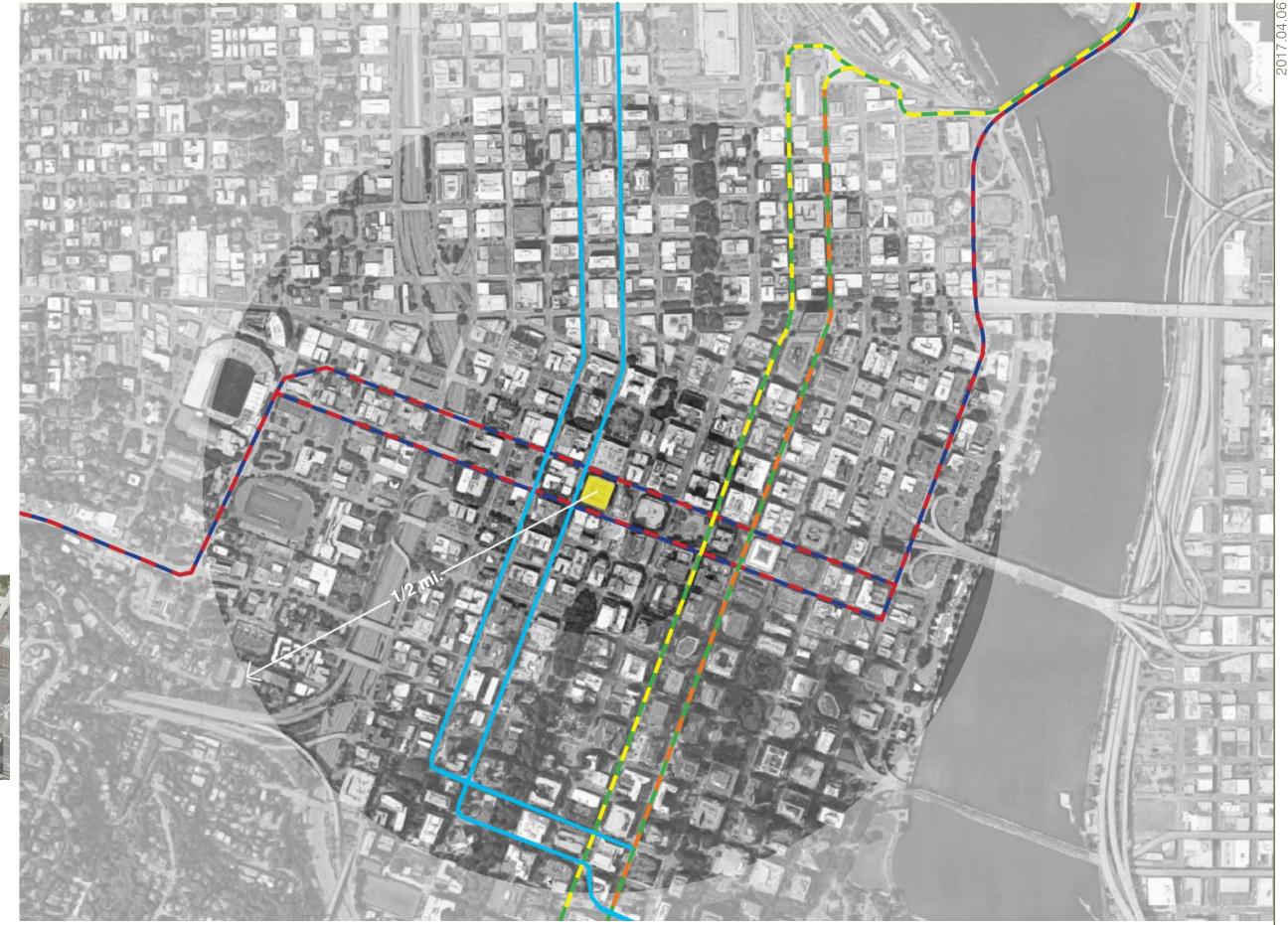
CITY OF PORTLAND I PORTLAND BUREAU OF TRANSPORTATION

10th + YAMHILL SMART PARK

LAND USE HEARING EA17-116921 DESIGN ADVICE REQUEST



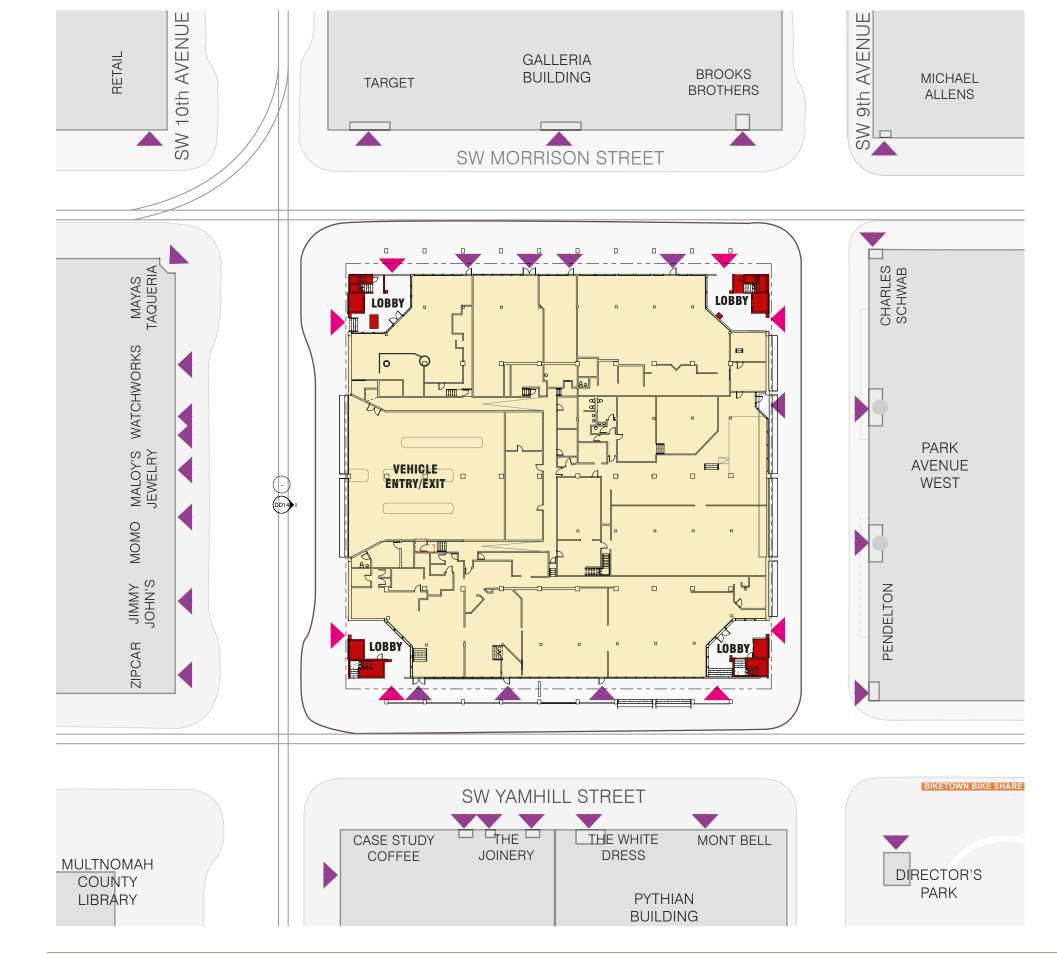
RELATIONSHIPS vicinity map







SITE existing pedestrian circulation



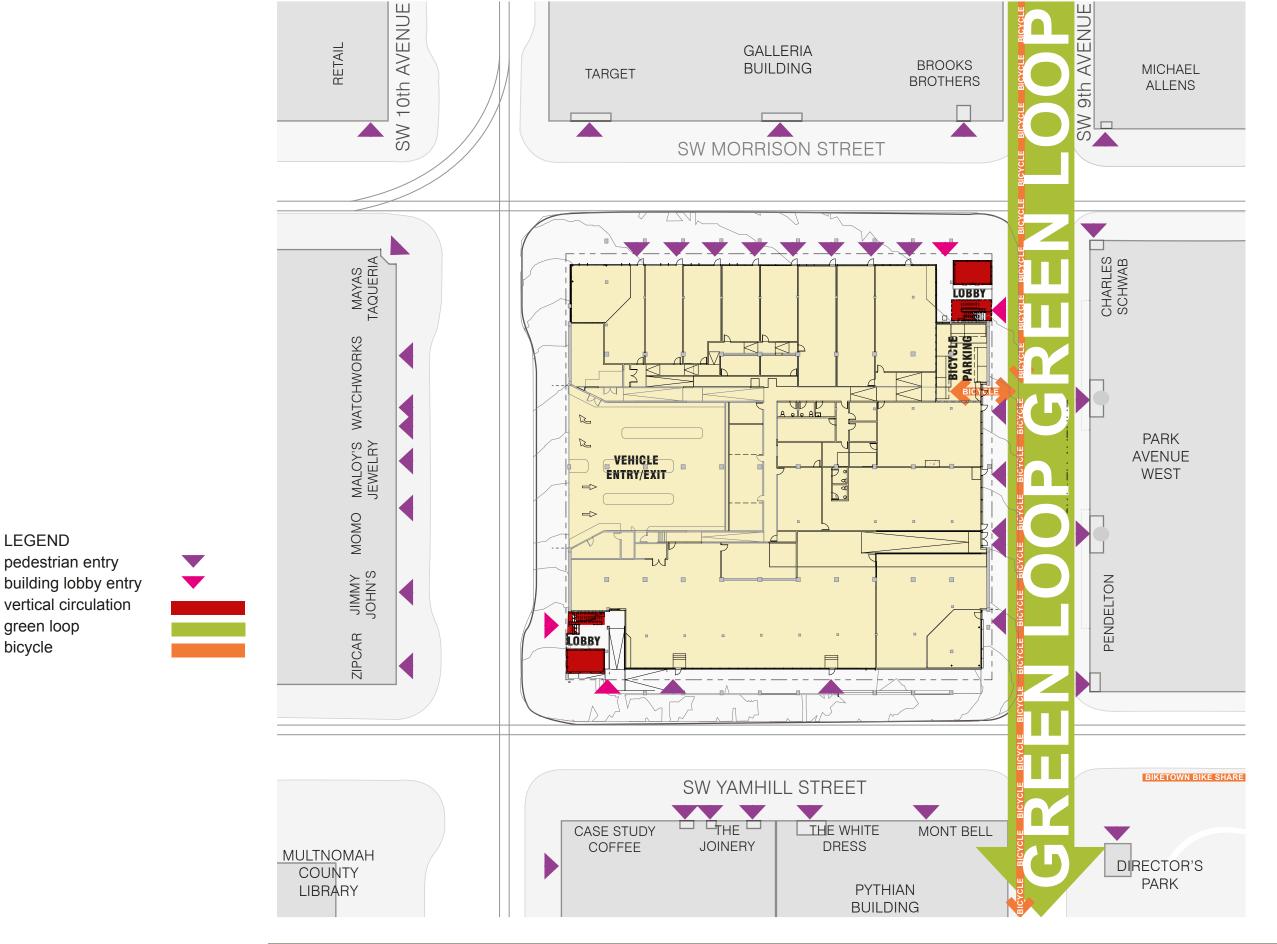
LEGEND pedestrian entry building lobby entry

 \checkmark

V



SITE pedestrian/bicycle circulation



LEGEND

green loop

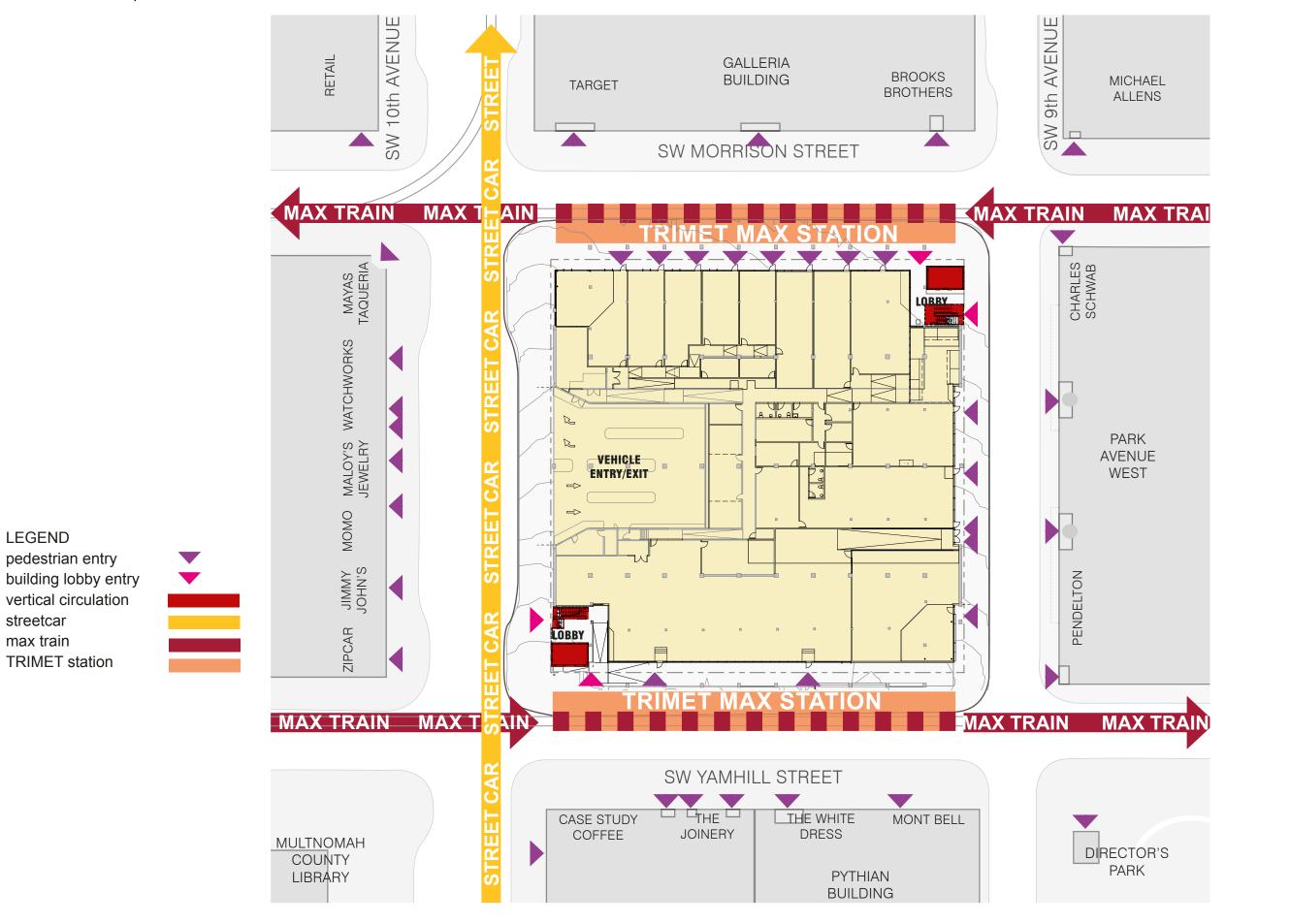
bicycle

pedestrian entry

vertical circulation



SITE MAX/streetcar circulation



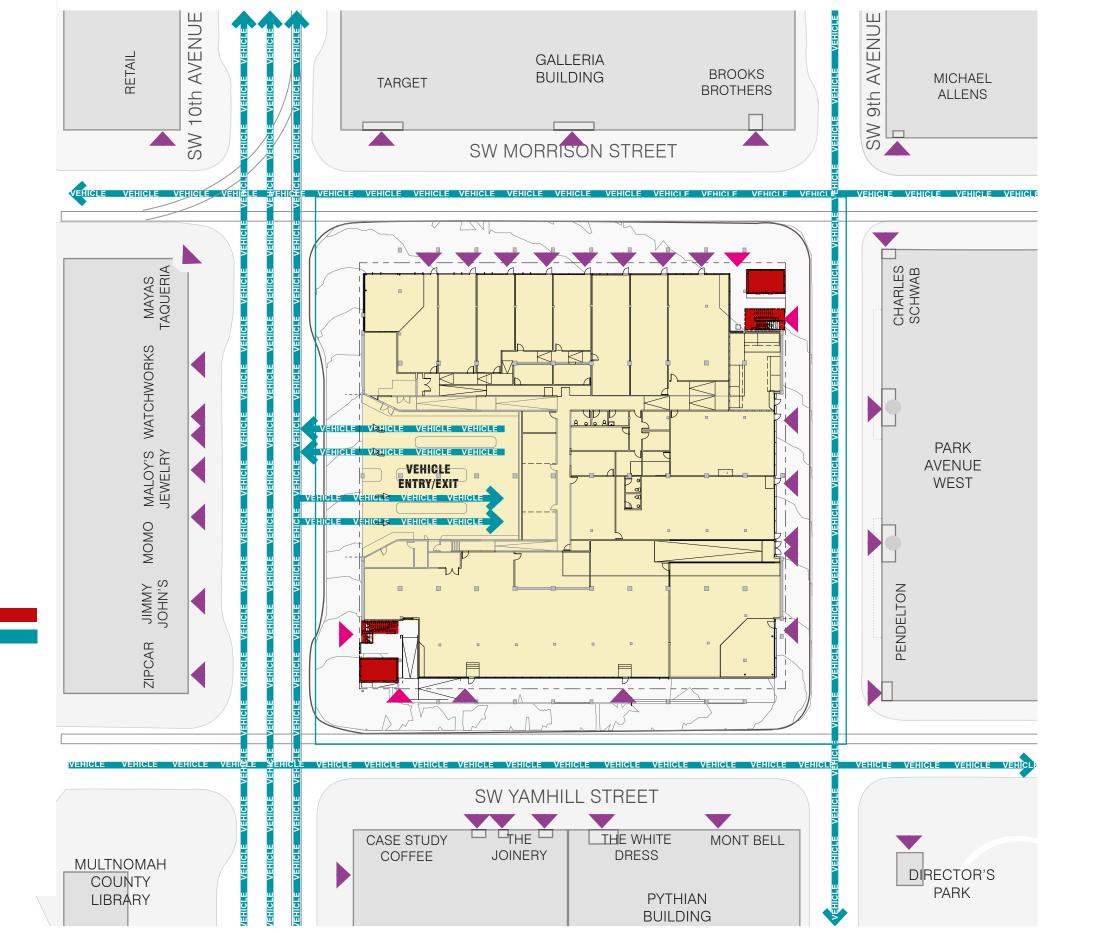
LEGEND

streetcar

max train



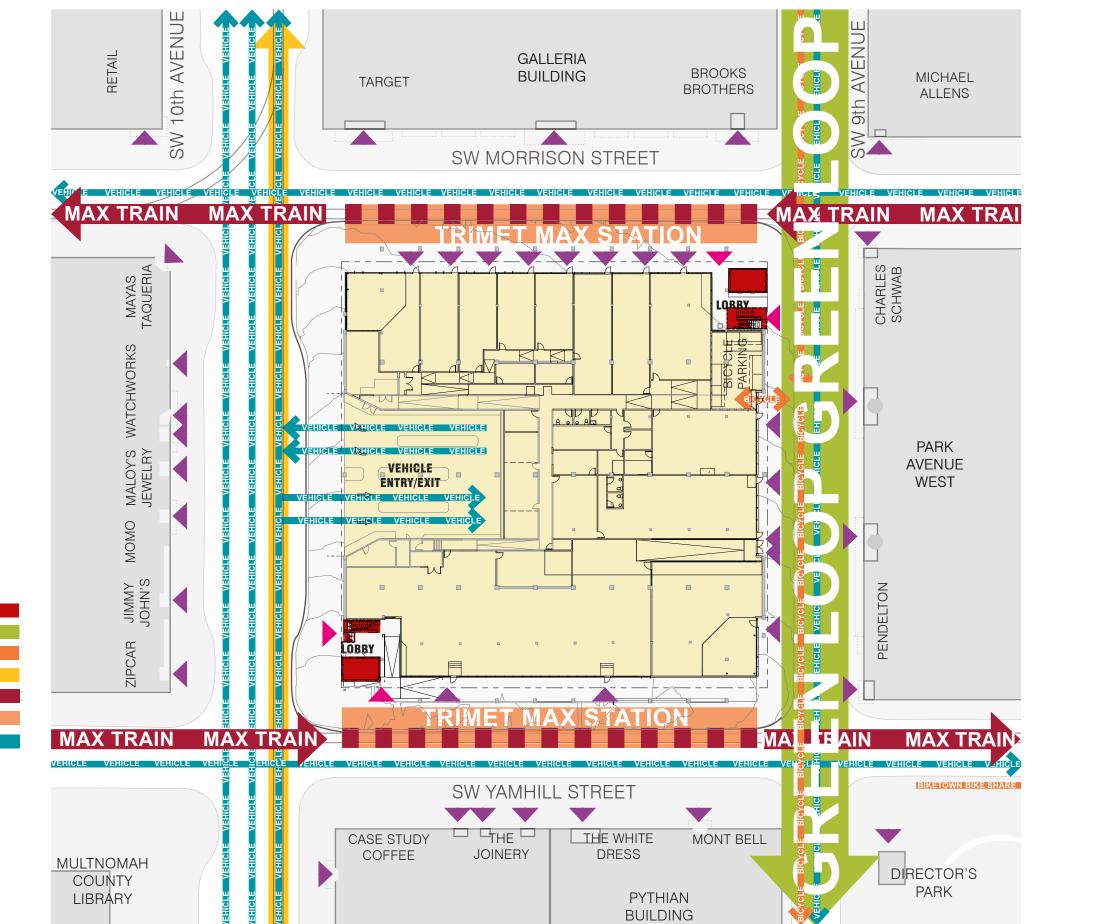
SITE vehicle circulation



LEGEND pedestrian entry building lobby entry vertical circulation vehicle



SITE all nodes of circulation

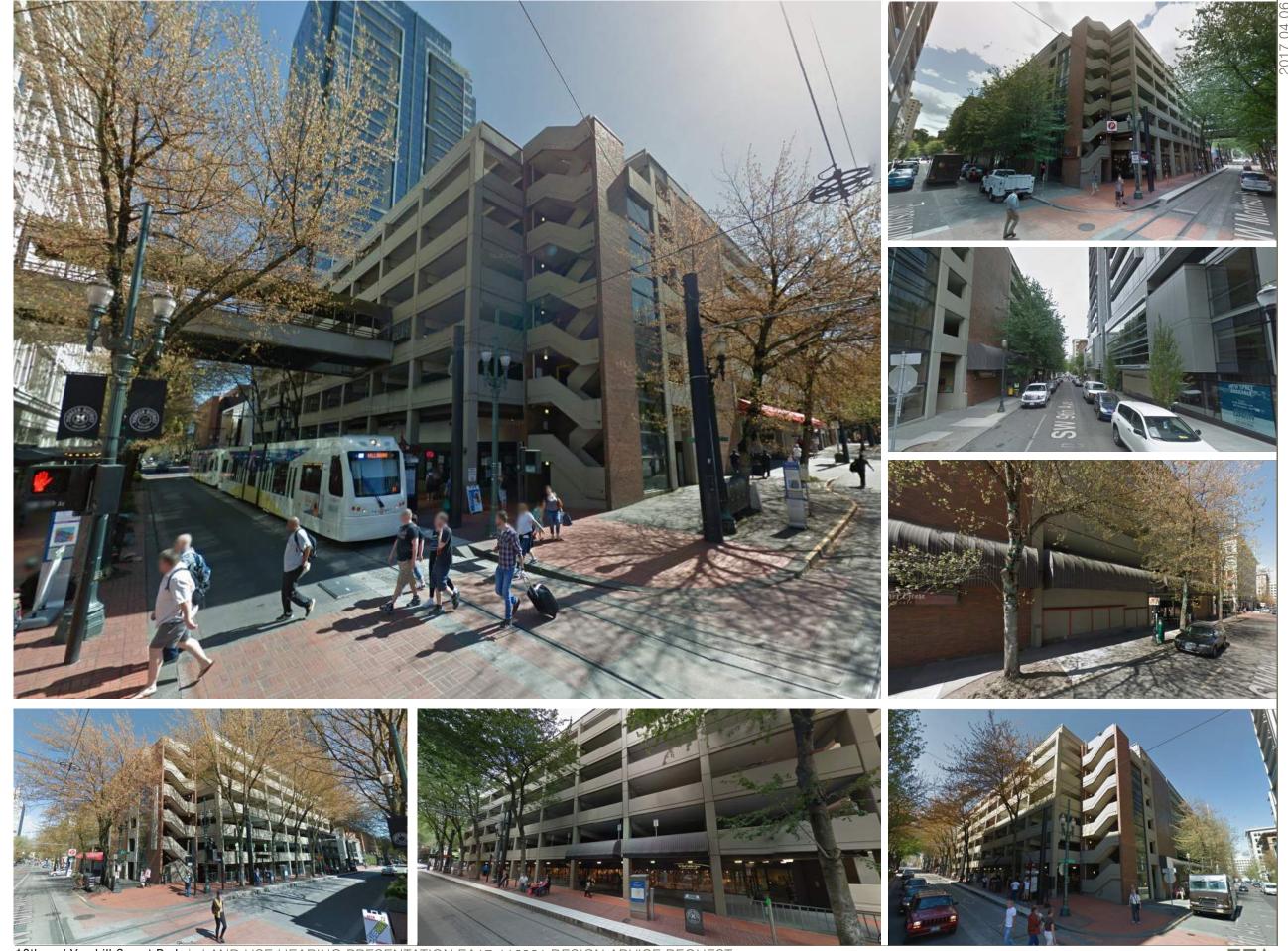


pedestrian entry building lobby entry vertical circulation green loop bicycle streetcar max train TRIMET station vehicle

LEGEND



RELATIONSHIPS our building



10th and Yamhill Smart Park | LAND USE HEARING PRESENTATION EA17-116921 DESIGN ADVICE REQUEST





KEY DESIGN DRIVERS

RELATIONSHIPS context of influence

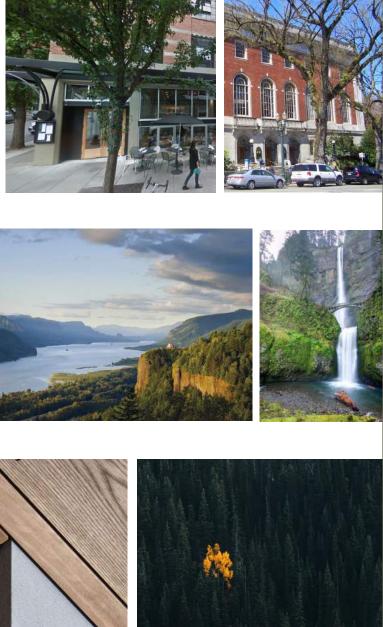


CHARACTER celebration of place











DESIGN concept

Building Character Conceptual Design

Three concept drivers used to create a place based solution:

> Relationships - the influence of context Character – celebration of place **Duality** – contrast of materials

These drivers help to establish a sense of place for this easily overlooked segment of the downtown fabric.

The **Relationships** driver responds to all the elements within the building's context that are influential to the environment around the site; the different modes of transportation crossing this location, old and new urban built forms, ecological considerations, retail mix of the neighborhood, as well as the codes and municipal regulations.

The **Character** driver incorporates an identity rooted in the cultural and environmental spirit found in Portland and more broadly in the Pacific Northwest.

The **Duality** driver speaks to the nature of the materials and the scope of work of the project; from the mass and solidity of the existing concrete structure to the insertion of new light and transparent elements making for a safer environment. Materials and systems planned for use in these scenarios include painting the body of the garage to create a backdrop to emphasize a heavy solid quality and for the new architectural components to accentuate a delicate quality, using light reflective colors in the butt-glazed storefront and veneer glazing system with metal panels.

From these three design drivers, one concept was selected. This concept known as the "gorge" relates the existing concrete structure to the sheer basalt cliffs of the Columbia Gorge taking advantage of the solidity of the existing structure and honoring it for what it is, rather than hiding its strength. The new elements relate to the waterfalls and rivers, illustrated by their transparency and the inherent motion of the commuters, visitors and shoppers. This is executed in the storefront and elevator tower glazing, thereby providing a safe and clear environment to those pedestrians that traverse up, down, in and around this this civic resource.

The representation of the basalt rock formations will be realized in a geometric abstract depiction painted onto the existing concrete structure. This effort will be supported as part of the Percent For Art program guided by the Regional Art and Culture Council (RACC). RACC is in the process of finalizing the committee members at this time. The water elements will also be enhanced with help from RACC to incorporate a LED light display bringing a more theatric quality to the elevator curtainwall and screen walls located above the new retail corners.

inspiration:

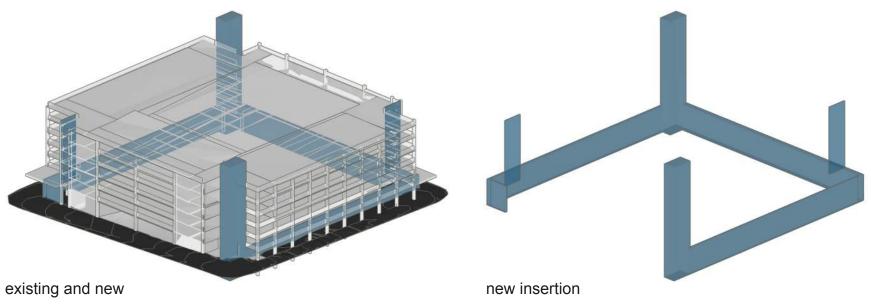




existing

precedent image

duality diagram:

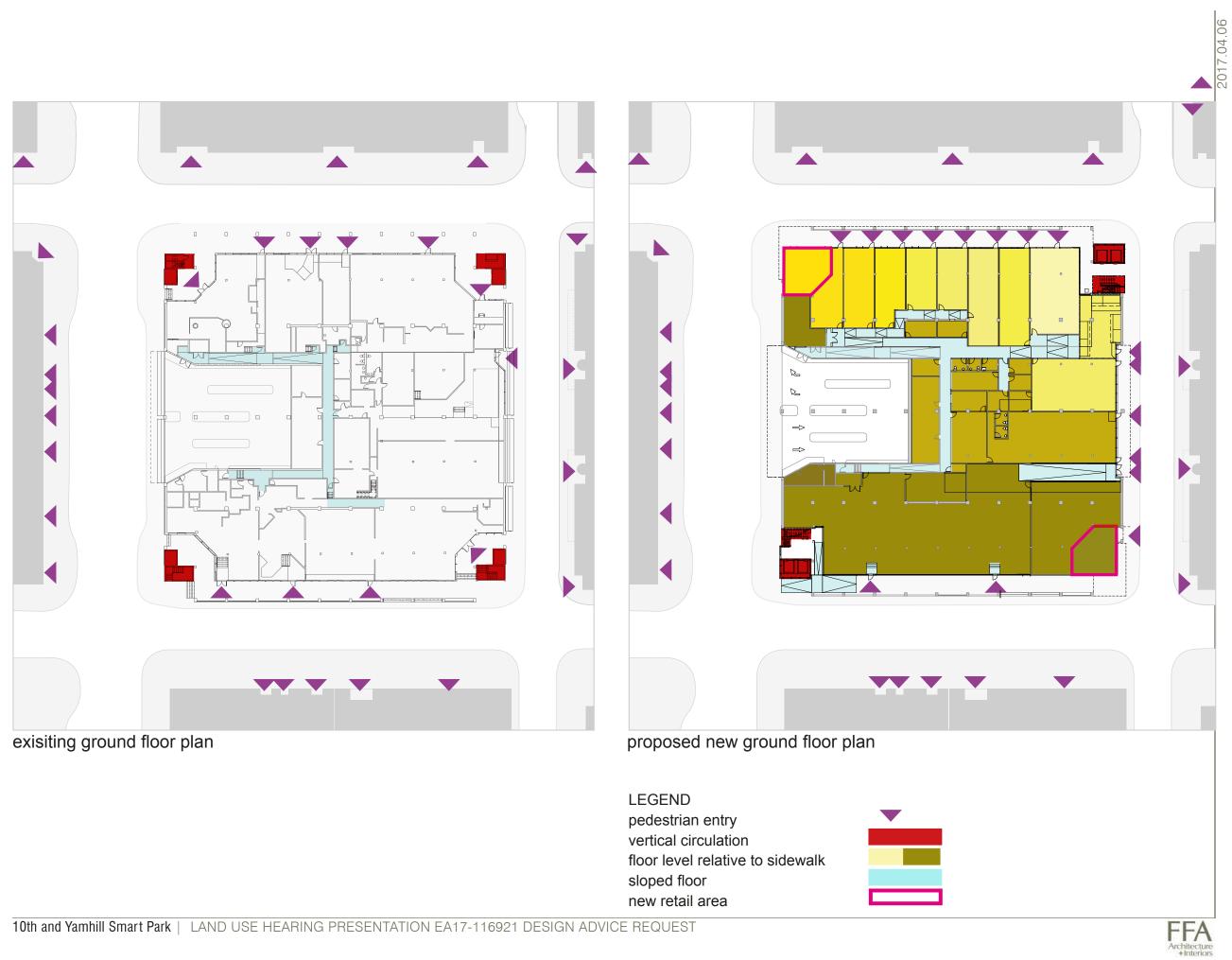


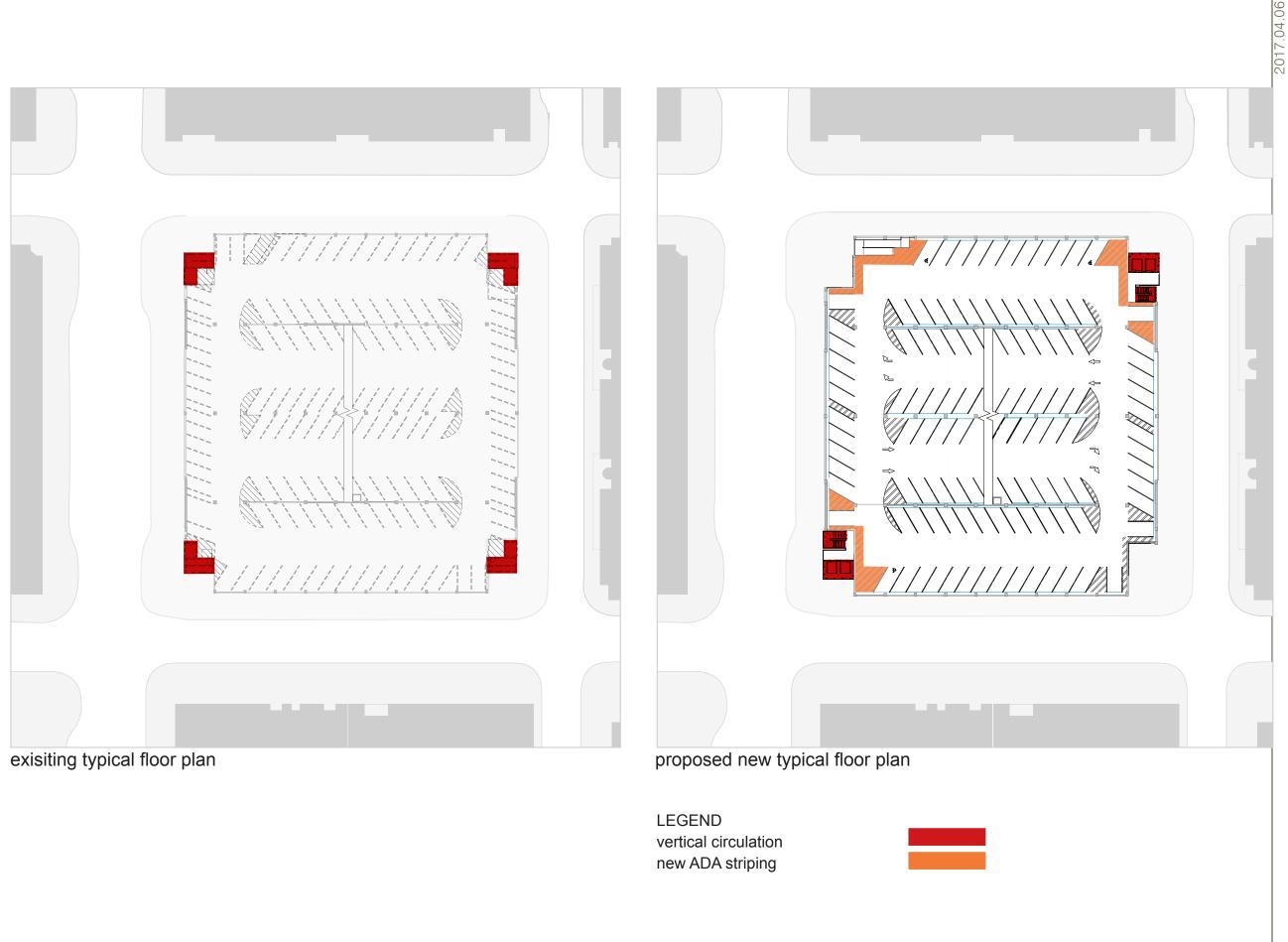
heavy - solidity of the existing concrete reminisent of basalt cliffs

light - openess of new glazing and screenwall reminisent of water fall and flowing river

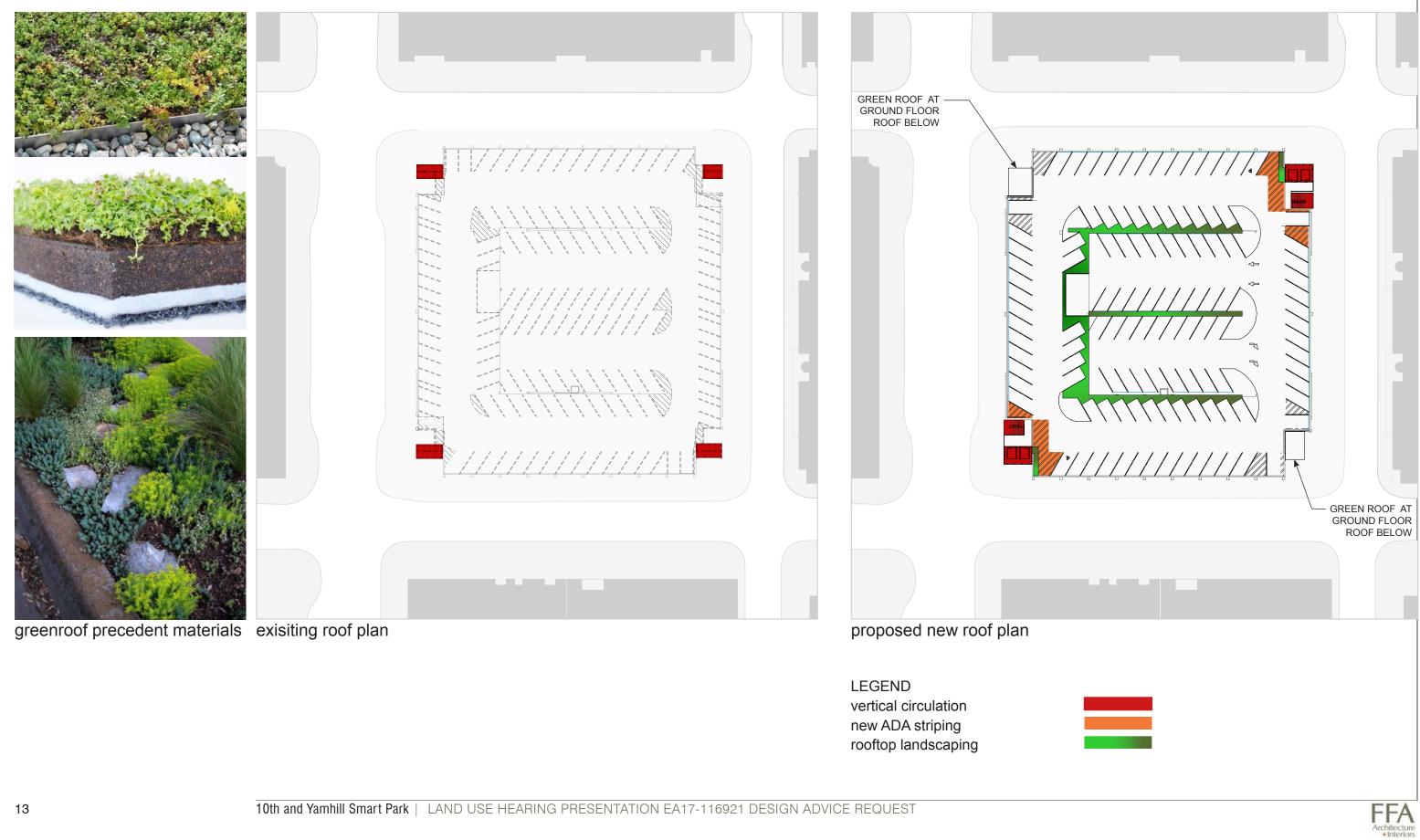
concept sketch







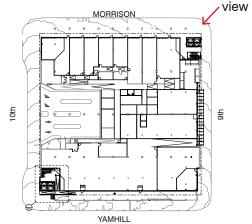




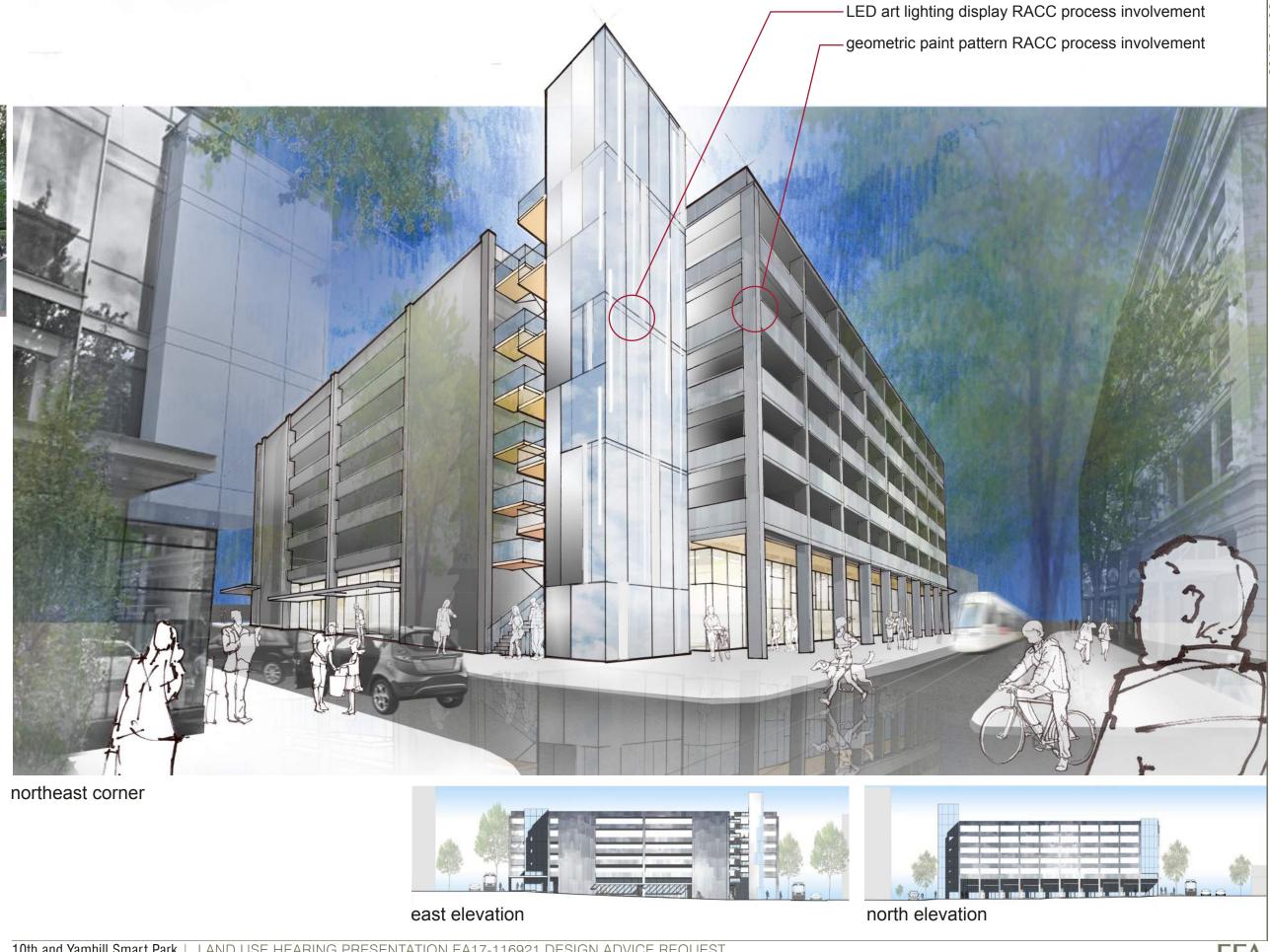
DESIGN perspectives



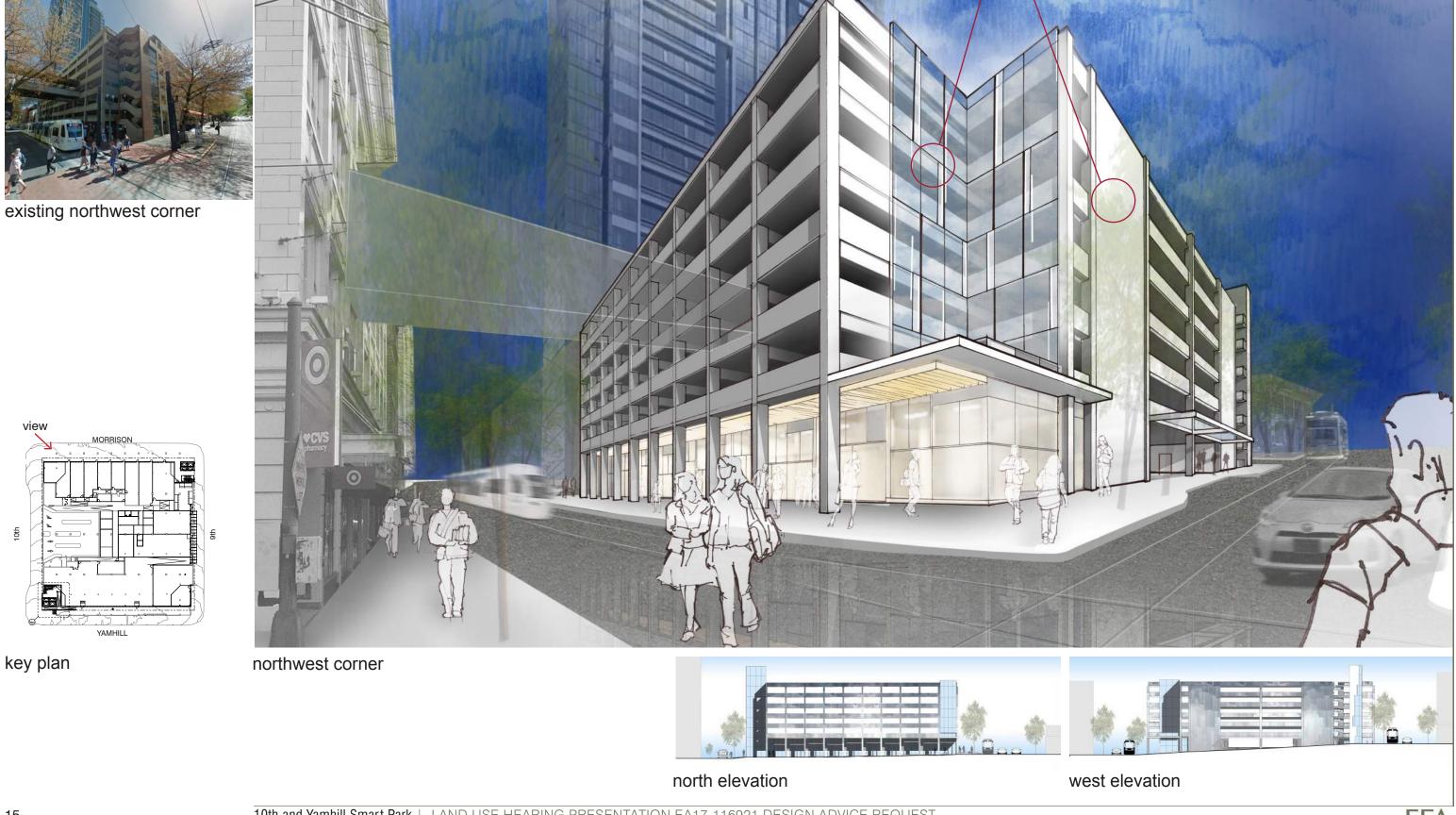
existing northeast corner



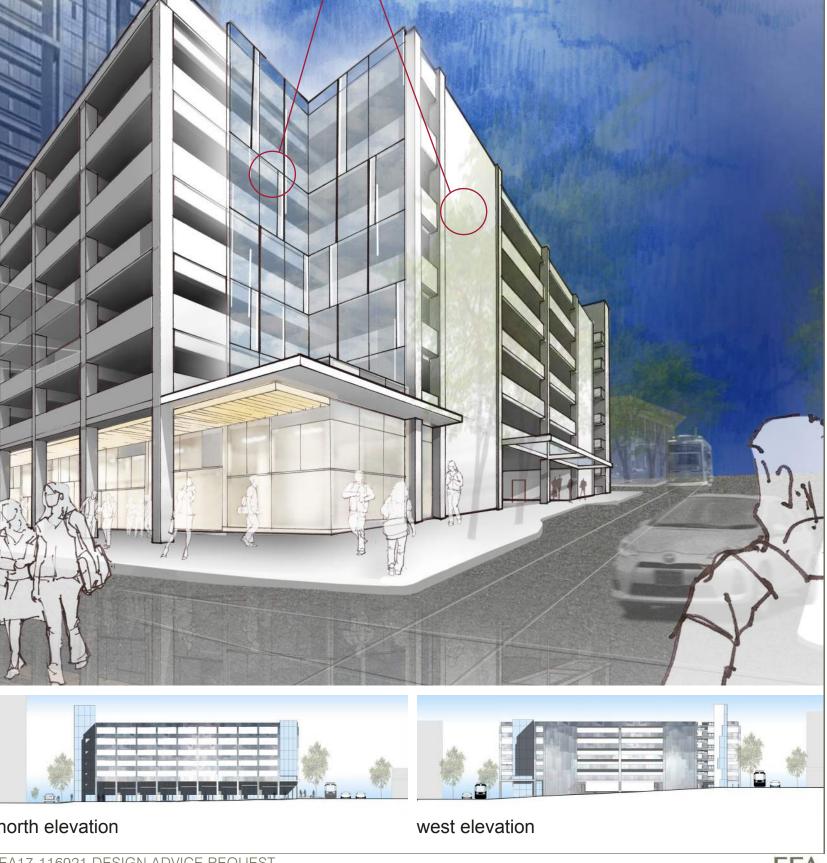












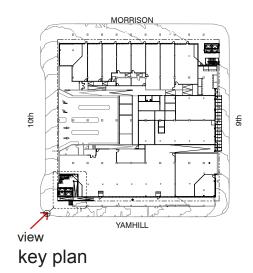
- LED art lighting display RACC process involvement -geometric paint pattern RACC process involvement

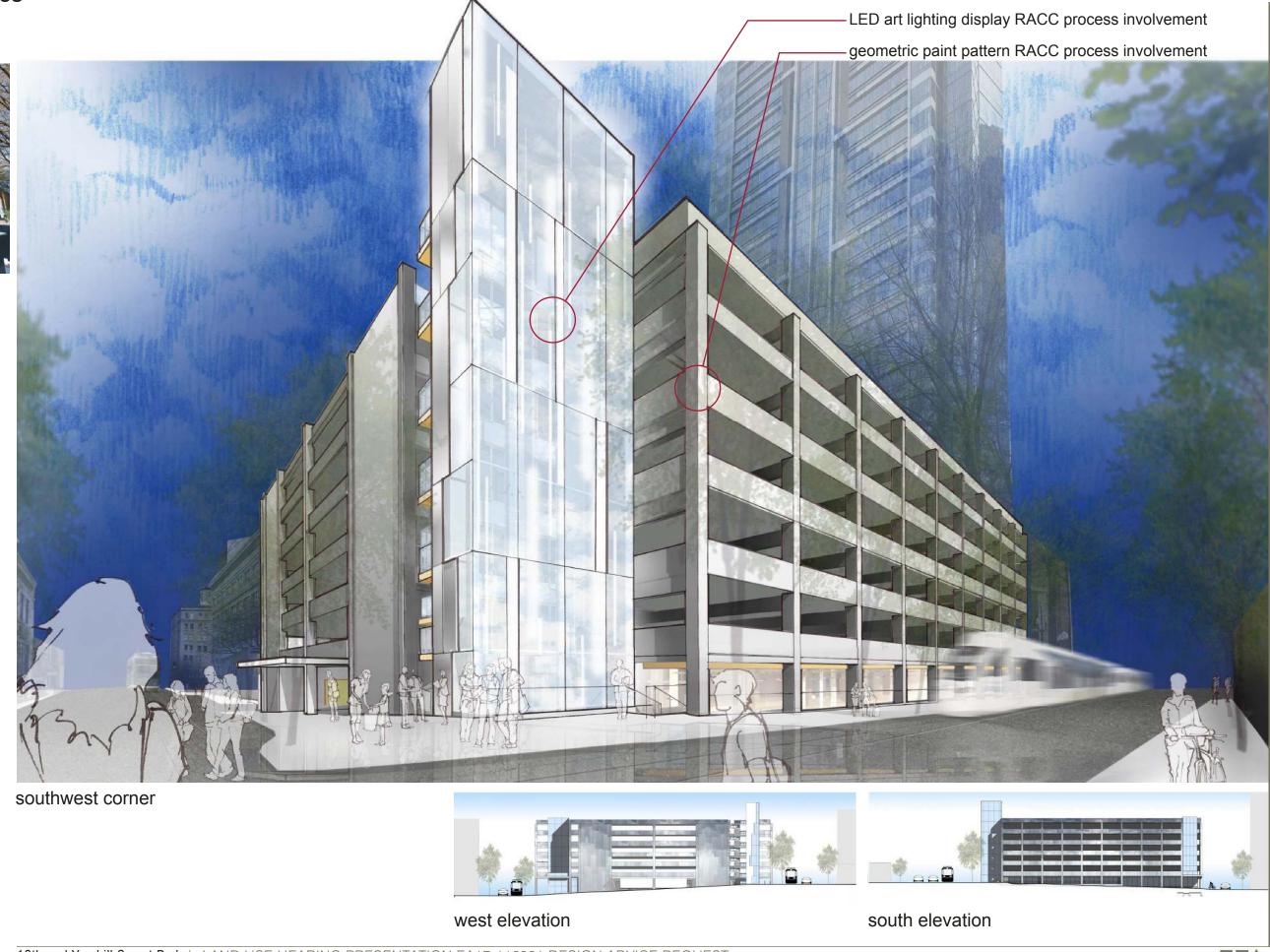


DESIGN perspectives



existing southwest corner







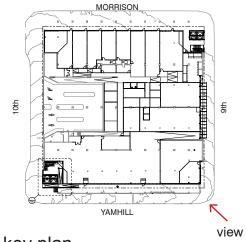
2017.04.06



DESIGN perspectives



existing southeast corner









south elevation

east elevation

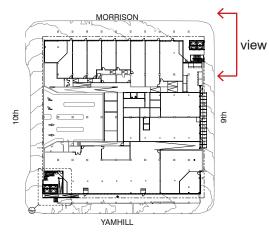
- LED art lighting display RACC process involvement - geometric paint pattern RACC process involvement



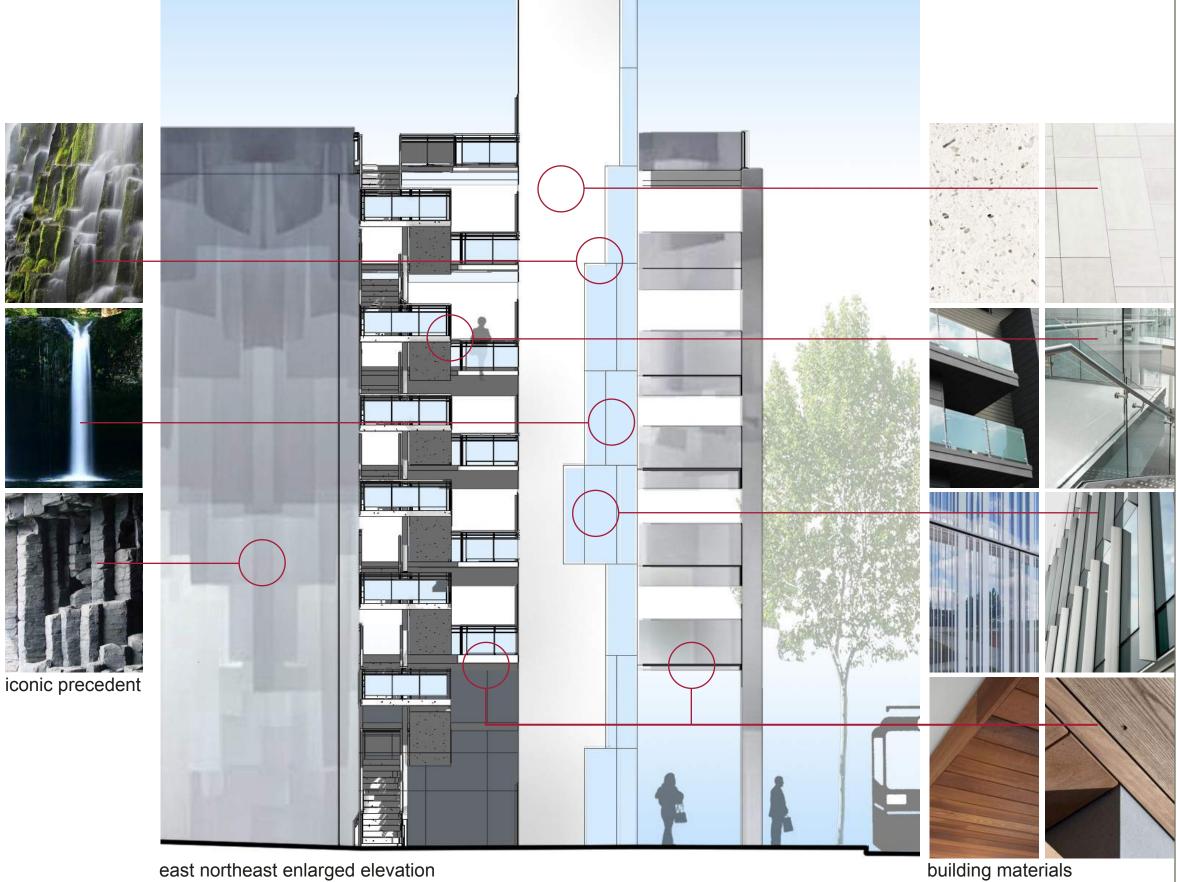
DESIGN East Elevation



existing northeast corner



key plan

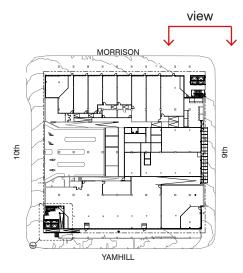




DESIGN North Elevation



existing northeast corner



key plan



north northeast enlarged elevation

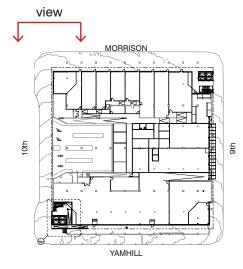
building materials



DESIGN North Elevation



existing northwest corner



key plan



north northwest enlarged elevation

building materials







YAMHILL



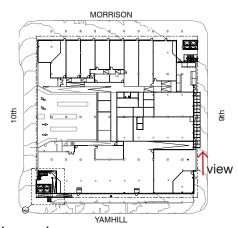
Proposed design for arcade along SW Yamhill Street. **DESIGN ELEMENTS**

- recessed lighting
- refurbished wood ceiling
- interior track lighting used to reflect warm light from wood ceiling in arcade
- merchant signage in line with direction of pedestrian
- floor to ceiling glazing for safety and greater merchandise visibility
- light metal mullion finish used at storefront glazing









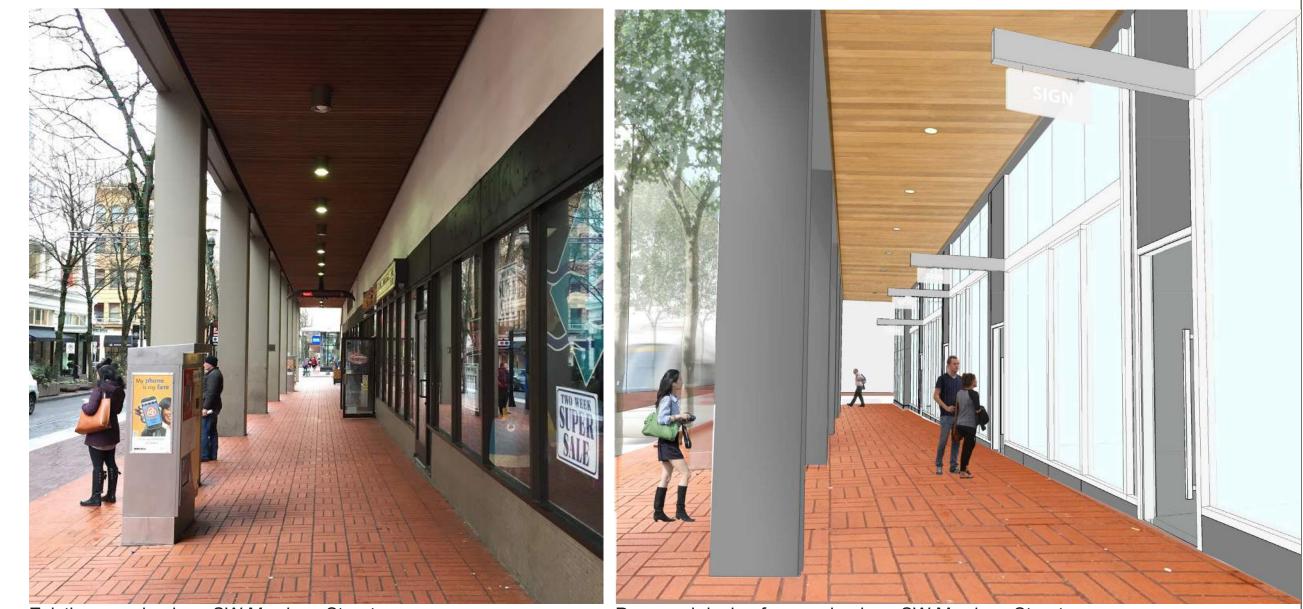


Existing facade along SW Ninth Avenue.

Proposed design for facade along SW Ninth Avenue. **DESIGN ELEMENTS**

- clear glass canopy to provide outdoor cover and daylighting
- recessed facade to promote and activate the Park Avenue Streetscape promenade
- interior track lighting used to create glow at the sidewalk
- merchant signage in line with direction of pedestrian
- floor to ceiling glazing for safety and greater merchandise visibility
- light metal mullion finish used at storefront glazing







MORRISON

YAMHILL

Existing arcade along SW Morrison Street.

Proposed design for arcade along SW Morrison Street. **DESIGN ELEMENTS**

- recessed lighting
- refurbished wood ceiling
- interior track lighting used to reflect warm light from wood ceiling in arcade
- merchant signage in line with direction of pedestrian - floor to ceiling glazing for safety and greater merchandise visibility - light metal mullion finish used at storefront glazing



May 16, 2017, v11

Review of a Portland contractor's plans to evict tenants.

Presentation at the Portland City Council Meeting, May 17, 2015

by Michael Jennings, *Futurepower* ®, Inc.

A Portland City contractor is, at present, planning a renovation that would force the eviction and closing of an extremely successful world-class block-long art gallery that sells the work of over 900 artists. The gallery is a major attraction in guidebooks sold in foreign countries, for example.

Forcing the art gallery to close would make Downtown Portland less attractive to shoppers.

- 1. **Here are some details of the plans for renovation** of the 10th and SW Yamhill SmartPark Parking Structure, where the gallery is located:
 - a. Every year for 9 years the city has threatened eviction of every tenant! Amazing!

Because of those threats, businesses didn't improve operations. That lowered the attractiveness of Downtown Portland.

- b. The Portland Department of Transportation, the owner of the parking structure, has lost perhaps \$2,000,000 in lease fees. Since eviction was planned in a few months, every year, there has been a lower month-to-month rental.
- c. Evicting businesses discourages investment.
- d. The 10th and Yamhill parking structure needs renovations, but they must be planned and supervised by skilled Portland City managers concerned only with the best interests of the city.
- e. An unsupervised contractor may plan far more work than necessary.
- 2. **FFA Architecture and Interiors is the contractor.** FFA is being paid 1.2 million dollars to do the planning. During months of research, I have seen no evidence that FFA has the necessary ability to design renovations.

- a. I have given you my 8-page review of one example of FFA's plans.
- b. FFA's plans put RACC, the Regional Arts and Culture Council, in charge. You can see 2 examples of management by RACC at the bottom of page 2 of the review I have given you.
- c. FFA's web site shows little evidence that the company has done more than make small changes to existing buildings. The web site shows poor choices, in my opinion. See ffadesign.com.
- d. FFA's plans would cause about 60 people to lose their jobs, and over 900 artists to lose a place to sell their work.

3. I'm hoping City Managers will:

- a. Find a knowledgeable manager for the renovation, someone who works for the city and has the best interests of the city at heart.
- b. Make all plans public.
- c. Find ways to do the renovation a little at a time, so that no tenant is evicted.

I can provide more information.

Michael Jennings

Futurepower ®, Inc. <u>futurepower.net</u> Michael Jennings <social.theory.research@gmail.com

File name of the review:

10th_Yamhill_Smart_Park_EA17-116921_DAR_FINAL__REVIEW_v010_2017-05-16.pdf

This presentation contains the best understanding and opinions

of the author. If you see errors or items that can be improved, please help by mentioning your ideas.

Version 11, 05/16/2017 Copyright 2015, 2016, and 2017 by Michael Jennings of **Futurepower** ®, Inc. To publish all or part of this article, ask for written permission. It is okay to give *exact* copies this article to anyone you know personally, and to anyone who works for the Portland City government. Copies must include these notices. Do not post on the internet.

Review of a Portland contractor's plans to evict tenants.

Presentation at the Portland City Council Meeting, May 17, 2015

by Michael Jennings, *Futurepower* ®, Inc.

The 2 review files are available for download. The files are available at this web page: http://futurepower.net/articles/dar.html

The files are not publicly available.

Review of this Portland City document:

10th and Yamhill Smart Park Land Use Hearing Presentation EA17-116921 Design Advice Request

by Michael Jennings, Futurepower ®, Inc.

Renovation of a parking structure: The proposed design of the renovation of the parking structure at SW 10th and Yamhill reviewed here requires evicting all the present tenants.

The <u>23-page Design Advice Request</u> was created by <u>FFA Architecture and Interiors</u> under a contract that cost the city **\$1,275,197.** The document contains *very little* information.. How can anyone give "design advice" when there is very little design?

The Design Advice Request was presented to a public meeting with architects on April 6, **2017.** All of the architects at the meeting were volunteers The volunteer architects may have a conflict of interest; FFA provides jobs.

Links: See the end of this article for file names and links.

Important information is missing: Eviction and forced closure.

The Design Advice Request document does not mention the fact that the plan for renovation requires evicting all the present tenants. Two of those tenants have been in the building for more than 30 years and are extremely successful: The world-famous, block-long contemporary arts gallery, <u>The Real Mother Goose</u>, and <u>Peterson's on Morrison</u> convenience store.

There is apparently no other block-long retail location available, so *The Real Mother Goose* would be forced to close. It is self-destructive for the Portland Bureau of Transportation, PBOT, to evict an extremely upscale tenant that would attract other upscale tenants.

60 people would lose their jobs. The companies that would be evicted employ about 60 people.

Skilled artists will lose a place to sell their work. The plan in this FFA document is that more than 900 artists will lose a place to sell their work, and artists associated with RACC, the <u>Regional Arts</u> and <u>Culture Council</u>, most of whom aren't skilled enough to sell their work, will have more control.

This is the 9th year that the PBOT has threatened eviction of the tenants in that parking structure! That constant abuse has lowered PBOT income.

Another example of missing information: There is no mention of needed seismic **upgrades.** The 10th and Yamhill parking structure needs to be <u>prepared for a large earthquake</u> in the <u>geologic subduction zone</u> about 80 miles away.

How will the building renovation be influenced by seismic upgrades? There is no information.

Background: There are, basically, two kinds of art.

There is art that demonstrates a shared sense of beauty. A large percentage of people will say, "I like it" about that kind of art.

<u>The Real Mother Goose</u> is famous world-wide partly because it carries only art that demonstrates a shared sense of beauty. These are 4 examples of the art that has been available at the gallery:



The planned renovation would force the eviction and closure of that gallery. Over 900 artists would lose a place to sell their work.

Then there is art liked by a much smaller percentage of people. Often that kind of art is just a personal hobby. Here are 2 examples of that kind of art:



This art, supported by RACC, cost Portland taxpayers \$700,000. Location: East entrance to the Hawthorne bridge.



This statue of a nude black woman is "<u>courtesy of RACC</u>". Location: SW 6 Avenue, between Alder and Morrison.

FFA mentions RACC a total of 11 times.

RACC, the Regional Arts and Culture Council, is mentioned on page 10 and pages 14 through 17 of the *Design Advice Request*. Advancing the interests of RACC seems to be a major intention.

This RACC project cost taxpayers \$700,000. Should the Portland City government force taxpayers to pay for projects like this?

The photo at the right shows an example of a project supervised by RACC. That \$700,000 project was paid using one of the city arts taxes, a 2% tax on publicly funded construction projects in Portland.

Voters are not allowed to help select the

projects. Voters are not helped to understand what they will get for their money. If voters knew that their money would go to projects like that, would they have voted for Portland's 2 kinds of arts taxes?

At a RACC public meeting, a speaker said that the Arts Tax of every resident of Portland was described as "mostly" for school arts programs, so people would think RACC would get maybe 5%, but RACC's portion is 49%.

Location: East of the Hawthorne Bridge going west, SE Madison St. and Grand Ave, Portland, Oregon.

One of the stories: Solving the mystery of the Hawthorne Bridge 'thingy'

Another RACC project: A statue of a nude black woman

Location: SW 6 Avenue, between Alder and Morrison. See the Google street view of 676 SW 6th Ave.

Art must be decided by voters.

Art, art cost, and art location each must be decided by citizens, in democratic voting. Instead, Portland taxpayers were forced to spend \$700,000 for a rusty structure. Does anyone think it's attractive?

Easily missed information: 2 of the 4 elevators would be removed.

Only those who look carefully at every detail of the drawings on page 11 of FFA's *Design Advice Request* document will realize that the design intends to eliminate 2 of the 4 elevators, requiring half of the people who park to walk farther in the inside traffic.

Comments about each page of the Design Advice Request

Pages 2 to 7, Maps: Page 2 shows a view from above. There is a circle of a 1.2 mile radius. (?)

On page 4, SW 9th Avenue is labeled "GREEN LOOP GREEN LOOP" on a map, as though there is something special about that street. There is nothing "green" or "loop" connected with that street.

There are normal trees. SW 9th is a narrow one-way one-lane street, with parking on both sides. See the Google map: <u>SW 9th Avenue, looking North along the parking structure</u>.

Page 8, photos: Photos of the 10th and Yamhill parking structure.

There are MAX streetcar transit stations on both the Yamhill and Morrison sides of the building. On the 10th Avenue side, there is another streetcar track. Normally, upscale tenants don't want to be near streetcars. Many low-income people take streetcars; they might shoplift or somehow discourage people with money.

The gallery does well at that location because it has been there more than 30 years and because it doesn't sell things shoplifters would prefer to steal.

Page 9, photos: Photos of buildings and land, a complex window, and wood grain.

Page 10, philosophy: "Relationships driver", "Character driver", and "Duality driver" are philosophical ideas not connected with the details of communicating actual building design.

This is the only page with much text, 6 paragraphs. RACC is mentioned 3 times.

Quote from page 10, paragraph number 6:

"The representation of the basalt rock formations will be realized in a geometric abstract depiction painted onto the existing concrete structure. This effort will be supported as part of the Percent For Art program guided by the Regional Arts and Culture Council (RACC). RACC is in the process of finalizing the committee members at this time."

The phrase "RACC is in the process of finalizing the committee members..." apparently indicates that FFA Architecture and Interiors, the organization that wrote this *Design Advice Request* being reviewed here, assumes that the project will go ahead exactly as planned. Apparently most of the plans are hidden, in a kind of pretend democracy.

Pages 11, 12, and 13, mostly parking locations: These pages mostly show the parking locations. There is very little additional information.

Page 11 shows that 2 of the 4 elevators will be removed! That means half of the people who park will need to walk farther through parking structure traffic to get to an elevator.

Page 13 shows a plan to put a garden on the roof. Few people go on the roof! Who will maintain the plants? What will be the cost of maintenance?

Pages 14, 15, 16, and 17, RACC involvement: Discuss RACC involvement, *Regional Arts and Culture Council.* All 4 pages say, "LED art lighting display RACC process involvement", and "geometric paint pattern RACC process involvement". There is no detail about what that means.

Pages 18, 19, 20, and 21, bling-bling and gew-gaws: Very little detail is shown about what look like expensive bling-bling and gew-gaw additions. Should the Portland City government spend \$14,000,000 (formerly said to be \$25,000,000) to make a parking structure look less like a parking structure?

Will bling-bling and gew-gaws attract upscale tenants? No. Upscale tenants don't want to be near the transit stops on 3 sides of the building.

On page 18 there is a caption, "iconic precedent", and photos of rock formations and a waterfall! That has *no logical connection* with anything that should be planned for the parking structure. Even the most extreme plans of the last 12 years were not that detached from reality.

Page 21 shows a perspective that hides the very limited artist's renderings of the intended design: The left side is a photo of the sidewalk next to the building along Yamhill Street. (The "key plan" says the view is along Morrison.)

The right side is reversed, and from a different perspective. That different perspective does not show the reality that the walkway on Yamhill is below the street.

Did the artist intend to hide the reality? Is the change in perspective due to sloppiness, incompetence, intentional fraud, or lack of respect for other people?

Pages 22 and 23, facades: There is very little detail about the "facade" ideas.

Conclusions

Portland needs far better supervision of contractors. I wrote an article about that: *Portland's inadequate supervision of contractors: Unnecessary eviction*. See the <u>articles section of the *Futurepower* web site</u>.

There is a need for renovation of the 10th and Yamhill parking structure. There is apparently no need to evict tenants. There is apparently no need to spend huge amounts of money.

Why have city managers allowed the plans to be so extensively concerned about being fancy-looking? There are many old brick buildings in that area. The new buildings in the area are strictly functional.

Portland City managers MUST have people who are qualified to manage building construction. I have seen no evidence that such people exist.

Contracts must be carefully designed, written, and supervised by a strongly capable manager in the Portland government. Otherwise, the city has created a huge conflict of interest. The contractor will very likely, at least in some ways, take advantage of the city's internal ignorance.

There seems to be no one in the Portland government who understands and supervises building renovation. There may be people who understand renovation but aren't focusing on supervision. There may be people who focus on supervision who don't really understand the big challenges of sensible, efficient renovation.

Maybe not a joke: Since it would be expensive to remove the rusted "art" structure at the east entrance to the Hawthorne bridge, put a sign on it that says:

Monument to insufficiently managed city government.

It would be very interesting if someone wrote a story about the background and sociology of how that structure came to be considered "art" that everyone is forced to see.

I would be glad to help.

I could provide information about other areas that need better management. I can provide top-level help as a volunteer.

Review of FFA Plans: 10th and Yamhill parking structure renovation

Links

Design Advice Request document reviewed in this article

Document name: 10th and Yamhill Smart Park LAND USE HEARING PRESENTATION EA17-116921 DESIGN ADVICE REQUEST

File name:

3-30-17 LU 17-116921 DA - DRAWINGS.PDF

Link: <u>http://efiles.portlandoregon.gov/Record/10782068/File/Document</u>

Another file name for the identical document:

10th+Yamhill Smart Park_EA17-116921 DAR_FINAL.pdf

This file gives the cost of the contract with FFA Architecture, \$1,275,197.

File name: City Auditor - City Recorder - Council Ordinance - 187951 FFA Architecture and Interiors, Inc. 10th and Yamhill SmartPark Garage renovation project architecture and design services contract ordinance.pdf

Link: http://efiles.portlandoregon.gov/Record/9739909/File/Document

FFA Architecture and Interiors contract

File name: 187951 FFA Architecture and Interiors, Inc. 10th and Yamhill SmartPark Garage renovation project architecture and design services exhibit.PDF

The document is not dated (!), but the 4th line says it was effective Aug. 15, 2016.

Link: http://efiles.portlandoregon.gov/Record/9739910/File/Document/

Review of FFA Plans: 10th and Yamhill parking structure renovation

Green Loop?

A mentioned above, on page 4 of the *Design Advice Request* SW 9th Avenue is labeled "GREEN LOOP GREEN LOOP" on a map, as though there is something special about that street. There is nothing "green" or "loop" connected with that street.

See the Google map of SW 9th Avenue, looking North along the parking structure.

Link to the Google map, for those with printed copies: https://www.google.com/maps/ @45.519141,-122.6814798,3a,75y,20.16h,77.08t/ data=!3m6!1e1!3m4!1sNjEXE-NalLvfVh3AEls3Xw!2e0!7i13312!8i6656!6m1!1e1

I prepared this additional file that shows the very limited text of this Design Advice Request: 10th_Yamhill_Smart_Park_EA17-116921_DAR_FINAL_CRITICISM_v008_2017-05-14_TEXT_ONLY.pdf

Author's statement

This article contains the best understanding and opinions of the author. If you see errors or items that can be improved, please help by mentioning your ideas.

Michael Jennings *Futurepower*®, Inc. <u>futurepower.net</u> Michael Jennings <social.theory.research@gmail.com>

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From: Sent: To: Subject: Michael Jennings <mjennings@futurepower.net> Monday, May 08, 2017 3:27 PM Moore-Love, Karla Re: Request to speak at a City Council meeting -- Yes, I'm available May 17th, 9:30 a.m.

Monday, May 8, 2017

Karla,

Yes, I'm available. Thanks!

Michael Jennings Futurepower ®

On 5/8/2017 2:16 PM, Moore-Love, Karla wrote:

Hello Michael,

We had a cancellation for next week. Are you able to speak at the Wednesday, May 17th, 9:30 a.m. meeting instead of June 28th?

Please let me know as soon as possible.

Regards, Karla Karla Moore-Love |Council Clerk Office of the City Auditor |City Hall Rm 130 503.823.4086

From: Moore-Love, Karla
Sent: Tuesday, May 02, 2017 5:09 PM
To: 'Michael Jennings' <s style="mailto:sigs: sigs: s

Hello Michael Jennings,

Thank you for your request to address the Portland City Council. You will be placed on the Wednesday, June 28, 2017 agenda. Communications are the first item on the official agenda and we start at 9:30 a.m. You will have three minutes to address the Council but you may also provide written material, please provide seven copies.

Communications allow the Council to hear of issues that interest our community but does not allow an opportunity for dialogue.

Council takes place at City Hall, 1221 SW 4th Ave., 2nd floor, Council Chambers.

Please let me know if you are not able to keep this appointment. I will let you know if an earlier spot becomes available.



Regards, Karla

Karla Moore-Love |Council Clerk City of Portland |<u>Office of the City Auditor</u> 1221 SW 4th Ave Rm 130 Portland OR 97204-1900

email: <u>Karla.Moore-Love@portlandoregon.gov</u> Testimony Email: <u>cctestimony@portlandoregon.gov</u> phone: 503.823.4086 Clerk's Webpage: <u>www.portlandoregon.gov/auditor/councilclerk</u>

From: Michael Jennings [mailto:mjennings@futurepower.net]
Sent: Tuesday, May 02, 2017 4:09 PM
To: Council Clerk – Testimony <<u>CCTestimony@portlandoregon.gov</u>>
Subject: Request to speak at a City Council meeting

Tuesday, May 2, 2017

Request to speak

Please schedule me to speak at a Portland City Council meeting. I'm available on short notice, so, if there is a cancellation, I could speak earlier than the June 28, 2017 meeting. (I would want to speak at the June 28 meeting also.)

The subject:

Portland City Managers plan to force the closure of a world-famous art gallery.

The block-long Real Mother Goose art gallery is famous world-wide partly because it carries only art that demonstrates a shared sense of beauty.

The planned renovation of the 10th and Yamhill PBOT parking structure would force the eviction and closure of that gallery. Over 900 artists would lose a place to sell their work.

If Portland City Managers allow the eviction and closure of the gallery, the thousands of people who shop at the gallery will be discouraged from shopping in Downtown Portland. The gallery is featured in international guide books, for example.

Better City Management: It is my early perspective that Mayor Wheeler is a better manager than the 5 previous Portland mayors. It is my perspective that he will have an interest in this issue.

The city forces residents to pay for "art". See page 2 of the attached PDF file. At present, using two methods, the Arts Tax and <u>Percent for Art</u> (PDF file), the City forces all residents to pay for what is called "art", but residents are not allowed to vote to approve the art, the cost of the art, or where in the city the art will be located.

That PDF file says:

"PERCENT FOR ART PROGRAM: Financial allocation process is informal, inconsistent, and may not fulfill requirements for public art".

Those decisions are, at present, done mostly secretly by RACC, Regional Arts and Culture Council.

Below is one example of what RACC thinks is art:



This rusted structure, supported by RACC, cost Portland taxpayers \$700,000. Location: East entrance to the Hawthorne bridge.

Forcing the closure of the extremely successful gallery will have the effect of giving RACC more control.

My interest: I've done many hours of research about Portland City government. I'm writing a book about how people use their brains. I am working on chapters that explain why there is sometimes poor management.

Articles I've written about Portland City management: To see some articles I've written, go to <u>Futurepower.net</u> and click on "Articles".

Michael Jennings

Futurepower® <u>futurepower.net</u>

Request of Michael Jennings to address Council regarding Portland City Managers plan to force the closure of a world-famous art gallery (Communication)

MAY 17 2017

PLACED ON FILE

MAY 09 2017 Filed

COMMISSIONERS VOTED AS FOLLOWS:		
	YEAS	NAYS
1. Fritz		
2. Fish		
3. Saltzman		
4. Eudaly		
Wheeler		