

**1. PROPOSER COVER SHEET
(INCLUDE AS PART OF RESPONSE UNDER TAB 1)**

Section A. Proposer Information

Legal Name: Sasaki Associates Inc.	
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E-mail Address: info@sasaki.com	Web Site: https://www.sasaki.com/
CEO/Executive Officer: James Miner	Office Phone Number: 617 923 7249
Chief Financial Officer: Steve Roscoe	Office Phone Number: 617 923 7191
Contact Person's Name: Zachary Chrisco	Phone Number Including Area Code: 617 923 7118
Mailing Address, City, State, Zip Code, Email: 64 Pleasant St, Watertown, MA 02472 zchrisco@sasaki.com	
Type of Entity (check all that apply): <input checked="" type="checkbox"/> Private-for-Profit Entity <input type="checkbox"/> Nonprofit	

Section B. Certification of Accuracy and Compliance

I do hereby certify that all facts, figures, and representations made in the Proposal Response(s) are true and correct. Furthermore, all applicable statutes, terms, conditions, regulations, and procedures for program compliance and fiscal control, including but not limited to, those contained in the Proposal Package will be implemented to ensure proper accountability of contracts. I have been duly authorized to act as the representative for this Proposal.

Steve Roscoe

Print Authorized Official's Name

Authorized Official's Signature

Chief Financial Officer

Authorized Official's Title

11/20/20

Date

Figure 1

Plan for the Restoration and Enhancement of Baton Rouge Lake System

LETTER OF TRANSMITTAL

Page 3

ORGANIZATIONAL BACKGROUND & OVERVIEW

Our Team 4

Team Organization Chart 5

About Sasaki 6

Our Extended Team 7

FIRM AND KEY STAFF EXPERIENCE

Key Experience 8

Project Experience 10

Team Resumes 14

PROJECT UNDERSTANDING & WORK PLAN

Project Understanding 18

Project Approach 20

Work Plan 23

CURRENT BACKLOG AND ABILITY TO CONFORM TO SCHEDULE

Proposed Schedule 26

Ability to Complete Work 27

PROPOSED FEE

Page 28

COMMITMENT TO W/MBE

Page 30

REFERENCES

Page 31





November 20, 2020

The University Lakes LLC
 LSU Real Estate and Facilities Foundation
 6767 Perkins Road, Suite 200
 Baton Rouge, Louisiana 70808

Dear Selection Committee,

There are points in time that serve as pivotal moments in the evolution of cities and neighborhoods; inflection points that delineate what has been from what will become. These moments define a place's legacy for generations to come and influence the way people live their daily lives and interact with each other. In the decade between 1923 and 1933 the Lakes System had its first inflection point that created the legacy which, 100 years later, we are still talking about. Leaders in that time set the stage for arguably one of Baton Rouge's most memorable and cherished assets. While this inflection point ushered in a cultural connection to place, it also ushered in an era of ecological distress. Remarkable sunsets and countless miles biked, walked and jogged defined one side of this legacy, while fish-kills, hypereutrophication, and hypoxia define the other side.

We're now at the second great inflection point which will mark a new legacy in the making. This moment has already begun with the organization of community leaders around an idea, setting the stage for a biophilic future in which both the cultural and natural potential of the Lakes System come together to generate a sustainable and resilient future. Our team, lead by Sasaki, is thrilled to submit our proposal for Master Design Services for the University Lakes Project to become part of this remarkable legacy and to continue working with the many Baton Rouge leaders, to move from what has been to what comes next.

We know that it is time to get down to brass tacks – time to implement. Our team respects the remarkable work that has been done to date, however we know from experience that some of the most important work has just begun. Our team comes to this project with no ego. We do not want to reinvent the vision of the master plan. Rather, we seek to convert those ideas into an actionable path forward that aligns funding sources with community desires and needs, operational and maintenance constraints with technical realities, and the unknowns inherent within a complex environmental system with a practical and flexible phasing plan. Simply put, our team's approach will bridge between the high-level and the nitty-gritty. Our approach is centered on four ideas which stem from the opportunities this project presents. We have organized our Project Experience, Approach, and Work Plan around these, to demonstrate our passion for each particular component of the project. These themes are:

- ▶ Creating a Legacy for All People: Listening to the Community & Engaging with Equity
- ▶ Defining a Path Forward: Considering Funding, Phasing, Operations, and Maintenance
- ▶ Embracing the Undiscovered: Listening to the Land and Responding
- ▶ Defining a Resilient System: Balancing Engineered and Natural Approaches

Together, these components and ideas will **shape the future legacy of Baton Rouge Lakes System**

We have assembled what we believe is an unmatched team to accomplish this work that brings national and local expertise while giving robust and meaningful roles to minority, women, and disadvantaged businesses. We thoroughly hope you enjoy reading our proposal as much as we enjoyed crafting our approach. Over the past three years working on Greenwood Park we have fallen in love with Baton Rouge. For some of us it is home, but for those that it is not, it is truly one of the most special places we have ever worked. We look forward to hearing from you and please do not hesitate to contact us if there are any questions or clarifications.

Zach Chrisco, PE, HON ASLA
 Principal-in-Charge
 Phone 617 923 7118
 zchrisco@sasaki.com

Anna Cawrse, PLA
 Project Manager
 Phone 720 776 4676
 acawrse@sasaki.com

Joshua Brooks, ASLA, PLA
 Landscape Architect
 Phone 720 776 444675
 jbrooks@sasaki.com



“Whatever story you’re telling in Louisiana, the landscape is going to become a character in it.”

NIC PIZZOLATTO

GREENWOOD COMMUNITY PARK MASTER PLAN

Our Team

We always start by listening; listening to the land and to its people. The **Sasaki** and **Dana Brown Associates** team brings unparalleled expertise in not only the visioning but also the realization of high impact and resilient public landscapes. This expertise includes a broad national portfolio of projects that deal with many of the same issues that The University Lakes will deal with that is grounded in a deep local understanding of political, technical, and natural processes. This balance of national and local expertise is critical in realizing this truly character defining system for all people of Baton Rouge.

Our team leadership for this project will consist of **Zachary Chrisco, PE, Hon. ASLA**, **Anna Cawrse, PLA**, and **Joshua Brooks, ASLA, PLA**, who have led the master planning and detailed design of the Greenwood Park and Baton Rouge Zoo project right there in Baton Rouge. They will oversee the day-to-day operations of the consultant team and work closely with the entire client team to deliver a fun, collaborative, and transparent design process. Sasaki, as the prime design firm, will bring the big picture thinking that is supported by our national and international experience to move from a vision into reality without losing sight of the transformative aspects of this amazing opportunity.

Our local partner, Danna Brown Associates, brings unmatched expertise working with the Louisiana environment to build sustainable water and landscape systems and will assist in day-to-day operations as well as detail design work. Additionally, we know how much the flood risk-reduction work and the master design services are fundamentally tied together. Our team has ample experience working alongside highly technical engineering processes to align design vision and technical constraints.

The remainder of our team is made up of trusted national and local partners, many of them small, minority, or women owned, including **Ramboll** for Environmental Services and Structural Engineering, **Bonton Associates** for Utility Design and Local Civil Support, **Toole Design** for Multi-Modal Planning and Design, **EDS** for Lighting and Electrical Engineering, **Biederman Redevelopment Ventures** for Operations, Governance and Maintenance, **Coastal Environments** for Ecology, **Volkert, Inc.** for Cost Estimation, **NTB Associates** for Survey, **Vectura** for Traffic, and **The Baton Rouge Arts Council for Community Art**. This group of firms has come together around a collective vision of what this project can be and is focused on working day-in-and-day-out to implement a remarkable plan.

University Lakes LLC

Client Advisory & Project
Management Group

Sasaki

LEADERSHIP

Zachary Chrisco, PE, HON ASLA
Principal-in-Charge

Anna Cawrse, PLA
Project Manager

Joshua Brooks, PLA, ASLA
Lead Landscape Architect

CORE TEAM

Tony Fettes, ASLA, PLA, SITES AP
Landscape Ecologist

Julián Osorio
Environmental Graphic Design

Elaine Limmer
Project Planner

Caitlyn Clauson
Campus Planner

Lucca Townsend, AIA
Project Architect

Dana Brown

LOCAL LANDSCAPE ARCHITECT

Dana Brown, FASLA, PLA, AICP
Landscape Architect/Planner

Gaylan Williams, PLA, ASLA
Landscape Architect/Arborist

Danielle Duhe, PLA, ASLA
Landscape Architect

ACGBR

Community Art & Place
Making

TOOLE

Active Transportation
Planning & Design

EDS

Lighting Design & Electrical
Engineering

BONTON ASSOCIATES

Local Civil Engineer
& Utility Design

BIEDERMAN

Governance, Operations &
Maintenance Planning

COASTAL ENVIRONMENTS

Local Ecological Consulting

NTB ASSOCIATES

Land Survey

VOLKERT, INC.

Cost Estimation

VECTURA

Traffic Analysis

RAMBOLL

Environmental Service,
Environmental Engineering &
Structural Engineering



SMALE RIVERFRONT PARK

About Sasaki

At Sasaki, we harness the power to make human hopes and dreams into proven physical realities. Our practice is an interdisciplinary collaborative of innovative minds, comprising planning, landscape architecture, ecology, urban design, architecture, graphic design, civil engineering, and software development.

At Sasaki, our core tenets include data-driven analysis; transformation through visionary planning and design; a commitment to advancing equity, resilience, and access; and well-defined implementation strategies to see projects realized. Our work is known for compelling, accessible graphics—visual storytelling that paints an inspiring picture of future possibilities

Firm Background

Number of Staff: 300+

Services: Landscape Architecture, Planning, Urban Design, Architecture, Interior Design, Civil Engineering, Graphic Design, Place Branding, Community Engagement, and Data Science

Years Founded: 1953

Offices: Watertown, MA (Headquarter), Denver, CO & Shanghai, China

Awards: To date, Sasaki has won over 800 awards. To view the full list please visit our website: <http://www.sasaki.com/about-us/Awards/>

About Dana Brown

Dana Brown & Associates, Inc., is one of the largest landscape architecture and planning firms in Louisiana as well as a state certified Disadvantaged Business Enterprise (DBE), Women's Business Enterprise (WBE), and Small Business Enterprise (SBE). DBA's philosophy is focused on planning legible landscapes that respond to the ecological integrity of the land and reflect the cultural heritage of its people.

Firm Background

M/W/DBE Certification: DBE, WBE, and SBE Certified

Services: Landscape architecture, green infrastructure, planning

Offices: New Orleans, LA

TOOLE | ACTIVE TRANSPORTATION PLANNING & DESIGN**Firm Location:** Raleigh, NC**Services Provided:** pedestrian and bicycle planning, active transportation planning, bikeshare feasibility and station siting, GIS mapping, feasibility studies, traffic engineering, multimodal safety analysis, streetscape design, complete streets design**Firm Bio:** Toole Design is the nation's leading planning, engineering, and landscape architecture firm specializing in multimodal mobility planning and design. As a firm, their mission is to create livable communities where all modes of travel are safe, convenient, and enjoyable for everyone.**BRV | PARK PROGRAMMING, OPERATIONS & REVENUE CONSULTING****Firm Location:** New York, NY; Dallas, TX; San Francisco, CA**Services Provided:** dedicated to creating, turning around, and operating parks; negotiates management agreements and leases with cities; creates operating plans with self-sustaining revenue and expense budgets; plans and implements innovative programming to keep a park active and well-used throughout the year; operates parks on a short or long-term basis.**Firm Bio:** BRV brings over 40 years of experience in the art of placemaking and science of park management to public space projects and park redevelopments around the world. Our success stems from expertise operating public spaces firsthand, having financed, launched, and managed public improvement projects across the country.**ARTS COUNCIL OF GREATER BATON ROUGE (ACGBR) ART CONSULTANT & PLACEMAKING****Firm Location:** Baton Rouge, Louisiana**Services Provided:** Advocacy, consulting services, public art planning, installation, & conservation, economic development, emergency planning and response, creative placemaking, arts education, professional development and training, grant making**Firm Bio:** ACGBR is a privately formed, nonprofit corporation, is the center of the arts and cultural sector for the capital region, interconnected with education, government, and business sectors. Founded in 1973, ACGBR works with municipalities, community groups, local, state, and national agencies, private businesses, and other nonprofit arts organizations.**EDS | LIGHTING & ELECTRICAL ENGINEERING****M/W/DBE Certification:** DBE, SEBD Certified**Firm Location:** Baton Rouge, Louisiana**Services Provided:** Lighting, Engineer, Drafting and BIM Coordination**Firm Bio:** EDS, Inc senior engineers Raul and Cody LeBlanc have a variety of experience between them that varies from large scale projects in government and education facilities to small scale projects for various local businesses. Being able to work effectively on both while also providing some of the best value is what EDS, Inc prides itself on.**VOLKERT | COST ESTIMATING, CONSTRUCTION LOGISTICS****Firm Location:** Baton Rouge, New Orleans; Shreveport, Louisiana**Services Provided:** construction/program management; facility assessment/feasibility studies; property acquisition; master planning/landscape architecture; engineering & surveying; utility engineering; and environmental engineering**Firm Bio:** Founded in New Orleans in 1925, Volkert, Inc. is an employee-owned management and engineering firm serving state/federal agencies, local/municipal governments, private industry, and select international clients.**RAMBOLL CONSULTING, LLC | ENVIRONMENTAL ANALYSIS****Firm Location:** Baton Rouge, LA**Services Provided:** Environment and Health, Water, Planning and Urban Design, Energy, Management Consulting, Transportation, Oil and Gas, Telecom, Buildings**Firm Bio:** Ramboll is a premier global engineering, design and consultancy company with globally recognized expertise in environment and health, buildings, transportation, and energy. Ramboll is a truly multi-disciplinary engineering, design and consultancy company.**VECTURA | TRAFFIC****M/W/DBE Certification:** DBE Certified**Firm Location:** Baton Rouge, New Orleans**Services Offered:** Cultural resources investigations, wetland restoration/management, biological evaluations and assessments; NEPA and other regulatory compliance; permitting; mitigation and project monitoring, rare, threatened and endangered species and critical habitat surveys.**Firm Information:** Coastal Environments, Inc. (CEI) has been active in planning, basic research and applied environmental sciences in the Northern Gulf Coastal Region and Lower Mississippi Valley Region for over 50 years.**NTB ASSOCIATES, INC. | SURVEY****M/W/DBE Certification:** DBE Certified**Firm Location:** Baton Rouge, New Orleans**Services Provided:** NTBA specializes in performing bathymetric, riparian, flood control, topographic, property, right-of-way, hydraulic, geophysical, primary and secondary control, coastal, wetland, and flood protection surveys.**Firm Bio:** NTB Associates, Inc. (NTBA) was incorporated in the State of Louisiana in 1986. NTBA has completed a large number of flood control and restoration surveys for city, parish, state, and other government agencies.**COSTAL ENVIRONMENTS | ECOLOGY CONSULTING****M/W/DBE Certification:** DBE Certified**Firm Location:** New Orleans; Corpus Christi and Houston, TX**Services Provided:** Environmental science consulting services that involve cultural resources investigations (terrestrial and underwater); wetland restoration/management and shoreline protection planning and implementation; wetland delineations, biological evaluations and assessments**Firm Bio:** Coastal Environments, Inc. (CEI) has been active in planning, basic research and applied environmental sciences in the Northern Gulf Coastal Region and Lower Mississippi Valley Region for over 50 years.**BONTON ASSOCIATES | UTILITY CAPACITY ANALYSIS + UTILITY DESIGN + LOCAL CIVIL****M/W/DBE Certification:** DBE Certified**Firm Location:** Baton Rouge, LA (headquarters); Shreveport, LA**Services Provided:** Data management for pipeline condition assessments and capital planning; integrated catchment modeling for wastewater and stormwater systems; plan/profile design of gravity and pressures pipelines; lift station design; sidewalk design; paving, grading and drainage design.**Firm Bio:** As a water resources design firm, they're committed to helping our Clients balance the business, science and regulation of water resources. They understand how capital decisions impact maintenance commitments and corresponding levels of service for the public.

Key Experience

Our collective brings a diverse and thorough set of experiences to the table to accomplish all scope elements outlined in this request for proposal. Our firms, and more importantly the individuals, understand the site, the constraints, the politics, and the project objectives. Through our work on natural systems, parks and recreation, transportation and multi-modal, community engagement, and project branding we know how to analyze issues, formulate responses, test ideas, and develop clear and actionable paths forward that garner the support of all stakeholders ranging from elected officials, regulatory agencies, community leaders, and the general public

Our experience aligns precisely with the needs of this project which is demonstrated through each of these four categories:

1. Creating a Legacy for All People: Listening to the Community & Engaging with Equity
2. Defining a Path Forward: Considering Funding, Phasing, Operations, and Maintenance
3. Embracing the Undiscovered: Listening to the Land and Responding
4. Defining a Resilient System: Balancing Engineered and Natural Approaches

In the following pages we highlight four case studies of projects that we believe align with the issues at hand and represent our team's comprehensive qualifications to get the job done! In addition to these four projects our team brings a wealth of national and local experience delivering high-quality public realm projects. What we're showing here is just a small sample!

Cantigny Park



Gulf State Park



Hoosic River Flood Chute



Jiadin Central Park





Wilmington Waterfront Park



Xuhui Runway Park



Bonnet Springs Park



Chicago Riverwalk



Greenwood Community Park



Moore Square



Smale Waterfront Park





SASAKI

Greenwood Community Park

At 660-acres, Greenwood Community Park is the largest park in East Baton Rouge (EBR) Parish. Adjacent to the community of Baker and North Baton Rouge, the current park's uses account for only 15% of the total site and are surrounded by 27 holes of golf. The Baton Rouge Zoo is located within the site, but is disconnected from the park, leading visitors to believe these are two separate facilities. In 2018, Sasaki was hired to reimagine the future of Greenwood Park and lead a community process that worked in collaboration with the Baton Rouge Zoo—which underwent a simultaneous master planning process led by Torre Design Consortium, Ltd.

Designed with the very best of Louisiana's natural and cultural environments in mind, the new park serves as a place to both get away and come together. The balanced nature-based and active program elements are stitched together by a network of multi-modal trails that connect people to this place.

The reimagined BR Zoo, now opening into the park, becomes part of a larger constellation of community uses that serve people of all ages, from all walks of life. The new Greenwood Park will be a neighborhood park for Baker and North Baton Rouge as well as a regional destination for EBR and beyond!

Working with BREC to define a first phase the Sasaki team is now leading the implementation of the \$40M Phase 1 of the Park and Zoo project. This effort includes the coordination of multiple delivery packages and collaboration with a Construction Manager At-Risk (CMAR) to ensure the successful implementation of this complex project.

A key part of this project is the start of a new circulation system and the re-naturalization of Cypress Bayou including major earth movement and flood mitigation measures. The Sasaki team worked collaboratively with CSRS to define a new hydrological regime for the site that includes recharging historic bayou meanders to combat invasive species and store floodwaters. Additionally, a series of programmatic nodes will sit along the new paths and bayou to create opportunities for the community to pause and take in the remarkable Louisiana landscape.

Completed

Design in progress
scheduled to be completed
in 2022

Size

660 Acres

Services

Landscape Architecture
Civil Engineering

Planning & Urban Design
Architecture
Signage & Wayfinding

Reference

Reed Richard
Assistant Superintendent
BREC
rrichard@brec.org
225-250-9947



SASAKI

Gulf State Park Master Plan & Implementation

Funded through recovery dollars from the oil spill, the Gulf State Park Master Plan provides a roadmap for the 6,150 acre coastal state park that goes beyond recovery—taking advantage of oil spill recovery funding to enhance the future resilience of the park. Now, 10 years after the oil spill, the implementation of the master plan has positioned Alabama as an international sustainable tourism destination by bridging economic and environmental sustainability.

Alabama's Gulf Coast was hit hard by Hurricane Ivan in 2004 and the B.P. Oil Spill in 2010. As tourism numbers fell sharply during the oil spill, the community grasped an important lesson: the health of their economy depended on the health of their environment. This realization became the foundation of the Gulf State Park enhancement project. From the start, this project was about going beyond rebuilding to create a new legacy for the state—expanding access to Alabama's beautiful coastal ecosystems and outdoor recreation.

The Gulf State Park project vision statement set an aspirational goal to have the project become "an international benchmark for economic and environmental sustainability demonstrating best practices for outdoor recreation, education, and hospitable accommodations."

At 6,150 acres with seven different ecosystems, Gulf State Park is the largest protected open space on the Gulf of Mexico with such environmental diversity. A one-of-a-kind environmental resource, Gulf State Park and the local white-sand beaches are also a critical economic asset—the heart of the region's tourism-fed economy.

Implementation of Phase 1 included: 50 acres of dune restoration, home to the endangered Alabama beach mouse; 15 miles of new park trails and new wayfinding and interpretive signage; 2 pedestrian bridges over a major state road, connecting the park's beachfront with inland park destinations; and conversion of 1 mile of State Park Road 2 into Gopher Tortoise Trail, providing a much-needed safe bicycling/pedestrian connection between existing park trailheads; among other elements that carefully balance new development in the park with its sensitive environmental ecosystems.

Completed

2016

Size

6,150 Acres

Services

Landscape Architecture

Civil Engineering

Planning & Urban Design

Signage & Wayfinding

Reference

Matt Leavell

Director of Design

University of Alabama

System

matt.leavell@gsp.ua.edu

205 918 8845



SASAKI

Bonnet Springs Park

In 2017 the Bonnet Springs Park board hired Sasaki to create a master plan for the park. Sasaki took input from the public during a six-month outreach period, incorporated ideas and desires, and prioritized them into an approved design.

The resulting design completely envisioned the site, with a diversity of buildings and park programs, including nature-based playgrounds, ecological restoration areas, a nature center, heritage and botanical gardens, event venues, a children's museum, grand hills with skyline overlooks, treatment wetlands, bridges, lagoons, and a canopy walk.

A large portion of the site was a heavily degraded brownfield, requiring extensive site remediation for arsenic and petroleum contaminants. In addition, Bonnet Lake and the existing natural springs were heavily polluted and disturbed watersheds, due only in part to on site conditions and historic uses. Approximately 200 acres of urban watershed drained from the adjacent highway and neighborhoods onto the site, collected at one major outlet and released in a hard-bottom flume, which scoured and destabilized the banks within the spring corridor, and introduced significant levels of nitrate, phosphates, hydrocarbons, turbidity, and trash into the spring corridor and lake.

Sasaki worked closely with the owner and Construction Manager to creatively move hundreds of thousands of cubic yards of earth around to properly remediate the site and provide spectacular landscape experiences throughout the site

Sasaki lead the creative and technical design for the site remediation, and complete re-engineering of the existing stormwater system, using a diverse range of green infrastructure strategies to capture, redirect, and mitigate the on-site and off-site watersheds. Sasaki served as prime consultant for all phases, providing full landscape architectural, architectural, and civil engineering services within the park.

Sasaki supported the regulatory and permitting process, interfacing with local, state, and federal agencies. These included the City of Lakeland, Southwest Florida Water Management District, Florida Department of Environmental Protection, US Army Corps of Engineers, Florida Department of Transportation, among others.

Today in 2020, Sasaki is currently conducting construction administration for the entire project, being built as a single phase. about the ecology of central Florida. The Nature Center will feature classroom and exhibition space as well as a café and boat rental facility.

Completed
In-Progress

Size
180 Acres

Services
Architecture
Civil Engineering
Landscape Architecture

Interior Design
Planning & Urban Design
Signage & Wayfinding

Reference
Bill Tinsley
Chief Executive Officer
Bonnet Springs Park, Inc.
bill@bonnetspringspark.com
863.860.2176



DANA BROWN ASSOCIATES

Brechtel Park Lagoon Rehabilitation

After completing the Brechtel Park Master Plan in 2008, DBA was selected by the City of New Orleans for a lagoon rehabilitation to improve the lagoon hydrology and ecology. Most of the work involved dredging the bottom of the lagoon and removing muck, which had settled along the bottom. Re-establishing a regular flow of the water was required to restore healthy oxygen levels to the lagoon system. By doing so, the system's operation as a wildlife habitat for the thriving local and migratory bird populations, reptile and fish species, and native aquatic flora will be restored. DBA's design identified key portions of the lagoon that inhibited flow and reshaped them by widening and deepening narrow channels, rounding peninsulas edges, and smoothing parts of the lagoon bank.

Based on the 2008 plan, DBA first considered regrading and replanting portions of the overgrown northern forest to increase the watershed of the lagoon and to re-establish a native forest ecology. Budget constraints led DBA to incorporate a design that feeds the lagoon system by extracting water from the nearby drainage canal. Before being discharged into the lagoons, water from the canal is filtered of sediment and pollutants in a settling chamber, overflows into horizontally stacked pipes interspersed with a sand filtering course, and outflows into a high performance biofiltration media. This ensures additional water will not compromise the lagoon's restored ecology.

Completed

Nov 2018

Size

Approximately 10 acres

Services

Landscape Architecture
Green Infrastructure

Reference

Jerry Harris
Capital Projects
Administration
City of New Orleans
504.658.8681
jharris@nola.gov

Key Team Resumes



Zachary Chrisco, PE
Principal-in-Charge
SASAKI

As Sasaki's lead Civil Engineer, Zach works with built design leaders and interdisciplinary teams to execute, strengthen, and innovate resilient engineering solutions. His portfolio includes some of Sasaki's most complex site work—all of which closely integrate architecture, landscape, and civil engineering.

SELECT PROJECT EXPERIENCE

Greenwood Park and
BR Zoo Master Plan and
Phase 1 Implementation,
Baton Rouge, LA

Cantigny Park; Wheaton, IL
Wilmington Waterfront Park;
Los Angeles, CA
Bonnet Springs Park;
Lakeland, FL

Chicago Riverwalk;
Chicago, IL
Gulf State Park Master
Plan; Gulf Shores, AL



Anna Cawrse, PLA
Project Manager
SASAKI

Anna is a landscape architect who has worked on and managed complex built projects and master plans across the world. From large regional parks along major waterways, to small pocket parks within the urban fabric of cities, Anna brings an expertise on how to transition master planning of the public realm into realized space.

SELECT PROJECT EXPERIENCE

Greenwood Park and
BR Zoo Master Plan and
Phase 1 Implementation,
Baton Rouge, LA

Bonnet Springs Park;
Lakeland, FL
Denver Parks and
Recreation Game Plan;
Denver, CO

Sarasota Bayfront
Master Plan, Sarasota,
FL
36th Street Design;
Denver CO



Joshua Brooks, ASLA, PLA
Lead Landscape Architect
SASAKI

A Louisiana native, Joshua has focused his career on implementing complex urban public realm projects that tackle environmental, social, and financial issues. Trained as both a landscape architect and planner Josh has the ability to move across scales and discuss challenges issues. He is analytical and communicative and cares deeply about engaging communities in the design process.

SELECT PROJECT EXPERIENCE

Greenwood Park and
BR Zoo Master Plan and
Phase 1 Implementation,
Baton Rouge, LA

New Orleans Convention
Center Entertainment District
Waterfront Park; New
Orleans, LA
Festival Park, Castle Rock,
CO

Weld County, Open Space
and Riverfront Park, Weld
County, CO
Denargo Market
Riverfront Park and Trail
System, Denver, CO

Sarasota Waterfront Park;
Sarasota, FL



Elaine Limmer
Project Planner
SASAKI

Elaine Minjy Limmer is a planner that brings rigorous analysis and approachable storytelling to a variety of urban district and parks projects. Elaine is committed to a place-based and community-informed approach to planning across project types and scales. She strives to create ambitious and evidence-based solutions that empower communities to shape the environment around them.

SELECT PROJECT EXPERIENCE

Greenwood Park and
BR Zoo Master Plan and
Phase 1 Implementation,
Baton Rouge, LA

Lakeview Village Master
Plan Update; Toronto,
Ontario, CA
Fort Point 100 Acres
Open Space Master Plan;
Boston, MA

Northeast Pickering
Community Plan;
Pickering, Ontario, CA



Tony Fettes,
ASLA, PLA, SITES AP
Project Ecologist
SASAKI

Tony is an experienced design and field ecology professional with over fourteen years of combined experience in habitat restoration, ecosystem monitoring, and landscape architecture. With experience on over 100 local, domestic, and international projects at Sasaki, he is engaged in ecological and regenerative aspects of both landscape and master planning efforts, helping project teams foster a more holistic design approach to working with a site.

SELECT PROJECT EXPERIENCE

Gulf State Park Master Plan; Gulf Shores, AL

Allegheny Riverfront Strip District; Pittsburgh, PA

Chicago Riverwalk - Fish Habitat Study and Design; Chicago IL

Hoosic River Restoration; North Adams, MA

City of Grand Rapids Parks Master Plan; Grand Rapids, MI

Seaside State Park Master Plan; Watertford, CT



Caitlyn Clauson
Campus Planner
SASAKI

Caitlyn is a higher education planner with expertise in developing campus and facility master plans, innovation master plans, effective engagement and outreach strategies, and participatory planning tools. She works closely with our Sasaki Strategies group, always looking for ways to innovate and dive deeper into the planning questions at-hand.

SELECT PROJECT EXPERIENCE

Louisiana State University Building Programming; Baton Rouge, LA

University of Southern Mississippi Gulf Coast Master Plan; Gulfport, MS

Midtown Detroit TechTown District; Detroit, MI

Emory University Diversity, Equity, and Inclusion Planning Study; Atlanta, GA



Julián Osorio
Graphic Designer
SASAKI

Julián is a designer and educator, with extensive experience working with international clients. His breadth of work weaves together communications, environmental graphics, wayfinding, branding, and art direction. Hailing from Colombia, his work is influenced by color, textures and shapes. His design flexibility echos his variety of artistic expertise.

SELECT PROJECT EXPERIENCE

Greenwood Park and BR Zoo Master Plan and Phase 1 Implementation, Baton Rouge, LA

Bonnet Springs Park Wayfinding and Branding; Lakeland, FL

Akamai Technologies; Cambridge, MA

Harvard Athletics. Environmental Graphics. Cambridge, MA

Rhode Island University. Wayfinding. RI



Lucca Townsend, AIA
Project Architect
SASAKI

Lucca is an architect who uses her unique skills and background to design out-of-the-ordinary spaces. Lucca has a passion for the boundary of architecture and landscape, creating structures that merge with their surroundings to create inspiring public spaces. Since joining Sasaki in 2016, Lucca has been blurring the edge of architecture and landscape. She collaborates intimately with other disciplines to design work that flows seamlessly from the inside, out.

SELECT PROJECT EXPERIENCE

Greenwood Park and BR Zoo Master Plan and Phase 1 Implementation,

Baton Rouge, LA

Bonnet Springs Park; Lakeland, FL

Boston Children's Museum

Resiliency Study; Boston, MA

Nord Family Greenway; Cleveland, OH

Greenway Warming Hut Design; Boston, MA

Team Resumes



Dana Brown, FASLA, PLA, AICP
Landscape Architect/Planner
DANA BROWN & ASSOCIATES

Dana Brown's guiding philosophy - to create an ecologically balanced, resilient world - has shaped her landscape architecture and planning firm into the powerhouse it has become. During her 42-year career, Dana has used her green infrastructure expertise, her Landscape Architect licenses (LA, AL, and MS), her LEED Accreditation, and her AICP certification to improve Louisiana's quality of life.

SELECT PROJECT EXPERIENCE

North Boulevard
Town Square,
Baton Rouge, LA

Forest Community Park,
Baton Rouge, LA

Lafitte Greenway
Master Plan,
New Orleans, LA

Riverside Park,
Lake Charles, LA

Brechtl Park Master
Plan and Ecological
Services Report,
New Orleans, LA



Darius Bonton, PE, MBA
Principal
BONTON ASSOCIATES

Darius' principle focus is on the development and implementation of enterprise-level project initiation and delivery strategies, including infrastructure assessment and capital planning, infrastructure design and construction management, financial and schedule controls and data management procedures, and ongoing asset management consulting.

SELECT PROJECT EXPERIENCE*

Pump Station No 2 Design/
Construction Mgmt

Christian Street Sidewalk
Design

Pump Station No 6 Design/
Construction Mgmt

PS 7 and PS 10 Design/
Construction Mgmt

LSU Avenue Sidewalk
Design

**All projects presented are
located in Baton Rouge in
the immediate vicinity of
the LSU Lakes.*



Raul Valdes
Principal
EDS

EDS, Inc. Started operating as an engineering office in January of 2017. Raul Valdes serves as its President and engineering supervisor. Raul is an electrical engineer with over 15 years experience of local and international experience

SELECT PROJECT EXPERIENCE

Louis Armstrong New
Orleans International
Airport- North Terminal;
New Orleans, LA

Delgado Community College
River City Campus; Avondale,
LA

600 Building- Multi-family
residential; Corpus Christi,
TX

CNO Office Renovations
of VA Building; New
Orleans, LA

Choctaw Casino
Expansion; Durant, OK



Jared Draper, AICP
Planner | Raleigh Office Director
TOOLE

Jared has a blend of public and private planning experience in multimodal transportation projects, land use planning, and site design. He has experience with public facilitation, corridor and small area planning, land development, and long range planning efforts. His work has enabled communities to realize the value and benefits of planning solutions that are attractive and reflect the local character.

SELECT PROJECT EXPERIENCE

New Orleans On-Call
Mobility Planning and
Design Services; New
Orleans, LA

Northwest Arkansas Bike
Infrastructure Plan; AR

Athens in Motion; Athens-
Clarke County, GA

Morganton Parks and
Trails Master Plan;
Morganton, NC

Active Tyler Regional
Bicycle/Pedestrian
Master Plan; Tyler, TX

Trail Sustainability and
Connectivity Study;
Norris Lake Area, TN



Randy Mandel
Principal Ecologist
RAMBOLL CONSULTING LLC

Randy Mandel is a leading ecology expert and brings over 30 years of experience specializing in the use of site-specific native plants, the integration of ecological and constructed systems, and the thoughtful incorporation of native flora and fauna to over 5,000 project sites throughout his career. He co-founded and managed Rocky Mountain Native Plants Company, one of the largest container native plant nurseries in the U.S., for over 13 years.

SELECT PROJECT EXPERIENCE

Isle de Jean Charles
Resettlement, Schreiver,
Terrebonne Parish, LA

Reinventing the Crescent,
City of New Orleans, LA

USACE-ERDC Engineering
with Nature, Beneficial
Sediment Restoration
Support, Vicksburg, MS

State of New York DEC,
Lake Ontario Resiliency
and Economic
Development Initiative,
Albany, NY



Reggie Jeter, PE
Cost Estimator
VOLKERT

Reggie has over 29 years in the highway/heavy construction industry as Chief Estimator, Scheduler and an Engineer for projects ranging in size from \$3,500 to \$56M. He has estimated most facets of construction, and his bridge estimating experience includes widening and rehabilitation of pre-stressed concrete girder bridges.

SELECT PROJECT EXPERIENCE

I-220/I-20 Interchange
Improvements to BAFB
Access Design-Build;
Bossier Parish, LA

I-10 Highland Road to
LA 73 Design-Build;
East Baton Rouge and
Ascension Parishes, LA

Causeway Shoulder Bay
Design; Jefferson and
St. Tammany Parishes,
LA



Ed Fike
Ecology Lead
COSTAL ENVIRONMENT

Fike has more than 38 years of professional experience in environmental and land use planning, environmental regulations, floodplain and wetlands management, coastal zone management programs, mitigation bank development, permitting, environmental assessments-phase 1, NEPA compliance documents and land-use history investigations.

SELECT PROJECT EXPERIENCE

I-10 / Loyola Interchange
Improvement; Jefferson
Parish, Louisiana

Lake Lery Marsh Creation
Project - CIAP; St. Bernard
Parish, Louisiana

Harry L. Laws & Company
Mitigation Bank; West

Baton Rouge Parish,
Louisiana

Sunnyside Plantation
Mitigation Bank
Development and
Monitoring; Iberville
Parish, Louisiana



S. Brin Ferlito, PE, PTOE
Traffic Engineering Lead
VECTURA

Brin has performed traffic engineering services for over the past 30 years. Her services include traffic data collection, traffic signal warrants, traffic impact studies, Stage 0 studies, traffic improvement and safety studies for roads and intersections, traffic simulation modeling, sequence of construction design, road and traffic signal design, highway sign design, and Intelligent Transportation Systems (ITS) design.

LICENSES

Professional Engineering,
Civil Louisiana License No.
25383

Professional
Transportation Operations
Engineer License No. 932

SELECT EXPERIENCE

US 11 at US 190 Bus.
(Fremaux Ave.) Pedestrian
Crosswalk Study; Slidell,
Louisiana

N. Sherwood Forest
Dr. Widening Project

(H.002301); Baton
Rouge, Louisiana
H.001609.6 CE&I for EBR
Traffic Signal Systems
Phase VA Construction;
Baton Rouge, Louisiana



PROJECT UNDERSTANDING

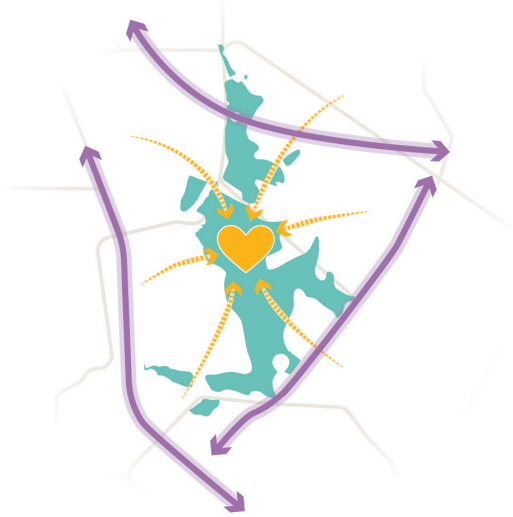
History, Context & Process

We applaud all the incredible work that has gone into getting you to this critical point. From creating a master plan, to identifying a management team, to launching into implementation, we believe all the right parts are in place to make the University Lakes Tomorrow's Legacy for the City of Baton Rouge. We know that the purpose of this project is not to recreate or redo the thought that was put into the master plan; rather, we are here to assist you in bringing this project one step closer to reality. To that end, our team brings no ego to our proposal. At the end of the day we know how important it is to understand the historical, contextual, and procedural backdrop for this effort.

History

To create a lasting legacy we must first reflect on the multiple histories that created the condition of today's site: the hydrologic system, the environmental system, and the cultural system. From the original swamplands that were donated to LSU and transformed into a park that employed hundreds of men by the Works Progress Administration; to the creation of new habitats along the Lake system; to the incredible recreation opportunities, this site has transformed and influenced a significant piece of Baton Rouge. However, we can't speak of histories without considering both sides. The transformation of swamp to park has created the eutrophication water system that is causing so many issues today. Additionally, while the park is open to all, the Lakes still represent a division between the black community on the western side and the white community, on the eastern side. Acknowledging the full history of the site is critical. For us to move forward, together we need to fully understand both the positives and negative impacts from the University Lakes and layer those into our design to ensure the implemented plan is both functional long-term and a place for everyone.

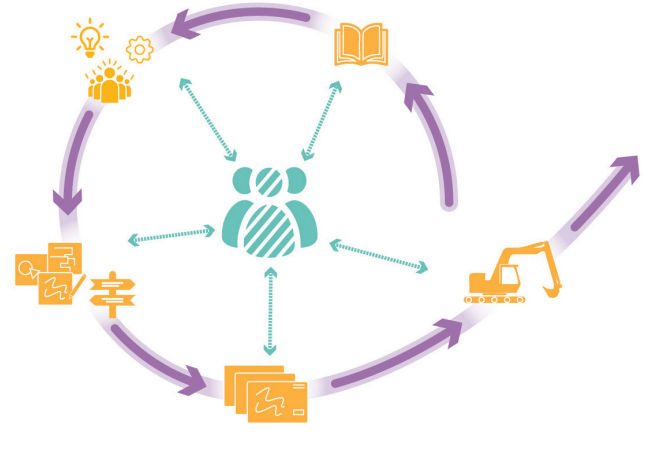
This is not simply a great moment for Baton Rouge, this is the moment. It is time to recognize the past, use that to inform the future and embrace this inflection point in the legacy of this system.



Context

Our team understands the complex issues at hand and the delicate balance that we, as master designers, must account for as we embark on this journey. We know that this project is multi-faceted; it must contend with issues of dredge placement and water quality, the balance of active transportation and recreation and the demands of vehicular movement, the nuances of increased public access and its relationship to the private properties that surround the lake, and the creation of a comprehensive brand and placemaking strategy that ties the six lakes system into a comprehensive public realm. The diversity of edge conditions and physical context makes this project fascinating. As such, we understand that this can not be a one size fits all approach across the project. We know that there are different landowners, different urban edges, different maintenance requirements, and different perceptual areas. Each of these zones requires a bespoke approach that tailors the specific contextual issues with solutions.

We also understand the important regional significance that the lakes system plays both from a hydrology standpoint as well as a cultural standpoint. We understand the need to think about regional connectivity, impacts on infrastructure, how this fits into the larger recreational culture of the City, as well as how this site functions at different times of the year such as game days at LSU or just a normal Sunday afternoon. Finally, we know the large amount of variability that comes with working with natural environments such as the lakes and the types of temporal thinking that must go into understanding how the entire system works together.



Process

Our team understands that to make this project happen we have to contend with a complex process. There is a multi-tiered client group representing sources of funds that are tied to specific program elements. We understand that there are institutional stakeholders like LSU, individual property owners, adjacent communities, and municipal partners all that need to be brought to the table to build consensus throughout. We know that there are multiple-RFPs leading to multiple consultants teams running individual schedules and individual communication plans.

We also know that as the master designer so much relies on our ability to communicate complex issues and processes in elegant and clear ways. We know that our role will be working hand and hand with the Flood-Risk Reduction Consultant to outline the technical path forward while working hand and hand with the Project Advisor to navigate community engagement and jurisdictional processes. Finally, we understand that there are a lot of people wanting to see this project happen quickly and how important it is to be able to move fast, yet methodically.

Issues to Action

Based on our project understanding discussed above we have organized our approach into the four themes that have shown up throughout our proposal. We believe that these concepts outline the very issues that will need to be addressed throughout this project and represent how our team will go about this effort:

1. Creating a Legacy for All People: Listening to the Community & Engaging with Equity
2. Defining a Path Forward: Considering Funding, Phasing, Operations, and Maintenance
3. Embracing the Undiscovered: Listening to the Land and Responding
4. Defining a Resilient System: Balancing Engineered and Natural Approaches



GREENWOOD COMMUNITY PARK PUBLIC ENGAGEMENT

PROJECT APPROACH

Creating Tomorrow's Legacy

Creating a Legacy for All People: Listening to the Community & Engaging with Equity

We believe in implementing a transparent and inclusive engagement process that will intimately and directly inform our design, rather than simply informing the community about the design. To us, the community's story is a vital part of building an authentic place that reflects all parts of the community, no matter what side of the University Lakes you live on. And this is not some kind of show and tell; the vision presented needs to have legs. We will work to create a solid vision with the people of Baton Rouge that is clear, inclusive, equitable, implementable, and flexible so it not only reflects today, but so it can grow and change with the city. By working with the Project Advisory team we will help support a diverse and highly specific engagement process that will reach people from all spectrums of Baton Rouge and to honestly reflect their vision. We will support the Project Advisory group by utilizing both Sasaki's proprietary technologies which can be quantified and spatialized resulting in further justification for design decisions, as well as high-touch, on-the-ground techniques that meet people where they are and provide opportunities for the creation of project ambassadors throughout the community. We know that this engagement process must work for kitchen table conversations just as well

large community events. At the outset of the project we will work with the Project Advisor to establish a clear set of engagement metrics that we can test our participation against to ensure that we are hearing all people. These metrics would include things like race, age, and geographic reach.

We are also beyond excited to engage the LSU students, faculty and staff through the design process. Not only is a majority of our team alumni of LSU and tied closely to the alumni organization, but there are past former "Sasakians" that now work at LSU and we look forward to reconnecting with them. To that end, Sasaki has unparalleled national experience working with higher-education clients and we have integrated our campus planning leadership into this project to advise specifically on the best ways to gather information and design within this institutional context. We will work with the project advisor to create opportunities across the academic mix for engagement at all levels. This could be utilizing engineering and environment students for things like water quality testing or test prototypes, art and design students for idea generation for specific areas, or life science students for intercept surveys. The possibilities are endless.

We also believe the COVID-19 has presented an opportunity to make engagement more interactive and more site-based. Our team is prepared to develop ideas for strategic site interventions that become part of the engagement strategy, whether through gathering information, teaching people about the project, or testing out ideas before they are built. We think this project, given its nature, is a perfect candidate for these tactical approaches.

Finally, we know that this type of planning and design process requires a constant evaluation of progress against a series of guiding principles. The principles within the master plan of Healthy Environment, People, Culture, Learning & Connections represent a great start and our team will utilize those to ensure that decisions that are made are always in pursuit of those stated goals.

Defining a Path Forward: Considering Funding, Phasing, Operations, and Maintenance

The road from master plan to implementation is bumpy. There are countless issues that arise that change ideas developed in the early stages of a project. Especially with complex urban and natural settings like the University Lakes that also come with complex funding streams, operational conditions, and phased approaches it is important to go about the design process in a methodical manner to answer the right questions at the right moments. Our team believes that there is a crucial “bridging” phase that must come before schematic, design development, and construction documentation that helps align current funding sources with the level of design effort across the project as well as the precise Phase 1 improvements. While high-level cost estimation has been done we know from experience the challenge of transitioning such plans within a complex reality. We have assembled a team that can not only design but also analyze the capital cost, as well as the operations and maintenance requirements associated with the improvements. Working in conjunction with the public engagement process our team will help align current funding, early phases improvements and public priorities.

Additionally, this phase is meant to uncover the myriad of issues related to available funds, permitting and approval processes, construction techniques, operational and maintenance considerations and project phasing which will define the way the project is ultimately delivered. The reason for this is that this project will likely not follow the typical design-bid-build process. Rather, there will be multiple design packages that track on different timelines that are based on a whole host of issues.

We believe this early phase of design work can ultimately save time and money ensuring that we, as a holistic team, are marching forward in the right direction. Ultimately our approach to the project is centered around smoothing the transition from vision to ribbon cutting.

Embracing the Undiscovered: Listening to the Land and Responding

As landscape architects, engineers and planners we believe in listening to the land. However, working on a site that needs dredging means that the land isn’t always so subtle and may at times scream what is needed. Our team’s collective work on designing sites similar to this has proven that you need to be flexible in the implementation process. While the master plan is a great vision and serves to guide the design, the unknown of dredging, contamination, and the wealth of existing-conditions data still left to be collected is what will inevitably drive the design. We need to be creative, and flexible, in dealing with the still yet to be uncovered issues. Too often visions become watered down the deeper you go in a design process. Our strategy seeks to be proactive, embracing the unknown as a design feature and creating contingency plans for likely scenarios.

By being up-front with these challenges we can ensure that promises are not left unfilled. Our team will tell you when we are unsure of an outcome or unclear of the challenges that lie ahead. This truth-in-design is the only sure way to proceed in the face of variable site conditions. At this stage in the process it is incredibly important to acknowledge what we do not know yet and go about uncovering information and evaluating a path forward in a way that is not fixed. The examples within this project of things that could change the overall outcome are quite the long list, from unknown conditions of the subsurface features, the quality of dredge materials, unknown conditions and capacity of existing utilities, precise traffic studies of existing intersections, real-time and present day cost of key design elements, or unaccounted for existing features like heritage trees, views and other elements.



TOM HANAFAN RIVERFRONT PARK



UMASS BOSTON HARBORWALK PARK

The best designs come from when we have to overcome challenges. They force us to innovate, think outside the box, and ultimately come up with a solution that only works for that site. Each hurdle offers an opportunity to reconsider priorities and evaluate the benefit versus the cost often creating more meaningful, effective, and cost-sensitive solutions. We are excited to uncover these issues at the University Lakes and respond to them with a thoughtful design that is all the better for the challenges.

Defining a Resilient System: Balancing Engineered and Natural Approaches

Many of the challenges that the University Lakes system has were born out of placing engineered and natural systems in tension with each other. For this project to be successful we must take a landscape operations approach that utilizes natural processes to build the ultimate condition. At the same time we must embrace that the Lakes System is inherently an engineered environment, and utilizing technology and design to create the ultimate condition that we want is not at odds with the purpose of the project. This delicate balance will be something that our team brings to the table. At the end of the day the goal must be to create a resilient and sustainable system that can adapt overtime while not causing overburdensome maintenance practices.

From a landscape operations perspective we must think about the evolution of the landscape over time as a primary driver of design. For example, the first phase of improvements in one area might not be the final configuration of ecologies. Rather, we should consider ideas around succession plantings that mature into the desired outcome over the course of years and decades. At the most basic level this could be considering early planting of trees across the system to ensure that when other programmatic elements are laid in the mature canopy is

already there, while more complex solutions might be thinking of maturation from a semi-dry wetland shelf to an aquatic shelf as dredge material settles into its final elevation. Additionally, we should consider the natural process of sedimentation and erosion and direct them to happen in particular areas while preserving or protecting other areas. Finally, our team will look for ways to reduce hidden infrastructure cost by capitalizing on natural methods for water quality control that add hedonic value to the project while serving critical protections to the aquatic ecosystem. Our team will work closely with the Flood Risk reduction designer to think about the holistic landscape system.

On the other side of the equation is the acknowledgment that ‘rewilding’ is not always the solution. This could be a factor of social perception as well as maintenance and operations considerations. The methods used to control erosion and increased nutrient loads will need to take one different configuration based on differing edge conditions. Additionally there will be strategic moments when highly engineered systems are needed. Whether at the outfall of Bayou Duplantier or collecting run-off from the I-10 bridge, our team will develop context appropriate solutions. Working collaboratively with the community and the Flood Risk Reduction designer our team will determine the most appropriate treatments across the system.

Creating Tomorrow’s Legacy

Bringing all of these concepts together is the only path forward from our team’s perspective. We will offer you an honest broker mentality across the board to help ensure that we are aligning your values and the values of the community with the existing and future resources that you have at your disposal from an operational and capital standpoint. If done right, this project will create a new legacy for the University Lakes System, one that all people can be proud of and one that will define the relationship of Baton Rouge to a civic icon for the next 100 years.

Work Plan

Our team has outlined a process below as a way to structure the project. Once selected, our team will work with the Project Advisory team to develop a detailed scope of work which includes specific deliverables, project timeline, meeting details, and tasks to be accomplished to ensure the project is on-time and on-budget.

We have structured our Work Plan into three main phases:

- ▶ **Phase 1** Project startup, Discovery and Due Diligence (Pre-Design Services: Habitat Inventory and Assessment, Existing Infrastructure and utilities Conditions and Topographic Site Survey, Design Management and Coordination)
- ▶ **Phase 2** Bridging-Program Confirmation (Schematic Design)--
- ▶ **Phase 3** Action (Design Development, Bidding & Contracting Support, Construction Documentation)

Please note that Engagement is not broken out into a single phase in this work plan because we understand we will be supporting the Project Advisory team and because we believe a successful community engagement cuts across all phases. Even during the documentation phase of the project, we will work with the Project Advisory team to reach out to the community to ensure the voices and ideas we heard are incorporated into the physical design of University Lakes.

Phase 1: Project Start Up, Discovery, & Due Diligence

Pre-Design Services: Habitat Inventory and Assessment, Existing Infrastructure and utilities Conditions and Topographic Site Survey, Design Management and Coordination

As a prime consultant, Sasaki will manage the complexity of the project and work closely with both the Project Advisor and University Lakes LLC to create a smooth design and implementation process. Beginning with the initial kick-off, and extending through the duration of the project, our project manager, Anna Cawse from Sasaki, will be responsible for on-going project management tasks. As the main point of contact for the project, the project manager will coordinate directly with the Project Advisory team, and act as the liaison between the client group, their stakeholders, and the consultant team.

1.1 Project Management plan

Sasaki will lead project management and recommend a kick-off meeting with the Project Advisory, Client Team, and key stakeholders such as BREC, City of Baton Rouge, OCD, DOTD, LSU, and CPRA Insert forth funding Partner and others critical to the success of this project to fully support knowledge transfer from previous design processes and work-to-date to our team. The kickoff meeting is key in launching the project to ensure clear, transparent, and inclusive communication from day one.

1.1A Kickoff meeting

Sasaki will lead project management and recommend a kick-off meeting with the Project Advisory, Client Team, and key stakeholders such as BREC, City of Baton Rouge, Insert forth funding Partner and others critical to the success of this project to fully support knowledge transfer from previous design processes and work-to-date to our team. The kick-off meeting is key in launching the project to ensure clear, transparent, and inclusive communication from day one.

1.1B Communication and Coordination

Clear and consistent communication is paramount to the success of all projects. Sasaki believes that a collaborative, listening-based dialogue with our clients is key to making places that our communities love. Anna and others as needed, will make themselves available and will act as a sounding board for any and all project related needs.

The project manager will disseminate communications to the project team members and consultants as appropriate. The team will record all communications and feedback during meetings, worksessions, etc to ensure that the team has clear direction on how to move forward and to properly address all feedback and directions in an efficient manner. And throughout the project, the team will track the project schedule in order to ensure timely delivery of project deliverables.

Our general communication plan includes:

- ▶ Bi-weekly progress meetings via video conferencing with UL and the Project Advisory team
- ▶ Weekly Project Management meetings with the Project Advisory team
- ▶ Live Documents utilizing web-based platforms for comment logs, schedule, cost saving options, high-risk items
- ▶ Weekly consultant meetings
- ▶ Formal presentations for key milestones including program confirmation, SD, DD and CDs
- ▶ Formal review comments at 30%, 60%, 90%, and 100% FFR Designer submittals

CRITICAL QUESTIONS

- ▶ How do we create a platform to listen and learn from the community and keep them engaged past the master plan effort?
- ▶ How can we effectively and efficiently communicate throughout the project taking into consideration COVID and limitations on being in person?
- ▶ How do we maintain regular and clear communication between the Client, Project Advisor, Flood Risk Reduction Designer, Bathymetric Surveyor and Geotechnical Consultant so that we are working as a unified team?

Discovery and Due Diligence

To kick off the University Lakes project we will dive into both the history of the project, current conditions impacting the lakes and look at the existing master plan for the lakes as well as other future plans for the surrounding areas. Our team believes that the best way to create a lasting place is to look to the histories of the site and to look beyond opening day to understand the operations and maintenance needed to make the University Lakes a lasting legacy. By evaluating the ecological, hydrological and cultural conditions around the site on a more granular level than the master plan we can better understand how to move forward with an implementation that addresses all the issues. We will also look outside the boundary of the site to evaluate how this design will impact connected systems including, how potential gentrification of areas surrounding the lakes, connections to the broader systems of transportation, and impacts of ongoing work such as work along I-10 within the study area, which represents a significant opportunity, that were not considered at the time of the master plan.

Our team has decades of experience in providing Desktop Environmental Analysis, Existing Utilities and Infrastructure and Habitat Inventory and Assessment. The outputs of these investigations will directly inform our design and what changes need to be made to accommodate for the unknowns in the design process.

During this phase we suggest building on the engagement done by the previous master plan to better understand who is using the University Lakes, what time of day and how they are accessing them. While public

spaces are meant to be utilized by everyone, not every person feels welcome there. We want to better understand how our design can not only encourage current use, but increase it to a wider demographic. We propose specifically utilizing Sasaki's proprietary user mapping tools that output detailed analytics that can be utilized in decision making.

Critical Questions

- ▶ What feedback was asked of the community and how can we maximize input from a more diverse user base?
- ▶ What are the project priorities given the large project scope?
- ▶ What are the biggest unknown challenges of the site? What opportunities have not been considered?

Meetings

- ▶ Attend and present at public and stakeholder meetings and workshops

Deliverables

- ▶ Meeting Agendas and Meeting Minutes
- ▶ Project Schedule
- ▶ Project Communication Plan
- ▶ Existing Operations and Maintenance memo
- ▶ Comments on the Outreach & Engagement Plan
- ▶ Comments on the Flood Risk Reduction Designer selection process and other potential consultants
- ▶ Materials for Stakeholder Engagement which may include:
 - » Maps of how the University Lakes are currently used and perceived safety issues from MyPark outreach (MyPark is a proprietary software developed by Sasaki to map people's feedback on a park)
 - » Online survey using Sasaki's Survey Gizmo
- ▶ Context Maps (Including Urban Form, Watershed, Ecological Connections, Nearby Parks and Recreation Assets, etc.)
- ▶ Desktop environmental analysis report with conclusions and recommendations in electronic PDF format
- ▶ Habitat inventory and assessment report, including habitat map, in electronic PDF format
- ▶ Habitat map in shapefile format
- ▶ Two (2) paper copies of the Topographic Site Survey, signed by a licensed Professional Land Surveyor
- ▶ Topographic Site Survey with digital terrain model in AutoCAD format

Phase 2: Bridging- Program Confirmation (Schematic Design)

Based on the outreach form the master plan and additional outreach from Phase 1, Sasaki will build upon the guiding principles for the University Lakes. These principles will reinforce what we heard and create an overarching set of guidelines that will help guide the development of programming and concepts. While these principles might be complex, it is important that this information is distilled into powerful statements that bring excitement and clarity to the project. Additionally, we will tie critical metrics to each guiding principle to ensure that as decisions are made we can hold our design team accountable.

Based on the master plan and findings from the first phase, Sasaki will align the project budget with design impact while ensuring a detailed

understanding of the physical, social, environmental, and economic opportunities and constraints. We will test various concepts that build on the work of the previous design vision while incorporating new information. This phase is not meant to rework any previous design efforts but instead strengthen the design by looking at the concepts from all different angles. Sasaki will generate up to three (3) alternatives that achieve the confirmed project goals and objectives and respond to the additional information, stakeholder and community input as well as design expression. Upon receiving and incorporating feedback from UL, Project Advisory team and any other stakeholder and community engagement, Sasaki will develop a Final Schematic Design Plan (SD).

During SD Sasaki will present progress to the Project Advisory team and UL to ensure that everyone is informed and involved in the design decisions. The SD drawings will convey design intent, materials, pedestrian circulation, planting approach, ecological and sustainability recommendations, etc (as outlined in the RFQ.). A SD level cost estimate will be prepared to assure the project is financially on track with this first phase and future phases. Our team has specifically included a cost estimation specialist because of the complex nature of this project. Additionally, during SD will start to evaluate options for the future operations and maintenance needed to keep the University Lakes functioning well beyond opening day. This is a critical step in ensuring that what gets built can remain successful into the future.

Additionally, at this stage in the project we propose to fully engage the Project Advisor, Flood Risk Reduction Consultant and the Client team to discuss the most effective and efficient way to deliver the project. This includes the analysis of various forms of delivery, various design packages, and various construction phases solutions. Our team believes this will be a critical point in the project to ensure seamless transition from concept to built reality.

Critical Questions

- ▶ How is the University Lakes currently operated and maintained? What are successes and challenges with the current strategy?
- ▶ How do balance costs with programming desires?
- ▶ How do we embed resiliency strategies into the concepts to ensure the University Lakes are responding to future environmental threats?

Meetings

- ▶ Presentations to the Project Advisor and Project Management Committee for no more than two rounds of review and revisions
 - » 50% complete
 - » 100% complete
- ▶ Attend and present at public and stakeholder meetings and workshops

Deliverables

- ▶ The University Lakes Guiding Principles
- ▶ Three alternatives to refine the program based on new information from Phase 1
 - » Estimate of probable construction costs for each option- ROM
- ▶ Schematic design drawings at scale including:
 - » grading plan (outside lake boundaries), to be coordinated with FFR Designer
 - » grading sections (outside lake boundaries), to be coordinate with FFR Designer
 - » roadway alignments, if necessary

- » roadway and bridge sections, if necessary
- » trail alignments
- » trail sections
- » drainage plan, including stormwater outfalls
- » channel sections
- » slope stabilization plan
- » upland planting plan
- » wetland planting plan
- » lighting and electrical plans
- » soils strategy
- » Draft plant list
- ▶ Sustainability goals and sustainability plan
- ▶ Updated probable construction cost for final plan – ROM
- ▶ Earthwork calculations, to be coordinated with FFR Designer
- ▶ Character sketches, sections, perspectives and digital models to illustrate design intent
- ▶ Delivery Method Plan
- ▶ Operations and Maintenance Plans

Phase 3: Action (Design Development, Bidding & Contracting Support, Construction Documentation)

***Our team proposes that the Phase 3 contract be evaluated after the completion and budget alignment of Phase 1 Improvements. The purpose of this is to save the client team money and headaches. Based on our experience with complex projects such as this it is nearly impossible to fully understand the level of effort needed to complete full documentation until after the due diligence phase.*

Design Development

The team will commence Design Development upon approval of the SD Drawings. The Project Team will advance the design, including any modifications or substitutions requested by the City. This phase of work is also defined by intense coordination between all team members to transition high level schematics to a buildable reality. This includes a detailed evaluation of project cost, community values, and relative impact of proposed nearterm improvements. We will use renderings, full scale mock-ups, material palette, test plantings, and other methods to understand every aspect of the University Lakes. We will work to understand human comfort, safety, perception at both the macro-level, such as a car driving, to the micro-level such as the experience of a person sitting on a bench or walking down the sidewalk. We will also engage in intense research and testing of details, materiality, constructability, sustainable systems and long-term resilience of all elements of the project.

Critical Questions

- ▶ What materials are best at balancing aesthetics with safety and cost?
- ▶ How do we design and detail ordinary materials in extraordinary ways to meet the project budget?

Meetings

- ▶ Presentations to the Project Advisor and Project Management Committee for no more than two rounds of review and revisions
- ▶ 50% complete

- ▶ 100% complete.
- ▶ Meetings with necessary government agencies with jurisdiction over the project to obtain necessary design approvals
- ▶ This includes both pre app meetings and meetings during the approval process
- ▶ Attend and present at public and stakeholder meetings

Deliverables

- ▶ Updated illustrative graphics showing both the macro and micro scale of the design
- ▶ Design development drawings at scale
 - » Grading plan (to lakes' edges)
 - » Grading sections (to lakes' edges)
 - » Water quality feature plan and details
 - » Drainage plan and details
 - » Slope stabilization plan and details
 - » Wetland planting plan and details
 - » Upland planting plan and details
 - » Tree protection plan and details
 - » Demolition plans
 - » Roadway alignments, if necessary
 - » Roadway and bridge sections, if necessary
 - » Trail alignments
 - » Trail sections
 - » Drainage plan, including stormwater outfalls, drainage structure plans and landscape architectural details for green infrastructure features
 - » Lighting and electrical plan
- ▶ Earthwork calculations (outside of lake boundaries)
- ▶ Draft specifications
- ▶ Updated estimate of probable construction costs
- ▶ Permit plans and related documents

Construction Documentation

Upon Client approval of the final Design Development Package, Budget, and VE reconciliation, Sasaki will commence Construction Documentation (CD) Services. Sasaki will work with the Project Adviser and UL to develop CDs to serve as the basis for construction, setting forth in detail the quality levels and performance criteria of materials and systems and other requirements for the construction of the project. Within this phase of work we will work hand-in-hand with the consultant team to address all final coordination items that come from the design process and the jurisdictional review process. Our team will prepare high-quality documentation that can be used for the project delivery method selected by the Project Advisory team.

We will work hand and hand with the Project Advisor and the Flood Risk Reduction consultant to develop the best method for project implementation based on the specific needs of the project.

Critical Questions

- ▶ Does this final design and documentation meet the goals of being impactful yet functional, beautiful yet adaptable?
- ▶ Are we setting up the University Lakes for long-term success?

Meetings

- ▶ Presentation to the Project Advisor at 10% and 30% complete.
- ▶ Attend and present at public and stakeholder meetings

Deliverables

- ▶ Construction plan drawings at scale- depending on the project delivery method these drawings will be at a minimum 30% but 100% may be needed
 - » Grading plan (to lakes' edges)
 - » Grading sections (to lakes' edges)
 - » Water quality feature plan and details
 - » Drainage plan and details
 - » Slope stabilization plan and details
 - » Wetland planting plan and details
 - » Upland planting plan and details
 - » Tree protection plan and details
 - » Demolition plans
 - » Roadway alignments, if necessary
 - » Roadway sections, if necessary
 - » Trail alignments
 - » Trail sections, including bridges and boardwalks (as necessary)
 - » Drainage plan, including stormwater outfalls, drainage structure plans and landscape architectural details for green infrastructure features
 - » Lighting and electrical plan

- ▶ Earthwork calculations (outside of lake boundaries)
- ▶ Specifications
- ▶ Updated estimate of probable construction costs
- ▶ Permit plans and related documents
- ▶ Updated Operations and Maintenance plan

Bidding and Negotiation

Our team will work with the Project Adviser and UL throughout the bidding process to ensure bids and in conformance with the design intent and that all questions and coordination items are taken care of. This will be a critical step to ensure that contractors, and especially specialty contractors are qualified to execute what will surely be a unique right-of-way improvement project. The City will be primarily responsible for coordination of these efforts. The Design Team will attend the pre-bid meeting, respond to bid phase requests for information (RFIs), issue bid addendums, as necessary, and attend the bid opening meeting.

Our team understands that this project is likely to have a non-standard delivery process that could include a Construction Manager at Risk (as mentioned in the Phase Improvements Presentation), Design-Build teams, or other methods. We are prepared to engage with the Project Advisor and flood-risk reduction design to help determine the best way forward and to assist the client team in transition from design to implementation.

Critical Questions

- ▶ Are the bids aligned with the project budget?
- ▶ Will the process of Value Engineering and substitution if needed still allow to keep the essence of the original design intent that still fits in the community's best interest?

Project Schedule

ENGAGEMENT SUPPORT

PHASE 1

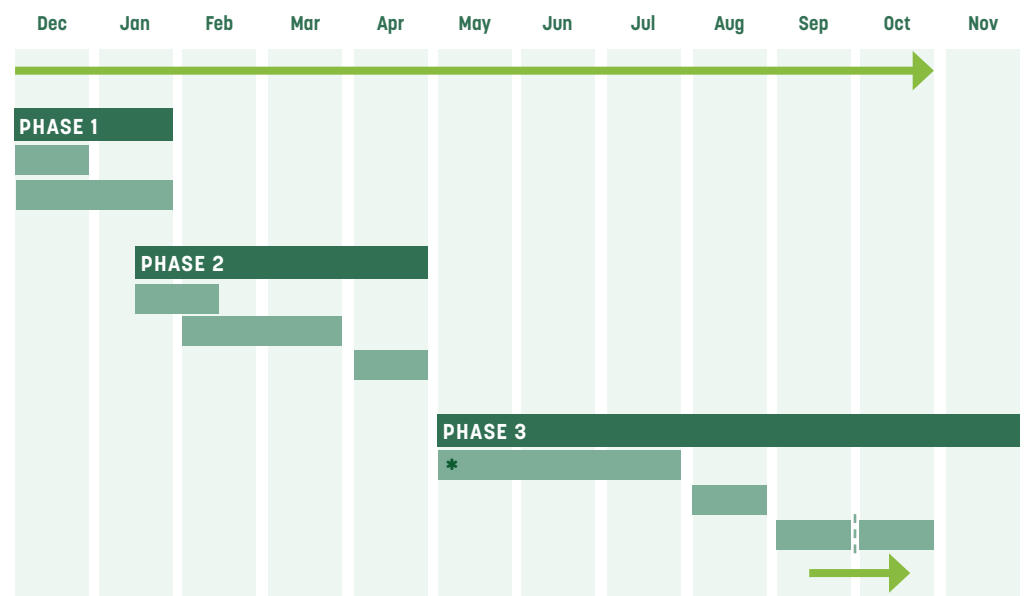
Project Kick-Off
Discovery & Due Diligence

PHASE 2

Project Confirmation
Schematic Design
Budget Reconciliation

PHASE 3

Design Development
Budget Reconciliation
Construction Documents
Bidding & Negotiation



*Procure CMAR if that is the project delivery method

100%. If CMAR is the project delivery method, these drawings will be at 100%

Current Backlog and Ability to Complete Work

Sasaki is a firm of over 300 design staff that maintains a diversity of projects ranging in complexity and size. We have the necessary resources and expertise to deliver large, fast-paced construction projects as demonstrated by our recent and current delivery of projects such as the Wilmington Water Park in Los Angeles, Boston City Hall Plaza in Boston, Greenwood Park and the BR Zoo in Baton Rouge, and Bonnet Springs Park in Lakeland Florida.

Each of these projects had construction budgets over \$50M for the first phase making the University Lakes project well within our firm's capabilities. Additionally, our firm has adapted to the current state of the world due to the COVID-19 pandemic by embracing new technologies, developing stronger relationships with local partners, and adjusting communication protocols to ensure schedules are maintained.

Our current work with BREC on the Greenwood Park and Baton Rouge Zoo Phase 1 Improvements represents a large construction tract project that has been delivered and coordinated during this unprecedented time. We have adapted and been flexible, maintaining a project with multiple delivery cycles, high budget demands, a large and complex consultant team and a diversity of program leading to consultation with many internal and external stakeholders. Additionally, with Sasaki offering Landscape Architecture, Planning, Architecture, Civil Engineering, and Signage and Wayfinding in-house we can reduce coordination need and speed up design process.

In addition to Sasaki's internal ability to complete the work we have had candid conversations with each sub-consultant to ensure that they are able to commit the necessary resources to maintain the project schedule and complete the work. In our experience this is as important, if not more important, than our own internal commitments. The Sasaki Team, both internally and with our consultants has the current availability to service this project to the highest standard. Our core team's current percentage availability is represented in the adjacent chart:

Staff Availability

Personnel*	Percent Available	Personnel	Percent Available
Zach Chrisco Sasaki	30%	Jared Draper Toole	20%
Anna Cawrse Sasaki	55%	Dan Biederman Biederman	30%
Joshua Brooks Sasaki	45%	Renee Chatelain ACGBR	35%
Elaine Limmer Sasaki	30%	Raul Valdes EDS	25%
Tony Fettes Sasaki	25%	Ed Fike Costal Environments	30%
Lucca Townsend Sasaki	20%	Randy Mandel Ramboll	15%
Caitlyn Clauson Sasaki	20%	Brin Ferlito Vectura	20%
Julian Osorio Sasaki	20%	Darius Bonton Bonton Associates	25%
Dana Brown Dana Brown Associates	25%	Bethany Kraft Volkert, Inc.	25%
		Bryan Bunch NTB Associates	20%

**The staff presented in this table does not reflect our complete team proposed for this project, nor does it represent all the staff resources we can draw on as a design firm composed of 300+ professionals depending on evolving project needs, while also maintaining consistent staff availability at the core-team and leadership levels. In addition to Sasaki's internal ability to complete the work we have had candid conversations with each sub-consultant to ensure that they are able to commit the necessary resources to maintain the project schedule and complete the work.*

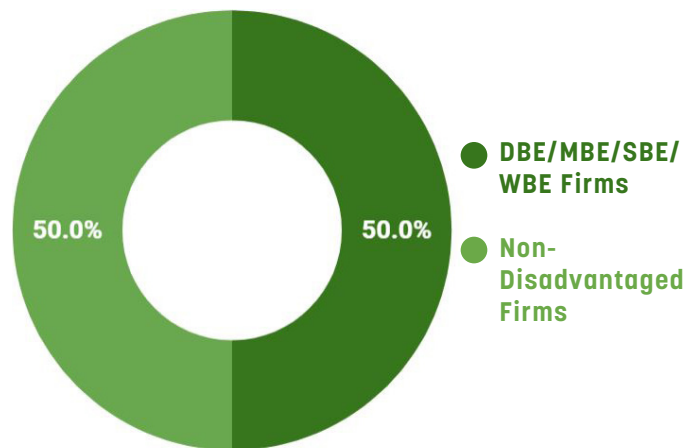
DBE/WBE/SBE Strategy

Our team takes the participation of local and disadvantaged businesses seriously. That is why we have strived to reach well beyond standard industry goals for the make-up of this team. Not only does it align with our company's value, but we also believe that this is incredibly important for this particular project.

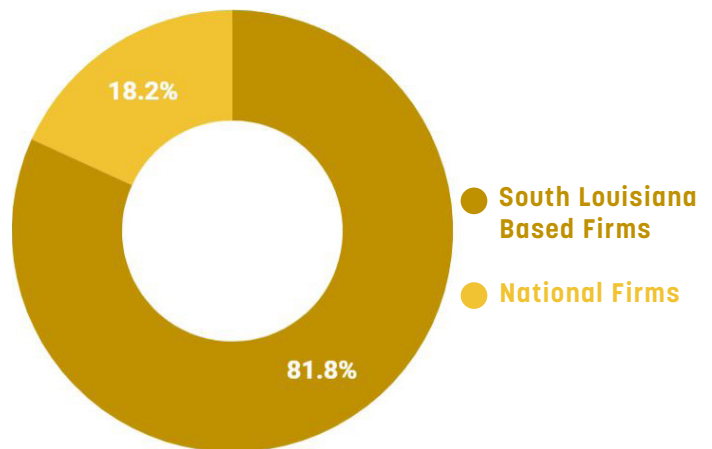
As one of Baton Rouge's most important civic resources it is critical that the team that delivers this project is representative of the community that it serves. With that in mind, we wanted to ensure that DBE/WBE/SBE firms take on important roles within our team. Our main local design partner Danna Brown Associates is a Woman-Owned business with deep ties to LSU and the Baton Rouge community through decades of professional work and teaching. Our other local partners will take on major scope items throughout the duration of the project. For this effort, nine out of our eleven sub-consultants are local with six out of the eleven being registered DBE/SBE/WBE or MBE firms. Based on these percentages over 40% of the fee for this project will go to disadvantaged businesses and roughly 50% of the fee will go to locally based firms.

Our team tapped non-local team members specifically for scope items that we felt were not sufficiently represented by the local Louisiana community. These include active transportation designers and planners specifically focused on the governance, operations and maintenance of public spaces. We felt that these two scope items were critical to the success of this project and as such we have brought on trusted national partners that we work with on a regular basis.

Percentage of Team Members that are SBE/DBE/MBE/WBE



Percentage of Team Members that are Local South Louisiana Based





Project References

Reed Richard

Assistant Superintendent
BREC
rrichard@brec.org
Office: 225-250-9947

Anna, Josh and Zach have worked with Reed on the master plan and now implementation documents for the Greenwood Park project in Baton Rouge. The team has worked closely to translate feedback from the successful public outreach process to a design vision that will be loved by the Parish for decades to come. The Sasaki team has managed a complex multi-stage delivery process in coordination with major permitting and regulatory issues as well as a large diverse consultant team for a broad spectrum of scope items including traffic, landscape, architecture, and civil.

Bill Tinsley

Chief Executive Officer
Bonnet Springs Park, Inc.
bill@bonnetspringspark.com
Office: 863-860-2176

Zach and Anna have worked with Bill since 2017 on the master plan, design process, and now construction of Bonnet Springs Park in Lakeland, Florida. Sasaki and the BSP team have worked hand-in-hand to navigate a technically complex project site that includes lakefront and brownfield restoration.

Matt Leavell

Director of Design
University of Alabama System
matt.leavell@gsp.ua.edu
Office: 205 918 8845

Zach and the Sasaki team worked incredibly closely with Matt on the restoration and enhancement of Gulf State Park in Gulf Shores, Alabama. From ecological enhancements to environmental education, the team was constantly guided by a set of forward-thinking principles in creation and implementation of a master plan vision for Alabama's most beloved park.

PART III: Acknowledgement of Receipt

This Acknowledgement of Receipt must be signed by an Authorized Representative of the Proposer and included in Proposer's response to this Request for Proposals.

I HEREBY CERTIFY THAT I HAVE ACKNOWLEDGED RECEIPT OF THIS ADDENDUM 1 TO THE REQUEST FOR PROPOSALS FOR MASTER DESIGN SERVICES AND HAVE INCLUDED A COPY OF THIS ACKNOWLEDGEMENT WITH PROPOSAL AS EVIDENCE OF RECEIPT.

COMPANY NAME: SASAKI ASSOCIATES INC

SIGNATURE OF AUTHORIZED REPRESENTATIVE: _____



PRINTED NAME: STEVE ROSCOE

TITLE: CHIEF FINANCIAL ADVISOR

DATE: 11/20/20

End of Addendum

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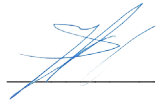
PART II: Acknowledgement of Receipt

This Acknowledgement of Receipt must be signed by an Authorized Representative of the Proposer and included in Proposer's response to this Request for Proposals.

I HEREBY CERTIFY THAT I HAVE ACKNOWLEDGED RECEIPT OF THIS ADDENDUM 2 TO THE REQUEST FOR PROPOSALS FOR MASTER DESIGN SERVICES AND HAVE INCLUDED A COPY OF THIS ACKNOWLEDGEMENT WITH PROPOSAL AS EVIDENCE OF RECEIPT.

COMPANY NAME: SASAKI ASSOCIATES INC

SIGNATURE OF AUTHORIZED REPRESENTATIVE: _____



PRINTED NAME: STEVE ROSCOE

TITLE: CHIEF FINANCIAL OFFICER

DATE: 11/19/20

End of Addendum