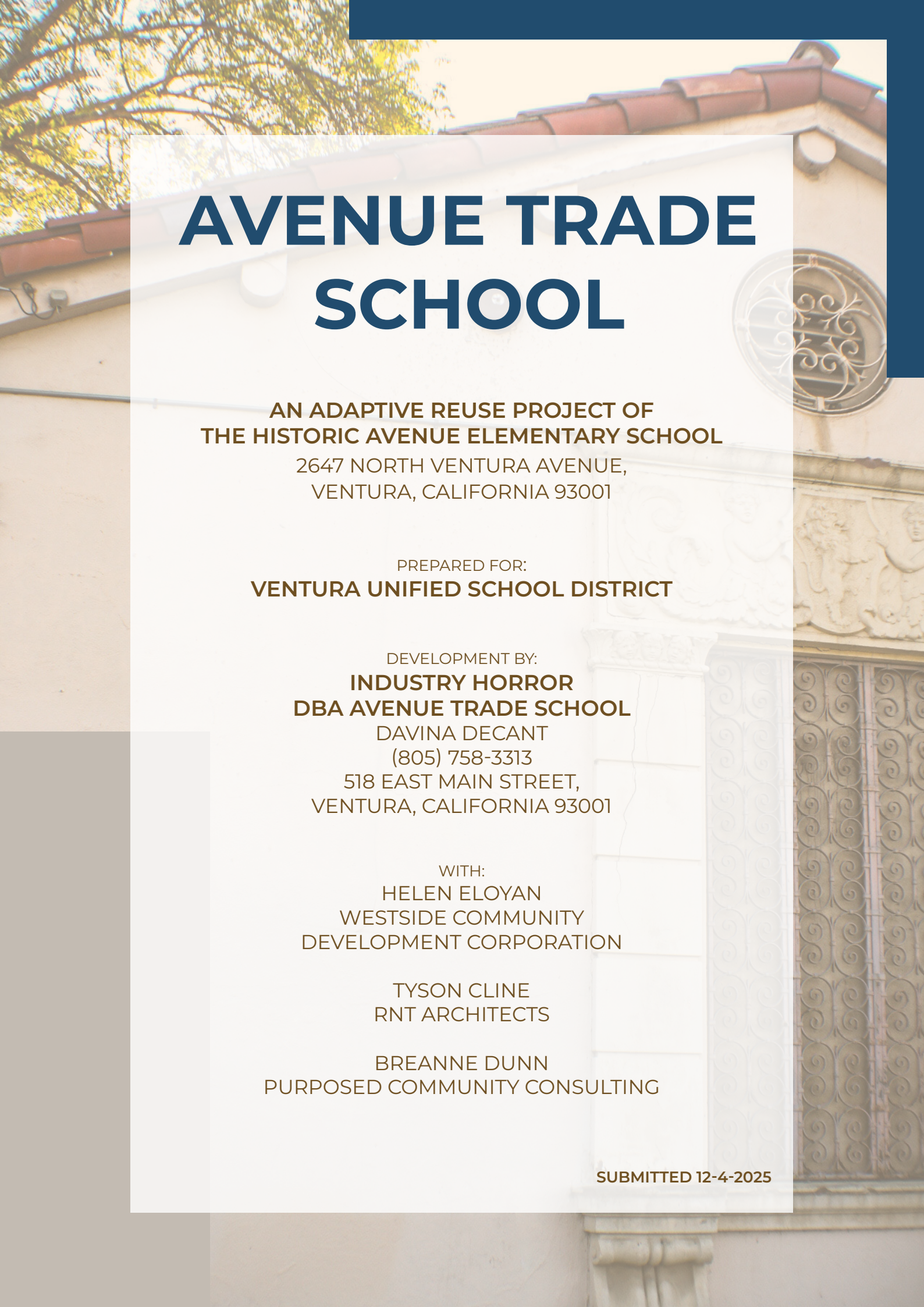


AVENUE TRADE SCHOOL

AN ADAPTIVE REUSE PROJECT OF
THE HISTORIC AVENUE ELEMENTARY SCHOOL
2647 NORTH VENTURA AVENUE,
VENTURA, CALIFORNIA 93001

PREPARED FOR:
VENTURA UNIFIED SCHOOL DISTRICT

DEVELOPMENT BY:
INDUSTRY HORROR
DBA AVENUE TRADE SCHOOL
DAVINA DECANT
(805) 758-3313
518 EAST MAIN STREET,
VENTURA, CALIFORNIA 93001

WITH:
HELEN ELOYAN
WESTSIDE COMMUNITY
DEVELOPMENT CORPORATION

TYSON CLINE
RNT ARCHITECTS

BREANNE DUNN
PURPOSED COMMUNITY CONSULTING

SUBMITTED 12-4-2025



Let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven.

(Matthew 5:16)

December 4, 2025

Dear Ventura Unified School District and Selection Committee,

We are honored to submit our proposal for the adaptive reuse of the former Avenue Elementary School as Avenue Trade School, a neurodivergent-focused trade school and community campus at 2647 North Ventura Avenue. This project will transform a long-vacant historic site into a working campus that invests in both a forgotten property and in adults who have been overlooked, while creating career pathways that lead to real jobs, dignity, and healthy, stable lives.

Avenue Trade School is designed as a model campus where autistic and neurodivergent adults, as well as other adults from our surrounding community, can gain real-world training in trades that match their strengths and interests. Drawing on our own expertise and diverse project partner experience in vocational training, we will create a tailored curriculum that meets the unique needs of individuals who may have higher support needs and/or special accommodations. This will empower participants with essential skills for independent living and meaningful employment. We envision a joyful environment where every individual can thrive and flourish.

Our project development team is composed of local professionals who are fueled by a shared passion for community enrichment with a proven track record in successful community development, site design, education, and program implementation. Each member is dedicated to this vision and appreciates the significance of historic preservation. We are committed to honoring the architectural integrity of the former Avenue Elementary School while adhering to applicable preservation standards so that its historic character is respected and celebrated as the campus is brought back into active use.

Our pathway to success is grounded in four pillars: 1) We will leverage our existing experience and deep community connections. 2) We will use a phased approach that delivers immediate value on day one while building toward full campus activation. 3) We will rely on a community-driven design process to refine programs and spaces with those who will use them. 4) We will implement a secured funding strategy that blends significant private donations, mission-aligned grants, contracts, and earned income to support long-term operations.

Collaboration with the community is central to our approach. We recognize that the success of this project depends on building on our existing relationships and forging new, strong partnerships with local organizations, authorities, and stakeholders. Inclusivity and accessibility are core to our design philosophy. The Avenue Trade School campus will serve as a welcoming space where individuals of all abilities feel valued and respected, and where the buildings and open spaces become a source of comfort and pride for everyone who enters.

This vision directly supports the District's goals to benefit students and the broader community while honoring the historic character of the Avenue Elementary School Campus. We are committed to close collaboration with the District, neighborhood residents, and local partners so that Avenue Trade School reflects community priorities, supports VUSD students and families as an extension to existing resources, and remains a trusted asset for decades to come.

We are grateful for your consideration and for the opportunity to help write the next chapter in this campus's life. We look forward to the opportunity to collaborate on this meaningful endeavor.

Sincerely,

Ryan and Davina DeCant

Founders and Operators
Industry Horror dba Avenue Trade School









AVENUE TRADE SCHOOL



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A4. LETTERS OF SUPPORT
A5. COMMUNITY ENGAGEMENT



SECTION ONE

LETTER OF INTENT

To: Ventura Unified School District
c/o DCG Strategies (RFP 2647 North Ventura Avenue)
listings@dcgstrategies.com

From: Industry Horror dba Avenue Trade School
518 East Main Street, Ventura, California 93001
Davina DeCant, info@avenuetradeschool.org, (805) 758-3313
Owners Representative: Helen Eloyan, helen@avenuetradeschool.org, (805) 358-1938

Dear Ventura Unified School District,

This Letter of Intent sets forth the preliminary terms and conditions under which Industry Horror dba Avenue Trade School (the “Buyer”) proposes to purchase the property located at 2647 North Ventura Avenue, Ventura, California 93001 (the “Property”) from Ventura Unified School District (the “District”) and to redevelop it as a neurodivergent-centered trade school and community campus known as Avenue Trade School. The terms described in the following sections are intended as a non-binding expression of mutual intent and will form the basis for a more detailed Purchase and Sale Agreement, subject to negotiation and approval by the District’s Board of Education.

1. Purchase Price: $1.00, payable in full in cash at Closing as described below.

2. Close of Escrow: Shall occur on the earlier of (1) Local Jurisdiction Approval, or (2) two (2) months from the Effective Date of the Agreement.

3. Deposit: Buyer will make the full deposit of $1.00 at the time of mutual execution of a Purchase and Sale Agreement, which will be non-refundable and immediately released to the District, but applicable to the Purchase Price.

4. Inspections: Buyer shall be provided with the opportunity to conduct whatever physical inspections Buyer deems necessary, subject to reasonable notice and noninterference with current users of the site. Buyer shall have the right to review any and all documentation, title reports, surveys, soil studies, and all other documents relating to the Property, and the District shall promptly deliver to Buyer copies of all such documents in its possession, custody, or control, subject to entry into a Purchase and Sale Agreement. District staff will cooperate in providing such information as the Buyer may reasonably require, regarding the history, use, and condition of the Property.

5. Government Approvals: Buyer shall be seeking various government approvals as may be required for development of the Property in the manner Buyer intends, including a tentative subdivision map and other permits. The District will cooperate with and assist Buyer as reasonably necessary in submitting applications for such approvals, including signing appropriate documents that may be required by government officials.

6. Other Provisions:
6.1 Buyer will request (in a binding Purchase and Sale Agreement) standard representations and warranties as are customary for transactions of this type, including with respect to authority, brokers, completeness of due diligence materials, absence of litigation, absence of hazardous materials or hazardous site conditions, absence of violations of law, and vacancy of all structures on the premises at Close of Escrow.



6.2 Following completion of all conditions set forth in a binding Purchase and Sale Agreement, the District shall convey the Property to Buyer at Close of Escrow in substantially the same condition as at the present time, except as regards to the condition of the improvements thereon (which Buyer shall be responsible for removing), and shall have cured any violation of applicable laws, regulations and codes, and shall have removed all monetary liens or other encumbrances to title that would prevent or impair good title from being passed to Buyer.

6.3 Buyer understands that the District has retained DCG Strategies as its real estate agent in connection with this transaction, and that the District will be solely responsible for any compensation due to DCG Strategies based on its arrangements with the firm. Any compensation due to other real estate agents or brokers engaged or retained by Buyer in connection with this transaction will be the sole responsibility of the Buyer.

7. Definitive Purchase and Sale Agreement: As expeditiously as possible, Buyer intends to negotiate with the District and agree to a definitive and binding Purchase and Sale Agreement, but until that has been done, either party may withdraw from this transaction without further obligation of any kind to the other.

8. Approval Required by District Authorities: Buyer understands and acknowledges that the District’s execution of the Purchase and Sale Agreement must be conditioned on approval of its Board of Education.



SECTION TWO

2. DEVELOPMENT PROGRAM

In envisioning the revitalization of the dilapidated Avenue Elementary School property (totaling 7.44 acres), we propose a transformative project that transcends traditional boundaries to create a hub of education, empowerment, and inclusivity. Our vision is to adaptively reuse the existing structure into a state-of-the-art vocational trade facility that provides comprehensive services to individuals with special needs. This endeavor seeks to address the urgent need for vocational training and foster a sense of community and belonging.

The heart of our project lies in establishing a cutting-edge vocational trade school that meets the unique needs of individuals with Special Needs. This facility will offer tailored programs that embrace adaptive learning methods and equip students with skills to thrive in the workforce. Through collaboration with local industries and businesses, our vocational trade school aims to create a supportive environment that nurtures talents and facilitates meaningful employment opportunities for individuals with special needs.

We are committed to maximizing the positive impact on the broader community. The final design will include community spaces, ensuring that the surrounding neighborhood can actively engage with and benefit from the resources and opportunities offered within the development. As we move forward in this process, we understand the importance of community input and collaboration. During the project's entitlement phase, we will host a series of community meetings to gather grassroots support and determine the highest and best use of the remaining existing outdoor spaces. Through open dialogue, we aim to create a project that not only meets the community's needs but also becomes a source of pride and unity.

Together, we will re-imagine the Avenue School not only as a renovated building but as a beacon of hope, inclusivity, and empowerment for individuals with special needs and the community at large. This project is not just about adaptive reuse; it's about transforming lives, fostering resilience, and building a future where everyone has the opportunity to thrive.

SECTION TWO: DEVELOPMENT PROGRAM

PROJECT UNDERSTANDING

SITE & PROJECT BACKGROUND

The Avenue Elementary School property is located in an environmentally disadvantaged area of the City, and includes one of the County's oldest and most socio-economically diverse communities (herein referred to as the "Avenue" or "Westside"). The Westside is the County's only Neighborhood Revitalization Strategy Area, which provides access to federal funding for specific projects, such as economic development or public service activities. The Assessor Parcel Number is 068-0-040-045 and contains 7.44 acres of land with existing structures.

The property at 2647 and 2717 North Ventura Avenue consists of two free-standing structures with distinct histories and conditions. The larger of the two, located at 2647 North Ventura Avenue, is the former Avenue Elementary School, a 24,000-square-foot (SF) campus constructed initially in phases beginning in the early 1920s. It served the community as a VUSD-operated school until 1989, when the District closed the school. In 2005 the Districted submitted renovation plans to the Division of the State Architect. Those plans were ultimately denied due to prohibitive costs, leaving the site with extensive deferred maintenance. Our estimates indicate that returning the existing structures to habitable conditions will cost over $9 million.

VUSD SURPLUS PROPERTIES

The Ventura Unified School District ("VUSD") convened a surplus property advisory committee, herein referred to as the "7/11 Committee", on December 2, 2019. The 7/11 Committee recommended that the property be surplused and include an educational purpose as part of its ultimate use. As noted in the 7/11 Committee's Final Report and Recommendations, dated October 21, 2020, the 7/11 Committee was formed to review data regarding the amount of surplus real estate available, establish a priority list of use, provide community input on acceptable uses, and ultimately, provide recommendations to the Board of Education. Public commenters at the 7/11 Committee meetings on February 18, 2020, noted that retaining the Avenue Elementary School site was not in students' best interests. At the end of the evaluation process, the 7/11 Committee indicated that their recommendations were influenced by the following: doing what is best for students, comments from the community, enrollment data/forecasts, students per acre data, City Planning feedback, Education Service Center backup plan, Ventura County Economic Forecast (Center of Economic Research and Forecasting), YMCA expansion project information, and personal experience. The 7/11 Committee deliberated for over ten (10) months, held eight (8) public hearings, and "the Advisory Committee decided to recommend that the Avenue School be declared surplus property. The Advisory Committee also recommended that the space under consideration be sold or leased, as the Board sees fit, and recommend that any future use have an educational component."

Following this, the VUSD began disposing of surplus properties in a more flexible manner than currently allowed under the Land Surplus Act. The waiver from the Land Surplus Act would enable the VUSD to select proposals, not solely based on purchase price, and the following presents a timeline of the waiver process, which was initiated in early 2023:

- January 10, 2023 - The VUSD Board participated in a discussion on the Surplus Properties.
- April 18, 2023 - City of Ventura discussion on the surplus properties began.
- July 11, 2023 - VUSD discussion on Surplus District Property and ultimately consensus to move forward with the waiver process.
- August 29, 2023 - VUSD held a Public Hearing: Intent to Request Waiver; Waiver was passed.
- November 13, 2024 - State Board of Education approved waiver (expires on 12/30/2025).
- September 30, 2025 - VUSD releases the Request for Proposals for the former Avenue Elementary School.
- December 4, 2025 - Proposals for the Avenue Elementary School are due.



HISTORIC SIGNIFICANCE AND NECESSARY STEPS FOR PRESERVATION

The subject site is located in an area historically known as the "Valley of San Buenaventura" and was previously owned by Eugene Preston Foster ("E.P. Foster"). E.P. Foster was a major philanthropic landowner by the early 1870s and initiated diverse agricultural projects. E.P. Foster purchased the subject property in 1879 and ultimately donated it to the Avenue School District in 1955. Due to the state of disrepair of the original structures, the Foster residence was destroyed by a fire. The majority of the trees on-site are estimated to be from the late 1800s or early 1900s and were likely planted by E.P. Foster. The Avenue School was determined to be individually eligible as a local landmark, and for listing on the National Register of Historic Places in the Ventura County Cultural Heritage Survey, Phase I - San Buenaventura 1983, and the Westside Historic Context and Survey Report in 2011 reaffirmed the eligibility findings. (Historic Resources Report completed by San Buenaventura Research Associates, dated October 17, 2012).

Due to the historical significance of the Avenue Elementary School property, on-site mitigations and adherence to the Secretary of the Interior's Standards will be necessary to avoid significant and adverse impacts to the historic resources. As such, the project team has solicited the assistance of a historic architect to guide the adaptive reuse of the existing structures and construction in the vicinity of historic trees. The proposed adaptive reuse of the property would involve remediation of hazardous materials present in the existing structures. It is expected that the existing structures contain asbestos or lead-based paint, which could pose adverse health impacts if mismanaged. Before construction commences, the proposed project would be required to comply with the Ventura County Air Pollution Control District, the California Occupational Safety and Health Administration, and applicable local, state, and federal handling and disposal requirements.

Today, the building requires comprehensive rehabilitation, including replacement of the cafeteria roof, which is structurally compromised, and upgrades to roofing, mechanical, electrical, and plumbing systems. There are also additional needs to conduct site investigations to determine a precise development envelope. For example, there is a subgrade drainage system installed by Ventura County in 1959 that runs from the northeast corner of the property to the barranca west of the cafeteria; this subgrade drainage system would not be buildable and would require structures to be set back from the infrastructure.

PROJECT UNDERSTANDING CONT.





COMMUNITY SUPPORT

Since the 1990s, Westside residents and leaders have been asking for an education and workforce project at the former Avenue Elementary School site. The concept was first championed by the City of Ventura and former Mayor Jim Monahan, then carried forward in the Westside Vision 2020 plan and referenced in the City of Ventura 2050 General Plan. More recently, the Westside Community Development Corporation (WCDC) adopted the idea as a Westside Innovative Solutions focus area, supported annually by Community Development Block Grant funding. Through the WCDC Westside Needs Survey in 2023 and 2024, residents identified a trade school as a top neighborhood priority, confirming that this is not a new idea, but a long standing community goal.

In 2024 and 2025, WCDC deepened this work through the in person IDEA HUB forum at Bell Arts Factory on Ventura Avenue, less than a mile from the school site. Residents generated 54 project ideas across themes including economic and workforce development, neighborhood revitalization, food insecurity, and civil rights, then voted on the concepts they felt were most urgent. Establishing a trade school for hands on training and real job pathways emerged as the top ranked idea. Other high priority ideas focused on food access, mobility, and safety. This process did two things that are central to our project approach. It validated that a trade school is the community's preferred use for the site, and it built a pipeline of resident changemakers who are now engaged in shaping Avenue Trade School. It also demonstrates how we intend to leverage partner led engagement on crossover topics like workforce, food security, and safe streets and then carry that community guidance into the concrete design of this project.

During the proposal period, the Avenue Trade School team added its own outreach layers to create a thoughtful, meaningful, and truly community driven process. We introduced the concept and gathered informal feedback through Industry Horror and Autism Works Print Shop events, which reach thousands of people connected to the neurodivergent community, local businesses, and Westside families. Media coverage on iHeartRadio at the Spencer Makenzie Throwdown and Santa Barbara KEYT news helped broaden awareness and draw in supporters who might not otherwise attend a formal meeting. These partner based activities show how we will continue to use existing community platforms to reach people where they already are, rather than asking them to come to us.

We also led a focused Avenue Trade School community survey that drew 94 participants, including autistic and neurodivergent adults, family members, educators, service providers, local business owners, nonprofit leaders, and Westside residents. Nearly all respondents expressed clear support for the project and many offered to participate as students, family partners, instructors, or volunteers. Their priorities aligned closely with the project design: training in culinary arts, small business and entrepreneurship, facilities and construction skills, digital media, specialized industrial trades, graphic design, retail and office skills, and screen printing, paired with strong interest in independent living skills, money management, self advocacy, social communication, and technology. Respondents also identified campus features such as a teaching farm or garden, wellness and mental health supports, sensory friendly spaces, healthy food options, youth programs, arts and music, and community gathering areas. These responses confirm that Avenue Trade School is seen as both a workforce and healing center, rooted in real world needs.

On November 25, 2025, we hosted a virtual community workshop to present the emerging concept and invite deeper input. About 40 participants in total used live polls to rank campus amenities and program ideas, again elevating teaching gardens, community marketplaces, wellness and mental health spaces, recreational and cultural areas, and sensory friendly design as priorities. The workshop also catalyzed important relationships. The new Executive Director of The Arc of Ventura County attended and was moved by the proposal, opening a pathway for a formal partnership that could bring adult day programming and supportive services to the campus. Several participants with relevant expertise have since joined the Avenue Trade School advisory board as potential faculty and community advisors, strengthening our capacity to co-design curriculum and campus operations.

Together, this layered outreach demonstrates the kind of community engagement approach we will continue in project implementation. We are weaving together partner led processes like WCDC's surveys and IDEA HUB forum, Industry Horror's large scale community events, and our own targeted survey and workshops to reach residents, neurodivergent community members, families, educators, service providers, and employers. The feedback gathered during the proposal phase will directly kick start community engagement in phase 1 of the project by providing a ready made contact list of interested stakeholders, a clear map of community priorities, and a set of resident leaders and partners who are already invested in the project. Early implementation activities will build on this foundation through follow up meetings with survey and workshop participants, co-design sessions with advisory board members and partners like The Arc, and continued collaboration with WCDC and other neighborhood organizations. In this way, the same community voices that shaped the proposal will be invited to guide decisions about program mix, campus design, and operations, ensuring that Avenue Trade School remains a community driven project from planning through long term use.



AVENUE TRADE SCHOOL OUTREACH BOOTH AT AUTISM ROCKS CAR SHOW, 2025



SPENCER MACKENZIE THROWDOWN 2025



IDEA HUB 2025

For more information on our extensive community outreach process to co-create this project with our neighbors, please see our attachment section A5 or visit our website avenuetradeschool.org!

PROJECT UNDERSTANDING CONT.

RIGHT PROJECT, RIGHT PLACE

Our project team supports affordable housing as a policy priority and believes that Ventura needs more deeply affordable, accessible housing options citywide. The decision not to pursue affordable housing on this parcel is not a statement against housing, but a decision to create a project that responsibly responds to neighbors, existing site conditions, and immediate community need.

The site requires significant environmental remediation and structural rehabilitation. While these issues can be addressed for any use, layering long-term housing on top of outstanding environmental constraints, aging infrastructure, and historic preservation requirements increases both cost and complexity.

The surrounding industrial and commercial uses raise real questions about long-term residential compatibility, especially for residents who may be more sensitive to noise, light, or air quality. This is an important factor to consider when deciding if low-income housing should be located onsite, as the new housing would only reinforce residents' environmentally disadvantaged status and might further over-concentrate low-income residents in one area of the city (i.e., the Westside).

Local industrial neighbors have expressed understandable concern about adding residents directly adjacent to active yards and facilities, particularly if future residents could trigger complaints, enforcement, or pressure to curtail existing operations. City Council has taken a firm position to protect industrial land uses and incorporated policies into the 2050 General Plan to protect these businesses on the Westside.

From a program standpoint, our core mission and expertise lie in trades education, supported employment, and community programming, not in property management and housing operations. We prefer to stay in our lane and partner with experienced housing providers in other locations that are better suited to residential use.

Focusing this parcel on education, workforce development, and community amenities is the most responsible way to balance neighborhood needs, environmental realities, and the long-term health of the Avenue corridor.



NATHAN
AUTISM WORKS PRINT SHOP EMPLOYEE



TRISTAN
AUTISM WORKS PRINT SHOP EMPLOYEE

PROJECT OBJECTIVES

Neurodivergent adults are an obvious, yet often overlooked, part of the solution. In supported training and employment models similar to what we are proposing, neurodivergent employees often show high reliability, hyper-focus, strong pattern recognition, and exceptional attention to detail. These programs frequently demonstrate retention rates above 80 percent, which is significantly higher than those of many traditional training or entry-level employment pipelines. Avenue Trade School is designed to connect these realities and to prepare neurodivergent adults for meaningful, long-term work in fields that urgently need new talent, while creating a more inclusive and diverse workforce for local employers.

The Avenue Trade School will also offer technical training to its neighboring community, as the Westside and the greater Avenue corridor have their own layered needs. The area has historically carried a high share of industrial uses and environmental burdens, along with disinvestment. Residents have asked for more local job pathways, youth and adult programs, accessible green space, and amenities that serve the community without displacing it. Avenue Trade School is meant to sit at that intersection, providing options for neurodivergent adults and benefits for the surrounding neighborhood.

Community-Identified Objectives:

- Pathways to real careers
- Resources for life skills like cleaning, money management, and independent living
- Supported learning environment
- Local businesses hiring qualified, trained staff
- Neighborhood serving amenities
- Ladder opportunity for meaningful employment

The trade school will meet the growing demand for skilled labor across industries such as construction, automotive, healthcare, information technology, and manufacturing. A detailed market analysis indicates a shortage of qualified tradespeople in these sectors, highlighting the necessity for a dedicated training institution.

Target Demographics:

- High school graduates seeking vocational training
- Adult learners looking to switch careers or gain new skills
- Veterans and military personnel transitioning to civilian careers
- Unemployed individuals seeking marketable skills

Competitive Analysis:
The trade school will differentiate itself through:

- State-of-the-art training facilities
- Experienced and certified instructors
- Strong industry connections for apprenticeships and job placements
- A curriculum that is regularly updated to meet industry standards
- Offering neighborhood serving amenities to the local community at fair pricing

INSTRUCTION & TRADE PROGRAM OFFERINGS

The ATS proposes to provide professional training and mentorship opportunities for a variety of occupations, trades, and fields that do not require a higher education credential. Complete educational offerings will depend on project phasing, resource availability, student needs and interest, and instructor availability; however, the following fields have been identified as key program offerings that we're targeting to be included at Avenue Trade School:

CONSTRUCTION TRADES

- Carpentry
- Electrical
- Plumbing
- HVAC (Heating, Ventilation, and Air Conditioning)

AUTOMOTIVE TECHNOLOGY
- Automotive Repair and Maintenance
- Collision Repair
- Electric vehicle supportive services

HEALTHCARE
- Medical Assisting
- Dental Assisting
- Nursing Assistant

INFORMATION TECHNOLOGY
- Network Administration
- Cybersecurity
- Software Development
- Service/Maintenance Support

MANUFACTURING
- Welding
- CNC Machining
- Industrial Maintenance

AGRICULTURE
- Gardening
- Regenerative farming
- Agricultural operations



CULINARY ARTS
BUSINESS AND ENTREPRENEURSHIP SUPPORT
- Creative production and shop-based skills, including screen printing, embroidery, graphics, packaging, and retail, which build directly on the Autism Works Print Shop.
- Small business incubation
- Upskilling/Professional Coaching

SITE PROGRAM & DESIGN

To transform the site from the former Avenue Elementary School into a living trade campus and neighborhood hub, our conceptual design incorporates necessary program-supportive site components into an executable plan. The four conceptual site plans trace a clear three-phase progression from interim activation to a fully built campus, with the fourth plan as an option that could add a community pool if deemed viable from site design, funding, and operations decision process.

SITE PROGRAM ELEMENTS

1. Agricultural Fields
Space allocated for teaching farm and crop production to serve school culinary program, campus dining options, community marketplace, and other community partner programs. The school aims to utilize regenerative agriculture principals and will seek organic certification in alignment with our healthy land and community member principles.

2. Aggregation Facility
This structure would house necessary equipment to clean, process, and store farm-grown produce before dispersing into the local food system.

3. Community Use Space
New 2,400 SF dedicated to community events and group activities. Space includes a divisible multipurpose space with an adjacent catering kitchen, storage, and connection to an outdoor activity area

4. Business Incubator / Innovation Center
5,640 SF of new construction flexible / reconfigurable office and workshop space. Of the total, 2,400 SF of the area is dedicated to support facilities with communal conference rooms and administrative support facilities, as well as a retail storefront facing Ventura Avenue.

5. Agricultural Support
This new 2,930 SF structure will serve as a “barn” to support the various community-based agricultural uses on the campus. The interior will serve as a farm implement storage, as well as a seed and propagation hub.

6. Kitchen Garden
This garden area will be the direct farm-to-fork connection to the culinary training and student-based restaurant that defines its edges. Fresh herbs and garden greens will connect food production to food preparation, dining, and education.

7. Kitchen Courtyard
This patio space is defined by the walls of the culinary training facility and the teaching restaurant. This outdoor space, combined with the Kitchen Garden, facilitates a true farm-to-fork experience and education environment.

8. Teaching Restaurant
The teaching restaurant works in conjunction with the culinary training facility. The 1,700 SF and adjacent Kitchen Courtyard within the existing school building will encourage a casual, local dining experience performed by our culinary trainees and led by our local star chef educators. All of that is occurring in the adaptively resumed classroom.

9. Culinary Training
4,500 SF of cutting-edge culinary equipment and preparation areas configured to teach while supporting the adjacent Teaching Restaurant. The use will be within the North East wing of the existing school facility.

10. Administration
1,300 SF of the original school will be dedicated to educational administrative support and strategically located to provide visual security for the school. The original school “office” is planned for this function.

11. Event Space
This space is defined as the West courtyard within the existing school structure, containing the school’s treasured, historic tree envisioned as a flexible, multipurpose outdoor venue. An elevated composite wood deck will allow event attendees to interact with the historic fig tree without interfering with its amassing roots. This platform can also serve as a stage for performances in the round or seating that extends to the West, supporting large crowds.

12. Commercial Print Shop
A 3,000 SF graphics design and print shop is to be located in the South/ East leg of classrooms adjacent to Ventura Avenue. This is a continuation of the existing Industry Horror/Autism Works Print Shop facility in operation today.

13. Industrial Training
This 2,400 SF flexible space will be designed to facilitate numerous industrial and construction trade learning pathways. With an associated exterior yard, theories learned in the classroom can then be applied in a mocked up scenario in the field. The vision is to modify the existing South/West wing to provide this use.

14. Auto Repair Training
The South portion of the new 2,930 SF building is to be dedicated to automotive technology training. Vehicle lifts and diagnostic equipment will aid in the training of new techs. An adjacent screened storage yard will house educational use vehicles.

15. Equipment Operator Training
The North Portion of the 2,930 SF building mentioned above will be dedicated to small heavy equipment training and forklift certification. A generous yard is defined to be used for certification and maintenance training.

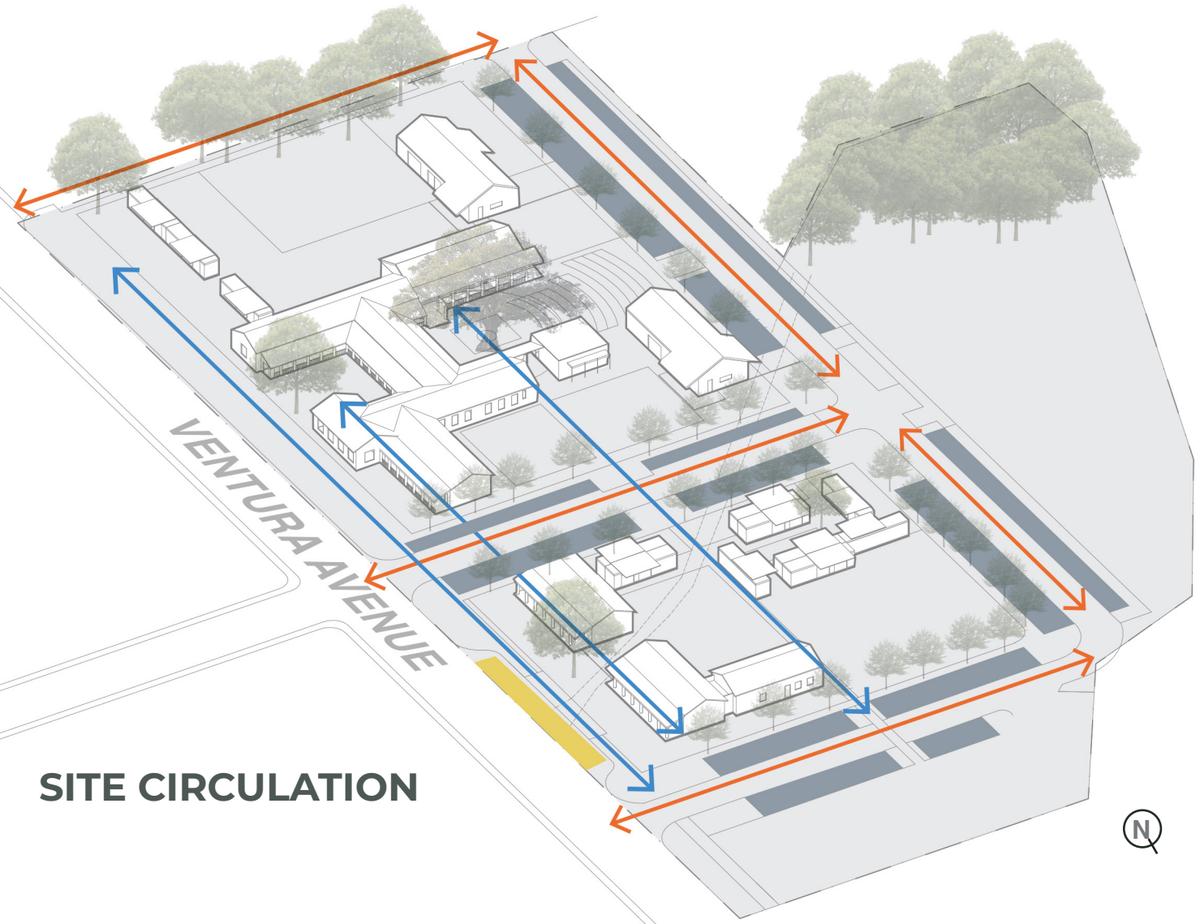
SITE PROGRAM & DESIGN CONT.

OTHER DESIGN CONSIDERATIONS

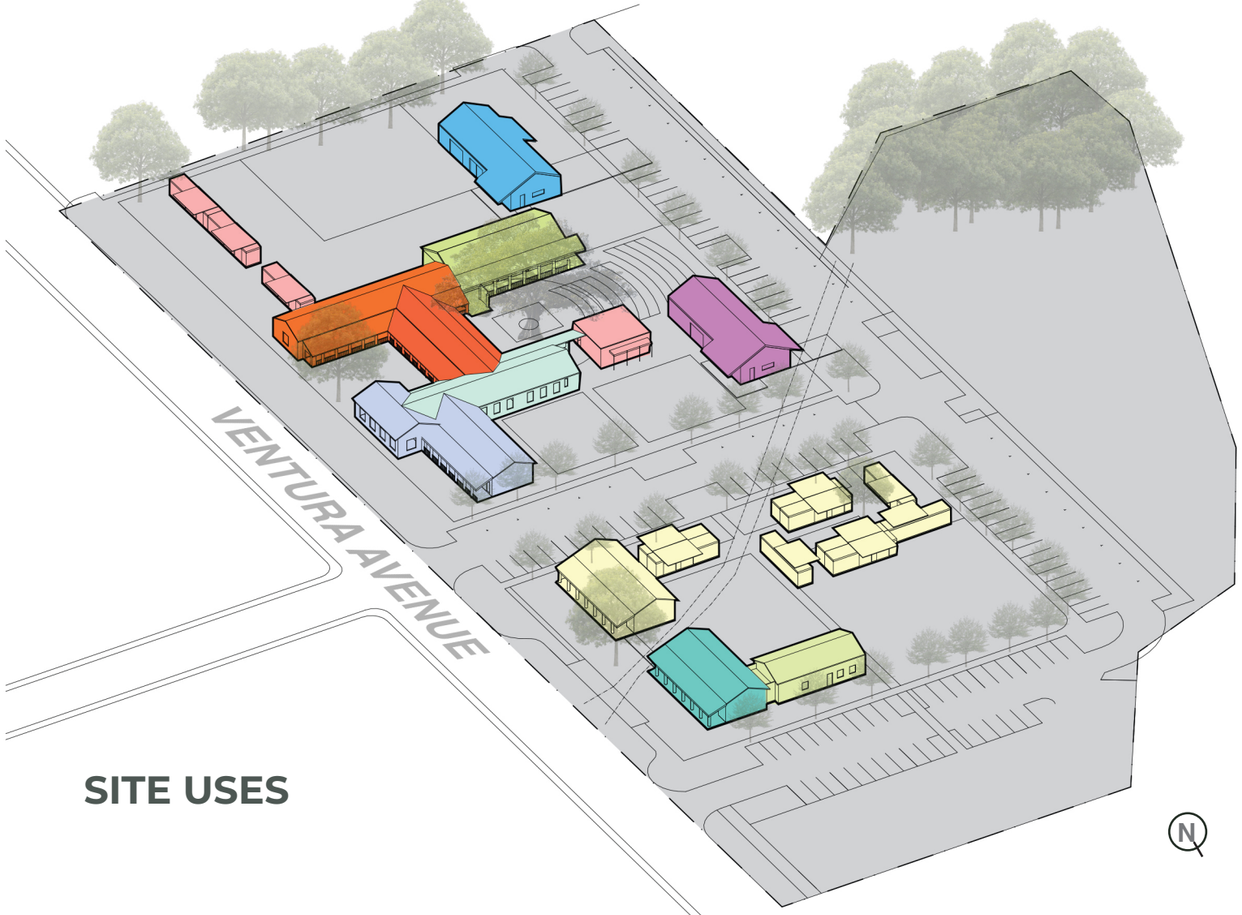
The ATS proposes to adaptively reuse the existing historical structure on site for use as a specialized vocational training facility. As such, the property will be improved to ensure accessibility to each area and parking areas. The ATS proposes to work with local and regional transit authorities to improve the existing bus stop along Ventura Avenue to enhance access to the ATS. Classrooms will be equipped with modern teaching aids, including projectors, and specialized equipment to support the technical program offering for students. The ATS will include a variety of work stations and areas fully equipped with industry-standard tools and equipment to support hands-on training. In addition, there would be administrative offices to support staff, faculty, and instructors.

Across all programs, Avenue Trade School will embed autism-informed and accessible design strategies and supports such as quiet zones, clear visual cues, sensory stations, predictable routines, and neutral palettes to help students regulate and focus. The school will also provide coaching in social skills, self-advocacy, and workplace norms, as well as career counseling, job placement support, and coordination with families and service providers. A resource center will be available for students, instructors, and community members to access industry journals, texts, and online resources to assist with technical education programs as well as small businesses. The ATS would inherently offer career counseling, job placement assistance, and academic support for special needs students, and would utilize program partners to provide supplemental support for students enrolling in technical courses outside of special education.





SITE CIRCULATION



SITE USES

SITE DESIGN WORKPLAN AND CONSTRUCTION PHASING

PHASE 1: PRE-CONSTRUCTION INVESTIGATIONS, PERMITS, AND COMMUNITY-DRIVEN DESIGN DEVELOPMENT (APPROX. 21 MOS, TARGET COMPLETION: Q4 2027)

- **Community Engagement (Month 0-9)**
  The project begins with extensive community outreach, including listening sessions, surveys, and direct engagement with neurodivergent individuals, families, advocacy groups, employers, educators, and regular advisory committee meetings. This process will identify program needs, design priorities, community expectations, and mechanisms to achieve the new trade school's campus goals.
- **Site Investigations (Month 0-3)**
- **Site Clean-Up and Remediation (Month 3-6)**
- **Pilot Farm (Month 6; commences following soil remediation)**
- **Initial Design Development (Month 3-9)**
  Using the input gathered, the design team will develop concepts for a temporary shipping-container school. It is anticipated that the temporary school will use approximately eleven cargo containers. Additionally, the long-term campus vision plan will be developed. Early design work will integrate accessibility, sensory-friendly strategies, and inclusive instructional considerations.
- **Comprehensive Planning Review (Month 6-18)**
  Once initial concepts are prepared, the entire three-phase project enters a single comprehensive planning review with the city. This review covers all phases of construction, the full site plan, the long-term operational goals, and the overall educational mission. Planning approval granted in this step entitles the entire project. **Please refer to Section 3 for a detailed description of the Entitlement Phasing and Timetable.
- **Building & Safety Review for Construction Phase 1 Only (Month 18-21)**
  After planning approval, only the temporary container school advances to Building & Safety review. This step ensures compliance with life-safety requirements and allows Phase 1 construction to begin promptly.

PHASE 2: CONSTRUCTION (THREE SUB-PHASES) FOLLOWS PHASE 1 AND STARTS AT YEAR 1, MONTH 9; TARGET START DATE OF Q1 OF 2028

- **Construction Phase 2a: Temporary School. Duration: 6–9 months. Target completion Q3 of 2028**
  The first construction phase establishes the temporary trade school using approximately eleven modified cargo shipping containers. This early-build strategy enables the school to launch programs quickly, providing initial training opportunities while permanent facilities are still in development. Planning approval for this phase will be secured during Phase 1.
- **Construction Phase 2b: Permanent Facilities. Begins 1 year after Phase 2 initiation; Year 2, Month 9. Target start date of Q1, 2029**
  The second sub-phase of construction focuses on long-term campus development. Work includes the adaptive reuse and rehabilitation of the historic 1920s schoolhouse, transforming it into the permanent core of the trade school. Additionally, this phase constructs two new buildings: an agricultural support facility and an automotive/light-equipment training building offering certification opportunities, including forklift operation. Because planning entitlement occurred in Task 1, only the Building & Safety review is required before construction.
- **Phase 2c: Final Site Build-Out. Begins approx 1 year after Phase 2b initiates; Year 3, Month 9, Target start date of Q1, 2030, with project completion by Q1, 2031**
  The third and final construction phase completes the full campus vision. This work includes the construction of a new food aggregation facility to support the on-site agricultural program with processing, storage, and distribution functions. It also includes the creation of community multipurpose facilities, supporting events, training, outreach, and flexible community-serving programming. Additionally, this phase constructs a permanent business incubator facility, designed to support small business development, entrepreneurship training, and supported employment opportunities, including pathways tailored for neurodivergent entrepreneurs. Final landscape, circulation, and site improvements are completed during this phase. As with Phase Two, only a Building & Safety review is required, as planning approval was completed in Task 1.



SITE PLAN PHASE I

01. AGRICULTURAL FIELDS
02. AGGREGATION FACILITY
03. COMMUNITY USE SPACE
04. BUSINESS INCUBATOR / INNOVATION CENTER
05. AGRICULTURAL SUPPORT
06. KITCHEN GARDEN
07. KITCHEN COURTYARD
08. TEACHING RESTAURANT
09. CULINARY TRAINING
10. ADMINISTRATION
11. EVENT SPACE
12. COMMERCIAL PRINT SHOP
13. INDUSTRIAL TRAINING
14. AUTO REPAIR TRAINING
15. EQUIPMENT OPERATOR TRAINING
16. COMMUNITY OPEN SPACE
17. TEMPORARY TRADE SCHOOL
18. CONSTRUCTION PHASE OF EXISTING FACILITIES
19. POTENTIAL ADDITIONAL PARKING
20. POTENTIAL COMMUNITY POOL
21. POTENTIAL COMMUNITY USE SPACE
22. TRANSIT HUB
23. EXISTING CULVERT LOCATION
24. POP-UP RETAIL/MARKET (RELOCATED)



SITE PLAN PHASE II

01. AGRICULTURAL FIELDS
02. AGGREGATION FACILITY
03. COMMUNITY USE SPACE
04. BUSINESS INCUBATOR / INNOVATION CENTER
05. AGRICULTURAL SUPPORT
06. KITCHEN GARDEN
07. KITCHEN COURTYARD
08. TEACHING RESTAURANT
09. CULINARY TRAINING
10. ADMINISTRATION
11. EVENT SPACE
12. COMMERCIAL PRINT SHOP
13. INDUSTRIAL TRAINING
14. AUTO REPAIR TRAINING
15. EQUIPMENT OPERATOR TRAINING
16. COMMUNITY OPEN SPACE
17. TEMPORARY TRADE SCHOOL
18. CONSTRUCTION PHASE OF EXISTING FACILITIES
19. POTENTIAL ADDITIONAL PARKING
20. POTENTIAL COMMUNITY POOL
21. POTENTIAL COMMUNITY USE SPACE
22. TRANSIT HUB
23. EXISTING CULVERT LOCATION
24. POP-UP RETAIL/MARKET (RELOCATED)



SITE PLAN PHASE III

01. AGRICULTURAL FIELDS
02. AGGREGATION FACILITY
03. COMMUNITY USE SPACE
04. BUSINESS INCUBATOR / INNOVATION CENTER
05. AGRICULTURAL SUPPORT
06. KITCHEN GARDEN
07. KITCHEN COURTYARD
08. TEACHING RESTAURANT
09. CULINARY TRAINING
10. ADMINISTRATION
11. EVENT SPACE
12. COMMERCIAL PRINT SHOP
13. INDUSTRIAL TRAINING
14. AUTO REPAIR TRAINING
15. EQUIPMENT OPERATOR TRAINING
16. COMMUNITY OPEN SPACE
17. TEMPORARY TRADE SCHOOL
18. CONSTRUCTION PHASE OF EXISTING FACILITIES
19. POTENTIAL ADDITIONAL PARKING
20. POTENTIAL COMMUNITY POOL
21. POTENTIAL COMMUNITY USE SPACE
22. TRANSIT HUB
23. EXISTING CULVERT LOCATION
24. POP-UP RETAIL/MARKET (RELOCATED)



The Westside has long self-identified need for a community pool with $20 million in reserved City of Ventura Capital Improvements Plan funding for the potential project. Many sites have been explored, however the Avenue School Site may be one of the most desirable due to the amount of open space available and proximity to the of-need neighborhood. However, our team acknowledges the amount of background investigations, maintenance/ ownership agreements discussions, and funding considerations that would need to occur before it is deemed a viable site option. Our team is committed to exploring this and other potential site features throughout the community-driven design process.

ALTERNATE SITE OPTION WITH POOL

01. AGRICULTURAL FIELDS
02. AGGREGATION FACILITY
03. COMMUNITY USE SPACE
04. BUSINESS INCUBATOR / INNOVATION CENTER
05. AGRICULTURAL SUPPORT
06. KITCHEN GARDEN
07. KITCHEN COURTYARD
08. TEACHING RESTAURANT
09. CULINARY TRAINING
10. ADMINISTRATION
11. EVENT SPACE
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16. COMMUNITY OPEN SPACE
17. TEMPORARY TRADE SCHOOL
18. CONSTRUCTION PHASE OF EXISTING FACILITIES
19. POTENTIAL ADDITIONAL PARKING
20. POTENTIAL COMMUNITY POOL
21. POTENTIAL COMMUNITY USE SPACE
22. TRANSIT HUB
23. EXISTING CULVERT LOCATION
24. POP-UP RETAIL/MARKET (RELOCATED)

PROJECT FUNDING

Our project financial plan links our early estimated project costs for design and pre-development, construction and rehabilitation, permits and approvals, and ongoing operations and maintenance with a clear mix of anticipated funding sources.

The Trade School Cost Study outlines a phased approach to developing the site that balances immediate needs with long-term construction and preservation goals. The scope of work is divided into several categories.

PROJECT CONSTRUCTION

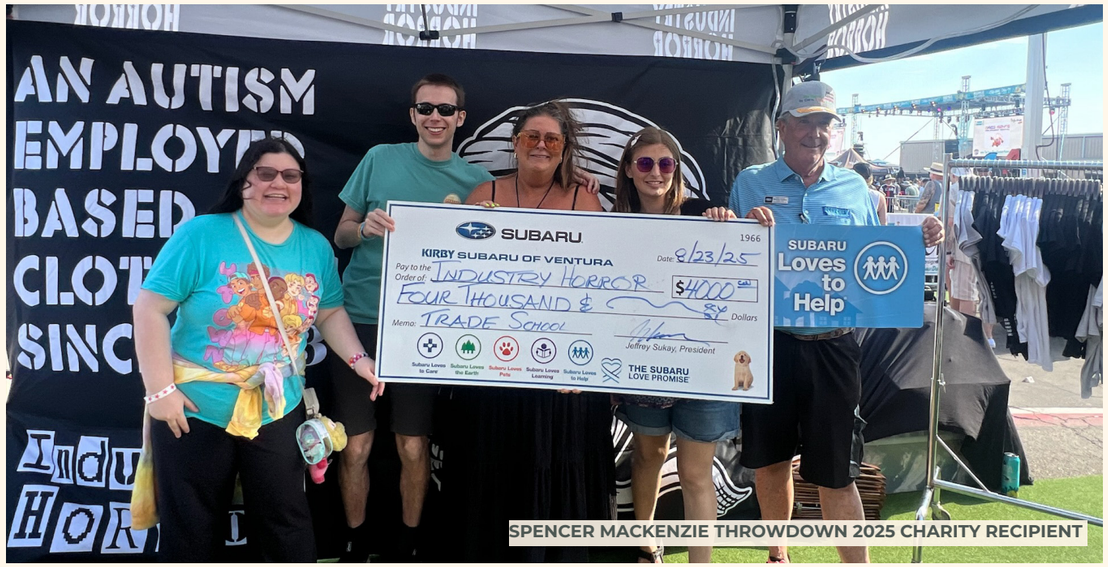
For project construction cost consideration, our team has broken out costs by area type including cost to rehabilitate existing structures, building of new structures, landscape area, hardscape area, utility upgrades, and site demolition. Per category, a cost type premium has been considered including 3% for insurance and bonding, 6% contractor fee, 15% general conditions and design contingency (soft costs), and inflation that will cover the escalating costs over a 5 year period. Also included for project budget considerations is an estimated escalation cost of 5.5% per year. It is anticipated that the entitlement and environmental processing will cost approximately $500,000. The total estimated cost of construction for all phases of the project is $46,500,000.

The project budget (see attachment A2) has been broken out into 3 sub-phases including Phase 1-2a, Phase 2b, and Phase 2c. Please note that some of the site rehabilitation will occur in the Phase 1 thus sharing of costs across phases in years 1-3.

Together, these phases establish a clear financial and construction roadmap: beginning with temporary facilities and remediation, moving into demolition and major building work, and concluding with full build-out and site completion.

OPERATIONS & OTHER PROJECT RELATED COSTS

To estimate the cost of operation and maintenance, a high level budget has been created to cover expected costs of the campus essential O&M team including administrators, groundskeepers, maintenance workers, and custodial staff. A budget for tools/supplies needed to maintain the grounds and environmental health is also included. Baseline administrative costs/salaries for staff during the first five years of operations are included however are expected to increase as additional phases of the project are completed. We estimate that standard operations and maintenance during the first 5 years during project build-out will be about $1,000,000 per year. As the Campus continues to develop, additional funding through the income streams in the following section will provide the necessary resources to do so.



SPENCER MACKENZIE THROWDOWN 2025 CHARITY RECIPIENT

PROJECT FUNDING SOURCES

Avenue Trade School

Project Budget Estimate by Year

	YR 1	YR 2	YR 3	YR 4	YR 5	Overall
Construction	$1,989,104	$1,989,104	$1,989,104	$26,958,341	$8,518,484	$41,444,138
Permits, Certifications, and Accreditations	$1,011,173	$1,011,173	$1,011,173	$1,011,173	$1,011,173	$5,055,863
Operations & Maintenance	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,000,000
Total	$4,000,277	$4,000,277	$4,000,277	$28,969,514	$10,529,656	$51,500,000
Budget by Year; Secured Funding Only						
Private Donations (Secured)	$13,102,000	$13,102,000	$2,102,000	$2,102,000	$2,102,000	$32,510,000
Cash Flow	$9,101,723	$18,203,447	$16,305,170	-$10,562,344	-$18,990,000	
Budget by Year; All Funding						
Private Donations (Secured)	$13,102,000	$13,102,000	$2,102,000	$2,102,000	$2,102,000	$32,510,000
Private Donations (Targeted)	$4,690,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$8,690,000
Grants & Subsidies (Targeted)	$0	$1,000,000	$4,650,000	$4,650,000	$0	$10,300,000
Cash Flow	$13,791,723	$20,893,170	$16,644,340	$7,427,656	$0	

We will support this work through a combination of financial gifts and in-kind donations, competitive grants and subsidies, strategic partnerships and sponsorships, tuition fees, and ongoing fundraising. Together, these mechanisms will allow us to deliver a high-quality campus, sustain day-to-day operations, and keep programming accessible for all campus participants.

At the time of this proposal submission, we have secured $32,510,000 or 63% of the total estimated $51,500,000 project construction and operation/maintenance costs during the 5 years post property acquisition. To achieve our total need for funding, we are targeting a total 80% or $8.69 million in additional donor funding, and will meet the remaining 20% of cost or $10,300,000 in grants and subsidies. During this time we plan to utilize funds gathered from strategic partnerships, sponsorships, tuition fees, fundraisers, and any excess grants/ cash donations to support the growth of campus programming.

Three donations secured at the time of this proposal total $2,102,000 in recurring, annual gifts. Intended to fund the school in perpetuity, these generous resources open up a special opportunity for our own endowment fund. Recurring funding by means of sustaining gifts have already created security for the Avenue Trade School's future. This type of predictable income the school can utilize for essential operational costs as programs evolve over time.

In Attachment A3 of this proposal you will find Letters of Intent from generous project sponsors that reflect the figures provided for financial gifts and in-kind contributions in the following chart. Other figures are targets with ample opportunities to fulfill remaining project funding needs. Upon submission of this proposal, the Avenue Trade School project's received Letters of Intent are able to fund at least the first 3 years of project implementation and construction activities.



SECTION THREE

3. PROJECT TIMETABLE & ENTITLEMENT ISSUES

The Avenue Trade School will be completed in several phases due to the complexity of the development proposal and the logistics associated with the adaptive reuse of a dilapidated, historic structure. As such, the project team is proposing to prioritize the preservation of the structures and complete a historic evaluation of the site to determine its historic status. As noted in Section 1, the Project proposes a short escrow period.

ENTITLEMENT ISSUES

The current General Plan 2050 Designation and Zoning is Mixed Use 3 (allows a mix of retail, commercial, and residential) (Previously Public / Institutional) and R-1-1AC, respectively. Community Development staff indicated that the proposed use is categorized as "special education facilities" and that a Use Permit is appropriate at the discretion of the Director, but would still be subject to a level of Design Review, whether by the Historic Preservation Committee and/or the Design Review Committee. Inherently, discretionary permits are "at-risk" permits as they are not guaranteed approvals, and may be appealed to a higher decision-making authority.

Consideration for Future Zoning: The proposed zoning is Mixed Use 3, which specifically "allows for a mix of residential, commercial, and retail uses and public spaces in a walkable urban environment. Residential uses, without commercial uses, are allowed in this land use designation. Buildings can be residential over retail, office and commercial, or residential only. Buildings may be up to 3 stories and 45 feet. The top floor may be a percentage of the total building area as defined by the Zoning Regulations" (Ventura 2050 General Plan, PDF 58). Although commercial and office buildings are specifically allowed within this land use designation, it is likely that the Avenue Trade School development will require a discretionary permit before construction can begin.

ENTITLEMENT ISSUES CONT.

Please note that the City of Ventura will initiate changes to its Zoning Ordinance to implement the 2050 General Plan, completed in late 2025. City staff have reported that the Zoning Ordinance updates will take approximately two (2) years to complete. This proposal assumes that the current zoning will apply to the project, as no draft language for the new ordinance is currently available.

ENTITLEMENT TIMETABLE

From property acquisition to project completion is targeted for 4 years, 9 months, concluding by Q1, 2031, and is broken down into the following phases:

- Phase 0: Escrow Period and Preparation for Development
- Phase 1: Pre-Construction Investigations, Permits, and Community-Driven Design Development
- Phase 2: Project Construction

PHASE 0:
ESCROW PERIOD AND DEVELOPMENT PREPARATION

As noted, the buyer prefers a short escrow period with the District, and the full purchase price would be paid immediately upon approval of the Purchase and Sale Agreement. Assuming District approval is received in February 2026, we request that the escrow period be completed by April 2026. During this time, the project team would secure additional funding and finalize the budget; begin the necessary tasks for asbestos abatement and environmental remediation; re-initiate the historic review process for the former Avenue Elementary School; and begin contracting the preparation of necessary technical reports.

PHASE 1:
PRE-CONSTRUCTION INVESTIGATIONS, PERMITS, AND COMMUNITY-DRIVEN DESIGN DEVELOPMENT
(APRIL 2026 - Q4 2027; APPROXIMATELY 21 MONTHS TOTAL)

Immediately following the acquisition of the property, the property will be remediated for environmental hazards and repurposed for short-term regenerative farming activities. Concurrently, the Avenue Trade School will apply for a Use Permit as advised by the City of Ventura Planning Department. Community Development staff provided preliminary confirmation that the proposed use of a special education facility would qualify for a Planning Director's hearing, but would still be required to undergo Historic Preservation and Design Review Committee reviews/public hearing.

Due to the age of the existing structure, it is likely to be listed on the National Register of Historic Places. The structure would qualify for tax incentives and for treatment under the Historic Building Code.









The Avenue Trade School would refine the proposed site plans and undergo additional preliminary review with the City of Ventura Planning and Community Development departments prior to a formal use permit application.

As noted, the most critical issues are the preservation and remediation of the existing site and the abatement of potential fire hazards within the structures and on the property grounds. The listing of the property on the National Register for Historic Places and abatement and remediation work would occur immediately upon acquisition of the subject property. The remediation activities could be completed within six (6) months following the acquisition of necessary approvals and concurrent with the obtainment of land use entitlements.

Depending on the level of environmental review required, the discretionary permit could take 12 to 24 months to obtain. The previous demolition of the Foster residence on-site qualified for an Initial Study/ Mitigated Negative Declaration (IS/MND), and the Avenue Trade School project team would proceed with the goal to obtain a similar California Environmental Quality Act (CEQA) determination. Assuming that an IS/MND is the appropriate level of CEQA review, we estimate that it would involve three (3) to six (6) months within the entitlement processing timeline.

The project would proceed with the goal of applying for an entitlement in June 2026, and aim to obtain a determination of application completeness by September 2026, and then work with staff towards completion of the IS/MND by December 2026 or Quarter 1 of 2027.

As noted, Community Development staff provided preliminary confirmation that the project would still be required to undergo Historic Preservation and Design Review Committee reviews/public hearings. We anticipate that the Design Review Committee and Historic Review Committee evaluation processes, along with subsequent project modifications, will allow the project to be heard at a final decision-making hearing (i.e., Director's hearing) by Q4 of 2027.

PHASE 2: PROJECT CONSTRUCTION
(Q1 2028 - Q4 2030; APPROXIMATELY 3 YEARS TOTAL)

Following the acquisition of Planning approvals, the Project will apply for the building permits needed to complete construction in phases 1, 2a, 2b, and 2c, spanning the course of 3 years. Please refer to Section 2 for a detailed description of the construction phases. No further Planning approvals outside of ministerial permits for phased construction would be needed. The targeted completion date of all project construction is by Q1 2031.

4. KEY TEAM MEMBERS & PAST EXPERIENCE



SECTION FOUR

We are pleased to present the Avenue Trade School Project Team; a thoughtfully curated core group of local leaders spanning diverse specialties in job training, land use planning, community partnerships, and educational facility design. Perhaps most importantly, we are passionate about leveraging our gifts and skillsets for community building and creating equity in our own backyard:

- Ryan and Davina DeCant, ATS Owner/Operators
- Helen Eloyan, Owners Representative and Land Use Planning Expert
- Tyson Cline, Lead Project Architect
- Breanne Dunn, Community Partners and Funding Strategy

SECTION FOUR: KEY TEAM MEMBERS AND PAST EXPERIENCE



RYAN DECANT

OWNER AND FOUNDER, INDUSTRY HORROR AND AUTISM WORKS PRINT SHOP
CURRICULUM DEVELOPMENT LEAD AND CO-OWNER/ OPERATOR, AVENUE TRADE SCHOOL

Ryan is an artist, educator, and social entrepreneur who has devoted his career to creating meaningful employment and training pathways for autistic and neurodivergent adults. After working as a special educator and paraeducator and watching too many students graduate without real job opportunities, he left the traditional classroom to build Industry Horror, a nonprofit social enterprise and print shop that centers neurodivergent talent through art, apparel production, and retail experience. Through Industry Horror and Autism Works Print Shop, he has designed and led hands-on vocational training in silkscreening, embroidery, and related creative trades, building confidence, workplace skills, and community for adults often excluded from conventional employment. His vision has grown into the Avenue Trade School concept, which will expand these vocational pathways into a dedicated trade school campus for neurodivergent and special needs adults while also serving the wider community.

Ryan's work is grounded in the belief that autistic and neurodivergent adults are not only employable but often some of the most focused, reliable, and talented members of the workforce when given the right environment and support. He brings lived experience as a parent, deep relationships on Ventura's Westside, and a practical understanding of how to run a small business that doubles as a training and support space. His leadership combines creativity, humor, and calm problem solving with the daily discipline of operating a storefront, supervising staff and interns, and managing community partnerships. As a husband, father of two, and lifelong artist, he is committed to building spaces where neurodivergent adults can move from being students or clients to being skilled workers, peers, and leaders in their community.

KEY QUALIFICATIONS AND EXPERIENCE

- Founder and Executive Director of Industry Horror, a nonprofit social enterprise that employs and trains autistic and neurodivergent adults in screen printing, embroidery, design, and retail operations.
- Creator and Manager of Autism Works Print Shop, providing structured on the job training and paid internships for neurodivergent adults in a real production environment.
- Former special education paraeducator with direct classroom experience supporting students with autism and other learning differences.
- Designer and instructor of vocational curricula in silkscreening, embroidery, and basic workplace skills, tailored to neurodivergent learning styles.
- Experience supervising and mentoring neurodivergent employees and interns, including scheduling, task design, accommodations, and performance support.
- Active partner in the Avenue Trade School planning effort, contributing program design for neurodivergent adult education, creative trades, and on site social enterprise operations.
- Responsible for day to day small business management, including budgeting, vendor relationships, production timelines, customer service, and quality control.

AREAS OF EXPERTISE

- Neurodivergent workforce development and support
- Vocational training in creative and trade based skills
- Inclusive program and curriculum design
- Small business and social enterprise operations
- Trauma informed and person centered coaching approaches

DAVINA DECANT

OWNER AND FOUNDER, INDUSTRY HORROR AND AUTISM WORKS PRINT SHOP
OPERATIONS DEVELOPMENT LEAD AND CO-OWNER/OPERATOR, AVENUE TRADE SCHOOL

Davina DeCant is a faith-driven entrepreneur, community leader, and cosmetologist with 28 years of experience in hairdressing and small business operations. As a licensed professional who rents a chair at R-Cuts and runs her own client-based business, she brings deep experience in customer service, scheduling, and relationship management. As co-founder and operations lead for Industry Horror and Autism Works Print Shop, she helps design and manage day-to-day systems that support autistic and neurodivergent adults in real work environments and has helped train and employ more than 120 neurodivergent adults since 2013, pairing practical job skills with a strong culture of dignity, patience, and care. Her Christian faith is central to her identity and shapes her approach to leadership, hospitality, and service; she views every role as an opportunity to live out her belief that all people are created with inherent worth and purpose.

Davina is deeply embedded in the Ventura community through her service work and volunteer leadership. She is an active member of the Ventura Rotary Club and Downtown Ventura Lions Club and serves on the Street Team for the Westside Wellness Program with the Community Outreach Center on Ventura Avenue, where she is Food Pantry Lead for monthly food distribution. She helps lead the Community Outreach Center's Back to School and Westside Christmas community events so children in need receive essential school supplies and holiday presents. Davina also organizes and facilitates Industry Horror's annual fundraising and community events, including Zombie Prom, Casino Night, Trunk or Treat, and the Autism Rocks Car Show, which drew approximately 7,000 participants in 2025. Under her co-leadership, Industry Horror has been recognized as a City of Ventura Community Partner, an early registrant in the City of Ventura Green Business program, and an Employer of the Year by both the Autism Society and The Arc. As a wife, mother of two, and caregiver, Davina brings lived experience, compassion, and structure to her work, making her a key operations and community engagement lead for the Avenue Trade School.

KEY QUALIFICATIONS AND EXPERIENCE

- Co-founder and Operations Development Lead for Industry Horror and Autism Works Print Shop, managing daily operations, scheduling, and support for autistic and neurodivergent employees and interns.
- Licensed cosmetologist with 28 years of professional experience, operating her own hairdressing business at R-Cuts with responsibility for client relations, scheduling, and basic financial management.
- Billingual in Spanish
- Designer and manager of operational systems that make workplaces accessible, predictable, and supportive for neurodivergent adults, including clear routines, visual supports, and individualized accommodations.
- Planner and coordinator for Industry Horror's major annual fundraising and community events, including Zombie Prom, Casino Night, Trunk or Treat, and the Autism Rocks Car Show with approximately 7,000 attendees in 2025.
- Food Pantry Lead and Street Team Member for the Westside Wellness Program at the Community Outreach Center on Ventura Avenue, coordinating monthly food distribution and outreach to Westside residents.
- Active Ventura Rotary Club and Downtown Ventura Lions Club member, leveraging service networks to support Industry Horror and Avenue Trade School.
- Co-leader of an award-winning employer recognized as a City of Ventura Community Partner, early City of Ventura Green Business, and Employer of the Year by the Autism Society and The Arc.



AREAS OF EXPERTISE

- Day-to-day operations management
- HR, scheduling, and staff support for neurodivergent employees
- Community outreach and relationship building
- Event planning, logistics, and volunteer coordination

INDUSTRY HORROR

Empowering Neurodiverse Futures through Job Training, Art, and Employment

Who We Are

Industry Horror Inc., is a Ventura-based 501(c)(3) social enterprise offering job training and employment to autistic teens and adults. Through creative expression, retail experience, and real-world technical skills, our organization opens doors that are too often closed to neurodivergent individuals.



Why It Matters

An estimated **90% of autistic adults are unemployed or underemployed.** We are changing that with one job, one skill, one life at a time. Our team members gain not only paychecks, but pride, purpose, and independence. We are Ventura County's only autism-specific employer and job training provider.

Looking Ahead: The Nation's First Trade School for Autistic Adults

Our bold next step is to launch one of the first vocational trade schools in the U.S. designed specifically for autistic adults. Our school will provide certifications in graphic arts, retail, screen printing, and more, creating replicable pathways to employment and empowerment. This will be a first-of-its-kind model combining inclusive education, mental health-informed coaching, and a real-work environment.



What We Do

Job Training & Internships

- ✓ Hands-on training in silk-screening, embroidery, graphic design, and customer service.
- ✓ Internships supported by partners like ARC Ventura with pathways to paid employment.

Employment & Entrepreneurship

- ✓ We employ 9+ autistic adults annually in dignified, skill-based roles.
- ✓ Industry Horror, our storefront, reinvests every dollar of profit into sustaining jobs.

Community Engagement & Awareness

- ✓ Annual events like the Industry Horror Car Show, Casino Night, Zombie Prom, and Trunk-or-Treat draw over 10,000 people each year.
- ✓ Our horror-themed branding represents the societal barriers autistic adults face and overcome.





Meet the Store Team!

Juliana, Jenni (Store Manager), Skipper, Palaur (Assistant Manager), and Zoe.









HELEN ELOYAN, MPPA, AICP
LAND USE CONSULTANT
AVENUE TRADE SCHOOL PROGRAM DIRECTOR & OWNER'S REPRESENTATIVE

EDUCATION
M.P.P.A., California Lutheran University
B.S., Environmental Science & Resource Management, CSU Channel Islands

YEARS OF EXPERIENCE: 9

MEMBER OF THE AMERICAN INSTITUTE OF CERTIFIED PLANNERS (AICP)

Helen is a seasoned community development and land use planning professional with nearly a decade of experience leading complex projects at the intersection of policy, permitting, and sustainable growth. She has successfully managed large-scale entitlement processes, coordinated with local, regional, and federal agencies, and guided projects through intricate regulatory frameworks.

Her expertise spans project management, budget alignment, and stakeholder engagement, ensuring that development initiatives meet both technical requirements and community priorities. Through her work in both the nonprofit and private sectors, she has built a reputation for advancing inclusive, community-driven planning solutions that balance environmental stewardship, economic opportunity, and long-term resilience.

CORE SPECIALIZATIONS
- Project management and permitting support
- Land use, political, and economic development strategies
- Diversity, equity, and inclusion policy support
- Environmental documents and public-facing projects
- Oversight of technical consultants and studies

PROFESSIONAL EXPERIENCE

Project Manager – Land Use, Sespe Consulting, Inc.
Led permitting for the North America's largest battery energy storage facility (circa 2020), earning an APA award for Innovation in Green Community Planning. Manages high-revenue projects across industrial, agricultural, commercial, and residential sectors. Coordinates with federal and state agencies, develops CEQA/NEPA documents, and represents clients at hearings and outreach events. On a day-to-day- basis, Helen directs entitlement processes for renewable energy, aggregate mining, housing, and infrastructure projects. She specializes in Conditional Use Permits, Zoning Clearances, compliance monitoring, and violation abatement. Helen routinely conducts feasibility analyses for complex industrial and commercial developments.

Program Director, WINNS – Westside Community Development Corporation
Since joining the WCDC team 4 years ago, Helen has created tremendous community benefit in her housing initiatives, workforce development, and economic empowerment for underserved West Ventura residents. By blending her professional expertise and civic involvement through volunteerism, Helen plays a pivotal role in fostering and implementing economic development strategies for the Westside community. Since 2022, Helen has been developing the long-sought after Avenue Trade School Project through conducting background investigations, partnership building with the surrounding trade industry, and hosting countless conversations for Industry Horror to be well-equipped to develop this new school. As the program director of the Avenue Trade School, she is dedicated to providing valuable educational opportunities that empower individuals with the skills necessary for success in various trades and industries.



BREANNE DUNN, ASLA
OWNER, PURPOSED COMMUNITY CONSULTING
COMMUNITY PARTNERSHIPS AND FUNDING STRATEGIST FOR AVENUE TRADE SCHOOL

EDUCATION
B.S., Landscape Architecture
California Polytechnic State University, San Luis Obispo

YEARS OF EXPERIENCE: 10

BACKGROUND:
As a grant writer and community strategist, Breanne leverages her diverse background in landscape architecture, community-driven planning, and volunteer work to increase equity within our local community. She has a track record of helping secure over $60 million in funding for municipal projects in Ventura and Santa Barbara disadvantaged communities. Projects include major initiatives like the Children's Park Renovation Project in Isla Vista, the Santa Paula Unified School District's Green Schoolyard Projects for three elementary schools and two early learning centers, and several other local public trail projects.

Recently Breanne founded Purposed Community Consulting to expand her practice to supporting local non-profits whose initiatives are also vested in co-creating a more just world for all. Currently she serves a neighborhood community benefit organization for a local disadvantaged community, an after-school program who helps children fully step into mental, physical and spiritual fitness, an organization who provides job training and long-term employment to adults with autism, and is working with several others to realize their vision of vital community-based offerings. She is empowering these organizations and the individuals associated with them in both spaces seen and unseen by helping them strategize and obtain the funding and resources necessary to reach their goals. She believes when we are in collective alignment for the greater good, anything is possible- we're always better together.

PURPOSED COMMUNITY CONSULTING

FIRM PROFILE: Purposed Community Consulting (PCC), founded in 2024 by Ventura native Breanne Dunn, operates as a sole proprietorship based in Ventura, California. PCC believes the most successful public spaces are created by combining a client's project goals with thoughtful engagement of community-based organizations, local leaders, and residents. With over three decades of local ties and eight years of industry experience, Breanne has built meaningful relationships with both people and place; connections that have been essential to the success of every project she has taken on. PCC's work spans collaborations with local agencies, districts, non-profits, and municipalities, providing public outreach, design, and grant writing services for active transportation, urban design, institutional, and public park projects. Clients have included the City of Ventura, City of Oxnard, City of Santa Paula, County of Ventura, Santa Barbara County, the Santa Ynez Band of Chumash Indians, Isla Vista Recreation and Parks District, Santa Paula Unified School District, and the Ventura County Transportation Commission. This broad range of experience has fostered a sharp strategic approach tailored to the unique needs of each client and project, supported by a well-developed toolkit for effective, community-driven design.

PROFESSIONAL EXPERIENCE: LOCAL AGENCIES
- Santa Paula Branch Line Masterplan/EIR Update, Ventura County Transportation Commission, Ventura County, CA
- Downtown Ventura Parking Improvements Project, City of Ventura Public Works, Ventura, CA
- Santa Paula Connectivity Project, City of Santa Paula, Santa Paula, CA (with former employer)
- Ventura River Trail Clean California Grant Application and Improvements Project, City of Ventura Public Works; Transportation, Ventura, CA (with former employer)

PROFESSIONAL EXPERIENCE: NON-PROFIT ORGANIZATIONS
PCC currently supports the following organizations with monthly and/or as-needed services for grant writing and capacity-building strategic services: Industry Horror/Autism Works Print Shop, Westside Community Development Corporation, Saticoy Food Hub, BikeVC, and more.

SECTION FOUR CONT.
ARCHITECTURAL AND ENGINEERING PROJECT TEAM INTRODUCTION

RNT Architects bring 32 years of experience designing educational facilities, public school districts, community college districts, community centers and other public projects. I am honored to lead our assigned team, who has a proven record of working successfully with more than 34 different California school districts. As a 48-person firm, with offices in San Diego, Ventura and San Luis Obispo, RNT has earned a national reputation for providing our clients with buildings and environments that surpass expectations and needs.
As longtime advocates for community-based design, we are particularly passionate about projects that reflect the values and needs of the people they serve. Whether revitalizing historic structures, creating inclusive housing solutions, or developing spaces for education and public engagement, we believe architecture should be a catalyst for connection and opportunity. This is especially true in the greater Ventura area, where our team members not only work but live - giving us an intimate understanding of the area's history, character, and aspirations. Our local presence allows us to approach this project with a deep respect for the community's vision.

The assigned team, which would be led by Tyson Cline, AIA, has a proven record of working successfully in collaboration on local educational facilities, institutional master plans and design development projects. All team members are local or have working knowledge of Ventura, and have in depth experience working on community projects, keeping this at the forefront of their ethos.

We are excited about the opportunity to collaborate and bring our expertise in thoughtful, community-driven design to this unique project. We welcome the chance to discuss how our experience and local insight can contribute to its success.

100+ PROJECTS COMPLETED WITH DSA

10 NET-ZERO PROJECTS

44 LEED GOLD & PLATINUM PROJECTS

59 LEED PROJECTS

13 AIA AWARD WINNING EDUCATION PROJECTS

100+ TOTAL DESIGN AWARDS

TEAM ORGANIZATION CHART

Design

Architects
Roesling Nakamura Terada Architects, Inc.
285 N Ventura Avenue, Ventura, CA 93001

Landscape Architects
Spurlock
461 E Main St, Ventura, CA 93001

Engineers

Structural Engineer
KPFF
700 Flower St #2100, Los Angeles, CA 90017

Mechanical & Plumbing
3C Engineering
500 Palm St, S an Luis Obispo, CA

Civil Engineer
ECG
333 N Lantana St #287, Camarillo, CA 93010

Electrical Engineer
Thoma
3562 Empleo Street, San Luis Obispo, CA 93401

Cost

Cost Consultants
Jacob & Yuang
6477 Telephone Rd UNIT 10, Ventura, CA 93003

Company Information

RNT has a total of 40 permanent employees including 15 Licensed Architects, and a Certified Planner. Since RNT's founding in 1980, our firm has earned a national reputation for providing our clients with buildings and environments that surpass expectations and needs. RNT's mission is to design meaningful places that support human habitation, culture, and a positive quality of life. All of our work is done with the intention of increasing benefits to the local community. We serve Central and Southern California and beyond from our offices in San Luis Obispo, Ventura, and San Diego.

Established in 1980, RNT is a full-service architectural firm (S-Corporation) with experience in a wide variety of project types. With over 100 awards in architectural excellence and sustainable design, the firm is particularly known for educational, civic and institutional projects, as well as private sector projects that benefit the larger community.

The beliefs of RNT are firmly rooted in creating meaningful and sustainable environments that elegantly meet or exceed our clients' objectives. We strive to provide a rational method to problem solving with artistic vision and grace. RNT's collaborative approach toward architectural design and programming, urban design, community planning, industrial and graphic design, creates places that transform communities and enrich lives.

Who We Are

RNT is a group of creators and makers focused on offering quality places for our community to live work and play. With over 45 years of experience working on public and private projects throughout the state of California we offer unique experience working on educational and community serving facilities along with affordable housing to support unique user groups.

What We Do

Our work experience is ideally suited for this project and scope of work. Our project experience ranges from adaptive reuse of historic concrete buildings including school buildings, affordable housing for specific user types including workforce housing, cultural and community serving facilities design and feasibility/ master planning efforts that include financial proformas based design. RNT also bring years of experience working with Ojai Unified School District on multiple project types. We see this as a benefit to our team, as we understand the unique requirements and procedures of the school district.



Firm Name:
Roesling Nakamura Terada Architects, Inc.

Organization:
S-Corporation

Address:
285 N Ventura Avenue
Ventura, CA
Suite 102, 93001

Website:
https://www.rntarchitects.com

Point of Contact:
Tyson Cline, Principal
285 N Ventura Avenue,Suite 102, 93001
805.626.5330

Federal Tax ID:
33-0267288

Year Founded:
1980

Date Incorporated:
1/1/1988

State of Incorporation:
CA



Professional Registration

Licensed Architect, No. C-34436

Education

Bachelor of Architecture, NewSchool Architecture and Design

Years of Experience 31

Years with RNT 18

Tyson Cline, AIA

Principal

Tyson is a Principal at RNT with more than 30 years of experience in all phases of architecture and urban/master planning with a particular focus on public sector projects. His work is mostly centered around projects that improve the public realm and help civic agencies perform their work and serve their jurisdictions better. Tyson's portfolio includes a range of projects such as fire stations and public safety buildings, feasibility studies and facilities conditions assessments, public utility facilities, civic and community centers, waterfront structures and master plans, and public schools.

Because of this valuable background in the public sector, Tyson is very experienced and passionate about garnering support from diverse stakeholder groups and advocates for a collaborative design process that explores creative and contextually appropriate design solutions while engaging sustainable and energy efficient strategies that work together to create a true sense of place. Tyson is also very skilled in minimizing maintenance and operational expenditures by integrating design features that reduce costs for building owners.

Project Experience

- City of Oxnard, Senior Community Center | Oxnard, CA
- City of Agoura Hills, Recreation, Administration and Event Center | Agoura Hills, CA
- Montecito Union SD, On-call Architects | Santa Barbara, CA
- City of Goleta, Goleta Valley Community/Civic Center Feasibility Study | Goleta, CA
- Ventura Unified School District On-call Architects | Ventura, CA
- Air National Guard, Channel Islands, Multipurpose Instructional Facility | Port Hueneme, CA
- Metropolitan Water District of Southern California, CRA Employee Village Enhancements Master Plan | Various Locations, CA
- City of Oxnard, Civic Center Development Services Center and Fire Administration, LEED Silver Design | Oxnard, CA
- City of Oxnard, South Oxnard Branch Library | Oxnard, CA
- City of San Buenaventura Housing Authority, Westview Village Housing Project, 320 Units | Ventura, CA
- Ventura Veterans Housing | Ventura, CA
- Patagonia: New Corporate Headquarters and Campus Expansion | Ventura, CA
- UC Santa Barbara | Santa Barbara, CA
- UCSB, Laboratory Tenant Improvements | Santa Barbara, CA
- Rio School District, On Call Architects | Oxnard, C
- Ojai Unified School District On-call Architecture Services | Ojai, CA
- Pleasant Valley Unified School District, On-call architectural Services | Pleasant Valley, CA
- Santa Barbara School Districts | Santa Barbara, CA



Tarah Brown, Architect, LEED AP

Project Architect

Tarah is an Associate with RNT and has been with the firm since 2014. She brings over 20 years of experience in design and management, including large design teams and complex projects of up to $200m. With a passion for continual improvement that challenges the status quo while maintaining high standards, Tarah is a leader at RNT in the areas of design process refinement and high performance design implementation. As part of the Responsive Design focus group, she helps spearhead RNT's firmwide Sustainability Plan and 2030 Commitment reporting.

Professional Registration

Licensed Architect, CA, No. C-36328

LEED AP

Education

Bachelor of Science in Architecture, University of Maryland

Years of Industry Experience

24 years

Years with RNT

10 years

Project Experience

- Ojai Unified School District On-call Architecture Services | Ojai, CA
- National City Middle School Coach Office Access Improvements | National City, CA
- Montecito Union Elementary School District, Main Administration and K-1st Buildings Remodel | Santa Barbara, CA
- Santa Barbara City College, Campus Center (Three Food Service Areas), Building CC | Santa Barbara, CA
- San Diego River Center at Grant Park | San Diego, CA
- Borrego Art Institute Art Farm | Borrego Springs, CA
- Metropolitan Water District of Southern California, CRA Employee Village Enhancements Master Plan | Various Locations, CA
- Metropolitan Water District of Southern California, CRA Housing, Kitchens, Lodges, and sitewide Improvements Design Study for Four Employee Villages | Various Locations, CA
- Ventura County Fire District, Fillmore Fire Station No. 27 | Fillmore, CA
- Ventura County Fire District, Newbury Park Fire Station No. 35 | Newbury Park, CA
- Ventura County Fire District, Santa Paula Fire Station No. 81 Feasibility Study | Santa Paula, CA
- Ventura County Fire District, Newbury Park Fire Stations No. 28, 33, 45 Apparatus Bay Alteration Feasibility Studies | Lake Piru, Lake Sherwood, and Simi Valley, CA
- Ventura County Fire District, Santa Paula Fire Station 29 Feasibility Study | Santa Paula, CA
- Ventura County Fire District, Santa Paula Fire Station 26 Feasibility Study | Santa Paula, CA
- City of Ventura, On-call Architecture Services | Ventura, CA
  - 505 Poli 4th and 5th Floor Feasibility Study for Co-working space
  - Barranca Vista Center Park Improvements
  - Fire/Police Feasibility Study
  - Police Department Locker Room Interior Remodel
- Patagonia, New Office Building Design | Ventura, CA
- County of Santa Barbara, Probation Department New Office Building | Santa Barbara, CA



Chris Bradbury, AIA, NCARB, LEED

Principal

Chris is a Principal with the firm and has been at RNT since 2012. He has 19 years of experience in architectural design ranging from civic/institutional, higher education, commercial, and multi-family housing development projects throughout California. He has extensive experience with complex sites and climate responsive design for an array of different climates. Chris brings a strong background in developing projects from conceptual design through construction documents with thorough coordination from consultants. He has astute technical knowledge relating to materials and construction types with a focus on detailing and constructibility. Chris also brings keen Construction Administration/ Observation skills to review construction progress and identify issues with the owner and contractor early to ensure a successful project outcome.

Professional Registration

Licensed Architect, No. C-35075

Education

Bachelor of. Architecture, Minor Sustainable Environments, Cal Poly San Luis Obispo, 2007

Years of Experience 19 years

Years with RNT 10

- Montecito Union Elementary School District: Facilities Master Plan | Santa Barbara, CA
- Ojai Unified School District, On-call Architects Various Projects | Ojai, CA City of Agoura Hills Recreation, Administration and Event Center | Agoura Hills, CA
- City of Oxnard, Senior Community Center Concept Study | Oxnard, CA
- San Diego River Discovery Center at Grant Park | San Diego, CA
- Valle Narajal Farm Worker Housing/Community Center | Piru, CA
- County of Santa Barbara, Probation Department New Office Building | Santa Barbara, CA
- Mammoth Lakes Student Housing I Mammoth Lakes, CA
- Ventura Botanical Gardens, Interim Facility | Ventura, CA
- United States Airforce, Overhead Distribution B6 & B1 Lines | Vandenberg Airforce Base, CA
- USA Department of Air Force, Beale AFB Repair Recce Club | Beale AFB, CA
- Metropolitan Water District of Southern California, Colorado River Aqueduct Employee Village Enhancements Plan | Various Locations, CA
- Ventura County Fire District, Fire Station No. 27 | Fillmore, CA
- Ventura County Fire District, Fire Station No. 35 | Newbury Park, CA
- Ventura County Fire District, Yosemite Fire Station No. 43 | Simi Valley, CA
- Ventura County Fire District, Thousand Oaks Fire Station 34 Feasibility Study | Thousand Oaks, CA
- Ventura County Fire District, Ojai Fire Station 22 Feasibility Study | Ojai, CA
- Ventura County Fire District, Santa Paula Fire Station 29 Feasibility Study | Santa Paula, CA
- Ventura County Fire District, Santa Paula Fire Station 26 Feasibility Study | Santa Paula, CA
- San Diego County Fire/Cal Fire Mt. Laguna Fire Station 49 Feasibility Study | Mt. Laguna, CA
- Mammoth Lakes Fire Station No. 1 | Mammoth Lakes, CA

Scripps Ranch Community Recreation Building
San Diego, California

Located in the community of Scripps Ranch Village, this 17,000 SF recreation center was originally used jointly with the new Thurgood Marshall Middle School built next to the park. The community center includes a full gymnasium, classrooms, community rooms, a kitchen and an office. Design features include a pedestrian breezeway that leads the visitor through the project to the park beyond, structures that create shaded outdoor spaces and make connections to the outdoors and a central community gathering point. The 1,500 SF concession/rest room building, located in Scripps Ranch, is designed to service the needs of the community park users as well as compliment the community/recreation center. The building houses restroom facilities, a concession room, league storage spaces and an electrical room. In addition, the building serves as a secondary shade oasis for park users, as well as being a gateway to the park. Through its unique placement on the site, two usable outdoor spaces are created. One serves as a gathering/active staging area, while a quieter waiting area is created on the backside of the building.

Client / Owner:
City of San Diego
Ms Kim Elliot
Project Manager
P: 619.477.4170

Size: 17,000 SF

Cost: $2.4M

Scope of Services:
Programming, Architectural Design Services, Interior Design Services









Naval Training Center, Adaptive Reuse
San Diego, California

RNT Architects led the historic renovation and adaptive re-use of San Diego's Historic Naval Training Center (NTC) at Liberty Station. This involved the restoration of 26 architecturally significant buildings to their original splendor. Now known as Liberty Station, this 28-acre project became a cultural hub within the NTC District that contains performing arts buildings, museums, galleries, small non-profit artisan buildings, community centers, restaurants, meeting spaces and offices. The NTC's design team's scope of work involved two phases. Phase I of the project included an adaptive re-use Master Plan and exterior site program for the historic core of Liberty Station. For Phase II the design team established design guidelines, exterior courtyards, plazas, building architectural standards and tenant improvement services. As part of the conversion, seismic updates and improvements to more energy efficient mechanical systems were incorporated into the 1920s era Spanish Colonial Revival-style facilities.

Client / Owner:
NTC Foundation
Neal Singer, Consulting Project Director
P: 619. 208.6300

Size: 26 buildings

Cost: $80M

Completed: 2011

Scope of Services:
Stakeholder Workshops, Project Entitlements, Programming, Architectural Design Services, Interior Design Services







Sulpizio Family Arc Center of San Diego
San Diego, California

The Sulpizio Family Arc Center is a non-profit organization that serves 135 people with disabilities to improve their social and self-help skills, enabling them to function as independently as possible in the community. Integral to the project was to provide a sense of community within the site between the existing single story facility and the new two-story building. This was achieved with functional outdoor spaces that serve as a transition between the new and existing building.

Firm, yet graceful arcade walls are placed around the perimeter of the site to provide a disguised secure outer shell embracing both buildings and defining an edge to the neighborhood, while simultaneously serving as view portals that capture the mountains east of the site. The new two-story building was built on a sloping site, with entries on both levels. The development of a centralized courtyard space with a subtle fountain functionally ties both buildings to each other. The Arc Center includes offices, exam rooms, psychological counseling rooms and activity rooms. Eight themed classrooms feature a Computer Lab, and Sensory, Therapeutic Recreation, Theatre, Spa, Pet & Nature, Music, and Art & Crafts rooms.

Client / Owner:
The Arc of San Diego
Mr Rich Coppa
Project Manager

Size: 16, 000 SF

Cost: $3.8M

Completed: 2009

Scope of Services: Full design and construction administration/observation services









Liberty Station, Historic Naval Training Center
San Diego, California

RNT provided programming, planning, and full design services for a new state-of-the-art weld training center for SDG&E's Weld School program. The project located at SDG&E's Miramar Operations Center includes a new 5,600 state-of-the-art, pre-engineered streel training facility with 24 welding training booths and new 2,400 SF masonry classroom building. The facility includes covered outdoor training areas and student break areas. existing building footprints, promenades, and courtyards. Original corridors were sliced open to make horizontal transparency through the spaces to engage the visitors in the activities of the spaces.

Client / Owner:
San Diego Gas & Electric (SDG&E)
Linda Jacobs
Real Estate Planning Manager
Project Manager
P: 619.676,9156

Size: 8, 000 SF

Cost: $6M

Completed: 2020

Scope of Services: 25,000 SF Warehouse and Machine Shop, Shade Canopy at Courtyard, Site Improvements, Shade Structure and Catch Basin for Outdoor Cutting Station, Stormwater Improvements









Montecito USD, Union Elementary School Historic Renovation
Santa Barbara, California

RNT provided a Long Range Facilities Master Plan for the historic K-6 elementary school. While Montecito Elementary traces back to the 1830s, the school has been at its current location since the 1920s. RNT worked with the District to provide this prominent campus with visioning and planning to create an optimal learning environment for the 21st century. The team addressed issues related to improving campus health, safety and energy and resource efficiency. To gather input on facility needs, the RNT team led School Staff and Faculty in design Charrettes and studied opportunities for location of special programs, administrative and support facilities. The master plan included a comprehensive review of existing conditions, assessing and prioritizing maintenance issues.

Over the course of the last 10 years RNT has led the design for numerous improvements on campus that were identified in the campus master-plan, including modernizations and seismic retrofit of the main building originally constructed in the 1930's; improvements to site circulation and access, safety communication, and infrastructure; and numerous smaller interior and exterior renovation projects in the campus's existing buildings.

Client/Owner:
Montecito Unified School District Anthony Ranii
Superintendent
P: 805.969.3249 x400

Cost: $54M

Size: 8 Acres

Completed: 2013

Scope of Services: Facilities Assessment, Stakeholder and Community Workshops







Pine Avenue Community Center
Carlsbad, California

Roesling Nakamura Terada Architects, Inc. (RNT) partnered with Spurlock Landscape Architects (Spurlock) for the expansion of the new Pine Avenue Community Center and Community Garden. The design emphasis has been to create flexible, comfortable, and inviting transitional interior/exterior spaces that can adapt to many types of users and community programs. For the beach climate site location, RNT and Spurlock developed the building and landscape theme with passive-solar design in mind along with renewable energy design strategies to achieve the City's "net zero" sustainability goals. The new additions will respect the character and scale of the surrounding Barrio and Village communities and park recreation areas. The welcoming, vibrant, and easy to maintain community center and gardens will express the character and culture of the Carlsbad Village community while enriching daily life for residents and visitors.

Client / Owner:
City of Carlsbad
Barbara Kennedy
Parks and Recreation Department
Project Manager
P: 760.434.2974

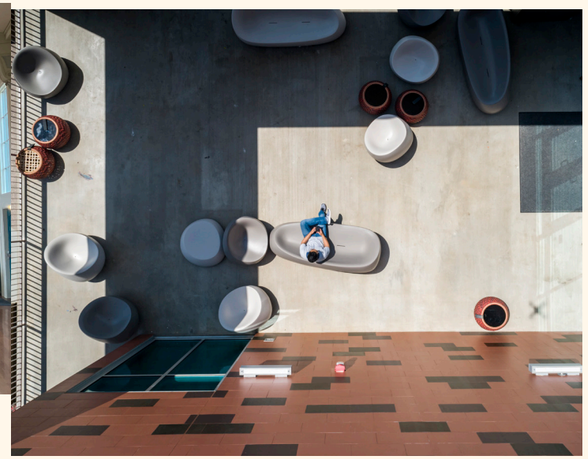
Size: 18, 000 SF

Cost: $8M

Scope of Services: Full design and construction administration/observation services









Agoura Hills Recreation Center
Agoura Hills, California

Roesling Nakamura Terada Architects, Inc. (RNT) designed an adaptive reuse of an existing 13,000 SF structure into a 25,000 SF Recreation Center on a five acre site. To include "something for every demographic" RNT facilitated a series of public design charrettes to consider community needs. Within the acre of open space the Center features an outdoor interpretive play area with climbable sculptures of local wildlife. Donated by the office of Los Angeles County Supervisor Zev Yaroslavksy, the outdoor center is represented by a mountain lion, bobcat and an enormous winding snake that will be used for educational programs focusing on the ecology of the local mountains.

The outdoor area also includes a trail that connects to other hillside paths. RNT provided regional and site level studies to assist the City in obtaining a Trail Head Origination Grant from the Los Angeles County Regional Park. The City was successful in securing the grant, and RNT assisted the City with narratives and graphics for securing additional environmental and community based grant programs.

Client / Owner:
City of Agoura Hills
Nathan Hamburger
Assistant City Manager
P: 818.597.7300 E:
E: nhamburger@ci.agoura-hills.ca.us

Size: 25, 000 SF

Cost: $9.2M

Scope of Services: Programming, Design Charrette, Architectural Design Services, Interior Design Services, Construction Administration/Observation Services



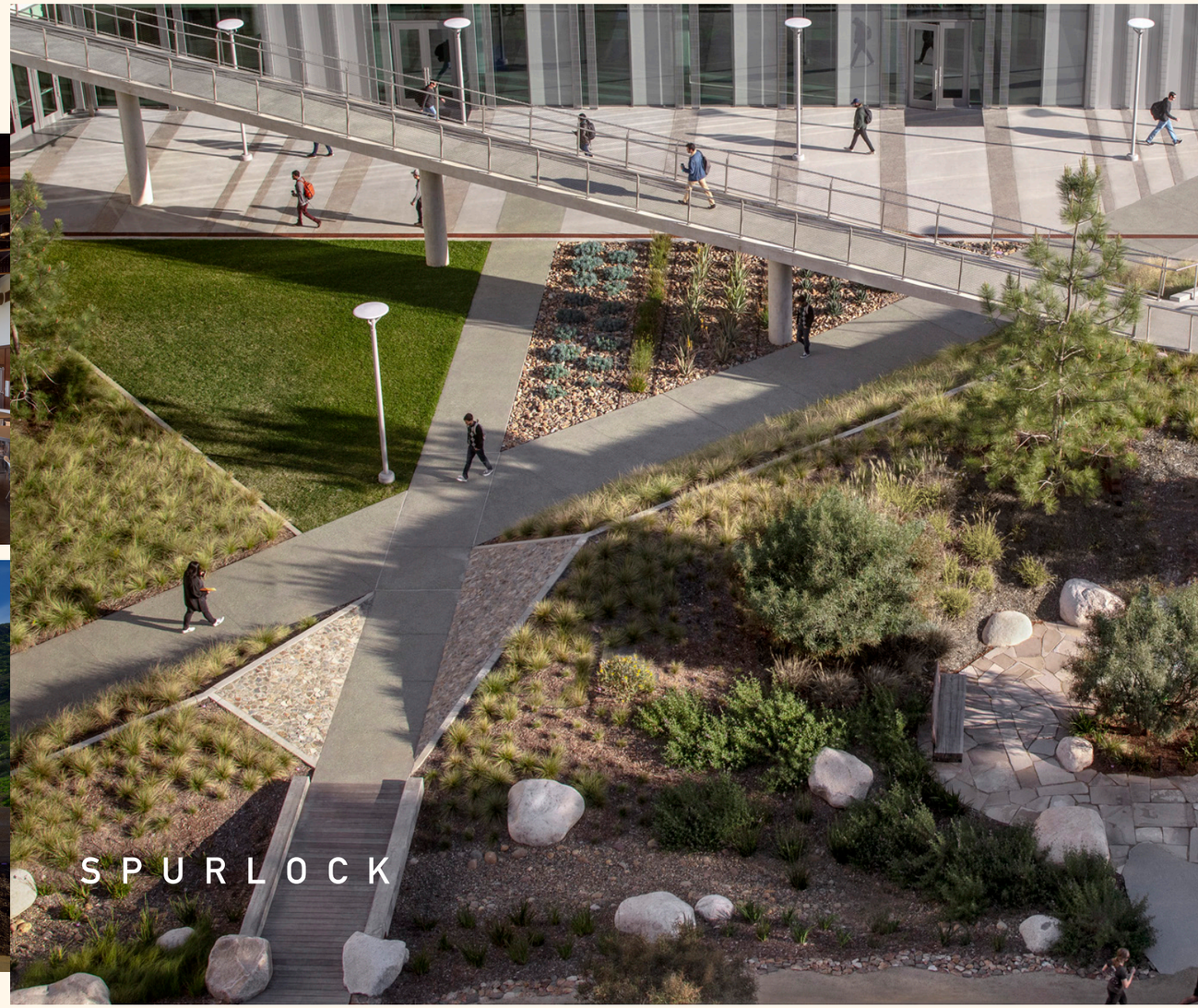






Professional Services Qualifications

Landscape Architecture, Urban Design + Planning



SPURLOCK

2122 Hancock St
San Diego, CA
92110
619.681.0090
spurlock-land.com

These people are very comfortable dealing with space. You get a sense of sequence–of land use as a sequence of events– a kind of celebration in dealing with the script, the joy and spirit of the experience.

American Society
of Landscape Architects
National Awards Jury

Spurlock Landscape Architects provides landscape architecture, urban design, and planning services in California and select projects nationally. Though we pride ourselves on being generalists, the firm has deep experience in the planning and design of education landscape projects in collaboration with many of the country's premiere developers, architects, artists, scientists, and researchers.

Established in 1988, Spurlock is comprised of 21 team members with a shared commitment to connecting people to place. As the firm has evolved, the result has been a lively collaboration on a broad range of projects that have earned national, state, and local awards from the American Society of Landscape Architects, the American Institute of Architects, and the American Planning Association.

Spurlock is a California certified Small Business Enterprise (SBE), Small Local Business Enterprise (SLBE), and certified Woman-Owned Small Business (WOSB).

SPURLOCK

2122 Hancock St
San Diego, CA
92110
619.681.0090
spurlock-land.com

Relevant Projects

Cardiff Elementary School Modernization and Reconstruction
Cardiff School District, Encinitas, CA

El Capitan High School Event Center
Grossmont Union High School District, Lakeside, CA

Grant Elementary School K-8 Site Modernization Master Plan and Phase 1, Turf Upgrade and Phase 2 Implementation
San Diego Unified School District, San Diego, CA

Jarebek Elementary School Whole Site Modernization Site Modernization
San Diego Unified School District, San Diego, CA

John Adams Middle School
Santa Monica-Malibu Unified School District, Santa Monica, CA

Malibu Middle and High School Master Plan and Phase 1 New High School Building Implementation
Santa Monica-Malibu Union School District, Malibu, CA

Marshall Elementary School Whole Site Modernization
San Diego Unified School District, San Diego, CA

Mater Dei High School Performing Arts Complex
Mater Dei High School, Santa Ana, CA

Morse High School Agriscience Center
San Diego Unified School District, San Diego, CA

Monte Vista High School Event Center
Grossmont Union High School District, Spring Valley, CA

Oceanside High School Performing Arts Center
Oceanside Unified School District, Oceanside, CA

Rio Plaza Elementary School Site Improvements, Modernization and New Construction
Rio School District Oxnard, CA

Santa Cruz High School Commons Modernization
Santa Cruz School District, Santa Cruz, CA

San Diego Unified School District As-Needed Landscape Architect
San Diego Unified School District, San Diego, CA

Skyline Elementary School Replacement
Solana Beach School District, Solana Beach, CA

Wilson Middle School and Central Elementary New Campus School Master Plan and Implementation San Diego Unified School District, San Diego, CA

Long Beach Community College

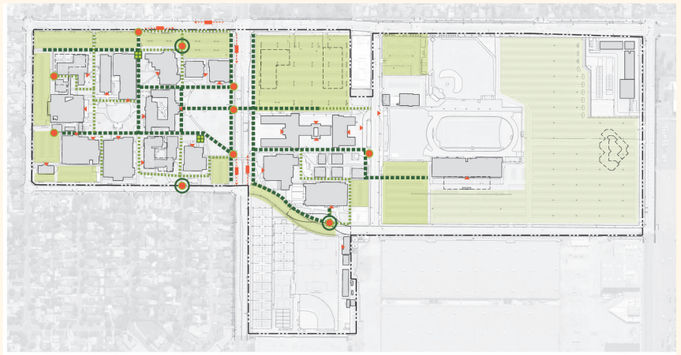
Spurlock, with Marlene Imirzian & Associates and the Long Beach Community College District, developed a Landscape Master Plan for Long Beach City College's two campuses. The plan strengthens the identity of the College, while creating a landscape framework that can accommodate projected future growth. The plan document addresses both the Pacific Coast Campus and Liberal Arts Campus as distinct campus environments. Design guidelines for each campus focus on circulation, spatial function and hierarchy, and landscape character and campus identity. The Landscape Master Plan provides a foundation for future development initiatives while facilitating long-term management, efficiency, and sustainability.

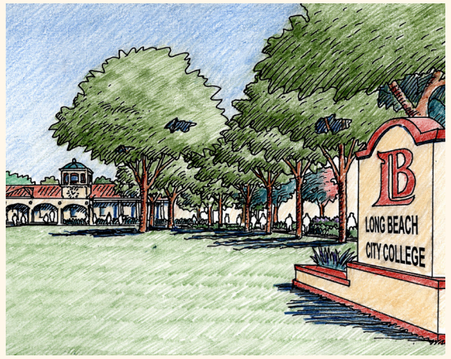
Client
Long Beach Community College District

Size
144 Acres

Location
Long Beach, CA

Status
Completed 2015







San Bernardino Valley College Landscape Master Plan

The Landscape Master Plan sets the tone for both first-time, and daily experiences, supporting a culturally diverse community of learners and creating a sense of belonging for students, employees, and the community. In collaboration with NAC Architects, Spurlock developed the Master Plan as a strategic planning document to be used as a road map by SBVC leadership and future designers in guiding decision-making towards creating a vibrant, sustainable, and welcoming campus.

Through extensive collaboration with SBVC students, faculty, and leadership, the planning team documented campus community goals and design principles with illustrated strategies for constructing future physical spaces, leveraging the many beautiful gardens and site assets existing on campus, as well as proposing new approaches to create an environmentally sensitive, inclusive, and functional open space network that can meet the needs of the growing campus community.

Client
San Bernardino Community College District

Size
82 Acres

Location
San Bernardino, CA

Status
Completed 2024





San Diego City College Math and Social Sciences Building & Parking Structure

Encompassing a full city block at the edge of San Diego City College's campus in the East Village, the project incorporates a diversity of academic classrooms and support spaces, including a compact, north-facing courtyard abutting the existing steeply sloped C street, the nearly 8 foot change in grade within the courtyard accommodates entries at upper and lower plazas, connected by a simple sloped walkway threaded through a grove of deciduous trees and a tapestry of massed evergreen shrubs and groundcovers. A variety of seating areas provide opportunities for quick rest stops, group gathering and collaborative study.

Client
San Diego Community College District

Size
2 Acres

Location
San Diego, CA

Status
Completed 2015







Fullerton College Humanities Building

The landscape design for the new Fullerton College Humanities Instructional Building plays a vital role in unifying the built environment with the college's historic campus character while enhancing outdoor learning, circulation, and community interaction. Anchoring a 74,927-square-foot, three-story academic building, the landscape strategy was developed to support the needs of the Humanities Division, with spaces for solo and group study.

At the core of the design is a central courtyard that functions as both a gathering space and an outdoor classroom. Framed by shaded seating areas, drought-tolerant planting, and tree canopies, the courtyard encourages student interaction and offers a flexible setting for informal instruction, events, and reflection.

Client
North Orange County Community College District

Size
1.2 Acres

Location
Fullerton, CA

Status
Completed 2021









Leigh Kyle RLA, ASLA

Principal-in-Charge

Leigh is the President of Spurlock Landscape Architects. She serves as Project Principal and Designer at Spurlock with a special focus on educational spaces and cultural campus projects. Stimulated and inspired by collaboration and dialogue, Leigh's communication and management skills and ability to embrace complexity in pursuit of creative and elegant solutions are integral to the success of her work. As a licensed landscape architect with an architecture background, Leigh brings over 30 years of professional expertise, technical rigor, and sensitivity to a wide range of regional project conditions. As Principal in Charge, Leigh oversees the landscape architecture team and works directly with the larger design and client team.

Education
Columbia University
New York, NY
Master of Architecture

Swarthmore College
Swarthmore, PA
Bachelor of Arts

Registrations
Landscape Architect
California 6137
Arizona 53790
Iowa 00695

Affiliations
American Society
of Landscape Architects

American Public Gardens
Association

ULI San Diego
Tijuana Chapter

Contact
lkyle@spurlock-land.com
619–681–0090

Relevant Experience

Central Campus Quad Study
College of the Desert, Palm Desert, CA

Fullerton College Instructional Building
North Orange County Community College District, Fullerton, CA

Gavilan College - Gilroy Campus Improvements
Gavilan Joint Community College District, Gilroy, CA

Gavilan College - San Benito Campus Improvements
Gavilan Joint Community College District, Hollister, CA

Miramar College Facilitites Master Plan
San Diego Commuity College District, San Diego, CA

San Bernardino Vally College Landscape Master Plan
San Bernardino Community College Distrtict, San Bernardino, CA

San Diego City College Math and Social Sciences Building/Parking Structure
San Diego Community College District, San Diego, CA

San Diego City College Science Building/Outdoor Classroom
San Diego Community College District, San Diego, CA

Southwestern College Wellness & Aquatic Complex
Southwestern Community College District , Chula Vista, CA

UCI Plaza Design
UC Irvine, Irvine, CA

UCR Central District Neighborhood Study
UC Riverside, Riverside, CA

UCR Undergraduate Teaching & Learning Facility
UC Riverside, Riverside, CA

UCSD Hillcrest Medical Campus Master Planning Study/LRDP
UC San Diego Health, San Diego, CA

Ventura College Facilities Master Plan
Ventura County Community College District, Ventua, CA

SPURLOCK



Erin Leugers RLA, ASLA

Principal-in-Charge

Erin has over 25 years of professional experience in San Diego; she leads many of Spurlock's academic and corporate campus projects from master planning to detailed implementation. Erin focuses on creating comprehensive designs within the context of the project and has formed strong relationships with clients through her clear approach. As Principal-In-Charge, Erin will oversee the landscape architecture team and work directly with the larger design team and relevant client representatives. She has experience and familiarity with State and Community College District planning procedures, including the DSA permitting and approval processes.

Education
Purdue University
West Lafayette, IN
Bachelor of Science Landscape
Architecture

Registrations
Landscape Architect
California 5116

Affiliations
American Society
of Landscape Architects (ASLA)

Society of College and University Planning (SCUP)

Urban Land Institute, San Diego-Tijuana

Contact
eleugers@spurlock-land.com
619–681–0090

Relevant Experience

Cal Poly Pomona Campus Master Plan
Cal Poly Pomona, Pomona, CA

Cal Poly Pomona Student Housing
Cal Poly Pomona, Pomona, CA

Caltech Chen Neuroscience Research Building
California Institute of Technology, Pasadena, CA

CSU Northridge Matador Success & Inclusion Center
CSU Northridge, Northridge, CA

Fullerton College Humanities Building
North Orange County Community College District, Fullerton, CA

Fullerton College Chapman Newell Instructional Building
North Orange County Community College District, Fullerton, CA

East Los Angeles College Kinesiology, Wellness and Athletic Center
Los Angeles Community College District, Los Angeles, CA

Snapdragon Stadium
San Diego State University, San Diego, CA

SDSU North Life Sciences Building Feasibility Study
San Diego State University, San Diego, CA

Southwestern College Public Safety Training Center
Southwestern Community College District, Chula Vista, CA

UCSD East Campus Loop Road
UC San Diego, San Diego, CA

UCSD Medical Center Hillcrest
UC San Diego Health, San Diego, CA

UCSD Ridge Walk Improvements
UC San Diego, San Diego, CA

UCI Jack & Shanaz Langson Institute & Museum of California Art Programming



19 years of experience

18 years with KPFF

Discipline
Structural Engineering

Education
MS, Structural Engineering, Pontificia Universidad Católica de Chile (2006)

BS, Civil Engineering, Pontificia Universidad Católica de Chile (2004)

Registration
Structural Engineer: CA (S6043)

Professional Engineer: CA (C76939), FL, OR, WA

Affiliations
American Institute of Steel Construction

American Concrete Institute

American Society of Civil Engineers, Structural Engineering Institute

American Society of Civil Engineers

Rodrigo Toro SE, DBIA, ENV SP

Principal

Rodrigo is a Principal with the Los Angeles office of KPFF. He values every project and client by establishing a personal and collaborative relationship with his clients throughout the course of each project. Rodrigo is passionate about structural engineering and has more than 19 years of experience including K-12 educational, higher education and historical structures.

LBCCD Long Beach City College Trade Tech and Community Learning Campus Student Services Center | Long Beach, CA

LACCD LA Valley College Multi-Purpose Community Services Center | Valley Glen, CA

SOCCCD Irvine Valley College Outdoor Learning Spaces | Irvine, CA

SBCCD Santa Barbara Community College Campus Center Design | Santa Barbara, CA

SMCCD Santa Monica College Student Success Center & Admin Building | Santa Monica, CA

LACCD LA Mission College Media Arts & Theater Building | Sylmar, CA

UCSB Halley Froelich Sea Water & Dry Lab Remodel | Santa Barbara, CA

SMMUSD John Adams Middle School Library Renovation & Accessibility Improvements | Santa Monica, CA

LAUSD Camino Nuevo High School | Los Angeles, CA

LAUSD Dolores Huerta ES #18 | Los Angeles, CA

Occidental College Norris Hall Chemistry Building Renovation Feasibility Study | Los Angeles, CA

PMA Maintenance & Repair Training Center | Los Angeles, CA

City of Pasadena Central Library Seismic Retrofit & Renovations | Pasadena, CA

City of Covina Recreation Village Adaptive Reuse | Santa Monica, CA

POLA AltaSea Marine Innovation Campus | San Pedro, CA

● Historic Structure/Site



LACCD LA Pierce College Industrial Technology Building

Woodland Hills, CA

Description

KPFF provided structural and civil engineering for the new Industrial Technology Building at Los Angeles Pierce College. The single-story facility combines the Automotive Service Technology, Engineering Design and Technology, Machining, CNC Machining, and Welding programs in one location. Combining these trades required design solutions to manage noise and vibration, including durable CMU walls and integrated acoustic treatments.

The design reflects the Pierce College campus with contemporary arches, plaster walls, and landscaped courtyards. A central entry plaza with a roof canopy and oculus creates a shaded gathering space filled with natural light. Sustainability features include clerestory windows, skylights, efficient LED lighting controls, and rainwater bio-filtration planters, supporting LEED Certification. Measure CC and the State Capital Outlay program are funding the $60 million project, scheduled for completion in 2027.

Owner
Los Angeles Community College District

Architect
PBWS Architects

Construction Value
$30,500,000

Size
51,828 SF

Project Duration
2020 – Est. 2027

Delivery Method
Design-Bid-Build

Image Credit: PBWS Architects



CSU Northridge Autodesk Technology Engagement Center

Northridge, CA

Description

The Autodesk Technology Engagement Center (ATEC) at California State University, Northridge is a two-story interdisciplinary STEM hub for hands-on learning, research, and community outreach. Built around a “Design and Make” approach, it includes the Global HSI Equity Innovation Hub and aims to close equity gaps in STEM pathways while supporting historically underrepresented students pursuing high-demand careers.

ATEC features advanced-technology labs and flexible collaboration areas for engineering research, prototyping, pre-manufacture work, and iterative design, along with interdisciplinary team spaces, a campus-and-community makerspace, and student showcase zones. The Equity Innovation Hub adds a student success center, study and collaboration spaces, and a P–14 outreach discovery lab to support and engage middle school through community college students and their families. Prominently sited on campus, ATEC extends learning outdoors with gathering spaces and hands-on STEM activity areas for the broader community.

Owner
California State University, Northridge

Architect
AC Martin Partners, Inc.

Construction Value
$36,000,000

Size
35,000 SF

Project Duration
2021 – 2025

Delivery Method
Construction Manager at Risk (CMAR)

Image Credit: AC Martin



LACCD LA Valley College Administration & Career Advancement Building & Omega Data Center

Valley Glen, CA

Description

The Administration and Career Advancement Building at Los Angeles Valley College, formerly referred to as the Community Workforce Development Center and the Valley Glen Gateway, replaced the former Administration Building near the college’s main entrance. The two-story, 72,500 SF facility consolidates campus administrative offices with college services, workforce development programs, and instructional and meeting space.

The building houses administration offices, workforce development programs, including the Job Training Office and Cooperative Education, CalWORKs, classrooms, and a conference center, and it received LEED Gold certification.

The project also included the relocation of an existing data center to a newly constructed 3,167 SF facility. The new Omega Data Center houses network servers and support equipment to run the campus daily network operations. Additionally, the building features an MPOE (Main Point of Entry) and a Network Operations Center, as well as office spaces for the Information Technology department.

Owner
Los Angeles Community College District

Architect
QDG Architecture

Construction Value
$36,000,000

Size
72,500 SF

Project Duration
2013 – 2016

Delivery Method
Design-Build

Image Credit: Lawrence Anderson



PMA Maintenance & Repair Training Center

Los Angeles, CA

Description

The Ports of Los Angeles and Long Beach, in partnership with PMA, ILWU, and the California Workforce Development Board, are developing a state-of-the-art, 30-acre training campus to support workforce development and the transition to zero-emissions goods movement. KPFF is providing civil and structural engineering services across both phases.

Phase 1 prepares 20 acres through earthwork, wick drain soil stabilization, methane mitigation, and grading.

Phase 2 includes a new 20,000-SF pre-manufactured training building for PMA members, along with administration, maintenance, and zero-emission support facilities, utilities, and site improvements. KPFF's scope includes grading, utilities, stormwater management (LID/SUSMP), and structural design for buildings, crane simulators, and heavy equipment facilities. KPFF is also providing analysis of pile behavior in the non-linear range to ensure life-safety performance through controlled lateral soil movement.

The project targets LEED Gold certification and requires close coordination with the Joint Development Team.

Owner
Port of Los Angeles

Contractor
Mason Builders

Construction Value
$7,000,000

Size
20,000 SF

Project Duration
2023 – 2024

Delivery Method
Design-Build

Image Credit: Mason Builders

kpff

thoma ENGINEERING

THOMA ELECTRIC INC.
ENGINEERING & CONSTRUCTION

The Electrical Engineering Division of Thoma Electric, Inc. provides electrical design and consulting services in all facets of the Electrical Construction and Communications Industry throughout California.

A variety of projects have been successfully completed over the years. These include many projects in the area of communications, residential, commercial, government facilities, institutional, educational, industrial, military, recreation and health care (many Department of Health Care Access and Information Projects).

The Electrical Engineering Division of Thoma Electric, Inc. is unique in its ability to maintain a closeness to the construction community because of the association with its sister Construction Division founded in 1961. It shares information regarding new products and existing or new work methods. This allows the Engineering group to consider the cost, quality, success and failure of systems with which the Construction Division has had experience. This tool is of benefit to an owner as it provides quality planning and "value engineering" during design, rather than after design is complete. Practical solutions to solving problems have always been our strength.

Communications Systems have become increasingly sophisticated, and the integration of voice, data and power system controls will continue to play a major role in modern design. Our staff is actively involved in reviewing and implementing the emerging government and industry standards for communications systems design from mobile communications cell sites to office LANs and fiber-based campus networks. Our firm has worked on a variety of projects for clients such as AT&T, Pac Bell, Sprint, Cellular One, Nextel, Word Com, Time Warner, California Polytechnic State University, Cuesta Community College, Allan Hancock Community College, Fresno City College District, County of Santa Barbara and County of San Luis Obispo.

The Electrical Engineering Division consists of a staff of fourteen, which includes (3) licensed Professional Electrical Engineers, (6) Electrical Engineers, (2) Electrical Designers and (5) Electrical Design Assistants and drafting staff, utilizing computer aided drafting and (1) Administrative Assistant.

The firm is an active member in the following Professional organizations:

National Society of Professional Engineers
California Society of Professional Engineer
Building Industry Consulting Service International (BICSI)
Institute of Electrical and Electronic Engineers
American Society of Professional Estimators
National Fire Protection Association
Illumination Engineering Society
San Luis Obispo County Contractors Association
International Conference of Building Officials
International Association of Electrical Inspectors
National Electrical Contractors Association
San Luis Obispo Chamber of Commerce
Central Coast Building Industry Association

This involvement continues to keep the firm up to date on the rapidly changing technologies with which the industry has been flooded in recent years. Satisfied clients continue to be our greatest marketing strategy.

3562 Empleo, Ste.C - P.O.Box 1167
San Luis Obispo, California 93406
(805) 543-3850 FAX (805) 543-3829
E-mail – jthoma@thomaelec.com

Jeff Thoma, P.E. –President
Electrical Engineering Project Manager/Electrical Designer

Project Role
As Electrical Engineering Division Manager, President and CEO, and Professional Electrical Engineer, Jeff will provide critical technical and managerial oversight of the project and team staff for Thoma Electric, Inc. He will help facilitate coordination between Thoma's in-house Project Manager, the Project Architect, and the design team consultants during each phase of work, and will be their primary path of escalation for the course of the project. Jeff will work closely with the in-house Project Manager to provide technical oversight in preparing construction documents. Jeff's responsibilities include reviewing single line diagrams, schedules, details, etc. as well as calculations (voltage drop, short circuit, load summary, etc.), panel schedules, circuiting and Title 24 lighting compliance forms. Jeff will have on-going coordination with the design team Principals, and will be present for key Owner meetings through each phase of project. Jeff will be involved in all phases of the project including construction administration and project close-out as necessary.

Experience

Thoma Electric, Inc., April 2016 – present
Electrical Engineering Project Manager/Electrical Designer
Responsible for electrical design from project concept to construction documents and contract administration. Experience with communications networks, power distribution, fire alarm, wireless access technologies, telephone systems, lighting controls, etc. for school campuses.

Apple, Inc. – 2009 – 2016
Hardware Systems Integrator
Electrical hardware design and test. Managed other electrical engineers both full time and part time.

Kyocera Wireless, Inc. – 2006 – 2009
Hardware Engineer
Responsible for baseband design and implementation of wireless handsets for multiple major US and worldwide cellular carriers. Duties included project concept kickoff, schematic design, PCB layout, factory support, cross-functional coordination of other electrical and mechanical disciplines, product launch, and failure analysis. Relevant skills include design and analysis of display interfaces, memory interfaces, I/O and peripheral interfaces, power management, and thermals. This role included regular oversight of team members in multiple continents and time zones, executive reporting when necessary, supplier management, as well as deep knowledge of electrical hardware systems for high performing wireless handsets.

Relevant Project Experience
Lucia Mar District Wide Data Upgrade – replaced existing 62.5-micron fiber-optic backbone at 18 school sites within The District with 10gbps capable and 100gbps future throughput. Design included a re-architecture of the data network at some sites for maximum future flexibility and re-use. In addition, replaced all existing cat5e or older horizontal data cabling with new Cat6 to the desktop and Cat6A for wireless access points, effectively delivering minimum 1Gbps to the desktop and 10Gbps to wireless access points.

Lucia Mar Nipomo High School – New Ag Shop – Designed new classroom wing of Nipomo High School for agricultural activities including a full welding shop and 4 classrooms in conjunction with modular building designer. Worked with modular building designer and architect to size electrical service to accommodate welding demands as well as provide future power and data to remote side of campus with new IT room.

Cal Poly SLO – Oppenheimer Family Equestrian Center – Designed new covered arena and two equestrian barns as major upgrade to equestrian facilities on Cal Poly campus. Project includes lighting design for ~50,000 square-foot pavilion at >50 fcd with high uniformity, as well as stallion and mare barn housing with high quality finish and robust construction techniques for high use facility. Design includes power, fire alarm, Title-24 compliance, wired and wireless data, and unique lighting controls solution for integration with handheld mobile devices.

Education
University of California at San Diego, San Diego
Bachelor of Science in Electrical Engineering, 2006

Registrations
Registered Professional Engineer – License No. E20823

Patrick B. Morrissey
Electrical Designer / Project Manager

Project Role
Perform electrical systems design and project management. Coordinate electrical design details and requirements with office staff, project architects and other consultants. Perform power and lighting system design calculations to ensure adequacy of selected design components and Code compliance. Design of power distribution and branch circuiting, interior and exterior lighting layout and luminaire selection, lighting control systems, signal systems infrastructure, and fire alarm systems Preparation of fee proposals, electrical design analysis and cost estimates. Attend project coordination meetings, respond to questions during project bidding and construction, perform site observation, review shop drawings and closeout submittals for compliance with contract documents.

Experience
Thoma Electric, Inc., San Luis Obispo, CA, October 2002 - present
Electrical systems designer for educational facilities, public institutions, commercial, retail, light industrial and medical facility projects.. Notable projects include Allan Hancock Community College Information Technology Building, Bakersfield College Performing Arts Center, Cuesta College; Library Expansion, Science Buildings Remodel, Theatre Arts Building, North Co. Campus Master Plan Infrastructure, Allied Health-Math-Science, Learning Resource Center, Trades and Technology. Cal Poly University; Spanos Stadium and Engineering III Build-out. Projects at College of the Sequoias, Reedley College; Congregation Beth David Synagogue, numerous wineries and banks. Various medical projects including 60-bed Patient Care at Mee Memorial Hospital, French Hospital, Radiation Associates of SLO in Templeton, Oncology sites. Various projects for the Santa Maria Bonita School District, and Lucia Mar Unified School District.

Interface Engineering Inc., Portland, OR and Sacramento, CA, February 1995 - October 2002
Electrical systems designer for a Mechanical and Electrical Consulting Engineering firm. Responsibilities included project management and design, Experience with a variety of projects including educational, retail, institutional, hospital, pharmaceutical research, commercial, light industrial, and residential, including multiple projects at Reed College, Portland, OR; and Mercy Medical Center, Roseburg, OR; Bremerton Surgery Center, Safeway Stores, Restoration Hardware Stores, Senior Housing projects, Rolling Hills Community Church, Lodi High School #4, Sacramento 911 Dispatch and Training Facility, and Calaveras County Court facility.

Dittmann Associates, Shell Beach, CA, September 1984 - February 1995
Electrical drafting and design for projects including commercial, educational, retail, and hospitals. Project experience included various projects at China Lake Naval Weapons Center and Vandenburg Air Force Base, Lompoc Mid-State Bank, Arroyo Grande High School Technology Center, and Santa Maria Bonita Unified School District Souza Center.

Dean Athey and Associates, Anchorage, AK, May 1983 - July 1984
Electrical drafting and design for higher educational facilities and Arco North Slope facilities for worker recreation, dining and housing.

Frank Moolin Associates, Anchorage, AK, January 1981 - May 1983
Drafting and junior electrical designer for a high school on Little Diomede Island in the Bering Strait and various projects for the Borough of Barrow Alaska including underground water and sewer distribution system, water treatment and pump stations and City Administration offices.

Education
Oakland Community College, Oakland MI. Major in mechanical design.
Professional training in power systems analysis and design, electrical system grounding, low voltage and fire alarm codes.

Affiliations
International Association of Electrical Inspectors



Professional Registration
Professional Engineer, CA, 61468

Education
B.S. Civil Engineering, Brigham Young University, Provo, Utah

Years of Experience
29 years

Years with Firm
9 years (Founding Member)

Glen Pace, PE

Principal Engineer, Contract Manager

Glen Pace is a Principal Engineer with nearly 30 years of experience leading the planning, design, and management of civil engineering projects across Ventura, Santa Barbara, and Los Angeles Counties for both public- and private-sector clients. He oversees a broad portfolio of private development, institutional, and public works projects involving the design and construction of on and off-site improvements. His expertise includes civil design for new and upgraded institutional facilities; infrastructure for master-planned communities; regional parks; recreational fields and courts; and roadway, streetscape, grading, and drainage projects. Glen collaborates extensively with architects, landscape architects, geotechnical engineers, and other professionals to deliver fully integrated design to seamlessly coordinate civil, architectural, landscape, lighting, and streetscape elements to achieve successful, high-quality project outcomes.

Project Experience

- Santa Paula High School Gym Rebuild | Santa Paula, CA
- Fillmore Library Expansion, County of Ventura | Fillmore, CA
- Ventura County Harbor Department, Channel Islands Harbor Administrative Building Replacement | Oxnard, CA
- CSUCI Arroyo Hall Outdoor Recreation Center | Camarillo, CA
- Ojai Valley School, New Arts & Commons Building | Ojai, CA



Professional Registration
Professional Engineer, CA, 71473

Education
B.S. Civil Engineering, University of California, Irvine

Years of Experience
22 years

Years with Firm
9 years (Founding Member)

Tristan Santos, PE, QSD

Principal Engineer, Hydrology and Stormwater

Tristan has over 20 years of experience working with the Technical Guidance Manual and MS4 Permit and is tasked with ensuring projects comply with the Regional Water Quality Control Board's Municipal Separate Storm Sewer System Permit. With his extensive experience in the field, projects are designed to implement the most feasible Best Management Practices (BMPs) required and that new development and redevelopment projects reduce urban runoff pollution to the "maximum extent practicable" (MEP). Frequently incorporated measures include integrating USEPA guidance for "Managing Wet Weather with Green Infrastructure: Green Streets" to the MEP (i.e. minimize street width, use porous pavement or pavers, and add tree canopy by planting or preserving trees/shrubs), provide Retention or Biofiltration BMPs sized to capture and treat the Stormwater Quality Design Volume or Flow.

Project Experience

- Ojai Valley School, New Arts & Commons Building | Ojai,CA
- Ventura County Fire Department Headquarters & Training Center | Camarillo, CA
- Conejo Valley Unified School District, Redwood Middle School STEAM Bldg. | Thousand Oaks, CA
- Moorpark College Gym Swing Space | Moorpark, CA
- Todd Road Jail Health and Programming Unit | Santa Paula, CA



Professional Registration
Professional Land Surveyor , CA, 7807

Education
Bachelor of Surveying Engineering, California State University Fresno

Years of Experience
26 years

Years with Firm
9 years (Founding Member)

James Fallon, PLS

Principal Surveyor

Jame Fallon is a Principal Surveyor with 25+ years of experience delivering land surveying services for public and private sector projects throughout Southern California. He specializes in infrastructure projects for public agencies, leading efforts under both task-specific and on-call contracts. His expertise includes topographic and boundary surveys, ROW and easement mapping, ALTA surveys, legal descriptions, construction staking, geodetic networks, aerial mapping control, and terrestrial LiDAR. James has deep knowledge of agency standards and regulatory processes, paired with a strong grasp of field operations. Known for accuracy and responsiveness, he ensures dependable, high-quality survey support across all phases of public works project development.

Project Experience

- California State University Channel Islands, Mixed Use Complex | Camarillo, CA
- Conejo Valley USD, Century Academy Middle School Parking Lot, ADA, and Bicycle Enclosure | Thousand Oaks, CA
- Ventura USD, Ventura High School Overall Campus Basemap | Ventura, CA
- Fillmore HIgh School Athletic Complex | Fillmore, CA
- Ventura County Fire Department Headquarters & Training Center | Camarillo, CA



Brian Starrett, PE

Principal

Licensed Professional Engineer State of California #M34068

bstarrett@emcor.net

(805) 634-6159

BIO

Brian has over 19 years of professional experience providing mechanical and plumbing designs for high-performance buildings. Brian has led numerous design teams for projects across the entire built environment spectrum. His passion for energy-efficient building design coupled with his pragmatic approach to problem-solving results in high caliber, cost-effective designs that are delivered on time and on budget.

Brian is the director of the consulting engineering department and is involved in all projects from the initial proposal to the final punch walk. He weighs in on all HVAC and plumbing equipment and system selections. He is also tasked with performing quality control reviews for all project deliverables.

RELEVANT PROJECTS

Flamson Middle School, *Paso Robles, CA*

M&P design for a new construction 13,000 sq ft building with 10 classrooms with updated HVAC, plumbing fixtures, and building controls.

Marie Bauer Childhood Center, *Paso Robles, CA*

M&P design, for a new construction 19,000 sq ft building. This included 2 9,500 sq ft wings with 8 classrooms and admin offices.

Others

- Richmond Elementary School, *Ridgecrest, CA*
- Marguerita Elementary School, *Alhambra, CA*
- Roosevelt Elementary School, *Santa Monica, CA*

EDUCATION

B.S. Mechanical Engineering

California Polytechnic State University, San Luis Obispo

PROFESSIONAL ORGANIZATIONS

American Society of Heating, Refrigeration & Air Conditioning Engineers (ASHRAE)

American Society of Plumbing Engineers (ASPE)

United States Green Building Council (USGBC)

3C Engineering
An EMCOR Company



Denver Stanger

Principal Engineer

dstanger@emcor.net

(805) 634-8711

BIO

Denver Stanger has 28 years of experience providing mechanical and plumbing design engineering services. Denver has contributed a wealth of HVAC knowledge and expertise to 3C Engineering since 2017. As a principal at his former company, Denver's leadership skills prove instrumental in the daily operations of project management, training of new employees, and development of company standards based on past project experience.

As the project manager, Denver will be the main point of contact for 3C Engineering. He will manage anywhere from 4-8 engineers throughout the project and attend all design and construction meetings until project closeout.

RELEVANT PROJECTS

Richmond Elementary School, *Ridgecrest, CA*

M&P design for a new construction campus replacement totaling 80,000 sq ft of classroom, admin, multi-purpose and support spaces.

Career Technical Education Center Ag Farm, *Santa Maria, CA*

M&P design for a new CTE campus with three new buildings totaling 35,950 sq ft of CTE shop buildings, kitchen, and livestock buildings.

Others

- Crescent Elementary School, *Los Angeles, CA*
- Brightwood Elementary School, *Monrovia, CA*
- Martin Luther King Jr. Elementary School, *Bakersfield, CA*

EDUCATION

Universal Technical Institute
Phoenix, AZ

PROFESSIONAL ORGANIZATIONS

American Society of Heating, Refrigeration & Air Conditioning Engineers (ASHRAE)

American Society of Plumbing Engineers (ASPE)

United States Green Building Council (USGBC)

3C Engineering
An EMCOR Company

TRADE SCHOOL PARTNERS AND ADVISORY COMMITTEE

The Avenue Trade School is championed by a dynamic, community-based network composed of local small businesses, non-profit organizations, community development corporations, and engaged residents that represent an expert-level knowledge base in a variety of fields integral to our project. We are united by a shared vision for inclusive workforce development and neighborhood revitalization, working collaboratively with these groups. Our Community Program Partners, Trade Partners, and Community Advisory Committee are critical, foundational components in transforming the former Avenue Elementary School site into a vibrant hub for hands-on education and opportunity.

COMMUNITY PROGRAM PARTNERS

Avenue Trade School is strengthened by strategic community partners who bring deep local roots, complementary expertise, and program capacity that extends far beyond what the school could provide on its own. Through formal partnerships with Westside Community Development Corporation, Saticoy Food Hub, and The Arc of Ventura County, the campus will be able to offer community-driven economic development, regenerative agriculture and food access programming, and coordinated day services and vocational pathways for neurodivergent and disabled adults. Together, these partners help ensure that Avenue Trade School operates as a true neighborhood hub where education, employment, health, and community life are woven into a single integrated campus.

WESTSIDE COMMUNITY DEVELOPMENT CORPORATION
Kendra Gonzalez
Executive Director and Westside Resident
director@westsideventura.org
805-628-3869

Westside Community Development Corporation (WCDC) is a long-standing champion of locating a trade school on the Avenue and has identified Avenue Trade School as a priority community revitalization project in its resident surveys, CDBG planning, and “Idea Hub” process. WCDC’s mission and federal funding for economic development align directly with this project, and they anticipate supporting both construction and operations through fundraising, program development, and potentially serving as a resource center and caretaker for the business incubator spaces. Together, Avenue Trade School and WCDC will collaborate on inclusive, bilingual community engagement and on delivering workforce pathways, youth and adult upskilling programs, and neighborhood-serving amenities for Westside residents.

SATICOY FOOD HUB
Sierra Doehr, Executive Director/ Founder
sierra@saticoyfoodhub.org
805-645-0650

Avenue Trade School reflects the same core commitments that guide Saticoy Food Hub: community sovereignty, education grounded in real skills, and a future where Ventura residents can thrive close to home. We see powerful alignment in restoring this space as a centralized location for local economic pathways rooted in justice. Saticoy Food Hub intends to participate as an active partner for early-phase agricultural implementation and co-vision a site that centers community power, access, and intergenerational opportunity. Please see our site design section for more details on how the partnership will be implemented in early and ongoing implementation for regenerative agriculture on site to support job training, the school’s culinary program, and help solve

THE ARC OF VENTURA COUNTY

Esther Anaya, Executive Director
eanaya@arcvc.org
805-822-3056

The Arc of Ventura County intends to be both a community and program partner to Avenue Trade School, aligning its long-standing mission of serving individuals with intellectual and developmental disabilities with the school’s neurodivergent-focused vocational campus. They plan to create clear referral and resource pathways, ‘return home’ their day programs to the Avenue campus through a future lease agreement, and co-program shared spaces so participants and families experience a coordinated continuum of services. The Arc will also bring its existing funding relationships and certifications, including Department of Rehabilitation-related streams, to help braid day services, vocational training, and long-term support into pathways toward greater independence and, when appropriate, competitive or integrated employment.

TRADE PROGRAM PARTNERS

Avenue Trade School is uniquely positioned to deliver workforce training that is both practical and transformative. Located adjacent to a cluster of industrial and construction-related businesses, the school will leverage these existing enterprises to create a direct pipeline from classroom to career. Students will gain hands-on experience through real training opportunities embedded in active industry yards, ensuring that learning is not confined to theory but grounded in the realities of the trades.

We have already secured commitments from local businesses and labor unions who will serve as training partners and future employers. These partnerships guarantee that Avenue Trade School graduates will enter the workforce with industry-recognized skills, professional mentorship, and clear pathways to sustainable employment. By aligning education with the needs of Ventura’s economic base, the school will strengthen the local labor market, support community development, and empower students to build lasting careers in construction and related industries.

This collaborative model demonstrates the Avenue Trade School’s capacity to mobilize community assets, respond to workforce demands, and deliver measurable outcomes for students and employers alike. The following are examples of secured partnerships that will support the Avenue Trade School:

TRI-COUNTIES BUILDING AND CONSTRUCTION TRADES COUNCIL, AFL-CIO (VENTURA, SANTA BARBARA, SAN LUIS OBISPO COUNTIES)
Martin Rodriguez, President; Joshua Medrano, Executive Secretary & Treasurer
martin@ironworkers433.org; JoshuaMedrano@tcbtcc-slo-sb-vta.org
(323) 816-7411; (805) 603-9678

Summary of Partnership: The Avenue Trade School will serve as a direct extension of the Tri-Counties Building and Construction Trades Council’s mission to improve the health, jobs, safety, and economic conditions of working men and women in the construction industry. By situating the school adjacent to active industrial and construction businesses, we are creating a site where affiliated unions can conduct hands-on trainings, safety certifications, and apprenticeship preparation in real-world environments. With commitments already secured from local businesses and labor unions, the Avenue Trade School will provide students with access to the same craft expertise and mentorship that the Tri-Counties Building and Construction Trades has championed for generations. This partnership ensures that graduates are not only workforce-ready but also connected to the broader network of 24 craft unions represented by Tri-Counties Building and Construction Trades, strengthening Ventura’s labor pipeline while advancing the council’s legacy of building opportunity and dignity through the trades.

BIG RED CRANE COMPANY
Kathy and Mike Dawson, Owners
Kathy@BigRedCrane.net; Mike@BigRedCrane.net
(805) 798-7495; (805) 568-4038
Summary of Partnership: Provide operational support, including fundraising assistance, community outreach and marketing, consulting with various local educators and companies to garner support, assist in getting the school certified and credentialed to allow for students to receive tuition assistance and loans. Provide technical and instructional support, including offering training in crane operation, rigging services, welding services, and truck driving training in conjunction with certified and credential instructors as required under State and Federal certifying agencies, and provide the equipment necessary to provide practical and hands-on training to students.

OST TRUCKS AND CRANES
Denny Zermeno, Owner
denny@ostcranes.com
Summary of Partnership: Provide employment or internship opportunities for students of the Avenue Trade School.

C.D. LYON, INC.
Kiki Lyon, Vice President
kiki@cdlyon.com
(805) 653-0174
Summary of Partnership: Provide monetary donations and in-kind support to the Avenue Trade School.

ADVISORY COMMITTEE

LOS/LOI Included (**); Bilingual (+)

The Avenue Trade School Advisory Committee brings together a distinguished and diverse group of local leaders whose expertise spans business, economic development, community benefit, education, trades, agriculture, accessibility, design, and neurodivergent leadership. From philanthropists, educators, and policymakers to union representatives, local business owners, and advocates, this committee reflects the breadth of Ventura's community and workforce. Together, this advisory body will help ensure that Avenue Trade School is guided by a broad knowledge base so the project can properly align education with workforce needs, advance equity, and build pathways ripe with opportunity for all.

General (Business, Economic Development)
- Suki Sur, Philanthropist and Retired Non-Profit Specialist**
- Bob Davis, Owner of Bob Davis Home Lending Inc., Turning Point Ventura Treasurer, Rotary Club International Ventura Chapter Member, and Retired Math Teacher
- Marty Moss, Accountant and Partner of Sauer, Braime & Moss, CPA's
- Jon Zaruka, CEO of Sterling Hills Golf Course and Rotary Club International, Ventura Chapter President

Community Benefit; Westside area
- Phil Ranger, Foster Family** Kendra Gonzalez, Executive Director, Westside Community Development Corporation (WCDC)**+
- Jackie Pearce, Program Director, Community Outreach Center, Former Director of WCDC, and life-long Westside resident**+
- Marco Cuevas, Board Chair, Westside Community Council**
- Bobby Hunt, Owner of Westside Business Bobbybuilt Automotive and grandparent of an adult on the spectrum
- Liz Campos, City of Ventura Councilmember, District 1 and Westside Neighbor**+

Agriculture
- Sierra Doehr, Executive Director/Founder, Saticoy Food Hub**+
- Daniel Chavez, Bilingual Organic Consultant, Rodale Institute+

Support Services & Accessibility/ Disability Services
- Esther Anaya M.Ed., Executive Director, The Arc of Ventura County
- Diane Moss, Retired Special Needs Educator

Education: Curriculum Development and Job Placement
- Natalie Spevak, Director, Educator Workforce Development, Santa Barbara County Education Office (SBCEO) and Westside Neighbor**
- Jeff Shelter, General Contractor, Westside Neighbor, and Special Needs Educator, offering trades-based job training

Trades & Industry
- Tarah Brown, Architect, Westside Neighbor, and Founding Member of WiCaD (Women in Construction and Design)**
- Daniel Mora, Liuna 585**
- Martin Rodriguez, President, and Joshua Medrano, Executive Secretary and Treasurer, Tri-Counties Building and Trades Council**
- Kathy and Mike Dawson, Owners, Big Red Crane Company**

Design & Site Planning
- Steve Schafer, Historic Architectural Photographer and Local Expert
- Michael Garavaglia, Historic Architecture Specialist
- Michelle Barragan, Owner of Barragan Electric and General Contractor**
- Lisa Sachs, FAIA, FCMAA, CCM, Managing Principal Emeritus, Cumming Group with specialty in Construction Cost Estimation, and WiCaD Founding Member**
- Lynn Johnson, Registered Landscape Architect, based in Ventura with a specialty in healing gardens, and WiCaD Founding Member**



Neurodivergent Leadership
- Jenni Cravens, Industry Horror Manager
- Pular Mota, Industry Horror Employee
- Nathan Sprague, Autism Print Shop Employee
- Christine Romeo, Advocate and Parent of Abby Romeo from the Netflix series 'Love on the Spectrum'**
- Jill Creter Harte, Advocate and Parent of Spencer Harte from the Netflix series 'Atypical'**

SECTIONS FIVE AND SIX

5. STATEMENT OF FINANCIAL QUALIFICATIONS

To demonstrate our understanding of cost and ability to deliver this project, please refer to:

- Section 2, Project Funding for budget narrative
- Attachment A2 for Preliminary cost estimates
- Attachment A3 for donor Letters of Intent to fund the project

As previously noted, the Avenue Trade School is associated with Industry Horror and the Autism Works Print Shop, DBA which we can provide prior financial fillings and/or reports for if desired by the selection committee.

For further understanding on how our project partners will help us meet program funding needs through leveraging of their existing resource networks, please also refer to Section 2, Community Partners.

Neither of its proposers, officers, principal members, investors, parent, subsidiary, or affiliated entities/interested parties has been adjudged bankrupt, either voluntarily or involuntarily, in the past ten years, nor are they subject to pending litigation.

6. LEGAL ISSUES

There are no recent, current, or anticipated contractual obligations that may be a potential conflict of interest. There are no pending legal actions against the proposer in connection with projects similar to the projects in this RFP or any employee of the proposer. The proposer or its employees have not been subject to litigation in connection with projects similar to the projects in this RFP. Furthermore, the proposer has not had any contract terminated for cause within the last five (5) years.



Thank you for your consideration and the opportunity to make this dream a reality.

With your generosity and support, we are ready to transform and uplift countless lives in our community!

- The Avenue Trade School Team

INDUSTRY HORROR
DBA AVENUE TRADE SCHOOL
www.avenuetradeschool.org
info@avenuetradeschool.org