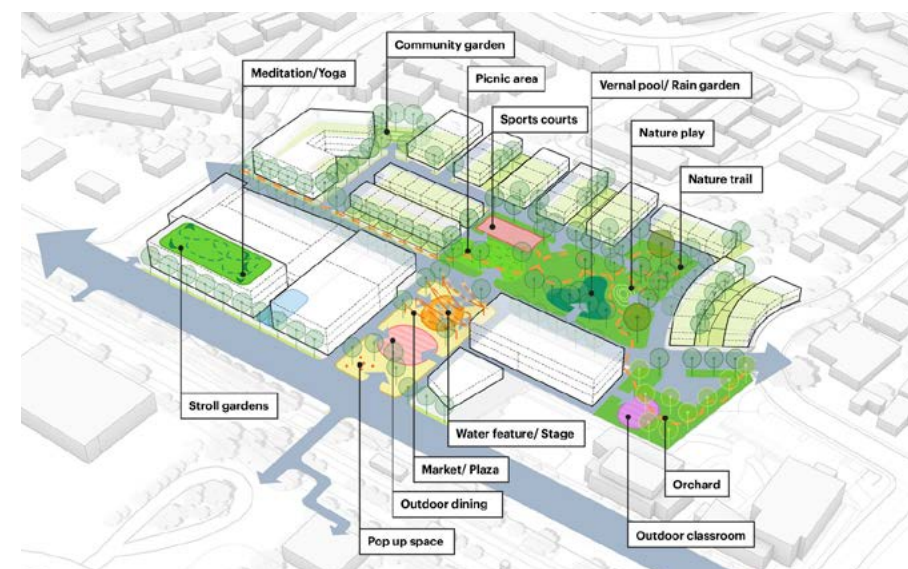
Lulu's Place Master Plan

RIOS is developing master planning and design for a nonprofit youth center that will provide high-quality academic, athletic, and wellness programs. Lulu's Place will be located adjacent to LAX within the Northside planning area.



Balboa Park Visitor Experience Plan

Rooted in community research, this multi-disciplinary effort will establish a vision for a more integrated and inclusive visitor experience to this iconic San Diego destination. Collaboration within a complex, multi-stakeholder ecosystem has been the foundation of the Experience Plan effort. The project team was led by Openbox, who led community research, in collaboration with RIOS, leading site analysis, design, placemaking, and programming.



Mills Crossing Civic Center

The Mills Crossing Civic Center will be a mixed-use community hub for the City of Rancho Cordova. The project will be a flexible community center, where the interplay of public gathering spaces, community amenities, and cultural, commercial, and residential uses creates a vibrant civic heart. The project aims to employ a "prototype to permanent" approach, with the strategic deployment of creative, living "laboratories" on site to test viability of the various programming ideas.



Peter Emerson

Studio Director, Landscape Architecture

Peter melds landscape, planning, and architecture at all scales of design, while working closely with stakeholders, collaborators, and clients to create inspiring places for people to live, work, and play.

Selected Project Experience

CBS Television City Master Plan Los Angeles, CA

Hollywood Bowl 20 Year Vision Plan
Los Angeles, CA

US Embassy Master Plan Canberra, Australia

Malibu Living Shoreline Project Malibu, CA

Manhattan Beach Dune Restoration
Manhattan Beach, CA

Wolf Trap National Park for the Performing Arts Master Plan McLean, VA

Crossroads of the World Los Angeles, CA

Confidential Arts District Master Plan
Los Angeles, CA

Confidential Hollywood Master Plan
Los Angeles, CA

NewPark Overall Landscape Master Plan and Streetscape Design Newark, CA

Third Street Promenade Concept Design
Santa Monica, CA

Lynn Wyatt Square for the Performing Arts
Houston, TX

Santa Monica Airport Park Santa Monica, CA

Santa Monica Parks & Recreation Master Plan Update Santa Monica, CA

South Park Commons Los Angeles, CA

Universal Plaza Tigard, OR

1 Hotel West Hollywood, CA

Horton Plaza San Diego, CA

1111 Broadway Oakland, CA

Sunset Las Palmas Los Angeles, CA

NoMa Station Master Plan Washington, D.C.

11601 Wilshire Boulevard Los Angeles, CA

Renovation of the Lincoln Memorial Reflecting Pool, West Plaza + Grounds Washington, D.C.*

U.S. Embassy Campus Beirut, Lebanon*

U.S. Embassy Campus N'Djamena, Chad*

U.S. Embassy Renovation Helsinki, Finland*

U.S. Embassy Campus

The Haag, The Netherlands*

Fort Lauderdale Beachfronts, Streetscapes and Intracoastal Park Fort Lauderdale, FL*

John G. and Phyllis W. Smale Riverfront Park
Cincinnati, OH*

*Completed at prior firms

Peter has built a career around complex projects and integrated design. Since joining RIOS, Peter has quickly contributed these skills to become an integral part of the practice. His wealth of experience designing and building campus landscapes, parks, and iconic public spaces has been an asset to some of our most complex projects.

His experience spans levels of scale and expertise, from organic farming and systems all the way to international experience designing landscapes for U.S. embassies that promote ecological diplomacy and design excellence. Prior to becoming a landscape architect, he developed two organic farming operations: one at the Rodale Institute Experimental Farm, and the other for Goodwill Industries International. His stance on productive landscapes is that they should be both beautiful and accessible. His projects find balance, whether it be between security and accessibility like at the Lincoln Memorial reflecting pool and grounds, or design and programming like at Jones Plaza in the Houston Theater District. He is a registered landscape architect and a 2009 Olmsted Scholar.

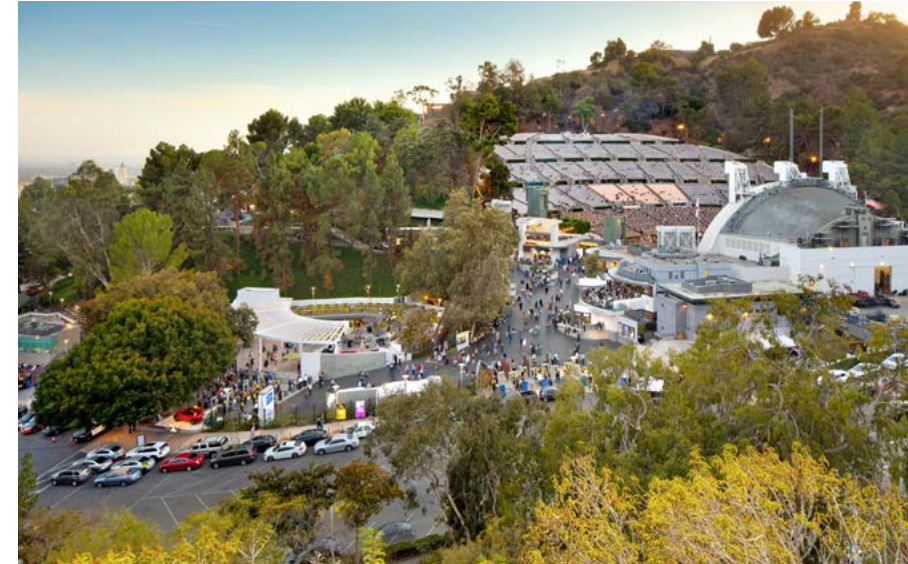
Education

Bachelor of Science Landscape Architecture Temple University

Affiliations

Registered Landscape Architect Oregon License No. 1084

Member American Society of Landscape Architecture



Hollywood Bowl 20-Year Vision Plan

In 2021, we worked hand-in-hand with the Hollywood Bowl operator - the Los Angeles Philharmonic - to develop the site's first ever long-term vision plan for the future. The 80-acre site nestled into the banks of the Hollywood Hills not only houses the iconic 17,000-seat outdoor amphitheatre seating and stage, but also more than 30 additional campus buildings - many of which we have been an integral part of developing over the last 14 years.



Santa Monica Airport Park Expansion

Our scheme for Santa Monica Airport Park connects the two phases of park development via a pedestrian runway that invites the surrounding neighborhoods into the park. The runway is flanked by a network of areas programmed with fitness equipment including ping pong tables, a communal yoga mat, TRX bars and poles for slack lining. The design is inspired by the industrial nature of airports: sparse, clear open sightlines, minimal material palette, and large-scale site graphics.



Lynn Wyatt Square for the Performing Arts

The Lynn Wyatt Square for the Performing Arts, at the epicenter of the Theater District, will provide an inviting green oasis that enhances downtown life and it can flexibly accommodate a wide range of outdoor performances and special events that serve the entire region. This plaza will be the new gateway for Houstonians and visitors alike to experience the beauty and power of the nationally recognized performing arts that surround it.



Sebastian Salvadó

Creative Director, Architecture

Sebastian’s strength as a designer stems from his ability to identify and execute solidly articulated concepts. As a Creative Director, he is involved every aspect of design, from practice to education.

Selected Project Experience

- Bergamot Station Arts Center** Santa Monica, CA
- ROW DTLA** Los Angeles, CA
- Great 8 Housing** Marina Del Rey, CA
- Sawtelle Housing** Los Angeles, CA
- Santa Monica Airport Park** Santa Monica, CA
- Crossroads of the World** Hollywood, CA
- The Switchyard** Los Angeles, CA
- Confidential Life Science Campus** Confidential Location, CA
- IAC Building** West Hollywood, CA
- XBOX Plaza at LA Live** Los Angeles, CA
- Tyson’s Corner** McLean, VA
- Paramount Studios Master Plan** Los Angeles, CA
- Paramount Technicolor Building** Los Angeles, CA
- SteelHouse Media Office** Culver City, CA
- Lawrence J. Ellison Institute for Transformative Medicine** Los Angeles, CA
- Helios Productions** Los Angeles, CA
- SpaceX Launch Control Building** Cape Canaveral, FL
- “LC” Housing** Brentwood, CA
- “D2” Housing** Marina Del Rey, CA
- Flower Fields Hotel** Xi’an, China
- Air Frame Pavilion** Los Angeles, CA
- Santa Monica Studio** Santa Monica, CA
- Modern Barn House** Santa Monica, CA
- Venice House** Venice, CA
- Malibu Colony House** Malibu, CA
- Northern Mexico Residence** Mexico
- Carolwood Residence** Los Angeles, CA
- Greenbank Residence** Thousand Oaks, CA
- Mountain Garden Residence** Montecito, CA
- Rio Bench** (in collaboration with Janus et Cie)

Sebastian’s wide range of experience enables him to excel in many disciplines, to find solutions as conceptual as the initial design idea and as specific as the furniture that completes the project. Since joining RIOS in 2004, Sebastian’s contributions have expanded the Studios’ multidisciplinary expression, with work that spans scales from large, urban mixed-use, to institutional, to residential, to furniture that solve complex problems with bold, integrative designs. Sebastian’s wide range of design experience is complemented by his background living in Los Angeles, San Francisco, New Orleans, and New York, which informed his cultural understanding. He was a teaching assistant at Columbia University from 2000-01 and an instructor at Tulane University from 2001-02.

Education

- Master of Architecture** Columbia University
- Bachelor of Arts** School of Environmental Design, University of California, Berkeley

Affiliations

- Registered Architect** California No. 39244



Bergamot Station Arts Center

The extension of rail service to Santa Monica created an opportunity to re-imagine Bergamot Station, a former freight yard that was transformed into an Arts Center in the 1990s. Our design honors the entirety of the site’s history by creating a cohesive array of new warehouse buildings and key open spaces around the existing structures to establish an international platform for art and culture.



ROW DTLA

ROW DTLA incorporates 100 years of Los Angeles history into an ambitious 21st-century commercial district linking downtown to L.A.’s burgeoning arts district. RIOS’ design reimagines the 30-acre campus by embracing its historic character. Through the use of industrial materials and raw utilitarian details, the design transforms ROW’s long rows of warehouse-style buildings into 1.3 million square feet of creative office space.



Santa Monica Airport Park Expansion

Our scheme for Santa Monica Airport Park connects the two phases of park development via a pedestrian runway that invites the surrounding neighborhoods into the park. The runway is flanked by a network of areas programmed with fitness equipment including ping pong tables, a communal yoga mat, TRX bars and poles for slack lining. The design is inspired by the industrial nature of airports: sparse, clear open sightlines, minimal material palette, and large-scale site graphics.



Sabina Cheng

Studio Director, Architecture

Sabina is adept at designing high-performance places centered around culture and history to create lively public destinations. Her brilliant vision is mindful of sustainability and integrates placemaking to amplify connections between people and the environment.

Sabina's wisdom empowers others to do their best work. She brings over a decade of architecture experience with a passion of creating human-centered designs that bring diverse groups together and support social interactions. Her approach responds to clients' interests, while addressing efficiency to enhance everyday life.

Sabina excels at solving issues and organizing chaos by combing systems into strategic and environmentally impactful designs that help people connect and enhance living. Her work takes cues from the site's surrounding environment and history to create places that are active and interconnected yet distinct. She's contributed to commercial and educational projects of all scopes and sizes around the globe, from Turkey to Azerbaijan and Hawaii.

Education

Bachelor of Architecture University of Southern California

Affiliations

Registered Architect California No. 33201

Member Urban Land Institute, Los Angeles Innovation Council

Selected Project Experience

- Horton Plaza** San Diego, CA
- Television City** Los Angeles, CA
- Echelon Studios** Los Angeles, CA
- Television Center** Los Angeles, CA
- The Exchange on 16th** San Francisco, CA
- San Francisco Flower Mart** San Francisco, CA
- LAWA LAX Northside Development 2** Los Angeles, CA
- 1800 N. Highland** Los Angeles, CA
- Front Street Tower** San Diego, CA
- 9405 Jefferson** Culver City, CA
- USC University Village** Los Angeles, CA*
- Renaissance Koroglu Park** Baku, Azerbaijan*
- Renaissance Maltepe Place** Istanbul, Turkey*
- Shui On Minhang Jian Chuan Road Master Plan** Shanghai, China*
- China World Trade Center** Beijing, China*
- Changzhou Textile Expo Park** Changzhou, China*
- Shui On Rui Hong Xin Cheng** Shanghai, China*
- Royal Caribbean Quantum of the Seas** International Waters*
- Equinox Health Club** Beverly Hills and Marina del Rey, CA*
- Harry Winston Jewelry Salon** Las Vegas, NV*
- Elie Tahari Store** Newport Beach, CA*
- Arup Office remodel** Los Angeles, CA*
- Hollywood/Los Angeles Beautification Team Headquarters** Los Angeles, CA*
- Marlborough School Master Plan** Los Angeles, CA*
- The John Thomas Dye School** Los Angeles, CA*
- DeBeers Jewelry Stores** Las Vegas, Houston, Washington D.C., Dallas, Honolulu, San Francisco, Naples, and Bal Harbour*
- Harry Winston Jewelry Salons** Dallas, Taipei, Beijing, Hong Kong, and Costa Mesa*
- University Mixed Use Master Plan** Los Angeles, CA*

*Completed at prior firms



Horton Plaza

Originally built in 1985 as one of the world's first outdoor shopping malls, the revitalization of Horton Plaza into a thriving retail destination redefines its position as a central heart of the San Diego community. The development will integrate extensive use of daylighting, a passive solar facade for the high-rise, solar energy - featuring the largest photovoltaic microgrid West of the Mississippi - a fully electric central plant, and blackwater and greywater reuse systems.



LAX Northside Master Plan

RIOS collaborated with URS and Los Angeles World Airports to develop an updated specific plan for the area known as the Northside Property. The LAX Northside Design Guidelines Update presents a clear set of new land uses and implementation strategies designed to make the best use of the urban site for economic development, while supporting the interests of stakeholders including LAWA, the FAA, Westchester BID, environmental stewards, and above all, adjacent residential communities.



Television City

RIOS is serving as the master and design architect for Hackman Capital Partner's proposed Television City Specific Plan, dubbed TVC 2050. The \$1 billion renovation plan will reaffirm Television City as a premier production facility for decades to come. TVC 2050 will enhance the public realm, restore views of the historic façade and bridge entryway from Beverly Boulevard, and generate significant economic and community benefits.



Qualifications

Parks

Grand Park

Grand Park was an important catalyst for an urban renaissance in Downtown Los Angeles, representing and serving all of the county's diverse populations.

Project Dates 2006 - 2019	Funding Sources \$50 million in pre-paid rent for ground leases from Related Companies \$6 million in other city funds and interest
Location Los Angeles, CA	Project Cost \$56 million
Size 12 acres	Services Provided Landscape Architecture Architecture Master Planning Urban Design Furniture Design
Project Staff Mark Rios, Creative Director Jessa Chisari, Technical Director	

The design for Grand Park has no smaller aim than to express the global multicultural diversity of Los Angeles through landscape design and architecture to create a spectacular, iconic park for Downtown Los Angeles. Thematically, the park celebrates Los Angeles' identity as a 21st-century multi-cultural global city — a metropolis composed of an amazing diversity of authentic ethnic communities and neighborhoods, set in a County where 244 distinct languages are spoken.

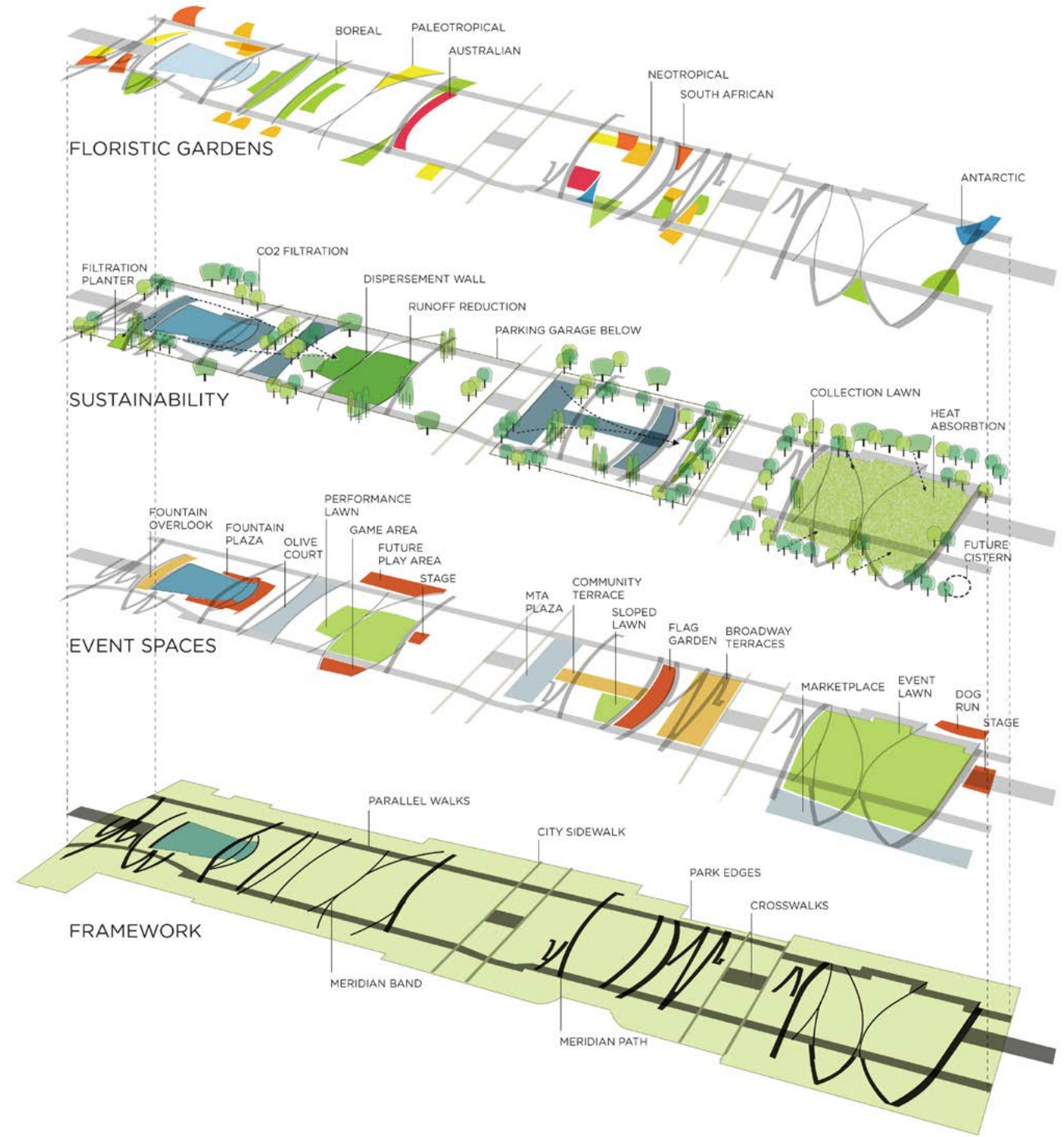
The 12-acre site is divided by two city streets and a challenging 90-foot grade change. Our design makes a series of grand gestures to tie the four-block site together, and create a connected, unified park. We used Grand Park's significant grade changes as an asset, rising to the challenge of softening Bunker Hill's natural incline with pedestrian friendly and ADA-accessible ramps and broad steps. The new "J-Ramps" extend existing below-grade ramps to the north and south to create a series of central terraces leading down into the park from Grand Avenue with a great view of the restored fountain. The terraces are adaptable to an array of uses, including al fresco dining, event seating, meeting enclaves, and general gathering places. The historic Arthur J. Will Memorial Fountain has been restored and expanded to increase its sustainability as well as its viability as a dynamic water feature for park users.



\$50 million
Related Companies contributed \$50 million in pre-paid ground leases towards capital costs for Grand Park.







Santa Monica Airport Park Expansion

Santa Monica Airport Park builds on the site's rich history, converting aircraft activity and motion to human fitness and performance.

Project Dates 2015 - 2017	Project Staff Mark Rios, Creative Director Sebastian Salvadó, Creative Director Peter Emerson, Studio Director Graham Sandelski, Senior Project Director
Location Santa Monica, CA	Funding Sources City of Santa Monica
Size 650,000 sq. ft. 172 acres (Total Site) 12 acres (RIOS Site Plan)	Project Cost N/A (unbuilt)
Role Prime	Services Provided Architecture Landscape Architecture Experiential Graphic Design

Not just any municipal air field, Santa Monica Airport was the home of Douglas Aircraft Company, a center of innovation and service, where around-the world transport was developed and long-range, fixed-wing propeller plans were perfected for military and commercial use. An active and critical aviation hub during the Second World War, the air field and adjacent buildings, including the 41,000-square-foot Quonset hut style Barker Hanger, were camouflaged with Astroturf and artificial trees to trick flyers of enemy spy planes in to thinking that the airport was simply an extension of the surrounding suburban landscape.

The new park builds on the site's rich history, converting aircraft activity and motion to human fitness and performance. The scheme connects the two phases of park development via a pedestrian runway that culminates at a new pedestrian entrance at the east side of the site, inviting neighborhoods beyond Santa Monica into the expanded park.

The landscape design is inspired by the industrial nature of airport design: sparse, clear open site lines, minimal material palette, and site graphics scaled for long distance views. The pedestrian runway is a two-way multi-purpose linear track flanked by fitness programs, marked similarly to a tarmac. The existing and new parks are linked by a new sloped meadow for unprogrammed community use, providing a place to meet, rest, play, and picnic.



12 acres
Our proposal includes an ambitious expansion of soccer fields and fitness oriented park programming and facilities.



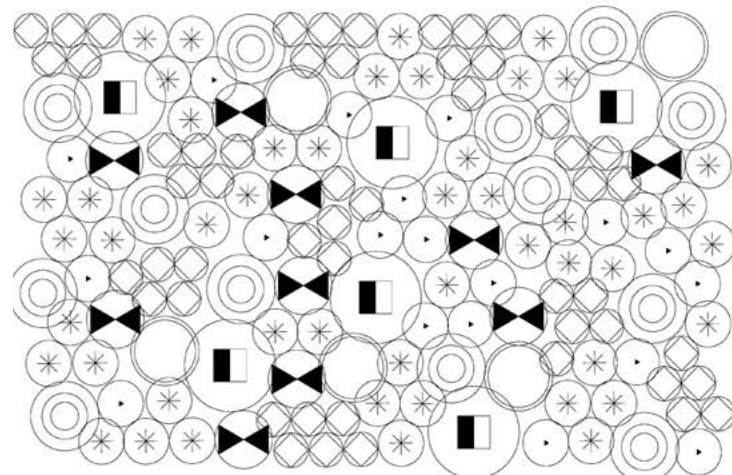
PLANT SCHEDULE

PLANTING LEGEND							
SYMBOL	KEY	BOTANICAL NAME	COMMON NAME	SIZE	SPACING	BLOOM PERIOD	
SHRUBS, GRASSES, AND GROUNDCOVER							
○	AGA ATT	AGAVE ATTENUATA	FOX TAIL AGAVE	5 GAL	30' O.C.	MARCH-JUNE	
○	QAK DM	QUICK DRAGON	BECKLEY SEDGE	1"	18" O.C.	MARCH-JUNE	
○	EDM CAN	EDMUND GARDENIA	PRIDE OF MEDICINA	5 GAL	48" O.C.	JUNE-SEPTEMBER	
○	FES MAI	FESTUCA MAIREI	ATLAS FESCUE	1 GAL	24" O.C.	JUNE-SEPTEMBER	
○	HIS FUN	HESPERALOE FUNIFERA	NEW MEXICO FALSE YUCCA	3 GAL	24" O.C.	JUNE-SEPTEMBER	
○	MUH RIG	MUHLENBERGIA RIGENS	DEER GRASS	1 GAL	30" O.C.	JULY-SEPTEMBER	
○	SPO WIR	SPOROBIUM WRIGHTII	GIANT SACATON	1 GAL	30" O.C.	JUNE-AUGUST	

AXONOMETRIC VIEW



PLANTING DETAIL TEMPLATE
SCALE: 1/4" = 1'-0"



SECTIONAL VIEW
SCALE: 1/4" = 1'-0"



Palm Springs Downtown Park

RIOS worked with the City of Palm Springs, the Palm Springs Art Museum, and community stakeholders imagine a new 2-acre central park where residents and visitors can come together, inspired by local ecosystems and geologic features.

Project Dates 2017 - 2021	Project Staff Mark Rios, Creative Director Nate Cormier, Managing Studio Director
Location Palm Springs, CA	Funding Sources City of Palm Springs
Size 2 acres	Project Cost \$9 million
Role Prime	Services Provided Landscape Architecture Architecture Experiential Graphic Design Urban Design Master Planning

An important objective of the park was to make it a year-round destination. With temperatures exceeding 120 degrees in the summer, an obvious challenge was mitigating the extreme heat. Our team spent time hiking in the surrounding landscapes to understand this challenge and appreciate the unique native palm ecosystem in the foothill canyons. The team translated field measurements of the palms' tight spacing and irregular trunk forms into the park's native palm grove.

Field trips in the surrounding mountains also offered up-close experience of the colorful banded rock formations which had offered such striking views from the valley floor. The team abstracted this geology into a custom "sedimentary" finish for vertical walls and modular seat blocks that retain planted outcrops and form gathering spaces in the park. Working with Fluidity, the team invented a powerful cascade and misting water feature for the heart of the park that brings the magic of the surrounding mountains to the urban core.

The park has also been shaped to host to an array of cultural events with live performances, film nights, and festivals taking place on an outcrop stage. The stage is framed by a palm frond-inspired shade canopy and has a dramatic backdrop of the Palm Springs Art Museum and the San Jacinto Mountains.

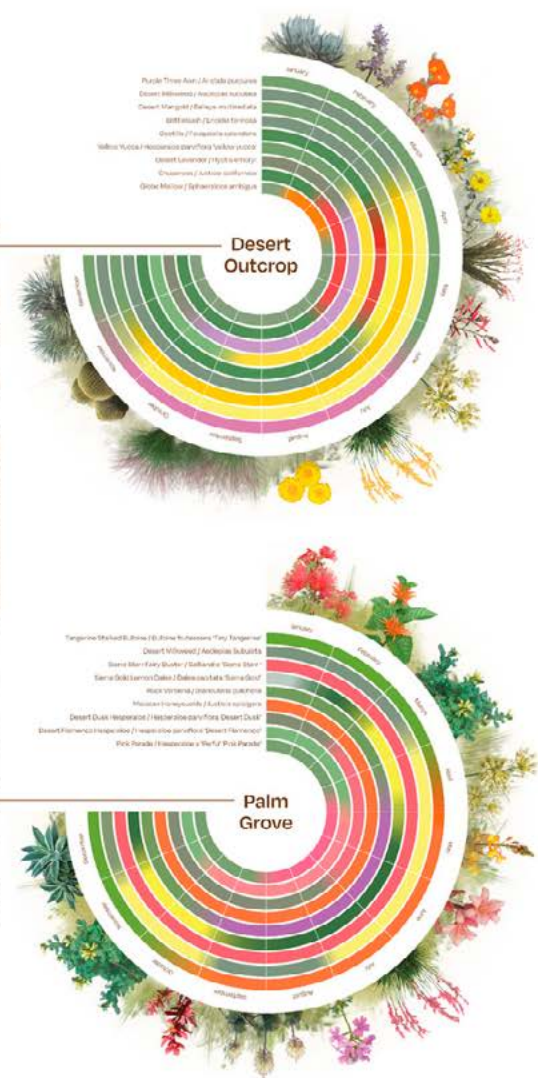


Award of Excellence
In 2022, the American Society of Landscape Architects conferred its highest honor — the Award of Excellence — on Palm Springs Downtown Park.





-  **Palm Trees**
Washington Filices, Washington Filices, Phoenix desert filices
-  **Palo Verde Trees**
Cercidium Desert Museum
-  **Mesquite Trees**
Prosopis juliflora





Qualifications

Master Planning

ocV!BE Master Plan

This \$4 billion, 95-acre, mixed-use community is being developed to include new live entertainment venues, dining and retail offerings, and public amenities. ocV!BE will provide a full range of entertainment activating the district daily for the enjoyment of its guests.

Project Dates	Project Staff
2019 - 2022	Mark Rios, Creative Director Sebastian Salvadó, Creative Director Nate Cormier, Managing Studio Director
Location	Funding Sources
Anaheim, CA	The Samueli Foundation
Size	Project Cost
95 acres	\$4 billion (estimated)
Role	Services Provided
Prime	Master Planning Architecture Landscape Architecture

Celebrating the diversity of Orange County, ocV!BE will be a one-of-a-kind, mixed-use, master-planned community and entertainment destination that allows residents and guests to create their own experience while offering something for everyone.

A distinguishing feature of ocV!BE will be its four unique public plazas, each with its own focus and energy. The urban park plaza to the west, more than three acres in size, will be anchored by a new 5,700-capacity concert venue, a landmark building featuring a 50,000-square-foot market hall and multiple floors of creative office space, and a landscaped boulevard called the Paseo, featuring retail and dining opportunities. The southern-facing plaza will be a hub of activity focused on sports with elevated walkways providing ample opportunities for dining. The northern plaza will feature a collection of smaller entertainment experiences. An eastern plaza will provide a garden setting with terraced seating and prominent public art, ideal for respite and special events.

For more information on this project, please visit <https://www.ocvibe.com/>.



\$4 billion
 This \$4 billion mixed-use community, anchored by the Honda Center, will include four public plazas, each with its own distinct public programming.





Hollywood Bowl

20 Year Vision Plan

The Hollywood Bowl's first ever long-term vision plan addresses significant challenges, such as a creating multi-modal transportation hubs, improving accessibility, restoring the natural ecology of the overall Hollywood Bowl basin, and creating new facilities that address the growing needs of operations, guests, and artists.

Project Dates 2020 - 2022	Funding Sources Los Angeles Philharmonic Association
Location Los Angeles, CA	Project Cost \$35 million for all RIOS projects completed to date on site
Size 85 acres	Services Provided Architecture Interior Design Landscape Architecture Urban Planning
Role Prime	
Project Staff Mark Rios, Creative Director Peter Emerson, Studio Director	

Prior to the 2021 Vision Plan, our collaboration at the Hollywood Bowl began in 2007 with the renovation of the Historic Fountain, restoring sculptor George Stanley's Streamline Moderne gem to working condition for the first time in 30 years. Our work with the LA Philharmonic continued with a collection of projects that enhance the venue for performances while catering to amplifying the patron experience. From the Box Office Plaza and Mid Gate completed in 2017, to the Artist Lounge realized for Orchestra warm-ups, to the facility wide upgrades for Food and Beverage — our team has been front and center in keeping the Hollywood Bowl's blend of historic Los Angeles iconography and charm mixed with state-of-the-art class for concertgoers and artists.

Developing the Bowl's 20-year Vision Plan over the course of the last year meant examining the campus holistically. The 80-acre site nestled into the banks of the Hollywood Hills not only houses the iconic 17,000-seat outdoor amphitheatre seating and stage, but also more than 30 additional campus buildings. Extensive artist amenity spaces, a museum, box office, marketplaces, food-service kitchens and concessions, on-site operations, historic bungalows, production facilities, restrooms and storage all dapple the landscape. In conjunction with the buildings, the outdoor spaces on site are what make this southern California gem truly unique amongst worldwide concert venues.



16 years

Our 16-year relationship with the Hollywood Bowl has resulted in 12 projects and a Vision Plan that outlays future planning goals.



Descanso Gardens Master Plan

This Master Plan proposes an integration of the entire garden into a holistic vision with the goals of enhancing the presence of history and the botanical collection, improving environmental resilience, and enriching the guest experience.

Project Dates 2018 - 2021	Project Staff Mark Rios, Creative Director Katherine Harvey, Creative Director
Location La Cañada Flintridge, CA	Funding Sources Descanso Gardens Guild
Size 160 acres	Project Cost \$100,000,000 (estimated)
Role Prime	Services Provided Master Planning Landscape Architecture Architecture Programming

Descanso Gardens is a distinctive and multifaceted landscape, at once curated and wild — bridging culture and nature as well as our past, present, and future. This Master Plan takes the unique ingredients which make up Descanso, and considers the strategic planning and funding necessary toward realizing the future of the gardens.

The Descanso Gardens Master Plan is intended to guide the garden's evolution over the next 15 years. Synthesizing the contending opportunities that emerged from a thorough Needs Assessment, the plan proposes many simple upgrades and enhancements, but also proposes several new and aspirational projects that will re-frame and re-contextualize beloved existing features such as the Lake, the Rose Garden, and the Camellia Collection.

In all cases, the design proposals look to amplify the assets of the garden through strategic curation, enhanced sustainability and consideration of guest experience.

This Master Plan delivers a road map that is not only achievable, but also inspiring. There are many parallel narratives contained within the larger story of Descanso Gardens, the Master Plan seeks to gather these together and propose an aspirational vision that will resonate into the future.

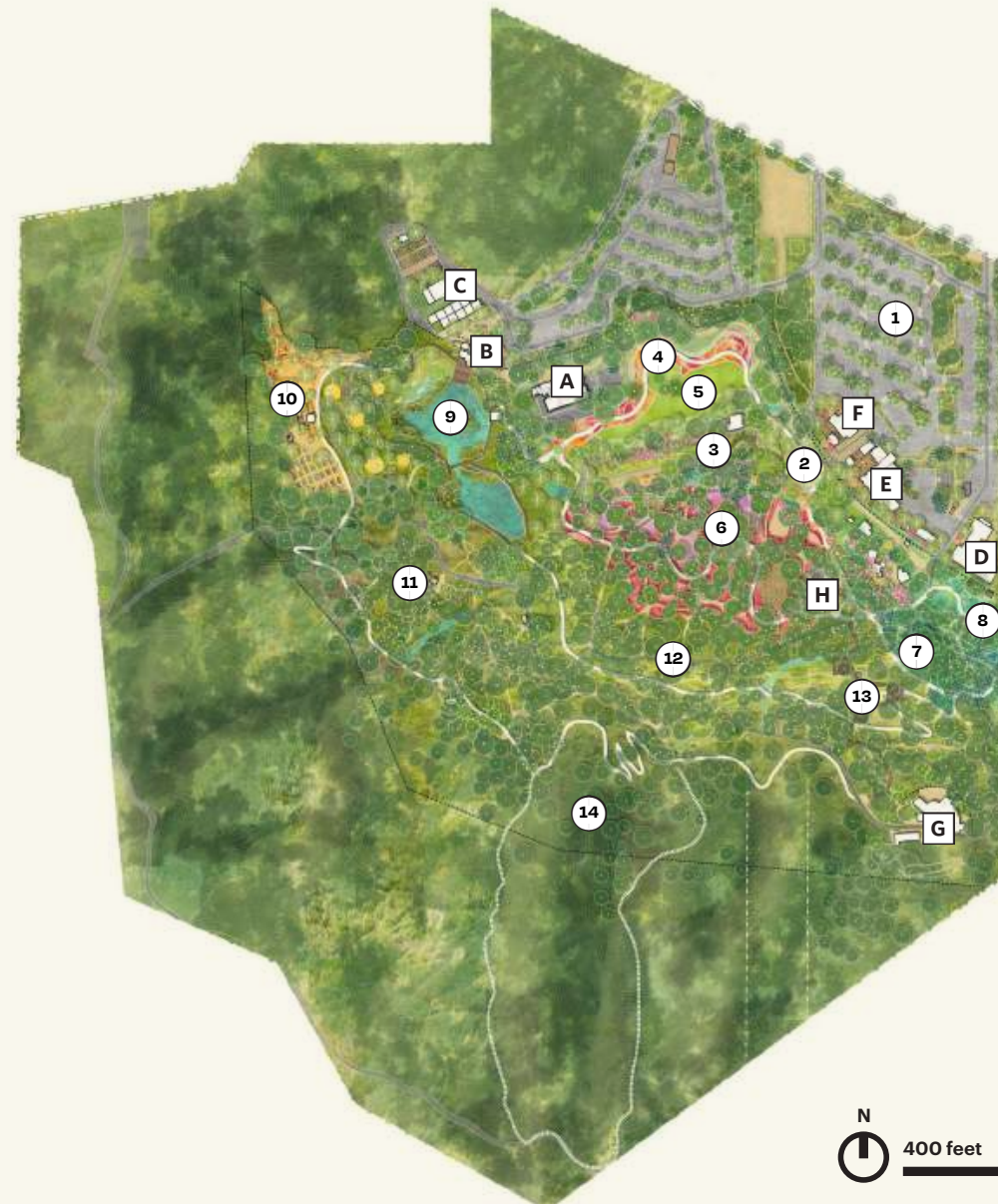
Site Overview

Gardens Improvements

- ① Arrival Grassland Garden
- ② Entry Court
- ③ Promenade
- ④ River of Roses
- ⑤ Gathering Lawn
- ⑥ Camellia Strolling Gardens
- ⑦ Ancient Forest
- ⑧ Marsh Garden
- ⑨ The Lake
- ⑩ Nature Discovery Gardens
- ⑪ California Native Gardens
- ⑫ Oak Woodland
- ⑬ Canopy Walk
- ⑭ Wilds Loop

Building / Facilities Improvements

- A Meeting Pavilion
- B Boddy Lodge
- C Nursery
- D Admin HQ
- E Van de Kamp Hall
- F Visitor Center
- G Boddy House
- H Under the Oaks Theater



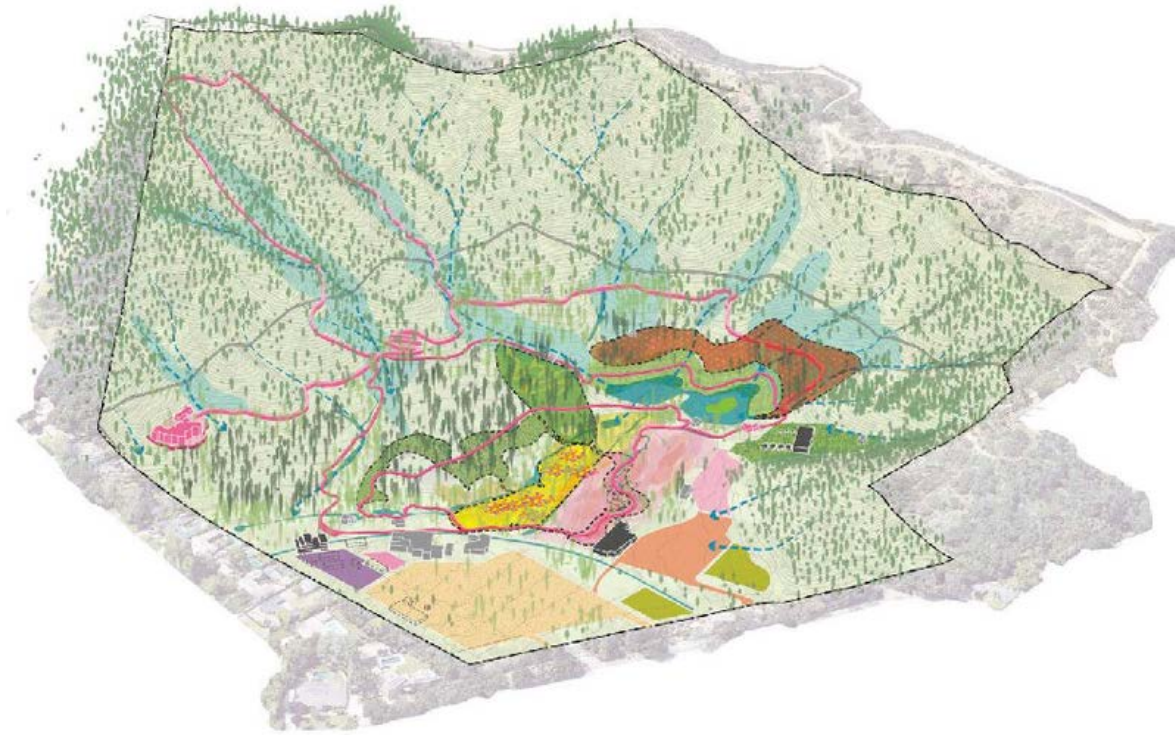
160 acres

Descanso Gardens' 160-acre site encompasses diverse landscapes and experiences, from the wild to the more curated — offering something for everyone.

Key Objectives

Throughout the process, our team filtered every idea through three key objectives and worked to ensure that all of these objectives were balanced and combined throughout our proposals. The key objectives are:

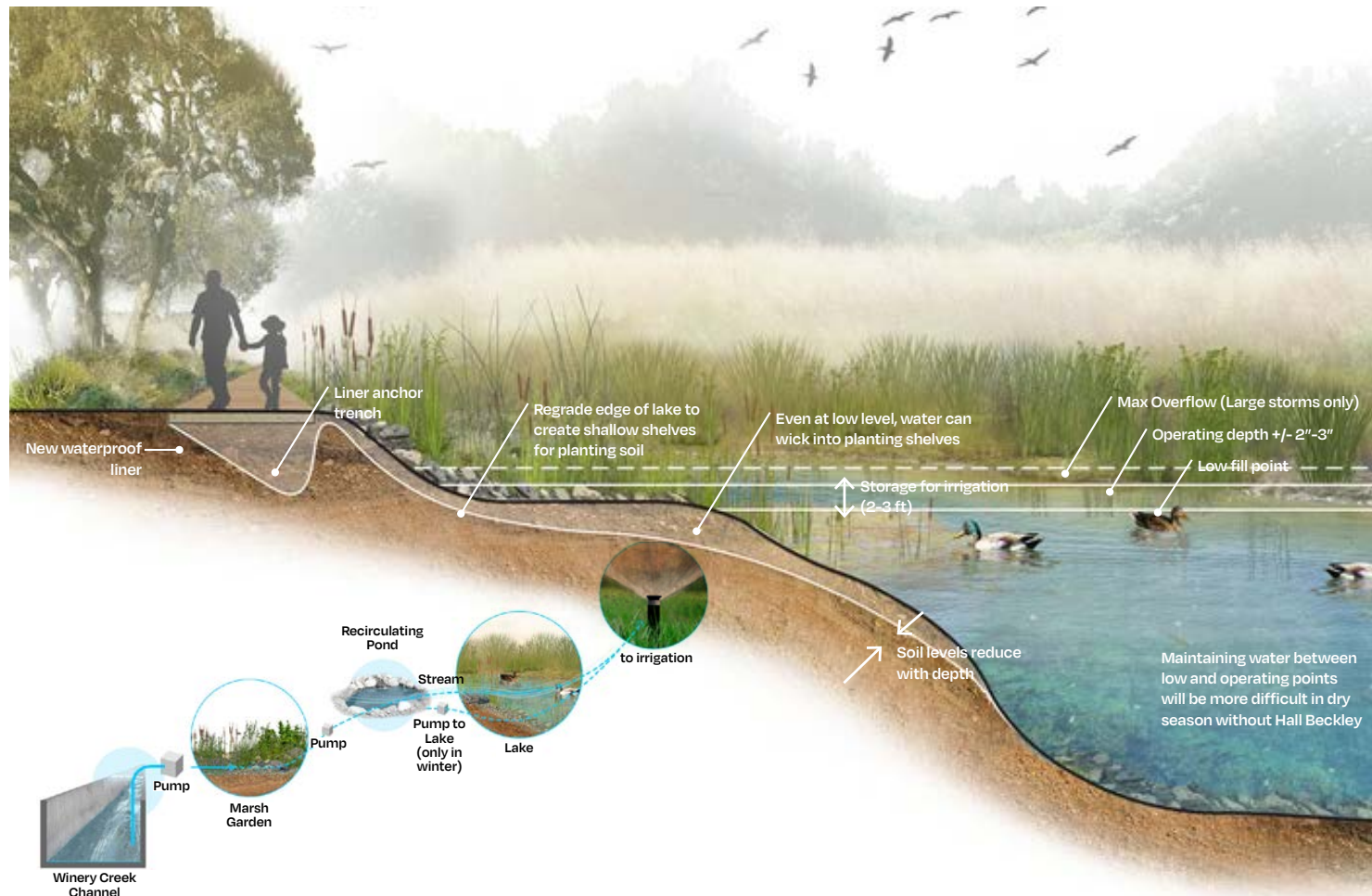
- 1. Solve Problems:** Historic gardens, water features, buildings, and aging infrastructure have combined to test the limits and ambitions of Descanso's facilities and operations. There are several critical challenges this Master Plan prioritizes and addresses.
- 2. Make it Real:** Finding a balance between problem solving and visionary planning was a primary aim of the Master Plan. All the proposed projects and improvements can be made over the next 15 years.
- 3. Be Visionary:** This Master Plan delivers a road map that is not only achievable, but also inspiring. There are many parallel narratives contained within the larger story of Descanso Gardens, the Master Plan seeks to gather these together and propose an aspirational vision that will resonate into the future.



Strategies & Tactics

Working closely with the client group, the team developed a guiding framework that helped structure the physical improvements and tactical strategies through a holistic approach, including:

- 1. A New Circulation Framework:** An overarching circulation framework will re-orient the visitor experience and serve to re-organize infrastructure, amenities and services.
- 2. Activating the Gardens:** A combination of enhanced gardens, features and opportunities for programming, will create new experiences and lasting activation of the gardens.
- 3. Weaving Water and Ecology:** The site water and ecology will be re-framed to intersect with the gardens and circulation in celebratory, educational and sustainable new ways.
- 4. Organizing Operations:** Reconsidering underutilized areas outside the garden walls will create new efficiencies in both garden operations and vehicular circulation.



Core Goals

After conducting a rigorous needs assessment and robust stakeholder engagement, a series of goals were developed to ensure the proposals are in alignment with the Descanso mission, as well as with the needs and goals of the staff, volunteers, members, and visitors:

- 1. World-Class Collections:** Curate world-class botanical collections by enhancing horticultural operations and engaging framing and displays.
- 2. Seamless Visitor Experience:** Create a seamless visitor experience through improved amenities and circulation.
- 3. Exemplary Stewardship:** Protect and enhance Descanso's natural assets through ecological restoration, water conservation, and habitat considerations.
- 4. Resilient Infrastructure:** Enhance the long term resilience of Descanso by optimizing botanical relationships and reducing off-site dependency of water and energy.
- 5. Revealing Stories:** Celebrate the rich cultural and ecological assets through meaningful storytelling.
- 6. Operational Excellence:** Create streamlined operations to enable a more efficient and productive team.

Industrial Innovation Campus Master Plan

RIOS and Sherwood are helping an emerging alternative energy mobility company reimagine their manufacturing processes to achieve Net Zero energy through sustainable systems on their campus.

Project Dates 2020 - 2022	Project Staff Mark Rios, Creative Director Abby Stone, Senior Project Director
Location Confidential Location	Funding Sources Confidential
Size 1800 acres	Project Cost N/A (unbuilt)
Role Prime	Services Provided Master Planning Architecture Landscape Architecture

RIOS provided master planning services for a 1,800-acre site for a confidential client. The extensive consultant team included sustainability engineers, systems engineers, transportation and mobility experts, civil engineers and ecologists. The program included advanced manufacturing, associated logistics and supply yards, a community health center, hub, and ball fields, a regenerative agricultural program and hospitality component as well as extensive restoration of native tallgrass prairie.

The ambitious goals revolved around the highest level of sustainable design incorporating the tenets of the Living Building Challenge. The master plan also aimed to be Net Zero Carbon and energy. The team calculated projected embodied carbon across all new buildings and site improvements to demonstrate how building material selection and sourcing impact a building's ability to have a net positive environmental impact. Underutilized areas of the site are transformed for carbon sequestration based on restoring native prairie landscapes as well as converting traditional agricultural practices into permaculture to increase biodiversity and sequestration. The design integrates on-site wind and solar generation, culminating in a master plan that will deliver new net-zero buildings for operational energy and create a way for the project to incrementally reduce its embodied carbon footprint through the lifespan of the landscape plan.



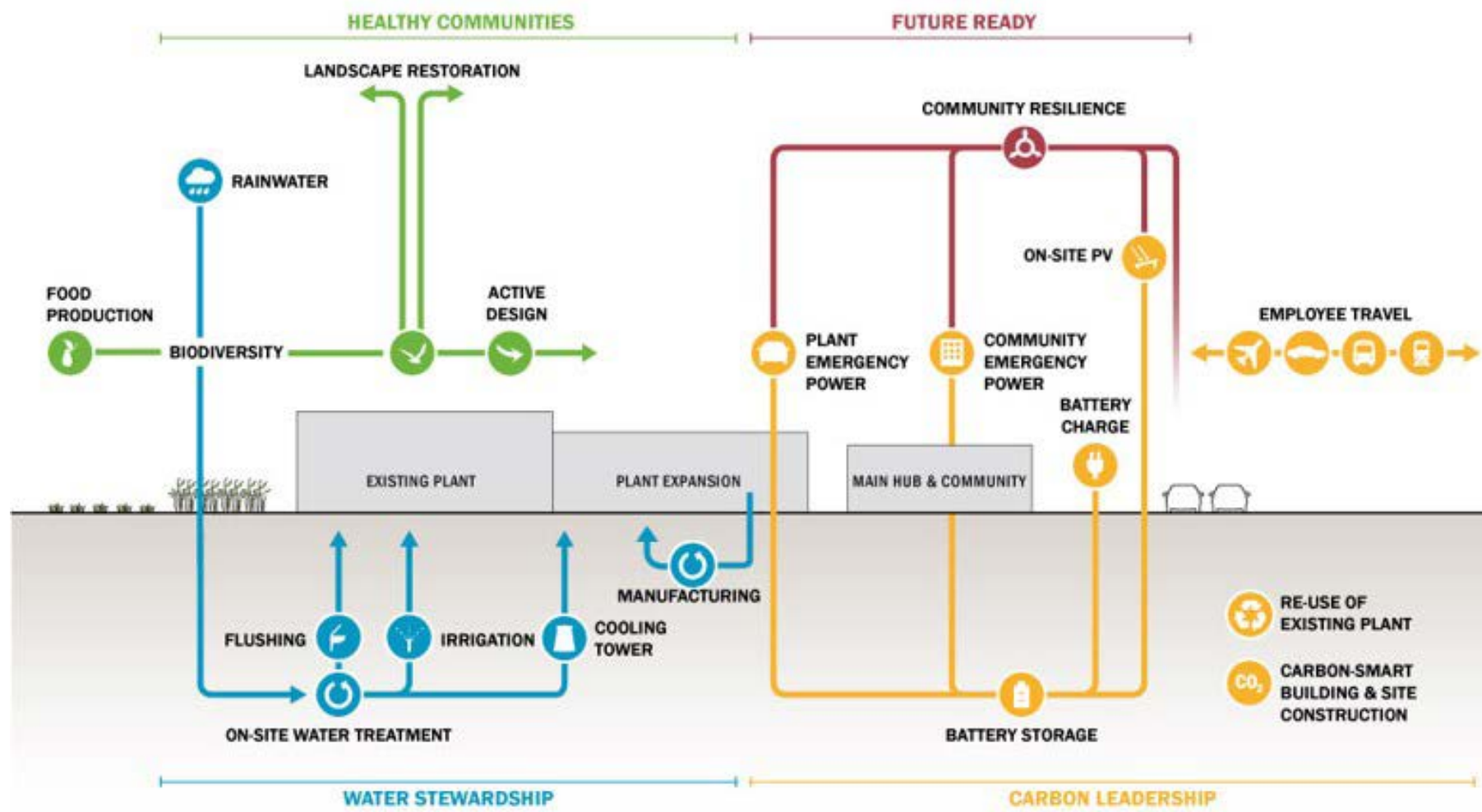
Net Zero

This ambitious project targets Net Zero Energy and is guided by the tenets of the Living Building Challenge.

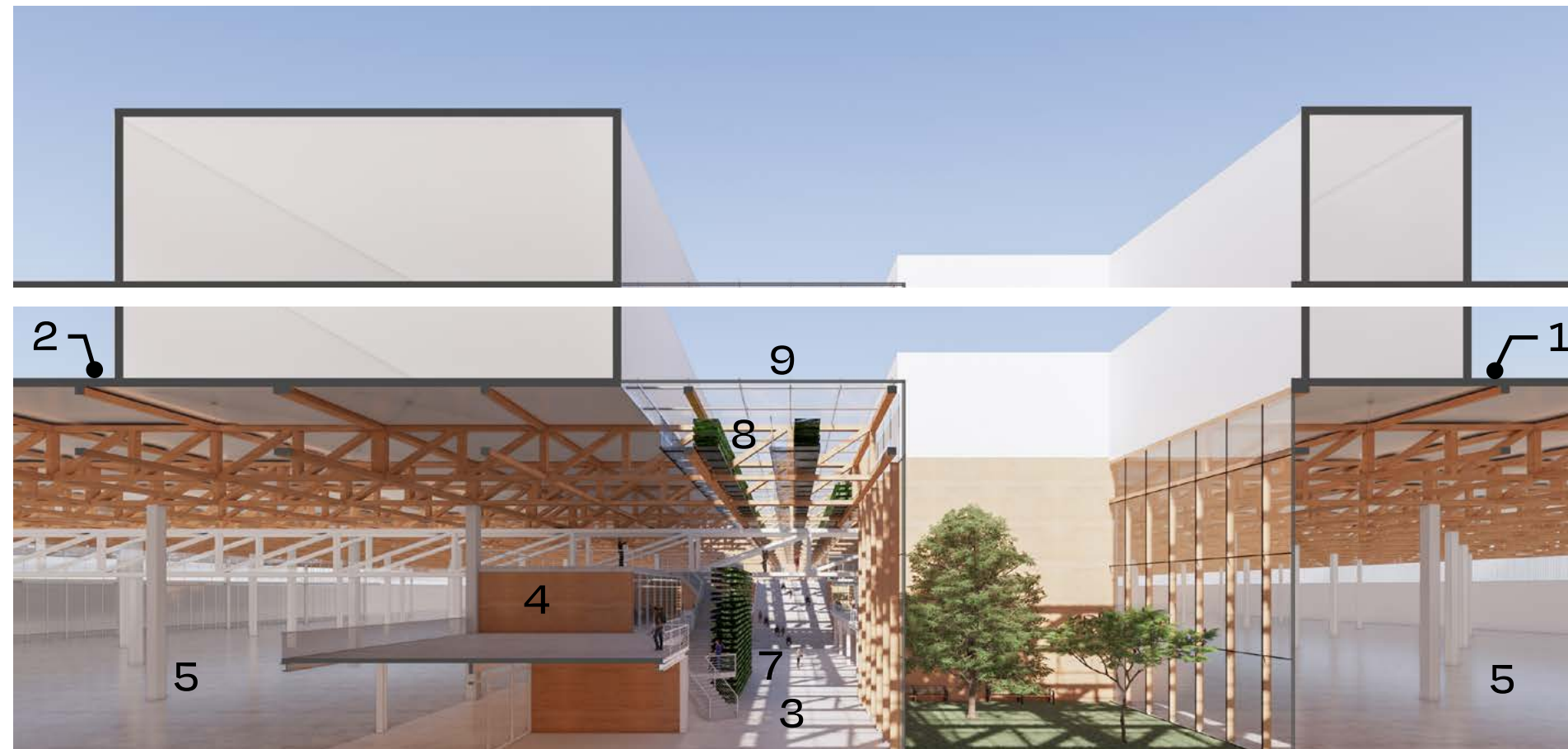
The Master Plan creates a sense of place that is rooted in green technology, innovation, stewardship, and adventure.



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- 4 Workspaces
- 5 Factory Floor
- 6 Exterior Courtyards
- 7 Hydroponic Farming Walls
- 8 Hydroponic Farming Racks
- 9 Natural Light along Main Street



LAWA Northside Master Plan

RIOS collaborated with URS and Los Angeles World Airports to develop an updated specific plan for the LAWA property known as the Northside Property.

Project Dates

2008 - 2015

Location

Los Angeles, CA

Size

2,500,000 sq. ft

340 acres

Role

Prime

Project Staff

Mark Rios, Creative Director

Sabina Cheng, Studio Director

Funding Sources

Los Angeles World Airports

Project Cost

N/A (Master Plan only)

Services Provided

Master Planning

Architecture

Landscape Architecture

The LAX Northside site is 340 acres, 3 miles long and half a mile wide. It descends 25 feet on average from the residential neighborhood of Westchester on its northern border to the north runway of LAX at its southern border.

In the 1960's, with grants from the FAA, LAWA purchased the single family homes that today comprise the LAX Northside site in order to mitigate its noise generation. The land was razed with the understanding that the area would eventually be put to productive use for the community and introduce measures to mitigate noise between the airport and intact residential areas. In 1989, design guidelines were developed for the site that would entitle 4,500,000 square feet of mixed use development.

At the same time, a specific plan for airport expansion was developed and eventually released in 2004. Based on traffic and other mitigating factors, the LAX Specific Plan reduced the allowable development of LAX Northside by half, thus prompting this update of the original 1989 guidelines. Audits are currently underway at airports across the country, including this one, to repay the FAA grants by monetizing the vacant land with viable development. The LAX Northside Design Guidelines Update present a clear set of new land uses and implementation strategies designed to make the best use of an urban site for economic development, while supporting the interests of its stakeholders including: LAWA and the FAA, Westchester BID, environmental stewards, future developers, and above all, residential communities adjacent.

The project required the creation of a set of design guidelines, building envelopes, and landscape guidelines that conformed to FAA regulations as well as the commercial marketplace and community interests.



**2 million
sq. ft.**

The updated plan allows for nearly 2 million square-foot of commercial office development onsite.



Nearly 2 million square-feet of commercial office development will be tied together by a paseo for pedestrian and bicycle circulation. The master plan adds over 100 acres of recreation areas as well as a landscape buffer between new development and surrounding residents.





Qualifications

Mixed Use Districts

ROW DTLA

Our design re-imagines the 30-acre campus, embracing its historic character through the use of industrial materials and raw, utilitarian details, while transforming ROW's long rows of warehouse-style buildings into creative office space and retail.

Project Dates 2014 - 2018	Project Staff Mark Rios, Creative Director Sebastian Salvadó, Creative Director
Location Los Angeles, CA	Funding Sources Atlas Capital Group
Size 1,300,000 sq. ft 30 acres	Project Cost \$200 million
Role Prime	Services Provided Master Planning Architecture Landscape Architecture Furniture Design Experiential Graphic Design

ROW DTLA incorporates 100 years of Los Angeles history into an ambitious 21st-century commercial district linking downtown to L.A.'s burgeoning Arts District. A century ago, this site was the terminus of the Southern Pacific Railroad, a hub of a different kind, where goods were unloaded from railroad cars, loaded onto trucks, and delivered across Southern California.

Over 100 unique retail stores and 30,000 square-feet of space for the arts (including dedicated space for street art) enliven the complex at all hours of the day and night.

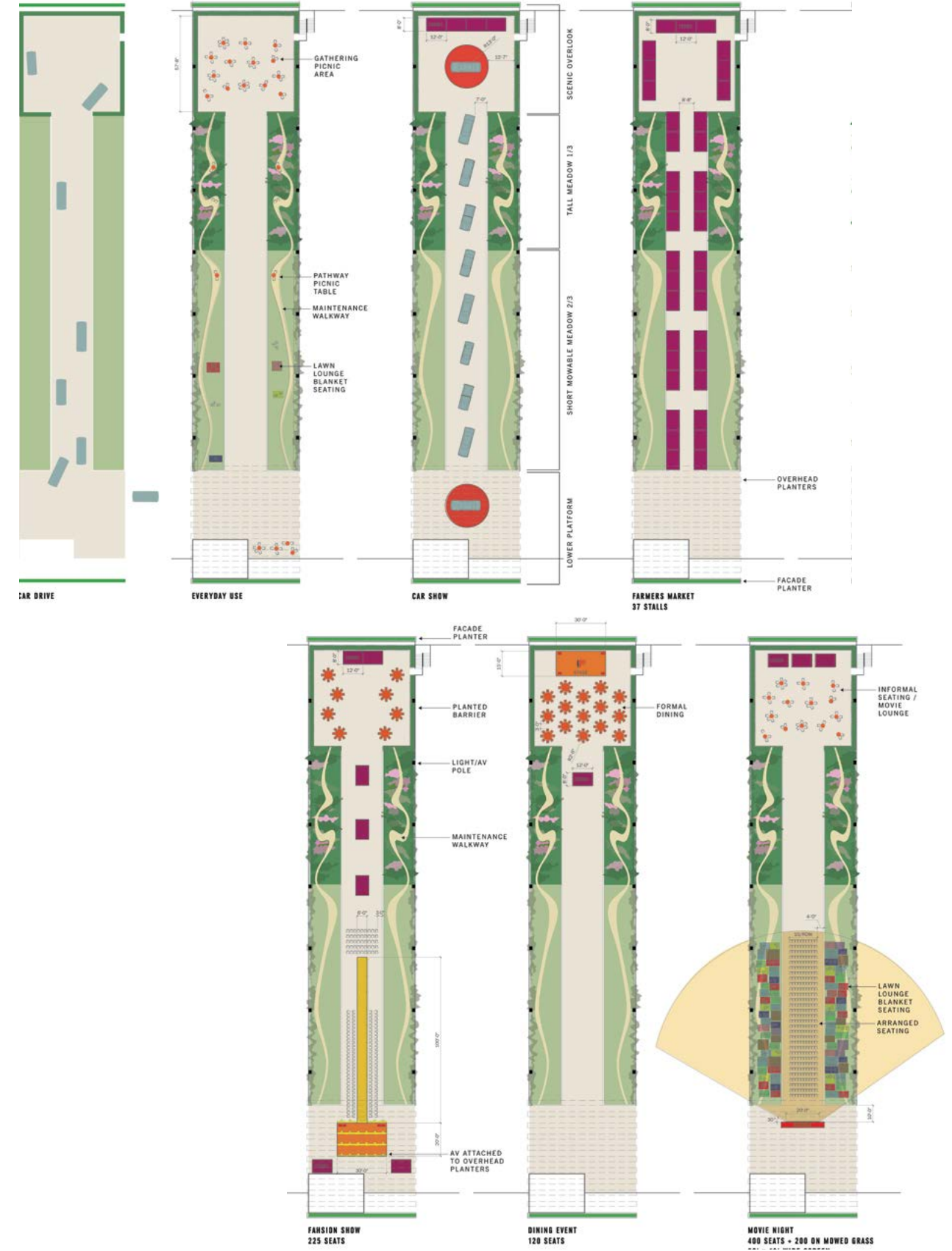
The existing 7th Street Produce Market, where L.A.'s bodegas have long sourced their fruits and vegetables, remains largely unchanged by the design as a vivid reminder of the area's historic origins. A rooftop park appropriates a more recent addition, a 10-story, 4,000-space parking garage. The walls of the garage are enveloped with greenery and the ground floor is laminated with retail that brings a pedestrian scale. It's emblematic of the landscape approach to the entire site, which encourages nature to gradually encroach on the old industrial site, harkening back to an even earlier, pre-industrial era. Wallpaper Magazine recently touted this area as "a fully-fledged destination for design, fashion, food and more."

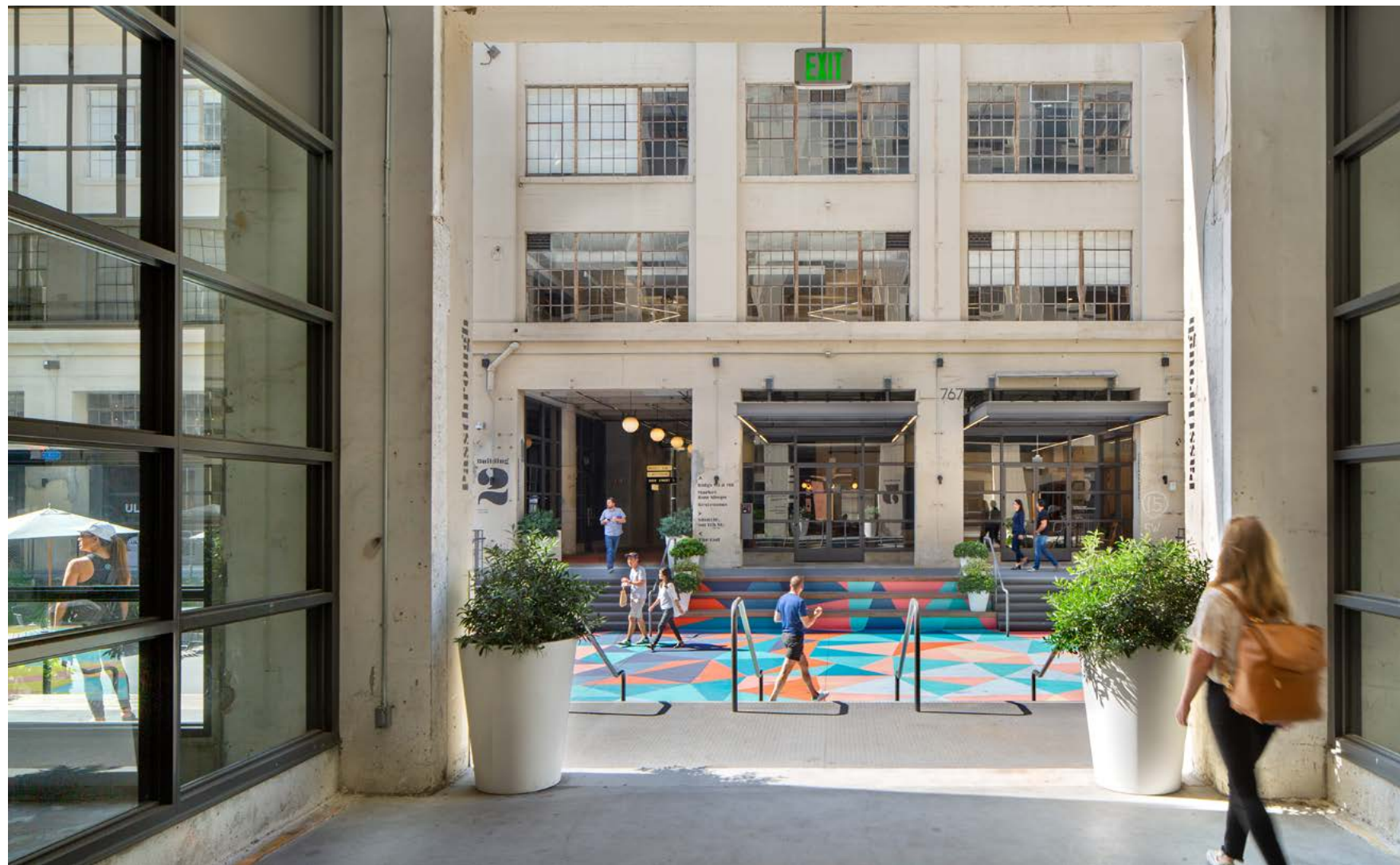


30,000 sq. ft.
ROW DTLA incorporates 30,000 square-feet of space dedicated to the arts, including areas specifically designated for street art.

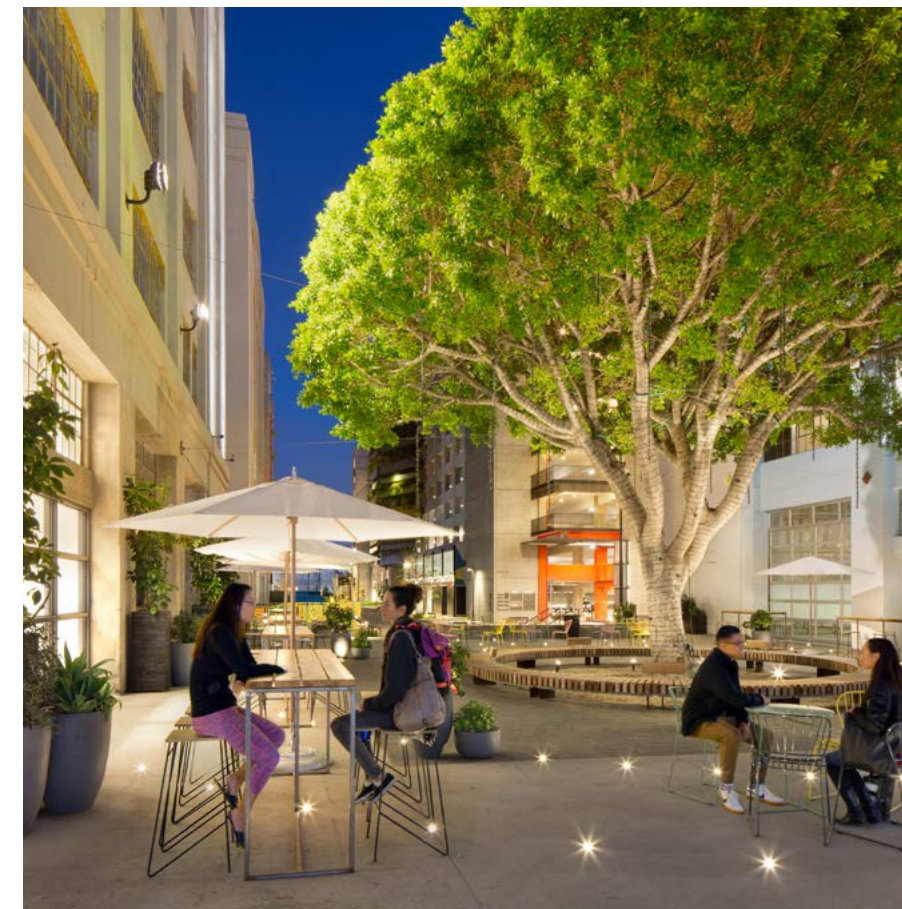
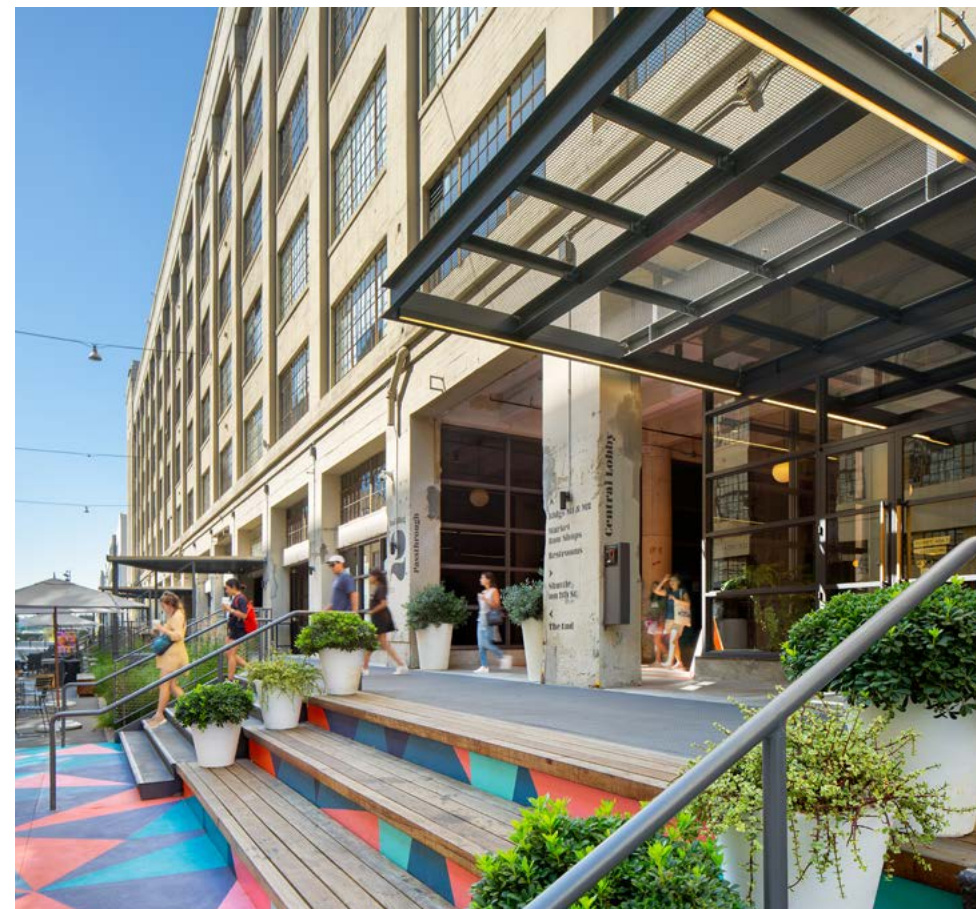


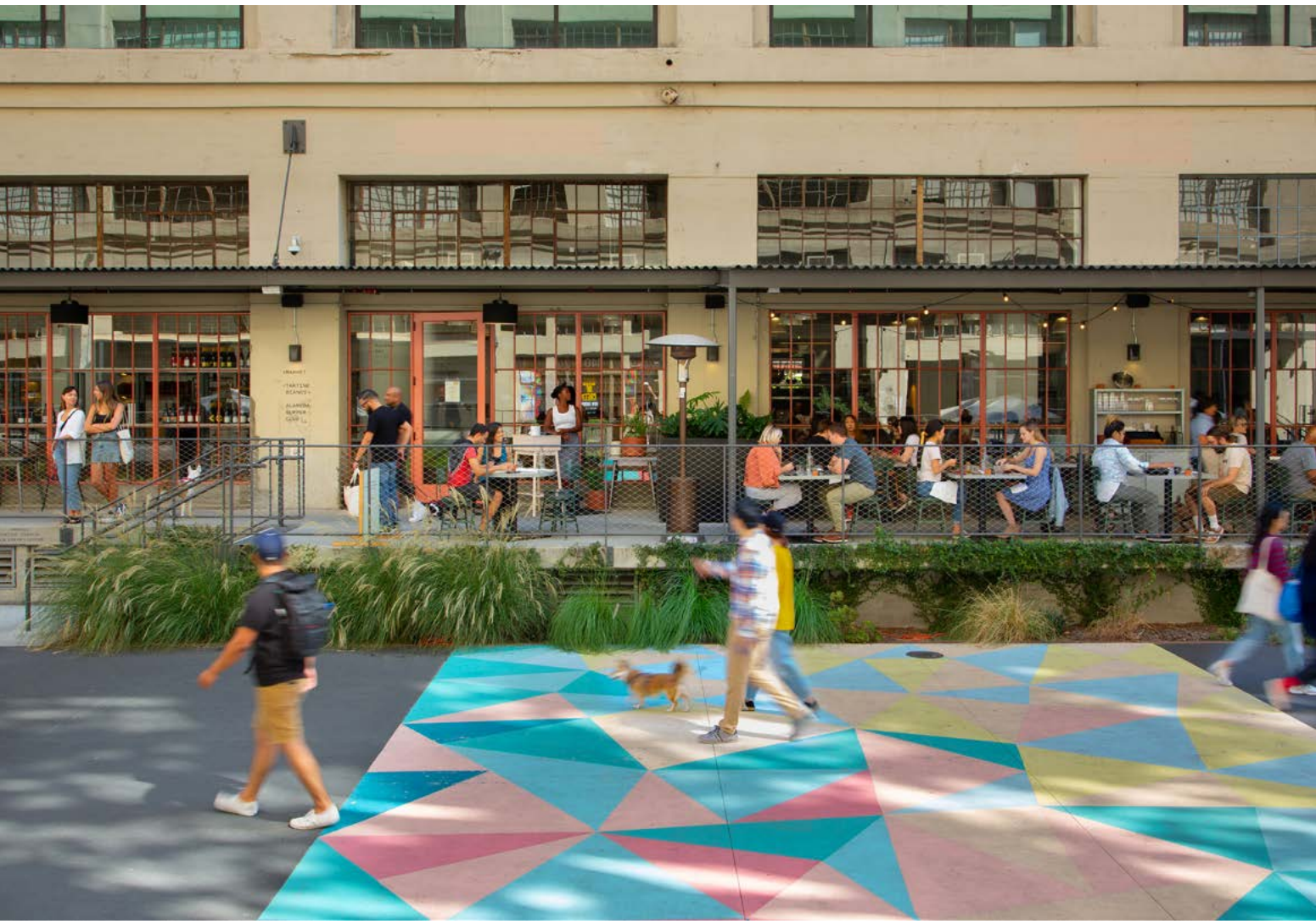
- 8' x 12' MOBILE KIOSK
- ✻ 60" DINING TABLES
- BLANKETS
- 20' WIDE MOVIE SCREEN
- 20'x30' STAGE
- 6' x 100' CATWALK
- 13' STAGE





Over 100 unique retail stores and 30,000 square-feet of space for the arts (including dedicated space for street art) enliven the complex at all hours of the day and night.





Echo Street West

RIOS led master planning and design for an 18-acre multi-use district for living, working, shopping, and exploring that is as forward-thinking as it is historically rooted. This project features a hybrid CLT structure.

Project Dates 2019 - 2023	Project Staff Mark Rios, Creative Director Mark Motonaga, Creative Director
Location Atlanta, GA	Funding Sources Lincoln Property Company
Size 18 acres	Project Cost \$22 million (estimated)
Role Prime	Services Provided Master Planning Architecture Landscape Architecture

This 18-acre mixed-use project envisions a new district for Atlanta's burgeoning Westside. The rich history of industrial development and railway impact on the site is a foundation for a unique district that borrows from the influences on the area and builds on new city-wide interventions that prioritize connectivity and intermodal mobility as core elements of economic development. The design radically rethinks commercial office, residential, and their supporting functions into a neighborhood of buildings that possess more opportunities for porosity, activity, and a re-engagement with the historic street grid and future multi-modal trails.

The design reintegrates the former industrial site into its surroundings by completing previously unbuilt street connections, organically integrating multi-family residential, retail, and office programs into the existing residential neighborhood. The diverse assemblage of building scales and landscapes provides an eclectic but contextual composition that supports a dynamic mix of uses and creates destinations and found moments, harnessing the wild post-industrial landscape of the site.

The project creates a district that is walkable and bikeable, with varied amenities and a diversity of uses offering users a rich set of experiences within walking distance. On a regional scale, the project creates connections that introduce a new series of bike and pedestrian paths that extend the Atlanta Beltline through the project to link the adjoining neighborhoods to institutions like Georgia Tech and the Downtown area.



Hybrid CLT
This project's hybrid CLT structure reduces the overall carbon footprint of the development.





The new neighborhood in downtown Atlanta builds on the post-industrial landscape of the existing site to create a sense of place that is simultaneously wild and urban. Various scaled buildings brings a rich pedestrian experience and provides a diverse set of spaces for tenants and visitors.



Echelon Studios

A creative entertainment village meets the demand for production facilities.

Project Dates

2020 - Ongoing

Location

Los Angeles, CA

Size

475,000 sq. ft.

Role

Prime

Project Staff

Mark Rios, Creative Director
Sabina Cheng, Studio Director

Funding Sources

BARDAS Investment Group

Project Cost

Confidential

Services Provided

Architecture
Landscape Architecture

Located in the midst of the beloved movie studio lots of Hollywood, Echelon Studios is a new production hub that fuses state-of-the-art soundstage production facilities and working studio lot with ample digital production and creative office space to meet the evolving demands of content creators across all creative industries.

Conceived of as a vertical movie studio lot, the five-acre complex is centered around four 19,000-square-foot soundstages and one 15,000-square-foot flex stage with an extensive base camp and mill. A 90,000-square-foot creative village features two six-story creative office towers flanking the production studios and stitched together by an elevated campus and bungalow village of executive and creative suites, all with unobstructed views to the Hollywood hills. Throughout the towers and bungalow village, lush shared and private garden terraces and paseos support a modern work style with an indoor-outdoor connection. The addition of moveable privacy screens equips various areas for confidential meetings.

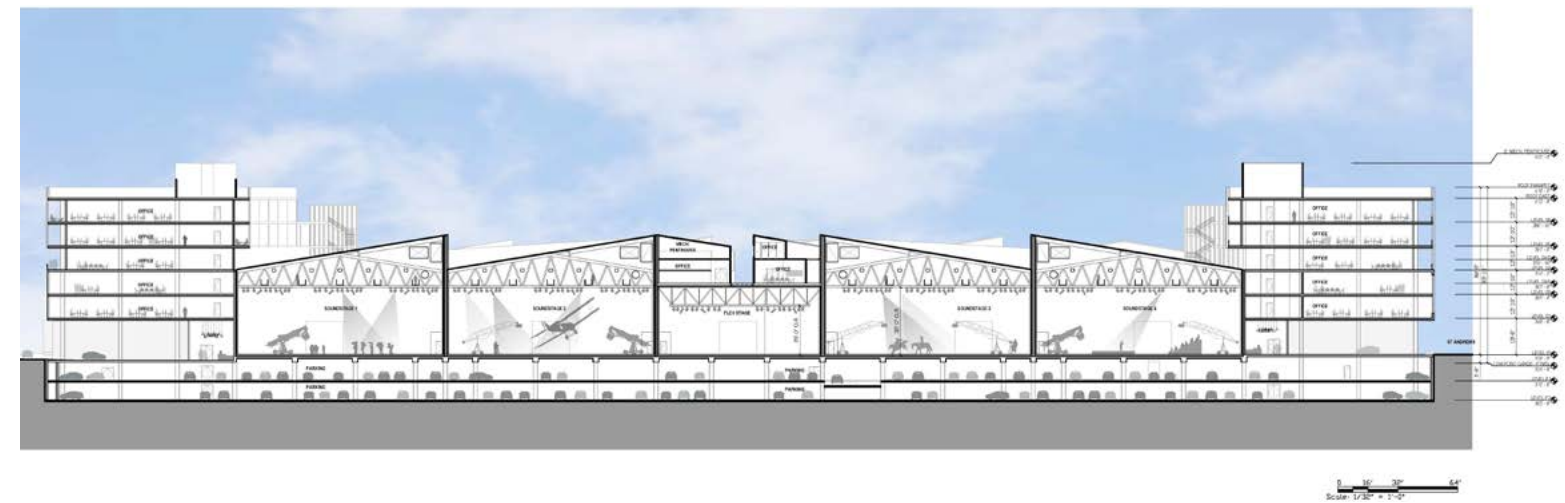
The project inverts the typical Hollywood production lot by allowing the studios to stack vertically and the offices to open to the outdoors, maximizing creative space across a dense city block. The soundstages line Santa Monica Blvd. on the south side, while the office buildings on the east and west sides are equipped with outdoor space, shading, and operable windows.

To the north smaller villa-like forms create an intimate scale that responds to the residential context along Virginia and give Echelon Studios its unique character. Circulation protects the site via distinct controlled public and private access points, while secret gardens and courtyards also allow for surprises within the complex. Echelon Studios also features ground level retail that engages the public along the street.

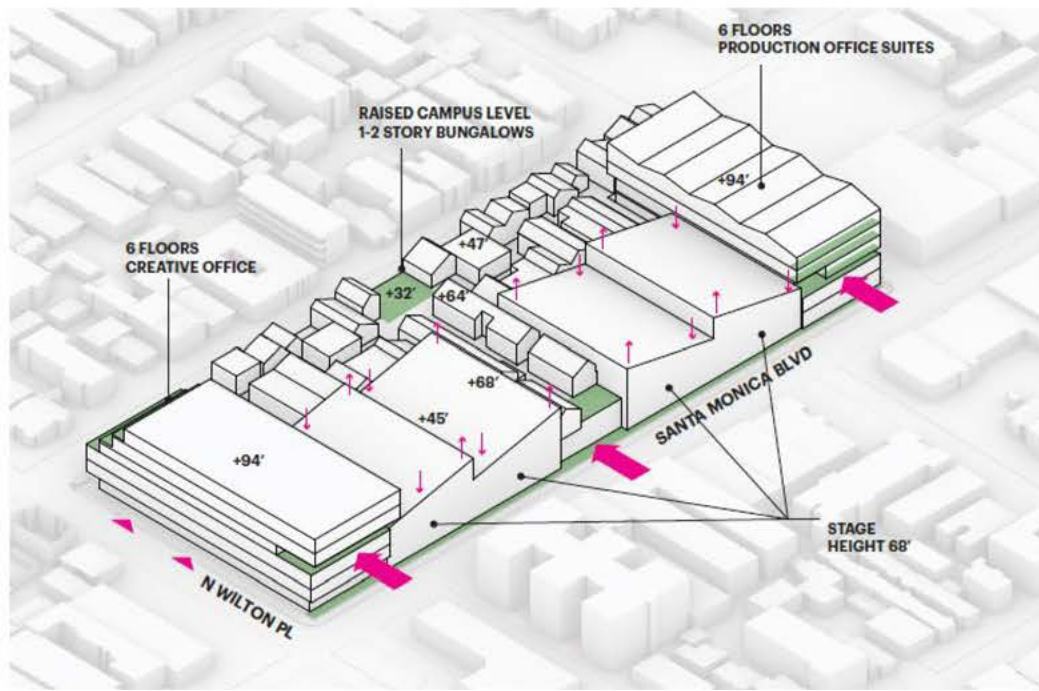
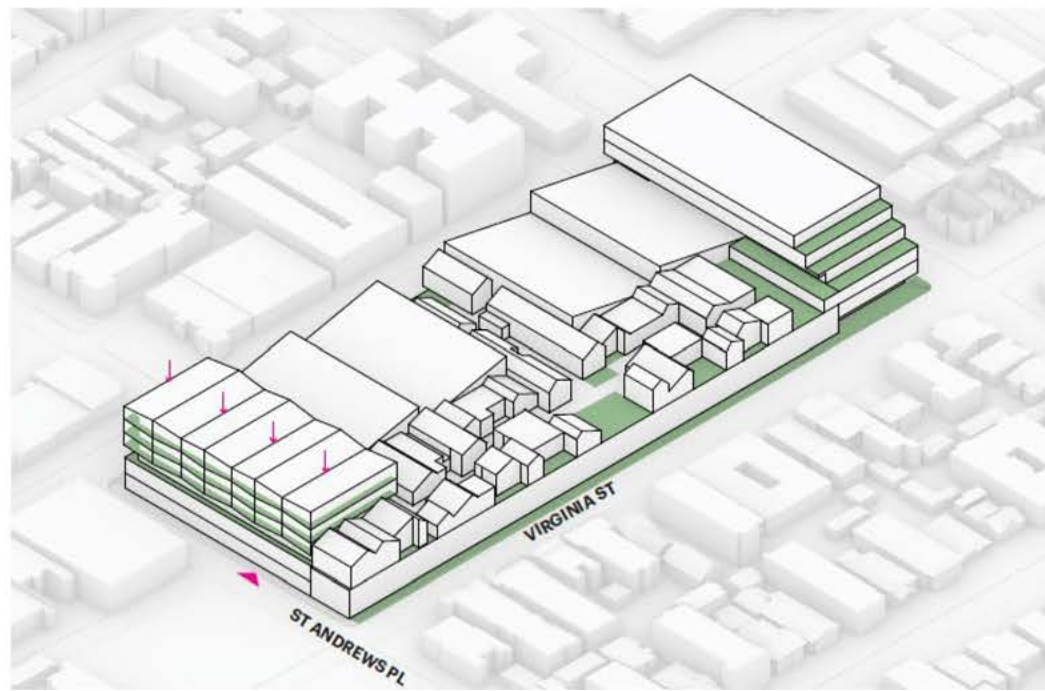
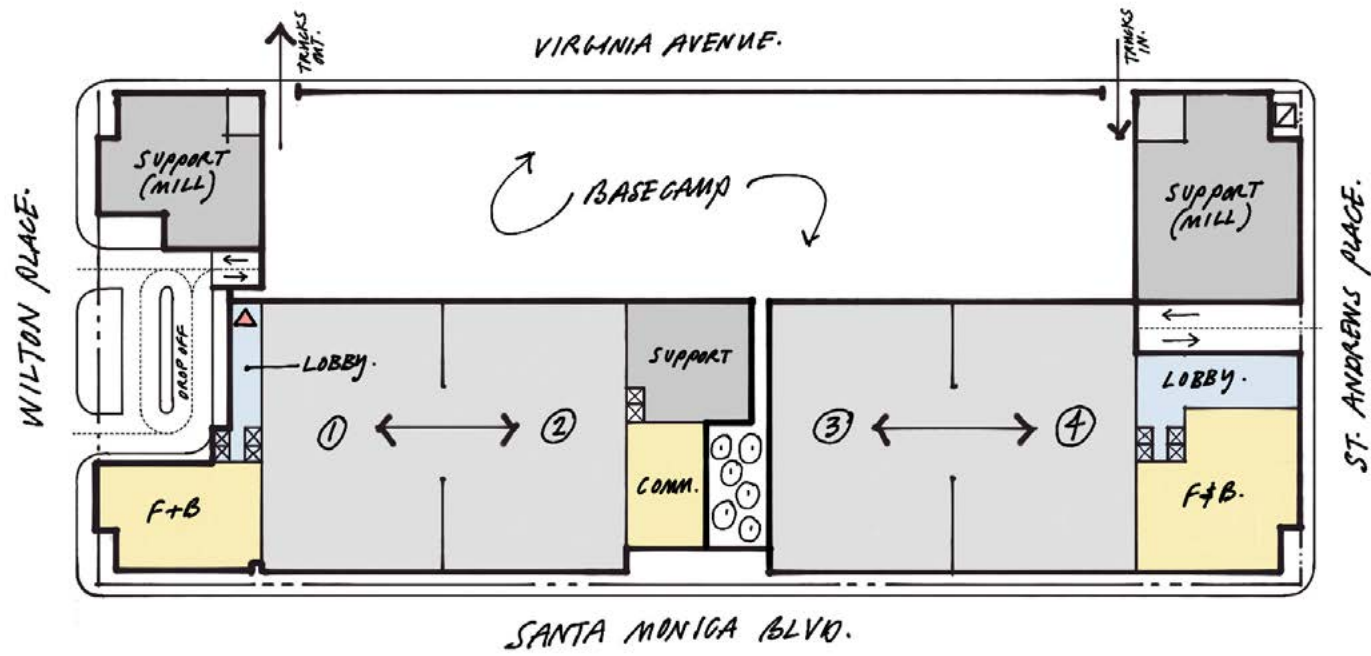


Vertical Studios

This project inverts the typical Hollywood lot by stacking studios vertically to achieve greater density.



Conceived of as a vertical movie studio lot, the five-acre complex is centered around four 19,000-square-foot soundstages and one 15,000-square-foot flex stage with an extensive base camp and mill.



The project inverts the typical Hollywood production lot by allowing the studios to stack vertically and the offices to open to the outdoors, maximizing creative space across a dense city block.

Project Management

Our team will employ a variety of digital tools and platforms to maintain consistent contact with City staff, contract project manager, stakeholders, advisory committees, and subconsultants between workshops, outreach, and reviews. Through consistent, clear communication and regularly scheduled team meetings, RIOS will be able to deliver a project that addresses the entire scope that is on time and on budget.

Project Management and PM Tools

Our project experience demonstrates our commitment to design excellence while delivering projects within established budgets and timelines. From the outset of the process as the goals and vision for the project are established, the budget is an integral part of design innovation as it reflects a clear understanding of client priorities. We will work with you to identify the design, engineering, and outreach activities of the project that will provide for the greatest impact on the project.

Our collaborative process ensures all members of the team are made aware of the full scope and intent of the project to collectively make decisions within the agreed upon budget and schedule parameters. Internally, we use Deltek Vision to monitor burn rates and adjust resource utilization on a weekly basis. The image below shows a typical report from Deltek that our project management team would use to observe in real time actual billing to the project versus planned billing and make any adjustments, as necessary.

WBS Level	Project	Phase	Subrow	Mar 2020 3/1 - 3/7	Mar 2020 3/8 - 3/14	Mar 2020 3/15 - 3/21	Mar 2020 3/22 - 3/28	Mar-Apr'20 3/29 - 4/4	Apr 2020 4/5 - 4/11	Apr 2020 4/12 - 4/18	Apr 2020 4/19 - 4/25
	17114.01	0002	Planned Hrs	8.00							
	17114.01	0002	Actual Hrs	13.00	2.00						
Task	17114.01	0002	Planned Hrs	22.00	57.00	57.00	57.00	57.00	59.00	58.00	49.00
			Actual Hrs	22.00	46.50	47.50	40.50	46.00	48.00	59.00	44.00
	17114.01	0002	Planned Hrs		1.00	1.00	1.00	1.00	3.00	2.00	1.00
	17114.01	0002	Actual Hrs			1.00	1.00	1.00	3.00	2.00	1.00
	17114.01	0002	Planned Hrs		8.00	8.00	8.00	8.00	8.00	8.00	8.00
	17114.01	0002	Actual Hrs			3.50	3.00	3.00	3.00	6.00	7.00
	17114.01	0002	Planned Hrs		16.00	16.00	20.00	20.00	20.00	20.00	16.00
	17114.01	0002	Actual Hrs			16.50	16.50	18.50	14.50	21.00	20.00
	17114.01	0002	Planned Hrs		16.00	16.00	12.00	12.00	12.00	12.00	8.00
	17114.01	0002	Actual Hrs			9.00	5.00	12.00	12.00	12.00	6.00
	17114.01	0002	Planned Hrs	22.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
	17114.01	0002	Actual Hrs	22.00	46.50	17.50	15.00	11.50	15.50	18.00	10.00

Deltek Project Management Software

The image shows a complex spreadsheet titled 'EXISTING - RENOVATED STRUCTURES' with multiple columns for cost estimation. Key columns include Quantity, Unit Rate, Sub-Total, GC Mark, Total Construction, and Project Cost. The spreadsheet is organized into sections for different facilities, such as Casa San Ysidro (Staff, Meeting Room, etc.) and Chapel Complex (Lounge, Meeting Room, etc.). It also includes a summary table at the bottom right with columns for Quantity, Unit Rate, Sub-Total, GC Mark, Total Construction, and Project Cost.

Left Cost Estimate Example

Budget Forecast and Reporting Tools

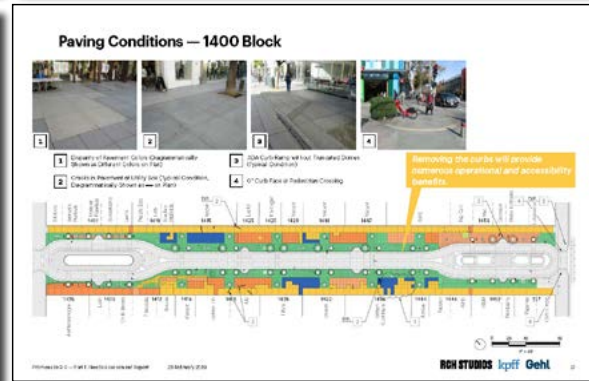
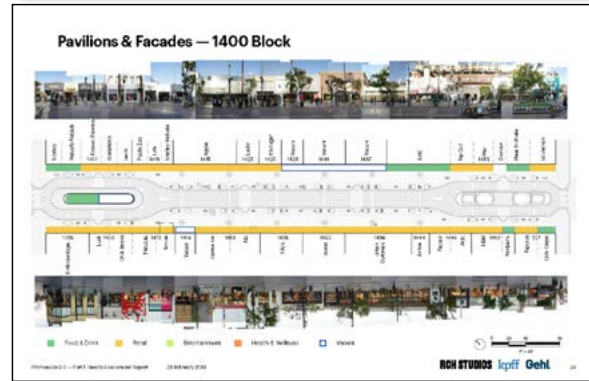
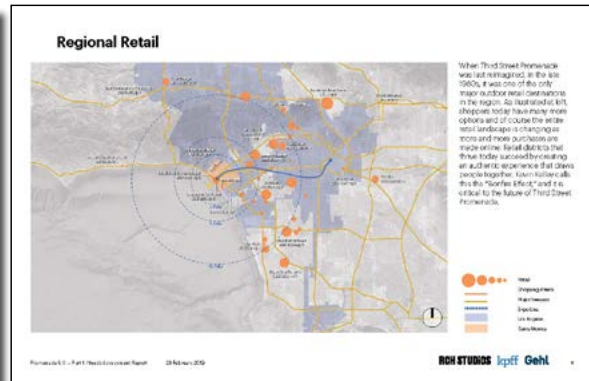
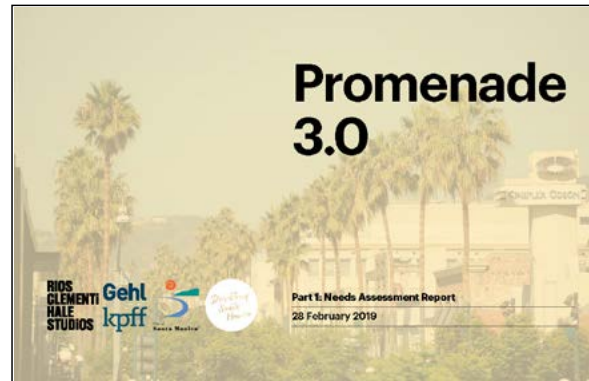
Every project must balance design innovation with cost consciousness and schedule.

At RIOS, we begin each project with a clear work plan, schedule of milestones, and a kick-off to align objectives and deliverables. Our project manager then maintains regular communication with our client team to advise on project progress relative to the schedule, presented in the form of a typical Gantt chart, in order to make adjustments as needed in response to new information that may arise. This is also how we are able to manage efficient use of our soft costs budget.

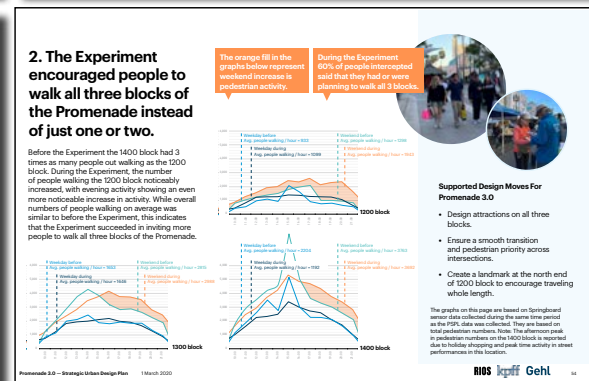
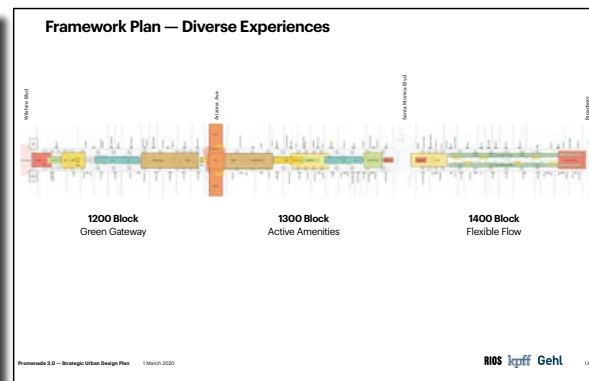
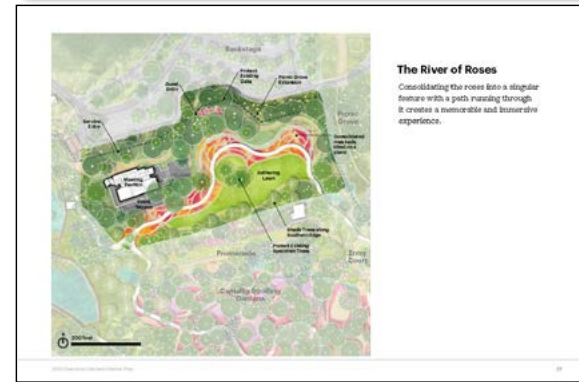
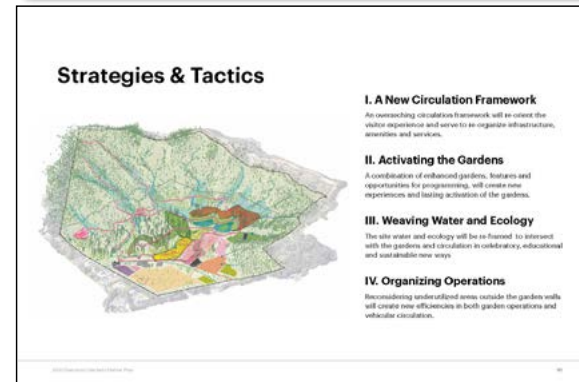
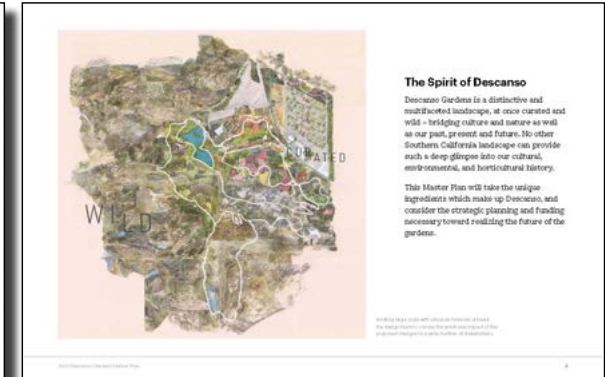
As the design team works through programming, resiliency, and aesthetic goal setting exercises with the client team, we will simultaneously work with our cost estimator to set up the appropriate pricing framework as makes sense for the goals of the project. We are excited to include MGAC on our proposed consultant team, as we have worked with them on numerous projects at various scales and scopes, and

have confidence in our efficient working relationship. With MGAC, we can set a baseline for how the project budget can be tracked through the design process, whether it be by phase, specific scope item, and inclusive of alternates and options. The cost report can comprehensively outline estimates for each scope component, including estimated general contractor mark ups, as well as projected soft costs to get to an "all-in" project budget number. We can also project escalation relative to the anticipated construction start date, and provide the means to balance first cost with lifecycle and operational costs. In presenting cost findings and potential scenarios back to the City, we will collectively look at the full spectrum of decision-making points: design impact, sustainability goals, operations and life cycle issues, and any other user impacts.

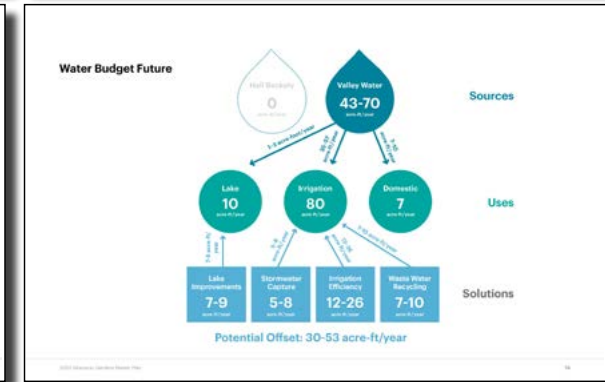
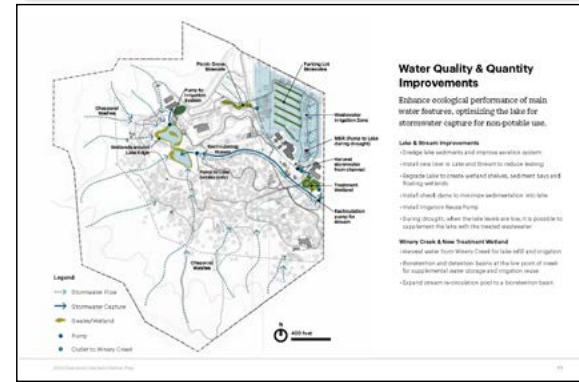
Planning Report Examples




Promenade 3.0 Physical Needs Assessment



Promenade 3.0 Strategic Urban Design Plan



Descanso Gardens Final Master Plan



Qualifications

Sustainable Infrastructure

Sherwood Design Engineers | Sustainable Infrastructure

Sherwood Design Engineers is a site civil and water resource engineering practice committed to the optimal integration of ecology, infrastructure, and design.

We specialize in sustainable infrastructure design, innovation, and sound engineering to make big ideas possible at a building, neighborhood, and district scale. We have a proven track record of delivering projects from idea to implementation around the world. Sherwood works collaboratively with project teams to find ways to maximize efficiencies through an integrated and ecological approach that results in high-performance projects that are resilient, economical, and get approved and built. Sherwood was founded in 2003 with 7 main offices in San Francisco, CA, Los Angeles, CA, New York, NY, Atlanta, GA, Petaluma, CA, Santa Cruz, CA, and San Jose, Costa Rica. Studied in civil engineering, and urban planning, we are committed to helping clients and fellow design practitioners understand holistic system relationships: watershed, ecosystem, and carbon/energy nexus. This greatly impacts the design and reach of a project and cultivates true sustainability. To help achieve these goals, Sherwood has developed an intimate understanding of California's state policy and county and city regulations. Our connections with public agencies run deep, from senior staff to the day-to-day contacts, as well as personal relationships that allow easy offline conversations that can create easier navigation through an often complex bureaucracy.

Location	Point of Contact
Los Angeles, CA	Jimmy Galvez, Principal 213. 921. 4623 jgalvez@sherwoodengineers.com



Left Brooklyn Bridge Park, Brooklyn, NY



S. Bry Sarté P.E., LEED AP,
Founder & CEO, Principal Designer

S. Bry Sarté is a professional engineer, professor and author. He founded Sherwood Design Engineers 20 years ago, which now has more than 100 staff across the United States. They have deep experience in projects of all scales from concept to implementation as civil engineers.

Bry has worked on hundreds of leading international engineering projects in over 20 countries pioneering the intersection of infrastructure, ecological and urban design. He is the author of two books on Sustainable Infrastructure and is currently serving on the faculty at University of California Berkeley where he teaches the graduate course Infrastructure, Resiliency and Public Space.

As engineer for hundreds of the world's leading sustainable engineering projects, Mr. Sarté's work responds to global environmental issues addressing the intersection of infrastructure, climate, ecological, and urban design. Many of his projects have been the first-of-their kind in applying green infrastructure systems, innovative water strategies and resilient infrastructure concepts.

Selected Project Experience

- Santa Monica Borderline** Santa Monica, CA
- Los Angeles Union Station** Los Angeles, CA
- Los Angeles Historic Park** Los Angeles, CA
- Orange County Great Park** Irvine, CA
- Moscone Center Expansion** San Francisco, CA
- Resilient By Design: Islais Creek** San Francisco, CA
- UC Merced 2020 Campus Expansion** Merced, CA
- UC Santa Cruz Housing Development** Santa Cruz, CA
- Google Bayview Campus** Mountain View, CA
- Google Charleston East** Mountain View, CA
- Memorial Park** Houston, TX
- New Orleans Museum Sculpture Garden** New Orleans, LA
- New Orleans Urban Water Plan** New Orleans, LA
- Hudson Yards** New York, NY
- Dubai Expo 2020: Terra Sustainability Pavilion** Dubai, UAE

Education

Bachelor of Science, Civil and Environmental Engineering University of California, Berkeley

Affiliations

- Member** American Society of Civil Engineers
- Member** UC Berkeley Distinguished Alumni Association
- Member** SPUR: San Francisco Planning and Urban Research
- Member** Urban Land Institute
- Member** U.S. Green Building Council
- Member** Van Alen Institute Climate Council



Orange County Great Park, Irvine, CA



Memorial Park, Houston, TX



Santa Monica Borderline Santa Monica, CA



Jimmy Galvez P.E.
Principal-in-Charge

Jimmy Galvez has extensive depth of design experience on projects for parks and open spaces, residential, commercial, mixed use, streetscape and public right of way, and neighborhood district-scale throughout United States

In Los Angeles and southern California, Jimmy's experience expands over a variety of projects including residential expansion on Metz Residence, commercial and mix use infill redevelopment such as Mango, Chinatown 7, 1650 Euclid, 800 North Brand, 101 S. Marengo, 8618 Sepulveda, and 8690 Hayden Place, renovation and improvements as part of the Los Angeles Union Station Forecourt and Esplanade project, climate adaptation studies for the East San Fernando Valley Light rail Transit Corridor, expansion of the Center for Early Education in West Hollywood, regulatory and engineering services as part of the Culver City General Plan Update, development of Riverside Library in downtown Riverside, as well as master planning at UC Irvine.

Education

Bachelor of Science in Civil Engineering California Polytechnic State University

Affiliations

- Member** American Society of Civil Engineers
- MOSAIC Corresponding Member** American Society of Civil Engineers
- Lifetime Member** Society of Hispanic Professional Engineers
- Member** Society of Professional Engineers, Los Angeles Chapter

Selected Project Experience

- 2668 2nd Street** Santa Monica, CA
- 1630 Euclid Redevelopment** Santa Monica, CA
- 1650 Euclid Redevelopment** Santa Monica, CA
- Marine & Maine Redevelopment** Santa Monica, CA
- Paramount Ranch Santa Monica Mountains NPS** Agoura Hills, CA
- Eastham Campus** Culver City, CA
- Upstream & Downstream Jefferson** Culver City, CA
- Perry Smiley Redevelopment** Culver City, CA
- Culver City General Plan Update** Culver City, CA
- Culver City Hall Centennial Gardens** Culver City, CA
- Ballona Creek Crossing Infrastructure** Culver City, CA
- Los Angeles Union Station** Los Angeles, CA
- Gilroy Campus Redevelopment** Los Angeles, CA
- Chinatown 7 Redevelopment** Los Angeles, CA
- LA Metro ESFV Transit Corridor** San Fernando, CA
- Los Angeles County Arboretum** Arcadia, CA
- UC Irvine Naturescape** Irvine, CA
- UC Irvine Botanical Gardens** Irvine, CA
- Moscone Center Expansion** San Francisco, CA
- India Basin Development** San Francisco, CA
- UC Merced 2020 Campus Expansion** Merced, CA
- UC Merced 2020 Campus Expansion** Merced, CA



Los Angeles Union Station Los Angeles, CA



Moscone Convention Center San Francisco CA



UC Irvine Naturescape Irvine, CA



Amelia Luna P.E., LEED AP, ENV SP
Sustainable Water Systems Lead

Amelia spearheads Sherwood's water reuse projects including wastewater treatment, net-zero and net-positive water systems as well as water quality improvements on urban planning developments and corporate campuses.

Amelia Luna is a Professional Engineer, Envision SP and LEED AP, with more than fourteen years of civil and environmental engineering experience. Her expertise in the process engineering, detailed design, and permitting of onsite nonpotable water systems bolsters Sherwood's integrated water management projects including those which fall under city Non-Potable Ordinances and overall water sustainability goals.

Prior to joining Sherwood, Amelia was part of the HDR Inc. wastewater process engineering group, where she worked with water and wastewater utilities, including the City of Las Vegas, the City of San Mateo, the Santa Clara Valley Water District's Expedited Potable Reuse Program, and the Bay Area Clean Water Agency's Nutrient Study. She has also contributed to numerous green roof projects in Northern California, including the Microsoft Silicon Valley Campus, California Pacific Medical Center's Van Ness and Geary Campus and the Transbay Transit Center in San Francisco.

Education

Master of Science, Civil & Environmental Engineering University of California Davis

Affiliations

Envision Sustainable Professional Institute for Sustainable Infrastructure

Selected Project Experience

- Santa Monica Mixed Use Non Potable Water Policy** Santa Monica, CA
- Getty Water Resilience Study** Brentwood, CA
- Related City Place Sustainability** Santa Clara, CA
- Google Downtown West Development** San Jose, CA
- Google Bayview Campus** Mountain View, CA
- Google Charleston East** Mountain View, CA
- East Palo Alto Harvest Development** East Palo Alto, CA
- Microsoft Silicon Campus** Mountain View, CA
- Facebook Willow Campus** Menlo Park, CA
- Francisco Park** San Francisco, CA
- Resilient By Design: Islais Creek** San Francisco, CA
- India Basin Development** San Francisco, CA
- Davis Innovation District** Davis, CA
- East Bay Municipal Utility District Wastewater Improvements** Contra Costa County, CA



Francisco Park San Francisco, CA



Google Bayview Campus Mountain View, CA



Getty Water Resilience Study Los Angeles, CA



Josiah Cain

Sustainability Design Lead

Josiah's extensive landscape architecture, ecological design and sustainability experience inform a multi-disciplinary approach that provides insight and opportunity for integration of site and structure.

Selected Project Experience

- Santa Monica Mixed Use Non Potable Water Policy** Santa Monica, CA
- LA Metro Climate Adaptation Action Plan** Los Angeles, CA
- Getty Water Resilience Study** Brentwood, CA
- Center of Early Education** West Hollywood, CA
- Beverly Hills Water Discharge & Reuse Study** Beverly Hills, CA
- Art Center College of Design Master Plan**, Pasadena, CA
- Resilient By Design: Islais Creek** San Francisco, CA
- India Basin Development** San Francisco, CA
- Related City Place Sustainability** Santa Clara, CA
- Davis Innovation District** Davis, CA
- Google Downtown West** San Jose, CA
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- Microsoft Silicon Campus** Mountain View, CA
- Facebook Willow Campus** Menlo Park, CA
- Hudson Yards** New York, NY
- Facebook Willow Campus** Menlo Park, CA

Josiah Cain serves as Sherwood Design Engineers' Director of Innovation. His work has advanced the public dialogue, policy and application of rain harvesting, graywater, blackwater reuse, living roofs and walls, native plants, resilience, stormwater management, food systems, built wetlands and sustainable materials. In addition to managing Sherwood's Innovation Program, Josiah provides strategic leadership on influential projects, with a focus on ecological performance within land use, campus and large-scale urban systems. His project credits include on-site water reuse systems for large public programmed open spaces, high-density corporate and university campuses, urban and rural farm and ranch applications, and ecological approaches across a broad spectrum of project sizes and client types.

Education

- Master of Design Studies, Design, Technology & Environment** Harvard Graduate School of Design
- Bachelor of Science, Sustainable Community Planning, Landscape Architecture** University of California, Davis
- Green Roofs for Healthy Cities Green Roof Design Certificate** Humboldt State University
- Constructed Wetlands Workshop Graduate** Permaculture Institute of Northern California

Affiliations

- Permaculture Design Certificate** OccidentalGreenBiz/VERGE: Food + Water Advisory Group
- Water Advisory Committee** Sustainable Silicon Valley
- Industry Advisory Group** Stanford/ReNUWit



Santa Monica Water Resue Santa Monica, CA



Microsoft Global Water (7 Campuses) Global



Hudson Yards New York, NY



George Harlow E.I.T.

Project Manager

George Harlow is a Project Manager at Sherwood with over 8 years of civil engineering experience. He has extensive design experience in land development, aviation, and transportation.

Selected Project Experience

- LAX RUE** Los Angeles, CA*
- Cedars-Sinai Medical Campus** Beverly Hills, CA*
- MLK Hospital** Los Angeles, CA*
- Harbor - UCLA Medical Center** Los Angeles, CA*
- UCI Medical Campus Master Planning** Irvine, CA*
- LAC + USC Hospital Demolition** Los Angeles, CA*
- Cedars-Sinai Medical Campus** Marina Del Ray, CA*
- Porsche Experience Center** Carson, CA*
- St. Joseph's Medical Center** Stockton, CA*

*Project Experience Completed prior to working at Sherwood.

George's design experience for both private and public sectors throughout the state of California. He has been involved through all phases of a project from master planning through construction administration services. His work experience includes the design of a central utility plant and backup utility infrastructure.

Additionally, George served as the Senior Area Lead and Senior Civil Engineer for the Los Angeles International Airport: Roadways, Utilities and Enabling Project in the central terminal area. This project was part of the \$15 billion capital improvements program for the LAX Land Access Modernization Program. The project involved providing updated utilities to each terminal at LAX, along with site restoration and consideration for future infrastructure. George represented the prime consultant and civil engineering firm, and was responsible for design review, subconsultant oversight, and team delegation

His key project experiences include site layout, grading, and earthwork analysis; domestic, recycled, and fire water infrastructure layout; gravity and pressurized sanitary sewer infrastructure; drainage and stormwater management systems; and coordination with dry utility infrastructure.

Education

- Bachelor of Science, Civil Engineering** University of Central Florida

Affiliations

- Member** Urban Land Institute



Orange County Great Park

Location

Irvine, CA

Project Dates

2010-2013

Size

1,347 acres

Project Cost

\$23,000,000

Funding Sources

Developers

Role / Services Provided

Subconsultant
Civil Engineering
Stormwater Management Design
Sustainable Infrastructure

Key Personnel

John Leys, Principal
S. Bry Sarte, CEO/Founder

The Orange County Great Park, with its 1,347-acre master plan, is the focal point of the redevelopment of the 4,700-acre former Marine Corps Air Station, El Toro.

Phase 1 of development of the 28-acre south lawn, included extensions to the Ken Smith-envisioned timeline and a first of its kind large scale overland stormwater harvesting system for reuse as irrigation. Among many of the forward-thinking sustainability goals of the project, Sherwood worked on decreasing the irrigation demands of the park and reusing as much water on site as possible.

The project now harvests and stores all available onsite and offsite runoff in a series of aesthetically pleasing storage basins. Stormwater from these basins is then treated and reused for irrigation with the aim of reducing the municipally purchased reclaimed water required by over 50%. The project offers a new model for water resources management within the LA basin.



Microsoft Silicon Valley Campus

Location

Mountain View, CA

Project Dates

2018 - 2021

Size

1.1 million sq. ft.
30 acres

Project Cost

Confidential

Funding Sources

Private

Role / Services Provided

Master Planning
Civil Engineering
Water Reuse System
Stormwater Management System

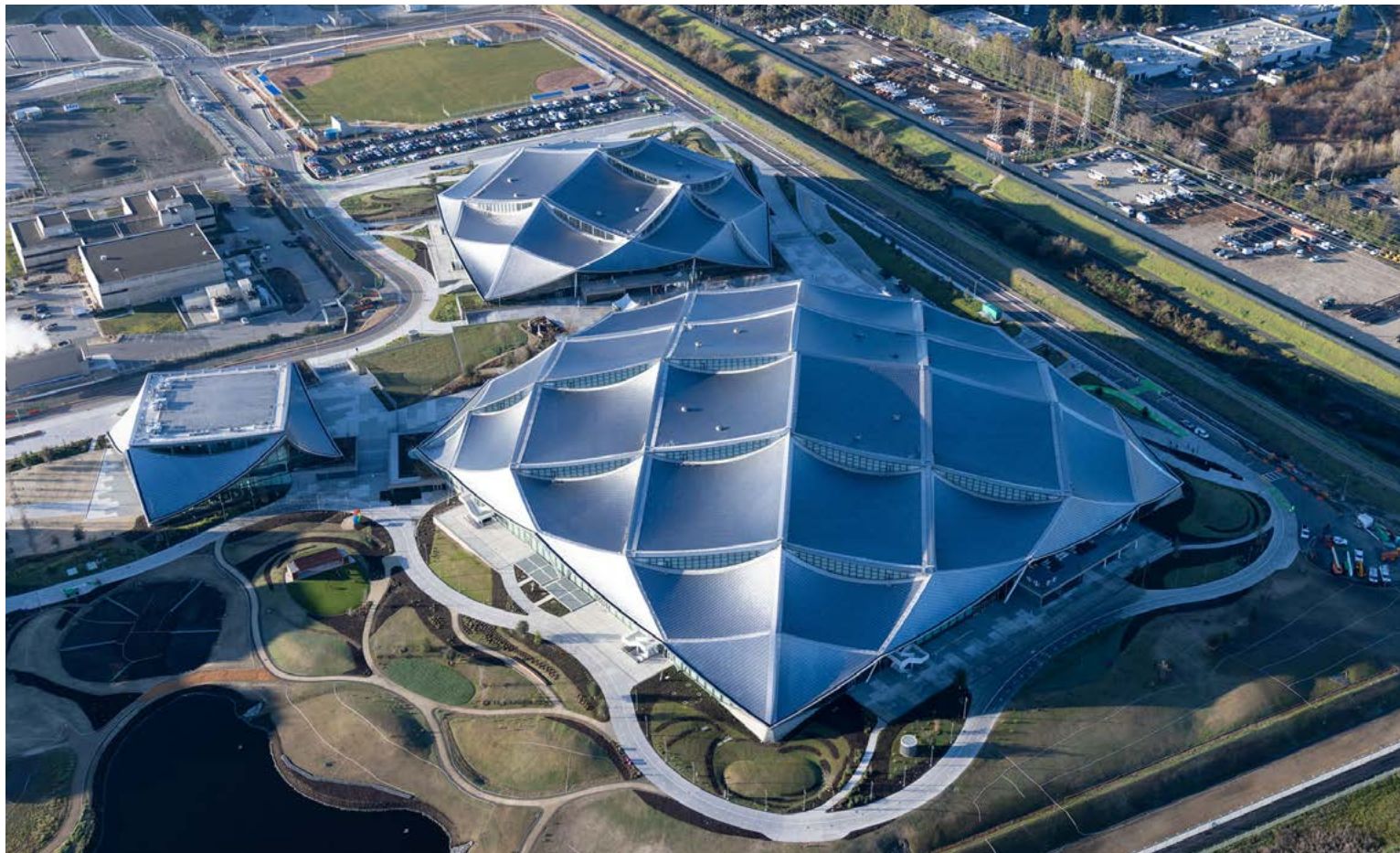
Key Personnel

S. Bry Sarte, CEO/Founder
Josiah Cain, Sustainability
Jimmy Galvez, Project Manager

Sherwood Design Engineers worked with Microsoft and WRNS Studio to transform the existing 1990's era suburban office park into a unique and cohesive campus to support the client's evolving workplace environment.

Microsoft expanded its Silicon Valley location to foster a deeply sustainable workplace. The updated campus houses 2,000 employees across a new two-story Cross-Laminated Timber (CLT) building — the largest mass timber building in North America upon completion — and two revitalized, low-lying existing structures. Design interplays between built and natural environments with a campus-wide living roof, courtyards, and harnessed daylighting. CLT was selected as a primary material due to its low carbon footprint, inviting aesthetic, and expedited construction.

As Design Engineer, Sherwood led the design and implementation of extensive water-reuse systems that collect, treat, and reuse rainwater and blackwater for non-potable uses such as toilet flushing and irrigation. Additionally, Sherwood worked closely with the design team to document a high-performance green roof and a stormwater management system that is integrated into the local site's ecology.



Google Bayview Campus

Location

Silicon Valley, California

Project Dates

2012-2021

Size

45 Acres

Project Cost

Confidential

Funding Sources

Private

Role / Services Provided

Prime / Subconsultant
Civil Engineering
Master Water Engineering
Sustainable Infrastructure

Key Personnel

Amelia Luna, Sustainable Water
Josiah Cain, Sustainability
Systems

Sherwood is the Master Water Engineer for this Google Campus, providing water and ecological sustainability metrics for site and water strategies and integrated district infrastructure planning.

Our engineering and innovation staff worked closely with the owner and design team to leverage infrastructure synergies, resource stewardship, user experience, regional ecology, and site design opportunities to deliver a Net Positive Water facility for 5,000 employees. The 1+ million square foot project challenges the status quo for innovative and sustainable corporate campus development worldwide and is on track to achieve the Living Building Challenge Water Petal.

Sherwood led the following:

Created a strategy for high performance site systems, helping the project achieve net zero water and an immersive ecological campus environment.

Sea Level Rise strategy, including finish floor elevations.

Master Water Engineering, combining all natural and transactional flows into a single model.

Contributed to development resilience and business continuity plans, Living Building Challenge, and helped develop the framework for LEED Platinum project delivery.



Oklahoma City Central Park (Scissortail Park)

Location

Oklahoma City, Oklahoma

Project Dates

2009-2019

Size

40 Acres

Project Cost

\$132,000,000

Funding Sources

Government

Role / Services Provided

Subconsultant
Civil Engineering
Stormwater Management
Design
Sustainable Infrastructure

Key Personnel

Jimmy Galvez, Project Manager

In the urban core of Oklahoma City, Sherwood worked with the design team and the Mayor's office to design Oklahoma City's new 40-acre Central Park as a paradigm of sustainable urban public space.

Sherwood's role, as ecological engineer, was to integrate the principals of sustainable design including water conservation and aquifer recharge; ecosystem creation and green streets integration; materials and waste reduction; renewable energy generation and

conservation; and community education. Sherwood developed goals and metrics, and established strategies based on cost, climate, and program which not only make this park an example for others but will create a legacy for the city.

A woman with dark skin and dreadlocks is shown in a close-up, focused on her work. She is wearing a grey cardigan over a dark top, large blue and orange link earrings, and a nose ring. Her hands are adorned with several beaded bracelets. She is holding a stack of light-colored wooden blocks in her left hand and is in the process of placing another block onto a larger structure on a table in front of her. The background is softly blurred, showing a window on the left and a colorful parrot figurine on the right. The overall lighting is warm and natural, suggesting an indoor setting with daylight.

Qualifications

Equitable Outreach

Openbox | Equitable Outreach

Openbox is a Black-and-Asian-led design, research, and planning studio in Brooklyn, New York. We believe that cities should be centered on people rather than buildings, so we take a balanced and equitable approach to design and development, where communities have an active voice in shaping projects and benefit from their outcomes.

Our approach integrates classic people-centered design with quantitative data and extensive community research that centers communities traditionally excluded from design and development, be it children, students, Black, Brown, Indigenous, or Asian groups and neighborhoods. By learning what stakeholders have accomplished, what processes, infrastructures, and relationships already exist, and creating conditions for equitable participation that enable dignity and representation in the process, we facilitate community relationships that ensure a project's long-term success.

To design for more equitable outcomes, we bring lived experiences directly to the designer's table. What we do at Openbox creates avenues for social and environmental justice to be a continually evolving element of the design process. We know that by grounding projects in community relationships, and channeling the powerful inputs of residents, cities, designers, and businesses, we can build urban ecosystems that are sustainable, resilient, and prosperous in the face of crisis—securing better urban living for all.

Location	Firm Size	Point of Contact
Brooklyn, NY	15+	Casey Low, Business Development Associate caseyp@opnbox.com



Left Martin Luther King Jr. Memorial Library, Washington, DC



Marquise Stillwell

Founder, Principal

Marquise Stillwell is a designer and a catalyst for building communities across design, art, and culture. Originally from Ohio and with strong Midwest connections, his curiosity for people and spaces developed into a passion for designing systems to make environments better for all.

In 2009, Marquise founded Openbox, a design research and planning studio based in New York City that works at the intersection of people, cities, and planet. Openbox applies innovative approaches to design research, planning, and programming into the built environment, with people and community needs considered at every step. He later co-founded Opendox, a film company that tells lesser-known narratives around art, science, nature, and politics. He also co-founded Deem Journal, a biannual print journal focused on design as social practice, and Urban Ocean Lab, a think tank for the future of coastal cities. Most recently, he acquired Stae, a go-to open-source data hub that allows people to visualize and leverage open city data in a meaningful way.

Education

Masters of Business Administration Grand Canyon International
Masters of Arts, Economics University of Denver
Bachelor of Arts, Economics Ohio State University

Affiliations

Fellow Urban Design Forum
Founding Board Member and Co-Chair The Lowline
Advisor (Multiple Organizations) For Freedoms, Incarcerated Nations Network, Creative Capital, and Riverkeeper
Board Member Center for Architecture
Advisory Committee High Line



MLK Jr. Memorial Library Washington, DC



The Lowline New York, NY



Balboa Park San Diego, CA



Jenn Low

Design Director, Project Lead

Jenn is an integrative designer, educator, and landscape architect with over 17 years of experience planning and designing public spaces.

Selected Project Experience

- Portland Museum of Art** Portland, ME
- Balboa Park Cultural District** San Diego, CA
- Confidential Project** Atlanta, GA
- Confidential Project** Seattle, WA
- Reimagine Middle Branch** Baltimore, MD
- Dune Peninsula Park** Tacoma, WA
- Amazon Block 19 Campus** Seattle, WA
- Market Commons** San Francisco, CA
- Lincoln Center for the Performing Arts** NY, NY
- Lafayette Avenue Streetscape** Bronx, NY
- Buffalo State College Master Plan** Buffalo, NY
- Main Street Buffalo** Buffalo, NY

At Openbox, Jenn is interested in the intersection of human-centered design and the built environment and sees both design research and the power of place as key tools to advance the built environment toward justice and equity. As technology and climate change actively shape our environments, designing for the public realm becomes increasingly more complex. Jenn's work aims to push for more holistic and collaborative methods of design practice.

Education

- Master of Integrative Design** University of Michigan
- Bachelor of Landscape Architecture** University of Washington

Past Positions

- Deputy Director of Placekeeping Programs** 1882 Foundation
- Program Manager** Landscape Architecture Foundation
- Landscape Architect** Site Workshop Landscape Architecture
- Landscape Architect** CMG Landscape Architecture
- Landscape Architect** MNLA



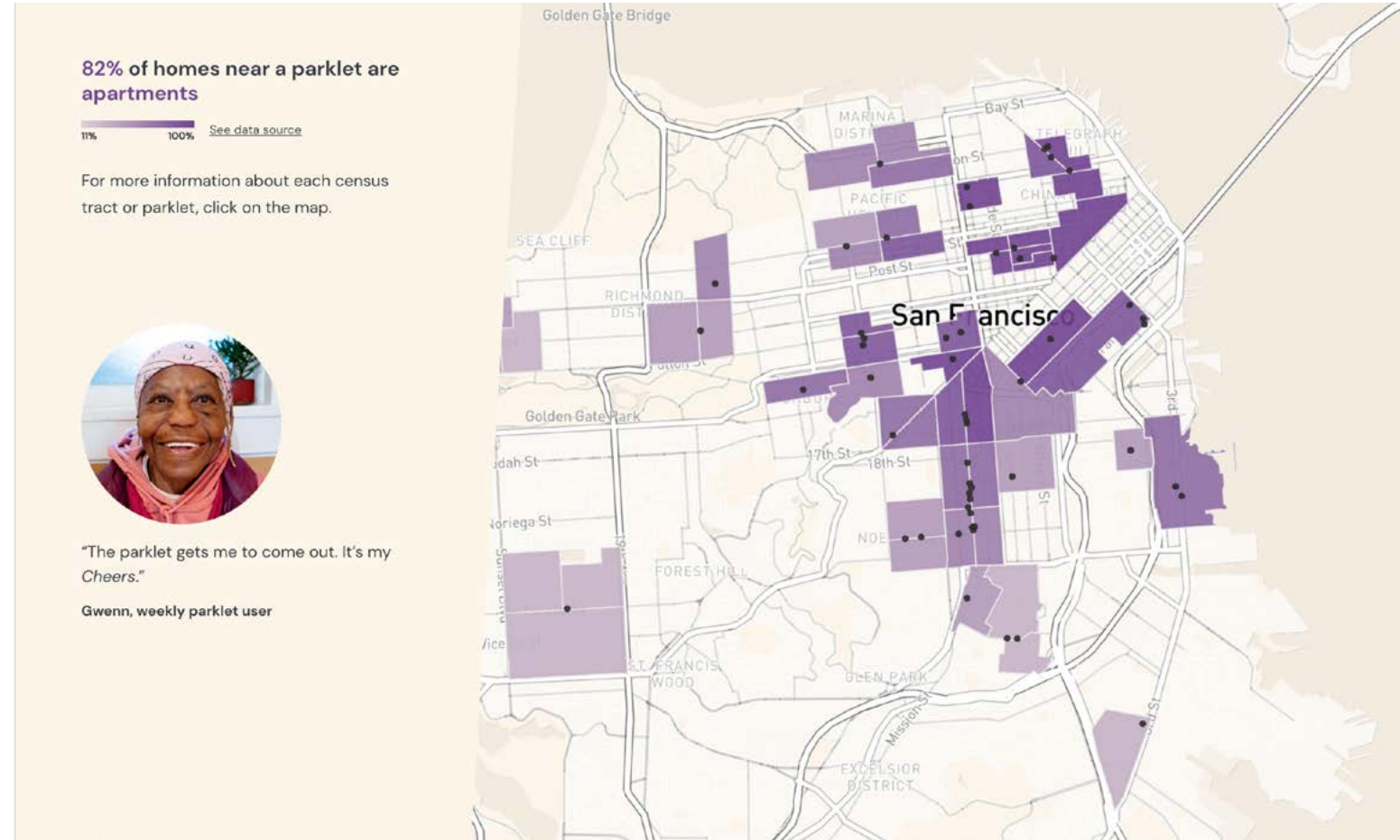
Balboa Park Cultural District San Diego, CA



Dune Peninsula Tacoma, WA



Market Commons San Francisco, CA



San Francisco Planning Project

Location

San Francisco, CA

Project Dates

2019

Size

City-wide

Project Cost

N/A

Funding Sources

Confidential

Role / Services Provided

- Project Lead
- Data Driven Design
- Data Story Website

Key Personnel

- Marquise Stillwell, Principal
- Amy Wang, Design Director

The San Francisco Planning Department studies public spaces around the city in order to put people and their lived experiences at the center of the design and management of the public realm. To pilot a way to share the data publicly and increase awareness of their work, SF Planning collaborated with Openbox and Stae, our partner in civic data management. Openbox created "[A Look at the Human Impact of Parklets](#)," an interactive impact study that provided accessible analysis of the data and stories behind San Francisco's parklets.

Openbox's study combined data trends with feedback from local residents, and featured organizations in neighborhoods outside of the areas traditionally associated with parklets. By providing an in-depth look at the impact of parklets, SF Planning hoped to encourage a greater diversity of people to sponsor parklets and bring their benefits to their communities.

Through partnership with civic data startup Stae, Openbox digitized the City's existing public life data, and integrated datasets like affordable housing locations and new business licenses into the data narrative. As a point of transparency, Openbox only used data that was publicly available or that could be made available to the public.



Martin Luther King Jr. Memorial Library

Location

Washington, DC

Project Dates

2020

Size

N/A

Project Cost

N/A

Funding Sources

Confidential

Role / Services Provided

Project Lead
Exhibit Design
Community Engagement Lead

Key Personnel

Amy Wang, Design Director
Vinay Kumar Mysore, Project Lead

With the modernization of its landmark building in Washington DC, the Martin Luther King Jr. Memorial Library wanted to create a new exhibit space that would be a home for local DC stories, past and present. After eight months of generative design research and prototyping of exhibit concepts with community members, Openbox delivered blueprints and a guidebook to the DC Public Library, providing a framework for community engagement and five-year plans for all key exhibit experiences—to sustain and to elevate a community-centered exhibit within the MLK Library.

Through our commitment to deep community engagement, Openbox was able to establish a pathway between resident voices and exhibit design.

Our design partners observed: “It was the first time that we were able to have community outreach on our team. This has meant a more direct coordination between design and

content, design and those we serve, design and effect.” Our client noted the impact: “You guys were so wonderful to work with, and vastly improved the project on many levels.” Most importantly, members of the community felt heard: “It was exhilarating! I applaud you and your team’s openness and flexibility and acute listening skills.”



Balboa Park Cultural District

Location

San Diego, CA

Project Dates

2022-2023

Size

200 acres .

Project Cost

N/A

Funding Sources

Confidential

Role / Services Provided

Prime
Community Research Lead
Equity Centered Design Lead

Key Personnel

Jenn Low, Design Director
Vinay Kumar Mysore, Project Lead

The Balboa Park Cultural District, located in San Diego’s larger 1,200-acre urban park, is a 400-acre area made up of gardens, museums, performing arts venues, educational spaces, and more. Openbox led a multidisciplinary design, research, and planning team, in collaboration with the Balboa Park Cultural Partnership, which includes twelve institutions in the Park, to develop a more distinctive and inclusive experience that encourages exploration in the common spaces between destinations.

The Balboa Park Cultural District partners sought guidance and a plan to transform the Cultural District into a welcoming and inclusive destination for all visitors. Openbox led the creation of an Experience Plan for the Cultural District, in partnership with RIOS, MR-ProFun, and local community partners, Aja Project and Victoria Plettner-Saunders.

Over the 10-month project, Openbox conducted deep community research that centered the region’s Black, Brown, Indigenous, Asian, and Spanish-speaking communities, and developed an equity-centered design strategy for the District to meet its full potential as a place welcoming to people inside and outside of the San Diego trilateral region.



Section 3

Project Understanding



Community engagement process for Martin Luther King, Jr. Library, Washington, DC



South Park Commons, Los Angeles, CA

Our Approach to Strategic Planning for Santa Monica Airport

The conversion of the Santa Monica Airport is a once-in-a-lifetime opportunity to help secure a green and equitable future for Santa Monica and the region.

It is also a profoundly challenging planning puzzle in a pluralistic community with diverse priorities and points of view. Reimagining hundreds of acres of land in this complex context will require cultivating a civic spirit of compromise to provide the most public benefit for the greatest number of citizens. We begin without preconceptions about the airport — to explore and daylight a range of potential futures with the community and ensure that participants in the planning process both recognize their agency in decision-making and receive the best possible data, analysis, and visioning with which to make those decisions.



The Lowline, New York, NY



Grand Park, Los Angeles, CA

Growing a Constituency and a Consensus

The future of the airport has been debated for decades, with policy positions entrenched around retaining airport functions, creating a great park, or leveraging some land for revenue-generating uses to fund park development. Our team will be a trusted facilitator of an ongoing civic dialogue in which all parties discover fresh insights about this place and hybrid scenarios emerge — with the potential to form the new partnerships and alliances that will be required to bring about the airport's optimal use.

Our partners at Openbox have demonstrated the ability to reach previously underrepresented voices and center their points of view in a community-first vision of change. Our partners at Marathon Communications will work with City communications staff to ensure that project messaging is clear, consistent, and available in local media and social media to invite the broadest possible participation in the planning process.

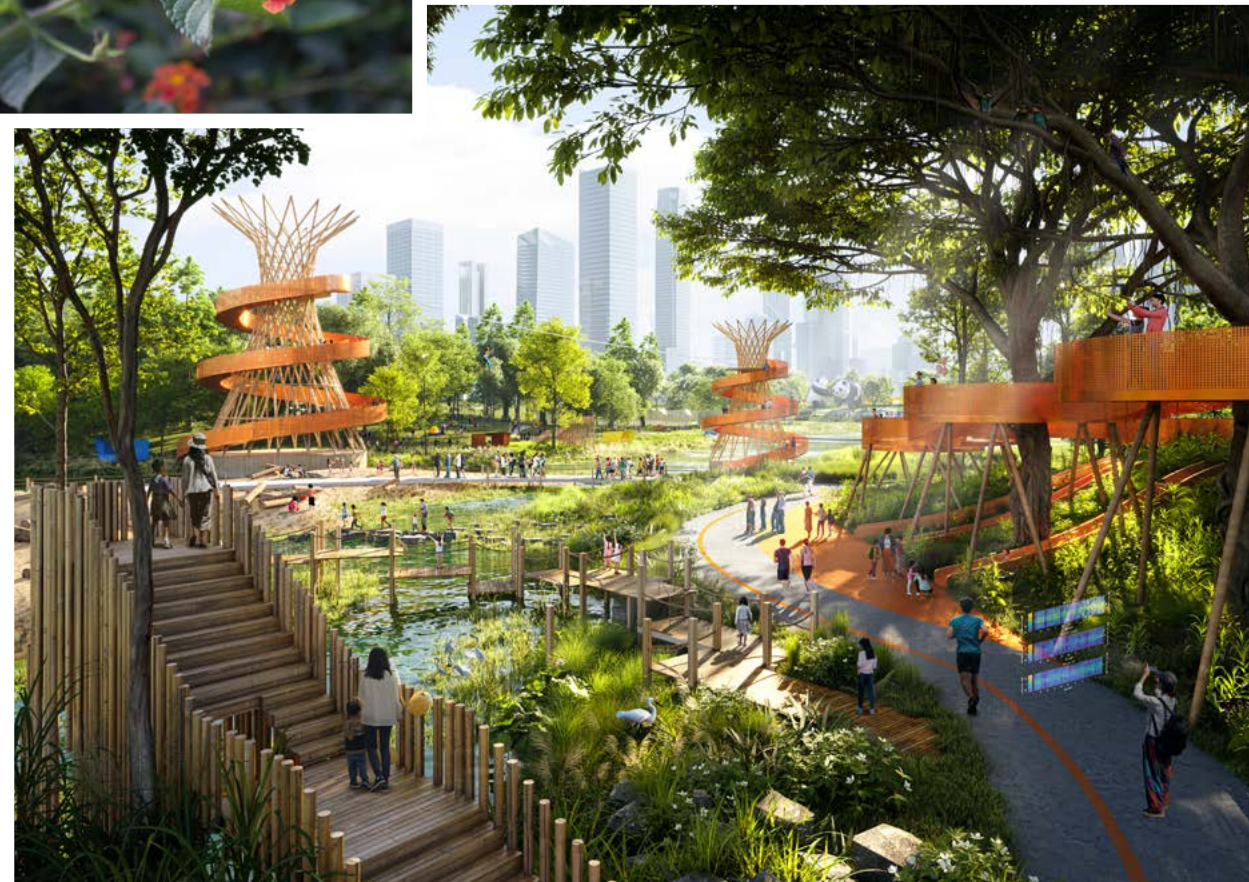
Towards a Regenerative and Reciprocal Site

Santa Monica is recognized as a leader in sustainability for its long-standing commitment to climate action as well as the health and wellbeing of its citizens. The airport has also historically been a site of technological innovation in aviation. Furthermore, in the pandemic era, a new understanding has emerged of the importance and vital role of outdoor spaces for public enjoyment. The Santa Monica Airport offers an extraordinary opportunity for respite, wellness, research, education, and social gathering while also generating significant ecosystem services for the region.

Our partners at Sherwood and Rincon will help us integrate sustainable systems and restore the site's ecological performance around passive and active recreation opportunities. Our partners at Glumac will lead the measurement and comparison of planning scenarios using the Living Community Challenge and/or similar community and landscape-scale sustainability rating systems, such as LEED Neighborhood Development, SITES, and WELL Community. From water and energy independence to reducing carbon impacts and sustainable maintenance practices, the team will explore ways for the airport site to be a model of environmental innovation.



Grand Park, Los Angeles, CA



Tianfu Central Park, Chengdu, China



West Hendon Playing Fields Competition, London, UK

Ensuring Resilience and Connectivity

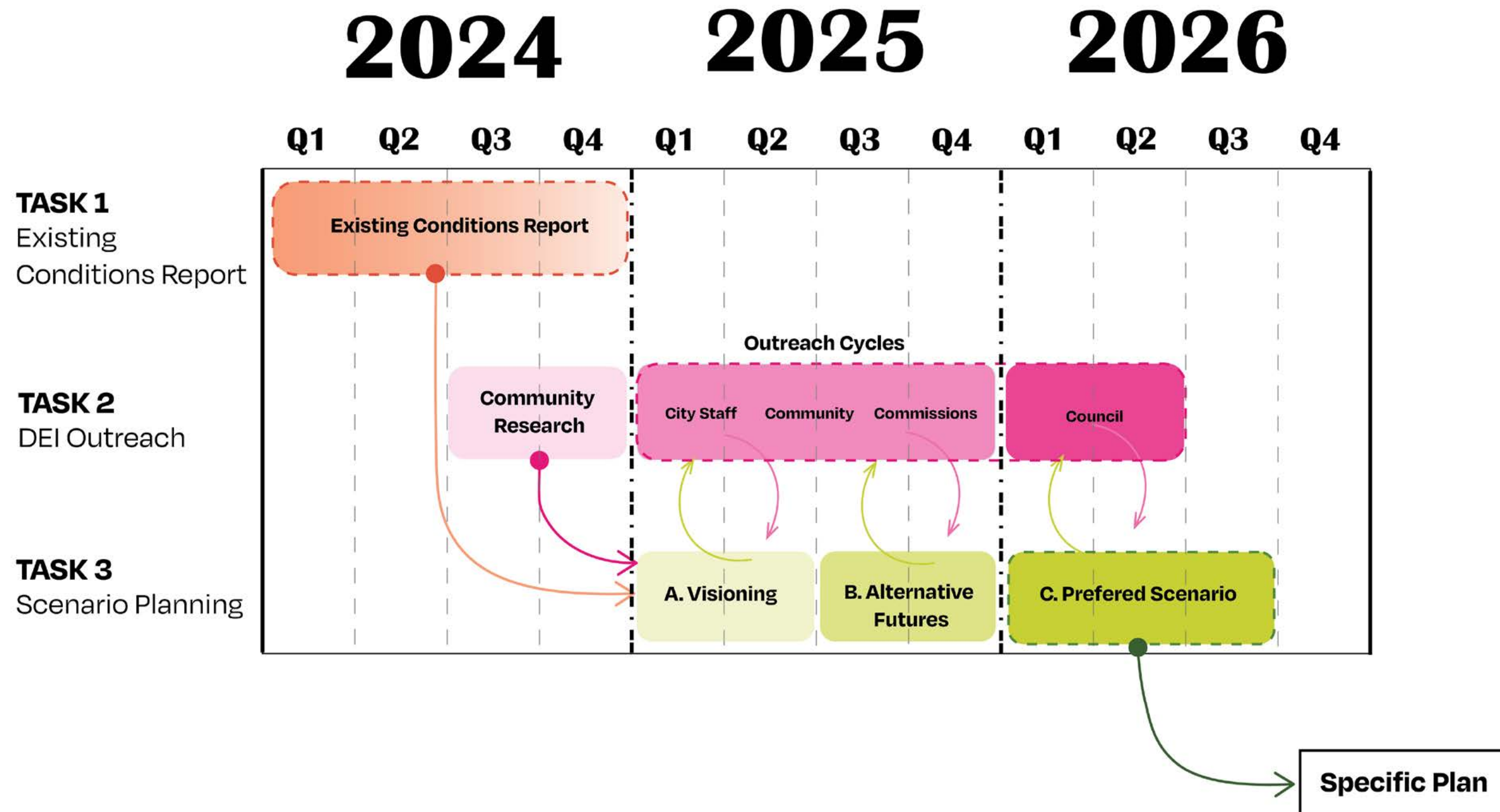
Santa Monica needs a vision that can catalyze near-term action on a Specific Plan and initial implementation phases, while retaining flexibility for ever-changing needs of future generations. Fundamental to the long-term viability of the airport's conversion is a sustainable economic model to fund site remediation and capital improvements, as well as the ongoing maintenance, operations, and programming of future park spaces and infrastructure.

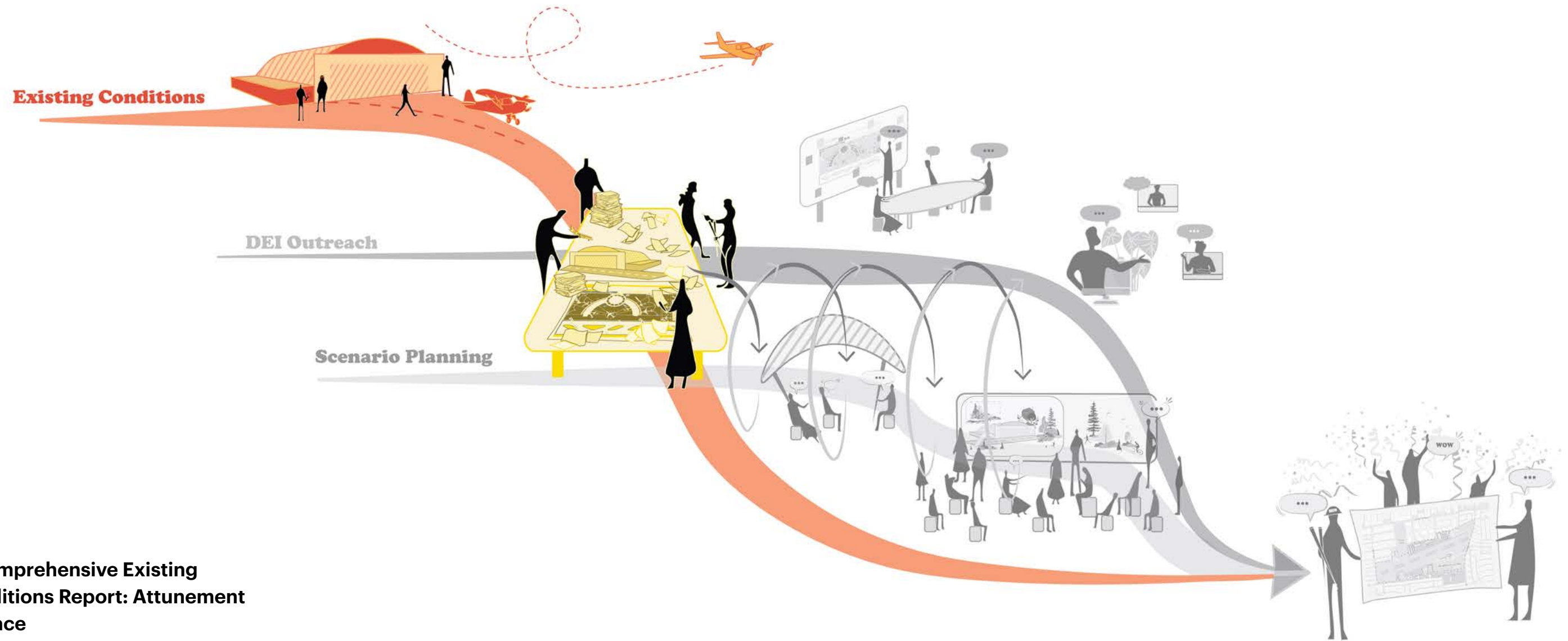
Our partners at HR&A will analyze the economic impacts of various scenarios — taking into account capital and maintenance costs, the potential for citywide benefits from revenue-generating uses, and innovative financing tied to rising land values. They will also present the impact of potential scenarios in helping to meet statewide housing goals and mitigate concerns about displacement and gentrification. The success of the airport conversion will also depend on creating a destination accessible to all of Santa Monica and the region. Our partners at Toole will consider the key role of a comprehensive mobility network. This may involve new transit lines, north-south greenways, or enhancements to the street grid through adjacent properties.

Planning Process

We outline below a high-level planning process that weaves together robust planning, engineering, and design expertise with a modern and inclusive outreach platform — making this work accessible and meaningful to decision-makers and the public.

Recognizing that the eventual scope and schedule that we will develop in collaboration with City staff may be shorter or longer, and may involve additional steps, our intent is to demonstrate the foundational reciprocity between thoughtful planning and authentic engagement. Any successful planning effort must balance these parallel and intertwined efforts to result in a transformative vision that is impactful, implementable, and backed by a broad constituency for change.





1. Comprehensive Existing Conditions Report: Attunement to Place

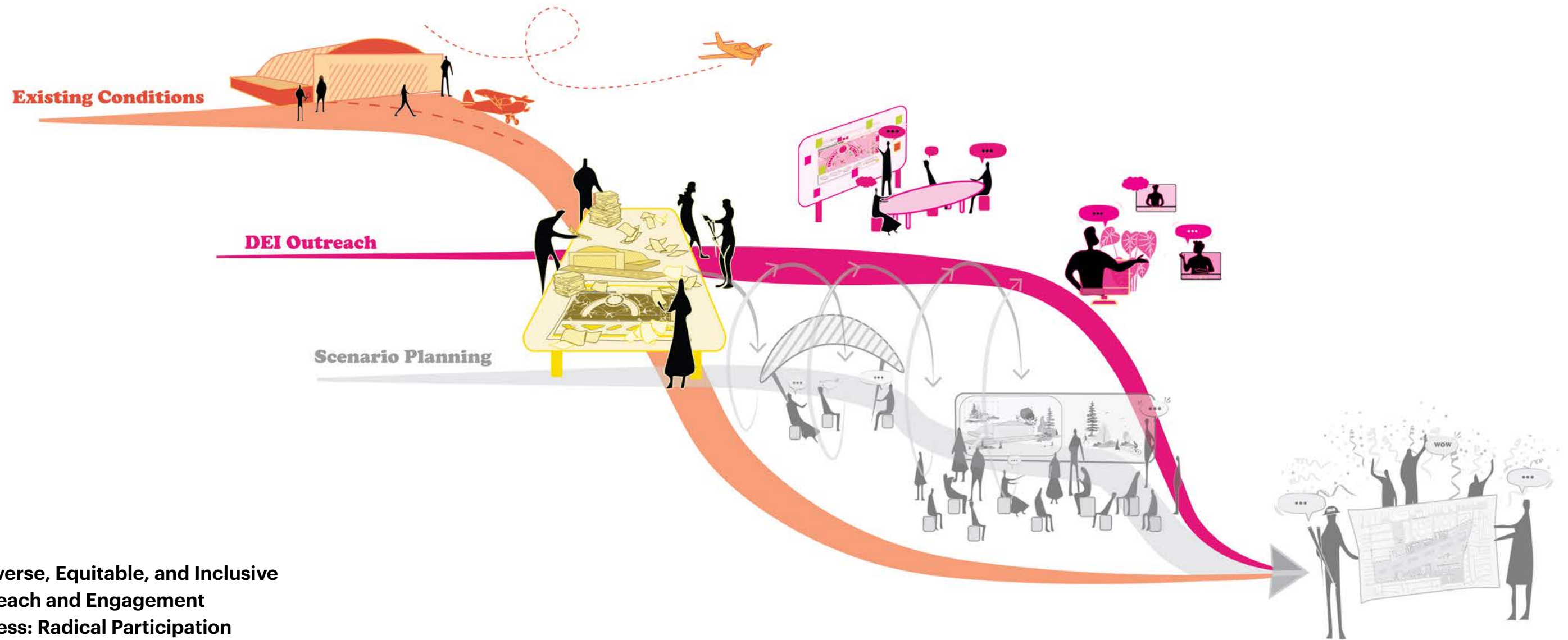
- Conduct a robust analysis of the site and its context, from the airport's physical conditions, infrastructure, and historic uses to regional economic, ecological, and cultural influences.
- Identify opportunities and constraints of the place. What are the airport's carrying capacities and programmatic potentials? What improvements are required to make the site accessible?
- Make complex information accessible to decision-makers and the public so that a productive and transparent dialogue about the future of the airport is possible.



Resilient by Design: Islais Hyper Creek, San Francisco, CA (Sherwood)



Santa Monica Airport Park Expansion, Santa Monica, CA (RIOS)



2. Diverse, Equitable, and Inclusive Outreach and Engagement Process: Radical Participation

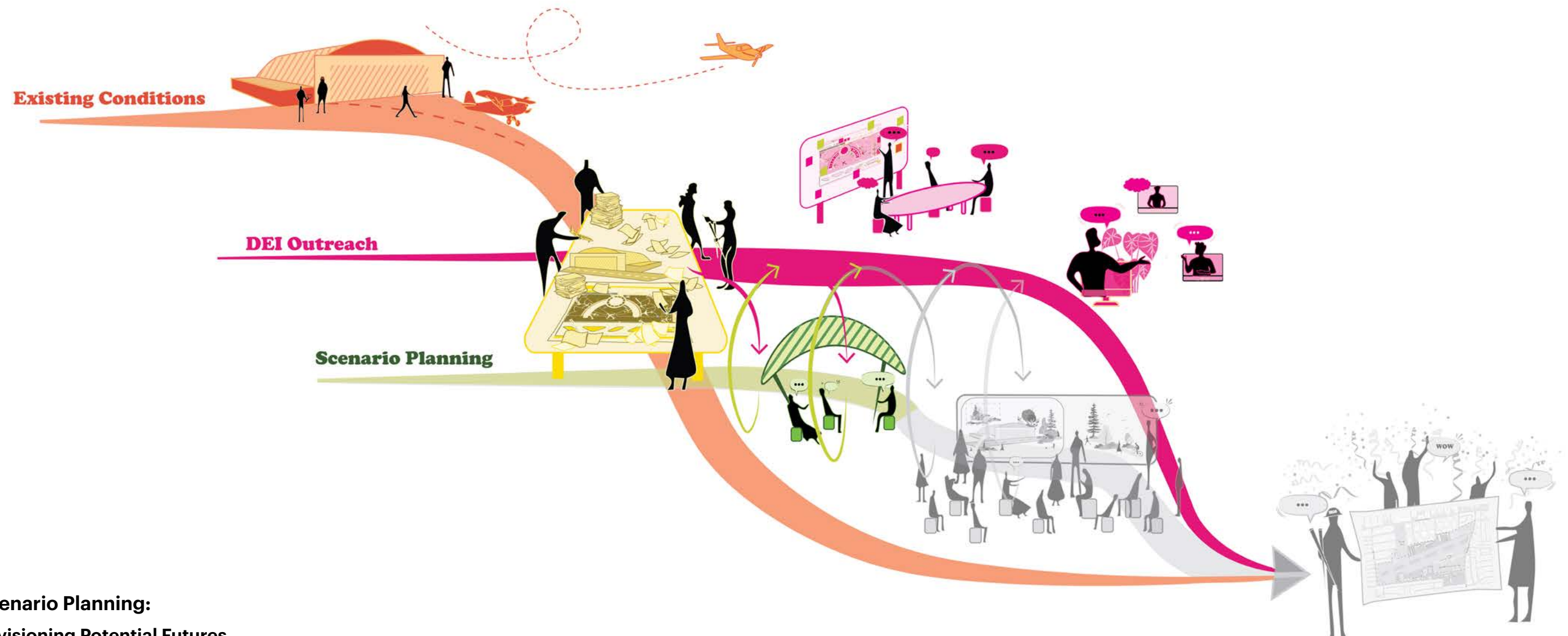
- Begin with community research to understand the range of voices that could participate in the planning process. What are their histories and relationships to this process?
- Engage City staff, community stakeholders, commissions, and Council in a reciprocal and interactive process of planning review and feedback that informs project progress throughout the process.
- Grow the constituency for airport conversion. How do we engage audiences that have traditionally been underrepresented in planning efforts?



Balboa Park Visitor Experience Plan, San Diego, CA (Openbox and RIOS)



HACLA William Mead Homes, Los Angeles, CA (RIOS)



3. Scenario Planning:

A. Envisioning Potential Futures

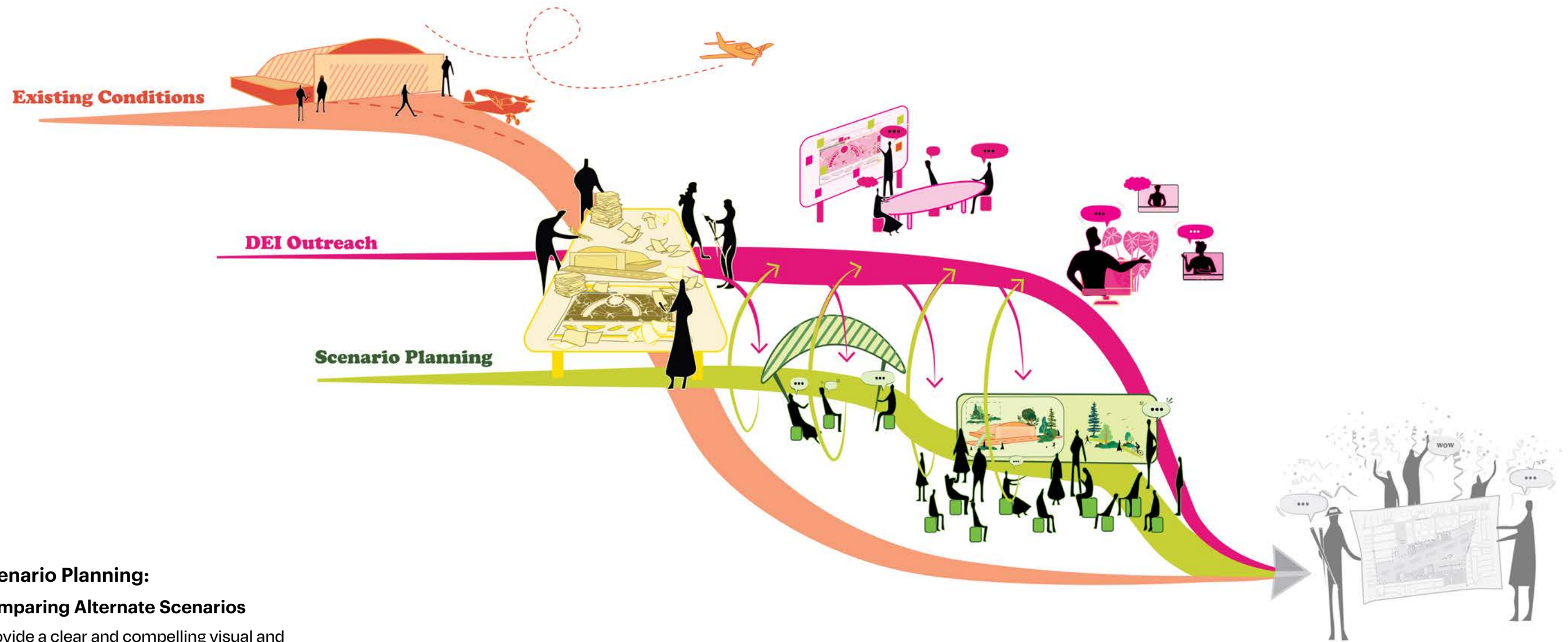
- Shake off preconceptions about the range of potential programs for airport lands. What are all the ways this site can serve Santa Monica and the region — as a park, as resilient infrastructure, and as a catalyst for community development?
- Leverage the power of curiosity to shift from a fear-based reaction to collectively imagining a better future for all. Utilize innovative ideation and visualization tools to envision dozens of planning scenarios.
- Work with community stakeholders to distill the universe of potential futures into a handful of complementary alternatives for thorough analysis in the next phase.



Drake Bridge Commons, Austin, TX (RIOS)



Palm Springs Downtown Park, Palm Springs, CA (RIOS)



3. Scenario Planning:

B. Comparing Alternate Scenarios

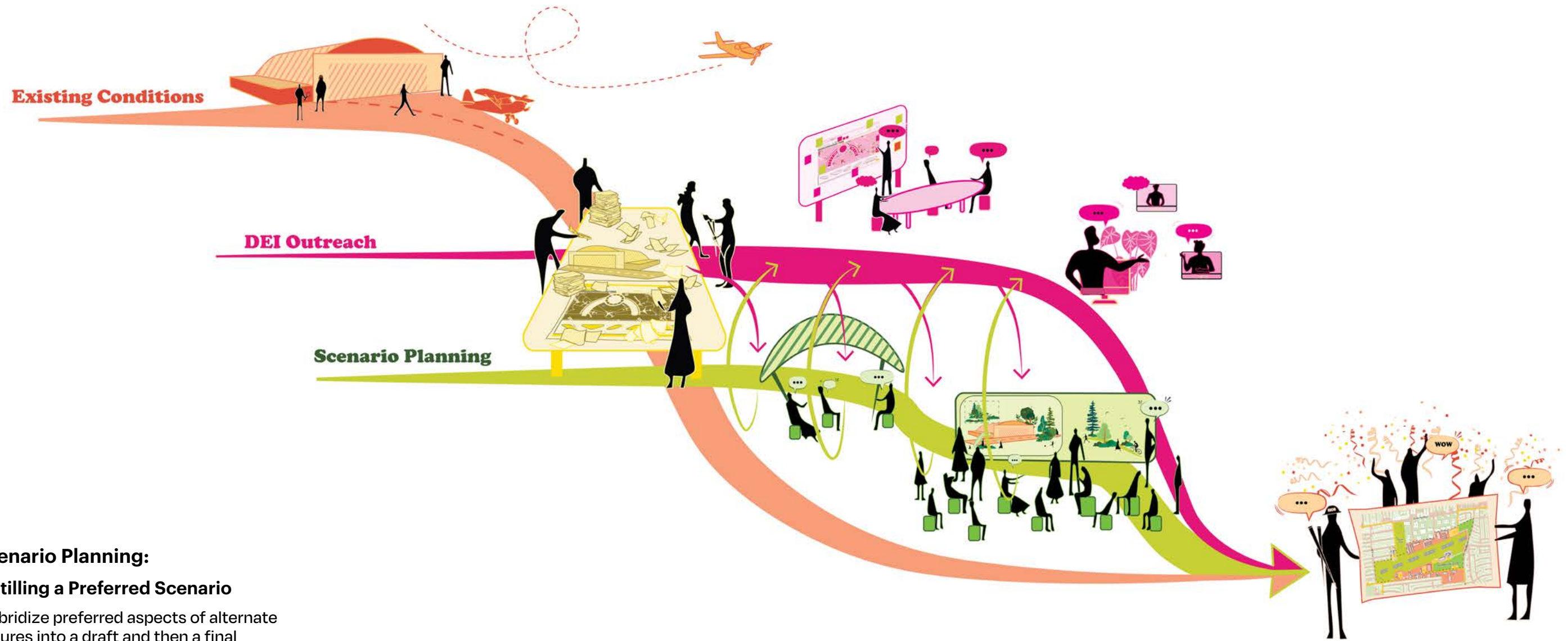
- Provide a clear and compelling visual and narrative description of 3-4 alternate futures, to understand the trade-offs of possible land uses and implementation pathways.
- Evaluate the programmatic possibilities, environmental impacts, and economic costs and benefits of each alternate future. How does each approach impact affected communities and how does it rate within the framework of the Living Community Challenge?
- Work with community stakeholders to identify aspects of each alternate future that should be incorporated into a preferred scenario in the next phase.



Philbrook Museum of Art & Gardens, Tulsa, OK (RIOS)



Corktown Neighborhood Framework, Detroit, MI (HR&A)



3. Scenario Planning:

C. Distilling a Preferred Scenario

- Hybridize preferred aspects of alternate futures into a draft and then a final preferred scenario. Articulate land use, transportation, infrastructure, programming, and economics underpinning the preferred scenario.
- Develop an inspiring visual and narrative package describing the preferred scenario to build the case for change. Use innovative representation and communication tools to make the planning vision accessible to all.
- Work with community stakeholders to celebrate the preferred scenario in order to build momentum towards developing the Specific Plan, new governance models, and long-term implementation.



Third Street Promenade 3.0: The Experiment (RIOS)



Palm Springs Downtown Park, Palm Springs, CA (RIOS)



Section 4

Staffing Rate Sheets

RIOS

RIOS	Hourly Rate
Creative Director	\$ 395
Studio Director	\$ 275
Technical Director	\$ 275
Design Director	\$ 250
Senior Project Director / Senior Project Designer	\$ 225
Project Director / Project Designer	\$ 195
Designer II	\$ 165
Designer I	\$ 145
Intern	\$ 110

Additional services when requested by Owner are typically invoiced monthly at our current hourly rates, unless otherwise negotiated. Professional fees for hourly services will be billed at current hourly rates. Hourly rates are subject to change and client will be notified 30 days in advance of any change.

Core Team

Openbox	Hourly Rate
Principal-in-Charge	\$ 225.00
Design Director	\$ 150.00
Project Lead	\$ 130.00
Design Researcher	\$ 120.00
Communications Designer	\$ 120.00
Sherwood Design Engineers	
Associate Principal	\$ 230 - \$ 240
Senior Engineer	\$ 220 - \$ 230
Senior Project Manager	\$ 220 - \$ 230
Technology Director	\$ 215
Project Manager / Senior Project Engineer	\$ 210 - \$ 220
Project Engineer / Project Designer	\$ 200
Design Engineer III / Designer III	\$ 185
CAD Manager	\$ 180
Design Engineer II / Designer II	\$ 175
Senior CAD Technician	\$ 175
Design Engineer I / Designer I	\$ 165
CAD Technician	\$ 150
Graphic Designer	\$ 150
Senior Project Administrator	\$ 135
Project Administrator	\$ 130

Support Team

Toole Design Group	Hourly Rate
Adam Vest	\$281.73
Trevor Lien	\$134.59
Cindy Zerger	\$241.48
HR&A Advisors	
	Hourly Rate
Chair / CEO	\$ 560.00
Senior Advisor	\$ 560-460.00
Partner	\$ 460.00
Principal	\$ 410.00
Director	\$ 360.00
Senior Analyst	\$ 275.00
Analyst	\$ 220.00
Research Analyst	\$ 175.00
Admin	\$ 105.00

Rincon Consultants*	Hourly Rate
Principal/Director II	\$ 295
Principal/Director I	\$ 285
Senior Supervisor II	\$ 268
Supervisor I	\$ 250
Senior Prfoessional II	\$ 234
Senior Professional I	\$ 218
Professional IV	\$ 194
Professional III	\$ 180
Professional II	\$ 160
Professional I	\$ 143
Associate III	\$ 120
Associate II	\$ 107
Associate I	\$ 100
Field Technician	\$ 86

* Professional classifications include environmental scientists, urban planners, biologists, geologists, marine scientists, GHG verifiers, sustainability experts, cultural resources experts, and other professionals. Expert witness services consisting of depositions or in-court testimony are charged at the hourly rate of \$380.

Other direct costs associated with the execution of a project, that are not included in the hourly rates above, are billed at cost plus 16%. These may include, but are not limited to, laboratory and drilling services, subcontractor services, authorized travel expenses, permit charges and filing fees, mailings and postage, performance bonds, sample handling and shipment, rental equipment, and vehicles other than covered by the above charges. Annual Escalation. Standard rates subject to annual escalation based on CPI (Consumer Price Index) for APPROPRIATE GEOGRAPHIC AREA.

Payment Terms. All fees will be billed to Client monthly and shall be due and payable upon receipt or as indicated in the contract provisions for the assignment. Invoices are delinquent if not paid within ten (10) days from receipt or per the contractually required payment terms.

Support Team

Architectural Resources Group	Hourly Rate
Principal	\$260 to \$325/hour
Senior Project Manager	\$200 to \$240/hour
Project Manager	\$180 to \$195/hour
Senior Architect	\$190 to \$240/hour
Architect 3	\$180 to \$200/hour
Designer 3	\$175 to \$200/hour
Historian/ Planner 3	\$175 to \$200/hour
Conservator 3	\$175 to \$200/hour
Architect 2	\$165 to \$175/hour
Designer 2	\$155 to \$170/hour
Historian/ Planner 2	\$155 to \$170/hour
Conservator 2	\$155 to \$170/hour
Architect 1	\$145 to \$160/hour
Designer 1	\$145 to \$150/hour
Historian/ Planner 1	\$145 to \$150/hour
Conservator 1	\$145 to \$150/hour
Intern	\$100 to \$140/hour
Administrative Personnel	\$100 to \$140/hour

MGAC	Hourly Rate
Directors	\$ 375
Senior / Regional Vice Presidents	\$ 350
Vice Presidents	\$ 290
Senior Cost Managers	\$ 250
Cost Managers	\$ 125-160

The above rates include:

1. Reproduction of reports, up to six copies.
2. Cost of travel and parking within a 100 – mile radius of the office.
3. Postage and messenger service within a 100 – mile radius of the office.
4. Administration

The above rates exclude:

1. Travel expenses, messenger service, etc., beyond the 100-mile radius of the office
2. Document reproduction, graphics, color photocopying.

* Billing rates will increase annually by 5% per annum

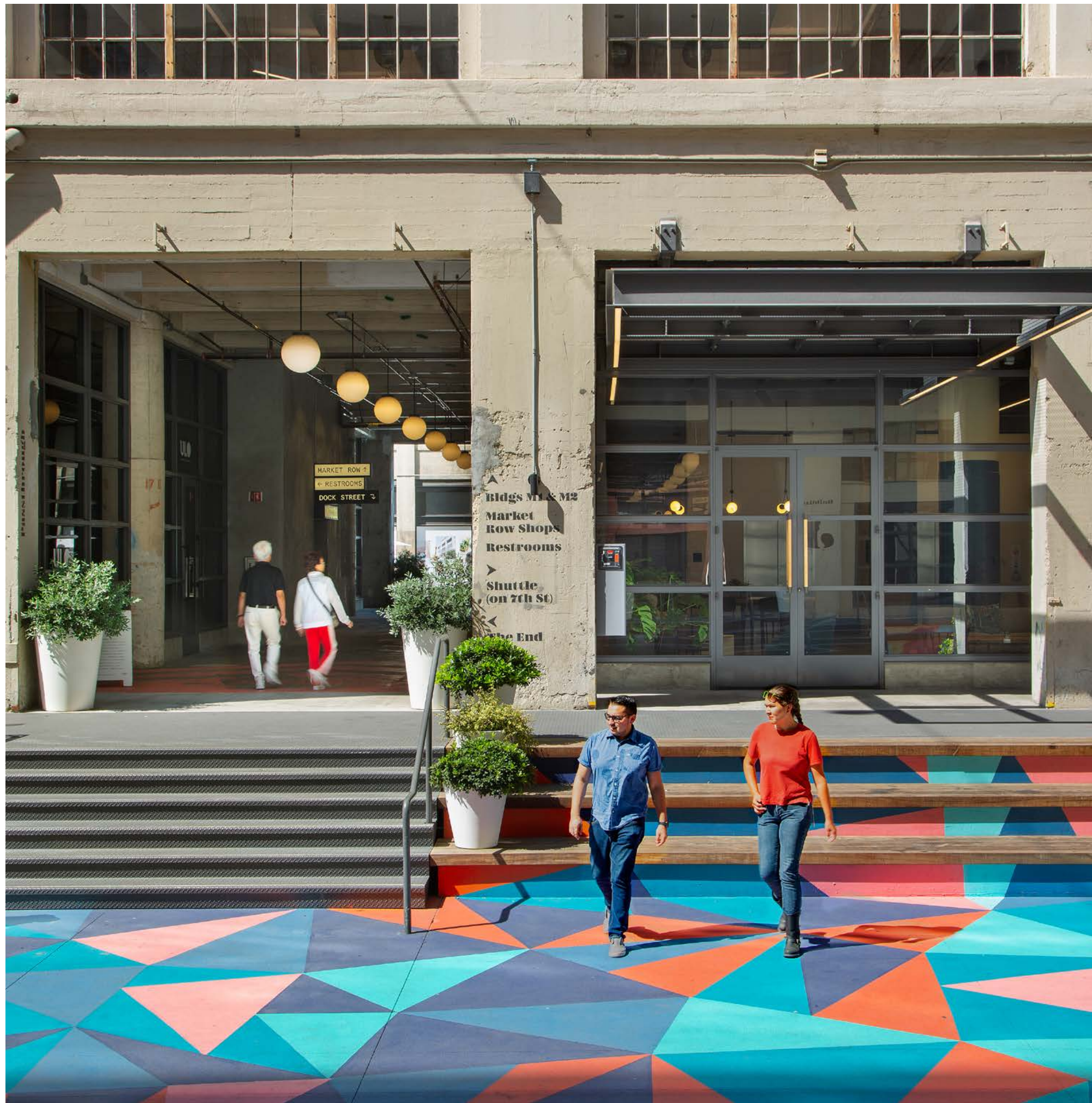
1. Direct personnel expense shall be billed at the above rates, including time for meetings, public meetings, and presentations.
2. Reimbursable Expenses shall be billed at cost plus 15%.
3. Equipment Use Fee of \$250 shall be charged for specialized equipment like the Thermal Imaging Camera, 3D Camera, or Binocular Microscope.
4. Rates shall increase 5% each year until the project is completed.
5. Rates effective January 1, 2023 thru December 31, 2023.

Support Team

Geotechnologies, Inc.	Hourly Rate
<i>Professional Services:</i>	
Principal Engineer / Geologist	\$240.00
Project Engineer / Geologist	\$200.00
Staff Engineer / Geologist	\$160.00
Review and Signing of Plans	\$350.00
A minimum charge of two hours will apply for any meeting, consultation, or preparation of correspondence.	
Overtime:	
(1) Overtime rates of time and one half will be charged for any site visits on weekdays after 6:00 p.m., or on full time projects exceeding 8 hours in one day for the first 4 overtime hours. All other daily overtime will be billed at double time rates.	
(2) Overtime rates of time and one half will be charged for any site visits on Saturdays for the first 12 hours worked. All other Saturday overtime is billed at double time rates.	
(3) Overtime rates of double time will be charged for any site visits on Sundays.	
(4) Overtime rates of triple time will be charged for any site visits on National Holidays.	
Apprenticeship requirements mandated by California Department of Industrial Relations:	
(1) California Apprenticeship Council Section 230.1 requires a 1:5 ratio of apprentice to journeyman hours.	
(2) Apprentice rates will be billed at applicable rate per State of California Labor Code.	
Requirements of the Master Labor Agreement: "Any employee who reports for work and for whom work is provided shall receive not less than four (4) hours pay. If more than four (4) hours are worked in any one (1) day, the employee shall receive not less than six (6) hours pay, if more than six (6) hours are worked in any one (1) day, the employee shall receive not less than eight (8) hours pay." Any site visit requested where there is no work the employee shall receive a minimum two (2) hours pay.	
Submission of Reports to the local Building Department: \$600.00 plus City Submission Fee	
<i>Clerical Services</i>	
Drafting	\$85.00
Office Services	\$65.00
Hourly charges are adjusted when prevailing wage rates are revised.	

MGAC	Hourly Rate
Nick Gallucci	\$350.00
Joshua Checkis	\$300.00
Nicole Isle	\$235.00
Lou Nisles II	\$190.00
Alissa Feucht	\$190.00
Jr. Sustainability Specialists	\$150.00

Marathon Communications	
Richard Lichtenstein, Founder and President	\$715.00
Sheila Gonzaga, Executive Vice President	\$485.00
Evan Gordon, Director of Community Engagement	\$350.00
Joshua Foster, Consultant	\$275.00



Section 5

References



References

PALM SPRINGS DOWNTOWN PARK

Joel Montalvo, City Engineer
City of Palm Springs
760. 322. 8339
joel.montalvo@palmspringsca.gov

GRAND PARK

Howard Sherman, Executive VP and CEO
The Music Center
213.972.7668
hsherman@musiccenter.org

MILLS CROSSING CIVIC CENTER

Korin Crawford, Executive Vice President
Griffin | Swinerton
650. 823. 2302
kcrawford@griffinswinerton.com



Section 6

Subconsultant Team



Toole Design Group | Transportation + Mobility

At Toole Design, our philosophy is simple: we believe that great places and the networks between them are the foundation of healthy, vibrant communities.

Our approach to transportation is about making connections within the built environment, movement between places, and enhancing people's interaction with the urban fabric. We are keenly aware of the many aspects needed to create distinct places that provide for social interaction, economic growth, and increased recreational, movement, and experiential opportunities.

Our expertise includes a wide variety of practice areas, including transportation planning and design, urban design, landscape architecture, traffic engineering, civil engineering, public art coordination, and public involvement. Over Toole Design's two decades of practice across North America, our project experience includes designing urban parks and greenways, streetscapes, sidewalks and walkways, recreational trails, bicycle facilities, and complete streets. We also have extensive experience incorporating sustainable practices such as bioretention measures and permeable surfaces.

Our local office works with public and private clients throughout the Portland Metro region. We are currently working with the City of Beaverton to redefine their Complete Streets network, are about to start work with a technology company in Hillsboro to improve their on-campus bikeway network, and previously worked with TriMet and other consultants on the design of the Beaverton Creek MAX Station Bike-and-Ride.

Location

Portland, OR
and Seattle, WA

Point of Contact

Adrian Witte
503. 919. 1587
awitte@tooledesign.com



Cindy Zerger ASLA
Urban Design Director, California

Cindy serves as Toole Design's Urban Design Director for California and is a seasoned urban designer and project manager with 17 years of experience in planning and design.

Cindy blends a background in organizational management and leadership with master's degrees and professional experience in both landscape architecture and urban planning, equipping her to drive project success from both design and policy perspectives. Cindy has served as lead designer and project manager for a wide range of complex urban design projects from working with private developers to large urban municipalities throughout North America.

Education

Master of Urban and Regional Planning University of Minnesota
Master of Landscape Architecture University of Minnesota
Bachelor of Arts, Sociology St. Lawrence University

Affiliations

Member American Society of Landscape Architects





Trevor Lien

Project Planner

Trevor is a Project Planner with a strong command of non-traditional multimodal planning for first-/last-mile, active transportation, and Safe Routes to School Plans.

Trevor has end-to-end experience at each phase of the planning process, including the preparation of thoughtful engagement plans, macro and micro data analysis, vulnerable user mitigations, and comprehensive prioritization schemas. Trevor specializes in corridor and network improvement planning for pedestrian, bicycle, and transit users in a way that translates fundamental needs into implementable projects.

Education

Master of Urban and Regional Planning University of California, Irvine
Bachelor of Science, Kinesiology California Polytechnic State University, San Luis Obispo

Affiliations

Commercial Drone Pilot Federal Aviation Administration Part 107
Member Association of Pedestrian and Bicycle Professionals
Member Institute of Transportation Engineers
Instructor League of American Bicyclists Cycling



Adam Vest ASLA

Southern California Director of Engineering

Adam has led complex urban transportation planning and engineering projects for local and state agencies, private developers, and academic research institutions across North America.

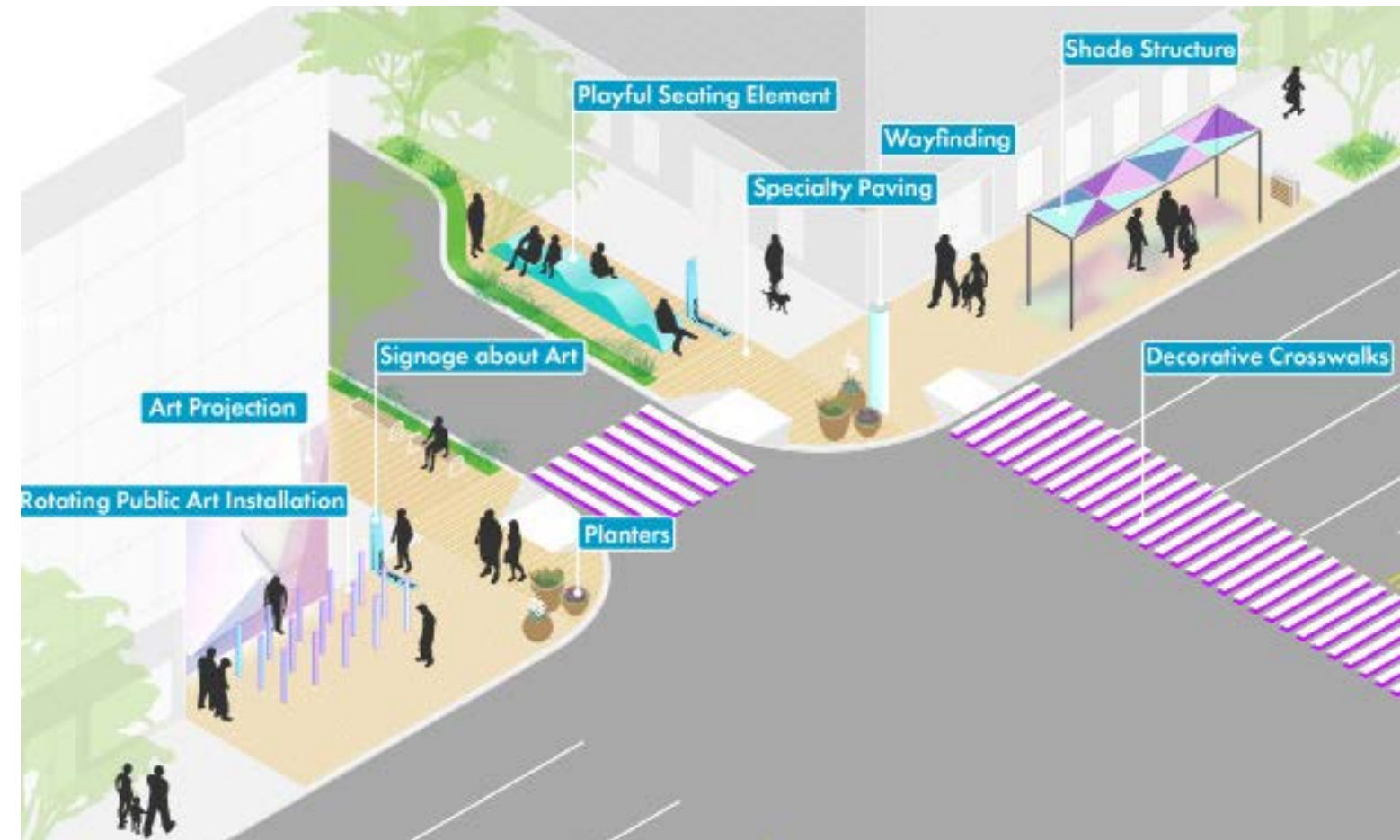
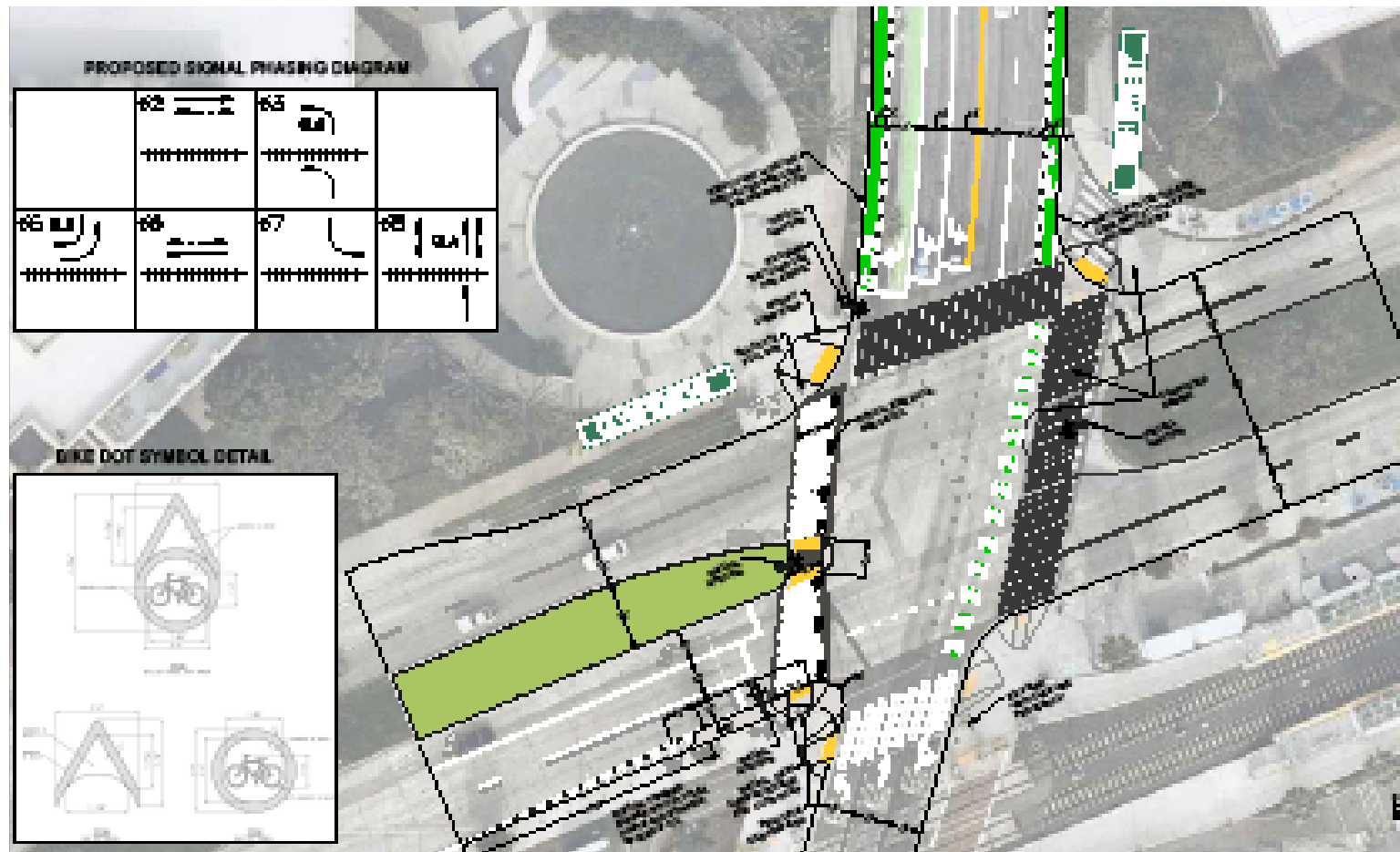
Adam's work incorporates a human-scaled, Complete Streets approach to transportation planning and engineering, and he develops innovative solutions that support mobility, safety, and connectivity for all users. Adam understands how to effectively convey critical project impacts and creative solutions to community members and key stakeholders.

Education

Master of Science, Civil Engineering University of Kentucky
Bachelor of Science, Civil Engineering University of Kentucky

Affiliations

Professional Engineer DC, FL, MD, PA, VA
Professional Engineer Traffic Operations
Member Institute of Transportation Engineers
Member Association of Pedestrian and Bicycle Professionals



Santa Monica Transportation Planning And Engineering Design Services

Location
Santa Monica

Project Dates
On-going

Role / Services Provided
Transportation Planning
Engineering

Key Personnel
Adam Vest, Southern California
Director of Engineering

Toole Design currently holds two City of Santa Monica on-call contracts for Transportation Planning and Engineering Design Services. Four recent task orders focused on concept and final engineering design.

The first task order involved a detailed safety analysis and investigation at seven Priority Vision Zero intersections. Our work included a review of traffic signal and timing plans to ensure they are up to date. We developed 30% CADD plans for intersection improvements. Our second task order involved 100% design plans for physically protected bikeways along 2.1 miles of streets in Santa Monica. Our third task order included 100% signing and striping design plans for the Phase I safety improvements that resulted from the Wilshire Boulevard Safety Study. We developed 30% conceptual design plan that includes options for a phased approach to implementation.

The safety study started with an existing conditions analysis, which included a quantitative study of traffic patterns and five years of collision data. After the initial analysis, Toole Design planners and engineers used the results to inform a collaborative design approach with City staff to develop phased safety countermeasures for the entire corridor. The project phasing includes short-, medium-, and long-term options, with associated costs. Toole Design is providing engineering design services for 30% plans at seven key locations along the corridor, based on an aerial and a ground survey.



Connect Beverly Hills (with RIOS)

Location
Beverly Hills, CA

Project Dates
On-going

Role / Services Provided
Transportation Planning
Community Engagement
Urban Planning
Design Guidelines

Key Personnel
Adam Vest, Southern California
Director of Engineering

Toole Design led a team of design experts to develop a streetscape plan and design standards for two major commercial corridors in Beverly Hills: Wilshire and La Cienega Boulevards.

The project was conceived to ensure that future transit riders emerge from the new subway stations to a cohesive, well-designed public realm.

Our approach included a two-phased charrette process to understand how transportation, placemaking, urban design, and land use can influence street design elements that create a safer, more inviting space. Our Discovery Charrette occurred during the middle of the COVID-19 pandemic, requiring all of our materials and facilitated conversations to be online. This virtual charrette used online design boards and Zoom stakeholder interviews and still had virtual open studio sessions.

The project also involved the planning and conceptual design for a future mobility hub at the intersection of Wilshire and La Cienega Boulevards, where one of the future rail stations will be located. This analysis and design included site programming, architectural massing, and a first-/last-mile study. Toole Design is coordinating a robust stakeholder engagement process that taps into existing arts and cultural institutions. As part of this project, Toole Design developed design guidance and standards for transportation and urban design improvements that the City of Beverly Hills can adopt and scale citywide.



HR&A Advisors | Real Estate Analysis

HR&A Advisors, Inc. (HR&A) has deep expertise in real estate analysis and the economics of open space. We help create more equitable, resilient, and dynamic communities. Our work turns vision into action through rigorous analysis, strategy development, and implementation planning.

We are a mission-driven group of analysts, planners, and policy experts who care deeply about the future of cities. HR&A has been working in the greater Los Angeles region since our founding over forty years ago, building deep experience in housing and economic development policy. In addition, we are on the ground collaborating with coalitions and community actors to shape a more inclusive, equitable future for Angelenos. Recent work includes the Santa Monica Affordable Housing Production Program Feasibility Analysis, supporting the City of Santa Monica Housing Element updates, California Dream for All Program, LA County Affordable Housing Development and Preservation Support, LA County Economic Development Delivery Strategy, and the LA County Broadband Strategy and Community Wireless Network Pilot.

HR&A advises public, private, and nonprofit clients to understand the value of their real estate assets and how those assets can contribute to their core missions. Exceptional places catalyze growth and strengthen communities, generating value for landowners, developers, surrounding businesses, and neighborhood residents. Our strategic guidance helps clients capture value and successfully implement projects through market analysis, financial feasibility analysis, project management, solicitation and transaction support, public financing strategy, and more. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects in Santa Monica, greater Los Angeles, and across North America and abroad for over forty years.

HR&A has served more than 130 proposed and existing urban open spaces, parks, and park systems, including Exposition Park in Los Angeles, Orange County Great Park, Balboa Park in San Diego, New York City's High Line, London's Queen Elizabeth Olympic Park, Austin's Zilker Park, Boston's The Lawn On D, and the Dallas and Philadelphia Parks system.

Location	Point of Contact
Los Angeles, CA	Connie Chung, Principal 646. 545. 6248 cchung@hraadvisors.com



Candace Damon

Chair

Candace is the Chair of HR&A Advisors, Inc. and has over 35 years of experience in the management of complex, public-private real estate and economic development activity.

Candace has devoted her career to crafting sustainable urban redevelopment strategies in cities across North America. Her specific areas of expertise include supporting master planning efforts for large-scale revitalizations, including of downtowns and waterfronts; ensuring the long-term viability of urban open space; leading organizational planning for non-profits and institutions; and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient.

Selected Project Experience

- Brooklyn Bridge Park Planning and Development Strategy** Brooklyn, NY
- Sarasota Bayfront Redevelopment Planning** Sarasota, FL
- Seattle Central Waterfront Funding, Operations, and Management Strategy** Seattle, WA
- Grand Connection** Bellevue, WA
- Great River Park Master Plan Implementation** St. Paul, MN
- Funding Strategy for Minneapolis Riverfront Development Initiative** Minneapolis, MN
- Hudson River Park Pier 40 Development Framework** New York, NY
- Scissortail Park Revenue Strategy** Oklahoma City, OK
- Rose Quarter Lid I-5 Highway Cover Economic Assessment** Portland, OR
- Arroyo Seco Strategic Vision and Implementation Planning** Pasadena, CA
- San Antonio River Foundation Strategic Planning** San Antonio, TX
- Economic Impact Study of Dallas Park System** Dallas, TX
- San Diego Downtown Parks Implementation Master Plan** San Diego, CA
- Hance Park Master Plan** Phoenix, AZ
- Programming and Development Advisory for Minneapolis Waterfront Site** Minneapolis, MN
- Creating a Development Strategy on Trinity** Riverfront, TX

Education

- Juris Doctor** Harvard University Law School
- Bachelor of Arts** American Studies, Amherst College

Affiliations

- Honorary Member** American Society of Landscape Architects
- Chair, Placemaking Council, Former Member, Redevelopment and Reuse Council** Urban Land Institute
- Adjunct Professor, 2015 – Present** University of Pennsylvania, School of Design
- Member, Board of Directors, 2012 – 2021** City Parks Alliance





Connie J. Chung AICP
Principal

Connie is a leader in HR&A's planning and open space practice where she develops programming, funding, and partnership strategies that enable successful public-private partnerships.

Selected Project Experience

- Denver International Airport Real Estate Land Plan** Denver, CO
- Business Planning at Orange County Great Park** Irvine, CA
- Civic Auditorium Redevelopment Planning** Santa Monica, CA
- Grand Connection** Bellevue, WA
- San Antonio River Foundation Strategic Planning** San Antonio, TX
- Friends of Waterfront Seattle & Pier 62 Business Planning** Seattle, WA
- I-5 Freeway Lid Feasibility Study** Seattle, WA
- Grand River Revitalization Funding and Governance Strategy** Grand Rapids, MI
- Programming and Operations Strategy for The Lawn On D** Boston, MA
- Long-term Maintenance Strategy for Atlanta BeltLine** Atlanta, GA
- Arroyo Seco Strategic Vision and Implementation Planning** Pasadena, CA
- Dorothea Dix Park Funding and Implementation Strategy** Raleigh, NC
- Descanso Gardens Master Plan Business Planning** La Cañada Flintridge, CA
- Funding and Implementation Plan for Taylor Yard G2 Parcel at the Los Angeles River** Los Angeles, CA
- Port of San Diego North Embarcadero Vision Plan** San Diego, CA
- Inclusive Development Framework for Detroit's East Riverfront** Detroit, MI

Her work guides strategic investments in civic infrastructure and catalyzes signature public realm projects. Connie's open space practice ranges from the revitalization of existing assets to the introduction of completely new amenities to a community, using market data to ground business planning. In master planning projects, Connie develops market-supportable programs and implementation plans for complex, large-scale, and mixed-use projects. Connie was the project manager for the conception and implementation of The Lawn on D, an award-winning outdoor event space in Boston, during its first two seasons; with The Lawn on D, she developed the programming and branding concept, built and managed a team to oversee the project, and built internal capacity with the owner, which operates The Lawn on D as a net income-generating venture.

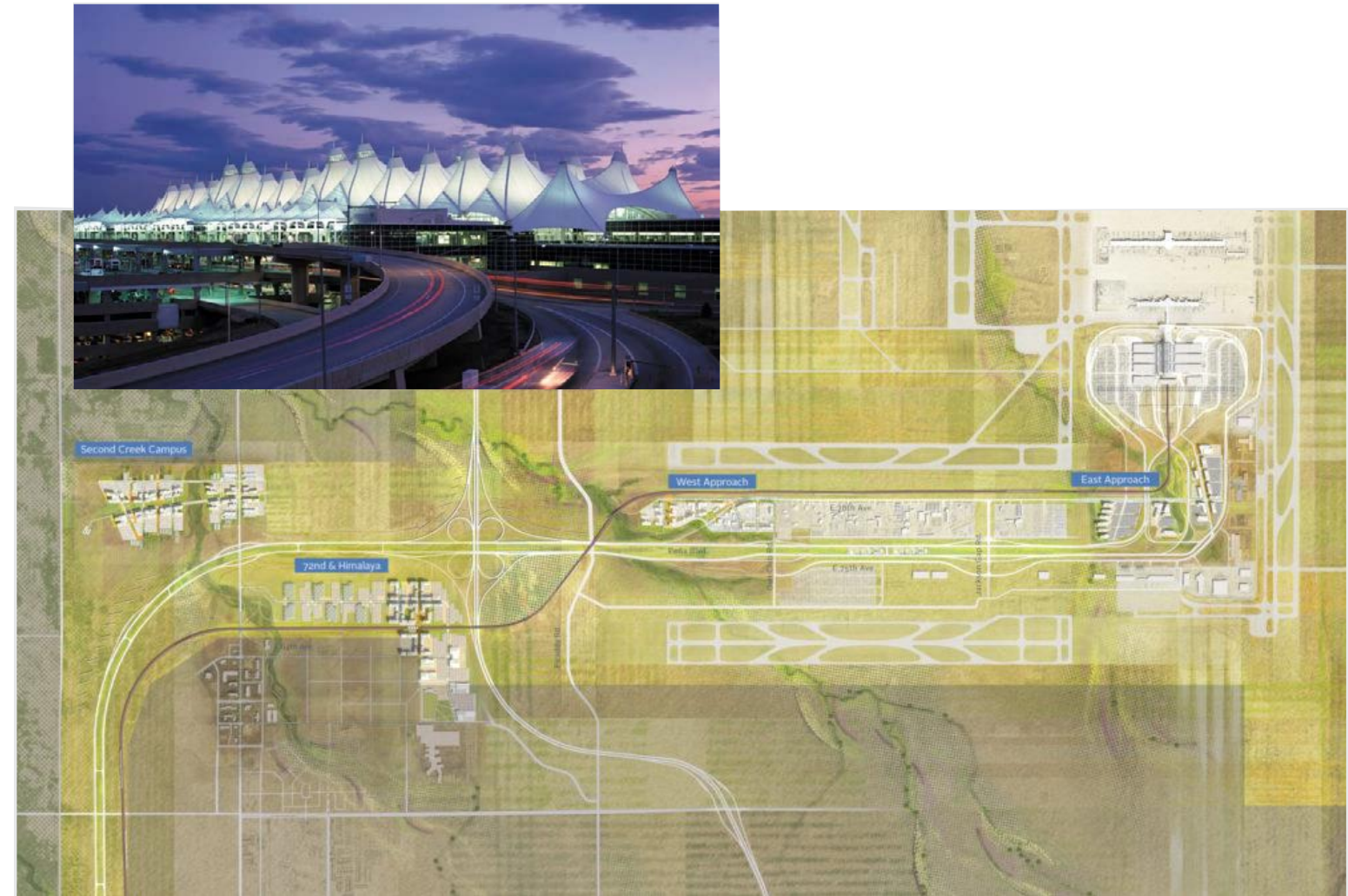
Prior to joining HR&A, Connie was Director of Planning at the Alliance for Downtown New York, where she managed its planning efforts districtwide, including the activation of public open spaces in collaboration with commercial property owners and small businesses. Connie also serves as the Managing Principal for HR&A's Los Angeles office, where she focuses on talent development and business strategy.

Education

- Master in City Planning** Massachusetts Institute of Technology,
- Bachelors in Economics, Minor in French** University of Pennsylvania, Wharton School

Affiliations

- Member, Board of Directors** Landscape Architecture Foundation
- Member** American Planning Association
- Member** Urban Land Institute



Denver Airport Real Estate Land Plan

On behalf of the City and County of Denver, HR&A advised on a land plan and urban design vision for 9,400 acres of developable land owned by the Denver International Airport.

Location

Denver, CO

Project Dates

2017-2017

Project Cost

\$116,003 (HR&A fee)

Role / Services Provided

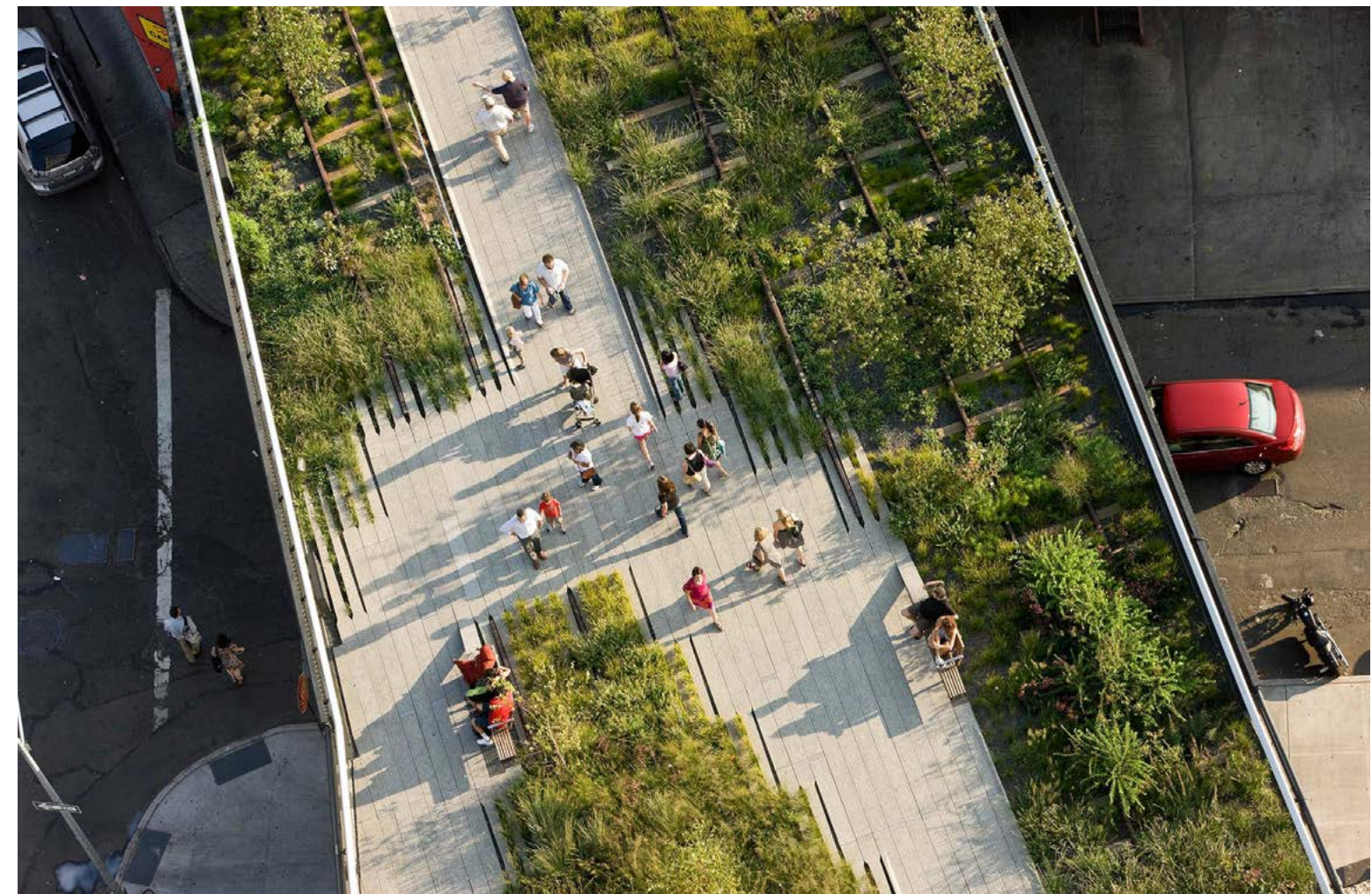
Market / Feasibility Analysis

Key Personnel

Connie Chung, Principal

The airport's land plan will create recommendations for future real estate development and public and open spaces on land identified at DEN for non-aviation uses. HR&A's core tasks include a market analysis, financial feasibility analysis, and implementation and organizational structure

considerations. This work has supported the development and evaluation of alternative land use programs and engaged the DEN Real Estate team, which is tasked with development, around key issues related to implementation.



Redevelopment Planning for the Sarasota Bayfront

Location

Sarasota, FL

Project Dates

2014-2018

Project Cost

\$111,795 (HR&A fee)

Role / Services Provided

Economic Revitalization & Community Planning
-Districts/Neighborhoods/
Master Plans

Key Personnel

Candace Damon, Chair

Beginning in 2014, HR&A assisted a coalition of community leaders, Bayfront 20:20, in advocating for the redevelopment options for a 75-acre waterfront cultural district in Downtown Sarasota.

HR&A organized and oversaw a wide-reaching community outreach process that led to the creation of six implementation principles to guide future bayfront redevelopment efforts. These principles were first adopted by the coalition, which ultimately included over 50 civic and community groups, and subsequently by City leadership.

In a later phase of work, HR&A supported the newly-constituted Sarasota Bayfront Planning Organization (SBPO) in selecting a design firm to lead a master plan for the bayfront. Once the SBPO selected a lead master planner, HR&A continued to support

the bayfront redevelopment process by overseeing implementation planning for the district, with a particular focus on crafting a phased funding strategy for capital and operating costs that drew on diverse funding mechanisms including value capture, special assessments, upfront public support, and contributed private funds. HR&A also supported the master planning team in establishing a governance structure aligned with planned funding sources. The master plan was unanimously approved by the Sarasota City Commission in September 2018 and HR&A is currently supporting the implementation of the plan's first phase.



The High Line

HR&A demonstrated the economic rationale for transforming the High Line into a vibrant public park.

Location

New York, NY

Project Dates

xx

Project Cost

xx

Role / Services Provided

xx

Key Personnel

xx

The park, created by Robert Hammond and Joshua David, reinvigorated Manhattan's far west side with new jobs, mixed-income housing, and arts and cultural development, providing an internationally-renowned model of civic leadership.



Rincon Consultants | Environmental

Rincon Consultants, Inc. is a multi-disciplinary environmental science, planning, and engineering consulting firm that has provided innovative and equitable solutions to government and industry for over 28 years.

We are excited for the opportunity to build on our existing relationship with the City of Santa Monica Public Works Department (City) with environmental planning and soils remediation services related to strategic planning activities for the potential conversion of the Santa Monica Airport (SMO).

Rincon has decades of experience supporting communities with integrated approaches to land use planning, assessment and remediation, and climate resilience planning. Our California-licensed Professional Engineers and Geologists work in concert with our planning and sustainability professionals to plan and implement redevelopment projects that improve the well-being of the communities that we work and live in. In a constantly changing world, we believe our collective prosperity and resilience is intrinsically tied to balancing the adaptation of natural systems and diverse communities. Rincon offers innovative and equitable solutions for environmental, social, and climate justice issues that benefit us all. A graphic depicting Rincon's core service lines is shown below.

For this opportunity, we have assembled a diverse team of highly skilled professionals to help the City and community better understand and address SMO's underlying environmental conditions in a manner consistent with the City's sustainability and climate goals, with a focus on the protection of human health.



Location	Firm Size	Point of Contact
Los Angeles, CA	400+	Ryan Thacher, PhD, PE, Director 213. 788. 4842 rthacher@rinconconsultants.com



Torin Snyder PG, CHG, TOR, QSD/P

Principal, Principal-in-Charge/Assessment/Remediation Advisor

Mr. Snyder, PG, CHG, QSD/P ToR, is a professional geologist with over 21 years of experience, which includes working in a variety of geological conditions throughout California.

His scientific knowledge of geology and experience in the earth science industry enables him to conduct environmental site assessments, groundwater monitoring, fault and landslide investigations, groundwater resource studies, geological mapping, and geotechnical investigations. His experience includes soil and geologic hazard assessments, hydrology and water quality, vadose zone hydrology environmental investigations, hydrogeology environmental investigations, hazardous waste investigations, and soil and groundwater remediation/mitigation. In addition, Mr. Snyder has prepared and implemented compliance programs set forth by Mitigation Monitoring and Reporting Plans for large infrastructure projects. Select experience is listed below.

Selected Project Experience

- Brightline West High Speed Rail – Brightline West Aerial Deposited Lead (ADL) Compliance Program** San Bernardino County, CA
- Atkinson Contractors – Devore Interchange Design Build Project** San Bernardino County, CA
- Mid-Coast Transit Constructors – Mid-Coast Corridor Transit Project** San Diego, CA
- Los Angeles County Metropolitan Transportation Authority (Subconsultant to WSP) – West Santa Ana Branch Transit Corridor Environmental Study, Draft Hazardous Materials Impact Analysis Report** Los Angeles County, CA
- High Speed Rail Authority/subcontract to TY-Lin California – Bakersfield F Street Station Alignment** Central Valley, CA
- Flatiron-Skanska-Stacy Witbeck Joint Venture – North Coast Corridor Project** Encinitas, CA
- HDR/ Caltrans – Advanced Wetland Delineation Course** San Rafael, CA
- Tutor Perini/O&G – Purple Line Extension 2** Los Angeles, CA
- City of Los Angeles Bureau of Engineering (subconsultant to Skanska-Stacy and Witbeck) – 6th Street Viaduct Replacement** Los Angeles, CA

Education

Bachelor of Science, Soil Science California Polytechnic State University, San Luis Obispo

Certifications

- Professional Geologist** California (#8663)
- Certified Hydrogeologist** California (#950)
- Qualified SWPPP Developer** Practitioner Trainer of Record
- Qualified SWPPP Developer** Practitioner (#649)
- Certified** 40 Hour HAZWOPER



Ryan Thacher PhD, PE
Director, Program Lead/Project Manager

Dr. Thacher is an environmental engineer with over 12 years of experience in developing strategic, creative solutions to complex environmental issues in support of redevelopment projects throughout California.

Selected Project Experience

- Ventura County Fire Training Center (Camarillo Airport Fire and Sheriff Training Academy)** Camarillo, CA
- Federal Aviation Administration's (FAA) New Air Traffic Control Tower (ATCT) Facility at the Norman Y. Mineta San Jose International Airport** San Jose, CA
- City of Los Angeles Department of Public Works Bureau of Sanitation – Slauson Corridor Area-Wide Assessment and Phase I ESAs** Los Angeles, CA
- City of Norwalk – Norwalk Transit Village Center Brownfield Revitalization** Norwalk, CA
- Housing Authority of the City of Los Angeles – Environmental Assessment and Regulatory Compliance for the Jordan Downs Redevelopment Project** Los Angeles, CA
- Los Angeles Community Development Authority – Magic Johnson Park Community Redevelopment Environmental Compliance** Los Angeles, CA
- McCarthy Building Companies – Non-Time Critical Removal Action Environmental Construction Compliance at the Moffett Field Naval Air Station Superfund Site** Mountain View, CA

He provides senior level technical and regulatory support to Rincon's environmental due diligence team, environmental land use and community planning team, and works directly with Rincon's sustainability and climate resilience team to approach projects holistically, with a focus on sustainable solutions that optimize community benefit. Based out of Rincon's Los Angeles office, Dr. Thacher supports public agencies and private clients with site assessment, remediation, and technical studies in support of housing, transportation, open space, and other development projects that transform underutilized space into a regional benefit. He is highly knowledgeable on the environmental regulatory frameworks apply to and may constrain redevelopment of impacted sites, including experience with the United States Environmental Protection Agency (EPA), Department of Toxic Substances Control (DTSC) and the Los Angeles Regional Water Quality Control Board (LA RWQCB). Furthermore, he is experienced in mitigation and remediation approaches to address environmental issues associated with historical or current industrial and commercial land use. Dr. Thacher is also experienced in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) frameworks as they relate to redevelopment of natural or previously developed land.

Education

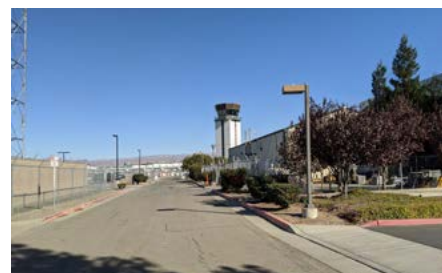
- PhD, Environmental Engineering** University of Southern California
- Bachelor of Science, Chemical Engineering** UC Santa Barbara

Certifications

- Professional Civil Engineer** (California), #87757
- Certified** 40-hr HAZWOPER



Ventura County Fire Training Center (Camarillo Airport Fire and Sheriff Training Academy) Camarillo, CA



Federal Aviation Administration's (FAA) New Air Traffic Control Tower (ATCT) Facility at the Norman Y. Mineta San Jose International Airport San Jose, CA



Taryn Sparacio PG
Senior Supervising Geologist,
Assessment/Remediation Advisor

Ms. Sparacio is a Professional Geologist with over 22 years of experience assessing complex environmental sites throughout the United States.

Selected Project Experience

- Evaluation of Historical PCB Sources at Boeing Plant 2 and Boeing Field** Seattle, WA*
- Evaluation of PCBs at Paine Field** Everett, WA*
- Assessment of PFAS at Guernsey Airport** La Villiaze, GG, UK*
- Assessment and Remediation of Yards** Cherryvale, KS*

*Completed at prior firms

She provides scientific and strategic consultation to public agencies and private clients in support of redevelopment projects. Ms. Sparacio's experience includes reconstructing historical chemical releases to determine the sources, timing, and mechanisms of the releases to identify liable parties, apportion responsibility, and allocate costs for remediation. She has assessed and evaluated numerous types of sites including airplane manufacturing plants, airport runways, and airport flight lines.

Education

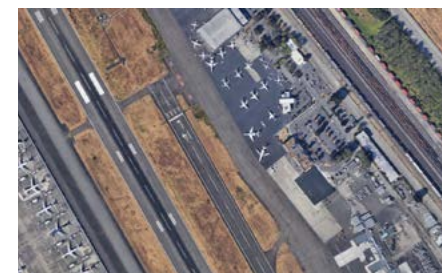
- Masters of Business Administration** Seattle University
- Bachelor of Science, Geology** Western Washington University

Certifications

- Licensed Geologist** Washington, #2495
- Registered Geologist** Oregon, #G1934
- Certified** 40-hr HAZWOPER
- Certified** OSHA 10-hour Construction Training Program

Affiliations

- Association of Environmental and Engineering Geologists (AEG)**
- Association for Women Geoscientists (AWG)**



Evaluation of Historical PCB Sources at Boeing Plant 2 and Boeing Field Seattle, WA



Evaluation of PCBs at Paine Field Everett, WA



Assessment and Remediation of Yards Cherryvale, KS



Michael Rocque, MS

Senior Planner, Planning Advisor

Mr. Rocque is a Senior Planner/Project Manager with Rincon's Environmental Planning and Sustainability Group. He has experience in many facets of urban planning and across multiple landscapes and environments in both southern Arizona and the southern California region.

He also has a vast amount of public sector experience, where he most recently worked as a City Planner at the City of Santa Monica, City of Manhattan Beach and as a Senior Planner at Pima County Arizona. Mr. Rocque has processed mixed-use, residential, commercial, agricultural, and industrial development applications along with hundreds of wireless telecommunication projects for cities and counties and has prepared and/or managed general plan updates, design guidelines, and land use settlement agreements. He also has expertise in coastal project planning and working with several California state agencies in processing of permits. He is integrally involved in Rincon's contract planning practice and provides management level assistance with both discretionary planning projects and long-range projects as well as preparation of CEQA documents.

Education

Master of Science, Planning University of Arizona
Bachelor of Architecture, Geography and Regional Development University of Arizona

Registrations

Member American Planning Association

Selected Project Experience

City of Santa Monica—Settlement Agreement for 10 new Mixed-use Projects in Downtown Community Plan Area Santa Monica, CA

City of Santa Monica—Bergamot Area Specific Plan Office Redevelopment Project and EIR Santa Monica, CA

City of Santa Monica—Pacific Coast Highway 45,000 Square Foot Mixed-Use Development Review Permit Santa Monica, CA

City of Santa Monica—Microbrewery Expansion Conditional Use Permitting Santa Monica, CA

City of Berkeley – 742 Grayson Street Multi-Land Use Entitlement Project Berkeley, CA

City of Berkeley – 2128 Oxford Street Mixed-Use Land Use Entitlement Project Berkeley, CA

City of Pico Rivera – 6605 Rosemead Blvd Land Use Permitting Pico Rivera, CA

City of Pico Rivera – 4820 Durfee Avenue 45-Unit Condominium Land Use Permit Project Pico Rivera, CA

City of Manhattan Beach—Wireless Telecommunication Facility Conditional Use Permitting at Live Oak Park Manhattan Beach, CA



2903 Lincoln Boulevard—New Mixed Use Project Santa Monica, CA



Affordable Housing Settlement Agreement Project-1425 5th Santa Monica, CA



City of Santa Monica—Bergamot Area Specific Plan Office Redevelopment Project and EIR Santa Monica, CA



Ryan Gardner, LEED-AP, ENV-SP

Director of Climate Action and Decarbonization, Greenhouse Gas Project Manager

Mr. Gardner is experienced in climate action plan (CAP) development, greenhouse gas (GHG) reporting and audits, life cycle analysis, green building strategies, carbon accounting, carbon sequestration and sustainable infrastructure.

His responsibilities include project management of climate action plans, greenhouse gas verification for Assembly Bill 32, GHG reporting for corporate initiatives, LEED certification, energy audits, and sustainability plans. He has contributed to a variety of successful projects, including CAPs, GHG emissions inventories, energy studies, and public outreach and education programs. Ryan has experience performing ASHRAE level I and II energy audits. Using cost benefit analysis and life-cycle assessment methods, he determines which projects are economically viable for both short-term and capital investment projects. He conducts GHG verification services in conformance with AB 32 Mandatory Reporting Regulation and is adept at GHG reporting services for manufacturing facilities in conformance with the GHG protocol for corporate emissions reporting. He has experience in assessing complex operations and determining methodologies for tracking Scope I, II, and III emissions. He has experience leading public outreach for CAPs, including the creation of publicly accessible presentations and reports on technical subjects for a wide range of audiences. Additionally, he has produced white papers, power point presentations and reports on multiple sustainability topics.

Education

MESM, Energy and Climate University of California, Santa Barbara
BA, Biology Kalamazoo College

Certifications

Accredited LEED Professional Building Operations + Maintenance (LEED AP O+M)
Accredited Lead Greenhouse Gas Verifier California Air Resource Board and Washington Department of Ecology
Certified 40-hour Hazardous Waste Operations Emergency Response (HAZWOPER)



City of Berkeley - Pathway to Clean Energy Plan Berkeley, CA



Reema Shakra, AICP

Principal, Climate Action and Resilience Project Manager

Ms. Shakra has 17 years of consulting and public agency experience in climate action and adaptation planning and community outreach and engagement.

Selected Project Experience

Southern California Association of Governments – Southern California Regional Climate Adaptation Framework Counties and Cities of Ventura, Los Angeles, Orange, Riverside, San Bernardino, and Imperial, CA

City of Beverly Hills – Climate Action and Adaptation Plan Beverly Hills, CA

City of Monterey Park – Safety, Environmental Justice, and Housing Element Update Monterey Park, CA

City of Glendale – Climate Action and Adaptation Plan Glendale, CA

City of Oxnard – Sustainable Transportation Plan Oxnard, CA

City of Calabasas – Safety, Circulation and Housing Element Update Calabasas, CA

County of Santa Barbara – Climate Change Adaptation Plan and Outreach County of Santa Barbara, CA

Her wide-ranging policy background includes general plan updates, climate action plans, local coastal program updates, corridor plans, and climate adaptation plans. She co-authored a guidebook for the Southern California Association of Governments region which provides local governments with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. Ms. Shakra is preparing climate vulnerability assessments and adaptation policies and measures for several cities in the Los Angeles region, including for the cities of San Fernando, Calabasas, Beverly Hills, Monterey Park, and Claremont. She is an active member of the statewide Alliance of Regional Collaboratives for Climate Adaptation, Los Angeles Regional Collaborative for Climate Action and Sustainability, and the American Society of Adaptation Professionals.

Education

Bachelor of Science, Urban and Regional Planning California State Polytechnic University, Pomona

Certifications

Certified Planner American Institute of Certified Planners (no. 023226)

Affiliations

Member American Planning Association (APA)

Member Alliance of Regional Collaboratives for Climate Adaptation

Member Los Angeles Regional Collaborative for Climate Action and Sustainability



City of Calabasas – Safety, Circulation and Housing Element Update Calabasas, CA



Southern California Association of Governments – Southern California Regional Climate Adaptation Framework Multiple Counties and Cities, CA



City of Beverly Hills – Climate Action and Adaptation Plan Beverly Hills, CA



Ventura County Fire Training Center (Camarillo Airport Fire and Sheriff Training Academy)

Location

Camarillo, CA

Project Dates

2004-Present

Project Cost

\$130,000

Role / Services Provided

Prime
Soil/Groundwater Sampling
Site Assessment, Remediation,
and Monitoring

Key Personnel

Ryan Thacher, Technical
Advisor

Rincon has supported the Ventura County Public Works Agency (VCPWA) for over a decade at the Ventura County Fire Training Center (site). The site was originally a portion of the Camarillo Airport, and was used by the California Army and Air National Guard and the Department of the Navy to construct rockets. As a result of the previous military operations at the site, trichloroethene (TCE) is present in groundwater and soil vapor. Therefore, the Department of Toxic Substances Control (DTSC) has provided close oversight of the site throughout the project, and has vetted every document prepared by Rincon. Since 2004, Rincon has prepared a wide range of environmental documents from site assessment reports to remedial action plans, and has been

responsible for implementing annual groundwater sampling and the reporting thereof.

To address TCE in groundwater, Rincon implemented remedial action consisting of an injection pilot test and a full-scale injection program using potassium permanganate in 2010. The injections were followed-up with a robust monitoring program to evaluate the effectiveness of the remedial action, and Rincon was able to attain regulatory closure in 2014. Recently, site data has indicated that TCE concentrations have begun to rebound, and Rincon is leading efforts to assess potential impacts to indoor air and to develop an additional injection program with the DTSC.



Federal Aviation Administration's (FAA) New Air Traffic Control Tower (ATCT) Facility at the Norman Y. Mineta San Jose International Airport

Location
San Jose, CA

Project Dates
2022-Present

Project Cost
\$53,000

Funding Sources
FAA

Role / Services Provided
Prime
Phase I Site Assessment

Key Personnel
Ryan Thacher, Director

Rincon completed a Phase I Environmental Site Assessment (ESA) of the site and identified several recognized environmental conditions warranting additional assessment.

Based on these findings, a Phase II ESA was recommended consisting of soil, soil vapor, and groundwater sampling. Rincon's experience working with FAA on the preparation of the Phase I ESA for the site, in addition to Rincon's track record of successfully conducting Phase I/Phase II ESAs and developing and implementing environmental site assessments for projects within the City of San Jose and Santa Clara County, has allowed Rincon to present FAA with a cost-effective, yet comprehensive, approach to this opportunity. Rincon is currently working the FAA to establish a process whereby the work can be completed with an FAA escort on the taxi way.



City of Beverly Hills Climate Action and Adaptation Plan (CAAP)

Location
Beverly Hills, CA

Project Dates
2021-Present

Project Cost
\$253,860

Funding Sources
City

Role / Services Provided
Prime
Climate Action and Adaptation Plan

Key Personnel
Reema Shakra, Project Manager
Ryan Gardner, Program Manager

The City of Beverly Hills has been engaged in climate change mitigation and resilience for a long time, with a keen focus on maintaining economic vitality. The City was an early member of the Clean Power Alliance, allowing businesses and residents to purchase low carbon electricity without increasing electricity rates. The City also converted a portion of the City-owned vehicle fleet to renewable fuels with the assistance of the State's Low Carbon Fuel Standards Program. Rincon is currently preparing a CAAP to assist the City in furthering their efforts in GHG mitigation, and to prepare the city's residents and businesses for current and future impacts of climate change. The CAAP will layout tiered GHG emissions reduction pathways for the City to become a carbon neutral city, with each pathway evaluating

the economic impact to businesses and residents while considering priorities of their unique demographics. The CAAP includes a robust climate change vulnerability assessment which guided the development of resilience strategies. The CAAP is intended to demonstrate compliance with key state greenhouse gas reduction legislation, including Senate Bill 32 and Executive Order B-55-18, and will be supplemented with analysis under CEQA for greenhouse gas emissions streamlining purposes. To track CAAP implementation and GHG emissions reductions over time, Rincon is providing the City with the proprietary CAPDash tool for streamlined reporting of implementation status to stakeholders.

Architectural Resources Group | Historic Resources Analysis

Architectural Resources Group (ARG) is committed to enhancing the vitality of historic buildings and places, with a practice that spans preservation, adaptive reuse, and new context-sensitive additions.

ARG was founded in 1980 as one of the first architectural firms focused on preserving the country's rich built heritage. Our firm's practice is guided by a dialogue between historic places, contemporary design, and conservation approaches to create spaces that are both engaging and memorable. Our work is robustly informed by our expertise in preservation policy and standards, our technical conservation capacities, and our passion for realizing creative design solutions in historic environments.

Incorporating historic preservation goals and strategies into a larger vision plan or policy document fosters appreciation of an area's heritage and informs short- and long-term strategies for the preservation of historical and cultural resources. ARG has assisted many municipalities, environmental planning consultants, urban design consultants, land development corporations, and community groups in the preparation or review of preservation plans, master plans, and specific plans.

ARG joined the AIA's 2030 Commitment in December 2020 as a step toward deepening our promise to build sustainably to combat climate change. The intent is to expand our 'toolkit' to reduce carbon in operating systems and new materials, and to reduce environmental impacts of construction through whole building life cycle assessments.

Location	Firm Size	Point of Contact
Los Angeles, CA	61	Katie Horak, Principal 626.583.1401 x103 k.horak@argcreate.com



Left Santa Barbara Airport Historic Terminal



Katie Horak

Principal, Principal-in-Charge

Katie is a Los Angeles-area native and Principal in ARG's Los Angeles office. She has twenty years of experience in the field of historic resource management in both the public and private sectors.

Katie is a recognized leader in the industry, bringing creative and innovative solutions to complex issues related to historic site documentation, management, and adaptive re-use. Katie brings expertise in policies related to the California Environmental Quality Act (CEQA), preservation tax incentives, Secretary of the Interior's Standards compliance, and issues surrounding recent-past resources and intangible heritage.

Selected Project Experience

- Santa Monica-Malibu Unified School District (SMMUSD) Historic Resources Consulting** Santa Monica, CA
- 710 Wilshire/Santa Monica Proper Hotel, Historic Resources Technical Report under CEQA** Santa Monica, CA
- Bay Cities Guaranty Building (Clock Tower Building), Mills Act Application** Santa Monica, CA
- Santa Monica Citywide Historic Resources Inventory (HRI) Update** Santa Monica, CA
- On-Call Historic Preservation Services** Cities of Culver City and Santa Monica, CA
- Television City Master Plan, Historic Resources Consulting** Los Angeles, CA
- Radford Studio Center, Historic Sources Consulting** Los Angeles, CA
- Century Plaza Hotel, Historical Resources Technical Report under CEQA** Los Angeles, CA
- The Factory at Robertson Lane, Historic Preservation Consulting and Design Services** West Hollywood, CA
- Los Angeles Union Station, Historic Structures Report and on-going Historic Preservation Consultation** Los Angeles, CA

Education

- Master of Heritage Conservation** University of Southern California
- Eugene Historic Preservation Field School in Canova, Italy** University of Oregon
- Bachelor of Arts, Art (Painting/Drawing)** Whitworth College
- Meets the *Secretary of the Interior's Professional Qualifications Standards* in Architectural History

Affiliations

- President-Elect** Docomomo US
- Founding President** Docomomo US, Southern California Chapter
- Member** Los Angeles Conservancy
- Member** Society of Architectural Historians, Southern California Chapter
- Member** Los Angeles Headquarters Association (LAHQ)
- Adjunct Assistant Professor** University of Southern California, Current Courses: *Introduction to Historic Site Documentation* and *Advanced Documentation: Historic Resources Surveys*



Century Plaza Hotel, Historic Resources Technical Report under CEQA Los Angeles, CA



Los Angeles Union Station, Historic Structures Report and on-going Historic Preservation Consultation Los Angeles, CA



Bay Cities Guaranty Building (Clock Tower Building), Mills Act Application Santa Monica, CA



Evanne St. Charles

LEED AP O+M, Senior Associate, Architectural Historian and Preservation Planner

Evanne is an Architectural Historian and Preservation Planner in ARG's Los Angeles office with ten years of experience in historic resource management.

Selected Project Experience

1828 Ocean Avenue/1920 Ocean Front Walk, Evaluation of Impacts to Historic Resources under CEQA Santa Monica, CA

San Vicente Courtyard Apartments, Historic Context Statement and Evaluation Santa Monica, CA

1035 21st Street, Structure of Merit Assessment Santa Monica, CA

171-177 Pier Avenue/174 Kinney Street Landmark Assessment Santa Monica, CA

Los Angeles Union Station, Historic Structures Report and on-going Historic Preservation Los Angeles, CA

19974 Sischo Drive/Anderson House, Los Angeles County Landmark Application, Historic Structures Report, and Mills Act Application Topanga Canyon, CA

City of Arcadia, Citywide Historic Resources Survey and Preservation Consulting Arcadia, CA

Mission Place Development, CEQA Evaluation South Pasadena, CA

Santa Fe Railway Depot, Historic Preservation Certification Application for Federal Historic Tax Credits Redlands, CA (ongoing)

Harrower Laboratory and Clinic, Rehabilitation Study and Historic Preservation Certification Application for Federal Historic Tax Credits Glendale, CA

She has managed and contributed to a range of historic preservation projects, including historic structure reports, landmark nominations, historic resources surveys, California Environmental Quality Act (CEQA) compliance documentation, Mills Act Property Tax Abatement Program administration, and federal historic preservation tax credit applications. Evanne is also actively involved with the Association for Preservation Technology International (APT) as a co-chair of the APT's Technical Committee on Sustainable Preservation.

Education

Master of Science, Historic Preservation University of Oregon, Eugene

Bachelor of Arts, Art History with Architecture and Environment Emphasis; Bachelor of Arts, Geography University of California, Santa Barbara

Meets the *Secretary of the Interior's Professional Qualifications Standards* in Architectural History

Affiliations

Co-Chair APT Technical Committee on Sustainable Preservation (TC-SP)

Member Association for Preservation Technology International (APT)

Member Western Chapter of the Association for Preservation Technology (WCAPT)

Member Los Angeles Conservancy



San Vicente Courtyard Apartments, Historic Context Statement and Evaluation Santa Monica, CA



Santa Fe Railway Depot, Historic Preservation Certification Application for Federal Historic Tax Credits Redlands, CA (ongoing)



19974 Sischo Drive/Anderson House, Los Angeles County Landmark Application, Historic Structures Report, and Mills Act Application Topanga Canyon, CA



Andrew Goodrich

AICP, Senior Associate, Architectural Historian and Preservation Planner

Andrew is an Architectural Historian and Preservation Planner in ARG's Los Angeles office, with a joint background in city planning and historic preservation and formal training in both fields. His academic and professional pursuits have led him to develop an interest in how public policy can be used to enliven the historic built environment.

Selected Project Experience

Santa Monica-Malibu Unified School District Historic Resources Consulting Santa Monica, CA

City of Santa Monica, Historic Resources Inventory (HRI) Update Santa Monica, CA

Associated Telephone Company Building, Landmark Nomination and Mills Act Contract Santa Monica, CA

John Parkinson Residence, Historical Resource Assessment Report Santa Monica, CA

Bundy House, Landmark Assessment Report Santa Monica, CA

California State University, San Bernardino, Master Plan Update, Historic Resources Evaluation Report San Bernardino, CA

University of California, Berkeley, Long Range Development Plan CEQA Technical Report Berkeley, CA

University of California, San Diego (La Jolla Campus), Campus-Wide Historic Context Statement, Historic Resources Survey and CEQA Technical Report La Jolla, CA

University of California, San Diego (Hillcrest Campus), Campus-Wide Historic Context Statement, Historic Resources Survey and CEQA Technical Report San Diego, CA

Community Redevelopment Agency of the City of Los Angeles (CRA-LA), Historic Resources Survey of the Hollywood Redevelopment Plan Area Los Angeles, CA

Pomona College, Historical Resources Technical Report for CEQA Claremont, CA

He also brings an understanding of urban landscapes and is versed in Geographic Information Systems (GIS) software. A Los Angeles-area native with a keen interest in the region and its history, Andrew has been practicing in the preservation planning field since 2008 and worked for various public and not-for-profit agencies prior to joining ARG. At ARG, he has managed and contributed to numerous historic resource surveys and historic context statements that have ranged in scale from entire cities, to college campuses, and down to individual neighborhoods. His experience also includes landmark nominations, historic property assessments, and rehabilitation incentives.

Education

Master of Heritage Conservation University of Southern California

Master of Planning, Concentration in Economic Development University of Southern California

Bachelor of Arts, Urban Studies and Planning University of California, San Diego

Meets the *Secretary of the Interior's Professional Qualifications Standards* in Architectural History

Affiliations

Member Institute of Certified Planners (AICP)

Member American Planning Association

Member Los Angeles Conservancy



Associated Telephone Company Building, Landmark Nomination and Mills Act Contract Santa Monica, CA



Bundy House, Landmark Assessment Report Santa Monica, CA



Santa Monica-Malibu Unified School District Historic Resources Consulting Santa Monica, CA



Santa Monica Citywide Historic Resources Inventory Update

Location

Santa Monica, CA

Project Dates

2015-Present

Size

NA

Project Cost

\$295,285

Funding Sources

City of Santa Monica, Planning and Community Development

Role / Services Provided

Prime

Key Personnel

Katie Horak, Principal-in-Charge
Andrew Goodrich, Project Manager

In July of 2015, the City of Santa Monica retained Architectural Resources Group and Historic Resources Group to conduct a Citywide Historic Resources Inventory Update (HRI Update) for Santa Monica.

To complete the HRI Update, the Project Team consulted with several information materials maintained by the National Park Service and the California Office of Historic Preservation, conducted primary and secondary source research to inform the writing of the historic context statement and provide valuable property-specific information for the survey, and conducted a reconnaissance survey to inform the Project Team of the City's

patterns of development, and major and minor physical components. Concurrent with the reconnaissance survey, the Project Team drafted a citywide historic context statement. Finally, the Project Team conducted field documentation and developed a property database, and conducted extensive community outreach (outreach meetings, interviews, and social media).



Santa Barbara Airport Historic Terminal

Location

Santa Barbara, CA

Project Dates

2006-2011

Size

Main Terminal: 72,380 sf
Historic Terminal: 5,620 sf

Project Cost

Total: \$63M
Historic Terminal Work: \$3M

Funding Sources

Debt financing, FAA Airport Improvement Program grants, passenger facility charge revenue, airport funds

Role / Services Provided

Subconsultant
Historic Preservation Architect

Key Personnel

Justine Leong - PM

ARG was the Executive Architect for the rehabilitation of the Santa Barbara Airport Historic Terminal and worked in collaboration with the Master Architect, HNTB, who designed the expansion and additions of the non-historic Santa Barbara terminal.

ARG provided architectural services for schematic, design development, construction documents and construction administration phases for the rehabilitation. The design intent was to bring back the terminal's original footprint and character-defining features that were removed or significantly altered over the decades, such as the control tower and the open air observation deck.

After selective demolition, the wood frame structure was relocated adjacent to the addition with a courtyard connecting the old to the new. Rehabilitation of the historic

building included restoring the original observation deck on the 2nd floor, and new offices for Security Operations Center and Parking Administration for the entire complex. Construction was completed in August 2012. In addition to the architectural professional services, ARG also prepared a Historic Structure Report (HSR) for the Historic Terminal Building in 2006 in anticipation of the proposed airport expansion.

The project was awarded LEED Gold Certification upon completion.

MGAC | Cost Estimation

Established in 1996, MGAC is a consultancy firm dedicated to providing fully integrated project, cost, and risk management services to assist clients through all phases of design and construction projects.

We efficiently and cost-effectively manage budgets, design, scope, bidding, procurement, and installation, combining technical expertise, creative problem solving, and excellent customer service. Over the past five years alone, MGAC has collectively delivered over \$8B of education, healthcare, government, commercial, corporate, cultural, hospitality, institutional, and mission critical projects.

MGAC's Cost Management team is led by subject matter experts with over 30 years of individual experience delivering projects across North America. Working from feasibility and programming through design, construction, and close-out, we use our expertise to develop budget cost plans, align project scope with available funding, explore cost-effective design alternatives, and provide up-to-date estimates reflective of a project's probable construction cost.

We utilize the most up-to-date tools, gather quantities from Revit models, and reference extensive databases of cost developed from past project experience. We provide the means to balance first cost with lifecycle and operational costs, and reduce risk, with the ultimate goal of achieving organizational and business success for our clients.

Location	Firm Size	Point of Contact
Los Angeles, CA	190+	Rick Lloyd, Regional VP 213. 417. 7530



Left City of Santa Monica, Airport Park Expansion



Rick Lloyd MRICS

Regional Vice President, Senior Cost Manager

Rick Lloyd brings over 30 years of experience in construction cost planning and estimating services on a wide range of domestic and international projects.

He has notable expertise in the education, aviation, justice, healthcare, and government sectors. Rick's extensive experience in cost estimating spans all phases of design and construction, including preconstruction and post-construction cost reports, claims reviews and settlements, and project management services. In addition, Rick has conducted and participated in value engineering exercises on many projects.

Education

Bachelor of Science, Quantity Surveying Thames Polytechnic

Affiliations

Member Royal Institution of Chartered Surveyors

Selected Project Experience

City of Santa Monica, Airport Park Expansion Santa Monica, CA

City of Santa Monica, Third Street Promenade Improvements Santa Monica, CA

City of Santa Monica, City Services Building Santa Monica, CA

City of Santa Monica, Affordable Housing Financial Analysis Santa Monica, CA

City of West Hollywood, West Hollywood Park Phase II West Hollywood, CA

City of West Hollywood, Plummer Park Community Center* West Hollywood, CA

City of Beverly Hills, La Cienega Park and Recreation Complex Beverly Hills, CA

City of Rancho Palos Verdes, Ladera Linda Community Center and Park Expansion Rancho Palos Verdes, CA

City of Costa Mesa, Donald Dungan Library and Park Expansion Costa Mesa, CA

City of Riverside, Joyce Jackson Community Center Master Plan Riverside, CA

City of Riverside, New Main Library Riverside, CA

*Completed at prior firms



City of Santa Monica, Airport Park Expansion Santa Monica, CA



City of West Hollywood, West Hollywood Park Phase II West Hollywood, CA



City of Rancho Palos Verdes, Ladera Linda Community Center and Park Expansion Rancho Palos Verdes, CA



MGAC

West Hollywood Park Phase II

Location

West Hollywood, CA

Project Dates

2014–2016

Size

70,000 sq. ft.

Project Cost

\$113,000,000

Funding Sources

Bonds
General Fund

Role / Services Provided

Subconsultant
Cost Estimating

Key Personnel

Rick Lloyd, Regional Vice
President

Opened in summer of 2022, the new West Hollywood Park marks the completion of the park's master plan, first adopted in 2004.

MGAC helped to develop an appropriate budget for the West Hollywood Park Phase II Implementation Plan. The new park design features a 70,000 SF recreation center over two levels of structured parking with competition and recreation swimming pools located on the roof.

Additionally, the plan includes a 12,000 SF recreation office building connected to the recreation center via a 6,000 SF pedestrian bridge. Rounded out with new children's

play equipment, strengthened promenades, and a National AIDS Monument, the new West Hollywood Park will reflect the unique character of the community while introducing new and improved recreational facilities for all its citizens.



MGAC

Ladera Linda Community Park

Location

Rancho Palos Verdes, CA

Project Dates

2019–2022

Size

Seven-Acre Site

Project Cost

\$17,300,000

Funding Sources

American Rescue Plan
City Funds
Bank of the West

Role / Services Provided

Subconsultant
Cost Estimating

Key Personnel

Rick Lloyd, Regional
Vice President

Construction is currently underway for this significant park expansion project as part of the City of Rancho Palos Verde's Parks Master Plan.

This project will redevelop the seven-acre site of the City's existing community center, with community facilities occupying half of the site and the remaining area restored to natural conditions. The 10,400 SF community center will include a lobby, meeting space, staff offices, classrooms, a warming kitchen, and a 1,000 SF "Discovery Room" to be used for archival exhibitions.

MGAC provided cost estimates at the Schematic Design, Design Development, and Construction Document stages, including value engineering, multiple design updates, and change order review for this new park and community center.

Glumac | Sustainability

Glumac specializes in cost-effective, sustainable design of advanced technology, healthcare, institutional and commercial facilities worldwide.

As a full-service engineering consulting firm, Glumac administers comprehensive sustainable building engineering services as a single coordinated package to our clients, providing Mechanical, Electrical, Plumbing, Low Voltage, and Lighting design; Building Commissioning services; and Energy Analysis.

We are proud to be a leader in sustainable design. We have helped design over 370 LEED Certified projects, and projects pursuing Living Building Challenge certification and WELL Certification, as well as WELL Assessments for various projects. Glumac takes particular pride in the energy efficient and sustainable building technologies that we incorporate into projects, such as radiant heating and cooling, daylight and rainwater harvesting, and renewable energy systems.

Working within the Tetra Tech family of companies provides Glumac access to knowledge, resources, and experience from a diverse group of engineering experts in a broad range of practices, allowing us to deliver best-in-class service and design to clients worldwide. Our new global green building partnership with NDY, Cosentini and HoareLea grows our professional design staff to 1,500 worldwide. The technical expertise, cutting-edge thought leadership, and a near century of combined experience shared by Glumac, A Tetra Tech Company uniquely positions our firm to meet any client need.

Location

Los Angeles, CA

Point of Contact

Nick Gallucci, Managing Director
213. 239. 8866
ngallucci@glumac.com



Left Arch Nexus, Sacramento, California



Nicholas Gallucci PE

Vice President in Charge

Nick Gallucci has over 12 years of consulting electrical engineering experience with a background in IT and AV design.

Selected Project Experience

One Beverly Hills Beverly Hills, CA
Targeting LEED Platinum, WELL Certification, Net Zero Generation Gas Emissions

Parkside North Housing, California State University Long Beach Long Beach, CA
Targeting LEED Platinum Certification, Net Zero Energy Certification, and Living Building Challenge Petal Certification (Energy, Site, Beauty, and Health/Happiness or Equity)

Housing Administration And Commons Building, California State University Long Beach Long Beach, CA
Targeting LEED Platinum Certification, Net Zero Energy Certification, and Living Building Challenge Full Certification

DGS Natural Resources HQ Sacramento, CA
LEED NC v4 Platinum

Nick's recent experience includes large professional sports venues, sport training facilities, convention centers, studios, broadcast facilities, performing art centers, central utility plants and infrastructure, higher education projects, office space, and hotels. Nick has been involved in the design of high-performance project types including LEED-certified commercial and institutional buildings. He has managed complicated multi-discipline accounts for various clients including the Public Private Partnership (P3) Long Beach Civic Center Project. Nick received his bachelors of science degree with an emphasis in Power and conducted research at Stanford as a Nano Fab Lab Member.

Education

Bachelor of Science, Electrical Engineering San Jose State University

Affiliations

Licensed Professional Engineer California No. 20711

Member Institute of Electrical and Electronics Engineers



Nicole Isle WELL AP, LEED AP BD+C
Vice President | Chief Sustainability Strategist

With 15 years of experience, Nicole leads Glumac's Sustainability Team. She has led or provided senior level review for more than 100 sustainable building projects locally and internationally.

Selected Project Experience

- One Beverly Hills** Beverly Hills, CA
Targeting LEED Platinum, WELL Certification, Net Zero Generation Gas Emissions
- Northlake Commons** Seattle, WA
Targeting LEED Gold, designed to Fitwel 1 Star
- Arch Nexus** Sacramento, CA
LBC Petal Certification and Net-Zero Energy Certification
- Glumac Office** Los Angeles, CA
Targeting LBC Petal Certification for Net-Zero Energy, Beauty, Equity and Site
- Yoga Union** Portland, OR
Targeting Living Building Petal Recognition

Her portfolio includes single and multiple building projects and campus developments across a diverse range of building types. A systems thinker at heart and integrated design strategist, Nicole utilizes her training as a Biologist at the Design Table (BaDT) and leadership with the ILFI Biophilic Design Initiative to help clients seek new inspiration and solutions from natural models. In 2017, Nicole was awarded the Women in Sustainability Leadership award from Green Building & Design magazine, recognizing the top 15 women in sustainability from across the globe.

Education

- Bachelor of Science, Watershed Ecology** Oregon State University
- Master of Science, Urban and Regional Planning** Portland State University

Affiliations

- LEED Accredited Professional Building Design + Construction** U.S. Green Building Council
- WELL Accredited Professional**
- Trained Biologist at the Design Table (BaDT)**
- Living Building Challenge Ambassador Presenter** International Living Future Institute
- Co-Creator** Oregon Biomimicry Network
- Member, Protocol Process Committee** EcoDistricts
- Biophilic Design Initiative, Founding Member** International Living Future Institute



Lou Niles II LEED AP ID+C + BD+C,
WELL AP, FITWEL
Senior Sustainability Strategist

Lou joined Glumac in 2022 with 30 years of experience in project management and 14 years of experience in the sustainability sector.

Selected Project Experience

- One Beverly Hills** Beverly Hills, CA
Targeting LEED Platinum, WELL Certification, Net Zero Generation Gas Emissions
 - Environmental Nature Center Preschool** Newport Beach, CA*
Living Building Petal Challenge, LEED Platinum
 - CSU Monterey Bay Living Community** Monterey, CA*
Living Building / Core Green Building / LCC feasibility study
 - Chapman University Rinker Campus** Lake Forrest, CA*
Fitwel One Star
 - LPA Design Studios HQ** Irvine CA*
Fitwel One Star
 - Vans HQ 1** Costa Mesa, CA*
Fitwel One Star
 - Vans HQ 2** Costa Mesa, CA*
Fitwel One Star
 - Edwards Lifesciences Star Atrium** Irvine, CA*
LEED Platinum
- *Completed at prior firms

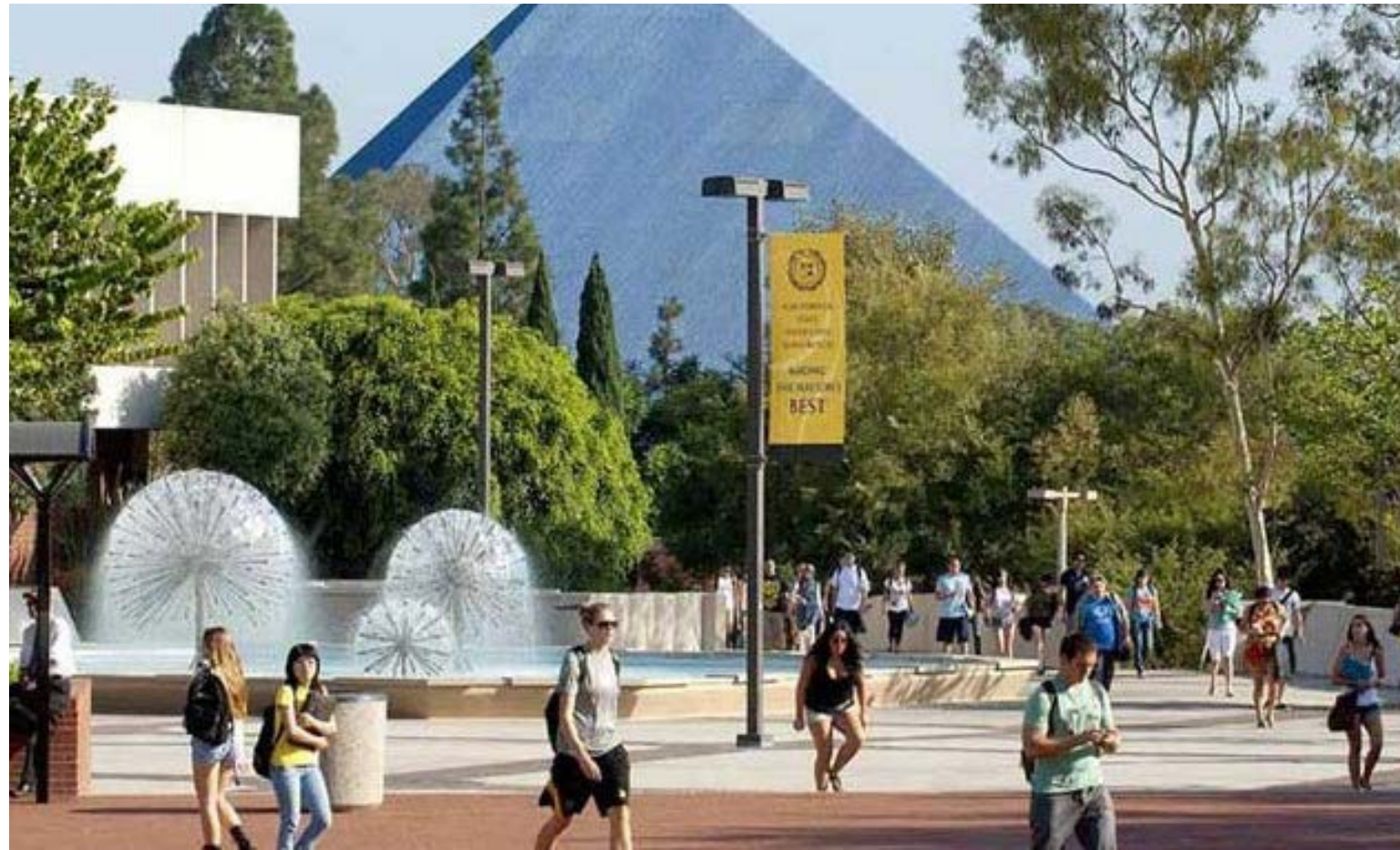
He is passionate about sustainability and health & wellness for the built environment, and has served as Project Manager, Consultant, and Administrator on over 180 LEED building projects, from design through completion. Lou is well versed in the LEED Certification system, the WELL Building Standard, the FITWEL Rating System and The Living Building Challenge system; he has lectured on these topics at the USC School of Architecture. Lou has deep experience across a broad range of market sectors, including commercial, higher education, K-12, civic, military, and commercial interiors. His exceptional project management skills and extensive experience make him a valuable asset to the team.

Education

- Green Building & Sustainable Community Certificate** Harvard University
- Bachelor of Science, Political Science** St. Johns University and Mesa College

Affiliations

- LEED Accredited Professional ID+C and BD+C** U.S. Green Building Council
- WELL Accredited Professional**
- Certified Fitwel Ambassador**
- Member, San Diego Chapter** U.S. Green Building Council
- Member, Orange County Chapter** U.S. Green Building Council
- Member, Living Future Accredited** International Living Futures Institute
- Member** San Diego Green Building Council



California State University Long Beach Clean Energy Master Plan

Location	Long Beach, CA
Project Dates	2017-2018
Size	7M GSF
Project Cost	\$57.3 million worth of energy efficiency retrofit projects identified on campus
Role / Services Provided	Clean Energy Master Plan

Glumac created for CSU Long Beach (CSULB) a Clean Energy Master Plan, which provides a strategic road map for the school to achieve carbon neutrality by 2030.

This engineering study included a robust assessment of campus energy sources, demands, and utilization to identify clean energy alternatives and strategies to improve the efficiency of campus operations. Through the course of the project the consultant team provided 28 energy audits for more than 2.2 million sf of buildings, identified opportunities for solar projects across campus, provided a clean energy vehicle transition plan and established guidelines for procuring carbon offset credits.

Through the course of the project the team identified on-campus emissions mitigation

measures that would reduce CSULB's Scope 1 & 2 GHG emissions by 60% leading up to 2030.

The consultant team's financing analysis provided CSULB with specific recommendations to secure the most cost-effective financing available to the university. The project deliverables were developed to be a dynamic resource for CSULB in its future development. To accomplish this, the consultant team provided a custom-built CSULB planning, visualization and tracking tool to inform their recommendations for pursuing various GHG emission reduction projects.. their 2030 carbon neutrality target.



Los Angeles CCD Integrated Energy Resource Plan

Location	Los Angeles, CA
Project Dates	2022-Ongoing
Size	2.6M GSF
Role / Services Provided	Energy Analysis, Sustainability Consulting

Glumac is working with the Los Angeles Community College District to create their Integrated Energy Resource Plan (IERP) at three (3) campuses to meet the districts energy and sustainability goals which includes being 100% carbon free by 2040.

The project includes East LA College, West LA College and LA Southwest College which collectively have over 100 buildings and 2.6 million GSF of facilities.

The IERP will provide a comprehensive energy and carbon strategy for the campus that includes energy efficiency, electrification, distributed energy resource and EV charging projects. Glumac provided Level 2 energy audits for all buildings over 10,000 SF to identify energy savings opportunities and a

campus energy assessment to evaluate solar PV, battery energy storage system (BESS) and microgrid solutions.

The final IERP plan will provide a roadmap to guide future investments to sustainable and resilient infrastructure throughout the Los Angeles Community College District.



One Beverly Hills (with RIOS)

Glumac is currently leading the sustainability and health consulting and mechanical, electrical and plumbing engineering design for a \$2 billion, 10-acre master planned development located in Beverly Hills, California.

Six buildings will be nestled in a highly designed lush landscape including ponds, water features, a 4.5-acre publicly accessible climate-conscious Botanical Garden and a 3.5-acre residential garden, each boasting a mile-long walking path. The site's sloping and varied topography seamlessly connects gardens to multiple building terraces, balconies and vegetative roof tops.

The development plan includes five new buildings: a 3-story retail and dining pavilion, a conference center, a 10-story hotel and residences building, plus two residential towers of 28 and 32-stories. Inclusive of the

development plan will be a remodel of the iconic Beverly Hilton. A subterranean parking garage will house approximately 2,000 stalls.

Glumac led sustainability and health branding and visioning exercises and a remote online design workshop with 40 participants. We established energy, carbon, water, waste and health goals and key performance indicators and outlined site and building design strategies in a Sustainability Basis of Design document. Daylight, energy, and water modeling as well as structural embodied carbon consulting informed early design decisions. Goals include LEED Platinum certification, WELL certification, and Net Zero Greenhouse Gas Emissions.

Location	Beverly Hills
Project Dates	On-going
Size	10 Acre
Project Cost	\$2 Billion
Role / Services Provided	Sustainability and health consulting Mechanical, electrical and plumbing engineering design
Key Personnel	Nicholas Gallucci, Vice President in-Charge Nicole Isle, Vice President Lou Niles II, Senior Sustainability Strategist

Living Building and Living Community Challenge Experience

400 Westlake, Seattle, WA

- Energy and sustainability services
- 15-story core and shell office, above a historic auto supply store
- Targeting Seattle Living Building Pilot Program, Living Building Energy Petal Certification
- Under construction

6817 Greenwood Ave North, Seattle, WA

- Mechanical, electrical, plumbing, sustainability, and peer review services
- 14,216 sf residential condo facility
- Pursuing LBC Energy Petal Certification
- In design

3800 Latona / Northlake Commons, Seattle, WA

LBC Petal Feasibility Study

- A feasibility analysis of pursuing Living Building Challenge petal certification and complying with Seattle's Living Building Pilot Program. Ultimately the project decided to pursue LEED Platinum because they went Life Science Lab Ready and this made the LBPP a pathway that could not be pursued with Seattle Energy Code requirements

Arch Nexus, Sacramento, CA

- Mechanical, electrical, plumbing, lighting, and energy services
- 8,200 sf office and warehouse renovation
- Achieved LBC Petal Certification and Net-Zero Energy Certification

Bridgeway, Seattle, WA

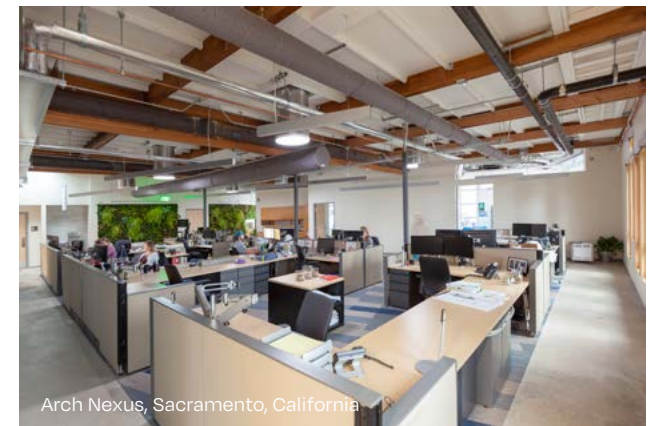
- Energy and water feasibility study
- 24,000 sf, 40-unit residential facility
- Targeting Living Building Pilot Program and Net Zero Energy

California State University Long Beach, Long Beach, CA Parkside North Housing

- 130,000 gsf, low-rise building with ~500 beds, comprised of student housing dormitories and suites, common spaces, study pods, and outdoor gathering areas
- Targeting LEED Platinum Certification, Net Zero Energy Certification (Energy, Site, Beauty, and Health/Happiness or Equity)



Arch Nexus, Sacramento, California



Arch Nexus, Sacramento, California

Housing Administration and Commons Building

- 13,500 gsf including office space, conference rooms, office support spaces, student community space, and apartments
- Targeting LEED Platinum Certification, Net Zero Energy Certification, and Living Building Challenge Full Certification

Fishermen's Terminal, Seattle, WA

- Commissioning services
- 60,000 sf industrial and flexible office space
- Targeting Living Building Challenge certification
- Renovation of the historic Seattle Ship Supply Building

Glumac, Los Angeles, CA

- Mechanical, electrical, plumbing, and commissioning services
- 17,000 sf tenant improvement
- Targeting LBC Petal Certification for Net-Zero Energy,

Marathon Communications | Public Relations

Marathon Communications is a Los Angeles-based strategic communications company with a more than 40-year track record of effective coalition and consensus-building for both public and private sector clients.

We have represented major real estate development firms, health care, telecommunications, and transportation companies, as well as government agencies and nonprofit organizations across the Southern California region.

Beginning as a political campaign firm in 1982, Marathon has evolved into a diversified public affairs agency offering a wide variety of services, including government, community and media relations outreach, and direct advocacy. Using our array of skills, we can communicate effectively across boundaries to create both targeted and broad support.

We believe in smart communications planning that, as much as possible, foresees and addresses issues rather than reacts to them. Every project has its unique set of challenges and opportunities, and Marathon is capable of meeting those challenges head-on by molding our skill set to fit each project.

Our team's various backgrounds draw upon expertise in the various areas of strategic communications, including media outreach, community engagement, government relations, and advocacy that are necessary to succeed in the nuanced entitlement environment of Southern California.

Marathon has a long history working in Santa Monica; in fact, it's where we first got our start. That wealth of experience provides us a unique understanding of the City's dynamics and the political environment under which a potential evaluation and vetting process will take place. Some of our past Santa Monica work includes:

- The strategy development and implementation of various high-profile hotel projects in the city, including Casa Del Mar and Shutters. On each of these, Marathon conceived of and implemented out-of-the-box strategies that garnered approval of these highly controversial proposals.
- The Recording Academy, ahead of a complex entitlement process to update their then-headquarters, engaged Marathon to perform stakeholder outreach to key constituencies to build community and political support for the desired use of the site.
- Zipcar, the industry leader in carsharing, employed Marathon in their ongoing partnership with the City. MCI initially assisted Zipcar in securing the exclusive right to operate in the City.

Location
Los Angeles, CA

Point of Contact
xx



Richard Lichtenstein

Founder and President

A highly regarded political and public policy strategist, Rich is a pioneer in the modern arts and practices of public affairs advocacy and strategic communications.

He and the Marathon Communications team provide these professional specialties to major national corporations, real estate developers, government agencies, and nonprofit organizations, forging paths to achieve their goals.

Rich formed Marathon Communications in 1982 with the idea of creating a political consulting and management firm capable of providing a full range of services to both candidates and issue campaigns. He engineered dozens of electoral wins in municipalities throughout Southern California, including landmark campaigns involving ethics, elections, and police reform in the City of Los Angeles. As a result of these successes, Rich and the Marathon team became widely regarded as incisive strategic thinkers, innovative communicators, and tough grassroots tacticians who score principled wins within budget.

Those principles remain Marathon hallmarks today as the company has broadened its focus to include more generalized public affairs advocacy and strategic communications services. Achieving corporate or institutional objectives in today's highly charged public policy environment requires effective personal advocacy along with the capacity to think and plan strategically, the ability to deliver effective communications to selected audiences, and the experience to handle the media and public relations implications of all activities undertaken in support of a client's position.

Education

Juris Doctor Loyola University
Master in Urban Studies Occidental College
Bachelor of Arts Connecticut College

Affiliations

Former Chair Greater Los Angeles Zoo Association Board of Trustees
Member Whitter College Board of Trustees
Member Fuller Avenue Senior Housing Board
Member Coro Foundation Board of Trustees



Sheila Gonzaga

Executive Vice President

In her more than 20 years working at Marathon Communications, Sheila has successfully implemented public affairs and broad communications programs for numerous projects across the Los Angeles and Southern California region. More recently, she has enjoyed success representing real estate developers in their efforts to entitle largely residential mixed-use projects.

Sheila has, over the years, developed a unique approach to helping steer projects to success. She's able to help shape a narrative about proposals that can speak to various audiences. And importantly she listens in a manner that allows her to steer conversations in the direction that best meets objectives. Because of the relationships she's cultivated with decision-makers and opinion leaders, her clients seek out her strategic counsel and they value the role she plays in helping them navigate the complex entitlement processes.

Sheila's past experience includes managing local and statewide ballot initiatives. She specializes in communications strategy, government relations, and targeted community engagement. Her time as an executive with Anschutz Entertainment Group leading corporate partnerships provided great insight into the importance of forging ties with a broad range of interest groups. Sheila built the division responsible for securing and cultivating corporate partnerships for all of the group's properties, including Staples, the Los Angeles Kings, the Los Angeles Galaxy, and the Health South Training Center.



Joshua A. Foster

Consultant

Joshua is an award-winning architectural designer and community partnerships consultant. He spent the early years of his career focusing on the design and construction of affordable and market-rate housing projects in Los Angeles County.

Combining that experience with his education in Real Estate Development and connection to communities, Joshua transformed his experiences into the founding of JAF Creative Solutions, LLC — a community-impact focused strategic partnership and engagement consultancy firm.

Joshua began consulting for Marathon in 2022 concentrating mainly on grassroots and on-the-ground engagement strategies and implementation while adding his architectural expertise to project outreach in design and development.

Beyond his day-to-day work, Joshua is also an Adjunct Architecture Professor at East Los Angeles College, a board member of the Long Beach Community Design Center, the NOMA National Historian, and a high school football coach. A native of the Philadelphia area and former Division-1 student athlete, Joshua is a graduate of Columbia University with a B.A. in Architecture and Sustainability and the University of Southern California with an M.Arch in Architecture with a Real Estate Development Certificate respectively.

Education

Master in Architecture and Real Estate Development Certificate University of Southern California

Bachelor in Architecture and Sustainability Columbia University

Affiliations

Adjunct Architecture Professor East Los Angeles College

Board Member Long Beach Community Design Center

National Historian National Organization of Minority Architects (NOMA)



West LA Commons

Location

Los Angeles, CA

Size

8 Acres

Following a rigorous review process that included a voluminous response to a Request for Proposals and public presentation, the development team of AvalonBay Communities and Abode Communities was selected by Los Angeles County and the City of Los Angeles to enter into an exclusive negotiation agreement to redevelop the 8-acre West LA Civic Center.

The project proposed adheres to strict parameters established by the City and County that mandated a certain percentage of the project's residential units be set aside as affordable housing and the site plan include a general amount of publicly accessible open space. Working in close concert with City and County representatives, Marathon took the lead on the community outreach and engagement process by undertaking a multi-pronged

communications program to educate and inform area residents about the proposed 900-unit mixed-use development in order to ensure that they not only know about the project but feel a sense of involvement in its open space programming.



Hollywood Burbank Airport

Location

Burbank, CA

Role / Services Provided

Communications Consultant
Public Education Campaign

With Marathon as their communications consultant, the Burbank-Glendale-Pasadena Airport Authority ended a decades-long stalemate over the airport's future by garnering overwhelming voter approval for a replacement terminal.

Marathon spearheaded a public education campaign. Through public opinion research, a website, mailers, media coverage, and extensive community outreach, the Airport Authority was able to lay out a compelling narrative for why it was necessary to modernize the facility. Under rules established

when tensions were high between the airport and the City of Burbank, the issue had to be put to a public vote. Marathon urged that the matter be placed on the November 2016 ballot so as to appeal to the largest possible pool of voters, and the result was support from 70% of Burbank voters.

Geotechnologies, Inc. | Geotechnical Engineering

Geotechnologies, Inc. has been providing geotechnical services for over 50 years in the Los Angeles area for a wide spectrum of clients including both private and public.

In that time our firm has consulted on over 22,000 projects of varying types including municipal, commercial, seismic retrofit, higher education, medical, retail, research, entertainment and high density residential.

Our staff of registered engineers and geologists specializes in foundation and shoring design, grading recommendations, and seismic hazard evaluation. The field technician staff provides geotechnical testing and inspection services during the course of construction. Such inspections include footings, piles, shoring, helical anchors and grading control.

Geotechnologies, Inc. has won California Geotechnical Engineer’s Association (CalGeo) Outstanding Project Award twice. These awards recognized innovation in the USC North Science Building renovation and the stabilization of a failing Frank Lloyd Wright structure. In addition, the firm has received three Honorable Mention Awards for Outstanding Project.

All laboratory testing is performed in-house allowing for greater quality control. The laboratory operated by Geotechnologies, Inc. is accredited by the California Division of the State Architect (DSA), the American Association of State Highway and Transportation Officials (AASHTO), and the City of Los Angeles.

Location	Point of Contact
Glendale, CA	Stanley Tang, Principal Engineer stang@geoteq.com 818. 240. 9600



Stanley S. Tang

Principal Engineer

Stanley Tang is the Principal Engineer of Geotechnologies, Inc. He has more than thirty years of experience as Staff and Project Engineer in the Greater Los Angeles area on geotechnical and foundation engineering projects.

Twenty-five years of his experience has been with Geotechnologies, Inc. He is responsible for preparation of proposals, coordination, performance of field exploration, preparation of laboratory testing programs, performance of engineering analyses, and preparation of design-level geotechnical reports. His responsibility includes training and management of staff and project personnel on geotechnical engineering and geological investigations. Project experience includes numerous high-rise and mid-rise developments, seismic hazards evaluations and mitigations, shoring, and foundation design.

Selected Project Experience

- California Air Research Board (CARB) Campus** Riverside, CA
- UCLA Pauley Pavilion Renovation and Addition** Los Angeles, CA
- UCLA Engineering V and Engineering VI Buildings** Los Angeles, CA
- UCLA Northwest Campus Student Housing** Los Angeles, CA
- UCI College of Health Sciences and School of Nursing** Irvine, CA
- UCI Gavin Herbert Eye Institute** Irvine, CA
- UCI School of Business Unit 2** Irvine, CA
- UCI Interdisciplinary Science & Engineering Building** Irvine, CA
- UCI UNEX Classroom Building** Irvine, CA
- USC Galen Center** Los Angeles, CA
- The Village at USC – Phase I and II** Los Angeles, CA
- USC Medical Campus Student Housing** Los Angeles, CA

Education

Bachelor of Science: Civil Engineering University of California, Los Angeles

Affiliations

- Registered Civil Engineer** California No. 56178
- Member** American Society of Civil Engineers (ASCE)
- Member** Deep Foundation Institute (DFI)



Section 7

Santa Monica Business License



Santa Monica Business License

RIOS is able to obtain a Santa Monica Business License as required by the City of Santa Monica upon contract award.



Appendix

Mandatory Forms



**City of Santa Monica
Non-Discrimination Policy Acknowledgment**

A. Discrimination.

Discrimination in the provision of services may include, but not be limited to the following:

- (a) Denying any person any service, or benefit or the availability of a facility.
 - (b) Providing any service, or benefit to any person which is not equivalent, or in a non-equivalent manner or at a non-equivalent time, from that provided to others.
 - (c) Subjecting any persons to segregation or separate treatment in any manner related to the receipt of any service.
 - (d) Restricting any person in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any service or benefit.
 - (e) Treating any person differently from others in determining admission, enrollment, quota, eligibility, membership, or any other requirement or condition which persons must meet in order to be provided any service or benefit.
- (1) Contractor shall take affirmative action to ensure that intended beneficiaries of this Agreement are provided services without regard to race, color, religion, national origin, ancestry, sex, age, gender, gender identification, gender expression, sexual orientation, marital status, AIDS or disability.
 - (2) Contractor shall further establish and maintain written procedures under which any person applying for or receiving services hereunder, may seek resolution from Contractor of a complaint with respect to any alleged discrimination in the provision of services by Contractor's personnel.

At any time any person applies for services under this Agreement, he or she shall be advised by Contractor of these procedures. A copy of these procedures shall be posted by Contractor in a conspicuous place, available and open to the public, in each of Contractor's facilities where services are provided hereunder.

B. Non-discrimination in Employment

- (1) Contractor certifies and agrees that it will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability in accordance with the requirements of City, State or Federal law. Contractor shall take affirmative action to ensure that qualified applicants are employed, and that employees are treated during employment, without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law. Such shall include, but not be limited to, the following:
 - (a) Employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation.
 - (b) Selection for training, including apprenticeship.

- (2) Contractor agrees to post in conspicuous places in each of Contractor's facilities providing services hereunder, available and open to employees and applicants for employment, notices setting forth the provisions of this non-discrimination policy.
- (3) Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State or Federal law.
- (4) Contractor shall send to each labor union or representative coworkers with which it has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' representative of Contractor's commitments under this non-discrimination policy.
- (5) Contractor certifies and agrees that it will deal with its sub-Contractors, bidders, or vendors without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law.
- (6) In accordance with applicable State and Federal law, Contractor shall allow duly authorized representatives of the County, State, and Federal government access to its employment records during regular business hours in order to verify compliance with this non-discrimination policy. Contractor shall provide other information and records as the representatives may require in order to verify compliance with this non-discrimination policy.
- (7) If City finds that any of the provisions of this non-discrimination policy have been violated, the same shall constitute a material breach of agreement upon which City may determine to cancel, terminate, or suspend this Agreement. While City reserves the right to determine independently that this nondiscrimination policy has been violated, in addition, a determination by the California Fair Employment and Housing Commission or the Federal Equal Employment Opportunity Commission that Contractor has violated State or Federal non-discrimination laws shall constitute a finding by City that Contractor has violated the provisions of this non-discrimination policy.
- (8) The parties agree that in the event Contractor violates any of the non-discrimination policies set forth herein, City shall be entitled, at its option, to the sum of five hundred dollars (\$500) pursuant to Civil Code Section 1671 as liquidated damages in lieu of canceling, terminating or suspending this Agreement.
- (9) Contractor hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), all requirements imposed by applicable Federal Regulations, and all guidelines and interpretations issued pursuant thereto, to the end that no qualified disabled person shall, on the basis of disability, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity of the Contractor receiving Federal Financial Assistance.

Mark W. Davis

13 March 2023

RIOS, Inc.

Signature/Date

Name of Proposer



NON COLLUSION DECLARATION TO ACCOMPANY PROPOSALS OR BIDS

STATE OF CALIFORNIA }
COUNTY OF LOS ANGELES }

Mark Rios, being first duly sworn, deposes, and says: that She/He is:

A Partner

(Insert "Sole Owner," "A Partner," "President," "Secretary," or other proper title)

of RIOS, Inc.

(Insert name of bidder)

Who submits herewith to the City of Santa Monica the attached proposal; that He, She, It, or They is (are) the person(s) whose name(s) is (are) (strike out words not appropriate) signed to the hereto attached proposal; that said proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; that such proposal was not made in the interest or on behalf of any person, partnership, company, association, organization or corporation not therein named or disclosed.

Declarant further deposes and says: that the bidder has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract or of any other bidder, or anyone else interested in the proposed contract; that the bidder has not in any manner sought by collusion to secure for himself, herself, itself, or themselves, an advantage over any other bidder. (strike out words not appropriate)

Declarant further deposes and says that prior to the public opening and reading of bids the said bidder:

- (a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham bid;
- (b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw his / her bid;
- (c) Did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix any overhead, profit or cost element of his, her, its, their price, or of that of anyone else; and
- (d) Did not, directly or indirectly, submit his, her, its, or their bid price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, bid, depository, or to any member or agent thereof, or to any individual or group of individuals, except to the awarding authority or to any person or persons who have a partnership or other financial interest with said bidder in his, her, its, or their business. (strike out words not appropriate)

I declare under penalty of perjury that the foregoing is true and correct.

Mark W. Rios

Signature

RIOS, Inc.

Name of Proposer



**CITY OF SANTA MONICA
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, PROPOSED
DEBARMENT, AND OTHER RESPONSIBILITY MATTERS**

This certification must be completed for your proposal to be considered.

The undersigned certifies, to the best of his or her knowledge and belief, that:

- 1) The Bidder and/or any of its Principals, contractors, subcontractors and sub recipients are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of or voluntarily excluded from participating in contracts by any Federal agency and are not presently on the Excluded Parties List System (EPLS) or being considered for the EPLS OR ineligible to work on contracts for violations of California Labor Code Sections 1777.1 or 1777.7;
- 2.) "Principals," for the purpose of this certification, means officer; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar position).;
- 3.) The Bidder also certifies that if awarded a contract it shall provide immediate written notice to the City of Santa Monica if, at any time, the Bidder learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances;
- 4.) A certification that any of the items in this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Bidder's responsibility. Failure of the Bidder to furnish a certification or provide such additional information as requested by City of Santa Monica may render the Bidder non-responsive;
- 5.) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a Bidder is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings; and
- 6.) The certification of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Bidder knowingly rendered an erroneous certification, in addition to other remedies available to the City, the City of Santa Monica may terminate the contract resulting from this solicitation for default and pursue any other available legal remedies.

By signing below, I declare under penalties of perjury that the forgoing certifications and assurances, any other statements made by me are true and correct.

Name (printed): Mark Rios Title: Partner

Signature: Mark W. Rios Date: 13 March 2023

Name of Company: RIOS, Inc. RFQ: RIOS, Inc.



RIOS

RIOS.com
323.785.1800

3101 W. Exposition Place
Los Angeles, CA 90018

2505 SE 11th Avenue
Portland, OR 97202

1980 8th Street
Boulder, CO 80302

1711 E. Cesar Chavez Street
Austin, TX 78702

68-80 Hanbury Street
London E1 5JL, UK

1 Keong Saik Road, The Working
Capitol, Singapore 089109