

December 2005

**Letter of Reference for  
Carole O'Riordan  
Studio DIVo California/France**

To whom it may concern:

In 1996 & '97 I worked with Carole O'Riordan on the Kota Kasablanka project in Jakarta, Indonesia. I was the senior design architect and design manager for the overall development and Carole was the lead designer for all of the project's hospitality components. The firm that Carole was with at that time was one of 17 other consultants comprising the project team hailing from Indonesia, Singapore, Australia, The Philippines, Hawaii and mainland USA.

Kota Kasablanka was a large scale master planned development that included a 2,000,000sf mixed-use complex situated on an 8-acre project parcel. A 500 key, 5 star hotel and a 116,000sf conference center emerged from the top of an 800,000sf multi-level shopping center and a 4-level below grade 2,000 space parking structure. The conference center consisted of a 22,000sf ballroom and 20 additional meeting rooms all linked by grand pre-function areas that connected via escalators to various lobbies and restaurants. Carole's scope also included the interior design of the public spaces and apartments located in two 300 unit apartment towers located on an adjacent parcel. The entire project was designed under an extremely aggressive schedule.

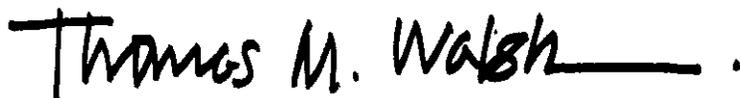
Naturally, delivering such a complex project at a fast pace with a large, diverse group of consultants required a great deal of clear communication, coordination and compromise particularly when under the watchful eyes of a 10 -12 person client development team.

Challenging to say the least, however, Carole's role of simultaneously designing to the needs and desires of a developer/owner with a budget and a hotel operator trying to squeeze as much value as possible from a consummated business agreement, was far more delicate and difficult, requiring a high degree of diplomacy and humility. In addition, to create the ambiance and develop the level of finish for the guest rooms, apartments and public spaces, Carole was required to research and visit competing products in the local marketplace and to participate in the effort to locally source all furniture and decorative items. And finally, Carole provided design oversight during the construction of mock-up guest rooms. All not an easy task for a blond American woman in a predominantly Muslim county.

I was continually impressed with the deft, poise and professionalism that Carole displayed when handling these situations and always with a very positive attitude. She worked extremely well with all project consultants and showed a great deal of flexibility in order to coordinate her efforts with those of the project team all while keeping the best interests of the owner and hotel operator as her focus.

Therefore, I give Carole O'Riordan my high recommendation and rate her as a talented design professional. Her personal qualities, professional achievements and outstanding character enable her to undertake and strongly contribute to any project challenge.

Sincerely,



Thomas M. Walsh, AIA, NCARB  
Associate