ARCADIS

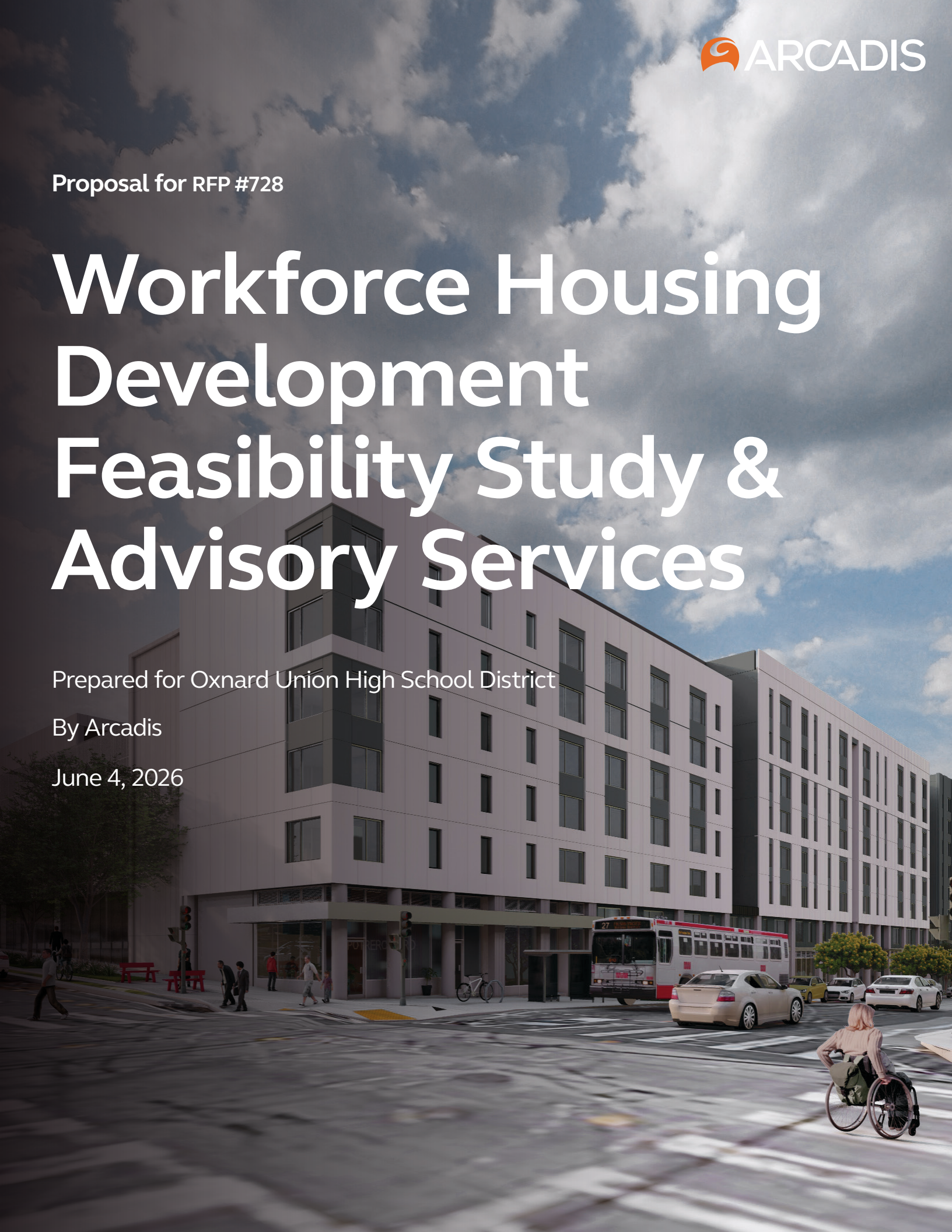
Proposal for RFP #728

Workforce Housing Development Feasibility Study & Advisory Services

Prepared for Oxnard Union High School District

By Arcadis

June 4, 2026



June 4, 2026

Deanna Rantz, Director of Purchasing
Oxnard Union High School District
1800 Solar Drive, Oxnard, CA 93030

RE: RFP #728 for Workforce Housing Development Feasibility Study & Advisory Services

Dear Ms. Rantz and Members of the Selection Committee,

Arcadis is pleased to submit this proposal to support the Oxnard Union High School District in advancing its Workforce Housing Development Feasibility Study and Advisory Services. We recognize that this initiative is central to the District's ability to attract, retain, and support high-performing teachers, staff, and educational leaders, particularly in a region where housing pressures directly impact recruitment pipelines and workforce stability.

For the School Board, District Administration, and District Steering Committee, we recognize that this effort represents more than real estate exploration. This is a strategic evaluation of how to leverage land to meet critical staffing needs while maintaining operational continuity across active campuses. The district is determining the most viable, financeable, and approvable path forward for a complex site that must balance workforce affordability, entitlement, regulatory constraints, construction phasing, safety, and uninterrupted school operations.

Arcadis brings an integrated advisory approach designed for public sector owners managing multi-faceted capital programs. Our team combines a team of educational architecture experts with direct knowledge of Oxnard with a greater, firm-wide expertise in workforce housing strategy all within a unified decision-making framework. Our team specifically can assist Oxnard leadership with

- Comparing development alternatives with clarity
- Understanding cost, schedule, and entitlement implications early
- Evaluating impacts on campus operations, safety, and long-term facilities planning
- Aligning decisions with Board priorities, community expectations, and fiscal responsibility

Thank you for considering Arcadis for this important initiative. We would be honored to support the Oxnard team in evaluating options and defining a clear, implementable path toward a workforce housing solution that strengthens the district's long-term capacity to serve its community.

Sincerely,

Arcadis, Inc.

Janvi Kanani, AIA, LEED AP BD+C, DBIA
Principal | Studio Lead, Education

Yancey Clayton, AIA, LEED AP
Principal | Studio Manager, Living

Executive Summary

The Oxnard Union High School District is evaluating a workforce housing opportunity to address employee affordability challenges and support teacher and staff recruitment and retention. Because the effort involves active campus operations in the City of Camarillo and an adjacent agricultural parcel in unincorporated Ventura County, the district needs a clear, implementation-focused assessment of land use, entitlement, operational, and financial considerations.

Arcadis brings together deep experience in education planning and complex housing and development advisory services to help the district evaluate practical pathways forward. Our approach aligns the work with district priorities, affordability goals, and campus operational needs, then advances through site feasibility, entitlement analysis, financial modeling, and implementation planning. This gives the district a clear understanding of viable development scenarios, the most realistic approval and delivery pathway, and the steps required to move toward implementation while protecting ongoing school operations.

Contents

A Cover Letter & Executive Summary 2

B Firm Profile & Team Qualifications 4

C Relevant Project Experience. 12

D Technical Approach & Methodology* 22

F Fee Proposal. 28

G Insurance, Legal & Professional Standing 30

H References. 32

APPENDIX Attachment 1—Proposal Form 34

No Section E, per RFP

Potrero Yard Modernization | San Francisco, CA

B. Firm Profile & Team Qualifications

About Us

Arcadis is the world's leading company delivering data-driven design, engineering, and consultancy solutions for natural and built assets. We are 34,000 architects, data analysts, designers, engineers, planners, and water experts, all driven by our passion for improving quality of life. Our commitment to accelerating a planet positive future sees us working with our clients to make sustainable project choices, combining digital and human innovation, and embracing future-focused skills across the environment, utilities, buildings, transport, and infrastructure sectors.

We bring together world-class resources and an immensely diverse and inclusive range of passionate thinkers in design, planning, and engineering to define, transform, and build the cities, communities, and spaces of tomorrow. Our core competencies are complementary to one another and enhance our collective capability to respond to the changing and emerging needs of our clients around the globe.

Through the planning and design of smart, sustainable urban living spaces; mixed-use communities; and retail, workplace, educational, healthcare, and industrial facilities, we will uncompromisingly demonstrate our ability to produce exceptional, lasting value for our clients by creating places that inspire and enable people to thrive and prosper.

History

138 Years. Arcadis was established in 1888 in the Netherlands, a country whose history reflects the story of human ingenuity in the face of challenging environmental conditions as much of the country lies below sea level. Arcadis began by developing unusable land into places for people to live and establish communities.

60+ in California. Our predecessor firms, BFGC and IBI Group, were established in California in 1965 and 1978, respectively, giving us over 60 years of experience in California.

Phoenix Urban Housing | Phoenix, AZ

Location and Size



Our main office for Southern California is located at **333 S. Hope Street, Suite C200, in Los Angeles**; we also have offices in **San Luis Obispo**, **Irvine**, and **San Diego** as well as seven other locations throughout California.

With more than **800 employees in California**, we bring a strong, local presence.

Globally, Arcadis has more than 34,000 employees, including over 10,000 employees in 130 offices in North America.

Areas of Expertise

Oxnard UHSD will benefit from having the right people at the right time.

No matter what puzzle or condition presents itself, Arcadis has a subject-matter expert who can share lessons learned. Our skills-based networking tool facilitates connecting the right people across our organization such that expertise is a phone call or email away.

Arcadis has over 150 service lines and can support all tasks listed in the District's RFP—from goals assessment and needs analysis through financial modeling and implementation guidance. Below is a snapshot of Arcadis' overall capabilities:

Design, Engineering, and Master Planning

Including
- Architecture and master planning
- Computational design
- Civil & structural engineering
- Acoustic design and engineering
- Interior design
- CX Led Design
- Ecology surveys
- Mechanical and electrical engineering
- Environmental planning & permitting
- Strategic workplace consultancy

Environmental, Health, and Safety Services

Sustainability/Advisory/Operations

Business Improvement

Water for Industry

D4 (Deactivation, Decontamination, Decommissioning, Demolition)

Program/Project Services

Data Analytics

Asset Strategy & Performance

Asset Optimization

Smart Building Technologies

BIM Consultancy and Delivery

Transportation and Planning

Digital Services

Contract Solutions

Founded in 1888 in the

Netherlands

3rd largest

Architecture business in the world

Largest Multifamily Architect

in the World

Most Innovative Companies

in the World, named by Fast Company in 2024

Eco Vadis Platinum Medal

Top 1% of firms integrating sustainable practices, 2022-2024

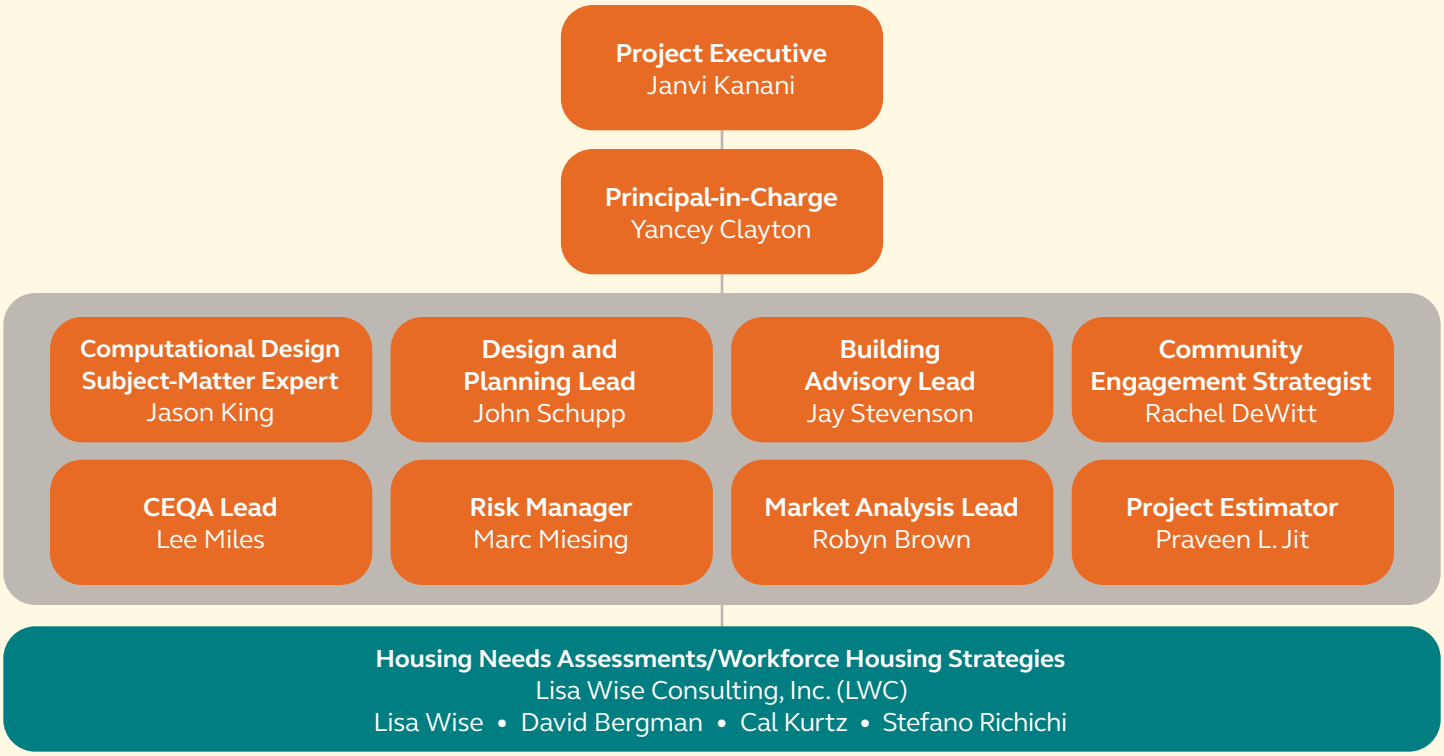
Ranked #1 ESG Risk Rating score

in our industry by Sustainalytics

$5 billion

in revenues in 2025

Organizational Chart





Principal | Studio Lead, Education

Role on this Project

Project Executive

Education/Qualifications

- Bachelors of Architecture, Kamla Raheja Vidyanidhi Institute for Architecture
- Associates in Science, Digital Animation, Cerro Coso Community College
- Registered Architect, CA

Janvi Kanani AIA, DBIA, LEED AP BD+C

Relevant Projects

Rose Avenue Elementary School (K-5), Oxnard School District, Oxnard, CA
Architect of Record (AOR)

Complete reconstruction of the existing campus with new facilities and outdoor learning and play areas to support a Science and Wellness curriculum. Design incorporates Teacher Collaboration Centers and Small Learning Communities to create an agile learning environment.

School Modernizations, Oxnard SD | *AOR*

McAuliffe Elementary and Ritchen Elementary Schools

People's Self-Help Housing, San Luis Obispo, CA
Peer Reviewer

Affordable housing at Rolling Hills and Templeton Place

92nd Street Elementary Comprehensive Modernization, Los Angeles Unified School District, Los Angeles, CA
Architect of Record

Multiple-phase comprehensive modernization of four existing buildings, including historic 1938 West Building, and new two-story STEAM Classroom Building. Full A/E services from inception of project through construction/DSA certification.



Yancey Clayton AIA, NCARB, LEED AP

Principal | Studio Manager, Living

Role on this Project

Principal-in-Charge

Education/Qualifications

- Master of Architecture, University of Illinois at Chicago
- MA, Philosophy, University of Kentucky
- BA, Philosophy, Loyola University
- Licensed Architect, CA
- Urban Land Institute

Relevant Projects

Potrero Yard Modernization, San Francisco, CA
Principal-in-Charge

This first-of-its kind project will replace an obsolete 107-year-old MUNI bus maintenance depot. A modern 4-story facility will serve an all-electric bus fleet with additional community benefit from incorporating 500+ units of affordable and workforce housing on site.

10 South Van Ness, San Francisco, CA
Principal-in-Charge

A major new transit-oriented housing development to replace a former events venue with a 67-story tower with 800+ homes, including a portion as affordable housing.

495 Hartford, Los Angeles, CA
Principal-in-Charge

A 7-story, 218-unit multifamily building with 20% affordable housing integrated throughout. Construction type is Type IIIA over Type IA, with two levels of subterranean parking.

Broadway Block, Long Beach, CA | *Principal-in-Charge*

A 400-unit, mixed-use with high-rise and mid-rise resident, including adaptive reuse of a historic structure.



Jason King

Principal | Studio Lead, Education

Role on this Project

Computational Design SME

Education/Qualifications

- Master of Planning, University of Southern California
- Bachelor of Architecture, Woodbury University

Relevant Projects

Parametric Land Use Planning, GCCOG, Los Angeles, CA
Project Manager/Electrification Technology Lead

An affordable housing and TOD plan with the Gateway Cities Council of Governments. The project aims to optimize distribution of RHNA (regional housing needs assessment) targets amongst its member jurisdictions, including a study of new transit to be constructed over 25 years.

Surplus Inventory Contract for Affordable Housing, SGVCOG, San Gabriel Valley, CA
Principal-in-Charge

The computational design team led a collaborative, data-driven effort to support the San Gabriel Valley Council of Governments in identifying, evaluating, and advancing land opportunities for affordable housing across the San Gabriel Valley. The team delivered an integrated approach that combined project management, spatial analysis, stakeholder engagement, and implementation strategy to achieve a comprehensive set of outcomes aligned with project goals.



Principal, Education

Role on this Project
Design and Planning Lead

Education/Qualifications

- Master of Architecture, University of British Columbia
- BSC, Eastern Oregon University

John Schupp

Relevant Projects

Apperson Hall Master Plan, Oregon State University, Corvallis, OR
Senior Project Designer

The design team collaborated closely with university staff to develop a comprehensive master plan for the expansion and renovation of historic Apperson Hall. This visionary effort laid the groundwork for a future bond measure and informed the broader campus facilities strategic plan and its implementation.

299 Carling Avenue, Ottawa, ON | *Design Principal*

552-562 Booth Street (Mixed Use) Phase 1, Ottawa, ON
Design Principal

Goulding's Lodge, The Navajo Nation Hospitality Enterprise, Monument Valley, AZ
Design Principal

Wynnewood Seniors, South Bay Partners, Philadelphia, PA
Design Principal

The Hills Phase 2, Austin, TX
Design Principal

Wilsonville High School Expansion, West Linn-Wilsonville School District, Wilsonville, OR
Senior Project Designer



Building Advisory Lead

Role on this Project
Building Advisory Lead

Education/Qualifications

- BS, Engineering, Stevens Institute of Technology

Jay Stevenson

Relevant Projects

Facility Condition Assessment Program, Confidential Client, Fremont, CA | *Due Diligence*

Jay was responsible for delivering full-service FCAs for due diligence purposes at office and R&D locations. The project included the evaluation of 14 buildings throughout Fremont.

Construction Loan Monitoring, Sendero Verde, Harlem, NY
Construction Administration

Jay was responsible for construction administration for a multi-million-dollar affordable housing complex, consisting of three high-rise towers, open green spaces and community gardens, a sewer replacement program, and a charter school.

Story Avenue East and West, Bronx, NY | *Project Lead*

Jay managed construction administration for 1520 and 1530 Story Avenue, a mixed-use development in the Soundview neighborhood. Developed by affiliates of Nelson Management Group and L+M Development Partners, the project includes 223 and 212 affordable housing units, respectively, and a combined 15,000 square feet of community facility space, occupied by an early childhood education provider.



Rachel DeWitt MED, ALEP

Principal, Education

Role on this Project
Community Engagement Strategist

Education/Qualifications

- Master of Education, Educational Psychology, Texas A&M University
- BA, Rhetoric, Texas A&M University
- Accredited Learning Environments Planner (ALEP)
- Urban Land Institute (ULI)
- Leadership Coaching Strategies, Harvard University

Relevant Projects

Milton Elementary/Middle School Design Thinking Session, Lafayette, LA*
Design Kickoff and Engagement Session Lead

Rachel led engagement to take a deeper look at how design can impact learning outcomes, and the team used the workshop to completely revamp their educational program on three facets: space, curriculum, and pedagogy.

Planning and Performance Management Grant, TEA, and Region 11 Education Service Center* | *Executive Coach*

Facility Design Principles, Two-Day Design Thinking Session, Spokane Public Schools, Spokane, WA* | *Lead Facilitator*

Creating Living+/Healthcare+, Two-Day Design Thinking Workshops, Toronto, ON*
Lead Facilitator

Reimagining Higher Education, Design Thinking Workshop, Vancouver, BC*
Lead Facilitator

Project Aurora, Leadership, Design Thinking Workshops, Portland, OR, and San Francisco, CA* | *Lead Facilitator*

**Work performed prior to joining Arcadis*



Lee Miles AICP, LEED GA

Principal Environmental Scientist/Planner

Role on this Project
CEQA Lead

Education/Qualifications

- MA, Biogeography, CSU East Bay
- BA, Environmental Studies & Planning/Physical Geography, Sonoma State University
- BA, English, UC Berkeley
- Association of Environmental Professionals
- American Planning Association
- CDFG Scientific Collection Permit

Relevant Projects

LASAN Clean Water Campus, Los Angeles, CA
CEQA Addendum Preparation

Ms. Miles managed the preparation of the CEQA Section 15168 Addendum for the construction of LASAN's Clean Water Campus development in downtown Los Angeles. The project occurs within the Cornfield Arroyo Seco Specific Plan, which required the 15168 Addendum to the EIR. Using the Initial Study Checklist, she managed the analysis comparing the current project to the analysis provided in the 2011 EIR. She prepared the project description and managed QA/QC for the technical resource sections.

Pipeline Replacement Project, Santa Barbara and San Luis Obispo Counties, CA
CEQA and QA/QC

Ms. Miles prepared the land use/conditional use application for installation of a new pipeline to occur in Santa Barbara and San Luis Obispo counties. She prepared the project description, managed the preparation of technical documents to support the applications and the counties' compliance with the California Environmental Quality Act. She provided QA/QC review of technical reports.



Robyn Brown MA, MPL, PLE

Practice Group Manager, Placemaking

Role on this Project

Market Analysis Lead

Education/Qualifications

- MA, Urban Development Master of Planning, Ryerson University
- MA, History, University of Toronto
- BA (Hons), Political Science, University of Toronto

Relevant Projects

Feasibility Assessment, Peel Housing Corporation Brampton and Mississauga, ON, Canada
Project Manager

Arcadis was retained by Peel Housing Corporation to analyze nine affordable housing sites and identify which sites are most appropriate for infill and redevelopment opportunities. The Real Estate, Economics, and Planning team completed a Market Demand Assessment to understand the current market conditions and determine rental demand looking forward. As the Project Manager of the demographic and market demand assessment, Robyn's role focused on providing insight into the local rental market in the cities of Brampton and Mississauga.

Urban School Accommodation, City of Toronto, Toronto, ON, Canada *Project Manager*

Arcadis was retained by Tribute Communities to review school capacity and accommodation opportunities at an important transit hub. Robyn considered current school capacities and redevelopment opportunities and reviewed case studies and demographics to inform future school needs.



Marc Miesing

Architecture and Urbanism Divisional Risk and Commercial Director

Role on this Project

Risk Manager

Education/Qualifications

- BA, Chinese Studies and Business Administration
- Real Estate License, CA
- Lean Six Sigma Black Belt
- Project Management Professional (PMP), Project Management Institute

Relevant Projects

Potrero Yard Modernization, San Francisco, CA
Structured Risk Assessment

Copans Transit Operations Facility, Broward County, Pompano Beach, FL
Structured Risk Assessment

Ongoing engineering, design, and construction administration. Marc works closely with the project team and client to implement practical governance, monitor risks in real time, and adapt strategies as the project evolves—ensuring informed decisions, protecting project value, and enabling successful, predictable delivery.

Lower School, Westmark School, Encino, CA*
Structured Risk Assessment

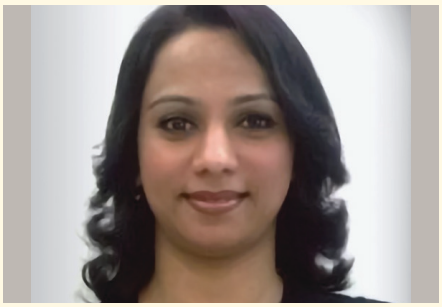
Targeting net-zero and LEED Gold. Designed to serve students with language-based learning differences.

Ohana Center for Child and Adolescent Behavioral Health, Montage Health, Monterey, CA*
Structured Risk Assessment

Second Century, Warner Bros. Discovery, Los Angeles, CA*
Structured Risk Assessment

LinkedIn Headquarters, Mountain View, CA*
Structured Risk Assessment

**Work performed prior to joining Arcadis*



Praveen L. Jit

Senior Estimator

Role on this Project
Cost Estimator

Education/Qualifications

- BSc, Quantity Surveying, UNITEC Institute of Technology
- Certified Project Manager, Arcadis PMP

Relevant Projects

1111 East Fir Housing Development, Seattle Housing Authority, Seattle, WA
Project Estimator

85 apartment units in five stories of wood-framed construction and six apartment units in one-story of concrete construction with 13 parking stalls and storage areas. Below grade is one-level parking with 49 parking stalls and building utility spaces.

El Modena HS Schematic Design Phase, Orange Unified School District, Orange, CA
Project Estimator

Student Recreation Center Expansion and Renovation, California Polytechnic Univ., San Luis Obispo, CA
Project Estimator

45,000-SF renovation and 103,010-SF expansion.

Academy of Entertainment and Technology Expansion, Santa Monica College, Santa Monica, CA
Project Estimator

Phase 1 included a new radio station facility and a new parking structure.

Magnolia Jr. HS, Chino Valley USD, Chino Valley, CA
Project Estimator

LWC

Lisa Wise Consulting, Inc.

Role on this Project
Housing Needs Assessments/ Workforce Housing Strategies

Team Members

- Lisa Wise, AICP—President & CEO
- David Bergman—Housing Needs
- Cal Kurtz, AIA
- Stefano Richichi

Locations

- San Luis Obispo (Headquarters)
- Los Angeles
- San Francisco

Firm Profile

Lisa Wise Consulting, Inc. (LWC) specializes in creating housing policies and programs, housing needs assessments, and zoning code amendments aimed at compliance with California housing law, streamlined review processes, and the accommodation of diverse housing needs and affordability. The LWC team addresses each engagement with a deep understanding of fast-changing housing regulation, zoning principles, and how market forces impact planning objectives. LWC's approach relies on close communication and collaboration with City staff, civic leaders, and the community. LWC was founded in 2006 and has grown to a staff of 20, with three offices in California (at left).

LWC has successfully led Housing Market Needs Assessments, Inclusionary Housing Ordinances, Objective Design Standards, In Lieu Fee Studies, Density Bonus, and ADU programs throughout the state. The firm has also completed 37 Housing Element Updates in the 4th, 5th and 6th Cycles, working closely with the civic leaders and the Department of Housing and Community Development (HCD) to achieve certification and adoption.

C. Relevant Project Experience







Potrero Yard Modernization Project

Plenary Group | San Francisco, CA

Featuring over 500 affordable and workforce rental units

The Potrero Yard Modernization Project will replace SFMTA's 107-year-old Potrero Bus Yard with a modern, three-story bus storage and maintenance transit facility with over 500 affordable and workforce rental units atop the facility for those with low or moderate incomes. The joint development of a bus facility with housing over it is a first in the U.S.

Reference

Chris Jauregui, VP
Plenary Americas
chris.jauregui@plenaryamericas.com
310 775 1583



Originally built in 1915, the streetcar facility at Potrero Yard comprised a one-story car barn. In 1924, the car barn expanded with a second story addition to include offices along Mariposa Street and two maintenance shops along Hampshire Street, with access provided on 17th Street. Between 1948 and 1949, the facility was converted into an electric trolley coach transit storage and maintenance facility with a paved bus storage yard occupying the western half of the site. This remains the site's current use.

The Project will demolish the existing Potrero Yard to accommodate the expansion of SFMTA's transit vehicle fleet, the modernization of bus maintenance, operational, and administrative services. The Project will also accommodate the expansion and consolidation of SFMTA training operations, currently sited elsewhere, in one location.

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- Completed and Currently in Operation

In addition, the proposed project includes a joint development in conjunction with housing developers consisting of a mix of uses, including affordable residential, **workforce residential**, commercial, and community-serving spaces. The project will incorporate the proposed uses and infrastructure into a single cohesive structure, while maintaining necessary separations.

The Bus Yard Component (BYC) has been oriented to have all bus access and egress located on Mariposa Street, to clearly delineate these vehicle movements from all other uses on site. While the residential uses are proposed to be located primarily atop the BYC, Low Income Housing units for seniors are proposed to waterfall down along the Bryant Street frontage. The senior residential units are proposed to be single-loaded, with a lobby off of Bryant Street. The corridors have been designed with spaces for seating and glazing on each end to allow natural light to penetrate through the corridor.

The senior residential units have been strategically oriented to ease navigation. The remaining low-income and workforce housing units are proposed to sit atop the bus yard, and the main lobby for the workforce housing will be provided on Hampshire Street to have unrestricted access to the outdoor amenity space.

Templeton Place II Affordable Housing

People's Self-Help Housing | Templeton, CA



Photo from People's Self-Help Housing website

Providing affordable housing for seniors and veterans

For this affordable housing community, Arcadis coordinated with owners, stakeholders, general contractors, the design team, and various agencies, including Templeton Community Services, the County of San Luis Obispo, Cal Fire, Coastal Commission, and others.

The client was People's Self-Help Housing, the oldest and the largest affordable housing non-profit organization on the Central Coast. This 36-unit affordable housing community serves low-income seniors and formerly homeless veterans. The community provides living arrangements from studios to one- or two-bedroom homes that are designed for accessibility for residents with a variety of mobility needs as well as vision and hearing impairment. Shared spaces foster community gatherings and events, and residents have access to outdoor spaces, including two community gardens.

Reference

Rigoberto Guzman, Owner
People's Self-Help Housing
rigobertog@pshhc.org
805 781 3088

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- ✓ Completed and Currently in Operation

Arcadis is team orientated. The consultants have been incorporated into the project as necessary. They have facilitated normally scheduled project meetings as well as special subject meetings very well so to keep the project moving forward in a collaborative effort.

Sharing information with the team at the best time and in a successful way for communication to be efficient that has given the stakeholders maximum opportunity for input and time necessary for review and approval.

Darrell Chubon, Construction Manager, People's Self-Help Housing

San Diego Affordable Housing

San Diego County | San Diego, CA

Custom modeling for determining sites for affordable housing development



The computational design team developed a custom model to evaluate thousands of parcels in San Diego County, identifying the most suitable sites for affordable housing development.

The evaluation incorporated geospatial, demographic, and economic data, as well as housing needs and accessibility to opportunities and amenities. The feasibility of the shortlisted parcels was tested and optimized through iterative design options and massing explorations, allowing for the assessment of various built-form options on the sites. The model included a dynamic pro forma, which evaluated each parcel's capacity for housing units along with the aforementioned parameters. This comprehensive approach effectively compared potential spatial trade-offs. By integrating built-form parameters, the model generated real-time gross floor area breakdowns, enabling the design team to assess the viability of different built-form and unit mix configurations. This process provided clients with reliable, evidence-based insights, facilitating data-informed decision-making for the project.

Reference

Jennifer LeSar,
Founding CEO
LeSar Development Consultants
jennifer@lesardevelopment.com
619 236 0612

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- ✓ Completed and Currently in Operation





Surplus Inventory Contract for Affordable Housing

San Gabriel Valley Council of Governments (SGVCOG) | San Diego, CA



Advancing land opportunities for affordable housing across the San Gabriel Valley

Arcadis' computational design team led a collaborative, data-driven effort to support SGVCOG in identifying, evaluating, and advancing land opportunities for affordable housing across the San Gabriel Valley. The team delivered an integrated approach that combined project management, spatial analysis, stakeholder engagement, and implementation strategy to achieve a comprehensive set of outcomes aligned with project goals.

Using geospatial data and parametric tools, the team identified development opportunities, tested assumptions, and visualized potential housing capacity under multiple scenarios. This analysis extended to land owned by faith-based and nonprofit organizations, supported by targeted outreach, interviews, and focused convenings to assess ownership interests, constraints, and partnership potential.

The computational design team applied parametric modeling to evaluate site capacity, zoning constraints, and development feasibility, enabling SGVCOG and its member cities to explore a range of "what-if" scenarios and prioritize opportunities for near-, mid-, and long-term housing delivery. These tools supported strategic decision-making by linking land availability with funding strategies, policy considerations, and implementation pathways.

Through ongoing coordination with SGVCOG and participating jurisdictions, the team synthesized findings into a comprehensive site recommendations memo. This document identified prioritized sites, outlined development strategies, and highlighted key constraints and partnership opportunities, supported by a GIS-based parametric model that allowed stakeholders to test and refine development scenarios.

In parallel, the team delivered targeted outreach and capacity-building efforts, including virtual forums for nonprofit, faith-based, and public sector stakeholders. These sessions communicated key findings, increased awareness of affordable housing strategies, and demonstrated how data-driven tools could support land activation and housing delivery.

The team also developed an interactive web-based platform integrating spatial data, analysis results, and key performance indicators. This tool enabled SGVCOG and its member cities to independently explore site opportunities, evaluate strategies, and support ongoing decision-making beyond the project duration.

Through this integrated effort, the computational design team provided SGVCOG with the tools, insights, and partnerships needed to unlock land opportunities and accelerate the delivery of affordable housing across the region.

Reference

Jennifer LeSar,
Founding CEO
LeSar Development Consultants
jennifer@lesardevelopment.com
619 236 0612

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- ✓ Completed and Currently in Operation



Parametric Land Use Development Scenarios

Gateway Cities Council of Governments (GCCOG) | Los Angeles, CA

Analyzing housing strategies from the regional level down to the immediate station level

Arcadis' computational design team developed a custom algorithmic model to analyze housing and planning strategies at regional, corridor, and station levels in Los Angeles County.

The Gateway Cities Council of Governments (GCCOG) region, which includes twenty-seven cities, portions of unincorporated Los Angeles County, and the Port of Long Beach, is planning the Southeast Gateway Line Transit Corridor to connect southeast LA County to downtown Los Angeles.

To address future challenges, GCCOG commissioned Arcadis and ECOnorthwest to visualize land use development scenarios at nine future stations to increase housing and create livable communities.

Arcadis' model evaluated criteria such as zoning, open space, pedestrian and bike safety, and amenities. A sample of 1,000 North American station areas with high Walk Scores was used to measure amenity density and determine the best land use mix for robust, walkable neighborhoods. Three scenarios of optimized building massing were generated for each station: current policy conditions, market-adjusted conditions, and regional approaches. Key Performance Indicators (KPIs) helped decision-makers assess performance on TOC metrics, along with findings and recommendations to support housing goals and needs.



SCENARIO 1:
POLICY DRIVEN

SCENARIO 2:
MARKET ADJUSTED

SCENARIO 3:
TOC FOCUSED

Reference

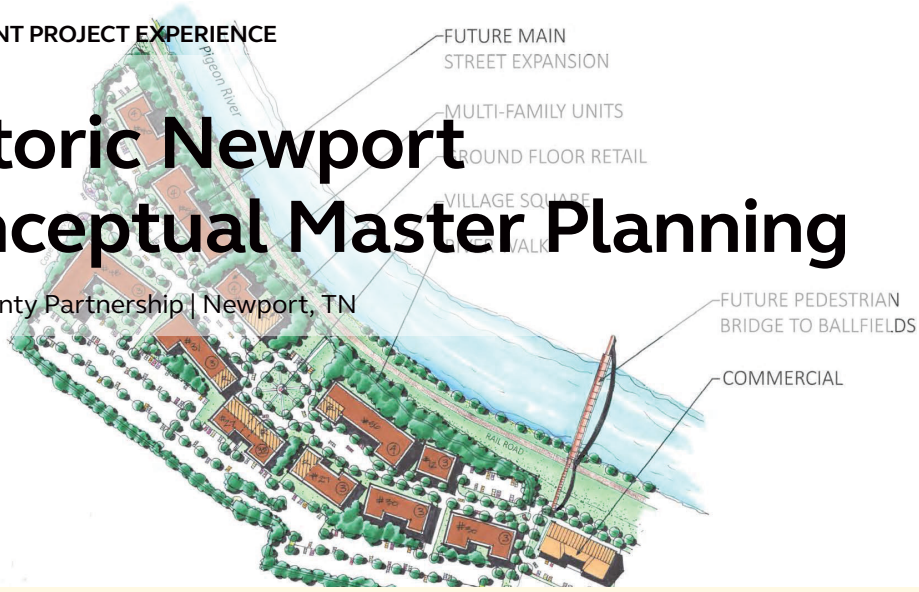
Melani Smith, Director of Regional Development
Gateway Cities Council of Governments
msmith@gatewaycog.org
213 479 0719

Relevance

	Workforce/ Affordable Housing
✓	Public/Gov't Agency
✓	Completed and Currently in Operation

Historic Newport Conceptual Master Planning

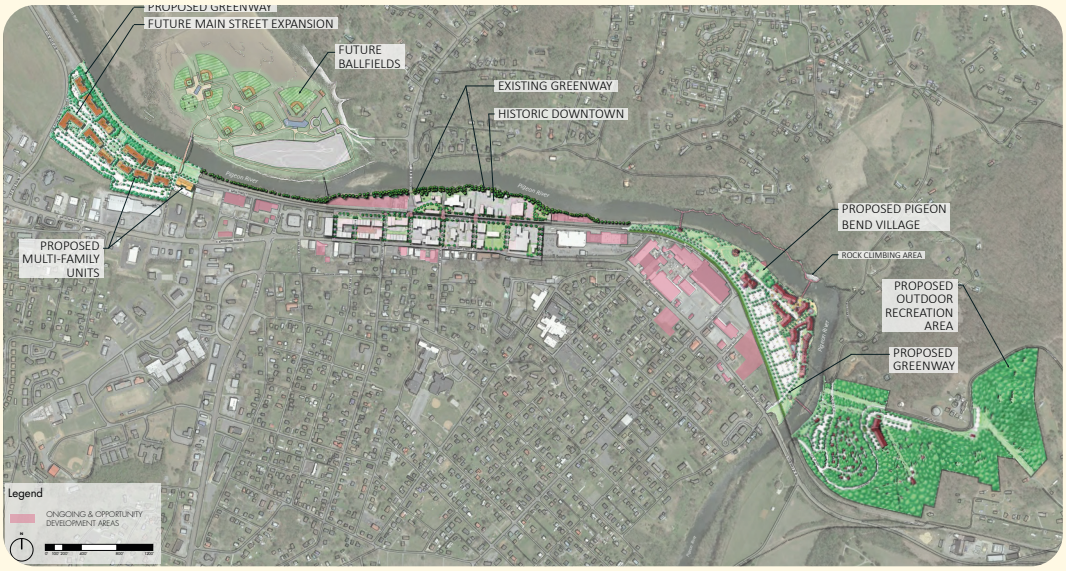
Cocke County Partnership | Newport, TN



Envisioning a modern town that supports the local workforce

Arcadis led a multi-day charrette in 2023 to achieve a modern vision for the historic area of Newport, Tennessee. The resulting conceptual plan/master plan includes over 400 units of multi-family workforce housing development to support the local workforce.

Other elements of the planning include Pigeon Bend Village, an outdoor recreation area, greenways, an expansion of Main Street, and baseball fields. The plan incorporates parking, commercial/retail spaces, an amphitheater, and other community spaces across nearly 100 acres along the Pigeon River.



Reference

Gary R. Carver,
Community
Development Director
City of Newport
carver@newporttn.org
423 623 7323

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- ✓ Completed and Currently in Operation

Muhlenberg Conceptual Master Planning

MEGA (Muhlenberg Economic Growth Alliance) | Muhlenberg, KY



Masterplanning over a thousand acres, including workforce housing development

Arcadis led two multi-day charrettes in February and October of 2025 to create a conceptual master plan for Muhlenberg, Kentucky, that includes workforce housing development.

The planning area comprised over 1,000 acres, including 36 acres for over 400 units of residential development and a 7-acre recreation center. The conceptual studies provided a cohesive look and feel for the various proposed developments, focusing on key elements from the multi-family and duplex housing to the commercial/flex commercial, industrial, and open spaces.



DUPLEX STUDIES



DUPLEX STUDIES



MULTI-FAMILY CONCEPTUAL STUDY



MULTI-FAMILY CONCEPTUAL STUDY

Reference

Ray Hagerman,
Executive Director
MEGA
ray@megaky.com
270 338 4102

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- ✓ Completed and Currently in Operation



DHS West Quarters, St. Elizabeths West Campus

Department of Homeland Security (DHS) | Washington, D.C.

Revitalizing a campus to house over 17,000 employees in 2.3M square feet

Completed in 2022, the historic St. Elizabeth's Hospital has been repurposed to house 17,000 employees.

In 2008, the GSA, with the Department of Homeland Security (DHS), initiated the Master Plan to redevelop the East and West Campus of St. Elizabeths Hospital, a National Historic Landmark. Currently anticipated to house 17,000 DHS employees in 2,300,000 GSF, the comprehensive East and West Campus facilities redevelopment plan is valued at $3,960,000,000 and scheduled for completion in 2022, a time frame of fourteen-years since the Master Plan approval. Late in 2009, Arcadis engaged in the project to execute the interior design and programming effort for DHS Headquarters on the West Campus. The National Historic Landmark site, originally established in 1855 as the Government Hospital for the Insane, is based on the principals of the Kirkbride Plan, which sought to create a human treatment environment through the design and organization of the buildings and grounds. In 2002, the hospital closed, and the buildings fell into disrepair.

The diverse collection of structures, constructed over a number of decades, presented the design team with a range of rehabilitation and restoration that needed to be addressed building-by-building.

The Arcadis team created a database to link to the electronic building model and the construction documents. Simultaneously, Arcadis began to assess the scope of work which included the Adaptive Reuse buildings, a series of thirty-three buildings and shared amenities representing approximately 1.4 million gross square feet of space. Work commenced immediately on validation of the existing Department of Homeland Security Program of Requirements (POR) for the completion of the Preliminary Concept Report. Designers interviewed eighteen (18) of the thirty-five (35) DHS Components designated for consolidation on the West Campus. As requested by DHS and GSA, the team presented a Preliminary Concept Report with two distinct and viable housing plans for the adaptive reuse buildings, the "signature" architectural components of the West Campus.

Reference

Edmund Newman,
National BIM Program Manager
U.S. General Services Administration (GSA)
edmund.newman@gsa.gov
202 401 2881

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- ✓ Completed and Currently in Operation

LWC

LWC Relevant Projects



The Parcel | Town of Mammoth Lakes, CA

Relevance

- ✓ Workforce/ Affordable Housing
- ✓ Public/Gov't Agency
- ✓ Completed and Currently in Operation

Conceptual Land Use Plan, Town of Mammoth Lakes, CA. LWC was hired by the Town of Mammoth Lakes to create a Conceptual Land Use Plan for The Parcel, a 25-acre site slated for affordable housing. LWC led the planning process and managed a team of urban designers, civil engineers, affordable housing experts as well as a community outreach program featuring online surveys, public meetings, joint Planning & Economic Development Commission and Town Council workshops, and a four-day design charrette, focused on determining the community's vision and distilling it into a financially realistic development.

The community's concerns centered around conserving sensitive natural resources and producing **workforce housing**. The final Conceptual Land Use Plan established a detailed development program, with 400 – 450 affordable units in a variety of housing and unit types, and opportunities for rental and ownership. In December 2019, the Town Council unanimously accepted the final concept plan.

Phase 1, completed in Summer 2024, consists of 80 affordable units, a manager's unit, childcare facility, and public park. Funding sources included an Infill Infrastructure Grant and the Housing Accelerator and No Place Like Home programs. Phase 2, with 146 affordable rental units, is under construction.

Reference

Sandra Moberly, Former Community and Economic Development Director
Town of Mammoth Lakes
(Current Mono County Administrative Officer)
smoberly@mono.ca.gov
760 932 5415

Workforce Housing Needs Assessment, City of Ridgecrest, CA. The City of Ridgecrest hired LWC to lead a Workforce Housing Needs Assessment to Address Naval Air Weapons Station (NAWS) China Lake Workforce Needs. LWC began the Assessment with an evaluation of existing housing capacity to determine the range of housing types, condition, and availability of housing serving the installation workforce and surrounding community. This analysis drew on local data, regional planning documents, and state and federal sources.

Building on this foundation, LWC completed a Housing Gap Analysis that examines existing supply relative to current and projected demand. LWC considered demographic and employment trends, labor force characteristics, and anticipated workforce growth to identify the type and quantity of housing necessary to support the base and community workforce.

Special attention was given affordability levels and the housing mix needed to recruit and retain skilled employees. LWC engaged local stakeholders to ensure that quantitative findings are grounded in local experience. These conversations helped confirm key workforce housing challenges, reinforce analytical findings, and inform locally responsive recommendations. The Comprehensive Workforce Housing Report is anticipated to be completed in June 2026 and will outline workforce housing needs and present implementation strategies.

Reference

Heather Spurlock, Community Development Manager
City of Ridgecrest
hspurlock@ridgecrest-ca.gov
760 499 5063

D. Technical Approach & Methodology

Our approach is structured to give the District a clear, evidence-based path from feasibility through implementation while preserving optionality until the preferred development strategy is validated. In response to the District's scope, we will integrate strategic alignment, site and regulatory due diligence, development and financial analysis, and implementation planning into a single decision-making process.

This approach is designed to test multiple development scenarios for the Rancho Campana High School property and the adjacent agricultural parcel, evaluate entitlement and delivery risk, maintain uninterrupted school operations, and position the District to move confidently into funding, approvals, and execution.



Lawrence Heights, Toronto Community Housing
Toronto, ON

Phase-by-Phase Approach

Phase 1: Project Alignment and Strategic Planning

We will begin by confirming the District's objectives, decision criteria, affordability targets, and implementation priorities. This phase will include structured working sessions with District leadership to clarify desired employee outcomes, acceptable development models, market conditions, financial constraints, governance considerations, and operational requirements for the active campus.

In parallel, we will develop an employee housing needs framework that can be informed by available workforce data by employee classification and stakeholder input to assess likely demand by unit type, price point, and household profile. The labor force profile will be compared to housing conditions in Camarillo, Somis, and the wider West County market area. We will also complete an initial policy and regulatory scan focused on the applicability of California's workforce housing legislation for local educational agencies, including AB 2295, AB 1021 and related implementation pathways, to identify the most promising strategic direction early in the assignment. This will include an identification of utilization of LEA lead housing initiatives elsewhere in California. The output of this phase will be a shared project charter, evaluation framework, and scenario-testing criteria to guide all subsequent work.

Phase 1 Duration
Weeks 1-3

Primary Activities
Kickoff, document review, leadership workshops, workforce housing goals alignment, employee needs framework, policy and regulatory scan

Key Outputs
Project charter, evaluation criteria, initial scenario framework

Phase 2: Site Feasibility and Due Diligence

In this phase, we will translate the District's objectives into a site-based feasibility assessment for both parcels. Our work would include land use and title review, high-level environmental and utility due diligence, access and circulation analysis, development capacity testing, and identification of off-site improvements or enabling infrastructure that may affect cost or schedule. Because the project spans property in both the City of Camarillo and unincorporated Ventura County, we will evaluate jurisdictional interfaces, service implications, LAFCO issues and opportunities, and the different regulatory conditions that may apply across the combined site area. Particular attention will be given to the adjacent agricultural parcel and the constraints associated with voter-approved SOAR protections, including the likelihood that agricultural land use changes in unincorporated Ventura County may require a separate voter approval path unless a qualifying exception or alternative pathway is available. LWC will detail the applicability of SOAR in the context of AB1021 and other relevant state housing legislation. The requirements of AB1021 and its utility in pre-emption of local land use controls will inform the development proposal. The output of this phase will be a site constraints and opportunities memorandum, preliminary development envelopes, and a refined shortlist of viable site utilization scenarios.

Phase 2 Duration
Weeks 3-8

Primary Activities
Parcel analysis, entitlement and planning review, infrastructure and access assessment, site capacity testing, constraints and opportunities analysis

Key Outputs
Site feasibility memorandum, development envelopes, risk register

Phase 3: Development Strategy and Financial Analysis

Once feasible site scenarios are established, we will develop conceptual land use and massing options that demonstrate how housing can be integrated with existing campus functions and any required relocation of playing fields, parking, or support spaces. For each viable scenario, we will prepare order-of-magnitude development budgets, soft cost allowances, infrastructure cost implications, operating pro formas indicating the depth of subsidy required and scenario-based funding analyses. This financial work will test different affordability mixes, delivery structures, and phasing concepts so the District can understand trade-offs among mission impact, financial sustainability, and entitlement complexity.

We will also assess the local rental market and workforce affordability gap to recommend unit mix, projected monthly rental bands based on employment classifications of the OUHSD labor force, and program positioning aligned with employee recruitment and retention goals. The output of this phase will be a comparative scenario matrix and a preferred development strategy supported by financial and operational analysis.

Phase 3 Duration
Weeks 8-13

Primary Activities
Concept development, unit mix testing, cost modeling, operating pro forma, funding strategy assessment, market and affordability analysis

Key Outputs
Scenario comparison matrix, conceptual development strategy, preliminary financial model

Phase 4: Strategic Recommendations and Implementation Planning

In the final phase, we will synthesize the analysis into a practical roadmap for District action. This will include a recommendation for the preferred entitlement and delivery pathway, a phased implementation strategy, decision points requiring Board direction, risk identification and mitigation measures, and a stakeholder engagement plan to build support with internal and external audiences.

We will also identify the immediate next steps needed to advance the project, such as additional technical studies, pre-application coordination, selection of development partners or specialty consultants, funding pursuits, and sequencing of approvals.

The output of this phase will be an implementation playbook and presentation materials tailored for District leadership and Board consideration.

Phase 4 Duration
Weeks 13-16

Primary Activities
Preferred strategy selection, implementation roadmap, phasing recommendations, stakeholder strategy, Board presentation preparation

Key Outputs
Final recommendations, implementation roadmap, executive briefing and Board presentation materials

Optional

Phase 5: District Review/ Presentation Refinement

Optional Phase 5 Duration
Weeks 16-20

Primary Activities
Incorporate District feedback, finalize materials, support Board or leadership presentations

Key Outputs
Finalized deliverables and decision-support package

Note: Not included in the Fee Proposal



HomeSpace Seton Affordable Housing | Calgary, AB

We have structured this assignment to help the District move from a complex housing opportunity to a clear, defensible action plan. Our approach combines strategic alignment, land use and entitlement analysis, operational planning, and financial testing into a single decision framework so the District can evaluate not only what is possible, but what is practical, financeable, and approvable. By focusing early on entitlement risk, school operations continuity, workforce affordability, and implementation sequencing, we position the District to make informed choices and advance the initiative with confidence.

Our Methodology

Our entitlement methodology is built around reducing discretionary risk, confirming statutory eligibility early, and preserving fallback pathways if conditions change.

We will first establish a legal and planning eligibility matrix for each parcel and each development scenario, testing whether the proposed program can qualify under the local educational agency workforce housing framework created by California AB 2295 and strengthened by later legislation including AB 1021, which expanded flexibility for school workforce housing on LEA-owned land beginning in 2026. We will then map the applicable objective development standards, density and height thresholds, deed restriction and affordability requirements, infrastructure obligations, and any jurisdiction-specific design criteria that would apply. For the campus parcel, we will prioritize by-right or ministerial pathways where feasible to reduce schedule exposure. For the agricultural parcel, we will evaluate whether it should be excluded from the initial phase, incorporated only if a compliant pathway is available, or advanced through a separate strategy due to SOAR-related constraints in unincorporated Ventura County. We will also evaluate CEQA implications under each scenario, including whether a statutory or ministerial pathway may reduce or eliminate discretionary environmental review, while identifying any residual technical studies still required to support approvals and defensibility. Throughout the process, we will coordinate early with the relevant city, county, and special district stakeholders to validate assumptions before the District commits to a preferred strategy. This methodology is intended to move the project toward the fastest legally defensible approval path without compromising long-term feasibility.



Ottawa Community Housing Mikinak Redevelopment | Ottawa, ON


Pineridge Affordable Housing | Calgary, AB

Strategy for Maintaining School Operations During the Development Process

Maintaining uninterrupted school operations is a governing principle of our approach rather than a downstream coordination item. We will begin by mapping all critical campus functions, including student circulation, parent drop-off and pick-up, bus movements, parking, emergency access, playfields, athletics, utilities, security boundaries, and daily educational activities. Each development scenario will then be tested against these operational requirements to identify conflicts and define mitigation measures before a preferred concept is selected. Our strategy will prioritize locating early-phase housing and enabling work in areas that minimize disruption to teaching and campus access; while sequencing any relocation of fields, parking, or support facilities so replacement capacity is delivered before existing assets are displaced wherever possible. We will recommend phased construction zones, protected pedestrian routes, separate contractor access, seasonal scheduling around the academic calendar for high-impact work, and clear communication protocols with campus leadership. If temporary relocation of certain school functions is unavoidable, we will identify practical swing-space options, cost implications, and transition triggers as part of the phasing plan. The result will be a campus continuity framework that allows the District to evaluate feasibility not only from a real estate perspective, but from an operational and educational standpoint as well.

Why Us

Our team's value lies not only in completing a feasibility study, but in giving the District a practical, defensible path to action on a complex workforce housing initiative. The following themes differentiate our approach and directly align with the District's stated goals, selection criteria, and need for objective advisory support.

We bring an advisor's perspective to this assignment, with a focus on helping the District navigate a uniquely challenging mix of public-sector governance, workforce housing objectives, entitlement complexity, and active campus operations. Our value is in turning competing constraints into a practical path forward through clear analysis, scenario testing, and decision-ready recommendations that support both leadership alignment and Board action.

- **District-first, implementation-oriented advice.** We approach this assignment as an independent advisor focused on protecting the District's interests, clarifying decision points, and identifying the most viable path to execution rather than simply producing a conceptual study.
- **Deep understanding of complex public-sector housing conditions.** This opportunity requires more than conventional multifamily planning. Our approach is tailored to the realities of California school district land, public governance, affordability objectives, evolving state housing legislation, and the added complexity of a site that spans both city and county jurisdictions.
- **Entitlement strategy designed to reduce risk and preserve options.** We do not assume a single path forward at the outset. Instead, we test multiple scenarios against statutory eligibility, local planning controls, CEQA implications, infrastructure needs, and political feasibility so the District can move toward the fastest defensible approval strategy with fallback options if conditions change.


Willingdon Lands | Burnaby, BC

- **School operations continuity integrated from day one.** We recognize that the District cannot evaluate development feasibility separately from educational continuity. Our methodology embeds circulation, safety, athletics, parking, campus access, and swing-space planning into the earliest stages of scenario testing so operational disruption is minimized and phased solutions are realistic.
- **Financial realism tied to workforce outcomes.** Our analysis is structured to move beyond high-level visioning and into decision-ready economics. By pairing cost modeling, market analysis, funding strategy, and affordability testing, we help the District understand what can be built, how it may be financed, and how effectively it can serve employee recruitment and retention goals.
- **Actionable deliverables for leadership and Board decision-making.** We emphasize clear recommendations, scenario comparisons, risk identification, and implementation roadmaps that enable District leadership and the Board to make informed choices, communicate a credible path forward, and advance next steps with confidence
- **Integrated perspective across strategy, feasibility, and delivery.** Because the District is seeking advisory services rather than a narrow technical memo, we connect the strategic, regulatory, operational, and financial dimensions of the project into a single decision framework. This gives the District a more usable basis for procurement, approvals, funding pursuits, and eventual project execution.

F. Fee Proposal

Arcadis proposes to provide the requested services on a **not-to-exceed** basis, organized by project phase and supported by hourly billing rates by role. As a preliminary framework for budgeting purposes, the sample allocation below distributes the Arcadis fee and consultant fees by phase using percentage-based assumptions that can be adjusted once final pricing is confirmed.

Hourly Rate Schedule

Rate Schedule by Classification for Arcadis, Inc. (Effective as of June 2025)

Title	Hourly Rate (USD)
Executive Leadership	360
Principal	300
Associate Principal	230
Senior Associate	185
Associate	150
Architectural Staff II	130
Architectural Staff I	115

Assumptions, Reimbursables, and Payment Schedule

The fee proposal assumes timely access to existing District documents, up to the agreed number of working sessions and review meetings, and one round of consolidated comments per major deliverable. Specialty technical studies not expressly included in the scope, if required, would be addressed as additional services subject to District authorization. Reimbursable expenses will be billed at cost and shall not exceed the approved allowance without prior written approval. Invoices may be submitted monthly or upon completion of key deliverables, with payment milestones aligned generally to completion of Phase 1, Phase 2, Phase 3, and final delivery under Phase 4.industry standards for companies of similar size doing projects of similar type and volume. Please see the Litigation History on the next page.

Pineridge Affordable Housing | Calgary, AB

PHASE	SCOPE SUMMARY	ARCADIS' FEES (NTE)	LWC FEES (NTE)	TOTAL BY PHASE
Phase 1 Project Alignment and Strategic Planning	Kickoff, leadership workshops, needs framework, policy and regulatory scan	$51,975	$44,638	$105,276
Phase 2 Site Feasibility and Due Diligence	Parcel analysis, entitlement review, infrastructure and access assessment, site capacity testing	$105,188	$19,492	$138,292
Phase 3 Development Strategy and Financial Analysis	Concept development, cost modeling, pro forma, funding strategy assessment, market analysis	$129,938	$26,026	$167,101
Phase 4 Strategic Recommendations and Implementation Planning	Preferred strategy, implementation roadmap, phasing recommendations, presentations	$56,925	$15,444	$83,507
Optional Phase 5*	District review/ presentation refinement	$21,038	n.a.	$22,500
Reimbursable Expense Allowance	Printing, shipping, local travel, and other approved direct expenses	$21,903	$6,335	$28,880
TOTAL PROJECT FEE	Not-to-exceed total for all services described herein	$386,966	$111,935	**$498,901**

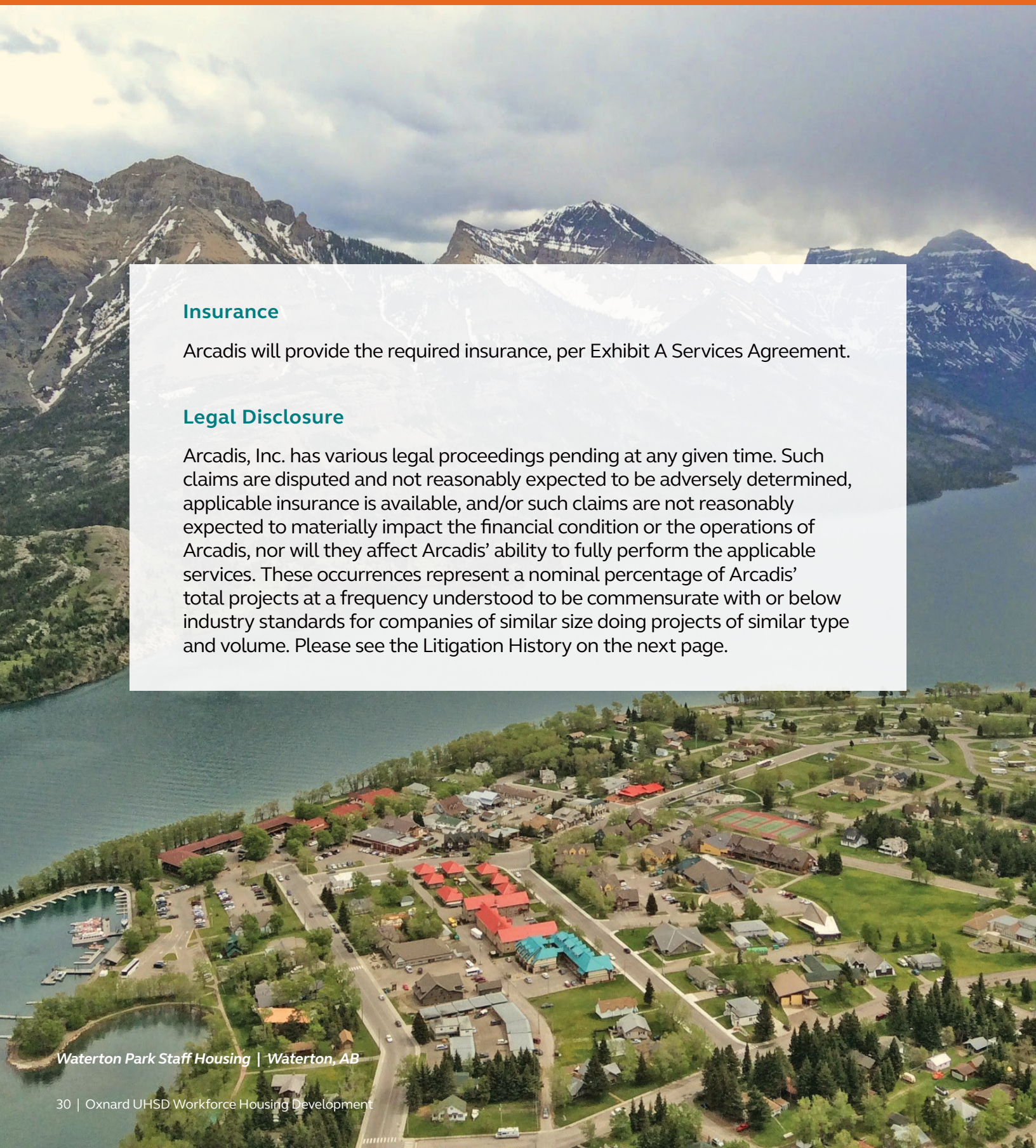
G. Insurance, Legal & Professional Standing

Insurance

Arcadis will provide the required insurance, per Exhibit A Services Agreement.

Legal Disclosure

Arcadis, Inc. has various legal proceedings pending at any given time. Such claims are disputed and not reasonably expected to be adversely determined, applicable insurance is available, and/or such claims are not reasonably expected to materially impact the financial condition or the operations of Arcadis, nor will they affect Arcadis' ability to fully perform the applicable services. These occurrences represent a nominal percentage of Arcadis' total projects at a frequency understood to be commensurate with or below industry standards for companies of similar size doing projects of similar type and volume. Please see the Litigation History on the next page.



Waterton Park Staff Housing | Waterton, AB

Litigation History

In the last 7 years, Arcadis, Inc. has had the following litigation filed against it related to the performance of professional architecture, engineering and design services in the U.S. This list, which is current as of Q1 of 2026, excludes personal injury matters, subcontractor payment disputes, or workers' compensation claims.

CASE NAME/ CASE NUMBER	DATE FILED OR CLAIM RECEIVED/ COURT WHERE FILED	STATUS OR OUTCOME*	PROJECT NAME/COMMENTS
Juan Caycedo v. Arcadis, Inc. *24CV80550AMC*	Filed 5/2/2024 USDC Southern District FL internally.	No further communication from Plaintiff. Matter closed	A former employee of IBI seeks injunctive relief from post-employment restrictions, allegedly due to Arcadis, Inc.'s breach of contract.
Plenary Health Milton LP v. PCL Constructors Inc., B+H Architects International (Canada) Inc. et al, including CallisonRTKL Architects Canada Inc. *CT-20-00648322-0000*	Filed 9/5/2020 (but CRTKL not served until March 26, 2021) Ontario Superior Court, Ontario, Canada	Pending	Project Name: Milton Hospital Redevelopment Claim against multiple parties for water damage due to a blocked drainage pipe.
Norwalk Land Development, LLC v. CallisonRTKL Connecticut Architects P.C.	Filed 12/8/2020	Lawsuit withdrawn 2023	Project Name: SoNo Collection Mall—Norwalk
Woodbranch Cowtown Parking LLC v. Walker Parking Consultants/Engineers Inc. et al, including CallisonRTKL Inc. *34829775118*	Filed 2/5/2018 District Court of Tarrant County, TX	Settled June 2021	Project Name: Woodbranch Parking Garage Claim against multiple parties for alleged breach of contract and negligence in the design of the parking garage.

**Settlement, trial, or dismissal*

H. References



Waterton Park Staff Housing | Waterton, AB

1

Gerald Schober, Project Manager (Representing Oxnard School District)
CFW, Inc.
626 829 8701 | gschober@cfwinc.com
Projects: Rose Avenue Elementary School, Ritchen Elementary School Modernization, McAuliffe Elementary School Modernization

2

Tracy Nishihira, Executive Director, Facilities Development & Planning
Long Beach Unified School District
310 339 2507 | tnishihira@lbschools.net
Projects: Modernizations of Riley, Cleveland, MacArthur, and Gompers Elementary Schools; Bancroft Middle School; Lakewood High School; Lakewood High School Gymnasium; and Lakewood High School Track, Field, and Bleachers

3

Dwayne Lawrence, Design Manager, Contract Professional
Los Angeles Unified School District
213 241 7019 | dwayne.lawrence@lausd.net
Project: Grant High School Comprehensive Modernization

4

Chris Jauregui, Vice President
Plenary Americas
310 775 1583 | chris.jauregui@plenaryamericas.com
Project: Potrero Yard Modernization

5

Chris Leitch, Manager, Transportation Planning
Regional Municipality of Durham (Whitby, ON)
905 668 7711 x2567 | chris.leitch@durham.ca
Project: Simcoe Street Parametric Land Use Analysis (Computational Design)

6

Sandra Moberly, Administrative Officer (Former Community and Economic Development Director for Town of Mammoth Lakes)*
Mono County
760 932 5415 | smoberly@mono.ca.gov
Project: Conceptual Land Use Plan for The Parcel, Town of Mammoth Lakes

7

Heather Spurlock, Community Development Manager*
City of Ridgecrest
760 499 5063 | hspurlock@ridgecrest-ca.gov
Project: Workforce Housing Needs Assessment, City of Ridgecrest

**LWC reference*

Appendix

ATTACHMENT 1

PROPOSAL FORM

This Proposal Form must be duly executed and submitted with any proposal to OUHSD.

The Offeror hereby agrees that its proposal is subject to all **RFP #728 WORKFORCE HOUSING DEVELOPMENT – FEASIBILITY STUDY & ADVISORY SERVICES** provisions, terms and conditions, attachments, exhibits, amendments and other applicable materials which are attached or incorporated by reference. Proposer hereby agrees to promptly enter into an agreement in substantial accordance with such RFP provisions, terms and conditions.

The Offeror hereby agrees that its attached proposal of which this is part, is a firm irrevocable offer and valid for acceptance by OUHSD for the period through and including 6/30/2027. The Offeror hereby agrees that if its proposal is accepted by OUHSD that it shall provide the requested services in accordance with the RFP, as it may be amended. The term of this contract shall be for a period of one (1) year. Services requested must be completed within this term.

Services Fee $498,901
(not to exceed) for Fiscal Year 2026-2027 ending June 30, 2027

Name of Person Duly Authorized to Execute this Proposal/Offer:

Duly Authorized Signature: Kanani

Title: Principal | Studio Lead, Education Date: June 4, 2026

Offeror Name: Janvi Kanani

Offeror Address: 333 S. Hope St., Suite C200, Los Angeles, CA 90071

Offeror Telephone: +1 213 769 0011

Offeror Email: janvi.kanani@arcadis.com

About Arcadis

Arcadis is the world's leading company delivering sustainable design, engineering, digital and consultancy solutions for natural and built assets. We are more than 36,000 architects, data analysts, designers, engineers, project planners, water management and sustainability experts, all driven by our passion for improving quality of life.

We exist to find solutions to today's most pressing challenges, from the impact of climate change to increasing urbanization and digital transformation – all with the goal of improving quality of life for people around the world. You can see this in the work we do for our clients, the opportunities we create for our people, and in our efforts to enhance the communities in which we live and work. We bring together world-class resources and the latest innovative technologies to help define the cities and experiences of tomorrow.

This has been our mission since 1888, when we were founded to transform unusable wetlands in the Netherlands into prosperous land for people to farm. And it continues today.www.arcadis.com

Contact us



Janvi Kanani
Principal, Education

E janvi.kanani@arcadis.com
T +1 760 893 2394



Yancey Clayton
Principal, Living

E yancey.clayton@arcadis.com
T +1 323 303 6556

Connect with us

Arcadis. Improving quality of life.