

REQUEST FOR PROPOSALS

City of Monroe, Washington

Wayfinding Services



Submitted By:

Tangram Design, LLC
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206.550.5862



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December 20, 2013

Jeff Sax, Economic Development Manager
City of Monroe, Washington
806 Main Street
Monroe, WA 98272

Dear Jeff Sax,

Tangram Design, LLC (Tangram) respectfully submits the following response and qualifications in consideration to provide signage and wayfinding design services for the City of Monroe. We appreciate the opportunity to participate in this bid process and are excited at the prospect of getting involved in your vision. Developing a comprehensive and aesthetic gateway, signage and wayfinding program will improve community and visitor experience, facilitate better vehicular and pedestrian traffic management, enhance the identity of Monroe, and stimulate economic growth.

Specializing in environmental graphic design – a discipline that involves the planning and design of signage and wayfinding systems, Tangram is uniquely qualified to provide services to develop Monroe's Wayfinding Signage Plan. We have worked on a variety of signage and wayfinding projects ranging in size and complexity for municipalities, airports, colleges/universities, mixed-use environments and transit stations. Our experience with these projects have given us an acute familiarity and deep understanding of how to analyze, evaluate, and create effective design solutions for challenging wayfinding environments. Tangram can assure the City of Monroe that their signage and wayfinding plan will promote a friendly, well planned, organized and connected system.

Mindful that brand and identity are key to creating a sense of place within an environment, we will take the utmost care and consideration to ensure we capture the brand, identity, and communication that the City of Monroe wishes to share with their audiences. Applying this brand ideology to the signage is important because the signage will visually represent the city within the environment. The visual communication the signage and wayfinding system portrays creates a powerful and lasting emotional connection between the city and the people who are trying to navigate within it. Tangram will generate an authentic, meaningful experience within the signage and wayfinding system that will transform Monroe's identity and message into an engaging place of understanding, awareness, interaction, and access.

We understand that an effective signage and wayfinding system functions as an integral part of its environment and gives people a sense of security and comfort when they are trying to get around in unfamiliar places. Recognizing that navigating people through complex environments requires more than signage alone, Tangram defines multiple wayfinding tools in the development of our wayfinding plans. From landmarks and landscaping to interactive design technologies, there are a variety of wayfinding applications that can be used to enhance the interaction and experience people will have with the city. In some instances, the best solution to enhancing understanding and movement in the environment may be having no signage elements at all and rather removing visual and psychological barriers. Tangram will design and produce solutions that are appropriate for the city's landscape and community and provide quality strategies that will connect people to the City of Monroe in multiple facets.



With over 20 years of experience in developing signage and wayfinding systems, Tangram understands the complexity of different environments, varying levels of user experience or interaction, and knows how to promote brand recognition within the environment. Our expertise and knowledge has allowed us to provide our clients with signage and wayfinding systems that improve the social, economical, and environmental well being of their communities. The success of our projects are also the result of our proper management of project tasks, resources, and costs to ensure work is performed in an efficient, professional, and timely manner; we also build communication, collaboration and gain consensus among project stakeholders while strengthening and encouraging support from the community.

Tangram feels that our team can provide the greatest set of skills and ability to provide a comprehensive Wayfinding Signage Plan for the City of Monroe. Should you need to contact us regarding our submittal, please feel free to call me at (303) 777-8878 or e-mail me at george@tangramdesignllc.com.

Sincerely,

A handwritten signature in black ink, appearing to read "George Lim".

George Lim
Tangram Design, LLC
Principal Partner



SCOPE OF WORK

Tangram understands the City of Monroe desires to develop a Wayfinding Signage Plan that addresses the design of vehicular, pedestrian, and parking signage as well as a gateway feature. The Wayfinding Signage Plan shall serve as a design guideline and planning tool that will define graphic standards, signage design guidelines, sign locations, and wayfinding strategies for the city. Based on our understanding of the scope of work, the following provides our strategic approach for providing the necessary and appropriate signage and wayfinding design solutions for this project.

1. INFORMATION GATHERING

Project Kick-off / Organization

Our design team will conduct a project kick-off meeting with the City of Monroe project committee and any necessary project stakeholders. This meeting will provide in-depth information that allows our design team to:

- Establish project objectives and guiding principles
- Understand short/long-term development plans.
- Identify needs and desires of project stakeholders.
- Filter all input into a constructive plan of action for which design solutions can develop.

This effort creates an active working relationship between the project committee, the project stakeholders, and the design team. This also ensures that the signage design, wayfinding strategies, messages, and communication of the project achieve a vision that works for all.

Existing Conditions - Site Survey

In order to properly study and understand the actual signage needs and wayfinding issues encountered by the public, the we will perform a comprehensive site survey and analysis of existing conditions. We will analyze and evaluate all environments and circulation pathways of vehicular and pedestrian traffic patterns to assess the needs and function of the city. The site survey will also include, but is not limited to, review, analysis and evaluation of the following:

- Existing signage
- Common color palettes, finishes, textures
- Codes, regulations, ordinances or zoning requirements
- Primary destinations/attractions/parking
- Physical limitations of sign sizes / mounting heights
- Physical sight-line obstructions

- Signage clutter within the environment
- Viewing distances and angles
- Lighting conditions
- Engineering considerations
- Opportunities for technological advancements
- Other signage opportunities

Every project has varying social, cultural, economical, and environmental conditions, and each client we serve represents a unique brand or identity. As such, we research the history, culture, and social structure of a community to understand how a new signage system may influence or affect the community. Climate conditions are examined to ensure the materials, products, or fabrication methods we recommend are fit for a project's location and budget. Capturing the brand and voice of our clients is also essential to our approach and design solutions, as brand is the emotional association that connects people to places.

Community Character Workshop

To further define the characteristics and destinations that are important to the community of Monroe, Tangram will hold a Community Character Workshop. This workshop will be used to gather community input about the city's identity, their desires for the signage system, and to define and characterize the core public spaces in their environment. This effort will encourage collaboration and support from the community as this project evolves.

Our thorough survey, research and workshop process will help us to collect, organize and distill what defines the character of the city and what are its wayfinding issues. Understanding these components allows our design team to adapt and tailor the signage and wayfinding system to meet the specific needs of the city and its community.

2. WAYFINDING PROGRAMMING

Analysis / Programming

The visual aspects of a sign program are deeply influenced by its informational aspects. The information and content of the wayfinding program is the infrastructure and/or network that ensures a sign program functions successfully. Structuring the content for the wayfinding programming is based on the following:

- Identifying a standardized set of sign types
- Establish a proper nomenclature
- Provide typical sign location plan criteria



- Determine message hierarchy for sign locations
- Identify other wayfinding tools besides signage

Sign Types

Typically a wayfinding system consists of directional, identification, informational, and regulatory signage. Each sign type serves a different yet valuable function within a wayfinding system, as follows:

- Directional - Directs people to various destinations within a given environment.
- Identification - Identifies and confirms that a person has arrived at their destination.
- Informational - Informs people about the use or operation of a space, like a directory.
- Regulatory - Regulates people's behavior or prohibits certain activities within an environment. This can also include warning signs that alert people to hazard or safety procedures.

To develop a sign inventory for Monroe, we will start with the inventory of the existing signage that will be discovered in our site survey. From there, we will generate and define other key signs that may not currently be a part of the existing system but that will be necessary to make the signage program function cohesively.

Nomenclature

Nomenclature, as it applies to signage and wayfinding, is a standardized set of words, syntax, grammar, and symbols which communicate information to the user. Well defined and organized nomenclature systems ensure that information, messages and/or content of the signage is presented in a uniform, concise and clear manner.

We will examine the nomenclature of the existing signage and provide changes, updates and/or complete revisions as necessary or appropriate. With consensus from the project committee and project stakeholders, a standardized nomenclature will be established for the signage.

Sign Location

Sign locations are determined by analyzing vehicular and pedestrian circulation routes, decision points, and the physical environment. Other factors that can affect sign locations include:

- Viewing distances and angles
- Limitations of sign sizes and mounting conditions

- Sight-line obstructions such as columns, trees, people
- Lighting conditions
- Existing mounting opportunities in environment
- Adjacent surfaces, finishes, and functions
- Historical / preservation codes or requirements
- Architectural features, nuances of the environment
- ADA factors, where applicable

Based on our understanding of the site conditions and wayfinding needs of the City of Monroe, a sign location plan will be developed to indicate where specific sign types should be placed in the environment.

Message Hierarchy

As sign locations are determined, a prioritization of how messages are displayed on the sign can be created. Typically, as it is neither practical nor effective to list all possible destinations on every sign, a trailblazing approach must be employed where only the information necessary at any given decision point is displayed. This will conserve sign space and prevent information overload.

Selecting the messages and order in which they are displayed on a sign face is generally based on the location of the sign and its proximity to destinations. The objective of proximity-based messaging is to add a destination to a sign when the sign's location is near to the destination and to eliminate the destination name once a destination has been reached.

Other Wayfinding Tools

Other potential wayfinding tools other than signage should also be considered when assessing and analyzing a signage and wayfinding system. From landmarks and landscaping to interactive design technologies, there are a variety of wayfinding applications that can be used to enhance the interaction and experience people will have with the city. In some instances, the best solution to enhancing understanding and movement in the environment may be having no signage elements at all and rather removing visual and psychological barriers. The site survey will help establish what additional strategies may be valuable to the city and its community.



3. SIGNAGE DESIGN

Schematic/Concept Design

Our design team will develop preliminary design solutions that will creatively explore the design parameters and visual aspects of the signage system's sign types. Our design team will generate multiple design concepts that will demonstrate general structural and graphic characteristics of the vehicular and pedestrian signage systems, parking and gateway feature.

Each option will assess and provide a different yet comprehensive design solution that will address the needs of the signage program, conveying a sense of place and providing a sign family that will be new, distinctive and context-sensitive to the City of Monroe and its brand.

Processes that will be performed in this task include:

- Define branded elements that reinforce identity
- Identify basic elevations of all key signs, including scale references such as people, cars, trees etc.
- Study models of sign form and shapes
- Examine typeface and symbol options
- Analyze material and color palette options

All concepts will be documented in a graphic format that will show the basic elevation of the signs and illustrate how they would be typically used in the environment. Written explanations will be supplied to provide rationale for design choices and materials. A general public meeting will be held to present the concepts to stakeholder groups and the community for feedback.

After review, approval, and consensus from the project committee and project stakeholders to proceed further with a specific conceptual design direction, we begin to modify and refine the chosen concept. We will also obtain any additional feedback that may affect the basic informational or design directions of the signage program.

Design Development

During design development our design team will go into greater detail of all aspects of the structural and graphic components of the signage program. All design concepts are modified and illustrate the evolution of its informational and visual content. Details and factors that are considered in this task may include, but is not limited to:

- Refine signage graphics and hardware design
- Understand levels of maintenance for signs
- Determine sign and messaging sizing requirements.
- Analyze illumination requirements.
- Develop specifications for signage materials, fabrication, or installation techniques
- Material/Color/Finish samples to be reviewed
- Conduct field-testing, mock-up or prototype reviews
- Provide budgetary cost estimates per typical sign type
- Confirm signage is complying with all applicable Federal, State and local codes, rules and regulations.
- Ensure signage meets ADA guidelines where applicable.

4. WAYFINDING SIGNAGE PLAN

The Wayfinding Signage Plan merges all components of the signage and wayfinding program that have been documented and approved into a formal manual or guide document. The document may include, but is not limited to:

Introduction

- Executive Summary
- Guiding Principles / Design Philosophy

Graphic Standards

- City Brand / Identity
- Typography
- Symbols and Arrows
- Sign Colors and Materials
- Messaging Guidelines (Nomenclature / Hierarchy)

Design Guidelines

- Gateway Feature
- Vehicular Signage
- Pedestrian Signage
- Parking Signage

Strategies

- Wayfinding Strategies
- Sign Location Plans / Sign Count



PROJECT MANAGEMENT

Tangram aims to always keep interaction with our clients proactive, responsive, timely, comprehensive, and accountable at all times. By providing quality project management, establishing a practical project schedule, and using a consensus decision-making approach we ensure the client and project stakeholders take ownership in the design process and ultimately the final solutions. It also ensures that the project stays on track, on schedule, and on budget.

Project Management

In working with the City of Monroe, we will utilize our project management principles to create and manage a positive working relationship between all involved. Typical processes of our project management include:

- Develop detailed project plans that are continually updated and used to manage and guide the day-to-day activities.
- Identify and define detailed project tasks, their duration, and dependencies
- Accurately judge skills required to perform each task, and the assignment of specific resources
- Establish checkpoints to assess changes in scope preceding or succeeding milestones that have a significant bearing on scope going forward
- Establish and exercise quality assurance checkpoints throughout the life of the project.
- Develop formal communication channels for team members and management.
- Manage project issue resolution and coordinate all stakeholders to bring issues to resolution or develop measures for mitigation of issues
- Communicate and coordinate project activities with all client and project stakeholders
- Provide periodic status reporting to client and project stakeholders

Project Schedule

Tangram coordinates with the client to clearly define an agreed upon scope of work that includes estimated work hours, and a corresponding budget for that scope. This will assist in developing a work plan that serves as a point of reference throughout the progress of the project. Milestone dates will be established in the work plan and usually occur at the end of each project task for the client and consultant

to review work in-progress. Only after all issues have been resolved and the work product is satisfactory to the client will Tangram proceed to the next project phase.

Schedule discipline is achieved by developing a comprehensive and realistic schedule at the beginning of the project. This schedule must reflect the input of all stakeholders and other critical third parties. The overall project schedule will contain detailed activities for all planning and design phase events.

The schedule must be rigorously adhered to or updated realistically if project conditions or client requirements change in the course of the project. There must be sufficient time between review meetings and submittals to incorporate client and design team member comments into the documents before the next meeting or submittal.

Consensus Decision-making Approach

The most successful projects are the result of an active working relationship between the client, project stakeholders and our design team. As project efforts are often derailed at the onset or at the conclusion of a project due to a lack of an accord amongst constituents, we will utilize a consensus decision-making approach that builds trust and creates ownership and commitment. It is an inclusive process that engages all participants so that decisions are made in the best interest of the whole.

This type of interaction with the client and project stakeholders allows for input from every participant to be carefully considered and helps to address all legitimate concerns, it also provides:

- Buy-in from all members about the purpose or goal of the project
- Empowers a group to link their thoughts together so that people can formulate a common idea
- Creates understanding through discussion that bridges differences

Tangram also makes every effort to make sure the city's community has the opportunity to lend their voice and opinion to the project through community workshops, public presentations, or surveys as required or necessary for the project's success.



PROJECT BUDGET

The below chart provides work hours, hourly rates, and total cost per each task. Hourly rates are based on an average sum of the principle and staff hourly rates combined.

Services	Work Hours	Hourly Rate	Total Cost
Task 1: Information Gathering			
Project Kick-off / Organization Meeting	4	\$95	\$380
Existing Conditions - Site Survey	40	\$95	\$3,800
Community Character Workshop	10	\$95	\$950
Total Cost for Phase 1			\$5,130
Task 2: Wayfinding Programming			
Analysis / Programming	50	\$70	\$3,500
Total Cost for Phase 2			\$3,500
Task 3: Signage Design			
Schematic / Concept Design	80	\$80	\$6,400
Design Development	80	\$80	\$6,400
Total Cost for Phase 3			\$12,800
Task 4: Wayfinding Signage Plan			
Wayfinding Signage Plan Document	50	\$70	\$3,500
Total Cost for Phase 4			\$3,500
Sub-total of all Phases			\$24,930
Reimbursable Expenses			
Gas / Mileage	–	\$10 / trip	\$50*
Deliverables: Printing / Mailing	–	\$20 / hour	\$1,500*
Total for Reimbursable Expenses			\$1,550
TOTAL COST OF PROJECT / SERVICES			\$26,480

* Cost may be less than indicated, but price is not-to-exceed amount shown throughout the duration of the project.

ALLOCATION OF RESOURCES

The below chart illustrates our allocation of key personnel that will be involved in each of the tasks.

Task 1	Task 2	Task 3	Task 4
George Lim Angela Serravo	George Lim Angela Serravo Salvatore Buccellato	George Lim Angela Serravo John Gaccione Salvatore Buccellato	George Lim Angela Serravo Salvatore Buccellato



PROJECT EXPERIENCE

Tangram and its staff have worked on a variety of projects in which we were charged with creating signage design and wayfinding services for a variety of clientele. The following is a list of some of the projects we have completed.

Municipality

- City of New Braunfels Signage and Wayfinding Program, New Braunfels, TX
- City of Sherwood Signage and Wayfinding Program, Sherwood, OR
- City of San Antonio Parking/Trailblazing Wayfinding Plan, San Antonio, TX
- City of Minneapolis Pedestrian Wayfinding Plan to and from Target Field, Minneapolis, MN
- Legacy Parkway Vehicular and Pedestrian Trail Signage and Wayfinding System, Salt Lake City, UT

College/University

- University of Denver Signage and Wayfinding Program, Denver CO
- Eastern Washington University Signage and Wayfinding Program, Cheney, WA
- Central Washington University Exterior Signage and Wayfinding Plan, Ellensburg, WA
- College of Southern Nevada, Exterior and Interior Signage and Wayfinding Master Plan, Las Vegas, NV

Transit

- Metropolitan Transportation Commission Regional Hub Signage Program, Oakland, CA
- Transbay Temporary Terminal Signage and Wayfinding Program, San Francisco, CA
- La Plaza at Brownsville Multimodal Terminal Exterior / Interior Signage and Wayfinding System, Brownsville, TX

Retail

- Towson Town Center Exterior / Interior Signage and Wayfinding Program, Towson, MD
- Township 9 Signage and Wayfinding Master Plan, Sacramento, CA
- Moorestown Mall Exterior Wayfinding Program, Moorestown, NJ
- Tanger Outlet Mall Exterior Wayfinding Program, Myrtle Beach, SC

Interpretive Signage Projects

- Needle Mountain Rest Area - Route 66, Kingman, AZ
- Tacoma Chinese Reconciliation Park, Tacoma, WA
- Juanita Creek Restoration Project, Bellingham, WA
- Lake Whatcom Watershed-friendly Garden, Bellingham, WA
- Taylor Avenue Dock, Bellingham, WA

Airport

- Norman Y. Mineta San José International Airport, Signage and Wayfinding Master Plan, San José, CA
- Phoenix Sky Harbor International Airport, Signage and Wayfinding Master Plan, Phoenix, AZ
- Dallas/Fort Worth International Airport, Terminal A Renovation: Signage and Wayfinding Program, DFW Airport, TX
- Denver International Airport, Food Court Renovation and Interior Signage, Denver, CO
- Colorado Springs Airport, Roadway Signage and Wayfinding Program, Colorado Springs, CO

Tangram's extensive work and experience in signage and wayfinding systems demonstrates the knowledge, qualifications, and ability we have to create a successful program for the City of Monroe. Our work on previous projects of similar size and scope has provided our team members with the understanding of how to incorporate a comprehensive sign system into complex environments like a city setting.

The following pages will illustrate specific examples of projects Tangram has worked on that are of a similar scope or dimension to that of the City of Monroe. Each of these projects shall demonstrate Tangram's ability to assess our clients needs and desires and apply our creative skills to synthesize successful design solutions.



CENTRAL WASHINGTON UNIVERSITY

Ellensburg, Washington

Reference: Bill Yarwood, Facilities Management Dept.
Central Washington University
400 East University Way, Ellensburg, WA 98926
yarwoodb@cwu.edu, (509) 963-1120

Central Washington University (CWU) aspires to serve as an intellectual resource to assist central Washington, the state, and the region in solving human and environmental problems. With such responsibility toward the community and the environment, CWU is taking progressive measures toward creating a more green and sustainable campus. As such, when CWU required a new signage and wayfinding system to direct students and visitors through the campus and to destinations within the City of Ellensburg, the overall design philosophy for the program focused on using green, sustainable, recycled, and low-impact materials and resources.

Embracing nature not just materialistically but also aesthetically, our team members used elements of asymmetry, rock forms, and organic and natural shapes as a model for the signage design components. The integration of the signage system and the natural environment provides an exterior wayfinding and signage program that not only improves pedestrian and vehicular traffic circulation, but also amplifies the natural beauty of the campus and serves as a source of pride for CWU and the City of Ellensburg.



CITY OF SAN ANTONIO

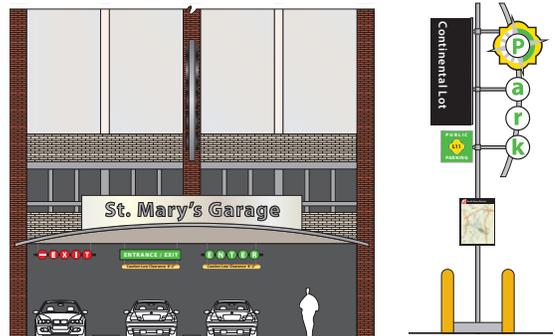
San Antonio, Texas

Reference: Kelly Rafferty, Assistant Director
City of San Antonio Downtown Operation Department
400 N. St. Mary's, #100, San Antonio, Texas 78205
(210) 207-6003

Mike McAnelly, Project Manager for City of San Antonio Parking Program, (214) 850-904

With several parking lots and multi level garages, the Department of Downtown Operations Parking Division for the City of San Antonio, Texas, found it essential that their parking facilities be better identified and easier to find and utilize. They required a Downtown Trailblazing Parking Master Plan be created that would define general issues, signage design guidelines, and wayfinding criteria for their facilities. This effort would not only increase their revenue but also aid in the efficiency of their operations, maintenance and enforcement of the parking lots and garages.

The City of San Antonio worked with our team members to create the Downtown Trailblazing Parking Master Plan and corresponding design intent implementation drawings for the signage. The City required that any new signage designs or standards that develop in this process stem from the currently established signage design and brand. Working within these parameters, our design team modified and enhanced the visual aesthetic of the signage design, created new signage elements that worked with the system, improved its constructability and cost-effectiveness, and ensured compatibility for implementation in retrofitting existing parking facilities and future signage projects.





COLLEGE OF SOUTHERN NEVADA

North Las Vegas, Nevada

Reference: Sherri Payne, Associate VP, Facilities Management, College of Southern Nevada
3200 E. Cheyenne Avenue, North Las Vegas, NV 89030
sherri.payne@csn.edu, (702) 651-2663

The College of Southern Nevada (CSN) is the largest and most ethnically diverse higher education institution in Nevada, aiming to create opportunities for their students through access to quality teaching, services, and experiences that enrich their diverse community. With three main campuses in Las Vegas (Charleston), North Las Vegas (Cheyenne) and Henderson, CSN wanted to connect and enhance the different locations through a signage and wayfinding program that would consistently uphold the CSN brand. For this effort, CSN utilized our team members to develop a campus-wide Signage and Wayfinding Master Plan which included an exterior, interior and donor recognition signage program.

Developing all the graphic, signage and wayfinding standards for the Master Plan, our team members created standards and guidelines that addressed the most prevalent situations to be encountered on the campuses both in retrofitting the existing buildings and in new construction. In addition to the Master Plan, our design team also provided construction administration services for CSN's initial implementation of the signage program at the Ralph and Betty Engelstad School of Health Sciences building, located on the Charleston Campus as well as for installation of their exterior directory signs on the Cheyenne campus.



EASTERN WASHINGTON UNIVERSITY

Cheney, Washington

Reference: Tomson Spink, Facilities and Planning Services, Eastern Washington University
101 Rozell, Cheney, WA 99004
tspink@ewu.edu, (509) 359-6746

Eastern Washington University (EWU) is a regional, comprehensive public university that strives to be an institution of opportunity and a driving force for culture, economy and vitality of the Inland Northwest region. As an integrated academic environment that fosters connections among disciplines, between faculty and students, with the campus and community, EWU required a signage system that would enhance the identity of the university by providing viable solutions that create connectivity, safety, and ultimately provide a unified and cohesive sign system that is welcoming and usable for all.

Our team members were responsible for the design of EWU's campus gateways, identification monuments and wayfinding signs at the perimeter of the university and within the surrounding community. Combining traditional stone elements with modern materials, the gateway monuments reflect the university's desire to honor their past and their traditions and to also illustrate their embrace of change and the future. This system was sustainably designed with solar powered lighting and local material resources. The materials selected will allow for low-cost maintenance, longevity, and durability for many years to come.





TANGRAM DESIGN TEAM MEMBERS

Tangram has an outstanding team of highly regarded individuals who have extensive experience in wayfinding and signage projects. We have built our careers and achieved success for our clients by delivering highly effective and efficient signage systems that carefully balance available resources and operational goals. Our combined knowledge and experience makes the Tangram team highly qualified to perform all tasks associated with the scope of work. Demonstrated below is the type of knowledge and expertise each of our key team members shall bring to the project.

George Lim

Principal / Creative Director / Project Manager

George Lim will have prime responsibility and final authority for all work produced by Tangram. He will successfully manage and direct the overall creative process, deliver quality, maintain the project schedule, and provide the necessary leadership to ensure consensus and buy-in of the signage and wayfinding program at all levels.

As a passionate inspirational designer, active educator, and voice of the design community, George Lim is a Principal Partner and Creative Director at Tangram Design, an adjunct professor at the University of Colorado for the College of Architecture and Planning and serves as a Colorado Chapter Chair for the Society of Environmental Graphic Design.

With a master's degree from the Tyler School of Art in Philadelphia, a bachelor's degree from the University of Denver in Colorado, and over 20 years of professional experience, George has established himself as a national leader in the practice of environmental graphic design and as an authority in the design of branded environments for culturally sensitive, municipal and private projects. His experience includes designing and implementing branded wayfinding signage systems and programming for airports, universities, municipalities, parks, retail environments, transit stations and more.

George commits his desire to understand and his passion to teach to all his projects. He delivers unique creative guidance, inspiration and leadership to facilitate design solutions from conception to completion. He aims to

not only communicate the specific mission and values of each project but also create a positive and memorable experience which connects with people and engages their sensibilities.

With his broad range of knowledge and experience, George is equipped to direct, analyze, evaluate and create effective design solutions for any project. As an expert project facilitator, he brings commitment to ensuring all project expectations and requirements are met or exceeded. He efficiently manages the tasks, resources, costs, and responses necessary to meet the project's needs. Additionally, his engaging character and practicality in communication give him an advantage for building effective collaboration among team members and creating consensus among project stakeholders.

Angela Serravo

Principal / Lead Environmental Graphic Designer

Angela Serravo will be responsible for detailed research, project/site analysis, concise documentation, and will be the lead environmental graphic designer to aid the development of the signage, wayfinding programming, and the Wayfinding Sign Plan document.

Angela is a Principal Partner and the Lead Environmental Graphic Designer at Tangram Design. She serves as a Colorado Chapter Chair for the Society of Environmental Graphic Design, and with a genuine desire to make a difference in the world participates in a youth mentoring program. She has been working in the field of environmental graphic design for the past 10 years. She graduated from the Rocky Mountain College of Art and Design in Colorado with a bachelor's degree in graphic design and interactive / multi-media.

Angela approaches projects with a mind-set of creating highly conceptual, meaningful, and appropriate design solutions. She has an inquisitive, thoughtful and detail-oriented manner that have successfully allowed her to create, manage and maintain numerous environmental graphic design and print projects throughout her career.

Angela's expertise provides detailed research, project analysis, concise documentation, graphic design sensibilities and effective and conceptual design solutions



that communicate the mission and values of a project. Her experience includes designing and implementing branded wayfinding signage systems and programming for airports, universities, municipalities, retail environments and transit stations. She has also developed several extensive cultural, environmental and context sensitive interpretive and educational projects in which she was responsible for providing the research, story telling, graphic communication and design of the project. She has also authored and documented graphic and signage design standards and design guidelines for a variety of clientele.

John Gaccione

Technical Specifications Designer

John Gaccione will be responsible for technical and material specifications ensuring design solutions are constructible, maintainable and meet all codes and regulations as required. He will also assist in creating final design development drawings for the Wayfinding Signage Plan.

John has a bachelor's degree from the Parsons School of Design in New York and over 25 years of experience in environmental graphic design. John has demonstrated project management skills in large-scale projects from conceptual design to implementation. He has managed a range of wayfinding and signage programs for corporate, institutional, retail and civic projects. While a majority of his experience has been with environmental graphic design firms, he has broadened his knowledge of signage on several occasions by working in-house for sign fabricators. He is experienced in all phases of the design process from developing initial concepts to issuing the final punch list.

Adding quality and accuracy to the design team, John Gaccione's intuitive talent for developing methodical technical specifications ensures design solutions are constructible, reflect quality, safety, security, ease of maintenance, and reasonable operational costs. As a long time veteran in the field of environmental graphic design, John is also well known for being able to accurately understand, interpret and apply all necessary ADA and Federal, State and local law requirements to our projects.

Salvatore Buccellato

Environmental Graphic Designer

Salvatore Buccellato will be responsible for assisting in the development of the signage and wayfinding system. He will help prepare deliverable documents and drawings.

Salvatore has traveled from coast to coast gaining experience in New York City, San Francisco, and Washington DC. He has twelve years of experience designing for print and environmental graphics. He graduated from Rocky Mountain College of Art and Design in Colorado with a Bachelor's of Fine Art in graphic design.

Salvatore is a very passionate designer and conceptual thinker who looks at all the possibilities each project has to offer. He is observant and empathic by nature which have allowed him to provide many unique and memorable design solutions over the years. His organizational skills and keen eye for detail have allowed him to effectively manage his various projects.

Salvatore's broad skill set provides valuable experience with the research, analysis, design and implementation of any project. His experience includes research, story telling, graphic communication, design, and production of exhibits as well as design and programming for branded wayfinding, donor signage, and retail environment projects.