

SANTA MONICA AIRPORT POTENTIAL CONVERSION

**RESPONSE TO
REQUEST FOR
QUALIFICATIONS
MARCH 13, 2023**

**JAMES
CORNER
FIELD
OPERATIONS**



TONGVA PARK AND KEN GENSER SQUARE
SANTA MONICA, CA



GREAT OPEN SPACES DEFINE GREAT CITIES. THEY INVITE SERENDIPITY, NURTURE INCLUSIVITY, INSPIRE CREATIVITY, GENERATE COMMUNITY, AND FACILITATE A MORE EQUITABLE AND INCLUSIVE SOCIAL FABRIC. AND LANDSCAPE PLAYS A FUNDAMENTAL ROLE IN THIS MISSION.



PRESIDIO TUNNEL TOPS
SAN FRANCISCO, CA

TABLE OF CONTENTS

1. LETTER OF TRANSMITTAL	06
2. QUALIFICATIONS	10
Lead Firm Overview	13
Our Team	16
Key Personnel.....	28
Relevant Work	64
3. PROJECT UNDERSTANDING	98
Iterative and Responsive Master Planning	101
Project Leadership & Communication.....	104
Social Sustainability & Inclusive Engagement	105
Environmental Sustainability & Resiliency	108
Economic Sustainability & Feasibility	110
4. STAFFING RATE SHEET	112
5. REFERENCES.....	119
6. SUB-CONSULTANTS	121
7. SANTA MONICA BUSINESS LICENSE	123
8. APPENDIX	
City Documents	125

JAMES CORNER FIELD OPERATIONS

March 13, 2023

City of Santa Monica
Attn: Peter D. James, Chief of Operations - Strategic Initiatives
Public Works Department
City of Santa Monica
1685 Main Street, City Hall East
Santa Monica, CA 90401
310 458 8341
peter.james@smgov.net

Letter of Transmittal

Qualifications for Strategic Planning Activities for the Potential Conversion of the Santa Monica Airport

Dear Peter,

It is with great pleasure that we submit our qualifications to lead a team for the extraordinary and ambitious conversion of the Santa Monica Airport (SMO). We recognize the full importance of this opportunity given the historical significance of the site, the remarkable achievements of community outreach and engagement, and the high aspirations of the Santa Monica community.

Our connection to Santa Monica began more than 12 years ago with the launch of Tongva Park and Ken Genser Square, followed by the park's public opening in 2013. The design of the park followed extensive community outreach efforts and is now fully embedded in the fabric and life of Santa Monica, supporting myriad forms of community use and activity.

Great plans and projects do not happen in isolation. Your RFQ recognizes the importance of full collaboration, a coordinated effort amongst the various design and technical professionals, along with the City and Community of Santa Monica. The project requires a comprehensive and holistic vision, linking building, landscape, movement, environment, sustainability and larger social and intellectual missions into a cohesive and vibrant fabric of places.

In addition to the design of special places, such as Tongva Park, New York's High Line and San Francisco's Presidio Tunnel Tops, Field Operations has extensive experience leading complex masterplans and mixed-use developments, similar to SMO, including Seattle's Central Waterfront, Philadelphia's Navy Yard, Baltimore's Middle-Branch, San Francisco's 1,500-acre Presidio Framework Plan, and Cornell Technion's new campus on Roosevelt Island. These projects each have the local community at the heart of them, and we lead with extensive community engagement throughout the planning process.

Qualifications Contact:
Richard Kennedy, Partner
649 Front Street, San Francisco, CA
rkennedy@fieldoperations.net
917.575.6257

Key to our approach is the prioritization of green open space and ecological systems as the primary structuring tissue for development. Sustainability, resiliency, open space, mobility, infrastructure and building are all coordinated around the primacy of public space. We bring out-of-the-box visionary thinking to engage with communities in a positive and aspirational manner, working together to generate comprehensive plans that are practical, feasible and transformative.

We believe that these skills and ways of working are uniquely applicable to the challenges and opportunities for the Santa Monica Airport, where we are looking to help create a truly transformative vision for the Santa Monica community. Powerful communication, engaging vision, evocative imagining and comprehensive thinking are critical to the success of the creation of a meaningful masterplan, and we hope very much that we might be given the opportunity to share more with you about our approach and values. We have assembled a remarkable team to help shape this work, including Santa Monica-based architects Brooks & Scarpa, financial strategists HR&A, community activist and planner James Rojas, historic resource specialists Architectural Resources Group (ARG), ecological planners and engineers Biohabitats, sustainability and infrastructure engineers Buro Happold, civil engineers Magnusson Klemencic Associates (MKA), transportation planners Fehr & Peers, and cost strategists Dharam Consulting.

We confirm receipt of the Addenda associated with this RFQ. Please review the following pages of our qualifications and team, and do not hesitate to get back to us with any questions or concerns you may have. We want to do all in our power to make this work, and to help you deliver the very best masterplan for, this extraordinary site and community.

Sincerely,



James Corner
Founding Partner, RLA, FASLA



Richard Kennedy
Partner, RLA, ASLA

FIELD OPERATIONS' PARKS & SUSTAINABLE URBAN DEVELOPMENTS AROUND THE WORLD



TONGVA PARK
Santa Monica, California



THE HIGH LINE
New York, New York



PRESIDIO TUNNEL TOPS
San Francisco, California



TAOPU CENTRAL PARK
Shanghai, China



NAVY YARD CENTRAL GREEN
Philadelphia, Pennsylvania



NAVY YARD MASTER PLAN

Philadelphia, Pennsylvania



AIRFIELD REDEVELOPMENT MASTER PLAN

Toronto, Canada



PIER 70

San Francisco, California



NBC UNIVERSAL MEDIA CAMPUS PROJECT

Los Angeles, California



1111 SUNSET BOULEVARD

Los Angeles, California



WEST HARBOR

Los Angeles, California



DOMINO PARK
BROOKLYN, NY

2 QUALIFICATIONS





JAMES CORNER FIELD OPERATIONS TEAM LEAD

Field Operations is renowned for strong contemporary design across a variety of project types and scales, from large urban districts, master plans and complex planning sites, to small well-crafted, detailed design projects. Regardless of scale, there is a special commitment to the design of a vibrant and dynamic public realm, informed by the ecology of both people and nature, rooted in place and context.

The ultimate aim is to bring beauty, health and vitality to the different kinds of environments where people live and interact. Given the current day urgency of creatively addressing challenges of changing climate, diminishing resources, environmental decline, social inequity and rapid urbanization, we focus upon design that thinks and acts big, that elegantly solves real problems, and shapes a more sustainable and resilient world for everybody.

Our project types range from entire sectors of cities, to urban development districts, large ecosystems, institutional campuses, urban waterfronts, large public parks, urban squares, public places, roof terraces and intimate gardens. This range of project types exemplifies our capacity to think creatively in terms of community, ecology, economics, development and programming—embraced through bold physical design, spatial experience and the poetics of place.

The range of project types in our portfolio is a direct function of our ability to think strategically in terms of ecology, economics, and programming, and tactically in terms of physical design and spatial definition. We continually re-calibrate our design processes to reflect the nuances and intricacies of the local environment and project brief. We believe that only by considering the full range of systems comprising a site's ecology can a truly productive and fertile environment emerge.

Our main studio is based in New York City, and is led by James Corner and Lisa Switkin with five principals. We also have a California studio in San Francisco, headed by Richard Kennedy, another in Philadelphia headed by Sarah Astheimer, and a third in Shenzhen headed by Hong Zhou and Jingjin Zhong.

With over 80 exceptionally talented design and planning professionals in the office – many of whom are international in origin and outlook, and have worked on a variety of important projects in other leading practices around the world – the creative expertise and resources of Field Operations is unsurpassed.



HIGH LINE
NEW YORK, NY

JAMES
CORNER
FIELD
OPERATIONS

OVERALL PROJECT EXPERIENCE

Field Operations has a proven track record in creating beautiful and compelling public spaces that integrate ecology, program, people, and innovative design. Our practice sustains the highest levels of artistic creativity combined with professional responsiveness—building projects that are as imaginative and dynamic as they are responsive to client needs, communication, schedule, deadlines, cost, feasibility, and ease of implementation. Our designs are calibrated to the peculiarities of the place, and rooted in analysis, public participation, and sustainable principles. Innovation is expressed in every project we undertake, including formal expression, uses and program, material craft, and ecological function.

We aim to produce exemplary projects that combine design creativity with technical ingenuity. Our approach involves careful analysis and optimization of all site assets, creatively addressing habitat, air quality, water quality, climate, noise attenuation, renewable materials, life cycle, maintenance, and energy, along with social life, urban livability, commerce, program mix, transit and other holistic design issues.

We have selected the following additional relevant projects for your review due to their vision, complexity, scale, integration of cultural activities, events and programming and on-time and on-budget delivery. These projects demonstrate the strategic combination of innovation and pragmatism, while also preserving the powerful and unique qualities and characteristics that distinguish each site:

1. Tongva Park, Santa Monica, CA
2. The High Line, New York, NY
3. Presidio Tunnel Tops, San Francisco, CA
4. Taopu Central Park, Shanghai, China
5. Navy Yard Central Green, Philadelphia, PA
6. Navy Yard Master Plan, Philadelphia, PA
7. Airfield Redevelopment Master Plan, Toronto, Canada
8. Pier 70, San Francisco, CA
9. NBC Universal Media Campus Project Los Angeles, CA
10. 111 Sunset Boulevard, Los Angeles, CA
11. West Harbor, Los Angeles, CA

**PUBLIC WORKS
DEPARTMENT
CITY OF SANTA
MONICA**

**JAMES
CORNER
FIELD
OPERATIONS**

Team Lead
Landscape Architecture
Masterplanning

**COMMUNITY
OUTREACH**

HR&A

Economic
Advisors

**BURO
HAPPOLD**

Sustainable
Engineering

PLACE IT!

Outreach &
Engagement

ARG

Architectural History
& Preservation

BIOHABITATS

Ecology, Resiliency &
Sustainability

**EXISTING
CONDITIONS
ANALYSIS**

MKA

Civil
Engineering

**DHARAM
CONSULTING**

Cost Estimating
& Operations

**FEHR &
PEERS**

Transportation Planning
& Engineering

**SCENARIO
PLANNING**

**BROOKS
+SCARPA**

Architecture

OUR TEAM

We have put together a strong team of experienced creative and technical professionals carefully selected because of a deep and personal commitment to make something special, specific, thoughtful and pragmatic for The Santa Monica Airport Conversion project. We are proud to note that many of our team members are based in Southern California, with an in-depth knowledge of and interest in Santa Monica's past and future.

James Corner Field Operations will be the Project Leader of our innovative and collaborative team. We bring a high level of leadership, creativity, and consensus-building to ensure that design decisions are both innovative and supported by the Client and the community. Our Team has experience leading large, complex teams and streamlining projects, with the ability to skillfully build consensus and synthesize multiple and often conflicting ideas into a cohesive and strong visions.

We will serve this project out of Field Operations' West Coast Office in San Francisco. **Richard Kennedy** is a Partner and the Director of our West Coast office and will serve as the Team Leader and Partner-in-charge for the project. **James Corner** will also be involved providing thoughtful and strategic leadership with visioning and design. Partner **Lisa Switkin** will be involved, providing her unique experience and expertise of Santa Monica. Associate Partner **Veronica Rivera** will be fully engaged in the project and will serve as the project manager and project designer, providing day-to-day analysis, planning and design support. Senior Associate **Kerry Huang** will be the project designer, responsible for day-to-day advancement of the project and planning materials. Associate **Adrian Flores** will support the team on technical, environmental and constructibility matters. Together, Richard, Veronica, Kerry and Adrian will participate in workshops, meetings, and presentations, and will have the full support of the Field Operations team in both San Francisco and New York. All have exceptional planning, design, and leadership skills, and have significant experience devoting attention to strategic planning, design quality, thoughtful and pragmatic solutions, and coordination of all parts of complex projects. They are also excellent communicators, multi-lingual and are well able to articulate intentions and lead discussions.

Our team includes **Brooks + Scarpa**, architects with extensive experience in Santa Monica, and with whom we share a common focus on design, vision and dedication to enhancing the human experience.

Architectural Resources Group (Architectural History and Strategy). ARG is acclaimed for revitalizing some of America's most iconic public buildings and cultural institutions. ARG have collaborated frequently with Field Operations on projects including the master plan to transform San Francisco's historic Pier 70 acres into a new waterfront park and mixed-use development project in keeping with the site's National Historic Industrial Site registry. **Buro Happold** (Sustainable Engineering and Green Systems), will guide the possibilities for fully integrating sustainable infrastructure throughout the grounds. We are also joined by long-standing partners and collaborators of Field Operations **MKA** (Civil Engineering), with whom we have collaborated on major public projects, including the Presidio Tunnel Tops and Resilient by Design, in San Francisco and the North Coast Lakefront Master Plan in Cleveland OH. **Fehr & Peers**, (Transportation Planning & Engineering), with over 40 years of experience in Santa Monica, brings a deep understanding of transportation system demands and infrastructure, plans/programs, and community concerns in the City. **Place IT!**, a practice renowned for its innovative, and inclusive outreach expertise, has a extensive, personal relationship with the Santa Monica community, through their work in various transportation outreach efforts, 18th street art center, and the Airport2Park visioning workshops in 2013.

Because of the project's complexity, we have also brought on additional advisors with specialized disciplinary knowledge and long-standing partnerships with Field Operations. **Biohabitats** is an ecological consulting firm specializing in ecological restoration, conservation planning and regenerative design, will advise on sustainable soil management strategies for the future; and **Dharam**, a minority-owned business, will provide cost estimating, construction and constructibility and scheduling analysis. **HR&A** (Economic Advisors) are industry leaders in creative and cultural integration of programming, financial feasibility and subsidization strategies, with extensive know-how in the economic feasibility and market demand analysis for projects of this scale and vision.

Field Operations has frequently collaborated with these team members for parks of prominence and significance around the country. Field Operations will work collaboratively with the City of Santa Monica to determine any necessary additional consultants and provide recommendations of specific consultants best-suited to join the team.

ARCHITECTURE

BROOKS + SCARPA

Brooks + Scarpa is a collective of architects, designers and creative thinkers dedicated to enhancing the human experience. Honored with the 2014 Smithsonian Cooper- Hewitt National Design Award, the firm is a multi-disciplinary practice that includes architecture, landscape architecture, planning, environmental design, materials research, graphic, furniture and interior design services

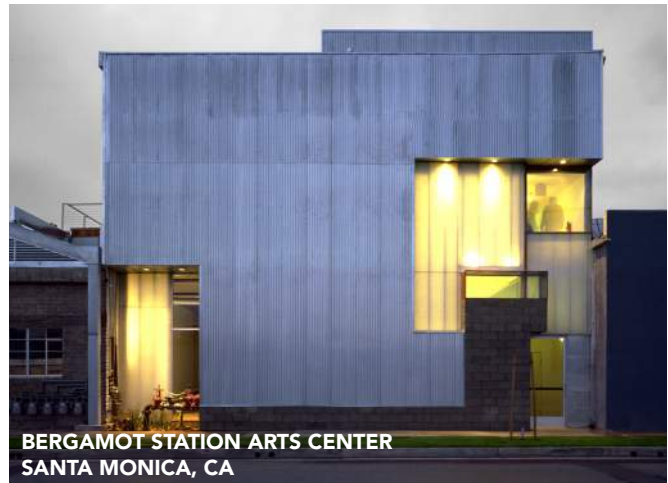
Awarded the 2010 State of California and National American Institute of Architecture Firm Award for nineteen years of consistently exemplary work seamlessly blending architecture, art and craft, Brooks + Scarpa has also garnered international acclaim for the creative use of materials in unique and unexpected ways. The firm has also been recognized for pioneering more holistic approaches to delivering award winning environmentally responsive designs.

While the Brooks + Scarpa team practices architecture with an extremely rigorous and exacting methodology, incorporating cross-discipline research and digital technologies, we remain open-minded, so that our work can adapt throughout the dynamic process of making places for people. Each project is designed to address our client's needs, budget and specific site conditions incorporating important global issues such as sustainability and digital fabrication.

Brooks + Scarpa is a team committed to a fully integrated and collaborative approach. Each project is started by considering first the site (landscape), objects (art) within the site, and lastly the larger context (urbanism) within which the structure rests. This tripartite approach results in a design that conveys a sense of identity unique to its particular time and place.

RELEVANT PROJECTS INCLUDE:

- **Bergamot Station Arts Center**
Lead Architects, Master Planning
Year completed: 1999
Santa Monica, CA
- **Step Up on 5th Mixed-use Housing**
Lead Architects
Year completed: 2021
Santa Monica, CA
- **1819 Pico Blvd**
Lead Architects
Year completed: Under Construction
Santa Monica, CA



OUTREACH & ENGAGEMENT

PLACE IT!

Place It! believes that everyone has something to offer in the urban planning process. To these ends, we have developed innovative planning tools and strategies that incorporate elements of model-building with found objects, storytelling, art-making, and play. These tools and strategies are accessible to everyday individuals, help to remove barriers in engaging underserved audiences (such as youth, women, immigrants, and people of color), humanize the community visioning process, and maximize public participation.

Working in laundromats, schools, parks, and other places where people gather, Place It! successfully integrates planning into everyday community life to generate tangible planning outcomes – a more accessible park, an activated and welcoming downtown, improved public engagement across a range of communities and backgrounds, or greater understanding of the planning process and how everyone can be involved. For the past 10 years, we have conducted over 500 workshops and trainings, and built over 100 interactive models. Through these workshops and models, we have tapped into people’s creative problem-solving skills, empathy, and capacity to collaborate, while helping to improve people’s civic literacy. As a result, participants oftentimes continue to engage in the planning process well after their participation in our workshops.

We have conducted outreach and community engagement on an extensive number of projects related to neighborhood-scale urban design, active transportation, park design, and public health, and high-speed and light rail.

RELEVANT PROJECTS INCLUDE:

- **Pico Wellbeing Project**
Year completed: 2018
Client: City of Santa Monica
Contact: Peter James, Chief Operations Officer, City of Santa Monica
- **Hands-on engagement for Santa Monica 2030**
Year completed: 2015
Client: City of Santa Monica & LA streets Blog
Contact: Jason Islas
City of Santa Monica
- **Engaging Santa Monica’s Youth in Urban Planning**
Year completed: 2014
Client: City of Santa Monica & LA streets Blog
Contact: Peter James
City of Santa Monica



CIVIL ENGINEERING

MAGNUSSON KLEMENCIC ASSOCIATES (MKA)

Magnusson Klemencic Associates (MKA) provides structural and civil engineering services worldwide, with \$100 billion worth of projects in 48 states and 62 countries and individual projects in excess of \$2 billion. The firm, headquartered in Seattle with a branch office in Chicago, was founded 103 years ago and has a staff of 195, including 145 engineers and 30 BIM technicians.

With an eye towards aesthetics, we care about the form as well as the function. Unlike many civil engineers, who take a rote approach to design, we are site design partners who are passionate about the natural environment, believing that not only should we do less harm, we should strive for net positive by restoring the soil, cleansing the water, regenerating the habitat, and leaving each site better than we found it.

The Santa Monica Airport Conversion project presents an opportunity of such significance that it goes beyond the need for the civil engineer to be local. It requires a progressive civil engineer with, 1) Expertise in transforming community assets into world-class destinations 2) Experience with site infrastructure planning and 3) Leadership in sustainable site design.

Our innovative approach has translated into MKA being nationally recognized as a leader in design excellence in both civil and structural engineering by the American Council of Engineering Companies 33 times in the last 36 years. We are eager to put our knowledge and experience to work on this transformational project.

RELEVANT PROJECTS INCLUDE:

- **Presidio Tunnel Tops**
Civil engineering, Structural engineering
Matt Jones (Design Engineer)
2022 completion
San Francisco, CA
- **Governors Island Park and Public Space
Manhattan, New York City**
Civil engineering
Rita Greene (Project Manager),
Matt Jones (Design Engineer)
2010 - 2016
New York, NY
- **Missouri Riverfront Revitalization Master Plan**
Civil engineering
2017 - 2019.
Omaha, Nebraska



SUSTAINABLE ENGINEERING

BURO HAPPOLD

Buro Happold is a global, integrated, multidisciplinary consulting engineering firm that offers a complete range of services for the built environment, from individual buildings to campuses, and from neighborhoods to regional plans.

Buro Happold Cities is the strategy consulting and infrastructure engineering arm of Buro Happold. The Cities discipline provides strategic planning, project management, and analytical services to a diverse range of public- and private-sector clients worldwide—bringing together planners, economists, engineers, urban designers, real estate professionals, and demographers to tackle urban development problems that represent “the built environment” at its broadest scale. It provides expertise in economic development, urban regeneration, master planning, resiliency, infrastructure planning, land use, and governance and operations. Buro Happold follows an evidence-based planning approach that ensures tailor-made and highly effective solutions to today’s multi-layered urban issues.

Buro Happold will provide the consulting on resilience, sustainability, mobility, and work closely with the team to inform adaptive reuse strategies, support building condition reviews, energy and water strategy development and sustainable infrastructure solutions.

Buro Happold has significant experience with projects in the City of Santa Monica, and is familiar with the regulatory process, and has strong ongoing working relationships with a variety of stakeholders.

RELEVANT PROJECTS INCLUDE:

- **Tongva Park**
Structural engineering, MEP engineering
2013 completion
Santa Monica, CA
- **Santa Monica Mountains Resilience Plan**
Climate Change Adaptation & Resilience,
Sustainability, Strategic Planning, Climate Action
2020 - 2021
Santa Monica, CA
- **Verdugo Wash Visioning Plan**
Biology, Hydrology, Mobility & Sustainability
Consulting.
2021 - 2022.
Glendale CA



ECOLOGY, RESILIENCY & SUSTAINABILITY

BIOHABITATS

Biohabitats is an ecological consulting firm specializing in ecological restoration, conservation planning and regenerative design. Over the past 40 years, our focus has been restoring ecological function and regenerating the natural processes of the environment. Biohabitats' team of ecologists, biologists, engineers, soil scientists, natural resource planners, and geomorphologists recognizes the institutional, economic and social challenges in incorporating sustainable design measures into designs and day-to-day operations.

Whether in dense urban sites where grey infrastructure meets green or in disturbed natural systems, they bring rigorous field investigation, cutting-edge restoration strategies, and tested ecological principles together with guidance from their clients to create nature-based planning and infrastructure designs that are both resilient and efficient to implement. Biohabitats weaves sustainability and conservation into the infrastructure, operations and urban fabric, ensuring full integration with a client's overall mission and vision.

Biohabitats' master planning experience to support the integration of conservation planning for urban areas runs deep. We conduct planning level habitat assessments, synthesizing complex data and work collaboratively with the design team and key stakeholders to develop science-based solutions that meet the goals, budget and expectations of the client.

RELEVANT PROJECTS INCLUDE:

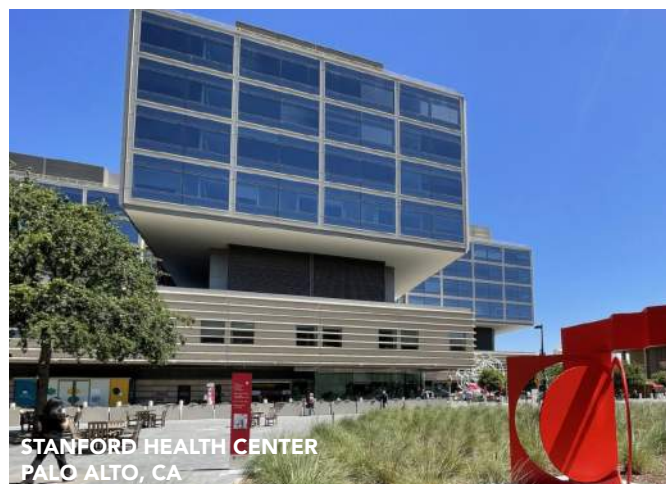
- **Stanford Health Center Sustainable Landscape Guidelines, Palo Alto, CA**
Sustainable Landscape Guidelines
Team Lead: Claudia Browne, CE
Palo Alto, CA
- **Santa Monica Living Building Challenge Project, City Services Building**
Technology Review And Development Of Strategy
Santa Monica, CA
- **Zion Bancorp Development**
Adaptive Management & Restoration Planning
Midvale, UT



BRISBANE BAYLANDS DEVELOPMENT
BRISBANE, CA



ZION BANCORP DEVELOPMENT
MIDVALE, UT



STANFORD HEALTH CENTER
PALO ALTO, CA

ECONOMIC ADVISORS

HR&A

HR&A Advisors has deep expertise in real estate analysis and the economics of open space. We are a mission-driven group of analysts, planners, and policy experts who care deeply about the future of cities, advising public, private, and nonprofit clients to understand the value of their real estate assets and how those assets can contribute to their core missions. We are prepared, qualified, and excited to lead service I (Economic Analysis), and support services A (Scenario Planning, Urban Design and Project Management), B (Park Planning and Programming), and G (Creative and Cultural Arts Integration). These services will continue throughout the three tasks identified:

Comprehensive Existing Conditions Report. We assess sociodemographic and real estate market conditions and would develop an economic profile of the site and relevant comparative areas, including the adjacent geography, City of Santa Monica, and as relevant, City of Los Angeles lands.

Diverse, Equitable and Inclusive Outreach and Engagement Process. We provide rational, data-driven discussion of trade-offs in an engaging, clear way for public engagement. Our analysis can help participants in the role of understanding how the aspirations for park design will impacts costs and potential revenues to the City. We can also provide explanations of revenue generation from development, costs to build and operate investments like these, and high-level funding strategies.

Scenario Planning and Identification of Preferred Scenario. Our financial feasibility modeling and understanding of revenue and cost drivers will help identify the economically preferred scenario. We couple this analysis with a comprehensive benefits case for the investment, including impacts to quality of life, neighborhood vibrancy, various equity metrics, and other criteria to compare and select the preferred scenario.

RELEVANT PROJECTS INCLUDE:

- **Denver Airport Real Estate Land Plan**
Market / Feasibility Analysis.
Denver, CO
- **Origin Park Benefits Case & Impact Analysis**
Equity Assessment / Capital Planning / Economic & Fiscal Impact Analysis.
Jefferson, IN
- **Redevelopment Planning for the Sarasota Bayfront**
Economic Revitalization & Community Planning –
Districts/Neighborhoods/Master Plans
Sarasota, FL



ARCHITECTURAL HISTORY & STRATEGY

ARG - ARCHITECTURAL RESOURCES GROUP

Architectural Resources Group (ARG) is committed to enhancing the vitality of historic buildings and places, spanning preservation, adaptive reuse, and new context-sensitive additions. Our work is robustly informed by our expertise in preservation policy and standards, our technical conservation capacities, and our passion for realizing creative design solutions in historic environments.

Rooted in History

ARG was founded in 1980 as one of the first architectural firms focused on preserving the country's rich built heritage. Our practice is guided by a dialogue between historic places, contemporary design, and conservation approaches to create spaces that are both engaging and memorable.

A Balanced Approach

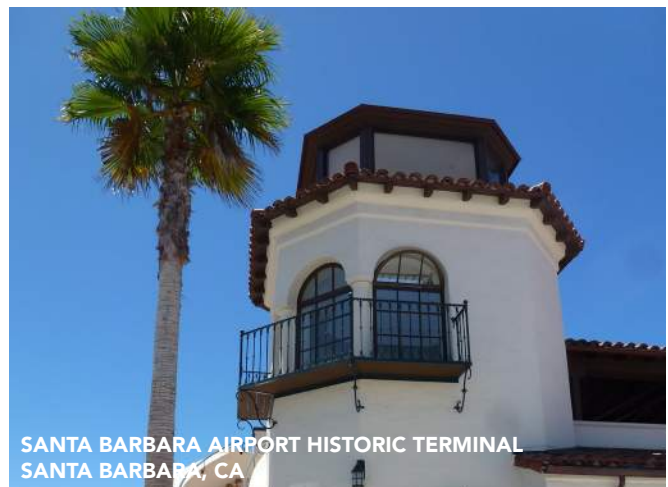
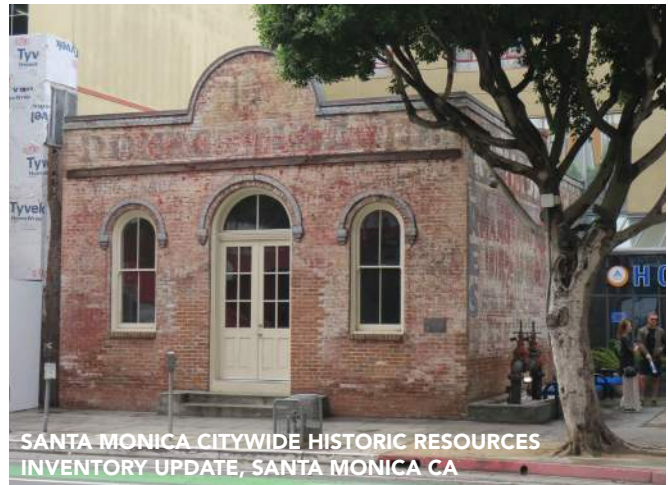
ARG brings a deep understanding of balancing existing conditions and desired outcomes. Drawing on the wide-ranging potential of preservation, we design to respect cultural resources and respond to current needs in ways that align stewardship and client aspirations.

Sustainability Through Preservation

Reuse of existing structures is a powerful strategy to retain embodied carbon. ARG builds on this by identifying project-specific sustainability opportunities, with an emphasis on restoring inherently climate-responsive building features and enhancing them with highly efficient mechanical, electrical, and plumbing systems. ARG has realized LEED-certified projects at all levels, up to and including Platinum.

RELEVANT PROJECTS INCLUDE:

- **Santa Monica Citywide Historic Resources Inventory Update, Santa Monica, CA**
Subconsultant. Historic Preservation Services
2015 - Present
- **Santa Barbara Airport Historic Terminal, Santa Barbara, CA**
Subconsultant. Historic Preservation Architect
2006 - 2011
- **Union Station, Los Angeles, CA**
Subconsultant. Historic Preservation Services
2008 - Present



TRANSPORTATION & ENGINEERING

FEHR & PEERS

Fehr & Peers is excited for the opportunity to help Santa Monica take the next step in converting the Santa Monica Airport into a new and different future. Through our extensive history in Santa Monica, we have watched and often been involved with the City as it embarked on its long journey to close the airport. The 227 acres provides a fantastic opportunity to develop something new, reacting to and serving the people of Santa Monica.

Having worked on projects in and for Santa Monica for almost 40 years, we have a deep understanding of transportation system demands and infrastructure, plans/programs, and community concerns in the City and surrounding portions of Los Angeles. Our style, as always, is to work closed with City staff and the planning team to produce a product that balances the transportation needs of the project and of the community. The Santa Monica Airport closure and conversion provides a unique and exciting opportunity to create a multimodal, safe, and equitable transportation system almost from scratch.

Transportation is at the heart of what people love (or hate) about their community. When there is flexibility, connection, choice, access, and safety – these are due to the optimal transportation experience. When they are lacking, it can be what people hate about their community. The ideal transportation experience consists of three pillars: a safe community, an accessible community, and a connected community.

RELEVANT PROJECTS INCLUDE:

- **Santa Monica Broadway Protected Bikeway**
Prime. Transportation Engineering Services
Team Lead: Kendra Rowley, PE
2022 - Ongoing
Santa Monica, CA
- **Hensley Field Master Plan**
Subconsultant. Planning Services
Team Lead: Jeremy Klop, AICP
2020 – 2023
Dallas, TX
- **Westside Mobility Study**
Prime. Planning Services
Team Lead: Jeremy Klop, AICP
2020 - Ongoing
Los Angeles, CA



COSTING & BUDGETING STRATEGY

DHARAM CONSULTING

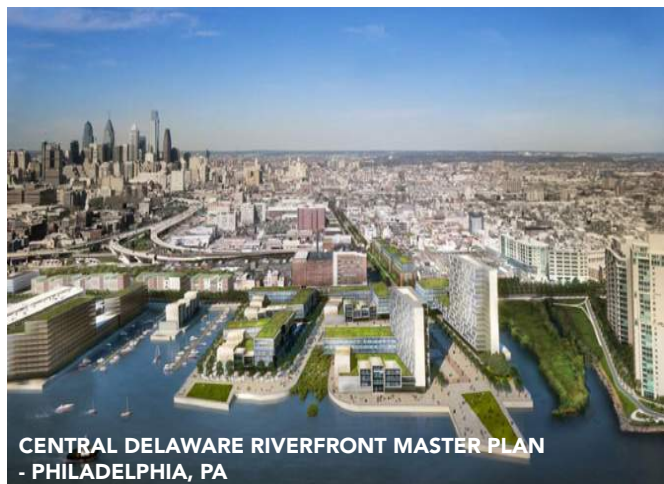
Dharam Consulting is a 60 person MBE/DBE certified, Cost and Risk Consultancy formed in 2013 by Managing Directors Andrew Smith and Harpy Lally. Andrew and Harpy have a background in Quantity Surveying and Management Consultancy and prior to starting Dharam Consulting worked together at Davis Langdon and AECOM in London and New York. The business quickly expanded in 2014 and 2015 with new offices located in Philadelphia, Boston, and Washington DC, joined by fellow Directors Simon Hough, David Pearson and Owain Jones. In 2021, Dharam opened a San Francisco office led by Mike Montague, shortly followed by offices in San Diego and Los Angeles which are led by Simon Hough.

The company concentrates on doing what it does best, which is providing the highest quality pre-construction services including cost & risk, schedule, logistics, and procurement advice to clients. Project benchmarking, data analytics and market reports support the service which goes beyond simply estimating.

Dharam Consulting understands that a key metric of any construction project's success is its ability to deliver value for money in the eyes of those who commission, fund, design and occupy the building. Dharam's consulting service is specifically designed to provide timely and relevant information during planning, design, and the construction processes, making it possible for clients and design teams to effectively plan, control and manage the cost of construction.

RELEVANT PROJECTS INCLUDE:

- **The High Line (Phases 2&3)**
Consultant. Cost Management Services
Timeline: 2013 - 2017
Location: New York, NY
- **St. Louis Gateway Arch Grounds**
Consultant. Cost Management Services
Timeline: 2020 – 2023
Location: St. Louis, MO
- **Central Delaware Riverfront Master Plan**
Consultant. Master Plan Budget Strategist
Timeline: 2019
Location: Philadelphia, PA





SHELBY FARMS PARK
MEMPHIS, TENNESSEE

JAMES
CORNER
FIELD
OPERATIONS

KEY PERSONNEL

Our Key Personnel have been selected for their extensive experience with sites of similar aspirations, cultural significance, and technical challenges. All have extensive leadership skills in strategic planning, research and analysis, visioning, design and construction, stakeholder engagement, and management and coordination. They are also excellent communicators and are well able to articulate intentions, offer thoughtful and pragmatic solutions, and lead discussions.



James Corner, RLA, Strategy & Vision (FO) is Founder and CEO of James Corner Field Operations and will provide thoughtful and strategic leadership with visioning and design.



Richard Kennedy, RLA, Partner-in-Charge (FO) will guide the overall project and help to establish design principles, and will be responsible for design oversight and coordination.



Lisa Switkin, RLA, Advising Partner (FO) will be involved by providing her unique experience and expertise of Santa Monica.



Veronica Rivera, RLA, Associate Partner (FO) will be fully engaged in the project and will serve as the project manager and project designer, providing day-to-day analysis, planning and design support. She will ensure overall vision and strategy is maintained throughout the design process.



Kerry Huang, RLA, Senior Associate (FO) will be the project designer, involved in all day-to-day tasks and deliverables, and for coordinating directly with the consultant team to ensure that the design tenets and strategies are implemented throughout all disciplines.



Adrian Flores, Associate, Technical Lead (FO) will contribute technical expertise in regards to constructibility, environmental, maintenance and long-term implementation goals.



Eleftheria Stavrid, Project Manager (Brooks + Scarpa) will be the project manager handling the day-to-day responsibilities of project coordination and client communication.



Jennifer Doublet, Project Manager (Brooks + Scarpa) will be the project manager for the architectural design and vision that is dedicated to enhancing the human experience.



James Rojas, Founder (Place It!) will lead the team on innovative and inclusive outreach, providing a long-standing extensive personal relationship with the Santa Monica community.



Matt Jones, Principal-In-Charge (MKA) will provide civil engineering leadership and oversight for implementing the best engineering practices and solutions.



Julian Parsley, Partner (Buro Happold) will spearhead the team's approach to sustainable engineering and green systems, guiding the possibilities for fully integrating sustainable infrastructure throughout the grounds.



Claudia Brown (Bio Habitats) specializes in ecological restoration, conservation planning and regenerative design and will advise on sustainable soil management strategies for the future.



Candace Damon, Chair (HR&A Advisors) will serve as Partner-in-Charge, providing creative and cultural integration of programming, financial feasibility and subsidization strategies, with extensive know how in the economic feasibility and market demand analysis for projects of this scale and vision.



Katie E. Horak, Principal (ARG) will be the principal-in-charge on the architecture team. She is both a architectural historian and preservation planner, and brings expertise in the field of historic resource management.



Tom Gaul, Principal (Fehr & Peers) will lead the team's approach to transportation, bringing a deep understanding of transportation system demands and infrastructure, plans/ programs and community concerns in the City of Santa Monica.



Simon R. Hough, Director (Dharam) will provide expertise in cost estimating, construction and constructibility and scheduling analysis.

JAMES CORNER FIELD OPERATIONS



James Corner | Founding Partner and CEO, RLA, FASLA

James has devoted the past 35 years to advancing the field of landscape architecture and urbanism, through his leadership on high-visibility, complex urban projects at Field Operations, as well as through teaching, public speaking and writing. His work is renowned for innovative and bold contemporary design across a variety of project types and scales, with a special commitment to the design of a vibrant and dynamic public realm in cities, informed and inspired by the ecologies of place, people and nature.

Important public realm design projects include New York's highly-acclaimed High Line; London's South Park Plaza at Queen Elizabeth Olympic Park; Santa Monica's Tongva Park; Miami's Underline and Lincoln Road; Chicago's Navy Pier; Cleveland's Public Square; Philadelphia's Race Street Pier; Hong Kong's Salisbury Gardens and Tsim Tsa Tsui Waterfront; and Shenzhen's new city of Qianhai, a new coastal city for 3-million people.

Project List

High Line, New York, NY

Tongva Park and Ken Genser Square
Santa Monica, CA

The Underline, Miami

Lincoln Road, Miami Beach

Nicollet Mall, Minneapolis

Seattle Central Waterfront, Seattle, WA

Tongva Park and Ken Genser Square
Santa Monica, CA

Presidio Tunnel Tops
San Francisco, California

Pier 70, San Francisco, California

Tsim Sha Tsui Waterfront
Kowloon, Hong Kong

Navy Pier, Chicago, IL

Cleveland Public Square
Cleveland, Ohio

South Park at Queen Elizabeth Olympic
Park, London, United Kingdom

Dubai Waterfront Promenade
Dubai, United Arab Emirates

IABR, Urban Metabolism, Rotterdam
The Netherlands

Shenzhen Qianhai Water City Shenzhen
China

Upper Hills, Shenzhen, China

Dachong, Shenzhen, China

OCT Pedestrian Landscape
Shenzhen, China

City Center, Las Vegas

Race Street Pier and Connector
Philadelphia, PA

South Street Seaport, NY

Shelby Farms Park, Memphis, TN

Knight Plaza, Miami, FL

Greenpoint Landing Waterfront
Brooklyn NY

Hallet's Point, Queens, NY

Domino Sugar Waterfront
Brooklyn NY

Manhattan West, New York, NY

Samsung Campus System, Korea

Cornell NYCTech
Roosevelt Island, NY

Navy Yard Central Green
Philadelphia PA

MOCAD Plaza, Detroit, MI

Millennium Hollywood
Los Angeles, CA

Knowledge Corridor
San Juan, Puerto Rico

Lake Ontario Park, Toronto, Ontario

Columbia University
Open Space & Square
New York, NY

Heng-Chun Tropical Botanical Gardens,
Heng-Chun, Taiwan

Fresh Kills Park

Staten Island, NY

University of Puerto Rico
Rio Piedras Campus
San Juan, Puerto Rico

Puerto Rico Botanical Garden, San Juan,
Puerto Rico

Wallace, Roberts, and Todd
(Philadelphia), 1986 - 89

Camden Waterfront Park (masterplan),
NJ, 1987

Lincoln Harbor (urban design strategy
and masterplan), NJ, 1987

Robert Fleming Associates
(Philadelphia), 1985 - 86

CIGNA Courtyard, Hartford, CN,
(masterplan, design, and detail), 1986

Biology Building Courtyard, Princeton
University, NJ, 1985-86

Richard Rogers and Partners
(London), 1983 - 85

Royal Docks, London (masterplan), 1983

Education

University of Pennsylvania
Graduate School of Design
Master of Landscape Architecture

Manchester Metropolitan University
School of Architecture
Bachelor of Arts in Architecture and
Landscape Architecture

JAMES CORNER FIELD OPERATIONS



Richard Kennedy | Partner, RLA, ASLA

Leading many of Field Operations' most important public realm and cultural landscape projects, Richard is widely regarded as one of the field's most effective designers. With 20 years of professional experience, Richard is committed to improving cities through the design of a resilient, holistic and vibrant public realm. Richard led the Open Space Framework Plan for the 1500-acre Presidio in San Francisco and the design of Presidio Tunnel Tops Park, a new 14-acre park that connects the Presidio to the San Francisco Bay; Pier 70, now underway with the first phase of the 28-acre mixed-use development and waterfront park in San Francisco; the Oyster Point Waterfront, an 80-acre waterfront district in South San Francisco; the San Pedro Promenade and Public Market, a 30-acre waterfront park and marketplace in the Port of Los Angeles; and the new Oakland A's Ballpark and Master Plan in Oakland. Richard also led the design and implementation of Cleveland's Public Square; Shelby Farms Park in Memphis (Master Plan and Phase 1 Projects); and, the award-winning South Park at Queen Elizabeth Olympic Park in London. Richard is the Director of the firm's new San Francisco office.

Project List

Presidio Tunnel Tops, San Francisco, California

Presidio Open Space Framework Plan San Francisco, California

Pier 70 Waterfront Site, San Francisco, California

UCSF New Hospital at Parnassus, San Francisco, CA

San Francisco Marina Park, San Francisco, CA

Heart of the Park, Shelby Farms Park, Memphis Tennessee

Cleveland Public Square Cleveland, Ohio

South Park at Queen Elizabeth Olympic Park, London, United Kingdom

Oakland Athletics' Ballpark and Masterplan, Oakland, California

South Bay Sponge, Resilient By Design: Bay Area Challenge, San Francisco Bay Area, California

Project Bloomhouse w/ Emerson Collective, East Palo Alto, California

San Pedro Promenade and Public Market Port of Los Angeles, California

Cityview Plaza, San Jose, CA

1111 Sunset Boulevard, Los Angeles, California

Berkeley Global Campus Masterplan Berkeley, California

Oyster Point Waterfront South San Francisco, California

First Prize, New Gateway to the Presidio Competition San Francisco, California

Rotterdam's Urban Metabolism International Architectural Biennale, Rotterdam, Netherlands

Battersea Rooftop Gardens London, United Kingdom

Central Park, Taopu, Shanghai, China

Shumyip Upper Hills Development Shenzhen, China

Dachong Commercial Core Landscape Design, Shenzhen, China

Qianhai Water City, Shenzhen, China

Earl's Court Development, London

First Prize, Tsim Sha Tsui Waterfront Competition, Hong Kong

First Prize, Navy Pier Pierscape Competition, Chicago, Illinois

First Prize, Queen Elizabeth Olympic Park Competition – South Park, London, England

First Prize, International Competition for the Planning of the Qianhai Region of Shenzhen, China

Wolf River Pedestrian Bridge, Shelby Farms Park, Memphis Tennessee

Park Gateways, Shelby Farms Park, Memphis Tennessee

First Prize, Memphis Shelby Farms Park Competition

Defense Site, Melbourne, Australia

Viladecans Delta, Spain

Atlanta BeltLine, Atlanta, Georgia

Lake Ontario Park, Toronto, Ontario

East River Open Space and Riverfront Promenade, New York, New York

Yongsan International Business District Master Plan, Yongsan, Korea

Schwartz Residence Nantucket, Massachusetts

Knowledge Corridor San Juan, Puerto Rico

University of Puerto Rico Rio Piedras Campus Master Plan San Juan, Puerto Rico

University of Puerto Rico, Campus Walk, San Juan, Puerto Rico

Education

Harvard University Graduate School of Design Master of Landscape Architecture with Distinction

Cornell University College of Agriculture and Life Sciences Bachelor of Science in Landscape Architecture summa cum laude

JAMES CORNER FIELD OPERATIONS



Lisa Switkin | Partner and CEO, RLA, ASLA, FAAR

As a Partner leading many of Field Operations' most complex public realm design projects, Lisa is widely regarded as one of the field's most effective leaders. With a background in urban planning and landscape architecture, Lisa has a special commitment to improving cities through the design of a holistic and vibrant public realm, inspired by place, people, and nature.

For 20 years, Lisa has been intimately involved in many multi-disciplinary public realm projects and transformative master plans including the design and delivery of the High Line since 2004; Domino Park in Brooklyn; the transformative master plan for Staten Island's Freshkills Park; Gansevoort Peninsula in Hudson River Park; the River Ring Master Plan; and most recently, the Neighborhoods Now initiative, in collaboration with the Bedford Stuyvesant Restoration Corporation, Urban Design Forum, and Van Alen Institute; and the 1.5-mile-long River Balcony in Saint Paul.

Other signature projects include Santa Monica's Tongva Park, Philadelphia's Race Street Pier, Nicollet Mall in Minneapolis, Newark's Riverfront Park, The Underline in Miami, Shelby Farms Park in Memphis, the master plan for Seattle's Waterfront, Harbor Way in Boston, and the Ion District in Houston.

Project List

High Line, New York, NY
High Line x Moynihan Connector, New York, NY
Domino Park, Brooklyn, NY
Neighborhoods Now, Brooklyn, NY
Hudson River Park's Gansevoort Peninsula, New York, NY
River Balcony, Saint Paul, MN
Rock and Roll Hall of Fame Expansion, Cleveland, OH
Ion District and Ion Plaza, Houston, TX
Chouteau Greenway Competition, St. Louis, MO
Qatar Museums Cultural District, Doha, Qatar
Domino Square, Brooklyn, NY
Ericsson Playground, Brooklyn, NY
Domino Refinery, Brooklyn, NY
River Ring Master Plan and Waterfront Park, Brooklyn, NY
Riverfront Park, Newark, NJ
Nicollet Mall, Minneapolis, MN
Tongva Park and Ken Genser Square, Santa Monica, CA
Lincoln Road District Master Plan, Miami Beach, FL
The Underline, Miami, FL

60 Water Street, Brooklyn, NY
Harbor Way Master Plan, Boston, MA
South Street Seaport Pier 17 Redevelopment, New York, NY
Greenpoint Landing Waterfront, Brooklyn, NY
Navy Yard Central Green, Philadelphia, PA
Galataport, Istanbul, Turkey
Race Street Pier & Connector, Philadelphia, PA
Seattle Waterfront Master Plan, Seattle, WA
Shelby Farms Park, Memphis, TN
Millennium Hollywood Development, Los Angeles, CA
Muscota Marsh, Columbia University, New York, NY
Columbia University Manhattanville Campus Master Plan, West Harlem, NY
Freshkills Park Master Plan, Staten Island, NY

Education

University of Pennsylvania
Graduate School of Design
Master of Landscape Architecture
University of Illinois
Bachelor of Fine Arts in Urban and Regional Planning
Hebrew University, Jerusalem, Israel
Study Abroad Program

JAMES CORNER FIELD OPERATIONS



Veronica Rivera | Associate Partner, RLA, ASLA

Veronica is a registered landscape architect and architectural designer at Field Operations in the San Francisco office, where she is leading the work on the Oakland A's Ballpark and Master Plan. She is also working on the San Pedro Waterfront, a 40-acre mixed-use development along one mile of the port of Los Angeles' waterfront, including 20 acres of parks, lawns, plazas, and gardens.

Previously, Veronica led the work on Resilient by Design, in which she developed proposals to holistically address the various connectivity, equity, and environmental issues and create a more resilient South Bay. She was a core team member of the design team and oversaw construction administration for the Public Square in Cleveland, Ohio, a 6-acre transformation of roadways and hardscape, into a unified urban park at the heart of downtown Cleveland. Veronica's prior experience includes the Tsim Sha Tsui Waterfront and Salisbury Garden in Hong Kong, Navy Yard Central Green in Philadelphia, and the Presidio Tunnel Tops project in San Francisco.

Project List

San Francisco Marina Park, San Francisco, CA

Oakland A's Ballpark and Master Plan, Oakland, CA

Oyster Point Master Plan, South San Francisco, CA

Project Bloomhouse w/ Emerson Collective, East Palo Alto, California

Resilient by Design: South Bay Sponge, San Francisco Bay Area, CA

San Pedro Public Market and Promenade, Los Angeles, CA

1111 Sunset Boulevard, Los Angeles, California

South San Francisco Waterfront, South San Francisco, CA

Public Square, Cleveland, OH

Presidio Parklands Framework Plan, San Francisco, CA

Presidio Tunnel Tops, San Francisco, CA

IABR, Urban Metabolism, Rotterdam, The Netherlands

Tsim Sha Tsui Waterfront – Avenue of Stars + Salisbury Garden, Hong Kong, China

Navy Yard Central Green, Philadelphia, PA

Education

University of Pennsylvania
Graduate School of Design
Master of Landscape Architecture
Master of Architecture

University of Puerto Rico
School of Architecture, Puerto Rico
Bachelor of Arts in Environmental Design

JAMES CORNER FIELD OPERATIONS



Kerry Huang | Senior Associate, RLA, ASLA

Kerry is a licensed landscape architect at Field Operations' San Francisco office with more than ten years of experience. She is currently managing the design of a new park, Outpost Meadow -- an expansion of the Presidio Tunnel Tops project where she was an integral designer as well as led the construction phase that was completed in July 2022. Kerry also spearheaded the design and documentation for Oyster Point Waterfront Park in South San Francisco. Kerry has a range of experience working at multiple scales of design, master planning, construction, and research, and has led projects from concept through construction administration.

Prior to joining Field Operations, Kerry was an associate at Tom Leader Studio, where she was the lead designer for several public and institutional projects, including an 8-acre downtown civic park in Boulder, Colorado; Stanford Graduate School of Business Housing Campus; Head Royce School Master Plan; and NVIDIA Campus Headquarters. Kerry earned her Master of Landscape Architecture degree from the University of Pennsylvania, and a Bachelor of Art in Chemistry degree from the University of Texas.

Project List

- Presidio Tunnel Tops, San Francisco, CA
- Outpost Meadow, San Francisco, CA
- Presidio Open Space Framework Plan
San Francisco, California
- Oyster Point Waterfront Park, South San Francisco, CA
- Oyster Point Waterfront Masterplan,
South San Francisco, CA
- Resilient by Design: South Bay Sponge,
San Francisco Bay Area, CA
- Boulder Civic Area Park, Boulder, CO
(with TLS)
- Stanford Graduate School of Business,
Stanford, CA (with TLS)
- Head Royce School Masterplan,
Oakland, CA (with TLS)
- Nvidia Headquarters, Santa Clara, CA
(with TLS)
- India Basin Waterfront Park
Competition, San Francisco, CA (with
TLS)
- San Lin Mixed-Use Eco-Park, Shanghai,
China (with TLS)

Education

University of Pennsylvania
Graduate School of Design
Master of Landscape Architecture and
Regional Planning

University of Texas
School of Natural Sciences, Austin, TX
Bachelor of Arts in Chemistry

JAMES CORNER FIELD OPERATIONS



Adrian Flores | Associate

Adrian Flores is a landscape designer at Field Operations. He is currently working on the San Pedro Waterfront, a 40-acre mixed-use development along one mile of the port of Los Angeles' waterfront, including 20 acres of parks, lawns, plazas, and gardens. He is also working on a 50-acre mixed-use development Tech Hub in San Jose, CA.

Prior to joining Field Operations, Adrian worked at Stimson in Cambridge, MA. While at Stimson, he assisted in the design of and oversaw the construction of the Northeastern University Pedestrian Crossing, a 2-acre campus park in the heart of Boston, MA, and the Hardberger Park Land Bridge in San Antonio, TX that, when constructed, will be 150 feet wide and broad enough for animals and people to safely cross. Adrian also worked on numerous gardens and campus projects throughout New England.

Project List

Oyster Point Waterfront Park, South San Francisco, CA

San Pedro Public Market and Promenade, Los Angeles, CA

Tech Hub, San Jose, CA

Dunster Harvard House, Cambridge MA (with STIMSON)

Boston College Field House, Chestnut Hill, MA (with STIMSON)

Northeastern University Pedestrian Crossing, Boston, MA (with STIMSON)

Northeastern University ISEC, Boston, MA (with STIMSON)

Hardberger Park Land Bridge, San Antonio, TX (with STIMSON)

Slusher Residence Asheville, NC (with STIMSON)

Graham Residence, Malvern, PA (with STIMSON)

Education

Rhode Island School of Design, Providence, RI
Master of Landscape Architecture

California State Polytechnic University, Pomona, CA
Bachelor of Science in Landscape Architecture

PLACE IT!



James Rojas | Founder

James Rojas is an urban planner, community activist, educator, and artist who runs the planning, model-building, and community-outreach practice Place It!. Through Place It!, he has developed an interdisciplinary, community-healing, visioning, and outreach process that uses storytelling, objects, art-production, and play to help improve the urban-planning outreach process. He is now an international expert in public engagement and has traveled around the US, Mexico, Canada, Europe, and South America, facilitating over 500 workshops, and building over 100 interactive models. His research has appeared in The New York Times, Los Angeles Times, Dwell, Places, and in numerous books. Relevant areas of expertise include using model-building as a means of community and planning outreach; working with under served, disadvantaged communities and bringing overlooked voices to the planning discussion; making the physical form of cities relevant to broad audiences; and understanding how immigrants—especially Latino immigrants—see and understand urban and suburban space in the US and why they oftentimes reshape those forms in the ways that they do. He is the co-author of *Dream Play Build: Hands-on Community Engagement for Enduring Space and Places*, out now on Island Press. He is the co-creator of their traveling and interactive sound/video/model-building installation *Tracks to Build to*.

Project List

Talent Gateway Project, City of Talent,
OR

South Colton Livable Corridor Plan,
Colton, CA

Georgian Acres Park Design and
Amenities, Austin, TX

Eugene Parks Master Plan Update

Build a Car-Free Downtown Los Angeles
ISCE Conference, Los Angeles, CA

Condemned to be Modern, LA
Municipal Art Gallery, Los Angeles, CA

Perspectivas: Mission Interactive, CCA,
San Francisco, CA

Envision Sacramento Model,
Sacramento Council of Governments
Regional Conference, Sacramento, CA

Re-Imagine 14th Street, Art in Odd
Places, NYC, NY

Market Street Block Party, Open City/
Art City Yerba Buena Center for the
Arts, San Francisco, CA

Education

Massachusetts Institute of Technology
Masters of City Planning
Masters of Science in Architecture
Studies

Woodbury University
Bachelor of Science in Interior Design

PLACE IT!



John Kamp | Interactive Planning, Facilitator and Designer

John Kamp is an urban and landscape designer, licensed landscape contractor (C-27 #307917), and facilitator, and DJ/producer, who runs the landscape, design, and engagement practice Prairieform. Through Prairieform, he has developed innovative tools to engage people of all ages and backgrounds in urban and landscape design, transportation, walkability, climate change, and water conservation. Frequently collaborating with Rojas, and building off of his 15 years of experience in landscape and urban design/build, he is able to translate findings from Place It!'s community-engagement workshops and trainings into designs for inclusive and livable streets and neighborhoods that leave room for all residents to improvise and help create a more welcoming public realm. He is the co-author of the new book *Dream Play Build: Hands-on Community Engagement for Enduring Space and Places*, out now on Island Press. Building off of 15 years of experience in engaging diverse audiences through their hands and senses in planning and design, the book offers a look at how people of all ages and backgrounds can incorporate these methods into their own efforts to effect change in their neighborhoods and cities. He is the co-creator of their traveling and interactive sound/video/model-building installation *Tracks to Build to*.

Project List

Talent Gateway Project, City of Talent,
OR

South Colton Livable Corridor Plan,
Colton, CA

Georgian Acres Park Design and
Amenities, Austin, TX

Eugene Parks Master Plan Update

Education

University of California Los Angeles
Master of Arts in Urban Planning and
Design

Wesleyan University
Bachelor of Arts in Sociology (Honors)



Eleftheria Stavrid | Project Manager

Eleftheria Stavridi is one of the rising stars at Brooks + Scarpa. Elef has played a critical role in many of the most successful and award winning projects at the firm. While her talents, passion and dedication largely speak for themselves, Elef possesses many intangibles that may not be immediately apparent in her work. She has an infectious easy going personality that brings entire project teams up another level and she does it with all with a smile on her face. Elef is the model project architect for any client; skillful, hard working, dedicated, and always eager to listen and learn. She has developed the ability to effectively manage difficult projects through clear communication in support of the overall project vision and client goals. Her dedication to the collaborative approach is reflected in her resourcefulness and determination, resulting in a collective ingenuity and thoughtful execution of each project. She is typically responsible for day-to-day project management on each project, with services ranging from drawing production to construction administration.

Project List

LA Kings / City of Los Angeles Ice Skating Facility, Reseda, CA

Los Angeles Police Station, San Fernando, CA

Ministry of Environment Water and Agriculture, Riyadh, Saudi Arabia

Youth Arts Center Historic Renovation, Los Angeles, CA

Education

University of California Berkeley
Master of Architecture

National Technical
University, Athens, Greece
Diploma of Architectural Engineering



Jennifer Doublet | Project Manager, LEED-AP

Jennifer is a designer and project manager at Brooks + Scarpa with more than 20 years of experience. She returned to Brooks + Scarpa in 2018, after having previously worked with the firm in 2004-2006. She has been actively working on a variety of cultural, civic, retail, commercial, and affordable and market rate housing projects. Jennifer has managed several large projects including two 8-story affordable housing projects totaling more than 380 units being preserved from the 1970's, the \$35 mil renovation of The Four Season Hotel in Westlake Village, as well as more than a dozen units of faculty housing for a prestigious private school campus and two high end single family residences in Venice and Manhattan Beach.

She received a Master of Architecture degree in 1999 from SCI-arc having been awarded Best Graduate Thesis and she was a member on the 2004 Venice Biennale team for George Yu Architects. She holds two undergraduate degrees from Stanford in Economics and Art History and has lived, worked built projects throughout the United States, Europe and Asia. Jennifer is an affiliate member of AIA, and has taught design history for the past 10 years at UCLA, UCLA Extension and OTIS College of Art and Design.

Project List

Four Seasons Hotel and Resort
Westlake Village, CA

Miramar Apartments
Los Angeles, CA

Mercy Senior Housing
San Diego, CA

Mercy Housing
Los Angeles, CA

Public Parking Structures
Santa Monica, CA

The Chadwick School
Rancho Palos Verde, CA
Projects include Rossler Hall, New
Wellness Center and Pool Facility,
Faculty Housing and two classroom
buildings.

Education

Southern California
Institute of Architecture
Master of Architecture

Stanford University
Bachelor in Economics
Bachelor in Art History



Fui Srivikorn | Project Architect, LEEP-AP

Fui Srivikorn is a designer and project manager since 2016. He has primarily been focused on single family residential, mixed use housing and affordable housing projects. He received a Bachelor's of Architecture degree from the University of Southern California in 2016 and won a thesis award that explored animation as a method of presentation. Prior to his architectural career, he was involved in the music industry, designing and building elaborate stages for live music events. Through the years, he has adopted a keen interest in construction and detailing, striving to achieve better understanding of materials and technical design.

Project List

1819 Pico Affordable Housing
Santa Monica, CA

Miramar Housing
Los Angeles, CA

Camarillo Apartments
North Hollywood, CA

Engine Company Arts Center
Los Angeles, CA

Robertson Station Mixed-Use
Culver City, CA

Magnolia Hill Housing
North Hollywood, CA

The Los Angeles Flower Market Mixed-use,
Los Angeles, CA

The Chadwick School
Rancho Palos Verde, CA
Projects include Rossler Hall, New
Wellness Center and Pool Facility,
Faculty Housing and two classroom
buildings.

Education

University of Southern California
Bachelor of Architecture



Tom Gaul | Principal

Tom has almost 40 years of experience as a transportation planner and engineer, and has conducted studies for public agencies, private firms and institutions throughout the western United States. Tom has managed areawide transportation planning studies involving needs assessment, travel demand modeling, alternatives evaluation and public outreach, including general plans, specific plans and corridor studies. He has conducted traffic impact, circulation, parking and site access studies for residential, commercial, institutional, industrial, mixed-use and entertainment developments. He is experienced at recreational and special events planning, including circulation studies for the Disneyland Resort in Anaheim and parking and circulation improvements for Los Angeles Dodger Stadium. He has conducted alternatives analysis, station access planning and rail/traffic integration studies for rail transit projects in Los Angeles and Honolulu and was a task manager for the Los Angeles County HOV Performance Program and HOV System Integration Plan studies for MTA and Caltrans. He has managed preparation of Caltrans Project Study Reports and/or Project Reports for various improvement projects on the state highway system. Finally, Tom is experienced with multimodal planning including complete streets, streetscape plans and bicycle/pedestrian studies.

Project List

Santa Monica 2021 - 2029 Housing EIR,
Santa Monica, CA

Bergamot Area Plan, Santa Monica, CA

Colorado Esplanade and Downtown
Plaza Design, Santa Monica, CA

Land Use and Circulation Element,
Citywide Travel Demand Model and
VMT Metrics, Santa Monica, CA

Ocean Park Boulevard Green Street,
Santa Monica, CA

Westside Mobility Plan, Los Angeles, CA

Education

University of California, Berkeley
Graduate Course Work

Massachusetts Institute of Technology
Bachelor of Science, Civil Engineering



Jeremy Klop | Project Manager

Jeremy thinks big. With over two decades of experience developing comprehensive and award-winning multimodal transportation plans addressing complex community issues, he knows how to bring people together. A Principal based in Los Angeles with Fehr & Peers, Jeremy serves as the firm's Director of Strategy. His aptitude for strategy development has played an important role in his successful and large-scale projects, such as Blueprint Denver, LA's Mobility Plan 2035, the 700+ acre Master Plan for Hensley Field in Dallas, TX, and the LA County Transit to Parks Summit. He is currently working on strategies to address the rapidly changing ridership, safety, and access concerns through development of interactive data analysis tools, community co-creation tactics, new metrics for equitable mobility outcomes, and partnerships with community service providers. Jeremy also serves as an instructor for the APA Emerging Professionals Institute, frequently lectures and trains practitioners through UC Berkeley Tech Transfer in Complete Streets, and co-authored the Pedestrian & Bicycle chapter of the ITE Transportation Planning Handbook.

Project List

- Hensley Field Master Plan, Dallas, TX
- Airport Metro Connector, Los Angeles
- LA Metro Mobility Concept Plan for the LA28 Games, Los Angeles, CA
- ConnectUS - Union Station & 1st/Central Station Linkages Project, Los Angeles, CA
- Union Station Master Plan & PEIR, Los Angeles, CA
- Transportation Technology Strategy Implementation, Los Angeles, CA

Education

- University of North Carolina
Master of Regional Planning
- Calvin College
Bachelor of Science, Biology



Jeremiah LaRose | Transit Planner

Jeremiah LaRose is a multi-modal transportation planner and project manager with a background in transit service planning and operations. Prior to joining Fehr & Peers, Jeremiah served as the Manager of Operations & Service Planning for COAST, a public transit agency serving 14 communities in New Hampshire. With Fehr & Peers, Jeremiah has helped many transit clients throughout California with comprehensive transit system analyses and service planning, fare and funding policy study, and transit-supportive roadway design. He has worked extensively across disciplines including traffic operations, first-last mile access, safety, and goods movement.

Project List

Culver City Line-by-Line Analysis, Culver City, CA

Ventura County Transit Integration & Efficiency Study, Ventura County, CA

Irvine Transit Vision, iShuttle and Spectrum Studies

Ridership Growth Action Plan, Los Angeles, CA

Clean Air Express Short-Range Transit Plan, Santa Barbara County, CA

Carson Circuit Comprehensive Operations Analysis, Carson, CA

Laguna Woods Village Short-Range Transit Plan, Laguna Woods, CA

Transit Stop and Street Design Experience, California

Education

University of California Los Angeles
Master of Urban and Regional Planning

University of New Hampshire
Bachelor of Arts, Music



Kendra Rowley | Complete Streets & Bicycle Planner, P.E.

Kendra Rowley has over twelve years of transportation planning and engineering experience in the state of California. Kendra manages a diverse range of projects from the design of multi-modal safety improvements along complex corridors to the preparation of signal design plans for development projects. Specializing in complete streets planning and design, Kendra leads Fehr & Peers' Complete Streets Design company-wide practice area. She recently led the firm's efforts to research the safety efficacy of the innovative bicycle design tools in many of the national design manuals and guidebooks, including the NACTO Bicycle Design Guide. Biking and walking in her everyday life fuels her passion for bicycle and pedestrian planning and engineering, which she translates into effective improvements for her clients.

Project List

Broadway Protected Bikeway PS&E,
Santa Monica, CA

Fountain Avenue Bikeway Planning and
Design, West Hollywood, CA

AC Transit Rapid Corridor
Implementation and Dana Street
Protected Bikeway Pilot, Berkeley and
Oakland, CA

Pre-Planning and Pre-Design Services
fo Complete Streets Projects of Culver
Blvd, La Brea Ave, and Highland Ave,
Los Angeles, CA

West Glendale Sustainable
Transportation Class IV Design, West
Glendale, CA

Bancroft Complete Streets Corridor and
PS&E, Berkeley, CA

Education

California Polytechnic State
University at San Luis Obispo
Bachelor of Science in Civil Engineering



Chelsea Richer | Safety and Resilience/Sustainability, AICP

Chelsea has over 10 years of experience in transportation planning, focusing on first/last mile planning, multi-modal safety, climate change, and transportation demand management (TDM). Chelsea leads Fehr & Peers' company-wide discipline group on Climate Change & Resilience. With experience working in diverse communities in Los Angeles, Chelsea excels on projects that center transportation equity, data analysis, project evaluation, and community engagement as the tools to inform better decision-making and better outcomes. Her technical practice areas are underpinned by strong communication skills, attention to detail, and experience managing complex planning projects with interdisciplinary teams.

Project List

Westside Mobility Study, Los Angeles County, CA

Montecito Evacuation Study, Montecito, CA

Calabasas Safety Element Update, Calabasas, CA

Beverly Hills Evacuation Study, Beverly Hills, CA

OCTA Rail Defense Against Climate Change, Orange County, CA

Oxnard Sustainable Transportation Plan, Oxnard, CA

Oxnard Climate Action Plan, Oxnard, CA

Advisory Services for the Transportation Electrification Partnership, Los Angeles, CA

Education

University of California Los Angeles
Master of Urban and Regional Planning

University of Chicago
Bachelor of Arts, Environmental Studies and Public Policy



Matt Jones | Senior Principal, P.E., LEED AP BD+C

Matt is a Senior Principal and leads the firm's civil engineering practice. Since joining MKA in 2010, he has focused on developing highly sustainable site designs that incorporate a resilient design approach and feature innovative stormwater infrastructure interventions and water reuse solutions. Matt has been Principal-in-Charge on several world-class park and public space projects such as Presidio Tunnel Tops in San Francisco, California; Hemisfair Civic Park in San Antonio, Texas; and the South Battery Park City Resiliency Project in Lower Manhattan, New York. He has also served as Principal-in-Charge on several transformational master plan projects such as Missouri Riverfront Revitalization and Master Plan in Omaha, Nebraska and Council Bluffs, Iowa; United States Embassy Master Plan and Bridging Design in Juba, South Sudan; and the Bellevue College Master Plan in Bellevue, Washington. He has worked with Field Operations on numerous projects dating back to 2014 which includes the Presidio Tunnel Tops and the next phase entitled Presidio Outpost Meadow in San Francisco, California; Resilient by Design Bay Area Challenge where we developed resilient strategies for 20 miles of coastline in the Bay Area stretching from East Palo Alto to Sunnyvale; and our current work on the Cleveland North Coast Lakefront Master Plan in Cleveland, Ohio.

Project List

Presidio Tunnel Tops, San Francisco, CA, 2022 | with Field Operations

Governors Island Park and Public Space, New York, NY, 2013

Missouri Riverfront Revitalization Master Plan, Omaha, NE, 2019

Los Angeles Chinatown Spring Street Mixed-use Tower, Location, 2023 (ongoing)

South Battery Park Resiliency Project, New York, NY, 2023

Hemisfair Civic Park, San Antonio, TX, 2021

San Ysidro U.S. Land Port of Entry, San Ysidro, CA, 2009

US Embassy – Juba, Juba, South Sudan, 2019

Resilient by Design Bay Area, San Francisco, CA, 2018 | with Field Operations

Cleveland North Coast Lakefront Master Plan, Cleveland, OH, 2023 (ongoing) | with Field Operations

US Embassy – Lilongwe, Malawi, 2026 (estimated)

India Basin Waterfront Park Concept Design, San Francisco, CA, 2016

Harold Simmons Park Schematic Design, Dallas, TX, 2020

Constitution Gardens at the National Mall, Washington, DC, 2015

Longwood Gardens, Nashville, TN, 2010

San Diego Airport Federal Inspection Station, San Diego, CA, 2017

US Embassy – Niger, Niamey, Niger, 2015

Everett Riverfront, Everett, WA, 2015

Bellevue College Master Plan, Bellevue, WA, 2017

Education

Bond University
Master of Business Administration

California Polytechnic State University
Bachelor of Science in Civil Engineering



Steven Haluschak | Principal, Project Manager, P.E., LEED AP

Steven, a Principal at MKA, has 37 years of experience specializing in projects requiring extensive and multi-jurisdictional permitting coordination and creative solutions for stormwater management. His portfolio includes parks up to 130 acres, low-impact designs, habitat enhancements, and complex multi-discipline infrastructure improvements. Steven has managed designs for extreme topographical conditions at hydroelectric facilities, diverse climatic and geological conditions in several states, and various sewage systems ranging from on-site systems to low-flow, high-head lift stations. Through innovative designs of bioretention facilities, infiltration systems, and field improvements, he has developed zero-discharge stormwater management strategies, saving significant construction time and money. Steven has been Principal-in-Charge and/or Project Manager on several park master plan projects, including regional and destination parks. On the Magnuson Park Master Plan and subsequent phased construction projects, Steven led the civil design elements at the park, including converting heavily compacted remnants of a naval station airfield into an athletic fields and wetland complex that sustains widely diverse habitats. The design included hydroperiod analyses critical to plant selection, and as a result, the built environment enabled reintroduction of habitat that had previously been considered extinct in the area.

Project List

- Magnuson Park Wetlands and Athletic Fields, Seattle, WA, 2009
- Centennial Park Master Plan, Nashville, TN, 2011
- South Battery Park Resiliency Project, New York, NY, 2023
- San Ysidro U.S. Land Port of Entry, San Ysidro, CA, 2009
- Pomona College Studio Art Hall, Claremont, CA, 2013
- Hemisfair Civic Park, San Antonio, TX, 2021
- US Embassy in Guatemala, Guatemala City, Guatemala, 2015
- The Village at Galisteo Basin Preserve, Santa Fe, NM, 2012
- Ballinger Park Master Plan, Mountlake Terrace, WA, 2016
- Beaver Lake Park Master Plan, Sammamish, WA, 2011
- Confluence Park Master Plan, Issaquah, WA, 2012
- Luther Burbank Park Master Plan, Mercer Island, WA, 2006
- Harold Simmons Park Schematic Design, Dallas, TX, 2020
- Jack’s Urban Meeting Place, Boise, ID, 2015
- Jimi Hendrix Park Improvements, Seattle, WA, 2012
- Smith Cove Park, Seattle, WA, 2018

- Stan Sayres Memorial Park, Seattle, WA, 2007
- US Consulate – Merida, Merida, Mexico, 2017
- Hanford Reach National Monument, Richland, WA, 2013
- Wanapum Heritage Center, Wanapum-Priest Rapids, WA, 2015

Education

Walla Walla University
Bachelor of Science in Civil Engineering



Julian Parsley | Partner, P.E., LEED AP

Julian Parsley is a Partner in Buro Happold’s Los Angeles office, where he leads teams of consultants and engineers to deliver integrated engineering and sustainability across buildings, portfolios and master plans. A licensed mechanical engineer with 18 years of experience, Julian has delivered complex projects with ambitious goals across a range of sectors and scales. This work spans from high-performance buildings to sustainable master planning and strategic consultancy in climate action planning and decarbonization. His recent work includes the groundbreaking net zero energy Santa Monica City Hall East project – a \$60M public building that has achieved the Living Building Challenge Ready certification. Other notable projects include the LEED Platinum Anaheim ARTIC Terminal which uses ETFE to reduce embodied carbon and energy consumption; a portfolio Operational Carbon Reduction Plan for UC San Diego; campus sustainable design guidelines for the University of Southern California; and consultation with the City of Los Angeles on their electrification code. Embodied carbon work includes building scale Life Cycle Analysis and portfolio embodied carbon strategy and policy development.

Project List

Santa Monica City Hall East
Santa Monica, CA

Santa Monica City Yards
Santa Monica, CA

Orange County Great Park
Irvine, CA

SVCE Community Energy Resiliency
Analysis, Planning and Support
Silicon Valley, CA

Santa Barbara Airport Terminal
Expansion
Santa Barbara, CA

LAX Midfield Satellite Concourse Peer
Review
Los Angeles, CA

LAX Midfield Satellite Concourse South
Los Angeles, CA

Anaheim Regional Transportation
Intermodal Center
Anaheim, CA

Hollywood Burbank Airport, Concept
Validation
Burbank, CA

UC San Diego, Scripps Institution of
Oceanography, Physical Planning Study
La Jolla, CA

UC San Diego, Carbon Reduction Plan
San Diego, CA

MiraCosta Community College District,
Facilities Master Plan
MiraCosta, CA

UC Riverside, Physical Master Plan Study
Riverside, CA

Education

University of Engineering
Master of Engineering, Mechanical
Engineering (Hons)



Sabrina Bornstein | Principal, Head of Climate Resilience

Sabrina leads the climate resilience practice for the Cities team. She has over of 15 years of experience in local government, policy development, and the built environment. Having worked across sectors, Sabrina applies her knowledge of resilience, sustainability, and community economic development to each project. She supports clients in planning for a resilient, sustainable, and equitable future through climate vulnerability assessments, stakeholder engagement, and adaptation and resilience strategies. Prior to joining Buro Happold, Sabrina served as Deputy Chief Resilience Officer for the City of Los Angeles, where she helped develop and execute the City's first resilience strategy. In this role, she represented Los Angeles in the 100 Resilient Cities Network and the C40 Cool Cities Network, collaborating with climate resilience leaders across California and the globe. Sabrina also worked in the Mayor's Office on energy policy with the Department of Water and Power, the largest municipal utility in the country, and led climate action planning work for the South Bay Cities Council of Governments.

Project List

Santa Monica Mountains Resilience Plan
Technical Support
Santa Monica, CA

City of Los Angeles Heat Action Plan
Los Angeles, CA

Los Angeles County Climate
Vulnerability Assessment
Los Angeles, CA

SVCE Community Energy Resiliency
Analysis, Planning and Support
Silicon Valley, CA

NYC Environmental Justice for All
Report
New York, NY

Tuscon Climate Action and Adaptation
Plan
Tuscon, AZ

West Hollywood Climate Action and
Adaptation Plan
West Hollywood, CA

Global Covenant of Mayors (GCoM)
Regional Climate Leaders
Region, US

New York State Resilient Infrastructure
New York, NY

Resilient Los Angeles*
Los Angeles, CA

South Bay Cities Council of Government
Energy Efficiency Climate Action Plans*
Torrance, CA

Don't Waste LA*
Los Angeles, CA

*experience prior to Buro Happold

Education

University of California Los Angeles
Master of Arts, Urban Planning, focus
on Community Economic Development,
Affordable Housing and Environmental
Policy

Stanford University
Bachelor of Arts, Urban Studies with a
focus on Community Organization

BURO HAPPOLD



Francesco Cerroni | Principal, Lead Mobility Designer

Francesco Cerroni has worked for the last 12 years researching, planning, and designing equitable mobility and sustainable transportation infrastructure worldwide. Throughout this time, he has learned how mobility can unite our society, allows for the socialization and sharing of ideas, and provide access to jobs, services, culture, recreation, and education. Francesco's approach to mobility aims to make our cities more equitable, help fight climate change, and ultimately improve our quality of life. His work has encompassed both the private and public sectors. Before joining Buro Happold, Francesco was the director of Mobility in Chain offices in Moscow (2014) and New York (2016) and partnered with Audi on the "Future Urban Initiative," gaining insight into the impact of driverless technologies on the built environment. His expertise lies at the intersection of planning and design, with enthusiasm for future-focused solutions and innovative approaches to traditional methods. Graduating with honors in Architectural Engineering in Rome, after which he received a Masters's Degree in Urban Planning, Francesco is also an active member of the Urban Design Forum.

Project List

Verdugo Wash Corridor Visioning Plan
Glendale, CA

Update of Glendale Bicycle
Transportation Plan
Glendale, CA

Google Downtown West San Jose
Infrastructure Advisory
San Jose, CA

Ford Michigan Central Station Mobility
Plan
Detroit, MI

High Line Extension Pedestrian and
Traffic Study
New York, NY

Southwestern Medical District Green
Spine
Dallas, TX

Bedrock District Infrastructure
Detroit, MI & Cleveland, OH

Bedrock Structural & Façade
Assessment
Detroit, MI & Cleveland, OH

Little Island Visitation Study
New York, NY

Tencent Dachanwan Masterplanning
Project
Shenzhen, China

North End Redevelopment Plan
Hoboken, NJ

Education

University of Rome
Masters in Architectural Engineering
(Honors)

Escuela Tecnica Superior de
Arquitectura de Sevilla, Spain
Erasmus Grant

DHARAM CONSULTING



Simon R. Hough, FRICS, MACostE | Director

With 36 years' experience in providing project and commercial management consultancy services, Simon Hough is a founding partner of Dharam Consulting's Mid-Atlantic offices. Based in Philadelphia, PA for the last 18 years, Simon has spent most of his professional life working and representing clients across the US and internationally. He is skilled in project, cost and contract management, owner representation, strategic project and fiscal planning, project auditing and oversight. He is sensitive to the needs and demands of his projects end- users as well as understanding the fine line that often exists between the needs of the owner, the desires of the design team and the practicalities that the construction process demands. His focus and passion have always resided with the delivery of best-in-class advice that helps his clients attain the most appropriate conditions for success and in becoming truly a trusted advisor.

Project List

USC McAlister Field Feasibility Study
(Women's Soccer & Lacrosse Stadium),
Los Angeles, CA

Baltimore Middle Branch Master Plan,
Baltimore, MD

Master Plan Update for Navy Yard,
Philadelphia, PA

Central Delaware Riverfront Master
Plan, Philadelphia, PA

The Franklin Institute Master Plan,
Philadelphia, PA

Penn State University, Arboretum
Cultural District University Park, PA

Chesapeake & Ohio Canal, Georgetown,
Washington DC

The High Line 18th Street Plaza 9,500 SF,
New York, NY

Grand Junction Plaza, Westfield, IN

Bureau of Engraving and Printing
Washington, DC

Fairfax County Herndon Masterplan,
Fairfax, VA

Gallaudet University Hanson Plaza
Washington, DC

Smithsonian Institution Capital Gallery
Washington, DC

US Consulate in Thessaloniki, Greece

San Diego Courthouse San Diego, CA

MUNI Metro System Third Street Light
Rail Transit Central Subway Project San
Francisco, CA

Confidential Change Order Project, Los
Angeles, CA

Confidential Life Science Campus, San
Diego, CA

UPenn Vagelos Laboratory for Energy
Science and Technology Philadelphia,
PA

Education

Loughborough University of Technology
Master of Science in Construction
Management

John Moores University
Bachelor of Science (Hons) Quantity
Surveying (2nd Degree 1st Class)

BIO HABITATS



Claudia Brown | Senior Water Resources Specialist/Conservation Planner, CE

Claudia has over 35 years of experience in conservation and restoration planning, water resource management, and riparian and wetland habitat assessments and maintenance. Her work strives to increase the resiliency of natural and human systems to climate change and other environmental stresses by integrating strategies for restoration and sustaining ecological functions into all phases of planning, design, construction and monitoring projects. Claudia's open space planning projects across the U.S. include regional conservation assessments, regional and park master planning, adaptive management and restoration plan development, recreation impact analysis, ecosystem services evaluation, policy analysis, and public education related to environmental issues.

Project List

Brisbane Baylands Ecological Services,
Brisbane, CA

Stanford Health Center Sustainable
Landscape Guidelines, Palo Alto, CA

Regional Green Infrastructure Plan and
Metrics, Mid-America Regional Council,
Kansas City, MO

EcoDistricts Living Infrastructure Guid

Austin Land Management and Climate
Vulnerability Analysis, City of Austin, TX

Lakewood Climate Action Plan,
Lakewood, OH

Denver Health Waterways, Denver, CO

Lafayette Wildlife Management Plan,
Lafayette, CO

Shield Ranch Master Plan, Travis County,
TX

Mayer Ranch Conservation Plan,
Montgomery County, TX

Poudre River Downtown Master Plan
Project, City of Fort Collins, CO

City of Denver Ecological Restoration
On-Call, Denver, CO

Festival Park Design and Permitting,
Castle Rock, CO

Boulder Land-Based Carbon and Natural
Climate Solutions, Boulder, CO

Education

Colorado State University
Master of Science of Ecology

Cornell University
Bachelor of Science, Department of
Natural Resources

BIO HABITATS



Susan Sherrod | Senior Ecologist/Soils, PhD, CERP, PWS

Dr. Sherrod has over 20 years of professional experience specializing in open space management and ecosystem restoration planning and implementation. She brings extensive experience providing wetland delineation, wetland assessment, permitting, native plant community mapping, T&E assessments, invasive species and integrated pest management, habitat conservation, and revegetation planning and oversight. She translates ecological principles into the master plan and landscape design process to improve community stewardship and connection to place. She is familiar with a broad range of Western ecosystems including alpine tundra, subalpine forest, wetland, riparian, grassland, and deserts. Susan is a university instructor in global change ecology, biodiversity and conservation, ecosystems, urban ecology, and applications to landscape architecture.

Project List

Zion Bancorp Adaptive Management & Restoration Planning, Midvale, UT

Brisbane Baylands Development, Brisbane, CA

Stanford Health Center Sustainable Landscape Guidelines, Palo Alto, CA

The Forge - Killeen Innovation District, Killeen, TX

Sustainable Landscape Design Guidelines, Stanford Health Care, Palo Alto, CA

Poudre Downtown Whitewater Park Master Plan, Fort Collins, CO

Regional Conservation Assessment - Metro Denver (seven-county area), The Nature Conservancy of CO

Valle de Oro National Wildlife Refuge Visitor Center & Wetland Design, Albuquerque, NM

Heron Pond and Carpio-Sanguinette Park Master Plan and Stormwater Design, Denver, CO

Festival Park Design and Permitting, Castle Rock, Colorado

High Line Canal Benefit Cost Analysis, Denver, CO

University of Utah Research Park Master Planning, Salt Lake City, UT

Denton Creek Park Master Plan, Grapevine, TX

Education

University of Colorado
Ph.D., Environmental, Population, and Organismic Biology

Colorado State University
Bachelor of Science Biological Sciences, Mathematics Minor

BIO HABITATS



Michael Lighthiser | Principal Engineer, P.E., LEEP AP

Mike is a water resources engineer with more than 25 years of experience specializing in the restoration of natural systems. He has led and participated in numerous restoration projects in diverse physiographic regions. His involvement has ranged from site assessment and design through construction and monitoring. He has also completed restoration design/build projects, providing construction guidance and oversight of re-vegetation efforts. Mike has experience in the hydrology, hydraulics, and geomorphology with modeling experience for steady and unsteady one-dimensional flow, sedimentation and erosion, and rainfall/runoff relationships. He has delivered a presentation entitled "Living Infrastructure for Sustainable Stormwater and Wastewater Treatment Systems" to sustainability organizations and universities internationally.

Project List

Brisbane Baylands Development,
Brisbane, CA

CityCraft - West Denver
Neighborhoods, Denver, CO

On-Call Water Resources Planning and
Engineering, Maricopa County, AZ

University of Utah Research Park Master
Plan, Salt Lake City, UT

City of Denver Ecological Restoration
On-Call, Denver, CO

Heron Pond and Carpio-Sanguinette
Park Master Plan and Stormwater
Design, Denver, CO

Cottonmouth Creek Restoration at
Easton Development, Austin, TX

Flewellen Stream Restoration, Ft Bend
County, TX

Louisville Metro Parks Southwest
Greenways Master Plan, Louisville, KY

Santa Fe County Greenways: River
Restoration and Trail Design, NM

NYC Department of Environmental
Protection, Green Infrastructure Design
Services, New York, NY

Cleveland Metroparks Acacia
Reservation Restoration Project,
Cleveland, OH

Southeast Metro Stormwater Authority
Environmental/Ecological On-Call
Services, Englewood, CO

Education

University of California, Berkeley
Master of Engineering, Environmental
Water Resources, Civil and
Environmental Engineering

Ohio State University, Columbus
Bachelor of Science Civil Engineering

BIO HABITATS



Pete Muñoz | Senior Engineer, P.E., LEEP AP, EcoDistricts AP

Pete has 27 years of experience working globally to help implement nature-based solutions that promote healthy communities, resilient infrastructure, and ecological complexity. He has helped connect communities through appropriate ecological systems and dynamic water infrastructure. He has been involved in hundreds of projects involving wastewater treatment, stormwater management, rain harvesting, environmental remediation, and watershed restoration with a focus on balancing the water/energy/food/ecology nexus. He has over two decades of water infrastructure experience with a special emphasis on utilizing natural treatment components, such as constructed wetlands, sand filters, and solar aquatic systems.

Project List

City Services Building - Water Infrastructure, Santa Monica, CA

EcoDistricts Living Infrastructure Guide
Brisbane Baylands, Brisbane, CA

Oregon State University, Cascades
Campus Long Range Development Plan,
Bend, OR

PAE Living Building - Water
Infrastructure, Portland, OR

Villages at Westview, Los Angeles, CA

Villa Hermosa, Los Angeles, CA

Silver Star, Los Angeles, CA

Metro Western, Los Angeles, CA

Baldwin & Rose, Los Angeles, CA

Guadalupe Court, Los Angeles, CA

Cedar Springs Affordable Housing,
Los Angeles, CA

Rancho Verde Apartments - Ventura, CA

Corporate Headquarters - District Scale
Water Infrastructure Planning,
Mountain View, CA

LinkedIn Recycled Water Project,
Sunnyvale, CA

Facebook Headquarters - District Scale
Sustainability Planning, Menlo Park, CA

Parkmerced Redevelopment - District
Scale Water Efficiency and Wastewater
Treatment Plan, San Francisco, CA

UC Merced Smart Farm Onsite
Wastewater Infrastructure, Merced, CA

University of Texas at El Paso Campus
(UTEP) Transformation Plan, El Paso, TX

Serenbe - Community Wastewater
Treatment and Reuse System. Atlanta,
GA

Education

University of Southern California Master
of Heritage Conservation

University of Oregon, Eugene
Historic Preservation Field School of
Canova, Italy

Whitworth College
Bachelor of Arts, Art (Painting/Drawing)

HR&A ADVISORS



Candace Damon | Chair

Candace is the Chair of HR&A Advisors, Inc. and has over 35 years of experience in the management of complex, public-private real estate and economic development activity. Candace has devoted her career to crafting sustainable urban redevelopment strategies in cities across North America. Her specific areas of expertise include supporting master planning efforts for large-scale revitalizations, including of downtowns and waterfronts; ensuring the long-term viability of urban open space; leading organizational planning for non-profits and institutions; and addressing the financial challenges of making commercial and multi-family residential buildings energy efficient.

Project List

Brooklyn Bridge Park Planning,
Brooklyn, NY

Redevelopment Planning for the
Sarasota Bayfront

Seattle Waterfront Park Operations and
Maintenance Strategy

San Diego Downtown Parks
Implementation Master Plan, San Diego,
CA

Long-term Maintenance Strategy for
Atlanta BeltLine, Atlanta, Georgia

Benefits Case for Pittsburgh Parks
Equitable Investment Strategy,
Pittsburgh, PA

Funding Strategy for Silver Lake
Reservoir Complex Master Plan, Los
Angeles, CA

Freshkills Park Master Plan, Staten
Island, NY

Education

Harvard University Law School
Juris Doctor

Amherst College
Bachelor of Arts, American Studies

HR&A ADVISORS



Paul Silvern | Partner

Paul has been a leader in HR&A's Los Angeles Office since joining the firm in 1986, Paul specializes in economic impact, fiscal impact, financial feasibility and other real estate advisory services for both private and public clients. This has involved him in television and film studio expansions, hotel developments, high-technology office parks, high-rise office buildings, shopping centers, hospital complexes, university campus expansions, large residential developments, professional sports stadia, mixed-use developments, and a variety of types of planning initiatives. His housing experience ranges from development of affordable housing strategies to drafting regulations for public agencies, to financial analysis for private developers.

Project List

Development Advisory for the City of Santa Monica's Ocean Avenue Project, Santa Monica, CA

Redevelopment & Re-Use Planning for the Santa Monica Civic Auditorium, Santa Monica, CA

Real Estate Development Analysis for the City of Santa Monica, Santa Monica, CA

City of Santa Monica Fee Analysis, Santa Monica, CA

Santa Monica Housing Element Updates, Santa Monica, CA

Fee Structure Analysis for LA County Parks and Recreation

Evaluating the Feasibility of Public-Private Partnership for the Renovation and Expansion of the Los Angeles Convention Center District, Los Angeles, CA

Education

University of California Los Angeles
Graduate School of Architecture
and Urban Planning
Master of Arts, Architecture and Urban
Planning

University of Illinois Urbana
Bachelor of Science (with Honors),
Architectural Studies

HR&A ADVISORS



Connie J. Chung | Principal, AICP

Based in HR&A's Los Angeles office, Connie is a leader in HR&A's planning and open space practice where she develops programming, funding, and partnership strategies that enable successful public-private partnerships. Her work guides strategic investments in civic infrastructure and catalyzes signature public realm projects. Connie's open space practice ranges from the revitalization of existing assets to the introduction of completely new amenities to a community, using market data to ground business planning. Prior to joining HR&A, Connie was Director of Planning at the Alliance for Downtown New York, where she managed its planning efforts district wide, including the activation of public open spaces in collaboration with commercial property owners and small businesses. Connie also serves as the Managing Principal for HR&A's Los Angeles office, where she focuses on talent development and business strategy.

Project List

Denver International Airport Real Estate Land Plan, Denver, CO

Business Planning at Orange County Great Park, Irvine, CA

Civic Auditorium Redevelopment Planning, Santa Monica, CA

I-5 Freeway Lid Feasibility Study, Seattle, WA

Dorothea Dix Park Funding and Implementation Strategy, Raleigh, NC

Funding and Implementation Plan for Taylor Yard G2 Parcel at the Los Angeles River, Los Angeles, CA

HUB404 Funding/Implementation Strategy and Benefits Case, Atlanta, Georgia

Education

Massachusetts Institute of Technology
Master in City Planning

University of Pennsylvania
Wharton School
Bachelors in Economics

HR&A ADVISORS



Mara Basich-Pease | Senior Analyst

Mara is based in HR&A's Los Angeles office, bringing her technical and analytic background to support a range of projects central environmental justice, climate resilience, and sustainable open space planning. Mara also works to bring communities deeper and more meaningfully into public planning, including leadership in various public engagements and community planning initiatives. Prior to joining the firm, Mara pursued an interdisciplinary education in Environmental Science and Urban Planning, joining physical sciences, planning theory, and policy and governance.

Project List

Origin Park Benefits Case and Impact Analysis, Louisville Metro Region

Buffalo Olmsted Parks Business Planning and Governance Strategy

Buffalo Parks Unified Investment Framework

Funding and Operating Strategy for the Zilker Vision Plan, Austin, TX

Saint Paul River Balcony Programming and Operating Strategy

Kansas City, Kansas Rock Island Bridge Feasibility Study

East Hampton Airport Impact Analysis

Education

Cornell University
Bachelor of Science Environmental and Sustainability Sciences, cum laude,
Minors in Policy and Governance; Urban Planning and Climate Change

School of International Training, Zanzibar, Tanzania
Coastal Ecology and Natural Resource Management

ARCHITECTURAL RESOURCES GROUP



Katie E. Horak | Principal

Katie is a Los Angeles-area native and Principal in ARG's Los Angeles office. She has nearly twenty years experience in the field of historic resource management in both the public and private sectors. Katie is a recognized leader in the industry, bringing creative and innovative solutions to complex issues related to historic site documentation, management, and adaptive re-use. Katie brings expertise in policies related to the California Environmental Quality Act (CEQA), preservation tax incentives, Secretary of the Interior's Standards compliance, and issues surrounding recent-past resources and intangible heritage.

Project List

Santa Monica-Malibu Unified School District (SMMUSD) Historic Resources Consulting, Santa Monica, CA

710 Wilshire/Santa Monica Proper Hotel, Historic Resources Technical Report under CEQA, Santa Monica, CA

Bay Cities Guaranty Building (Clock Tower Building), Mills Act Application Santa Monica, CA

Santa Monica Citywide Historic Resources Inventory (HRI) Update, Santa Monica, CA

On-Call Historic Preservation Services Cities of Culver City and Santa Monica, CA

Television City Master Plan, Historic Resources Consulting Los Angeles, CA

Radford Studio Center, Historic Sources Consulting Los Angeles, CA

Century Plaza Hotel, Historical Resources Technical Report under CEQA Los Angeles, CA

The Factory at Robertson Lane, Historic Preservation Consulting and Design Services West Hollywood, CA

Los Angeles Union Station, Historic Structures Report and on-going Historic Preservation Consultation, Los Angeles, CA

Education

University of Southern California Master of Heritage Conservation

University of Oregon, Eugene
Historic Preservation Field School of Canova, Italy

Whitworth College
Bachelor of Arts, Art (Painting/Drawing)

ARCHITECTURAL RESOURCES GROUP



Evanne St. Charles | Senior Associate, Architectural Historian and Preservation Planner, LEED AP O+M

Evanne is an Architectural Historian and Preservation Planner in ARG's Los Angeles office with ten years of experience in historic resource management. She has managed and contributed to a range of historic preservation projects, including historic structure reports, landmark nominations, historic resources surveys, California Environmental Quality Act (CEQA) compliance documentation, Mills Act Property Tax Abatement Program administration, and federal historic preservation tax credit applications. Evanne is also actively involved with the Association for Preservation Technology International (APT) as a co-chair of the APT's Technical Committee on Sustainable Preservation.

Project List

1828 Ocean Avenue/1920 Ocean Front Walk, Evaluation of Impacts to Historic Resources under CEQA, Santa Monica, CA

San Vicente Courtyard Apartments, Historic Context Statement and Evaluation, Santa Monica, CA

1035 21st. Street, Structure of Merit Assessment Santa Monica, CA

171-177 Pier Avenue/174 Kinney Street Landmark Assessment, Santa Monica, CA

Los Angeles Union Station, Historic Structures Report and on-going Historic Preservation, Los Angeles, CA

19974 Sischo Drive/Anderson House, Los Angeles County Landmark Application, Historic Structures Report, and Mills Act Application, Topanga Canyon, CA

City of Arcadia, Citywide Historic Resources Survey and Preservation Consulting Arcadia, CA

Mission Place Development, CEQA Evaluation, South Pasadena, CA

Santa Fe Railway Depot, Historic Preservation Certification Application for Federal Historic Tax Credits Redlands, CA (ongoing)

Harrower Laboratory and Clinic, Rehabilitation Study and Historic Preservation Certification Application for Federal Historic Tax Credits Glendale, CA

Education

University of Oregon
Master of Science Historic Preservation

University of California, Santa Barbara
Bachelor of Arts, Art History with Architecture and Environment Emphasis;
Bachelor of Arts, Geography

ARCHITECTURAL RESOURCES GROUP



Andrew Goodrich | Senior Associate, AICP, Architectural Historian and Preservation Planner

Andrew is an Architectural Historian and Preservation Planner in ARG's Los Angeles office, with a joint background in city planning and historic preservation and formal training in both fields. His academic and professional pursuits have led him to develop an interest in how public policy can be used to enliven the historic built environment. He also brings an understanding of urban landscapes and is versed in Geographic Information Systems (GIS) software. A Los Angeles-area native with a keen interest in the region and its history, Andrew has been practicing in the preservation planning field since 2008 and worked for various public and not-for-profit agencies prior to joining ARG. At ARG, he has managed and contributed to numerous historic resource surveys and historic context statements that have ranged in scale from entire cities, to college campuses, and down to individual neighborhoods. His experience also includes landmark nominations, historic property assessments, and rehabilitation incentives.

Project List

Santa Monica-Malibu Unified School District Historic Resources Consulting
Santa Monica, CA

City of Santa Monica, Historic Resources Inventory (HRI) Update, Santa Monica, CA

Associated Telephone Company Building, Landmark Nomination and Mills Act Contract, Santa Monica, CA

John Parkinson Residence, Historical Resource Assessment Report, Santa Monica, CA

Bundy House, Landmark Assessment Report, Santa Monica, CA

California State University, San Bernardino, Master Plan Update, Historic Resources Evaluation Report
San Bernardino, CA

University of California, Berkeley, Long Range Development Plan CEQA Technical Report, Berkeley, CA

University of California, San Diego (La Jolla Campus), Campus-Wide Historic Context Statement, Historic Resources Survey and CEQA Technical Report
La Jolla, CA

University of California, San Diego (Hillcrest Campus), Campus-Wide Historic Context Statement, Historic Resources Survey and CEQA Technical Report, San Diego, CA

Community Redevelopment Agency of the City of Los Angeles (CRA-LA), Historic Resources Survey of the

Hollywood Redevelopment Plan Area
Los Angeles, CA

Pomona College, Historical Resources Technical Report for CEQA, Claremont, CA

Education

University of Southern California
Master of Heritage Conservation
Master of Planning, Concentration in Economic Development

University of California San Diego
Bachelor of Arts, Urban Studies and Planning



0
.15

mile

↑
skell

THE UNDERLINE
MIAMI, FLORIDA

JAMES
CORNER
FIELD
OPERATIONS



JAMES
CORNER
FIELD
OPERATIONS



TONGVA PARK SANTA MONICA, CALIFORNIA

For the City of Santa Monica, Field Operations has transformed a former parking lot into a dynamic topography and lush landscape of rolling hills, meadows, and garden that is now celebrated as an important destination and center for the community. The design was shaped by an extensive community process and is inspired by the Southern California arroyo landscape, where topographic washes and ravines once defined the site. The park is enormously successful and popular with both residents and visitors to Santa Monica, and has received numerous national design awards.

Tongva Park is evidence that a project's success is amplified by the active engagement of the people who will use and operate it. This new central park with huge programmatic and social range has transformed its corner of Santa Monica into a place that complements the nearby Santa Monica Pier and is beloved by the entire Los Angeles region.

"The project is unquestionably a rare example of farsighted urban planning in Southern California, which may in the end be its most important legacy."

Christopher Hawthorne, *Los Angeles Times*

year	2010–13
size	7 acres
role	prime; landscape architecture, urban design, public realm
budget	\$42.3 million (hard and soft costs)
client	City of Santa Monica









HIGH LINE NEW YORK, NEW YORK

As the project lead for the High Line, James Corner Field Operations led the design and construction of this elevated railway reclaimed as an extraordinary public space in the heart of Manhattan’s West Side. Since its opening in 2009, the High Line is lauded as an icon for innovative design, a defining feature in its neighborhood, a powerful catalyst for investment, and an inspiration to cities worldwide.

The design is characterized by an intimate choreography of movement, with alternating vistas and experiences. Distinctive paving, planting, furnishing, lighting, and social spaces create an authentic and memorable New York City experience. The High Line is widely recognized as a huge success and demonstrates the value in creating new and fresh public spaces in the city. The design is a collaboration between Field Operations (Project Lead), Diller Scofidio + Renfro, and Piet Oudolf.

“An instant landmark of landscape architecture [...] it is, hands down, the most influential design project of the last decade.”

Michael Kimmelman, Architecture Critic for *The New York Times*

year	June 2009 (Sec 1), June 2011 (Sec 2), September 2014 (Sec 3, Phase 1), June 2019 (Sec 3, Phase 2)
size	7.43 acres (1.45 miles long)
role	prime; master planning, landscape architecture, public realm
budget	N/A
client	City of New York and Friends of the High Line









PRESIDIO FRAMEWORK PLAN SAN FRANCISCO, CALIFORNIA

Field Operations was selected to develop a comprehensive Framework Plan for the 1500-acre Presidio and the design for the 14-acre “tunnel top” parkland bridging the Presidio with Crissy Field, the Marsh and the larger bay.

The Framework Plan focused on developing a Presidio-wide framework that built on recent investments, rationalized future plans, and resolve park-wide circulation (auto, transit, bike, pedestrian), parking, and sustainable infrastructure. The primary goal was to put structure to the overall open space, define distinct and achievable open space experiences within the park, improve the connectivity and visual character of the historic landscape and create a sense of welcoming and belonging for a broader audience than the park was currently serving.

The Tunnel Tops is a priority investment area in the Framework Plan, and the new park maximizes the panoramic and connective assets of the surroundings, choreographing the best vantage points with dramatic new pathways, overlooks, lawns, gardens and social spaces.

“The Presidio is one of the most special urban parks in the world. The Framework Plan was a chance to advance some of the key themes of our time: equitable access to parks, environmental education, and adaptation of infrastructure to create healthier cities.”

— Richard Kennedy, Field Operations

year	2016-2017
size	1500 acres
role	prime; masterplanning; landscape architecture;
budget	N/A
client	The Presidio Trust
contact	Michael Boland, Chief of Park Development & Operations (415) 561-2702, MBoland@presidiotrust.gov





PRESIDIO TUNNEL TOPS SAN FRANCISCO, CALIFORNIA

Following an international design competition in 2014, Field Operations was selected to develop a 14-acre “tunnel top” parkland for San Francisco’s historic Presidio. Presidio Tunnel Tops bridges over the newly tunneled Presidio Parkway (formerly Doyle Drive), which for years has separated the historic Main Post from the highly popular waterfront below, including Crissy Field and Crissy Marsh, directly reconnecting the city to the bay. Through a series of connective pathways, bluff landscapes, dynamic overlooks, and social gathering places, Tunnel Tops is a new, central place to meet and learn, to experience, to enjoy and to forge new forms of community and events.

Presidio Tunnel Tops opened in July 2022. Field Operations is also working with the Presidio Trust to prepare a long-range landscape master plan for the larger 1,500-acre site.

“Presidio Tunnel Tops will serve as a beautiful beacon of recreation, education, and community. Visitors in the Bay Area and beyond will benefit from this magnificent new park—now and for generations to come.”

Nancy Pelosi, Speaker of the U.S. House of Representatives

year	2014–22
size	14 acres
role	prime; landscape architecture, public realm
budget	\$118 million
client	The Presidio Trust
contact	Michael Boland, Chief of Park Development & Operations (415) 561-2702, MBoland@presidiotrust.gov









TAOPU CENTRAL PARK SHANGHAI, CHINA

Taopu Central Park is the unifying element and urban green lung for Taopu Smart City, a science and technology hub in northwest Shanghai. Inspired by traditional Chinese culture's tenets of graceful movement and beauty, the park's dynamic and fluid network of pathways, waterways, and topography improve water quality, manage stormwater, provide an elegant soil remediation strategy, and create connections that transform industrial lands into a living ecosystem and a new kind of urban ecological park for China.

Taopu Central Park breaks the mold for many parks in China. Land bridges and tunnels allow for needed road infrastructure while still creating a large continuous park, which prioritizes pedestrian safety, strengthens neighborhood connections, and creates habitat and wildlife corridors. The result is a dramatic and sizeable 237-acre park that redefines the city's relationship to water, provides a sense of big nature within a dense urban context, and supports 21st-century metropolitan life with spaces for habitat, water, events, and display.

"It is not only a beautiful garden, but a big sustainable ecological system as well. It will serve as an urban 'green lung.'"

Xu Wei, *Shanghai Daily*

year	2015–present
size	237 acres (Phase 1A: 62 acres)
role	prime; landscape architecture, urban design, public realm
budget	\$58 million (Phase 1A)
client	Taopu Smart City Development Co., Ltd.





NAVY YARD CENTRAL GREEN PHILADELPHIA, PENNSYLVANIA

Field Operations designed the 5-acre Central Green at the heart of the Philadelphia Navy Yard Corporate Center. The site was historically marked by wetlands, meadows, and bird habitat and is growing into Philadelphia's most innovative and progressive corporate neighborhood.

The design unites the cutting edge urban potential of the site with its native habitat, resulting in a new type of environment that is sustainable, green, and natural as well as social, active, and urban. A 20-ft wide Social Track organizes the site's circulation and frames a unique, immersive interior park featuring flowering meadows, a hammock grove, an outdoor amphitheater, bocce courts, and fitness stations.

Central Green has been recognized in the Architizer A+Awards and the ULI Philadelphia Awards for Excellence as a project that demonstrates quality planning and design, incorporating elements that build healthy places, promote environmental sustainability, and meet community needs.

"This unique environment has become one of the nation's leading places to work, creating even more reasons for innovative companies from around the world to move to Philadelphia."

Michael A. Nutter, Former Mayor of Philadelphia

year	2012–15
size	5 acres
role	prime; landscape architecture, urban design, public realm
budget	\$8.2 million
client	Liberty Property Trust





NAVY YARD MASTER PLAN PHILADELPHIA, PENNSYLVANIA

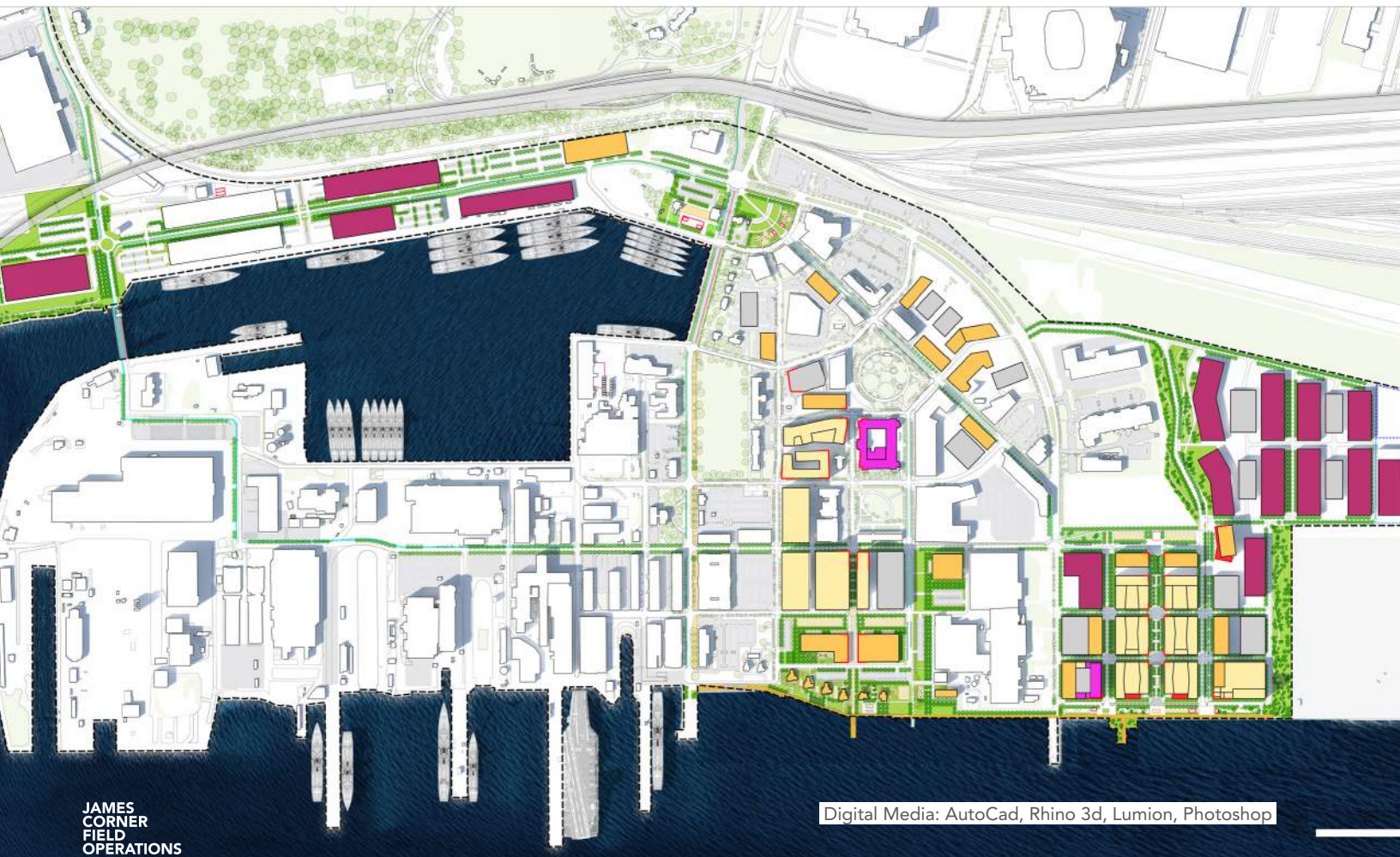
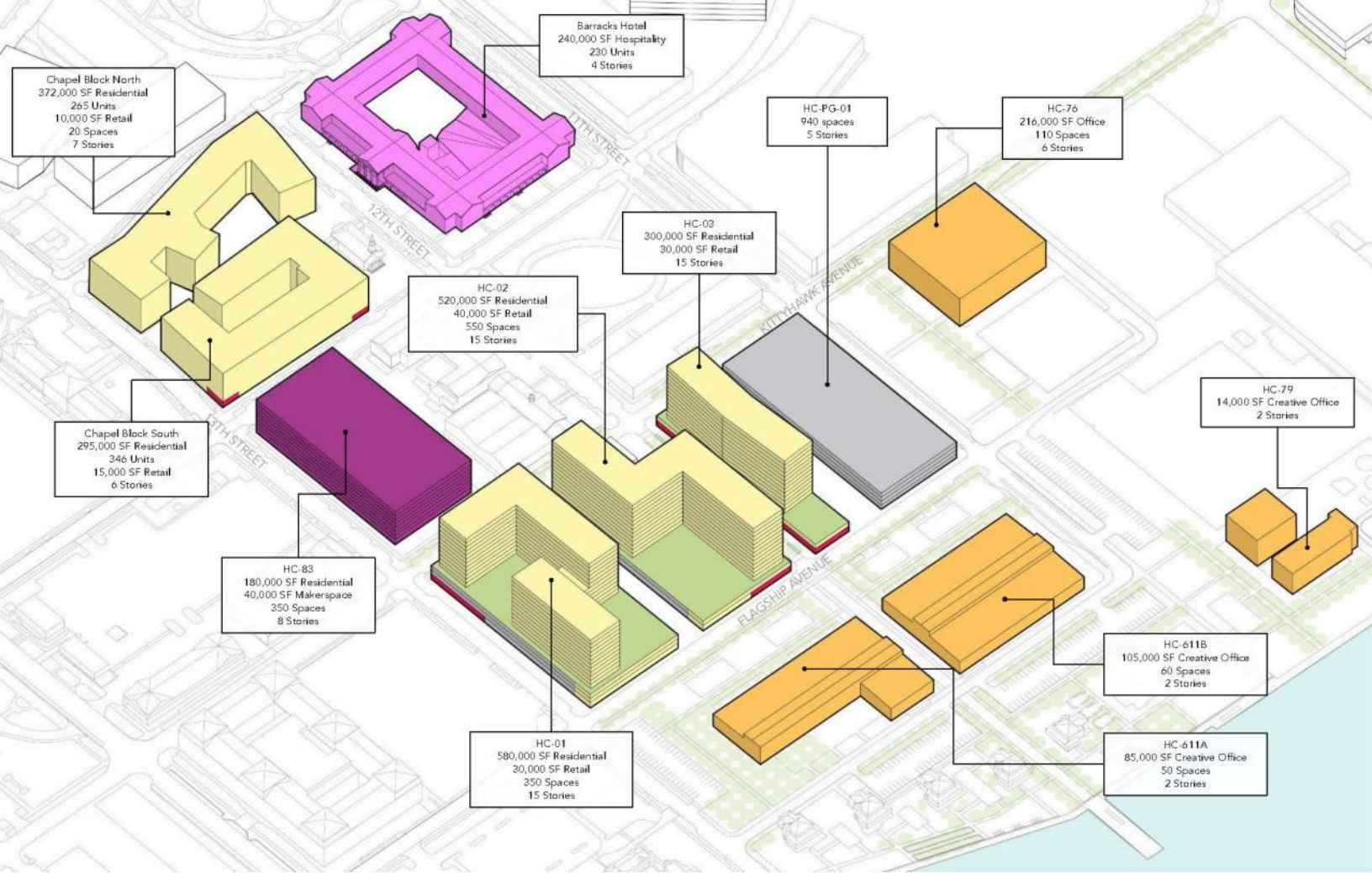
Field Operations led the 2022 Navy Yard Plan for the Philadelphia Navy Yard Corporate Center's expansion. The site—historically marked by wetlands, meadows, and bird habitat—is growing into Philadelphia's most innovative and progressive corporate neighborhood.

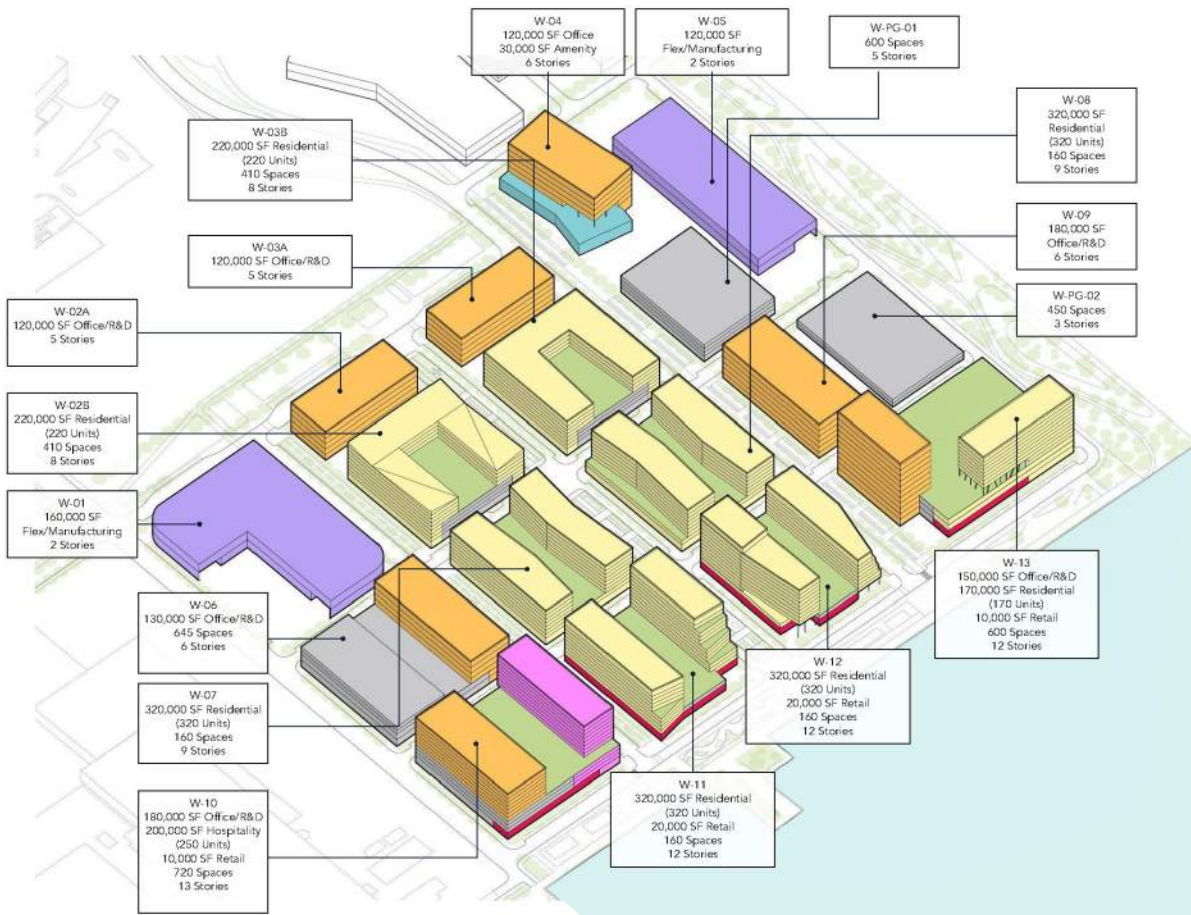
The master plan unites the cutting-edge urban potential of the site with its native habitat, resulting in a new type of environment that is sustainable, green, and natural as well as social, active, and urban. Multi-modal transportation options, sustainable infrastructure, and energy distribution systems are crucial components of the Plan and are integrated into the framework. This new framework positions the Navy Yard to deliver a dynamic and expanded commercial and mixed-use campus with a distinctive and integrated sense of place, attracting businesses and creating a vibrant new multi-family residential community.

"The progress [the Navy Yard] has made and will continue to make as outlined in this Plan will help reinforce its role as a leading business and life sciences campus and an unrivaled asset to the city."

Jim Kennedy, Mayor of Philadelphia

year	2021–22
size	109 acres; 8.9 million sf of new mixed-use development
role	prime; master planning, landscape urbanism, placemaking
budget	\$6 billion investment
client	Philadelphia Industrial Development Corporation (PIDC), Ensemble / Mosaic









PIER 70 SAN FRANCISCO, CALIFORNIA

Field Operations is working with Brookfield Properties for the public realm of Pier 70—the largest redevelopment parcel within the Port Authority of San Francisco. This mixed-use waterfront district will include light manufacturing, artist studios, market-rate and affordable housing, 250,000 SF of rehabilitated historic buildings, and a significant network of public open space, including a waterfront park, playground, and outdoor event space.

Field Operations’ design strategy achieves three goals: re-purposing, maximizing, and centering around the site’s historic resources; supplying an active ground plane of compelling local experiences; and supporting the interconnectivity between the local community and the emerging development to create a unique and local San Francisco waterfront.

“This is going to be the site of one of the most exciting new, dramatic waterfront parks in all of San Francisco.”

Art Agnos, Former Mayor of San Francisco

year	2013–present
size	28 acres
role	landscape architecture, public realm, master planning
budget	confidential
client	Brookfield Properties





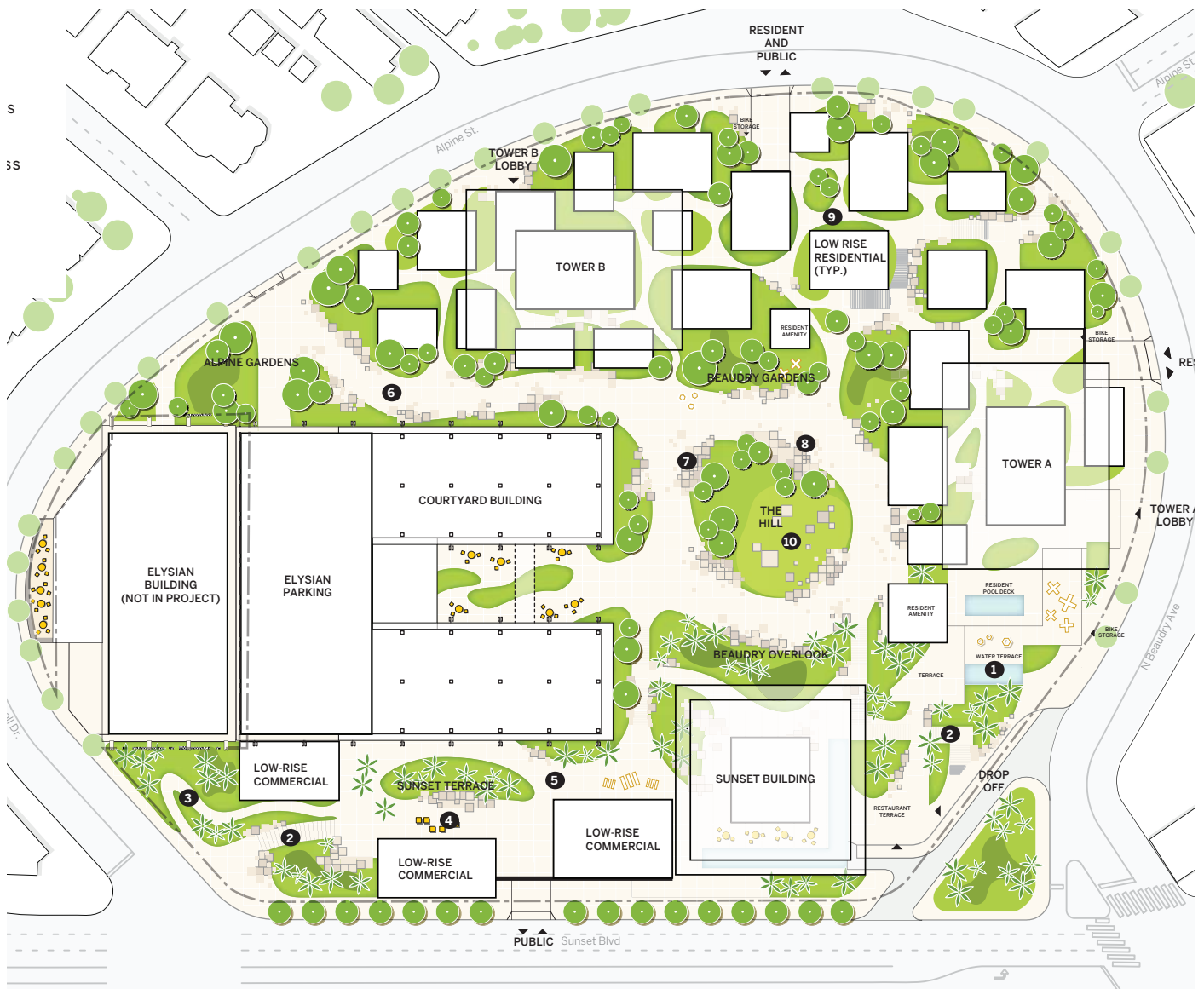
NBC UNIVERSAL MEDIA CAMPUS PROJECT LOS ANGELES, CALIFORNIA

At this historic studio lot in Southern California, the landscape unifies a substantial master planning and building redevelopment effort. In particular, the outdoor spaces transform this project from “business park” to “creative campus” by blurring the lines between indoor and outdoor, and by organizing both new and historic buildings around a desirable and shared outdoor amenity. Replete with pedestrian-oriented plazas and promenades, digitally connected garden workspaces, and outdoor dining and gathering options, the design leverages Southern California’s pleasant climate and fosters creativity and innovation by encouraging people to leave their cubicles and studios to invite chance interaction and collaboration in the public realm.

The project is currently under construction with anticipated completion in September 2023.

year	2017–23
size	14 acres
role	landscape architecture, master planning
budget	confidential
client	Comcast NBC Universal





1111 SUNSET BOULEVARD LOS ANGELES, CALIFORNIA

Field Operations is working with SOM, Kengo Kuma and Natoma Architects to transform a 5.5-acre site along Sunset Boulevard into a mixed-use project focused on innovative design, open space and community. The project site is located on the northwest edge of Downtown Los Angeles, within a mile of Bunker Hill, Dodger Stadium and Echo Park Lake.

While the property is best known as the former headquarters of the Metropolitan Water District, the site has previously served as a park, a hospital, and most recently, a church with its own sanctuary. With Field Operations leading the open space design, the team has created a master plan that honors the site's long history while emphasizing meaningful connections to Downtown's skyline and the surrounding neighborhoods.

The project received formal City Planning Commission Approvals in February 2022.

year	2017-present
size	5.5 acres
role	landscape architecture, urban design
budget	N/A
client	Palisades
team	SOM Kengo Kuma Natoma Architects Field Operations (Landscape Architect)



SAN PEDRO
PUBLIC MARKET



WEST HARBOR LOS ANGELES, CALIFORNIA

Nearly one mile of waterfront within the Port of Los Angeles, West Harbor will be a significant catalyst for San Pedro’s economic development and represents an ambitious transformation of the historic port into a vibrant, diverse, and large-scale public waterfront and marketplace.

The Public Market will incorporate dining, cultural, and entertainment venues and serve as the central point of a landscape that leverages the site as a place for “industrial theater” by incorporating large-scale artifacts such as original cranes, maritime structures, and the USS Iowa.

The waterfront park will offer a diverse range of spaces to support flexible and dynamic programming throughout, from open lawns and plaza, to play spaces, to gardens and picnic areas—all inviting the San Pedro community to reconnect to the waterfront. The project’s groundbreaking will begin in early 2022 with a public debut in 2023.

“With the delivery of [West Harbor], the San Pedro community is finally going to get the extraordinary waterfront this historic port deserves.”

Wayne Ratkovich, CEO and President of The Ratkovich Company

year	2016–present
size	42 acres (20 acres of open space)
role	master planning, landscape architecture, public realm
budget	confidential
client	San Pedro Public Market, LLC



DOMINO PARK
BROOKLYN, NY



3 PROJECT UNDERSTANDING

INTRODUCTION

What a tremendous opportunity for Santa Monica to reclaim this historically important site as a community-driven, sustainable urban environment for all! At the same time, there is significant risk that the full potential of the site could easily be diluted and lost: how many redevelopment projects of similar nature and scale around the world actually stand out as truly successful and transformative? The tendency of long time-lines, populist process and formulaic visions inevitably leads to lost opportunity and bland urban form. Given the extraordinary character of the SMO site, its vibrant and mixed community, and its beautiful geographical and environmental location, the planning process for its future should think out-of-the-box; it should engage the community in a forward-thinking and aspirational manner to help envision and actualize a truly unique and exciting transformation. The site should become a new heart for Santa Monica, a new mosaic where Nature meets community in the most robust and meaningfully sustainable way, and development builds beautiful compact places for contemporary lifestyles. Given the large scale and timeline, there must also be multiple “early-wins,” immediate investments that bring life, color and optimism to the place, allowing the community to participate in the life and evolution of the site over time.

Field Operations specializes in this world of creating extraordinary places – capitalizing upon the unique peculiarities of sites, ecologies, economies, cultures, politics, technicalities and public discourse to engender bold design solutions for the public realm. Great public places and parks make great cities!

Toward this end at SMO, we envision three main steps:

1) COMMUNITY ENGAGEMENT: authentically engaging the public in a real dialogue and creative exchange over ideas for this remarkable site, iteratively developing ideas and scenarios over time.

Field Operations has extensive experience in working with large and multiple constituencies. We believe that authentic, open-minded dialogue is critical, as distinct from more scripted and rote forms of public outreach.

The public process itself can be designed to be fun, engaging and enlightening; real interaction, conversation and understanding can yield surprisingly innovative solutions that embody the collective.

2) ANALYSIS-SYNTHESIS: carefully reading the place, its history, ecology and culture, while also looking to future potentials for a contemporary Santa Monica. Meaningful planning and design grows from a thorough understanding of all factors, drivers and issues specific to the site and program. Any design solution and ideas must make sense with regard to responding to real issues – cultural, historic, environmental, economic, and technical. In this way, design accrues real value and is understood as being “a good and necessary idea.”

3) HOLISTIC PLANNING SCENARIOS: developing alternative frameworks for a sustainable, dynamic public realm and urban environment that will function as Santa Monica’s ‘Great Park’.

This will of course have several components – including:

- strong, legible and safe connectivity and multi-modal mobility frameworks;
- dramatic public park with “rooms,” “settings,” and “stages” for urban life, at varied scales and functions;
- climate ready, resilient infrastructure for environment and community;
- dynamic and robust ecologies;
- vibrant and interactive public art forms;
- dynamic and lively programming of activities, events and uses;
- economic feasibility, financing scenarios and catalysts that add value;

In sum, to quote your own stated goal, let’s together create “a ‘Great Park’ concept that is supported by a variety of land uses, mobility improvements and infrastructure enhancements” for the community, with new, dynamic and forward looking public spaces that are accessible and attractive to people from all walks of life, and connected to the physical and cultural fabric of Santa Monica.

The metaphor used in the RFQ of the Airport project as being Santa Monica's 'Great Park' is apt, and a strikingly powerful image. Santa Monica is home to an unmatched assortment of destinations and public amenities, but it lacks the great public space around which the community-at-large may coalesce. The 'Great Park' should be the place of meeting and interaction, a place where the people of Santa Monica engage with one another, and where the city of Santa Monica meets the world. The SMO project must build upon the uniqueness of its community and place to create an urban landscape that is distinctly "Santa Monica" -- a place that is exceptional and unique in form, use, material and identity.

At the end of the day, the most important aspect of a reimagined SMO is the people of Santa Monica. They must be engaged throughout the process of the project's development and their priorities must be reflected in the ultimate design solution. Once implemented, the people of Santa Monica must love and cherish their new park. The Great Park should be the first thing they talk about when someone asks them about their city.

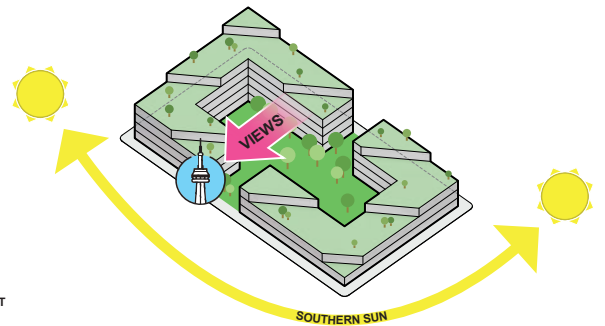
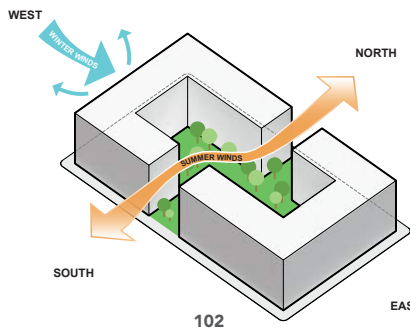
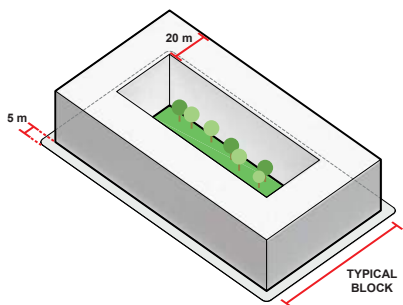
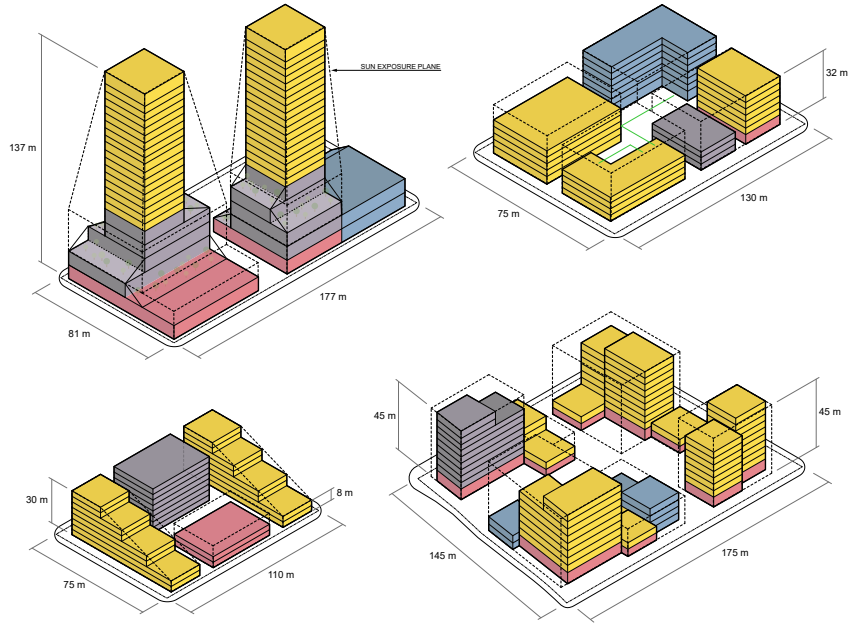
To this end, the Field Operations team would begin the process with the community. We would hold various meetings, workshops, site tours, exhibits and other outreach efforts to solicit input, find out about fears and hopes, and ultimately build consensus about a general approach and priorities. We will at the same time develop various scenarios to paint a picture about options and differences in focus. These scenarios can be used to foster discussion, debate and input, and ultimately help guide the final outcome and vision. Of course the very notion of fixed finality and conclusion is not necessarily the best outcome here, as time will demand flexibility, adaptability and a certain amount of give-and-take. Nonetheless, a strong and bold vision can still contain the "bones" that undergird the evolution of the site.

Our work at the 2,200 acre Freshkills Parkland in Staten Island began over 20-years ago, and is still unfolding; our plans for Seattle's Central Waterfront have been 12 years in the making, and have undergone various changes and iterations, even to this day as construction unfolds; and our Framework Plan for the 1,500-acre Presidio envisions a 20-year horizon, with multiple scenarios.

In this vein, we are excited to bring the latest thinking, tools and techniques to SMO, focusing in on authentic engagement, creative scenario-visioning, and targeting "early wins," or those early investments that can help activate the site and build momentum.

Furthermore, we anticipate that the process will require consideration of the following specific themes to drive how the planning process will envision a new life for the Santa Monica Airport:

1. Iterative and Responsive Master Planning
2. Project Leadership & Communication
3. Social Sustainability & Inclusive Engagement
4. Environmental Sustainability & Resiliency
5. Economic Sustainability & Feasibility



INTERACTIVE & RESPONSIVE MASTER PLANNING

Field Operations has wide-ranging experience developing economically, environmentally and socially sustainable planning scenarios and master plans for municipalities, higher education institutions, developers, private corporations, communities, and grassroots organizations in major cities including Santa Monica, New York, San Francisco, Washington, D.C, Baltimore, Philadelphia, London, Hong Kong, and Shanghai. What makes the firm unique is its ability to establish a strong and compelling vision that unites and engages a broad audience. At the same time, Field Operations' plans are technically innovative, responsive to place and history, comprehensive, realistic, and achievable. We are thoughtful and imaginative designers; flexible and iterative collaborators; well-organized and resourceful project managers; and effective and inventive communicators—all necessary skills for a project of this importance and magnitude.

We have great expertise and experience in developing planning scenarios and master plans that lead into phased implementation and completed work for very successful projects. In addition, we have extensive experience leading large teams of consultants on complex large scale landscape projects. Our team's collective ability to create holistic and comprehensive plans that consider the feasibility of proposed facility development in terms of both cost and programming comes from each firm's deep knowledge of their respective fields, as well as our thorough coordination between all parts of the work.

Rather than having a stylistic response to problems and sites, we immerse our team in the particularities of the site, the city, and the ecology of the place. We conduct research, establish clear and measurable project objectives, work closely with the project team, and actively facilitate timely decision-making. We regularly utilize precedents, scale comparisons, and iterative studies to help our clients understand project potential as well as the implications of our recommendations. Through our highly iterative design process, we gradually introduce thoughtful and strategic spatial solutions, as well as programmatic and cultural considerations into the project framework. And we generate high quality visual representations and concisely written narratives to communicate our vision.

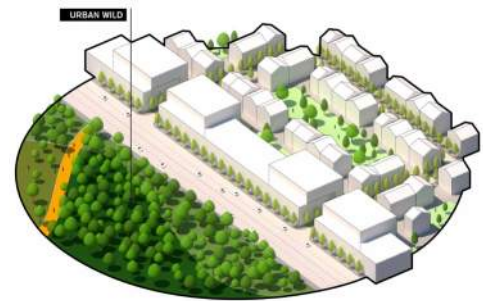
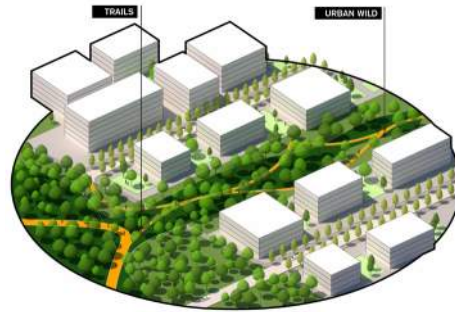
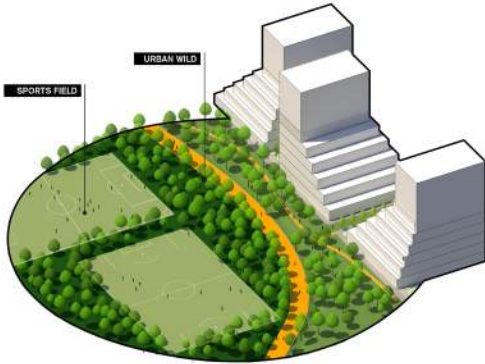
As experienced master planners and landscape architects, we are organizers, clarifiers and synthesizers – we assemble the many complex considerations of a project, site and brief into designs that are at once simple, elegant and cohesive, yet also rich, diverse and dynamic.

This theme of synthesis, iteration and integration is embedded in our practice at multiple levels:

1. We manage and coordinate complex, large-scale public realm projects around the world, facilitating communication across all disciplines;
2. We are highly collaborative: our work and design process integrates and iterates ideas from multiple parties, including Clients, Stakeholders, Architects, Historians, Specialists, Ecologists, and Contractors to deliver the best of outcomes;
3. We design holistically. We place equal attention and imagination with the "big" -- ideas, concepts, strategies and systems -- as we do with the "small" -- details of pavements, furnishings, plantings and features.

Furthermore, our methodology ensures that the client and all stakeholders are part of the team. Ideas and concepts are shared and reviewed, opportunities, constraints and issues are discussed throughout the process so solutions can be elaborated together through teamwork.

For the Santa Monica Airport conversion effort, we will work to be innovative, integrative and iterative: with our process and methods, with our communication and collaborative style, and with our design work to contribute to a powerfully unique working environment.



PROJECT LEADERSHIP & COMMUNICATION

We understand the importance of project management and leadership throughout the entire time frame of the project. Our team's extensive experience working in the public realm on high profile projects necessitates an organized approach and a commitment to maintaining project excellence over the long-term. Field Operations often leads large, complex public realm projects with multi-disciplinary teams, tight timelines and budgets, and extensive public agency approvals.

Project Management

We are adept at project management in all stages of design. In fact, our ability to organize and clearly communicate project goals, priorities, schedules, and tasks is often critical to the project's success. Evidence of our project management skills can be seen in not only the built work itself, much of it unprecedented in ambition or category (the High Line in New York, the Presidio Tunnel Tops in San Francisco, the Central Waterfront in Seattle), but also in our continuing relationships with many of our clients, collaborators and consultants, who rely on our clear communication and management in order for the project to successfully come to completion.

Our project management skills focus on coordinating efforts and building consensus using the best of each team member's skills and abilities while creating synergies between them so they can push themselves beyond their usual standards and engage the project on another level. Every challenge is an opportunity to better understand the project and approach it from a different perspective - creative thinking remains the most important tool the team uses in solving problems and thinking out of the box. Clear communication is a necessary part of good management.

Project Timeliness

Field Operations has a proven track record of masterplanning, designing and delivering critically acclaimed projects on time and on budget, from concept to construction. We have successfully delivered the High Line and Cornell's Technion Campus in New York, Chicago's Navy Pier, Cleveland's Public Square, Santa Monica's Tongva Park, Memphis' Shelby Farms Park, London's South Park at Queen Elizabeth Olympic Park, and San Francisco's Presidio Tunnel Tops – all on time and on budget.

We carefully develop and manage Project Schedules to ensure there is adequate time for design deliverables and deadlines, public engagement and input, as well as review, feasibility assessments and cost estimating periods. While we understand the SMO project will be developed over several years, we are used to aggressive and fast-tracked schedules and limited budgets, and work with our Clients to achieve the best possible project in every case.

Keeping the client closely involved with the development of the work and regularly checking on schedule, established project goals, feasibility, cost and budget issues makes it possible to move forward smoothly and quickly solve problems as soon as they arise. We generally hold weekly or biweekly Team coordination meetings where we discuss updates, potential issues, coordination, and critical path items. In addition, Field Operations generally proposes biweekly Project Update meetings with the Client Team, to show design progress, address questions, gather feedback, and generally ensure the project is moving forward smoothly and effectively.

Team Commitment

We understand that the SMO project will be developed over many years. Should we be selected to move forward, the SMO project will be a priority project for our team. Its scale, ambition, and potential to impact the lives of many warrant no less than full dedication from the design team. Key personnel will be maintained in their roles throughout the duration of the project, providing stability, consistency, and deep knowledge of the project's details over the full project, and additional leadership added as the project moves forward and grows.



SOCIAL SUSTAINABILITY & INCLUSIVE ENGAGEMENT

Equitable, inclusive and creative engagement is integrated with our process as a whole—from project visioning through design, implementation, and realization. We are inspired by the City’s commitment to Diversity, Equity and Inclusion as outlined in the RFQ, and maintain our own commitment to the challenge: which means we recognize that each client is unique and defines diversity and inclusion differently with regard to national origin, race, culture, socioeconomics, age, physical ability, and gender.

We work closely with our clients to carefully discuss, understand, and build consensus around diversity and inclusion to ensure clarity at the launch of each project. A core element of this project’s initial planning phase will be to discuss exactly how DEI issues and opportunities will play into each step of the process.

Through our extensive experience working in the public realm on high profile projects such as the High Line in New York, Middle Branch in Baltimore, the Central Waterfront in Seattle, the Presidio Tunnel Tops in San Francisco, and Tongva Park in Santa Monica we have developed an inclusive design approach and process. As designers, we are effective at facilitating Federal, State, City and agency reviews; conducting public outreach; running community meetings and engaging a wide audience in an easily understandable way; and incorporating client, agency, donor, developer, private and public feedback into a cohesive and fully integrated design. We develop outstanding visuals that help the stakeholders understand their options and come to consensus. We receive exceptional reviews from clients on our leadership of presentations, public and stakeholder meetings. We are able to encourage enthusiastic participation because we develop workshops and agendas that engage the public in thoughtful and interesting ways and because the quality of our visuals is very high. These are not mere design exercises for the sake of themselves, but strong tools that communicate a vision to a large audience, help build consensus, and we believe they are key elements for large, complex, visionary public projects that require a sustained level of interest over time to succeed.

We evaluate the equity of our engagement processes and project through four lenses:

- Procedural equity: Is the planning and development processes transparent and collaborative?
- Distributional equity: Do the range and type of public amenities, services and programs meet the needs of the community? Does our project mitigate against the negative impacts of gentrification?
- Structural equity: Are public spaces welcoming and connected without barriers or gates? Are the means of connection free and universally accessible?
- Transgenerational equity: Do our project address historic advantages and disadvantages?

Measurable criteria helps to address systemic inequities through planning and design and allows us to realize the full potential of public open spaces to achieve more equitable and resilient cities.

One relevant example is our work with The Presidio Trust on the Tunnel Tops project. The Trust’s priority for the Framework planning and design was to inspire visitors to connect with nature and their sense of place in new ways, and invite future park project leaders to reconsider what a successful park looks and feels like. Early in the planning for the Tunnel Tops, the Presidio invited 13 community leaders to become the Presidio Activator Council. The Activators gathered to envision a national park that would serve their communities and discuss what programs, spaces, and cultural events would make visitors feel welcome. The Activators represent a variety of communities that have been excluded from national parks, including Indigenous groups, immigrant and refugee advocates, environmental justice activists, and neighborhood organizations. Input from the Council informed changes in the design and operation of Tunnel Tops.

Joining us to support an inclusive, multilingual public process and specialized outreach strategies towards increased diversity of participation is James Rojas of Place It!. James is a Los Angeles-based pioneer in innovative public-engagement and community-visioning processes.



ENVIRONMENTAL SUSTAINABILITY & RESILIENCY

We understand that the SMO project requires a comprehensive, holistic and sustainable vision, and we applaud the City's aspirations to create a project where human and environmental health are at the forefront.

Field Operations has a reputation for ecologically innovative landscape, infrastructure and urban design. Our approach involves careful analysis and optimization of all site assets including the aquifer, soil, wind, sun, water, shoreline dynamics, plant and wildlife, views and connectivity. In all of our projects we study and creatively address habitat, air quality, water quality, climate, noise attenuation, renewable materials, lifecycle, maintenance and energy, as well as social life, commerce, programming mix, transit and other development design issues. Many of our projects introduce or integrate new techniques to reach the highest levels of ecological performance.

Related to this is resiliency—the capacity of systems, cities, landscapes, communities, and individuals to protect against and adapt to potential threats. This is something that requires significant work in all communities, and we understand that the potential SMO conversion project may play an important role in this regard for the community of Santa Monica.

We believe in the power of large parks to make significant contributions to the health, vibrancy and resiliency of their communities and cities. We believe a creative merging of nature and communities is the solution for continued growth and increased environmental sustainability and resilience. As a result, Field Operations is committed to the highest levels of environmental and ecological sustainability, and has a reputation for sustainable and ecologically innovative landscape, infrastructure, urban design and masterplanning (Middle Branch, Baltimore; Tidal Basin, Washington D.C.; South Bay Sponge, San Francisco Bay Area; Queen Elizabeth Olympic Park, London; Presidio Tunnel Tops, San Francisco).

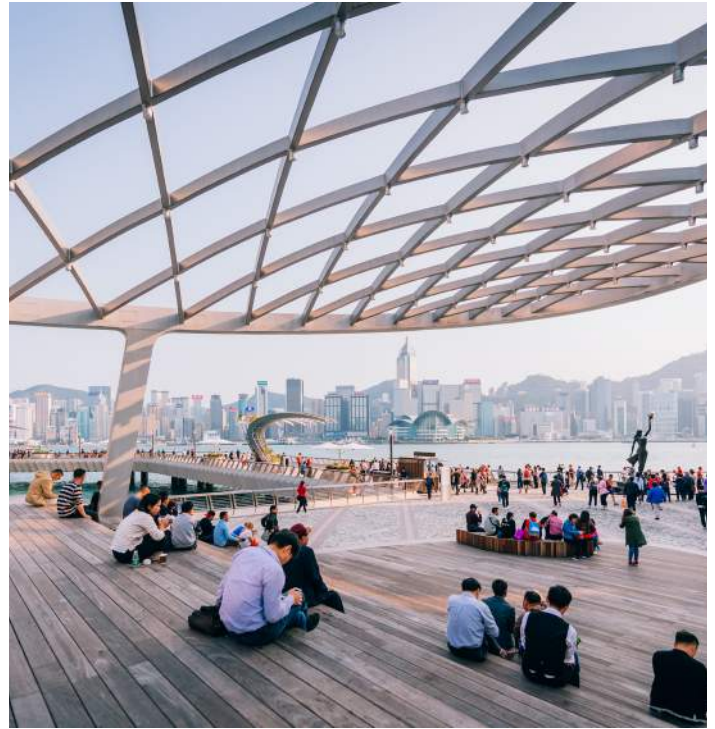
In support of this philosophy, we are leading the effort to deliver certified, sustainable projects, including one of the first Sustainable SITES® Certified projects ever, the Woodland Discovery Playground at Shelby Farms Park. The Avenue of Stars in Hong Kong was the first international SITES® certified project.

Our design for Chicago's Navy Pier South Dock was the first Gold-certified project under the improved SITES®v2 Guidelines. Field Operations has several LEED certified designers and is committed to sustainable design and implementation of sustainable design practices, including but not limited to water use and management, sustainable materials, alternative energy and long-term maintenance practices.

The following projects are ground-up construction for which Field Operations served as the Landscape Architect, and which received LEED Silver, Gold or Platinum by USGBC:

1. Cornell Tech Campus Bloomberg Center (Net Zero), Tata Innovation Center (Silver) and The House (Passive House), New York, NY
2. Citi Plaza (Platinum), New York, NY
3. Greenpoint Landing F1, G1 (Silver), and H3 Building, Brooklyn, NY [F1 and H3 are in progress for certification]
4. Jerome L. Greene Science Center (Gold), Lenfest Center for the Arts (Gold), Columbia University Manhattanville Campus Small Square (Platinum), New York, NY
5. K11 MUSEA (Gold), Hong Kong, China
6. K11 MUSEA Donut Playhouse and Salisbury Garden (Platinum), Hong Kong, China
7. Seaport Square Block L4 (Silver), Blocks B+C (Silver), Blocks N+P (Silver), District Hall at Seaport Square (Silver), 101 Seaport Square (Platinum), 103 Seaport (Silver), Boston, MA
8. Shelby Farms Park Heart of the Park Visitor Center (Silver), Memphis, TN
9. Square 696 (pre-certified Gold), Washington, D.C.

Joining us to provide thought leadership on comprehensive sitewide sustainability and resiliency initiatives are Biohabitats, MKA, Buro Happold and HR&A.



ECONOMIC SUSTAINABILITY & FEASIBILITY

Our team, including HR&A, has deep expertise in real estate analysis and the economics of open space, and in helping clients capture value and successfully implement projects through market analysis, financial feasibility analysis, solicitation and transaction support, and public financing strategy.

Our team understands the importance of using data-driven analysis to inform City and community conversations about whether there should be non-park uses on the site – and if so, what they should be, and at what scale. To support these discussions and subsequent work of the team, including both engagement and scenario development, we will provide an in-depth market analysis to determine highest and best use for successful land planning on the site. We will research demographics and real estate markets to understand supply and demand trends and target markets, and conduct demand analysis to help site and size an onsite development program that would be revenue-accretive to the City while aligning with the City’s and community’s goals for the site. We have completed similar assignments for institutions ranging from cities and developers to nonprofits and universities.

We anticipate the planning process will result in multiple proposed scenarios for the site, including a large, signature park space and additional residential, commercial, educational, cultural, and entertainment uses. Our team will test the economic feasibility of the scenarios developed for site planning, using our expertise in real estate and park economics to test the viability of each scenario, help identify the economically preferred scenario, and define clear funding strategies.

Specifically, we anticipate that economic analysis, feasibility modeling and messaging will occur across all project tasks:

Comprehensive Existing Conditions:

We have experience assessing local sociodemographic and real estate market conditions and can develop an economic profile of the site and relevant comparative areas, including the adjacent geography, City of Santa Monica, and as relevant, City of Los Angeles lands.

Diverse, Equitable and Inclusive Outreach:

We have extensive experience providing rational, data-driven discussion of tradeoffs in an engaging, clear way for public engagement. Our analysis can help participants in understanding how the aspirations for park design will impacts costs and potential revenues to the City. We can also provide explanations of revenue generation from development, costs to build and operate investments like these, and high-level funding strategies.

Scenario Planning:

Our financial feasibility modeling capabilities and understanding of revenue and cost drivers can help identify the economically preferred scenario. We then couple this analysis with a comprehensive benefits case for the investment, including impacts to quality of life, neighborhood vibrancy, various equity metrics, and other criteria to compare and select the preferred scenario.

Throughout the project, our team will lead strategic discussions with the Client team and stakeholders and to ensure that project feasibility is a core consideration at each step of the decision-making process. We would work to define a set of evaluation criteria and related economic and financial metrics that can be used to compare and contrast potential scenarios – for example, the impact on net operating income to the City, the impact in terms of job creation and access to equitable economic opportunity, and number of affordable units, etc. This would include contributions to the creation and evaluation of initial programming conversations, each interim scenario alternative and the final, preferred scenario to ensure that our ongoing work on capital and operating funding opportunities informs the evolution of the team’s analysis and recommendations, up to and including the eventual phasing recommendation for the preferred scenario.

Our team is also able to provide benefit assessment services to support the City as it seeks to promote the benefits of and invest in the site as an asset for residents of Santa Monica and the greater area. This benefit case can play an important role in aligning stakeholders around the site scenario(s), and in the event of a recommended public funding mechanism, help make the case for investment.



TAOPU CENTRAL PARK MASTER PLAN & DESIGN
SHANGHAI, CHINA

An aerial photograph of a park. A winding path made of light-colored stones or bricks curves through the scene. A prominent feature is a wooden bridge with a curved, modern design that spans across a dark, calm pond. The surrounding area is lush with green trees and vegetation. The lighting suggests it might be late afternoon or early morning, with long shadows and a warm glow.

4 STAFFING RATE SHEET

STAFFING RATE SHEET

James Corner Field Operations

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Brooks + Scarpa

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Place It!

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

MKA

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

STAFFING RATE SHEET CONT'D

Fehr & Peers

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Dharam Consulting

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]



PUBLIC SQUARE
CLEVELAND, OH



SOUTH PARK PLAZA AT QUEEN ELIZABETH OLYMPIC PARK
LONDON, UK

5 REFERENCES

We are happy to enjoy productive and positive relationships with many of our clients. We work closely with Client teams, and many of our projects are long-term, lasting for years. Please find the following relevant references for previous work included below. Photos, brief descriptions of the project, and scope of work are provided in preceding project pages. We are happy to provide additional references upon request.

Client Reference 1

Project: Tongva Park
Client: City of Santa Monica
Duration: 2012–2014
Reference: Karen Ginsberg, Former Director, Dept. of Community and Cultural Services, City of Santa Monica
Email: rkgins89@gmail.com

Client Reference 2

Project: Presidio Framework Plan and Tunnel Tops
Client: The Presidio Trust
Duration: 2015-2022
Reference: Michael Boland, Chief of Park Development & Operations, Presidio Trust (415) 561-2702
Email: MBoland@presidiotrust.gov

Client Reference 3

Project: Seattle Central Waterfront
Client: Office of the Waterfront and Civic Projects, City of Seattle
Duration: 2010–ongoing
Reference: Marshall Foster, Director, City of Seattle Office of the Waterfront and Civic Projects (206) 255-7481
Email: Marshall.Foster@seattle.gov



CORNELL TECH CAMPUS
NEW YORK, NEW YORK

6

SUB-CONSULTANTS

Field Operations has assembled a superior team of consultants and collaborators who are all recognized leaders in their respective fields. The full team is below:

Brooks + Scarpa, Architecture

Eleftheria Stavrid (Project Manager)
Jennifer Doublet (Project Manager, LEEP-AP)
Fui Srivikorn (Project Architect, LEEP-AP)

Place It!, Community Outreach

James Rojas (Founder and Process Lead)
John Kamp (Interactive Planning, Facilitator and Designer)

Magnusson Klemencic Associates, Civil Engineering

Matt Jones (Senior Principal)
Steven Haluschak (Principal, Project Manager)

Buro Happold, Sustainability and Systems Engineering

Julian Parsley (Partner)
Sabrina Bornstein (Principal, Head of Climate Resilience)
Francesco Cerroni (Principal, Lead Mobility Designer)

Biohabitats, Ecological Engineering

Claudia Brown (Senior Water Resources Specialist)
Susan Sherrod (Senior Ecologist/Soils)
Michael Lighthiser (Principal Engineer)
Pete Muñoz (Senior Engineer)

HR&A, Economic Strategy and Planning

Candace Damon, Chair (Partner-in-Charge)
Paul Silvern (Partner)
Connie J. Chung (Principal)
Mara Basich-Pease (Senior Analyst)

Architectural Resources Group, Historic Analysis

Katie E. Horak (Principal)
Evanne St. Charles (Senior Associate)
Andrew Goodrich (Senior Associate)

Fehr & Peers

Tom Gaul (Principal)
Jeremy Klop (Project Manager)
Jeremiah LaRose (Transit Planner)
Kendra Rowley (Complete Streets & Bicycle Planner)
Chelsea Richer (Safety and Resilience/Sustainability)

Dharam Consulting, Cost Estimating

Simon R. Hough, FRICS, MACostE | Director



TONGVA PARK
SANTA MONICA, CA

7 SANTA MONICA BUSINESS LICENSE

City of Santa Monica Business License Certificate

The business listed below is granted this certificate pursuant to the provisions of the City of Santa Monica business license ordinance. The issuance of the certificate does not entitle the holder to operate or maintain a business in violation of any other law or ordinance. The business owner is responsible for obtaining all necessary permits for operation of the business. The certificate is valid until voided, revoked or expired. It becomes void upon any change in ownership, location or business activity. It is the business' obligation to renew this license annually.

Business Name:	James Corner Field Operations	DESCRIPTION:	Landscape Architect
Business Location:	475 10TH AVE 9TH FLR NEW YORK, NY 10018-9718	License Number:	162138
Owner(s)/Officer(s):	James Corner Field Operations	Expiration Date:	6/30/2023
		Additional Permit(s):	N/A

GEENA BOSCACCI
JAMES CORNER FIELD OPERATIONS
4 BRYANT PARK FL 11
NEW YORK, NY 10018

Starting January 1, 2021, Assembly Bill 1607 requires the prevention of gender-based discrimination of business establishments. A full notice is available in English or other languages by going to: <https://www.dca.ca.gov/publications/>

IN CITY BUSINESSES - TO BE POSTED IN A CONSPICUOUS PLACE AT BUSINESS LOCATION - NOT TRANSFERABLE
Please notify the Business License office in writing of any change in ownership, address or business activity.
City of Santa Monica, Business License Office, P. O. Box 2200, Santa Monica, CA 90407-2200



DOMINO PARK
BROOKLYN, NY

8 APPENDIX



NON-DISCRIMINATION POLICY ACKNOWLEDGEMENT



City of Santa Monica Non-Discrimination Policy Acknowledgment

A. Discrimination.

Discrimination in the provision of services may include, but not be limited to the following:

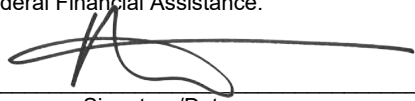
- (a) Denying any person any service, or benefit or the availability of a facility.
 - (b) Providing any service, or benefit to any person which is not equivalent, or in a non-equivalent manner or at a non-equivalent time, from that provided to others.
 - (c) Subjecting any persons to segregation or separate treatment in any manner related to the receipt of any service.
 - (d) Restricting any person in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any service or benefit.
 - (e) Treating any person differently from others in determining admission, enrollment, quota, eligibility, membership, or any other requirement or condition which persons must meet in order to be provided any service or benefit.
- (1) Contractor shall take affirmative action to ensure that intended beneficiaries of this Agreement are provided services without regard to race, color, religion, national origin, ancestry, sex, age, gender, gender identification, gender expression, sexual orientation, marital status, AIDS or disability.
 - (2) Contractor shall further establish and maintain written procedures under which any person applying for or receiving services hereunder, may seek resolution from Contractor of a complaint with respect to any alleged discrimination in the provision of services by Contractor's personnel.

At any time any person applies for services under this Agreement, he or she shall be advised by Contractor of these procedures. A copy of these procedures shall be posted by Contractor in a conspicuous place, available and open to the public, in each of Contractor's facilities where services are provided hereunder.

B. Non-discrimination in Employment

- (1) Contractor certifies and agrees that it will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability in accordance with the requirements of City, State or Federal law. Contractor shall take affirmative action to ensure that qualified applicants are employed, and that employees are treated during employment, without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law. Such shall include, but not be limited to, the following:
 - (a) Employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation.
 - (b) Selection for training, including apprenticeship.
-

- (2) Contractor agrees to post in conspicuous places in each of Contractor's facilities providing services hereunder, available and open to employees and applicants for employment, notices setting forth the provisions of this non-discrimination policy.
- (3) Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State or Federal law.
- (4) Contractor shall send to each labor union or representative coworkers with which it has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' representative of Contractor's commitments under this non-discrimination policy.
- (5) Contractor certifies and agrees that it will deal with its sub-Contractors, bidders, or vendors without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law.
- (6) In accordance with applicable State and Federal law, Contractor shall allow duly authorized representatives of the County, State, and Federal government access to its employment records during regular business hours in order to verify compliance with this non-discrimination policy. Contractor shall provide other information and records as the representatives may require in order to verify compliance with this non-discrimination policy.
- (7) If City finds that any of the provisions of this non-discrimination policy have been violated, the same shall constitute a material breach of agreement upon which City may determine to cancel, terminate, or suspend this Agreement. While City reserves the right to determine independently that this nondiscrimination policy has been violated, in addition, a determination by the California Fair Employment and Housing Commission or the Federal Equal Employment Opportunity Commission that Contractor has violated State or Federal non-discrimination laws shall constitute a finding by City that Contractor has violated the provisions of this non-discrimination policy.
- (8) The parties agree that in the event Contractor violates any of the non-discrimination policies set forth herein, City shall be entitled, at its option, to the sum of five hundred dollars (\$500) pursuant to Civil Code Section 1671 as liquidated damages in lieu of canceling, terminating or suspending this Agreement.
- (9) Contractor hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), all requirements imposed by applicable Federal Regulations, and all guidelines and interpretations issued pursuant thereto, to the end that no qualified disabled person shall, on the basis of disability, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity of the Contractor receiving Federal Financial Assistance.



 Signature/Date

RICHARD KENNEDY,
 PARTNER,
 JAMES CORNER FIELD OPERATIONS, LLC.

 Name of Proposer

NON-COLLUSION AFFIDAVIT



NON COLLUSION DECLARATION TO ACCOMPANY PROPOSALS OR BIDS

STATE OF CALIFORNIA }
COUNTY OF LOS ANGELES }

Richard Kennedy, being first duly sworn, deposes, and says: that She/He is:

Partner

(Insert "Sole Owner," "A Partner", "President," "Secretary," or other proper title)

of _____ James Corner Field Operations, LLC.

(Insert name of bidder)

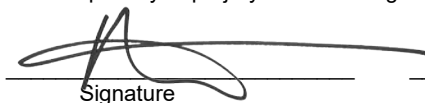
Who submits herewith to the City of Santa Monica the attached proposal; that He, She, It, or They is (are) the person(s) whose name(s) is (are) (strike out words not appropriate) signed to the hereto attached proposal; that said proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; that such proposal was not made in the interest or on behalf of any person, partnership, company, association, organization or corporation not therein named or disclosed.

Declarant further deposes and says: that the bidder has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract or of any other bidder, or anyone else interested in the proposed contract; that the bidder has not in any manner sought by collusion to secure for himself, herself, itself, or themselves, an advantage over any other bidder. (strike out words not appropriate)

Declarant further deposes and says that prior to the public opening and reading of bids the said bidder:

- (a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham bid;
- (b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw his / her bid;
- (c) Did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix any overhead, profit or cost element of his, her, its, their price, or of that of anyone else; and
- (d) Did not, directly or indirectly, submit his, her, its, or their bid price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, bid, depository, or to any member or agent thereof, or to any individual or group of individuals, except to the awarding authority or to any person or persons who have a partnership or other financial interest with said bidder in his, her, its, or their business. (strike out words not appropriate)

I declare under penalty of perjury that the foregoing is true and correct.



Signature

Richard Kennedy

Name of Proposer

CERTIFICATION REGARDING DEBARMENT



**CITY OF SANTA MONICA
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, PROPOSED
DEBARMENT, AND OTHER RESPONSIBILITY MATTERS**


This certification must be completed for your proposal to be considered.

The undersigned certifies, to the best of his or her knowledge and belief, that:

- 1.) The Bidder and/or any of its Principals, contractors, subcontractors and sub recipients are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of or voluntarily excluded from participating in contracts by any Federal agency and are not presently on the Excluded Parties List System (EPLS) or being considered for the EPLS OR ineligible to work on contracts for violations of California Labor Code Sections 1777.1 or 1777.7;
- 2.) "Principals," for the purpose of this certification, means officer; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar position).;
- 3.) The Bidder also certifies that if awarded a contract it shall provide immediate written notice to the City of Santa Monica if, at any time, the Bidder learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances;
- 4.) A certification that any of the items in this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Bidder's responsibility. Failure of the Bidder to furnish a certification or provide such additional information as requested by City of Santa Monica may render the Bidder non-responsive;
- 5.) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a Bidder is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings; and
- 6.) The certification of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Bidder knowingly rendered an erroneous certification, in addition to other remedies available to the City, the City of Santa Monica may terminate the contract resulting from this solicitation for default and pursue any other available legal remedies.

By signing below, I declare under penalties of perjury that the foregoing certifications and assurances, any other statements made by me are true and correct.

Name (printed): Richard Kennedy Title: Partner

Signature:  Date: 03.13.2023

Name of Company: James Corner Field Operations RFQ: SP2641



**DOMINO PARK
BROOKLYN, NY**

Right page: 1. Navy Pier, Chicago, IL; 2. Cleveland Public Square, Cleveland, OH; 3. The High Line, New York, NY 4. Cleveland Public Square, Cleveland OH; 5. Tongva Park, Santa Monica, CA; 6. Cornell Campus, New York, NY 7. South Park Plaza at Queen Elizabeth Olympic Park, London, UK; 8. Domino Park, Brooklyn, NY.

