

# City of Santa Monica

Response to Request for Qualifications for  
Strategic Planning Activities for the Potential Conversion  
of the Santa Monica Airport (SMO)

March 13, 2023



SOM



# City of Santa Monica

Response to Request for Qualifications for  
Strategic Planning Activities for the Potential Conversion of the Santa Monica Airport (SMO)  
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Santa Monica Business License	N/A

\*Blue text refers to information required in the Evaluation Factors

March 13, 2023

Peter D. James, Chief Operations Office – Strategic Initiatives  
Public Works Department  
City of Santa Monica  
1684 Main Street, CA 90401

**RE: Response to RFQ for Support Services Related to Strategic Planning Activities for the Potential Conversion of the Santa Monica Airport**

Skidmore, Owings & Merrill (SOM) is pleased to submit our integrated team response to the City of Santa Monica's RFQ for the potential conversion of the Santa Monica Airport. This exciting project will be a signature redevelopment and regeneration opportunity that will play a major role in shaping Santa Monica's future. You have completed significant work in recent years addressing market analysis, early park concepts, civic enhancements and consultation with leaders, stakeholders, and the public.

Based on our understanding of the project and careful review of the RFQ, we have assembled an exceptional team of highly-qualified firms that can deliver your three primary scope items. SOM will be the prime consultant and lead the urban scenario planning from our Los Angeles office. Co-leading the team will be LA-based Studio MLA, led by renowned landscape architect Mia Lehrer. WSP, a national leader in infrastructure and engineering will provide technical leadership. Public outreach will be led by LA-based Lee Andrews Group. This core team, supported by other discipline experts, will create a dynamic vision that responds to resident input while incorporating City priorities.

We believe this team is uniquely qualified to partner with City project leaders due to our extensive success implementing award-winning airport conversions and strategic redevelopment plans. We offer:

- Proven expertise integrating land use scenario planning and open space design
- A commitment to the environment, sustainability, new mobility and a diverse socio-economic experience
- Placing the human experience of place at the center of the value proposition
- An open and creative approach that integrated clients, their advisors and professional disciplines
- A legacy of successfully redeveloped projects of all scales, density levels, and programmatic mixes.

Our team excels at complex urban planning challenges. We have deep experience working with communities throughout California and elsewhere, finding creative ways to transform available land to parks and mixed-use districts. Our qualifications include the successful conversion of two former airports: the Glenview Naval Air Station in Illinois and the former Orlando Naval Training Center, both redeveloped into thriving communities and parks. Studio MLA led the El Toro Marine Base conversion into a thriving central park and community amenity. Complementing our airport closure experience, our team also brings extensive brownfield, greyfield, and urban redevelopment experience throughout California and the western US.

I would like to emphasize the deep personal commitment to excellence and accountability our team members will provide the City of Santa Monica. We welcome the opportunity to collaborate with you in realizing the exciting potential of the Santa Monica Airport. If you have any questions, do not hesitate to contact me at (213) 327-2478 or tannar.whitney@som.com.

Respectfully submitted,



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Urban Design Partner  
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Urban Design Principal  
(415) 866-7753



Tannar Whitney, AIA, LEED AP  
Sr. Associate Principal, Management  
(213) 327-2478



**SUBMITTING ORGANIZATION**

Skidmore, Owings & Merrill (SOM)

**POINT OF CONTACT**

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**SUBMITTING FOR:**

Scope 1: Comprehensive Existing Conditions Report

Scope 2: Outreach & Engagement

Scope 3: Scenario Planning and Identification of Preferred Scenario

**TEAM'S RELEVANT PROJECTS IN THE LAST 5 YEARS:**

1111 Sunset Boulevard, Los Angeles, CA

Atlanta University Center Master Plan, GA

Blue Impact Zone, South Central Los Angeles, CA

Brookdale Campus Master Plan EDC, NY

Charlotte Trianon SouthPark, Charlotte, NC

Clark Atlanta University Campus Master Plan, GA

Compton Hub City Compton, CA

Crenshaw LAX Transit Corridor, Los Angeles, CA

Crossroads of the World, Hollywood, CA

CTI 39th Street, Los Angeles, CA

Destination Crenshaw, Los Angeles, CA

Detroit East Riverfront Framework Plan, MI

First & Broadway Civic Center, Los Angeles, CA

Hollywood Central Park, Hollywood, CA

Hollywood Media Business Improvement District, Hollywood, CA

Hopewell Neighborhood Development Master Plan

People Mover Design Guidelines, Inglewood, CA

La Jolla Commons - Phase III, San Diego, CA

LAX Vision and Design Guidelines, Los Angeles, CA

Lincoln Yards Master Plan, Chicago, IL

Long Beach Civic Center Master Plan, Long Beach, CA

Long Beach Civic Center, Billie Jean King Main Library, Long Beach, CA

Los Angeles Sidewalk and Transit Amenities Programs, Los Angeles, CA

Los Angeles Union Station Forecourt & Esplanade, Los Angeles, CA

LMU College of Science and Engineering, Engineering and Innovation Complex, Los Angeles, CA

LMU College of Communication and Fine Arts, Los Angeles, CA

Making Downtown Bakersfield, CA

Metro Crenshaw North Extension, Los Angeles, CA

Metro Purple Line Extension, Los Angeles, CA

Museum Campus Vision, Chicago, IL

Nashville Riverside Master Plan, TN

North Lawndale Investment Framework, Chicago, IL

Olympia, Los Angeles, CA

Project 1888, Los Angeles, CA

Richmond Diamond Site Redevelopment, VA

Rochester West Transit Village, MN

Row DTLA - Building 4, Los Angeles, CA

Seat Pleasant Master Plan, MD

SoFi Stadium, Inglewood, CA

Slauson & Wall, Los Angeles, CA

Smart City Strategic Plan, West Hollywood

The 78, Chicago, IL

The Point, Draper, UT

Van Cortlandt Park SW Precinct Vision Plan NY

Westlake MacArthur, Los Angeles, CA

**RECEIPT OF ADDENDA:**

Addendum #1

Addendum #2



# Qualifications

Firm Profiles

Relevant Project Experience

Resumes

*Evaluation Factor:  
Experience and Technical Competence*







# Skidmore, Owings & Merrill

Skidmore, Owings & Merrill (SOM) is responsible for some of the world's most technically and environmentally advanced buildings, and significant public spaces.

Established in 1936, SOM's early projects were wide ranging—with master plans and a variety of building types, including schools and universities, banks, museums, manufacturing facilities, department stores, apartment buildings, and private estates—as well as the 1939 World's Fair in New York City. In the 1950s and '60s, SOM entered a golden era and later became renowned for its classic modern architecture of this period.

We design spaces that anticipate new ways of living, working and learning and bring lasting value. Our approach is highly collaborative, and our interdisciplinary team is international. Working from a network of creative studios across the globe, we are able to apply international expertise at a local level.

## **Professional Services**

SOM was founded as a collaborative practice, organized to reflect the integral relationship between architecture, interior design, engineering and urban planning. From the beginning, the firm has brought designers, planners, engineers, and managers together as colleagues, focusing their attention on projects that would benefit from this interaction.

Today, SOM continues to bring added value to its clients through the integration of multiple disciplines and services. Today SOM is an industry leader in an increasingly comprehensive range of programs and uses, including mixed-use and commercial office buildings; hotels and residences; education, health and science; civic, cultural, and government works—as well as aviation, transportation, and public infrastructure projects.

## **Where We Work**

SOM has a long history of working internationally and today employs over 1,300 professionals worldwide. We maintain offices in Los Angeles, San Francisco, Seattle, New York, Chicago, Washington, D.C., London, Shanghai, Hong Kong, Melbourne, and Dubai.

## **Sustainable Design**

SOM is committed to the design and development of vibrant, healthy, and more sustainable environments. We aim to create a framework that will lead to the most cost-efficient, adaptable, and exciting sustainable design of architecture and public open space. SOM believes that successful design must represent a synthesis of vision, craft, and technical

innovation and the code for sustainable design for every project is embedded in the project's site, culture, and regional context. SOM uses a comprehensive, integrated approach of planning, architecture, and engineering to realize the highest level of sustainable performance and design with 10 Design Principles in mind—from ecology to carbon, water, materials, waste, and equity, among others—all central to the prosperity of people, planet, and economy.

## **Process and Approach**

Collaboration is a guiding force at SOM. We believe the best results stem from an ongoing dialogue with all stakeholders. There are no pre-established formulas at SOM. We design each project to meet specific needs and conditions.

In addition, our design, technical, and management experts work together to form a holistic approach that bolsters the design and construction process and contributes to each project's success.



Denver Union Station  
Denver, Colorado



Millennium Park Master Plan  
Chicago, Illinois



The Strand, American Conservatory Theater (A.C.T.)  
San Francisco, California



Chinatown Public Library  
Chicago, Illinois



Billie Jean King Library  
Long Beach, California



# City Design Practice

The SOM City Design Practice is one of the world's most awarded urban design and planning studio. It has won the respect of its clients and recognition of its leadership from professional urban design organizations, based on its decades-long record of innovative work on many of the world's largest and most complex urban redevelopment projects.



SOM's City Design Practice team is well known for large-scale master plan and urban design projects that enrich the public realm. SOM combines experience in creating long-range plans for entire cities, city centers, mixed-use districts, education, healthcare and research campuses, and vibrant urban neighborhoods to provide thoughtful, sensitive and powerful planning solutions. Designs that maximize the harmony of humanity and nature are a hallmark of our practice.

[←]  
**The Point Master Plan**  
Draper, Utah



Long Beach Civic Center Master Plan  
Long Beach, California

### Big Thinking

Historically, the best and most renowned spaces have a distinctive character, a memorable feeling of place, and an ability to function efficiently across all disciplines.

These things are desirable not only for livability, but for economic success as well. Our belief is that adherence to these principles will make cities better, even as they grow larger. We believe firmly that a healthy environment is of mutual benefit to both public and private builders of cities.



The 78  
Chicago, Illinois

### Transformational Design

Our innovative thinking is grounded in implementation. From project inception through completion we are dedicated to ensuring consistent quality and attention to detail

Understanding your goals, budget, and schedule allows to focus our efforts and ensure the success of your project. We have worked with several communities transforming closing airfields into new thriving assets.

### Placemaking

Quality of place depends on the adoption of flexible frameworks that are scalable and adaptable over time, while the incorporation of natural features and local cultural identities can yield to vibrant places that attract residents, talent and visitors.

A strategic, market-driven mix of uses, human-scaled development, and pedestrian-oriented areas are all critical to the vitality of a place. They characterize each unique development, creating beautiful environments that will support and foster premier commercial and residential districts.



Project 1888  
Los Angeles, California

### A Collaborative Spirit

One of SOM's strengths lies in satisfying many different agendas and forging accord.

Our mission is to work flexibly and diligently to reach consensus agreement without sacrificing quality or beauty. Whether public or private, our client's input, vision and needs are always the drivers behind the finished product.



Detroit East Riverfront Framework Plan  
Detroit, Michigan



# Transforming Community Assets

Our commitment to an idea-based design approach drives the visioning process of what a project can be. From the kick-off sessions, we work collaboratively to think through strategic programming, proposing the right mix of uses needed to make a space vibrant, attractive, and implementable.

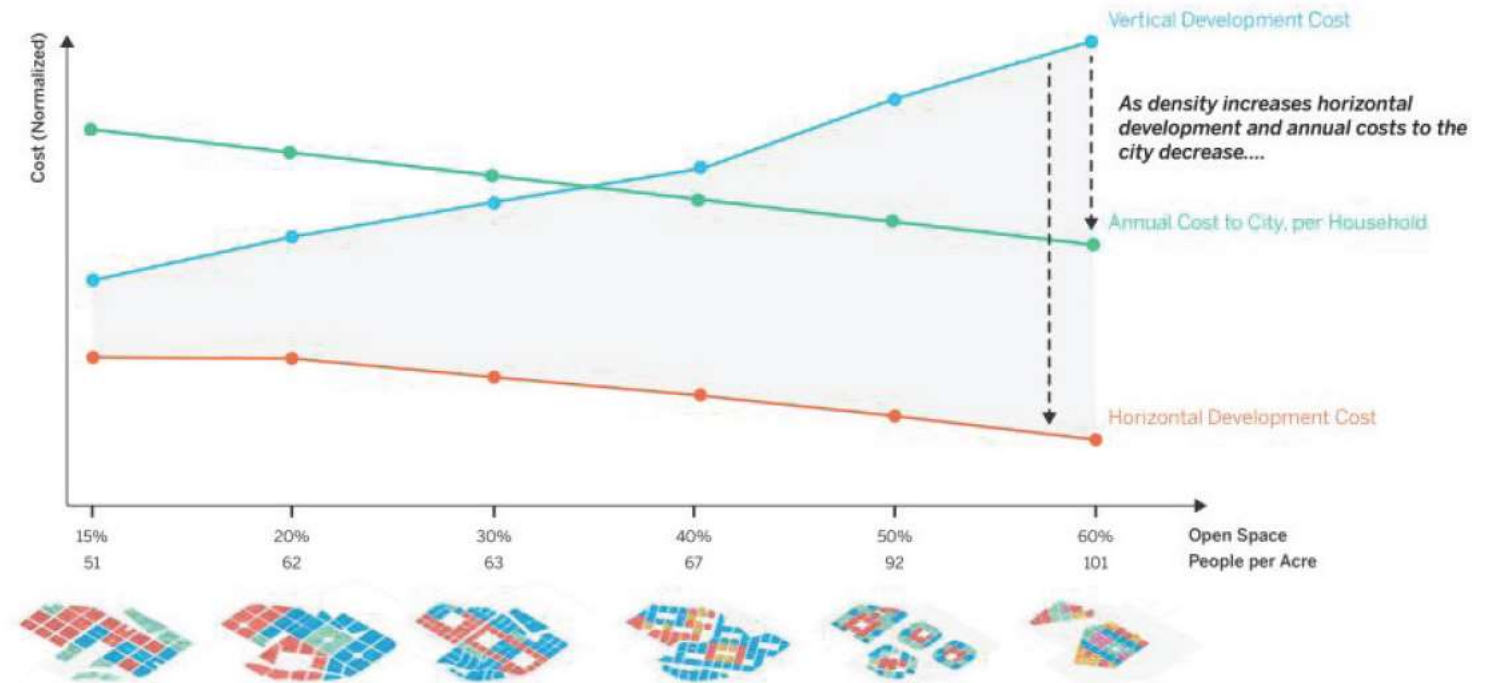
Our planning team bring in the power of our interdisciplinary practice to integrate the research and evidence-based design within our projects. In tandem with interdisciplinary teams of Economic Analysis experts and Cost Estimators, we can study different scenario planning options, their implications, costs, and management requirements.

Our team employs data-analytics to also assess the implications of multiple futures. For The Point, in partnership with RCLCO, we developed a study that provided the impact of Development Costs in relation to the percentage of Open Space and density of the overall framework.

[↓]  
The Point  
Draper, Utah

**Conclusion: Building at slightly higher densities on less land reduces horizontal infrastructure costs.**

## Development Costs







**India Basin**  
**San Francisco, California**

Located outside of San Francisco, India Basin is a new development that balances vertical and horizontal development to create a new residential-focused community that is deeply connected to nature.

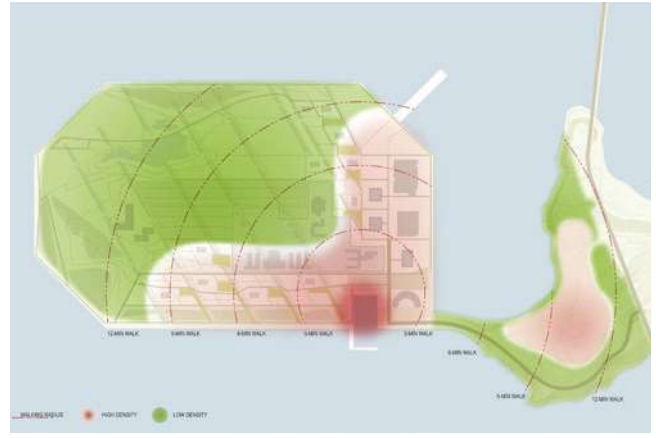
Originally a brownfield, SOM developed a master plan in close collaboration with the community and the development partner, resulting in a plan that **preserves 50% of developable land for open space**, provides homes to 1,000+ residents, and creates 10,000 jobs



**Lakeshore East**  
**Chicago, Illinois**

Fully implemented, Lakeshore East converted an old golf course in the middle of Chicago, into a thriving, high density, mixed-use district, mostly residential and high density. The development hides a park at its center, providing residents and nearby communities with green space.

The park is connected to a new district's Public School, providing infants and children with much needed space to run, explore, and enjoy.



**Treasure Island**  
**San Francisco, California**

The revitalization of a former Naval Base, Treasure Island is currently an example of cooperation between public and private entities to create a community assets that provides development opportunities, but also **maintains 50% of the land available undeveloped for a big park**.

The project went through multiple iterations of design, where community and public officials provided meaningful input. Today, the design is being implemented after an original phase of soil remediation.



**Bronzeville Lakefront**  
**Chicago, Illinois**

Bringing new life to more than 100 acres of vacant land in Chicago's South Side, Bronzeville Lakefront is an example of equitable design where community, city, and private entities come together.

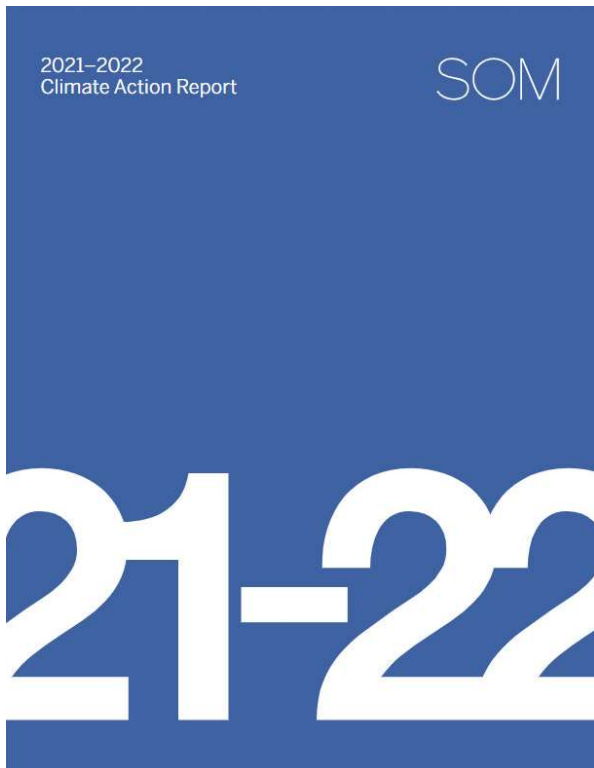
The result is a plan that not only targets the **Living Communities Challenge**, but also provides a development program that enhances high quality living, low-density residential, and does not impose a burden on the city's park district.

# We live and breathe sustainability

We believe that creating healthy cities and campuses is our central challenge in the 21st century. People need routine access to nature. Driven by the belief that all things, manmade and natural, are connected, we design to create convenient, sustainable places, and apply this innovative thinking to our campus designs to advance sustainability targets.

The world is rapidly urbanizing and, in order to ensure a vibrant and prosperous future, radical shifts in the way cities are designed and engineered are necessary. SOM's City Design Practice is committed to designing high performing cities as models of livability, sustainability, and resiliency.

As we look to the future, there are ten game changing design principles that will guide the growth of urbanizing regions and at the same time keep their larger ecosystems healthy.



## **SOM is a Net Zero Emissions Business**

Confronting the climate crisis is the most important goal that drives SOM's work. As a leading global architecture and engineering firm, we have made a twofold pledge to achieve net zero carbon emissions: in our own business operations, and in every project that we design.

At the conclusion of COP27 —where SOM presented an innovative concept for carbon-absorbing buildings—we are proud to announce that we are now a net zero emissions business globally. We have achieved this through a series of systems and practices to reduce our emissions, bolstered by carbon offsets. As we continue to reduce the carbon emissions associated with our business operations each year, we have our sights set on becoming a net zero emissions business without offsets by 2030.

[←]  
**2021-2022 Climate Action Report**  
[Read Here](#)





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## San Jose Berryessa Urban Village

The aim of the Berryessa BART Urban Village planning process is to identify key infill opportunity areas and to create a higher-density, mixed-use, urban district around San José's first Bay Area Rapid Transit station. The Plan will integrate commercial uses and public services in close proximity to residential and employee populations to increase existing transit ridership, biking and walking.

**14%**

of Site Area for Ecological Preservation and/or Restoration

**25%**

of Affordable Housing

**100%**

Recycled water and/or rainwater to meet % of non-potable demands

**40%**

of top floor roof of parking structures shaded to curb urban heat island effect



## We work collaboratively

Our team believes in committing to an open planning process for the future of the neighborhood. We believe that the inclusion of a variety of stakeholders is not only necessary to build consensus, but it contributes positively to the design of the plan.



One of SOM's strengths lies in satisfying many different agendas and forging accord. Our mission is to work flexibly and diligently to reach consensus agreement without sacrificing quality or beauty. Whether public or private, our client's input, vision and needs are always the drivers behind the finished product.

We believe in listening to the community and organizing and simplifying concerns and desires into a summary of planning issues and a set of principles that will help guide the plan. This provides a framework of agreement at the beginning of the process.

Gathering information, forming task forces, encouraging public input, maintaining an open process and ensuring participation from all stakeholders and users—and maintaining constant communication channeled through a main point person—are skills we have refined through more than eight decades of practice, completing hundreds of projects for cities and public institutions worldwide.

[<-]  
**Compton Hub City Master Plan**  
**Compton, California**



**Left:** For Woodlawn Community Planning, the team took a community-driven approach, working first to create a knowledge base within the residents by creating a series of urban planning seminars to share information, tools and techniques with residents to create a vision for the future.

**Below:** Peter Kindel engages with local citizens at the State of Utah presentation of The Point, the conversion of an old State Penitentiary site into a 600-acre, low density, sustainable, innovation district.



## Making the Most of Traditional Engagement

In leading traditional engagement processes, SOM is dedicated to ensuring all voices are heard throughout the process, providing tools for residents who want to communicate privately or in real time to do so, and focusing on the points of agreement. These activities are held at diverse times in diverse places to ensure maximal participation.

- Stakeholder meetings
- Public workshops
- Public charrettes
- Small group exercises
- Public surveys
- Focus groups
- Presentations and facilitated discussions

SOM uses many engagement strategies designed to creatively document inclusion and productively lead ideas to influence the plan.

- Physical mapping exercises to document participation and key areas for priority intervention
- Opportunities and constraints mapping
- Plan-on-a-Page neighborhood-based idea-gathering
- Pop-up installations
- Community tours with local residents
- Whiteboard exercises at local fairs
- Worksheet exercises
- Anonymous notecards
- Games, including puzzles, ice breakers, and youth-focused activities



# We work in integrated multidisciplinary teams

We find designing for a research, complex projects to be among the most interesting challenges. Shaped by the vision of the stakeholders, every site has its own unique character. Working within the community's architectural language in a sensitive way while expressing the distinct nature of a specific program-driven building is an exciting process.

[↓]  
Lincoln Park  
Long Beach, California



We have assembled a team of leaders in their fields that understand the unique character and dynamics of a transformational riverfront development. Our team is noted for its ability to work creatively in multi-disciplinary ways, sifting out the best ideas and developing achievable strategies to meet your needs.



**Skidmore, Owings & Merrill** is an international multidisciplinary design firm with a strong track record of successfully working with cities and communities in creating vibrant urban districts and parks. **We will lead the overall team and Scope 3: Scenario Planning and Identification of Preferred Scenario** and work closely with you to successfully achieve the goals, objectives and deliverables for the conversion.



**Studio MLA** is a Los Angeles-based 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 brings significant experience in redevelopment projects of brownfield sites into beautiful, inspiring urban parks.



**WSP** is a multidisciplinary strategy, planning, design, delivery and management consultancy that develops creative, comprehensive and sustainable solutions for a future in which society and our planet can thrive. Equipped with an intimate understanding of local intricacies, world-class talent and proactive leadership, we enable long-lasting and impactful solutions to uniquely complex opportunities and problems.

**WSP is joining as the lead for Scope 1: Comprehensive Existing Conditions Report**



**Lee Andrews Group** is a downtown Los Angeles-based full-scale communications firm specializing in public outreach. The team consist of over 35 full-time employees working in outreach+engagement, social media campaigns, focus groups, surveying, workshops, facilitation of community events, graphic design, translation and media relations.

**Lee is joining as the lead for Scope 2: Outreach & Engagement.**



**RCLCO** is the "first call" for real estate developers, investors, the public sector, and non-real estate companies and organizations seeking strategic and tactical advice regarding planning, development, and investment. With insights and experience gained over 55+ years and thousands of projects, RCLCO brings success to all product types across the United States and around the world.

We are also partnered by a range of different firms leaders in their field to provide support to the core team on areas such as: Historical Analysis and Assets, Ecological History and Ecology, Cultural Assets, Economic Analysis and Sustainability.



QUALIFICATIONS

# Studio-MLA

## Landscape Architecture

Los Angeles, CA

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.



Ishihara Park  
Santa Monica, CA





SoFi Stadium  
Inglewood, CA

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. With offices in San Francisco and Los Angeles, our 45-person team includes landscape architects, designers, planners, botanists, and ecologists from around the world. Diversity and multiple perspectives add meaning to collaborations and value to outcomes. Together, we believe in the transformative power of design to recalibrate the natural and built environments that connect us.

#### **Relevant Projects**

Orange County Great Park, Irvine, CA  
Santa Monica Business Park, Santa Monica, CA  
Ishihara Park, Santa Monica, CA  
Hollywood Park Specific Plan & Site Development, Inglewood, CA  
SoFi Stadium & Lake Park at Hollywood Park, Inglewood, CA



# WSP

## Civil, infrastructure and utilities

Los Angeles, CA

Developing sustainable communities in the 21st century requires meticulous and creative planning, fueled by a compelling vision of what is possible. We work towards the fundamental goals of fostering social cohesion and economic growth, creating connectivity, enhancing the quality of life and protecting the natural environment.



Convention Center  
Dallas, Texas





WSP USA offers global expertise in planning and development, combined with deep local knowledge, to assist clients in achieving their goals. We offer a holistic approach to planning, drawing on our strategic advisory expertise as well as our integrated planning and design capabilities.

We have extensive experience in all aspects of urban and regional planning, growth management, and the creation and maintenance of civic infrastructure. We've developed master plans, transit-oriented development (TOD) programs, corridor studies, alternatives analyses and environmental impact statements for complex infrastructure programs as well as smaller, community-oriented projects. We've worked in major cities and in suburban and rural communities. Our clients range from state, regional and local governments to transportation agencies, port authorities, metropolitan planning organizations

and private developers. On many of our projects, we focus on the link between transportation and land use as a catalyst for development and revitalization. With stakeholder involvement at the heart of the process, we shape strategies that improve mobility and access to transportation systems while creating vibrant, livable communities.

Whether the objective is to create a prosperous downtown area, develop a waterfront, revitalize a neighborhood, or plan for regional growth, we have the skills and experience to help clients develop and implement their visions.

# Lee Andrews Group Outreach and Engagement

Los Angeles, CA

**SBE/WBE/MBE/LBE/VSBE**



## **METRO - K-Line Northern Extension Project**

Founded in 1993, Lee Andrews Group is a downtown Los Angeles-based full-scale communications firm specializing in public outreach. With over 35 full-time employees, Lee Andrews Group specializes in outreach + engagement, social media campaigns, focus groups, surveying, workshops, facilitation of community events, graphic design, translation and media relations. Our bilingual team has a long history of successfully working with diverse, underserved and active communities with extensive public engagement for input to ensure buy-in and understanding. Our culturally relevant community engagement programs are built on a foundation of equity, with a vast range of innovative, openness and creative outreach methods.

The firm is recognized as one of Southern California's leading minority and women-owned small businesses. Lee Andrews Group serves various industries including infrastructure, transportation, municipalities, environmental/social justice, energy and school districts.

### **Select Relevant Projects**

- Baldwin Hills Crenshaw Mall Plaza Redevelopment – Outreach and Engagement, Los Angeles, CA
- Mountains Recreation and Conservation Authority; 100 Acre Partnership - Outreach and Engagement, Los Angeles, CA
- Resource Conservation District of the Santa Monica Mountains; Topanga Lagoon Restoration - Community Engagement Program, Los Angeles, CA
- Los Angeles World Airports; Capital Improvement Program – Outreach and Engagement
- California Air Resources Board; Statewide Recovery Program - Outreach and Engagement, California Statewide
- LA Metro; Mariachi Plaza/El Pueblo Campus - Outreach and Engagement, Los Angeles, CA
- South Coast Air Quality Management District; Why Healthy Air Matters– Environmental Justice Outreach and Education, Counties of Los Angeles, Orange, Riverside and San Bernardino



# RCLCO

## Real Estate Consulting

Los Angeles, CA



**The Point Master Plan,  
in collaboration with SOM**



**Tech Ridge Mixed-Use Development on  
Former Airport Site, St. George, UT**

In 1967, Bob Lesser, then an architect and developer, was asked to evaluate the potential uses for the center of the new town of Thousand Oaks, California. In carrying out this assignment, he found that the creativity and financial imagination required for the study were extremely stimulating—so much so that he started RCLCO.

Today, our team of experienced professionals still share that original enthusiasm and eagerness to solve challenging real estate questions while adding value to our clients' real estate endeavors. We are proud to be the "first call" for real estate developers, investors, the public sector, and non-real estate organizations seeking strategic and tactical advice regarding property investment, planning, and development.

RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level. With the insights and experience gained over 50 years and thousands of projects – touching over \$5B of real estate activity each year – RCLCO brings success to all product types across the United States and around the world. RCLCO has offices in Austin, Denver, Los Angeles, New York, Orlando, and Washington, DC.

**RCLCO's Public Strategy Services.** RCLCO assists public sector entities by providing them with the same investment grade market, financial, economic, and development services expertise that has earned the firm a top-notch reputation in the private sector. On a daily basis, RCLCO professionals bring the discipline of market analyses and financial modeling to neighborhood planning, transit-oriented development, affordable housing, corridor studies, regional growth management, economic development strategies, comprehensive plans, and urban re-investment initiatives.

### **Select Relevant Projects**

- Santa Monica Pier and Airport Enhancement Planning Project, Santa Monica, CA
- City of Santa Monica Specific Plan Update, Santa Monica, CA
- The Point, Draper, Utah
- Tech Ridge Mixed-Use Development on Former Airport Site, St. George, UT
- Redevelopment of the Former Panama City Airport, Panama City, FL
- Market Analysis for Development Surrounding TSTC Waco Airport, Waco, TX
- Mixed-Use Development near LaGuardia Airport, Queens, NY

# Levin & Associates Architects

## Historic Preservation / Adaptive Reuse

Los Angeles, CA

WBE



Founded in 1980 by Harvard-educated architect Brenda A. Levin, FAIA, the architecture and urban design firm Levin & Associates has received worldwide attention since its inception. Levin & Associates' portfolio includes the preservation and renovation of Los Angeles' most significant and iconic landmarks; adaptive re-use; the design of new educational, cultural and civic projects; urban design and master planning.

Levin & Associates' four decades of placemaking projects include Art & Culture, creating place in the cultural realm; Civic & Social, creating place in the public realm; Education, creating place on campus; and Urban Revitalization, creating and preserving place.

The firm's recent and current projects of significance include new concessions and retail buildings at Dodger Stadium; the Master Plan, renovation and expansion of the 1200 seat John Anson Ford Amphitheater 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 Los Angeles Times Heritage buildings; and Crossroads of the World.



### Select Relevant Projects

- John Anson Ford Amphitheater, Hollywood, CA
- Hercules Campus, Playa Vista, CA
- Oakwood School Master Plan, North Hollywood, CA
- Griffith Observatory, Los Angeles, CA
- American Film Institute, Los Angeles, CA



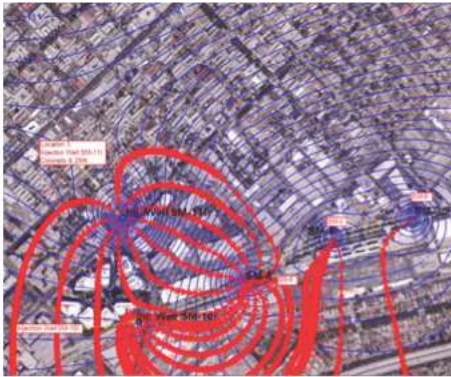
Hercules Campus, Playa Vista, CA



# ICF

## Ecological History and Ecology

Santa Monica, CA



**Travel Time Simulations at Injection Wells, Sustainable Water Infrastructure Project Santa Monica, California**

**Dual-Phase Remediation System, Santa Monica Airport Santa Monica**

We are planners, scientists, engineers, attorneys, and policy experts. Our deep bench of 1,000+ environmental science, policy, and technical experts work together to address the complex, interconnected causes and effects of climate change.

ICF is a global consulting and technology services company with approximately 9,000 employees, but we aren't your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists, and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future. We combine traditional consulting expertise with cutting-edge digital agency services to support our clients in a highly interdisciplinary way. We draw our distinct value from the full-scale of services in our arsenal. We provide services and innovations to practitioners and policymakers—principally those concerned with resource management or environmental impacts—as well as U.S. federal agencies, corporations, law firms, communities, and more. Our teams are most successful when we knit together our skills to simply solve problems. Diverse in every sense of the word, we get the right people in the room to offer new and different ways of thinking so we can offer the best solution—not the easiest.

### Select Relevant Projects

- An Evaluation of the Possible Impact of Water Infiltration from Proposed Park on 3000 Airport Avenue Remediation Project, Santa Monica, California
- Soil and Groundwater Remediation, Santa Monica Airport, Santa Monica, California,
- Phase I Environmental Site Assessment, Five Properties, Santa Monica, California
- Historic Site Use Analysis, Confidential Project, Santa Monica, California
- Phase I Environmental Site Assessment, Naval Petroleum Reserves #2, Bakersfield, California
- Phase I Environmental Site Assessment, High Speed Rail Line (Los Angeles – Anaheim Section), Los Angeles and Orange Counties
- Project Orion Environmental Due Diligence of 300 Miles of Kansas City Southern Railroad, Mississippi, Texas, and Louisiana

# Biederman Redevelopment Ventures Park Programming, Operations, Governance

San Francisco, CA



**Bryant Park, New York, NY**

Biederman Redevelopment Ventures brings over twenty-five years of experience in the art of placemaking and science of park management to public space projects and neighborhood redevelopments around the world.

Our work began at New York's Bryant Park in 1980, when BRV founder Dan Biederman created and executed a plan to redevelop the troubled and crime-ridden Midtown park. Dan formed a non-profit corporation dedicated to turning the park around and signed an agreement with the City of New York to take over the security, sanitation, maintenance, and programming of the space. Since reopening in 1992, Bryant Park has become an international model of urban revitalization. Bryant Park is among the most actively used parks in the world, catering to New Yorkers and visitors alike, twelve months a year.

BRV was founded in 1998 and has taken the tools and principles developed at Bryant Park and applied them to cities big and small. Among BRV's notable projects are the development and operation of Klyde Warren Park in Dallas, TX; the redevelopment of the Canalside waterfront district in Buffalo, NY; the development of Levy Park in Houston, TX; the revitalization of Military Park in Newark, NJ; the management and programming of Fair Park in Dallas, TX; and the on-going programming and management of Salesforce Park in San Francisco.

In all of these cases, BRV established meaningful local partnerships and built consensus among stakeholders – crucial elements to implementing a successful programming plan and developing a sustainable operating model for public spaces.

We believe that a public space's design and programming should focus on people. A successful public space draws people in and encourages them to return, attracts private funding, and contributes to the vitality of the surrounding area.

#### **Select Relevant Projects**

- Bryant Park, New York, NY
- Fair Park, Dallas, TX
- Salesforce Park, San Francisco, CA
- Exposition Park, Los Angeles, CA
- Ivy Station, Culver City, CA
- Klyde Warren Park, Dallas, TX



# Community Arts Resources (CARS)

## Arts, Culture, and Community Engagement

Los Angeles, CA

SBE



**Above: COAST: Santa Monica's Open Streets Event**

With over 34 years of experience, Community Arts Resources (CARS) creates opportunities to engage with culture, community, and place. 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, and community outreach, engagement and marketing.

With a foundation built on integrating culture into the physical environment, CARS has worked with cities, governmental agencies, architects and designers, nonprofits, and developers to design successful, programmable public spaces. Working alongside stakeholders, users, operators, and partners, CARS develops models for creating sustainable parks, plazas, promenades, and performance venues. Some of LA's most visible public spaces that bear the CARS' imprint include Grand Park, California Plaza's Grand Performances and CicLAvia.

CARS' holistic approach to community planning invites stakeholders to be a meaningful part of the process. CARS creates innovative engagement opportunities to ensure that community members, organizations, residents, artists, performers, and businesses are involved in the process of shaping their neighborhoods and cities. The CARS toolbox includes out-of-the-box, fun and family-friendly activities, hands-on workshops and other approaches that meet people where they are and engage with a larger group than would normally show up for a typical planning meeting.

### Select Relevant Projects

- COAST: Santa Monica's Open Streets Event, Santa Monica
- Santa Monica Festival, Santa Monica
- Michigan Avenue Neighborhood Greenway (MANGO), Santa Monica
- San Diego Symphony, The Rady Shell & Jacob's Park, San Diego
- Jones Plaza Programming and Governance Study, Houston TX
- Blaisdell Center Master Plan Programming and Governance Study, Honolulu, HI
- Pershing Square Renew, Redesign and Programming Plan, Los Angeles
- The Plaza at Santa Monica, Governance, and Activation Planning, Santa Monica
- California Plaza Programmatic, Governance and Operations Plan, Los Angeles
- CicLAvia, Open Streets Event, Los Angeles County
- Grand Park Programmatic and Governance Plan, Los Angeles

# Atelier Ten Sustainability

25 Kearny Street, Suite 500  
San Francisco, CA 94108



**Above: Santa Monica Esplanade and Plaza**

Atelier Ten is a collaborative, interdisciplinary and innovative firm of environmental design consultants and lighting designers focused on delivering sustainability to the planned and built environment.

Our team's background in architecture, engineering, lighting design, environmental studies and urban design translates into a profound respect for architectural design and urbanism with an enthusiasm for working with emerging designers and established firms. Our core objective is to meet the needs of our clients by developing well-integrated buildings with simple systems that work with natural laws of physics to increase comfort, reduce energy consumption and contribute back to the greater environment.

We believe passionately in delivering a legacy of positive change. By recognizing and analyzing opportunities for improving energy efficiency, water conservation, material resources, and carbon emissions reductions, we provide integrated, full-service consulting on environmental design, building systems performance analysis, lighting and daylighting design, benchmarking, sustainable masterplanning, and inter-related services.

Enlightened but pragmatic solutions are a hallmark of our work. Our clients value our macro-to-micro approach to planning and design, always concentrated on making the most of environmental opportunities and enhancing the human experience in our projects. We provide big-picture guidance on goals, policies, and long-term planning, supported by technical analysis to test out design strategies for long-term use and cost. We draw from our extensive knowledge of green building design principles, strategies, technologies, and analytical tools to advocate for creative, practical, and appealing design solutions. Our methodologies combine qualitative and quantitative thinking: we deliver design solutions based on the cornerstones of sustainability, environmental integrity, economic viability and social wellbeing. An international firm, Atelier Ten provides a seamless, integrated service, marked by accessibility, reliability and efficiency at every level.

Founded in 1990 in London by a team of progressive engineers, we have since expanded, with offices in Glasgow, Edinburgh, New York, New Haven, San Francisco, Bangkok, Singapore, Sydney and Melbourne.

## **Select Relevant Projects**

- Horton Plaza Redevelopment, San Diego, CA
- Potrero Power Plant Redevelopment, San Francisco, CA
- Mission Rock Masterplan, San Francisco, CA
- India Basin Masterplan, San Francisco, CA
- The Ellinikon Metropolitan Park, Athens, Greece
- Santa Monica Esplanade, Santa Monica, CA





Hopewell Neighborhood Redevelopment (former IU Health Hospital)  
Bloomington, Indiana



## Relevant Project Experience



# Our team brings the best in local and national experience

From working next door to the Santa Monica Airport and knowing the community, to delivering brownfield redevelopment projects nationwide that work with communities to transform old airfields or racetracks into community assets.

This team is ready to navigate this process with you.

## A Local Team with Experience in SoCal

With offices in Los Angeles and Santa Monica, we have assembled a team that has experience working in the region, with their unique community identities and regional challenges.

Our most relevant work includes:

- Long Beach Civic Center, Los Angeles, CA
- Billie Jean King Library, Los Angeles, CA
- 1111 Sunset Boulevard, Los Angeles, CA
- Blue Impact Zone, South Central Los Angeles, CA
- Compton Hub City Master Plan, CA
- Olympia, Los Angeles, CA
- Project 1888, Los Angeles, CA
- Regen LA, Remake LA, CA
- Smart City Strategic Plan, West Hollywood, CA
- Riverside Gateway Project Suite, Riverside, CA
- Metro Crenshaw North Extension, Los Angeles, CA
- Destination Crenshaw, Los Angeles, CA
- San Gabriel River Greenway Network Strategic Implementation Plan
- First & Broadway Civic Center, Los Angeles, CA
- SoFi Stadium, Inglewood, CA
- Metro Purple Line Extension, Los Angeles, CA
- Crenshaw LAX Transit Corridor, Los Angeles, CA
- Los Angeles Union Station Forecourt & Esplanade, Los Angeles, CA
- Upper Los Angeles River Tributaries Plan, Los Angeles, CA





## Airfield Redevelopment

Airfields are large community assets that, when they are available for redevelopment, can provide communities with immense potential if done correctly. Our team has and is working on similar conversions of airfields and naval stations throughout California and beyond

- Orange County Great Park Master Plan (Studio MLA)
- The Glen, Glenview, Illinois (SOM)
- Baldwin Park, Orlando, Florida (SOM)
- Treasure Island, San Francisco, California (SOM)
- Concord Naval Base, Concord, California (SOM)
- Kunming Wujiaba, China (SOM)



## Brownfield Redevelopment

Brownfield redevelopment, similar to airfield transformations, offer immense opportunity, but also come with added challenges. From geotechnical analysis and potential soil remediation, to ecological and biodiversity considerations. This team knows how to navigate the challenges of your project and find a final design solution that meets your vision:

- Millennium Park, Chicago, IL (SOM)
- The Point, Draper, Utah (SOM)
- Hopewell Neighborhood Redevelopment, Bloomington, Indiana (SOM)
- Bronzeville Lakefront Master Plan, Chicago, Illinois (SOM)
- Lakehore East Master Plan, Chicago, Illinois (SOM)
- Lakeside Master Plan, Chicago, Illinois (SOM)
- Detroit East Riverfront Framework Plan, Detroit, Michigan (SOM)
- India Basin, San Francisco, California (SOM)
- Santa Clara and San Jose Water Pollution Control Plan, California (SOM)



# Orange County Great Park Master Plan

Irvine, California

AIRFIELD REDEVELOPMENT

BROWNFIELD REDEVELOPMENT

EXPERIENCE IN SOCIAL

The Comprehensive Master Plan for the Orange County Great Park outlines a vision for a new kind of park. Here, new ideas for social and environmental sustainability are investigated and tested, and the citizens of Orange County become key participants in imagining these new ideas to create a healthier and more sustainable future.





DESIGN COMPLETION  
**2012,2013,2015**

PROJECT STAFF  
**Studio-MLA**

PROJECT SITE AREA  
**1,350 acres**

The project site is located on the former Marine Corps Air Station at El Toro, which after being decommissioned in 1999, the City of Irvine was eager to reclaim the brownfield site and transform it into a regional park. The design team won an international competition sponsored by the Orange County Great Park Corporation, a non-profit organization charged with the responsibility of designing, implementing, and maintaining the Great Park. The Master Plan proposed a vision to transform the former military site into a verdant landscape for a diversity of public uses including: TOD adjacent to the park, connection to public transit, a sports park with multiple recreation fields, a cultural terrace with a diversity of cultural institutions, a botanic garden, a daylighted stream, constructed wetlands, wildlife habitat corridors and community gardens, and a productive farm.

The Great Park is three unique park experiences cohesively intertwined into one. The Canyon Park – a beautiful oasis to wander and daydream, for families to picnic and for children to explore, that includes a meditation garden and various special plantings. The Habitat Park – an ecological backbone that provides species diversity, native communities, and wildlife. The Fields and Memorial Park – a commemoration of the history of the site as both a productive agricultural landscape and more recently, a military base.





750,000 PEOPLE VISIT ANNUALLY FOR CULTURAL EVENTS SUCH AS ART EXHIBITS, MUSIC CONCERTS, AND DANCE PERFORMANCES, ALL FREE



THE PARK USES NATURAL WATER TREATMENT SYSTEMS TO CLEAN URBAN RUNOFF AND REUSE IT FOR IRRIGATION TO REDUCE DEPENDENCE ON POTABLE WATER. 3.5 MILLION TONS OF CONCRETE AND STEEL WERE SALVAGED & RECYCLED FOR CONSTRUCTION MATERIALS.



Originally implemented as an early activation intervention, the great balloon has become an icon for the park. At its height of 500 feet, the Balloon offers views of as much as 16 miles in all directions.



PALM COURT

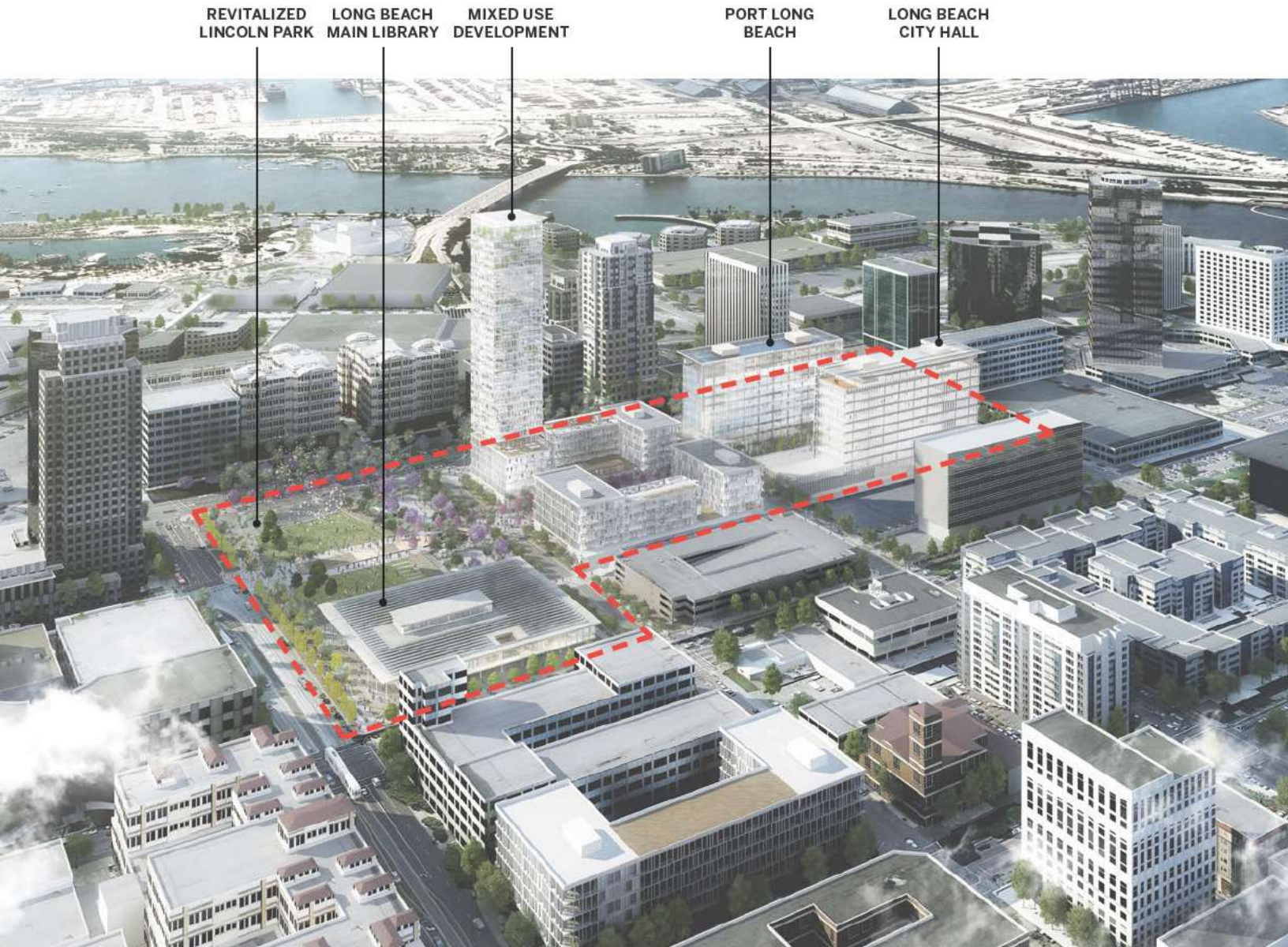


# Long Beach Civic Center Master Plan

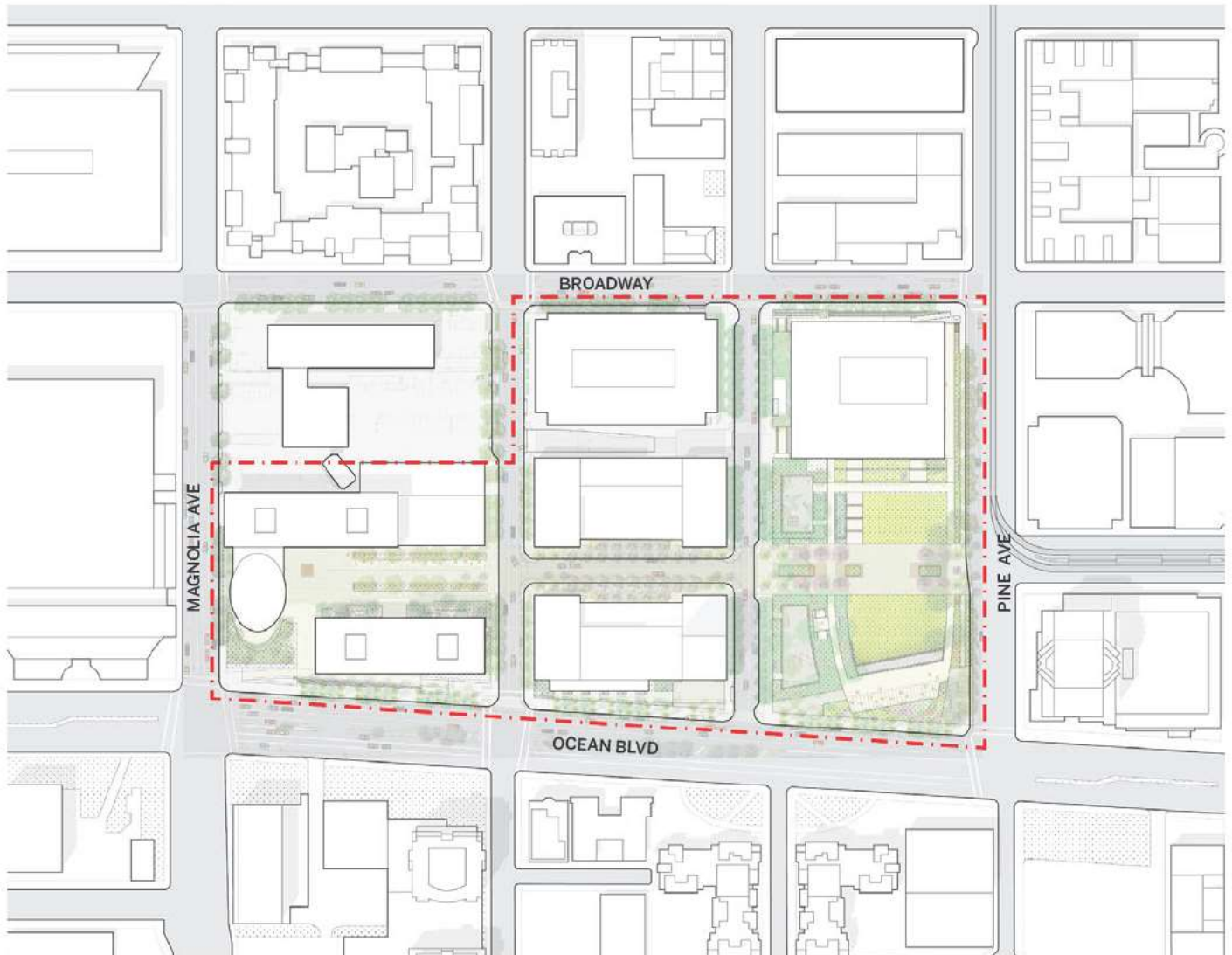
EXPERIENCE IN SOCAL

Long Beach, California

The new Civic Center revitalizes 22 acres of downtown Long Beach by creating a vibrant mixed-use district that includes a City Hall and administration building, Port of Long Beach Headquarters, the Billie Jean King Main Library and the reactivation of historic Lincoln Park.







COMPLETION  
**2016**

SITE AREA  
**22 acres**

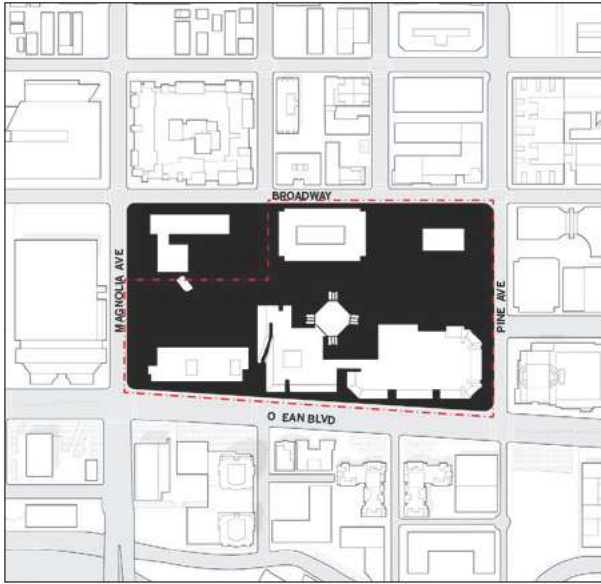
SUSTAINABILITY  
**LEED Gold**

PROJECT STAFF  
**N/A**

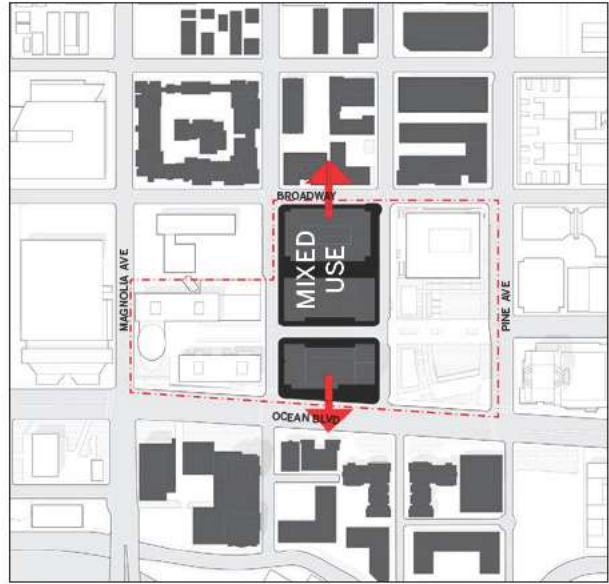
Certified LEED Gold for New Development, the recently completed Civic Center, optimizes operations and maintenance, maximizes street parking, introduces plazas and promenades, and reintroduces the city grid with the regional bike network, buses and the Metro Blue Line creating a hierarchy and quality of place. Pedestrian improvements and passages weave the site together, creating a welcoming and walkable environment, but a differentiated sense of place—one that befits the city's dynamic center for culture, recreation, education and government. The project also developed design guidelines for 800 residential units and 50,000-square-foot of commercial development, which has been possible by a catalytic investment from Plenary Edgemoor Civic Partners and delivered under an innovative Public-Private Partnership (P3) model.

The new Lincoln Park is designed to support strategic programming that encourages greater use by a wider cross-section of the city population. The development of a "Cultural Loop" that connects a variety of artistic and historical experiences, and the integration the new Main Library's programs within the park provide public activation and security for the renewed civic space

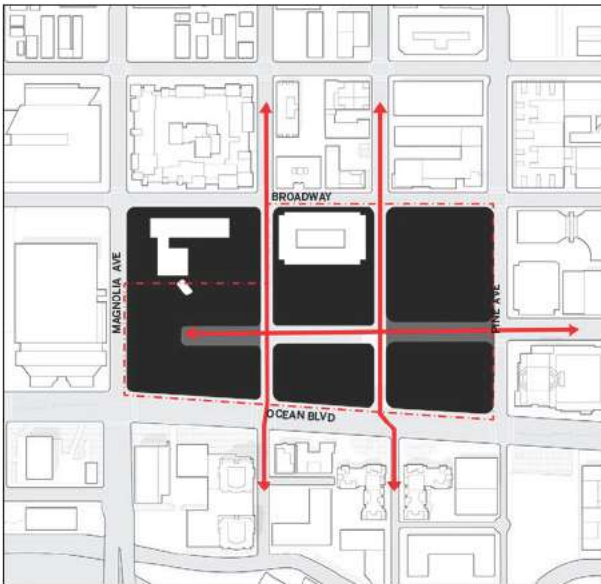




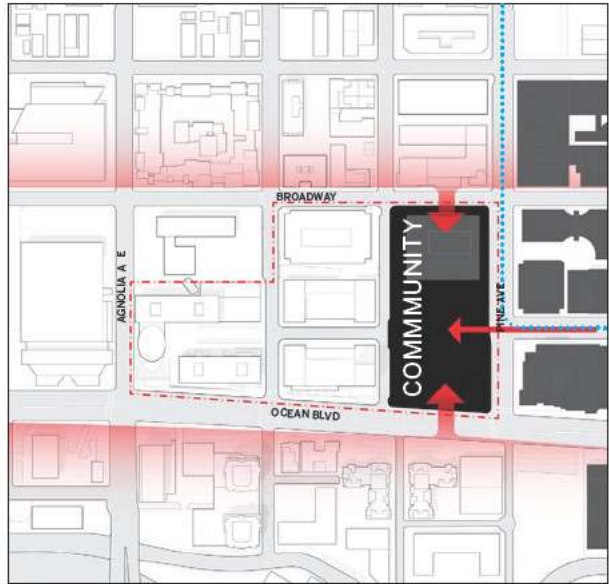
PREVIOUS MASTER PLAN



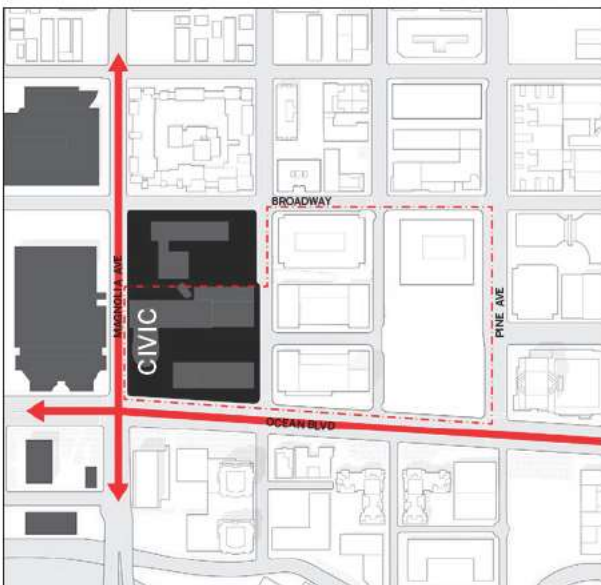
CONNECT THE NE GHBORHOODS



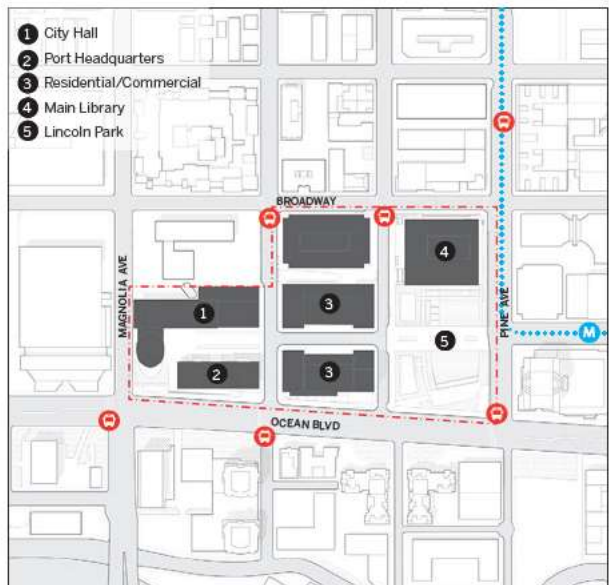
CONNECT THE SITE



ESTABLISH A LOCAL AND REGIONAL RESOURCE



CREATE A CIVIC DISTRICT



PROPOSED NEW MASTER PLAN

- 1 City Hall
- 2 Port Headquarters
- 3 Residential/Commercial
- 4 Main Library
- 5 Lincoln Park

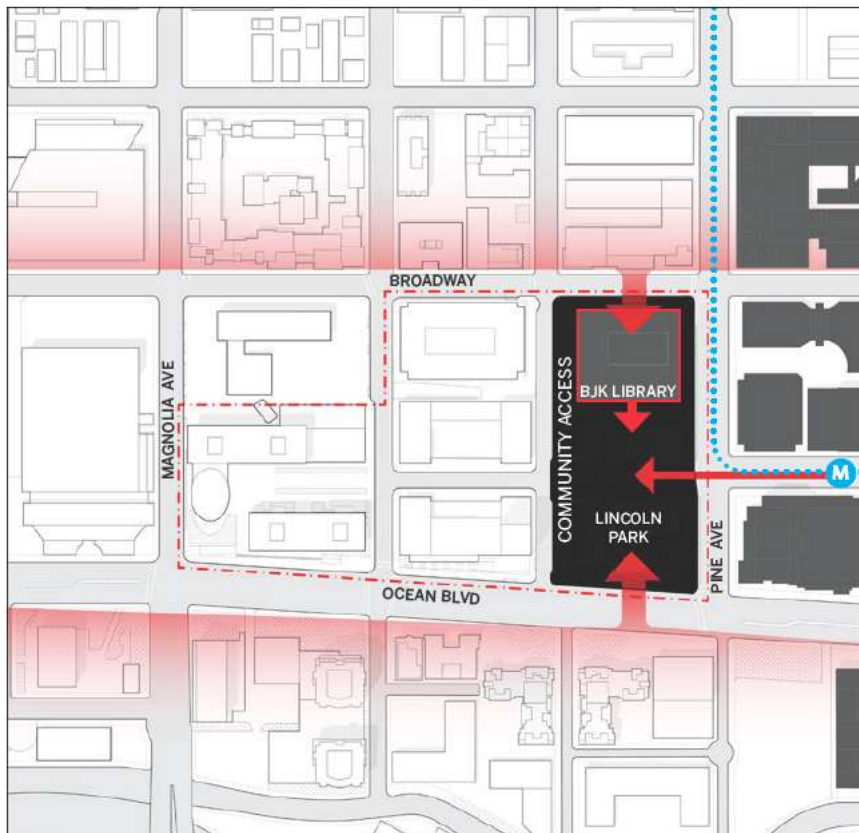




SOM in collaboration with GGN—lead landscape architect—redesigned, reimagined and reinvigorated Long Beach's historic Lincoln Park. Located within the heart of downtown, the recently completed park has a rich history but required repurposing, renovation, and strategic programming to encourage greater use by a wider cross-section of Long Beach's citizens.



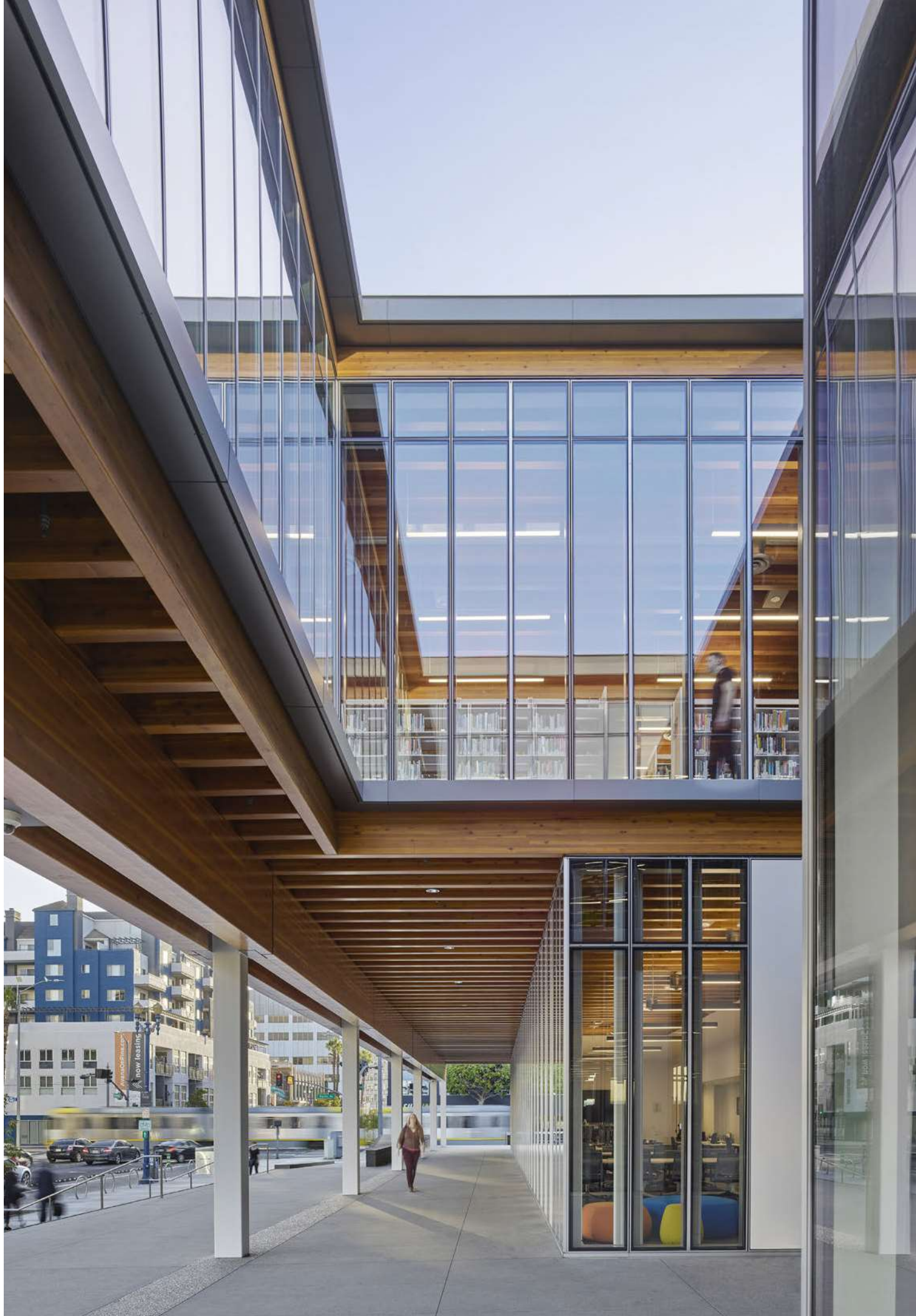




The library establishes a local and regional civic resource, which is immediately adjacent to the recently re-established Lincoln Park. It is situated atop an existing concrete parking garage and is slightly raised onto a podium at the intersection of two major city thoroughfares with busy pedestrian sidewalks. The Los Angeles Metro Blue rail line also borders the property, offering public transportation connectivity and access. The intended positioning of the building not only promotes civic importance, but also heightens visibility, enhances accessibility and invites visitors inside.

The building incorporates two main points of entry—from the street to the north and from the park to the south—activating the library's lobby into a link through the building and into the park.







The Billie Jean King Main Library is positioned at the northeast corner of the city's new Civic Center. Adjacent to the historic Lincoln Park, the library connects the city's past and present while providing valuable municipal and community services.





**LIBRARY COMPLETION  
2019**

**PROJECT AREA  
93,500ft<sup>2</sup>**

**SUSTAINABILITY  
LEED Platinum**

In the heart of downtown Long Beach, California, the library facilitates over a thousand daily visitors and presents a variety of amenities and activities that foster community connection, learning and creative collaboration. The building provides a welcoming and flexible environment, with interior space organized user accessibility and staff efficiency. The library offers a variety of spaces to serve the diverse population of Long Beach, including group study rooms, independent study areas, and a technology-driven “makerspace” that features a learning lab and 3D printers. Additionally, an independently operated community center with meeting rooms and programs is available for public use.

Timber construction is a key component of a holistic approach to sustainable design. The building is one of the few in Southern California that utilizes a heavy timber structural system, composed of renewable timber reinforced with steel and concrete where needed. Each material is employed in a hybrid system to optimize its respective structural properties.

By using timber, a lightweight material, the library could be built atop the existing structure of an underground concrete parking garage. Saving most of the concrete structure allowed the design team to significantly cut down on material waste. The design reduces embodied carbon by 61 percent, compared with erecting a new parking garage and a conventional concrete building.

A range of sustainable design strategies have contributed to the library’s LEED Platinum certification. The building features rooftop photovoltaic cells, controlled air ventilation systems, and extensive glazing to maximize daylight, with architectural overhangs for solar protection. MEP and fire safety systems were left uncovered to feature the timber structure.



# Hollywood Park Specific Plan and Site Development

Inglewood, California

AIRFIELD REDEVELOPMENT

BROWNFIELD REDEVELOPMENT

EXPERIENCE IN SOCIAL

Hollywood Park, a new mixed-use community, is envisioned as a compact, walkable neighborhood where many elements are brought together to create an environment where residents can live, shop, play and easily access the Westside of Los Angeles. Hollywood Park is located in the City of Inglewood, east of the 405 Freeway and north of the 105 Freeway, within the Centinela Valley and the South Bay region.







DESIGN COMPLETION  
**Under Construction**

PROJECT STAFF  
**Studio-MLA**

PROJECT SITE AREA  
**238 acres**

The Specific Plan area is located two miles east of LAX and several blocks southeast of downtown Inglewood. It is a place where the traditional assets of the Inglewood suburban setting are complemented with an increased range of lifestyle choices made possible by a retail/entertainment center, superior public parks and range of housing options, all within comfortable walking distance.

This plan provides the land use framework for the redevelopment of the 238-acre Hollywood Park site with a mix of parks, retail, housing, entertainment, gaming, hotel and civic uses. Five land use designations will create a vibrant mixed-use community: Open Space, Mixed-Use, Residential, Commercial and Recreation and Civic. The development will be a highly amenitized community with over 25 acres of parks and open space. The central Lake Park offers a wide variety of recreational opportunities. The Arroyo Park connects the Lake Park to the Bluff Park, provides recreational opportunities and helps to clean stormwater prior to entering the Lake Park. The Bluff Park provides the majority of active recreation opportunities for the Specific Plan area, including a 2.5-acre aquatics and tennis club for Hollywood Park residents. Champion Park is envisioned as a passive park intended to provide residents with ample places to sit, eat, play games and escape the stresses of urban life.



QUALIFICATIONS

# SOFI Stadium & Lake Park at Hollywood Park

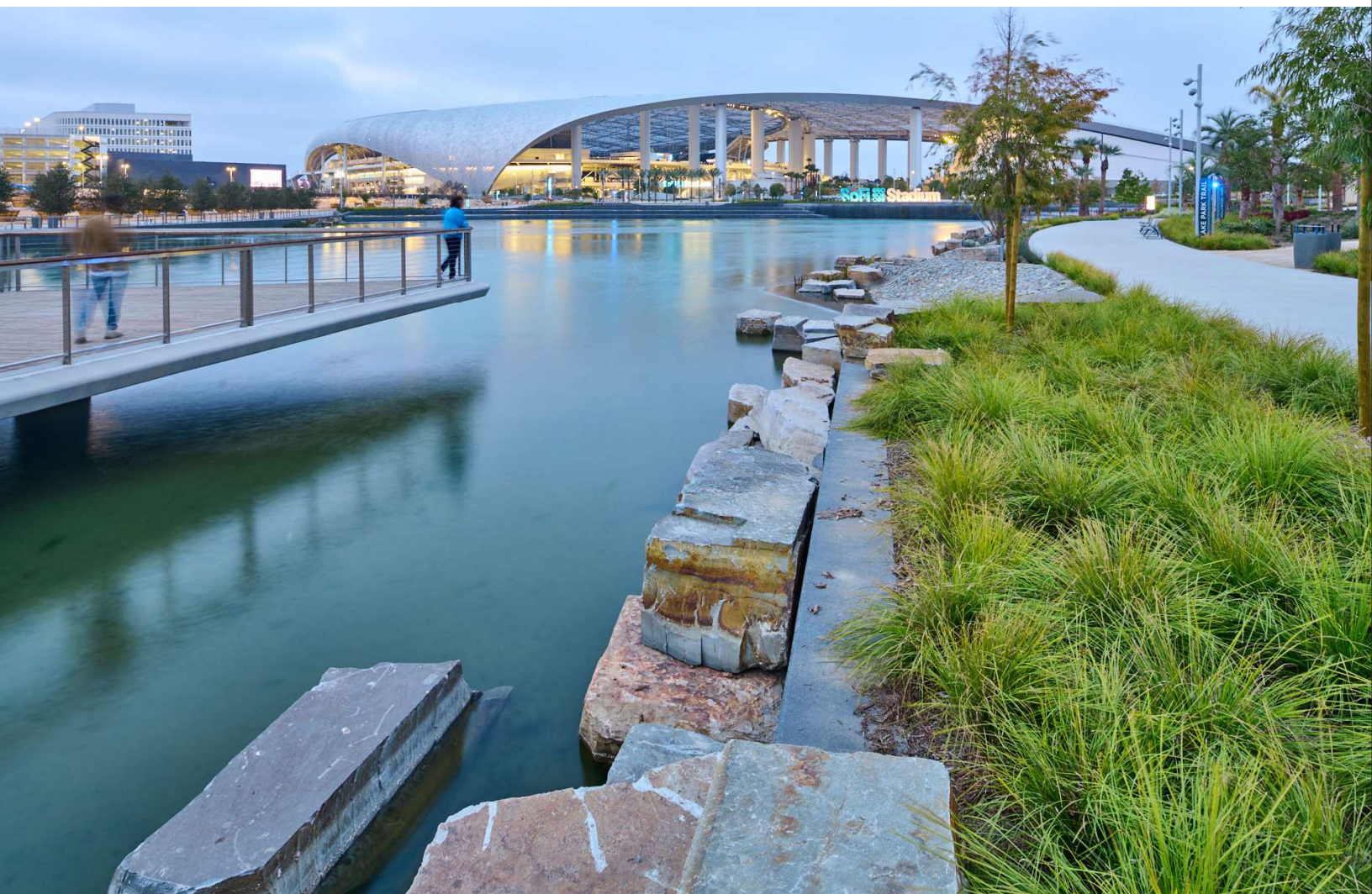
Inglewood, California

AIRFIELD REDEVELOPMENT

BROWNFIELD REDEVELOPMENT

EXPERIENCE IN SOCIAL

Formerly a decommissioned racetrack in a city anxiously in need of neighborhood parks, SoFi Stadium is the first phase to open in the 300-acre Hollywood Park sports and entertainment district, SoFi Stadium is the development's centerpiece and the new home of the Los Angeles Rams and Los Angeles Chargers.







**DESIGN COMPLETION  
2021**

**PROJECT STAFF  
Studio-MLA**

**PROJECT SITE AREA  
62 acres**

Wrapped by 25-acres of engaging public plazas and open spaces including Lake Park—a signature 12-acre green open space with a new, 6-acre lake for water retention and recycling—SoFi’s landscape is designed to mutually benefit public well-being and social values while supporting new green infrastructure, climate resiliency, habitat and biodiversity. Hailed as “revolutionary” by the Los Angeles Times for its porous, public character, SoFi Stadium breaks the paradigm of stadium design by capitalizing on Southern California’s warm climate, moving many activities that would typically be inside to the outdoors for use by the community when the stadium is not in use.

The landscape spaces around SoFi Stadium are designed for experience, ecosystems, and water. When the development is complete, visitors will be able to engage with 25 acres of open space featuring walking paths, plazas, seating, and gathering areas. The planting program parallels a botanical garden in its show of biodiversity. Employing the Mediterranean biome’s wide arrays of plantings and shrubs suited to hot, dry summers and frost-free winters, the project includes highly diverse, low-maintenance plant ecologies with 5,000 trees, including desert Palm and Joshua trees, sycamores found along arroyos, and mountain evergreens.

The project includes Lake Park, a 6-acre constructed lake that collects all stormwater runoff, filtering pollutants through natural wetlands for site irrigation. The novel water recycling system also serves as a community amenity, inspired by the original racetrack’s water feature, and reaffirmed by wide community support as a much-desired local landscape destination.



Stadiums can catalyze rejuvenation and capitalize on larger potential for their communities. Thanks to the vision of bold developers, they have become an extension of public realm and culturally connect within the communities that they are built. SoFi Stadium and the adjacent Lake Park are hailed as “revolutionary” by the Los Angeles Times and designed to be a true community amenity for the people of Inglewood and the region.



LAKE PARK





## ENVIRONMENTAL IMPACT & RESILIENCE

**Planting:** Arranged in various microclimate zones around the stadium park, this rich, biodiverse habitat serves regional hawks, warblers, monarch butterflies, honeybees, and hundreds of other species along with shrubs, groundcovers, wetlands, and meadows.

**Water:** SoFi Stadium's parks and open spaces are performative landscape features collecting, treating, and reusing about 75% of total stormwater through rolling arroyos, bioswales, underground cisterns, and the artificial lake. It is the first such lake to successfully mix stormwater with reclaimed water, and the first of its kind filtration system cleaning water before reuse.

**Materials:** Among numerous environmentally-conscious furnishings and materials used in the project's design and construction, the concrete at the site uses a special granite aggregate imported by ship from British Columbia. Cement is responsible for 90% of the embodied carbon of all concrete, so this cement reduction achieves significant embodied carbon reductions for the site's cement, even when the aggregate's transportation emissions are included.





# Taylor Yard G2 River Park

Los Angeles, California

EXPERIENCE IN SOCIAL

BROWNFIELD REDEVELOPMENT

The Taylor Yard G2 River Park project is a major step toward revitalization of the Los Angeles River. The transformation of this 42-acre, river-adjacent site will create habitat restoration, support environmental cleanup and sustainability, and open more than 1 mile of direct riverfront access to local communities.





DESIGN COMPLETION  
**In Progress**

PROJECT STAFF  
**WSP**

PROJECT SITE AREA  
**42 acres**

WSP led this project, with a focus of identifying preferred concepts for further design and construction. The conceptual designs were generated in partnership with key technical subconsultants on this team who are providing specialized analyses. This integrated, stakeholder approach to management and development of the project was key to WSP's overall approach to project execution.

The project included environmental and geotechnical site assessments, community stakeholder engagement, and the development of an Implementation Plan/Pre-Design Report that will include concepts for both interim and long-term uses of the site. WSP conducted a comprehensive Phase II investigation at the Taylor Yard G2 site requiring a large and coordinated effort over several months. The results of WSP's investigation demonstrated that contamination was more widespread than was previously known. WSP used the new information on contaminant distribution to forecast potential remediation methods and develop cost estimates that were incorporated into the predesign document for the site.

The project was highly visible to the local community, which was sensitive to the impacts and benefits of redevelopment. In response to community concerns, WSP evaluated various commercial dust suppressants and coordinated the Department of Toxic Substances Control's (DTSC's) approval for the use of Soil Sement®. WSP oversaw the annual application of Soil Sement® by its subconsultant while WSP staff conduct real-time dust monitoring. WSP has also coordinated the publication of community updates from the DTSC to ensure that the community is kept informed. The Taylor Yard G2 River Park Project is a major step towards revitalization of the Los Angeles River. WSP's environmental team demonstrated the importance of understanding environmental constraints for future design of the site.



# Santa Monica Business Park

Santa Monica, California

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.





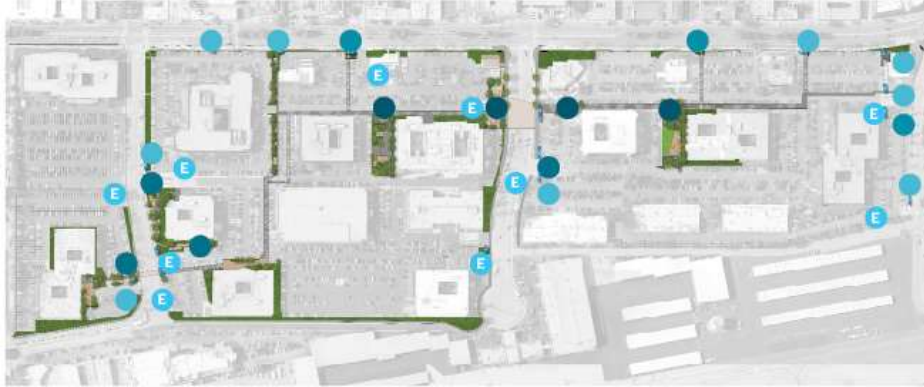
## CREATING A WALKABLE BUSINESS DISTRICT

A NETWORK OF QUALITY PARKS  
AND 1.3 MILES OF SITE CONNECTIONS



## KIT OF PARTS

SHADE STRUCTURES AND ENTRANCE MARKERS IDENTIFY THE DISTRICT



**EAST PARK**  
PROVIDE EVENT & GATHERING SPACES



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



**X PARK**  
EMBRACE EXISTING PEDESTRIAN & FOOD ACTIV-

DESIGN COMPLETION  
**In Progress**

PROJECT STAFF  
**Studio-MLA**

PROJECT SITE AREA  
**45 acres**

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.



# The Glen

Glenview, Illinois

AIRFIELD REDEVELOPMENT

BROWNFIELD REDEVELOPMENT

The Glen is located on the former site of the Glenview Naval Air Station. Its master plan includes the development of 1,100 acres into residential, office, industrial, and retail facilities, as well as the preservation of natural areas and the creation of a great park.





DESIGN COMPLETION  
**1998**

CONSTRUCTION COMPLETION  
**2010**

PROJECT STAFF  
**Doug Voigt, Urban Designer**  
**Peter Kindel, Urban Designer**

PROJECT SITE AREA  
**1,100 acres**

The key goals of the plan included a clarified vision of quality for the site's use, a set of defined development principles, a sustainable physical plan that is both fiscally responsible and marketable, and a set of design guidelines for specific uses. The master plan called for the creation of a town center, walkable neighborhoods that surround and support the center, a connecting system of streets, linked open spaces that include both a prairie golf course and a great park, and a flexible plan that maintains a controlled direction for future growth.

The plan's residential guidelines emphasized neighborhoods that are no longer than a 10-minute walk from either end. Each neighborhood is made up of a local residential street system that would connect to the adjoining neighborhoods. Each neighborhood also incorporates a small public open space at its center, providing a natural amenity within a 5-minute walk from any house in the area.





Today, the central park and the civic spaces are bustling with energy.









QUALIFICATIONS

# Baldwin Park

Orlando, Florida

AIRFIELD REDEVELOPMENT

BROWNFIELD REDEVELOPMENT

Baldwin Park is located on the site of the former Orlando Naval Training Center, which was closed due to BRAC in 1995. The Baldwin Park Master Plan aims to enable the citizens of Orlando to realize their vision of a beautiful, sustainable, and livable neighborhood.







DESIGN COMPLETION  
**1998**

CONSTRUCTION COMPLETION  
**2010**

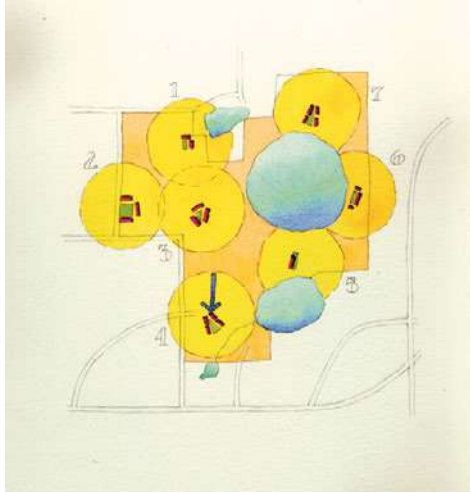
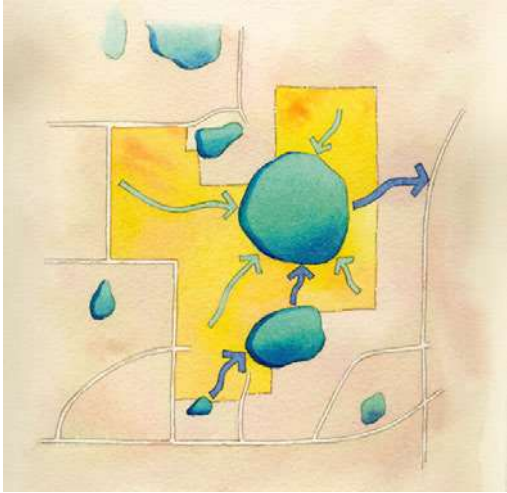
PROJECT STAFF  
**Doug Voigt, Urban Designer**

PROJECT SITE AREA  
**1,100 acres**

This conversion project was an opportunity to redefine a major in-town site as well as create a model for Orlando's future. The plan created a place that reflects traditional neighborhood planning principles and integrates the new community with the surrounding neighborhoods.

In order to build a sustainable community, the plan reflects a mature understanding of the local environment. Natural systems such as the lake system and watershed are viewed in their entirety, rather than as a series of isolated or fragmented features. The plan also promotes a balanced transportation system that provides freedom of choice and efficient use of energy. Emphasis is given to pleasant, non-polluting means of travel such as cycling and walking. A mix of rich land uses and residential densities supports a variety of lifestyle choices and needs, fostering active and lively neighborhoods while respecting the desire for peace and privacy.









The community plan provides a harmonious balance between open space, mixed-use centers, and residential living options, spanning from apartment to single-family homes, addressing the much needed "missing-middle".





# Millennium Park Master Plan

BROWNFIELD REDEVELOPMENT

Chicago, Illinois



Constructed above a warren of bus lanes, parking garages, and a rail yard, the 17-acre Millennium Park can be considered the world's largest roof garden. Completed in 2002, the project revitalized a blighted downtown site and marked the completion of Daniel Burnham's 100-year vision for the area.





SOM designed the park's master plan, which recalls Beaux Arts-style public spaces through its central promenade, great lawn, and monumental limestone peristyle. At the same time, many of Millennium Park's features—Frank Gehry's stainless-steel bandshell, Jaume Plensa's interactive video installation and fountain, and Anish Kapoor's captivating Cloud Gate sculpture—create a decidedly contemporary feel.

SOM's comprehensive plan also addressed pragmatic concerns. Below the great lawn, two new levels of parking were built, bus stops were added, and rail stations were renovated and expanded. These three systems of transit converge in an efficient, multi-modal center that has reduced traffic congestion.





CLIENT  
**Chicago Department of Transportation**

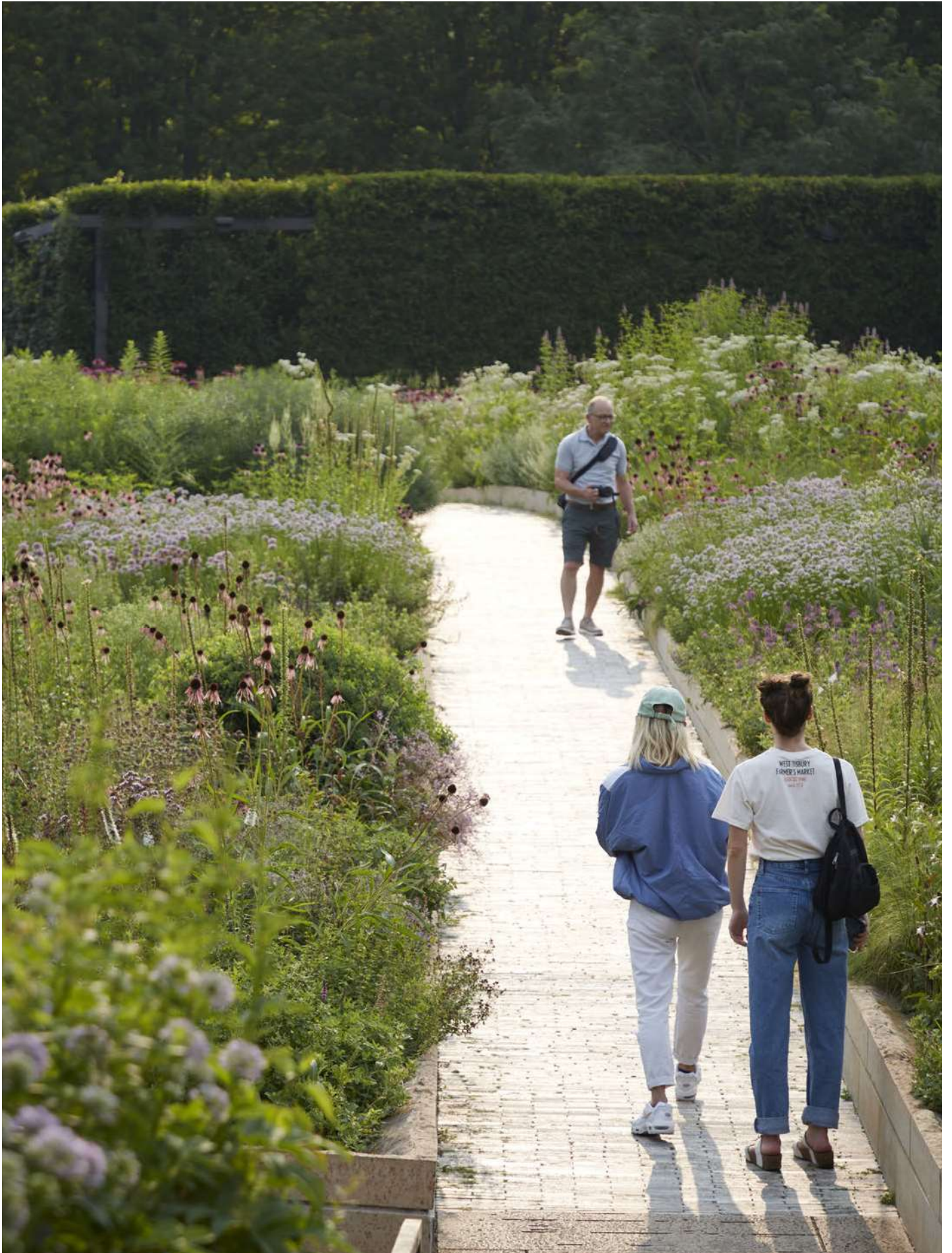
SERVICES  
**Planning, Architecture, Civil, MEP and  
Structural Engineering**

COMPLETION  
**2002**

PROJECT AREA  
**17 acres**

PROJECT STAFF  
**Doug Voigt, Design Partner  
Peter Kindle, Design Principal**







# The Point Master Plan

Draper, Utah

The point is a unique, once-in-a-generation opportunity to convert the 700-acre site of a closing state penitentiary facility, into a master planning project that will prototype a new kind of sustainable innovation community that showcases a breathtaking mountain setting and resonates authentically with Utah's unique future-focused spirit.







## DESIGN COMPLETION

**2021. Ongoing Advisor Role**

## PROJECT STAFF

**Doug Voigt, Design Partner**  
**Peter Kindel, Lead Urban Designer**  
**Ziyi Chen, Urban Designer**  
**WSP**

## PROJECT SITE AREA

**600 acres**

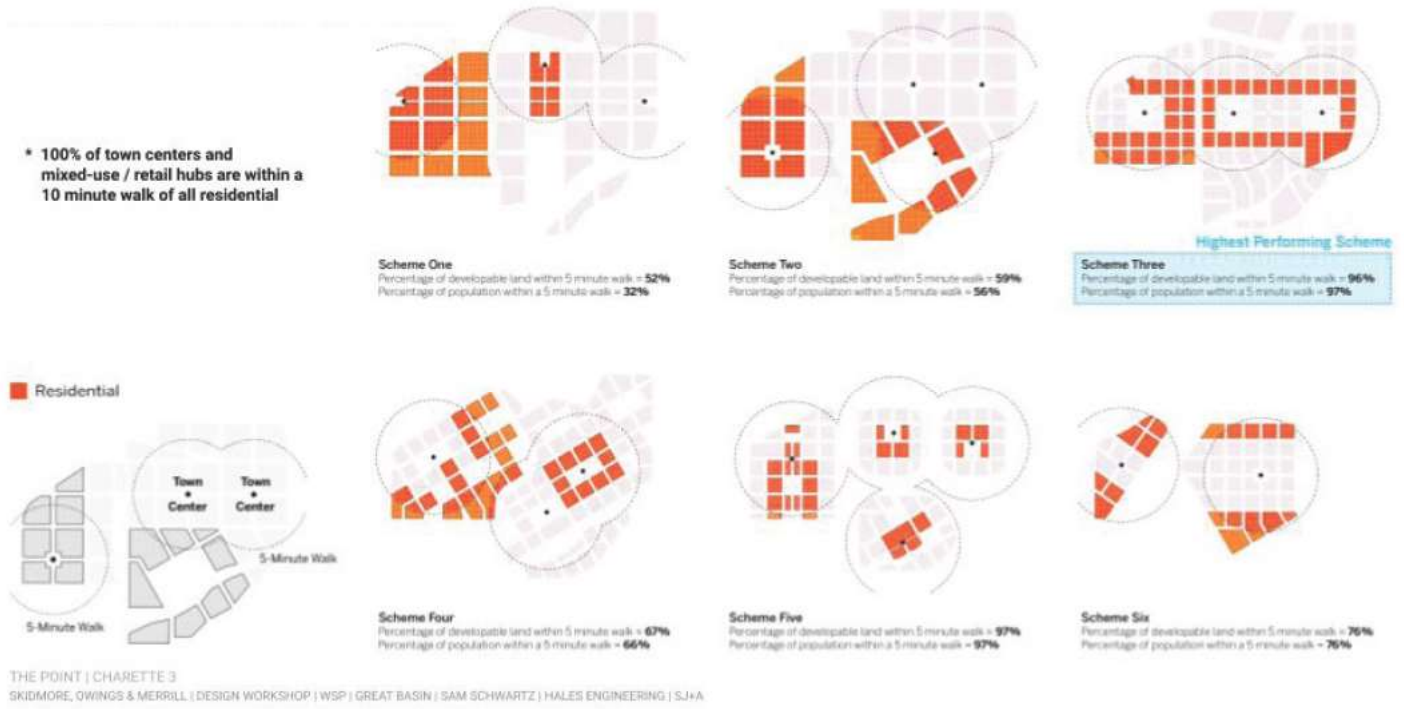
The Point Master Plan weaves housing, office, retail, and amenities into a sustainable pedestrian-focused community fabric wrapped around green spaces with linkages to the surrounding natural environment. SOM is developing the master plan for this 600-acre state-owned property between Salt Lake City and Provo, which will serve as a focal point for the possible development of 20,000 acres on the Salt Lake/Utah county line. The plan envisions a collection of distinctive and compact transit-connected neighborhoods where everything a person needs is within a 15-minute walk.

The plan strives to create a locally loved and globally respected place with an environmentally attuned lifestyle that attracts world-class talent and leading companies. Central to the effort is leveraging environmental and social sustainability to establish the conditions that allow innovation and businesses to thrive. The Point presents a unique opportunity to design the sustainable city of tomorrow.



## The Power of Analytics:

SOM's collective experience has identified key elements that are essential in the creation of districts for innovation and healthy lifestyles. SOM is driven to develop new research around computation, data analytics and fabrication in the design realm. We enable a rigorous, data-driven design process, encompassing analysis of many types of variables and iterative design techniques to inform decision-making. Currently, we are working on several generative design platforms, from Design Space Exploration, to collaborating with Autodesk on Structural Design platforms.



## Health & Wellness KPIs

28%

of Site Area for Ecological Preservation and/or Restoration

100%

of Residents within walking 5-minute distance of Retail Services and Open Spaces

1.22

Net FAR (Floor to Area Ratio)







# Treasure Island Master Plan

San Francisco, California

AIRFIELD REDEVELOPMENT

BROWNFIELD REDEVELOPMENT

SOM has created a bold new vision for Treasure Island, a 393-acre manmade island, formerly a Naval Air Facility. Upon completion, the area will boast a diverse community with access to unprecedented open space, resource-conserving technologies, and a robust network of transportation options.





DESIGN COMPLETION  
**2006**

PROJECT STAFF  
**Joo Cho, Senior Urban Designer**

PROJECT SITE AREA  
**393 acres**

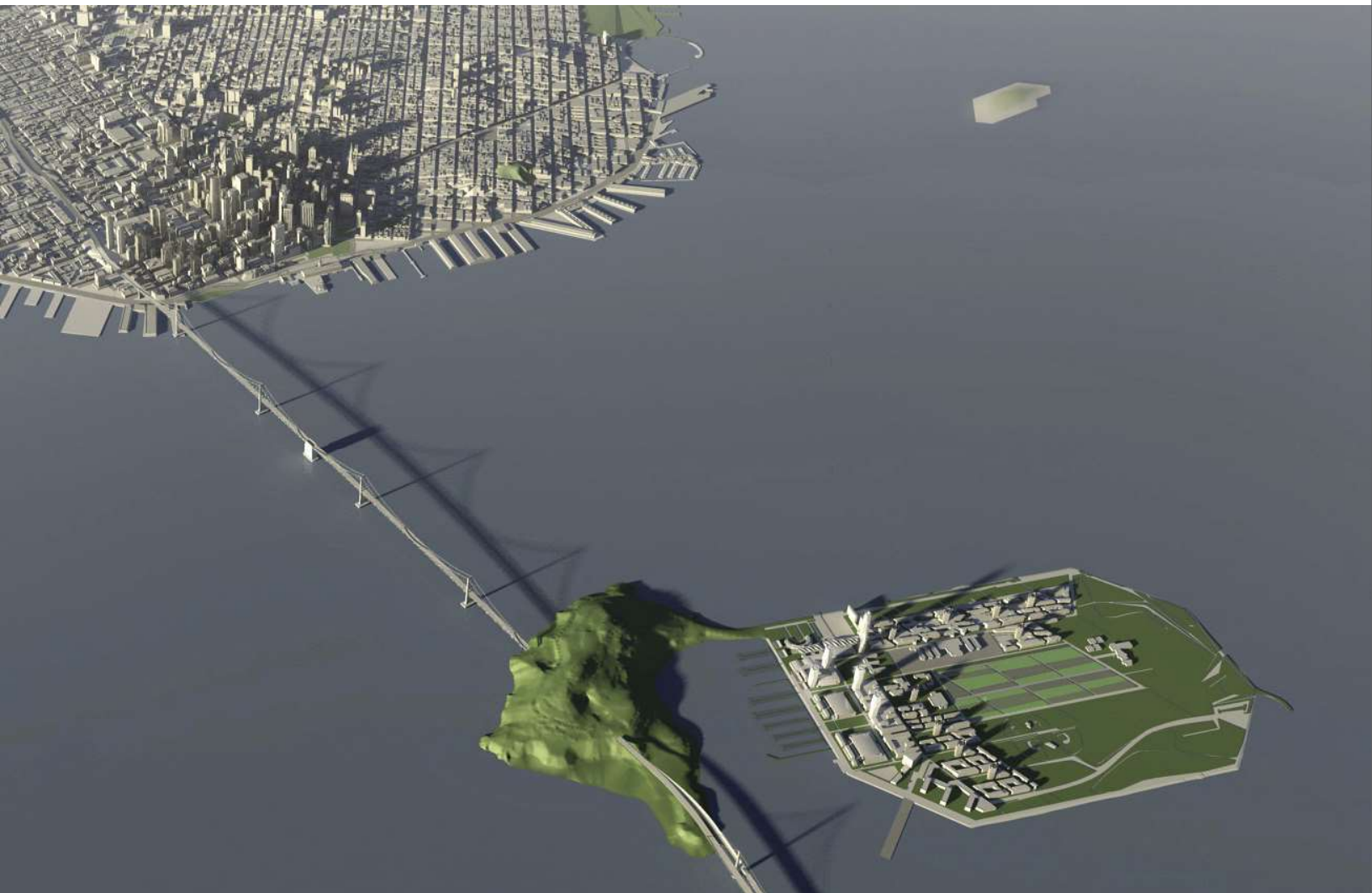
Treasure Island is a 393-acre man-made island adjacent to Yerba Buena Island in the heart of San Francisco Bay. SOM created a master plan for the island, which sets a vision for a socially and economically diverse community, supported by close-knit neighborhoods, open space, resource-saving technology, and a transport network.

SOM's vision for Treasure Island drew on sustainable principles and the powerful appeal of island life, as well as celebrating the breathtaking downtown views and maintaining a sense of connection with San Francisco. The design proposes three compact neighborhoods centered around a mixed-use hub and ferry terminal. These are all set within the 275-acre Great Park. The organization of fine-grained, interconnected neighborhoods encourages walking, bicycling and the use of public transit to help reduce traffic and fuel consumption.

Sustainable strategies built into the plan include: solid waste diversion (residential waste composted and used in organic farms), a new generation of wind turbines in the landscape, and hydraulic systems that utilize grey water, maximize reuse and decrease dependence on San Francisco. Green building practices will also include rooftop designs that incorporate solar generation. Together, the plan envisages a 60 percent reduction in carbon emissions per person per year.

The Treasure Island master plan regenerates the social, economic and natural environment through the design of urban space, architecture and landscape. It represents San Francisco's best opportunity to accommodate growth in a way that presents a minimal ecological footprint.







**Health & Wellness KPIs**

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37%

of Site Area for Ecological Preservation and/or Restoration

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25%

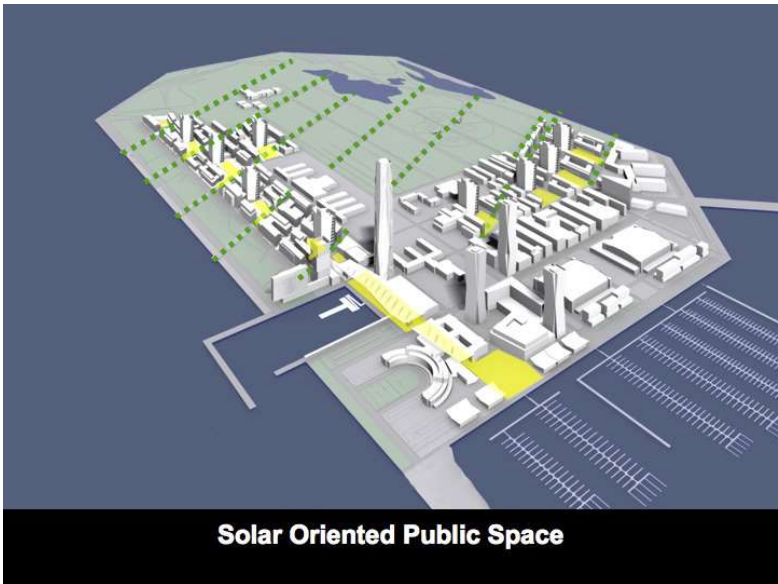
Affordable Housing




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100%

Recycled water and/or rainwater to meet % of non-potable demands



Treasure Island is destined to be one of the most sustainable developments in the world. Being able to design the entire island from the ground up avoided compromise when implementing sustainable principles. The fundamental island grid is based in sustainability, streets are oriented North/South so sun can penetrate the residential developments and light the neighborhood parks. The buildings are positioned and sculpted to calm the constant wind off the bay and catch sunlight on southern elevations. Among the more visible aspects of the islands sustainable design are the photovoltaics integrated into the design of the buildings and a new generation of wind turbines placed artfully in the landscape.







# Concord Naval Base

Concord, California

AIRFIELD REDEVELOPMENT

BROWNFIELD REDEVELOPMENT

COMPLETION  
**2019**

SITE AREA  
**2,327 acres**

OPEN SPACE AREA  
**879 acres**

RESIDENTIAL UNITS  
**13,000**

NON-RESIDENTIAL DEVELOPMENTS  
**8.4m ft<sup>2</sup>**

FAR FOR TOTAL  
PROJECT AREA  
**0.25**

PROJECT STAFF  
**Peter Kindel, Lead Urban Designer**

Concord Base Redevelopment creates a world-class, modern and sustainable development that is intrinsically linked to its place: the land and ecology of this unique Northern California environment.

SOM led the redesign of three districts within the Concord Base Redevelopment project, with the intention of creating a greater sense of place and connection to the site and community. This included a reconsideration of block dimensions, vertical development and other urban design concepts. SOM also consulted on the overall transportation networks for the project and assisted in the redesign of the open space system to reflect key site attributes.

The master plan will embody the best of 21st-century urbanism: human-scaled streets that provide multiple mobility options, appropriately-scaled blocks that promote walkability, and parks and open spaces that connect people to the land. The incorporation of community farms will further strengthen this connection to the land and provide a unique identity for the project. The plan features 13,000 homes, including apartments and single-family units, and sets aside more than 6 million square feet for commercial space, and another 2.3 million square feet for an academic campus. This project represents an opportunity to define the next chapter of Concord's history.





The master plan will embody the best of 21st-century urbanism: human-scaled streets that provide multiple mobility options, appropriately-scaled blocks that promote walkability, and parks and open spaces that connect people to the land.















## QUALIFICATIONS

### **DOUGLAS VOIGT, AIA, AICP**

Urban Design and Planning Partner



#### **Education**

Master of Architecture, University of Wisconsin, Milwaukee, 1995

Bachelor of Science, Architectural Studies, University of Wisconsin, Milwaukee, 1993  
Certificate in Urban Planning, University of Wisconsin, Milwaukee, 1993

#### **Professional Registration**

American Institute of Certified Planners  
Registered Architect in New York and Illinois

#### **Professional Affiliations**

Urban Land Institute, Associate  
Society of College and University Planning (SCUP), Member  
American Planning Association, Member

Since joining SOM in 1995, Doug Voigt has focused on complex urban plans and architectural projects. Through his leadership as Urban Planning and Design Partner, he is interested in the capacity of design to build community and connect people to one another. Voigt's work is distinguished by a passionate appreciation for each project's unique challenges and the need for a comprehensive and innovative response. Over the last two decades, he has been able to unite disparate stakeholders under a cohesive vision, transforming abstract ideas into physical realities.

Doug has brought his expertise to large scale, complex and neighborhood projects for public and private sectors for more than two decades. He draws on TOD experience in Chicago, nationally and internationally. He is experienced in leading large-scale and complex projects, and has expertise in organizing all workstreams into a single project vision and direction.

## Select Projects

### **The Point Master Plan Draper, Utah**

SOM is developing the master plan for this 600-acre state-owned property between Salt Lake City and Provo, which will serve as the catalyst for a major new tech district for the Wasatch Front. The plan proposes dynamic and distinctive transit-connected neighborhoods and will unify housing, office, retail, and supporting amenities into a sustainable pedestrian-focused community. The plan includes an ecologically integrated park system with linkages to the surrounding regional open space assets.

### **Millennium Park Master Plan Chicago, Illinois**

Master planning for a 16.5 acre performance park, including a stage house, artistic support spaces, a public park and a multi-modal transit facility.

### **The Glen Redevelopment Glenview, Illinois**

Airbase conversion. Master planning and design to develop guidelines for building a livable, mixed-use neighborhood from naval air station facilities on 1,100 acres.

### **Baldwin Park - Orlando Naval Training Center Redevelopment Orlando, Florida**

Master planning and design guidelines for a new livable, mixed-use community on former 1,100-acre naval base training center, 2001

### **Los Angeles River Restoration Los Angeles, California**

Urban design, master planning and sustainable design competition to reconnect Los Angeles to the 32-mile riverfront, 2006

### **Barangaroo Central Sydney, Australia**

Urban design and master planning for the transformation of a 22 hectare vacant industrial harbor site on the high-visibility western edge of Sydney's signature bay. The evolving design for this strategic waterfront location combines civic, educational and recreational uses with spaces for living, work and leisure, 2020

### **Lincoln Yards Chicago, Illinois**

Master Planning and architecture services for 55 acres of land which will connect Lincoln Park to Bucktown, two of Chicago's most vibrant urban environments. As the city's dynamic river-centered innovation and lifestyle cluster, Lincoln Yards will provide Chicagoans a mixed-use destination that integrates office, shopping, dining, entertainment, residential and hospitality development, 2020

### **Detroit East Riverfront Framework Plan Detroit, Michigan**

A framework plan for Detroit's East Riverfront District, a 2 mile long, 450 acre area east of downtown. The project explores the infrastructural and economic underpinnings for the site, and frames a strategy for future development through targeted City and philanthropic investments linked to transit corridor and bike improvements, 2018

Doug works with communities to capture their uniqueness and desires, and designs real, grounded visions that respond to the highest aspirations.

**University of California, Merced  
2020 Expansion  
Merced, California**

The 2020 Project is an expansion of the existing UC Merced campus to support a population of 10,000 students by the year 2020. The project comprises the comprehensive development—including master planning, design, construction, financing, operation and maintenance—of creative, mixed-use buildings; open space; infrastructure; landscape; and recreational amenities organized in a compact fabric that supports a walkable environment, 2017

**UC San Diego Marshall and Sixth  
College  
Neighborhood Planning Study  
La Jolla, California**

Anchored by a distinct visual identity, the Marshall and Sixth College Neighborhood Plan will create a strong framework for future growth for the college. The plan layers educational and recreational spaces, interspersed with green and public spaces, organized intuitively to emphasize ease of use for students and visitors alike, 2016

**Bronzeville Lakefront (Michael Reese  
Hospital Redevelopment)  
Chicago, Illinois**

Working with a developer and the City of Chicago, SOM is providing property redevelopment, master planning, urban design and entitlement services to create a long-term vision for the 49-acre mixed-use redevelopment of the former Michael Reese Hospital, Ongoing

**Hopewell Neighborhood Redevelopment  
Plan (Formerly the Bloomington  
Hospital)  
Bloomington, Indiana**

The team, with the City of Bloomington, its community and private developers, looked at the former IU Health Campus site and provides recommendations for a new open, and welcoming to all new neighborhood that weaves with the city through a linear central green gateway, 2020

**Fort Belvoir, Comprehensive Military  
Master Planning  
Fort Belvoir, Virginia**

Architectural, engineering and master development services for a six-year indefinite delivery contract. Planning for the realignment and construction of

approximately 6,000,000 sf of space as well as transportation systems and supporting infrastructure, 2011

**305 South Congress Avenue  
Austin, Texas**

Master plan for prominent South Congress site on Austin's Lady Bird Lake. The plan calls for 3.5 million square feet of new mixed-use amenities, including space for tech-led office, hotel, retail, entertainment and public uses. The plan envisions a new waterfront park and enhanced trails and integration with Austin's Project Connect transit plan, Ongoing

**Nashville Riverfront Development  
Nashville, Tennessee**

Located three miles north of downtown, at the highest point of the Cumberland River's north bend, SOM is working to transform a 65-acre site into a \$2.6 billion mixed-use neighborhood featuring vast public parks and community gardens overlooked by residential, commercial and retail spaces, Ongoing

**Lakeside Master Plan  
Chicago, Illinois**

For the redevelopment of 573-acre abandoned and cleared industrial site on Chicago's south lakefront into a mixed use district incorporating residential, commercial, retail and entertainment uses, infrastructure and open space improvements, 2015

**Panama Government City Master Plan  
Panama City, Panama**

Transformation of a former US military airfield, located in the city center, into a 58-hectare, mixed-use district including a government center, a central plaza, and a residential neighborhood, all linked to a new metro station, 2011

**Kunming Wujiaaba New City Center  
Kunming, China**

Master plan for the expansive site of Kunming Wujiaaba, formerly an airport near the heart of the city. The plan envisions a mixed-use, highly walkable district laced with greenbelts and waterways and centered on a grand central park. From a dense commercial zone to compact, distinctive mixed-use neighborhoods, the new district will include a wide range of cultural, civic, retail, and residential offerings, 2016



## QUALIFICATIONS

### **PETER J. KINDEL, AIA, RIBA, ASLA, LEED GA**

Urban Design + Planning Principal



#### **Education**

University of Pennsylvania Graduate School of Fine Arts, Master of Architecture (M. Arch.)  
University of Pennsylvania Graduate School of Fine Arts, Master of City Planning (M.C.P.)  
Michigan State University, Bachelor of Landscape Architecture (B. L.A.)

#### **Professional Registrations & Memberships**

Registered Architect: Illinois, New York  
LEED Green Associate  
Member, American Institute of Architects (AIA)  
Member, Royal Institute of British Architects (RIBA)  
Member, American Society of Landscape Architects (ASLA)  
Associate Member, Urban Land Institute  
Member, Congress for New Urbanism  
Member, American Planning Association  
Member, Lambda Alpha Development Economics Society

#### **Civic Affiliations**

Chair; Chicago Parks and Open Space Advisory Committee; 2010  
Committee Member; Mayors Parks and Open Space Advisory Committee; 2008-2009  
Board Member; Friends of Downtown; Chicago, IL; 2006-2010  
Jury Member; Chicago Parkway Competition; 2010  
Vice-Chair; Congress for New Urbanism- Illinois Chapter; 2006-2009  
Board Member; Parkways Foundation; Chicago, IL; 2002-2004  
Member, Greater North Michigan Avenue Association Urban Design Committee, 2007  
Advisor; Friends of the Parks; Chicago, IL; "Last Four Miles" Lakefront Project, 2006  
Advisor; Openlands Project; Chicago IL; Yunnan Initiative; Yunnan, China, 2003

Peter J. Kindel is a California-based architect, urbanist and landscape architect focused on the design of cities and their complementary relationship to transportation and environmental systems. He specializes in large-scale mixed-use projects for public, private, and institutional clients, and his interdisciplinary work includes city planning, commercial master plans, academic planning, new communities, public infrastructure, and open space systems.

Currently the Director of SOM's City Design Practice for western North America, Peter is focused on the unique issues facing that region. His projects at SOM include a National Plan for the Kingdom of Bahrain, Chicago's Millennium Park, China's Chongming Island Master Plan among other notable efforts. Originally based in Chicago, Kindel subsequently established SOM's City Design Practice studio in Hong Kong, undertaking numerous projects throughout China, Australia, and Southeast Asia.

With this global experience, Peter offers clients an international perspective for their design challenges. His work is best represented by the concept of sustainable urbanism, which blends infrastructure, natural systems, and architectural design into compelling development solutions that address both client needs and issues of global urbanization.

#### **Select Projects**

##### **The Point Master Plan**

###### **Draper, Utah**

SOM is developing the master plan for this 600-acre state-owned property between Salt Lake City and Provo, which will serve as the catalyst for a major new tech district for the Wasatch Front. The plan proposes dynamic and distinctive transit-connected neighborhoods and will unify housing, office, retail, and supporting amenities into a sustainable pedestrian-focused community. The plan includes an ecologically integrated park system with linkages to the surrounding regional open space assets.

##### **Millennium Park Master Plan**

###### **Chicago, Illinois**

Master planning for a 16.5 acre performance park, including a stage house, artistic support spaces, a public park and a multi-modal transit facility.

##### **The Glen Redevelopment**

###### **Glenview, Illinois**

Airbase conversion. Master planning and design to develop guidelines for building a livable, mixed-use neighborhood from naval air station facilities on 1,100 acres.

##### **Concord Reuse Project**

###### **Concord, California**

SOM led the redesign of three districts within the Concord Base Redevelopment project, with the intention of creating a greater sense of place and connection to the site and community. This included a reconsideration of block dimensions, vertical development and other urban design concepts. SOM also consulted on the overall transportation networks for the project and assisted in the redesign of the open space system to reflect key site attributes.

##### **Redevelopment Master Plan**

###### **Santa Ana, California**

Working with a major west-coast developer, SOM prepared two mixed-use development options for a 40-acre suburban redevelopment site. The plan proposes over 3,000 units of housing, 100,000 sf of commercial development, and a dynamic new public park that unifies the development. This proposal illustrates the redevelopment potential of underutilized suburban commercial sites through California and the Western US.

##### **Point Molate Master Plan**

###### **Richmond, California**

SOM created a dynamic mixed-use district within the 300-acre Point Molate development site. The project includes mixed-use, mixed-income, multi-generational, multicultural, and sustainable building options to preserve industrial history while accommodating 250,000 sf of new development.

Peter specializes in large-scale projects and their complementary relationship to environmental and transportation systems.

**Compton Artesia Specific Plan  
Compton, California**

SOM's transit-oriented development Specific Plan, entitled "Compton Hub City", creates a vision for future development and other public improvements within the Blue Line Artesia Station area of Compton, California. Utilizing SOM's proprietary Health Topography Tool, the goal of the project is to catalyze a transit-oriented community by designing an accessible, safe, and vibrant mixed-use cultural and entertainment district.

**Santa Monica Mountains North Area  
Development Guidelines**

**Los Angeles County, California**

At the request of the County of Los Angeles, SOM prepared development and fire mitigation guidelines for the Santa Monica Mountains North Area, an ecologically sensitive area that is prone to wildfire. SOM looked at both development standards and ecological guidelines for the urban-wildland interface, the areas in California most prone to wildfire impacts.

**Lancaster Eco-Industrial Development  
Lancaster, California**

This project proposes a new type of industrial development which connects waste recycling, product manufacturing and job creation in a closed-loop system. The project also considers the desert environment in which it is sited, accommodating drainage corridors and preserving key desert habitat.

**South San Francisco Bay Master Plan  
San Francisco, California**

As a speculative assessment of development potential in the southern portion of San Francisco Bay, SOM analyzed potential sea-level rise and existing infrastructure. With these two parameters as the defining attributes of future available land, the plan proposed new development patterns for cities along the Bay edge.

**El Origen Revitalization Plan  
Puebla, Mexico**

850-hectare revitalization plan within a UNESCO Heritage Site. SOM's master plan for Puebla's San Francisco district transforms the area, which today suffers from high levels of vacancy and derelict structures, into a dynamic, robust economic hub while staying true to its strong historic identity. 2022

**Cook Cove  
Sydney, Australia**

SOM is master planning a 36-hectare mixed-use waterfront district in Sydney, restoring native ecological systems and creating a sustainable transit-based new neighborhood. The project includes over 5,000 apartments, a retail high street, F&B village, school, community center and a sports and recreation complex featuring five multi-purpose sports fields.

**Hong Kong New Town Master Plan  
Hong Kong, Hong Kong**

SOM led the planning for a 21st century new town for Hong Kong. Utilizing principles of biomorphic urbanism, which state that ecological restoration and the needs of people should be the basis for the planning of new cities, the master plan creates new urban hubs on land that is designed to maintain and strengthen ecological systems.

**The Hong Kong Water Line Project  
Hong Kong, China**

As a pro-bono project for the betterment of Hong Kong, SOM created a proposal for a recreational trail encircling the entirety of Hong Kong Island. The trail links together existing pathways and roads into the longest circumferential urban waterfront trail in the world. In addition, SOM proposed simultaneously creating marine conservation areas adjacent to the trail, to connect Hong Kong residents to their waterfront ecosystems.



**TANNAR WHITNEY, AIA, LEED AP**  
Associate Principal / Project Manager



**Education**

Master of Architecture, Columbia University  
Bachelor of Arts, Economics and History,  
University of California, Berkeley

**Professional Registration**

Registered Architect: California, New York  
National Council of Architectural Registration  
Boards (NCARB) Certified  
LEED Accredited Professional

**Professional Affiliations**

Member, American Institute of Architects (AIA)  
Zone Director, AIA International Region, 2016-2017  
President & Executive Committee Member,  
AIA Middle East Chapter, 2015  
Vice President & Executive Committee Member,  
AIA Middle East Chapter, 2014  
Treasurer & Executive Committee Member,  
AIA Middle East Chapter, 2013

Tannar is an Associate Director in SOM's Los Angeles studio with significant experience on large scale mixed-use and civic projects both in the domestic United States and internationally. He has held a leadership role in guiding projects from early concept through final design, maintaining the design intent through to detail execution. In 2010, Tannar moved to the UAE to manage the Sheikh Khalifa Medical City project and was instrumental in growing SOM's Middle East practice, working on a range of project types in the UAE, KSA, Kuwait, and Bahrain. For five years, Tannar managed clients and monitored project progress from SOM's office in Abu Dhabi, traveling regionally to facilitate coordination with local partners and ensure project delivery.

Before developing expertise in the Middle East market, Tannar was a Technical Coordinator for the expansion of JFK International Airport Terminal 4 in New York and on the core design team from pre-concept to tender for Mt. Sinai Center for Medicine in New York City. Earlier in his tenure with SOM he was an integral part of the design leadership for super-tall and mixed-use developments in the Asia Pacific region; most notably SOM's Digital Media City Tower in Seoul, Korea.

**Select Projects**

**Pen Factory / Awesomeness  
Santa Monica, California**

This LEED Gold adaptive reuse project transforms a long-abandoned assembly-line manufacturing facility into 210,000 sf of multi-tenant creative workplace. Inspired by the spirit of Southern California and the site's location in one of Santa Monica's most active creative-office communities, the renovation design promotes a casual, open, and flexible work environment for innovative companies.

**7000 Romaine Street  
Los Angeles, California**

Concept design and feasibility study for the adaptive reuse of Howard Hughes' historic Multicolor Ltd. color film production, processing and administration facility, built in 1930, into a mixed-use complex consisting of office,

hotel and commercial retail components. The project site is located in a newly active and redeveloped neighborhood of Los Angeles that features creative office space, galleries, retail and dining.

**Wells Fargo Center Renovation  
Los Angeles, California**

Due to the extensive growth and revitalization of Downtown Los Angeles, SOM is re-imagining the Wells Fargo Center, originally completed by the firm in 1983, as a 21st century urban office development inhabited by a wide spectrum of institutions from corporate to creative. The renovation of the site and amenity building creates a porous and active, sunrise to sunset destination with alternative workspaces and the latest premium food and beverage establishments.

**LMU School of Film and Television  
Undergraduate Building  
Los Angeles, California**

24,000 sf new undergraduate building for LMU's School of Film & Television located on the University's campus. The 4-story classroom building also features production and post-production space, a theater and is designed for flexibility and student collaboration.

**LMU School of Film and Television  
Los Angeles, California**

50,000 sf of new classrooms, production and post-production facilities and administrative offices for LMU's School of Film & Television. Relocated off-campus at the Brickyard in Playa Vista, the space is envisioned as an organized network of learning environments and seeks to strengthen LMU's relationship to Silicon Beach by providing a hub purposed to create synergy between students, faculty, visitors and industry leaders alike.

**LMU College of Communication and  
Fine Arts Master Plan  
Los Angeles, California**

LMU's College of Communication and Fine Arts (CFA) department is expanding in order to meet the demands of their highly reputable theatre arts, dance, and music academic programs. SOM's master plan for the expansion includes 27,900 sf of renovated space allocation in multiple buildings along the campus's Alumni

Tannar has held a leadership role in guiding projects from early concept through final design, maintaining the design intent through to detail execution.

Mall and a new 17,400 sf Performing Arts Pavilion. A new pedestrian bridge will connect the pavilion to the existing buildings facilitating greater circulation amongst the CFA staff and students.

**La Jolla Commons - Phase III  
San Diego, California**

The third phase of a campus master plan that includes a 223,900-square-foot office tower. The structure of the tower is designed to accommodate “knockout panels” in the structural deck allowing tenants the flexibility to have double heights spaces or interconnecting floors. The ground level plaza functions as the new heart of the campus with two amenity pavilion buildings, an open air lobby and café, and a sunken landscaped gathering area.

**Los Angeles Sidewalk and Transit Amenities Program  
Los Angeles, California**

Design concept for LA's next generation of transit shelters, which are a state of the art system that benefits Angeleno riders and the city at large. Inspired by California Modernism, the design is simple and iconic and can be scaled up or down to meet any specific site conditions. It can be customized with color, graphics and/or art to address a community 's interests or voice. The transit shelters prioritize shade, safety, and the comfort of all users. The kit-of-parts system offers a wide variety of amenities, utilizes clean energy when possible and focuses on inclusivity.

**Memorial Sloan Kettering Mortimer B. Zuckerman Research Center  
New York, New York**

Architectural design for a new 697,000 sf research building, including wet bench research, dry bench research and vivarium. Master plan and zoning study for long-term campus development.

**Mount Sinai Hess Center for Science and Medicine  
New York, New York**

Master planning study and architectural design for a translational research building that integrates clinical and basic science research with an ambulatory care cancer center. The 423,000 sf program combines a Center for Translational and Molecular Imaging and a Cancer Center

with a Basic Science Research space, which incorporates wet bench research, animal facilities and dry bench, computer-supported research.

**250 West 55th Street  
New York, New York**

Architectural design for a 682,000 sf mixed-use tower including office and retail facilities with a community center.

**600 Washington Street  
Mixed-Use Development  
Boston, Massachusetts**

Architectural design for a high-rise mixed-use tower with office, residential and retail facilities.

**SAMA Headquarters  
Riyadh, Saudi Arabia**

550,000 sf interior renovation of an existing building designed by Minoru Yamasaki in 1975. The project includes complete building modernization of all interior finishes, engineering distribution systems and replacement of existing exterior glazing, and accommodates population increase from 756 to 1,700 staff. The interiors introduce “wellbeing” design principles into the space planning and operations of the renovated facility with special program areas.

**Jeddah Mixed-Use Development  
Jeddah, Saudi Arabia**

Architecture and master planning services for a series of three towers along the Jeddah waterfront, activating the site with mixed-use residential, hotel and commercial office space.

**Al Mafraq Concept Master Plan  
Abu Dhabi, United Arab Emirates**

The Master plan for Al Mafraq Health Community creates a flexible, integrated framework for SEHA, the Abu Dhabi Health Services Company, to accommodate critical healthcare and research needs. This 297,000 sm campus will provide a wide range of healthcare-related facilities. The design is based on an efficient and flexible grid system that is informed by the building typologies that will dominate the campus.



## QUALIFICATIONS

### **JOO CHO, AICP, LEED GA**

Urban Design + Planning,  
Associate Principal



Joo Im Cho, AICP, LEED Green Associate, is a senior urban designer whose work includes both local and international large scale projects with a focus on sustainable and efficient transformation and utilization. Her projects are notable for fusing contextual sensitivity with innovative land use and design.

Joo is an active member of SPUR (San Francisco Bay Area Planning and Urban Research Association), where she is leading the research and applicability of a new long-range planning model to reinvent the American suburban model of the 1950's into an equitable, accessible and affordable growth model.

### **Select Projects**

#### **Berryessa BART Urban Village Plan San José, California**

The City of San José's dramatic transformation from a vehicular oriented community to a walkable, transit-oriented and mixed-use urban model is the focus of the San José Urban Villages program. Urban Villages are areas selected to accommodate growth in housing, employment use, and support the General Plan's environmental goals. The Berryessa BART Urban Village Master Plan will serve as one of the implementing mechanisms for City policy charted by the City of San José's Envision 2040 General Plan.

#### **Diridon Station Area Plan San José, California**

The Diridon Station Area Plan provides the conceptual framework to guide the long-term development of this 166-acre area on the west side of downtown San José. The Plan establishes the character of land uses and intensity; transit and transportation infrastructure; community facilities and public amenities; standards for design and development; and strategies for implementation. The Plan provides a "strategy" for district development, acting as a guidebook for public sector decision-making and establishing parameters

#### **North First Street Urban Village Plan San José, California**

As one of the San José Urban Villages, the North 1st Street Local Transit Village follows the Transit-Oriented Development

and Smart Growth principles outlined by the Envision San José 2040 General Plan. The plan transforms North 1st Street into a well-connected, mixed-use and high-density corridor with not only new residential and commercial uses, but also amenities and open spaces for the local community.

#### **San Jose Water Pollution Control Plant San Jose, California**

The WPCP establishes a new benchmark of sustainable planning for the San Francisco South Bay that transforms surplus water pollution control plant lands into an integrated system of bay, wetland, salt marsh, grass land in addition to high value areas for economic development while preserving the plant's ability to accomplish its operational goals. The campus-like configuration of future development includes a public-private Institute focused on research and development of the Clean-Tech industry.

#### **Encinal Terminal Master Plan Alameda, California**

A conceptual master plan to transform a 31-acre industrial site into a mixed-use residential area along Alameda's Northern Waterfront. The design creates a vibrant commercial heart with a new residential neighborhood which introduces new ideas for urban waterfront living in the city.

#### **San Diego C Street Corridor Study San Diego, California**

Update of master plan to accommodate increasing demands on both residential and commercial spaces, as well incorporate other drivers of change such as Petco Park, the new baseball stadium, and future civic and cultural waterfront developments. Plan includes zoning and development control.

#### **SPUR San José Research Initiative: Alum Rock 20-minute Neighborhood Framework San José, California**

Historically marginalized community in East San José, the SOM & SPUR proposes a livable and connected neighborhood with a 20-minute walking or biking community priority amenities, more affordable housing and long term policy recommendation.

### **Education**

Master of Architecture in Urban Design,  
Harvard University  
Master of Architecture, Hanyang University, Korea  
Bachelor of Engineering in Architecture,  
Kyungwon University, Korea

### **Professional Qualifications**

American Institute of Certified Planners (AICP)  
LEED® Green Associate

### **Professional Affiliations**

American Planning Association

**ZIYI CHEN**

Urban Design + Planning,  
Senior Designer



**Education**

The University, of Hong Kong, Master of Urban Design  
Zhejiang University, Bachelor of Architecture

**Professional Affiliations**

American Planning Association

Ziyi Chen is a Hong Kong-based architect and urban designer focused on the design of cities and their complementary relationship to environmental systems across China, southeast and Pan Pacific.

Ziyi offers clients an international perspective for their design challenges. Her work is represented by the concept of sustainable urbanism, which blends infrastructure, natural systems, and architectural design into compelling development solutions that address both client needs and issues of global urbanization. Ziyi has been honored with several awards from National Planning Institute and HKIUD among other organizations.

**Select Projects**

**The Point Master Plan  
Draper, Utah**

SOM is developing the master plan for this 600-acre state-owned property between Salt Lake City and Provo, which will serve as the catalyst for a major new tech district for the Wasatch Front. The plan proposes dynamic and distinctive transit-connected neighborhoods and will unify housing, office, retail, and supporting amenities into a sustainable pedestrian-focused community. The plan includes an ecologically integrated park system with linkages to the surrounding regional open space assets.

**SyRES Mountain View  
Mountain View, CA**

Master planning for a mixed use development on 16 acre site in Mountain View. 2022

**Cook Cove  
Sydney, Australia**

SOM is master planning a 36-hectare mixed-use waterfront district in Sydney, restoring native ecological systems and creating a sustainable transit-based new neighborhood. The project includes over 5,000 apartments, a retail high street, F&B village, school, community center and a sports and recreation complex featuring five multi-purpose sports fields.

**Oppo Binhai Campus  
Dongguan, China**

The new OPPO Campus is located in Dongguan Binhai New district. it will be a global destination for visitors and employees of OPPO and Little Genius alike to celebrate technology and its positive impact on learning, working, and quality of life, with a flexible and well designed mixed use campus that adapts to future needs and a unique landscape setting with nature and amenity.

**Shenzhen Mawan Waterfront City  
Shenzhen, China**

The THREE PIERS Master Plan celebrates the port heritage, and ecological surroundings of Mawan to create a Waterfront City at the threshold of the Greater Bay.

**Binh Tien Resort  
Ninh Thuan, Vietnam**

Binh Tien Resort is designed to create a world class visitor experience. The resort sensitively conserves key site features such as the beach-front landscape, coastline, stream corridors and topography while providing new development that will contribute to the economic vitality of Cam Rahn system.

**2022 Asian Games Village  
Hangzhou, China**

Master Plan for 111-hectare 2022 Asian Games Village. The proposal embraces holistic urban design, landscape and architectural design concepts for a new era of sustainable development. Providing dramatic environment during the games and provide a legacy of lasting quality for the city.

**Hangzhou Yanlord Xiaoshan Medical  
Community  
Hangzhou, China**

19.4 ha site located on the southern bank of the Qianjiang River in Hangzhou. The project is positioned as the Core Area and northern gateway to the Xiaoshan Technology City, embracing holistic urban design, landscape and architectural design concepts for a new era of development.



## QUALIFICATIONS

### MIA LEHRER, FASLA

Role: Senior Design Director

Title: President



#### Education

Harvard University Graduate School of Design

Master of Landscape Architecture

Tufts University, Bachelor of Arts

#### Professional Affiliations

Los Angeles Parks Foundation Board,

2021-Present

Los Angeles Department of Water & Power

Commission, 2020-Present

Walton Family Foundation, Northwest Arkansas

Design Excellence Program, Selection

Committee, 2020-Present

USC GeoDesign Advisory Board, 2018-Present

SCDF Board Member, 2018-Present

City of Los Angeles, Zoning Advisory Committee,

2014-Present

Latino Urban Forum Board, 2006-Present

Los Angeles-San Salvador Sister City Committee,

2005-Present

Hollywood Design Review Committee,

2000-Present

Salvadoran-American Leadership Fund,

2000-Present

Hollywood Design Review Committee,

2000-Present

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 Projects

##### Orange County Great Park Master Plan, Irvine, California

The Comprehensive Master Plan for the Orange County Great Park outlines a vision for a new kind of park. Here, new ideas for social and environmental sustainability are investigated and tested, and the citizens of Orange County become key participants in imagining these new ideas to create a healthier and more sustainable future. The project site is located on the former Marine Corps Air Station at El Toro, which after being decommissioned in 1999, the City of Irvine was eager to reclaim the brownfield site and transform it into a regional park. The Master Plan proposed a vision to transform the former military site into a verdant landscape for a diversity of public uses including: TOD adjacent to the park, connection to public transit, a sports park with multiple recreation fields, a cultural terrace with a diversity of cultural institutions, a botanic garden, a daylighted stream, constructed wetlands, wildlife habitat corridors and community gardens, and a productive farm.

##### Hollywood Park Specific Plan & Site Development, Los Angeles, California

Hollywood Park, a new mixed-use community, is envisioned as a compact, walkable neighborhood where many elements are brought together to create an environment where residents can live, shop, play and easily access the Westside of Los Angeles. This plan provides the land use framework for the redevelopment of the 238-acre Hollywood Park site with a mix of parks, retail, housing, entertainment, gaming, hotel and civic uses. The development will be a highly amenitized community with over 25 acres of parks and open space.

##### SoFi Stadium & Lake Park at Hollywood Park Inglewood, CA

Formerly a decommissioned racetrack in a city anxiously in need of neighborhood parks, SoFi Stadium is the first phase to open in the 300-acre Hollywood Park sports and entertainment district, SoFi Stadium is the development's centerpiece and the new home of the Los Angeles Rams and Los Angeles Chargers. Wrapped by 25-acres of engaging public plazas and open spaces including Lake Park—a signature 12-acre green open space with a new, 6-acre lake for water retention and recycling—SoFi's landscape is designed to mutually benefit public well-being and social values while supporting new green infrastructure, climate resiliency, habitat and biodiversity.

##### Santa Monica Business Park Santa Monica, CA

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. 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. 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.

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.

**Santa Monica The Village  
Santa Monica, California**

Studio-MLA provided landscape design services for the 325 unit mixed-use development located in the heart of the Santa Monica Civic Center on Ocean Avenue. Easily accessible to the Expo Metro line, Santa Monica Pier, and across the street from Tongva Park, the Village is comprised of affordable apartments, live-work units, luxury condominiums, retail, and restaurants. The landscape is designed as a sequence of public and private spaces and integrates three new mixed-use buildings into the existing urban fabric.

**Ishihara Park  
Santa Monica, CA**

Ishihara Park is a linear community park named after George Ishihara, a local Santa Monica resident who fought in the Japanese American 442nd Regimental Combat Team during World War II. The 2.35-acre park (formerly a parking lot) is ¼ miles long and varies in width from 60 to 110 feet. Ishihara Park is composed as a “park in rooms” – a series of garden rooms, with the intent of creating a dynamic experience balanced with linear continuity. Each room is distinct in character yet links to adjacent rooms with continuous materials, creating a park both diverse and unified at the same time.

**Vista Hermosa Nature Park  
Los Angeles, California**

Studio-MLA worked closely with complex stakeholders including the Santa Monica Mountains Conservancy, Mountains Recreation and Conservation Authority, Los Angeles Unified School District, the local communities and City of Los Angeles officials. Community workshops shaped the park’s programming to include an informal grotto, an adventure play area, a system of trails, picnic areas, an open meadow, and sports field.

**Los Angeles Union Station (LAUS)  
Master Plan**

**Los Angeles, California**

As an integral member of the LAUS Master Planning team, Studio-MLA provided analysis, design, and urban design frameworks for open space, access/circulation, historic resources, and sustainability strategies for the future of Los Angeles Union Station. The Master Plan guides land use and development on the site, informed by a series of transit operations and private and/or public ground lease development, and offers a detailed implementation strategy that includes financing/governance options and a phasing strategy.

**Los Angeles Union Station (LAUS)  
Forecourt & Esplanade Improvements  
Los Angeles, California**

As a result of the LAUS Master Plan Open Space Framework, Studio-MLA continues to lead the planning and design for the transformative Forecourt and Esplanade improvements project to create meaningful open space and a more pedestrian and bike-oriented environment. The improvement project looks to transform the existing surface parking lot into a civic plaza, designed to host a variety of events as well as create a space that provides a respite for visitors and commuters passing through the station.

**First and Broadway Civic Center  
Los Angeles, California**

First & Broadway Civic Center Park (FAB Park) is a new two-acre public park in Downtown Los Angeles where art, food, and nature bring people together. Studio-MLA is the prime consultant for the park’s world-renowned design team including OMA and IDEO. The park includes a large event plaza, seating areas, a thick grove of native trees, and a restaurant pavilion to invite cultural exchange at all hours. The park will be a multi-functional public space to host a variety of cultural programs and bring a verdant everyday respite for local and international visitors.



## QUALIFICATIONS

### **BEN FELDMANN, PLA, WEDG, LEED AP**

Role: Planning & Urban Design Lead

Title: Principal



#### **Education**

University of California, Berkeley, Master of Urban Design

California Polytechnic State University, San Luis Obispo, Bachelor of Landscape Architecture

#### **Professional Registration**

California #5631

#### **Professional Affiliations**

AIA|LA Urban Design Professional Volunteer Review

American Society of Landscape Architects

City of Los Angeles, LA River

Landscape Architects Technical Committee, California

Los Angeles Business Council Award Jury & Organizing Committee

U.S. Green Building Council, LEED AP

Urban Land Institute, Technical Advisory Panel (TAP) 2000-Present

Salvadoran-American Leadership Fund, 2000-Present

US Fine Arts Commission, 2014-2018

Landscape Architecture Foundation Board, 2010-2017

Ben Feldmann is a landscape architect and urban designer with over twenty years experience who integrates ecologically sound, system-based thinking into his work. As a Principal at Studio-MLA, he spearheads many of the firm's public-realm oriented projects and provides oversight and leadership on design and planning in the studio.

Ben has both collaborated with multi-disciplinary teams for urban development and led the conceptual design for open space, streetscapes, and urban regeneration projects. More recently, Ben has led the planning and design for the improvements at Los Angeles Union Station for Metro, BRT Corridor and complete streets planning in East Los Angeles for City of Los Angeles, and provided master planning strategy, site planning, urban design and landscape architectural design for sites in conjunction with LAX Airport for Los Angeles Worldwide Airports (LAWA).

#### **Select Projects**

##### **Hollywood Park Specific Plan & Site Development, Los Angeles, California**

Hollywood Park, a new mixed-use community, is envisioned as a compact, walkable neighborhood where many elements are brought together to create an environment where residents can live, shop, play and easily access the Westside of Los Angeles. This plan provides the land use framework for the redevelopment of the 238-acre Hollywood Park site with a mix of parks, retail, housing, entertainment, gaming, hotel and civic uses. The development will be a highly amenitized community with over 25 acres of parks and open space.

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Ben, strives for resilient communities and urban regeneration, he seeks solutions with environmental synergies between built, social and natural spheres.

**Piggy Back Yard Conceptual Master Plan**

**Los Angeles, California**

(FoLAR) With the overarching goal to transform the City of Los Angeles for the betterment of ecology and community, the Piggyback Yard Conceptual Master Plan aims to regenerate an aging post-industrial site, triggering the transformation of the Los Angeles River as a vital corridor and gathering place. The project is the result of a collaboration between a consultant team working pro bono to propose a visionary solution to the challenges and opportunities posed by this important site. This ambitious plan for urban revitalization transforms the existing rail facility into a vital point for the LA River to flood while providing for over 80 acres of open space, mixed-use development along its edges.

**First and Broadway Civic Center Los Angeles, California**

First & Broadway Civic Center Park (FAB Park) is a new two-acre public park in Downtown Los Angeles where art, food, and nature bring people together. Studio-MLA is the prime consultant for the park's world-renowned design team including OMA and IDEO. The park includes a large event plaza, seating areas, a thick grove of native trees, and a restaurant pavilion to invite cultural exchange at all hours. The park will be a multi-functional public space to host a variety of cultural programs and bring a verdant everyday respite for local and international visitors.

**Audrey Irmias Pavilion, Wilshire Blvd Temple Los Angeles, California**

Wilshire Boulevard Temple will complete its campus with the iconic, multi-level Audrey Irmias Pavilion designed by OMA. The design of the site and landscape draws from the spatial volumes created from the pavilion, accentuates its relationship to the sanctuary, and call to nature. Inspired by the shared landscape typologies found within Israel and Southern California, Studio-MLA has carefully curated a series of unique spaces that enable the spatial condition, site materiality, and planting to highlight the shared ecologies - a call to celebrate the unique qualities of the Mediterranean region.

**Jordan Downs Public Housing Master Plan, Los Angeles, California**

With the goal of transforming the Jordan Downs Housing Project into a vibrant urban village, the Jordan Downs Community Based Redevelopment is the catalyst for the evolution of the Watts community. The ambitious project will create a sustainable, mixed-use, and mixed-income community including green development and encompassing all amenities that enable communities to thrive over the long term. Studio-MLA was responsible for the preparation of streetscape guidelines, park and, open space planning, as well as assisting in the development of site-wide sustainability strategies.

**LAX Consolidated Rent-A-Car Centre Los Angeles, California**

Working with the TransSystems team, Studio-MLA lead an effort with RAW International to create an Urban Context Analysis and conceptual master plan for a consolidated rental car facility (ConRAC) on behalf of the Los Angeles World Airports. The chosen 135 acre site is an area known as Manchester Square, a residential neighborhood originally planned in the 1940s and located within close proximity to LAX. Beyond residential use, the area includes a school, two hotels, and a few commercial and retail businesses on the periphery. The report analyzed the contextual relationships of the site, including regional and site scales. With the exception of the school, the analysis presumes that most of the existing on-site uses would be relocated or removed.



## QUALIFICATIONS

### **JAN DYER, PLA, ASLA**

Role: Principal-in-Charge

Title: Principal / Dir. of Infrastructure



#### **Education**

University of California, Los Angeles Extension,  
Professional Certificate, Landscape Architecture

#### **Professional Registration**

California #5623

#### **Professional Affiliations**

American Society of Landscape Architects  
Central City Association  
Los Angeles Business Council  
Society for Marketing Professional Services  
Theodore Payne Foundation  
Urban Land Institute

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.

Jan oversees watershed planning, civic master plans, park design and higher education projects, most recently for the Upper LA River and Tributaries Revitalization Master Plan, LA River Bikeway and Greenway Feasibility Study and Metro's Purple Line Westside Extension. Jan thrives on participating in strategic planning with all kinds of public and non-profit agencies.

## **Select Projects**

### **Los Angeles Union Station (LAUS) Master Plan**

#### **Los Angeles, California**

As an integral member of the LAUS Master Planning team, Studio-MLA provided analysis, design, and urban design frameworks for open space, access/circulation, historic resources, and sustainability strategies for the future of Los Angeles Union Station. The Master Plan guides land use and development on the site, informed by a series of transit operations and private and/or public ground lease development, and offers a detailed implementation strategy that includes financing/governance options and a phasing strategy.

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### **Taylor Yard G2 River Park Greater Los Angeles, California**

The 42-acre Taylor Yard G2 River Park Project has often been referred to as "The Crown Jewel" of the Los Angeles River revitalization. The G2 Parcel is one portion of the original 244-acre property, and is the last piece in the puzzle that will connect over 100 acres of open space along the LA River in the center of Los Angeles-the second largest metropolitan region in the country. Studio-MLA conducted meaningful, effective community engagement to inform our design process.

Jan follows an ‘advocacy by design’ model of practice – utilizing design and development as a powerful tool to catalyze ecological and social change with inclusivity and authenticity.

### **Upper LA River and Tributaries Revitalization Plan**

#### **Los Angeles County, California**

The Upper LA Rivers and Tributaries plan is a community-based plan that focuses on disadvantaged communities. Throughout the process, Studio-MLA actively listened to ideas and feedback. The approach consists of reaching out through neighborhood-based stakeholders, working with key project partners, community meetings, participatory planning and design efforts, and online resources. The Plan recommends more than 300 proposed opportunities and projects throughout numerous neighborhoods, with a priority on disadvantaged communities.

### **Los Angeles River Valley Bikeway Feasibility Study**

#### **Los Angeles, California**

In collaboration with Gruen Associates and Oyster Wu, Studio-MLA designed river-front trails, bikeways, greenways, pocket parks, habitat areas, and urban runoff treatment facilities along the Los Angeles River. This effort included design and documentation for the 12-mile effort to connect existing stretches of the LA River bikeway in the San Fernando Valley to create a continuous trail from Canoga Park to Elysian Valley.

### **Amgen Headquarters Thousand Oaks, California**

In collaboration with Johnson Fain, Studio-MLA created a Master Plan that established a common vocabulary for site elements on the evolving campus. The intent of the project was to transform a typical suburban office campus from an auto-centric series of surface parking lots and turf setbacks to a pedestrian-oriented campus environment.

### **Los Angeles Mission College Sylmar, California**

Los Angeles Mission College Campus from Master Planning through site-specific design. The Master Plan used a holistic approach to sustainability, increased pedestrian walkways and connections, and reduced the amount of area covered by surface parking. The Plan goals included improving campus legibility, wayfinding and effective stormwater management.

### **Third Street Corridor Specific Plan Los Angeles, California**

Transforming a 2.5 mile stretch of Third Street in East Los Angeles by utilizing form-based code, the East Los Angeles Transit Oriented District Specific Plan creates an integrated set of standards for future re-development and streetscape improvements. Working with Moule Polyzoïdes, Studio-MLA participated in an extensive community outreach effort with the goal of soliciting input about proposed mobility enhancements from the neighborhood residents who live in the vicinity of the Gold Line Extension. The scope of work for the plan included analyzing 3 existing Gold Line station locations and opportunities for retail, commercial and open space uses within a 10 minute walk of each station. A significant component of the project was to improve pedestrian, bicycle and vehicular access to the three stations as well as connections to other existing transit systems.

### **Westside Subway Extension Los Angeles, California**

From the current terminus at Wilshire/Western in Koreatown, the Purple Line Extension will extend westward for about nine miles with seven new stations. It will provide a high-capacity, high-speed, dependable alternative for those traveling to and from LA's "second downtown," including destinations such as Miracle Mile, Beverly Hills, Century City and Westwood. Studio-MLA is responsible for providing planting and irrigation design for focal areas of the site that include: the design of three MTA station plazas, seven median restorations and native street tree planting along Wilshire Blvd. The Purple Line Extension will feature a prominent bioswale that will capture, clean and infiltrate stormwater..



## QUALIFICATIONS

### **MICHAEL BENSON**

Role: Project Manager

Title: Senior Associate



#### **Education**

University of Maryland, Bachelor of Landscape Architecture

#### **Professional Affiliations**

Urban Land Institute

Programs Committee

Young Leaders Group Los Angeles

As a designer Michael, is passionate about the interplay between users and landscapes from large-scale institutions and parks to neighborhood streetscapes. He 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. Michael's work on international projects and with renowned design firms has given him the ability to skillfully manage complex landscape projects.

#### **Select Projects**

##### **Santa Monica Business Park Santa Monica, CA**

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. 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. 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.

##### **Amgen Headquarters Thousand Oaks, California**

In collaboration with Johnson Fain, Studio-MLA created a Master Plan that established a common vocabulary for site elements on the evolving campus. The intent of the project was to transform a typical suburban office campus from an auto-centric series of surface parking lots and turf setbacks to a pedestrian-oriented campus environment.

##### **Lucas Museum of Narrative Art Los Angeles, California**

The landscape design concept is to anchor the Lucas Museum of Narrative Art in topography inspired by California's unique geomorphology and its diverse flora across the elevational transect. Creating an appropriate "atmosphere" for this iconic structure, and connecting it to its surrounding context, is the objective. The site design extends the Museum's mission as a barrier free museum to the outdoors, inviting people into an experiential and narrative landscape that draws inspiration from the collection and from California. The Museum and its landscape will offer a new destination and provide the community the opportunity to be a part of this unique space.

##### **Destination Crenshaw Los Angeles, California**

Destination Crenshaw will be a community-inspired, 1.1-mile-long, outdoor museum that runs along Crenshaw Blvd, at the new Crenshaw/LAX "K" Line in Hyde Park. The vision to create a living celebration of Black Los Angeles was prompted by the Metro's decision to bring the Crenshaw/LAX Line to street level from 48th Street to 60th Street. Studio-MLA is working with Perkins + Will, RAW International, and Gallagher & Associates to imagine the urban design, streetscape, and landscape for this groundbreaking project. The overall vision is to provide a collection of spaces along both sides of Crenshaw Boulevard that will envelop visitors and residents in community-driven public art

##### **Levi's Headquarters Revitalization San Francisco, California**

Levi's Plaza, like its denim, has withstood the test of time since being completed in 1982 during the post-modern era. Levi's Plaza proposed improvements honor the duality of the original design and preserve iconic features. The proposed design maintains the existing paving pattern, poured concrete accented with red brick, throughout the campus. The two existing fountains are celebrated with updated lighting and pruning the overgrown planting to open views and reveal the historic features.

## **ASTRID SYKES, PLA, ASLA**

Role: Lead Designer

Title: Senior Associate



### **Education**

University of California, Berkeley,

Master of Landscape Architecture,

School of Architecture, Paris Belleville, France,

Bachelor and Master of Architecture

### **Professional Registration**

California #6309

### **Awards/Competitions**

2020 West Hollywood Gateway Competition

2018 CA Association of Parks & Recreation,  
Ishihara Park

2014 US Green Build Council-LA,  
Sustainable Innovation Award

Astrid Sykes is a senior designer trained as an architect and licensed landscape architect. Her work expresses a commitment to bringing people together and the joy of the unexpected. She is driven to create memorable places through design.

Astrid teaches landscape architecture at USC and advocates for design as a Board Member of the LA Forum for Architecture and Urban Design. She is currently leading the design for Puerco Canyon Master Plan and several transit-oriented developments along the Expo Line.

### **Select Projects**

#### **Taylor Yard G2 River Park Greater Los Angeles, California**

The 42-acre Taylor Yard G2 River Park Project has often been referred to as “The Crown Jewel” of the Los Angeles River revitalization. The G2 Parcel is one portion of the original 244-acre property, and is the last piece in the puzzle that will connect over 100 acres of open space along the LA River in the center of Los Angeles—the second largest metropolitan region in the country. Studio-MLA conducted meaningful, effective community engagement to inform our design process.

#### **Ishihara Park Santa Monica, CA**

Ishihara Park is a linear community park named after George Ishihara, a local Santa Monica resident who fought in the Japanese American 442nd Regimental Combat Team during World War II. The 2.35-acre park (formerly a parking lot) is ¼ miles long and varies in width from 60 to 110 feet. Ishihara Park is composed as a “park in rooms” – a series of garden rooms, with the intent of creating a dynamic experience balanced with linear continuity. Each room is distinct in character yet links to adjacent rooms with continuous materials, creating a park both diverse and unified at the same time.

#### **Santa Monica The Village Santa Monica, California**

Studio-MLA provided landscape design services for the 325 unit mixed-use development located in the heart of the Santa Monica Civic Center on Ocean Avenue. Easily accessible to the Expo Metro line, Santa Monica Pier, and across the street from Tongva Park, the Village is comprised of affordable apartments, live-work units, luxury condominiums, retail, and restaurants. The landscape is designed as a sequence of public and private spaces and integrates three new mixed-use buildings into the existing urban fabric.

#### **Franklin Ivar Park Los Angeles, California**

In collaboration with the Mountains Recreation and Conservation Authority, Studio-MLA transformed a vacant and deteriorated site into a multiple-benefit natural park with an amphitheater, nature trails, adventure play area, interpretive elements to educate users about natural resources, picnic area, an art plaza for community gathering and interaction and stormwater management tactics such as bioswales. The park features all California-native drought-tolerant plants which provide habitat for local wildlife, shade, and oxygen and remove pollutants from the air to reduce the adverse impacts of global warming. This project also added much-needed park space to its Hollywood neighborhood in Los Angeles, a particularly park-poor part of the city.

#### **Los Angeles Federal Courthouse Los Angeles, California**

Studio-MLA developed the landscape design for the new 24-courtroom Federal Courthouse by SOM + Clark Construction in Downtown Los Angeles. The architecture contributes to the overall revival of the Los Angeles Civic Center, bridging the commercial district on Broadway with the civic district on Hill Street. The landscape design complements the formal elegance of the architectural design while highlighting the site’s steep topography.



## MANJEET RANU

Role: process design, & mobility planning  
Title:



### Education

MURP, Urban and Regional Planning, University of Colorado-Denver  
MPA, Public Administration, University of Colorado-Denver  
BA, Biology & Political Science, University of Colorado-Boulder

### Professional Registration

American Institute of Certified Planners  
American Planning Association  
Urban Land Institute: Full Member

Manjeet Ranu is a comprehensive planning practitioner, having practiced in six high-growth, economically significant states as a land use, transportation and environmental planner, with urban design expertise. He was an executive for three large urban transportation agencies in the Los Angeles, Salt Lake, and Atlanta regions. He also led community development for cities in the San Diego and Dallas regions. His transit experience involved leading and administering transportation planning, capital programs, Federal Transit Administration Capital Investment Grant program projects, National Environmental Policy Act and the California Environmental Quality Act. Areas of practice in land use include policy planning, master planning, development review, building safety, housing programs, preparing land use regulations, California Environmental Quality Act, and code enforcement. Manjeet's 20 years of experience in the public sector and six years in the private sector across different regions of the United States, along with years of community leadership, has given him keen strategic insights and creativity to advance highly complex initiatives to successful outcomes with broad support and equitable impact.

**Prior to joining WSP in 2023, Manjeet's experience included the following roles:**

### **Chief of Capital Programs Expansion, and Innovation, Metropolitan Atlanta Rapid Transit Authority, Atlanta, GA**

Manjeet led a team of approximately 300 people to execute a \$500 million annual planning, project development, design and delivery capital program to support expansion and state of good repair projects for Metropolitan Atlanta Rapid Transit Authority. Manjeet strategically guided federal discretionary funding pursuits, which the agency last undertook in the 1990s, to build capacity to calibrate and deliver the capital program in collaboration with regional partners. He led the entry of two expansion projects, each valued at over \$300 million, into the Federal Transit Administration's Capital Investment Grants program. Project work including the following:

- Campbellton Community Investment Corridor Bus Rapid Transit, Metropolitan Atlanta Rapid Transit Authority, 2021–2022
- Heavy Rail Station Rehabilitation and Modernization Program, Metropolitan Atlanta Rapid Transit Authority, 2021–2022
- Bus Network Redesign, Metropolitan Atlanta Rapid Transit Authority, 2021–2022

### **Director of Capital Development Utah Transit Authority, Salt Lake City, UT**

Manjeet led a reinvigorated five-year, \$2 billion capital program involving light rail, bus rapid, and commuter rail transit corridor projects. He managed the federal, state, and local grants programs and administered enterprise-wide program management services, design criteria, and facilities planning. Project work including the following:

- Point of the Mountain Bus Rapid Transit, Utah Transit Authority, 2020–2021
- Program Management Services, Utah Transit Authority, 2020–2021
- FrontRunner Forward Commuter Rail Program, Utah Transit Authority, 2020–2021



Manjeet brings experience managing all aspects of complex planning, from land use, transportation to environmental

**Interim Planning Director  
City of Denison, Dallas Region, Texas**

Manjeet created processes and procedures to effectively manage significant development. He created a workflow platform to manage the development review process and initiated the preparation of a new land use code with design guidelines. He also prepared a work program for the annexation of nearly 7,000 acres. Project work including the following:

- Denison, Texas, Permit and Service Delivery: Performance Standards + Process Guide, 2020

**Senior Executive Officer  
Los Angeles County Metropolitan  
Transportation Authority, Los Angeles**

Manjeet guided the initial preparation of an update to the agency's 40-year long-range transportation plan involving \$500 billion in investments. Manjeet's responsibilities included planning, designing, and environmentally clearing \$30 billion in new or expanded rail, bus rapid transit, and active transportation capital projects. Project work including the following:

- West Santa Ana Branch Light Rail Transit, Los Angeles County Metropolitan Transportation Authority, 2017–2019
- Long Range Transportation Plan, Los Angeles County Metropolitan Transportation Authority, 2017–2019
- Purple (D) Line Section 3 Subway, Los Angeles County Metropolitan Transportation Authority, 2017–2019

**Planning and Development Services  
Director**

**City of Tucson, AZ**

Manjeet provided an assessment of needs and identified recommendations to improve the department while facilitating beneficial land use and economic development opportunities. Manjeet established a GIS-based development and permitting activity map. He connected Tucson's mayor and City staff with the Daniel Rose Land Use Fellowship, a program of the National League of Cities and Urban Land Institute.

**Acting Director, Deputy Director  
of Planning and Building, Planner  
Manager**

City of Encinitas and El Cajon, CA  
Manjeet transformed development services operations by creating a workflow tool and process guide and set performance standards. Manjeet oversaw all work related to the Coastal Act and California Environmental Quality Act. He was responsible for planning, building, housing, and code enforcement services. Project work including the following:

- Encinitas Permit and Service Delivery: Performance Standards + Process Guide, 2015
- El Cajon Deemed Approved Alcohol Retailer Zoning Ordinance, 2013
- Encinitas Housing Element, Re-zonings, Zoning Code Amendment, Design Guidelines, Local Coastal Program Amendment, Ballot Measure, Program Environmental Impact Report, 2014–2016

Senior Planner, Professional Services Firms and Developer Owner Representative, San Diego, California  
Manjeet managed complex land development entitlement review projects involving thousands of housing units and other complementary land uses. Manjeet provided innovative, creative, and strategic planning, and California Environmental Quality Act services as a consultant within both local and international professional services firms and as a representative for a large developer owner. He secured \$200 million in land purchases as part of an asset acquisition team. Project work including the following:

- Proposition C, City of San Diego and Carmel Valley Community Planning Board, 2010
- Otay Ranch Village 2 Sectional Planning Area Plan, Baldwin & Sons, 2010–2011
- Shell Carson Master Plan, Shell US, 2008–2009
- Otay Mesa Community Plan Update and Program Environmental Impact Report, City of San Diego, 2005–2007



**DANIEL BAER, AICP**

Role: governance & implementation  
Title:



**Education**

MUP, Planning, New York University  
BA, Public Policy, Pomona College

**Professional Certifications**

Certified Planner (AICP)

Daniel Baer is experienced in managing large, multidisciplinary teams for transportation and land development initiatives, alternatives analyses and master plans for major transportation and site development projects. He has managed the preparation of hundreds of major transportation projects, feasibility studies, alternatives analyses and environmental assessment programs. He has led and organized a variety of Transportation Oriented Development (TOD) and large/complex overbuild projects, including the preparation of design guidelines and funding/financial strategies.

**Select Projects**

**Hudson Yards Development Corporation (HYDC) Hudson Yards-Eastern and Western Rail Yards Master Plan and Design Guidelines New York City, NY**

Daniel was the project manager responsible for managing the development of a master plan and engineering and planning/design guidelines for the construction of over 12 million square feet of mixed use development and open space over the West Side Storage Yard. The final product was an extensive set of design guidelines allowing for the development of up to twelve million square feet of office and hotel space; three million square feet of residential space; 200,000 square feet of retail space; parking facilities; a new major cultural facility; and approximately five acres of open space over an operating rail yard. The project represents one of the first major TOD over an active rail yard that was financed through a value capture mechanism associated with a rezoning action along the west side of midtown Manhattan.

**Port Authority Bus Terminal Replacement Program, Master Plan, Design and Environmental Assessment New York, NY**

Deputy project manager for transportation planning, operations, environmental analysis and facilities alternative development and analyses. WSP was selected to provide planning and environmental services for replacing The Port Authority of New York and New Jersey's Midtown Manhattan bus terminal—the world's busiest bus depot serving 232,000 customers daily with use expected to increase 40 percent by 2040. Services include identifying a location for a new terminal and reviewing the Authority's previous Midtown Bus Master Planning, the Trans-Hudson Commuting Capacity Study, concepts submitted to the Terminal International Design + Deliverability Competition and the build-in-place option which keeps the terminal operating while a fifth and sixth floor are added prior to rebuilding the existing four floors.

**Kay Bailey Hutchison Convention Center (KBHCC) and Multi-Modal Master Plan Dallas, Texas**

Project Manager for the preparation of four distinct master plans that will guide the selection of a preferred Convention center and new multi-modal station alternative. The selected KBHCC will provide the appropriate amount of conference room and exhibit space to recapture portions of the convention center market it has lost to other large facilities. The Multi-modal station will serve a number of purposes. Primarily, it will serve new and emerging commercial and retail markets. Secondly it will provide access to hotels and the convention center and, will be a catalyst for new growth and increased value. A phased implementation plan will be prepared which identifies the potential funding/financing opportunities which include improvement districts, value capture, FTA grants and other sources.



Dan manages teams to deliver easy solutions to complex problems.

**New York Jets Development West Side Sports and Convention Center  
New York City, NY**

Daniel was the project manager for the preparation of the traffic, parking and transportation analysis for a new West Side football stadium and convention center complex. The new stadium would be incorporated into an expanded Jacob Javits Convention Center and converted to convention center space on non-football event days. The analysis addressed conditions before and after a football game and potential impacts associated with traffic, pedestrian circulation, parking and transit accessibility.

**Redevelopment of White Plains Transit Center Master Plan  
White Plains, NY**

Daniel was the Project Manager responsible for oversight of redevelopment plan. WSP provided the City of White Plains, New York with preliminary planning, design and engineering services for a proposed redevelopment of White Plains Station and downtown area to create a gateway into the City of White Plains, maximizing economic development potential, and creating linkage to downtown.

**Sunnyside Yards Overbuild Feasibility Study  
Queens, NY**

Daniel was the Project Manager for the development of the transportation plan and site overbuild of an active rail yard along the Northeast Corridor. Sunnyside Yards presently accommodates three different operating railroads with varying temporal characteristics. The proposed project would result in the construction of over 10 million square feet of new mixed-use space in an actively developing portion of Queens.

**Staten Island North Shore Land Use Study/Master Plan  
New York, NY**

Daniel was the Project Manager responsible for the preparation of a comprehensive land-use transportation plan for the North Shore area of Staten Island, which extends from St. George to Elm Park. The North Shore area has experienced losses in commercial and retail sales and base and is saddled with significant levels of vehicle congestion along its major east-west roadways. This plan of action provides a framework for the implementation of immediate and long-term initiatives that focus on revitalizing and opening up the North Shore waterfront and important commercial corridors and residential areas.

**New Jersey Sports and Exposition Authority Sports Complex Master Plan  
Hackensack, NJ**

Daniel was the Project Manager for the investigation and assessment of environmental and transportation opportunities and constraints associated with locating new entertainment and recreational facilities at the existing sports complex in Hackensack Meadowlands District. He also investigated on-site modifications to improve access and circulation between existing and proposed facilities. His duties included analyzing rail access to the complex with several design concepts prepared, each enabling regional access to the site. Constraints to development included wetlands and hazardous materials..



**STEPHANIE WHITMORE**

Role: environmental planning, sustainability and resiliency

Title:



**Education**

MS, City Planning, San Diego State University

Stephanie Whitmore brings more than 18 years of experience navigating entitlement, environmental review and permitting processes according to the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA). She specializes in leading large, interdisciplinary teams to deliver environmental compliance and planning documents for public agency and private development projects throughout California.

Stephanie’s CEQA experience includes managing environmental review for policy planning documents as well as large-scale development projects, including master planned communities, mixed-use, commercial, industrial and residential developments; urban redevelopment; public facilities; and infrastructure. Her wide range of expertise also extends to entitlements, general and specific plan preparation, zoning and land use policy conformance, sustainability and climate change policy, climate action plan management, public outreach, and feasibility studies.

**Select Projects**

**City of Los Angeles 2017 On-call Taylor Yard River Park Project Los Angeles, CA**

Stephanie is the project manager for a supplemental environmental impact report for the implementation of the Vista del Rio project within the former rail yard along the Los Angeles River. She supports the overall project manager with permitting requirements, implementation and construction scheduling, and cost estimate coordination. WSP is providing on-call engineering services for the development of new concepts to convert a contaminated former railroad yard into a community park. The project includes environmental and geotechnical site assessments, community stakeholder engagement, and development of an implementation plan/pre-design report which will include both early and long-term uses of the site. The 40-acre riverfront parcel is considered the “crown jewel” in the City’s visionary plan to revitalize 31 miles of the Los Angeles River.

**Santa Clara City Center Program Management Santa Clara, CA**

Stephanie led condition satisfaction and mitigation, monitoring, and reporting compliance coordinator for the post-entitlement/final engineering team. She coordinates with internal engineering staff along with numerous external subconsultants to implement and satisfy conditions for the 75-acre mixed-use entertainment district adjacent to Levi’s Stadium. WSP is providing program management and infrastructure design services for the Related City Center, overseeing the first phase of the new urban neighborhood project, which will rise out of a unique structure constructed atop a capped landfill. Services include creating documents and design manuals; developing design and procurement documents; providing design support during construction; and designing five off-site connecting roadway and bridge elements.

**San Diego Association of Governments On-Call Architecture and Engineering San Diego, CA**

WSP is providing general engineering on-call services to support the development of transit and highway projects. The scope of work involves conceptual design, preliminary engineering, project management, and construction management services for the Otay Mesa East Land Port of Entry, the Border to Bayshore bikeway, Mid-Coast light rail vehicle procurement, East County bus maintenance facility, a design services during construction facility, and a feasibility study for a connector from the convention center to the airport skyway.

**Border to Bayshore Bikeway Project San Diego, CA**

Stephanie provided CEQA/NEPA oversight for this nine-mile regional bikeway project connecting the San Diego Bay to the U.S./Mexico border. She coordinates with internal planning resources, the San Diego Association of Governments, and Caltrans staff on appropriate scopes and exemption category requirements. The Border to Bayshore Bikeway is an 8.5-mile route that will provide safe biking connections within and between Imperial Beach, the San Ysidro community of San Diego, and the world’s busiest land border crossing at the San Ysidro Port of Entry.



**CHRIS TURNAGE, PE**

Role: site civil engineering and cost estimating

Title:

**Education**

BS, Civil Engineering, California Polytechnic State University - Pomona

**Professional Registration**

Professional Engineer: CA

Christopher Turnage is a senior supervising engineer with WSP USA, experienced in civil engineering design and construction. In addition to providing engineering and inspection support on numerous site and street improvement projects – including the inspection of street, storm drainage, water distribution and sewer improvements – he has provided design support for the preparation of plans, specifications and estimates for site and street improvement projects, including rough and precise grading, sewer, water and storm drain alignments, material selection, connection details, and plan and profile design for pipelines.

As a project manager, Chris has supervised the design of the infrastructure supporting single-family home developments, multifamily communities and commercial zones, providing these developments with a comprehensive network of streets and offsite sewer, storm drain and water improvements. His management responsibilities on these projects have included supervising the production of engineering reports, calculations, plans, specifications, and construction cost estimates. He has also managed the development and production of hydrology and hydraulics reports, stormwater pollution prevention plans, storm water data reports, water quality management plans, fire flow reports, and Caltrans drainage reports. Another facet of Chris's experience is utility design, and in this regard, he has coordinated with such utilities as Southern California Edison, the Southern California Gas Company, Verizon, AT&T, Time Warner Cable, and other various telephone and cable television companies.

**Select Projects****Sunnymead Master Drainage Plan Design****Moreno Valley, California**

Chris was the project manager for the hydrology, hydraulics, detention/infiltration basin, storm drain main (RCB and RCP), laterals, and catch basins for a regional master-planned storm drain for the city of Moreno Valley. WSP is providing design, specifications, estimates and construction support services for the

Sunnymead Master Drainage Plan. Tasks include environmental clearance, storm drain easement document preparation, permit processing, engineering, cost estimate, and bid document preparation.

**Master Planned Community Ontario, California**

Chris was the project manager for this 168-acre mixed-use subdivision. Chris managed full-service civil engineering design, land surveying, mapping, and support. His responsibilities included the design of the public sewer mains. WSP was responsible for this master-planned community which includes more than 450 single-family homes, three multifamily communities, new sewer and water systems, a significant open-space trails system, a community park, and a comprehensive network of infrastructure streets and offsite storm drain improvements.

**City of Highland 2008-2016 On-Call Consulting Services Highland, California**

WSP provided on-call design plans and construction documents for roadway improvements for five neighborhood streets in the City of Highland. Improvements included roadway widening, curb-and-gutter, sidewalk access ramps, and the removal/replacement of existing utilities for Bruce Street, Crest Street, Hillview Street, Cunningham Street, and 9th Street. Storm drain improvements included catch basins, local depressions, junction structures, and reinforced concrete pipe.

**College Park-Upland Master Planned Community Upland, California**

Project manager and principal civil engineer for this new 40-acre master-planned community that includes a neighborhood retail center as well as single-family residences and 448 luxury apartment homes. Chris was responsible for managing the design of the supporting infrastructure, including such extensive offsite improvements to Upland's master-planned utilities as extending the city water system to the southwest by 3,300 feet.





## QUALIFICATIONS

### STEPHANIE GRAVES

Principal in Charge  
Outreach and Engagement  
President and CEO



#### Education

University of Southern California, Los Angeles  
Juris Doctor  
University of Southern California, Los Angeles  
Bachelor of Arts, Public Administration

#### Civic Affiliations

Board Member – The Steinberg Institute;  
2019-present  
Board Member - Vision to Learn; 2015-present  
Board Member - Step Up Tutoring; 2020-present  
Transition Team Member – Los Angeles Mayor  
Karen Bass Transition Team; 2022-present

Stephanie Graves is the CEO and President of Lee Andrews Group, and has over two decades of experience of strategic communications and public affairs in both the public and private sectors. She oversees the company's media relations, public outreach campaigns, communications, crisis management, diversity and inclusion policies and strategic partnerships. Stephanie has an extensive background in facilitating public engagement on large infrastructure projects, which is complimented by over 20 years of organizing community outreach and public education programs throughout California. Her diverse experience in community outreach lends her the ability to provide strategic insights in public engagement opportunities for the betterment of both public and private projects.

#### Select Projects

##### **Baldwin Hills Crenshaw Plaza Mall Redevelopment – Community Engagement Program, Los Angeles, CA**

This iconic 44-acre piece of property with a tremendous amount of cultural significance was sold in 2022 to developer Harridge Development. Lee Andrews Group was engaged for community engagement program for the closing of the property, sale and entitlement process of the new three-phase development consisting of retail, office, hotel, parks and residential in the well-established African American communities. Stephanie's unique focus on cultural awareness, community nuances and engagement of trusted messengers have led to a genuine connection for the project to move forward. This project was very controversial during the sale of the property to the developer based on groups wanting to have a minority ownership of the mall. Our team created a media strategy to balance the chatter in the community. Lee Andrews Group was able to anticipate where push back was going to be and work closely with the City to manage expectations on changes to the project. Our media team identified

key talking points that resonate with the community and ensures that there is cohesion with all team members engaging the general public. Our process was to control the narrative about the project, the community benefits and impacts.

##### **Lennar Homes, Hacienda La Puente Unified School District Land Surplus Development – Community Engagement Program, Unincorporated Los Angeles, CA**

Lennar Homes proposed to build new homes at the former Elementary School sites. Lennar Homes engaged Lee Andrews Group to work with area residents and key stakeholders to garner support of their 85-home development and 52-home developments, and school district land surplus sites. These development sites were very contentious to the community since soccer fields were being removed. Lee Andrews Group worked with AYSO, Hacienda Heights Improvement Association and the Hacienda La Puente Unified School District to help identify their needs and identified a mutual interest that led to their ultimate support of the project. Lee Andrews Group conducted community meetings, social media, directed mailers and targeted stakeholders, residents, property owners to solicit community input and feedback for entitlements with the County of Los Angeles.

##### **Los Angeles World Airports, LAX Landside Access Modernization Program – Community Engagement Program**

Los Angeles World Airports (LAWA) is in the midst of a multi-billion dollar modernization program at Los Angeles International Airport (LAX). As part of this effort, LAWA is proposing to implement the LAX Landside Access Modernization Program (LAMP) to keep LAX a world-class destination airport. The project consists of an automated people mover system, a consolidated rental car facility, intermodal transportation facilities, roadway improvements, as well as a connection to regional transit systems. Lee Andrews Group is assisting in the public relations and community outreach efforts for this project. Early on, Lee Andrews Group developed a strategic

Stephanie has worked with the City of Santa Monica and its diverse and engaged community for over two decades

outreach plan to engage stakeholders, both locally and regionally, and defined critical steps to build project support on the vital project to enhance the 2nd busiest airport in the nation. Outreach has included coordinating briefings and tours with elected officials, convening an ad hoc committee, developing collateral materials, and identifying key opportunities for outreach. Lee Andrews Group's efforts have helped LAWA build relationships within the community, communicate project benefits, and establish a foundation for frequent and effective public engagement.

**Los Angeles County Department of Regional Planning, Santa Monica Mountains North Area Plan, Community Engagement Program**

The Santa Monica Mountains North Area is the unincorporated portion of the Santa Monica Mountains, west of the City of Los Angeles, and north of the Coastal Zone boundary, encompassing approximately 32 square miles. The Santa Monica Mountains North Area Plan (SMMNAP) is a component of the General Plan that provides more focused policy for the regulation of development within the Santa Monica Mountains North Area. From 2017-2020 the Department of Regional Planning proposed a comprehensive update to the SMMNAP to address important community concerns that have developed over time. To ensure the continued protection of environmental resources and the region's rural and semi-rural lifestyle, they engaged Lee Andrews Group. Stephanie facilitated over a dozen community meetings with equestrian facilities, wineries, event facilities, residents, stakeholders, environmental groups and tree enthusiasts for community education and input. The Lee Andrews Group team produced general updates via social media, mailers, website updates, collateral and one-on-one meetings with stakeholders.

**City of Long Beach, The New Long Beach Civic Center Project – Community Engagement Program, Long Beach, CA**

Lee Andrews Group served as a team member with the Plenary-Edgemoor Civic Partners (PECP) joint venture, which

was selected to design, build, operate and maintain the New Long Beach Civic Center Project from 2014-2019. The \$520 million, design-build-finance-operate-maintain civic center replaced the old city hall and provided new offices for the Port of Long Beach, a new city library, a retail marketplace and public park. Then-Mayor Robert Garcia and the City Council of Long Beach insisted on a robust community outreach effort to solicit and incorporate residents' feedback. Lee Andrews Group coordinated community town halls in all nine (9) City Council districts and meetings with dozens of stakeholders, neighborhood associations, neighborhood councils and business owners. Stephanie developed a public engagement plan based on stakeholder analysis, developed survey and comment cards, program branding, communication materials, website and online engagement strategies and facilitated community meetings. Her team managed the 24-hour hotline that was translated in four languages.

**City of Santa Monica, Economic Development - Business Minimum Wage Ordinance Education Program, Santa Monica, CA**

The City of Santa Monica Minimum Wage Law went into effect in 2016. The new law established a local minimum wage and other benefits and protections for Santa Monica workers. The law provided for paid sick leave in excess of State law and regulated service charges. It maintained the first time worker (learner) provision and aligns the Santa Monica Hotel Worker Living Wage with LA County's Hotel Worker Wage. The City of Santa Monica engaged Lee Andrews Group to outreach to a wide range of businesses across Santa Monica, along with its hard to reach Korean businesses. Lee Andrews Group facilitated workshops with City Planning, walked business-to-business, reported and had briefings with the City's Employment Development Division. Lee Andrews Group developed videos (in English and Spanish) for the City website which remain there today.



## QUALIFICATIONS

### JOEY LEGASPI

Senior Outreach Lead  
Outreach and Engagement  
Vice President of Community Affairs



#### Education

University of Southern California  
Master of Arts in Communication Management,  
California State University State University,  
Los Angeles  
Bachelor of Science in Business Administration

Joey Legaspi has over 17 years of public affairs experience specifically in project management, strategic communications, government relations, media and community outreach. His expertise is developing outreach plans that assess barriers such as demographics, access to information and availability of resources. He builds tactics and strategies that engage all levels of a community. Joey's outreach plans focus on different age groups, a variety of ethnicities, additional languages, people with disabilities and other under-represented groups to ensure a well-rounded discussion with cohesive feedback for the decision-making processes.

He provides stakeholder engagement, presentation development, tasks management, database management, media campaigns, website development and community engagement activities that offer a creative, "gamified" experience that draw in individuals and encourage participation. He is bilingual in English and Spanish.

#### Select Projects

##### **County of Los Angeles, MacLaren Community Park Project – Community Engagement Program, El Monte, CA**

The County of Los Angeles is developing a new community park at the former MacLaren Children's Center in the City of El Monte. The site is very controversial due to its former use as housing for foster youth and its abuse. Lee Andrews Group was engaged to collect community input on the design and amenities at the site, manage community outreach and media relations. The proposed project included development of a new community park that includes a soccer field with a superimposed softball field; tennis and basketball courts; a flex event lawn; a walking promenade; a fitness area, a family gathering/barbeque area and book exchange/chess tables; two play areas (for pre-school and grade school) with rubber surfacing; a water

feature; a children's discovery garden; a children's play mound, a native botanic garden, bioswales; a raised performance pavilion/gazebo; restrooms; and storage. Lee Andrews Group with Joey leading the team, designed multiple workshops, open houses, project site tours along with involving a Community Advisory Committee of local leaders to engage their constituencies. The team canvassed the local neighborhood, designed and mailed postcards to all households within a ½ mile radius of the proposed park, developed an interactive bilingual project website, designed and implemented a social media strategy, received earned media. The team prepared the report for the final design, and assisted with the grant funding application for the funding of the new park.

##### **City of Los Angeles, California State Parks and Mountain Recreation and Conservation Authority (100 Acre Partnership at Taylor Yard) – Community Engagement Program, Los Angeles, CA**

The City of Los Angeles, California State Parks, and MRCA are actively coordinating together along the Los Angeles River to collaboratively plan the largest, continuous open space along the River. The Partnership concept evolved from community and stakeholder feedback and the critical need for a coordinated planning and improvement approach across the 100-acre Taylor Yard site. Lee Andrews Group is leading the community engagement effort with traditional and non-traditional outreach methods to ensure that efforts to reach the community and stakeholders are comprehensive, effective, culturally relevant, and inclusive of disadvantaged and linguistically isolated communities. Joey guides the team in the areas of community input for design of the Paseo del Río greenway, brownfield safety issues and environmental reporting, and programming of the future open space. Additionally, Lee Andrews Group provides stakeholder working

Joey has a "boots on the ground" mentality and will work closely to capture community's needs.

group meetings, targeted outreach, partnerships with community based organization, grassroots canvassing, local community meetings, event booths at local community events, pop-up information tables at local grocery stores and laundromats, and development of interactive tools for input and surveying.

**Los Angeles Metropolitan Transit Authority (Metro), Los Angeles River Path Project – Community Engagement Program**

In an effort to revitalize a core Los Angeles landmark and its surrounding areas, the Metro Los Angeles River Path Project will design and construct a bicycle and pedestrian path along an eight-mile stretch of the Los Angeles River from Elysian Valley through downtown Los Angeles to the City of Vernon, closing the longest remaining continuous gap in the Los Angeles River Bike Path. When complete, this facility will provide a seamless 32-mile grade-separated regional corridor for walking and bicycling through the heart of LA County, connecting Long Beach to the San Fernando Valley along the River. Lee Andrews Group is leading public outreach efforts by organizing and facilitating community meetings, engaging with community stakeholders at pop-up events, and interacting with local youth about their mobility needs. These efforts have been essential to engage and inform people of all ages and walks of life who live, work, recreate and conduct business in and around the river about the project.

**Resource Conservation District of the Santa Monica Mountains, Topanga Lagoon Restoration – Community Engagement Program**

CA State Parks and RCDSMM are working on a project funded by the California State Coastal Conservancy to restore Topanga Lagoon. The Topanga Lagoon Restoration Project will enhance the ecological function, visitor use, and accessibility of the lagoon in several ways. Environmentally, the lagoon will improve fish passage for southern steelhead, protect and enhance tidewater goby and bird habitat, increase wetland and transitional habitat, and improve water quality while accommodating for the projected increase in wave action and tidal levels due to sea level rise. Lee Andrews Group provides the outreach and engagement for design and community input through public meetings and public Zoom meetings for design element input, review conceptual design alternatives, modeling results and gather input on alternatives. Joey and his team survey on the anticipated visitor serving elements including overnight accommodations, restoration of Ranch Motel structures, appropriate concessions, a visitor center with public restrooms, interpretive information, nature trails, parking, a picnic area, surf viewing and beach access.



## QUALIFICATIONS

### **KATIE KIEFER**

Senior Strategic Advisor  
Outreach and Engagement  
Vice President of External Affairs



#### **Education**

University of Southern California's Sol Price School of Public Policy, Executive Master of Urban Planning

University of Southern California, Bachelor of Science, concentrated in Real Estate Development with a minor in Business Administration

Katie Kiefer has run a wide variety of local public relations programs for over 15 years in Los Angeles County. Katie provides premiere client services for urban and transportation planning projects, government agencies and non-profits. She has extensive experience in strategic communications programs, media relations, coalition building, project siting, grassroots outreach, stakeholder engagement and community education. She has managed complex inter agency coordination outreach projects, and has a particular expertise in managing large, multijurisdictional projects at the regional level of government. Katie specializes in cutting edge issues, including green technology and sustainable communities strategies.

#### **Select Projects**

##### **Los Angeles County Metropolitan Transportation Authority (Metro)- Regional Connector Transit Project, Los Angeles, CA**

Katie Kiefer facilitated multiple efforts for LA Metro's Regional Connector Transit Project, involving construction of 3 separate new stations in different DTLA neighborhoods, including Little Tokyo and tunneling work throughout DTLA. Katie achieved collaborative governance between Metro, the Mayor's office, and nearly a dozen different communities to achieve project support and implementation throughout multiple construction phases of the project. For project construction, Katie met regularly with the Metro project team prioritizing streamlined construction and mitigating impacts on the community at large, as well as the residents and businesses directly impacted by the construction. She oversaw multiple construction phases at each of the three stations and proactively engaged the communities on the various impacts to ensure construction could coexist with businesses and resident needs. For artwork at the new Metro stations, Katie engaged with Metro's Art Advisory Group, tasked with selecting artists and their work to reflect both the individual neighborhoods each station represents location-wise and connect with the overall regional ridership that will be utilizing the stations. Katie's focus was on engagement efforts for Metro to

learn about the individual communities this art would represent through art making programs. Engagement efforts included Meet-the-Artist events, artist-led workshops, performances, and conversations, as well as connecting local youth with mentorship opportunities with professional artists. The result to this multipronged engagement approach was a diverse selection of artists and their work, with community support behind each neighborhood represented.

##### **Los Angeles County Metropolitan Transportation Authority; 110 Adams Terminus Improvement - Community Engagement Program, Los Angeles, CA**

The California Department of Transportation (Caltrans), in cooperation with Metro, is studying alternatives to reduce congestion on the I-110/ Adams Blvd off-ramps, Adams Blvd, Flower Street, and Figueroa Street and associated intersections. An Environmental Impact Report (EIR)/ Environmental Assessment (EA) is being prepared to evaluate the anticipated environmental effects pursuant to the CEQA. Katie directs and supports the development for project approval and environmental document, notifies corridor area stakeholders of the meetings via email, mail, door-to-door canvassing, social media tool kits, etc. to ensure broad awareness of each meeting/workshop. She has organized scoping meetings, presentations, elected official briefings and meetings with local churches and surrounding community based organizations.

##### **Los Angeles County Metropolitan Transportation Authority (Metro); Willowbrook/Rosa Parks Station - Small Scale Retail Program - Community Engagement, Los Angeles, CA**

Metro engaged Lee Andrews Group for the outreach program for the Willowbrook/Rosa Parks Station to conduct a bilingual outreach effort to identify which amenities and retail the stakeholders, community and ridership would like to see in the bike hub retail space. Katie performs community workshops, surveying, graphic design, outreach and management of support staff, street teams and the partnerships with community based organizations.



## ALMA MARQUEZ

Project Manager  
Outreach and Engagement  
Vice President of Government Relation



### Education

University of California, Irvine  
Bachelor of Arts, Latino Studies  
CA State Certified Conflict Resolution Mediator

### Civic Affiliations

SOMAH Advisory Committee -GRID Alternatives,  
Solar Multifamily Affordable Housing

Alma Marquez has over 20 years of community relations experience, outreach project management and environmental justice partnerships, as well as specializing in working in disadvantaged and hard-to-reach communities throughout Los Angeles County. She oversees strategic communications, message development, interagency relations, stakeholder engagement and overall project organization and implementation. Alma has successfully performed coalition building and stakeholder outreach services to diverse communities, having worked with multi-cultural audiences, community based organizations, faith-based communities, local businesses and other stakeholder groups. She has developed and administered tailored stakeholder engagement programs, social media campaigns and inclusive engagement from initial stages to project completion throughout California. Alma is fluent in Spanish and English.

### Select Projects

#### **Los Angeles County Metropolitan Transportation Authority (Metro), K Line Northern Extension - Community Participation Program, Los Angeles County**

The K Line Northern Extension Project (16 miles) will extend transit service from the Metro Expo/Crenshaw Station north to the Metro B Line (Red) Hollywood/Highland Station and potentially to the Hollywood Bowl, serving many communities from the LAX area up to West Hollywood. Metro is currently preparing an Environmental Impact Report (EIR), that will analyze three potential alignments to determine which route will be built. Lee Andrews Group was engaged at the start of the alternative analysis, and now in the environmental studies for the next 5-7 years. Alma serves as Project Manager and leads a comprehensive outreach effort including elected official and agency briefings, stakeholder working group meetings, public hearings, targeted outreach to schools, city council presentations, grassroots canvassing, local community meetings, event booths at local community events, and development of interactive tools. Outreach collateral was

prepared in English, Spanish and Russian. Alma designed outreach strategies with the goal of completing a final project that is inclusive and representative of public input.

#### **Southern California Gas Company, Angeles Link Green Hydrogen – Community Engagement, Los Angeles Basin**

SoCalGas is developing the nation's largest green hydrogen energy infrastructure system to deliver clean, reliable energy to the Los Angeles region. In 2023 Lee Andrews Group was engaged to promote a transparent and robust stakeholder process and oversee the environmental justice and disadvantaged communities' engagement and participation in the Los Angeles Basin. In this capacity, Alma is tasked with identifying, meeting and receiving input from environmental justice organizations in Southern California to serve as part of a stakeholder group for the project. She also collaborates with SoCalGas on the development of collateral and manages the logistics and facilitation for every meeting.

#### **City of Los Angeles Bureau of Engineering; Wilmington Greening Project - Community Engagement Program, Los Angeles County**

This Community Outreach and Engagement Program for the stormwater capture projects funded by Measure W and the subsequent Safe Clean Water Program (SCWP) requires early attention to engage communities adjacent to these projects. Lee Andrews Group oversees the community outreach including initial field assessment, prepares and distributes English/Spanish outreach material, facilitates community meetings and provides briefings and presentations. Alma provides presentations to stakeholder groups, community discussion groups, and elected official briefings. She creates and maintains awareness of the proposed projects from the beginning of the pre-design phase to the end of the construction. The Outreach engages the public, the community and key stakeholders throughout the project phases to ensure awareness of project development as well gather their input in key design elements.



## QUALIFICATIONS

### **BRENDA A. LEVIN, FAIA**

Role: Historic Preservation Architect

Title: Principal



#### **Education**

Master of Architecture  
Harvard University GSD  
Bachelor of Science - Graphic Design  
New York University  
Carnegie-Mellon University

#### **Professional Registrations**

Registered Architect  
California #C11323

#### **Professional Affiliations**

American Institute of Architects, College of Fellows  
Harvard University Graduate School of Design  
Alumni Council  
National Trust for Historic Preservation  
Los Angeles Conservancy  
Martin Luther King Community Development  
Corporation

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 in 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.

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.

#### **Select Relevant Projects**

##### **John Anson Ford Master Plan & Amphitheater Hollywood, California**

The John Anson Ford Theaters, nestled in the Hollywood Hills, is one of the oldest performing arts venues in Los Angeles still in use. The historic open-air amphitheater is set in a natural canyon and encompasses a 45-acre park.

The master plan identified operational, theatrical and audience upgrades that could be implemented in a unified manner. In addition, the plan was to identify opportunities for new facilities that could generate income and activate the site year round.

Scope included the renovation of the 1920's concrete 1200 seat amphitheater, infrastructure, acoustic and audio visual improvements, theatrical upgrades, and the addition of a new loading dock, patron terrace, concessions and offices.

##### **Hercules Campus, Playa Vista, CA**

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.

##### **Oakwood School Master Plan North Hollywood, CA**

The phased program called for 180 below-grade parking spaces and 112,000 square feet of building area, planned around a series of exterior and interior courtyards and walkways. New construction which was slated for the north and south sides of Magnolia Boulevard was connected by an overhead pedestrian bridge. Proposed were two-story buildings which included classrooms for academics and studios for art and music, library, theaters, gymnasium and administrative offices.

##### **Griffith Observatory Los Angeles, CA**

Levin & Associates served as the project's architect responsible for the renovation and restoration of the existing 27,000 square foot building, including the exterior concrete, decorative metal doors and window grilles and copper domes; interior rotunda, gallery spaces and Hugo Ballin murals.

##### **American Film Institute, Los Angeles, CA**

The primary goals of the master plan were to improve site circulation, create new centrally located community spaces, create a "center of gravity" for the Conservatory Fellows, relocate and consolidate parking and loading areas to improve adjacencies between Institute & Conservatory activities, address storage and acoustic concerns, and establish a new and distinctive site identity for the AFI Institute & Campus.

**DEREK WYATT**  
RCLCO Project Director  
Managing Director



**Education**

University of California, Berkeley, B.A., Economics

**Professional Affiliations**

Member, Urban Land Institute

Derek Wyatt is a Managing Director in RCLCO's Los Angeles office where he is responsible for leading the firm's Real Estate Economics practice on the West Coast, advising clients across the western United States as it relates to real estate market research, development, and investment. Since joining the firm in 2010, Derek has worked closely with firm clients in the public and private sectors to provide strategic recommendations and conclusions resulting in the successful implementation of hundreds of assignments annually. Derek's experience as a project director stretches across all of the firm's practice groups and he has analyzed every development typology in the marketplace.

With an emphasis on market feasibility analyses, financial analyses, strategy development and implementation, Derek provides a studied understanding of the market and financial dynamics driving development potential for projects, ranging from small- to large-scale mixed-use developments in urban environments to suburban master-planned communities.

Derek holds a Bachelor of Arts in Economics from the University of California, Berkeley. He actively engages in the local real estate community, and is a member of the Urban Land Institute (ULI) and its Young Leaders Group in Los Angeles. He was also named a Commercial Real Estate Visionary by the LA Times in 2021.

**Select Relevant Projects**

**Town Center Specific Plan  
Diamond Bar, CA**

Engaged by Torti Gallas to assist in the preparation of the City of Diamond Bar's new Town Center Specific Plan. Conducted existing conditions and market demand analyses to determine the development potential of the Town Center, and conducted a fiscal impact analysis to determine the impact that the most feasible development concept would have on the City's General Fund revenues and expenditures.

**Complete Streets Plan  
Banning, CA**

Engaged by Arroyo Group to assist in the preparation of the City of Banning's Downtown Revitalization and Complete Streets Plan. Evaluated existing conditions and land uses influencing real estate demand, and contributed to the creation of alternative development concepts for underutilized properties.

**Gateway Transit Community  
El Monte, CA**

Engaged by the City of El Monte to evaluate the feasibility of apartment and retail components of a mixed-use development adjacent to El Monte Station. Provided market research expertise and an objective evaluation regarding revenue assumptions and absorption for the project and its component parts.

**District NoHo Development  
Los Angeles, CA**

Engaged by Trammell Crow Company to conduct an economic and fiscal impact analysis for a proposed development of District NoHo, a 2 million square foot master-planned, mixed-use development. Examined revenues and expenditures for construction and operations phases, as well as employment impacts (direct and multiplier effects) for both phases.

**Dublin Crossing Phases II & III  
Dublin, CA**

Engaged by Fieldman, Rolapp & Associates to conduct market pricing and absorption analyses for the City of Dublin regarding its Dublin Crossing Master-Planned Community. Examined the site and its economic outlook, supply trends, and demand forecasts and translated findings into development conclusions.

**Angel Stadium District  
Anaheim, CA**

Engaged by Brooks Street, the real estate advisor of the Los Angeles Angels, to provide services in support of their attempt to purchase and redevelop Angel Stadium. Provided market, financial, fiscal, and economic impact analyses regarding the development of a new baseball stadium and mixed-use development opportunities surrounding it.





## QUALIFICATIONS

**JORDAN LAMARCHE**  
RCLCO Project Manager  
Vice President



### Education

University of San Francisco, M.A., Urban Affairs  
University of California, Santa Barbara, B.A., Political Science

### Professional Affiliations

Member, Urban Land Institute

Jordan LaMarche is a Vice President within RCLCO's Real Estate Economics Practice Group, based in Los Angeles. Before joining RCLCO in 2020, Jordan worked with the real estate consulting firm, The Concord Group, for over three years. Jordan's work primarily focuses on conducting market opportunity analyses, land use programming, due diligence analyses, project feasibility, and highest-and-best use analyses. Jordan specializes in residential development, hospitality, affordable housing, urban mixed use-projects, and master plans. Jordan has worked with both private and public clients to provide insightful recommendations that maximize returns, minimize risk, and unlock values in assets and investments for all stakeholders.

Recently, Jordan collaborated with the think tank SPUR to contextualize, through data and a narrative report, the effects of the housing crisis in the Bay Area as well as research and outline a model to predict future housing needs for the Bay Area for the next fifty years as part of SPUR's "Fifty Year Plan."

Jordan graduated from the University of San Francisco with a Master of Arts in Urban Affairs. His coursework focused on urban history, housing policy, and urban planning, including a thesis analyzing the root causes and impacts of the housing crisis in San Francisco. Jordan also graduated from the University of California, Santa Barbara with a Bachelor of Arts in Political Science.

### Select Relevant Projects

#### **Town Center Specific Plan Diamond Bar, CA**

Engaged by Torti Gallas to assist in the preparation of the City of Diamond Bar's new Town Center Specific Plan. Conducted existing conditions and market demand analyses to determine the development potential of the Town Center, and conducted a fiscal impact analysis to determine the impact that the most feasible development concept would have on the City's General Fund revenues and expenditures.

#### **Complete Streets Plan Banning, CA**

Engaged by Arroyo Group to assist in the preparation of the City of Banning's Downtown Revitalization and Complete Streets Plan. Evaluated existing conditions and land uses influencing real estate demand, and contributed to the creation of alternative development concepts for underutilized properties.

#### **Dublin Crossing Phase III Dublin, CA**

Engaged by Fieldman, Rolapp & Associates to conduct market pricing and absorption analyses for the City of Dublin regarding its Dublin Crossing Master-Planned Community. Examined the site and its economic outlook, supply trends, and demand forecasts and translated findings into development conclusions.

#### **Ponte Vista Community Los Angeles, CA**

Engaged by the City of Los Angeles to provide market pricing and absorption analyses for the Ponte Vista master-planned community in the San Pedro neighborhood of Los Angeles. Evaluated the site, described short-term economic development trends, examined the competitive market, analyzed market demand, and translated findings into development conclusions.

#### **Greenbrier Community Sacramento, CA**

Engaged by the City of Sacramento to provide a third-party market pricing and absorption analysis for the single-family portion of the second phase of the Greenbrier master-planned community. Evaluated the site, described short-term economic development trends, examined the competitive market, analyzed market demand, and translated findings into development conclusions.

## DAN BIEDERMAN

Role: Senior Advisor, Park Management President



### Education

Harvard University, Master of Business Administration (M.B.A.)  
Princeton University, Bachelor of Arts, Public and International Affairs (B.A.)

### Professional Registrations & Memberships

Member, Urban Land Institute  
Member, International Downtown Association

Dan Biederman is the founder and president of BRV Corp., as well as co-founder of Grand Central Partnership, the Chelsea Improvement Company, 34th Street Partnership, and Bryant Park Corporation; he currently serves as the President of the latter two of those downtown management organizations. Mr. Biederman consults public and private parties on, among other things, the art of downtown management, economic development, and rehabilitation in New York, Toronto, Los Angeles, Chicago, Dallas, Houston, Atlanta, Miami, Pittsburgh, Baltimore, Newark, and a host of other cities in various countries.

Mr. Biederman has written, lectured, and taught extensively in the field of urban management, and advises a number of cities and private property-owners on the establishment or turnaround of parks and plazas, Business Improvement Districts (BIDs), and self-financing neighborhood redevelopment projects; his publications include articles in *Urban Land* and the *Harvard Business Review*. He graduated magna cum laude from Princeton, and with distinction from the Harvard Business School.

Mr. Biederman and his work have received over 40 local, national, and international awards, including the first-ever William E. Simon Lifetime Achievement Award in Social Entrepreneurship from the Manhattan Institute in 2007.

Dan will provide senior leadership on the project related to all aspects of park planning and realization, including park management, governance, and revenues, from concept through implementation.

### Select Projects

#### **Bryant Park New York, New York**

Beginning in 1980, Dan Biederman was tasked with turning around a park dominated by criminal activity. In turn, Dan implemented critical design changes with landscape architecture firm OLIN, a new capital plan, new concessions, movable furniture, and a year-round calendar of free programming. Since its reopening in 1992, Bryant Park has made

its name as a signature destination and gathering place. Today, the park generates close to \$21 million in annual earned revenue and draws lunchtime crowds of over 3,000 people.

#### **Klyde Warren Park Dallas, Texas**

BRV played an instrumental role in the development of Klyde Warren Park, a deck park built over the Woodall Rogers Expressway in downtown Dallas. To activate this new green space, BRV consulted on design plans prepared by The Office of James Burnett; procured funding for the park's amenities; and directed revenue generation, staffing, operations, governance, and management planning. BRV also implemented a dense schedule of programming. The park opened in 2012 and won the Urban Land Institute's Urban Open Space Award two years later.

#### **Military Park Newark, New Jersey**

BRV led the programmatic, design consulting, operational, and management efforts — including the founding of Military Park Partnership — in the redevelopment of the historic Military Park in downtown Newark. The park reopened in 2014 with over an acre of new gardens, new amenities, an in-park restaurant and bar, and various community-based programs. BRV also generated significant revenue for the park and oversaw its programming and operations.

#### **Levy Park Houston, Texas**

BRV partnered with the Upper Kirby Management District and the newly-formed Levy Park Conservancy to transform the neglected Levy Park into an active community space. In addition to planning and implementing a full calendar of programs, BRV developed operating budgets, established revenue streams, and consulted on the hiring of the Conservancy's management team. Levy Park reopened in 2017 and soon became one of Houston's most celebrated parks, earning it the Urban Land Institute's Urban Open Space Award in 2018.



## ASHLEY LANGWORTHY

Role: Park Programming, Revenues, Operations  
Director, Western Region



### Education

Harvard University, Master in Urban Planning (M.U.P.)

Tufts University, Bachelor of Arts, Economics and Environmental Science (B.A.)

### Professional Registrations & Memberships

Registered Landscape Architect: Hawaii

Certified Planner: American Institute of Certified Planners

LEED AP Associate

Member, Urban Land Institute - National Sustainable Development Council

Member, American Planning Institute

Member, LAI - Land Economics Society

Member, SPUR

Ashley is the Director of Biederman Redevelopment Venture's Western Region. With 20 years of experience, Ashley is instrumental in activating, developing, and rehabilitating complex urban projects, and she is currently working on projects in San Francisco, Honolulu, Dallas, and Portland. Ashley has extensive experience overseeing urban redevelopment projects with multiple consultants and significant community outreach.

At Salesforce Transit Center in downtown San Francisco, Ashley is leading the charge on managing, operating, and activating the public rooftop park. The rooftop park features extensive gardens and horticultural beauty, as well as a highly activated amphitheater, central plaza, and children's play area.

Ashley is managing a team to update the Master Plan for Dallas' culturally and historically significant Fair Park. In addition to the Master Plan, Ashley is leading the effort to develop and implement a new community park within Fair Park, which will meet the recreational needs of the neighborhood. The community park will be the first new design and construction project in Fair Park following the Master Plan Update.

Ashley is an active member of Lambda Alpha International and the Urban Land Institute. Ashley serves on ULI's Sustainable Development Council, NEXT Steering Committee, and Policy & Practice Committee.

Prior to her work at BRV, Ashley spent 10 years as a Senior Associate with SWA Group in their San Francisco office. Ashley is a licensed Landscape Architect and an AICP Certified Planner.

Ashley will provide leadership on the project related to all aspects of park planning and realization, including park programming, management, governance, and revenues, from concept through implementation. Ashley will work closely with the design team to make sure the design is closely integrated with all aspects of park programming and operations.

### Select Projects

#### Salesforce Park

##### San Francisco, California

BRV was selected by the Transbay Joint Powers Authority (TJPA) as Salesforce Park's managing entity. Since its opening

in 2018, the park, which sits on top of the Salesforce Transit Center, has been heralded as a crucial green space and gathering place for the local growing neighborhood. Along with planning and providing a variety of free programs and events, BRV oversees the general operations, communications, horticulture, sanitation, security, and maintenance of the rooftop park.

#### Fair Park

##### Dallas, Texas

BRV has managed and operated Fair Park — a 277-acre park and cultural complex in Dallas — with facilities manager OVG360 (formerly Spectra) since 2018. BRV's efforts include leading a comprehensive update to the historical park's master plan in 2020; managing and consulting on the development of a new 18-acre green space within Fair Park (Community Park); implementing programming and events; providing operations and community outreach support; and fundraising on behalf of the nonprofit park management organization, Fair Park First.

#### Exposition Park

##### Los Angeles, California

BRV, as part of a team led by Torti Gallas + Partners, was selected to create a new master plan for Exposition Park in 2017. To ensure the continued success of the 160-acre South Los Angeles landmark as a neighborhood asset and destination, BRV advised on potential land use concepts, management and governance plans, and revenue generation strategies, and partnered with community and park institutions to devise a cohesive programming plan.

#### Ivy Station

##### Culver City, California

Lowe Enterprises hired BRV to consult on the design and programming of a 1.3-acre park located in the core of a mixed-use, transit-oriented development in Culver City. In addition to preparing a comprehensive programming plan, BRV advised on operations, sanitation, and security; assisted with retail and concession leasing strategies; and participated in public meetings throughout the entitlement process, ultimately building the case for the project's approval. Ivy Station opened in 2021 and continues to offer a variety of popular programming and amenities.



## QUALIFICATIONS

**AARON PALEY**  
President & Co-Founder



### Education

Master of Business Administration in Non-Profit Arts Management, University of California, Los Angeles

Bachelor of Arts in Architecture, College of Environmental Design, University of California, Berkeley

### Professional Affiliations

Founder, Yiddishkayt, Los Angeles  
Founder, CicLAvia, Los Angeles

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 Projects

#### **COAST: Santa Monica's Open Streets Event, Santa Monica**

COAST transformed the streets of Santa Monica into a giant park for a day. The two miles of activations along the route marked the grand opening of the Colorado Esplanade, completion of the Metro Expo Line and connected Santa Monica in a way not experienced before. Over 50,000 locals and visitors walked, biked and skated on parts of Ocean Ave, Colorado Ave and Main Street.

#### **Santa Monica Festival, Santa Monica**

Every year since 1992, CARS produced and marketed the Santa Monica Festival, which grew into the city's largest celebration of its civic identity. 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.

#### **Michigan Avenue Neighborhood Greenway (MANGO), Santa Monica**

CARS designed an outreach and engagement strategy that was both innovative and highly effective, ensuring that the project team received the necessary feedback from a diverse and large group of community stakeholders. Pop-Up MANGO utilized a 0.2-mile stretch of the proposed three-mile corridor to demonstrate in realtime what the Greenway could look like once permanent improvements were made.

#### **San Diego Symphony, The Rady Shell & Jacob's Park, San Diego**

CARS created a report providing concrete suggestions for how the Symphony can engage with the wide range of peoples that make up the greater San Diego/Tijuana region. CARS looked at best practices in open space management, the use of food as a convening tool, new leadership development strategies, and models for community engagement from around the country that are relevant to San Diego.

#### **Jones Plaza Programming and Governance Study, Houston TX**

During the Schematic Design Phase of the Jones Plaza redesign, Community Arts Resources (CARS) advised the Houston First Corporation (Client) and Rios Clementi Hale Studios (Design Team) on public programming, infrastructure, and governance strategies to bring this competition-winning public space design to life on a daily, weekly, monthly and annual basis, while also ensuring the plaza's physical elements best support and enhance that vision.

#### **Grand Park Programmatic and Governance Plan, Los Angeles**

CARS was charged with reviewing how the new park could function as a public space for community and cultural events. CARS then developed the architectural program for all of the new spaces throughout the park, assessing how usage of the park could work on a daily, weekly, monthly, and large-scale basis. CARS organized and oversaw the community planning process for the programming of the site, which included a large, interactive community meeting at the site itself with subsequent follow-up meetings.





## KATIE BERGIN

Executive Director & Co-Founder



### Education

Bachelor of Arts, University of Southern California

### Professional Affiliations

The Annex, Artist Residency Program,  
Castine, Maine

Founding Board President, 2017 - 2022

Hatch Community Youth Fund, offering scholarships  
and grants for free youth recreational activities,  
Castine Maine

Board member, 2017 - present  
President, 2021 - present

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 Projects

#### COAST: Santa Monica's Open Streets Event, Santa Monica

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#### Santa Monica Festival, Santa Monica

Every year since 1992, CARS produced and marketed the Santa Monica Festival, which grew into the city's largest celebration of its civic identity. 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.

### GLOW

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.

#### Ice Breakers, Santa Monica

CARS produced, curated, and marketed an 11-week musical series hosted by ICE, the annual ice skating rink in Downtown Santa Monica and presented by The Plaza at Santa Monica. Featuring 22 different musical groups ranging from OZOKids (Ozomatli's acclaimed original children's music set) to fifty local students in the Santa Monica Youth Orchestra, this free and family-friendly event became an overnight holiday favorite. Other notable groups presented by CARS included multiple Grammy-award winner Daniel Ho, Mostly Kosher, Mariachi Las Colibri, Phranc, and Las Cafeteras. CARS researched, procured and set up an outdoor stage with sound and lighting for the series and worked closely with Downtown Santa Monica as well as The Plaza to develop a traditional as well as social media marketing campaign for the series.

## QUALIFICATIONS

### **GARY CLENDENIN, PG**

Role: Principal Environmental Scientist

Title: Principal Environmental Scientist



#### **Education**

MS in Geology, Ohio University

BS in Geology, Marietta College

#### **Professional Registrations**

Registered Professional Geologist (PG)

Contaminate Hydrogeology Certificate,

Oklahoma State University

Gary Clendenin is a Principal Environmental Scientist with more than 37 years of experience in geology, hydrogeology, and environmental sciences. During the past 31 years, he has been involved in all aspects of environmental consulting, ranging from the planning, design, and execution of soil and groundwater investigations and feasibility studies to assisting clients in managing environmental liability exposure. Gary's specific areas of expertise include hydrogeologic investigations, including groundwater modeling and aquifer testing; remedial investigation/feasibility studies; hazardous waste management, environmental site assessments; engineering evaluations; and oil field environmental assessments, restoration, and redevelopment.

#### **Select Projects**

##### **Olympic Well Field**

###### **Santa Monica, California**

Gary served as both technical lead and project manager on several projects for the City Attorney's Office and Water Resources Division. These projects have been principally associated with the contamination of the City's drinking water, especially waters produced out of the Olympic Well Field. With a team of engineers, geologists, groundwater modelers, toxicologist, chemists, and hydrogeologists, he provided technical analysis to support prelitigation discussions with PRPs that contaminated the groundwater in the Olympic Well Field. These pre-litigation discussions led to over \$100MM in settlement agreements between the City and polluters. Gary worked with the City of Santa Monica technical staff and attorneys to propose a novel approach of using groundwater production wells to control a large plume of contaminated groundwater. The state agency overseeing the project agreed to the approach. As part of the agreement, the City of Santa Monica must monitor groundwater quality quarterly, demonstrate plume stability, and prepare a numerical flow and transport model. Gary manages all aspects of this work.

More recently Gary has led ICF's efforts in support of the implementation of many components of the City's Sustainable Water Master Plan (SWMP).

##### **Independent Evaluation of Groundwater Contamination Algona, Washington**

Gary is providing support to the City of Algona in their ongoing interactions with the Boeing Company, a responsible party for contamination released from an abutting manufacturing plant that has impacted offsite groundwater, surface water, and indoor air in residential areas of Algona. Along with a team of ICF engineers and geologists, he is providing an independent technical evaluation of the contamination at the site, including assessing the potential for vapor intrusion and assisting the City in making informed decisions as to whether releases from the site have the potential to impact the health and safety of the City's residents.

##### **Superfund Operable Unit**

###### **Confidential Client**

###### **Southern California**

Gary served as a member of a team of experts that conducted a liability assessment of a groundwater operable unit of a federal superfund site located in southern California. The team consisted of geologists, hydrogeologists, engineers, and economists who performed a detailed assessment of the environmental liabilities associated with the groundwater plume impacted with chlorinated solvents and metals associated with a manufacturing facility. Gary's area of expertise was related to hydrogeology and contaminant fate and transport. The liability assessment identified potential areas of concern, presented most likely and worst case scenarios and the costs and likelihood associated with each scenario. The data was presented in a matrix form that allowed for easy understanding of the issues, the magnitude, the likelihood, and the cost of mitigation. The assessment identified significantly higher potential liabilities than previous efforts resulting in a doubling of coverage by the previous owners.



**CLAIRE MAXFIELD, LEED FELLOW**

Role: Principal in Charge

Title: Director



**Education**

M. ARCH.  
Princeton University School of Architecture

BA Architectural History/Theory & Environmental Studies  
Cornell University

**Professional Affiliations**

Lawrence Berkeley National Laboratory  
Technical Advisory Committee For Modeling  
Optically Complex Fenestration Systems, 2017  
AIA San Francisco, Committee On The Environment  
Co-Chair, 2011, Member, 2010-2015  
Us Green Building Council  
Northern California Chapter, Member  
SPUR, Member

As managing Director of Atelier Ten's San Francisco office, Claire is a recognized leader in the environmental design and delivery of large, complex, environmentally ambitious masterplans, landscapes and buildings. Her breadth of work spans from the Carbon Neutral targeting Horton Plaza Redevelopment in San Diego to the Salesforce Transit Center, one of the largest and most sustainable mass transit development on the west coast. Claire's expertise in green buildings marries technical excellence with a strong design and environmental ethos. She has extensive expertise in climate-responsive architecture, design for thermal and visual comfort, high performance façade optimization, advanced energy and HVAC systems, water reuse systems, and carbon management. Claire Maxfield is the assigned principal-in-charge for this project. She will oversee the internal trajectory of the project's sustainability achievements attend key meetings, oversee all reports, and be responsible for all deliverables, audits, contracts, and all other project issues.

**Select Relevant Projects**

**Horton Plaza Redevelopment  
San Diego, CA**

The Horton Plaza redevelopment reimagines an iconic mall into a life sciences campus with sustainability as its centerpiece. Atelier Ten set ambitious sustainability goals for the project including Zero Waste, Carbon Neutral, LEED Platinum, WELL Platinum, and water recycling.

**Transbay Transit Center  
San Francisco, CA**

This ambitious project transforms downtown San Francisco and its regional transportation system. It creates an iconic central station that forms the new center of a sustainable transit-friendly region and integrates an innovative urban park on its roof. Atelier Ten was instrumental in defining key project goals for energy use and carbon emissions reductions, water conservation, comprehensive waste management, use of sustainable and durable materials, and sustainable design education.

**Santa Monica Esplanade and Plaza  
Santa Monica, CA**

The Esplanade is one of the most utilized stretches of public space within the city of Santa Monica, making it an ideal location to highlight the city's commitment to environmental responsibility. Atelier Ten worked closely with PWP Landscape to identify environmental strategies for the project in the early stages, which support the goals outlined in Santa Monica's Sustainable City Plan.

**Potrero Power Station Redevelopment  
San Francisco, CA**

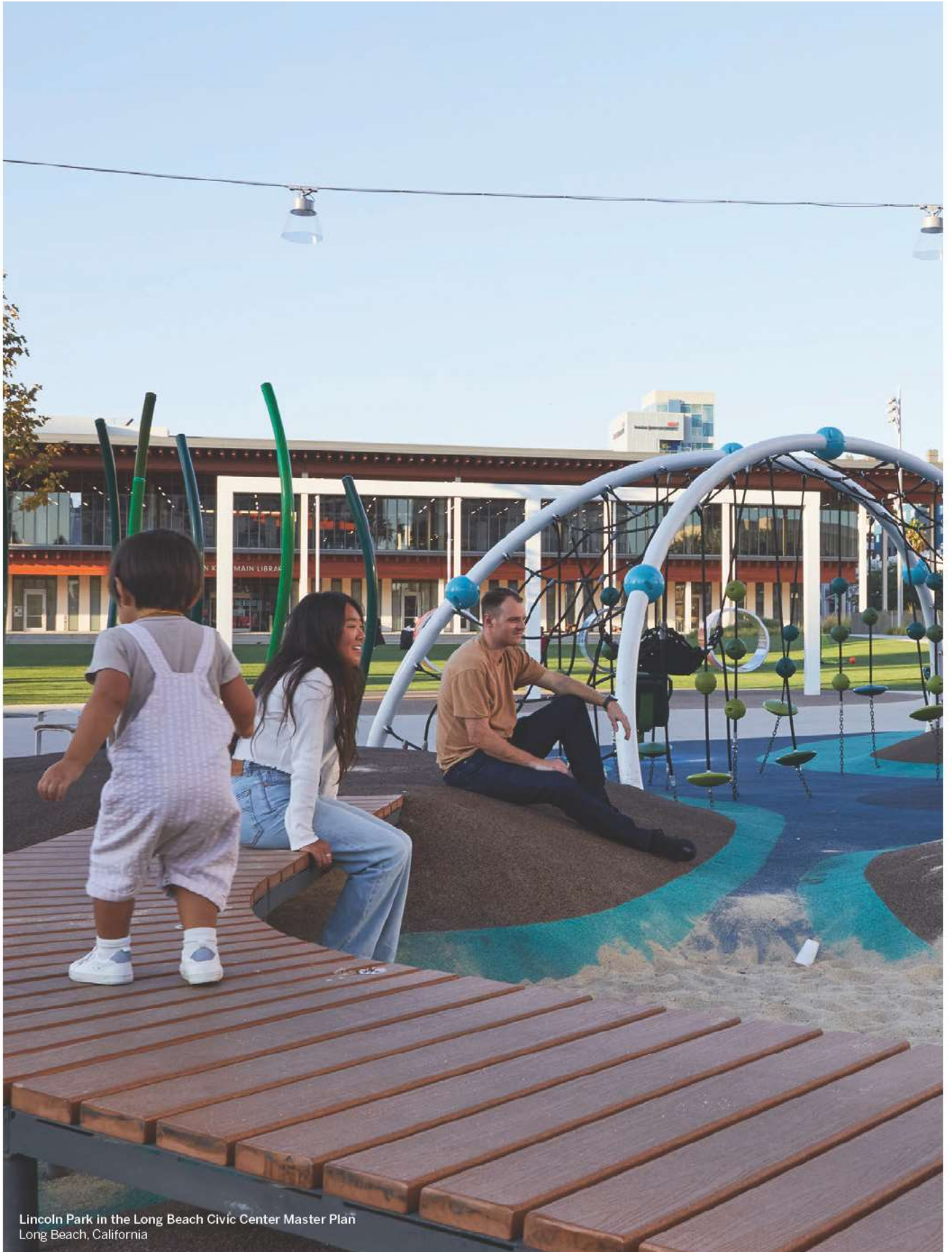
The Power Station will transform the city of San Francisco's waterfront, adding 6 acres of parks, multiple pedestrian paths and 2,600 mixed-use and mixed-income units. The development will be an example for how to convert a formerly polluting power plant into a healthy and sustainable community.

**Mission Rock Masterplan  
San Francisco, CA**

Seawall Lot 337, one of the most prominent lots and a key gateway development in the Mission Bay neighborhood of San Francisco, is being developed to anticipate increasingly stringent green building city regulations. Atelier Ten is currently advising on potential strategies for greening the site's "horizontal development." At a minimum, the area will need to meet the energy and sustainability codes relevant in San Francisco at the time of permit.

**India Basin Masterplan  
San Francisco, CA**

India Basin revitalizes a waterfront site in a neighborhood lacking community benefits. The design features a "Big Green" that provides habitat and recreation, and is designed to adapt to sea level rise. The sustainability vision focuses on community resilience, greenhouse gas emissions, and water conservation.



Lincoln Park in the Long Beach Civic Center Master Plan  
Long Beach, California





# Project Understanding

**Evaluation Factors:**

*Project Understanding*

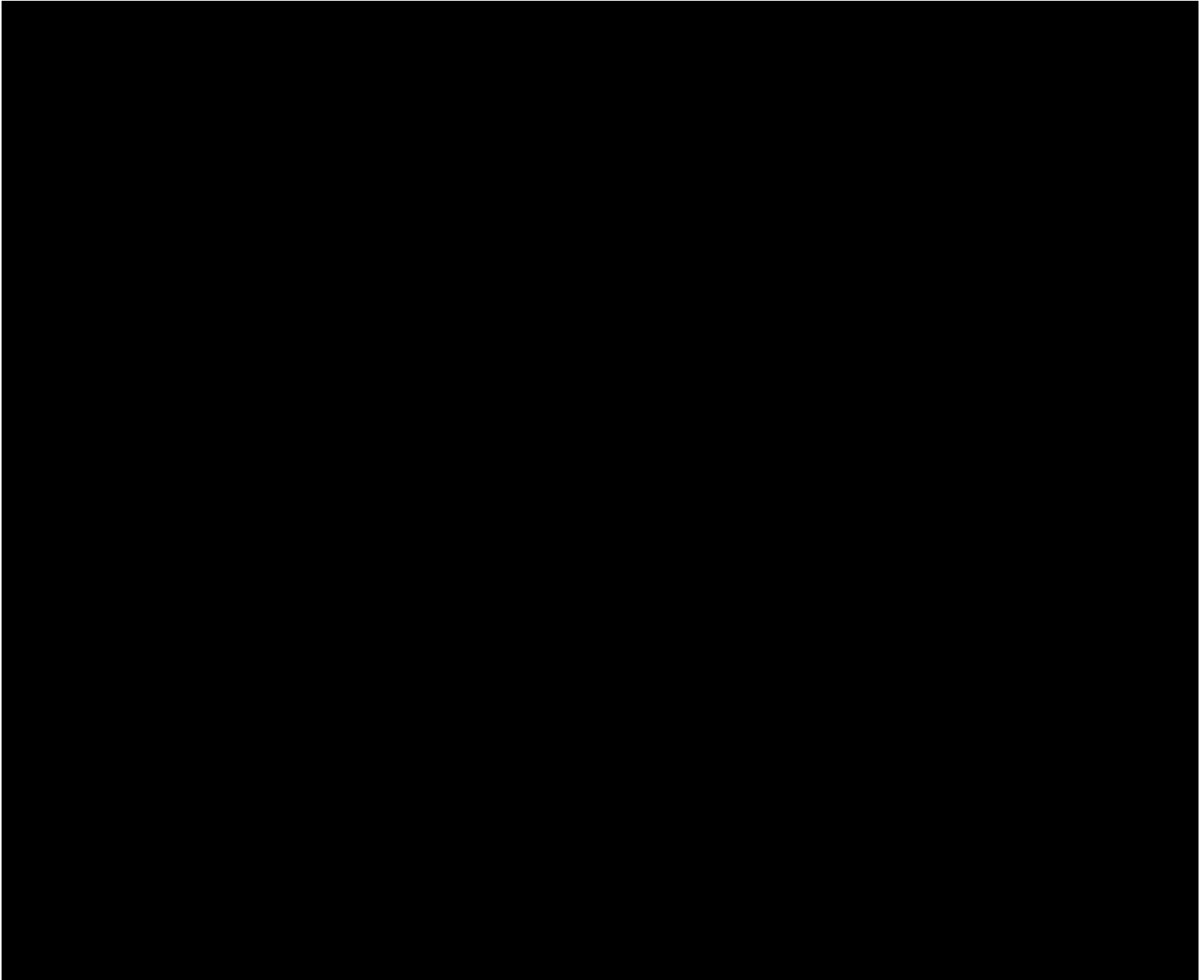
*Value Add/Breadth of Service*

*Ability to Meet Project Work Plan and Timeliness*



# Project Understanding

SOM and our team are pleased to provide the following project understanding for use by the City's evaluation team. Each team member has provided thoughts on their relevant qualifications, communication and understanding of project goals, and experience with similar projects. Our overall approach to the project is to build from your statement in the RFQ on the importance of "The Power of Community".







SAN GABRIEL MOUNTAINS

PROJECT UNDERSTANDING

HANSEN DAM  
SPREADING GROUNDS

SUN VALLEY

ENHANCED HABITAT

TUJUNGA WASH

INFILTRATION BASIN

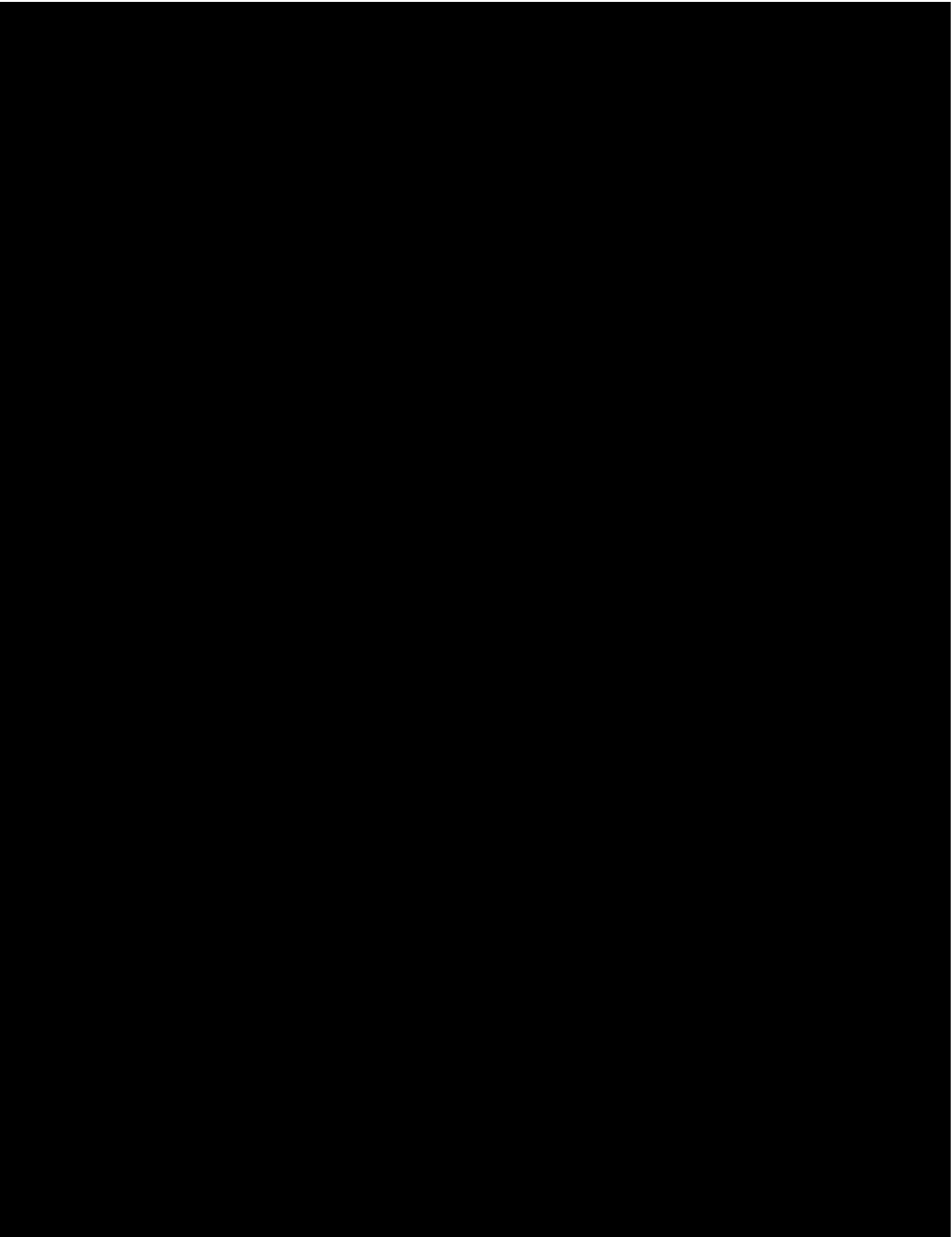
OVERLOOK

TRAILS

LAUREL CANYON BLVD

Upper Los Angeles Rivers & Tributaries Revitalization Plan  
Los Angeles, CA









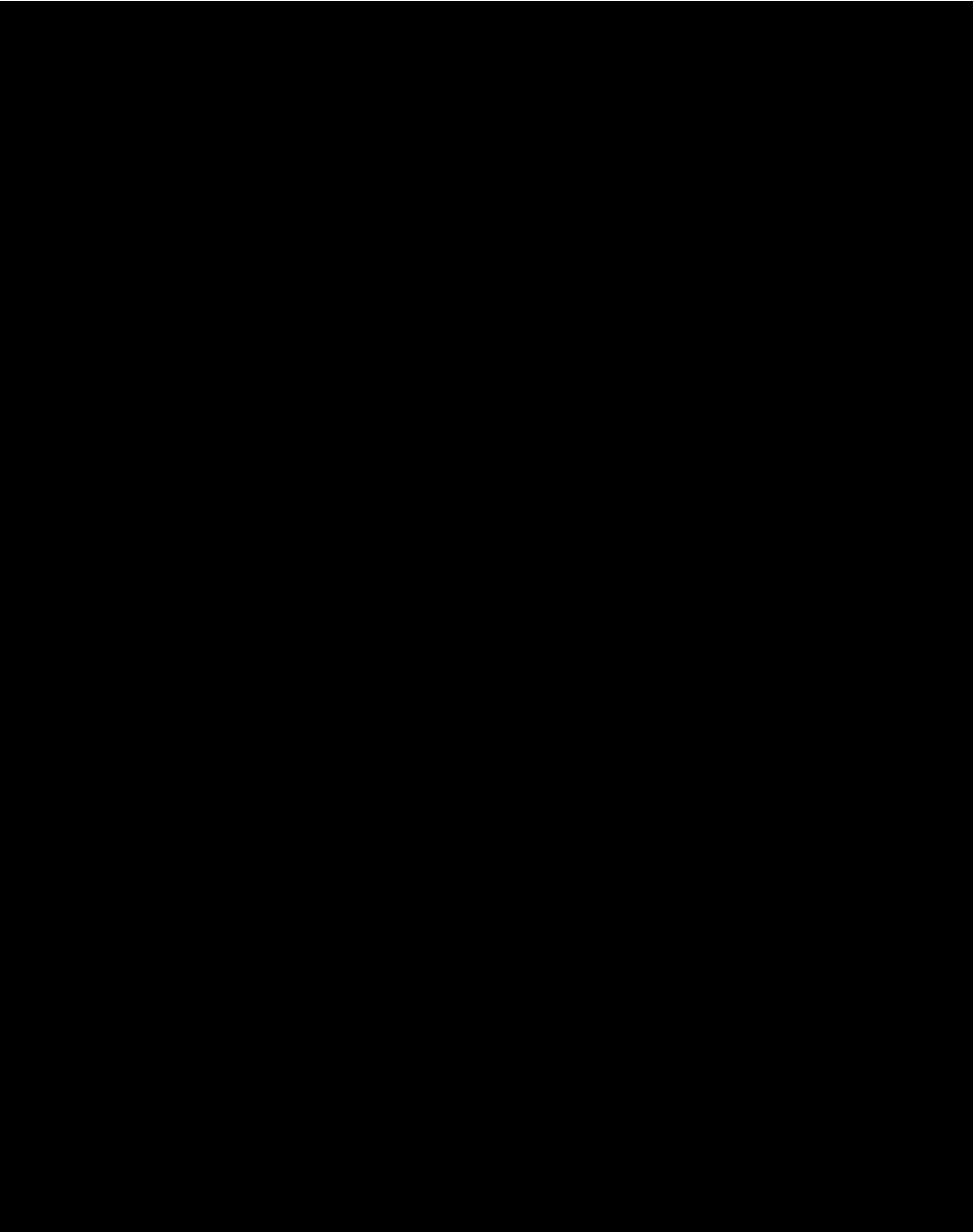




PROJECT UNDERSTANDING



UC Merced Campus (A10 & SOM)  
Merced, CA

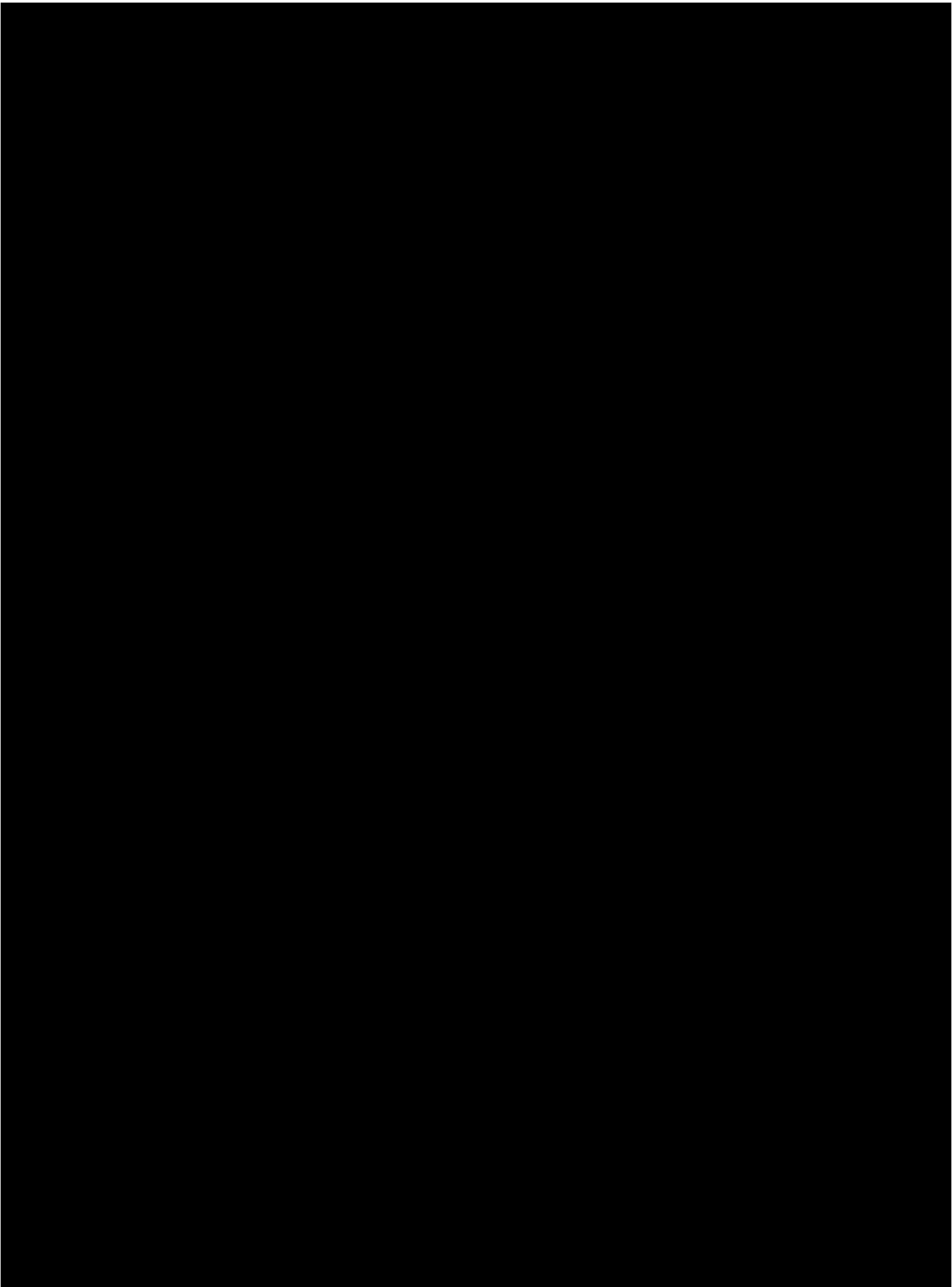




# Work Plan & Timeliness

The SOM team has the internal management systems in place that provide us the ability to meet the City's work plan and expectation of timeliness. We have provided supporting information on each of your requested points below:









# Staffing Rate Sheet

Evaluation Factors:

*Hourly Rates*

*Quality Control*



# Cost and Project Controls, and Hourly Rates

We understand the importance of Designing to Budget and the continuous process for monitoring the cost in close coordination with the City of Santa Monica and other stakeholders as the design naturally evolves. Our team’s approach to cost control and project management for mixed use and public realm projects is based on the following principles, all aimed at working within a fixed budget while achieving maximum quality:

**Performance with Budget Allocations**

Our Project Manager and Design Team will actively monitor the potential economic value generated and the construction costs associated with each design alternative. In close coordination with our team’s Economic Advisor, RCLCO + BRV, we will develop the design in concert with the financial forecasting and adjust accordingly with client feedback at key milestones

**Management and Clear Communication**

Our proven management system provides a top down structure designed to maintain schedule, budget and quality of deliverables: the project will be led by the project principal, Pete Kindel, who is responsible for overall project direction, client relationship management, and quality control. Reporting to the project principal is the project manager, Tannar Whitney, responsible for overseeing the day to day tasks, maintaining schedule, tracking deliverables, and coordinating the broader team to meet the City of Santa Monica’s needs.

Effective communication and collaboration is the most important component of our management plan. We propose that in addition to the design track of meetings and milestones, that a regular cadence of project management meetings is implemented to reinforce communication, review progress against the stated project goals, and to collaboratively anticipate and mitigate risks to the project in advance.

We have successfully employed this approach to deliver on schedule and within budget for recent projects such as The Point, Salt Lake City, Utah and many prior projects. Studio MLA also delivers project on time and on budget. For Hollywood Park, they worked collaboratively to assess and address potential challenges throughout the design process so adjustments could be made early to ensure that the design is within the established project schedule and budget. Studio-MLA created a plan that included 25 acres of public open space, trails, greenways, and bike paths that link the massively significant sports and entertainment complex with the surrounding community.

**Financial Modeling Accuracy**

The cost plan, established on the basis of trades and systems, serves as the road map for the design effort and helps to keep individual components under control. Our project management approach and tools allow us to closely monitor our work throughout the process and adjust our approach as needed to stay within the budget and timeline of our assignments. We recognize that these types of assignments are iterative and collaborative, and our team is flexible to be realistic in terms of what we can accomplish within our budget. RCLCO has successful track record of delivering projects on budget for many clients, recently including the cities of Sacramento, Los Angeles, Dublin, Banning, and Diamond Bar, to name a few.

We will adapt as required. Despite the best strategies and intentions, unforeseen conditions and an evolving marketplace can sometimes result in surprises. An effective cost strategy allows for this by defining an adequate contingency within the budget, coupled with a series of additive alternatives, which force the designer to consider the worst-case scenario and to plan for it in the design. A plan based on incremental future improvements protects against risk and keeps options open for the future.

**Skidmore, Owings & Merrill**

Category	Hourly Rate
K - Principal	
J - Senior Associate Principal	
I - Associate Principal	
G - Associate	
F - Senior Professional	
E - Professional	
D - Intermediate Professional	
C - Junior Professional	
B - Administrator	
A - Intern	

**WSP**

Category	Hourly Rate
Manjeet Ranu	
Daniel Baer	
Stephanie Whitmore	
Chris Turnage	
Elise Post	

**Studio MLA**

Category	Hourly Rate
President	
Principal	
Associate Principal	
Director	
Senior Associate	
Associate	
Project Designer	

**ICF**

Category	Hourly Rate
Senior Project Designer	
Project Director	
Technical Director	
Senior Technical Analyst	
Managing Consultant	
Senior Consultant III	
Senior Consultant II	
Senior Consultant I	
Consultant II	
Consultant I	
Associate Consultant II	
Associate Consultant I	
Assistant Consultant	
Environmental Technician II	
Environmental Technician I	
Administrative Technician	
Technician	
Intern	

**Atelier Ten**

Category	Hourly Rate
Director	
Associate Director	
Associate	
Senior Designer	
Designer	
Design Staff	

**Lee Andrews Group**

Category	Hourly Rate
Principal in Charge: Stephanie Graves	
Senior Strategic Advisor: Katie Kiefer	
Project Manager: Alma Marquez	
Senior Outreach Lead: Joey Legaspi	
Outreach Specialist	
Outreach Support	
Interns	

**Levin & Associates Architects**

Category	Hourly Rate
Principal	
Project Manager	
Senior Architect	
Senior Associate	
Associate	
Draftsperson/Technical	
Clerical	

**RCLCO**

Category	Hourly Rate
Derek Wyatt, Managing Director	
Jordan LaMarche, Vice President	
Senior Associate	
Associate	
Analyst	

**Biederman Redevelopment Ventures**

Category	Hourly Rate
President & Directors	
Project Managers	
Analysts	



# Quality Control

## Quality Assurance & Control

Quality management is essential to the success of any project. The SOM culture is built upon a collaborative, interdisciplinary team environment that practices organized procedural standards for design, documentation and management. SOM has built its reputation on technical excellence. This excellence is achieved when all team members actively engage in the process. SOM utilizes a Quality Management System that incorporates all disciplines. This system is a multi-tiered program developed to guide planning, design, and documentation activities to meet the City of Santa Monica's goals and objectives. Our QA/QC process will:

- Establish the plans, procedures, activities, and organization for quality performance of services, reviews, address review comments, documentation and reporting.
- Create clear design team organization with the right personnel and in defined roles and responsibilities
- Review documents (drawings, reports, and other stated deliverables) internally prior to issuance for completeness and conformance with project deliverables established during the project initiation phase.
- Define the Quality Assurance and Quality Control milestones process and reviews.

Similarly, the consultant team we have assembled has a distinguished track record in quality control services and provides an impressive suite of technical expertise and support to clients around the world.

WSP develops and implements proven processes and management systems to execute some of the world's most complex projects. This higher level of quality assurance and management systems will be implemented for the City of Santa Monica: a dynamic, flexible, and robust system to help ensure that the overall project and program scope is monitored and executed according to cost and schedule requirements, quality and safety standards, and regulatory requirements.

WSP's program controls services take on the critical function of tracking and reporting on project and overall program performance, establishing the data collection processes and baselines against which project performance is measured. We also perform the quantitative data analysis and provide insightful recommendations that facilitate informed and proactive decision-making needed to meet project objectives.

Together, our approach encompasses all the requirements and plans needed to complete a project safely, on schedule, and within budget. It provides clients and stakeholders with a high level of confidence in the fact that their projects are carried out within a tightly controlled and robust framework.





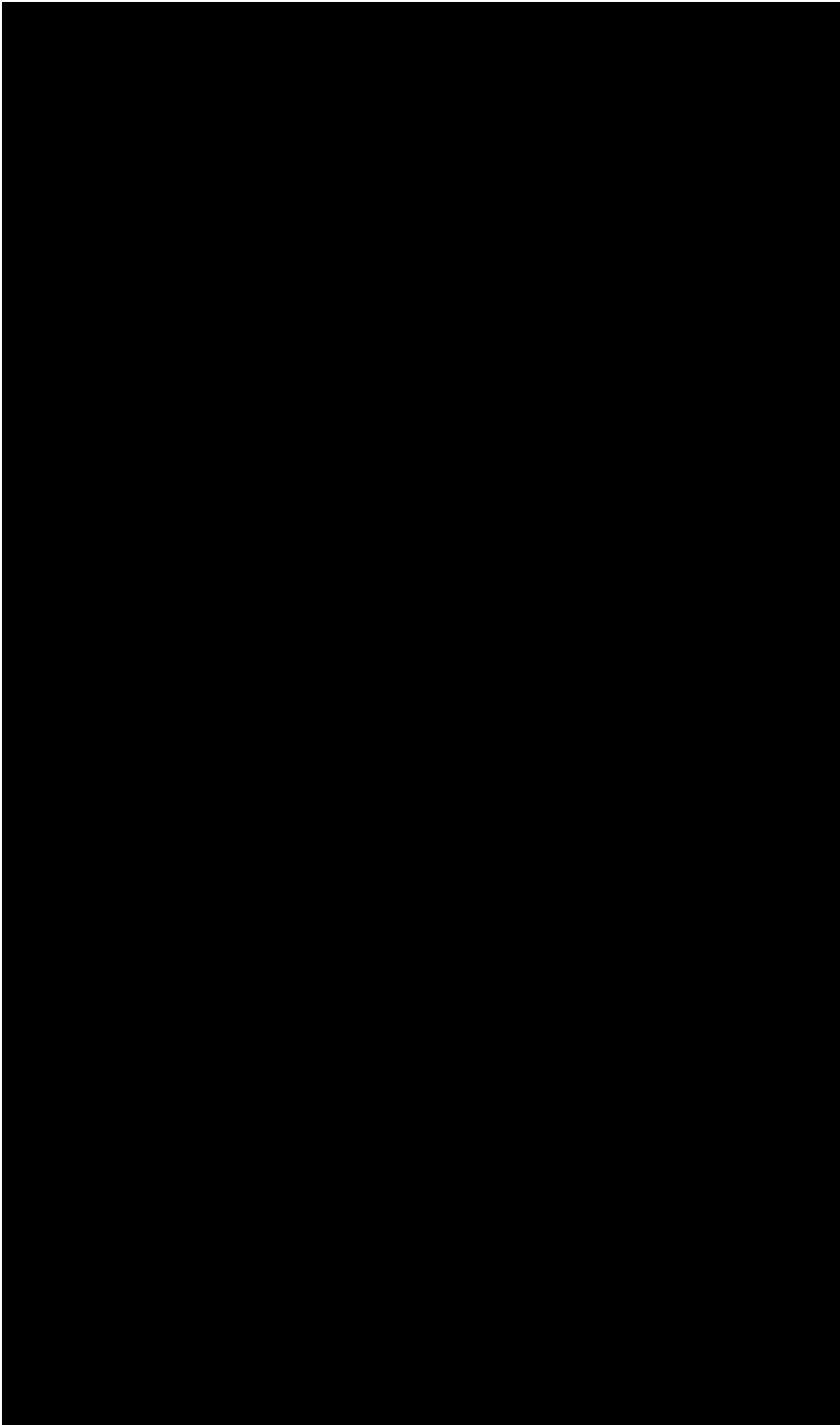


# References

Evaluation Factors:  
*Stability/References*



# References









# Sub-Consultant List

Evaluation Factors:

*Value Add/Breadth of Service*



# We are an Integrated Team

The proposed team offers an integrated solution to your proposed scope. We welcome your input and are open to further conversation on how to best meet your needs.

<b>Scope 1: Comprehensive Existing Conditions Report</b>	<b>Lead Firm</b>	<b>Supporting Firm</b>
Project Histories	Levin & Assoc. Architects	SOM
Land Surveys	WSP	
Geotech Soils Report	ICF	
Base Maps	WSP	SOM
Utilities	WSP	
Infrastructure	WSP	
Easements	WSP	
Buildings and Building Conditions	SOM	WSP
Environmental Conditions	WSP	ICF
Transportation/Mobility	WSP	SOM
Historical Analysis and Assets	Levin & Assoc. Architects	SOM
Ecological History and Ecology	ICF	
Cultural Assets	Levin & Assoc. Architects	SOM
EIR Review of past Airport projects	WSP	SOM
Economic Profile	RCLCO	
Assemble Report	SOM	WSP

<b>Scope 2: Outreach &amp; Engagement</b>	<b>Lead Firm</b>	<b>Supporting Firm</b>
Outreach & Engagement	Lee Andrews Group	CARS

<b>Scope 3: Scenario Planning and Identification of Preferred Scenario</b>	<b>Lead Firm</b>	<b>Supporting Firm</b>
Scenario Planning, Urban Design and Project Management	SOM	
Park Planning & Programming	Studio MLA	CARS
Transportation, Mobility and Connectivity Planning	WSP	
Infrastructure, Engineering & Utilities Planning	WSP	
Public Safety and Resiliency Planning	WSP	ICF
Environmental Planning & Soils Remediation	WSP	
Creative and Cultural Arts Integration	CARS	
Historic Preservation Analysis and Integration in Alternative Scenario Plans	Levin & Assoc. Architects	WSP
Economic Analysis	RCLCO	Biederman Redevelopment
Sustainability / Living Community Challenge	Atelier 10	WSP



Contact

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Sr. Associate Principal

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E: tannar.whitney@som.com

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**Skidmore, Owings & Merrill**

333 South Grand Avenue  
Los Angeles, CA 90071

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