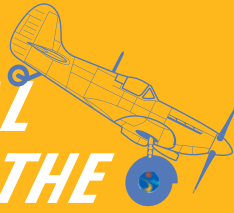
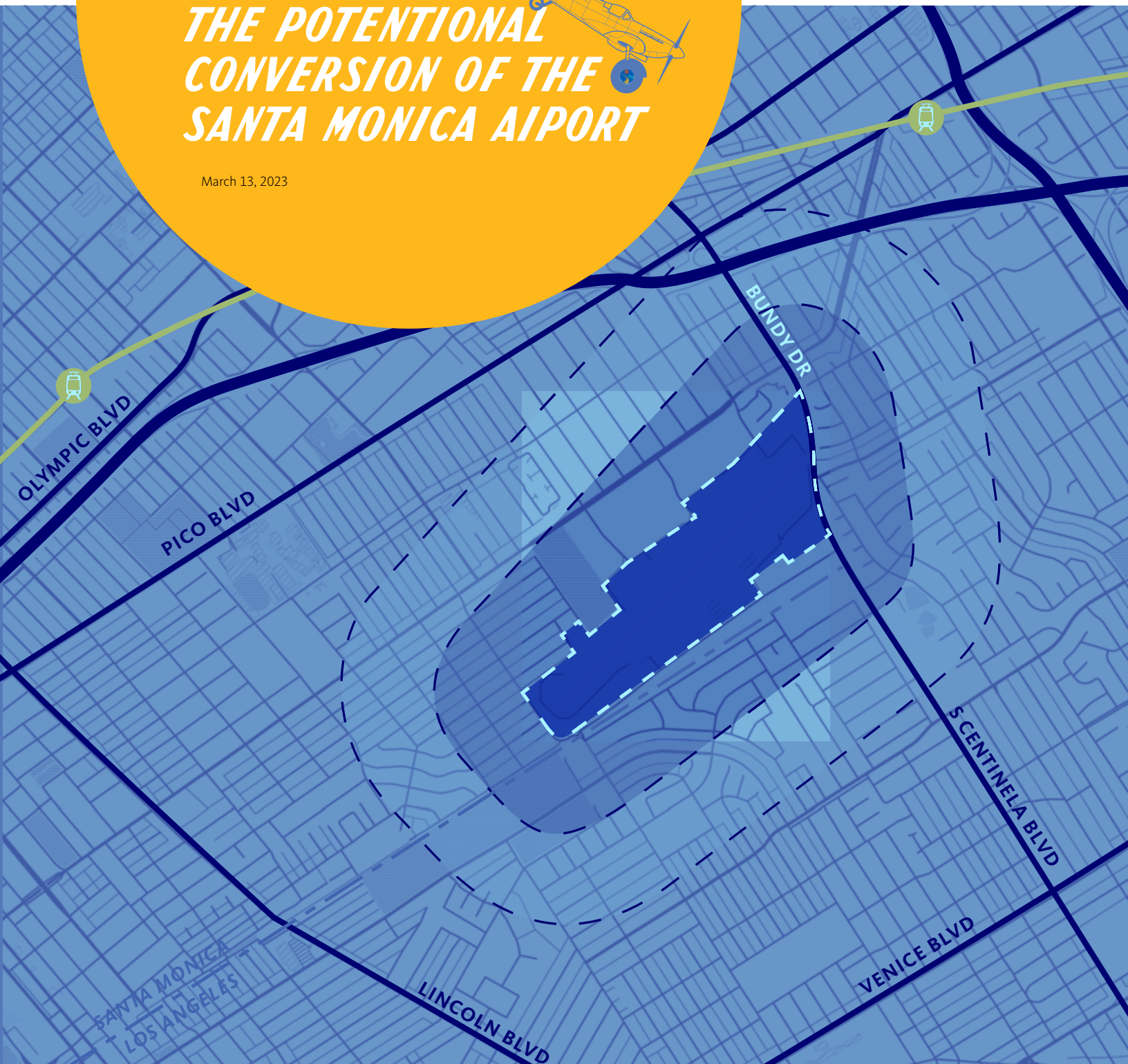


CITY OF SANTA MONICA

*STRATEGIC PLANNING  
ACTIVITIES FOR  
THE POTENTIAL  
CONVERSION OF THE  
SANTA MONICA AIRPORT*



March 13, 2023





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## ***PUBLIC SECTOR EXPERIENCE***

**Our interdisciplinary team has experience with supporting the planning and growth of innovative cities in a diversity of contexts throughout California and in Southern California, specifically. We understand the region and its evolution.**

Our work with city agencies and municipalities has spanned several decades in the southern California Region. We have worked with a variety of Departments in planning catalytic projects of varying sizes and scales.

Gensler has experience partnering with similar sized municipalities and our public sector experience is robust.

Gensler has programmed, planned, and designed as part of on-call contracts for public clients in California and throughout the United States since its inception. Select public sector clients are shown below. In over 40 years of serving Southern California, Gensler, has built longstanding relationships with city planning and regulatory agencies, and has established a reputation for collaborating with these agencies to find solutions that benefit all project stakeholders.

We understand the needs of city, municipality, and government agencies are different from the private sector but that private sector trends can also be important and meaningful to city agencies.

### SELECT PUBLIC SECTOR CLIENTS IN CALIFORNIA INCLUDE:

- Centre City Development Corporation
- City of Anaheim
- City of Bakersfield
- City of Brea
- City of Brisbane
- City of Carlsbad
- City of Citrus Heights
- City of Encinitas
- City of Fremont
- City of Glendale
- City of Huntington Beach
- City of Irvine
- City of Los Angeles
- City of Lake Elsinore
- City of Livermore
- City of Long Beach
- City of Los Angeles
- City of Los Angeles Bureau of Engineering
- City of Los Angeles Department of Cultural Affairs
- City of Los Angeles Department of Public Works
- City of Menlo Park
- City of Mountain View
- City of Oakland
- City of Ontario Redevelopment Agency
- City of Orange
- City of Palm Springs
- City of Pasadena
- City of Rancho Cucamonga
- City of Rancho Palos Verdes
- City of Redwood City
- City of Renton
- City of Ross
- City of San Clemente
- City of San Diego
- City of San Jose
- City of Santa Ana
- City of Santa Monica
- City of Ventura
- City of West Hollywood
- County of Alameda
- County of Alameda Social Services Agency
- County of Alameda Waste Management Authority
- County of Los Angeles
- County of Los Angeles Department of Health Services
- County of Los Angeles Department of Mental Health
- County of Los Angeles Department of Public Social Services
- County of Los Angeles Department of Public Works
- County Of Marin
- County of Orange
- County of Riverside
- County of San Bernardino
- County of San Diego
- County of San Francisco
- County of San Luis Obispo Department of Public Works
- County of Santa Clara
- County of Santa Cruz Department of Public Works
- County of Sonoma
- Los Angeles City Department of Public Works
- Los Angeles County Metropolitan Transportation Authority
- Los Angeles Housing + Community Investment Department
- Los Angeles Police Foundation
- Los Angeles Public Library
- Metropolitan Transportation Commission
- North La Cienega Business Improvement District
- Oakland Metropolitan Chamber of Commerce
- San Diego Convention Center Corporation
- San Francisco Department of Public Works
- San Francisco Metropolitan Transportation Authority
- San Gabriel Valley Council of Governments
- San Diego Association of Governments
- Santa Barbara County
- Santa Clara County Housing Authority
- Southern California Association of Governments
- The Port of Long Beach





## QUALIFICATIONS

# 2

***WE BELIEVE WE CAN IMPROVE HUMAN EXPERIENCE, AND LEVERAGE OUR DESIGN CAPABILITIES FOR GOOD PURPOSES, AND MAKE A DIFFERENCE IN OUR CITIES JUST AS WE HAVE FOR NEARLY FIVE DECADES THROUGHOUT LOS ANGELES, INCLUDING THE CITY OF SANTA MONICA.***

As we ground our projects in the fabric of the community, the notion of making great places for people is one of the critical keys to success. This philosophy allows us to create authentic experiences that grow organically from the surrounding neighborhood and provide people with places they're proud to call their community.

We are ingrained into the City of Santa Monica and devote our time and resources to participating in initiatives which serve the greater good of our city, including our work to address houselessness and develop permanent housing solutions, California Coastal cleanups, or painting Cesar Durant's art mural at John Adam's Middle School.

Transforming distressed industrial assets into useful infrastructure can revitalize neighborhoods. From abandoned rail lines to coal-fired power plants, outdated industrial infrastructure is increasing being decommissioned and converted into new uses to re-envision more resilient development and unlock value for the community. development and unlock value. These interventions can increase quality of community life, land values, and drive economic development.

### ***WE ARE INTEGRATORS***

Gensler believes thoughtful urban design integrates nature, technology, and communities while planning for resilience. We aim to create spaces rooted in local culture and serving as catalysts for sustainable transformation. Our urban designs seek to balance community engagement, public realm interests, and urban systems at stages from vision plans and feasibility studies to entitlements and implementation. Gensler's Cities + Urban Design Studio has also been recognized by the American Planning Association LA Chapter for distinguished leadership in our industry. Our interdisciplinary urban design team draws upon: planners and urban designers, architects, landscape designers as well as strategists, economists and researchers. **Together, with our Clients and communities, our team creates thoughtful and compelling designs connecting people and enriching our communities.**

### ***CLIMATE ACTION + SUSTAINABILITY***

Climate change continues to elicit a sense of urgency. According to insights from the Gensler Research Institute, 87% of adults in the United States have been personally impacted by extreme weather events since 2019. At the same time, only 18% of Americans believe their communities are built to withstand climate change. The disconnect between these startling percentages reveals a profound opportunity for leaders in government and the building industry to take strategic steps to ensure our clients have access to green materials and resiliency focused design services while offering new research into how sustainable public projects can benefit the life of a community.



TEAM ORGANIZATIONAL CHART



**CORE DESIGN LEADERSHIP TEAM**

**DYLAN JONES**  
AIA  
Principal in Charge



**MIDORI MIZUHARA**  
AICP  
Project Manager / Community Engagement & Outreach Lead



**NATE CHERRY**  
FAIA, AICP, LEED AP BD+C  
Design Director



**LIN JIA**  
Urban Designer



**AARON HURSEY**  
AICP, APA, ASLA  
Urban Designer / Landscape



**ERIC WONG**  
ASSOC. AIA  
Strategy Lead

**SUBCONSULTANT PARTNERS**

**STUDIO-MLA**  
LANDSCAPE AND PARK PLANNING

**FEHR AND PEERS**  
TRANSPORTATION & MOBILITY

**ULTRASYSTEMS ENVIRONMENTAL**  
ENVIRONMENTAL PLANNING & SOIL REMEDIATION

**COMMUNITY ARTS RESOURCES (CARs)**  
CREATIVE AND CULTURAL ARTS INTEGRATION

**MOTT MACDONALD**  
RESILIENCY PLANNING & INFRASTRUCTURE ENGINEERING AND UTILITIES

**BRENDA LEVIN & ASSOCIATES**  
HISTORICAL PLANNING

**KOSMONT & JONES LANG LASALLE**  
ECONOMIC FEASIBILITY AND MARKET ANALYSIS

**JENSEN HUGHES**  
PUBLIC SAFETY & RESILIENCY



**DYLAN JONES, AIA**  
Principal in Charge

**DYLAN IS A LICENSED ARCHITECT AND STRATEGIC PLANNER WITH OVER TWENTY YEARS OF EXPERIENCE IN PLANNING AND DESIGN FOR BOTH PRIVATE AND PUBLIC SECTOR CLIENTS. AS A GLOBAL LEADER OF GENSLER'S COMMUNITY SECTOR, HE WORKS AT THE INTERSECTION OF PRIVATE DEVELOPMENT AND PUBLIC INFRASTRUCTURE, BELIEVING MOBILITY IS A CORE BUILDING BLOCK OF THE NEXT CENTURY, SUSTAINABLE CITY.**

**SELECTED PROJECT EXPERIENCE**

- Santa Monica Business Park, Santa Monica, CA
- 888 Douglas Adaptive Reuse, El Segundo, CA
- Northrop Grumman Space Park Campus Experience Master Plan, El Segundo, CA
- San Pedro Little Italy Plaza, San Pedro, CA
- TAA Plaza Concept, Tucson, AZ
- AVION Burbank, Burbank, CA
- City of Lake Elsinore 2040 Vision Plan, Lake Elsinore, CA
- City of Long Beach Sports & Entertainment, Long Beach, CA
- City of Redwood, Planning Support, Redwood City, CA
- County of Orange, Santa Ana 17th Street Clinic, Santa Ana, CA
- FivePoint, Great Park Integrated Master Plan, Irvine, CA
- Google Lincoln Land, Walnut, CA
- Google Project Faulkner SF, San Francisco, CA
- Hollywood Blvd Walk of Fame Streetscape, Los Angeles, CA
- Irvine 2020, Irvine, CA
- Los Angeles Metro Crenshaw/LAX Northern Extension Urban Design Concept, Los Angeles, CA
- San Diego Airport Terminal 1 & Roadways, San Diego, CA
- Santa Ana South Main Corridor, Santa Ana, CA



**MIDORI MIZUHARA, AICP**  
Project Manager / Community Engagement & Outreach Lead

**MIDORI IS A MULTI-DISCIPLINARY DESIGNER WHOSE WORK SPANS PLANNING, URBAN DESIGN, AND ARCHITECTURE. HER WORK FOCUSES ON CREATING WELL DESIGNED AND ACTIVATED PUBLIC SPACES AND CREATIVELY ENGAGING COMMUNITIES TO SHAPE THEIR CITY. AS A SANTA MONICA LOCAL, MIDORI GREW UP VISITING THE AIRPORT AND CLOVER PARK FOR EVENTS LIKE THE SANTA MONICA FESTIVAL AND CAN'T WAIT TO SEE THE SITE EVOLVE AND BE A VIBRANT GATHERING SPACE FOR THE CITY.**

**SELECTED PROJECT EXPERIENCE**

- The Plaza at Santa Monica Vision and Public Realm Strategy, Santa Monica, CA\*
- Downtown Clearwater Master Plan, Clearwater, FL
- North La Cienega Boulevard Urban Streetscape Revitalization, Los Angeles, CA
- San Pedro Plaza, San Pedro, CA
- City of Citrus Heights Sunrise Mall Specific Plan, Citrus Heights, CA
- Hollywood Blvd. Walk of Fame Streetscape Plan, Hollywood, CA
- Beach Boulevard Coalition, Meet on Beach: Revitalization of Beach Boulevard through Active Transportation, Orange County, CA\*
- SCAG Go Human Tactical Urbanism & Active Transportation Series, Multiple Southern California Cities\*
- Blaisdell Center Master Plan and Activation Strategy, Honolulu, HI\*
- Los Angeles Metropolitan Transportation Authority (LACMTA), Go Little Tokyo: Neighborhood Marketing and Community Outreach Campaign
- Vision Zero Safety And Education Campaign\*
- Jones Plaza Master Plan and Activation Strategy, Houston, TX\*





**NATE CHERRY,** FAIA, AICP, LEED AP BD +C  
Design Director

*NATE HAS OVER THIRTY YEARS OF EXPERIENCE DESIGNING PROJECTS THROUGHOUT THE US, SPECIALIZING IN REVITALIZATION, TRANSIT-ORIENTED PLANNING, PLACEMAKING, INNOVATION, AND URBAN RESILIENCE. NATE LIVES ON THE WEST SIDE AND COMMUTES REGULARLY ON HIS BIKE ALONG THE STRAND TO DOWNTOWN SANTA MONICA STATION. HE IS AM A MEMBER AT THE SANTA MONICA Y AND ENJOYS PLAYING GOLF AT PENMAR.*

**SELECTED PROJECT EXPERIENCE**

- City of Santa Monica Historic Signage Code, Santa Monica, CA\*
- Downtown Clearwater Vision Plan, Clearwater, FL
- City of Phoenix Sky Harbor Noise Land Reuse Strategy, Phoenix, AZ\*
- Northrop Grumman Space Park Campus Experience Master Plan, El Segundo, CA
- City of Citrus Heights Sunrise Mall Specific Plan, Citrus Heights, CA
- City of Brea Planning and Urban Design On-Call, Brea, CA
- Northrop Grumman Space Park Campus Experience Master Plan, El Segundo, CA
- L.A. Live Sports and Entertainment District, Los Angeles, CA
- Taza Innovation District Master Plan, Calgary, CA
- Elk Grove, Sacramento, CA
- Baylands Master Plan, Brisbane, CA
- CityPlace Sports and Entertainment District Master Plan, Santa Clara, CA\*
- Circle T, Westlake, TX
- Port Colorado Visioning Workshops, Aurora, CO
- Denver NWC Stockyards, Denver, CO
- Downtown Las Vegas Masterplan, Las Vegas, NV\*
- New Mexico Innovation Triangle (NMIT), Sante Fe, NM
- Raytheon Campus, El Segundo, CA
- Sharp Grossmont Hospital Master Plan, La Mesa, CA



**LIN JIA**  
Urban Designer

*LIN'S WORK IS CENTERED ON THOUGHT-OUT, INNOVATIVE AND INTEGRATED DESIGN SOLUTIONS. LIN LED THE DEVELOPMENT OF A FOUR YEAR GENSLER RESEARCH GRANT CALLED THE SPACES IN-BETWEEN (SIB), WHICH BROUGHT TOGETHER COMMUNITY, DEVELOPER AND DESIGN STAKEHOLDERS IN MUTUAL DIALOGUE.*

**SELECTED PROJECT EXPERIENCE**

- Changsha T3 Airport Concourses & Retail Public Spaces: Changsha, China
- PWC Reimagine Park Campus: Sanya, China
- WSH Center Retail Center Facade: Zhuhai, China
- United Imaging Global Innovation HQ: Wuhan, China
- Bailian UNEX Retail & Entertainment Center: Sanya, China
- Henderson Lumina Development: Shanghai, China
- Riverwalk Place: Tampa, FL
- Yiwu International Culture Center: Yiwu, China
- Everjoy Community Master Plan
- Tianjin Railway West Station South Plaza: Tianjin, China
- Franshion Nanjing Shangfang Master Plan: Nanjing, China
- Huace Shenzhen Longgang Master Plan: Shenzhen, China
- Forte Chengdu Hexin Island Master Plan: Chengdu, China
- Shunfeng Innovation Center: Hangzhou, China
- Zhongnan Center: Suzhou, China
- Anji Hywow Resorts: Anji, China
- COFCO Qianhai Plaza: Shenzhen, China
- Tongzhou Rainbow Gate Tower: Beijing, China

\*Experience prior to joining Gensler



**AARON HURSEY,** AICP, APA, ASLA  
Urban Designer / Landscape

*AARON BRINGS VALUABLE INTERDISCIPLINARY EXPERIENCE BRIDGING PLANNING AND DESIGN TO ADDRESS LONG-TERM GROWTH AND INVESTMENT STRATEGIES. PREVIOUS TO GENSLER, AARON WORKED AS A CITY PLANNER FOR SEATTLE'S OFFICE OF PLANNING & COMMUNITY DEVELOPMENT, PLANNING PROJECTS AS WELL AS THE DESIGN REVIEW OF PUBLICLY FUNDED PROJECTS THROUGHOUT THE CITY.*

**SELECTED PROJECT EXPERIENCE**

- Hollywood Boulevard Walk of Fame Streetscape Plan, Los Angeles, CA
- County of Contra Costa Master Plan, Contra Costa, CA
- Sepulveda Transit Corridor, Los Angeles, CA
- Baylands Master Plan, Brisbane, CA
- Los Angeles Metropolitan Transportation Authority (LACMTA) Metro Integrated Station Design Solutions, Los Angeles, CA
- Port Colorado Visioning Workshops, Aurora, CO
- Camden Southline TOD Development, Charlotte, NC\*
- City of Seattle, Seattle, WA\*
  - City Wide Small Wireless Facilities Design Guidelines\* Skybridge Review Committee\*
  - COVID-19 Small Business Stabilization Grant Review\*
  - City Wide Light Rail Design Guidelines\* Station Area Planning\*
  - FTA Grant Development\*
  - Neighborhood Design Guidelines Update\*
  - Lake City Festival Street Design\*
  - Seattle 2035 Comprehensive Plan\*
  - Delridge Neighborhood Early Station Area Planning\*
  - Capitol Hill Neighborhood Design Guidelines Update\*
  - 130th & 145th Station Area Planning\*



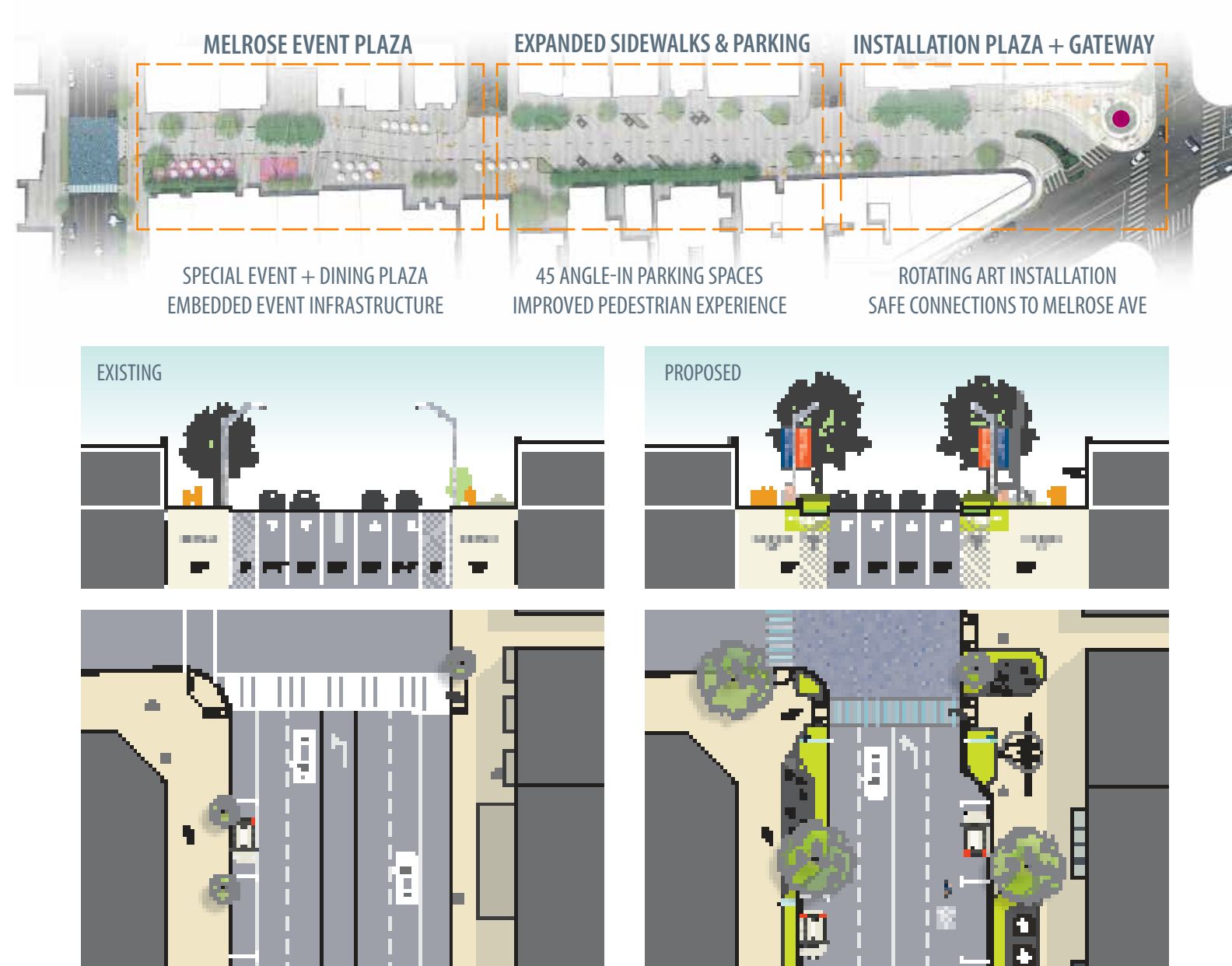
**ERIC WONG,** ASSOC. AIA  
Strategy Lead

*ERIC IS MULTI-DISCIPLINARY STRATEGY PROFESSIONAL, WITH EXPERTISE IN MARKET ANALYSIS, MARKET POSITIONING, AND STAKEHOLDER ENGAGEMENT. HE HAS DEEP EXPERIENCE SYNTHESIZING COMPLEX DATA INTO CONCISE NARRATIVES THAT INFORM LARGE-SCALE MASTER PLANS AND REAL ESTATE PORTFOLIO STRATEGIES FOR PRIVATE AND PUBLIC-SECTOR CLIENTS ACROSS CALIFORNIA. ERIC IS OFTEN OUT ON HIS BIKE IN AND AROUND SANTA MONICA AND IS PARTICULARLY FOND OF STARTING LONG WEEKEND RIDES FROM THE STRAND.*

**SELECTED PROJECT EXPERIENCE**

- City of Citrus Heights Sunrise Mall Specific Plan, Citrus Heights, CA
- North La Cienega Boulevard Urban Streetscape Revitalization, Los Angeles, CA
- Hollywood Blvd. Walk of Fame Streetscape Plan, Hollywood, CA
- Los Angeles Economic and Workforce Development Department, Leimert Park TOD Opportunities Analysis, Los Angeles, CA\*
- Port of San Diego, North Embarcadero Phase II Programming and Funding Strategy, San Diego, CA\*
- Los Angeles County Metropolitan Transportation Authority Crenshaw/LAX Joint Development Guidelines, Los Angeles, CA
- Los Angeles Unified School District (LAUSD) Space Needs Assessment, Los Angeles, CA
- North La Cienega Streetscape, Los Angeles, CA
- City of Lake Elsinore, Dream Extreme Vision Plan 2040, Lake Elsinore, CA
- City of Los Angeles, Taylor Yard G2 Interim Programming and Funding Strategy, Los Angeles, CA\*
- City of Los Angeles Administrative Officer, LA Convention Center P3 Evaluation, Los Angeles, CA\*
- Rockefeller Foundation/City of Los Angeles, Los Angeles Citywide Resilience Strategy, Los Angeles, CA\*





**Gensler**

LOS ANGELES, CA  
1 MILE  
JUL 2020 - JAN 2021

SERVICES PROVIDED  
Urban Design

## ***NORTH LA CIENEGA BOULEVARD URBAN STREETScape REVITALIZATION***

The new North La Cienega celebrates its tactile design legacy and invites new audiences to explore, discover, and gather. North La Cienega, like many local neighborhoods, is shifting and evolving to meet the market demands of new demographics, businesses, and regional draws. How can this iconic corridor, well-known for its design and decorative arts culture, welcome a new future where visitors not only come to shop and peruse, but also dine, meet friends, explore, and experience something new? Revisioning the North La Cienega streetscape strives to not only support and enhance local business activity, but also create a rich destination to all who live, work, and play on and around this unique corridor.

Gensler's targeted urban design and public realm design concepts included strategically widening sidewalks to allow for enhanced landscaping, public art, and spill out dining from local ground floor retail, creating a vibrant atmosphere for pedestrians.

Gateway public art installations and Santa Monica Blvd and Beverly Blvd along with branded digital information kiosks allow for a sense of neighborhood branding, way finding, signage and digital parking systems to be streamlined.

Intersections throughout the project were enhanced with branded patterning treatments and curb bump outs with unique planting and sculptural forms to enhance pedestrian safety and create memorable urban experiences.







QUALIFICATIONS

A HAL B. WALLIS PRODUCTION  
*Brannigan*  
SYDNEY GREENSTREET · PETER LORRE  
by MICHAEL CURTIZ  
WARNER BROS.

**Gensler**

WALK THIS WAY  
**HOLLYWOOD, CA**  
**1.3 MILES**  
**MAY 2019 - DEC 2023**

**SERVICES PROVIDED**  
Visioning  
Urban Design  
Stakeholder Engagement  
Community Outreach  
and Facilitation

***HOLLYWOOD BOULEVARD WALK OF FAME MASTER PLAN***

The Walk of Fame today is a contested space, with insufficient space for the millions of people who visit every year. Seventy percent of the existing space along Hollywood Boulevard is dedicated to vehicular use, with just thirty percent available for everything else. Along the limited existing sidewalk today, pedestrians, tourists, vendors, and performers compete for space with necessary infrastructure, including street furnishings, street lighting, landscaping, signage, bicycle parking, scooter parking, as well as other uses. Not surprisingly, the star attraction—the Walk of Fame—gets lost in the clutter.

The Streetscape Plan flips the ratio of space for people versus space for vehicles, more than doubling the amount of space available for residents and visitors by expanding the sidewalk and creating new event plazas. These new pedestrian spaces will be activated with new amenities providing places to eat, play, watch, perform, and rest.

**Collaborating with Client's Staff and Stakeholders**

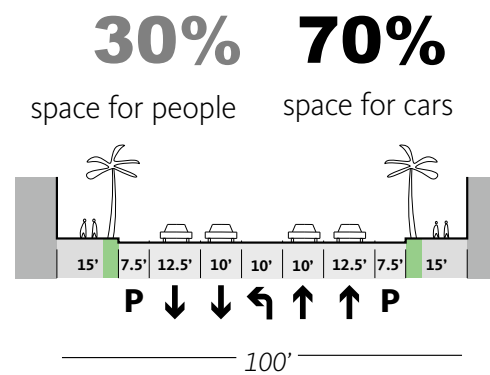
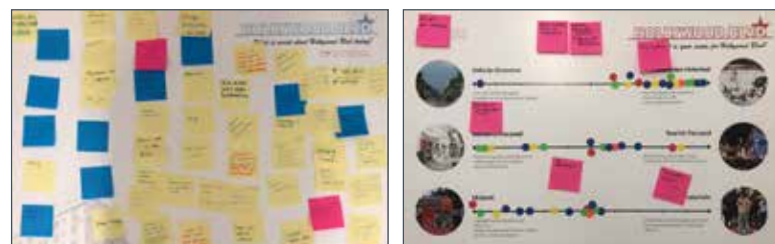
Stakeholder Engagement was a critical aspect of the development of the concept design. Working with the City of Los Angeles and Councilmember Mitch O'Farrell, Gensler led an inclusive stakeholder engagement process, bringing together neighborhood residents, business owners, and community groups. As a result, the project has won broad support from the Hollywood community.

Gensler completed the first phase of the project in 2019, delivering a inspiring vision for the future of boulevard. Now, Gensler is continuing to work with the City of Los Angeles to refine the concept design and develop a detailed implementation strategy.

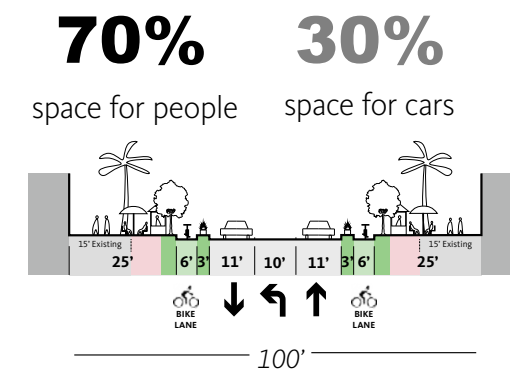
**Environmental Sustainability**

Passive sustainability features are seamlessly woven into the design and infrastructure. Additional shade trees counteract the urban heat island effect, providing greater comfort for visitors. Additional areas for native planting will be introduced with sustainable storm water management strategies. Above all, the project aims to create a human and bike orientated corridor with connections to transit and reducing VMT locally.



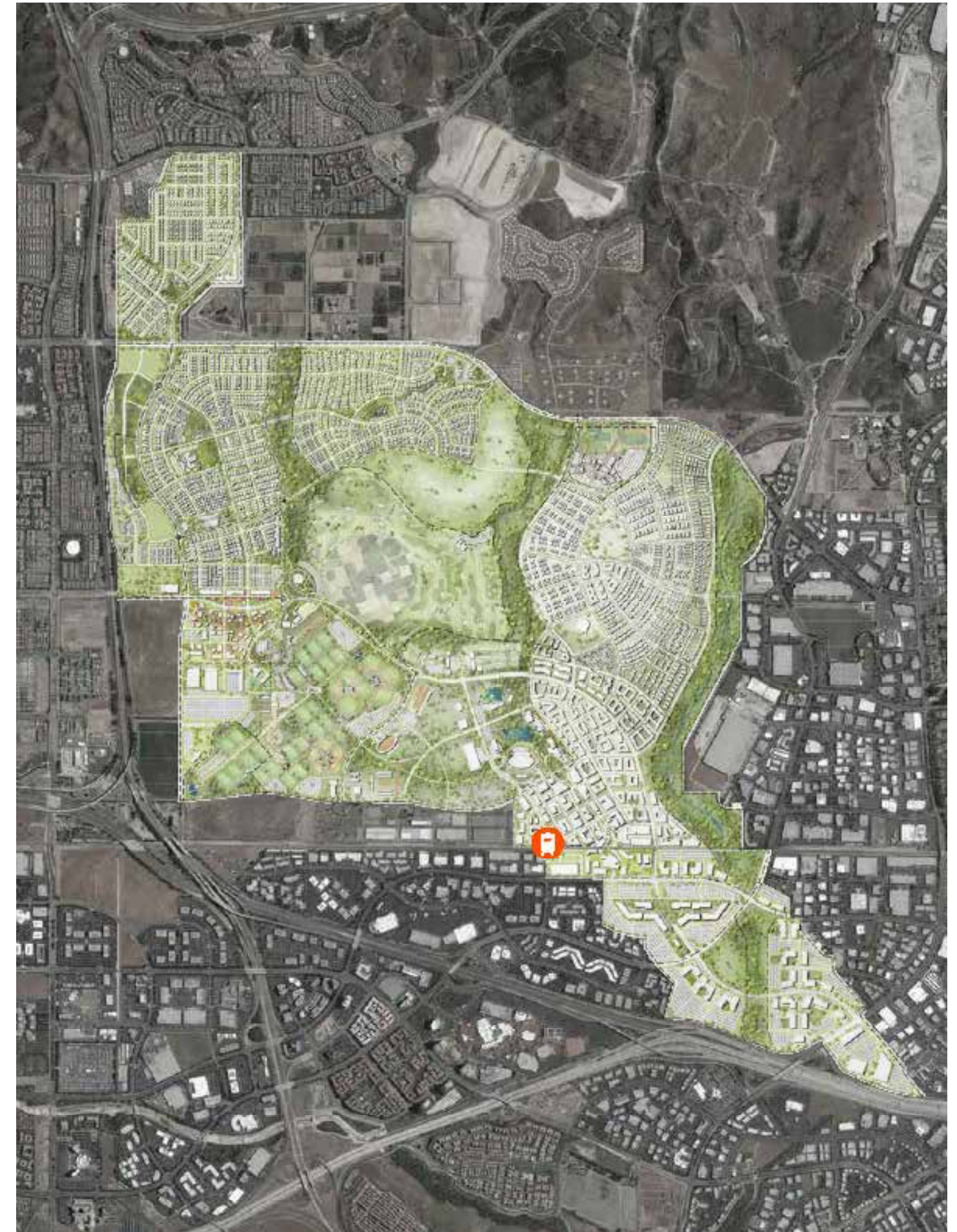
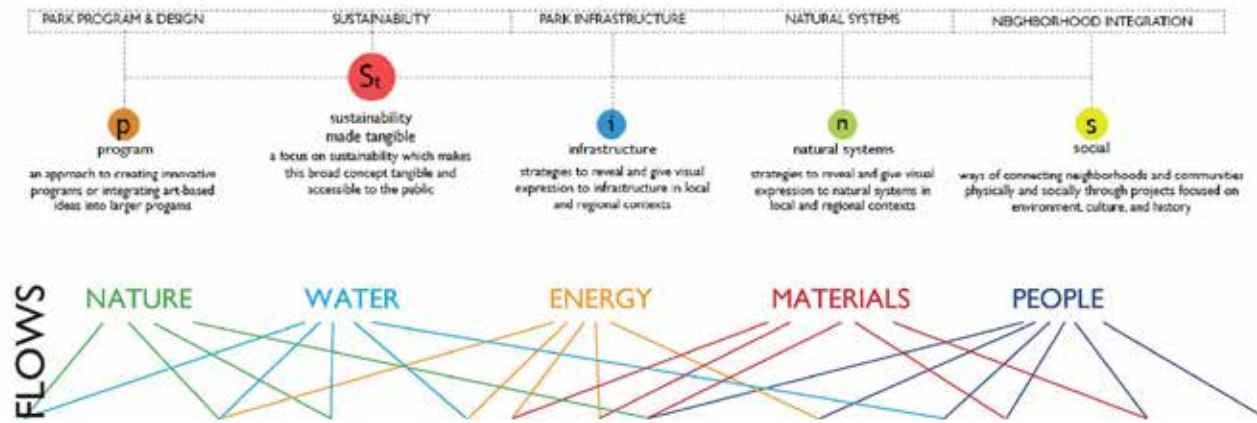


Existing



Proposed





**Gensler**

**STUDIO-MLA**

REIMAGINING AN AIRPORT AS  
A REGIONAL DESTINATION

**IRVINE, CA**  
**2,100 ACRES**  
**FEB 2015 - MAR 2022**

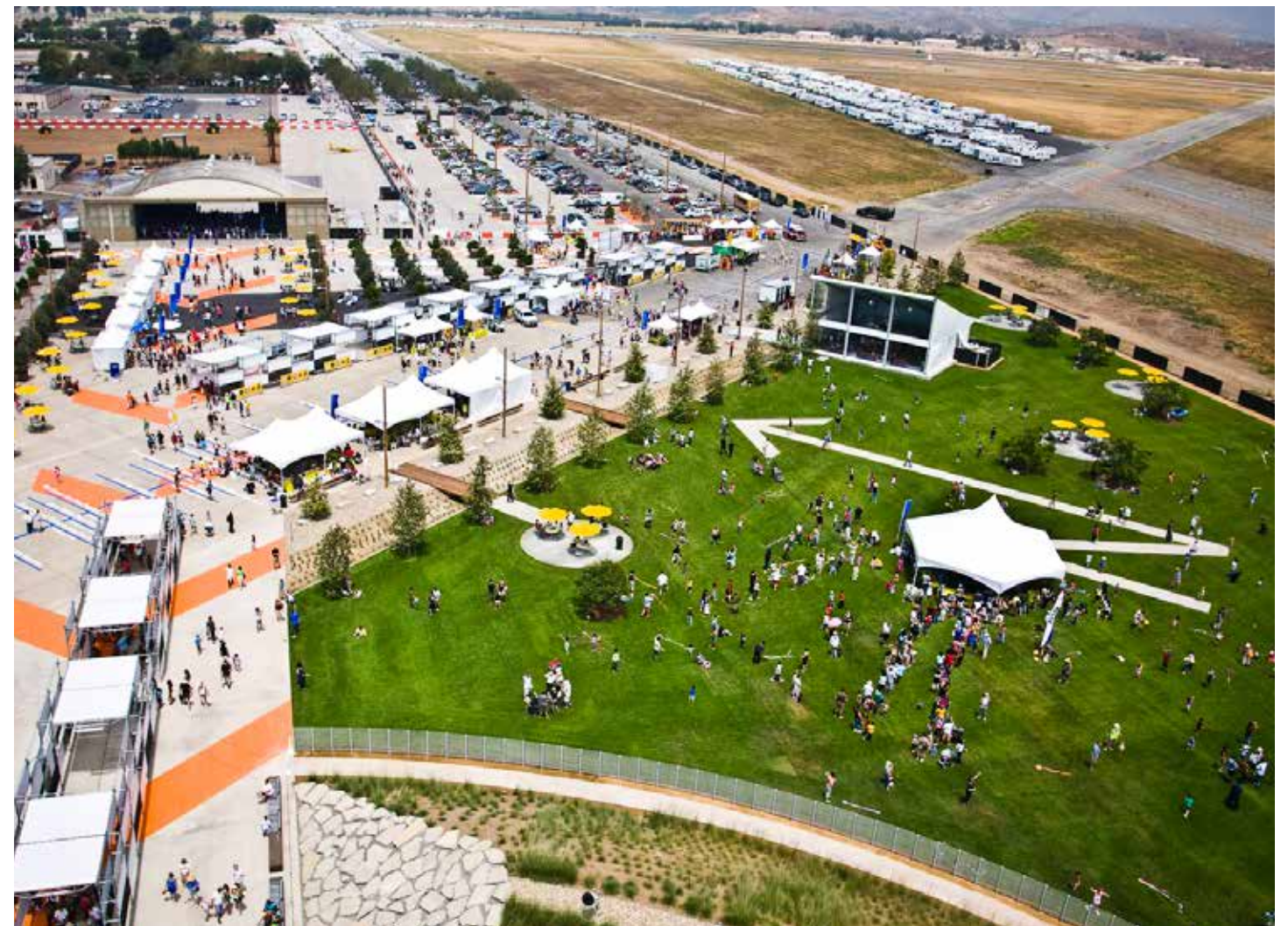
**SERVICES PROVIDED**

- Visioning
- Master Planning
- Design Guidelines
- Site and Building Analysis
- Experience Strategy
- Brand Positioning
- Architectural Design

***GREAT PARK INTEGRATED  
MASTER PLAN***

The Orange County Great Park site is located on the former Marine Corps Air Station at El Toro, which was decommissioned in 1999. In response to the decommissioning, the City of Irvine was eager to reclaim the brownfield site and transform it into a regional park. The Master Plan proposes a vision to transform the former military site into a verdant landscape for a diversity of public uses including: transit oriented development adjacent to the park, connection to nearby public transit, a sports park with multiple recreation fields, a cultural terrace comprised of a diversity of cultural institutions, a botanic garden, a daylighted stream, constructed wetlands, wildlife habitat corridors and community gardens, and a productive farm.









**Gensler**

**EL SEGUNDO, CA**  
**84 ACRES**  
**AUG 2016 - JUL 2021**

**SERVICES PROVIDED**  
Feasibility Studies  
Site Analysis  
Master Planning  
Architectural Design  
Interior Architectural Design

## **888 DOUGLAS ADAPTIVE REUSE**

For its latest high-profile creative office conversion, Hackman Capital Partners selected Gensler to redevelop a massive El Segundo industrial site, formerly part of Northrop Grumman's 84-acre office, manufacturing, and warehouse complex.

With four existing buildings totaling approximately 550,000 square feet, the rehabilitation and adaptive reuse will completely reimagine the site to deliver a one-of-a-kind, cohesive creative campus.

The client envisioned the project as a showcase for cutting-edge design, but also saw an opportunity to celebrate the site's rich history by preserving the buildings' authentic architectural character. Gensler's design plays up the existing high bays and north-facing sawtooth skylights. Vestige industrial keepsakes—bridges, catwalks, railway corridors, and exterior stairs—are utilized as a unique way to carve connections to link the campus from east to west and from building to building. The expansive project incorporates a myriad of outdoor pockets and exterior zones for both work and play.











**Gensler**

FORMER HUGHES AIRCRAFT COMPANY COMPLEX

**PLAYA VISTA, CA**  
**20 ACRES**  
**JUN 2007 - MAR 2010**

**SERVICES PROVIDED**

- Master Planning
- Urban Design
- Architectural Design
- Interior Architectural Design
- Sustainability Consulting

**LEED CS 2.0 GOLD CERTIFIED**

***THE CAMPUS AT PLAYA VISTA***

Located south of Marina del Rey and north of the Loyola Marymount University campus, the Campus at Playa Vista is one of the largest entitled development sites remaining in Los Angeles County. The site is the location of the former Hughes Aircraft Company Complex.

The Campus at Playa Vista consists of four distinctive, modern office buildings which blur the lines between indoor and outdoor space. The top floor of each building has a landscaped deck/green roof with a 1,000-square-foot patio for tenant use, featuring unparalleled views of West Los Angeles to the north. In addition, tenants have access to three 9,000-square-foot private elevated landscaped patios connecting the buildings. Each building includes four stories of Class A office space, elevated above two levels of podium parking.

The buildings are surrounded by approximately 20 acres of new parks featuring landscaped gardens, various athletic courts and fields, a skateboarding park, a performance band shell, and numerous water features.







**Gensler**

A NET-POSITIVE  
INNOVATION CAMPUS

**SAN PEDRO, CA**  
**35 ACRES**  
**JAN 2015 - SEP 2023**

**SERVICES PROVIDED**

- Visioning
- Programming
- Architectural Design
- Brand Design
- Signage & Wayfinding

## ***ALTASEA AT THE PORT OF LOS ANGELES***

**Environmental Sustainability**

AltaSea will be a net-positive innovation campus where future generations will be inspired by the ocean to pursue a balanced, sustainable relationship between civilization and nature.

The campus is envisioned as a place where people are immersed in the urban marine environment, where elements of the buildings, landscape and public space become teaching tools. The site is conceived as an instructive, interpretive experience focused on marine ecology, where physical environments are designed to render sustainable water, energy, landscape, and material strategies visible to all.

This project at City Dock #1 will rejuvenate a historically significant part of the Port of Los Angeles and serve as a future example of sustainability. The new and renovated buildings will be linked by public spaces, and transform the area into a center for institutional research, public

education and private industry. The draw of top facilities and institutions in science, education and industry will attract regional and global businesses, researchers, and visitors.

**Collaborating with Client's Staff and Stakeholders**

Development of the overall AltaSea campus has required steady and ongoing conversations with the client - to provide programmatic clarity and design vision and to assist with strategizing the phasing of the components within the master plan.

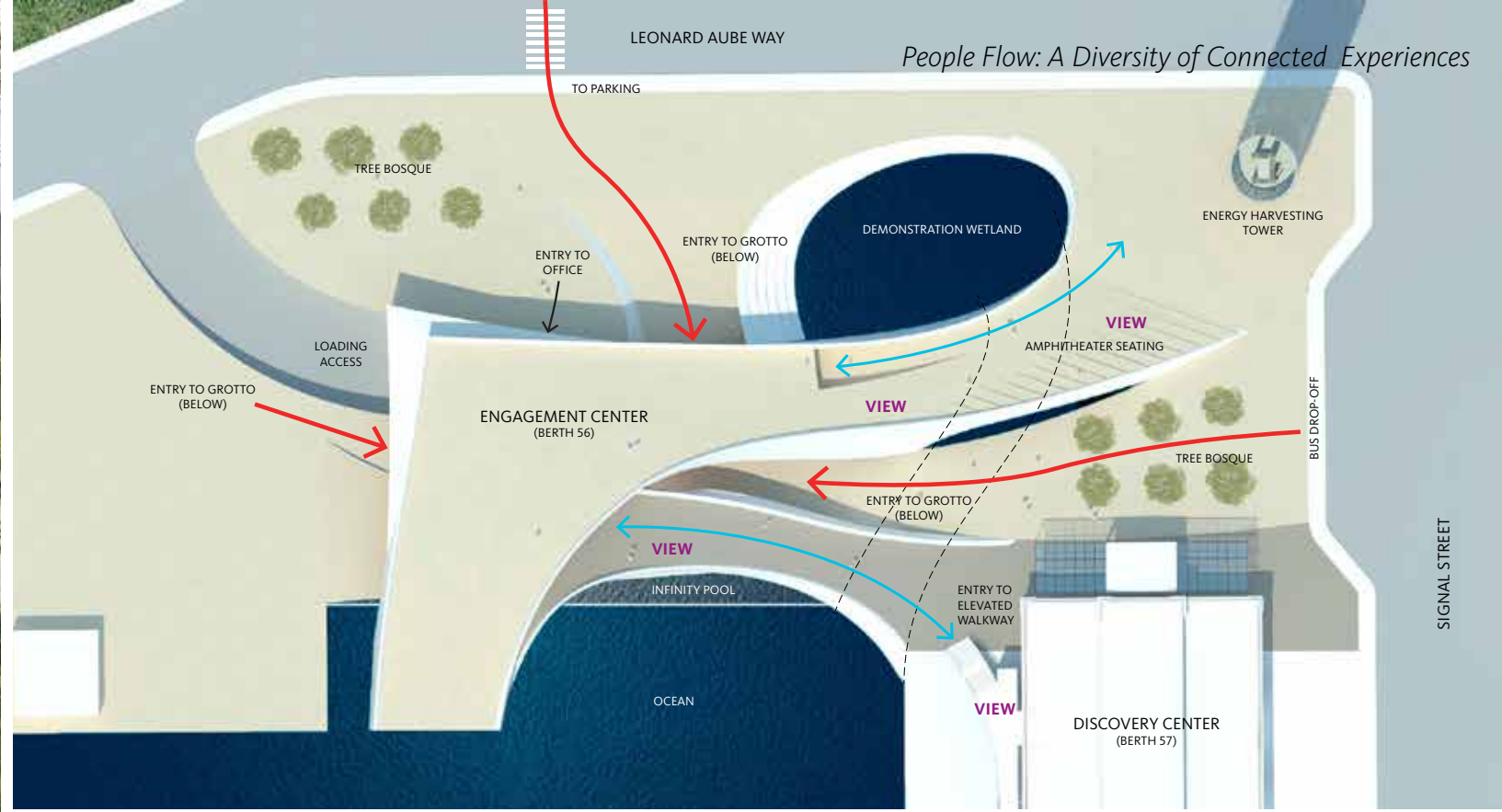
In addition to the client, Gensler has worked with the Port of LA and various historic consultants to ensure the existing buildings and site components are well preserved and carefully incorporated with the new elements.

The new building at Berth 56 will serve as a Visitor Center and gateway to the campus. Its architecture will house education and exhibition programming and allow students to explore the sciences of the ocean while inspiring them to develop a new learning relationship with it. The Visitor Center's design addresses the East Channel as landscape, so when moving through the building, one experiences the architecture and the water in various choreographed moments. The visitor trip culminates atop the Energy Harvesting Tower where one can see the entire port and understand the energy generation of the campus.

The adaptive re-use of historical Warehouse 57 will provide the campus with a state of the art Research Center for the oceanographic and marine biology programs of Southern California's marine institutions. Continuing west, Warehouses 58-60 will form the center of a new Business Hub with spaces for Southern California's marine based economy. This part of the campus will act as an incubator for a growing young industry and its start-up businesses, giving them unique access to the water, the Port, and the ocean's resources.











**Gensler**

A RESILIENT AND SUSTAINABLE REBUILD PLAN

**MALIBU, CA**  
**220 ACRES**  
**OCT 2019 - MAR 2023**

**SERVICES PROVIDED**

- Visioning
- Master Planning
- Architectural Design

***SHALOM INSTITUTE RECOVERY PLAN***

The Shalom Institute is a Jewish camp and retreat center in the Santa Monica mountains near Malibu that burned during 2018's record-breaking Woolsey Fire. The pre-fire camp had been haphazardly built out over decades, with structures lying most directly in harm's way, as threats from wildfire and post-fire flooding increase in tandem with climate change. With the unusual opportunity of a site cleared by wildfire, we undertook an extensive site analysis in order to identify the site's natural strengths, weaknesses, opportunities, and threats in order to build back better.

The Woolsey Fire burned nearly 100,000 acres and will likely burn the same areas again, making fire-resistant planning and design a high priority. Our site analysis sought to identify areas where the terrain was able to shield structures from the Santa Ana winds – potential fire shadows – while simultaneously opening interior spaces to the cooling onshore flow from the west.

**Environmental Sustainability**

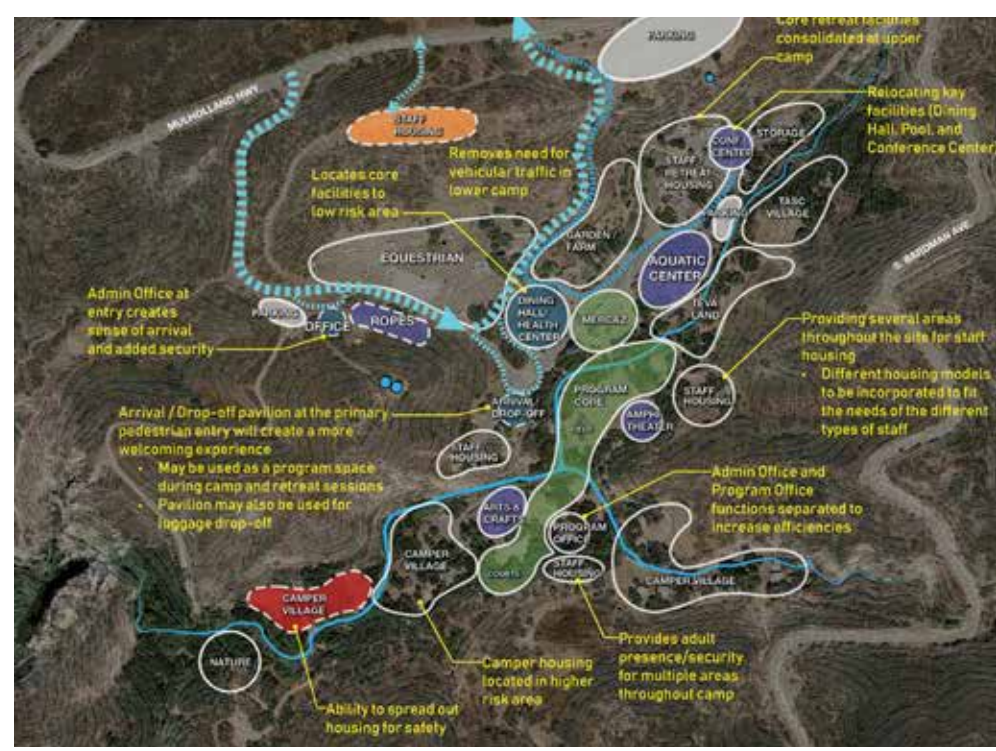
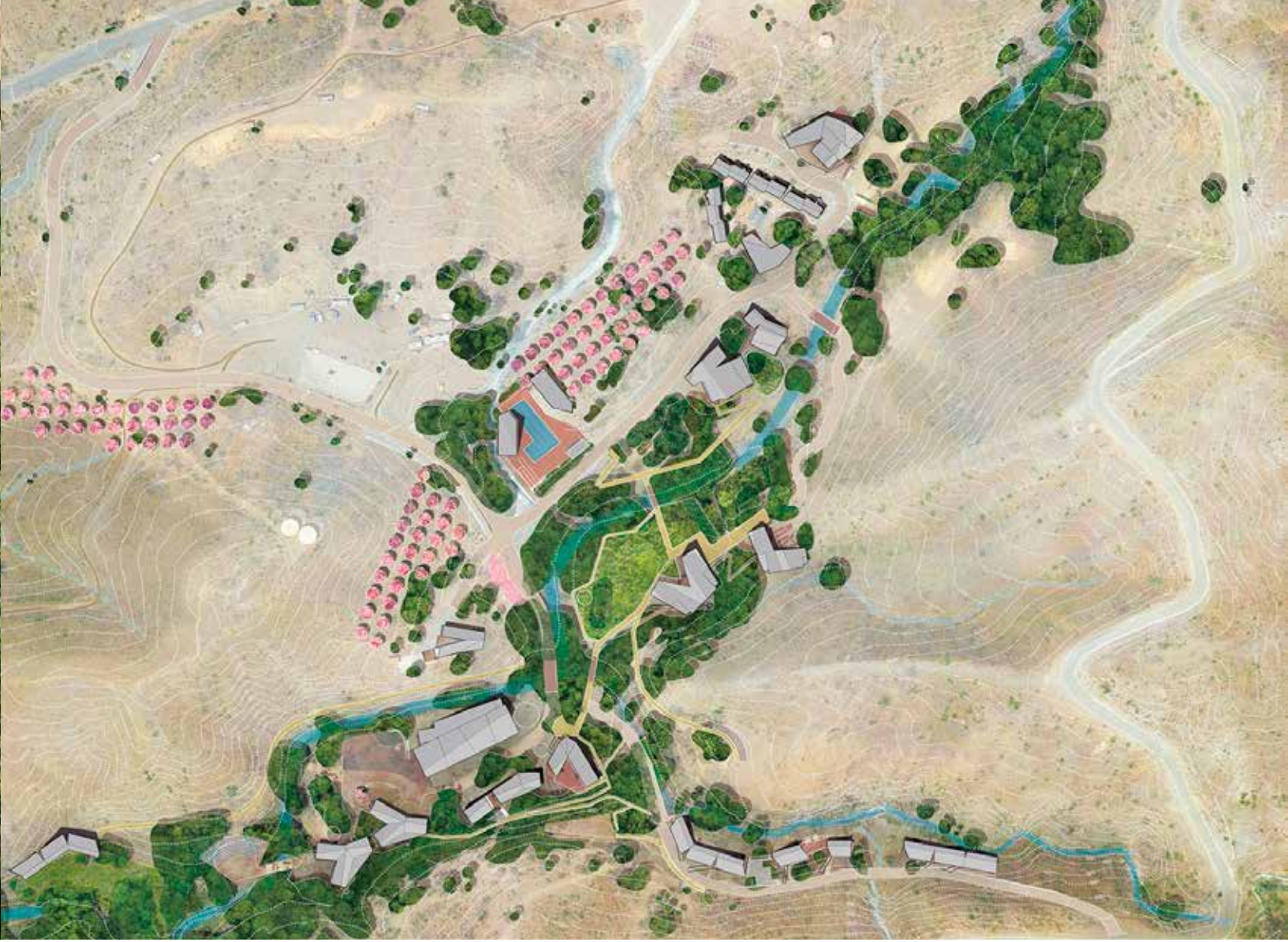
Among other things, the challenge involved adapting the proposed camp design to the new reality of drought and fire, employing strategies of fire defense at both the scale of site planning and building material selection. A strategy for also locating some less essential elements of the rebuild over time so that they may be phased in a later time without disruption of the Institute's operations is an essential part of the master planning effort. The plan proposes to leverage the natural advantages of the site, while simultaneously navigating a complex regulatory environment governed by the County and the Coastal Commission.

**Collaborating with Client's Staff and Stakeholders**

The team has completed visioning and master planning for the 220-acre campus, whose reconstruction will be paid for through a combination of insurance and FEMA funding. The design team worked closely with various stakeholders - including camp directors, staff, former campers, and board members - and the full project team to develop a resilient and sustainable rebuild plan,

including passive cooling strategies, a palette of naturally fire-resistant, rustic, and low-maintenance materials, siting strategies that minimized environmental impacts and disturbance by pulling structures away from sensitive habitat areas.





**LEGEND**

- UNASSIGNED USES
- PROPOSED AREAS IN UNASSIGNED FOOTPRINT
- RELOCATED USES (COLOR BY FUNCTION)
- PRIMARY ROADS
- SECONDARY ROADS
- SERVICE ACCESS
- OPERATIONS
- PROGRAM AREA
- CAMPER HOUSING
- STAFF / RETREAT HOUSING



# SEAPORT PROJECT VISION



Gensler

SAN DIEGO, CA  
JAN 2017 - OCT 2017

**SERVICES PROVIDED**  
Visioning  
Stakeholder Engagement  
Market Analysis  
Brand Design

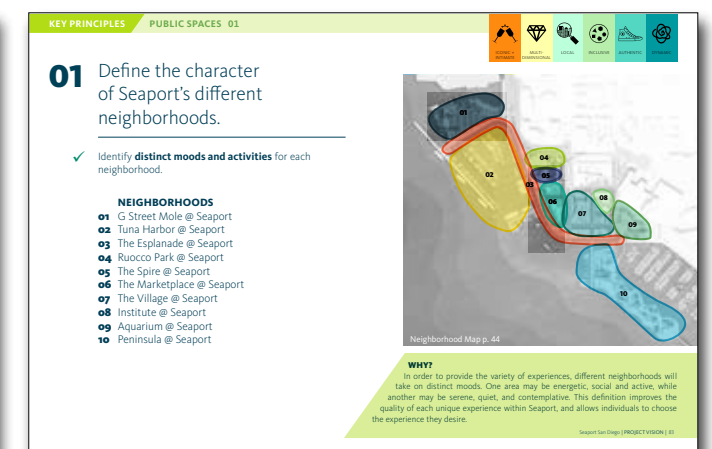
## SAN DIEGO SEAPORT VISION PLAN

Imagine a place where friends gather, families play, and an entire community celebrates; a place where the wonder of the ocean becomes a part of daily experience, where local fishermen sell visitors the catch of the day, and children marvel at the boats on the bay. Imagine the best of San Diego. This is Seaport. Gensler was tasked by Protea Waterfront Development to identify and evolve the fundamental experience and brand narrative of the Seaport San Diego.

This unique point of view will facilitate the creation of distinctive and unifying platforms that bring strategic clarity to Seaport's brand positioning and messaging, visual identity systems and physical environments. The intent was to bring the ideas articulated by developer proposals for the site to life, to invigorate the brand and to help articulate and actualize the design vision so it can be used as a framework for further development. Key user personas helped to expose the needs and desires of potential Seaport visitors and the team created journey maps to highlight a few distinct experiences to inform future planning.

Naming possibilities were also explored to show how to bring the Seaport experience life through its site, public spaces, built environment and activities. Neighborhoods within the Seaport district were explored to align with the overall core values defined. The soul of Seaport is

its diversity of activity. It is a place where there is always something new to discover and where the activities range from invigorating and entertaining to relaxing and enriching.







BEACH CITIES, CA  
COMPLETED 2019

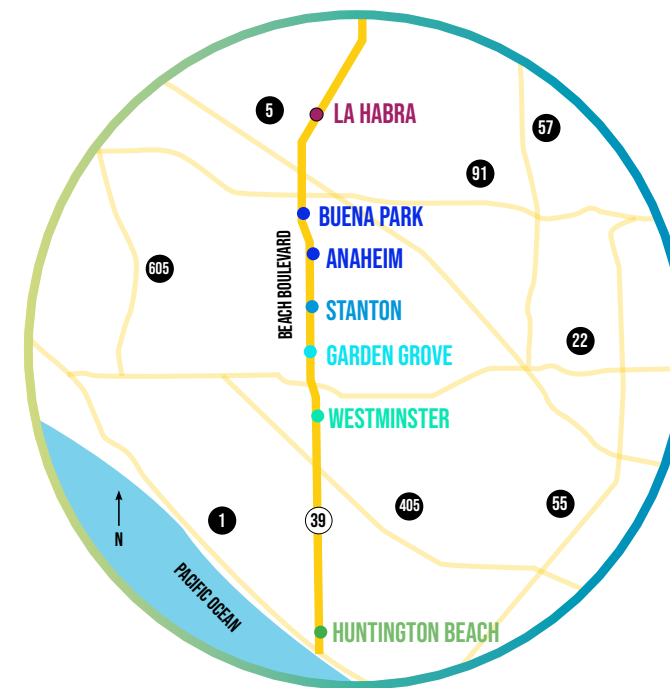
**SERVICES PROVIDED**

- Complete Streets
- Planning
- Active Transportation
- Community Outreach
- Marketing
- Event Production

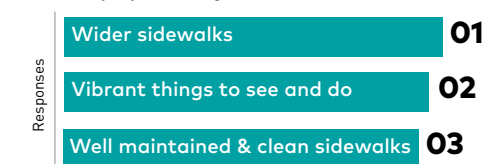
**MEET ON BEACH**

On November 17th, 2019, Meet on Beach (MOB) connected seven Orange County cities for the first time to re-imagine twenty one miles of car-centric Beach Boulevard as a walkable and bike friendly thoroughfare. Community Arts Resources (CARS) led by Midori Mizuhara, led this 7-city (La Habra, Buena Park, Anaheim, Stanton, Garden Grove, Westminster, and Huntington Beach) effort in bringing attention to Beach Blvd. and kick-starting the public visioning process for this significant corridor for Orange County. Given the regional planning efforts focused on Beach Blvd. and surrounding areas by Caltrans and OCTA, the goal of MOB was to serve as an opportunity to leverage bike and pedestrian focused programming and inspire the public about the potential for Beach Blvd. as a multi-modal street.

CARS coordinated each participating city's planning efforts through a local festival which showcased alternative modes of transportation and family activities focused on health and wellbeing, bringing community-centered programming to the Historic State Route 39.



**Top 3 Things that would enhance Beach Blvd for people walking:**



**Top 3 Things that would enhance Beach Blvd for people biking:**



**48%**

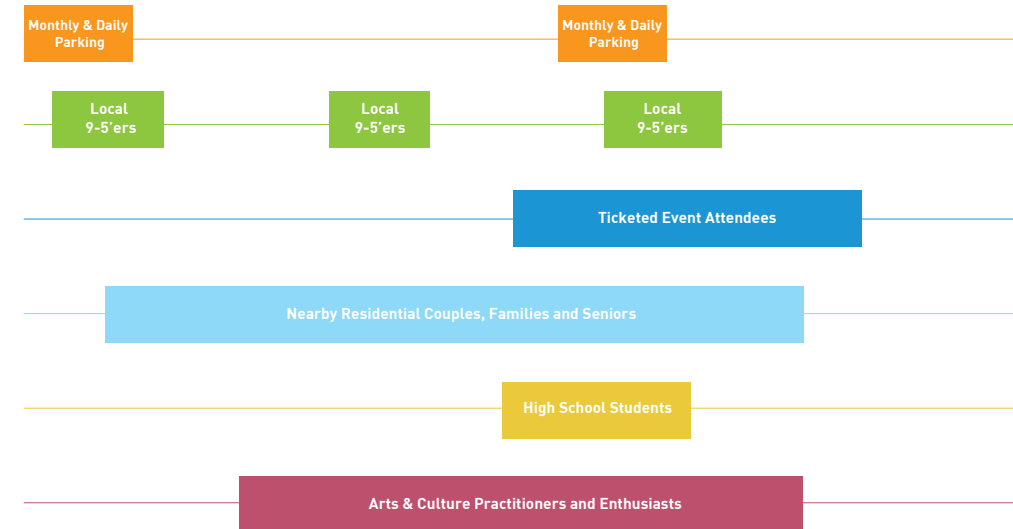
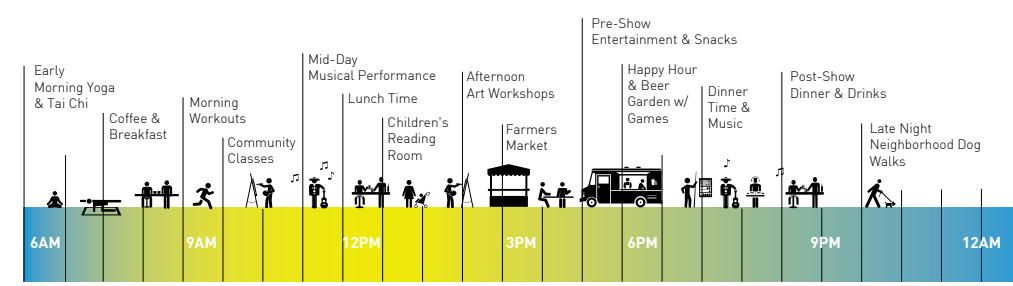
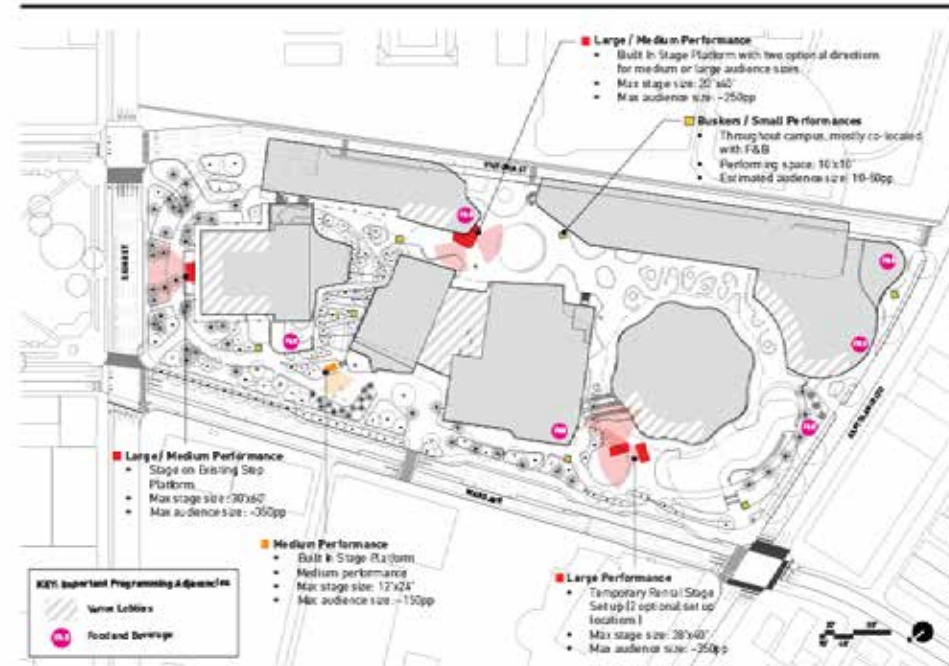
of survey respondents said **unsafe drivers** keep them from biking or walking more in their communities.







Performances



HONOLULU, HI  
22.4 ACRES  
COMPLETED 2018

**SERVICES PROVIDED**  
Programming  
Design Review  
Governance and Operation

**BLAISDELL CENTER MASTERPLAN  
PUBLIC SPACE PROGRAMMING  
AND ACTIVATION PLAN**

As part of a larger consulting team with AECOM and Snøhetta, Community Arts Resources (CARS) led the programming, activation, infrastructure, and governance recommendations for Blaisdell's public realm. The Blaisdell Center, located on the island of O'ahu, is effectively Hawaii's largest community center. The recommendations provide a vision to guide what activities would bring the campus to life and knit the campus and neighborhood together – from everyday happenings and weekly activations to monthly events and an iconic annual signature gathering.





**SANTA MONICA, CA  
COMPLETED 2013**

**SERVICES PROVIDED**

Festival Programming  
Event Production  
Public Space  
Programming

## ***GLOW SANTA MONICA***

In 2008, this groundbreaking, dusk-to-dawn, 12 hour festival was attended by over 250,000 people, and in 2010 and 2013 a 7pm-3am iteration attracted 150,000. In 2008, 2010, and 2013, CARS created and managed production, coordinated and facilitated artist technical needs, acted as intermediary between over 200 artists and city departments, oversaw infrastructure, and supervised all staff and volunteers.

Inspired by the Nuit Blanche (“White Night”) festival in Paris, the City of Santa Monica Cultural Affairs Division hired CARS to produce what became the most highly attended art event in Los Angeles History. Glow was curated by Marc Pally and presented site-specific installations by artists on the subject of light to activate almost a mile of Pacific coastline.

CARS grounded programming recommendations in extensive stakeholder outreach to Honolulu’s creative community of arts and culture producers and sought to uncover how the new Blaisdell Center’s urban design elements would best enhance this public space within the context of Honolulu’s public realm ecosystem. Working alongside the project designer, Snøhetta, CARS advised on the physical form of the campus architecture, hardscape, landscape and public art opportunities to ensure its physical design best supported vibrant programming and activations.

Role and responsibilities include project planning, permitting, coastal site characterization, concept development, structural engineering, electrical and site security engineering, preparation of construction documents, and engineering support during construction.





**PROJECT  
UNDERSTANDING**

**3**

***FOR OVER FIFTY YEARS, THE GENSLER TEAM HAS PARTNERED WITH CITIES, NEIGHBORHOODS AND PUBLIC AGENCIES IN SANTA MONICA AND CALIFORNIA ON PROJECTS THAT HIGHLIGHT THE CHARACTER AND UNTAPPED POTENTIAL OF PLACE. OUR TEAM'S PLANNING APPROACH IS ROOTED IN THE UNDERSTANDING THAT THE BEST PLANS INTEGRATE GRASSROOTS INPUT WITH THOUGHTFUL EXPERTISE AND ARE INCLUSIVE AND ENGAGE THE ENTIRE COMMUNITY, NOT ONLY THE SELECT FEW. WE BELIEVE THAT A CO-AUTHORSHIP PLANNING APPROACH BETWEEN LOCAL COMMUNITIES, PUBLIC AGENCIES, AND INDUSTRY EXPERTS LEADS TO SUCCESSFUL AND LASTING STEWARDSHIP OF PLACE.***

***PROJECT UNDERSTANDING***

Gensler also respects the context of the Santa Monica Airport conversion project, which builds upon five decades of City outreach, a robust visioning process and represents the first time all 227 acres of the airport are considered as part of a comprehensive plan. This project is a new phase of scenario planning, and Gensler has carefully assembled a consortia team with understanding of the site's history, community relationships and leading expertise for the next steps of the process. Our approach in managing and collaborating with a team of consultants is based on the following touchstones with a focus on **co-authorship and outreach, data based scenario planning, urban design, and project management.**

***As lead project manager of the design and consultant teams, Gensler will implement collaborative and iterative working processes with our consortia team in landscape design, community engagement and cultural programming, historical preservation, mobility and transportation, engineering, economic and market analysis, resilient systems and safety. Gensler has curated a team with local community relationships, relevant expertise and innovative past project experience. At the same time, Gensler also respects the City's right for final consultant selection and is ready to collaborate with the City's final choice of consultant teams.***



Project Website



Social Media



Stakeholder Interviews



Swag



## CO-AUTHORSHIP: OUTREACH VIA A MULTI-LAYERED STRATEGY

We believe Co-Authorship invites and empowers communities to create their own shared destiny and dramatically reframes the structure of the conversation. A solid foundation of Co-Authorship in this conversion project enhances the quality of outcomes and strengthens the existing ties of local engagement as the project moves from scenarios, to initiation and development and finally adoption. Our team understands that, even after the adoption phase, this site and its neighborhood will continue to evolve and change over time, and lasting partnerships formed in the planning process are crucial for creating trust and long term success between the City and community.

Gensler's Project Manager, Midori Mizuhara, will lead the Co-Authorship and outreach efforts for this project. With over 15 years of planning experience, prior to Gensler, Midori also worked for 5 years at Community Arts Resources (CARS) with in-depth experience on community engagement projects in Santa Monica and in the Region at large. Midori and the Gensler team will create a custom outreach approach that is multi-layered to best engage with the local community and stakeholders and build strategic touchpoints and feedback opportunities into the timeline.

### Public Engagement Communications Campaign, which could include:

- Project branding and graphic identity
- Online Engagement Forum / Website
- Digital Surveys
- Social Media Outreach
- Traditional Media Outreach & Communications Campaign
- Close coordination with City/Public Agency Communication Channels

### Stakeholder Outreach:

- 1-on-1 Stakeholder interviews and/or focus groups with targeted community leaders, City departments, and specific user groups.
- Advisory Committee made up of key leaders that meet regularly to guide the project team

### Public Community Workshops and Meetings, which could include:

- Pop-Up events and interactive installations
- Guided Tours / Walks (bike, walk audits)
- Town Halls and Interactive Workshops (digital or in-person)

### Subject Matter Experts (SMEs)

### Analog Remote Engagement, which could include:

- Interactive signage, QR Codes, Text-in/Call-in feedback
- Mailers, Surveys, Postcards, Flyers, Newsletters

### City Council, Committee and Commission Meetings

Since the COVID-19 pandemic, the general public has grown increasingly fluent with digital communication tools and eager to engage and feel connected to their communities, now more than ever. We are seeing the energy and enthusiasm that would normally be directed to an in-person meeting, show up in digital clicks, message boards, and participation in online forums in greater numbers than expected. Our team sees this new shift as an opportunity to engage and empower an even a greater number of people and break down the traditional barriers to entry within the planning process.

### DATA-DRIVEN TRANSPARENCY

We also believe that utilizing digital online engagement platforms will provide the City and the Santa Monica community with another layer of insight to track and analyze rich data sets throughout the phases of the conversion project. With data such as demographics, location, and preferences from online surveys, message boards, text-in exercises, the Gensler team can gather valuable information to enrich decision-making capabilities and fine-tune a plan that is truly reflective of the community. Through online platforms, our team can create accessible and visually compelling data to be transparent with the public and reflect to the community what we've heard from them in real time.

## URBAN DESIGN & SCENARIO PLANNING

Our approach for the site's scenario planning and urban design is tripartite in nature: 1) Developing conceptual designs that are spatially compelling, culturally contextual and informed by stakeholder input; 2) Working with consultant teams to implement economically viable programming and funding strategies; 3) Planning for future resiliency—designing spatial, technical and programmatic elements that can flex for evolving community needs.

Gensler's Design Director Nate Cherry, who has over 30 years of strategic planning and urban design experience will lead our design team comprised of planners, landscape designers, architects and strategists. Throughout the planning process, Nate and the Gensler team will leverage various tools for visually intuitive and compelling design communication including diagrams, models, maps among other illustrative means.







Gensler and our consultant team will address the following strategic considerations and others that arise in consultation with the City and the Santa Monica community:

- **Concept ideation combining community outreach feedback with the adopted/endorsed goals of the City**
- **Design of preliminary land use/open space and mobility scenarios:**
  - Site planning and high-level design emphasizing resilient concepts that promote sustainable land use, integrated circulation within and surrounding the site and strategies for brownfield remediation, ecology and water management
- **Development of governance, implementation and funding strategies:**
  - A viable schedule for project phasing and implementation
  - Strategies related to financing the improvement of site infrastructure and open space
  - Strategies for innovative site use related to community program planning as well as historic preservation
- **Development of regulatory and policy recommendations for scenario implementation**
  - Identifying responsible parties for management and oversight of implementation
  - Developing flexible scenarios of implementation that can evolve with the changing needs of the community

## ***PROJECT MANAGEMENT***

In managing the project, Gensler's Project Manager Midori Mizuhara and Design Director Nate Cherry will work with the Gensler team and representatives of the City of Santa Monica, community stakeholders and subject matter experts to:

- Establish an overarching project schedule with key internal, community engagement and City milestones
- Manage strategic project direction and coordination of stakeholders
  - Implement protocols for communication with client team and submittal of work product
  - Implement protocols of collaboration with consultant team
  - Organize and lead project meetings with the City
- Establish a communication plan and agenda for City Council and public presentations
- Produce and support the City on collateral such as scenario plan materials, including layout and design for public publication







**SUBCONSULTANTS**

**6**

▼  
**SUBCONSULTANT PARTNERS**

**STUDIO-MLA**  
LANDSCAPE AND PARK PLANNING

**FEHR AND PEERS**  
TRANSPORTATION & MOBILITY

**ULTRASYSTEMS ENVIRONMENTAL**  
ENVIRONMENTAL PLANNING & SOIL REMEDIATION

**COMMUNITY ARTS RESOURCES (CARS)**  
CREATIVE AND CULTURAL ARTS INTEGRATION

**MOTT MACDONALD**  
RESILIENCY PLANNING & INFRASTRUCTURE ENGINEERING AND UTILITIES

**BRENDA LEVIN & ASSOCIATES**  
HISTORICAL PLANNING

**KOSMONT & JONES LANG LASALLE**  
ECONOMIC FEASIBILITY AND MARKET ANALYSIS

**JENSEN HUGHES**  
PUBLIC SAFETY & RESILIENCY



# STUDIO-MLA

## STUDIO-MLA

### LANDSCAPE & PARK PLANNING

Studio-MLA is a design studio that integrates landscape architecture, urban design, and planning to create places that inspire human connection, unite communities, and restore environmental balance. Studio-MLA is a design studio that integrates landscape architecture, urban design, and planning to create places that inspire human connection, unite communities, and restore environmental balance. Advocacy by design is a foundation of our practice – a powerful tool to catalyze ecological and social change with inclusivity and authenticity.

Studio-MLA has a special interest in city park master planning initiatives in California that can create an ambitious framework to develop, restore, and maintain public parks to enhance the lives of many people, reflect community identity, and boost equity in local neighborhoods. Whether we are master planning the Great Park with the City of Irvine, transforming a decommissioned racetrack into the SoFi Stadium with over 25 acres of parks and open space, and converting a former parking lot into a park, in each project we skillfully balance the needs of client and community with an inclusive methodology rooted in engagement.

For more than 25 years, founder and president Mia Lehrer, FASLA has sparked the team's inventive thinking to address complex relationships within urban and natural environments. From the master planning of cities to the design of intimate plazas and gardens, the studio is recognized for creativity, pragmatism, and responsibility across a range of scales and geographies.



**MIA LEHRER, FASLA**  
SENIOR DESIGN DIRECTOR

Mia founded Studio-MLA with a vision to improve quality of life through landscape. She is internationally recognized for progressive landscape design, advocacy for sustainable and people-friendly public places, and catalyzing work for a climate-appropriate future. Mia has led the design and implementation of ambitious public and private projects including the LA NFL Entertainment district and its new SoFi Stadium and associated public parks, UC Irvine's Naturescape Master Plan, Dallas's Fair Park Community Park, San Francisco's Levi's Plaza, the Lucas Museum of Narrative Art, and many urban river-related projects.

Mia is internationally recognized for progressive landscape design, advocacy for sustainable and people-friendly public places, and catalyzing work for a climate-appropriate future. Educated at Tufts University and the Harvard University Graduate School of Design, she lectures and teaches around the world. She is the newest Commissioner of the all-female Los Angeles Department of Water & Power, served on the Fine Arts Commission under President Obama, and was recently honored with the ASLA LaGasse Medal.

#### SELECT PROJECT EXPERIENCE

Orange County Great Park Master Plan, Irvine, CA  
Hollywood Park Specific Plan & Site Development, Inglewood, CA  
SoFi Stadium & Lake Park at Hollywood Park, Inglewood, CA  
Santa Monica Business Park, Santa Monica, CA  
Santa Monica The Village, Santa Monica, California  
Ishihara Park, Santa Monica, CA  
Vista Hermosa Nature Park, Los Angeles, California



**JAN DYER, PLA, ASLA**  
DIRECTOR OF INFRASTRUCTURE

Jan has 25 years of project design and construction administration experience. Prior to joining Studio-MLA, she was the construction manager for a real estate developer building hotels, high-rise mixed use developments, and industrial parks. Jan's experience on both sides of the table helps her to successfully collaborate on a wide range of projects. She possesses knowledge of public agencies and processes that allows her to connect planning to strong design and successful implementation.

#### SELECT PROJECT EXPERIENCE

Santa Monica Business Park, Santa Monica, CA  
Ishihara Park, Santa Monica, CA  
Piggy Back Yard Conceptual Master Plan, Los Angeles, CA  
Taylor Yard G2 River Park, Los Angeles, CA  
Upper LA River Revitalization Plan, Los Angeles, CA



**MICHAEL BENSON**  
PROJECT MANAGER

Michael Benson is a landscape designer motivated by a desire to impact the way people live in their daily environments. As a designer, he is passionate about the interplay between users and landscapes from large-scale institutions and parks to neighborhood streetscapes. Michael has designed a wide range of master plans, from institutions to site-specific designs. Michael gravitates towards the theoretical-end of design practice, ever conscious of how the front-end affects eventual outcomes. He strives to bring the diversity of nature into everyday environments through restrained, considered and thoughtful design.

#### SELECT PROJECT EXPERIENCE

Santa Monica Business Park, Santa Monica, CA  
Amgen Headquarters, Thousand Oaks, California  
Destination Crenshaw, Los Angeles, California  
Levi's Headquarters Revitalization, San Francisco, California  
BMO Stadium (formerly Banc of California) Los Angeles, CA  
LAX Consolidated Rent-A-Car Center, Los Angeles, CA



**ASTRID SYKES, PLA, ASLA**  
LEAD DESIGNER

Astrid Sykes is a senior designer trained as an architect and licensed landscape architect. She approaches landscape design with a focus on artful expression and human experience, as evidenced by Santa Monica's newly opened Ishihara Park. Her work expresses a commitment to bringing people together and the joy of the unexpected. She is driven to create memorable places through design.

#### SELECT PROJECT EXPERIENCE

Taylor Yard G2 River Park, Los Angeles, CA  
Ishihara Park, Santa Monica, CA  
Lucas Museum of Narrative Art, Los Angeles, CA  
Puerco Canyon Nature Reserve Malibu, CA  
BMO Stadium (formerly Banc of California) Los Angeles, CA  
Los Angeles Federal Courthouse, Los Angeles, CA





## SANTA MONICA BUSINESS PARK

Santa Monica Business Park is a 45-acre commercial business park, situated in the Sunset and Ocean Park neighborhoods and is home to several high profile technology and entertainment businesses. Comprised of 21 independent buildings with plentiful surface and garage parking, the opportunities to unite site and creative workspace are being explored by utilizing an internal pedestrian circulation system, revitalized gathering spaces, and iconic signage/branding. Integrating how people meet, work, and recharge outside the office is a major goal of the project. Offering users places to meet and work at all hours of the day becomes a benefit to the tenants of the park as well as after work and on the weekends.

This car-oriented office park dates to the 1980s and lacks a contextual relationship to the existing urban fabric and maintains no clear pedestrian circulation throughout the site. The design team sought to strengthen the pedestrian connection to the existing commercial corridor along Ocean Park Boulevard as well as define internal pedestrian circulation through the business park.



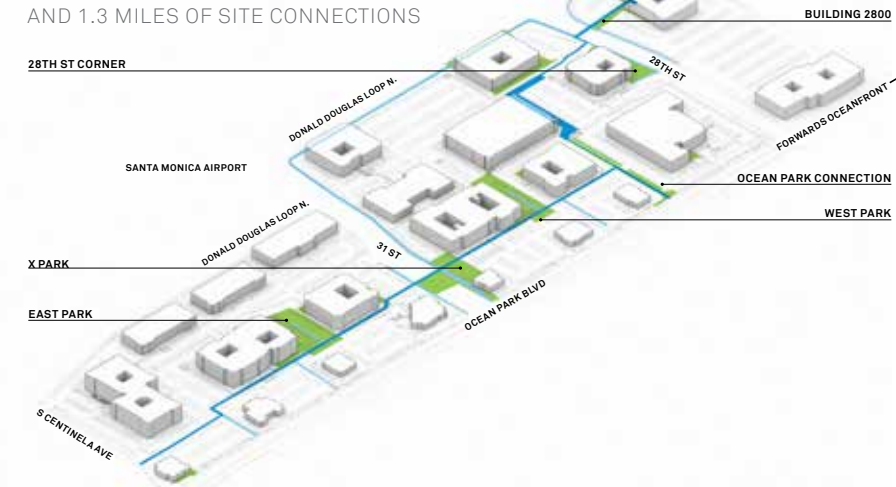
Studio-MLA has explored a variety of ways to clarify and enhance this pedestrian movement through the creation of a defined pedestrian circulation network and comprehensive, highly graphic wayfinding system.

The client seeks to create a healthy, active workplace environment that takes full advantage of the Santa Monica climate. Studio-MLA has designed a series of interconnected parks, each with their own distinct character and qualities, which provide outdoor space for employees while extending into the neighborhood fabric. This new active circulation system allows for walking meetings under the custom-designed shade canopy, comfortable outdoor work spaces, as well as quiet moments of respite.

Additionally, the client seeks to develop evening and weekend site activation through farmers' markets and other creative, neighborhood-serving pop-ups and temporary programming that can occur throughout the day and into the night.

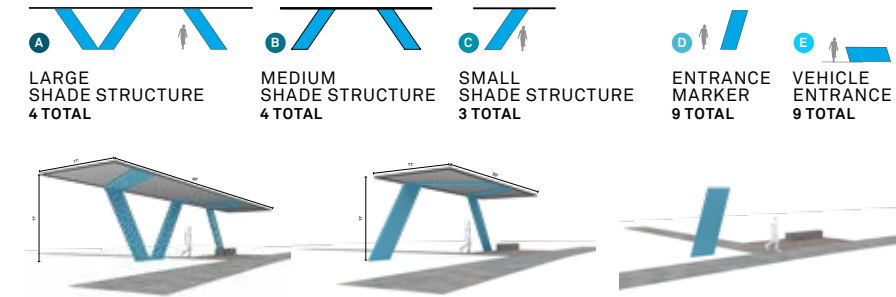
### CREATING A WALKABLE BUSINESS DISTRICT

A NETWORK OF QUALITY PARKS AND 1.3 MILES OF SITE CONNECTIONS



### KIT OF PARTS

SHADE STRUCTURES AND ENTRANCE MARKERS IDENTIFY THE DISTRICT



MASTER PLAN RENDERING



**EAST PARK**  
PROVIDE EVENT & GATHERING SPACES



**WEST PARK**  
LEVERAGE MATURE TREES W/ OUTDOOR WORK PODS



**X PARK**  
EMBRACE EXISTING PEDESTRIAN & FOOD ACTIVITY



**BUILDING 2800**  
ENHANCING CONNECTIVITY & ENTRANCE SEQUENCE



**28TH STREET CORNER**  
ENHANCING CONNECTIVITY & ENTRANCE SEQUENCE



## COMMUNITY ARTS RESOURCES (CARS)

CREATIVE AND CULTURAL ARTS INTEGRATION

With over 34 years of experience, Community Arts Resources (CARS) creates opportunities to engage with culture and community. Dubbed by the New York Times as “Los Angeles’ preeminent festival producer,” our work is built upon the principles of strategic collaboration, connectivity, exploration and celebration. Through the navigation of the urban landscape and cultural geography of a city, CARS develops new models for the design and activation of public space. The firm’s impressive repertoire of work has garnered a significant reputation in the fields of cultural and urban planning, event programming and production, community outreach, engagement, and marketing.

Formally founded in 1989, Community Arts Resources (CARS) and its principals, Katie Bergin and Aaron Paley, have worked in the culture and arts scene of Los Angeles since 1980. They played key roles in the seminal Festival of Masks at the Craft and Folk Art Museum, a festival that pioneered multicultural programming, reclaiming public spaces and cultivating awareness of local histories. Out of this history, CARS solidified its ethos of championing cultural connections, creative resources, respect for artists, and utilizing the arts and civic engagement to bring communities together.

At CARS, the implementation of culture into the built and social fabric of an urban environment is seen as a means for creative economic development and community enrichment. With clients that range from government planning and redevelopment agencies to private developers, architects and nonprofits, CARS develops community-focused plans that encompass our vast understanding of programming and producing events in both the public and private realm.



**AARON PALEY, AIA**  
PROJECT MANAGER

Aaron Paley is President and Co-founder of CARS, employing arts and culture as catalysts for a stronger urban fabric. With over 40 years of experience, Aaron’s work has garnered him a significant reputation in the fields of cultural planning and event production. He received the Durfee Foundation’s Stanton Fellowship in 2008, which allowed him to focus on the utilization of public space in Los Angeles and develop the vision for CicLAvia. Now the largest car-free open streets event in the United States, CicLAvia temporarily turns city streets into places for Angelenos to walk, bike, socialize and celebrate their city in new ways.

Aaron’s vision for Los Angeles has also given form to the public performance series Grand Performances at California Plaza; the programming concept for the 16 acre, \$56 million redevelopment of Grand Park, and the first plan for the reuse of the historic Broadway Movie Palaces. He also created and directed the seminal 1987 Los Angeles Fringe Festival, and he is the founder of Yiddishkayt, the largest organization dedicated to Jewish Eastern European culture west of the Hudson.

**SELECT PROJECT EXPERIENCE**

- Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022
- San Diego Symphony, The Rady Shell & Jacobs Park, San Diego, CA, 2020 – 2021
- LA Phil 100 Celebrate LA!, Los Angeles, 2018
- Jones Plaza Programming and Governance Study, Houston TX, 2018
- Blaisdell Center Master Plan Programming and Governance Study, Honolulu, HI, 2018
- The Plaza at Santa Monica, Governance, and Activation Planning, Santa Monica, 2018 – 2020
- Pershing Square Renew, Redesign and Programming Plan, Los Angeles, 2015 – 2017
- CicLAvia, Open Streets Event, Los Angeles County, 2009 – 2016
- Grand Park Programmatic and Governance Plan, Los Angeles, 2004 – 2008
- California Plaza Programmatic, Governance and Operations Plan, Los Angeles, 1988 – 1990



**KATIE BERGIN**  
COMMUNITY ARTS AND PUBLIC SPACE SPECIALIST

Katie has co-created and directed the production of all CARS events including interactive and family arts programming, workshops, curriculum development, and event-specific marketing and branding.

With over four decades of experience, and credits such as LA Phil 100: Celebrate LA!, COAST Santa Monica’s Open Streets Event, the “Friday Night at the Getty” performance series, Broad Fest, and over one hundred festivals for the Getty Center, Katie has earned her reputation as one of Southern California’s most innovative curators and developers of arts and cultural programming. In 2010, she was the recipient of the Cornerstone Theater Company’s Bridge Award, and in 2014 she was awarded the Bilingual Foundations of the Arts El Angel Artistic Award. Her focus on building events from the community up – crafting programs that layer arts, education, interaction, and flawless execution – has established CARS as a leader in the field of cultural programming and production.

**SELECT PROJECT EXPERIENCE**

- The Getty Center Family Festivals, Los Angeles, 1995-2023
- Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022
- COAST Santa Monica’s Open Streets Celebration, Santa Monica 2016 – 2020
- ARTsea, Marina del Rey, 2017 – 2020
- Ice Breakers Concert Series – 11 weeks of concerts, Santa Monica, Nov 2019 – Jan 2020
- LA Phil 100: Celebrate LA!, Los Angeles, Sept 2019
- Broad Museum Family Weekends, Los Angeles, 2015 – 2017
- Santa Monica Festival, Santa Monica, 1992 – 2015
- Voices of LA: The Krupnick Festival of the Arts Los Angeles, 2014
- Opening festivities: Skirball Center (1996); Getty Center (1997); Japanese American National Museum (1999); Wallis Center for the Performing Arts (2013)
- GLOW, Santa Monica, CA, 2008, 2010, 2013
- Tongva Park Grand Opening, Santa Monica, 2013



**KORA PETERSON**  
LEAD PRODUCER

A fourth generation Angelino, Kora grew up working at the famous McCabe’s Guitar Shop in Santa Monica, CA. She started as the Children’s Concert Director in 2016, expanding her role to Concert and Events Producer, Web Administrator, and Marketing Manager over the next five years. In McCabe’s intimate, 150-seat back room Kora produced talent such as Beck, Wynona Judd, Jackson Browne, Lisa Loeb, the three-night live performance portion of Rufus Wainwright’s audible book, Road Trip Elegies: Montreal to New York.

**SELECT PROJECT EXPERIENCE**

- Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022
- Los Angeles Department of Transportation Play Streets Program, Los Angeles, 2022 – 2023
- The Getty Center Family Festivals, Los Angeles, 2021 – 2023
- Art of Recovery, Santa Monica, 2021 – 2023
- CA FWD Economic Conference, California, 2021 – 2023

## SANTA MONICA FESTIVAL

Annually located in Clover Park in early May, the festival presented an eclectic mix of live music and dance, DIY art workshops utilizing recycled and repurposed materials, guilt-free shopping from vendors featuring earth-friendly artistic wares, and local resources offered by a variety of City and local non-profit organizations.

Community Arts Resources produced and marketed the Santa Monica Festival, which grew into the city’s largest celebration of its civic identity. As one of the greenest festivals in Southern California, the event employed solar-powered stages, carbon offsets, waste diversion, product replacement, and free bike valet to be a near zero-waste festival. Environmental organizations were also on-site to share their wealth of knowledge and tips about living sustainably.

Fresh and local foods were always in abundance. From an assortment of food trucks to Santa Monica Farmer’s Market-inspired cooking demonstrations, the Santa Monica Festival accentuated the enviable foodie nature of the city, while satisfying festival-goers’ cravings.

## GRAND PARK

As part of the core design team for the historic \$56 million transformation of this sixteen acre space, CARS was commissioned to write the first report to conceptualize what would become Grand Park. “Civic Park: A Vision For Community Festivals and Events” analyzed demand, infrastructure needs, and proposed an operational structure with budgets for this new regional park.

In 2006 CARS was charged with reviewing how the site could function as a public space for community and cultural events and proposed that the parking lot in front of City Hall should become the new gathering point for the City (it is now the grand lawn used for civic events and political demonstrations alike).



**LEVIN & ASSOCIATES ARCHITECT**

## HISTORICAL PLANNING

Levin & Associates Architects has for over 40 years been the leader in the architectural design and adaptive reuse of Los Angeles' most iconic buildings. When the firm was founded in 1980 there was little interest from the development community or the civic culture of the city to retain and reuse existing buildings. **Over the years we have developed an approach and expertise in evaluating existing buildings and developing program and designs for their continued use or reinvention for both public and private sector clients. If you look at the map of the projects that we have undertaken, you will see that we have embraced the entire region and left meaningful contributions to understand the evolution and context of each project.**

We believe in a team approach and are committed to a collaborative planning and design process that integrates the historic and cultural assets of the site into a cohesive and compelling vision and a place of memory that augments its future use. **The focus of our initial effort is to document a chronology/history of the site from 1926 prior to the development of the airport to current day and identify the character-defining features to ensure that those features are retained, the architectural and cultural history are represented, and the significant architectural and cultural characteristics are preserved and enhanced. The existing conditions of the site/buildings are documented including representative conditions, potential repair, and renovation treatments as well as infrastructure improvements.**

While two City Landmarks have been identified, there are other buildings that might provide **reuse opportunities for cultural programs and opportunities to highlight and celebrate events** that have taken place at the site. In addition, the retention of some of the existing structures, a basic principle of sustainability, will reuse the embodied energy of the building and eliminate the demolition of waste from finding its way into the landfill.



**BRENDA A. LEVIN, FAIA**  
PRESIDENT AND PRINCIPAL

Architect Brenda A. Levin, FAIA is known for revitalizing Los Angeles' urban, historic and cultural form. For 42 years her architecture and urban design firm has pioneered the preservation and redefinition of important historic landmarks, the adaptive reuse of existing structures, as well as new educational and cultural buildings.

Ms. Levin is a native of the New York metropolitan area. She studied graphic design at Carnegie Mellon and New York Universities, then pursued architecture at the Harvard Graduate School of Design. Prior to starting her own firm, based in Downtown Los Angeles since 1980, she worked for legendary architect John Lautner. The firm has received recognition and awards from professional, national, and California preservation organizations, as well as business and governmental agencies.

The firm's recent and current projects of significance are the Centerfield Plaza at Dodger Stadium including placemaking - new concessions, bars, beer gardens, wayfinding and gathering spaces; the \$72 Million renovation and expansion of the 1200 seat John Anson Ford

Amphitheatre for the County of Los Angeles; the restoration of the 1929 Wilshire Boulevard Temple; a pedestrian bridge and Visual Arts Building for Oakwood School; the renovation and reinvention of seven former Howard Hughes buildings for creative office space at Hercules Campus at Playa Vista; and the renovation of the historic Los Angeles Times buildings and Crossroads of the World.

As an active member within the architecture profession and community, Ms. Levin served on the Harvard University Graduate School of Design's Alumni Council, the American Institute of Architects' College of Fellows, and the Martin Luther King Community Development Corporation, and is a member of the Trusteeship/ International Women's Forum. In addition to numerous print articles, publications on the firm include a monograph, "Brenda A. Levin, Levin & Associates Architects: Los Angeles," published in 2001 to present her ideas and work; a 275-page photo and essay book documenting the restoration of Wilshire Boulevard Temple; and a book on the multi-year Dodger Stadium improvements.

In 2010 AIA/Los Angeles selected Ms. Levin to receive the Gold Medal, which is the highest honor it can bestow on an individual. In 2017 Ms. Levin received Project Restore's Architectural Angel Award. The firm's archives are now housed at the Getty.

**THE HERCULES CAMPUS**

Hercules Campus, formerly known as Hughes Aircraft Company, was built in 1941 by Howard Hughes. This large campus was used to produce aircrafts, atmospheric entry probes, and guided missiles. The 11 extant buildings, including the hangar where the legendary Spruce Goose was built, were purchased by The Ratkovich Company in 2010. The campus and the existing buildings are historic landmarks and were renovated consistent with the Secretary of the Interior Standards for Rehabilitation, incorporating green technology, for non-traditional companies known for their leadership in the fields of media, entertainment and technology.

Levin & Associates was retained as the campus architect to guide the Master Plan and design the core and shell stabilization and revitalization, including seismic and disabled access upgrades, infrastructure systems, historic fabric treatment, exterior envelope repairs and modifications for new tenancy. All improvements were evaluated against the Historic Resources Treatment Plan, which was developed at the beginning of the project, to guide the renovations. The Hercules Campus once again connects The Ratkovich Company's founder, Wayne Ratkovich and Brenda Levin, who began their professional collaboration on the renovation of the Oviatt Building in Los Angeles, in 1978.





## FEHR & PEERS

TRANSPORTATION & MOBILITY

At Fehr & Peers, **we derive inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust us to help them overcome barriers and uncertainty by combining our advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values.** We differentiate ourselves by investing in research and development to anticipate needs, explore the unknown, and collaboratively imagine a better future. Our culture of applied innovation generates an appetite for new and better ways of approaching problems, motivates us to explore emerging transportation concepts and mobility trends, and inspires us to develop new analytical tools and techniques.

**Many of our client relationships are decades long, built on years of listening, understanding, collaboration, and successful outcomes.** Our clients have appreciated our long-term commitments to the communities we serve, trusting us as their objective partners in transportation since 1985. Together with our clients, we are motivated by shared success, inclusive partnerships, and the positive impact our work has on the communities we serve. **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. The 227 acres provides a fantastic opportunity to develop something new, reacting to and serving the people of Santa Monica.**

**Through our extensive engagement in Santa Monica for over 40 years, we have watched and often been involved with the City as it embarked on its long journey to decommission the airport. Our style, as always, is to work closely 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.

We envision that Fehr & Peers role would be to:

- Undertake the Transportation/Mobility portion of the Comprehensive Existing Conditions Report in Task 1
- Have primary responsibility for Task 3.C/Transportation, Mobility and Connectivity Planning
- Participate in the outreach program in Task 2/Diverse Equitable and Inclusive Outreach and Engagement Process as identified in the outreach program scope to be developed by the project team prime consultant, outreach team, and City staff
- Assist the team with integrating mobility concepts into the preliminary land use/open space and mobility scenarios in Task 3.A/Scenario Planning, Urban Design and Project Management



**TOM GAUL**  
PRINCIPAL IN CHARGE

Tom has almost 40 years of experience as a transportation planner and engineer. 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 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.

#### SELECT PROJECT EXPERIENCE

Housing Element EIR, Santa Monica, CA  
Bergamot Area Plan, 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



**JEREMY KLOP, AICP**  
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. 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.

#### SELECT PROJECT EXPERIENCE

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





**JEREMIAH LAROSE**  
TRANSIT PLANNING

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.

**SELECT PROJECT EXPERIENCE**

Culver City Line-by-Line Analysis, Culver City, CA  
Ventura County Transit Integration & Efficiency Study, CA  
Irvine Transit Vision, iShuttle and Spectrum studies (multiple)  
Ridership Growth Action Plan, Los Angeles, CA



**KENDRA ROWLEY, PE**  
COMPLETE STREETS & BICYCLE PLANNING

Kendra Rowley has over twelve years of transportation planning and engineering experience. 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. 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.

**SELECT PROJECT EXPERIENCE**

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 for Complete Streets  
Projects of Culver Blvd, La Brea Ave, and Highland Ave,  
Los Angeles, CA  
Gensler



**CHELSEA RICHTER, AICP**  
SAFETY AND RESILIENCE / SUSTAINABILITY

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' companywide 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.

**SELECT PROJECT EXPERIENCE**

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

## **SANTA MONICA BROADWAY PROTECTED BIKEWAY**

Fehr & Peers is leading the development of construction plans for the extension of the Broadway Protected Bikeway corridor in Santa Monica. The project is a key milestone in advancing their 2020 Bike Action Plan Amendment, building on the momentum of a successful pilot project for the facility between 16th Street and 21st Street. With the highest bicycle ridership of any continuous east-west corridor in the city, extending the protected lanes on Broadway to Ocean Avenue and to 26th Street will complete a high-demand spine of the city's protected bikeway network. The design will include development of red curb guidance at driveways and intersections, material selection for the vertical protection, low-cost signal timing adjustments to achieve a more comfortable experience for bicyclists, and elements of protected intersections where feasible. Multiple RRFBs will also be included in the design to enhance pedestrian access along the corridor.

## **HENSLEY FIELD MASTER PLAN**

The City of Dallas is preparing for redevelopment of the 738-acre site of the former Dallas Naval Air Station in southwest Dallas on the shores of Mountain Creek Lake. The Master Plan, with 3.7 MSF of commercial uses and 6,800 new residential units, will establish the vision and policies for redevelopment of this part of the Dallas that has not enjoyed the same levels of growth and prosperity as others. With the staff and broader master planning team, Fehr & Peers helped to create a transportation vision that will serve as catalyst to achieve climate, housing, equity, and economic development goals.

Fehr & Peers led the efforts to define the multimodal transportation networks, connections to surrounding communities, and ensure that the site is developed with a strong pedestrian and transit orientation. Our custom Mainstreet mixed-use trip generation tool, transit ridership forecasting, safe systems, and complete street designs for the network underpin the Plan.

Getting the vehicular trip generation and distribution right is important given the scale of the project, which is expected to generate nearly 90,000 daily trips. Maximizing the internal capture potential through land use mix was a big part of this, as was the number and character of new intersections along the project site edges.

The final master plan was well-received by the City, and the Dallas City Council recently adopted it in December of 2022.





## MOTT MACDONALD

RESILIENCY PLANNING & INFRASTRUCTURE ENGINEERING AND UTILITIES

Mott MacDonald's engineering and consulting teams work to deliver sustainable infrastructure solutions with municipalities across the US. We were the first company in our class to be certified as Carbon Neutral, and we work on projects in the buildings, transport, water, energy and environmental sectors to deliver integrated engineering services across a project's life cycle.

**In the Los Angeles Region, Mott MacDonald has a deep understanding of community led infrastructure development as evidenced through our projects with LA Metro, where we have been involved in the development and delivery of all of their existing and future transit lines. We understand the communities in the West Side of LA where Maggie Cheung (Mobility Specialist) is leading the first/last mile planning for the Sepulveda Transit Corridor and through our ongoing involvement on the delivery of the Purple Line extension. Our Airfield Civil Apron and Utilities work at LAX, led by Darren Tucker, has given us a deep understanding of the specific needs and requirements of engineering within an Airport environment. There are numerous existing utilities (sanitary sewer, storm water, fire water, domestic water, jet fuel, natural gas, compressed air, and electrical/communications) that need to be identified, assessed and a designed for the most cost effective solution whether it be retention, upgrade, relocation or removal.**

**These are the same challenges and questions that will be asked in the Santa Monica Conversion masterplan process: how can we design the Masterplan to make the most effective use of existing infrastructure and utilities, create viable economic scenarios, wisely choose materials and minimize carbon footprint--all while adhering to schedule milestones. Mott MacDonald's experience has shown that identification of site utilities through review of as-builts is sometimes not sufficient. We will be actively engaged through site visits to verify surface infrastructure and then proactively lead interdisciplinary coordination among the team to develop optimal engineering solutions.**

**Specifically in relation to resiliency and sustainability, Mott MacDonald's Regenerative Design Framework is a holistic decision-making framework that can augment the Living Community Challenge (v1.2) and its focus on planning.** Both frameworks share the common goal of making positive impacts on the environment and have similar requirements. **Our proposed Sustainability Expert, Eddy Santosa, understands how and when to use each approach and has experience of delivering Living Buildings including the Oak Park Community Recreation Center. The project is approved for initial review by ILFI and is currently providing its one year operational information for final certification. As a decision-making framework, Mott MacDonald's Regenerative Design offers flexibility in developing goals and aligning with local requirements and regulations. One of the unique objectives is the policy section that aims to be a leader in the industry and regulation, which is one of the City of Santa Monica's goals. The framework also includes objective no. 10, which focuses on supporting the local economy and creating new job opportunities.** Moreover, Regenerative Design can include local natural disaster mitigations such as extreme heat and earthquakes, in addition to the flood requirements of Living Community Challenge. Additionally, Mott MacDonald's Regenerative Design aligns with and has a similar approach to AIA Framework for Design Excellence.

### DARREN TUCKER, PE, QSD/QSP INFRASTRUCTURE AND UTILITIES LEAD

Darren is an experienced civil engineering with experience leading the design and delivery of airport and transportation civil infrastructure mega projects. Based in Los Angeles, Darren has worked on some of the largest infrastructure projects in Los Angeles County including the Regional Connector Transit Corridor and LAX Airfield Upgrades.

#### SELECT PROJECT EXPERIENCE

LAX MSC South Airfield Engineering, LAWA, Los Angeles, CA: A new eight-gate modular complex that will be connected to the West Gates at Tom Bradley International Terminal (TBIT) at LAX. Darren Tucker is leading the airfield civil apron final design for MSC-S. Airfield design services include pavement engineering, grading, erosion control, retaining wall, apron facilities, and utilities (sanitary sewer and fire water).

Regional Connector Transit Corridor, Los Angeles County Metropolitan Transportation Authority, Regional Connector Constructors Joint Venture, Los Angeles, CA: Project Manager responsible for providing design support during construction for the multi-discipline consultant team.

### STEPHEN MARSH MOBILITY INFRASTRUCTURE PLANNING SPECIALIST

Stephen has a broad experience as a Project Director and Technical Lead on mega scale Masterplans, transit orientated developments and community's, transit hubs and stations, and urban development in the US, UK and Middle East. He is experienced in leading the development of integrated infrastructure and mobility Masterplans, policy, feasibility, business case, and design stage for all scales of urban development.

#### SELECT PROJECT EXPERIENCE

San Jose Diridon Station Development Business Case, Caltrain, San Francisco, CA: Project Technical Manager leading the development of a business case for the integrated Diridon Station development. The ambitious project being is being taken forward by 5 partner entities, Caltrain, City of San Jose, VTA, MTC and California High Speed Rail, and will set a new standards for project outcomes through the application of business case best practice.

Francisco 4th & Kins Station and Railyard Preliminary Business Case, Caltrain, San Francisco, CA: Technical Advisor supporting the delivery of a business case for this complex integrated station re-development and over-station mixed use development opportunities in downtown San Francisco.





## SEPULVEDA TRANSIT CORRIDOR FIRST/ LAST MILE PLANNING

### Opportunity

The Sepulveda Transit Corridor is the most ambitious project ever undertaken by LA Metro. It will provide new transit connections to the West Side of LA and Santa Monica.

### Solution

With a thorough process to assess the existing conditions, including information such as transit ridership, active transportation infrastructure, land use, collisions, and agency stakeholder and community input, we were able to identify the local community's needs. As prime consultant for the Sepulveda Station First/Last Mile Study, Mott MacDonald coordinated closely with LA Metro, StreetsLA (City of

Los Angeles), and other agency stakeholders to define infrastructure to improve pedestrian and bicyclist access and connectivity to the BRT station. Some of the potential infrastructure improvements being considered include additional street lighting, shade trees/structures, curb extensions to reduce crosswalk distances.

The project also includes gathering feedback from the community and agency stakeholders and we are working closely with a community-based organization to effectively gather feedback from the community. From agency stakeholder feedback at a design charrette, community input as well as coordination with the City of Los Angeles, the team conducted a shortlisting process to identify a shortlist of FLM projects which will be presented to the community for further feedback.

### Outcome

Following community feedback, conceptual design of the selected FLM projects will be prepared to enable StreetsLA to take the schemes to detailed design and implementation.



## RENEE CRAWFORD

### FLOOR AND DRAINAGE SPECIALIST

Renee Crawford has more than 25 years of experience in design management of projects involving sanitary sewers, water and sewer main pipe replacement and rehabilitation, hydraulic modeling, drainage facility, potable water and recycled water main, stormwater quality, SWPPP preparation, and land development.

#### SELECT PROJECT EXPERIENCE

LAX MSC South Airfield Engineering, LAWA, Los Angeles, CA: A new eight-gate modular complex that will be connected to the West Gates at Tom Bradley International Terminal (TBIT) at LAX. Renee is leading the airfield civil apron flood control and drainage design for MSC-S.

Permanente Creek Flood Protection Improvements, Santa Clara Valley Water District (Valley Water), San Jose, CA: Deputy Project Manager with Valley Water for design services for approximately \$42 million of flood protection improvements. Improvements include creation of three detention basins located at a county park, a city park, and a community baseball field. Basins include inlet and outlet pipelines and structures.

## MAGGIE CHEUNG

### MOBILITY SPECIALIST

Maggie is a transportation planner and a specialist in traffic and pedestrian movement studies, providing services to both public and private sector clients. She has 16 years of experience in transportation modeling and planning, involving highways, train and metro stations, city master plans, urban realm, and buildings. With in-depth knowledge of a range of simulation software, Maggie has been the project manager and workstream lead of pedestrian movement modeling in numerous high profile domestic and international transportation projects.

#### SELECT PROJECT EXPERIENCE

Sepulveda Station First/Last Mile Project, Los Angeles County Metropolitan Transportation Authority, Los Angeles County, CA: Project Manager responsible for leading the team on community and stakeholder outreach and conceptual design of first/last mile projects for the station. The project is funded by the Measure M Metro Active Transport Program and involves working closely with a community-based organization to effectively gather feedback from the community. From agency stakeholder feedback at a design charrette, community input as well as coordination with the City of Los Angeles, the team conducted a shortlisting process to identify a shortlist of FLM projects which will be presented to the community for further feedback.

## JOHN MUKHAR, PE, QSD

### WATER AND WASTEWATER SPECIALIST

John is a Project and Program Manager with over 35 years of experience as a program manager, a project manager, design manager, contract manager, department liaison, and a team lead. John possesses excellent knowledge of environmental engineering, federal, state and local laws, regulations and municipal code. He has extensive experience in design and construction of water and wastewater facilities, including master planning, permitting and contract development. He has reviewed federal and state regulations to develop local programs that meet requirements and benefit the community, including setting up public/private partnerships.

#### SELECT PROJECT EXPERIENCE

LAX MSC South Airfield Engineering, LAWA, Los Angeles, CA: A new eight-gate modular complex that will be connected to the West Gates at Tom Bradley International Terminal (TBIT) at LAX. John Mukhar is leading the airfield civil apron water and wastewater design for MSC-S.

Brackney Pipeline Risk Reduction, City of Santa Cruz, Santa Cruz, CA: Project Principal responsible for evaluation of alternatives and final design of selected alternative, to replace approximately 1,200 LF of raw water transmission main through an area prone to landslides. Project objective is to mitigate risk of pipeline failures during landslides, and alternatives considered include open-cut and trenchless construction methods, (2020 – Present)

## EDDY SANTOSA

### SUSTAINABILITY SPECIALIST

Eddy is a global leader in the delivery of sustainable building strategies and design, with over 24 years of experience including delivering high performance sustainable design on over 300 building projects across the US and globally. Eddy's expertise spans the full remit of sustainable design including regenerative design, net zero planning and design, energy performance optimization, embodied and life-cycle carbon, and alternative low carbon material uses.

Eddy provides technical leadership to a number of nationally and globally significant professional bodies, including as a leader with the AIA National Building Performance Knowledge Community, a board director of IBPSA US and a voting member of the ASHRAE SPC 209-2018R committee. He has served on the USGBC Energy & Atmosphere Technical Advisory Group specifically related to guidelines within new versions of the LEED rating system. He has published 19 articles on the topic of energy performance, building science, and sustainability as well as speaking at over twenty conferences on the same topics





## KOSMONT COMPANIES

### ECONOMIC FEASIBILITY AND MARKET ANALYSIS

Kosmont Companies (“Kosmont”), a certified Minority Business Enterprise (“MBE”) and certified Small Business Enterprise (“SBE”), is a real estate and economic development services firm offering a full range of real estate and financial advisory, economic development strategies/plans, retail/business strategies, project finance, transaction structuring, negotiations, market analysis, feasibility studies, special district analysis, and project implementation services for both the public and private sectors. Kosmont was founded in 1986 by Larry J. Kosmont, Chairman and CEO and is nationally recognized. With decades of advisory services, Kosmont has assisted hundreds of public agencies in their quest for services and successful public private projects. What sets Kosmont apart is our understanding of how economics relates to future project shaping, as well as our understanding of both the public and private sectors.

Kosmont is a State leader in feasibility studies for Enhanced Infrastructure Financing Districts and other special district financing strategies, as well as Economic Development Strategic Plans. Based in Los Angeles County, Kosmont is well acquainted with the local and regional economic context. Kosmont has represented dozens of private and public sector clients in West L.A. and Santa Monica areas, providing economic and market studies. Kosmont has extensive experience working with planning firms on major land use studies across southern California. We have also collaborated with JLL on major development studies in San Bernardino and Long Beach.



**LARRY J. KOSMONT**  
EXECUTIVE OVERSIGHT

Mr. Larry J. Kosmont, CRE® is Chairman and CEO of Kosmont Companies, which he founded in 1986. Kosmont Companies is an industry leader in public/private real estate/land use transactions, public finance and economic development. In 1990, he founded Kosmont Realty, a real estate brokerage firm and subsequently, launched Kosmont Transactions Services, Inc. dba Kosmont Financial Services which sources financing for public/private projects, P3 initiatives, and infrastructure funding. He is a co-principal of California Golden Fund, a USCIS approved EB-5 Regional Center.

Mr. Kosmont’s over 35-year career encompasses public/private financial structuring, negotiation, development, and management of real estate and public finance transactions exceeding \$12B. He has assisted hundreds of local government agencies in public finance and real estate matters ranging from large-scale economic development programs to site-specific real estate strategies and projects. He has guided over 1,000 private sector projects in obtaining public approvals, structuring deal terms, and securing public/private financing.

Mr. Kosmont served as Interim City Administrator, City Manager, Director of Community Development, and Redevelopment Director in the cities of Montebello, Santa Monica, Seal Beach, Bell Gardens, and Burbank.



**KEN K. HIRA**  
PRINCIPAL ADVISOR

An expert in real estate and economic development, Mr. Hira brings over 30 years of varied experience in virtually every aspect of acquisition, entitlement, development, financing, asset management, disposition, downtown revitalization, and strategic plans. His strengths include a keen understanding of retail trends, business retention/attraction, negotiating public-private transactions and implementing blended-use projects that revitalize communities and assist in economic development/tax generation programs.

#### SELECT PROJECT EXPERIENCE

City of Banning (Comprehensive Econ. Dev. Strategy, CRIA Analysis)  
California High Speed Rail Authority – Station Area Value Capture Analysis and Fiscal Impact Analysis  
Monterey Regional Airport (Market Analysis and Land Use)



**THOMAS JIROVSKY**  
PROJECT MANAGER

Mr. Thomas Jirovsky is a Senior Advisor with Kosmont Companies providing real estate development feasibility, fiscal and economic impact, and economic development and asset management strategies to public agencies, landowners and developers. Prior to joining Kosmont, he was a former Senior Managing Director of CBRE Consulting’s Los Angeles office, overseeing the national land use economics practice.

#### SELECT PROJECT EXPERIENCE

County of San Bernardino: Warm Creek (JV with JLL)  
City of Pacifica (Economic Opportunities Study)  
City of Santa Barbara (Downtown Revitalization)  
City of El Segundo Smoky Hollow Community Benefit Analysis  
City of St. Helena (Highest & Best Use Analysis / Asset Strategy/  
Downtown Retail Analysis)



**JOSEPH DIEGUEZ**  
VALUE CAPTURE/INFRASTRUCTURE  
FINANCING DISTRICT ADVISORY

Mr. Joseph Dieguez is serving public and private sector clients primarily through market and economic analyses, strategic planning, and real estate development advisory. His recent work includes special / tax increment district implementation, market supply and demand analysis, fiscal impact and economic benefit studies, financial feasibility and development pro forma evaluation, and property reuse strategies for municipalities, real estate investment and development firms, and multiple Fortune 500 clients. Joe was additionally a Santa Monica resident for 10 years, having eaten brunch at The Cloverfield regularly.

#### SELECT PROJECT EXPERIENCE

City of La Verne/County of Los Angeles – Enhanced Infrastructure Financing District (EIFD) Formation and Debt Issuance  
City of Placentia/County of Orange – EIFD Formation and Debt Issuance (2017-2023)







## **KOSMONT COMPANIES**

### **ECONOMIC FEASIBILITY AND MARKET ANALYSIS**

Kosmont's approach to economic and market analysis for master plan development studies begins with an extensive tour of the subject property and surrounding area to understand opportunities and constraints. Kosmont prepares an economic profile of the area using ESRI data, including household size, income levels and employment data, employment and retail sales trends, and traffic patterns. Kosmont utilizes CoStar and other market data sources / technologies to analyze real estate market trends, including inventory, absorption, new construction, vacancy rates and market rents for multi-family, office, retail, light industrial and hotel uses. Analysis also includes assessment of land use trends (e.g., consumer preferences, mixed/blended use, open/public space) and major competitive commercial centers to provide estimates of market demand for each land use type.

Once concept plans have been prepared by the Team, Kosmont gathers development cost estimates and market rents for use in Excel based financial pro formas to test the financial feasibility of a wide range of land use prototypes and density levels on key opportunity sites. To assist in overall master site planning, Kosmont will design a comprehensive financial model for the airport redevelopment plan, to illustrate the annual sources and uses of funds from existing uses and expected phasing of demolition and new construction. To the extent that certain desired uses have feasibility challenges, Kosmont can recommend incentives and public-private partnerships / structures.

#### **Value Capture / Financing District Analysis**

Following an assessment of infrastructure needs and estimated increase in assessed value and resulting property tax increases to the City and County, Kosmont provides an evaluation of potential value capture and infrastructure financing strategies and tools, such as Enhanced Infrastructure Financing Districts (EIFDs), Climate Resiliency Districts, Community Facilities Districts (CFDs), Development Opportunity Reserve (D.O.R.®/zoning value capture mechanism), and specific grant programs to facilitate redevelopment. Any one or a combination of these mechanisms could and are often utilized to capture the increased property values (e.g., from new development) that will be catalyzed on the site and to leverage this increased value to fund a portion of the initial capital investment and ongoing maintenance expenditures.

Apart from the significant direct funding that could likely be generated by something like an EIFD/CRD financing strategy over a 50+ year district lifetime, these mechanisms additionally amplify a project's competitiveness for complementary funding sources, such as state and federal grants.

Accordingly, the approach would involve mapping of district boundary scenarios consistent with areas of new potential taxable development on the site. Revenue contribution would then be evaluated in multiple scenarios. Finally, our team would model different potential uses of the available funding capacity (e.g., issuing tax increment bonds, CFD bonds, reimbursement for private sector advances, and local matches for grants).



### ***CITY OF REDONDO BEACH: AES POWER PLANT REUSE, PIER PLAZA AND INTER- NATIONAL BOARDWALK, REDONDO BEACH MARINA, WATERFRONT REVITALIZATION, AND MARINE AVE- NUE HOTELS REAL ESTATE ADVISORY***

Kosmont has worked with the City of Redondo Beach since 2007, serving as the real estate and financial advisor to the City on multiple real estate projects. The City of Redondo Beach initially retained Kosmont to develop an Asset Management Plan for the City's pier and harbor area. The area needs revitalization and cohesive strategies to encourage development by leveraging public and private resources. Following an in-depth fiscal analysis, and real estate investment and market dynamics, Kosmont assisted the City in drafting a Business Plan for the area, which was adopted by the City in 2010.

Kosmont's recommendations and strategies are now being implemented to promote and accelerate revitalization of the area including the Waterfront Revitalization Plan and the AES Power Plant Reuse Plan and related Public Private real estate transactions.

**AES Power Plant Reuse:** AES, a NYSE public traded energy corporation recently approved a real estate transaction for the sale of the 50-acre site to a private developer and has confirmed the plant operations are to be terminated by 2021. The development requires entitlement approvals by the City of Redondo Beach including majority approval of City residents, the property is currently zoned Open Space and Power Plant.

Kosmont was retained to prepare numerous reuse valuation analyses, including the fiscal impact of residential, commercial and mixed-use scenarios on the 50-acre former power plant site. Kosmont Companies currently represents the City in the negotiations of the anticipated public private transaction which could include among other amenities, wetlands restoration, a large coastal park and recreation amenity, public parking, as well as private uses including but not limited to hotels, retail and restaurants, office and entertainment uses.

Kosmont evaluated and has initiated the formation of an enhanced infrastructure financing district (EIFD) to assist with funding wetlands restoration and the regional coastal park. Both Redondo Beach and the County of Los Angeles have adopted Resolutions of Intent to form and partner in the EIFD and have formed the multi-agency Public Financing Authority (PFA) as of January 2020.

In addition to the services pertaining to the AES site, Kosmont is also supporting the City on an as needed basis with the negotiation of multiple leases, fiscal and financial analysis, and general transactional support pertaining to the development of hotel, office, retail, restaurant and visitor serving amenities within the City. This includes efforts to implement a negotiated and documented \$400 million-dollar waterfront revitalization project that completed the CEQA process in the fall of 2016, which is currently being litigated.



## JONES LANG LASALLE

ECONOMIC FEASIBILITY AND MARKET ANALYSIS

As centers of connectivity and economic development, airports are the focus of a wide range of development, business activities and play a central role in connecting to surrounding communities. While trends in the conversion of aviation infrastructure create opportunities for innovative programming, economic realities also draw attention to the financial performance of this infrastructure over time. JLL has in-depth experience working with municipalities and stakeholders on aviation projects to meet these future needs. For the Santa Monica Airport Conversion, JLL will advise and work in concert with Kosmont on viable programming scenarios and strategic planning of non-aeronautical revenue and adaptive re-use investment over the site's long-term life cycle.



**BRENDAN MCARTHUR**  
SENIOR DIRECTOR | CAPITAL MARKETS

Brendan McArthur is a Senior Director in the Development and Asset Strategy Group and is responsible for helping the firm's clients identify and unlock the asset value of vacant or underutilized assets. By determining each asset's highest and best use, Brendan is able to drive favorable outcomes accretive to the client's bottom line. Projects include land parcels of over 5,000 acres to dense urban infill parcels of less than one acre. Brendan has over two decades of real estate experience in markets covering the Southwest United States and Mexico.

**SELECT PROJECT EXPERIENCE**

- Toyota Campus
- Otay Ranch
- 10000 Santa Monica
- Avon Products



**JOSEPH DIEGUEZ**  
VALUE CAPTURE/INFRASTRUCTURE  
FINANCING DISTRICT ADVISORY

Rob McRitchie has over 25 years of real estate experience in markets covering Los Angeles and Southern California. Recognized as an authority in urban in-fill and adaptive reuse projects, Rob helps clients to recognize opportunities and to effectively navigate the complexities of urban acquisition, disposition and development. Rob is considered an expert in Los Angeles and its surrounding neighborhoods.

**SELECT PROJECT EXPERIENCE**

- NBC
- Dearden's
- GE Capital
- Fremont – Pacific Commons
- 333 Ocean (580 units)
- Circa (650 units)
- Los Angeles Times
- Toyota National HQ



**JEFF ADKISON**  
MANAGING DIRECTOR | CAPITAL MARKETS

Jeff Adkison is Managing Director in JLL's Development and Asset Strategy group within the Capital Markets Group. Jeff specializes in land and underutilized real estate assets. He advises clients on assets ranging from high value urban core locations of less than one acre to large-scale parcels in excess of 50,000 acres. Jeff brings more than 20 years of real estate experience in markets throughout North America. Prior to joining JLL, Jeff was an institutional real estate investment and development executive with Mitsui/SBD Properties.

**SELECT PROJECT EXPERIENCE**

- NBC
- Ponto – Carlsbad
- Kaiser Hospital
- Fremont – Pacific Commons
- Astra Zeneca
- NRG
- Los Angeles Times
- Toyota National HQ



## HARTSFIELD–JACKSON ATLANTA INTERNATIONAL AIRPORT (ATL)

### PORTFOLIO ADVISORY, MARKET & SITE ASSESSMENT SERVICES

#### Challenge

Hartsfield-Jackson Atlanta International Airport (“HJIA”, airport code ATL) is the world’s busiest airport in both passenger volume and aircraft movements. As a significant driver of economic growth for the region, ATL is continuously seeking avenues to enhance on- and off-airport revenue generated opportunities in order to continue funding improvements to horizontal and vertical airport infrastructure.

#### Solution

In 2016, ATL retained JLL to lead a team of local real estate advisors, architects, and airport planners to conduct a comprehensive exploration. In particular, JLL has focused its early efforts on opportunities to monetize over 10,000 acres of off-airport land for transformative real estate development, which will both generate proceeds to ATL while also increasing the airport’s role as a driver of regional economic growth. This study is underway and explores opportunities for:

- Non-aeronautical industrial development, including introducing a new film studio to a robust and growing film and television entertainment sector in Georgia

## METROPOLITAN AIRPORTS COMMISSION HIGHEST AND BEST USE ANALYSIS AND DEVELOPMENT ADVISORY SERVICES MINNEAPOLIS / SAINT PAUL, MINNESOTA METRO AREA

#### Challenge

The Metropolitan Airports Commission (“MAC”) was seeking an advisor to value their properties and identify the highest and best use for each property.

#### Solution

- JLL assisted MAC in identifying 14 priority properties at three airports – MSP, Flying Cloud, and Airlake – which served as the first properties to be studied.
- JLL conducted a market analysis to identify key real estate market conditions that might impact development on MAC-owned property. JLL’s market analysis found that, in particular, warehouse and flex industrial development had seen significant market activity in recent years.
- JLL performed a highest and best use analysis that assessed the potential for office, warehouse, flex, and retail development on each priority property. As part of this analysis, JLL evaluated the feasibility of development on each MAC-owned property given local market conditions and encumbrances due to airport adjacency that developers would need to account for.

- Retail and entertainment development, including the potential for new, high-end outlet malls linked directly to the airport (e.g. remote check in, shuttles, etc.)
- Office development, capitalizing on the success of both Delta and Porsche headquarters located nearby
- To assess the potential for ATL’s off-airport development sites, JLL and the consulting team are performing the following tasks:
- Market analysis to determine how demographic, economic, and real estate demand and supply dynamics in the region will impact potential real estate development on ATL-owned land
- Site assessment to determine developable area, environmental considerations, and adjacent use considerations
- Governmental assessment to determine the impact of existing zoning regulations, as well as alignment with local and regional land development planning goals

#### Results

JLL uses the above analysis to both advise on highest and best uses for all sites, and provide ATL with guidance on the order in which to pursue projects, and strategies for execution and marketing of each. JLL has exceeded ATL’s goal for DBE/MBE participation and continues to seek opportunities to increase participation for our DBE/MBE partners.

will be prepared to enable StreetsLA to take the schemes to detailed design and implementation.

- Based on the findings from the highest and best use analysis, JLL recommended development strategies for each priority property that MAC could adopt to help bring development to the site. These development strategies were tailored to each MAC-owned property and considered the highest and best use and development feasibility at each site.
- JLL also recommended a phasing approach that would allow MAC to implement its development process at a focused group of sites while meeting MAC’s objectives related to bringing development to all three airports.

#### Results

JLL brought its final recommendations to MAC in February 2020. Based on JLL’s recommendations, MAC will work with the JLL team to develop community engagement strategies that MAC can utilize to engage each municipality with one or more priority property. Following the development of the community engagement report, MAC will begin marketing its priority properties based on JLL’s recommended phasing approach.



**BRIAN CARROLL**  
SENIOR VICE PRESIDENT | PUBLIC INSTITUTIONS

Mr. Carroll is a Senior Vice President for the Public Institutions group in JLL’s Chicago office. His current responsibilities include project management, financial analysis, market research, economic analysis, development advisory, strategy development, and Request for Proposal (RFP) production. His role involves providing comprehensive real estate services to airports and to government clients at the federal, state and municipal levels.

Brian currently provides project management and analytical support for various strategic advisory and brokerage projects, including financial, market, leasing and regulatory real estate analysis. Below are example project summaries.



**ED CHATMON**  
SENIOR ASSOCIATE | PUBLIC INSTITUTIONS

Ed is a Senior Associate for the Public Institutions and Higher Education team in JLL’s Chicago office. He provides higher education institutions and state, federal, and municipal government clients with comprehensive real estate services, including project management, market analysis, financial modeling, development advisory, strategy development, developer solicitation, and negotiations. Ed has experience in urban planning, real estate and economic development having served in various capacities at state governments, real estate financial institutions, and community development entities.

Prior to JLL, Ed was a Vice President with Cleveland Development Advisors where he consulted clients on real estate and economic development projects. Prior to that, Ed worked at Bank of America Merrill Lynch and KeyBank Real Estate Capital as an underwriter and portfolio manager.



**JAMES BIRKEY**  
SENIOR VICE PRESIDENT | PUBLIC INSTITUTIONS

James Cody Birkey is Senior Vice President at JLL, focusing on strategic real estate advisory and public-private partnership (P3) transaction advisory for public clients. Acting in a strategic development advisory role for a number of high-profile public agencies, James works to advance complex public-sector goals while safeguarding financial outcomes. In addition to being regarded as an expert in P3 financial transactions, he offers unique perspective based on his work as a former licensed architect and planner.

James leads and augments real estate analyses utilizing pro forma modeling, best practices in typologies and amenitization, peer benchmarking, comparative analytics, predictive market and demographic analyses, physical and financial feasibility analyses, strategic visioning, capital planning, partnership solicitation, and related contextual program innovations.



**MICHELLE SULAHIAN**  
ASSOCIATE | PUBLIC INSTITUTIONS

Michelle Sulahian joined the JLL Public Institutions group JLL in October 2018 as a Senior Analyst. Located in Denver, Colorado, her responsibilities include representing public sector interests by providing real estate development advisory services for public-private partnerships on behalf of state and local government entities.

Current responsibilities include financial feasibility analysis, highest and best use analysis, project management, housing demand market studies, and a full range of real estate advisory services. Michelle uses her experience in her previous roles and her urban planning expertise to assist in public-private partnerships, master planning, development advisory, stakeholder engagement to best represent the interests of the public sector. Michelle is based in Denver, CO.



## ULTRASYSTEMS

### ENVIRONMENTAL PLANNING & SOIL REMEDIATION

UltraSystems is a woman owned, full-service planning and environmental consulting firm that serves public and private sector clients throughout California. Founded in 1994, UltraSystems is headquartered in Irvine, CA, with a satellite office in Grass Valley, and has provided similar environmental support services for many cities, counties, and districts over its extensive project experience. UltraSystems employs a multidisciplinary team of 42 full-time talented and experienced urban and environmental planners, scientists, archaeologists, biologists, geologists, hydrologists, engineers, GIS specialists and support staff to perform environmental analysis, CEQA/NEPA document preparation, permit processing, mitigation monitoring, technical studies, and construction environmental compliance to satisfy environmental laws and regulations, from initial project planning through construction. For over 28 years, UltraSystems has provided consulting services and prepared over 7,000 environmental reports, engineering studies and other technical studies for its clients to ensure applicable local, State, and federal laws and regulations are compliant as it relates to the potential impacts a project may have on the environment.



**BETSY A. LINDSEY, MURP**  
PRINCIPAL

Ms. Lindsay is the founder and chief executive of UltraSystems Environmental. A building industry veteran, she has over 35 years of experience in environmental planning and permitting, preparing more than 400 environmental documents. Her background includes managing over 20 on-call professional service contracts for public agencies, which have included hundreds of projects. At UltraSystems, her day-to-day responsibilities include business and project management, contract administration, resource allocation, and quality control.

**SELECT PROJECT EXPERIENCE**

Richard T. Steed Memorial Park/ Baron Von Willard Dog Park Master Plan Update, San Clemente, CA  
Initial Study/Mitigated Negative Declaration (IS/MND), La Pata Park, San Clemente, CA  
OC Loop Bike Trail, Segments O, P, and Q, Orange County, CA



**HINA GUPTA, MURP, LEED AP BD+C**  
SENIOR PROJECT MANAGER

Ms. Gupta is an urban planner with 14 years of experience in environmental planning and regulatory permitting for a variety of projects including infrastructure, transportation, renewable energy, commercial, residential, mixed use and master planned development, and educational facilities. Her areas of expertise include: Sustainable Land use, Aesthetics and Visual Analysis, Socioeconomics and Community Impact Assessment, and Green Building Design. Ms. Gupta is a LEED Accredited Professional and has experience working with public agency staff at various city and county departments within southern California.

**SELECT PROJECT EXPERIENCE**

District at Rubidoux Project, City of Jurupa Valley, CA  
Max Lenail Memorial Bridge at the San Diego River Crossing Trail, City of San Diego, CA  
Western Sector Improvement Area Plan, Orange County Great Park, City of Irvine, CA



**BILLYE JEAN BRECKENRIDGE, BA**  
TRANSIT PLANNING

Ms. Breckenridge is a Senior Environmental Professional with 23 years of comprehensive and diverse experience in environmental consulting. She specializes in regulatory permitting and compliance, CEQA/NEPA document management, preparation, and process, project management, public involvement, jurisdictional and biological resources. She has managed large NEPA and CEQA projects, 404 permitting projects, and multi-disciplinary teams of technical staff and subconsultants. She is proficient in identifying project permitting needs and negotiating and working with federal, state, and local resource agencies to obtain permits and approvals.

**SELECT PROJECT EXPERIENCE**

Lake Los Angeles Pedestrian Plan Implementation Phase I, Los Angeles, CA  
Western Sector Improvement Area Project, IS/MND, City of Irvine, CA



**MICHAEL B. ROGOZEN, D.Env.**  
SENIOR PRINCIPAL ENGINEER –  
AIR QUALITY AND NOISE MANAGER

Dr. Rogozen, who heads UltraSystems' air and noise practice, has 46 years of experience in project management, health risk assessment, air and industrial wastewater permitting, carbon footprint studies, ambient monitoring, dispersion modeling, pollution control technology assessment, economic analysis of air pollution control alternatives, air toxics emission inventory development, offsite consequence analysis, environmental database design, survey design and management, source test design and analysis, railroad noise investigations, regulatory analysis, water resources studies, and technical writing and editing.

**SELECT PROJECT EXPERIENCE**

Master Plan Update, Whiteman Airport, Los Angeles County, CA;  
OC Loop Bike Trail, Segments O, P, and Q, Orange County, CA  
Environmental Documentation and Permitting Services, Glendale Boulevard-Hyperion Avenue Complex of Bridges Improvement Project, Los Angeles, CA



**VICTOR PAITIMUSA, ENV SP**  
ASSISTANT PROJECT MANAGER

Mr. Paitimusa is an Associate Planner for the UltraSystems Environmental and has 4 years of experience in the environmental planning field. Mr. Paitimusa's responsibilities are to prepare CEQA/NEPA documents, to prepare noise and aesthetic technical documents, and to help create graphics for documents. He has worked on a wide variety of projects that include transportation, industrial, institutional, commercial, residential, mining facilities, sporting facilities, and General Plan Elements updates.

**SELECT PROJECT EXPERIENCE**

OC Loop Bike Trail, Segments O, P, and Q, Orange County, CA  
9160-9174 Sunset Boulevard Project, City of West Hollywood, CA  
Palmdale North County ITS Extension Project, City of Palmdale, CA  
Western Sector Improvement Area Project, City of Irvine, CA



**STEPHEN O'NEIL, MA, RPA**  
CULTURAL RESOURCES MANAGER –  
ARCHAEOLOGY/CULTURAL ANTHROPOLOGY

Mr. O'Neil has 43 years of experience as a cultural resource specialist in California. He has researched and written on archaeology, ethnography, and history throughout California. Mr. O'Neil has archaeological experience in excavation, survey, monitoring, and lab work. Most of this has been on Native American prehistoric sites, but also includes Spanish, Mexican, and American period adobe sites. His project management experience includes private, municipal, county, state and federal survey, excavation and monitoring projects.

**SELECT PROJECT EXPERIENCE**

Cultural Resources Studies, Whiteman Airport Master Plan Update, Los Angeles County, CA  
Historic Property Survey Report for the OC Loop Bike Trail, Segments O, P, and Q, Orange County, CA  
Safe Routes to School Project (Federal Project Number ATPL-5307(024)), City of Fontana, San Bernardino County, CA



## **JENSEN HUGHES**

**PUBLIC SAFETY & RESILIENCY**

Jensen Hughes is the global leader in engineering, consulting and technology services, dedicated to protecting what matters most through technical excellence. With over 1,500 engineers, consultants, analysts and strategists working from more than 90 offices around the world, we support clients across a wide range of markets — from government, healthcare, science and technology to energy, mission-critical infrastructure and transportation.

Although we're recognized most widely for our leadership in fire protection engineering, we have expanded to other areas critical to advancing safety, security and resiliency. These include accessibility consulting, risk and hazard analysis, process safety, forensic investigations, security, emergency management and digital innovation.

### **EMERGENCY MANAGEMENT CONSULTING + DISASTER RESPONSE SERVICES**

When a crisis arises, minimizing the response time is critical, and any delay can have significant and even fatal implications. In today's business, political, environmental and social realities, it is imperative for every business or facility to plan for the worst-case scenario and be prepared for any emergency. Emergency management consultants understand the scope of emergency response as it relates to every individual facility is also critical as no two plans will be exactly alike. Our disaster response consultants are here to help you understand every facet of emergency management, from action plans to mass notification system design to post-event response, and collaborate on a plan that will be the correct scale for your needs.



**VERNON CHAMPLIN,**  
**MPA, EFO, FM, MIFIREE, CFPS, CET**  
**MANAGER + SENIOR CONSULTANT, FIRE PROTECTION,**  
**FIRE + EMERGENCY SERVICES, AND WILDFIRE RISK MITIGATION**

Vernon's (Vern) fire service career spans two decades in emergency response, prevention and recovery capacities, from firefighter to Chief Officer, Fire Marshal, community advocate and trusted advisor. His practical field experience contributes significantly to his commitment to service and applying fire codes and standards to achieve effective yet realistic strategies to support the company's purpose of making our world safe, secure and resilient. Vern works extensively with international design professionals, engineers, contractors and all levels of government to achieve fire-safe environments worldwide.

Vern is a committed student of leadership empowerment, fire protection and emergency response services. He is a co-author of the "Handbook of Cognitive and Autonomous Systems for Fire Resilient Infrastructures." He serves as the Jensen Hughes liaison to the National Association of State Fire Marshals. He has presented nationally and internationally on fire protection, life safety, and wildland fire protection topics. He is also a technical committee member on NFPA 1140: Standard for Wildland Fire Protection.

#### **SELECT PROJECT EXPERIENCE**

NEOM CITY, SAUDI ARABIA (2022-ONGOING)  
 GENERAL ENTERTAINMENT AUTHORITY (GEA), RIYADH,  
 SAUDI, ARABIA (07/2021-07/2022)  
 JEBEL ALI FREE ZONE (JAFZA), DUBAI, UAE (06/2022-03/2023)  
 FEMA REGION 8, 2021 MARSHALL FIRE, BOULDER COUNTY, CO  
 (01/2022-02/2022)  
 PRIVATE RANCH, CO (08/2021-07/2022)  
 PUEBLOPLEX, PUEBLO, CO (04/2022-12/2022)  
 BEVERLY HILLS RESIDENCE, CA (08/2021-10/2021)  
 THE HIGHLANDS AT SOLDIER HOLLOW, MIDWAY, UT  
 (10/2020-03/2022)  
 ROUTT COUNTY, COLORADO (08/2022-09/2023)  
 CITY OF VANCOUVER FIRE DEPARTMENT ENGINEERING SUPPORT,  
 VANCOUVER, WA (01/2020-10/2022)

## **RHODE ISLAND DEPARTMENT OF HEALTH**

The Rhode Island Department of Health's mission is to prevent disease and protect and promote the health and safety of the people of Rhode Island. The Rhode Island Department of Health recently entrusted the multi-disciplinary expertise of Jensen Hughes to help them develop a coordinated response plan for COVID-19.

We contributed to multiple statewide efforts in response to this global pandemic in conjunction with the Rhode Island National Guard, the Rhode Island Department of Health, the Rhode Island Emergency Management Agency, and the Rhode Island Disaster Medical Assistance Team. These efforts included creating a comprehensive statewide surge plan, selecting, designing, and developing alternate care sites (ACS), and planning and managing a congregate-care support team.

Four weeks from the first swing of the hammer, the first ACS at an old Citizens Bank Corporate HQ was completed, providing 333 beds and operated by Care New England. Shortly after that, the second ACS at the Rhode Island Convention Center was completed, providing 500 beds and operated by Rhode Island Hospital. An old Lowe's in North Kingstown, RI, was selected as the third ACS and was built out by the Rhode Island Disaster Medical Assistance Team but never completed as the numbers didn't surge as expected.

Many of the state's positive cases were in nursing homes, so our congregate care support team trained nursing home staff on PPE, proper disinfecting, warm/hot/cold zones, etc. Additionally, as folks weren't going to the hospital for regular medical issues, we also helped explore options for Free Standing Emergency Room sites for non-COVID patients and childhood vaccination sites.

Our services crossed between public health, emergency management, and national guard operations and contributed to the State of Rhode Island's successful response to COVID-19.



**THOMAS JENKINS, CFO, CEMSO, EFO**  
**EMERGENCY SERVICES CONSULTANT**

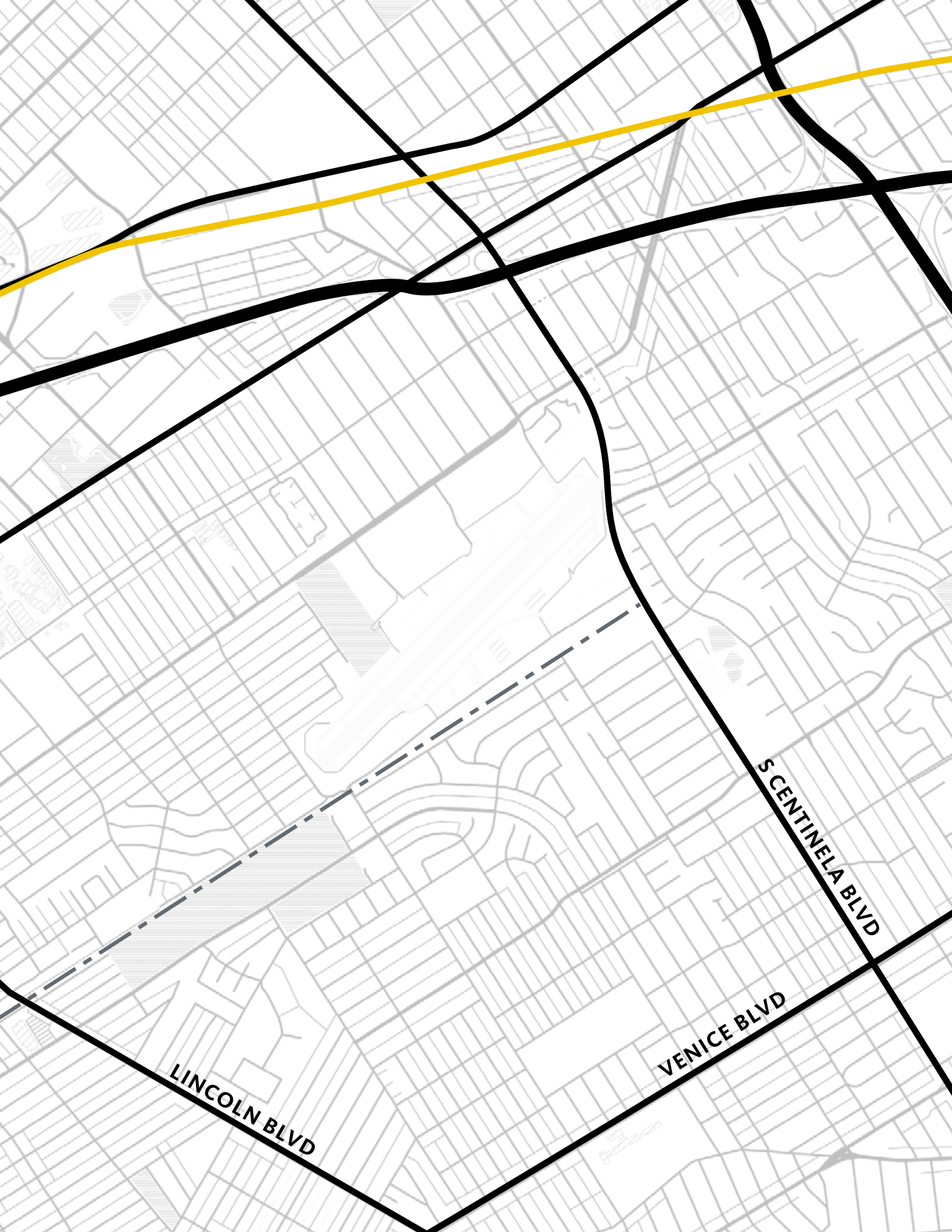
Thomas (Tom) is a full-time Fire Chief for one of the fastest-growing cities in the United States. He is responsible for over 150 career employees in ten locations in this capacity. He has led the department to dual accredited status from the Center for Public Safety Excellence (since 2011) and the Commission on Accreditation of Ambulance Services (since 2012). His team also allowed the department to be awarded an Insurance Service Officer (ISO) Public Protection Classification (PPC) of one (best) in 2015.

Chief Jenkins has served on three governor-appointed boards and commissions, including the Trauma Advisory Council, Firefighter Cancer Benefit Review Panel and the Safe Schools Commission. He has served as an adjunct professor for Drury University, Northwest Arkansas Community College and Oklahoma State University, teaching topics that range from leadership and administration to fire hydraulics and suppression tactics.

#### **SELECT PROJECT EXPERIENCE**

FIRE APPARATUS DESIGN, NEOM, KINGDOM OF SAUDI ARABIA  
 THIRD-PARTY CONTRACTOR REQUIREMENTS, NEOM, KINGDOM  
 OF SAUDI ARABIA GENERAL ENTERTAINMENT AUTHORITY  
 SPECIAL EVENTS SAFETY REQUIREMENTS, KINGDOM OF SAUDI  
 ARABIA FIRE STATION DESIGN, NEOM, KINGDOM OF SAUDI  
 ARABIA  
 FIRE CHIEF, CITY OF ROGERS, ROGERS, AR, 2009-PRESENT  
 PRESIDENT, CANFIELD JENKINS AND ASSOCIATES, ROGERS, AR,  
 2011-PRESENT  
 SPECIAL GOVERNMENT EMPLOYEE, U.S. DEPARTMENT OF  
 HOMELAND SECURITY – HOMELAND SECURITY ADVISORY  
 COUNCIL, 2020-2021  
 PRESIDENT AND CHAIRMAN OF THE BOARD, INTERNATIONAL  
 ASSOCIATION OF FIRE CHIEFS (IAFC), 2017-2018  
 DEPUTY FIRE CHIEF, CITY OF SAND SPRINGS, OK, 2004-2009





LINCOLN BLVD

VENICE BLVD

S CENTINELA BLVD