

2023 SUSTAINABILITY PROGRESS REPORT



RSP ARCHITECTS: WHERE WE STAND ON SUSTAINABLE DESIGN

This last year has been an eventful one for RSP, especially when it comes to advancing our sustainability agenda. What has been most rewarding to see is sustainability's shift from an option—or an alternative way of looking at something—to an integral part of what we do and how we think. A "green mindset" has become as essential to our process and culture as technology, and that is making a significant impact on all aspects of our organization.

That mindset comes in multiple forms. Yes, systems and materials remain important, but these days we find ourselves more focused on our clients' operations and helping them strengthen their businesses. That can mean helping some clients boost the productivity of their workforce, improve patient outcomes, increase the value of their real estate or enrich the guest experience. We also know that the equation is not strictly transactional. Our work is bigger than bricks and mortar and speaks to issues of community, wellbeing and even happiness. As stewards of our planet and leaders in our industry, we are responsible for ensuring a better future. And we take that responsibility to heart.

Of course, all credit goes to our people, who have risen to the daily challenge of delivering solid, pragmatic solutions to our clients on multiple fronts and across multiple platforms. This is why this year's report celebrates a few of the RSP professionals who have been leading the sustainability charge.

We are pleased with what we've accomplished. We know there is still much left of the journey.

David C Norback AIA



2030 CHALLENGE CHECK-IN

2022 was a year of sweeping changes, highs and lows, across industries. RSP is no exception. While we exceeded our sustainability goals in some areas, others require more focus in the coming year.



44.75% 20% lower lighting power density average across tracked projects

Goal 25%





interior projects met or exceeded the 25% pLPD reduction target, a 14% increase over last year



20%

additional reduction in lighting power density (LPD) beyond the 2030 goal of 25% on average across all submitted interior projects







<10%

submitted projects were energy modeled, a data point that must be improved

Embodied Carbon Data Points



38%

average reduction in embodied carbon vs CLF baseline in latest design standards

COMMUNITY IMPACT

Multi-faceted sustainability does not just come from reducing energy use or selecting materials in a thoughtful way—it has to strengthen communities and relationships. Here, we're highlighting some of the ways our RSP colleagues are spreading the message of sustainable design and getting involved in our communities across the country.

RSP volunteers with Twin Cities Habitat for Humanity.



RSP ARCHITECTS

2023 Sustainability Progress Rep

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Contractor and

RSP Baltimore joined the Waterfront Partnership's Great Baltimore Oyster Project to help restore the Harbor's oyster population.



Working with The Tempe Community Action Agency, we collected food and personal care items for people experiencing economic insecurity.

RSP's Minneapolis team volunteered with **The Good Acre**, an organization that strengthens the food system infrastructure in the Twin Cities by connecting farmers, education and the community.



RSP GIVES BACK

RSP's "Give Back" program is our way of nurturing a culture of compassion, advocating for social justice, and encouraging everyone to play a meaningful role in our communities. In addition to our commitment to donating 5% of our pre-tax profit, we have a number of initiatives throughout the year to do more. At our Supply Drive event in the spring, we collected and donated more than 700 pounds of food and supplies to at-risk individuals.

We're proud of the partnerships we've developed and have highlighted a few below.















2023 Sustainability Progress Report | 5

Center for Transforming Lives

> American Red Cross

> > rt | E

COMMUNITY IMPACT

TOURING THE BEAM

As the first Mass Timber Class-A Office building in Arizona, The Beam on Farmer sets a new benchmark for CLT structures in the state and across the Southwest. An honor and an opportunity, the RSP and Mortenson teams were committed to showcasing the process, documenting each innovation, and opening the jobsite to tours.

During construction, and after the project's official opening in August 2022, RSP has given more than 20 tours and presentations to students and industry organizations such as AIA, ULI, DBIA and ASU, among others.



AIA ARIZONA COTE COMMITTEE AND LOCAL GOVERNMENT

RSP Sustainability Specialist Jeremi Van Wave moderated a panel of sustainability leaders in Scottsdale, Tempe and Phoenix to discuss how they're addressing climate change on a local and regional level.

ADDRESSING THE BUSINESS COMMUNITY

Developers and building owners can dramatically reduce costs and help the environment by choosing the right systems, materials and structures. RSP's Jeremi Van Wave joined USGBC panel, "Finding Incentives that Reduce Cost and Increase Project Value."





GOING GREEN AT THE WESTIN TEMPE

We're proud of the Westin Tempe, our latest hotel in our home city, but we're especially excited about the impact the project has made on the market and not the environment. The hotel has won a number of design awards and accolades from the local (and national) community, and it's been the subject of more than a dozen tours for design and real estate professionals from across the country.

RSP designers (I to r) Michelle Purcell, Erin Yi and Natalie Schuetz are shown leading a tour for the local Arizona chapter of NEWH, The Hospitality Industry Network, focusing on the 14 Patterns of Biophilic Design in addition to the established Marriott Brand standards that were used throughout the project.

ADVOCACY DAY AT THE AZ CAPITOL

Sustainable design is the only way forward. That's why a group from USGBC Arizona, including RSP's Jeremi Van Wave, paid a visit to the Arizona Capitol to discuss resiliency, initiatives to improve the efficiency of state buildings, and opportunities to advance high-performance buildings across the state with lawmakers.

* Left to right: Julie Hendricks, Maren Mahoney, Blaise Caudill, Ashley Mulhall and Jeremi Van Wave. Image credit: USGBC



BRICK BY BRICK

Greg Bestgen and Mike Lopach from the City of Scottsdale's Human Services department discuss how their <u>Brick by Brick</u> program offers an innovative strategy to assist people experiencing homelessness. Brick by Brick participants produce compressed earth blocks, which are adobe-like bricks, for use in Scottsdale capital projects and other areas throughout the community.

THE BRICKS AND MORTAR OF SUSTAINABILITY

We push our clients and ourselves to add sustainable and resilient elements to every project. As we move toward a future of net zero and net positive projects, we're looking back at the past year's sustainable project highlights.

(Pictured L to R: Aaron Napier, Shalece Thompson, Ralph Benson)

2023 Sustainability Progress Re







SUSTAINABLE DEVELOPMENT GOALS

AN OVER-ARCHING GUIDE TO A MORE SUSTAINABLE FUTURE

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries—developed and developing—in a global partnership. They recognize that ending poverty and other deprivations must go hand-inhand with strategies that improve health and education, reduce inequality, and spur economic growth—all while tackling climate change and working to preserve our oceans and forests.

The SDGs address the global challenges we face and are all interconnected. Here at RSP, we're trying to do our part to contribute and respond to this call to action. While we cannot address all 17 all the time, we use the SDGs as an over-arching guide to our work. We have noted where they apply in this report.

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Automation and emerging technologies are reshaping the contours of our industry in ways we couldn't have imagined a few short years ago. Just like us, our clients are looking for ways to do things smarter and more efficiently, but generative Al and robots aren't the complete answer. Just part of it. Which is why we continue to explore new applications, systems and approaches to how we do what we do.

It's an impatient search, but we can never lose sight of the human factor, not just as architects and engineers and practitioners, but as client partners and advocates who use ideas to solve problems and make the world a little better.

ED HESS Principal

RSP ARCHITECTS



RESILIENCY FOR THE LONG HAUL UPDATE: The Beam on Farmer | Tempe, AZ

As the first Cross-Laminated Timber building in Arizona, The Beam sits in the heart of downtown Tempe as an example of the kind of long-term sustainability possible through design and an innovative use of materials.

Throughout the design process, RSP and the building owner/developer, Mortenson, ran a number of models on its efficiency. The use of mass timber instead of traditional building materials like concrete or steel drives a significant diversion of carbon emissions that would have been locally emitted during the production of those building materials. The use of an Underfloor Air Distribution (UFAD) system enhances the building's resilience, allowing for easy reorganization of airflow without costly and wasteful duct rework. What was once an asphalt parking lot is now a connected streetscape and a building that completes a previously disjointed bike path and pedestrian walkway with a Walkscore of 87, a Bike Score of 99, and close proximity to the new Tempe Streetcar system.

The project takes a straightforward approach to water conservation and consumption. The desert landscaping features bioswales to capture rainwater and recharge the local aquifers. Also, all fixtures within the building are WaterSense labeled and low flow, resulting in a reduction in water usage of over 22% compared to the LEED v4.1 baseline.

The project's mechanical system utilizes high-efficiency air-cooled Variable Refrigerant Flow (VRF) units that do not require any potable water for cooling, further minimizing water usage. A combination of VRF condensers with the UFAD system is more expensive on day one, but is maintenancefriendly and will provide substantial near-term energy efficiency savings. Balancing form, function and cost, the glazing strategy maximizes daylight and views while limiting the overall amount of glass used on the project.





RSP ARCHITECTS

The Beam on Farmer sets an important precedent, proving that building with mass timber in Arizona is economically feasible while also achieving a variety of sustainability, performance and experiential goals.

As the first of its kind, the project provides critical lessons. We're hopeful it will forge a path for additional mass timber structures in the state.

Mike Duffy AIA | Associate Principal



GREEN FACTS ABOUT THE BEAM

Volume of wood products used:





U.S. & Canadian forests grow this much wood in:

Carbon stored in the wood:



Avoided greenhouse gas emissions:

Total potential carbon benefit:



5

5,523 metric tons of CO2

3,982

metric tons of CO2

EQUIVALENT TO:









LIVING OUR VALUES

GOING GREEN MAKES BUSINESS SENSE

RSP Commits to the SBTi

The Science-Based Targets Initiative (SBTi) is a partnership between CDP (a global non-profit that drives companies and governments to reduce their greenhouse gas emissions), the World Resources Institute, the World Wide Fund for Nature, and the United Nations Global Compact. By signing up to the initiative, RSP is setting a short-term carbon reduction goal for 2030, and committing to net zero by 2050. We are in the early stages of planning our course, but we are energized and excited by the potential not just for us, but for our clients as well.

What do we have to look forward to? The sciencebased targets provide a clearly defined pathway for companies and financial institutions to reduce greenhouse gas emissions, helping prevent the worst impacts of climate change. Targets are considered 'science-based' if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement—limiting global warming to 1.5°C above pre-industrial levels.



RSP ARCHITECTS

I work with Fortune 25 companies, so every change we make can have a ripple effect across an entire real estate portfolio, amplifying the impact of what we do.

Most of our clients have become more focused on net zero and other wellness and culture metrics that not only help them recruit and retain staff but support their business goals. When sustainable targets become business targets, that's a good thing.

Seeing the data inspires more progress and change and helps to clarify the next meaningful steps to take.

ABBY PAUL

CID, WELL AP Senior Project Interior Designer





RESILIENT DESIGN FOR THE GREATER GOOD

We Are Sharing Hope Headquarters | Charleston, SC

Every aspect of We Are Sharing Hope SC's organization honors and supports their mission to provide life-saving organ, eye and tissue donation. RSP delivered a sustainable, design-forward solution for a healing, transformative space for staff, families and visitors. The new headquarters supports innovation, provides a place for connections, improves the employee experience, and elevates the organization's profile within the local community and beyond.

The site plan embraces the region's indigenous flora, including the preservation of several grand trees, and makes the most of its wooded, marshy context. To accommodate the risk of flooding, the building sits on a grid of pilotis, creating a calming, contemplative garden beneath.

Given the region's climate, extensive analyses and massing studies were conducted to minimize solar gain, reduce projected energy costs and encourage air circulation. A *brise soleil* of horizontal timber louvers on the southern elevation, and vertical shading on the western elevation, not only achieve the desired targets but give the building visual rhythm and a rich complexity of detail. North-facing monitor glazing allows for daylight with minimal exposure.

Natural, contextual materials drive the palette—crushed oyster shells line the driveway, timber, zinc panels, concrete and local bluestone all work in harmony with the site's serene setting.

We Are Sharing Hope SC's new headquarters opened in 2022 and includes a training center, administrative offices, a clinical wing and public spaces. RSP served as the Design Architect and worked with LS3P, who served as the Architect of Record.







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We've been intentional and purposeful on just about everything, and the result is a series of wonderful spaces that connect with nature, capture light and create a sense of calm and peace.

The State State

Derek McCallum AIA | Principal



MAKING A WORLD OF DIFFERENCE Co-Creating Community | Digaale, Somaliland

RSP's Scott Aspenson AIA and Tanner Patrick RA-MN recently returned from Digaale, Somaliland, where they partnered with Alight, a Minneapolis-based humanitarian organization, and local residents to create durable, sustainable housing solutions for the community.

The refugee crisis in Somalia is among the most challenging and intractable mass human displacement situations in the history of the world. The ravages of civil war, political strife and an unprecedented multi-year drought have only exacerbated what is a rapidly unfolding human tragedy on an epic scale.

RSP has been given the opportunity to travel to Digaale, get to know the people, their priorities and the environment, and collaborate with them on co-creating ways of providing durable, sustainable shelter. For us, it was a deeply moving and life-changing experience. And, when our work is done, we hope it will be transformative for the people of Digaale as well.









A SUSTAINABLE, CUTTING-EDGE WORKPLACE

JLL Office at the Grove | Phoenix, AZ

Enticing workers back into the office has recently become a core tenet of workplace strategy. And RSP's design for JLL's new headquarters at The Grove, a highly anticipated mixed-use destination in Phoenix, is proof that sustainability and resiliency are a crucial part of that goal.

Both LEED- and WELL-certified, the new office is inspired by JLL's "disruptive innovation" philosophy. The design has a distinct personality and an emphasis on the human experience. One focus for the team was to reduce embodied carbon. To this end, RSP modeled the embodied carbon of the interior design throughout the project's duration, with the end GHG reduction amounting to 30% versus the LEED 4.1 baseline. Similarly, the team used comprehensive daylight modeling to take full advantage of the natural light that flows throughout the space.

The 31,000-SF workplace is a showpiece for the renowned brokerage firm—a place to tour clients and support a variety of market sectors. From the highly flexible work café to the high-tech conference rooms, the office design proves that wellness, sustainability and the future of work should all operate in tandem.



30% embodied carbon GHG reduction against LEED 4.1 baseline









LIVING OUR VALUES

PEDALING TOWARD A SMALLER CARBON FOOTPRINT

RSP named bike-friendly business

A lot of our people like to start their day with a net zero commute and RSP is in full support. This year, both our Minneapolis and Phoenix offices were designated bike-friendly businesses by the League of American Bicyclists. We're coming up with new ideas to encourage foot-powered transportation in our offices, so don't be surprised to see our people biking to work, meetings or lunch whenever they can.





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Sustainable design is good design. Here at RSP, we try to focus on the basics: efficient energy planning, use of daylighting, specifying local products that connect and give back to the community, timeless and not overly trendy aesthetics.

I also believe technology is an important part of the equation, but we have to make it work for us. AI can help curate ideas and save time in product searching and selection, for example, so I don't buy into the need for gatekeepers or restrictions. We can learn from all those math teachers back in the 1980's who told us calculators were a sign of the apocalypse.

NATALIE SCHUETZ

NCIDQ Associate | Senior Project Interior Designer



DISTRIBUTION REVOLUTION

RSP's Industrial, Warehouse and Distribution team helps clients make big sustainability progress behind the scenes.

RSP's team has worked on more than 175 million square feet of warehouse facility space. As e-commerce and distribution only get more prevalent, resiliency and sustainable design solutions are at the top of our minds as a crucial way to impact the carbon footprint of the entire globe. Since RSP works with some of the biggest distributors in the business, we know that even moderate changes can have an outsized effect on climate targets.

In fact, every single one of our clients has energy goals. Some of them are committed to drastically cutting emissions or even being carbon neutral by 2030. Our role is to use design and engineering to support those goals. From fixing fugitive emissions in leaky systems to mitigating impact on biodiversity to implementing automation and AI in a way that makes employees safer and distribution more efficient, we're consistently finding new combinations of strategies that help our clients and the planet.



LEFCODS MARKET



OUR STRATEGIES FOR DECARBONIZING DISTRIBUTIO

Renewable energy sources



Steel and concrete materials with low embodied carbon

Highly insulated envelopes beyond CA's Title 24 standards

Use of recycled concrete in parking lots



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Brownfield site reclamation



Advanced stormwater management



Heat island reduction through various design elements

207509



I think there's a perception that you need to know everything when it comes to sustainability, but it's really a team effort that takes multiple data points and experts. That holistic approach drives a more data-informed, evidence-based design process that has forced the industry to develop the right tools and technology and guidelines. And that helps us make better decisions. The AIA's Framework for <u>Design</u> *Excellence* is a good outline of what I follow within my work.

RSP ARCHITECTS

But sustainability also interweaves with my personal life. I find myself relying on apps like the EWG's Healthy Living App, which lists the chemicals within a product and what impacts they may have. I've been shifting my preferences to things that are better for me and the environment.

MEGHAN REICHERT

CID, LEED AP ID+C Interior Project Manager

LIVING OUR VALUES

MATERIAL BANK DATABASE

RSP's role in Carbon Impact Program

Architects and designers go through a lot of material samples—we compare, contrast, and make sure we're giving our clients exactly what they need. The carbon emissions behind shipping all these samples across the country, however, can really add up.

The <u>Material Bank</u> eliminates excess carbon shipping emissions and reduces packaging by combining samples from different brands into a single package. Since signing up to the Material Bank, RSP has saved 4,632 packages, part of the more than 3.5 million packages saved through aggregation across the entire program.

RSP's Impact





THE MODEL OF RESILIENCY ASU Tempe Distribution Utility Plant | Tempe, AZ

Arizona State University is a future-focused institution known for its commitment to sustainability and emphasis on innovation. In fact, it was recently recognized as the #1 institution in the US and 6th in the world for addressing the United Nations Sustainable Development Goals.* While we incorporate a level of green design into all of our projects, it's especially exciting when our clients prioritize sustainability and resiliency, allowing for greater and more creative interventions.

ASU's new Tempe District Utility Plant represents sustainability two-fold not only will the building incorporate impressive sustainable strategies, it will also play a key role in the university's larger campus decarbonization plan, which includes an emphasis on working towards a net positive impact on the climate. With the project site being situated along a main pedestrian and vehicular path, it was clear that while pragmatic in nature, the building had an opportunity to be more than just a utility plant.

With that in mind, the design team pitched the idea of the building as a teaching tool, revealing the complex machinery inside by providing visual access and transparency. This is paired with a striking enclosure design that improves the building's performance and gives the structure its own identity. Important to its Sonoran Desert context, the façade also provides shade along the well-traveled path on its southern and eastern edges, improving the pedestrian experience and increasing the shade network across campus. RSP conducted extensive studies to optimize efficiency, including models of the heat island effect, solar studies, daylight analysis, a thermal bridging study and breakdown of LEED and PEER certifications. Currently entering the final stages of design, the building is set to be a showpiece, demonstrating the power of sustainable design from both an engineering and architectural perspective.





Southwest Perspective





Section Perspective

Exploded Axonometric





Southeast Perspective

COLLABORATION, CREATIVITY AND SUSTAINABLE DESIGN Axis Raintree | Scottsdale, AZ



CERTIFIED HEALTH AND WELLNESS

WELL v2 Core certification WELL Health-Safety Rating



TOUCHLESS SYSTEMS

Touchless restroom entires and fixtures Touchless building entries



SPACES AND MOVEMENT

7,500 SF of open air wifi-enabled flexible workspaces, inculding a tenant cafe lounge, multi-purpose training room, and shaded outdoor patio areas



UPGRADED AIR FILTRATION SYSTEMS

MERV 13 filters meet the new CDC guidelines and are 3X more effective than standard MERV 8 filters



MONITORING

State of the art air testing and monitoring system provides empirical data and real time reporting on:

- CO2 ventilation
- Air Quality and particle manner
- Temperature and humidity



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Rapidly evolving client needs. Regulatory and compliance pressure. Shifting and often obtuse policies. Skittish funding sources and investor interest. And ever-changing codes. Needless to say, we are at a critical inflection point for many of our clients, along with a need for clarity and guidance and real, tangible data. So we find ourselves offering a blend of creativity and innovation with a healthy dose of pragmatism and real-world experience.

Over the last year, I've really enjoyed being a partner and resource for our clients to help them meet and and even surpass their climate goals, wherever they are in their sustainability journey.

JEREMI VAN WAVE AIA, LEED AP BD+C, WELL PT AGENT, GGP, FITWEL Senior Associate | Sustainability Specialist



8

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LIVING OUR VALUES

GREEN AND WELL

RSP now an approved WELL Performance Testing organization

Mitigating climate change is about protecting the environment, but it is also about keeping people healthy and safe. As part of that philosophy, WELL certification gives us insights and tools to measure how healthy a given built environment is for the people who use it, keeping employees and residents thriving, happy and productive.

RSP is now one of only 14 other firms in the United States certified to conduct the testing required for WELL certification, giving us a unique lens into creating buildings and spaces that benefit people and the environment from the inside out.



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It's like we've turned into eco-detectives! By using data and designs backed by evidence, we can make smarter choices and plant seeds for a greener future. But we can't forget how important it is to still think about sustainable materials and smart systems too. It's finding that sweet spot.

Grove Central is a great example. It's a transit-oriented mixed-use development, so it promotes a true live/work/play sensibility. It emphasizes accessibility and connectivity to public transportation, reducing reliance on private vehicles and lowering carbon emissions. And it uses green roofs and rain water harvesting to promote a healthier living *environment. It's a complex project, and we're proud that the* residential component received a National Green Building Standard Emerald rating.

SHAZ MIRSHAHIDI

Senior Associate | Senior Project Manager





LIVING OUR VALUES

RECYCLE. REUSE. REDUCE. RETHINK.

The Beam on Farmer features a structural system composed of 194 CLT columns, 1,170 CLT beams and 893 CLT decks weighing more than 4.5 million pounds. Some 79 shipping containers transported the materials to the site in downtown Tempe.

RSP cast a creative eye on all that packing material and re-used it for a bespoke collection of table and layout furniture.

The tables are used throughout our Phoenix office and are not only a great (and beautiful) conversation starter, but an object lesson on how to find green solutions to everyday challenges.





RSP ARCHITECTS



Sustainable design works best when the conversation starts early! As designers, we want to be a resource to our clients and lead the conversation in sustainability from project inception on. By getting to know our clients well and coming to understand their business goals and culture, we can tailor solutions to support their interests long before finish selection begins.

When the right players are brought to the table early in the process, topics like employee health and wellbeing, diversity and inclusion, as well as sustainable operations and maintenance, can all be baked into the project.

That's how we make a lasting impact for our clients that goes well beyond their built spaces.

RACHEL GROTHE

CID, WELL AP Project Interior Designer



LIVING OUR VALUES

BREAKING UP WITH SINGLE-USE PLASTICS

Hennepin County Plastic Challenge

Everyday choices can make a big impact, especially when enough people pitch in. RSP joined the Hennepin County Plastic-Free Challenge during the month of February, placing 18th out of 267 organizations. We're hoping to crack the top 10 in 2024. Thousands of pieces of plastic were diverted from landfills through the challenge in Hennepin County alone. If we all made better choices about plastic consumption across the country, just think of what we could achieve.







Climate change is our generation's greatest challenge, and it seems clear we have to be quick and comprehensive in how we address it. We have three main levers—technology, policy and behavior—and we need alignment on all three if we expect to make any tangible progress.

I know we have the technology to help us make the necessary strides, and it looks like the policy side is starting to coalesce, but I worry most about our behaviors. I see our mission as one focused on changing the way we think about the built environment and how it co-exists with the natural world. That means changing our behaviors, which is never easy. Or quick.

The solution is within reach if we choose.

RAJAN BATTISH

PE, ATD, LEED AP Principal

MAKING OUR **VOICES HEARD**

There are many ways to tackle the climate crisis. Sustainable design on individual projects is one way. Thought leadership and sharing ideas on sustainability with the wider design community is another. Over the last year, some of our leading designers have published their insights and influenced the sustainable design conversation.



FOUR REASONS GREEN DESIGN MAKES **GOOD BUSINESS SENSE**



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EXPERIENTIAL DESIGN: ART AS NARRATIVE



DESIGNING A BETTER FUTURE FOR THE WORKPLACE



HIGHER EDUCATION DESIGN



FROM HOTEL TO STUDENT DORM: A STREAMLINED, PRAGMATIC APPROACH

COMBINING HISTORY AND TECH IN



IN THE NEXT GENERATION

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TARGETS AND PROGRESS SUMMARY

Last year we set out a number of challenges and targets. We also kicked-off a number of initiatives that we felt were important to the work we are doing and the practice we want to be. We're pleased to share our progress.





FOR MORE INFORMATION

To learn more about RSP, our work and our approach to sustainable design, check out our website or contact:

TYNE STORES

Jeremi Van Wave jeremi.vanwave@rsparch.com



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Cover:

We Are Sharing Hope South Carolina Headquarters Charleston, SC PHOTO: © Mark Herboth Photography LLC

Back:

Carmen D. & James R. Campbell Hall, The Institute of Child Development, The University of Minnesota | Minneapolis, MN PHOTO: Corey Gaffer © Gaffer Photography



