

SWA STATEMENT OF QUALIFICATIONS

# King Harbor Public Amenities Plan City of Redondo Beach

**swa**

May 24, 2021

# A. Letter of Transmittal

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**SWA** Los Angeles

May 24, 2021

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Stephen Proud  
Waterfront and Economic Development Director  
City of Redondo Beach  
Waterfront and Economic Development Department  
415 Diamond Street  
Redondo Beach, CA 90277

Submitted by:

Gerdo Aquino, FASLA  
Co-CEO / Principal  
gaquino@swagroup.com

Ying-yu Hung, FASLA  
Managing Principal  
yhung@swagroup.com

## **RE: King Harbor Public Amenities Plan**

Dear Stephen:

SWA is proud to present our qualifications for the King Harbor Public Amenities project that aims to enhance public amenities through a planning and placemaking process for Redondo Beach's historic waterfront. We understand that the City of Redondo Beach is committed to improving the quality of life of its residents, businesses and stakeholders by revitalizing the recreational, educational, entertainment and other public uses on the site. We also recognize this opportunity will restore momentum and excitement around the King Harbor area as it has been a key strategic priority for many years.

The **King Harbor Public Amenities Plan** will act as a holistic framework for maximizing recreational and operational needs, an opportunity to optimize the Waterfront's recreational and visitor experience. In addition, this plan will help situate future commercial activities on the site and prioritize what should be rebuilt or renovated, as well as new recreational and operational elements that should be situated on the site. The Working Committee will provide valuable stakeholder feedback in the initial planning stage and anchor the plan in community-focused considerations. Developing consensus along such a diverse set of environmental and urban contexts with numerous stakeholders is a worthy challenge. With your leadership and coordination with pertinent agencies and stakeholders such as the City's Harbor Commission, California Coastal Commission, and members of the designated Working Committee, realizing this plan will restore .

As the prime consultant, SWA will lead the urban design and visioning process helmed by **Gerdo Aquino as the Principal-in-Charge / Lead Urban Designer and Ying-yu Hung as the Lead Landscape Architect for Placemaking, supported by Jeremy Klemic as the Project Manager.** We recognize the importance of balancing the needs of a safe public amenities system with environmental sensitivity. Our team includes **Anchor QEA** as our maritime engineering partner, and **Murakawa Communications** as a communications partner for public outreach. Apart from leading the Waterfront Public Amenities Plan, SWA will lead community outreach through the leadership of **Jana Wehby (SWA) as the Community Outreach Lead**, assisted by **Jessica Reyes (SWA), who is a seasoned bilingual Outreach Coordinator** with Spanish and English capabilities and will also serve **project documentation lead for generating reports.**

The following projects demonstrate our team's innovative public amenities focused projects in urban waterways in Southern California:

- **Since 2015**, SWA has been working along the Santa Monica beachfront through a compilation of projects: the Santa Monica North Beach Trail and the Palisades Park renovation projects. Due to its iconic status as a tourist destination, the Santa Monica beachfront experienced congestion and related to that, frequent and dangerous pedestrian and cyclist conflicts. SWA designed a separated pedestrian and bicycle track on the North Beach Trail, which completed construction and opened in 2020, just in time for the increased usage of outdoor amenities due to the COVID-19 pandemic. SWA also renovated the pedestrian pathways and planting areas at Palisades Park overlooking the beach, creating a native plant experience that is drought tolerant and expressive of Southern California's beautiful plant palette.
- **In 2017, SWA completed Milton Street Park**, Los Angeles' first green street and linear park involving coordination between the USACE, LA County Flood Control District, and the City of Los Angeles. SWA successfully mediated the interests and spatial needs of various agencies such as LABSS, LACFCD, USACE, and stakeholders, including the neighbors, the local school district, and cyclists. Awarded the *2016 ASLA Southern California Chapter Award of Merit*.
- **Since 2020, SWA has been working on the restoration and renovation of Burton Chace Park at Marina del Rey**. SWA is currently on two on-call landscape architecture contracts with the LA County Public Works' landscape architecture division and the LA County Beaches & Harbors. Working in close collaboration with the client groups, SWA is responsible for a sensitive redesign of this beloved waterfront amenity.
- **Glendale Central Park and Paseo Master Plan** is a project spurred by the long-awaited Armenian American Museum's siting on the existing Central Park. SWA helped to reconfigure the 9-acre campus' open space with lively programs; replacing a parking lot with a children's playground, and connecting various public facilities including the Central Library, Adult Recreation Center, Museum of Neon Art, and the lively restaurants on Brand Boulevard. *SWA created unique community engagement activities in partnership with the City team, resulting in well-attended outreach sessions with over 300 participants total.*

*We are a cohesive team, able to bridge the visionary with considerations of constructability and affordability, stakeholder and community outreach, environmental benefits, visitor & pedestrian experience, open space; the art of communicating with the public; while exceeding the expectations of the client team.*

We would be honored to partner with the City of Redondo Beach, select stakeholders, and pertinent commissions to bring a new and noteworthy vision to life. We hope to have the opportunity to speak with you about this important project. Gerdo Aquino will serve as the authorized representatives who can bind this proposal and guarantee the information contained herein for at least 90 days.

Sincerely,



**Gerdo Aquino, FASLA**  
Co-CEO / Principal



**Ying-yu Hung, FASLA**  
Managing Principal



Belgrade Waterfront, Belgrade, Serbia. SWA Project

## **B. Table of Contents**

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# **Table of Contents**

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## **Appendix**

*Proof of Insurance*



Hunters Point South, Queens, New York; SWA Project



C.

# EXECUTIVE SUMMARY

EXISTING CONDITIONS OF KING HARBOR - MAY 2021



Moonstone Park



Path to Mole C



Seaside Lagoon



Seaside Lagoon



Seaside Lagoon restaurant (closed)



Small Watercraft Hand Launching Facility



International Boardwalk



Sportsfishing Pier

### PROJECT UNDERSTANDING

**King Harbor** is a vital and cherished waterfront amenity for residents and visitors of City of Redondo Beach. We recognize the great value of improving recreational amenities on this site, and creating a public amenities framework that can set into motion the next several decades of development for the Waterfront. As such, it will be integrally important that stakeholders have a strong voice throughout the process, and that their input helps guide programming and design solutions.

#### KING HARBOR - REIMAGINING A DESTINATION FOR ALL

Our team believes that King Harbor can be a destination where people of all walks of life can feel connected to the majestic marine environment along the waterfront. Redondo Beach's King Harbor has always provided multiple opportunities for enjoyment, such as a recreational family beach day at the Seaside Lagoon, a casual dining spot at the numerous restaurants on the International Boardwalk, a boat launch in the marina, or a day of Sportfishing from the famous pier. Today, King Harbor is in need of a holistic master plan of these public amenities, a connected and well considered strategy that allows seamless integration of various programs.

A proper framework and implementation plan can afford appropriate considerations for recreational amenities such as the Seaside Lagoon, the public boat launch and ramp, and Sportfishing Pier to make sure community activities can take place within a safe and functional facility. In addition, a well-considered design of Moonstone Park and Mole B and appropriate educational features and visitor attractions can boost King Harbor's ability to further accommodate visitors from both local neighborhoods as well as tourists. With a deeply researched and community led public amenities plan, interest from commercial operators and investment groups will have a clear sense of direction that will only amplify the experience at King Harbor.

#### COLLECTING & REFLECTING STAKEHOLDER INTEREST

While the challenge of uniting and reflecting stakeholders' interests are great, we must coalesce the City and its stakeholders' desire to improve King Harbor after many years of contemplating this change. SWA is experienced in uniting various stakeholder opinions through a cohesive master plan and vision.

The importance of community outreach sessions at all scales - presenting to the dedicated Working Committee members, and eventually with the greater residential and commercial stakeholders, will be a key component to our success. Our Community Participation Plan includes virtual and in-person outreach sessions as a way to integrate multiple generations and diverse voices who are interested in participating in this exciting public amenities plan.



Jack London Square, Oakland, California; SWA Project

# D.

## FIRM QUALIFICATIONS





San Diego Embarcadero, San Diego, California; SWA Project

## D.1.1 Firm Profile

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### COMPANY PROFILE

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SWA Group (SWA) is a national leader in placemaking, landscape architecture, and urban design. Throughout its 60-year history, SWA has embraced the idea that planning and design can shape the environment in fundamental ways. Our practice is a constant search for a better approach, or more interesting and informed response, to the wide array of environmental and urban challenges brought to us by our clients.

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#### SWA Firm History/Management Structure

SWA was founded in 1957 as Sasaki Walker & Associates; in 1973, the firm changed its name to SWA Group, and in that same year became one of the first companies on the West Coast to be owned by an Employee Stock Ownership Plan (ESOP)—a vehicle that has resulted in the company becoming 100% employee-owned. SWA expanded from a West Coast firm in the 1960s and '70s to a fully national and international firm by the 1980s and '90s.

Our work has been recognized with more than 800 design awards, including the prestigious ASLA Landscape Architecture Firm Award (2005) and the APA California Planning Firm Award of Excellence (2020). Our philosophy extends from a belief that any attempt to design or plan landscapes should be rooted in equal parts innovation, stewardship and sustainability. This philosophy includes the highest forms of communication in the representation of ideas and the management needed to execute those ideas.

#### SWA Capacity and Commitment

SWA maintains a staff of professionals who are ready to be deployed at any time towards the project needs, and will maintain involvement in the King Harbor Public Amenities Plan throughout its lifecycle.

Firm-wide, SWA employs 260 professionals, 60 who are licensed landscape architects. Today, SWA is a firm of 8 offices located in Los Angeles, San Francisco, Laguna Beach, Sausalito, Dallas, Houston, New York and Shanghai. While we are geographically apart, our firm is unified by the strong leadership of the Managing Principals and Executive Committee.

The Los Angeles office currently employs 41 professionals, 5 who are licensed landscape architects, 4 who are LEED AP/ Green Associate, and 1 who is registered as SITES AP accredited.

Services for the King Harbor Public Amenities Plan, will be performed by the Los Angeles office.

#### SWA Services: Urban Design and Placemaking

SWA is structured to facilitate urban design and placemaking in developing memorable places that have clarity in function, identity and meaning. At the core of our practice is a passion for imaginative, solution-oriented design that balance the needs of natural and built environments with social, cultural, and economic objectives to create value for our clients and the communities our work support. We propose landscape and urban design that shape the public realm to be inclusive and context-sensitive:

We believe that our designs can provide build stronger community ties, where families and friends meet and maintain their relationships, and where visitors and guests are immersed in the local flavors and activities.

In addition to bringing strong aesthetic, functional, and social design ideas to each project undertaken by the firm, we are committed to integrating principles of environmental sustainability in all of our designs. SWA provides complete landscape architectural services, including site planning, concept design, schematic design, design development,



Long Beach Shoreline, Long Beach, California; SWA Project

construction documentation and construction observation. We often provide our clients with continuing landscape design consultation after construction completion and can provide landscape management plans for their use.

## Waterfronts

At SWA, we are designers first, but our core motivations are to strengthen communities through a thoughtful approach to improving the public realm. Waterfronts serve the California Coast and its vast neighborhoods in multiple ways: from enhancing a neighborhood with recreational amenities, to increasing the real estate value and stimulating business growth, to promoting the beaches and waterfront amenities so that all residents can lead active lifestyles immersed in the natural environment. From urban waterfronts to the coastlines, SWA has planned and re-imagined these unique spaces with specific consideration to environmental, health and economic benefits.

## Master Planning

SWA has extensive experience producing comprehensive land use and master plans for large land areas. Because our work is land-based, we are able to create plans that sensitively make the best use of terrain, landform, natural systems, landscape, and urban spaces, and integrate those elements with the required infrastructure, buildings, and other improvements. We apply these same skills to projects involving the use and restoration of natural systems.

We offer master planning, preparation of design guidelines, and full design services for urban projects. These urban design and planning services can be applied to entire districts, as well as street and infrastructure systems, public parks and plaza spaces, waterfronts, and the smallest of urban areas. We are skilled at addressing both the redevelopment of an urban area, including infill development and land use changes, as well as the design of new and re-imagined urban environments.

## Universal Design/ADA Compliance

Designing a public space that is comfortable and accessible by all is a factor that SWA incorporates into every project.



Santa Monica North Beach Trail, Santa Monica, California; SWA Project

In particular, our public projects involve great consideration for the standards and accommodations required by people of all ages and abilities. We closely adhere to the recommendations and specifications set forth in the Americans with Disabilities Act as well as the site requirements and constantly ask ourselves “how will this space be used?”

## Project Management

SWA takes quality seriously and to that end, assures the commitment of the Principal-in-Charge throughout the entire duration of the contract. To that extent, clients tell us that when they hire SWA, they are not just getting one principal, but 30 of them. This speaks directly to how SWA shares resources and knowledge to the benefit of the overall quality, thoroughness, and control of the process and documentation. In addition, SWA assigns a Project manager who is responsible for regular in-house review of all information and deliverables. SWA maintains an internal system of checks and balances to insure the quality of finished products and to ensure that client expectations are met at every phase of a project.

## Quality Assurance/Quality Control

First, we consider decision making a continuous, interactive process with the Client and the entire Project Team. We update the Client at frequent progress meetings where we assist in setting agendas, frame required decisions, and maintain meeting notes on decisions and directions relevant to our work. Communication is key, and we maintain a continuous and consistent communication structure through the Project Manager. Development of consensus is achieved through periodic meetings, clear definition of alternatives and the cost involved, and strict adherence to the project schedule.

The second factor is the use of timely, accurate project information and the use of available technology for information exchange with the Client and the entire Project Team. Schedules and project budgets are continuously monitored and updated throughout the project.

The third factor is the involvement throughout the project of experienced Principals and Staff. The Project Manager is responsible for regular in-house review of all information and deliverables.

# D.1.2 Organizational Chart



## D.1.3 Proposed Team

### The Project Team

The proposed team includes expert professionals with a passion for improving our public realm. Complementing this partnership is our successful track record of community-based design that brings invested vision to reality. Delivering a great design on time and on budget is a given. SWA will lead the team with the experience and know-how of a full-service landscape architectural and planning firm. SWA will act as prime consultant, coordinating communication with the client team, and directing the workflow and products of our team.

We will make certain to clarify pertinent issues and promote open communication between the consultant team members and the City of Redondo Beach. Our sub-consultant team includes the following firms:

- **SWA (prime):** Urban Design, Planning, Landscape Architecture, Project Management, Outreach, Site Assessment, Implementation
- **Anchor QEA:** Marine Engineering, Site Assessment, Implementation
- **Architectural Resources Group (ARG):** Site Assessment, Recommendations
- **Murakawa Communications:** Strategic Communications, Website, Video, Social Media
- **Cumming:** Implementation/Cost Estimation

### Anchor QEA



Anchor QEA is a nationally recognized environmental and waterfront engineering consulting firm with expertise in marine structure assessment and design, coastal modeling and engineering, and regulatory permitting and compliance

Anchor QEA is currently performing waterfront design and permitting services for several coastal cities throughout Orange and Los Angeles Counties. In addition, their waterfront engineers have worked for private marina operators in **King Harbor** including **concept development** for boat launches at **Moles A and B** and a facility inspection of **Basin Three marina and boat hoists**.

Anchor QEA also prepared detailed master planning for potential marina redevelopment of the King Harbor Marina and redevelopment of landslide facilities for the Port Royal Marina. Work for the Port Royal Marina focused on developing concept plans and identifying potential impacts to existing buildings from construction of a wider public esplanade (boardwalk) meeting City design criteria

as well as reconfiguring the parking facilities to meet the City's 0.75 parking stall to boat slip ratio

Anchor QEA's local waterfront engineers are supported by a team of dredging, sediment quality, wetlands and habitat restoration, and construction management professionals. Anchor QEA's downtown Long Beach office—located about 35 minutes from the Redondo Beach City Hall—will be Anchor QEA's lead office for our services.

Anchor QEA understands current coastal and harbor issues and remain on the forefront by actively contributing to the industry as leaders by serving on the boards of directors of the Marina Recreation Association and Western Dredging Association. They are also known for our trusted relationships with regulatory agencies and ability to work closely with our clients and regulators to find successful permitting and compliance solutions to local, state, and federal regulations, as well as the constantly evolving regulatory and policy challenges in considering sea level rise and coastal hazards.



## Architectural Resources Group (ARG)

ARG is committed to enhancing the **assessment** and vitality of historic buildings and places, spanning preservation, adaptive reuse, and new **context-sensitive additions**. Their work is robustly informed by expertise in preservation policy and standards, technical conservation capacities, and passion for realizing creative design solutions in historic environments.

ARG brings a deep understanding of balancing existing conditions and desired outcomes, with extensive experience along coastal conditions. Drawing on the wide-ranging potential of preservation, ARG designs to respect cultural resources and respond to current needs in ways that align stewardship and client aspirations. ARG's waterfront and conditions assessment experience **spans across the California Coast**. For the King Harbor Public Amenities Plan, ARG will assist during the existing conditions analysis and provide recommendations for existing structures.

## Murakawa



Founded in 2001, Murakawa Communications, Inc., a strategic communications and public affairs firm, partners with AEC professionals to solve problems in the built environment. Specializing in public engagement and public participation for water, transportation, community planning and construction projects, they partner with the AEC industry to fulfill their mission: to improve quality of life and make the world a better place.

The firm was founded by Trisha Murakawa, a **30-year resident of the City of Redondo Beach** who raised two children that attended Redondo Beach Public schools. In addition, she served as a **commissioner** for the City's **Harbor, Public Works, and Budget and Finance Commissions**. Today, Trisha is a Trustee for the El Camino College District Area 3, which services Redondo Beach, Hermosa Beach, Manhattan Beach, and El Segundo. Murakawa Communications is also supported by local residents, Joshua Melendrez is a 30-year resident of Redondo Beach and graduate of Redondo Beach Union High School, and Danielle Sevilla is a lifelong South Bay resident.

Murakawa Communications is a certified SB (micro), SBE, VSBE, EBE, LBE, MBE and WBE by the City of Los Angeles and a DBE as part of the California Unified Certification Program and a micro small business certified by the California Department of General Services and is 100 percent owned by Trisha Murakawa since its start.

## Cumming



Cumming's cost group is one of the largest providers of cost estimating and management services in the U.S., including the largest team of in-house cost estimators in the State of California. Cumming's project experience includes the completion of assignments in support of architects, engineers, owners, and others. Specifically, Cumming has completed more than 1,200 projects for city- and county-operated facilities. These projects have involved parks, public spaces, city halls, civic centers, police/fire facilities, libraries, offices, community centers, animal shelters, transit centers, operations and maintenance facilities, and public works, among others.

Cumming's Cost Estimation services will be led by Trevor Shulters, a **Redondo Beach resident** and enjoys the amenities being developed in this proposal. Additionally, Cumming has provided estimates and services for projects **in Redondo Beach since 2003, including the North Branch Library project, the South Bay Galleria project, the Beach Cities Health District Master Plan**, Environmental Charter Schools bid procurement and construction oversight programs, and One South, Redondo Beach.

## D.2 Conflict of Interest Statement

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**SWA Los Angeles**

May 24, 2021

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Stephen Proud  
Waterfront and Economic Development Director  
City of Redondo Beach  
Waterfront and Economic Development Department  
415 Diamond Street  
Redondo Beach, CA 90277

**RE: King Harbor Public Amenities Plan**

Dear Stephen:

SWA Group, Inc. (SWA) would like to express our interest to the City of Redondo Beach for the King Harbor Public Amenities Plan RFP. We have reviewed the RFP materials and the project background documentation and plans made available to us to date. This letter is to confirm, that upon review of the materials, to our best knowledge, no conflicts of interest have been identified.

Sincerely,



**Gerdo Aquino, FASLA**

Co-CEO / Principal



**Ying-yu Hung, FASLA**

Managing Principal

## D.3 Insurance Statement

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**SWA Los Angeles**

May 24, 2021

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Managing Principal  
yhung@swagroup.com

Stephen Proud  
Waterfront and Economic Development Director  
City of Redondo Beach  
Waterfront and Economic Development Department  
415 Diamond Street  
Redondo Beach, CA 90277

**RE: King Harbor Public Amenities Plan**

Dear Stephen:

SWA Group, Inc. (SWA), maintains an insurance policy that is sufficient to address any concerns that may have arisen in relation to our services. Our standard insurance limits include \$2M per claim and \$4M aggregate in professional liability insurance. We confirm we can procure and maintain for the duration of this contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work by the Consultant or its agents, representatives, employees or subconsultants.

SWA's standard insurance policy is enclosed in this Statement of Qualifications, under the Appendix.

Sincerely,



**Gerdo Aquino, FASLA**  
Co-CEO / Principal



**Ying-yu Hung, FASLA**  
Managing Principal

## D.4 Team Experience and Resumes



### **Gerdo Aquino, PLA, FASLA, Assoc. AIA** **CO-CEO / PRINCIPAL, SWA LOS ANGELES** **ROLE: PRINCIPAL-IN-CHARGE & LEAD URBAN DESIGNER**

Gerdo Aquino is an urban designer and landscape architect with over 20 years of experience in solving a wide range of environmental design problems throughout the United States and internationally. He has a thorough knowledge of master planning, feasibility studies, site planning and the public review process, which often includes extensive cultural, historical, public art, and public participation components. Gerdo's design approach emphasizes creative solutions through multi-disciplinary design team collaboration; a process of client and community consensus; and selection of products and materials unique to the understanding of a project's varied indoor/outdoor programs, schedule and budget. Gerdo Aquino will be the Principal-in-Charge who is responsible for the delivery of services in accordance with the scope established by the City of Redondo Beach.

#### **Education**

Master of Landscape Architecture,  
Harvard University, Graduate School of  
Design, 1996

Bachelor of Landscape Architecture,  
Magna Cum Laude University of Florida  
1994

#### **Teaching**

Design Critic in Landscape Architecture,  
Harvard University, Graduate School of  
Design, 2013-2015

Adjunct Associate Professor, University  
of Southern California (USC), Master of  
Landscape Architecture Degree Programs,  
2009-Present

#### **Registrations**

PLA: #4996, California

#### **Professional Affiliations/ Recognition**

Fellow, American Society of Landscape  
Architects (FASLA)

Associate Member, American Institute of  
Architects (AIA) Los Angeles Chapter

Member, Urban Land Institute

#### **Select Awards**

ULI Community Impact Award, Ricardo  
Lara Park, Lynwood, CA, Design, 2018.

ASLA Southern California Chapter Merit  
Award, Milton Street Park, Los Angeles,  
CA, Design, 2016.

SWA | King Harbor Public Amenities Plan

### **Representative Projects:**

**Ballona Creek Vision Plan, Culver City, California.**

**Milton Street Park, Los Angeles, California.**

**Jacksonville Riverfront Master Plan, Jacksonville, Florida.**

**Central Park Vision and Concept Design, Glendale, California.**

**Glendale Western Reservoir, Glendale, California.**

**Ricardo Lara Linear Park, Lynwood, California.**

**Burton Chace Park, Marina del Rey, California.**

Reseda Park on the LA River, Los Angeles, California.

Natural Park at Ramona Gardens, Los Angeles, California.

Culver Steps & Main Plaza, Culver City, California.

San Jacinto Plaza, El Paso, Texas.

Chapman University Hilbert Art Museum, Orange, California.

UCSD Future College Living & Learning Neighborhood (Design-Build), California.

CSU-Long Beach Campus Landscape Master Planning & Design Implementation  
(more than 20 projects to-date), Long Beach, California.

Mt San Antonio College Facilities Master Plan, Walnut, California.

LACCD Region 1 Facility & Landscape Master Plan, Los Angeles, California.

Highland Park Streetscape Design, Los Angeles, California.

Grand Candelas Memorial, El Paso, Texas.



**Ying-yu Hung, PLA, FASLA**  
**MANAGING PRINCIPAL, SWA LOS ANGELES**  
**ROLE: LEAD LANDSCAPE ARCHITECT**

Public parks in and around Los Angeles are of particular interest to Ms. Hung, as they have a direct impact in improving the quality of life, particularly in growing neighborhoods with young families with children. ***Her particular expertise in creating linear parks in former right-of-ways or derelict parcels, layered with recreational amenities and water conservation design are noteworthy for their transformative and visionary approach to place-making.*** Through every design project during her 25 years of practice, Ms. Hung investigates the desires and needs of the project’s ultimate stakeholders in order to ensure a final outcome that encourages the community to be both users and stewards of the park.

**Education**

Master of Landscape Architecture,  
 Harvard University, Graduate School of  
 Design, 1994

Bachelor of Arts, with honors,  
 Architecture; University of California,  
 Berkeley, 1990

**Registrations**

Registered Landscape Architect:  
 #4374, California

**Professional Affiliations**

Fellow, American Society of Landscape  
 Architects (ASLA)

**Select Awards**

ULI Community Impact Award, Ricardo  
 Lara Park, Lynwood, CA, Design, 2018.

ASLA Southern California Chapter Honor  
 Award, Ricardo Lara Park, Lynwood, CA,  
 Design, 2018.

ASLA Southern California Chapter Merit  
 Award, Milton Street Park, Los Angeles,  
 CA, Design, 2016.

ASLA Southern California Chapter Merit  
 Award, Bicentennial Park, Hawthorne, CA,  
 Design, 2018.

ASLA Southern California Chapter Merit  
 Award, Oxnard Green Alleys Plan, Oxnard,  
 CA, Planning & Analysis, 2016.

**Representative Projects:**

**Burton Chace Park, Marina del Rey, California.**

**Santa Monica North Beach Trail, Santa Monica, California.**

**City of Santa Monica; Petanque Park, Palisades Park, Chain Reaction Park,  
 Public Safety Facility, Reed Park, Santa Monica, California.**

**Ballona Creek Vision Plan, Culver City, California.**

**Milton Street Park, Los Angeles, California.**

**Central Park Vision and Concept Design, Glendale, California.**

Glendale Western Reservoir, Glendale, California.

Ricardo Lara Linear Park, Lynwood, California.

Puente Creek Bikeway, Los Angeles, California.

Eaton Wash Bike Path Phase I, Los Angeles, California.

Glendale Sports Complex, Glendale, California.

Polliwog Park, Manhattan Beach, California.

Reseda Park on the LA River, Los Angeles, California.

Natural Park at Ramona Gardens, Los Angeles, California.

Bohnett Park Renovation, Santa Barbara, California.

West Beach Splash Playground, Santa Barbara, California.

Highland Park Streetscape Design, Los Angeles, California.

Bicentennial Park, Hawthorne, California.

Reed Park Updates, Santa Monica, California.

Chain Reaction Park, Santa Monica, California.

San Jacinto Plaza, El Paso, Texas.

Grand Candelas Memorial, El Paso, Texas.



**Jeremy Klemic, PLA, ASLA**  
**ASSOCIATE PRINCIPAL, SWA LOS ANGELES**  
**ROLE: PROJECT MANAGER**

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Jeremy Klemic is a Landscape Architect and Project Manager with over 20 years of experience in the field. Prior to joining SWA in 2011, he provided Landscape Design and Construction Administration services for several award-winning landscape architecture firms. At SWA, Mr. Klemic has been responsible for management and production for a number of award-winning projects in the United States and internationally. These include multiple civic, higher education, hospitality, and resort renovation projects. His construction experience, attention to detail and scheduling expertise help to ensure that projects are thoughtfully designed, completed on time, and within budget.

**Education**

University of California Los Angeles,  
UCLA Extension Landscape Architecture  
Program, 2006

University of California San Diego,  
Bachelors Degree in Urban Studies and  
Planning, 1999

**Registrations**

Registered Landscape Architect:  
#6187, California

**Professional Affiliations/  
Recognition**

Member, American Society of Landscape  
Architects

**LEED Certified Projects**

UCLA Hitch Suites & Commons - Platinum  
Waldorf Astoria - Gold  
CSULB Hillside Dining - Gold  
CSULB Liberal Arts - Gold  
Samsung Americas HQ - Silver

**Awards**

Los Angeles Business Council, Mixed  
Use Award: Culver Steps, Culver City  
California, 2020

AIA LA Presidential Honoree, Building Team  
of the Year, La Plaza Village, Los Angeles,  
California, 2019

**Representative Projects:**

**Burton Chace Park, Marina del Rey, California.**

**Santa Monica North Beach Trail, Santa Monica, California.**

**City of Santa Monica; Petanque Park, Palisades Park, Chain Reaction Park,  
Public Safety Facility, Reed Park, Santa Monica, California.**

**Milton Street Park; Los Angeles, California.**

Glendale Western Reservoir, Glendale, California.

Glendale Sports Complex, Glendale, California.

Palisades Petanque Courts, Santa Monica, California.

Polliwog Park, Manhattan Beach, California.

Puente Creek Bikeway, Los Angeles, California.

Eaton Wash Bike Path Phase I, Los Angeles, California.

City of Thousand Oaks Demonstration Medians, Thousand Oaks, California.

CSU-Long Beach (CSULB) Landscape On-Call; Long Beach, California.

Canyon Country Community Center, Canyon Country, California.

City of Thousand Oaks; Forestry Master Plan, Thousand Oaks, California.

City of Thousand Oaks Demonstration Medians, Thousand Oaks, California

Glendale Galleria Brand Blvd Valet and Central Plaza; Glendale, California.

Culver Steps & Main Plaza, Culver City, California.

Jeffrey Open Space; Irvine, California.



## Jana Wehby, PLA, ASLA, SITES AP

ASSOCIATE PRINCIPAL, SWA LOS ANGELES  
ROLE: COMMUNITY OUTREACH SPECIALIST

Jana Wehby joined SWA in February 2013. Jana enjoys developing high level visions for change, and working out the details of how to implement them. Since joining SWA, she has facilitated and led community outreach for the several projects including the Oxnard Green Alleys Plan, Glendale Central Park Paseo, and the Ramona Gardens natural park project. Currently, Jana is focused on multiple public park and college campus design projects in Southern California, and a large corporate campus masterplan and landscape design. In every project she aims to find solutions that are contextually responsive, beautiful, and function within ecological and social systems.

### Education

Master of Landscape Architecture,  
California State Polytechnic University-  
Pomona.

Bachelor of Arts, Trinity University, San  
Antonio, Texas.

### Registrations

Registered Landscape Architect,

#6188, California

Sustainable Sites Initiative SITES AP,  
Green Business Certification Inc. (GBCI),  
2017

### Professional Affiliations/ Recognition

Member, American Society of Landscape  
Architects

Member, American Planning Association

### Select Awards

ASLA Southern California Chapter Merit  
Award, Bicentennial Park Renovation,  
Hawthorne, CA, General Design, 2018.

ASLA Southern California Chapter Merit  
Award, Oxnard Green Alleys Plan, Oxnard,  
CA, Planning & Analysis, 2016.

APA Los Angeles Award of Merit for  
Planning Best Practices, West Hollywood  
West Overlay District and Design  
Guidelines, CA, 2015.

## Representative Projects

Milton Street Park, Los Angeles, California.

Natural Park at Ramona Gardens Concept Plan, Los Angeles, California.

Reseda Park Renovation Concept, Los Angeles, California.

Canyon Country Community Center, Santa Clarita, California.

Bicentennial Park Renovation, Hawthorne, California.

Bohnett Park Renovation, Santa Barbara, California.

Central Park Vision and Concept Design, Glendale, California.

Mt. San Antonio College Temple Avenue Green Corridor, Walnut, California.

Mt. San Antonio College Parking Structure S, Walnut, California.

Mt. San Antonio College Landscape Master Plan, Walnut, California.

Oxnard Green Alleys Plan, Oxnard, California.

West Beach Splash Playground, Santa Barbara, California.

Walmart Home Office Campus, Bentonville, Arkansas.

West Hollywood West Overlay District and Design Guidelines, West Hollywood,  
California.

## Community Outreach Experience:

Central Park Vision and Concept Design, Glendale, California.

Natural Park at Ramona Gardens Concept Plan, Los Angeles, California.

Reseda Park Renovation Concept, Los Angeles, California.

Bohnett Park Renovation, Santa Barbara, California.

West Beach Splash Playground, Santa Barbara, California.

Ricardo Lara Park Community Planting Day, Lynwood, California.

Oxnard Green Alleys Plan, Oxnard, California.



## **Jessica Reyes Juarez, AICP\*, APA**

**PLANNER, SWA LOS ANGELES**  
**ROLE: PLAN DOCUMENTATION**

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A native of the South Bay, Jessica Reyes Juarez is an Urban Planner with 6 years of experience in the urban planning and design field with a particular interest in the intersection between planning, public space, placemaking and equitable economic growth. Jessica has been involved on a variety of strategic, master planning, mixed-use and active transportation plans, and values the community and stakeholder engagement in the planning process. Her recent experience also includes facilitating workshops and community outreach meetings, including for a 20 + stakeholder group for a strategic plan in Guatemala.

### **Education**

Master in Urban Planning, Price School of Public Policy, University of Southern California, 2018

Bachelor of Arts, Geography & International Studies, California State University, Long Beach, 2012

### **Registrations**

American Institute of Certified Planner, (AICP), Candidate

### **Professional Affiliations/ Recognition**

Member, American Planning Association

### **Awards**

Lewis Mumford Prize, 2017

Rodolfo Montes Leadership Scholar

### **Representative Projects:**

Ricardo Lara Linear Park, Lynwood, California.

West Hollywood West Overlay District and Design Guidelines, West Hollywood, California.

Oxnard Green Alleys Plan, Oxnard, California.

Tamien and Blossom Hill Station Area Access Plans and Existing Conditions Analysis; San Jose, California.\*

Vallco Smart Community Roadmap, Cupertino, California.\*

North San Fernando Valley Bus Rapid Transit Corridor, North San Fernando Valley, California.\*

North County Transit District Land Use and Transit Integration Study, San Diego County, California.\*

Metro Purple Line First/Last Mile and Dockless Mobility Study; Los Angeles, California.\*

Metro Orange Line First/Last Mile Walking Audits, Los Angeles, California.\*

Metro BRT System-Wide Guidelines, Los Angeles County, California.\*

Carmen Guillen Master Plan, Villa Nueva, Guatemala.\*

Santa Teresa Master Plan, Guatemala City, Guatemala.\*

Enhanced Infrastructure Financing Study Pilot Program, Los Angeles County, California\*

Angel Stadium Master Site Plan Application, Anaheim, California.\*

### **Community Outreach Experience with SWA:**

West Hollywood West Overlay District and Design Guidelines, West Hollywood, California.

Oxnard Green Alleys Plan; Oxnard, California.



## Fred Massabki, PE, PMP

### WATERFRONT ENGINEERING LEAD, ANCHOR QEA

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Fred is an Anchor QEA associate and project engineer and manager with more than 16 years of experience, 13 years of which have been supporting public agencies with waterfront facility and structure design and associated infrastructure. His experience includes assessment and design for waterfront facilities and marine structures, including recreational marinas, piers, wharves, and bulkheads. He has assumed lead roles on several projects working directly with clients, local governments, and various project permitting agencies. Fred has assisted clients with initial feasibility studies and obtaining entitlement permits and is typically involved with projects from planning through construction. He is currently working with the City of Long Beach leading design for the revitalization of the El Dorado Park Duck Pond, overseeing the structural and utility elements for the Colorado Lagoon Restoration Open Channel project, and two pier/wharf projects for the National Park Service.

#### Education

Certificate, Coastal Engineering, Old Dominion University, 2007

MS, Civil Engineering, University of California, Los Angeles, 2004;

#### Certifications

Professional Engineer, California (No. C70423)

Project Management Professional (No. 1936952)

## Representative Projects

### **Glorietta Bay Marina Dock C and Boat Launch Redevelopment, City of Coronado;**

Replacement of an existing 34-slip recreational marina and 2-lane launch ramp. Features included an expanded dock footprint, concrete guide piles, pile-supported platform, and upgraded utilities including separate fire water line. Boat launch ramp features included new precast concrete panels, wide-width ADA compliant gangway, public dock with low-freeboard dock and accessible kayak launch, and beach launch area for non-motorized vessels and retrofit of existing gangway abutment and boat wash area.

**Peninsula Beach Boardwalk Study, City of Long Beach;** Assessment of an existing 3,500-foot-long timber boardwalk and timber plank wave deflection wall fronting upscale residences that face beach sand and open ocean waters.

**Colorado Lagoon Restoration – Open Channel, City of Long Beach;** Utility and roadway design tasks for the creation of an open channel connecting Colorado Lagoon with tidal waters of the adjoining Long Beach Marine Stadium.

**Bulkhead Integrity Flood Risk Study, City of Newport Beach;** Condition survey of 20 miles of existing bulkheads and slope protection structures around Newport Harbor. The project involved waterside field investigation to locate, identify type, and document all existing shoreline protection structures based on potential structure risks in the event of flooding (overtopping) from seasonal storm and king tide events.

### **Marina Del Rey Harbor Public Safety Dock Replacement, County of Los Angeles;**

Replacement of 1960s-era undersized waterside facilities supporting the Los Angeles County Sheriff and Fire Department Lifeguard Division marine safety operations. New facilities include floating docks with on-dock buildings and storage enclosures and berthing space for 14 vessels.



## **Fred Massabki, PE, PMP**

### **WATERFRONT ENGINEERING LEAD, ANCHOR QEA**

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Randy is an Anchor QEA principal engineer and project manager with more than 45 years of project experience, 35 of which has focused on waterfront projects including piers, wharves, docks, boat launches, seawalls, bulkheads, rock revetments, sailing and crew boat facilities, public boat launches including facilities for human-powered crafts, dry stack/mast-up boat storage facilities, pedestrian promenades and boardwalks, and associated landside improvements. His prior Redondo Beach experience includes master planning and design for potential redevelopment of the King Harbor Marina and the landside facilities at Port Royal Marina, concept development for boat launches at Moles A and B, and a facility inspection of the Redondo Beach Marina facilities including boat hoists. Randy is currently managing engineering for replacement of the National Park Service's Scorpion Pier on Santa Cruz Island and the Anacapa Island wharf facilities that support vessel berthing and island operations.

#### **Education**

BS, Civil Engineering, California State University, Fullerton

#### **Certifications**

Professional Engineer, California (No. C30661)

## **Representative Projects**

### **Glorietta Bay Marina Dock C and Boat Launch Redevelopment, City of**

**Coronado;** Master planning and program manager for the replacement of Dock C and Glorietta Bay boat launch ramp facilities. Planning included developing and evaluating options to reconfigure and expand Dock C facilities which included a new concrete dock system, utilities, dredging, and landside site work, and the replacement of a nearby public boat launch ramp facility.

**Peninsula Beach Boardwalk Study, City of Long Beach;** Assessment of an existing 3,500-foot-long timber boardwalk and timber plank wave deflection wall fronting upscale residences that face beach sand and open ocean waters.

**Colorado Lagoon Restoration – Open Channel, City of Long Beach;** Structural engineering to extend an existing pile-supported floating wood walking bridge across the lagoon and repair existing bridge support piles. The extended bridge consists of a floating long dock with an access ramp at each end.

**Balboa Island Seawall Rehabilitation, City of Newport Beach;** Rehabilitation measures for aging concrete seawalls around Balboa Island. The project goal was to develop means and measures to mitigate wall overtopping and flooding from storms, high tides, and future predicted sea level rise impacting landside residences and businesses.

### **Marina Del Rey Harbor Public Safety Dock Replacement, County of Los Angeles;**

Replacement of 1960s-era undersized waterside facilities supporting the Los Angeles County Sheriff and Fire Department Lifeguard Division marine safety operations. New facilities include floating docks with on-dock buildings and storage enclosures and berthing space for 14 vessels.



## Lindsey Miller, AIA, LEED AP

### SENIOR ASSOCIATE, ARCHITECTURAL RESOURCES GROUP ARCHITECTURAL ASSESSMENT

Lindsey Miller is an architect with over 12 years of architectural experience, with a focus on the rehabilitation of historic buildings and sites. Her experience includes developing planning and management strategies for historic properties through feasibility studies and historic reports, design development for rehabilitation projects, and developing construction documents and providing construction administration for work on historic buildings. Lindsey has managed projects on locally landmarked and National Register listed buildings, and has specialized expertise in the interpretation and application of the Secretary of the Interior’s Standards.

#### Education

Master of Heritage Conservation,  
University of Southern California, Los Angeles, CA

Master of Architecture, University of Colorado, Denver, CO

Bachelor of Environmental Design,  
University of Colorado, Boulder, CO

Meets the *Secretary of the Interior’s Professional Qualifications Standards* in Architecture and Historic Architecture

#### Registrations

Registered Architect, State of CO, 403705

LEED Accredited Professional

CalOES Safety Assessment Program (SAP)  
Earthquake Trained and Certified

Swing Stage Certified

#### Memberships

American Institute of Architects

California Preservation Foundation

National Trust for Historic Preservation

#### Representative Projects

Building Survey and Conditions Assessments of Multiple Apartment Complexes, Los Angeles, CA

University of California, San Diego, Humanities & Social Sciences Building Repair, San Diego, CA

11000 Wilshire Boulevard, First Impressions Upgrades, Los Angeles, CA

Cannon Plaza Renovation, Occidental College, Los Angeles, CA

Harada House Rehabilitation, Riverside, CA

Los Angeles Union Station, Ongoing Historic Preservation Consultation, Los Angeles, CA

The Factory at Robertson Lane, Historic Preservation Consulting, West Hollywood, CA

French Market Disassembly-Reconstruction, West Hollywood, CA

Annenberg Community Beach House Conditions Assessment and Maintenance Plan, Santa Monica, CA\*

The Culver Studios Conditions Assessment and Feasibility Study, Culver City, CA\*

Glendale Grandview Substation Facade Stabilization and Restoration, Glendale, CA\*

Greek Theatre, Historic Structure Report and Various Rehabilitation Projects, Los Angeles, CA\*

Tecate US Inspection Station Conditions Assessment and Feasibility Study, Tecate, CA\*

US Federal Courthouse Feasibility Study and Various Tenant Improvements, Los Angeles, CA\*

Canoga Park High School, Assembly Hall Upgrades, Los Angeles, CA\*

Carson Block Building Rehabilitation, Eureka, CA\*

Weddington House Relocation and Rehabilitation, Los Angeles, CA\*

Peabody-Werden Duplex Relocation, Los Angeles, CA\*

Subway Terminal Building Terra Cotta Stabilization, Los Angeles, CA\*

\*work performed prior to joining ARG



## **Sarah A. Devan, AIC**

### **ASSOCIATE, ARCHITECTURAL RESOURCES GROUP ARCHITECTURAL ASSESSMENT**

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Sarah is an architect and conservator with over fifteen years of combined experience in the conservation and restoration of architecture, sculpture, art objects, and paper documents. She has a broad level of experience with architectural materials, including assessment and testing of masonry, wood, metals, and architectural finishes. She also has particular experience with terra cotta, stone and brick masonry buildings. She has conducted numerous conditions assessments, and has provided technical reports, historic structure reports, and rehabilitation plans for anything from individual repair treatments to long-term planning initiatives for entire collections. As a licensed architect, she has developed repair details and specifications for restoration and rehabilitation projects, and monitored those projects through construction. And as a conservator, she has developed and performed hands-on conservation treatments on a variety of both historic and contemporary artwork.

#### **Education**

Master of Science in Historic Preservation, Columbia University, New York

Bachelor of Architecture, University of Arkansas, Fayetteville

Bachelor of Environmental Design, University of Colorado, Boulder, CO

Meets the *Secretary of the Interior's Professional Qualifications Standards* in Architecture and Historic Architecture

#### **Memberships**

Licensed Architect, New York

Professional Associate, American Institute for Conservation of Historic and Artistic Works (AIC)

Member, American Institute for Conservation of Historic and Artistic Works (AIC)

Member, Association for Preservation Technology International (APTI)

Member and Past Board Member, Association for Preservation Technology, Western Chapter (WC/APT)

#### **Representative Projects**

Anacapa Lighthouse, Condition Assessment, Channel Islands, CA

Building Survey and Conditions Assessments of Apartment Complexes, Los Angeles, CA

University of California, San Diego, Humanities & SS Building Repair, San Diego, CA

Doctors House Museum, Building Assessment Report, Glendale, CA

Los Angeles Union Station, Bronze Windows and Doors Restoration; Interior Ceilings Restoration; Fire Restoration; Historic Tile Survey; Finishes Analysis and Conservation Consulting, Los Angeles, CA

Wayfarers Chapel, Historic Structures Report, Ranch Palos Verdes, CA

433 South Spring Street, Building Assessment and Rehabilitation, Los Angeles, CA

Joel McCrea Ranch House & Site, Building Rehabilitation Report, Agoura Hills, CA

Rancho Sierra Vista, Historic Structures Report, Newbury Park, CA

Cornelia White House, Exterior Wood Investigation, Palm Springs, CA

Hollywood Riviera Condominiums, Exterior and Structural Repairs, West Hollywood, CA

Harada House, Building Rehabilitation Plan and Conservation Consulting, Riverside, CA

Fontana Woman's Club, Building Rehabilitation Report, Fontana, CA

Portland City Hall, Facade Assessment, Portland, OR

Benson Polytechnic High School, Facade Assessment and Repairs, Portland, OR

Spokane Post Office, Facade Assessment and Cleaning Tests, Spokane, WA

Founder's Church of Religious Science, Historic Structures Report, Los Angeles, CA

Jay Littleton Ball Park, Historic Wood Assessment, Ontario, CA

Neon Museum Las Vegas, Conservation Plan for Outdoor Collection, Las Vegas, NV



## Trisha Murakawa

**PRINCIPAL, MURAKAWA COMMUNICATIONS**  
**ROLE: STRATEGIC COMMUNICATIONS**

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### Education

Bachelor of Arts, Sociology, University of California, Los Angeles (UCLA)

### Professional Affiliations:

Public Relations Society of America

Women's Transportation Seminar

Asian American Architects/Engineers

Association of Southern California

Trisha Murakawa has more than 25 years of experience in strategic communications, public affairs and project management working with public agencies at the state and local levels of government. Her key qualifications include project management; strategic planning; communications and construction mitigation; community engagement, outreach and education; and professional development training for PR professionals. She has particular expertise imparting controversial information about water, transportation, planning and construction projects to public audiences and has extensive experience in construction for pipelines, subways, freeways and public facilities. As principal-in-charge, Trisha oversees all projects under Murakawa Communications, working closely with her staff and clients to provide strategic planning and project oversight, while also serving as project manager and task leader on various individual projects.

A volunteer in her community, her civic experience includes service with the boards of the Women's Transportation Seminar; Little Tokyo Service Center Community Development Corporation; UCLA Alumni Association; Pacific Asian Counseling Services and the Redondo Beach Harbor, Public Works and Budget and Finance Commissions as well as serving as the president of the American Civil Liberties Union of Southern California and board chair for the American Lung Association in California.

### Relevant Experience:

Commissioner for the following: City of Redondo Beach Traffic and Transportation (no longer exists), City of Redondo Beach Public Works, and City of Redondo Beach Harbor and Budget and Finance (24-years experience)

City of Los Angeles Department of Public Works, LA Sanitation & Environment – San Fernando Green Streets Network Evaluation Program

Agnes Street, Lankershim Boulevard and Victory-Goodland Projects

West Basin Municipal Water District

City of Los Angeles Department of Public Works, LA Sanitation & Bureau of Engineering, Clean Water Program

Mesa Water District, Construction Communications

Mesa Water Reliability Facility and Education Center



## Trevor Shulters

**MANAGING DIRECTOR, CUMMING**  
**ROLE: COST ESTIMATION**

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Trevor has been involved in the construction industry since 2005, and has worked alongside numerous owners, designers, and contractors to manage various cost related aspects of construction developments throughout the Western United States. With a diverse portfolio, he has performed in various sectors including healthcare, education, hospitality, corporate, residential, mixed-use, themed entertainment, and culture related ventures.

### Education

Bachelor of Science, Construction Management University of Nebraska, Lincoln, NE

### Affiliations

Member, Construction Management Association of America (CMAA)

Member, Southern California Development Forum (SCDF)

Trevor is well versed in all aspects of design and construction. Based out of the Los Angeles office, he currently coordinates estimating efforts and manages preconstruction services for numerous low and high net worth projects. With a great understanding of the work breakdown structure and the overall construction process, he has estimated more than 400 projects totaling over \$10 billion in construction volume. In addition, Trevor is proficient in performing independent bid reviews, peer reviews, reconciliation, and value engineering services at all stages of design.

## Representative Projects

Port of Long Beach, Interim Headquarters, Long Beach, CA

Port of Long Beach, New Headquarters (LEED Feasibility), Long Beach, CA

Port of Long Beach, New Maintenance Building, Long Beach, CA

Port of Los Angeles, Wilmington Youth Sailing and Aquatic Center, Los Angeles, CA

San Pedro Downtown Waterfront Harbor Enhancement, San Pedro, CA

County of Los Angeles, La Mirada Lake Shoreline Stabilization & Bulkhead Repair, La Mirada, CA

City of Long Beach, Belmont Plaza Aquatic Center- Revitalization, Long Beach, CA

City of Los Angeles, Convention Center, Facilities Expansion Cost & Scheduling Cost Consulting, Los Angeles, CA

City of Agoura Hills, Recreation Ctr. Renovation & Expansion, Agoura Hills, CA

County of Los Angeles, Whittier Narrows Equestrian Center Improvements Design Update, Whittier, CA

Hacienda Heights Community and Recreation Center, Facility & Outdoor Program Spaces Renovation, Hacienda Heights, CA

Mountains Recreation & Conservation Authority, Marsh Street Park New Shade Canopy, Los Angeles, CA

Spring Street Park, Renovation, Los Angeles, CA

Roxbury Park, Redevelopment incl. New Community Center, Beverly Hills, CA

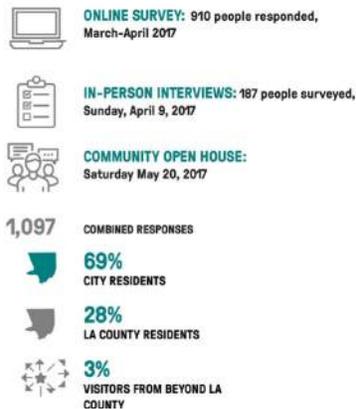
# D.5 Project Experience



Especially valuable during COVID, the added width allows for a more comfortable (and safe) experience for all users.



The trail is popular with tourists, recreational cyclists and beach visitors who can maintain a safe distance with the newly separated pathways.



Community Open House on the Beachfront.

## North Beach Trail

### SANTA MONICA, CALIFORNIA; SWA PROJECT

The Santa Monica beachfront is more popular than ever, a bustling scene of tourists, cyclists, skate boarders, roller bladers, and pedestrians experiencing the beach at varying speeds. The popularity of the North Beach Trail has raised the issue of safety hazards between beachgoers moving at various speeds, coming into conflict on the narrow walkways and bicycle lanes.

SWA, in partnership with KPFF and ALTA, assisted the City of Santa Monica through the community outreach, design, and eventual construction of a better organized, safer, and therefore improved landscape experience for this important civic amenity. Recognizing the wide range of stakeholders, the team’s community outreach included support to the City through exhibits, interviews, and open houses. The team also conducted surveys to document the unique ways in which people used the existing trail, as well as on-site interviews to capture direct feedback from trail users about perceived safety issues and short- and long-term needs. Completed phases of the project reopened in 2020.

**Client:** City of Santa Monica

**Size:** 3 miles

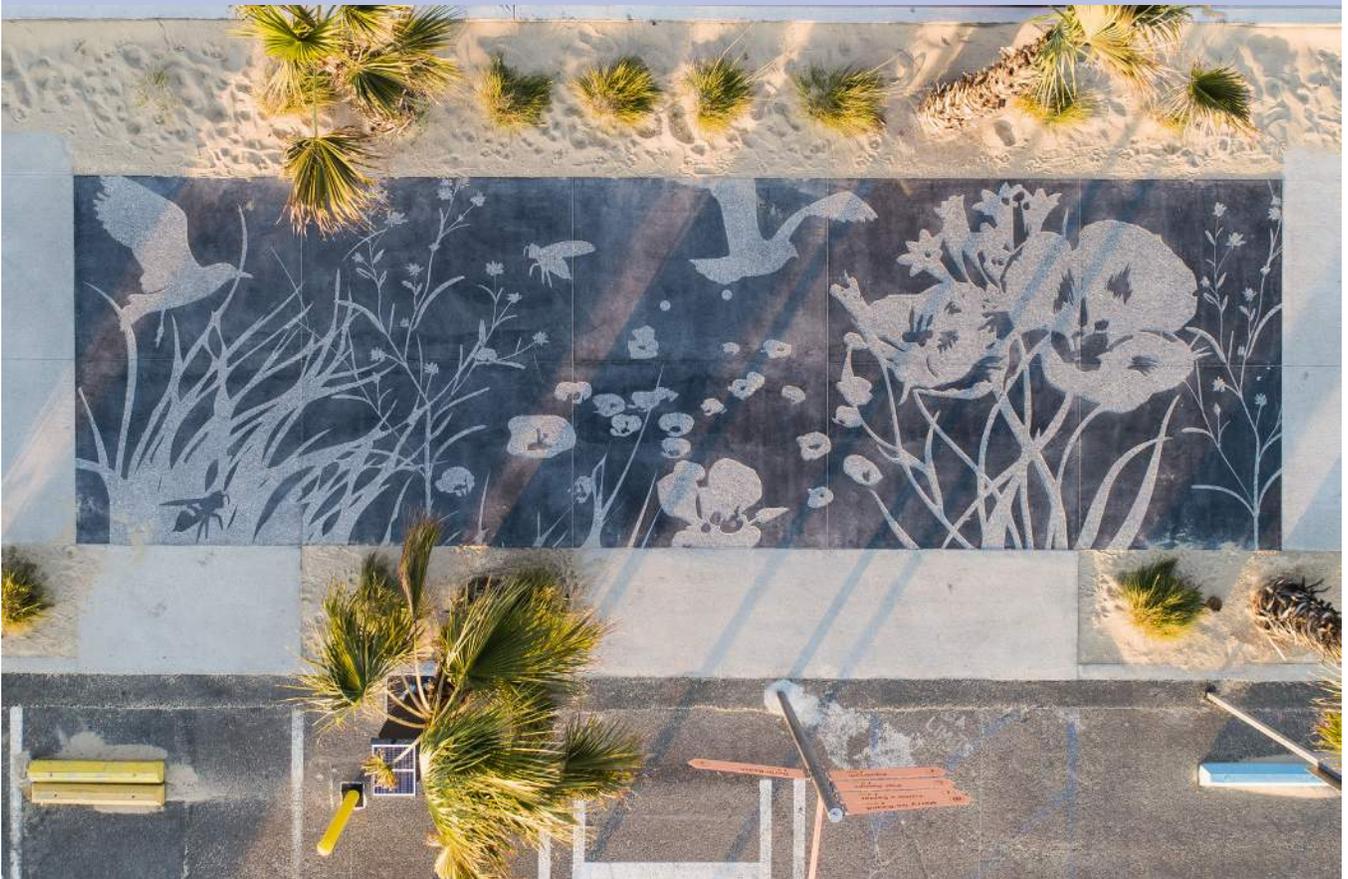
**Schedule:** 2016 - 2021

**Scope:**

- Landscape Architecture
- Community Outreach
- Sustainability Design
- Urban Design

**Agencies & Stakeholders:**

- City of Santa Monica Architecture Service Division
- California Coastal Commission
- Santa Monica Design Review Commission



Distinctive artwork is visible upon approach by users at all speeds drawing attention to traffic crossings and intersections.

## SANTA MONICA BEACHFRONT IMPROVEMENTS



Custom concrete barriers inspired by the jagged forms of the Santa Monica Bluff separate recreational and pedestrian circulation.





An active site for cyclists and tourists



## Palisades Park

### SANTA MONICA, CALIFORNIA; SWA PROJECT

Santa Monica Palisades Park needed landscape planting and a fencing strategy that would discourage non-permitted gathering and also preserve the park's natural amenities. Three parcels of land near this high-profile location adjacent to the iconic Santa Monica Pier is now planted with agave, aloe, and other drought tolerant species. Apart from the low fencing structure the point shape of the plants discourage users from treading through the planting area, thereby alleviating the issue of soil compaction.

**Client:** City of Santa Monica

**Reference:**

Linda Cogswell, Architectural Associate

**Project Team:**

Ying-yu Hung, Jeremy Klemic

City of Santa Monica  
Architecture Services Division  
1437 Fourth St, Suite 300  
Santa Monica, CA 90401

**Size:** 1/4 acre

**Schedule:** 2015 - 2016

**Scope:**

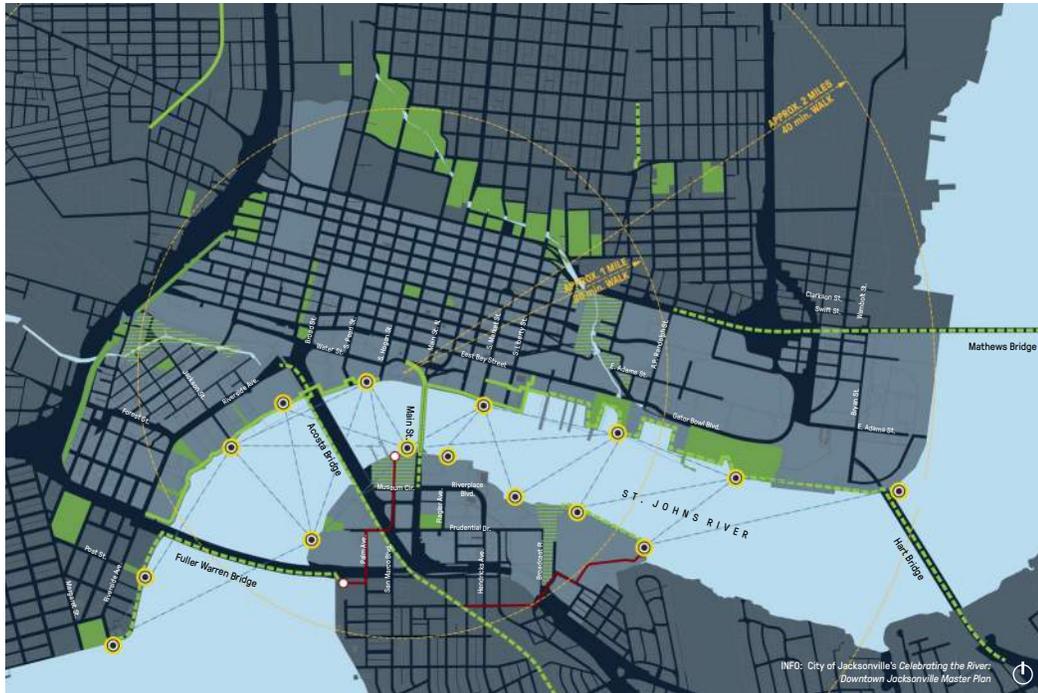
Landscape Architecture  
Sustainability Design  
Urban Design



Historic Jacksonville map



Creating key Nodes along the riverfront with Beacon signage.



**WALKABILITY**  
As the City of Jacksonville develops its downtown urban core and capitalizes on the uniqueness of surrounding historic structures, neighborhoods, and other amenities and assets, it also looks to create a sense of interconnectedness, which starts with walkability.

**WATER TAXI**  
An integrated system of water taxis connecting the St. Johns Ribbon Riverwalk activity nodes is critical to building a robust and highly-trafficked waterfront. Water taxi stops should be accessible, convenient, and safe. Additions and improvements to the City's existing downtown water taxi system should build on the Downtown Investment Authority's 2015 Community Redevelopment Area Plans.



Connecting both sides of the St Johns River via pedestrian paths and water taxi are essential for an integrated and holistic master plan.



Rendering of an activity node.

## Jacksonville Riverfront Master Plan JACKSONVILLE, FLORIDA SWA PROJECT

The vision is to establish Jacksonville's Riverwalk as a destination by improving connectivity between its districts and to unlock the waterfront's potential in creating an active Riverwalk north and south of the St. Johns River. The vision encompasses:

- Clarity of visual environment
- Easy access to the waterfront
- Unity; world-class character of the built environment
- Retaining and highlighting historic elements, as well as select character within the waterfront
- Contributing to long-term investment plans
- Applying principles from east to west and north to south within the downtown boundary for the city of Jacksonville
- Treating the waterfront Riverwalk as a continuous element: a 'ribbon', which becomes one seamless urban experience as one traverses through it, within it.

Re-envisioning the downtown Riverwalk as a "Green Ribbon" that connects adjacent districts facing the waterfront on both the North and South Bank, lays the foundations for connections through public areas that are inviting, safe and beautiful to walk through.

**Location:** North and South Bank of the St Johns River, Downtown Jacksonville, Florida, United States

**Client:** HR&A Advisors / City of Jacksonville / Downtown Investment Authority

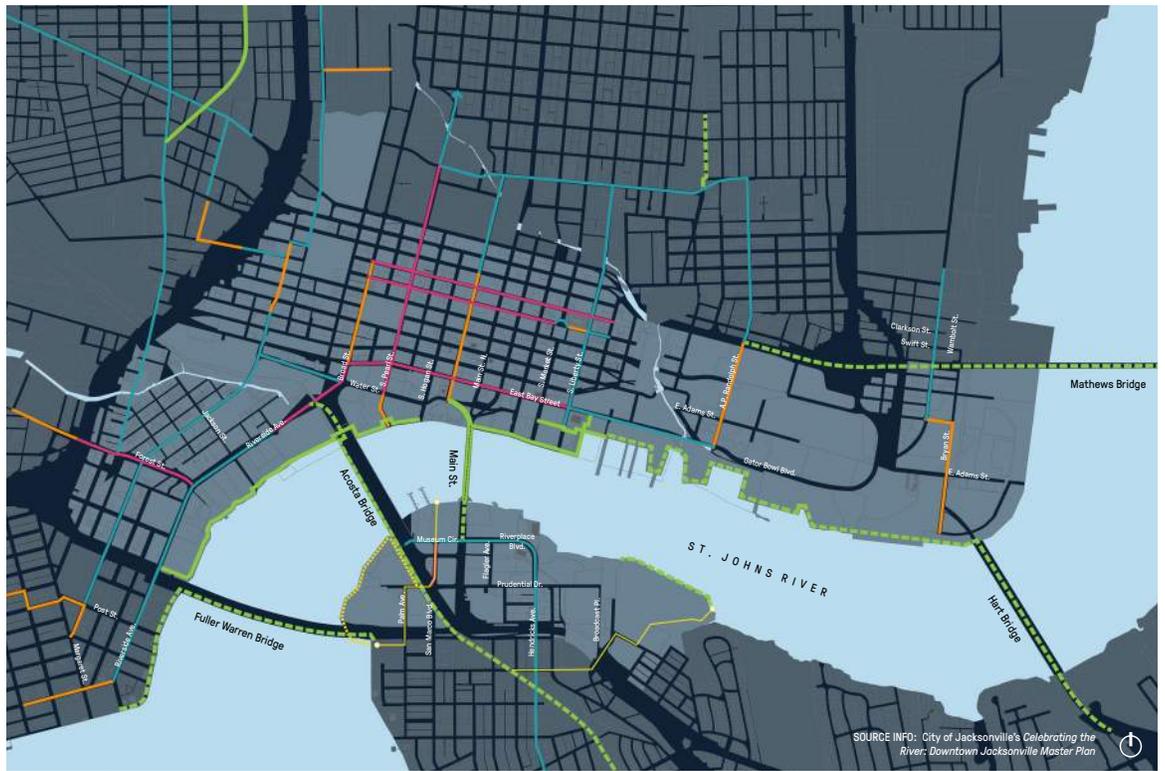
**Scope:** Riverfront Design & Financial Investment Strategy

**Size:** 8 linear miles

## BICYCLE ROUTES

The City of Jacksonville can create more clearly defined bicycle routes in its downtown by building from the Jacksonville Department of Transportation's Recommended Bicycle Network. Creating safe streets, where cyclists and vehicle drivers can share is mutually beneficial to pedestrians and those on the road. Clearly demarcating bike lanes and their types will help to increase their use.

Safe streets that are welcoming to the cyclist and connect directly to the waterfront will aid in activating the water's edge, and improve business and commerce.



## Transit and riverfront access analysis



# JACKSONVILLE RIVERFRONT

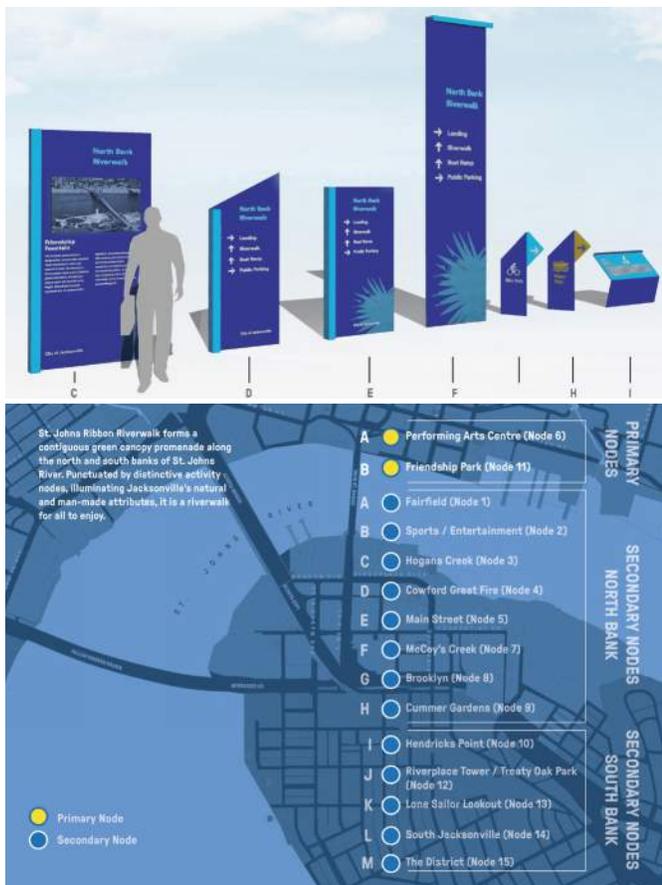
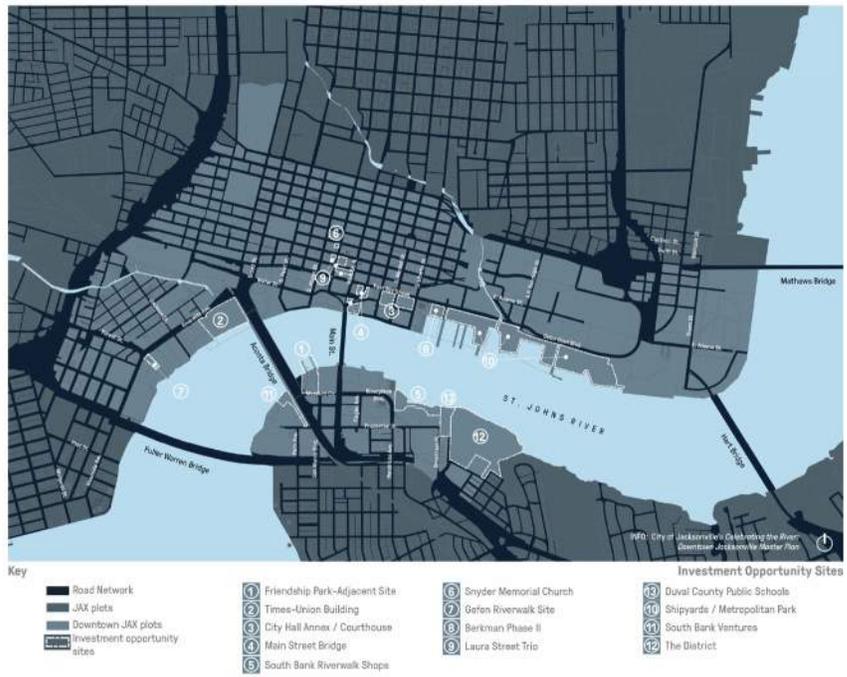
## LIST OF INVESTMENT OPPORTUNITY SITES NORTH AND SOUTH BANK

1. Friendship Park-Adjacent Site
2. Times Union Building
3. City Hall Annex / Courthouse
4. Main Street Bridge
5. South Bank Riverwalk Shops
6. Snyder Memorial Church
7. Gefen Riverwalk
8. Berkman Phase II
9. Laura Street Trio
10. Shipyards / Metropolitan Park
11. Southbank Ventures
12. The District
13. Duval County Public Schools

## NODES ALONG THE RIVER

The AIA has identified strategic sites along Jacksonville's riverfront. Each designated site is an "activity node" providing opportunities for positive change within the built environment. With strategic design guidance and investment, these nodes have the potential to be catalysts of change and can transform the use and perception of the waterfront. A greater appreciation for the waterfront as a thoroughfare and a series of destinations will also positively affect neighboring areas, especially, uptown and into Brooklyn and Riverside communities.

A total 15 are located along the Riverwalk on the North Bank and South Bank. Each of these node locations has been carefully studied. This following section will look at ways of enhancing these node destinations through the use of particular design elements, materials, landscape, furnishings, lighting, and wayfinding.



Above: maps of key areas and second nodes.



The park serves as a community amenity that is a convenient rest stop for bikers and pedestrians alike.



Milton is designed both as a recreational amenity and a stormwater detention and cleansing park.



**Client:** MRCA (Mountains Recreation and Conservation Authority)

**Size:** 1.2 acres

**Schedule:** 2008 - 2016

**Scope:**  
Landscape Architecture  
Community Outreach  
Urban Design

**Funding:** Baldwin Hills Conservancy

**Awards:**  
ASLA Southern California Chapter Merit Award, Milton Street Park, Los Angeles, CA, Design, 2016.

**Agencies & Stakeholders:**  
USACE  
LA County Flood Control District  
City of LA Bureau of Street Services  
Friends of the Ballona Wetlands  
Baldwin Hills Conservancy  
Neighborhood stakeholders

## Milton Street Park - Public Amenities

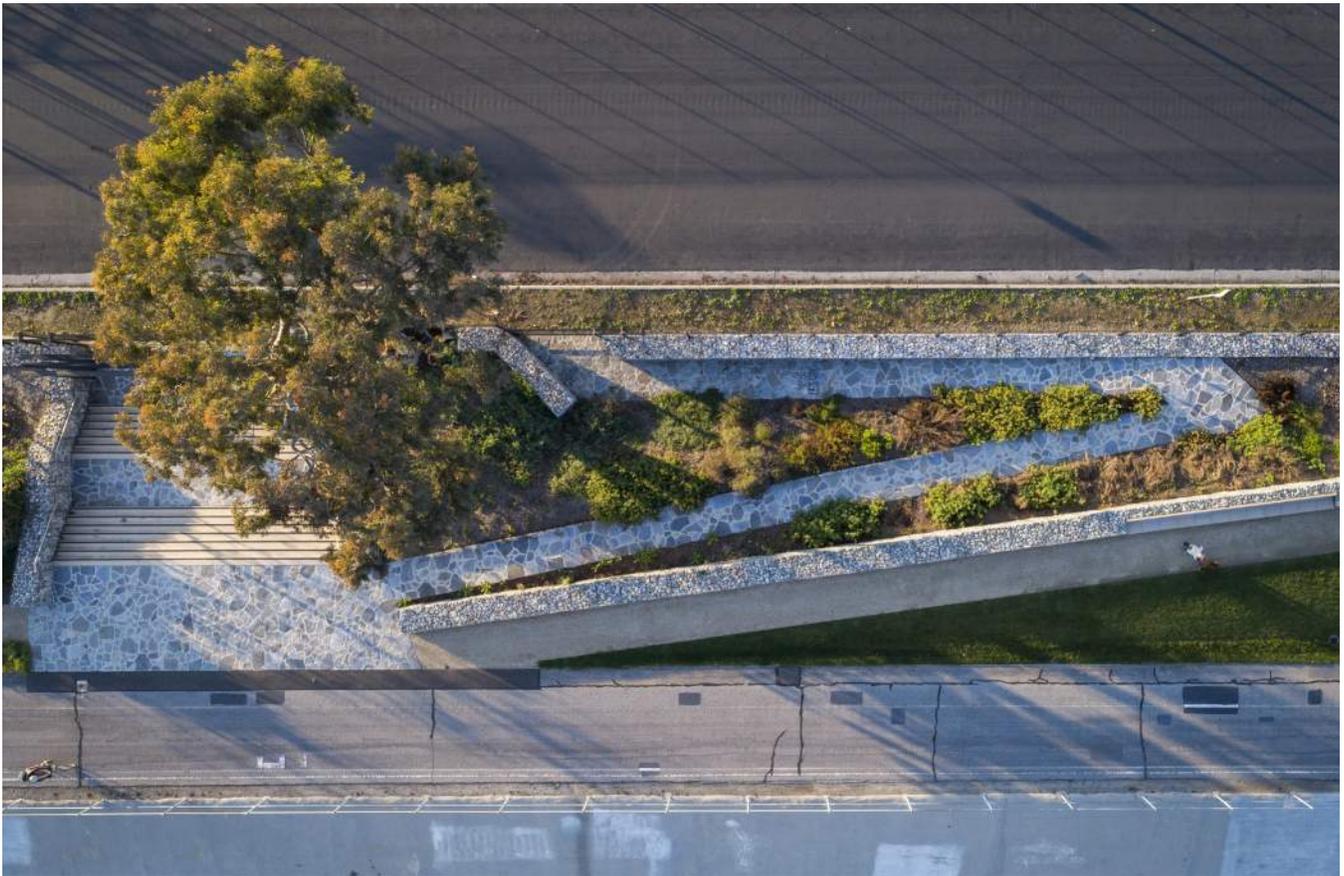
LOS ANGELES, CALIFORNIA; SWA PROJECT

SWA provided full landscape architectural design services for the Milton Street Park, a 1.2 acre linear urban park alongside the Ballona Creek Bike Trail on the westside of Los Angeles. The undeveloped parcel stretches over 1,000 feet in length (45 feet wide) and is linked on both ends by previously developed portions of the bike path. In conjunction with the Mountains Recreation and Conservation Authority (MRCA), SWA conducted three community meetings including a public charrette to ensure that the needs of the residents were acknowledged and addressed in the subsequent three design options. ***The completed park design, reached through community consensus, includes native plantings, bird watching platforms, bike trail enhancement, seating areas and shade structures, on-site stormwater capture and treatment, as well as the creation of interpretative ecological habitat for birds, insects and reptiles.***



Before Interventions, and After Interventions.

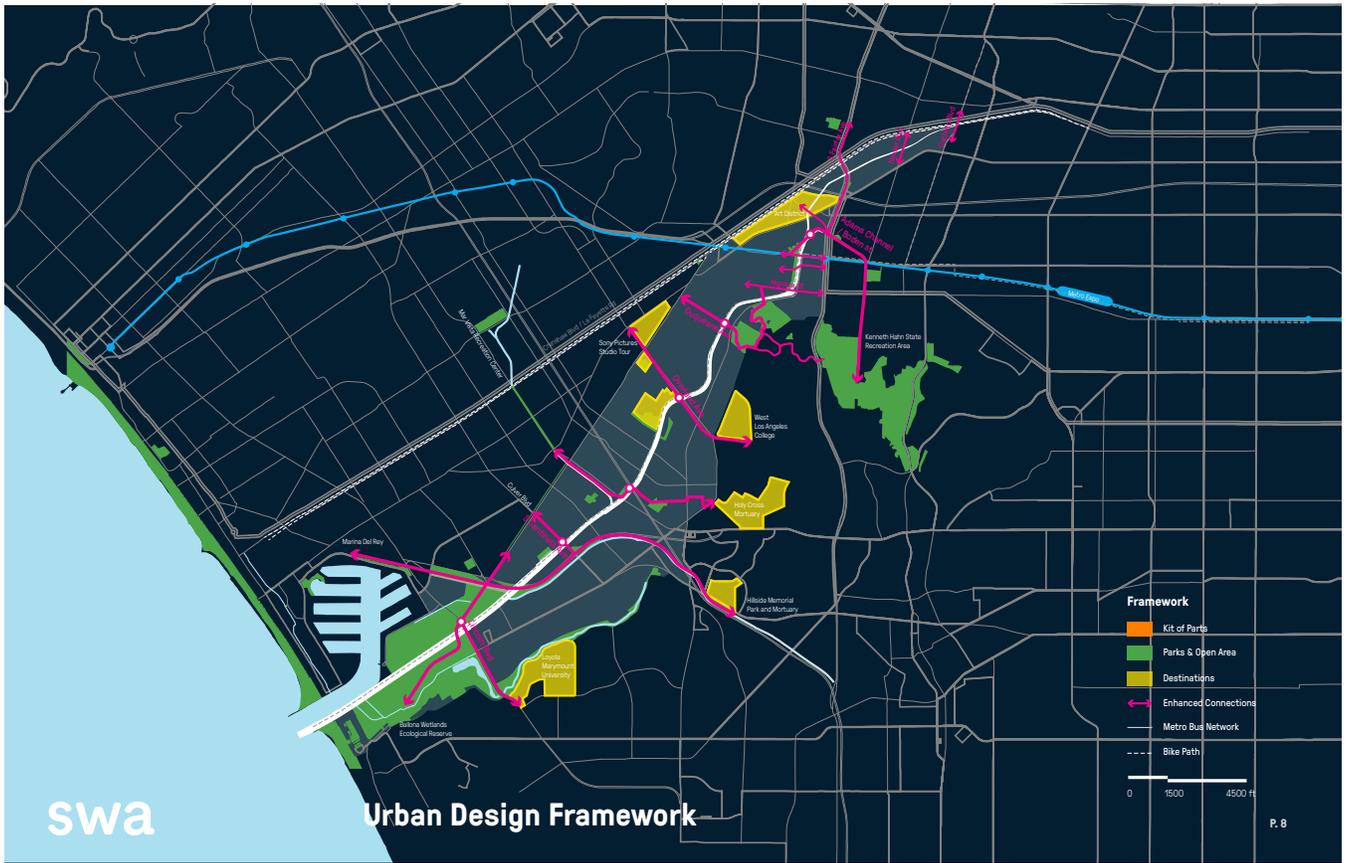




A newly installed ADA ramp and grand staircase enables recreational visitors to more easily access the Ballona Creek bike trail.



Community partners included the Baldwin Hills Conservancy, Friends of Ballona Wetlands, MRCA, and various stakeholders.



Six sites selected for closer study



Task Force Meetings with City and Community stakeholders brought a rich and local perspective to the study

# The Vision: Up & Under



The Task Force helped establish a kit of parts to help tactically guide the future of Ballona Creek.



## Ballona Creek Vision Plan & Task Force

CULVER CITY, CALIFORNIA; SWA PROJECT

The Ballona Creek Task Force is comprised of a multi-disciplinary team from the Public Offices of Culver City: Division of Economic Development, Division of Advanced Planning, Department of Public Works, and the Ballona Creek Task Force.

Ballona Creek is perhaps one of the most prized ‘hidden gems’ in the Los Angeles region, serving as a recreational pathway and connector between the westside cities. The water quality and recreational opportunities at Ballona Creek has the potential to help heal and transform the city from the perspective of flood protection, increasing biodiversity, and adding a much needed multi-modal transportation infrastructure (pedestrians, bicyclists, kayaks). SWA is proud to have partnered with the City of Culver City on this important project that requires stakeholders to come to fully agree on the terms of the project.

**Client:** City of Culver City  
**Size:** 8.8 miles in length  
**Schedule:** 09.2018 - 10.2019  
**Scope:**  
 Facilitate Task Force Meeting  
 Rendering/ Vision Generation  
 Presentation of Preliminary plan to City Council

**Funding:** Culver City annual budget  
**Agencies & Stakeholders:**  
 City of Culver City Economic Development, Public Works, Recreation & Parks  
 Bladwin Hills Conservancy  
 LACFCD  
 USACE  
 City of Los Angeles  
 Ballona Creek Renaissance  
 Friends of Ballona Wetlands  
 Culver City Chamber of Commerce  
 The Bay Foundation  
 Tree People



**GEOGRAPHIC DISTRICTS**

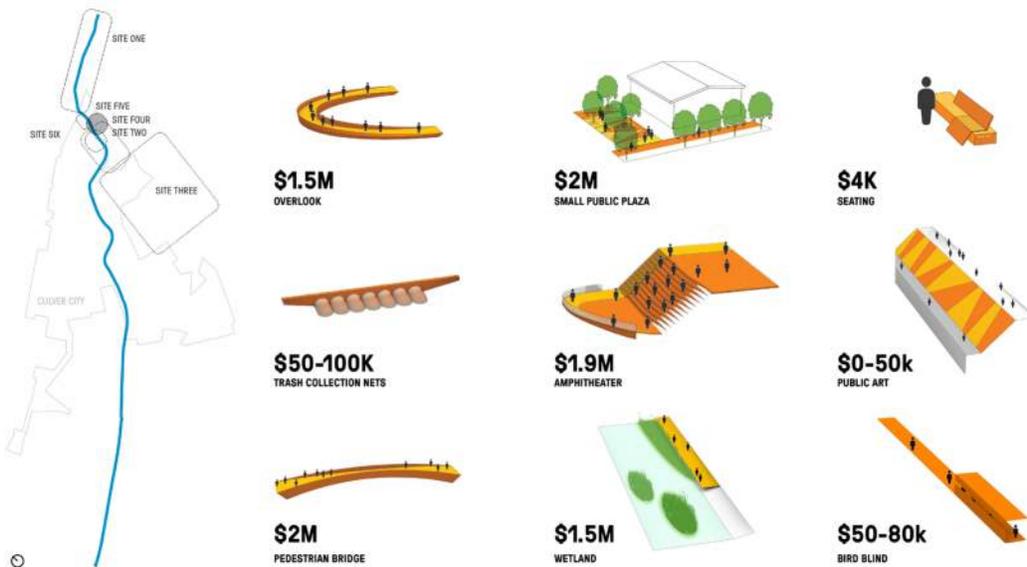


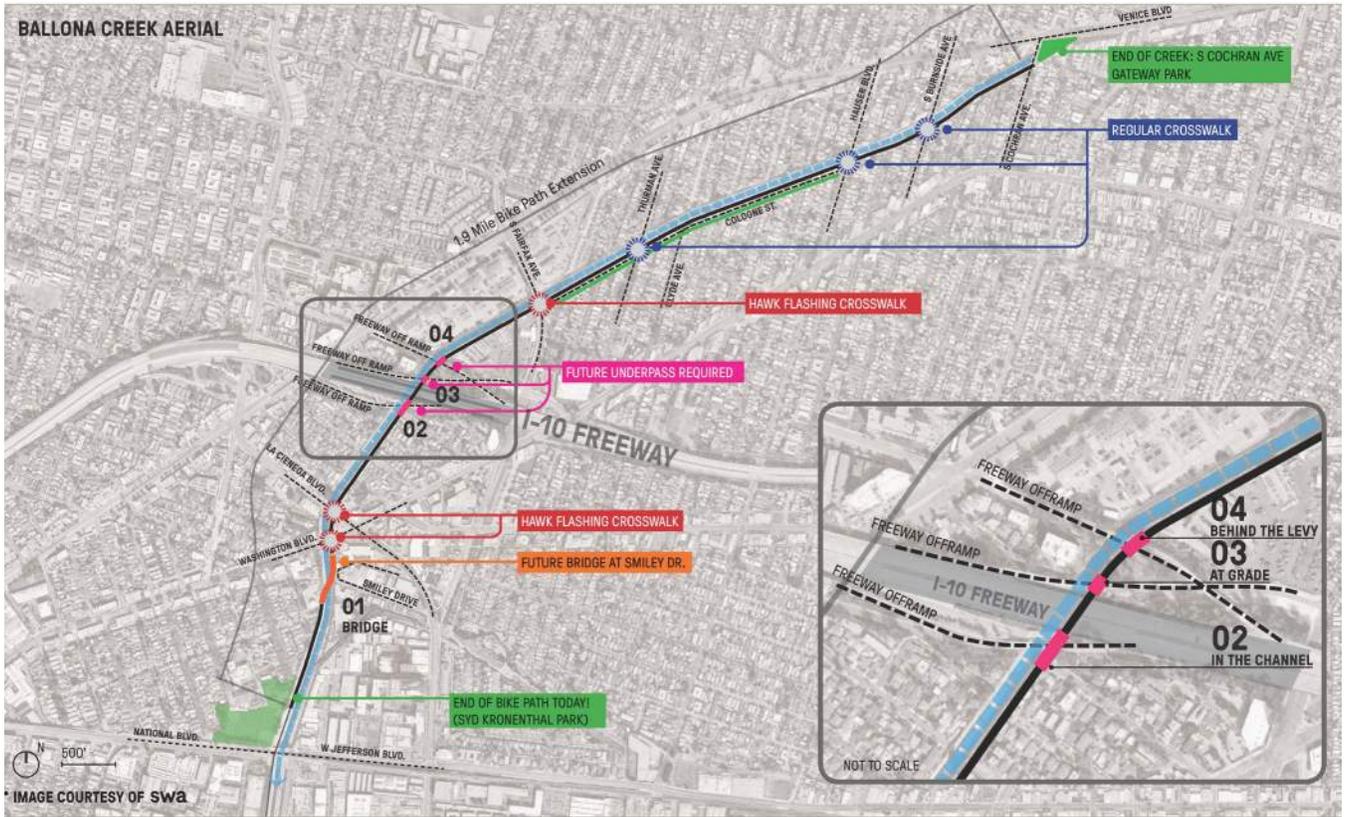
**IMPLEMENTATION**





**IMPLEMENTATION**





The Up & Under - Ballona Creek Trail







The park is cherished by many and is used by visitors throughout the day.



SWA proposed a series of strategic interventions and improvements to enhance the public realm.



Masterplan



**Client:** Los Angeles County Beaches and Harbor

**Size:** 278,900 sf

**Schedule:** 09.09.20 - 04.01.22

**Scope:**

Restoration of Waterfront

Working heavily with context-sensitive existing conditions

Strategic Improvements Analysis

Design complying with LA County Beaches and Harbors design standards.

## Burton W. Chace Park

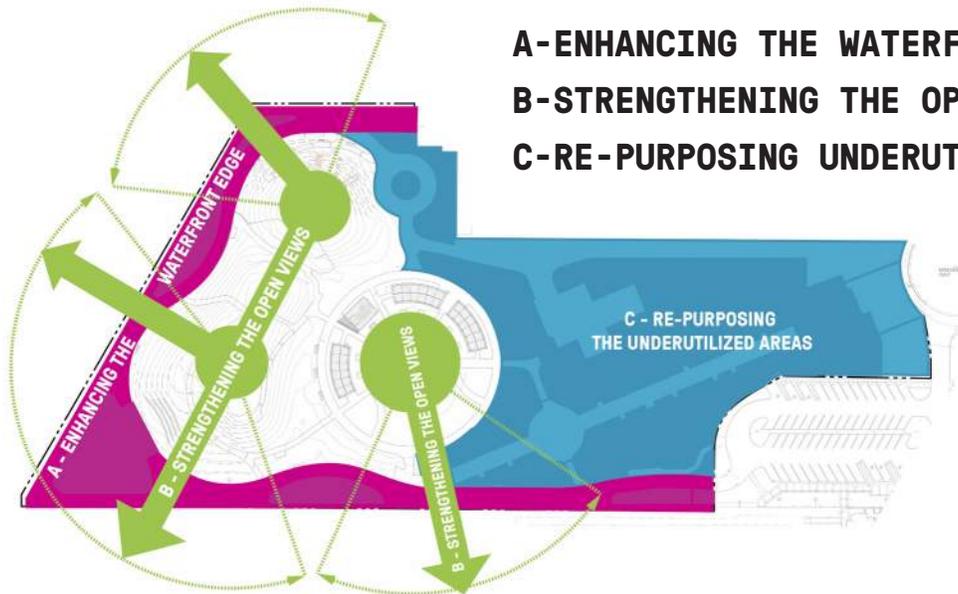
MARINA DEL REY, CALIFORNIA; SWA PROJECT

After four decades, Chace Park is in need of modernization and renovation to maintain its status as a cherished neighborhood amenity. The 10-acre parcel juts out into the main channel, offering one of the best views of the Harbor.

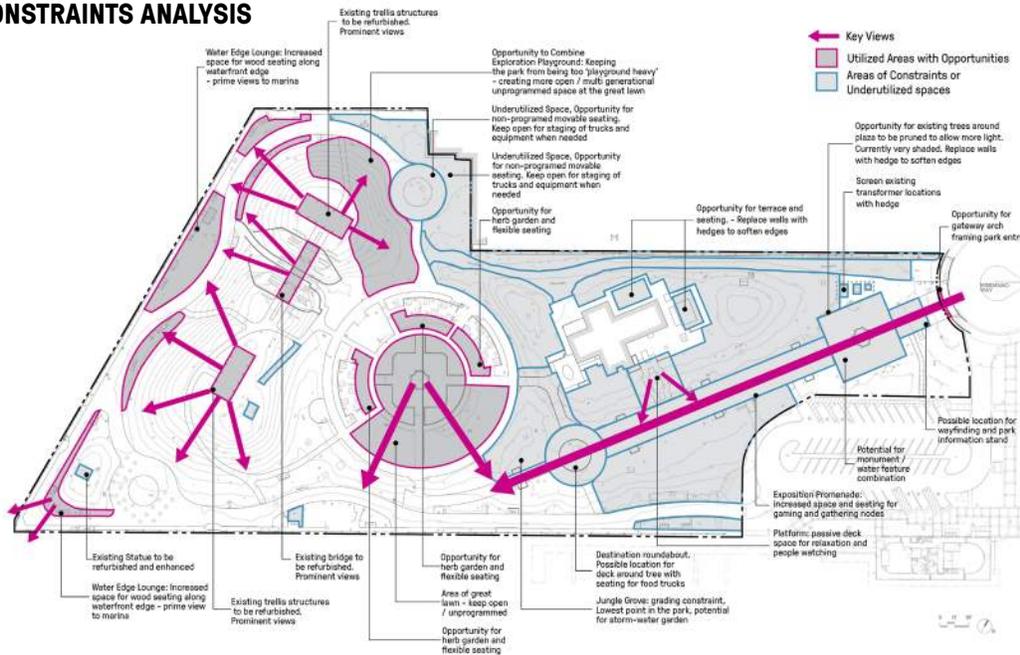
The general improvement project encompasses a new entry gateway, splash pad, picnic shelters, water edge seatwall lounge, amphitheater and large playground for the local community to enjoy. Hit the flat, new concrete unit walking path along the perimeter for a morning walk, or relax on a bench to watch the sunset.

Utilizing the natural views of the Marina, the park will also include a great lawn that will host movie nights, concerts for the local community and a site wide revitalized native planting palette embedded into the sites park space.

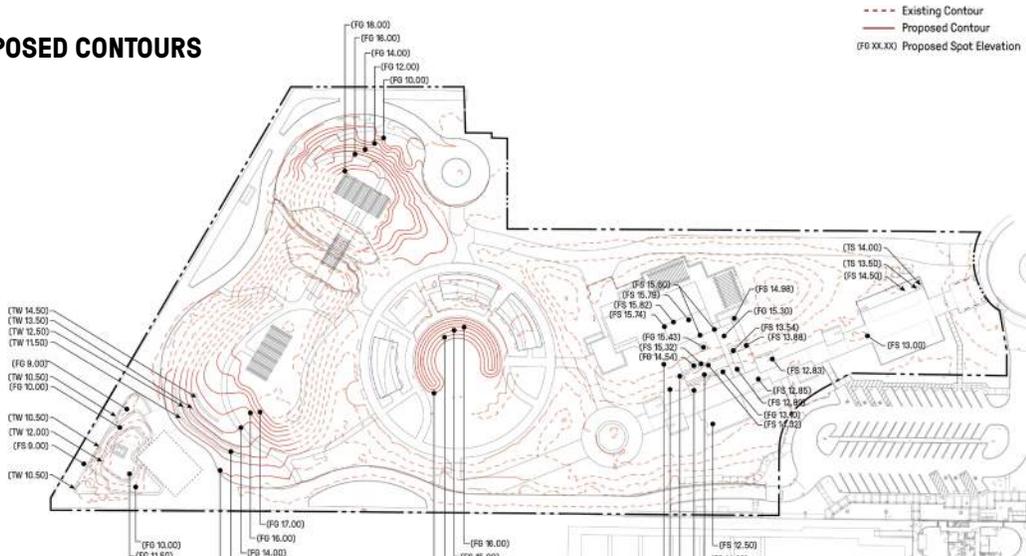
**A-ENHANCING THE WATERFRONT EDGE**  
**B-STRENGTHENING THE OPEN VIEWS**  
**C-RE-PURPOSING UNDERUTILIZED AREAS**



**OPPORTUNITIES & CONSTRAINTS ANALYSIS**



**EXISTING AND PROPOSED CONTOURS**









Visitors enjoy a series of waterfront overlooks at sunset.



Site conditions prior to intervention

**Client:** WEISS/MANFREDI

**Architect:** ARUP

**Size:** 4.45 acres

**Scope:**

Landscape Architecture

## Hunter's Point South Waterfront Park

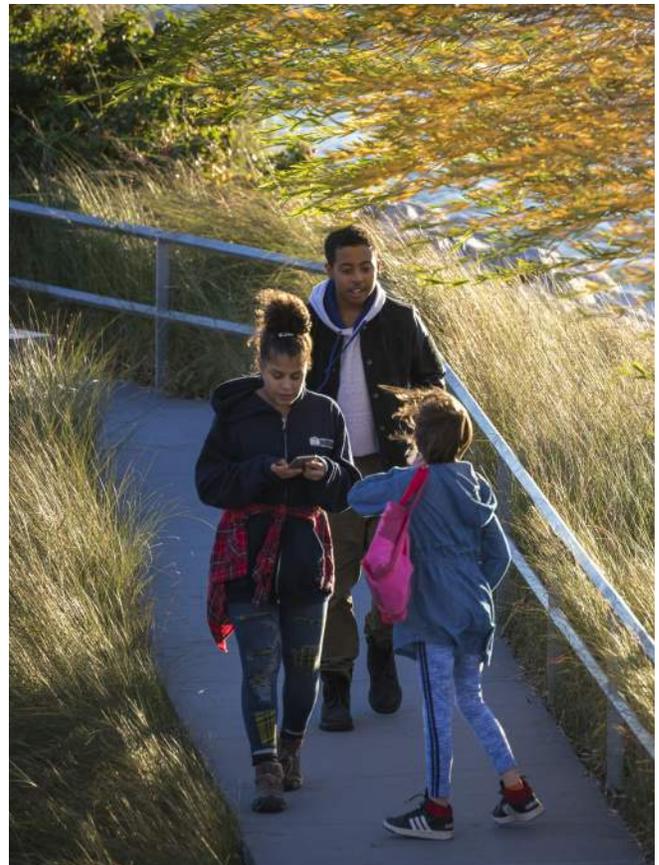
QUEENS, NEW YORK; SWA PROJECT

An international model of urban ecology and a world-class laboratory for innovative sustainable thinking, Hunter's Point South Waterfront Park transforms a barren post-industrial into a much-celebrated park. The site, a collaboration between Thomas Balsley Associates and WEISS/MANFREDI, provides access to the water's edge and spectacular views of the Manhattan skyline. Innovative and sustainable design strategies weave infrastructure, landscape, and architecture into new open spaces with connections to the surrounding communities.



The waterfront offers moments of reflection.





Visitors enjoy special events and programming, such as this Silent Disco.







The waterfront is used by visitors and guest for passive and active uses.



The use of open space along the waterfront and artist interventions create a unique sense of place.



Site conditions prior to intervention

**Client:** NYC Department of Parks and Recreation  
Riverside Park South Planning Corporation

**Size:** 26 acres

**Scope:** Master Planning and Landscape Architecture

## Riverside Park South Phases I-VI

NEW YORK, NEW YORK; SWA PROJECT

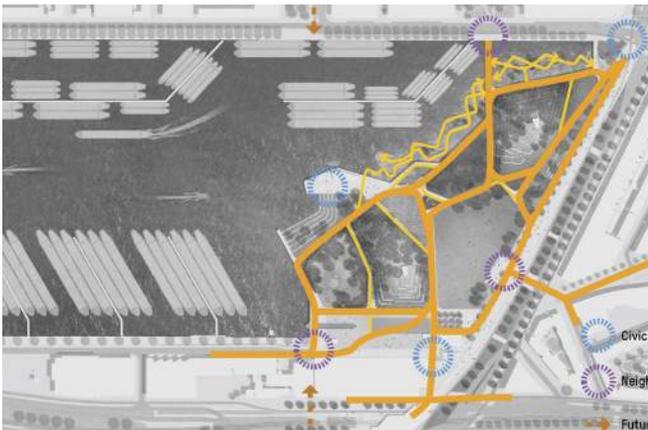
As part of an urban design collaborative with SOM for this new 65 acre redevelopment, SWA/Balsley led the design effort for the project's centerpiece: a 26-acre waterfront park on the Hudson River. The effort involved urban design, environmental considerations, and a highway relocation, and required a creative yet pragmatic approach that was responsive to intractable timetables, multiple agencies' comments, community participation, and client objectives. The park plan provides a unique opportunity for the city's westside residents to walk unobstructed through the park to the river. Esplanades, boardwalks, marsh grasses, piers, and intimate coves provide a variety of water's-edge experiences. The design draws upon the tradition of Olmsted's Riverside Park to the north, and celebrates the site's history by infusing both with a 21st-century park experience.



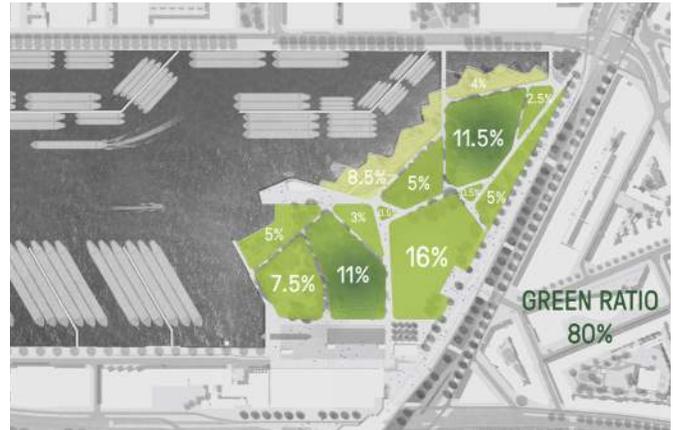
Site Plan



Programming Bubble Diagram



Pedestrian Circulation



Open Space Ratio



Existing Conditions

**Client:** Gemeente Rotterdam

**Size:** 18 acres

**Scope:** Master Planning

## Nelson Mandela Park

ROTTERDAM, NETHERLANDS; SWA PROJECT

Identified by the City as one of its “Big Five” open space projects, the conceptual master plan for Park Maashaven will create a much-needed central open space for the city’s south district: an industrial area along the waterfront that is home to a growing and increasingly diverse population. Here, the city seeks to transcend its current paradigm of landscape art and environmental performance to also embrace the multi-cultural milieu. An active community engagement process will inform the design of the new park, resulting in a place that is attractive and responsive to its heterogeneous stakeholders and that will provide a catalyst for future development in this urban district.

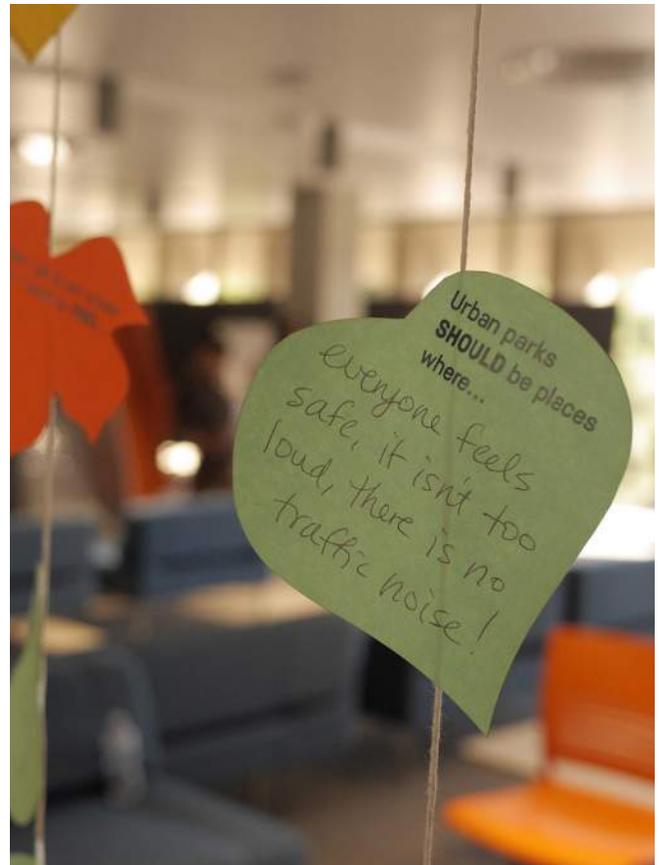
Inspired by the natural hydrology and tidal vegetation systems of the river, Nelson Mandela Park celebrates the maritime heritage of Rotterdam, while harnessing the coast for the benefit of the future. The community and ecology driven approach give the park a unique identity within Rotterdam’s park system and waterfront.



The Central Park will serve as a community gathering place.



Residents of all ages participated in the outreach sessions.



Activities encouraged stakeholders to share their values.



Selected concept for Central Park - green spaces are distributed throughout the park.

**Creating a memorable ‘18 hour city’ through community-driven public realm design in the heart of the commercial core of downtown Glendale.**

**Central Park & Paseo**  
**GLENDALE, CALIFORNIA; SWA PROJECT**

**Client:** City of Glendale  
**Size:** 9 ac  
**Schedule:** 2017 - Ongoing

**Funding:** Allocation of DIF (development impact fees) for design phase; construction phase pending.

**Scope:**  
 Landscape Architecture  
 Master Planning  
 Community Outreach  
 Urban Planning  
 Urban Design

**Agencies & Stakeholders:**  
 City of Glendale Economic Development  
 City of Glendale Public Works  
 Glendale Design Review Board  
 City Council Presentations  
 Armenian American Museum stakeholders & architectural design team

The long-awaited Armenian American Museum prompted the City of Glendale to reconfigure its Central Park, one of the few public green spaces in its burgeoning downtown. SWA’s master plan compensates for the loss of usable area by transforming an existing parking lot behind the Central Library into green space. SWA also led community outreach sessions and city council presentations to allow the public to participate in the design process.

The master plan envisions connecting to an existing paseo that originates at Brand Boulevard into the park, as well as the addition of a second north-south paseo leading to Colorado Street. The removal of an outmoded utility shed creates additional space for programming. In total, the redesigned park would expand its usable square footage from the existing 76,000 square feet to more than 92,000. A flexible central open space allows Glendale to offer diverse seasonal programming to enhance park activity.



## City of Long Beach Coastal Engineering On-Call

LONG BEACH, CALIFORNIA; ANCHOR QEA

Anchor QEA provides the City of Long Beach with coastal planning, coastal hazards analysis, California Environmental Quality Act (CEQA) planning, permitting and agency coordination, sediment sampling and analysis, water quality sampling and analysis, engineering design, and construction management services through a multi-year, on-call coastal engineering services contract agreements. Project examples include: Restoration of and water quality improvements to Colorado Lagoon, an 18-acre saltwater tidal lagoon, including landscaping, trails, utility relocations, and pedestrian and vehicular bridges, and a new open channel to the adjacent Long Beach Marine Stadium to facilitate tidal exchange

**Project Status:** 2002 – Ongoing

**Client:** City of Long Beach

**Project Team:** Fred Massabki and Randy Mason

Eric Lopez  
Public Works Director  
Phone: 562-570-5690 | Email: eric.lopez@longbeach.gov

## Glorietta Bay Boat Launch

CORONADO, CALIFORNIA ANCHOR QEA

Anchor QEA prepared construction documents to redevelop an existing two-lane launch ramp and boarding float that were beyond their useful lives. Project elements included retrofit of the existing gangway abutment ramp, extra-wide gangway for carry-down vessels, low-freeboard dock with accessible kayak launch, non-motorized vessel launch beach, boat wash down water capture and treatment, storm drain outfall, new area lighting, and parking lot grading and resurfacing. Anchor QEA also provided design and construction support services for the concurrent complete replacement of Dock C marina facilities.

**Project Status:** 2015-2018

**Client:** City of Coronado

**Project Team:** Fred Massabki and Randy Mason

Jacqueline Lu  
Principal Architect, City of Coronado  
Phone: 619-522-7314  
Email: jlu@coronado.ca.us



## Anacapa Island Lighthouse Condition Assessment

CHANNEL ISLANDS, CALIFORNIA; ARG PROJECT

The Anacapa Lighthouse was completed in 1932, and consists of a 39-foot tall cylindrical tower, constructed of reinforced concrete, and topped by a lantern with perimeter catwalk. ARG visited the site and conducted a survey of the interior and exterior. During the survey, observable deterioration, material distress and damage conditions were noted on elevation drawings and documented through field sketches and digital photographs. ARG provided a report summarizing the results of the visual conditions assessments. The report provides guidance on future repairs of the lighthouse.

**Client:** National Park Service

**Scope:** Site Assessment



## Fort Mason and Fort Barry

SAN FRANCISCO & SAUSALITO, CALIFORNIA; ARG

Fort Mason served as an Army post for more than 100 years, initially as a coastal defense site and subsequently as a military port facility. During World War II, it was the principal port for the Pacific campaign. Today it is part of the Golden Gate National Recreation Area and several cultural facilities.

ARG completed a conditions assessment survey of twenty-three historic structures at Upper Fort Mason, in San Francisco and two historic structures at Fort Barry in Sausalito. All properties served as housing to National Park Service employees and to the general public. The purpose of the study was to identify those deferred maintenance items which require immediate attention, and to document those materials which hold historic integrity and should be repaired in place or replaced in kind. The project goal was to identify those major issues which were reoccurring and affected the long-term health of the buildings.

**Client:** Gaetani Real Estate Inc.

**Scope:** Site Assessment





## Venice Dual Force Main Sewer

### LOS ANGELES, CALIFORNIA; MURAKAWA

The Venice Dual Force Main Sewer Project (VDFM) is a new 54-inch parallel sewer force main that connects the Venice Pumping Plant in Venice to the Hyperion Water Reclamation Plant in Playa del Rey. Murakawa Communications worked with the consultant team to inform stakeholders about the project and solicit input and support during the permitting process. The team also worked to inform stakeholders about the project and mitigate/address concerns during construction. Tactics included: social media including Nextdoor, Facebook; project website; neighborhood information kiosk all along the alignment; public meetings and workshops; and a construction information hotline

**Client:** LA Sanitation & Environment  
 Tonya Durrell, Public Information Director  
 LA Sanitation & Environment  
 (213) 485-5303

**Project Team:** Danielle Sevilla, Trisha Murakawa, Joshua Melendez

**Scope:** Strategic Communications, Outreach



## Metro Regional Connector

### 1ST/CENTRAL STATION IMPROVEMENT PROJECT

### LOS ANGELES, CALIFORNIA; MURAKAWA

Murakawa Communications is the task leader responsible for public engagement and outreach for this active transportation planning project. Objectives were to: inform stakeholders about the project; solicit input on first-last mile solution recommendations; and identify any issues and concerns and develop potential recommendations for client during construction/implementation phase. The Target Audiences included: Council office; Community Council; Neighborhood Council; Businesses and residents; and Non-governmental organizations including faith-based institutions. Tactics included: collateral development and distribution; one-on-one briefings with key stakeholders; public meetings and workshops.

**Client:** Los Angeles County Metropolitan Transportation Authority

**Project Team:** Danielle Sevilla, Trisha Murakawa

**Scope:** Strategic Communications, Outreach



## LA Convention Center

LOS ANGELES, CALIFORNIA; CUMMING

This project as designed comprises the construction of a contiguous convention center in Los Angeles, California. The project includes the demolition of the South façade of the West Hall along with the North West corner of the South Hall to make way for roughly 900,000 GSF of new exhibit hall, meeting rooms, circulation, and support program functions. The new construction will span Pico Boulevard and connect the South and West Halls together on various levels. The project also includes a new central plant at Level 230 which will connect into the existing systems. Cumming was retained in May 2019 to perform cost and schedule management. Our internal budgets and schedules were on par with bids and Cumming has worked closely with the owner and JV team to facilitate value engineering and risk management through the current design milestone.

**Client:** : LA Department of Convention and Tourism  
Thomas Fields, COO  
Telephone:213-765-4245  
Email: tom.fields@lacity.org

**Dates:** 2019-Ongoing

**Scope:** Cost Estimation, Project with Existing Conditions

## LA County Parks and Recreation On-Call Contract

LOS ANGELES, CALIFORNIA; CUMMING

The project consists of park development of approx. 234,000 SF linear park at the 92nd Street. The scope includes concrete paving, turf, gates fencing, shade structure, perimeter planting, irrigation, basketball court, exercise area and site accessories. Date of Service: (Preliminary Estimate) October – November 2017| Project Value: \$4 Million

**Client:** LA County Parks and Recreation  
Todd Schmit, Section Head Supervising Landscape Architect  
Telephone:626-588-5346  
Email: tschmit@parks.lacounty.gov

**Dates:** 2017-2020

**Scope:** Cost Estimation



Community Workshops Facilitated by SWA for the City of Oxnard Green Alleys Plan.

## D.6 SWA Client References - SWA

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### **Santa Monica N Beach Trail, CA.**

Brian Ochoa, CIP Project Manager  
brian.ochoa@smgov.net | (310) 486-9632  
Judith Meister, Beach Administrator  
judith.meister@smgov.net | (310) 458-8310  
Public Works Department | Architecture Services Division  
1685 Main Street, Mail Stop 15  
Santa Monica, CA 90401

### **Burton Chace Park, Marina del Rey, CA.**

Stephen Zurek, Landscape Architect & Division Head  
SZurek@dpw.lacounty.gov | (626) 238-3393  
Los Angeles County Public Works  
900 S Fremont Ave  
Alhambra, CA 91803

### **Milton Street Park, Los Angeles, CA.**

Brian Baldauf, Chief of Watershed Planning  
brian.baldauf@mrca.ca.gov | (323) 221-9933  
Mountains Recreation and Conservation Authority  
Los Angeles River Center & Gardens  
570 W. Avenue 26, Suite 100  
Los Angeles, CA 90065

### **Ballona Creek Visioning, Culver City, CA.**

Elaine Gerety-Warner, Economic Development Project  
Manager  
Elaine.Warner@culvercity.org | (310) 253-5777  
City of Culver City  
9770 Culver Blvd  
Culver City, CA 90232

### **City of Glendale Central Park Paseo - (Part of Glendale DPW On-Call)**

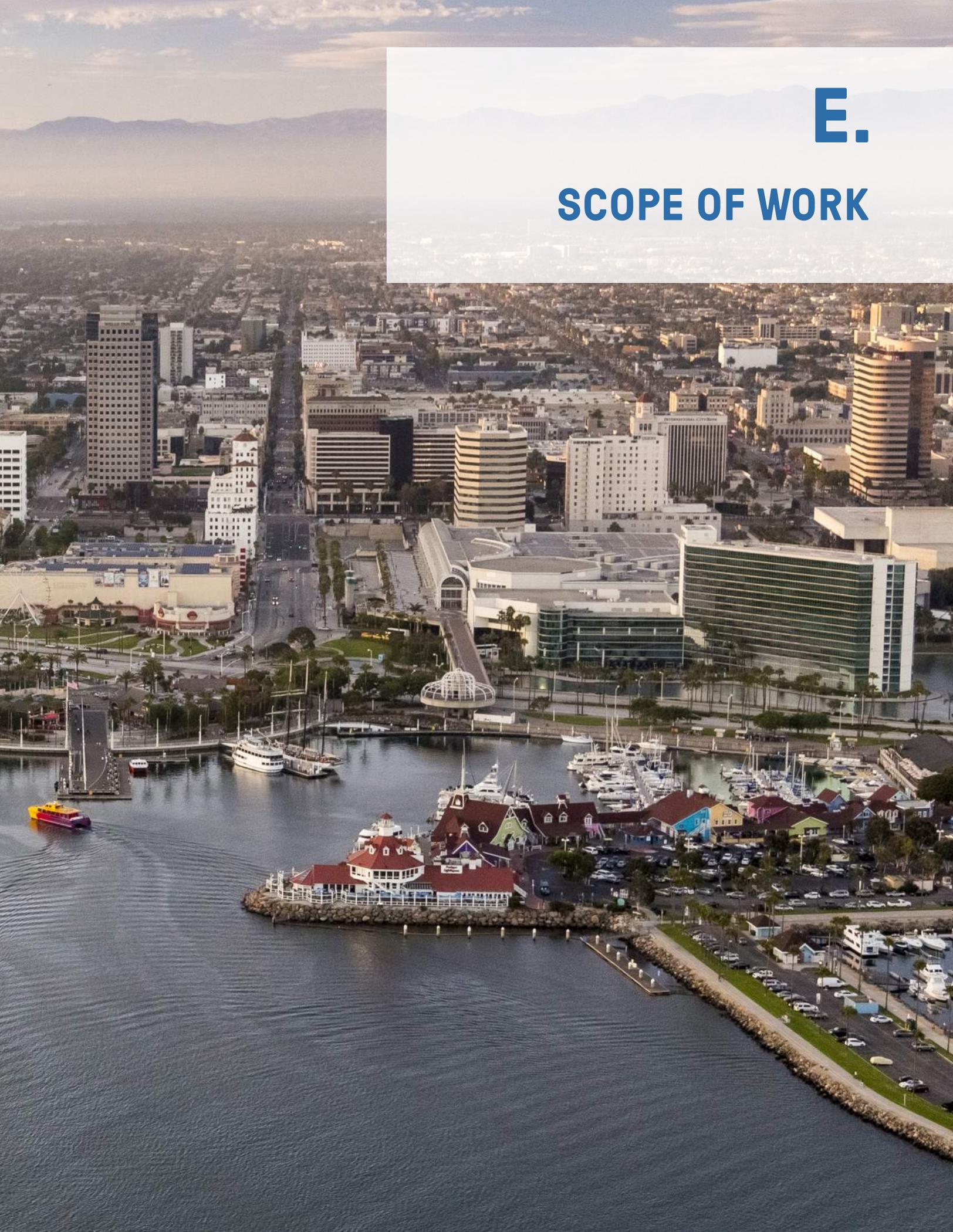
Mark Berry, Principal Development Officer  
MBerry@GlendaleCa.gov | (818) 548-2005  
City of Glendale  
Community Development Department  
633 E Broadway #201  
Glendale, CA 91206

### **Jacksonville Riverfront Master Plan**

Cary Hirschstein, Partner  
cary@hraadvisors.com | 212-977-2704  
HR&A New York  
99 Hudson St  
New York, NY 10013



Long Beach Shoreline, Long Beach, California; SWA Project

An aerial photograph of a city waterfront. In the foreground, a marina is filled with numerous sailboats and yachts. A prominent building with a red roof and white trim sits on a small island in the water. To the right, a long pier extends into the water, lined with parked cars. In the background, a dense urban landscape features various high-rise buildings, including a distinctive cylindrical tower. The sky is clear with a soft, golden light, suggesting late afternoon or early morning. The overall scene depicts a vibrant, developed waterfront area.

**E.**

# SCOPE OF WORK

## E.1 SCOPE OF WORK

### PROJECT PLAN

SWA will work closely with the City of Redondo Beach, the Working Committee, and stakeholders to produce a final plan that fulfills the community’s shared interests and goals. The first and most important step is to listen; listen to the community, agencies and stakeholder’s goals for an improved design that promotes connectivity, upgrades and revitalization of the waterfront public amenities, while transforming this area into a vibrant community and regional amenity.

The proposed leadership team for this proposal, Gerdo Aquino (Co-CEO) and Ying-yu Hung (Managing Principal) have accomplished a variety of tasks related to public amenities, waterfronts, public parks, recreation and open space in context-sensitive environments, including: visioning, community outreach, design, construction administration, and coordination. SWA will conduct an existing conditions analysis (Task A); participate in working committee meetings (Task B); facilitate community outreach (Task C); prepare a draft plan and implementation strategy(Task D, Task E); and present to the City Council and Harbor Commission (Task F). We acknowledge the 9-month timeline for the delivery of this project, which includes the first 6 months of plan preparation last 3 months for public agency review.

SWA proposes a final submission of the King Harbor Public Amenities Plan, after the completion of the 3-month public hearings process that addresses comments which may have arose from the commission and council members.



Kayaking is one of the many popular amenities offered at Redondo Beach King Harbor.

## TASK A: EXISTING CONDITIONS ANALYSIS

Task Goals: Project Kick-off, Existing Conditions Analysis

### Task A.1 Project Kick-Off

SWA will gather the information necessary to perform the services outlined in this proposal, and establish project goals with the City of Redondo Beach. SWA will attend a project kick-off meeting (virtual if necessary) to establish lines of communication, goals, define expectations and finalize the proposed schedule.

### Task A.2 Existing Conditions Analysis

SWA and team will document and describe existing conditions of the site in order to provide an understanding of the project context and changing conditions or characteristics that may represent unique segments, significant features of influence, or other factors. As part of this task SWA will provide a:

- Visual Inspection on existing site conditions of the waterfront
- Review planning documents, technical studies, and relevant materials including the General Plan, the Harbor/Civic Center Specific Plan, and the Local Coastal Plan. - *SWA also understands the City is in the process of updating their General Plan.*
- Review materials for existing documents for projects in progress including the Seaside Lagoon, Public Boat Launch, and Moonstone Park.
- Summary of Key Issues and Findings

#### Data request to City of Redondo Beach:

- Site survey
- Utility Information
- Prior master plan and planning documents
- Pertinent mobility plans
- Waterfront tenants / leases

#### Deliverables

- Memorandum of Existing Conditions
- Revised Community Participation Plan

#### Meetings

- Kick-Off Meeting - One (1)
- City Meeting - One (1)

## TASK B: WORKING COMMITTEE COLLABORATION

Task Goals: Consult with Working Committee

We understand this project is very complex with diverse viewpoints from invested stakeholders, private owners, city officials, and community members. The City will establish a working committee with City Staff, Harbor Commission, boating community, and leaseholders with the goal of providing a mix of established voices to guide the planning process. The SWA team, will engage with the Working Committee early-on to establish the groundwork for the King Harbor Public Amenities Plan. It will also be vital for SWA to meet with the Working Committee prior to facilitating the public outreach process, to ensure we've received a comprehensive overview of the key challenges, opportunities and goals of the project.

### Task B.1 Working Committee Charrette

Upon completion of the Existing Conditions Analysis and review and all relevant materials, SWA will facilitate and lead a planning charrette with the Working Committee. The charrette will begin with listening to project background, issues and challenges from the committee members. Including key considerations and issues from their distinct perspectives

Based on the information and details received from the Working Committee, SWA will refine a site plan analysis that identifies key opportunities and considerations along the waterfront and document them in graphic form.

### Task B.2 Working Committee Meetings

As part of this task, SWA will meet periodically with the Working Committee to receive comments, feedback and input and the plan progress.

#### Deliverables

- Working Committee Presentations
- Site Plan Analysis
- Meeting Notes

#### Meetings

- Working Committee Charrette - One (1)
- Working Committee Meetings/Updates - Four (4)

## TASK C: COMMUNITY PARTICIPATION PLAN

SWA has proven outreach methods to gain community feedback from community groups, organizations, and individuals. SWA will actively participate in community meetings in order to obtain local input that will inform the development of the King Harbor Public Amenities Plan. Throughout this task, SWA will be sure to coordinate with City staff prior to each meeting to determine roles and approach, as well as follow up to determine objectives and next steps.

**The SWA team believes that designers should guide collaboration rather than impose solutions. We replace the traditional notion of authorship: “I created this object,” with a new one: “We nurtured this process.”**

We believe that we can nurture a process that creates an authentic waterfront experience founded in the unique and extraordinary qualities of King Harbor.

We feel strongly that the City of Redondo is founded on the belief that everyone’s voice should be heard. A collaborative process will include interpreting the outreach efforts conducted during previous planning efforts, and providing a variety of engagement touch points throughout the life of the project with the goal of targeting a range of multi-generational and interest groups.

We anticipate that by late summer/early fall in-person public outreach would be more attainable. Nevertheless, it is still essential our outreach approach continue to include a

social media presence and online surveys, that our proposed community outreach events and public hearings can be easily translated into other online virtual meetings.

After the project Kick-off with the City of Redondo, and reviewing the strategy and outreach goals with the City, SWA will finalize re-submit the following proposed Community Participation Plan:

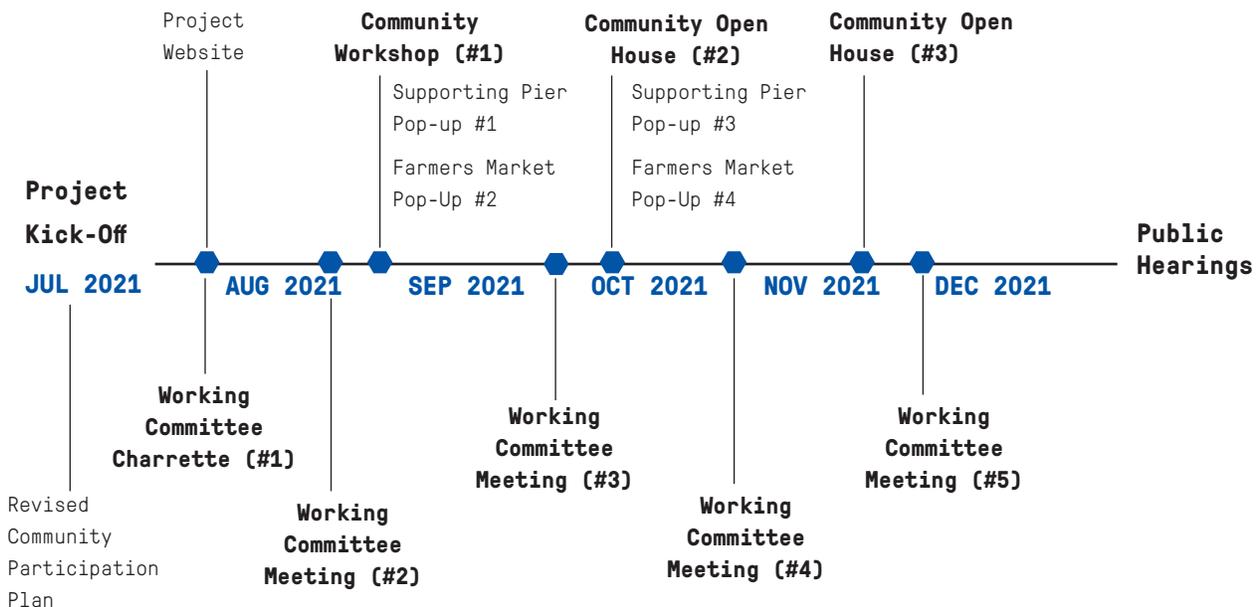
### Task C.1: Website and Social Media

Murakawa Communications will design and produce an interactive project website to be implemented for the community participation program. Throughout the project, Murakawa will also design and develop social media posts to promote public workshops and announcements to be posted on the project website, or City platforms. The website will be used to include project updates, concept progress, meeting dates and schedule. The City of Redondo Beach will provide all necessary contact email list, to promote events to the community, or assign someone at the City to distribute outreach promotional materials.

### Task C.2: Project Videos

In today’s social media age, effective online communication needs to be engaging. In support of this, Murakawa Communications will also produce videos to promote the project and its progress, to be posted on the project website and City social media channels.

The Community Participation Plan Timeline



### Task C.3: Community Workshop (#1)

The purpose of the first community meeting is to introduce the project to the community and the goals. If at the time we are ready to engage in Public Outreach, it is deemed safe and reasonable to hold in-person city-sponsored events, SWA can facilitate an in-person meeting to collect community input on preliminary ideas that came from the Working Committee session (Community Meeting #1). SWA will provide a presentation, pin-up boards, and posters which reflect preliminary engagement questions. The workshop could also include focused breakout sessions or conversations,

If required, this Community Workshop could be easily tailored to be online. With a combination of an online survey and Zoom meeting, SWA can present the project to the community, and solicit feedback. We propose utilizing the program Mentimeter <https://www.mentimeter.com/> to prepare and collect community input. Mentimeter can be used for real-time input gathering during our Zoom meeting, and can also be a shareable link to send to community members who may not be able to attend. SWA will prepare a survey with a variety of questions, polls, and word clouds to electronically gather community input.

**Quantity:** One (1)

**Interaction Type:** In-Person or Synchronous

**Anticipated Participants:** 20-45

**Duration:** 1.5 hours

### Task C.4: Community Open House (#2, #3)

After SWA has met with the community and has had an opportunity to begin developing a preliminary plan, SWA will host a series of open houses to inform the community on the plan progress and updates. The meetings will be held in an open house format, where participants may come and go as they please. There will be various stations staffed by consultant team members to collect input and answer any questions the community may have on the plan progress. City officials will also be present and available to answer questions. These open houses could also be adapted to an online or socially distant format if required.

**Quantity:** Two (2)

**Interaction Type:** In-Person or Asynchronous

**Anticipated Participants:** 50+

**Duration:** 2-3 hours

### Task C.5: Outdoor Pop-Ups

An effective community outreach plan will meet people where they are. In addition to the Community Workshop and Community Open House events, SWA proposes a series of pop-up events throughout the plan process to further promote the project and continue to gather community feedback. The purpose of the pop-ups is to provide a hassle-free way to engage for those who would not typically make it out to a community meeting. The events will include printed materials, visuals, a means to collect input either in person or on a tablet/computer. People will also be directed to the website to sign-up for project updates, and to take an online poll.

**Pier Pop-Ups:** The pier pop-ups would occur on a Saturday or Sunday, when the pier is most active with visitors and guests. The goal for hosting this pop-up on the weekend is to hear from a diverse group of voices, similar to those who are typical users of the space.

**Farmers Market Pop-Ups:** A weekday pop-up will also help balance the diverse range of input we intend to receive, and will occur at the local Thursday Farmers Market at Veterans Park. We anticipate those who attend farmers market may be more local to Redondo Beach or nearby residents.

**Quantity:** Four (4): Two (2) Pier, and Two (2) Farmers Market

**Interaction Type:** In-Person

**Anticipated Participants:** 50+

**Length:** 2-3 hours

#### Deliverables

- Finalized Community Participation Plan
- Outreach Materials (Printed and Graphic)
- Project Website and Videos
- Online Survey Materials
- Presentations
- Summary of Input Received

#### Meetings

- Community Workshop: One (1)
- Community Open Houses: Two (2)
- Outdoor Pop-Ups: Four (4)
- City Preparation Meetings: Four (4)

## TASK D: DRAFT WATERFRONT PUBLIC AMENITIES PLAN

SWA, Anchor QEA and ARG will work collaboratively along with the City to develop a comprehensive Draft Waterfront Public Amenities Plan. The plan will serve as a framework to improve the existing public waterfront amenities between Portofino Way to the north and Quality Seafood to the south. This framework plan will include an overall site plan, drawings, and diagrams that are summarized in overall plan report addressing what amenities should be rebuilt, renovated or newly added; where the amenities should be located; and what recreational, operational, and other functional elements should be included in the design.

The first step will be to confirm a plan outline with the City, to verify the consultant team is working towards all plan elements. The second step will be to begin drafting the plan based on the input collected from the various interactions with the Working Committee and the public. SWA proposes the plan process begin after the first Community Workshop, with the goal of having continued public input throughout the plan progress.

### Task D.1 Draft Waterfront Public Amenities Plan

The framework plan will identify specific enhancements to the Waterfront and otherwise specifically incorporate the following elements into the overall site plan:

- A plan to enhance the waterfront promenade that connects Mole C to the Horseshoe Pier and specifically identifies ways to improve the overall pedestrian experience along the International Boardwalk and reduce flooding that occurs along the boardwalk during high tides, including, any structural upgrades, additional facilities, aesthetic improvements and possible reconfiguration of Basin 3 boat slip layout;
- The location and design of the public boat launch facility and required support parking;
- A plan for the future use, design, and lay-out of Seaside Lagoon, including its use as a public event space;
- The location and programmatic elements of a replacement Sportfishing Pier, if any;
- The location and design of a dinghy dock to serve the harbor mooring field;
- Upgrades to the City's existing personal watercraft hand

- launching facility, including the consideration of a zero-depth launch option;
- Consideration of additional amenities, educational features, visitor attractions and public art.
- Consideration of large public events that may take place within the plan footprint, such as music concerts, 5k runs, sport tournaments and other similar events.

### Task D.2 Moonstone Park and Mole B

SWA will also work with the City to prioritize and expedite the planning effort for the Moonstone Park and Mole B. The goal is to consider how these projects advance the overall improvements of the waterfront amenities at a holistic level. The outcome will be updated detailed concept design drawings. The purpose of this task is to develop an overall design concept for the sites and to document in written and graphic form the layout and character of the project.

#### Deliverables

- Draft Plan Outline/Key Elements
- 50% Draft King Harbor Amenities Plan
- 100% Draft King Harbor Amenities Plan
- Detailed Concept Design for Moonstone Park and Mole B

#### Meetings

- City Meetings –Bi-Weekly Meetings
- Draft Plan Milestone Presentations – Two (2)

## TASK E: IMPLEMENTATION STRATEGY

Our team's strong philosophical commitment to planning, designing, and implementing quality projects offers several advantages. As experienced planners, architects, engineers and landscape architects, we offer the ability to understand the breadth of the entire project and the elements essential to successful realization of the overall design concept. The SWA team is comprised of experienced professionals who understand what it takes to get the job done, and to help the City of Redondo to develop an implementation strategy that will set this project up for success and execution.

### Task E.1: Implementation Strategy

The implementation strategy goes beyond phasing, we consider how this project will be implemented and funded throughout our planning and design process keeping strategic improvements and cost effectiveness in mind.

## Project Plan (cont.)

### Task E.2: Cost Estimate

SWA team member Cumming, will prepare a statement of probable cost at the 50% and 100% Draft Public Amenities Plan completion. The Cost Manager will provide market-related advice on preliminary construction cost, and general conditions cost for preparation of estimates. Cumming will assist to challenge and motivate the team on the collective goal of cost effectiveness.

#### Deliverables

- Implementation Strategy
- Cost Estimate - 50% and 100% Submissions

#### Meetings

- City Meetings - Two (2)

## TASK F: PUBLIC HEARINGS

### Task F.1: Public Hearings

At the conclusion of the 6-month planning and design period, SWA will attend a series of public hearings to present the 100% Draft Public Amenities Plan and Implementation Strategy. SWA anticipates four (4) Public Hearings will be held, which could be divided between: City Council, Harbor Commission, or another department/agency deemed appropriate by the City.

### Task F.2: Final Submission of King Harbor Public Amenities Plan

Throughout the public hearing process the Council Members or Commission Members may present comments or feedback to the City staff and consultant team. At this time, SWA can incorporate minor comments and update the final at the end of the 3-month public hearing process for one Final King Harbor Public Amenities and Plan.

#### Deliverables

- Presentations
- Final Submission King Harbor Public Amenities Plan

#### Meetings

- City Preparation Meetings: Four (4)
- Public Hearings: Four (4)

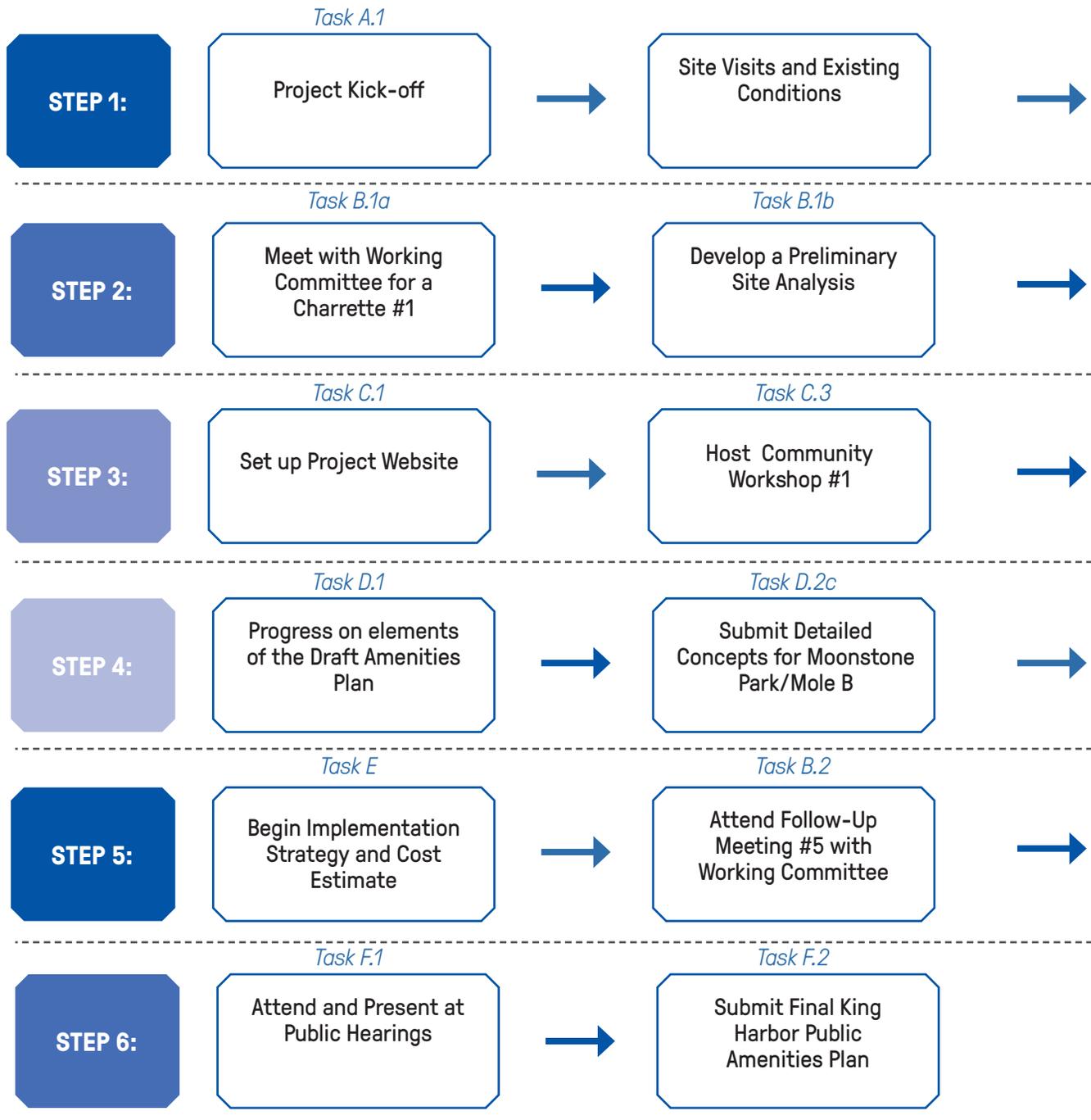
## STANDARD EXCLUSIONS

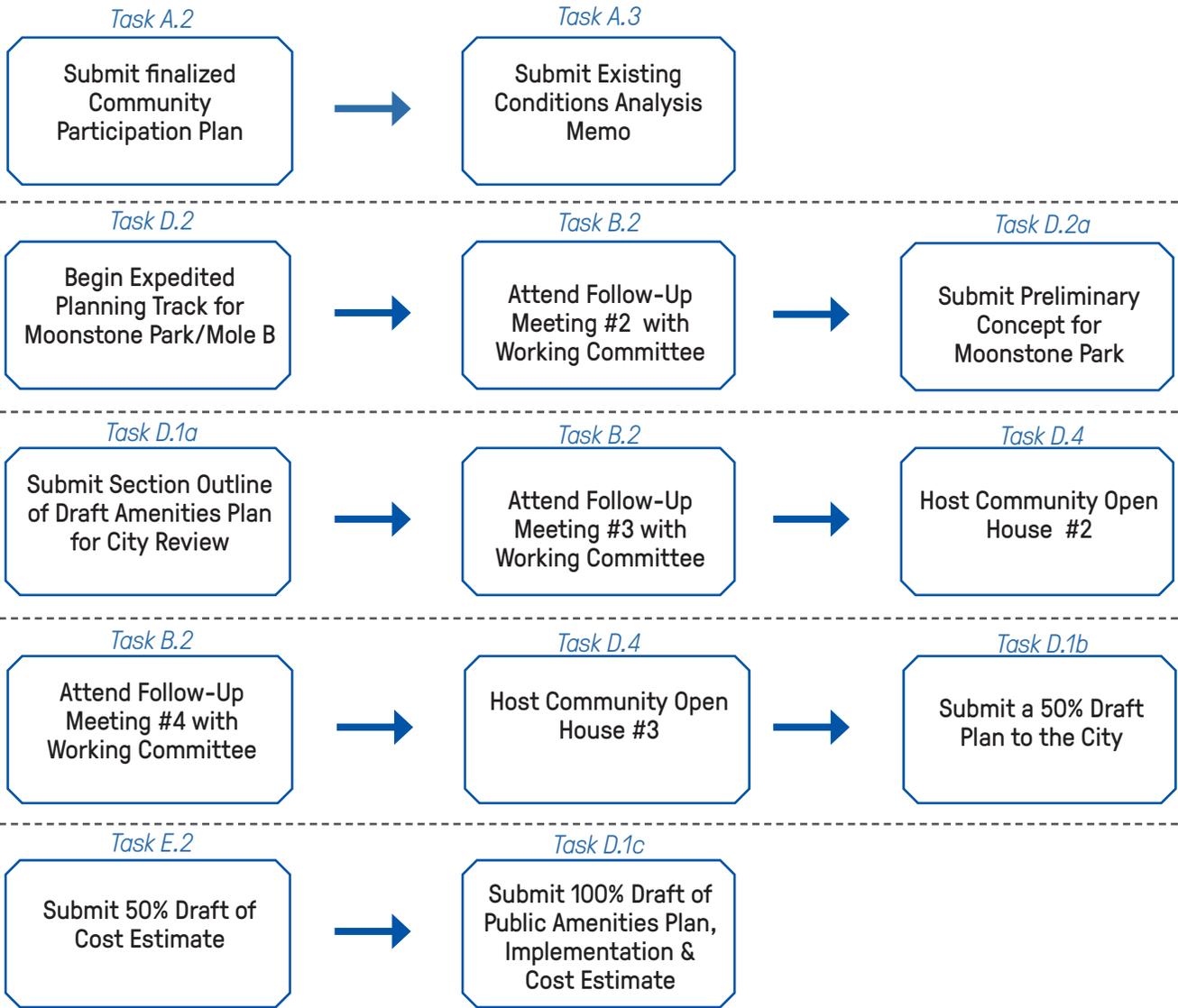
The City shall provide the following information or services as required for performance of the work. SWA assumes no responsibility for the accuracy of such information or services and shall not be liable for error or omissions therein. Should SWA be required to provide services in obtaining or coordinating compilation of this information, such services shall be charged as Additional Services.

1. Topography and boundary surveys. -
2. Soils testing and/or engineering.
3. Existing site engineering and utility base information.
4. Engineering other than that provided within the Scope of Services.
5. Site environmental studies and documentation.
6. BIM/REVIT or similar except for specific coordination items identified in the Scope of Services.
7. LEED documentation preparation and analyses.
8. Expediting, code, zoning consultant.
9. Structural engineering for site structural elements such as shade structures and pavilions.
10. Site lighting selection, attachment detailing, layout circuitry and photometric analysis.
11. Ornamental Pools and Fountains.
12. Any item not specifically addressed in this proposal.

## E.2 Flow Chart

The project flow chart below depicts the key tasks, activities and sequencing of SWA's Scope of Work and Project Plan. SWA will revisit the proposed schedule and sequencing of key tasks at the project kick-off with the City.





# E.3 Proposed Project Schedule

## KING HARBOR PUBLIC AMENITIES PLAN - SCHEDULE

#	Description	Start	End	Month 1				Month 2				Month 3			
				July 2021				August 2021				September 2021			
				1	2	3	4	1	2	3	4	1	2	3	4
<b>A Existing Conditions Analysis</b>				<b>1 MONTH</b>				<b>Kick-Off</b>							
A.1	Project Kick-Off	7/5/2021	7/5/2021	●			●								
A.2	Revised Community Participation Plan	7/16/2021	7/16/2021		▼										
A.3	Existing Conditions Analysis	7/5/2021	7/30/2021				▼								
<b>B Working Committee Collaboration</b>				<b>5 MONTHS</b>								<b>Site Plan Analysis</b>			
B.1a	Working Committee Charrette (#1)	8/2/2021	8/2/2021						○						
B.1b	Site Plan Analysis	8/2/2021	8/20/2021							▼					
B.2	Working Committee Meetings (#2, 3, 4, 5)	8/2/2021	12/31/2021										○		○
<b>C Community Participation</b>				<b>4 MONTHS</b>								<b>Outreach Kick-Off</b>			
C.1	Website and Social Media	9/6/2021	12/31/2021											▼	
C.2	Project Videos	9/6/2021	12/31/2021											▼	
C.3	Community Workshop (#1)	9/9/2021	9/9/2021											■	
C.4	Community Open House (#2, #3)	10/1/2021	11/1/2021												
C.5	Outdoor Pop-Ups (#1, 2, 3, 4)	10/1/2021	11/1/2021											■	
<b>D Draft Waterfront Public Amenities Plan</b>				<b>3.5 MONTHS</b>								<b>Expedited Planning Track: Moonstone</b>			
D.1	Draft Waterfront Public Amenities Plan	9/20/2021	12/31/2021												●
D.1a	Draft Plan Outline	10/4/2021	10/4/2021												
D.1b	50% Draft Waterfront Amenities Plan	11/12/2021	11/12/2021												
D.1c	100% Draft Waterfront Amenities Plan	12/20/2021	12/20/2021												
D.1.d	City Review														
D.2	Expedited Planning Track	8/2/2021	10/29/2021												
D.2a	Moonstone Park - Detailed Concept 50%	8/2/2021	10/29/2021						●		●		▼		●
D.2b	City Review														
D.2c	Moonstone Park - Detailed Concept 100%														
<b>E Implementation Strategy</b>				<b>1.5 MONTHS</b>											
E.1	Implementation Strategy	11/22/2021	12/31/2021												
E.2	Cost Estimate	11/22/2021	12/31/2021												
<b>F Public Hearings</b>				<b>3 MONTHS</b>											
F.1	City Council/Harbor Commission Presentations	1/3/2022	3/25/2022												
F.2	Final Submission	1/3/2022	3/25/2022												

- Key**
- City Meeting
  - Working Committee Meeting
  - ▼ Milestone/Deliverable
  - Outreach Meeting/Event
  - Task
  - Subtask
  - City Review
  - Expedited Planning Track





Hunters Point South, Queens, New York; SWA Project

A person with a backpack is standing on a paved walkway overlooking a body of water. In the background, a dense city skyline with various skyscrapers is visible under a clear sky. The foreground is dominated by a lush green lawn. A white boat is visible on the water.

F.

# COST PROPOSAL

# F.1 Cost Analysis

## Fee Proposal by Task

Services described above shall be provided for the fixed sum of **\$242,872**. We anticipate additional costs, such as printing and reprographics, outreach materials, to not exceed \$30,000 without prior approval. Estimated Hourly Breakdowns are included in the following page.

TASK	SWA	Anchor QEA	ARG	Murakawa	Cumming	TOTAL
<b>Task A: Existing Conditions Analysis/Project Kick-Off</b>	\$13,287	\$5,114	\$4,930	\$2,220	\$1,600	\$27,151
<b>Task B: Working Committee Collaboration</b>	\$12,577	\$8,439	----	\$2,960	----	\$23,976
<b>Task C: Community Participation Plan</b>	\$37,241	\$5,506	----	\$12,080	----	\$54,827
<b>Task D: Draft Waterfront Public Amenities Plan</b>	\$58,141	\$28,561	\$8,310	----	----	\$95,012
<b>Task E: Implementation Strategy</b>	\$9,190	\$4,128	\$1,740	----	\$16,840	\$31,898
<b>Task E: Public Hearings/ Final Submission</b>	\$7,460	\$2,548	----	----	----	\$10,008
<b>Total by Firm</b>	<b>\$137,896</b>	<b>\$54,296</b>	<b>\$14,980</b>	<b>\$17,260</b>	<b>\$18,440</b>	<b>\$242,872</b>

Estimated Reimbursables	TOTAL
Video Production	\$5,000
Project Website	\$1,500
Graphic Design	\$1,500
Online Survey	\$2,000
Outreach Materials (Boards, Print-Outs, other)	\$20,000
<b>TOTAL</b>	<b>\$30,000</b>

## F.2 Man-hour Analysis

FIRM	Staff Classification	Billing Rate	Task A	Task B	Task C	Task D	Task E	Task F	TOTALS
SWA	Co-CEO	\$305	12	12	12	38	4	6	84
SWA	Managing Principal	\$295	8	8	30	25	2	4	77
SWA	Associate Principal, PM	\$165	30	25	38	150	28	20	291
SWA	Associate Principal, Outreach	\$148	4	4	82	12	--	--	102
SWA	Urban Planner	\$115	15	16	55	110	24	10	230
Anchor QEA	Principal	\$283	2	13	6	18	--	--	39
Anchor QEA	Senior Manager	\$255	--	--	--	2	--	--	2
Anchor QEA	Manager	\$238	12	20	16	36	9	4.5	97.5
Anchor QEA	Senior Staff	\$211	6	--	--	65	8	7	86
Anchor QEA	Senior Technical Editor	\$149	--	--	--	--	2	--	2
Anchor QEA	Technical Editor	\$124	--	--	--	2	--	--	2
Anchor QEA	Senior Project Coordinator	\$142	3	--	--	3	--	--	6
ARG	Principal	\$230	3	--	--	1	--	--	4
ARG	Project Manager	\$155	16	--	--	22	8	--	46
ARG	Designer	\$125	16	--	--	38	4	--	58
Murakawa	Task Leader	\$200	6	8	24	--	--	--	38
Murakawa	Co-Task Leader	\$170	6	8	24	--	--	--	38
Murakawa	Digital Communications	\$100	--	--	32	--	--	--	32
Cumming	Associate Director	\$210	4	--	--	--	24	--	28
Cumming	Senior Cost Manager	\$190	4	--	--	--	40	--	44
Cumming	Cost Manager	\$175	--	--	--	--	24	--	24
<b>Total By Task</b>			<b>147</b>	<b>114</b>	<b>319</b>	<b>522</b>	<b>177</b>	<b>51.5</b>	<b>1330.5</b>



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**Dallas**

**Dubai**

**Houston**

**Laguna Beach**

**Los Angeles**

**New York SWA/Balsley**

**San Francisco**

**Sausalito**

**Shanghai**

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**swa**

# Appendix

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