

## Stoss Landscape Urbanism + WXY

+ HR&A

+ ARUP

+ Climate Positive Design

+ Group Delta

+ LSA

+ HRG

+ CARS

+ Consensus

+ Daily tous les Jours

+ Johnston Marklee

WXY **STOSS**

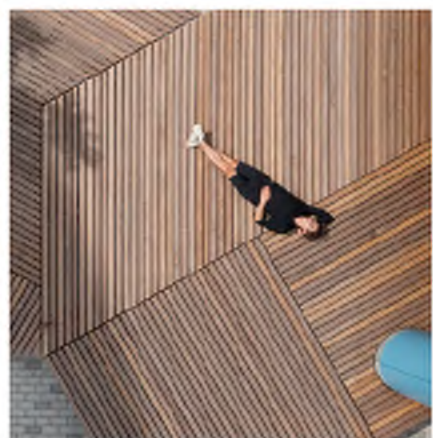


AIRPORT CONVERSION RFO  
CITY OF SANTA MONICA  
3.13.2023

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# CONTENTS

LETTER OF TRANSMITTAL	6
QUALIFICATIONS	10
TEAM INTRODUCTION	12
RELEVANT WORK	24
KEY PERSONNEL	52
PROJECT UNDERSTANDING	62
UNDERSTANDING	64
CHALLENGES	66
APPROACH	68
SUB-CONSULTANS AND CONTRACTORS	78
STAFFING RATE SHEET	222
REFERENCES	226

Clockwise from upper left: Moakley Park, MIT Vassar Street Residence, Venice High School Cover image: Santa Monica Airport (GoogleEarth).





MARCH 13, 2023

PETER D. JAMES  
CHIEF OPERATIONS OFFICER - STRATEGIC INITIATIVES  
CITY OF SANTA MONICA  
1685 MAIN STREET, CA 90401  
PETER.JAMES@SMGOV.NET

RE: CITY OF SANTA MONICA AIRPORT CONVERSION RFQ

Dear Mr. James and Members of the Selection Committee:

**How do you grow a park from scratch** (physically, operationally, fiscally)? **And how do you do it on a tract of land that has served as a mono-functional piece of 20th-century airport infrastructure for a century** (deliberately hardened, secured, and cut off from its surrounding communities)?

These are among a few of the many questions at the heart of this RFQ—and at the heart of this game-changing project that is as rife with opportunities as it is with challenges. This project ostensibly has a new park at its center—with questions about what a 21st-century park should be, in an era of crisis (whether it be climate or biodiversity crises, or critical housing, mobility, and social/equity issues). But it is equally about how that park is knitted back physically and psychologically into the various people and communities it serves—and how a park visioning process may therefore build those constituencies and capacities for driving and informing change. Perhaps most importantly, though, this project must determine how a park project like this can be funded, financed, governed, operated, and maintained over the long term.

**In all these ways, then, the scope of work ahead is as much about answering questions of “How...?”** (how do we make this, how do we build consensus, how do we fund it, how is it operated?) **as it is about answering questions of “What...?”** (what is already here, what could be the program and design of the park?).

To take on these questions, and to work with you to develop the Existing Conditions Report, an Outreach and Engagement Process, and alternate Land Use Scenarios for the Airport-to-Park Conversion, we have assembled a team with both deep local roots and national/international renown. **Importantly, ours is a team with specific experience in helping to guide park and open space planning projects that are at the starting line**, at the point of initiating thinking about questions of consensus-building, program, design, construction and demolition, funding, financing, and governance (as opposed to a design team that comes into a situation where questions of funding and governance and ownership/operations have already been thought through). We are jointly led by STOSS Landscape Urbanism of Los Angeles and Boston

(for landscape architecture and planning, and for contract lead) and WXY of New York City (for urban design and planning). This dual leadership is indicative of the multidimensional questions of existing conditions and current/potential land uses that extend far beyond the boundaries of the park itself, and the ways that the process and the project can benefit from the two firms’ multidisciplinary and multicultural leadership and staff. This core team will be supported by HR&A for funding/financing/governance issues especially, and by ARUP for a range of technical and engineering/sustainability questions broadly; both are LA-based and already experienced with the Airport, Santa Monica, and the West Side generally. The core team will be supplemented by Johnston Marklee Architects for adaptive re-use and arts organization activation, and they will provide a West Side team hub for collaboration. We will all be supported by engagement, activation, and technical consultants, locally and regionally based, that can help inform the answers to the questions you have asked, and can lead engagement and activation processes that can build consensus and excitement-momentum even—for the work ahead.

**Mateo Yang, who leads STOSS’s Los Angeles office in the Arts District, will be the primary point of contact for this RFQ and project. He can be reached at my@stoss.net and 562-833-2634.** Enclosed you will find information about our team’s clients, collaborations, awards, and honors from the past 5 years and beyond. We acknowledge receipt of all addenda to the RFQ.

Individually and collectively, our team embodies our commitment to diversity—and it starts with who we are as people. Women and men, from diverse racial, ethnic, and demographic backgrounds, and from a spectrum of orientations—we bring both life and professional experiences from a diversity of places (local, national, international) in ways that can connect to and resonate with the various publics we will engage.

**In all these ways, we stand ready to work with you and the people of Santa Monica to advance this important work, to answer the central questions of what it will take to transform this airport into a sustainable and ambitious 21st century park.** We look forward to hearing back from you and to continuing the conversation.

Best Regards,

Mateo Yang, RLA  
Stoss | Senior Associate  
213 623 3771  
my@stoss.net

Chris Reed, FASLA  
Stoss | Founding Director  
617 464 1140  
cr@stoss.net

Claire Weisz, FAIA  
WXY | Principal-in-Charge  
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STOSS

## PROJECT LIST

- Ongoing – City of Cambridge – Binney Park – Public Dog Park
- Ongoing – Boston Parks and Rec – Moakley Park – Public Park
- Ongoing – Elevate Multifamily Residential Development – Private Residence
- Ongoing – Foster & Partners – 50 Scollard – Private Courtyard
- 2022 – City of Cambridge – Triangle Park – Public Park/Plaza
- 2022 – LAUSD – Venice High School – Campus Plaza
- 2022 – Dub Architects – Touch the Water Promenade – Public Waterfront with Focus on Ecological Activation
- 2022 – Scenic Hudson – Scenic Hudson Center for Ecological Protection and Regeneration – Institutional/ Ecological
- 2022 – City of Boston Parks and Recreation – Boston Urban Forest Master Plan – Master Planning with Focus on Climate and Social Justice
- 2022 – City of Boston Parks and Recreation – Ryan Playground – Public Park/ Playground
- 2022 – Bureau of Natural Resources of Laoshan District, Qingdao Municipality – Qingdao Shilaoren Seaside Park Competition – Waterfront Park
- 2022 – Royal Commission for Riyadh City – Wadni Namar Competition – Resiliency Park
- 2021 – Redgate Real Estate & Hilco Redevelopment Partners – L Street Power Plant – Resiliency Waterfront
- 2021 – MIT – Vassar Street Residence – Campus Streetscape
- 2021 – City of Pittsburgh – Avenues of Hope – Urban Planning with Focus on Streetscapes and Social Justice
- 2021 – Los Amigos de los Rios – John Muir High School – Campus Plan with Focus on Climate and Resiliency
- 2020 – Interface Studio Inc. – Downtown St. Louis Comprehensive Plan – Urban Planning
- 2020 – Government of Saint Vincent & the Grandines – Arnos Vale Modern City Competition – Mixed Use Masterplan
- 2020 – FUKSAS – Shenzhen Reform and Opening Up Exhibition Hall – Institutional Plaza Competition
- 2020 – FUKSAS – Xili Train Station – Public Plaza
- 2019 – Masdar – Masdar City Phase 4 DMP – Master Planning with Focus on Climate and Resiliency
- 2019 – Great Rivers Greenway – Brickline Greenway Framework Plan – Master Planning with Focus on Social Justice
- 2019 – City of Boston – Coastal Resilience Solutions Downtown Boston – Master Planning with Focus on Climate and Resiliency
- 2019 – Mystic River Watershed Association – Lower Mystic Waterfront – Public Waterfront
- 2019 – Hult Zollars – Vision Galveston (Galveston 2039) – Master Planning with Focus on Waterfront Resiliency
- 2019 – HYM Investments – Suffolk Downs Master Plan – Private Masterplan with Focus on Waterfront Resiliency
- 2018 – City of Atlanta – Downtown Atlanta Master Plan – Master Planning with Focus on Economic Development
- 2018 – Interface Studio Inc. – Uptown Stormwater Parks – Public Green Infrastructure Park



## PROJECT LIST

WXY

- On-going - MetroParks Toledo - Toledo
- Riverwalk - Urban Design
- On-going - New Jersey Transit - Newark Penn Station Modernization Study - Urban Design
- On-going - Empire State Development - Jacob K. Javits Convention Center Expansion - Architecture
- On-going - Gilbane Development, Hudson Companies, Mutual Housing Association of New York -The Peninsula Mixed-Use Campus - Urban Design
- On-going - Kaufman Astoria Studios, Bedrock Development, Silverstein Properties - Innovation QNS / Kaufman Astoria Master Plan - Urban Design
- On-going - L+M Development Partners Inc. - Arverne East Multi-Purpose Building - Architecture
- On-going - The Women's Housing and Economic Development Corporation - Bronx Music Hall - Architecture
- 2022 - Downtown Brooklyn Partnership - Downtown Brooklyn Public Realm - Urban Design
- 2021 - Hudson Square BID - Hudson Square Public Realm - Urban Design
- 2021 - Jessie Ball Dupont Fund - Jacksonville Riverfront Activation Plan - Urban Design
- 2020 - The Trust for Governors Island Governors Island Climate Solution Center - Architecture, Urban Design
- 2020 - MSquared, Hamlett Management, Newark Housing Authority - Development for Various NHA Sites and Communities - Urban Design
- 2020 - Hugo Neu Corporation - Kearny Point Master Plan and Building 78 - Urban Design, Architecture
- 2020 - Hugo Neu Corporation - Kearny Point Annex - Architecture
- 2020 - Downtown Davenport Partnership - Downtown Davenport Strategic Master Plan - Urban Design
- 2020 - NYC Department of Design and Construction - West Thames Bridge - Architecture
- 2019 - New York City Department of City Planning - Stevenson Commons Rezoning & Phase 1 Design - Urban Design
- 2019 - Plaxall Inc. - Anable Basin Special District - Urban Design
- 2019 - NYC Economic Development Corporation - Sunset Park & Brooklyn Army Terminal Public Realm - Urban Design
- 2018 - Brooklyn Navy Yard Development Corporation - Brooklyn Navy Yard Master Plan - Urban Design



Team Introduction

QUALIFICATIONS

## STOSS FIRM PROFILE

We are driven by a mission to make positive change in cities, across the planet, and in the daily lives of people. Landscape is our tool.

At STOSS, we design landscapes and social spaces that foster resiliency, vitality, social equity, environmental health, and community. By breathing new life into abandoned, neglected, or simply timeworn places, informed and intentional design can bring neighborhoods, institutions, and entire cities to value safer, healthier, and more beautiful public spaces, to be inspired and sense renewed pride and hope in their community.

Since the studio's founding in 2001, we have worked on tough and complicated sites, from flooding waterfronts, to underserved neighborhoods, deserted downtowns, or neglected brownfields. Whether designing a complex coastal resiliency master plan or an urban pocket park, we ground our design in research, and seek to transform people's experiences with new or hybrid applications for technologies, infrastructures and ecologies. Through deep research and robust public engagement about the historical context and culture of each site, we create public spaces that resonate uniquely with their public and their place, which encourages new use and attentive care. This approach embeds in the design a conscious effort to bridge gaps in social and environmental equity.

We imagine new possibilities, creating value and beauty in challenging places while never losing sight of how we can inspire social connection and bolster diversity, equity, and inclusion.

Our efforts have garnered numerous awards from our peers and the public including a Cooper-Hewitt National Design Award and the Topos International Landscape Award. STOSS has also published three monographs that express our philosophy about the responsibility of design in cities today.

The power of open space to bind communities to one another and to the environment is unequivocal. The role of open space is essential in a world of social and racial inequity and environmental degradation.

20 years ago, we were pioneers as landscape urbanists; we believed that cities and public spaces could be more livable and healthier if they were designed around landscape systems and ecological processes. This involved reimagining the leftovers of industrial and infrastructural and urban pasts as multi-functional, vibrant landscape infrastructures and city districts that could serve environmental, social, cultural, and economic ends simultaneously. Today, we are proud to have witnessed the impact of this philosophy on the growth of cities: landscape and public spaces have been the focus of urban regenerations worldwide, driven by, and sometimes reactive to, public health, resiliency, and ecological mandates.

But there is more work to do. No longer do we have to ask how can landscape become part of a city, but WITH WHOM, FOR WHOM, and FOR WHAT can landscape be put in service? Landscape is not the savior, but it can play an important role in addressing our current environmental crises—climate change and biodiversity loss—as well as pressing urban issues of equity, the unhoused, displacement, public health, and the disproportionate impacts of climate change on vulnerable communities.

*Today's world requires an activist, optimistic and inclusive approach to landscape as an agent of positive change. In cities. Across the planet. And in the daily lives of people. This is our mission.*

FIRM ESTABLISHED **2001**  
**2** STUDIOS: LOS ANGELES & BOSTON  
 NATIONAL DESIGN WINNER **2012**

### CHRIS REED, FASLA, PLA DESIGN DIRECTOR



Chris Reed is Founding Director of Stoss, where he leads the design and content of each project. A designer, researcher, strategist, teacher, and advisor, Chris is recognized internationally as a leading voice in the transformation of landscapes and cities and was a recipient of the 2012 Cooper-Hewitt National Design Award in Landscape Architecture. While running Stoss and its projects, Chris is also a Professor of Landscape Architecture at the Harvard Graduate School of Design, where he conducts numerous studios, including "SMO Park+Climate Infrastructure Arid Landscape," which researched and speculated on futures for the Santa Monica Airport. His commitment to teaching is not only a way to develop the next generation of landscape architects, but also keeps Stoss on a constant quest for new ways of seeing, thinking, and doing, which has helped put the firm at the forefront of the profession.

### MATEO YANG, PLA SENIOR ASSOCIATE | PROJECT MANAGER | DIRECTOR OF LOS ANGELES OFFICE



Mateo Yang is a Senior Associate and Project Manager at Stoss. Mateo holds a Master's Degree in Landscape Architecture from Harvard Graduate School of Design. Trained both as an architect and landscape architect, Mateo is passionate about making a positive cultural and environmental impact through built landscape projects. He integrates his background in fine arts with technical construction knowledge to successfully collaborate and provide leadership in design implementation. With over 10 years of experience, he has led and collaborated on landscape projects in cities including Los Angeles, Seattle, Boston, and Chicago. His range of experience includes recreational parks, academic and commercial campuses, civic centers, and mixed use residential projects.

### HALA NASR LANDSCAPE DESIGNER



Hala Nasr Al Juboori is a Landscape Designer at Stoss. Drawn to design as a medium to connect people and the environment, Hala's interest in landscape architecture lies in its ability to contribute to the betterment of cities, conserving histories and ecologies.

Hala holds a Master of Landscape Architecture from Harvard Graduate School of Design and a Bachelor of Architecture from the American University of Sharjah. During her studies, she worked as a research assistant where she took part in projects that focused on facilitating public engagement on topics that shed light on climate change and conservation. Prior to her Master of Landscape Architecture, Hala worked in architecture and development as an architectural designer and a design manager in the UAE before moving to the United States.

## Firm Profile



**Years of Existence**  
28

**Legal Form of Firm**  
Partnership

**Certifications**  
WBE - NYS/NYC

**Relevant Professional Expertise, Licenses, and Certifications**  
AIA, AICP, LEED

**New York, NY Office**  
25 Park Place, 5th Floor  
New York City, New York 10007

**Washington, DC Office**  
1333 New Hampshire Avenue,  
NW, 03-110  
Washington DC 20036

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30 St. Patrick Street  
Toronto, ON, M5T 3A3

**Contact**  
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212-219-1953  
Claire@wxystudio.com

## WXYZ ARCHITECTURE + URBAN DESIGN

WXYZ is a multi-disciplinary practice. We are architects, urban designers, planners, policymakers, thinkers, strategists, and artists. No matter the size, we tackle problems and find solutions.

Our work has been recognized for its dedication to engaging, improving, and honoring public space. We design in conversation with the environment. We work to understand a context, and plan with community in mind. We challenge ourselves to face the array of complex design problems and commit to solutions that forward a healthy and sustainable future.

We work at all scales. Whether designing engaging public plazas and parks, intergenerational community centers or large-scale, affordable housing complexes, our approach leverages the contributions of public and private partners to create spaces that promote both physical and economic wellness for the entire community.

WXYZ has extensive experience working with city agencies and public authorities on a multitude of infrastructure and civic design projects, providing them with a deep understanding of zoning, building code, and public review processes. In addition, our team has extensive experience implementing community-led design projects that involve many stakeholders and overlapping interests. By employing both new technologies and interdisciplinary teams, we are ideally suited to respond to today's demand for an integrated approach to the built environment.

Our planning work engages local communities and constituencies, utilizes analytical GIS and zoning expertise, and integrates an understanding of infrastructure and economic development concerns. The results have included the creative visioning of public spaces and new urban clusters, as well as broad urban revitalization and infrastructure planning efforts.

WXYZ was founded by architects Claire Weisz, FAIA, and Mark Yoes, FAIA. In 2006, they were joined by Layng Pew, AIA, and in 2011, Adam Lubinsky, PhD, AICP. Today, the studio numbers over 50 people including professionals with backgrounds in architecture, planning, engineering, economic development and housing policy, landscape architecture, and urban, graphic, and industrial design.

WXYZ is a New York City and New York State Certified Women Owned Business Enterprise (WBE) – State File No. 46915.

## Claire Weisz, RA, FAIA

Principal-in-Charge



**Education**  
1989: Yale University, School of Architecture, M.Arch  
1984: University of Toronto, School of Architecture and Landscape Architecture, B.Arch. with Honors

**Registration**  
NY: 1991, #023758  
NJ: #21A101648800  
CA: 1989, #22348

Claire Weisz FAIA is a founding partner of WXY, whose work as an architect and urbanist focuses on innovative approaches to public space, structures, and cities. Her firm, WXY, is globally recognized for its place-based approach to architecture, urban design, and planning, and has played a vital role in design thinking around resiliency. Among its award-winning projects are the SeaGlass Carousel and the Spring Street Garage / Salt Shed. In 2019 Fast Company named WXY one of the World's Most Innovative Architecture Firms. Claire was awarded the Medal of Honor from AIA NY in 2018 and was honored with the Women in Architecture Award by Architectural Record in 2019. She is the Yale School of Architecture Bass Teaching Fellow 2022 and serves on New York City's Sustainability Advisory Board.



## Adam Lubinsky

Principal



**Education**  
2009: University College of London, Bartlett School of Graduate Studies, Ph.D.  
2001: Columbia University, Graduate School of Architecture, Planning & Preservation, M.Arch.  
1994: Brown University, Bachelor of Arts, Magna Cum Laude, Phi Beta Kappa

Adam Lubinsky is a principal at WXY, with more than 15 years of experience leading large-scale master plans, strategic visioning projects, and development analyses for public and private sector clients, including extensive work for and coordination with municipalities and city agencies, community development corporations, institutions, and private developers. In recent years, Adam has undertaken major projects in New York City such as the Bowie and Vicinity Area Master Plan, Brooklyn Tech Triangle Strategic Plan, Brooklyn Navy Yard Master Plan and the Anable Basin Special District. Adam's work with Anable Basin and the Brooklyn Navy Yard including development analysis focused on the land use and re-zoning approaches. He also helped to spearhead complex community-based strategies such as the East Harlem Neighborhood Plan and the New York City Educational District 15 Diversity Plan.



## David Vega-Barachowitz

Associate Principal / Director of Urban Design



**Education**  
2016: Massachusetts Institute of Technology, Master of City Planning  
2010: Columbia University, Bachelor of Arts in Urban Studies with Architecture, Magna Cum Laude, Phi Beta Kappa

David Vega-Barachowitz joined WXY as an Associate in 2019, and became an Associate Principal and Director of Urban Design in 2021. David is a recognized leader in master planning, street design, and placemaking and has extensive experience working with cities and public sector clients. At WXY, David has led the efforts for the design of the Toledo Riverwalk, the Jacksonville Riverfront Activation Plan, the Brooklyn-Queens Expressway (BQE) Vision, and the Downtown Davenport Master Plan. He also oversaw the development of a number of COVID-19 response projects including the Hudson Square Streetscape Plan and COVID-19 Toolkit, the Renaissance Pavilion at Strivers' Row and Keeping the Tables Turning, a strategic playbook for repurposing outdoor space for restaurants in COVID-19.





## WHAT PLACEMAKING MEANS TO US

For us, what ultimately makes a place successful is when people—a community—take ownership of a space and bring it to life. This doesn't happen by accident. Our strategies for placemaking through activation and revitalization include:

- robust engagement that makes people feel included, builds excitement about the project, and gathers substantive input about design and programming;
- early action to test ideas and generate buzz using pilot projects and tactical urbanism;
- building in long-term pragmatic considerations, including for operations, maintenance, economic planning, revenue generation, and governance;
- designing for flexibility of use by integrating open-ended, multipurpose design elements that invite socializing and play;
- and designing for accessibility and inclusivity of all abilities, body types, and social backgrounds.



“The CityDeck is what really got us down here. With the Fox River Trail and the CityDeck, that's gonna make this area the center of downtown again.”

—Jess Miller, Manager, Hagemeister Park Restaurant, on [CityDeck](#)

“If you build something people can be proud of, it will make the city a stronger and more vibrant community. It speaks to the power of good design.”

—Jon Mitchell, Mayor of New Bedford, on [Custom House Square](#)



“The transformation has provided a completely new and vibrant energy for students, faculty, staff and visitors. Through this successful partnership with Stoss we believe that we've greatly exceeded our goals with a wonderfully unique urban design solution.”

—Deanna Mabry, Associate Director of Design, University of Michigan, on [Gerstacker Grove](#)

“Living in Green Bay all of my life and have never seen the downtown riverfront being utilized like this before.

That CityDeck project was what this small city needed. I go down there often and always have the camera with me.”

—John Begalke, Green Bay resident, on [CityDeck](#)

# LARGE-SCALE PLANNING



From top: Touch the Water Promenades, Edmonton, Alberta; Coastal Resilience Solutions for East Boston and Charlestown.

In our large-scale planning work, we collaborate with city agencies, nonprofits, and developers to analyze and plan citywide or district-wide urban landscape systems. Working at this scale provides important opportunities to plan for climate change adaptation, to develop open space networks or greenway systems, and to design new mixed-use districts.

Our team brings interdisciplinary expertise in planning, urban design, and landscape architecture to this work, while also frequently collaborating with architects, civil engineers, economic advisors, equity advisors, and other technical experts.

Past and current clients include the Los Angeles Unified School District, City Plants, Los Amigos de los Rios, City of Boston, Vision Galveston, Great Rivers Greenway, the Town of Nantucket, the City of Edmonton, HYM Investments, and Downtown STL.

Clockwise from upper left: Coastal Resilience Solutions for Downtown Boston; Airport Redevelopment Plan, St. Louis; Vision Galveston; Huangpu Riverfront, Shanghai.

## DESIGN AND IMPLEMENTATION



From top: Venice High School, Los Angeles; CityDeck, Green Bay

Across diverse contexts and climates, we work with our clients and local communities to create urban spaces that are long-lasting, multifunctional, and active year-round. Over time, our built projects have become iconic places that are essential to the identities of their respective neighborhoods or cities, and are beloved by the communities that use them.

We often work on difficult sites - brownfields, airports, over tunnels, and on sites with extreme flooding and heat. Our design approach is characterized by inventive, ecologically functional planting schemes; playful seating elements that invite lounging, socializing, and people-watching; thoughtful integration of industrial or historical remnants; and elements that reveal or amplify natural cycles.

Past and current clients for built projects or projects under construction include the City of Green Bay, the City of Milwaukee, the University of Michigan, Harvard University, the City of New Bedford, the Isabella Stewart Gardner Museum, Massachusetts Institute of Technology, the City of Boston, the City of Cambridge, and Los Angeles Unified School District.

Clockwise from top: Erie Street Plaza, Milwaukee; New Vassar Street Residence at MIT, Cambridge; Isabella Stewart Gardner Museum, Boston; Harvard Plaza, Cambridge.

Cooper-Hewitt National Design Award In Landscape Architecture, 2012

ASLA Honor Award for Analysis + Planning. Moakley Park Resilience Plan, 2022

AIA Award In Regional and Urban Design. Suffolk Downs Master Plan, 2022

Canadian Society of Landscape Architects Awards of Excellence, National Award for Communication. Touch the Water Promenade, 2022

SCUP Excellence Awards, Excellence in Landscape Architecture for General Design, Special Citation Award. Eda U. Gerstacker Grove, 2022

Boston Society of Landscape Architects, Special Recognition for Community Empowerment through a Lens of Diversity. Brickline/Chouteau Greenway, 2021

Boston Society of Landscape Architects, Merit Award, Analysis and Planning. Brickline/Chouteau Greenway, 2021

Grands Prix du Design, Gold Winner, Cultural and Institutional Landscape Architecture Category. Eda U. Gerstacker Grove, 2021

World Landscape Architecture Awards, Shortlisted for Conceptual Analysis and Planning Award. Moakley Park, 2021

Shortlisted for WAN Awards Future Projects: Urban Design category. Suffolk Downs Master Plan, 2021

American Planning Association, Excellence in Sustainability, Community Plan Award. Pittsburgh Uptown Eco-Innovation District, 2020

Architizer A+ Awards, Special Mention, Unbuilt Masterplan Category. Chouteau Greenway Framework Plan, 2020

Progressive Architecture Award, Analysis & Planning. Chouteau Greenway Framework Plan, 2020

Boston Society of Landscape Architects, Merit Award, Analysis & Planning. Moakley Park, 2019

American Planning Association MA Chapter, Sustainability & Resiliency Award. Coastal Resilience Solutions for East Boston & Charlestown, 2018

Architizer A+ Awards, Public Category Winner, Jury Selection. Eda U. Gerstacker Grove, 2018

Great Rivers Greenway International Design Competition, Winner. "The Loop + The Stitch," 2018

World Landscape Architecture Awards, Award of Excellence, Conceptual Design. Coastal Resilience Solutions for East Boston & Charlestown, 2018

Boston Society of Landscape Architects, Merit Award, Design. Eda U. Gerstacker Grove, 2018

Architizer A+ Awards, Special Mention, Architecture + Urban Transformation. Cloud Park (Harbour Square Park), 2017

BSLA Honor Award, College and University Design. The Plaza at Harvard University, 2015

Jack Layton Ferry Terminal and Harbour Square Park Competition, Finalists. Cloud Park, 2015

11th Street Bridge Park Design Competition, Finalists, 2014

AZ Award, Landscape Architecture. The CityDeck, 2014

Connected City Design Challenge, Winner. "Hyper Density Hyper Landscape," Trinity Riverfront, 2014



ASLA NY Awards, Award of Honor, Downtown Brooklyn Public Realm Action Plan, 2022

Fast Company World Changing Ideas, Finalist, Urban Design, Downtown Brooklyn Public Realm Action Plan, 2022

NYCxDESIGN Awards, Finalist, Environmental Impact, Put Waste to Work, 2022

AIANY Excelsior Awards, Award of Citation, Javits Convention Center, 2022

Architizer A+ Awards, Finalist, Unbuilt Masterplan, Downtown Brooklyn Public Realm Action Plan, 2022

Interior Design Magazine, Best of Year, Kearny Point Building 78 Annex, 2021

AZ Awards, Finalist, Experiential Graphic Design, Brooklyn Army Terminal, 2021

Excelsior Awards Award of Distinction, AIA New York State, NYS Cabins, 2020

NYCxDesign Winner: Urban Landscape/Outdoor, West Thames Bridge, 2020

NYCxDesign Honoree: Corporate Office, Howard Gilman HQ, 2020

Architizer A+ List: Architecture and Design Firms to Watch, 2020

Fast Company, World's Most Innovative Companies, Architecture, 2019

NYCPDC Excellence in Design Award: The Peninsula Mixed-Use Development, 2019

Chicago Athenaeum American Architecture Award, Brooklyn Navy Yard Master Plan, 2019

Chicago Athenaeum American Architecture Award, NYS Cabins, 2019

AZ Awards, Finalist, Rockaway Boardwalks Reconstruction, 2019

SARA-New York: Brooklyn Navy Yard Master Plan, 2019

NYCxDesign Merit: Downtown Brooklyn Kiosks, 2019

NYCxDesign Merit: Sunset Park Activation Plan and Brooklyn Army Terminal Public Realm, 2019



Project Experience

QUALIFICATIONS



## AIRPORT REDEVELOPMENT PLAN

**LOCATION**  
Confidential

**SIZE**  
150 acres

**CLIENT**  
Confidential

**PROJECT TIMELINE**  
2020

### SERVICES

- Master Planning
- Landscape Architecture
- Programming
- Developmental Strategy
- Funding, Financing, and Governance

### KEY PERSONNEL

Chris Reed, Design Director

### PROJECT HIGHLIGHTS

- Airport to park conversion
- Limited development to support park funding and operations
- Climate resiliency, including stormwater, heat, and shade
- Local housing and arts initiatives

### A REGENERATIVE STRATEGY FOR A MODERN CITY

This airport redevelopment plan offers a regenerative approach to solidify this site as a tremendous asset and re-integrate it with the life of the island. This vision and this approach represent a first step in creating a foundation for an urban revitalization project that balances the imperatives of economic development, social benefits and ecological restoration. It centers on relationships between people, economy, place and the environment to craft a framework capable of adapting to a range of possible future demands.

Importantly, the proposal is rooted in an evolving understanding of what is unique to this place, that is at the cutting edge of urban design, sustainability and resiliency practices, and also reflects the spirit, character and possibilities of the city.





## PROJECT NOTES: AIRPORT REDEVELOPMENT PLAN

### COLLABORATION & PROCESS

Stoss led a team consisting of SOM, HR&A, Weston & Sampson, the Office for Urbanization, and Benarva Browne in the development of a master planning proposal for a former airport, as part of an invited design competition. The proposed strategy centers on economic development, social benefits and ecological restoration, and is guided by a strong sense of place and commitment to local culture.

The decommissioning of an airport represents a once-in-a-generation opportunity; our proposal offers a regenerative approach to leverage this tremendous asset and re-integrate it with its context. Catering to both tourists and locals, the proposed new waterfront district is designed to be mixed-use and pedestrian friendly in order to encourage streetlife and activity. Housing along with commercial and recreational uses are integrated within the context of a multi-functional landscape system that addresses coastal flooding and storm water management while providing opportunities for both passive and active recreation.

Rather than proposing the ecologically destructive and cost-inefficient demolition of the airstrip, the design positions the existing airport runway as a unique and durable opportunity for re-use. Active uses might include biking, sports, festivals, food markets, and other recreational activities to animate the site and support existing urban culture.

The ecological regeneration of the site is a key goal of the proposal. The proposal recognizes the impacts that climate change has already had on the site, builds disaster risk reduction into the design, and addresses the need for shade, increased biodiversity, clean water, and improved environmental and public health.





## MOAKLEY PARK

**LOCATION**  
Boston, MA

**SIZE**  
90 Acres

**CLIENT**  
Boston Parks & Recreation

**PROJECT TIMELINE**  
2019—Ongoing

**SERVICES**  
Prime, Contract Holder  
Landscape Architecture  
Master Planning  
Urban Design  
Civic Engagement  
Resiliency Planning

**KEY PERSONNEL**  
Chris Reed, Design Director  
Joonyon Kim, Technical Director

**PROJECT HIGHLIGHTS**

- Social and Racial Equity
- Climate & Resiliency
- Ecology
- Programming
- Funding, Financing, Governance
- Operations and Maintenance

[VIEW PROJECT AT STOSS.NET](http://VIEWPROJECT.AT.STOSS.NET)

### RESILIENCY AS CATALYST FOR INNOVATIVE AND EQUITABLE URBAN PARK.

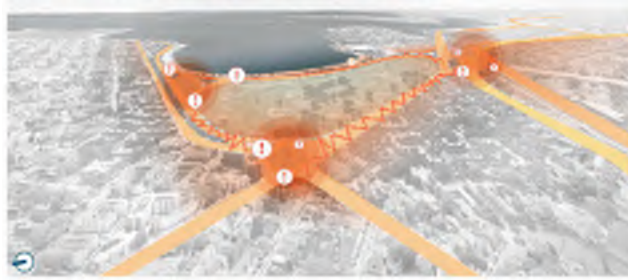
The Moakley Park Preliminary Resiliency Plan transforms one of Boston's largest waterfront open spaces from a largely single-use recreational facility into a resilient and multi-functional 21st century community park. Accessible by public transportation and within 15 minutes of a diverse set of neighborhoods, including South Boston, Chinatown, South End, Roxbury, and Dorchester, Moakley is poised to be an unprecedented park for these adjacent communities and for all of Boston, one that provides safe and equitable access to high quality waterfront open space and community resources; as well as athletics and events for all ages, abilities, and backgrounds. The plan also addresses the city's most pressing climate issues, including stormwater management, urban heat island effect, and coastal flooding. Coastal flood protection measures are designed to protect the park and surrounding neighborhood from a predicted sea level rise of 21-40" in the next 50-60 years.

The Preliminary Resiliency Plan proposes solutions for climate adaptation while modernizing existing athletic facilities; enhancing the recreational functions that have been at the heart of the park for decades; and layering in new programs to attract and diversify visitors. Stormwater management incorporates innovative green infrastructure strategies across the site, including stormwater meadows, corridors, tree trenches, and porous pavement. The site will see a reduction in Urban Heat Island effect and an increase in biodiversity through the introduction of over 500 new trees and a mix of native plants including coastal marshes, maritime shrublands, and woodland communities. The surrounding community played an important role in the development of the vision plan and continues to provide critical feedback on desired activities and priorities for the park moving forward.

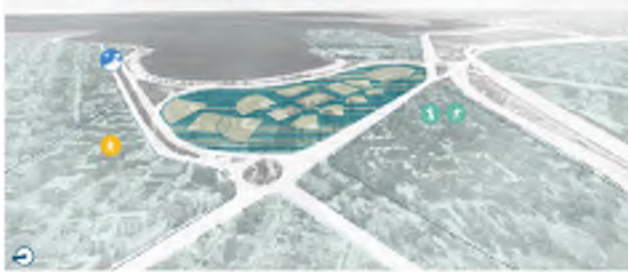




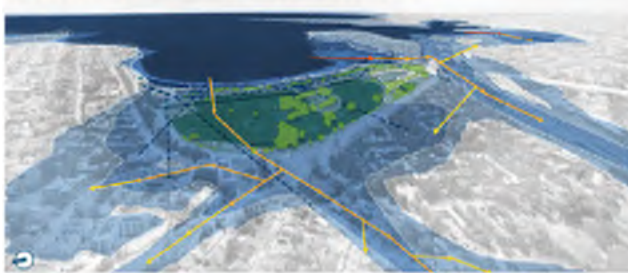
**BARRIERS**  
UNSAFE CROSSINGS + BARRIER TO WATER



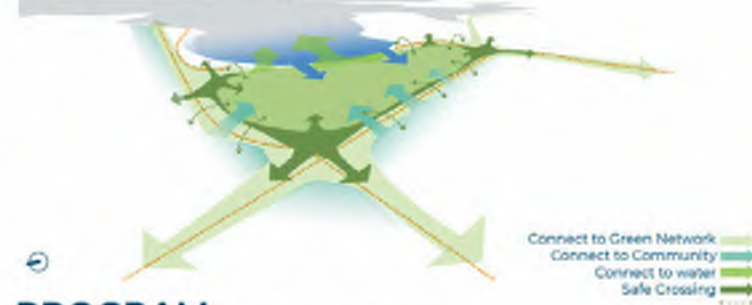
**UNDERUTILIZED**  
SINGLE USE + LEFTOVER SPACE



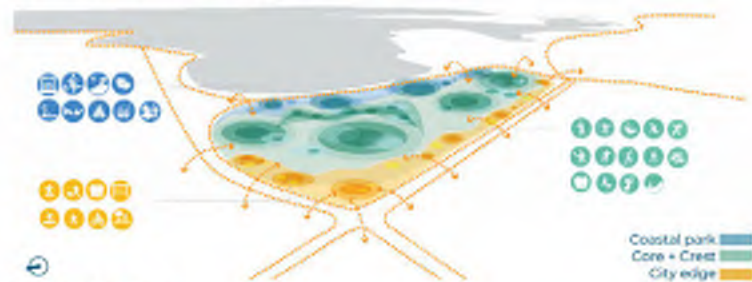
**FLOODING**  
COASTAL FLOODING + STORMWATER



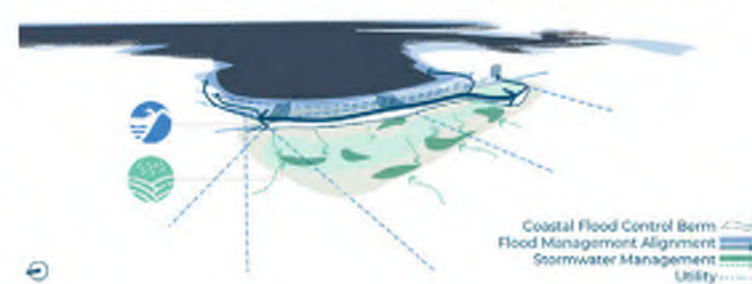
**STITCH**  
SAFE CROSSINGS + CONNECTIONS



**PROGRAM**  
DIVERSE ACTIVITIES + COMMUNITY EVENTS



**MANAGE**  
COASTAL FLOODING PROTECTION + STORMWATER MANAGEMENT





**PROJECT NOTES: MOAKLEY PARK**

**CONTEXTUAL RESEARCH**

The design team conducted local and regional analysis to understand site opportunities and constraints through site visits, local planning documents, flood maps, ownership, existing vegetation surveys, and recreation analysis.

**COMMUNITY ENGAGEMENT**

The design team worked with the parks department to generate a community engagement strategy that would gather community input on the future of the park, help develop a vision plan that addressed major community concerns and interests, and garner support for the final vision plan. The strategy was broad based and geared toward getting input from a variety of sources.

The foundation of this engagement was Community Open Houses and on-site events including ‘Discover Moakley!’ a daylong community event organized to bring fun and energy to the park through local vendors, an activated street, and booths for community input and resiliency education. These efforts were enhanced by digital and physical surveys, one on one interviews and mapping activities aimed at initiating a conversation with community members about how the park is used, and understanding their hopes and dreams for the future of the park. Presentations, visual communication,

and physical models were utilized across multiple engagement strategies to communicate ideas to a diverse audience. Social media and website content was provided to advertise events.

The design team also initiated a set of topical meetings focused on resilience and economic development to coordinate with ongoing efforts of others working on adjacent properties. These included; conversations with developers currently working on the adjacent redevelopment sites at Mary Ellen McCormack housing and Bayside Expo, stakeholders such as UMass Boston, Department of Conservation and Recreation, and the Boston Planning And Development Agency and consultants working on City led plans for Morrissey Boulevard and Climate Ready Dorchester.

**2022 ASLA HONOR AWARD FOR ANALYSIS, PLANNING, AND EQUITABLE ENGAGEMENT**

“As Boston’s largest waterfront park, the renewed and reprogrammed park will form a resilient buffer between rising seas and adjacent residents, and a new link that connects the Emerald Necklace to the harbor. Recreational capacity will be increased through stormwater management on frequently flooded fields along with new programming such as adventure play, community gardens, barbeque areas, and a community resource center. The inclusion of underserved groups and special interest groups in the process was lauded as “exceptional” by the jury.”





## VENICE HIGH SCHOOL

**LOCATION**  
Los Angeles, CA

**SIZE**  
20 Acres

**CLIENT**  
Los Angeles Unified School District

**PROJECT TIMELINE**  
2016—2022

**SERVICES**  
Landscape Architecture  
Urban Design  
Resiliency Planning

**KEY PERSONNEL**  
Chris Reed, Design Director  
Joonyon Kim, Director-in-Charge  
Mateo Yang, Project Manager

**PROJECT HIGHLIGHTS**  
• Circulation  
• Climate & Resiliency  
• Ecology & Planting

[VIEW PROJECT AT STOSS.NET](#)

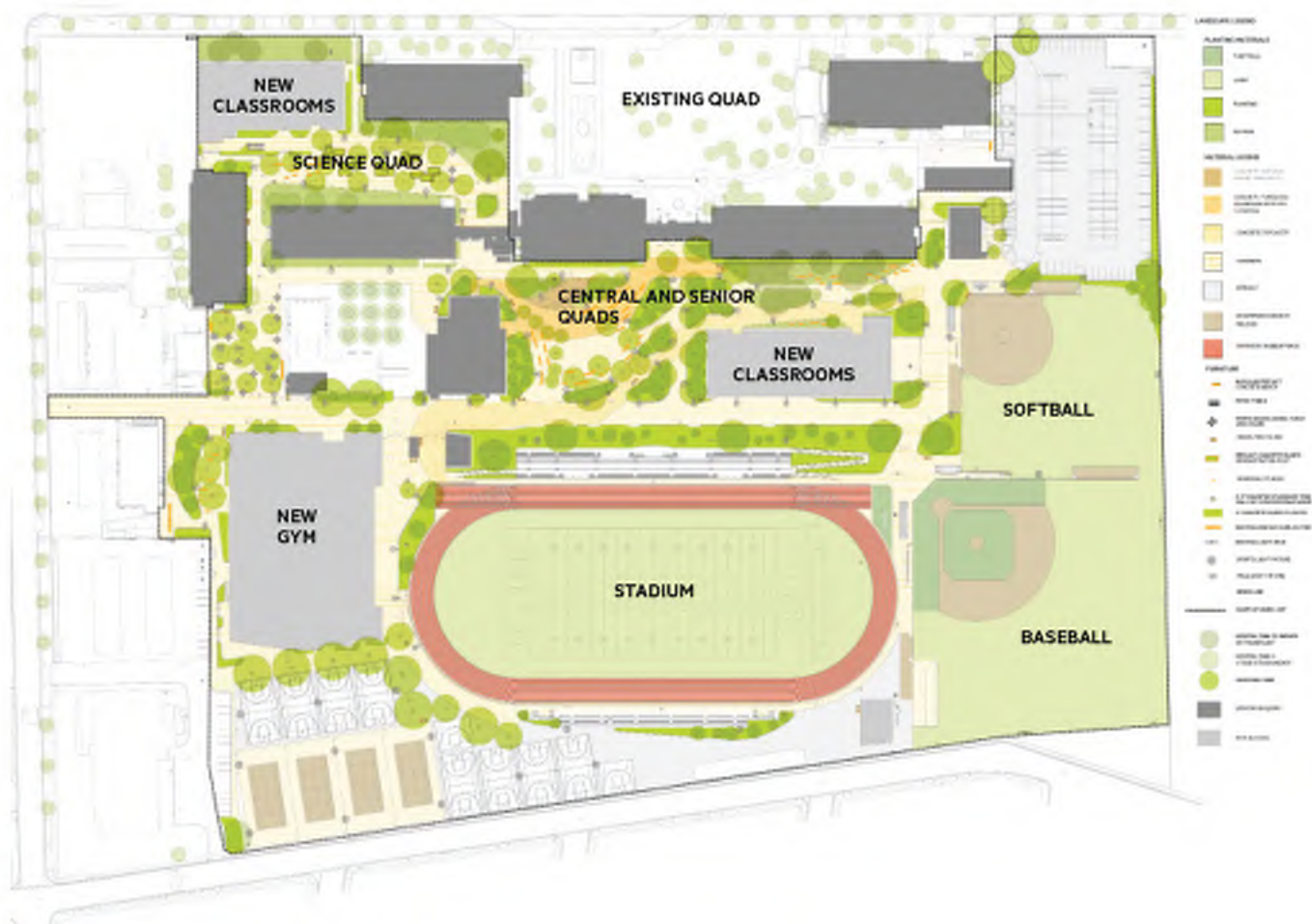
### ENVIRONMENTALLY SENSITIVE PLANTING IN A PEDAGOGICAL LANDSCAPE.

Venice High School is an iconic 29-acre campus with historic Art Deco buildings and murals, a heritage front lawn, and storied past as the back-drop for many films, including the infamous 'Grease'. The project included both renovations and a campus expansion featuring three new quadrangles and newly reconstructed athletic fields and facilities. The design connects the existing campus of small buildings and outdoor passageways with the new spaces through a series of undulating pathways that frame lush islands, ultimately enhancing campus social life and facilitating circulation. Additionally, the design serves as an environmentally adapted landscape; the new courtyards and islands are planted with local species appropriate for the arid climate, creating a more resilient landscape and an exemplary teaching tool.

Organizing principles consider the underlying axial relationships established in the original building layout, and overlays a predominant diagonal movement from Northeast to Southwest that responds to the new building placement, water flow, and connectivity. The design features curvilinear walkways of scored concrete as social conveyors that connect major nodes and campus buildings. Punctuating these paths are islands that frame landscapes and outdoor program areas while also providing various sized gathering spaces for students. These islands provide shade, stormwater filtration, and act as horticultural demonstration opportunities. Punctuating the campus flow are rounded custom concrete benches that lend a contemporary counterpoint to the historic buildings while offering a variety of seating opportunities with playful sculptural shapes.



A new canopy of trees blends the new landscape with the old. A diversity of California adapted and native species are featured throughout campus and will be planted in a variety of sizes so that the evolution and growth of the landscape occurs in a syncoated fashion.

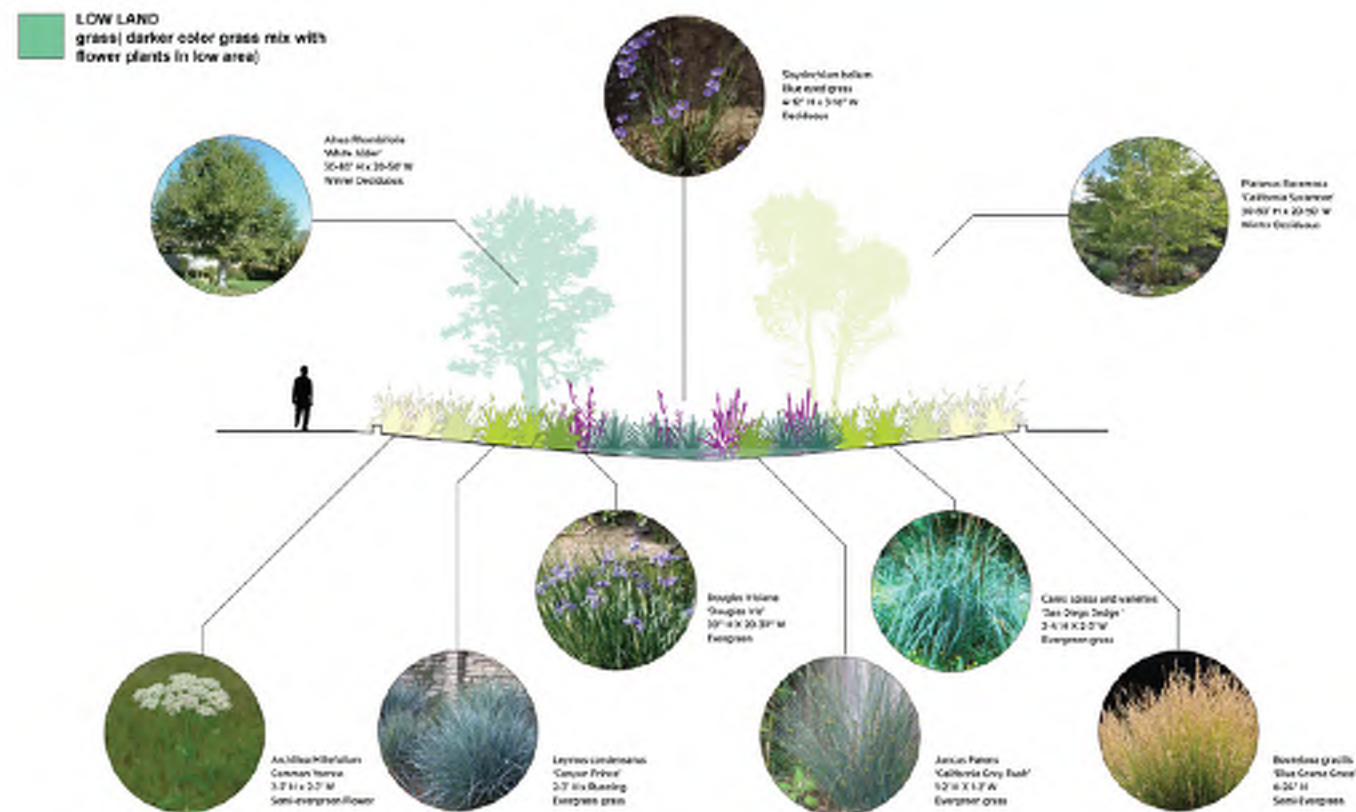


**PROJECT NOTES: VENICE HIGH SCHOOL**

**PLANTING & ECOLOGY**

Although 26 heritage trees were protected, new arid-adapted trees and plants were selected by specific communities, for example low-land species are placed at low points in the site where landscape serves as stormwater collection and can tolerate extreme wet and dry cycles. Mid-land species are desert adapted species featured in the exposed main quad, and high-land trees are foothill and mountain species planted on the berms and mounded areas. Stormwater management is integrated throughout and is designed to collect and treat an 85th percentile storm through infiltration.

This project features a high performance, environmentally sensitive landscape that puts student needs at the forefront, giving them a variety of spaces to relax, socialize, play, learn, and circulate while also fostering environmental stewardship. In addition, the new design serves to modernize the campus, adding to the site's vernacular without overpowering the historic context.





## SEASIDE PARK

**LOCATION**  
Confidential

**SIZE**  
240 acres

**CLIENT**  
Confidential

**PROJECT TIMELINE**  
2022

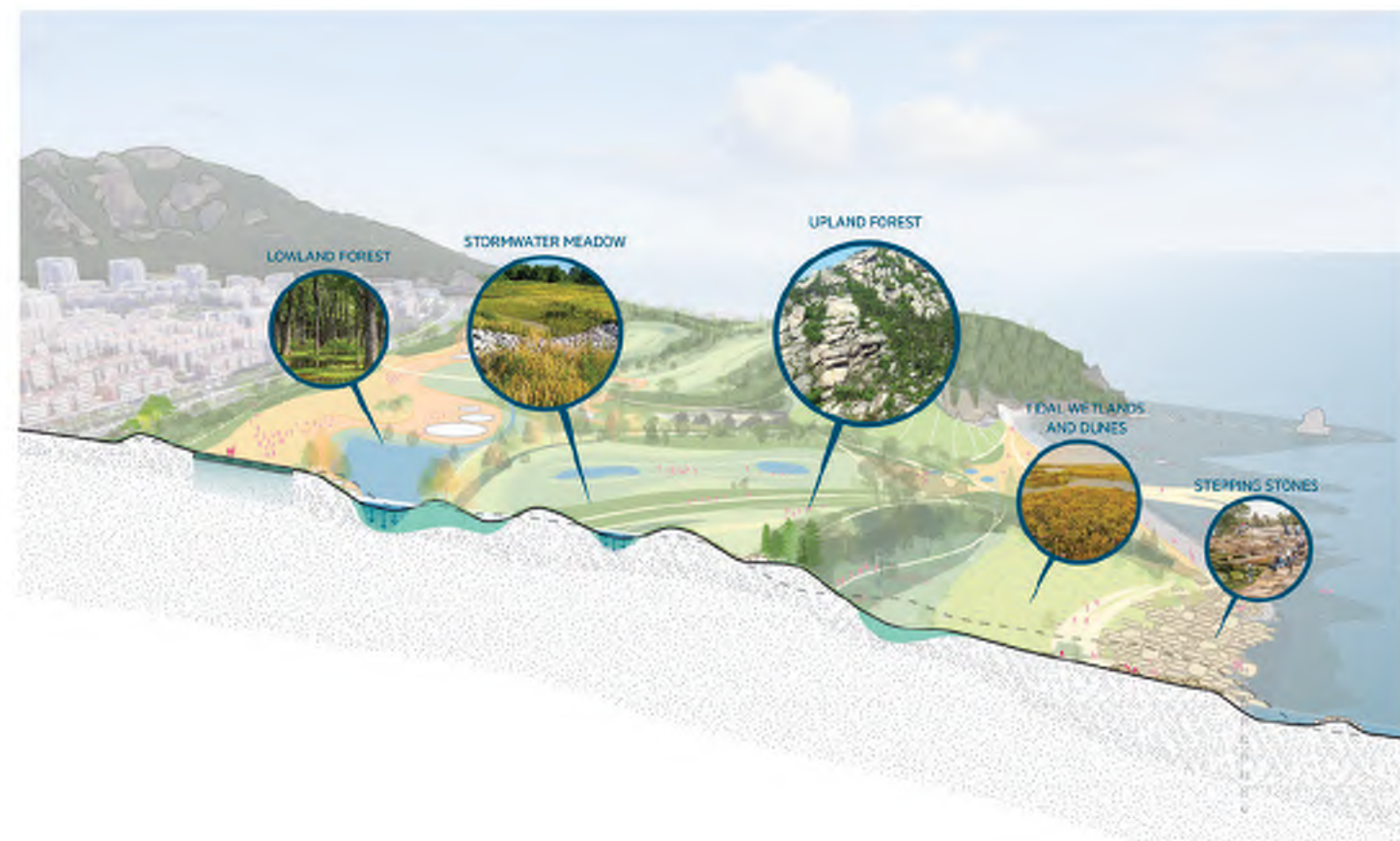
**SERVICES**  
Landscape Architecture  
Masterplanning  
Urban Design  
Resiliency Planning

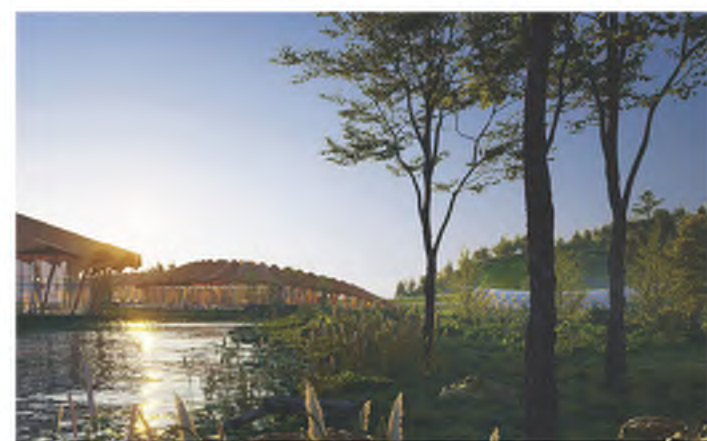
**KEY PERSONNEL**  
Chris Reed, Design Director  
Joonyon Kim, Director in Charge  
Mateo Yang, Project Manager

**PROJECT HIGHLIGHTS**  
• Circulation  
• Climate & Resiliency  
• Ecology  
• Programming

### FORMER GOLF COURSE TRANSFORMED INTO DESTINATION SEASIDE ECO-PARK.

Stoss worked with an international team to lead the creation of a master plan and concept design for a 240-acre waterfront park to be developed on a golf course site. The team chose to adapt the existing site by capitalizing on its current strengths: sweeping views of the ocean and adjacent mountains, an open landscape, a lush green environment, and a collection of historic artifacts left behind from the site's past as a fishing area. The proposal improves connectivity to the adjacent urban fabric, provides a choreography of sequenced views and promenades, and generates a healthier urban ecosystem through biodiverse and climate-adapted planting. An elongated, meandering pavilion provides shade and shelter while honoring local architectural traditions and making space for diverse programming.





# Hartford-Brainard Airport Vision

In 2021, WXY, with Karp Strategies, was commissioned to conduct a vision planning exercise and market study of the Hartford-Brainard airport, a 201-acre, state-owned local aviation facility. In collaboration with the City of Hartford's Department of Planning and Zoning, WXY assessed the potential for a range of potential job-generating future uses of the site that could economically and socially benefit Hartford residents. This included high level development scenarios for a large scale mixed-use development, an aviation technology and research campus, and a distribution and logistics center. Based on community and stakeholder feedback, WXY created an evaluation matrix for the plan and assessed each of these options based on their benefits and trade-offs. At the end of the process, the team created an implementation road map and presented the plan to the city planning commission and the State, who further developed a plan for economic feasibility based on the city's recommendations.

## Client

City of Hartford Department of Planning & Zoning

Paul Ashworth  
Senior Planner

City of Hartford Department of Planning & Zoning  
860-757-9055  
paul.ashworth@hartford.gov

**Timeline:** 2022 - Ongoing

**Location:** Hartford, CT

**Size:** 201 acres

**Budget:** \$120,000

**Lead Staff:** David Vega-Barachowitz, Adam Lubinsky



# Jacksonville Riverfront Activation Plan

In 2021, WXY worked with DVDL and JLP+D to develop a multi-faceted plan for the activation of Jacksonville's riverfront. Working in close coordination with the Downtown Investment Authority, the City's Parks Department, and with support from the Jessie Ball Dupont Fund, WXY developed a near-term and long-term toolkit of strategies to create a more connected and vibrant interface between the city and the St. John's River. The planning process engaged a diverse array of stakeholders and advisory groups throughout Jacksonville, including advocates for riverfront parks and ecological restoration, downtown cultural and civic organizations, and city officials working on a range of capital projects to enhance and develop the riverfront. As part of the project, WXY developed a series of fast-action strategies and modules to activate the riverfront in the near term, including a series of flexible mobile units for portable programming, several ideas for larger riverfront programming hubs, and longer-term strategies for creating a more resilient river's edge to protect the city against future flooding and storm surge.

## Client

Jessie Ball Dupont Fund

## Client Contact

Mari Kuraishi  
President  
Jessie Ball Dupont Fund  
40 East Adams St, Ste. 300  
Jacksonville, FL 32202  
904-353-0890  
info@dupontfund.org

## Status

Completed 2021

## Location

Jacksonville, FL

## Budget

\$550,000 (WXY Fee)





# Governors Island Climate Solution Center

WXY was commissioned by the Trust for Governors Island to develop the vision for a Climate Solution Center, turning the iconic waterfront location into a public living laboratory for researchers, advocates, students, and innovators to focus on climate change solutions. This ambitious plan for Governors Island aims to preserve all existing open space, establish long-term funding streams for operations, and expand public access to the Island as well as information and education about the climate crisis. The climate center will provide ample opportunities for public engagement, education, programming, and environmental advocacy initiatives as a central convening spot for New Yorkers. Through the inclusion of potential academic institutions and dormitories, living laboratories, commercial innovation in environmental technological research, and space for policy and advocacy organizations, the Center is projected to create 8,000 new jobs and generate an economic impact of \$1 billion for New York City. The Trust's proposal also comes timely during the ongoing crisis of the pandemic, underscoring the need for cross-sector planning that centers equity around urgent issues.

Easily accessible by ferry between Lower Manhattan and Brooklyn, Governors Island provides the ideal central location for the city's talent and research. In the coming months, the Trust will work with stakeholders, local residents and agencies, and elected officials to help bring the vision to life, including a potential rezoning of the South Island as a year-round 24/7 mixed-use innovation district.

## Client

The Trust for Governors Island

Clare Newman  
President & CEO,  
The Trust for Governors Island  
10 South St, Slip 7  
New York, NY 10004  
212-440-2231  
cnewman@govisland.org

**Timeline:** 2018 - 2020

**Location:** New York, NY

**Budget:** \$4,500,000

**Lead Staff:** Claire Weisz, Principal in Charge, Paul van der Grient, Associate Principal



WXY ARCHITECTURE + URBAN DESIGN

# Kay Bailey Hutchinson Convention Center Master Plan

The Kay Bailey Hutchison Convention Center Master plan envisions the transformation of the Dallas' existing convention center into a live-work-play convention center district with signature parks and public spaces, a vibrant mix of commercial, retail, hotel, residential, and entertainment uses, and a reimagined southern gateway that reconnects the city's neighborhoods and civic assets.

WXY led the district-level urban design strategy, centering the pedestrian experience within a multi-modal transportation network. With the district framework, WXY leveraged the re-orientation of the existing Convention Center as a catalyst for a new pedestrian-oriented cultural spine linking key destinations and generating activity within the district. Once completed, the project will reconnect Dallas with the historically disadvantaged Cedars neighborhood to the south and create a necklace of new open spaces surrounded by mixed-use development, arts, culture, and entertainment venues, and active programming.



## Client

City of Dallas

## Status

Ongoing

## Location

Dallas, TX

## Budget

1,200,000





Team Member Experience

QUALIFICATIONS

## CHRIS REED, FASLA, PLA

DESIGN DIRECTOR



Chris Reed is Founding Director of Stoss. He is recognized internationally as a leading voice in the transformation of landscapes and cities, and he works alternately as a researcher, strategist, teacher, designer, and advisor. Chris is particularly interested in the relationships between ecology and landscape and infrastructure, social spaces, and cities. His work collectively includes urban revitalization initiatives, climate resilience efforts, adaptations of former industrial sites, vibrant public spaces that cultivate a diversity of social uses, and numerous landscape installations. He has overseen riverfront work in Green Bay, Little Rock, Milwaukee, Louisville, Cape Cod, Dallas, and Grand Rapids. Chris is a recipient of the 2012 Cooper-Hewitt National Design Award in Landscape Architecture, a Fellow of the American Society of Landscape Architects, and the 2017 Mercedes T. Bass Landscape Architect in Residence at the American Academy in Rome.

### EDUCATION

University of Pennsylvania  
Master of Landscape Architecture

Harvard College  
A.B. Cum Laude in Urban Studies

### REGISTRATION

Registered Landscape Architect In  
AZ, CT, IA, MA, MD, MI, MO, NY, ON, PA, RI,  
TX, WI

### SELECT AWARDS

Cooper-Hewitt National Design Award in  
Landscape Architecture, 2012

AIA Award in Regional and Urban Design,  
Suffolk Downs Master Plan, 2022

Boston Society of Landscape Architects,  
Special Recognition for Community  
Empowerment through a Lens of Diversity,  
Brickline Greenway Master Plan, 2021

Boston Society of Landscape Architects,  
Merit Award in Analysis and Planning,  
Brickline Greenway Master Plan, 2021

American Planning Association, Excellence  
in Sustainability Community Plan Award,  
Uptown Pittsburgh Eco-Innovation  
District, 2020

Progressive Architecture Award, Brickline  
Greenway Master Plan, 2020

### SELECT PROJECT DESCRIPTIONS

Moakley Park  
Boston, MA  
*Design Director*

The largest waterfront park in Boston, Moakley Park is a recreational gem and a key asset in the City's climate resiliency plans. Informed by creative community outreach, Stoss developed a vision plan that creates dynamic open space and incorporates innovative flood protection.

Confidential Airport  
Redevelopment Master Plan  
*Design Director*

Ecological regeneration of the site was a key goal for our proposal for the Arnos Vale airport redevelopment master plan. A multidisciplinary team with landscape and engineering strategies helped drive the design decisions to inform an approach to designing a modern resilient city, infrastructural efficiency and the role of recreational space and social life.

Eda U. Gerstacker Grove  
University of Michigan, Ann Arbor, MI  
*Design Director*

This 4-acre campus quad renovation transformed an underutilized open space at the heart of the University of Michigan's North Campus into a dynamic, active social space that meets ambitious sustainability goals by increasing biodiversity and capturing 95% of stormwater onsite.

Harvard Plaza  
Cambridge, MA  
*Design Director*

The Plaza at Harvard University is a gathering space at the heart of the university, serving students, faculty, staff, visitors, and the local community. Built on structure, the space accommodates year-round programming, activities, and gatherings throughout all seasons with flexible social spaces and custom timber benches.

Confidential Seaside Park  
QingDao, China  
*Design Director*

Stoss designed an approach for habitat restoration and conservation strategies as part of a multidisciplinary team to convert an existing coastal golf course of 250 acres into a modern multifunctional park. Our design scope included open space strategies for incorporating existing site assets, habitat restoration, and pollution impact mitigation.

Venice High School  
Los Angeles, CA  
*Design Director*

Stoss is currently designing a 23 acre modernization of Venice High School through the LA Unified School District. The landscape is inspired by the school's heritage front lawn and the historic canals of Venice, CA. The campus modernization includes stormwater planters, quads, a competition track & field venue, sports courts, and ball fields.

## MATEO YANG, PLA

SENIOR ASSOCIATE | DIRECTOR OF THE LOS ANGELES OFFICE | PROJECT MANAGER



Mateo Yang is a Senior Associate and Project Manager at Stoss. Mateo holds a Master's Degree in Landscape Architecture from Harvard Graduate School of Design. Trained both as an architect and landscape architect, Mateo is passionate about making a positive cultural and environmental impact through built landscape projects. He integrates his background in fine arts with technical construction knowledge to successfully collaborate and provide leadership in design implementation. With over 10 years of experience, he has led and collaborated on landscape projects in cities including Los Angeles, Seattle, Boston, and Chicago. His range of experience includes recreational parks, academic and commercial campuses, civic centers, and mixed use residential projects.

### EDUCATION

Harvard Graduate School of Design  
Master of Landscape Architecture

Rhode Island School of Design  
Bachelor of Architecture Bachelor of Fine  
Arts

### REGISTRATION

Registered Landscape Architect in California

### PROFESSIONAL EXPERIENCE

AHBE Landscape Architects,  
Los Angeles, CA

Michael Van Valkenburgh Associates,  
Cambridge, MA

### SELECT AWARDS

American Society of Landscape Architects,  
Honor Award in Urban Design, The 606, 2020

American Planning Association, National  
Planning Excellence Award for Urban Design,  
The 606, 2016

Chicago Innovation People's Choice Award,  
The 606, 2015

### SELECT PROJECT DESCRIPTIONS

La Cienega  
West Hollywood, CA  
*Project Manager*

Stoss designed the landscape for this five-story multifamily, currently under construction. Integrated into the building are sloping gardens that transition into public space along the street. The landscape features native plants including soft grasses, sculptural succulents, and dryland trees.

5750 Hollywood Boulevard\*  
Los Angeles, CA  
*Project Manager*

The landscape for this recently completed seven-story, 161-unit residential development thoughtfully integrates the building into the surrounding urban fabric and streetscape.

Venice High School  
Los Angeles, CA  
*Project Manager*

Venice High School is an iconic campus with historic Art Deco buildings and a heritage quad. The redesign enhances social life and circulation in an environmentally adapted landscape. Playful, sculptural custom benches lend a contemporary contrast, modernizing the site while respecting its vernacular.

University of California Riverside  
Multidisciplinary Research Building\*  
Riverside, CA  
*Project Manager*

This 1.7-acre site design for a research building collects and reuses rainwater, providing a 40% reduction of water usage and achieving LEED Platinum certification. The resulting landscape design functions as a high-performance ecological system within the campus.

Touch the Water Promenade  
Edmonton, Alberta  
*Project Manager*

Working with the City and a local Architecture firm, the goals of this project include reconnecting the city with the waterfront, activating the riverfront in all seasons, restoring ecological systems and celebrating the unique indigenous cultural heritage of the site.

Lake Forest Civic Center\*  
Lake Forest, CA  
*Landscape Designer*

A 12-acre site at Lake Forest's new civic center houses five structures with accessible private courtyards, gardens, and plazas functioning as community spaces. The design provides connections to the adjacent hiking trail.

\*Project involvement prior to joining Stoss.

## HALA NASR LANDSCAPE DESIGNER



Hala Nasr Al Juboori is a Landscape Designer at Stoss. Drawn to design as a medium to connect people and the environment, Hala's interest in landscape architecture lies in its ability to contribute to the betterment of cities, conserving histories and ecologies.

Hala holds a Master of Landscape Architecture from Harvard Graduate School of Design and a Bachelor of Architecture from the American University of Sharjah. During her studies, she worked as a research assistant where she took part in projects that focused on facilitating public engagement on topics that shed light on climate change and conservation. Prior to her Master of Landscape Architecture, Hala worked in architecture and development as an architectural designer and a design manager in the UAE before moving to the United States.

### EDUCATION

Harvard Graduate School of Design  
Master of Landscape Architecture

American University of Sharjah  
Bachelor of Architecture

### PROFESSIONAL EXPERIENCE

Stoss Landscape Urbanism  
Ecosistema Urbano

Al-Futtaim Group Real Estate  
Studio Cultural Engineering  
X Architects

### SELECTED AWARDS

First Prize winner of the sixth edition of Lisbon Triennale Millenium Universities Award Competition, exhibited as part of the Visionaries exhibition *In Terra*, Lisbon Triennale, Aquatic Livelihoods, 2022

Commendation from the Landscape Architecture Department at the Graduate School of Design at Harvard University for outstanding record and achievement, 2022

## SELECTED PROJECT DESCRIPTIONS

### Nantucket Project Nantucket, MA Landscape Designer

Concept design where resiliency is at the core of the project. The design intent was rooted in its aim to lead by example within its community that will experience further hardships and flooding in the coming years. The program includes a boardwalk structure and a connected outdoor space.

### Dhow Boat Museum Dubai, UAE \* Architectural Designer

Designing a cluster of boats that are juxtaposed in a manner to provide an intentional sequential procession to tell a curated story. The program of the project includes an installation, exhibition spaces, viewing decks and a cafeteria. Hala served as a project manager at Studio Cultural Engineering.

\*Project Involvement prior to joining Stoss.

### Moakley Park Boston, MA Landscape Designer

The largest waterfront park in Boston, Moakley Park is a recreational gem and a key asset in the City's climate resiliency plans. Informed by creative community outreach, Stoss developed a vision plan that creates dynamic open space and incorporates innovative flood protection.

### DFC Cultural Precinct Dubai, UAE \* Assistant Design Manager

Nestled by the DFC Mall, the cultural precinct celebrates the unique culture and traditions of the region. The project includes a cultural center, library, gallery, and theater all supported by f&b and retail outlets. Hala served as the project manager at Al-Futtaim Group working with Badran Design Studio.

### Shindagha Historical District Dubai, UAE \* Architectural Designer

A museum complex and a visitor center designed as an open plaza catering for flexible programs, using materials that acknowledge the neighbourhood's historical identity. Hala served as an architectural designer at X Architects focused on conservation whilst carefully designing the varied program.

### Lusail Mirage Doha, Qatar \* Architectural Designer

Housing units designed to create topological explorations that use different spatial components to create an urban quality within the building mass. Hala's role as an architectural designer at X Architects served to assist beginning from the design competition to the conclusion of schematic design.

STOSS



## Claire Weisz, RA, FAIA

Principal-in-Charge



### Registration

NY: 1991, #023758  
NJ: #21A101648800  
CA: 1989, #22348  
IL: 2020, # 001.025094  
FL: AR101098

### Education

1989: Yale University, School of Architecture, M.Arch

1984: University of Toronto, School of Architecture and Landscape Architecture, B.Arch. with Honors

### Fellowships/Memberships

Fellow, American Institute of Architects  
Member, National Academy of Design

### Board Member

Architecture League  
Regional Plan Association  
Transportation Alternatives  
+Pool  
The Ethel Foundation

Claire Weisz is a founding partner of WXY, a New York firm globally recognized for its community-centered approach to architecture, urban design and planning. Her work around urban issues have been featured widely in national and international publications including the New York Times, Metropolis, AD, Architectural Record, and many others. She has received the Architectural League of New York's Young Architects Award and the Emerging Voices Award. Weisz was named one of Fast Company's Most Creative People in Business in 2017, awarded the Medal of Honor from AIANY in 2018 and was honored with the Women in Architecture Award by Architectural Record in 2019.

Her firm WXY won the 2016 AIA New York State Firm of the Year Award, and is listed as one of Fast Company's World's Most Innovative Companies for 2019. Claire is the co-founder of The Design Trust for Public Space and from 2000-2005 was the co-executive director.

She currently holds a seat on the Industry Advisory Group for the U.S. Department of State Bureau of Overseas Operations and serves on the board of the Regional Planning Association. She has served on design juries, both nationally and internationally, including the 2018 Mies Crown Hall Americas Prize, Jury Chair of the Nova Scotia Museum of Contemporary Art, Azure Design Awards; Big Ideas for Small Lots NYC Housing Design Competition and Metals in Construction Design Challenge in 2019.

Claire has served on the board of the New York AIA, OPENHouseNY and is active on other non-profit boards. She has received research grants from the New York State Council on the Arts, the Rockefeller Foundation, and the Graham Foundation. She has taught and lectured widely both in academia and for professional associations in both design and planning.

# WXY

### Professional Experience

1995-present: WXY, Principal  
1993-1995: Weisz & Warchol, Principal  
1989-1993: Agrost & Gandelsonas, Associate  
1984-1988: Urban Innovations Group / Charles W. Moore, Architect

### Selected Academic Experience

- Visiting Professor, Advanced Design Studio, Yale School of Architecture, Fall 2022-2023
- Visiting Professor, Masters of Architecture Parsons / New School Fall Term 2019-2021
- Visiting Professor, Masters of Urban Design studio, The City College of New York Bernard and Anne Spitzer School of Architecture, 2019
- Portman Prize, Portman Visiting Critic, Georgia Tech School of Architecture, 2017
- Barclay Jones Visiting Lecturer, AAP-NYC Program, Cornell University, 2016
- Visiting Distinguished Professor, CCNY Bernard & Anne Spitzer School of Architecture, 2015
- Visiting Critic, Cornell University, College of Architecture, Art & Planning in NYC, 2013-2014
- Professor (adjunct), Parsons - The New School, 2010 - 2013
- Assistant Professor, NYU Wagner School of Public Service, 2006 - 2017
- Studio Critic, Yale University, School of Architecture, 2005-2009
- Assistant Professor, Columbia University GSAUPP, Urban Design Dept. 1999-02
- Assistant Professor, The Pratt Institute, School of Architecture 1993-97
- Adjunct Assistant Professor, Computer Imaging Lab, NJIT, School of Architecture 1992-1996

### Selected Lectures, Juries, Panels

- "Streets for Commerce", Urban Design Forum, 2022
- "Beyond Zero Series: Decarbonizing Downtown", 2022
- "The Store and the Street", MoMA Salon 39, 2022
- "Outside Architecture" AIA Iowa Convention Keynote, 2021
- "The Future of Public Space", North Brooklyn Parks Alliance, panelist, 2021
- "Safe and Equitable Streets: Age, Ability, and Inclusion", AIANY panelist, 2021
- "Inside Outside Architecture" Facades+, The Architect's Newspaper, keynote, 2021
- "Public Space for All" AIA-Japan Lecture, 2020

## Adam Lubinsky, PhD, AICP

Principal



### Education

2009: University College of London, Bartlett School of Graduate Studies, Ph.D.

2001: Columbia University, Graduate School of Architecture, Planning & Preservation, M.Arch.

1994: Brown University, Bachelor of Arts, Magna Cum Laude, Phi Beta Kappa

Adam Lubinsky is a principal at WXY, with more than 15 years of experience leading large-scale master plans, strategic visioning projects, and development analyses for public and private sector clients, including extensive work for and coordination with municipalities and city agencies, community development corporations, institutions, and private developers.

In recent years, Adam has undertaken major projects in New York City such as the Bowie and Vicinity Area Master Plan, Brooklyn Tech Triangle Strategic Plan, Brooklyn Navy Yard Master Plan and the Anable Basin Special District. Adam's work with Anable Basin and the Brooklyn Navy Yard including development analysis focused on the land use and re-zoning approaches. He also helped to spearhead complex community-based strategies such as the East Harlem Neighborhood Plan and the New York City Educational District 15 Diversity Plan.

Adam is an accredited planner (AICP) and an Associate Professor of Professional Practice at the Columbia University Graduate School of Architecture, Planning and Preservation. He was a visiting faculty member at Cornell University, Columbia University, The New School, and the Bartlett School of Architecture. Adam is a Fellow of the Urban Design Forum and was named by Fast Company as one of 2017's Most Creative People in Business.

# WXY

### Professional Experience

2011-present: WXY, Managing Principal  
2009-2011: URS Corporation, Deputy Head, Economics and Development Planning  
2008-2009: University College London, Bartlett Planning & Architecture, Teaching Fellow  
2005-2008: Urban Practitioners, London, Director  
2004-2005: Era Ltd, London, Project Manager 2001  
2001-2003: Sam Schwartz Company LLP, New York, Project Manager

### Selected Publications

- 2016: Big Dreams in a Post-Master Planning World in Architect d.b.a., Center for Architecture Press
- 2016: East Harlem Neighborhood Plan, Office of the Speaker of the NY City Council
- 2014: Ten Steps to Creating a Conversation: Community Design for Affordable Homes and Sustainable Places, 2014, US Department of Housing and Urban Development, Corporation for Supportive Housing and Court Monitor James Johnson (US ex rel. ADC v. County of Westchester)
- 2013: Brooklyn Technology Triangle Strategic Plan
- 2012: East River Blueway Plan, Manhattan Borough President's Office
- 2012: Sunset Park Brownfields Opportunity Area Step 2 Nomination Study
- 2010: Challenges to Achieving Low Carbon Objectives & Implementing Decentralised Energy in Central London (Central London Forward)

### Conferences and Lectures

- 2017: "The New Mobility," CityAge, Washington DC
- 2017: "EVs, AVs and Ride-Sharing," American Planning Association New York Metro Chapter Conference
- 2016: "Strategic Planning + Urban Design = Economic Development," a presentation to CityAge Los Angeles
- 2015: "Digital Democracy and Public Engagement," a presentation at the American Planning Association annual conference
- 2015: Big Dreams: The Master Plan in Architecture at the New York Center for Architecture, March 2015

## Colin Montoute, AIA, RA, LEED AP

Director of Architecture



### Registration

NY: #030941  
NCARB: #80478  
LEED AP

### Education

2021: University of Southern California, Price School of Public Policy, Master of Urban Planning

1997: New York Institute of Technology, Bachelor of Architecture

### Memberships/Fellowship

American Institute of Architects, Member  
American Planning Association, Member  
Design-Build Institute of America, Member  
Loeb Fellowship, Finalist, Infrastructure and the Public Realm, 2010  
National Organization of Minority Architects, Member  
The Rural Haiti Project, Board of Directors  
1787 Corporation, President

### Relevant Projects

- Precinct G9 Waterfront, Dubai, UAE
- Quay Street Residential Waterfront Development, NY
- Penn Station Critical Improvements, NY
- Moynihan Train Hall- Penn Station, Platform Rehabilitation, NY
- 125th Street Station, NY

Colin Montoute has been a practicing architect in New York for over 25 years. He has worked on a wide range of award winning projects in both the public and private sector.

His work includes residential, commercial, and transportation projects for agencies such as the Metropolitan Transit Authority, Port Authority, New York City Transit, and AMTRAK. His international work includes projects in Dubai, Saudi Arabia, Africa, Haiti, and China. Colin has worked for Fx Fowle, STV, Davis Brody Bond, and Kohn Pedersen over his 25-year career. Colin has been in private practice as Montoute Architects and Planners (MAP). As Director of MAP he led a multidisciplinary team engaged in commercial and residential work in the region and internationally. Colin's work was published in Architectural Record in 2012. Colin led the efforts in the Quay Street Residential Development near the Brooklyn waterfront, and was the Senior Designer for a 300-acre waterfront mixed-use project in Dubai which included outdoor public spaces for a 450-room hotel.

# WXY

### Professional Experience

2021-present: WXY, Associate Principal  
2015-2021: AECOM B+P, Associate Principal  
2010-2015: Montoute A+P, Director  
2002-2010: Fx Fowle, Principal

### Selected Lectures & Press

- Garden and the Machine: The role of architects in infrastructure and transportation, 2018
- Shape Shifting: The architect's use of 3D printing and parametric tools, 2017
- "Building for Social Change," Ecole de Choix, Architectural Record, March 2012
- "Impossible City: Sheikh Rashid bin Saeed Crossing," CBS, Summer 2008
- "MegaWorld: Sheikh Rashid bin Saeed Crossing," Discovery Channel, Summer 2008

### Guest Critic

- Rensselaer Polytechnic Institute
- Pratt Institute
- Columbia University
- Parsons School

## David Vega-Barachowitz

Associate Principal | Director of Urban Design



### Education

2016: Massachusetts Institute of Technology, Master of City Planning

2010: Columbia University, Bachelor of Arts in Urban Studies with Architecture, Magna Cum Laude, Phi Beta Kappa

David Vega-Barachowitz joined WXY as an Associate in 2019, and became an Associate Principal and Director of Urban Design in 2021. David is a recognized leader in master planning, street design, and placemaking and has extensive experience working with cities and public sector clients.

At WXY, David has led the efforts for the design of the Toledo Riverwalk, the Jacksonville Riverfront Activation Plan, the Brooklyn-Queens Expressway (BQE) Vision, and the Downtown Davenport Master Plan. He also oversaw the development of a number of COVID-19 response projects including the Hudson Square Streetscape Plan and COVID-19 Toolkit, the Renaissance Pavilion at Strivers' Row and Keeping the Tables Turning, a strategic playbook for repurposing outdoor space for restaurants in COVID-19.

David is the former Director of the Designing Cities Initiative at the National Association of City Transportation Officials (NACTO), where he built a strong peer-to-peer coalition of cities while creating new programs around bike share, safe street design, and transit policy. David spearheaded the production of NACTO's Urban Street Design Guide (Island Press, 2013) and Urban Bikeway Design Guide (Island Press, 2012). Prior to joining WXY, David served as a Senior Urban Designer at the New York City Department of City Planning.

David is co-author of Start-up City: Inspiring Private and Public Entrepreneurship, Getting Projects Done, and Having Fun (Island Press, 2015), which he wrote with Gabe Klein. He holds a Master's of City Planning from MIT and a Bachelor's Degree in Urban Studies with Architecture from Columbia University. David is an adjunct professor of urban planning and design at Syracuse University's School of Architecture.

# WXY

### Professional Experience

2021-present: WXY architecture + urban design, Associate Principal | Director of Urban Design  
2019-2021: WXY architecture + urban design, Associate  
2017-2018: New York City Department of City Planning, Senior Urban Designer  
2015-2016: The Center for Advanced Urbanism, Massachusetts Institute of Technology, Research Associate  
2015: WXY architecture + urban design, Planner & Urban Designer  
2013-2014: National Association of City Transportation Officials, Director, Designing Cities Initiative  
2011-2013: National Association of City Transportation Officials, Sustainable Initiatives Program Manager

### Selected Publications

- "Flux Zoning: From End-State Planning to Zoning for Uncertainty" (A Blueprint for Coastal Adaptation, 2021)
- Downtown Davenport Master Plan (2020)
- Uber Eats Playbook (2020)
- Ship Shape: The On-Demand Economy, in Urban Omnibus (2020)
- The Future of Package Delivery in New York City, in Next City (2020)
- NYCHA Connected Communities Guidebook (2020)
- NACTO Blueprint for Autonomous Urbanism (2017-2019)
- "East Harlem Public Realm Vision" NYC Planning (2017)
- "Integrated Strategies to Address Emerging Freight and Delivery Challenges in New York City" (WXY, NYSERDA Report No. 16-33 2017)
- "Festival Modernism: Downtown Plans & Pedestrian Malls: 1956-1974" (Graduate Thesis, MIT, 2016)
- "Rising Tides: Relocation and Sea Level Rise in Metropolitan Boston" (MIT CAU, 2016)
- Start-Up City: Start-Up City: Inspiring Private and Public Entrepreneurship, Getting Projects Done, and Having Fun (2015)
- NACTO Urban Street Design Guide (2013)
- NACTO Urban Bikeway Design Guide (2012)



APPROACH

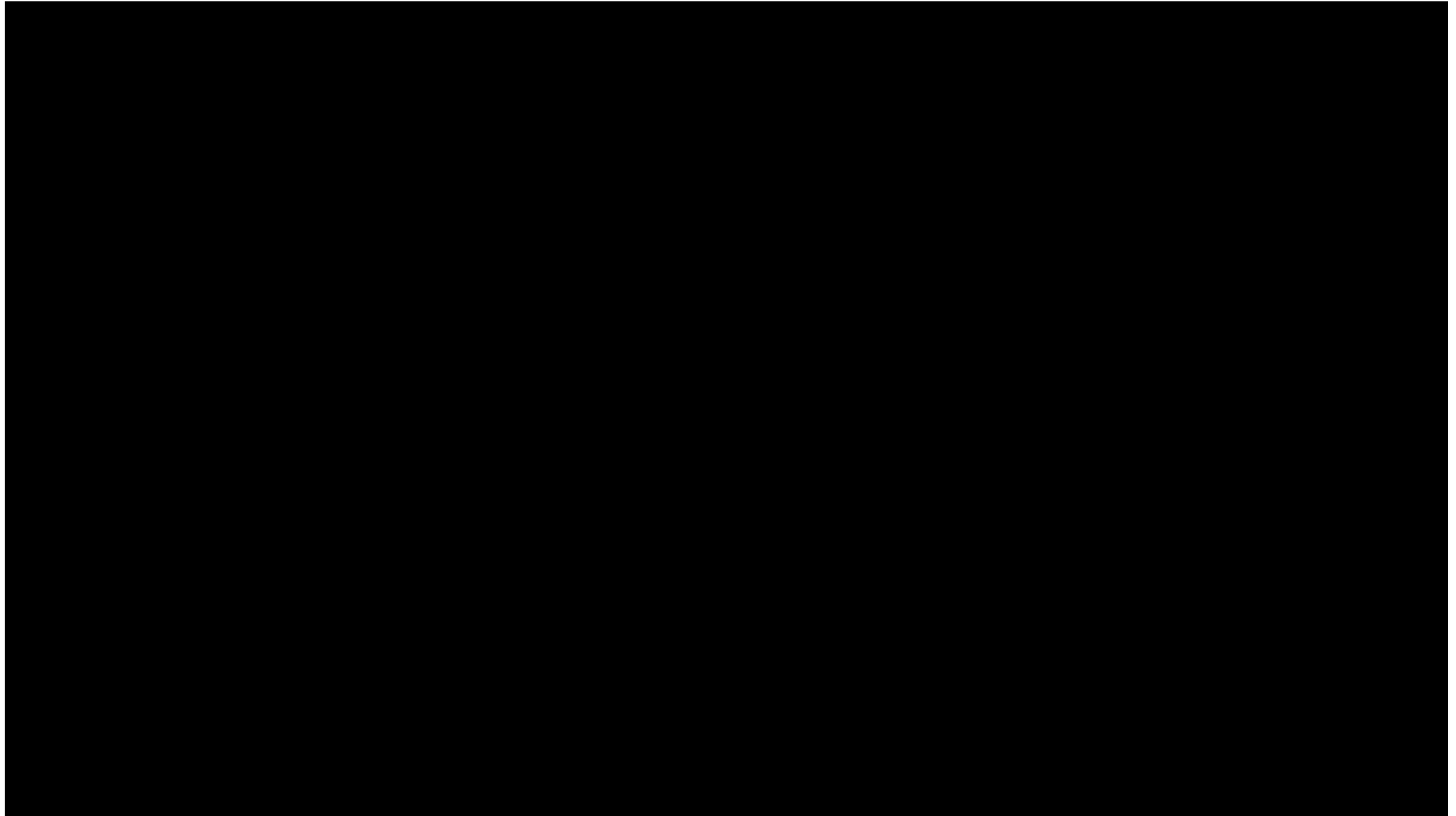
PROJECT UNDERSTANDING



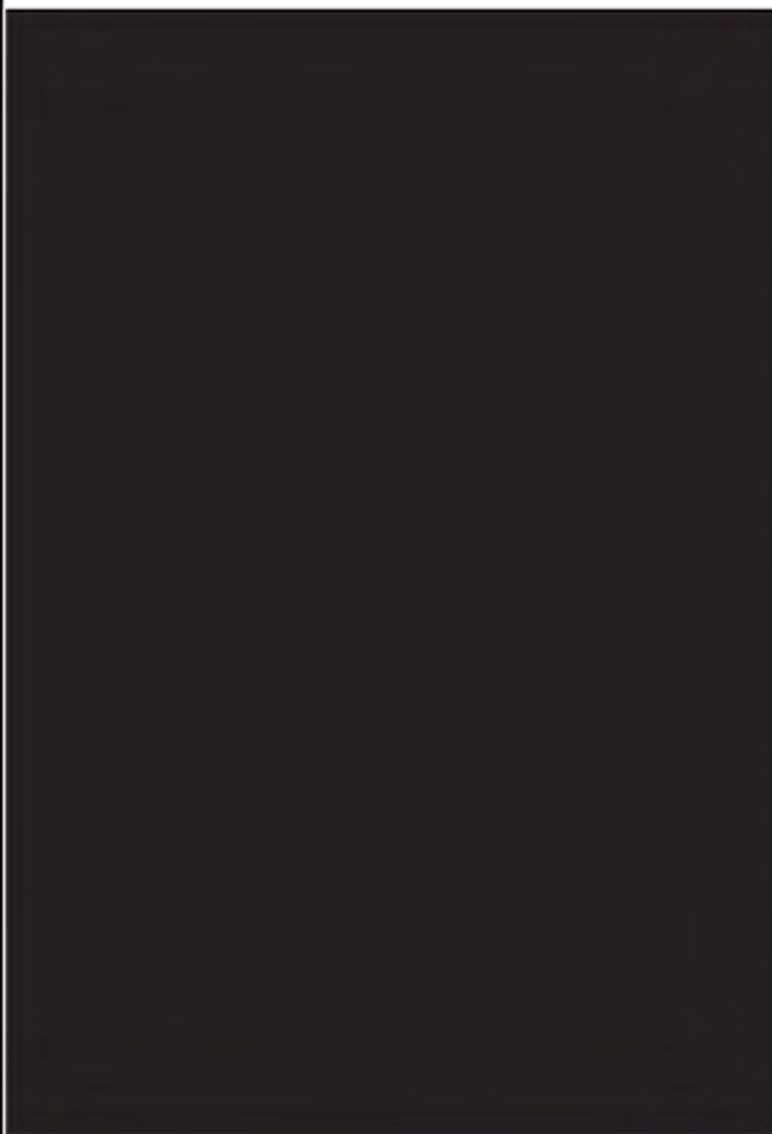
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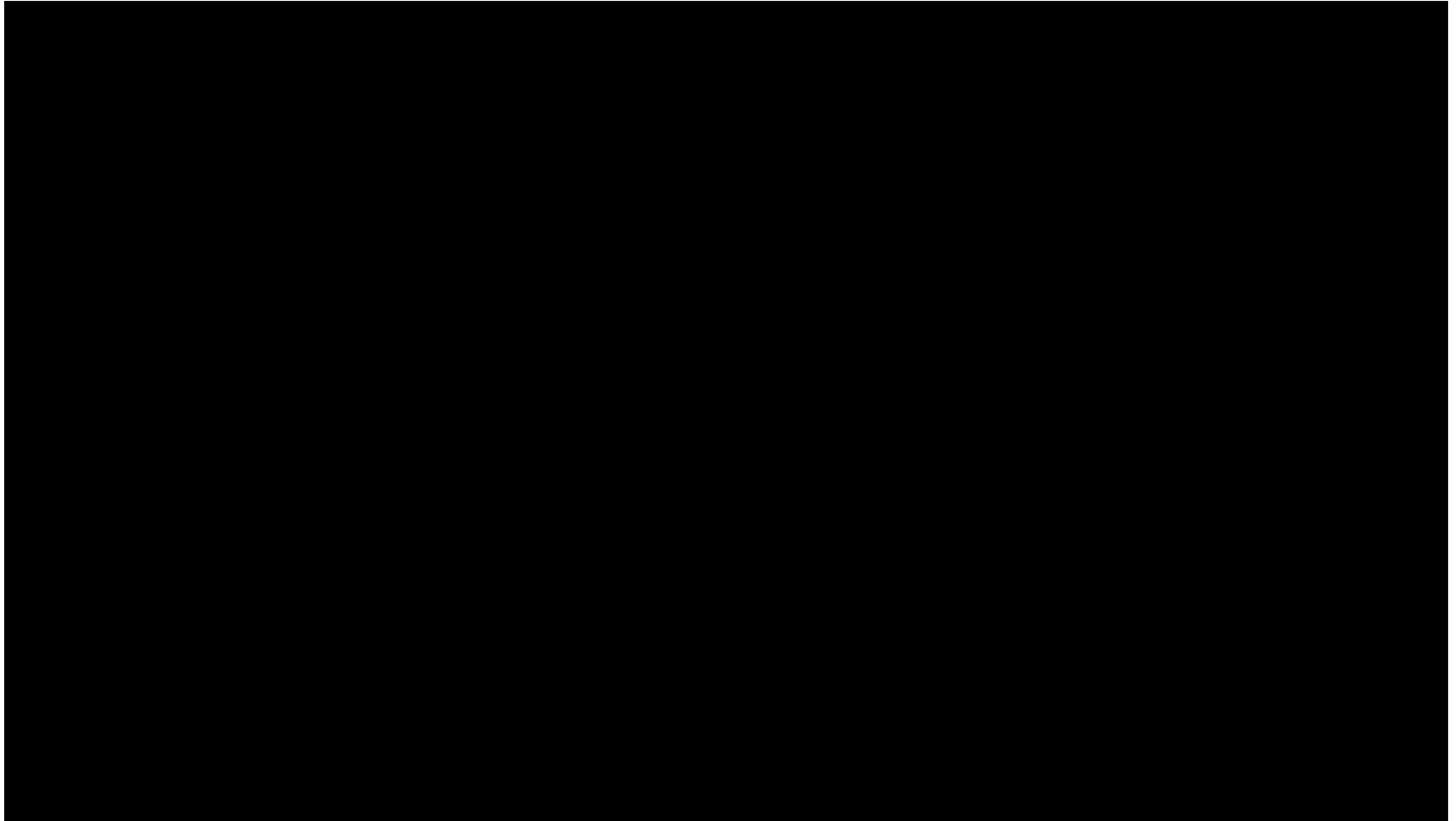
## PROJECT CHALLENGES AND OPPORTUNITIES



## PROJECT APPROACH



## PROJECT APPROACH



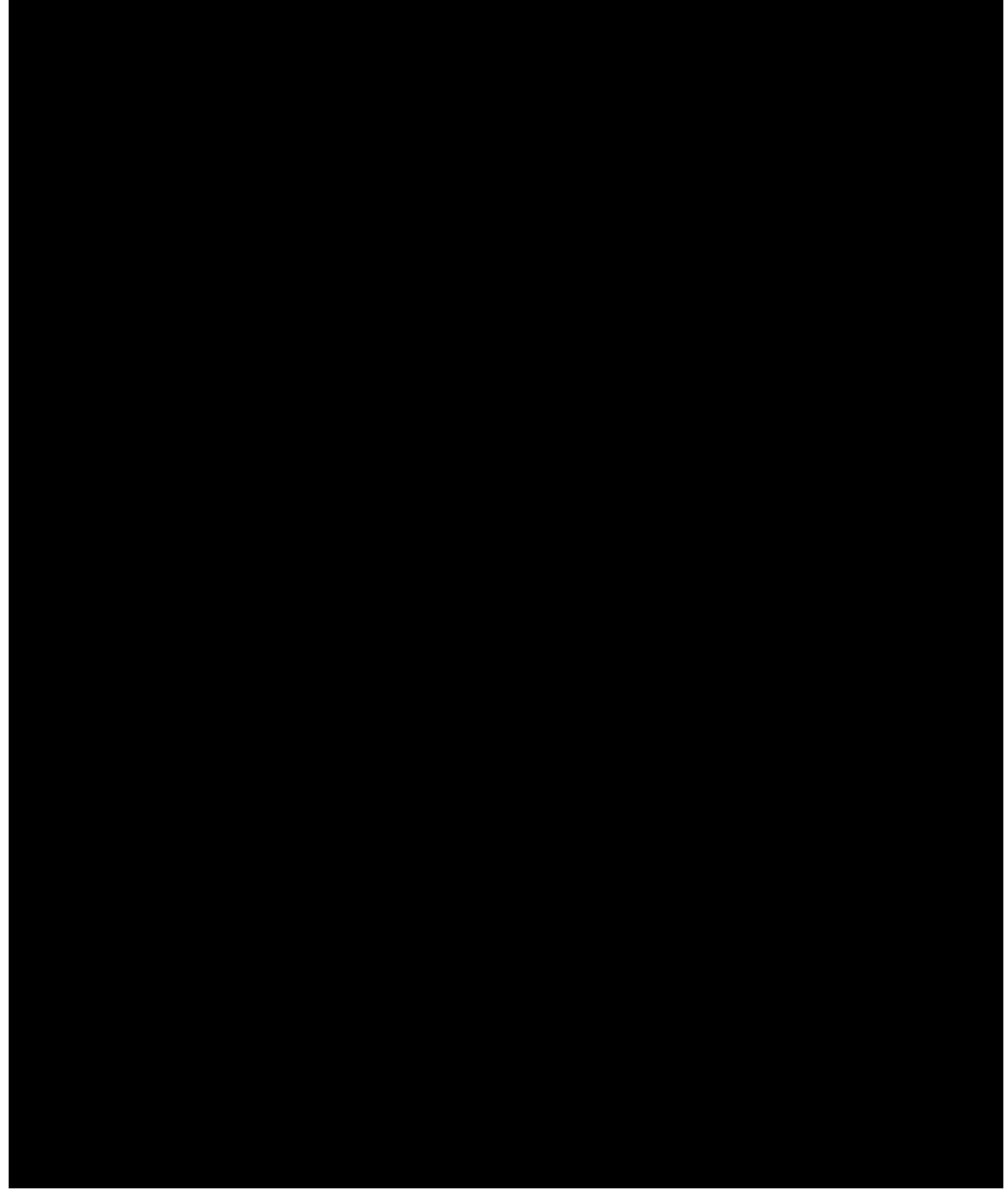
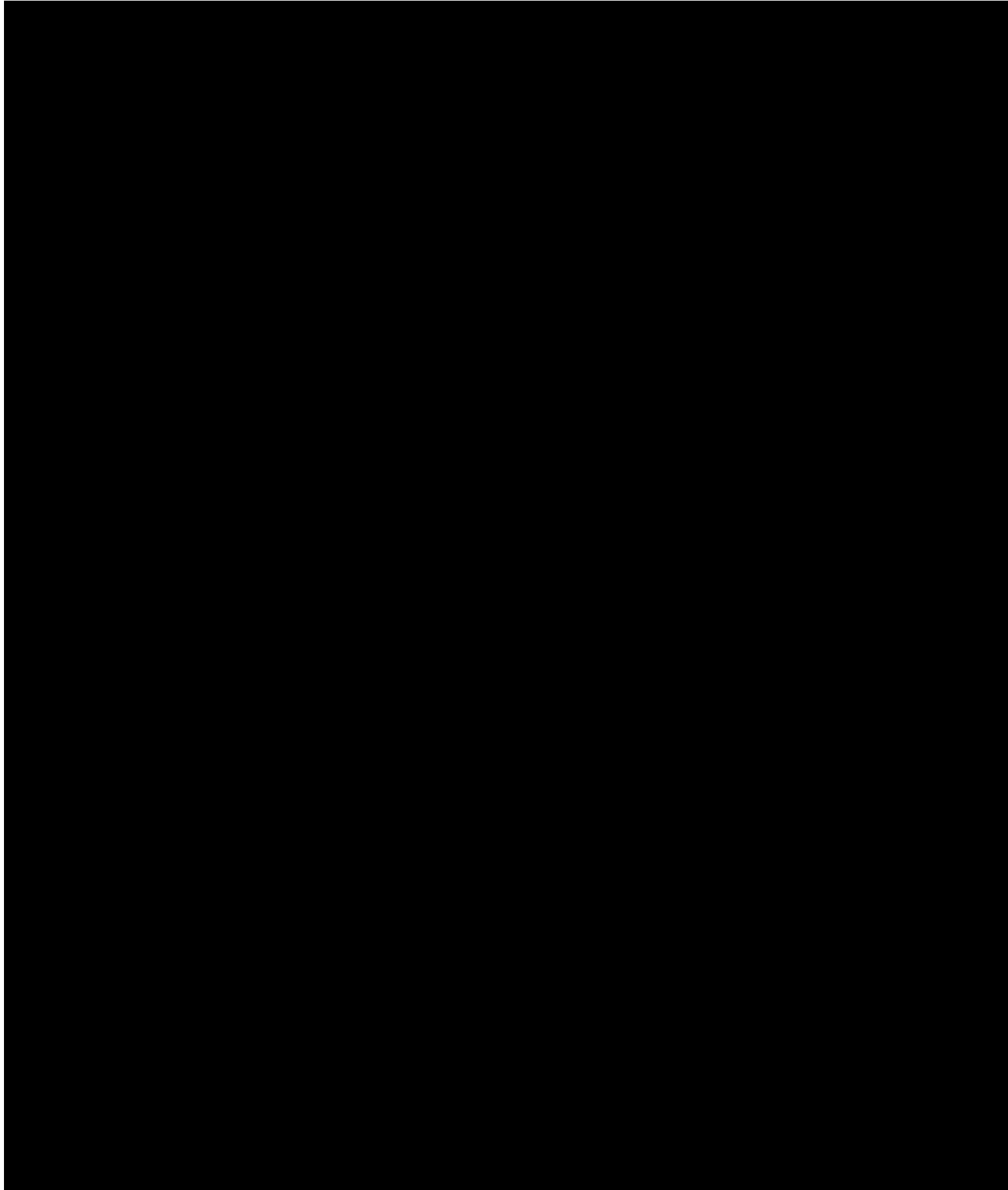
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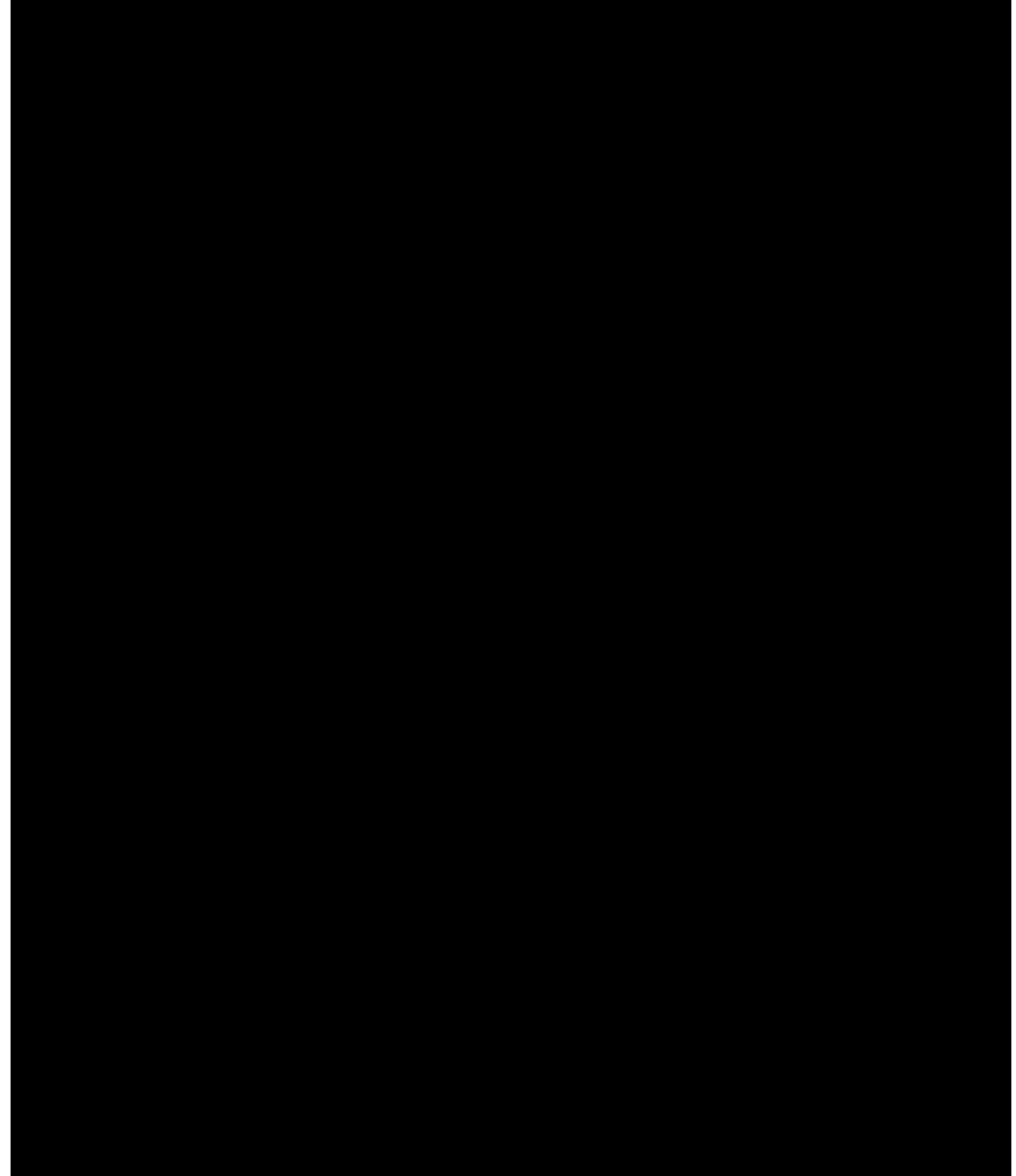
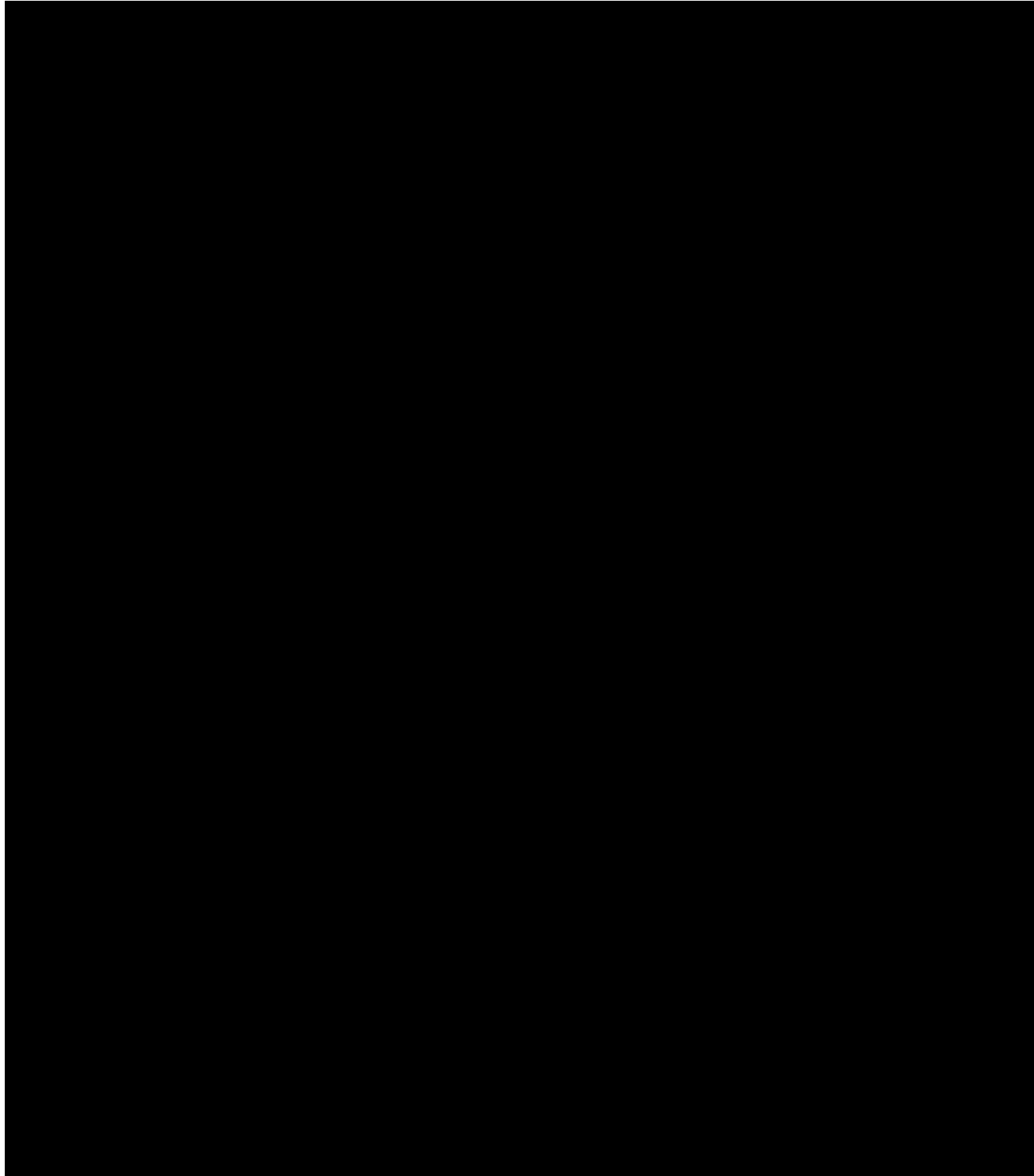
## TEAM ROLES



## SUBCONSULTANT APPROACH



## SUBCONSULTANT APPROACH





SUB-CONSULTANTS

SUB-CONSULTANT QUALIFICATIONS





# Firm Profile

HR&A Advisors, Inc. (HR&A) has deep expertise in real estate analysis and the economics of open space. We help create more equitable, resilient, and dynamic communities. Our work turns vision into action through rigorous analysis, strategy development, and implementation planning.

**We are a mission-driven group of analysts, planners, and policy experts who care deeply about the future of cities.** We have offices in Los Angeles, New York, Atlanta, Dallas, Raleigh, and Washington DC; a presence that allows us to serve clients all over the world. HR&A has been working in the greater Los Angeles region since our founding over forty years ago, building deep experience in housing and economic development policy. In addition, we are on the ground collaborating with coalitions and community actors to shape a more inclusive, equitable future for Angelenos. Recent work includes the Santa Monica Affordable Housing Production Program Feasibility Analysis, supporting the City of Santa Monica Housing Element updates, California Dream for All Program, LA County Affordable Housing Development and Preservation Support, LA County Economic Development Delivery Strategy, and the LA County Broadband Strategy and Community Wireless Network Pilot.

**HR&A advises public, private, and nonprofit clients to understand the value of their real estate assets and how those assets can contribute to their core missions.** Exceptional places catalyze growth and strengthen communities, generating value for landowners, developers, surrounding businesses, and neighborhood residents. Our strategic guidance helps clients capture value and successfully implement projects through market analysis, financial feasibility analysis, project management, solicitation and transaction support, public financing strategy, and more. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects in Santa Monica, greater Los Angeles, and across North America and abroad for over forty years.

**Nationally and internationally, HR&A Advisors is at the leading edge of a movement to design, operate, program, and fund the development of new and revitalized urban open spaces.** HR&A is an economic and real estate consultancy with more than three decades of experience contributing to the planning and development of parks, plazas, streetscapes, and other urban spaces. We view these spaces as both public amenities and catalysts of economic development. Our approach helps communities create value by making strategic connections among parks, other civic assets, and privately owned real estate. Our work products quantify the value of those connections using robust, data-driven analysis, and demonstrate how that new value can be used to fund open space revitalization, programming, and maintenance.

HR&A has served more than 130 proposed and existing urban open spaces, parks, and park systems, including Exposition Park in Los Angeles, Orange County Great Park, Balboa Park in San Diego, New York City's High Line, London's Queen Elizabeth Olympic Park, Austin's Zilker Park, Boston's The Lawn On D, and the Dallas and Philadelphia Parks system. We provide these services and deliverables:

**Programming, Funding, and Governance Advisory.** We frequently collaborate with design firms to suggest an appropriate mix of programming, develop a capital budget, document stewardship models, strategize a sustainable operations and maintenance plan, identify potential revenue sources and structures, among other services. These activities are the core of our Parks & Open Space Practice.

**Economic and Fiscal Impact Assessment.** We work with our clients to quantify the economic value created by open space and create an economic rationale to encourage public and private investment in support of parks.

**Equitable Park Development.** We identify policy actions and direct investments that can lead to equitable outcomes and prevent or mitigate unintended consequences of new investment in a community.

**Value Capture Strategies and Public-Private Partnerships.** We recommend creative financing solutions that are flexible enough to respond to changing market conditions and the evolution of our clients' long-term strategies.

**Business Planning.** We take our programming, funding, and governance advice to a level that can be relied upon by sources of funding. Our parks' business plans have resulted in particular operators being awarded management contracts, informed the composition and powers of new public-private partnerships, and suggested the rethinking of capital scopes of work to ensure sustainable operations.

**Program Design and Oversight.** We focus on activating public spaces to leverage programming for a layered set of users, including local residents and workers in downtown, citywide constituents, and visitors from throughout the region, country, and across the world.

**For over 40 years, HR&A's Los Angeles office has served as a trusted partner to governments, nonprofits, businesses, and grassroots leaders in building vibrant communities.** Our work reflects our deep roots in our home city, from the Pacific coast to the Inland Empire, and we understand the specific context of cities in our region – many seeing the consequences of long-standing racial inequity, unsustainable levels of unaffordability, and the failure of traditional approaches to economic growth in addressing the needs of our communities. We provide solutions to the region's growing affordability crises, support the advancement of green infrastructure, and develop practices and policies that ensure that governments and institutions remain accountable to the people and that the benefits of growth accrue to the diverse communities that make up the bedrock of our cities. Our growth as a firm, from a small office in Santa Monica to a 150-person firm headquartered in New York, has always been dedicated to the values so firmly embedded on the West Coast – a commitment to the strengths of our manifold communities, a spirit of innovation, and bold experimentation.

## Testing Market Feasibility



### Denver Airport Real Estate Land Plan

**Firms:** HR&A, Sasaki  
**Location:** Denver, CO  
**Years:** 2016-2017  
**Client:** City & County of Denver  
**Client Staff Lead:** x

**Services Provided:** Market / Feasibility Analysis  
**Value of Contract:** \$116,003

**Reference:**  
 Laura Aldrete  
 Executive Director, Community Planning and Development  
 (941) 955-0991  
[Laura.Aldrete@denvergov.org](mailto:Laura.Aldrete@denvergov.org)

On behalf of the City and County of Denver, HR&A advised on a land plan and urban design vision for 9,400 acres of developable land owned by the Denver International Airport. The airport's land plan will create recommendations for future real estate development and public and open spaces on land identified at DEN for non-aviation uses. HR&A's core tasks include a market analysis, financial feasibility analysis, and implementation and organizational structure considerations. This work has supported the development and evaluation of alternative land use programs and engaged the DEN Real Estate team, which is tasked with development, around key issues related to implementation.

## Business Planning for Open Space



### Redevelopment Planning for the Sarasota Bayfront

**Firms:** HR&A, Sasaki  
**Location:** Sarasota, FL  
**Years:** 2014-2018  
**Client:** Sarasota Bayfront Planning Organization  
**Client Staff Lead:** Virginia Haley  
**Services Provided:** Economic Revitalization & Community Planning – Districts/Neighborhoods/Master Plans  
**Value of Contract:** \$111,795

**Reference:**  
 Virginia Haley  
 President  
 (941) 955-0991  
[vhaley@visitsarasota.org](mailto:vhaley@visitsarasota.org)

Beginning in 2014, HR&A assisted a coalition of community leaders, Bayfront 20:20, in advocating for the redevelopment options for a 75-acre waterfront cultural district in Downtown Sarasota. The district consists of several prominent cultural and education facilities along with adjacent vacant and underdeveloped parcels. HR&A organized and oversaw a wide-reaching community outreach process that led to the creation of six implementation principles to guide future bayfront redevelopment efforts. These principles were first adopted by the coalition, which ultimately included over 50 civic and community groups, and subsequently by City leadership. In a later phase of work, HR&A supported the newly constituted Sarasota Bayfront Planning Organization (SBPO) in selecting a design firm to lead a master plan for the bayfront via an open selection process that attracted responses from two dozen top design firms from around the world.

Once the SBPO selected Sasaki as lead master planner, HR&A continued to support the bayfront redevelopment process by overseeing implementation planning for the district, with a particular focus on crafting a phased funding strategy for capital and operating costs that drew on diverse funding mechanisms including value capture, special assessments, upfront public support, and contributed private funds. HR&A also supported the master planning team in establishing a governance structure aligned with planned funding sources and developing interim and long-term programming strategies for the site. The master plan was unanimously approved by the Sarasota City Commission in September 2018 and the first phase of the park opened in 2022.

HR&A has continued to support park implementation, including helping to create a new tax increment financing district to fund a portion of project costs and supporting the recent consideration and approval by the City and County Commissions of the first \$48M of TIF financing for the next phase of park construction. As of this writing, incremental value in the district established for TIF and in which incremental value can reasonably be attributed to the master plan has reached nearly \$650 million, 66% higher than HR&A's initial, conservative projections and 300% higher than the County's initially skeptical projections.

## Making the Case for Investment



## Key Personnel

This submission includes resumes for key individuals in our staffing plan. **Candace Damon** will serve as Partner in Charge, providing strategic direction for HR&A's work and overseeing all analysis and deliverables. Candace's work includes numerous economic impact analyses for parks and open spaces across the United States, including signature parks in Houston, Dallas, New York City, Seattle, Atlanta, and others. **Paul Silvern** will join as a Senior Advisor to the project, bringing over 30 years of experience with market feasibility in the Los Angeles market. In addition to his work at HR&A, Paul previously served as Policy Development Manager and Director for the City of Santa Monica and remains a lifelong resident. **Connie Chung** will oversee the work as Project Manager, directing the day-to-day execution of the project. Connie is a national leader in parks economics and business planning for open space, designing capital and operating financing for programs in Los Angeles, Pittsburgh, Boston, and many others. **Mara Basich-Pease** will lead analysis, bringing her experience in impact assessments for open space. Additional information on key staff members, including project experience on similar scopes of work, can be found in the resumes.

### Origin Park Benefits Case and Impact Analysis

**Firms:** HR&A

**Location:** Jefferson, IN

**Years:** 2020-2021

**Client:** River Heritage Conservancy

**Client Staff Lead:** Scott Martin

**Services Provided:** Equity Assessment / Capital Planning / Economic & Fiscal Impact Analysis

**Value of Contract:** \$100,000

**Reference:**

Scott Martin

Administrator for the Department of Parks and Outdoors

(423) 643-6881

[sdmartin@chattanooga.gov](mailto:sdmartin@chattanooga.gov)

The River Heritage Conservancy, which is advancing the design and development of Origin Park in the Louisville metro at the Ohio River Falls engaged HR&A to develop a benefits case for the park to support upcoming capital fundraising and public financing efforts. HR&A conducted stakeholder engagement and created a bespoke analytical model to quantify impacts of three primary park benefits: economic impact of construction and operations of the park, improvement in equitable outcomes measured in health impacts, and the regional brand benefits as the park makes Southern Indiana a more welcoming place to live, work, and play. The Conservancy has already used this analysis to successfully secure funding for the park; Southern Indiana will receive \$50M (the maximum amount) from the Indiana Regional Economic Acceleration and Development Initiative (READI) grant.



## Candace Damon | Chair

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

**Pronouns:** She/Her/Hers

### Education

Harvard University Law School, Juris Doctor, 1986

Amherst College, Bachelor of Arts, American Studies, 1981

### Work Experience

HR&A Advisors, Inc., 1988 – Present

Atlantic Avenue Local Development Corporation, Chair and Executive Director, 2000-2005

Webster & Sheffield, Real Estate Associate, 1986 – 1988

Lincoln Institute of Land Policy, Research Associate, 1985 – 1986

Massachusetts Bar Association, Committee on Alternative Dispute Resolution, Research Associate, 1984 – 1985

New York City Office of Management and Budget Office of Community Board Relations, Analyst, 1981 – 1983

### Affiliations

American Society of Landscape Architects, Honorary Member

Urban Land Institute, Chair, Placemaking Council, Former Member, Redevelopment and Reuse Council

University of Pennsylvania, School of Design, Adjunct Professor, 2015 – Present

City Parks Alliance, Member, Board of Directors, 2012 – 2021

Regional Plan Association, Fourth Regional Plan, Member, Steering Committee, 2014 – 2019

### Brooklyn Bridge Park Planning, Brooklyn, NY

For the Downtown Brooklyn Local Development Corporation served as the project manager and chief consultant to the Brooklyn Bridge Park Development Corporation, a state-funded not-for-profit organization, which planned the development of a financially self-sustaining, 85-acre waterfront park on the East River, facing the Manhattan skyline.

### Redevelopment Planning for the Sarasota Bayfront

Assessed redevelopment options for a 75-acre waterfront cultural district in Downtown Sarasota. Established guiding principles to shape the community-based planning process for a district of vacant and underdeveloped parcels and prominent cultural and education facilities. Assisted a coalition of civic organizations in advocating for the vision plan and creating the Sarasota Bayfront Planning Organization (SBPO) to lead a waterfront master planning process in partnership with the City and community groups. Subsequently helped the SBPO select a master plan design firm and then oversaw implementation and financial planning for the district, while also supporting governance and programming strategies. Following unanimous approval of the master plan by the City Council, supported the implementation of the plan's first phase, including the successful creation of a new \$200 million tax increment financing district to fund a portion of project costs.

### Seattle Waterfront Park Operations and Maintenance Strategy

Created a funding and management strategy for the operations, management, and maintenance of a new waterfront park in Seattle, Washington. For the City of Seattle, evaluated the economic benefits of expected public and private investment, including increments in real estate value and visitor spending. The planned park, designed by award-winning landscape architect James Corner Field Operations, will stretch two miles along the city's downtown waterfront.

### San Diego Downtown Parks Implementation Master Plan

Supported the creation of a parks implementation master plan for the Centre City Development Corporation and on behalf of the City of San Diego Redevelopment agency. Advised on the governance and funding of new and enhanced open spaces throughout the city. Identified strategies and

mechanisms to sustain the long-term implementation, management, and operations of the Centre City Park System.

### Long-term Maintenance Strategy for Atlanta BeltLine

Led development of a long-term maintenance strategy for the Atlanta BeltLine's planned 22-mile mainline Trail, on behalf of Atlanta BeltLine, Inc. (ABI). The BeltLine is one of the nation's most iconic urban greenways. While its completion was recently guaranteed by the passage of a special assessment district that will complement tax increment financing, ensuring the BeltLine's legacy requires a sustainable long-term maintenance and funding strategy. Researched and compiled both best practices and existing BeltLine maintenance-related data and developed a long-term maintenance vision and operating budget. Advised on potential maintenance funding strategies and related governance issues.

### Benefits Case for Pittsburgh Parks Equitable Investment Strategy

On behalf of The Pittsburgh Parks Conservancy (PPC), completed a comprehensive Benefits Case and Economic Impact Study of the Restoring Pittsburgh Parks Initiative, which plans for prioritized investments in the city of Pittsburgh's parks, based on equitable and transparent investment metrics. Described quantitative benefits to job creation, real estate value, city competitiveness, health, and resilience, and other metrics, both quantitative and qualitative. Restoring Pittsburgh Parks Initiative received voter approval for taxpayer-funded investments in November 2019.

### Funding Strategy for Silver Lake Reservoir Complex Master Plan

On behalf of the Los Angeles Bureau of Engineering and as part of a design team led by Hargreaves Jones, oversaw development of a funding strategy for the Silver Lake Reservoir recreation complex and park improvements for the 117-acre complex, which comprise two reservoirs that were decommissioned from the public drinking water system, as well as a public trail and park areas. Evaluated the potential for value capture mechanisms to support construction and eventual operations and maintenance of the complex. Following this initial evaluation, directed development of a funding strategy that relies primarily on establishment of a Community Facilities District (CFD) to support both upfront construction and long-term operations and maintenance. Subsequently, estimated high-level operating budget needs and evaluated options for public-private management of the park complex.

### Freshkills Park Master Plan, Staten Island, NY

Supported the development of the master plan for Freshkills Park, a 2,200-acre former landfill site in Staten Island. Led community outreach, as well as financial and stewardship planning. Provided financial projections and capital and operating budgets for a range of development scenarios and created stewardship and management models for the eventual operation of the park.



## Paul Silvern | Partner

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

**Pronouns:** He/Him/His

### Education

University of California Los Angeles, Graduate School of Architecture and Urban Planning, Master of Arts, Architecture and Urban Planning, 1979

University of Illinois Urbana, Bachelor of Science (with Honors), Architectural Studies, 1974

### Work Experience

HR&A Advisors, Inc., 1986 – Present  
Lincoln Institute of Land Policy  
Adjunct, Faculty Associate, 1992

City of Santa Monica, California, Policy Development Manager and Director of Planning, 1983 – 1985

Skid Row Development Corporation, Economic Development Specialist, 1979 – 1983

Urban Innovations Group, Project Manager, 1978 – 1979

University of California Los Angeles, Graduate School of Architecture and Urban Planning, Teaching Assistant and Research Assistant, 1976 – 1978

Pacific Missile Test Center, Pt. Mugu, CA, Public Works Engineering Department, Architect, Plans and Programs Branch, 1975 – 1976

### Affiliations

LA County 3rd District Consolidated Redevelopment Successor Agencies, Oversight Board, Chair & Vice Chair, 2018 – Present

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

For the City of Santa Monica, peer reviewed economic and financial analyses for a proposed Frank Gehry designed mixed-use development project in the city. Located on 1.89 acres, the Project would include a hotel, residential apartments, cultural uses, retail and dining, open space and a publicly accessible rooftop observation deck in the city's downtown district. To understand the broader economic and fiscal benefits the project would bring to residents and the city, quantified the net fiscal and economic impacts of the Project as compared to a hypothetical baseline scenario based on allowable zoning. In addition, performed a peer review of the developer's Project pro forma to inform negotiations around the provision of community benefits as part of the Project. The results of HR&A's analyses were presented at Santa Monica City Council in July 2022, leading to a unanimous vote from councilmembers to approve the Project.

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

Guided the visioning process for the renovation and reuse of the Santa Monica Civic Center Auditorium, a landmark cultural center which opened in 1958. Advised a civic working group and the City of Santa Monica on balancing funding of capital investments and operations, and opportunities for on-site real estate development. Created an interactive application for use in a series of workshops, which depicted the spatial and financial implications of proposed land use decisions for workshop and at-home participation. The City issued an RFP for development proposals in March 2018.

### Real Estate Development Analysis for the City of Santa Monica

Directed value enhancement, financial feasibility, economic impact and/or fiscal impact analysis for various development projects and planning initiatives in Santa Monica including the Bergamot Transit Village, 710 Wilshire retail/hotel project, condominiums at 1940-1944 Cloverfield, a mixed-use residential/retail project at 525 Broadway, the 16th Street Surgery & Oncology project, retail/apartment mixed-use developments at 1650-1660

Santa Monica Redevelopment Successor Agency Oversight Board, Chair, 2012 – 2017

Santa Monica-Malibu Unified School District Financial Oversight Committee, Member, Former Chair, 2003 – 2017

Southern California Association of Governments, Forecast Technical Task Force, Vice Chair, 2002 – 2005

Santa Monica-Malibu Unified School District, Ad-Hoc Committee on District Facilities, 1997 – 1998, 2009 – 2010

Santa Monica College General Advisory Board, Member, 1997 – 1998

City of West Hollywood, Ad-Hoc Task Force on City Organization and Management, 1986 – 1987

Southern California Association of Governments, Planning Director's Committee, 1983 – 1985

Inner City Law Center, Board of Directors, 1982 – 1985

Santa Monica Pier Restoration and Development Task Force, 1982 – 1983

Santa Monica Architectural Review Board, 1981 – 1983

The American Real Estate & Urban Economics Association, 2008 – Present

International Economic Development Council, 1982 – Present

The Urban Land Institute, 1982 – Present

American Planning Association, 1979 – Present

American Institute of Architects (Professional Affiliate), 1976 – Present

Lincoln Boulevard, existing operations at Santa Monica Airport, the 2010 LUCE Draft EIR alternatives and the 2008 RIFT growth control ballot measure.

### City of Santa Monica Fee Analysis

Modeled the financial feasibility implications of two proposed new development impact fees in the City of Santa Monica. Analyzed 14 different commercial and mixed-use development prototypes in the city's downtown area and along principal commercial boulevards, and tested incremental and cumulative fee impacts on changes in residual land value, developer profit margin and return on total development cost.

### Santa Monica Housing Element Updates

Directed a series of housing issue and real estate financial analyses in support of the City of Santa Monica's 1998-2003 and 2000-2005 Housing Element Updates, including an assessment of the impacts, individually and cumulatively, of several regulations that were alleged in recent litigation against the City to be "governmental constraints" on the development of new housing within the meaning of the California Government Code.

### Fee Structure Analysis for LA County Parks and Recreation

Supporting the Los Angeles County Department of Parks and Recreation with analysis and recommendations to update its development fee structure. The Quimby fee allows California jurisdictions to charge development fees for new subdivision projects that do not otherwise provide onsite park amenities, and there is no similar fee for non-subdivision multifamily housing developments. Conducted analysis of land market values and general market conditions and developed recommendations for updating the Quimby fee structure, including a replicable methodology that will enable more regular updates in future years. Conducted high-level analysis of a potential new multifamily fee to enable Department leadership to consider the potential for a new fee that also considers market trends.

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

On behalf of the City of Los Angeles, directed a multiple-phase analysis to evaluate the potential and support the creation of a business plan for a public-private partnership to renovate and expand the Los Angeles Convention Center and its surrounding district. Analysis included a study of real estate market and demand to determine a market-supportable program for a range of private real estate land uses on up to 14 acres of land that may be made available as part of the project. Managed the creation of a complex ground lease revenue model to estimate fiscal and financial revenue capacity to support the proposed convention center renovation; identified key implementation and governance success factors and a range of potential disposition options to maximize value to the City of Los Angeles.

**Connie J. Chung, AICP | Principal**

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

**Pronouns:** She/Her/Hers

**Education**

Massachusetts Institute of Technology, Master in City Planning, 2009

University of Pennsylvania, Wharton School, Bachelors in Economics, Minor in French, 2002

**Work Experience**

HR&A Advisors, 2013 – Present  
Alliance for Downtown New York, Director of Planning, 2013  
Alliance for Downtown New York, Planning Analyst, 2010 – 2013  
DLA Piper US LLP, Paralegal, 2005 – 2007

**Affiliations**

Landscape Architecture Foundation, Member, Board of Directors, 2019 – Present  
Urban Land Institute, Member  
American Planning Association, Member

**Denver International Airport Real Estate Land Plan, Denver, CO**

On behalf of the Denver International Airport and in collaboration with Sasaki Associates, developed a land plan and urban design vision for 9,400 acres of developable land owned by the Airport. Recommended development opportunities for a range of uses, as well as public and open spaces for aviation & non-aviation uses, to inform the visioning, development framework, evaluation of alternative land use programs, and implementation considerations that will guide non-airport development over the course of a generation.

**Business Planning at Orange County Great Park, Irvine, CA**

On behalf of the City of Irvine, and in collaboration with Entertainment + Culture Advisors and Management Resources, advised on development implementation issues for the Cultural Terrace, a proposed 250-acre campus within the Orange County Great Park. To inform visioning and business planning goals, led development of case studies of aspirational and peer cultural campuses and reviewed basic operating characteristics for desired cultural uses and other potential commercial uses. Presented preliminary findings and workshopped potential programmatic concepts with City stakeholders. Prepared a business planning and implementation framework for the Cultural Terrace to advise the City on financially feasible programmatic mixes and implementation considerations.

**Civic Auditorium Redevelopment Planning, Santa Monica, CA**

Guided the visioning process for the renovation and reuse of the Santa Monica Civic Center Auditorium, a landmark cultural center which opened in 1958. Advised a civic working group and the City of Santa Monica on balancing funding of capital investments and operations, and opportunities for on-site real estate development. Created an interactive application for use in a series of workshops, which depicted the spatial and financial implications of proposed land use decisions for workshop and at-home participation. Developed recommendations with the working group to present to city council.

**I-5 Freeway Lid Feasibility Study, Seattle, WA**

On behalf of the City of Seattle's Office of Planning and Community Development, supported a multidisciplinary team in completing a feasibility study for a freeway lid that would cover a ¾-mile stretch of the I-5 freeway through Downtown Seattle. Led the real estate market analysis to understand supportable demand and absorption potential for a variety of uses on the lid. Building on the market analysis findings and an engineering study of the structural capacity of the lid, led by team leader WSP, developed test program scenarios. Led financial feasibility testing for each scenario, including the viability of incorporating policy goals and covering lid infrastructure costs under alternative development programs. Also supported the consultant team's economic impact analysis, evaluation of funding and financing approaches, and best practices for lid governance.

**Dorothea Dix Park Funding and Implementation Strategy, Raleigh, NC**

Supported a multi-disciplinary team led by Michael Van Valkenburgh Associates (MVVA) working on behalf of the City of Raleigh to develop a master plan for Dorothea Dix Park, located on a 300-acre tract of land adjacent to Downtown Raleigh. The City of Raleigh acquired the land in 2015 with the aspiration of developing a world-class destination park. Conducted a high-level real estate market scan to estimate potential real estate value capture associated with the park's design, evaluated potential operations & maintenance costs, funding gaps, and implementation considerations to inform design and programming concepts. The Master Plan was adopted by Raleigh City Council in 2019.

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

Developed a funding strategy and near-term activation strategy for the transformation of a 42-acre former railyard site, known as the "G2 Parcel," on the Los Angeles River. The G2 Parcel, when complete, will be the crown jewel of the Los Angeles River revitalization and a world-class public space. Prepared an operations and maintenance funding plan that considers interim and long-term revenue potential from a range of sources.

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

On behalf of the Buckhead Community Improvement District, supporting the development of a funding and implementation strategy for a new signature park over Atlanta's GA400 highway. Developed a comprehensive funding strategy for capital investments and operations and maintenance funding. The strategy considered public, private, and other sources for discussion with the board of the improvement district. Quantifying the public benefits, from equitable access and improved connectivity as well as economic benefits, of the project. Established a management and governance strategy for the park, in collaboration with the organization, city, and other implementation partners, to inform long-term stewardship and maintenance. Renamed HUB404, the park's nonprofit is currently advancing planning and fundraising work.



**Pronouns:** She/Her/Hers

#### Education

Cornell University, B.S. Environmental and Sustainability Sciences, cum laude, Minors in Policy and Governance; Urban Planning; and Climate Change, 2015 – 2019

School of International Training, Zanzibar, Tanzania: Coastal Ecology and Natural Resource Management, 2018

#### Work Experience

HR&A Advisors, Inc., 2019 – Present

Cornell University, Office of Visitor Relations, Student Manager, 2018 – 2019

Times Square Alliance, Operations Fellow, 2017

#### Affiliations

Urban Land Institute, Member  
Friends of Elysian Park, Board Member

## Mara Basich-Pease | Senior Analyst

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

#### Origin Park Benefits Case and Impact Analysis, Louisville Metro Region

The River Heritage Conservancy, which is advancing the design and development of a new park at the Ohio River Falls called Origin Park, engaged HR&A to develop a benefits case for the park to support upcoming capital fundraising and public financing efforts. Conducted stakeholder engagement and created a bespoke analytical model to quantify impacts to three primary park benefits: economic impact of construction and operations of the park, improvement in health equity, and the regional brand benefits as the park makes Southern Indiana a more welcoming place to live, work, and play. The Conservancy has already used this analysis to successful secure funding for the park; Southern Indiana will receive \$50M (the maximum amount) from the Indiana Regional Economic Acceleration and Development Initiative (READI) grant, with Origin Park playing a central role in the regional strategy.

#### Buffalo Olmsted Parks Business Planning and Governance Strategy

Prepared a strategic plan targeting the long-term business plan and governance strategy of the Buffalo Olmsted Parks Conservancy (BOPC), a not-for-profit organization that promotes, preserves, restores, enhances and ensures maintenance of Olmsted Parks and Parkways in the greater Buffalo area. First, completed internal stakeholder outreach and analyzed the annual budget, including a comparison to peer organizations' annual operating budget. Next, developed a business revenue model focused on revenue optimization for the organization. The project culminated in a final [Strategy Plan](#) with actionable next steps and strategies to implement business and governance recommendations over the next five years. As part of the recommendations, now leading a workshop series to update the mission statement of the organization and develop a new vision statement to align with the programmatic aspirations of the Conservancy.

#### Buffalo Parks Unified Investment Framework

Based on HR&A's work on behalf of both the City of Buffalo, Ralph C. Wilson Jr. Foundation, and the Buffalo Olmsted Parks Conservancy, currently developing an investment framework for the citywide park system. First, led development of a benefits case that qualitatively and quantitatively summarized the impact of the park system to the Buffalo region. Second,

assessed budgetary data to identify the operating needs of the park system and the current operating gap, and assessed potential funding sources to fill the gap. Now, evaluating governance structures that will effectively bring together major operating partners to equitably distribute funding and share responsibility for maintaining and programming the park system.

#### Funding and Operating Strategy for the Zilker Park Vision Plan

As part of a consultant team led by DesignWorkshop, led analysis of funding and operations of the Zilker Park Vision Plan in Austin, TX. The Zilker Metropolitan Park Vision Plan was a community-driven planning process to establish a guiding framework for the restoration and future development of Zilker Metropolitan Park, and is the first comprehensive planning initiative to encompass the park's 350 acres and associated facilities. Based on preliminary designs, projected a range of operating costs for the park system and evaluating potential sources of funding. Providing input as to the ability of various design elements to generate revenue for the park, including researching precedent funding sources in other Austin parks and Texas cities. Finally, met with key City leadership to discuss findings and recommendations for the operating budget.

#### Saint Paul River Balcony Programming and Operating Strategy

In partnership with James Comer Field Operations, and on behalf of the City of Saint Paul, currently leading development of a programming and operating strategy for the proposed River Balcony project, a 1.5 mile promenade along Saint Paul's signature Mississippi River bluff. Analysis includes identification of potential River Balcony users, projection of operating costs based on development scenario, and development of an operating strategy that draws together funding sources with potential partnerships and governance models.

#### Kansas City, Kansas Rock Island Bridge Feasibility Study

On behalf of the Unified Government of Wyandotte County (U.G.), analyzed and quantified the impact and feasibility of the redevelopment of the Rock Island Bridge into a signature public park that will serve both as a destination with retail and event spaces and a bike-ped connector across the Kansas River. The U.G. and a private developer – Flying Truss – envisioned the new public park becoming a catalyst for broader redevelopment along the levee of the river. Drawing on national and local precedents and business models, HR&A evaluated Flying Truss' business plan for the Bridge. Next, HR&A estimated the potential fiscal return to the U.G. as a result of this investment in the Bridge. Finally, HR&A supported the U.G. in its negotiations of the terms of its lease with Flying Truss.

#### East Hampton Airport Impact Analysis

In a first phase of work, HR&A evaluated the economic and fiscal revenue of the small East Hampton Airport, located just outside of East Hampton, New York. Analyzed the potential impacts of a modified operational scenario or airport closure. Evaluated the potential benefits of site conversion to a passive open space use, including economic, environmental, and social.

## 1. Firm Profile

Arup is a global firm dedicated to sustainable development. With 89 offices in 33 countries, Arup’s 18,000 planners, designers, engineers, and consultants deliver innovative projects across the world, collaborating with our clients and partners using imagination, technology, and rigor to shape a better world.

Arup is dedicated to creating sustainable, resilient, and inclusive environments in which people not only feel safe, but engage with others, feel part of a community, and can relax and be inspired. Our firm has worked on a number of projects helping shape outdoor spaces locally, regionally, and globally.

In Santa Monica, Arup was the Civil Engineer for the Santa Monica Airport Park Expansion project from 2016 to 2018. As the Civil Engineer on the project, Arup was involved in the community outreach process and provided street improvement design, pedestrian lighting design, and sustainable stormwater drainage integrated with the site’s landscape design to support the overall final design for a “high-performance park” for the community. The project site interfaced with the Airport Avenue Improvements Project. Arup was also the lead consultant to the City of Santa Monica for the development of a multi-user microgrid project within the city that provides clean and reliable power to the City Yards municipal facility and adjacent sites including commercial developments, transit uses, and museums. Arup is familiar with the City of Santa Monica and the Santa Monica Airport and can leverage our knowledge and experience having worked at the project site and surrounding community to hit the ground running on this transformative project.

## Santa Monica Airport Park Expansion Santa Monica, CA



**Client**  
Rios Clementi Hale Studios

**Project owner**  
City of Santa Monica

**Key services provided**  
Structural, mechanical  
electrical and plumbing  
engineering  
Civil engineering  
Acoustic engineering  
Lighting design

**Project Dates**  
01/2016 – 01/2018

**Project Value**  
\$515,000

**Lead Staff**  
Tony Kirby, Project Director  
Paris Borovilos, Lead Civil Engineer  
Amelia O’Shaughnessy, Civil  
Engineer  
Diana Jauregui, Civil Engineer

The conversion of 12 acres of city-owned land into a high performance public space with sports amenities providing Santa Monica residents with much-needed green space.

The City of Santa Monica is redeveloping 12 acres of light aircraft parking at Santa Monica Airport into playing field and park space for the city. Working with Rios Clementi Hale Studios, Arup provided targeted design services to support both the feasibility phase and the design phases of the project. The site needs to connect to the existing public space and playing fields adjacent to the two parcels and mitigate the impacts of also being adjacent to a live general aviation facility.

The concept of a “High Performance Park” was developed during the Bid phase of the project and is being used to underpin the design of the recreational facilities, with an emphasis on maximizing usage through planned, flexible spaces for sport and recreation that embrace the natural environment.



## First and Broadway Civic Center Park Los Angeles, CA



### Client

Mia Lehrer + Associates

### Project owner

City of Los Angeles Parks and Recreation Department

### Key services provided

Structural, mechanical, electrical, and plumbing engineering  
Sustainability consulting

### Project dates

11/2016 – Ongoing

### Project value

\$19 million

### Lead staff

Tony Kirby, Project Director  
Martin Howell, Energy Consultant

The parks integrated design capitalizes on several conservation and passive opportunities unique to the site to reduce the consumption of energy and water resources.

The First and Broadway Civic Center Park will represent a new paradigm of urban park for Los Angeles. Sited at the locus between the civic center and a downtown residential neighborhood, continually subject to social challenges, the park aspires to bring people together in a way that is cohabitated and appealing. The design of the park mixes hardscape and greenery, with a two-floor restaurant, a beer garden, and photovoltaic shade structures meant to mimic California poppies.

Arup is establishing sustainability goals for the project, with stretch targets for transportation and water use, which includes exploring options to use recycled water for irrigation. The project is seeking triple sustainability certifications under LEED and Envision and will be the first SITES certified project for the City of Los Angeles.

## North Shore Park Mecca, CA



### Client

Koukuey Design Initiative

### Project owner

Desert Recreation District

### Key services provided

Civil engineering

### Project dates

11/2014 – 07/2017

### Project value

\$2.9 million

### Lead staff

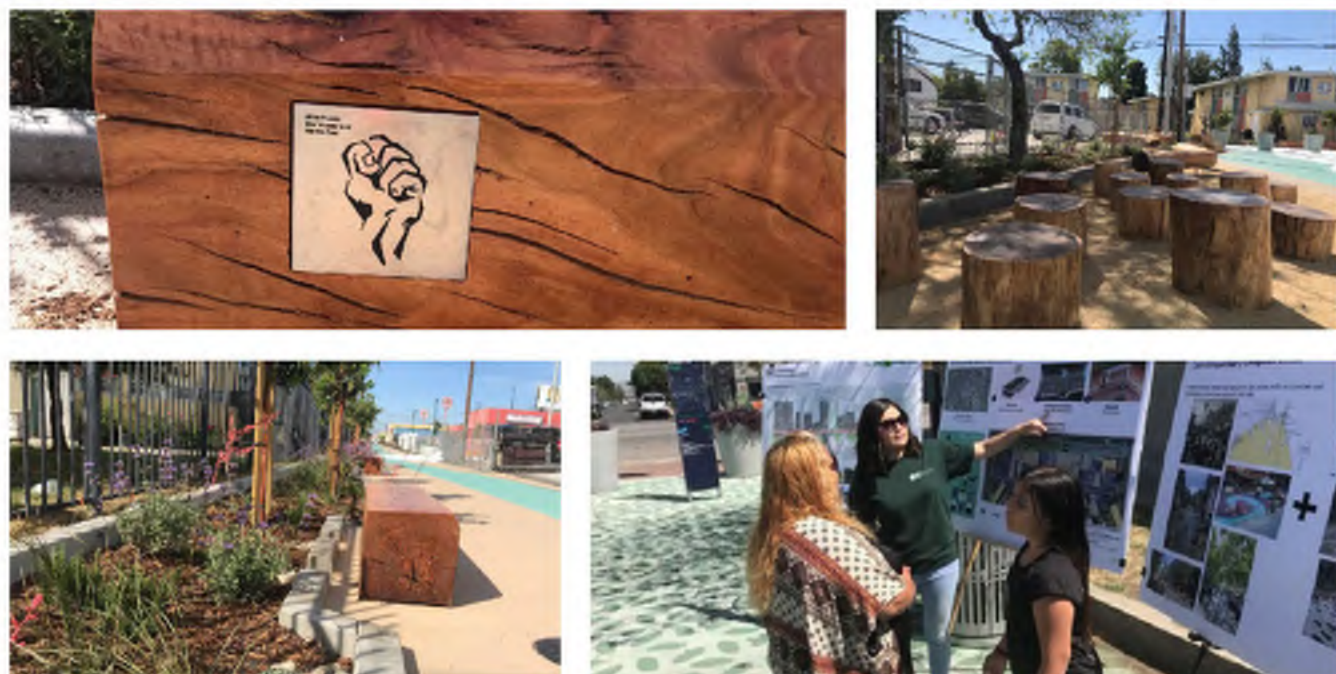
Tony Kirby, Project Manager  
Paris Borovilos, Lead Civil Engineer  
Amelia O'Shaughnessy, Civil Engineer

Arup developed a low impact stormwater solution integrating runoff management with the landscaping and native aesthetics of the region.

The North Shore Park Project proposes to develop a 5-acre public use neighborhood park. The proposed park features a shaded pavilion, restrooms, soccer field, skate plaza, sport court, playground, walking path, and parking. It is intended to give this small community a gathering place for recreation and learning.

By utilizing natural swales and basins with strategic sheet flows across planting, rather than traditional concrete gutters with inlets and underground pipe systems, the maintenance and operations needs of the site were minimized. Additionally, the infiltration basins were sized to accommodate the entire peak flows rather than just the first flush. This not only mitigates potential pollutants affecting water bodies such as the nearby Salton Sea, but also potential surcharging and flood risks to downstream drainage systems by recharging the groundwater instead.

## Bradley Green Alley Pacoima, CA



### Client

The Trust for Public Land

### Project owner

Pacoima Beautiful  
Los Angeles Bureau of Sanitation

### Key services provided

Civil engineering  
Cost estimating  
Geotechnical engineering  
Lighting design  
Water engineering

### Project dates

02/2018 – 05/2020

### Project value

\$3 million

### Lead staff

Tony Kirby, Project Director  
Amelia O' Shaughnessy, Civil Engineer  
Samantha Lustado, Geospatial Analyst

By actively engaging the community in the decision-making process, Arup and RCHS aim to create a sense of pride and ownership when the project is completed.

Arup provided engineering and design services for this pilot Green Alley project, which is the first shared street in Los Angeles and is a catalyst to reconnect the community it serves. The project is in an underprivileged community, and the alley has perceived safety issues, especially at night. Developing a trusting relationship with the community and engaging them in the design process was the benchmark for a successful project.

Arup worked with the client team of The Trust for Public Land and Pacoima Beautiful, designer Rios Clementi Hale Studios, and the community through targeted outreach events to develop conceptual schemes that not only meets the City's stormwater treatment requirements, but also provides placemaking opportunities that improve safety and lighting and help reconnect the alley to the community.

## Glendale Freeway Ramps Glendale, CA



### Client

City of Glendale

### Key services provided

Civil engineering  
Bridge design  
Cost estimating  
Geotechnical engineering  
Project management  
Transaction advice  
Transport planning

### Project dates

09/2018 – 12/2021

### Project value

\$500,000

### Lead staff

Tony Kirby, Project Manager  
Paris Borovilos, Civil Engineer

Arup worked with the key project stakeholders and the wider design team to develop two alternative concepts for the freeway cap, fully integrating future BRT and Streetcar transit concepts into the programming for the cap, enhancing access and mobility for all.

Space 134 is envisioned as a multipurpose freeway cap park to relink the residential neighborhoods north of the freeway to southern downtown Glendale. The cap park will be built over the 134 freeway and provide open green space, community and civic buildings, areas for pedestrians and bicycles, and convenient access to transit, including a proposed Metro BRT line between North Hollywood and Pasadena. This project also aims to improve traffic performance on both the freeway and streets through adjustments to freeway on- and off-ramps and the incorporation of frontage roads.

Arup performed a preliminary engineering study to validate the Space 134 Vision Plan and develop alternatives. We tested the vision plan against the structural and traffic engineering needs for Phase I of the cap park and helped the city understand the options to deliver this project effectively.



## Katherine Perez

Katherine has managed numerous complex projects in transportation planning, real estate development and community engagement for cities, public agencies, philanthropy, and private businesses.

Ms. Perez is an Associate Principal and the LA Office Leader at Arup. She is an expert in urban planning, transportation, and oversees the alternative procurement delivery team in LA. With her background in real estate development, transport and urban planning policy, and the transition to electrification, she is recognized as a leader in the planning and development fields and engages in projects across the services offered by Arup.

### Project experience

#### California Energy Commission, City of Long Beach Blueprint, Transition to MD/HD ZEV Infrastructure, Long Beach, CA

Project Director leading team in the planning and energy analysis evaluation to inform strategic conversion of municipal fleets to zero emission vehicles, as well as explore utility and policy considerations to support rollout. Blueprint includes a ZEV Fleet Transition Plan for the City and a roadmap for Citywide MD/HD ZEV Fleet Transition Planning.

#### California Energy Commission, Built-Environment Electrification Solutions & Form Factors for Fitting Infrastructure to Transportation (BESTFIT) Innovative Charging Solutions, Santa Monica and Huntington Park, CA

Project Director overseeing the BESTFIT team. The goal of the BESTFIT grant is identify innovative charging solutions and form factors that are the "best fit" for the local built environment, use case, and vehicle compared to traditional solutions. Funding objectives are in both light-duty and medium-duty/heavy-duty sectors.

#### California Energy Commission, STC Traffic Equity Driven Public Access ZEV Blueprint, National City, CA

Project leader overseeing team developing ZEV Blueprint. The goal of the STC Traffic Equity Driven Public Access ZEV Blueprint is to support and encourage equity in the marketplace by promoting public access to MHD ZEV infrastructure so that small businesses and individuals are not squeezed out of the market during the zero-emission technology transition.

#### California Energy Commission, Reliable, Equitable, and Accessible Charging for multi-family Housing (REACH), San Bernardino, CA

Project Director overseeing team to demonstrate replicable and scalable business and technology models for large -scale EV charging deployment that maximizes access to multi-family housing residents. Grant sites target low and moderate housing project areas in disadvantaged communities.

### Profession

Urban Planning & Transportation Planning

### Current position

Associate Principal, LA Cities Leader

### Joined Arup

2017

### Years of experience

22

### Qualifications

BS Political Science, California State University, Northridge, 1992

MA Urban Planning, Transportation, University of California, Los Angeles, 1996

Leading Organizations Executive Leadership Training Arup University, December 2022

University of Cambridge, Masters Module, Arup University,

"Shaping a Sustainable Future," May 2021

### Professional associations

University of Southern California, School of Public Affairs, Adjunct Professor, 2008-2010

University of Southern California Sol Price School of Public Policy, Adjunct Professor, 2008-2011, 2013-present

Ford Fellowship, Regional Sustainable Development, Lecturer, 2009

#### Financing Electric Mobility Infrastructure, Department of Transportation, Los Angeles, CA

Project Director overseeing the global team that is evaluating various commercial structures for LADOT to employ to finance and deliver the electrification of new and existing bus depots charging infrastructure for 125 to 150 electric buses.

#### City of Long Beach Strategic Vision, Long Beach, CA

Following Covid and anti-police protests, Katherine is serving as the Project Director leading an expert team of planners and resiliency specialists to assist the city leadership in moving forward with a coordinated, equity and community focused City roadmap.

#### Charge4All, Los Angeles CleanTech Incubator, CA

Co-Project Director overseeing team seeking to increase efficiency of EV infrastructure deployment and improve interagency coordination. We developed the foundation for the knowledge capture framework and GIS suitability analysis. Project is focused on developing inventory of insights to inform how utilities can quickly and easily install EV charging equipment on publicly accessible right of ways using existing utility electrical infrastructure. In addition to the development of the knowledge and process framework, the team developed a GIS tool which assists in determining site suitability and feasibility and helps to streamline the planning and implementation phases – enabling broad and scalable deployment.

#### Dream Extreme 2040 Strategic Plan, Lake Elsinore, CA

Key partner in multi-disciplinary team involved with strategic visioning for Lake Elsinore and its Dream Extreme 2040 Strategic Plan. Through community workshops and engagement with local public officials, Arup leads the Cities Initiative and Systems visioning work to create a plan that serves the needs of its residents.

#### Long Beach Civic Center, Long Beach, CA

Overall Project Manager for Arup's financial, commercial, and technical advisory services role on this Social Infrastructure P3 project. Arup is serving as principal advisor to the City of Long Beach on the procurement of a private partner to develop, design build, finance, operate, and maintain a new City Hall, Main Library, and Port Headquarters.

#### Los Angeles Street Civic Building, Los Angeles, CA

City Liaison and Principal in Charge for the procurement of the flagship building in the new Los Angeles Civic Center. The Los Angeles Street Civic Building plans were to replace the former police headquarters known as the Parker Center with approximately 750,000ft<sup>2</sup> of civic office space and set the bar for a new modern and sustainable civic district around City Hall.

#### Executive Director, Urban Land Institute, Los Angeles District Council, Los Angeles, CA\*

Katherine was responsible for management, operations, and development of new initiatives. She introduced six new initiatives: Transit Oriented Development Summit, the FutureBuild Conference, Infrastructure Summit, High Speed Rail Marketplace, 1000 Homes, and SB375 Impact Report analysis. Under her leadership, ULI completed eight transit-oriented development technical assistance panels which assisted local cities in LA County in repositioning TOD sites for development.

#### Deputy Mayor, City of Pasadena, Office of Mayor William Bogaard, Pasadena, CA\*

Katherine was responsible for transportation, planning and Latino constituent issues. Her key focus was on the successful construction of the Metro Gold Line Light Rail system through the city and transit-oriented development projects at major stations. She represented the mayor at key meetings with local and regional bodies such as SCAG, San Gabriel Valley Council of Govts, Pasadena Chamber of Commerce and Tournament of Roses.

\*experience prior to joining Arup



## Tony Kirby

Anthony understands the interrelationships between design and construction and has a proven track record in delivering complex multidisciplinary civil engineering projects.

Anthony Kirby is a Principal in the Los Angeles office. Building on 20 years of experience, Tony has a proven track record in delivering complex multidisciplinary civil engineering projects and building successful relationships with clients and collaborators. Tony has worked on projects in four continents advising clients on issues ranging from site drainage to sustainable communities planning. Over the last 10 years, Tony has successfully delivered several low impact stormwater solutions integrating runoff management with the landscape and native aesthetics of Southern California.

In his tenure, Tony has led teams of civil engineers who regularly engaged on a cross section of infrastructure, building and planning projects delivering work at every phase of design and through Construction Administration.

Prior to joining Arup, Anthony worked for a heavy civil engineering contractor in the UK for four years, providing construction experience that is still utilized on projects during design on a regular basis.

### Project experience

#### Santa Monica Airport Park Expansion, Santa Monica, CA

Project Manager for the new 12-acre "High Performance Park" expansion at Santa Monica Airport which directly interfaces with the Airport Avenue Improvement project. The project featured the design of a new access road and suite of stormwater and LID systems integrated with site landscaping.

#### North Shore Park, Mecca, CA

Project Manager for a new 5-acre public use neighborhood park that is intended to give this small community a gathering place for recreation and learning. The proposed park features a shaded pavilion, walking/jogging path, parking, restrooms, soccer field, skate plaza, sport court, and playground. Arup developed a low impact stormwater solution integrating runoff management with the landscaping and native aesthetics of the region. By utilizing natural swales and basins with strategic sheet flows across planting, rather than traditional concrete gutters with inlets and underground pipe systems, the maintenance and operations needs of the site were minimized.

#### Bradley Plaza Green Alley, Los Angeles, CA

Project Manager for the Bradley Plaza Green Alley, one of Los Angeles' first shared streets and a transformative space for the Pacoima community. The alley is a catalyst to reconnect the community it serves and provides a safer alternative for pedestrians and bicyclists seeking to travel along this busy

corridor. The project incorporated innovative features that included the redesign of the standard alley to slope to stormwater planters, removing central gutters, removing the sidewalk so that the alley functions as a true shared space, and negotiated LA Sanitation (LASAN) stormwater planters to be located outside of the public right-of-way. Arup worked with LASAN, The Trust for Public Land and Pacoima Beautiful, and Rios Clementi Hale Studios to deliver this important project for the community.

#### Glendale Freeway Ramps, Space 134 Preliminary Engineering Study, Glendale, CA

Project Manager for the design of public space integrated within a Freeway corridor with significant on/off ramp and frontage road improvements. Arup is providing preliminary engineering design for this federally funded transportation infrastructure project.

#### Hercules Campus Engineering and Sustainability Concept Master Plan, Playa Vista, CA

Civil Engineer for the sustainable master plan for the 550,000ft<sup>2</sup> historic renovation of the existing Hercules Campus, home to Howard Hughes' "Spruce Goose" hangar in Playa Vista. The plan envisioned the redevelopment of the existing campus buildings with new infrastructure and building systems to support film and television production, post-production studios, creative office space, and digital production facilities.

#### Utilities Planner, Los Angeles World Airports (LAWA), Los Angeles, CA

Part time role since June 2013. Responsible for planning airport-wide utilities projects to support LAX's multi-billion-dollar capital Investment Program. Currently responsible for overseeing a study to bring high quality recycled water into LAX to realize significant potable water savings by proving connections to the new Central Utility Plant and future terminal buildings. Anthony is also managing the development of a campus-wide utilities infrastructure plan (UIP) at LAX targeted at providing utility capacity and resilience to support the airport's multi-billion-dollar capital investment program.

#### LAWA Principal Architect & Principal Engineer on-call, Los Angeles, CA

Lead Civil Engineer for the ongoing Los Angeles World Airports (LAWA) on-call contract, a single vehicle that provides the airport with all design services. The project involves over 50 different sub-consultants, including many business enterprise certified firms based in LA. Projects to date have included a study for the globally unprecedented redevelopment of cargo operations; baggage handling system design development, passenger focused signage and wayfinding analysis, among many others. Tony is currently overseeing the design of a traffic signal hub relocation through to Construction Documents. He has also led utilities scope for the LAX Cargo Redevelopment and the Phase 1 Airfield & Terminal Modernization Program (ATMP) task orders.

#### LAX Central Utility Plant, Los Angeles, CA

Lead Civil Engineer for a new 20,000-ton, 8-Megawatt cogeneration central utility plant at LAX. As the lead design consultant on the Clark/McCarthy Joint Venture design-build team, Arup provided full engineering and consulting services as well designing on the associated pipe distribution and utilities infrastructure. The project included 9 miles of new wet and dry utilities that had to be sequentially installed around existing utilities that service the terminals while maintaining airport operations in the congested central terminal area (CTA). Coordination of this work was achieved using an interactive AutoCAD Civil 3D model for the subsurface infrastructure in the CTA.

#### LAX Bus Yard Facility Relocation, LAX, Los Angeles, CA

Project Director for the relocation of Facility Management and Utility Group (FMUG) storage yard, a new bus parking pad, and a new single-story building, employee parking lot improvement, a new Los Angeles Department of Water and Power (LADWP) industrial station (IS), and other miscellaneous improvements.

#### Profession

Civil Engineering

#### Current position

Principal

#### Joined Arup

2003

#### Years of experience

22

#### Qualifications

PE, State of California (C79357)

BEng (Hons), Civil Engineering 1st class, University of Salford (UK), 1999

MCIWEM #31786

LEED Green Associate

Qualified SWPPP Developer (QSD)

MICE, Institution of Civil Engineers

Envision Sustainability Professional (ENV SP)

Chartered Engineer, CEEng

Design-Build Institute of America (DBIA) Certification

#### Professional associations

ICE Ambassador of the Year 2007

Winner of ICE James Forrest Medal for paper "SuDS: Innovation or a Tried and Tested Practice?" in 2004

Member, Chartered Institution of Water and Environmental Management (MCIWEM)

#### Publications

The Red Sea Astrarium (The Arup Journal, 2013)

SuDS: Innovation or a Tried and Tested Practice? (Published in Municipal Engineer, 2005)



## Paris Borovilos

Paris has experience with the various phases of a site development project as the Civil Lead. His expertise includes grading, drainage, hydrology, utilities, and stormwater quality.

Paris Borovilos is a Civil Engineer with Arup in Los Angeles. He has 17 years of experience in both the private and public sector, with a strong background in land development. Paris has undertaken a number of responsibilities during the project site development stage as Civil Lead, including grading, hydrology and drainage, utilities, and stormwater quality management.

Paris has QSD certification and knowledge in developing SWPPPs and obtaining permits for stormwater and non-stormwater discharges during construction phases of a project, along with expertise in SUSMP and LID requirements for post-developed water quality compliance within local jurisdictions. Paris is also a LEED Green Associate, with strong general knowledge of sustainable sites.

### Project experience

#### Santa Monica Airport Park Expansion, Santa Monica, CA

Civil Engineer of Record and Deputy Project Manager for the design of approximately 12 acres of non-aviation land currently being used for aviation purposes. The project will utilize natural forms and materials where possible to manage site stormwater runoff and provide acoustic treatment for users of the facility, which will function adjacent to a live general aviation airport.

#### North Shore Park, Mecca, CA

Paris was the Project Manager and Civil Engineer of Record for a new 5-acre public use neighborhood park. The proposed park features a shaded pavilion, restrooms, soccer field, skate plaza, sport court, playground, walking path, and parking. It is intended to give this small community a gathering place for recreation and learning. Arup developed a low impact stormwater solution integrating runoff management with the landscaping and native aesthetics of the region.

#### LAX Central Utility Plant, Los Angeles, CA

Civil Engineer of Record for a new 20,000-ton, 8-Megawatt cogeneration central utility plant at LAX. As the lead design consultant on the Clark/McCarthy Joint Venture design-build team, Arup is providing full engineering and consulting services as well also focusing on pipe distribution and utilities infrastructure. Paris was the lead Civil Engineer for the grading, hydrology, utilities, and Standard Urban Stormwater Mitigation Plan (SUSMP).

#### LAX Receiving Station X (RS-X), Los Angeles International Airport, Los Angeles, CA

Civil Engineer for the new 230/34.5kV Electrical Receiving Station (RS-X) for LADWP as a dedicated power supply facility for LAX. The new station will increase electrical capacity to support LA multi-billion-dollar CIP and significantly improve power reliability and resilience. It was delivered using the PDB model and will be operational by Spring/Summer 2023. Arup is the lead designer and engineer of record for the project. Paris was responsible for the 8 Ac site, which was excavated to over 15' with retaining walls and berms in order to clear the height requirements for structures within a flight path.

#### LAWA Roadway, Utility, and Enabling (RUE) Projects, Los Angeles, CA

Design Team Area Lead for a series of Design-Build enabling projects that are critical to the successful delivery of the Los Angeles World Airports' (LAWA) Landside Access Modernization Program (LAMP). Paris is overseeing fourteen projects comprised of various subconsultants, collaborative partners, and stakeholders. Those projects include approx. 3,000 linear feet of new roadway within Los Angeles with associated storm drain systems, utilities, and stormwater quality implementation. They also include utilities relocations and design for 12-inch water main and electrical ductbanks for LADWP, fiber optic relocations, traffic signals, ADA ramp improvements, Caltrans on and off ramps for I-405, and CCTV cameras.

#### LAWA Principal Architect & Principal Engineer on-call, Los Angeles, CA

Civil Engineer for the ongoing Los Angeles World Airports (LAWA) on-call contract, a single vehicle that provides the airport with all design services. The project involves over 50 different sub-consultants, including many business enterprise certified firms based in LA. Projects to date have included a study for the globally unprecedented redevelopment of cargo operations; baggage handling system design development, passenger focused signage and wayfinding analysis, among many others. Paris leads the civil engineering design for this project, including site grading, utilities and low impact development design.

#### Delta Sky Way | at LAX, Los Angeles, CA

Civil Engineer and Design Technical Reviewer for the \$1.86 billion, 1.1 million square feet, redevelopment of the Delta Air Lines hub at LAX. The project involves the phased demolition, reconstruction and renovation of Terminals 2 & 3 whilst maintaining active operation throughout. The project is currently in the concept design phase and Anthony is responsible for the development of concepts for major utilities relocations on the airside (at both terminals) and coordination of the pavement reconstruction. Both elements have to be carefully designed to suit the phasing of the terminal reconstruction and renovation works, while minimizing the impact on Delta's operations.

#### Gerald Desmond Bridge Replacement, Long Beach, CA

Civil Engineer and Lead Designer on the drainage and stormwater team for the \$1bn replacement of the Gerald Desmond Bridge. This 2,000-foot-long, 6-lane signature cable-stayed bridge (1,000-foot main span) will have over 6,000 feet of approach viaducts (up to 200 feet high), two major freeway interchanges, and numerous ramps and embankments. The project is being delivered under the Caltrans Design Build Demonstration Program partnered with the construction joint venture of Shimmick-FCC-Impregilo. Paris was the drainage lead and responsible for hydrology and stormwater management.

#### Presidio Parkway, San Francisco, CA

Civil Engineer for the design of this 1.6-mile-long complete replacement of the southern approach to the Golden Gate Bridge. The new 6-lane expressway serves 100,000 vehicles per day and includes elevated viaducts, cut-and-cover tunnels, and off/on ramps. Great care was given in developing the preliminary engineering in order to minimize the environmental impacts. A phased approach to the construction of this heavily trafficked route has been developed with the aim of a low-impact design and maintaining traffic connectivity in all directions.

#### Profession

Civil Engineering

#### Current position

Associate

#### Joined Arup

2009

#### Years of experience

17

#### Qualifications

BS, Civil Engineering, University of California Irvine, 2004

PE, State of California (C77286)

PE, State of Nevada (022736)

QSD, Qualified SWPPP Developer (#20511)

LEED Green Associate

#### Professional associations

Professional Mentor of Engineers Without Borders for the USC Chapter (EWB-USC)

Member, American Society of Civil Engineers (ASCE)



## Amelia O'Shaughnessy

Amelia's passion resides in combining functionality and aesthetics using engineering.

Amelia O'Shaughnessy joined the Arup Los Angeles office in 2015 as an engineer. She supports a wide range of projects involving site development and planning. She is well versed in Civil 3D software.

Amelia created schematic design drawings for various projects to portray project goals and ideas. She generated grading plans as well as cut and fill maps for the Mexico City Airport using Civil3D. She also assisted in managing the utility pipe distribution for the LAX central utility plant.

### Project experience

#### Santa Monica Airport Park Expansion, Santa Monica, CA

Graduate Engineer for the 12-acre park expansion at Santa Monica Airport which directly interfaces with the Airport Avenue Improvement project. Arup is providing civil engineering, lighting design, acoustic consulting and SMEP design services for a new "High Performance Park." The project will utilize natural forms and materials where possible to manage site stormwater runoff and provide acoustic treatment for users of the facility, which will function adjacent to a live general aviation airport.

#### North Shore Park, Mecca, CA

Graduate Engineer for a new 5-acre public use neighborhood park. The proposed park features a shaded pavilion, restrooms, soccer field, skate plaza, sport court, playground, walking path, and parking. It is intended to give this small community a gathering place for recreation and learning. Arup developed a low impact stormwater solution integrating runoff management with the landscaping and native aesthetics of the region.

#### LAX Central Utility Plant, Los Angeles, CA

Graduate Engineer for a new 20,000-ton, 8-Megawatt cogeneration central utility plant at LAX. As the lead design consultant on the Clark/McCarthy Joint Venture design-build team, Arup provided full engineering and consulting services as well designing on the associated pipe distribution and utilities infrastructure. The project included 9 miles of new wet and dry utilities that had to be sequentially installed around existing utilities that service the terminals while maintaining airport operations in the congested central terminal area (CTA). Amelia assisted in managing the utility pipe distribution for the LAX central utility plant.

#### I-405 Improvement Design Build Project, Orange County, CA

Graduate Engineer for the \$1.2bn I-405 Improvement Design Build Project. Orange County Transportation Authority (OCTA) in cooperation Caltrans selected OC 405 Partners to design and construct this Project. Key elements of

this approximately 16-mile widening project include: a general-purpose lane in each direction of I-405 from Euclid St to the I-405/I-605 Interchange, addition of a tolled express lane in each direction from SR-73 to SR-22, reconfiguration of interchanges and ramps comprised of 23 new or replacement crossroad/ramp bridges, one pedestrian bridge, coordination with utility owners for relocation of known utilities and seven bridge widenings.

#### Gerald Desmond Bridge Replacement, Long Beach, CA

Graduate Engineer for the \$1bn replacement of the Gerald Desmond Bridge. This 2,000-foot-long, 6-lane signature cable-stayed bridge (1,000-foot main span) will have over 6,000 feet of approach viaducts (up to 200 feet high), two major freeway interchanges, and numerous ramps and embankments. The project is being delivered under the Caltrans Design Build Demonstration Program partnered with the construction joint venture of Shimmick-FCC-Impregilo.

#### Rainbow Bridge at Seaside Way, Long Beach, CA

Graduate Engineer for a new \$6m, 400-foot-long pedestrian bridge designed as an iconic landmark connecting the convention center to the performing arts center.

#### Berggruen Institute, Santa Monica, CA

Graduate Engineer for this 188,000ft<sup>2</sup> complex consisting of office space, conference facilities, guest rooms, and residential units.

#### Spruce Goose, Los Angeles, CA

Graduate Engineer for the retrofit of an existing historically significant hangar to accommodate new structures comprising 450,000ft<sup>2</sup> of office, meeting, and conferencing facilities.

#### (W)rapper Tower, Los Angeles, CA

Graduate Engineer for a new 240' tall, 175,000ft<sup>2</sup> seismically isolated office tower. The tower is "wrapped" in a curved steel box exoskeleton that acts as the building's gravity and lateral load carrying system. The use of this exoskeleton allows for the elimination of internal columns and provides an uninterrupted floor plan throughout while guaranteeing stability.

#### California Science Center Air and Space Center, Los Angeles, CA

Graduate Engineer for the new 180,000ft<sup>2</sup> Samuel Oschin Air and Space Center which will permanently house Space Shuttle Endeavor in its vertical launch position. The new building features three major multi-level galleries that contain air, space, and shuttle artifacts and exhibits.

#### Finch West LRT Final Design, Toronto, ON

Drainage Designer for the \$1bn Finch West LRT extension which is one of Metrolinx's transit priorities as set out in the regional transportation plan known as "The Big Move." Arup has been providing full LRT multidisciplinary engineering services for the 11km light rail transit line. It will provide rapid transit to neighborhoods that need it the most and will travel through two of the City of Toronto's 13 identified priority neighborhoods: Jamestown and Jane/Finch. The contract is being procured through Infrastructure Ontario and Metrolinx through an Alternative's Financing and Procurement (AFP) DBFM procurement model.

#### Mexico City Airport, Mexico City, Mexico

Graduate Engineer for the master planning of a new multi-billion-dollar airport in Mexico. The project has entailed extensive liaison and coordination with the National Water Commission (Conagua) and academic staff at local university, UNAM, with respect to the site's complex hydrology. Total civil scope included site-wide grading compliant with international aviation standards, developing pavement design criteria, site-wide utilities distribution concepts, and preparation of preliminary storm water and sanitary drawing schemes and associated calculations.

#### Profession

Civil Engineer

#### Current position

Engineer

#### Joined Arup

2015

#### Years of experience

4

#### Qualifications

BS, Civil Engineering, Cum Laude,  
University of California Irvine,  
2015

PE, State of California (C94320)

#### Professional associations

Member of American Society of  
Civil Engineers



## Diana Jauregui

Diana's interest lies in providing solutions to the built environment while maintaining the welfare of the natural world.

Diana Jauregui is a graduate civil engineer with Arup's Los Angeles Infrastructure group. Since joining Arup in 2017, she has supported site development projects and has expanded her experience on aviation design projects.

Prior to joining the Los Angeles office, she held a variety of internships in the realm of civil engineering. These internships allowed her to gain experience with transportation and aviation related projects.

### Project experience

#### Bradley Plaza Green Alley, Los Angeles, CA

Civil Engineer for the Bradley Plaza Green Alley, one of Los Angeles' first shared streets and a transformative space for the Pacoima community. The alley is a catalyst to reconnect the community it serves and provides a safer alternative for pedestrians and bicyclists seeking to travel along this busy corridor. The project incorporated innovative features that included the redesign of the standard alley to slope to stormwater planters, removing central gutters, removing the sidewalk so that the alley functions as a true shared space, and negotiated LA Sanitation (LASAN) stormwater planters to be located outside of the public right-of-way. Arup worked with LASAN, The Trust for Public Land and Pacoima Beautiful, and Rios Clementi Hale Studios to deliver this important project for the community. Amelia assisted with utility design and coordination on the project.

#### LAX Bus Yard Facility Relocation, Los Angeles, CA

Graduate Civil Engineer for the relocation of Facility Management and Utility Group (FMUG) storage yard, a new bus parking pad, and a new single-story building, employee parking lot improvement, a new Los Angeles Department of Water and Power (LADWP) industrial station (IS), and other miscellaneous improvements.

#### NAICM Green Airport Program, Mexico City, Mexico

Graduate Civil Engineer for the masterplanning of a new multi-billion-dollar airport in Mexico. The project has entailed extensive liaison and coordination with the National Water Commission (Conagua) and academic staff at local university, UNAM, with respect to the site's complex hydrology. Total civil scope included site-wide grading compliant with international aviation standards, developing pavement design criteria, site-wide utilities distribution concepts, and preparation of preliminary storm water and sanitary drawing schemes and associated calculations. Diana provided initial research on the existing water consumption and reuse at the Mexico City Airport. She further

analyzed relevant case studies of green airport operations to provide examples of applicable best practices and sustainable improvements.

#### Delta Sky Way at LAX, Los Angeles, CA

Graduate Civil Engineer for the LAX T2/3 Modernization Program for Delta Air Lines. The project is currently in the concept design phase and Diana has been responsible for developing grading and stormwater designs to meet the regulatory limitations. She has also assisted with the coordination of existing and proposed utilities. Diana has provided support in delivering enabling work packages and concurrently progressing with subsequent design phases.

#### I-405 Improvement Design Build Project, Orange County, CA

Engineer for the I-405 Improvement Design Build Project. The Orange County Transportation Authority (OCTA), in cooperation with Caltrans, selected OC 405 Partners to design and construct this project. Key elements of this approximate 16-mile widening project include a general-purpose lane in each direction of the I-405, from Euclid St to the I-405/I-605 Interchange; a tolled express lane in each direction, from SR-73 to SR-22; and the reconfiguration of interchanges and ramps that comprised 23 new or replacement crossroad and ramp bridges, one pedestrian bridge, coordination with utility owners for the relocation of known utilities, and seven bridge widenings. Diana assisted with the City of Westminster's final approval of the Water Quality Management Plan for the project. She took an active role in coordinating the proposed BMPs, preparing and updating project sheets, producing the required schematics for the report, and updating calculations for the proposed products.

#### Los Angeles Department of Water and Power (LADWP), John Ferraro Building Los Angeles, CA

Engineer for the building and efficiency assessments of the John Ferraro Building. Completed in 1965, the LADWP General Office Building, also known as the John Ferraro Building, is a 17-story, 890,000 gross square feet government building. Diana assisted in the assessment of the existing facility and provided recommendations on the site conditions and utility improvements. She also included project specific recommendations for meeting the city's Stormwater Low Impact Development (LID) Ordinance.

#### (W)rappier Tower, Los Angeles, CA

Graduate Civil Engineer for a new 240' tall, 175,000ft<sup>2</sup> seismically isolated office tower. The tower is "wrapped" in a curved steel box exoskeleton that acts as the building's gravity and lateral load carrying system. The use of this exoskeleton allows for the elimination of internal columns and provides an uninterrupted floor plan throughout while guaranteeing stability. The (W)rappier Tower will be the first base-isolated high-rise structure for the Los Angeles office. Diana assisted with revising the grading design to ensure proper drainage and agreement with the site design outline. She was responsible in facilitating coordination with the design partners to achieve a feasible grading design.

#### California Science Center, Air and Space Center, Los Angeles, CA

Engineer for the construction documentation of the new Air and Space Center, which will permanently house the Space Shuttle Endeavour in its vertical launch position. Diana provided support on the coordination and design of the proposed and existing utility networks, including two dry-well systems for the treatment of surface runoff.

#### Brookville Bus Depot Electrification, Montgomery County, MD

Montgomery County awarded the AlfaStruxure / Arup team to redevelop the Brookville Bus Depot to support an electric bus fleet of 70 buses. The project includes the installation of a 2 MW photovoltaic (PV) canopy, generators, and battery system to create a microgrid to support the electric bus fleet. The system is grid-tied but has the capability of operating offline and providing generation for the utility grid. As a supporting engineer, Diana utilized her technical knowledge to assist with the design of the underground utilities. She also provided support for the stormwater permitting process for the project. She was responsible for compiling the city's requirements and preparing the permitting package for submission.



## Samantha Lustado

Samantha possesses the characteristics of a technician, analyst, developer, and manager by pioneering various GIS processes for multiple organizations.

Samantha is versatile GIS professional with over ten years of geospatial experience derived from diverse industries including: Aviation, Engineering, IT, and Facilities Management/Utilities. Drawing from extensive knowledge of GIS, she possesses the characteristics of a technician, analyst, developer, and manager by pioneering various GIS processes for multiple organizations, both as an individual and with teams. She delivers consistent quality products and desires to integrate the industries of geography and technology.

### Project experience

#### Bradley Plaza Green Alley, Los Angeles, CA

GIS Analyst for improvements to Bradley Green Alley. The project is located in the Los Angeles neighborhood of Pacoima. Bradley Green Alley is a low-impact development design intervention for storm water infiltration and alley beautification in a public alley right-of-way. Project partners include Pacoima Beautiful, the City of Los Angeles Department of Public Work's Bureau of Sanitation (LASAN), and the Trust for Public Land. The goal of the project is to address the serious issues facing the community including access to services, health, and safety. The RFP seeks a consultant team of design professionals that can advance the Project from Concept/Schematic Phase to CD and CA. Samantha provided site maps and watershed analysis using ArcMap.

#### Los Angeles World Airports, Shutdown Control Center, Los Angeles, CA\*

GIS Specialist at Los Angeles International Airport (LAX) on a role that created, edited, and maintained enterprise spatial data (floor plans, airplane parking, runway/taxiway centerlines room polygons) using AutoCAD Map 3D, Oracle, ArcGIS, and SharePoint. Samantha was responsible for establishing the foundation of the position by developing workflows, creating documents, and networking with other departments. She also pioneered efforts of field verification of electrical data using ArcGIS Collector and ArcGIS Online.

#### I-405 Improvement Design Build Project, Orange County, CA

GIS Analyst for the \$1.2bn the I-405 Improvement Design Build Project. Orange County Transportation Authority (OCTA) in cooperation Caltrans selected OC 405 Partners to design and construct this Project. Key elements of this approximate 16-mile widening project include: a general-purpose lane in each direction of I-405 from Euclid St to the I-405/I-605 Interchange, addition of a tolled express lane in each direction from SR-73 to SR-22, reconfiguration of interchanges and ramps comprised of 23 new or replacement crossroad/ramp bridges, one pedestrian bridge, coordination with utility owners for relocation of known utilities and seven bridge widenings. Samantha was responsible for

providing geotechnical maps and figures, along with managing the GIS data using ArcMap.

#### South Bay Galleria, Redondo Beach, CA

Arup provided a due diligence study to review the existing utilities and storm drain systems at the South Bay Galleria (SBG) mall in Redondo Beach to support an investment's firm acquisition of the property for mixed use redevelopment. The study included a review of the existing arrangement, age and condition of the existing systems and recommendations for their upgrade, relocation and all new code-compliant services to support the concept Master Plan. Samantha developed automated FME workflows to automate complex design data into multiple formats to produce cartographic deliverables.

#### Crenshaw Corridor Redevelopment Propensity, Los Angeles, CA

Using Urban Footprint for an internal Arup analysis, evaluated parcels overlaid by alternative ratios of improvement to land assessed valuations within bike and walksheds of proposed transit stations under alternative route scenarios. The analysis helped identify properties with the greatest economic potential for private redevelopment.

#### Loyola Marymount University, Spatial Data Analysis and GIS, Los Angeles, CA

Part time Lecturer during a semester at LMU that aimed to introduce GIS and its capabilities, visualize GIS data, understand basic GIS concepts, understand best practices, and perform GIS analysis.

#### Charge4All™ Electrical Utility Innovative EV Charging Project, Los Angeles, CA

Senior GIS Analyst in Arup's efforts with Los Angeles Cleantech Incubator (LACI) to understand the EV charging landscape and develop a geospatial framework that delivers a methodology on where EV charging equipment should be installed on a publicly accessible right of way. Samantha was responsible for the data strategy, project management, and implementation of the GIS tool. Workflows included: land use/zoning data strategy, web viewer deployment, site suitability analysis, and automation using ArcGIS and FME.

#### Solar + Storage Resilience Study, Alameda, CA

Senior GIS Analyst for this comprehensive solar PV and battery storage feasibility study. In order to improve the energy resilience of their customer base, Community Choice Aggregators East Bay Community Energy (EBCE) and Peninsula Clean Energy (PCE) undertook a comprehensive solar PV and battery storage feasibility study for all critical facilities within their service area. Samantha implemented GIS workflows which included: equity strategy, watershed analysis, web viewer deployment, site suitability analysis, and automation using ArcGIS and FME.

#### PCE Curbside EV Charging Program, San Francisco, CA

Senior GIS Analyst for a pilot program that will focus on curbside electric vehicle charging stations. Arup is providing energy and sustainability consultancy and facility assessment as part of the program with Peninsula Clean Energy. Samantha is leading the GIS data strategy and suitability analysis of potential charging locations based on infrastructure and equitable parameters.

#### PDX Terminal Core Redevelopment, Portland, OR

GIS Specialist for the \$950m redevelopment of the main terminal core at Portland International Airport. The project is studying options for reconfiguring the entire terminal core to rebalance concessions post-security, and clear out legacy infrastructure to provide a flexible, open clear-span space that will extend the life of the building for an estimated 20 years. Samantha helped the Arup team with 2D and 3D data interoperability and 3D surface analysis using complex automations using FME.

\*experience prior to joining Arup

#### Profession

GIS

#### Current position

Senior GIS Analyst

#### Joined Arup

2017

#### Years of experience

10

#### Qualifications

MS, Geographic Information Science, California State University, Long Beach (CSULB), 2016

Bachelor of Arts, Geography/Environmental Studies, University of California, Los Angeles (UCLA), 2010





## Adam Finkin

With a focus on cost estimating, cost planning, scheduling, risk, and construction management Adam's strong leadership qualities and technical skills bring value to any project.

Adam Finkin is an Associate Cost Engineering Analyst in the New York office, leading the Arup Americas Risk Management offering. Adam has experience in construction management, cost estimating, cost planning, cash flow projections, scheduling, value engineering, risk management, risk analysis, and life cycle cost analysis.

Adam's projects span both heavy civil infrastructure and buildings within the Americas and globally. Several notable projects include the Doha Confidential Tunnel & Bridge project, Long Baseline Neutrino Facility Tunnel Excavations, Presidio Parkway, Tappan Zee Bridge, Goethals Bridge P3, Green Line Extension, CA High Speed Rail, Transbay Terminal, LA Convention Center, New Mexico City Airport and Terminal, Confidential Campuses in the Bay Area, and the New Bridge Saint Lawrence.

### Project experience

#### Eglinton Crosstown Extension West, Toronto, CA

Adam is the lead estimator for the ECWE project on behalf of the Arup Technical Advisory Team and has supported the project through its planning and procurement phases working directly with Metrolinx and Infrastructure Ontario.

#### California High Speed Train Project (CHSTP), CA

Cost estimating, scheduling and constructability assessments for the 195-mile-long section of the project from Palmdale to Fresno. Primary features include twin bore tunnels, aerial structures, grade separation bridges and viaducts.

#### Presidio Parkway, San Francisco, CA

Adam provided risk analysis, cost estimating, and scheduling for the Presidio Parkway business case, a 1.6 mile 6-lane highway connecting downtown San Francisco to the Golden Gate Bridge. This project included viaduct and cut/cover tunnels.

#### Los Angeles Convention Center, Los Angeles, CA

Arup worked with the City of Los Angeles on the redevelopment of the Los Angeles Convention Center (LACC). Adam helped develop a business case comparing the traditional design delivered using CM @ Risk with a separate Design, Build, Finance, Operate, and Maintain (DBFOB) design scheme. Arup's team provided integrated technical, commercial, risk, and financial advice, while Adam led the quantitative risk analysis (QRA).

#### Long Beach Civic Center, Los Angeles, CA

Arup was the lead advisor to the City of Long Beach for the development of a new Civic Center consisting of a new City Hall, Main Library, Lincoln Park (5 acres), and new permanent Port Headquarters in downtown Long Beach. Under advisement of Arup, the City reached financial close with Plenary-Edgmoor Civic Partners to Develop, Design, Build, Finance, Operate, and Maintain the New Long Beach Civic Center, Port Headquarters, and Potential Related Downtown Development. Arup provided technical, commercial, and financial advice, as well as coordinating closely with legal advisors, to assist the City structuring the project and develop project agreements in concert with its private partner. Adam was a key team member focusing on market sensitivity, escalation forecasting, and economic modelling.

#### Transbay Transit Center, San Francisco, CA

Prepared cost estimates for a cable stayed bridge main span and seven alternative bus ramp alignments for the Transbay Transit Center.

#### Concord Community Reuse Plan, Walnut Creek, CA

Development of cost projections for the mixed-use redevelopment a 5,000-acre greenfield site.

#### Los Angeles Convention Center, Los Angeles, CA

Arup worked with the City of Los Angeles on the redevelopment of the Los Angeles Convention Center (LACC). Adam helped develop a business case comparing the traditional design delivered using CM @ Risk with a separate Design, Build, Finance, Operate, and Maintain (DBFOB) design scheme. Arup's team provided integrated technical, commercial, risk, and financial advice, while Adam led the quantitative risk analysis (QRA).

#### San Francisco/Oakland Bay Bridge Pedestrian Path, CA

Arup is providing design, cost, and risk analysis for a proposed bike / pedestrian path to be incorporated onto the existing west span of the SF/Oakland Bay Bridge. The new east span project includes a path from Emeryville to Treasure Island, with no provision for access to San Francisco. Arup is evaluating options to make a connection from SF to Treasure Island allowing for pedestrian access across the bay. Adam is leading the cost and risk analysis which supports the decision-making process for this project.

#### Cali Airport International Terminal, Colombia

Led the cost team evaluating a bid for the Cali Airport International Terminal expansion project in Colombia and provided an assessment of risk, CAPEX, and schedule.

#### Mexico City International Airport, Mexico City, Mexico

Adam led the cost estimating, scheduling, and risk analysis as part of a Master Planning effort for a new greenfield airport in Mexico City servicing more than 50 million passengers per year in opening day configuration. The project included the estimation and analysis of a 400,000m<sup>2</sup> iconic terminal structure.

#### Profession

Cost Management & Quantity Surveying

#### Current position

Associate

#### Joined Arup

2007

#### Years of experience

14

#### Qualifications

BA, State University of New York at Albany

Certificate in Construction Management, UC Berkeley  
Extension Certified Professional Estimator

LEED Accredited Professional  
American Society of Professional Estimators

#### Professional associations

Member, American Society of Professional Estimators

#### Publications

A. Finkin, L. Scammell, B. Maddex, M. Roche. Cost Engineering for Mega-Project's, Design-Build, and The Tappan Zee Hudson River Crossing. Bridge Engineering Association (BEA) 7th NYC Bridge Conference Manhattan, NY Aug 2013.



Founded in 2019, Climate Positive Design's mission is to have a positive impact on climate change in the exterior built and natural environments. By providing free and accessible tools, guidance, and resources, including the Climate Positive Design (CPD) Challenge, CPD Toolkit, and Pathfinder App, the organization focuses on enabling designers and municipalities to take climate action at the local level that can scale up collectively and globally. Led by Pamela Conrad, internationally recognized landscape architect and climate advocate, the agile team works to accelerate carbon drawdown through emissions reductions and increasing sequestration, design for community health and ecological resilience, increase habitat and biodiversity, while supporting equity and reconciliation of unceded lands.

Climate Positive Design will provide oversight and guidance toward meeting landscape performance metrics and implementation guidelines on the project, particularly around carbon emissions reductions and increasing sequestration. With experience renovating former aviation facilities including Treasure Island and Alameda Point De-Pave Park in California, CPD will also support the design team in establishing short and long-term ecology and resilience goals and metrics including water conservation, heat island reduction, biodiversity, and supporting Santa Monica's sustainability goals. For the **Existing Conditions Phase**, CPD will perform analysis of the existing site carbon impacts.

With two decades of experience facilitating groups that lead to successful outcomes, Pamela will support process development, workshop facilitation and problem solving with the consultant team, stakeholders, and steering committee. In the **Outreach Phase**, the CPD team will provide recommendations and guidance to better understand the community values around climate, resilience, and carbon issues including the desire for nature-based solutions, human health, biodiversity, and equity. The team will review the outcomes of engagement to incorporate into future phases.

For the **Scenario Planning Phase**, the CPD team will provide guidance on design strategies for high performance outputs including biogenic carbon sequestration, reduction on embodied and operational carbon emissions for exteriors, that may include approaches for water, biodiversity, resilience, bicycle, and pedestrian circulation. Strategies will be provided with a goal of meeting the Santa Monica Climate Action and Implementation Plan to achieve 80% reduction (below 1990 levels) in community carbon emissions by 2030 through a Net Positive Exterior Built Environment, climate ready community, water self-sufficiency, coastal flooding preparedness, and low carbon food and ecosystems. Analysis and graphic/data illustrations for each scenario will be provided in support of achieving the Living Community Challenge and Climate Positive Design Challenge goals.



## Burlingame Waterfront Development

*Burlingame, CA*

The 620 Airport Blvd project redevelops an existing airport parking lot with a new life science and office development along Burlingame's waterfront. The adaptable waterfront open space will be a destination for residents, employees, and visitors while providing environmental and ecological benefits. The redesigned shoreline will be accessible to all, offer passive and active recreation with connections to the Bay Trail, and create a variety of gathering spaces with views of the San Francisco Bay. The project will restore and enhance habitat, treat stormwater, sequester carbon, and adapt to sea level rise.

Out of the 5 acre site, roughly 40% is dedicated to publicly accessible open space which provides visual and physical access to the shoreline for pedestrians, cyclists and the general public. As you move towards the Bay, gently sloping paths, steps, and a terraced seating feature bring you to the shoreline and Bay Trail. Native plantings at the Bay shore rise up into the plaza, providing a continuous landscape experience between plaza and Bay Trail. Along the improved Bay Trail is a picnic area and a set of outdoor fitness stations as well as several seating areas on the water side of the trail. The shoreline and building elevations will be set based on One Shoreline resiliency considerations provided by the City of Burlingame that will provide resiliency beyond the mid-century OPC Sea-level rise (SLR) projections.

*Work completed while at CMG Landscape Architecture*

**Completion Date**  
2020 - Ongoing

**Principal-in-Charge**  
Pamela Conrad

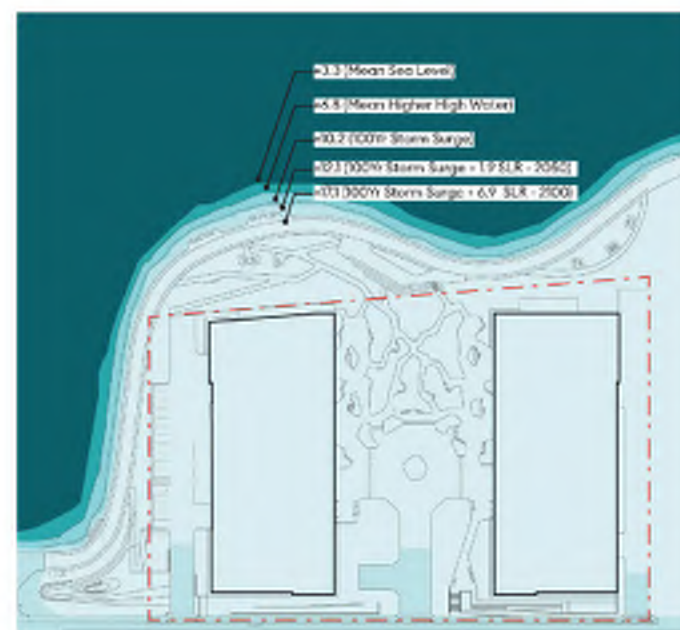
**Project Managers**  
Justin Aff

**Designers**  
Mwinyi El-Kindy, Renee Nam

**Construction Cost**  
\$4 million

**Size**  
5.1 acres

*The primary goal is to improve nature along the shoreline, bringing that experience into the plaza between the buildings, and providing public access across the site with places to sit, stroll, and enjoy the Bay. Through maximized native plantings, the site will sequester and offset its own carbon footprint in 4 years - meeting the goals of the Climate Positive Design Challenge.*



*The plan provides porous public access through the center of the site, with multiple pedestrian paths leading through the plaza and gardens out to the Bay Trail. In addition, the revised shoreline plan will be raised to a higher elevation to protect from future SLR closer to the end of century projections. Amenities along the new Bay Trail include terraced seating, native gardens, outdoor rooms and a larger plaza with views out to the Bay.*



## Atlanta Beltline - Westside Extension

Atlanta, GA

As part of the team selection process for the Westside Trail North Extension, Atlanta Beltline Inc. made measuring the climate performance of their future work a priority. Climate Positive Design joined the team of designers and engineers to help guide the design of the current phase, by conducting baseline analysis on a prior completed trail portion, and evaluating and informing the current project performance and design every step of the way.

The project goals were to maintain the established character of the 22 mile long Beltline while improving its carbon impact through refinement of materials selection and Climate Positive Design (CPD) strategies. The study measured embodied carbon emissions from materials, operational emissions over time, and carbon sequestered. With the involvement of the CPD team through the process, the project improved from initially taking 127 years reduced to 49 years to offset its own carbon footprint (61% reduction). Project emissions were reduced by 22% and sequestration improved by 84% - an overall net performance improvement of 106% and achieving the maximum SITES credits. This was accomplished by planting and paving recommendations from the CPD team which were integrated by the team at each stage of design.

*Work completed while at CMG Landscape Architecture*

**Completion Date**  
2020 - ongoing

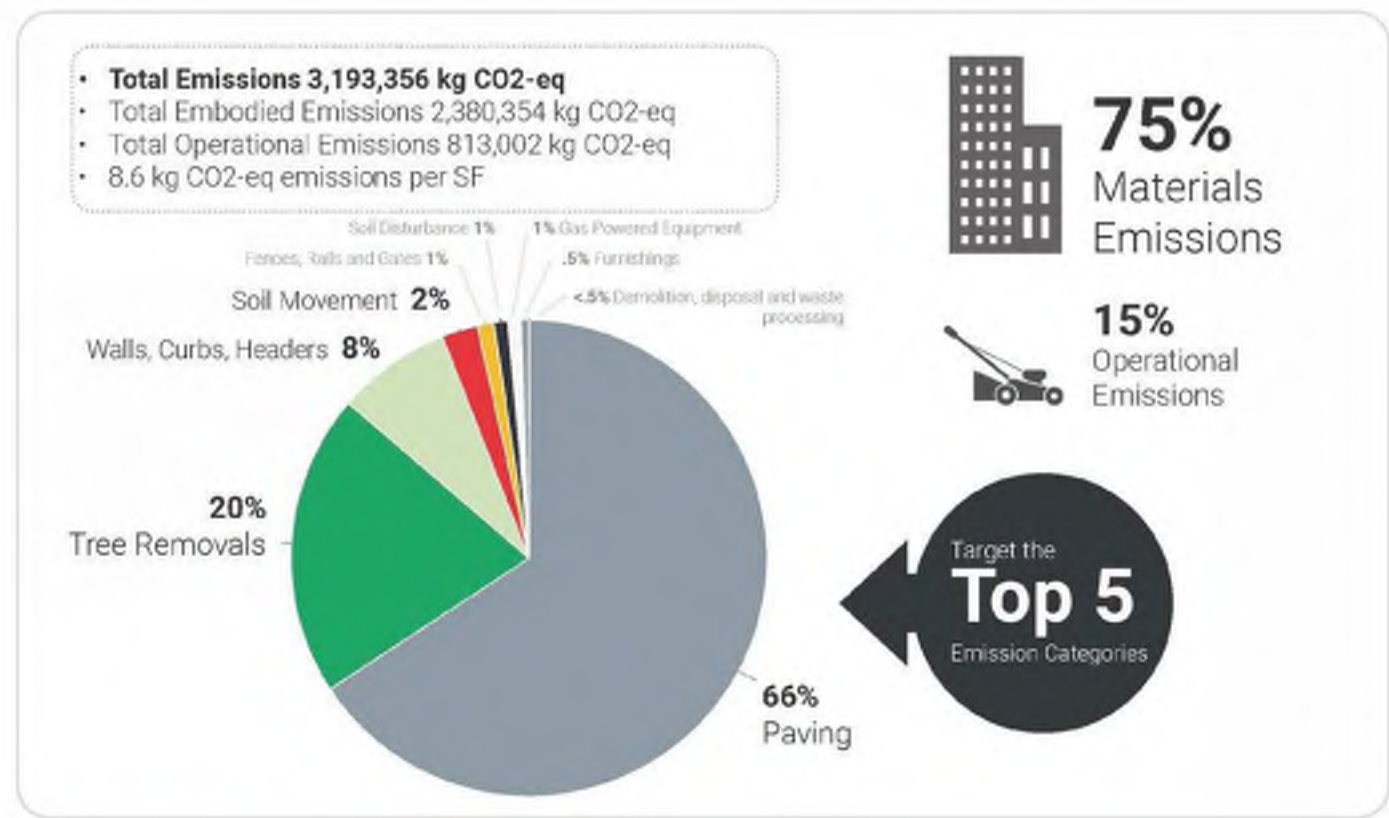
**Principal-in-Charge**  
Pamela Conrad

**Project Manager/Designer**  
Kate Lenahan

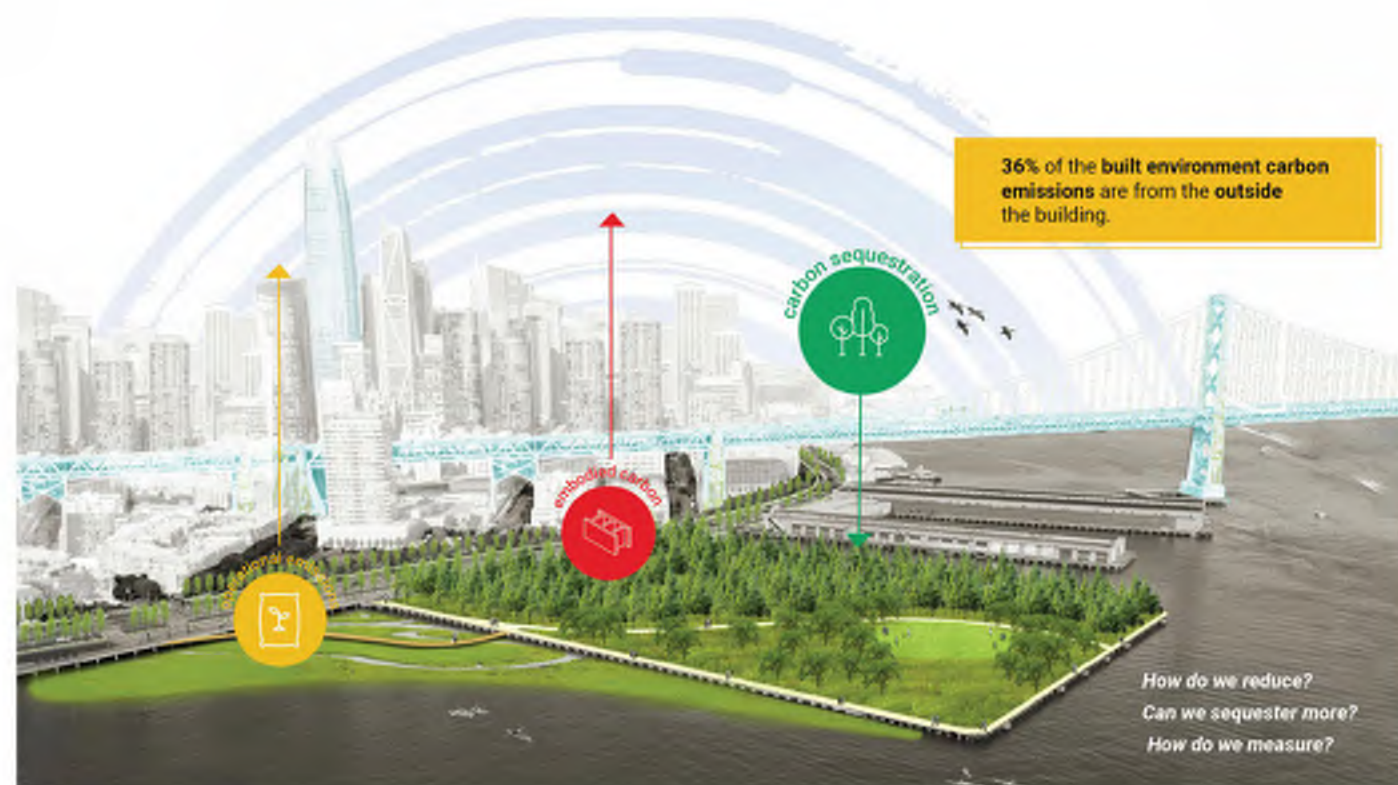
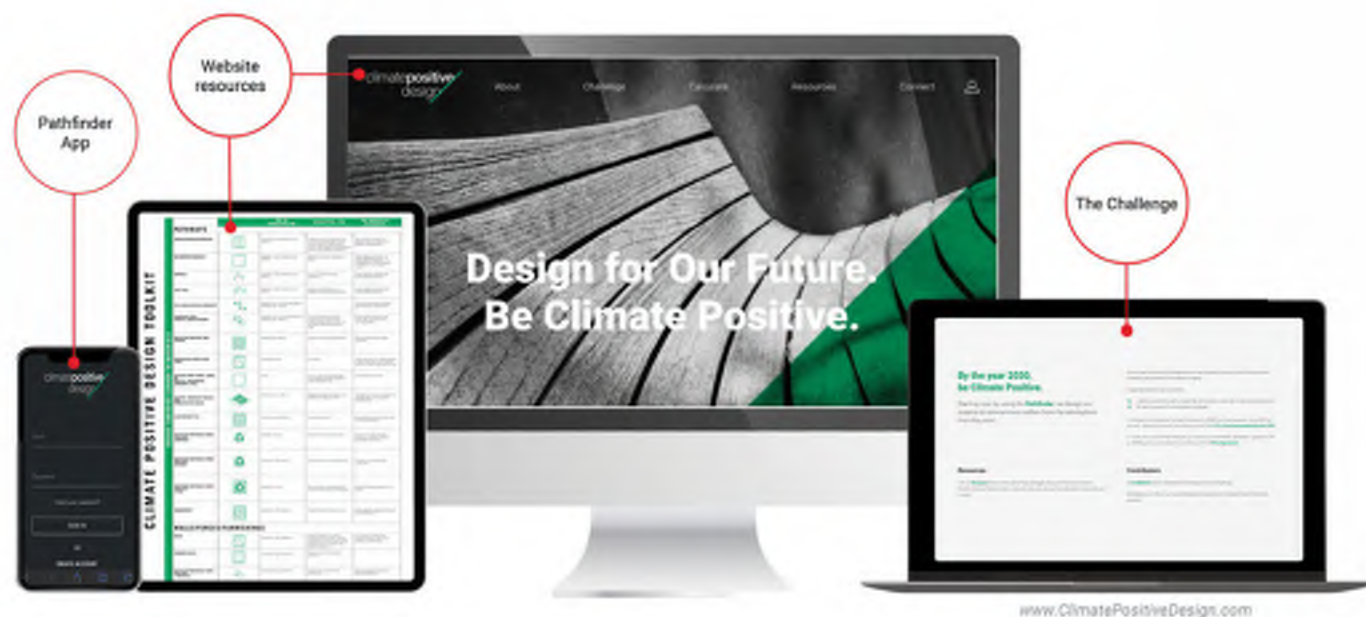
**Construction Cost**  
not available

**Size**  
4.74 acres (1.3 miles)

*With the client as the champion for climate performance, not only was this project improved, but the team was able to catalyze changes to the municipal transportation agency concrete standard requirements for cement substitution allowances. In addition, over 80 new elements were added to the Pathfinder app to support expanded free and accessible resources for all wanting to have a positive impact to climate change on their projects.*



*The project performance was improved throughout the process and will be implemented in future phases that will complete the 22 mile overall urban trail system. Throughout the design phase duration the team managed an agile, integrated approach to measure and improve performance that could be directly integrated into the design. Clear recommendations, analysis, charts and graphics aided the process.*



## Climate Positive Design Challenge

San Francisco, CA / Global

The Climate Positive Design Challenge provides guidance for improving the impact of site design projects on the environment. The goal is for all site design projects going forward to collectively sequester more CO<sub>2</sub> than they emit by 2030, with a target of removing one gigaton of CO<sub>2</sub> from the atmosphere by 2050. To meet the goals of the challenge, an online app called the Pathfinder guides designers towards a path of being Climate Positive – sequestering more carbon than their projects emit, while providing additional co-benefits – ultimately making a positive contribution to the climate crisis.

The initiative was founded by Pamela Conrad and developed through the Landscape Architecture Foundation (LAF) Fellowship for Innovation and Leadership in collaboration with Atelier Ten. By providing tools, guidance, and resources the initiative seeks to enable positive changes that can be made now and do not require new regulations or policies – merely activism through education. Beyond the Pathfinder, the website provides additional educational resources including a Design Toolkit and Case Studies that assist with making Climate Positive Design decisions. The Challenge is a call to action for landscape architects, municipalities, property owners, developers, and associated professionals around the world to reduce carbon footprints and increase carbon sequestration.

**Launch Date**  
2019

**Principal-in-Charge**  
Pamela Conrad

**Designers**  
Greg Barger, Eustacia Brossart,  
Kate Lenahan

**Construction Cost**  
Not Applicable

**Size**  
Not Applicable

*In the first three years, 3,731 Contributors signed up for the Challenge and utilized the web resources from 175 countries. 787 official projects logged in Pathfinder resulted in 1.7 million trees to be planted, equivalent to 495,652 cars taken off the road in 20 years.*



*With a team of tech and data engineers, Pamela developed a web-based app called the Pathfinder, a landscape carbon calculator that guides designers on the path to meeting the goals of the Challenge and becoming Climate Positive. After the user inputs quantities, they receive a Climate Positive score that indicates how many years it will take to offset the project's carbon footprint.*



## De-Pave Park

Alameda, CA

The vision for De-Pave Park excavates a concrete-paved naval tarmac - revealing a thriving ecological park within. Through re-purposing materials, minimizing additional carbon emissions, creating restored wetlands and maximizing carbon sequestration, De-Pave Park adapts to future sea level rise, acting as a new model for Climate Positive resilient landscapes.

De-Pave Park is one of several waterfront parks included in the Specific Plan for the redevelopment of Alameda Point, a decommissioned military base on the East Bay shoreline that will become a mixed-use community serving the public. De-Pave is noteworthy for its highly sustainable and resilient design approach in recycling 100% of the existing site materials, and transforming a large, paved airstrip into an ecological park that welcomes sea level rise strategies through its community driven design process. The future of shoreline wetlands in the San Francisco Bay is grim. As sea levels rise, wetlands will become inundated resulting in more subtidal habitats but far less critical intertidal habitats. This project is a model for how parklands can be planned to create more future wetlands by thinking about landscapes as transitional - allowing natural forces to change landscapes over time to create a resilient waterfront.

Work completed while at CMG Landscape Architecture

### Completion Date

2020 - Present

### Principal-in-Charge

Kevin Conger, Pamela Conrad

### Project Manager

Sam Woodhams-Roberts

### Designers

Arturo Fuentes Ortiz

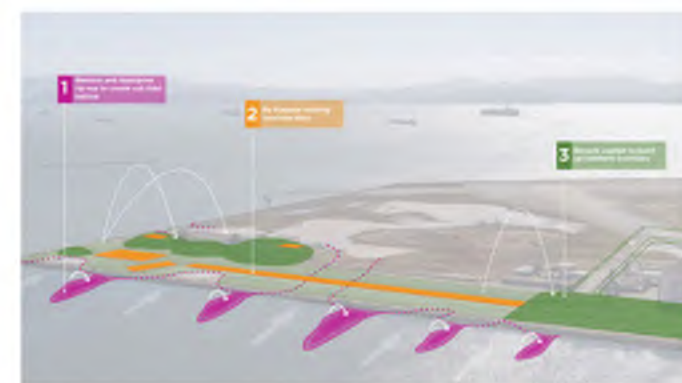
### Construction Cost

\$15 million

### Size

25 acres

De-Pave Park creates 22-acres of new tidal marshes and wildlife habitat for aquatic species, shorebirds, waterfowl, and marine mammals within a dense urban area with public access and educational programming. Public access includes pedestrian trails, observation points of wetlands, an observation area that is accessible to people of all physical abilities, a trail running the length of the park, interpretive educational signage and programs, restroom, and parking lot.



As a model for mitigating the effects of climate change, De-Pave Park will sequester far more carbon than is emitted to build and maintain it—offsetting its own carbon footprint in just 4 years. After which, the park will continue to sequester large amounts of carbon as part of the global solution to climate change. By restoring nature and engaging the Bay, De-Pave Park will be an ecologically productive landscape for native wildlife and a recreational and educational resource for the community.



## Treasure Island Parks + Open Space

San Francisco, CA

A contemporary landscape that is socially active, environmentally progressive, well-crafted, and rooted in its place as an island in the middle of the Bay. The large and complex redevelopment of Treasure Island and Yerba Buena Island is an opportunity to pioneer innovation in sustainable infrastructure, habitat management and socially oriented landscapes.

With construction beginning in 2016, the first phase of this 405-acre development includes dramatic waterfront parks, plazas, and streetscapes. A few core values guide the design: environmental sustainability, parks as a regional destination, and creating an authentic community. The implementation of the Yerba Buena Island Habitat Management Plan strives to return the island's native habitat through onsite plant salvaging and cultivation along with ongoing coordination with City Agencies. Phase I construction includes extensive landscape/streetscape design in addition to coordinating other landscape architects to integrate their work from an urban design and infrastructure standpoint, and ferrying the project through approval processes with BCDC, the City Arts Commission, and many other city agencies.

Work completed while at CMG Landscape Architecture

**Completion Date**  
2014 - Present

**Principal-in-Charge**  
Kevin Conger, Chris Gulliard,  
Willett Moss, Jamie Phillips,  
Pamela Conrad

**Project Managers**  
Greg Barger, Lauren Stahl, Will  
Benge

**Designers**  
Justin Aff, Lauren Bergenhoitz,  
David Gastaneta

**Construction Cost**  
\$1.2 billion

**Size**  
405 acres

The landscape design combines both magnificent natural parks and innovative urban spaces. Promenades and bike paths provide circulation throughout and promote a pedestrian-friendly environment, enhance the urban fabric, and capitalize on the site's spectacular setting.



Stormwater gardens on both islands capture and treat run-off prior to releasing into the surrounding bay. The Rocks Dog Park integrates landscape boulders salvaged during rough grading operations into a welcoming dog play area perched high on Yerba Buena Island with sweeping views of San Francisco Bay. The masterplan shows a dense neighborhood design angled to counter high winds and create expansive open space adapted for sea level rise and programmed uses.

## Eustacia Brossart PLA

### Research Director / Analyst

Eustacia is a Landscape Architect with over 12 years of experience designing public, institutional, and commercial landscapes at a variety of scales. Through investigations into the infrastructural possibilities of landscape, interwoven with design, ecology, and community, she has traveled the world—translating her background in cinema production and art direction into a passion for creating dynamic landscapes.

Eustacia has been involved in the development and use of Climate Positive Design and Pathfinder since 2018, and has extensive experience analyzing and innovating site carbon footprint reductions and carbon sequestration potential. As Research Director, she continues to expand and enhance the Climate Positive Design resources and tools available to Landscape Architects, Urban Planners and other exterior built environment practitioners.

Eustacia is a former Associate at CMG Landscape Architecture and PWP Landscape Architecture. She was the recipient of the Patri Fellowship in Urban Design from SPUR San Francisco, Scott Traveling Fellowship, and Northern California and National Student Awards of Excellence from the American Society of Landscape Architects. Eustacia holds a Master of Landscape Architecture from University of California, Berkeley, as well as a Bachelor of Art in Film Production from University of Southern California School of Cinematic Arts.

#### Climate/Carbon Performance Analysis

Climate Positive Design Challenge, San Francisco, CA

#### Park/Public Space/Green Infrastructure

McLaren Park | Redwood Grove Playground & Group Picnic Area, San Francisco, CA  
McLaren Park | Vision Plan, San Francisco, CA  
Glenstone Museum, Montgomery County, MD  
Garden of the Forking Paths, World Horticulture Expo, Xi'an PR China  
National Mall Rehabilitating Constitution Gardens, Washington D.C.  
University Village Park, Seattle, WA

#### Campus

Campus Landscape, University of Texas, Dallas, TX  
Google Tenant Improvement Project, Mountain View, CA  
Networking Technology Company Campus, Mountain View, CA  
Online Travel Company Campus, Seattle, WA  
VMWare Campus, Palo Alto, CA

(Includes prior works completed at CMG Landscape Architecture and PWP Landscape Architecture)



#### Years of Experience

12

#### Education

Master of Landscape Architecture, University of California, Berkeley

Bachelor of Art in Film Production School of Cinematic Arts University of Southern California

#### Registration

Licensed Landscape Architect, California, No. 6219

#### Awards, Fellowship & Leadership

2021 Planet Positive Award, Metropolis Magazine, Climate Positive Design  
2020 R+D Award, Architect Magazine, Climate Positive Design  
2020 Professional Award, Research, ASLA National, Climate Positive Design  
Patri Fellowship in Urban Design, SPUR San Francisco  
Scott Travelling Fellowship, College of Environmental Design, University of California, Berkeley  
Northern California Chapter ASLA Student Award of Excellence  
National ASLA Student Award of Excellence Community Service

#### Teaching Experience

PWP Summer Internship Program Leader

Teaching Assistant, Site Design Studio, Planting Design, University of California, Berkeley

## Greg Barger PLA, ASLA

### Technical Director / Senior Analyst

With over 18 years of experience, Greg is a highly detailed landscape architect passionate about craft and quality and where design, the outdoors, and construction meet. Greg's role as Technical Director focuses on design, materials, constructibility and implementation of Climate Positive Design strategies. From large wetland restoration to green infrastructure and public parks and plazas, Greg has managed the design and construction of a variety of project types and scales.

Most recently, Greg led the Bay Meadows project that transformed 15 acres of open space in San Mateo, guided the Moscone Center Expansion, Hunters Point Shipyards, and Crissy Field Refresh projects from construction documentation through completion. He also managed the ongoing landscape construction efforts for the Treasure Island Parks and Open Space development that will include 300 acres of stormwater bioremediation gardens, parks and open space. Greg's time spent living and working in Asia and practicing landscape architecture in Italy cultivated a global perspective on our changing climate and the critical importance to keep learning, questioning, and experimenting.

Greg holds a Master of Landscape Architecture from California State Polytechnic University and a Bachelor of Arts from University of San Francisco.

#### Climate/Carbon Performance Analysis

Climate Positive Design Challenge, San Francisco, CA

#### Parks/Public Space/Green Infrastructure

Bay Meadows, San Mateo, CA  
Beihai Wetland Restoration, Tengchong, PR China  
Crissy Field Refresh, San Francisco, CA  
Dominguez Creek Refresh, Hawthorne, CA  
Headlands Center for the Arts, Sausalito, CA  
Hunters Point Shipyards, San Francisco  
Moscone Center Expansion, San Francisco, CA  
Noe Valley Town Square, San Francisco, CA  
O Street, Sacramento, CA  
Stanford University Data Science Computational Complex, Stanford, CA  
Treasure Island Parks + Open Space, San Francisco, CA  
Willie 'Woo Woo' Wong Playground, San Francisco, CA

#### Resilience Planning and Design

Yerba Buena Island Habitat Management Plan, San Francisco, CA

#### Engagement

Alice Griffith Community Garden, San Francisco, CA  
Yerba Buena Street Life Plan | Annie Street Alley, San Francisco, CA

(Includes prior works completed at CMG Landscape Architecture and SWA)



#### Years of Experience

18

#### Education

Master of Landscape Architecture, California State Polytechnic University

ITALart Centro Studi di Santa Chiara, Castiglion Fiorentino (AR) Italy

Bachelor of Arts, University of San Francisco

#### Registration

Licensed Landscape Architect, California, No. 5647

#### Awards

2022 Design Award-Special Commendation, AIA CA, O Street  
2022 National Award for Merit, Design-Build Institute, O Street  
2022 Regional & Urban Design Commendation, AIA, Willie 'Woo Woo' Wong Playground  
2021 Planet Positive Award, Metropolis Magazine, Climate Positive Design  
2020 R+D Award, Architect Magazine, Climate Positive Design  
2020 Merit & Leading Edge Award, AIA CA, Moscone Center Expansion  
2020 Architecture Citation Award, AIA SF, Moscone Center Expansion  
2020 Best of Design, Architect's Newspaper, Moscone Center Expansion  
2020 Professional Award, Research, ASLA National, Climate Positive Design  
2019 International Partnering Institute Award - Diamond Level, Crissy Field Refresh  
2018 Merit Award, ASLA NorCal, Hunters Point Hillpoint Park





# Pamela Conrad

PLA, LEED AP, ASLA

## Executive Director / Principal / Lead Analyst

Pamela is the Founder of Climate Positive Design with 20 years of experience as a landscape architect and climate advocate. She brings a strong ecological background to her work on resilience and climate change solutions. Her drive to heal the environment stems from a farm upbringing, education in Plant Science and regenerative landscape architecture, and experience restoring waterways at the Los Angeles US Army Corps of Engineers.

She focuses on transforming challenged urban areas into socially valued and ecologically performing public open spaces - with nearly a decade of experience on two of the largest environmentally innovative projects in the SF Bay Area responding to Climate Change — Treasure Island Parks and Open Space and the San Francisco Waterfront Resilience Program.

She is a recipient of the 2023 Harvard Graduate School of Design Loeb Fellowship for the development of the award-winning Pathfinder landscape carbon calculator application and the Climate Positive Design Challenge — products of an extensive research initiative, which she is sharing around the globe. Pamela serves as the chair of the American Society of Landscape Architects Climate Action Plan and was a contributing author to the recent book titled *Build Beyond Zero*.

### Climate/Carbon Performance Analysis

Atlanta Beltline Westside Extension, Atlanta, GA  
De-Pave Park, Alameda, CA  
620 Airport - Burlingame Waterfront Development, Burlingame, CA  
Google East Whisman and YouTube Campus Plans, Mountainview, CA  
La Brea Tar Pits + Museum, Los Angeles, CA  
Stanford University Data Science Computational Complex, Palo Alto, CA

### Resilience Planning and Design

Treasure Island and Yerba Buena Island Parks + Open Space, San Francisco, CA  
Crissy Field Park Rise-Up, San Francisco, CA  
De-Pave Park, Alameda, CA  
San Francisco Draft Waterfront Adaptation Strategies, San Francisco, CA  
620 Airport - Burlingame Waterfront Development, Burlingame, CA

### Parks/Public Space/Green Infrastructure

2014 Youth Olympic Games Park, Nanjing, China  
2500 Hollywood Way, Burbank, CA  
Bay Meadows, San Mateo, CA  
Dominguez Creek Refresh, Hawthorne, CA  
The Fields Park, Portland, OR  
DeAnza College Mediated Learning Center, Cupertino, CA

### Engagement

San Francisco Waterfront Resilience Program, San Francisco, CA  
Crissy Field Rise-Up, San Francisco, CA

(Includes prior works completed at CMG Landscape Architecture, Office of Cheryl Barton, and SWA)



### Years of Experience

20

### Education

Master of Landscape Architecture,  
California State Polytechnic  
University

ItaArt – Santa Chiara Study  
Program, Castiglion Fiorentino

Bachelor of Science in Plant  
Science, emphasis in Landscape  
Design, Cum Laude, Departmental  
Honors, University of Missouri

### Registration

Licensed Landscape Architect,  
California, No. 5776  
LEED Accredited Professional,  
No. 10022272

### Awards + Fellowships

2023 Harvard Loeb Fellow  
2021-current IFLA Climate Change  
Working Group Vice-Chair  
2021 AILA President's Award  
2021 Metropolis Magazine Planet  
Positive Award  
2021 ENR Top 25 Newsmakers  
2020 R+D Award, Architect  
Magazine  
2020 Professional Award,  
Research, ASLA National, CPD  
2019 NCRE Women of Influence  
Award - SF Business Times  
2018-2019 LAF Fellow for  
Innovation and Leadership

### Teaching Experience

Studio Critic and Guest Lecturer:  
California Polytechnic University  
Environmental Charter H.S., LA  
Harvard Graduate School of Design  
Penn State University  
University of California, Berkeley  
University of Southern California  
University of Oregon





# GROUP DELTA

Santa Monica Airport RFQ.

Key People: Glenn Burks, Mike Cassidy, Jerry Sherman, Alycia McCord, Jaime Bueno, Ethan Tsai, Pirooz Kashighandi, and Mike Reader; resumes will highlight airport experience. Project experience tailored around projects where current condition reports were provided for significant projects (including SANDAG Central Mobility Hub Project and San Diego Airport) and the use of novel remediation techniques (LA State Historic Park)

## I. Qualifications (Project Experience):

1. **SANDAG Central Mobility Hub P3 On-call as a sub to HNTB: Environmental Current Conditions Assessment and Risk Identification of potential Central Mobility Hub Location: Naval Base Point Loma, Old Town Complex.** March 2021 – January 2022

Group Delta performed an exhaustive environmental current condition review of the former Naval Base Point Loma, Old Town Complex Site that was considered as a potential site for San Diego Association of Governments (SANDAG)'s Central Mobility Hub. The purpose was to identify and evaluate environmental risk that could significantly impact schedule and budget. As part of this review, group Delta reviewed dozens of existing site investigation and remediation reports, internal Naval documents and regulatory records. Deliverables included a Technical Review Memorandum and Current Conditions Report. Following completion of the reports, Group Delta presented the primary risk drivers to attorneys representing SANDAG.

2. **Los Angeles State Historic Park Site Investigation and Remediation, 2014 - 2023**

Group Delta performed the site investigation and remediation activities for the redevelopment of the 32-acre Historic Los Angeles "Cornfield" Site in Downtown Los Angeles. Duties included Performance of a site-wide Phase II Environmental Site Assessment (ESA) and remediation of heavy metal impacted soil and air monitoring during all excavation activities to mitigate active construction worker hazard and risk resulting from heavy metal contamination. To achieve site closure while allowing specific construction activities to continue, complex coordination effort with the Department of Toxic Substances Control (DTSC) was conducted and included application of a 95% Upper Confidence Level (UCL) analysis to soil analytical data which effectively raised the cleanup level. This approach minimized client remediation costs by minimizing the volume of contaminated soil requiring off-site disposal while still ensuring acceptable human health risks. To further minimize costs to the project and impacts to the construction schedule, a hand-held X-ray fluorescence (XRF) instrument was utilized to allow real-time confirmation sampling. Lastly, hazardous soil was treated on-site using soil solidification techniques to lower the hazardous waste characterization of the soil and reduce the travel distance to a non-hazardous disposal facility in lieu of a hazardous waste disposal facility.



# GROUP DELTA

3. **San Diego International Airport North Side Support Facilities Redevelopment Project, San Diego, California, San Diego County Regional Airport Authority (SDCRAA) on-call contract, Phase I, II and Current Conditions Report, June 2017 – December 2017**

Group Delta performed a Phase I and II Site Investigation on the approximate 100-acre North Side Support Facility to develop current conditions for the Site and identify primary environmental risk drivers. A total of six Areas of Concern (AOCs), five historical recognized environmental concerns (HRECs), and two Recognized Environmental Concerns (RECs) were investigated to determine impacts to subsurface soil and groundwater. The investigation included 52 boring locations and 14 temporary groundwater sampling locations and included a PFAS Investigation in Groundwater and associated Human Health Risk Assessment to assess the potential risk of PFAS-impacted groundwater to site workers.

## II. Site Assessment and Remediation Approach

Group Delta employs a holistic approach to site assessment and remediation by considering economic, environmental, and social factors during project execution. The effectiveness of a remediation alternative is weighed against the net environmental impact it may have as it relates to its carbon footprint while also considering the cost of a given remediation approach. For example, utilization of a soil solidification method to fix metal contaminants to soil in place allows reuse of that material at the site as non-geotechnical acceptable material. This remediation strategy minimizes cost of off-site transport and disposal while also minimizing the volume of import soil volume all while still protecting human health and the environment.

The airport will also likely be required to investigate for, and potentially cleanup, poly and perfluoroalkyl substances (PFAS). PFAS is an emerging class of contaminants for which drinking water and eventually groundwater cleanup levels will be established this year. The investigation and ultimate cleanup of PFAS will be very costly and will demand novel remediation techniques to minimize overall remediation costs. Similar to the fixation of metals on soil (i.e., soil solidification), recent soil fixation techniques have been developed that can also be use for the treatment of PFAS-impacted soil followed by capping to protect human health and the environment while still minimizing overall remediation costs.

**Professional Licensure**

Professional Geologist, California  
No. 9253

**Certifications**

Certified Safety Professional,  
No. CSP – 40286

Project Management Professional,  
No. 2595639

Associate Safety Professional,  
No. ASP – 32925

Safety Trained Supervisor  
Construction, No. STSC – 21768

Certified Professional in Erosion &  
Sediment Control, No. 9097

Qualified SWPPP  
Developer/Qualified SWPPP  
Practitioner, No. 27237

California Office of Emergency  
Services, Safety Assessment  
Program - Geologist, ID No. 79002

**Training**

OSHA 30-Hour Outreach Training  
Program - Construction

OSHA HAZWOPER 40-Hour Training

OSHA HAZWOPER 24-Hour First  
Responders – Operations Level

OSHA HAZWOPER 8-Hour Site  
Supervisor Training

OSHA HAZWOPER 8-Hour Refresher  
Training

First Aid/CPR/AED

**Education**

Bachelor of Arts, Geology, Oregon  
State University, 2000

**Years of Experience:** 21

**Years with Group Delta:** 8

Ms. McCord has more than 21 years of experience with environmental investigations and remediation on environmental and hazardous waste sites across the Southwest. Her experience includes construction manager of a \$22 million dollar groundwater treatment system for a CERCLA "Superfund" site, which included management of RCRA waste. She also served as construction manager for an \$8 million dollar groundwater treatment system on a Voluntary Cleanup Program Site. With her environmental construction experience, Ms. McCord provides immediate assistance to non-environmental construction clients. Ms. McCord's relevant experience includes the following projects:

**American Airlines Los Angeles International Airport – Super Bay Fire Suppression Replacement, Los Angeles, California:** Role as Group Delta's BCSP CSP & STSC per *LAWA Construction Safety Program Requirement* (2016). The scope of work for this project has included oversight of removal of hazardous materials (asbestos, lead, PFAS) from the hangar. The project has just begun in 2023. Ms. McCord has developed the health and safety plan for the project.

**American Airlines LAX Remodel of Terminals 4 and 5, Los Angeles, California:** Role as environmental consultant in addition to Group Delta's BCSP CSP & STSC per *LAWA Construction Safety Program Requirement* (2016). At the beginning of the project, Ms. McCord assisted Hensel Phelps by developing a Soil Management Plan for the construction project. For this project, Ms. McCord has assisted Hensel Phelps with waste management activities by ensuring that waste has been properly classified and verify when impacted soil was encountered that workers were not impacted. In cases where there was a concern in regard to worker safety with jet-fuel impacted soil, Ms. McCord worked with Hensel Phelps to apply additional institutional controls and upgrade personal protective equipment. She trained workers and supervisors to understand the environmental safety competent of the work being completed. To date, there have been two situations where separate safety protocols for drilling in jet-fuel impacted soils have been written by Ms. McCord for specific contractors to complete tasks that have been reviewed and accepted by the safety teams from the contractor, Hensel Phelps, and American Airlines. In addition to this, Ms. McCord conducted indoor air testing in trailers where American Airline employees had voiced an odor concern. Performed air quality baseline testing prior to construction activities beginning at Terminal 4, which included dust, noise, volatile organic compounds, and carbon monoxide.

**LAX Automated People Mover, Los Angeles, California:** Group Delta is a member of the consortium building the Automated People Mover for the Los Angeles World Airport. Role as field operation manager in addition to Group Delta's BCSP CSP & STSC per *LAWA Construction Safety Program Requirement* (2016). The scope of work for the field team included the geotechnical investigation for the support columns for the guideway for the people mover mono-rail system. This was three drill crews through the extent of the monorail system from the planned consolidated rental car area to the east, the proposed monorail maintenance building, and to Tom Bradley international terminal within the central terminal area within LAX to the west. This project included completing the soil investigation, installed groundwater monitoring wells, waste characterization, reporting activities, participated in daily meetings with LINXS and LAWA team, and provide environmental support as needed.

**Morrow Meadows at Delta Airlines LAX Terminals 2 and 3 Modernization Program at Los Angeles International Airport, Los Angeles, California:** Role as environmental consultant in addition to Group Delta's BCSP STSC per *LAWA Construction Safety Program Requirement* (2016). Ms. McCord and Group Delta's environmental technicians worked with Morrow Meadows team to train workers on how to manage an unexpected jet fuel impacted soil. The scope of work included: train contractors on proper monitoring techniques; work with their health and safety team to understand the environmental aspect; worked with team for 5 weeks until they were self-sufficient in completing their own monitoring and upgrading personal protective equipment as necessary.

**Delta Airlines LAX Terminals 2 and 3 Modernization, Los Angeles, California:** Role as field operation manager in addition to Group Delta's BCSP STSC per *LAWA Construction Safety Program Requirement* (2016). The scope of work for this project includes geotechnical investigation for foundation work, pavement study, developing a soil management plan, waste characterization, reporting activities, assisting Delta airlines with soil removal project, and addressing safety concerns related to testing and removal of hazardous construction materials (asbestos, lead).

**Professional Registration**

Chemical Engineer, California No. 5975

**Education**

Doctor of Philosophy, Environmental Engineering, University of California, Los Angeles, 2001

Master of Science, Environmental Engineering, University of California, Los Angeles, 1996

Bachelor of Science, Chemical Engineering, University of California, San Diego, 1987

**Years of Experience:** 27

**Years with Group Delta:** 10

Dr. Burks has more than 27 years of diverse environmental engineering consulting experience, with an emphasis on technical and project management for site investigations, remediation, and hazardous materials handling projects. Dr. Burks has managed environmental components of large-scale construction projects and served as the technical lead on large-scale soil and groundwater remediation projects located at airports, industrial facilities, rail yards and educational facilities. Dr. Burks has consistently dedicated himself to being on the leading edge of technological advances in his field, as demonstrated by his development of state-of-the-art remediation equipment for free product recovery, development and implementation of Environmental Management Information Systems, and his role as a primary author of the ASTM Standard Guide to Greener Cleanups (ASTM E2893-13). Representative experience includes:

**United Airlines Terminal Redevelopment, Los Angeles International Airport, Los Angeles, California:** As Principal-In-Charge, Dr. Burks provided the oversight of hazardous materials surveying for asbestos, mold, and lead and in some cases on a RUSH turnaround schedule if it is needed. This project involves the redevelopment of the United Airlines Terminal at LAX. The redevelopment will refresh Terminals 6,

7, and 8, virtually all of the United Airlines' customer-facing space and interior spaces at the airport, offering more conveniences and a more efficient workflow. Additionally, quantification of universal waste rule (UWR), regulated and other hazardous waste such as PCB containing light ballasts, mercury containing switches and light tubes will be conducted to assist with the proper handling and disposal of these materials during renovation. Responsibilities also include conducting sampling for the presence of asbestos, mold, and lead, conducting air and dust compliance monitoring during hazardous materials abatement including visual inspections and clearance sampling. During hard demolition of concrete, Group Delta is conducting nuisance dust particle sample collection and interpretation. It is necessary to work nights and weekends so as not to interrupt the terminals' busy schedule.

**Mammoth Yosemite Airport, Soil and Groundwater PFAS Investigation, Town of Mammoth Lakes, California, Principal-in-charge:** Based on the Water Code Section 13267 Order WQ 2019-0005-DWQ issued by the State Water Resources Control Board, Group Delta performed a soil and groundwater PFAS investigation to determine if previous use of AFFF, known to contain PFAS, impacted soil and groundwater at the airport. Group Delta advanced two sonic borings to a depth of approximately 60-feet below ground surface and sampled two groundwater production wells. All soil and groundwater samples collected were analyzed for the full suite of PFAS constituents (EPA Method 537.1). Group Delta also analyzed groundwater samples for total dissolved solids, chloride, carbonate, bicarbonate, nitrate-nitrogen, sulfate, calcium, magnesium, potassium, and sodium.

**Los Angeles World Airports (LAWA) Vacuum Enhanced Free Product Recovery System, Los Angeles, California:** As Lead Remediation Engineer, Dr. Burks was responsible for all aspects of design, installation, construction oversight and optimization of a 22-acre Jet Fuel free product plume co-mingled with Gasoline and Chlorinated Solvent plumes. The remediation system comprised a vacuum enhanced hydrocarbon free product recovery (VEFPR) system containing 220 free product recovery wells. Activities also included communication with client and meetings with regulatory agency, preparation of installation reports, semi-annual monitoring and system performance reports, presentation of webinars to support sales and marketing team, and management of budgets through all phases of

projects. To achieve faster and more cost-effective clean-up, an integrated remediation optimization system (iROS) was developed and implemented that included a continuous fluid level monitoring system (CFLMS), integrated wireless field tools and a project data management and information system. Free product recovery pumps were controlled automatically by the CFLMS, which maximized recovery of free product while preventing the extraction of ground water. Business intelligence tools (BITs) were developed as part of the iROS to process and analyze the vast amount of real-time data collected at the site and then converted to information used to ensure optimal performance of the remediation system in real time.

**San Diego International Airport North Side Support Facilities Redevelopment Project, San Diego, California:** As Principal-In-Charge, Dr. Burks provided the oversight on the performance of a Phase I and II Site Investigation on the approximate 100-acre North Side Support Facility, as part of the San Diego County Regional Airport Authority (SDCRAA) on-call contract. A total of six Areas of Concern (AOCs), five historical recognized environmental concerns (HRECs), and two Recognized Environmental Concerns (RECs) were investigated to determine impacts to subsurface soil and groundwater. The investigation included 52 boring locations and 14 temporary groundwater sampling locations.

**Los Angeles World Airports (LAWA) Soil Vapor Extraction System, Los Angeles, California:** As Project Manager, Dr. Burks was responsible for proposal development, including costing, pilot testing and design of the full scale SVE system for the installation and operation of a 250 scfm, eight well Soil Vapor Extraction (SVE) System.

**Professional Registrations**

Professional Engineer, California No. 65389

**Education**

Master of Science, Geotechnical Engineering, University of Texas, Austin, 1998

Bachelor of Science, Civil Engineering, University of Southern California, Los Angeles, 1995

**Years of Experience:** 26

**Years with Group Delta:** 7

Mr. Bueno has more than 26 years of experience with geotechnical and environmental projects. He has been involved in the site characterization, design, and construction phases of projects with various geotechnical components. He has worked on projects in a variety of sectors, including aviation, transportation, schools, land development, mining, manufacturing, energy, solid waste, public works, and real estate transactions. Mr. Bueno has conducted geotechnical studies for various projects including buildings, roadways, mine sites, and industrial sites. His geotechnical experience includes project management, planning and executing field exploration, laboratory testing, engineering analyses, report preparation, and review of technical work products to address issues such as: foundation; grading; geotechnical hazard risk assessment; shoring/retaining structure design; and pavements. Mr. Bueno has managed construction and construction quality control projects involving grading operations, shoring, foundations, and other geotechnical construction. Representative experience includes:

**Los Angeles World Airport (LAWA) Automated People Mover, Los Angeles, California:** Mr. Bueno provided senior engineering services for this \$5B Design-Build project that includes an electric train system on a 2.25-mile elevated guideway connecting the Central Terminal Area airline terminals with two future Intermodal Transportation Facilities and a Consolidated Rent-A-Car Facility at Los Angeles International Airport (LAX). The project challenges included accelerated schedule, numerous nearby existing structures and underground utilities, seismic design, grading, foundation design, excavations, and the testing and construction of large-diameter oscillator drilled shaft foundations. Mr. Bueno provided senior engineering services, including quality assurance review, as part of the geotechnical team and provided engineering support of field inspection activities and design services during construction.

**Delta Airlines T2/T3 Modernization Program, Los Angeles, California:** Mr. Bueno managed Group Delta's services on this project where Delta Airlines is embarking on a multi-year terminal construction and redevelopment program. Redevelopment includes Terminals 2 and 3, and construction of a Terminal 3 to Tom Bradley terminal connector. Group Delta's scope of services included pavement surveys including core sampling and testing, management of topographical and utility surveys, geotechnical investigation and pile load testing for passenger boarding bridges during enabling works, geotechnical recommendations for a few support structures, and geotechnical recommendations for utility relocations. Mr. Bueno also managed geotechnical construction observation and testing services for the project and provided engineering support to field inspectors during construction of a new headhouse, passenger boarding bridges, various support structures, and utilities and pavements.

**JWA FBO and Hangar, Orange County, California:** Mr. Bueno provided senior engineer services and review for a new fixed-base operator (FBO) terminal building, three (3) hangars, parking, taxi lanes, and ramps at the John Wayne Airport in Santa Ana, California. The project included providing geotechnical recommendations for new building foundations, pavements, seismic design parameters, and grading for the proposed new facilities over an approximately 13-acre area.

**LAWA New Bus Yard Facility, Los Angeles, California:** Mr. Bueno managed a geotechnical investigation to collect geotechnical data and generate a geotechnical data report for a new bus yard facility at the western end of Los Angeles International Airport. The project included drilling borings, advancing cone penetration tests, and installing and monitoring methane probes for proposed new buildings and parking pavements. The field program included coordination with airport personnel, drilling on the airside and landside portions of the airport, use of limited access drilling equipment to limit equipment heights, and managing logistics and compliance with project labor agreements. Group Delta submitted a geotechnical data report to the design team.

**Professional Registrations**

Professional Geologist, California No. 6281

Certified Hydrogeologist, California No. 0580

Geologist and Hydrogeologist, Washington No. 2519

Professional Geologist, Idaho No. 1250

Registered Professional Geologist, Arizona No. 47065

**Education**

Master of Science, Geology, San Diego State University

Bachelor of Science, Geology, University of California, Santa Barbara

**Years of Experience:** 33

**Years with Group Delta:** 4

Mr. Cassidy is a Professional Geologist and Certified Hydrogeologist in the state of California with over 29 years of professional experience performing site assessment and remediation and installing/managing soil and groundwater treatment systems. He has managed site assessment and remediation projects throughout Southern California and has supervised technical staff conducting thousands of Phase I and Phase II investigations and remediation activities. Mr. Cassidy has reviewed, signed, and stamped groundwater monitoring and sampling reports for hundreds of contaminated sites in Southern California. These projects have demanded a broad range of the expertise, including project forecasting and cost estimating, groundwater flow, water quality evaluation, contaminant fate and transport, feasibility analysis, health risk evaluation, and soil and groundwater remediation. Mr. Cassidy's clients have included public agencies, major oil companies, private developers, consulting firms, and private individuals. He has provided expert witness testimony and litigation support regarding numerous environmentally impacted properties. Representative experience includes:

**Major Airline, LAX, Los Angeles, California (Confidential Client):**

The hangar AFFF (aqueous film forming foam) fire-fighting system for a major airline malfunctioned, resulting in a release of PFAS-containing fire-fighting foam. The foam and cleanup water were containerized in tanks. The airline, on advice of counsel, required

that the waste be incinerated. Mr. Cassidy was tasked with locating an incinerator that would accept a significant volume of PFAS-containing liquid for incineration. Two were located, one in Texas and a second in Utah. Mr. Cassidy handled analysis of the LAX Project Labor Agreement and acted as liaison with the Fire Department, County of Los Angeles, the Union, LAX Environmental Group, and the incineration facility to ensure that regulations were followed and that the liquid was properly transported and incinerated.

**Los Angeles World Airports (LAWA) Assessment of Multiple Jet Fuel Releases and PFAS in Groundwater:** Managing professional in responsible charge of assessment of two different jet fuel releases, including collection of soil samples, installation of groundwater monitoring wells, free product recovery, and agency reporting including submittal of a Site Conceptual Model. Assisted client in proactively testing for the presence of PFAS in groundwater in existing groundwater monitoring and sampling wells, prior to California Water Quality Control Board directives to do so.

**Ontario International Airport Authority (OIAA) Workplan for PFAS Soil and Groundwater Assessment:** Managing professional in responsible charge of workplan production for assessment of PFAS in soil and groundwater from aircraft fire fighting foam releases. Worked closely with Regional Water Quality Control Board to produce a workplan to comply with directive from the California Water Quality Control Board to assess PFAS in soil and groundwater at the Ontario Airport. The plan was able to save considerable potential expenses by using existing downgradient monitoring wells for groundwater sample collection.

**Regional Airport, Northern California:** Mr. Cassidy provided PFAS compliance support to a small regional airport in Northern California following receipt of a Regional Board order to assess PFAS impacts to soil and groundwater as a result of the use of Aircraft Fire Fighting Foam (AFFF) at the site.

**Mammoth Yosemite Airport, Mammoth, California:** Mr. Cassidy is part of a team awarded the contract to execute the work plan to assess potential PFAS impacts to soil and groundwater as a result of the use of AFFF at the site. Assessment activities will be conducted in June 2020, and will include soil sample collection, well installation, and groundwater and drinking water sampling and analysis.

**Professional Registrations**

Geotechnical Engineer, California  
No. 2259

Civil Engineer, California No. 44918

**Education**

Master of Science, Geotechnical  
Engineering, California State  
University, Long Beach

Bachelor of Science, Geological  
Engineering, University of Arizona

**Years of Experience:** 33

**Years with Group Delta:** 32

Mr. Reader has more than 32 years of experience performing geotechnical investigations for a wide range of projects in the Southern California area. His experience includes investigations for highway and bridge development, public works projects, commercial development, city redevelopment studies, landslide analysis and stabilization, water and wastewater treatment plants, hospitals, educational facilities, mid-rise structures, liquefaction, and seismicity. His specialties include soil dynamics, faulting and ground motion analysis, liquefaction, and computer programming. He has developed several sophisticated in-house geotechnical computer programs for use in pile capacity, ground motion, liquefaction, response spectra, and foundation settlement. Mr. Reader has extensive knowledge of piles and pile placement techniques. He has given seminars in the subject and is continually seeking updated information and ideas to keep up with the latest developments and specifications. Representative experience includes:

**Los Angeles World Airports (LAWA) – American Airlines Superbay Hanger Westside Pavement Expansion, Los Angeles, California:** As Project Manager, Mr. Reader provided the geotechnical investigation, aircraft pavement design and materials testing for this new hanger and pavement expansion. The purpose of this project was to provide American Airlines with two aircraft parking positions. The subject site is located at the Los Angeles International Airport (LAX), south of West Worldway, immediately adjacent to the Westside of the existing American Airlines Superbay Hangar.

**Los Angeles World Airport (LAWA) Automated People Mover (APM), Los Angeles, California:** As Technical Advisor, Mr. Reader provided QA/QC support and technical support, including geotechnical analyses to develop recommendation for the design of foundation for this \$5-Billion Design-Build project of which includes an electric train system on a 2.25-mile elevated guideway connecting the Central Terminal Area airline terminals with two future Intermodal Transportation Facilities and a Consolidated Rent-A-Car Facility at Los Angeles World Airports. There are six stations total, and nine trains, each with four cars and an anticipated 30-million passengers per year.

**Los Angeles World Airports (LAWA) - Federal Express Expansion Off-Airport Sorting Facility, El Segundo, California:** As Project Manager, Mr. Reader provided the preliminary geotechnical investigation for this 50-acre site on El Segundo. Due to the quick response required as part of the escrow period, Group Delta performed a full geotechnical investigation and provided a report of our preliminary findings within two weeks of the start of work. Overall, the project consisted of a new sorting facility measuring approximately 300-feet by 1100-feet, with an attached office building and detached maintenance building. The site had previously been a recently demolished Rockwell Facility. Group Delta performed extensive records research to evaluate previous demolition and backfill activities which had taken place at the site, this research revealed over 90 excavations, ranging in depth from three-feet to 60-feet within the site. As a result, detailed recommendations were provided to fill removal and replacement, footing foundations and piles.

**Ontario International Airport, Taxiway N Relocation, Ontario, California:** As Project Manager, Mr. Reader provided the geotechnical investigation for the relocation of Taxiway N, which involved the design of 4,600-feet

of new PCCP pavement with asphalt shoulders. The project included realignment of cross-taxiways, installation of culverts, 2,475-feet of new storm drain, and 2,600-feet of sewer.

**John Wayne Airport, Taxiway G Realignment, Orange County, California:** As Project Manager, Mr. Reader provided the geotechnical investigation for the realignment of about 650-feet of Taxiway G and installation of a new firewater line. Subgrade consisted of sand inter-layered with weak clay.

**Burbank Airport, Burbank, California:** As Principal-In-Charge, Mr. Reader provided the on-call materials testing and inspection of concrete, masonry steel and fireproofing for the security retrofit completed for the terminal. Group Delta provided City of Los Angeles Certified Deputy Inspectors and ICBO Certified Inspectors. Mr. Reader's responsibilities also included the location of utilities for all excavating and new construction related to the retrofit. All laboratory testing was performed at our AASHTO, accredited laboratory located in Torrance.

**Professional Registrations**

Civil Engineer, California No. 80178  
Geotechnical Engineer, California  
No. 3104

**Education**

Ph.D. Geotechnical Engineering,  
University of California, Los Angeles

M.S. Geotechnical Engineering,  
University of California, Berkeley

B.S. Civil Engineering, University of  
Massachusetts, Lowell

**Years of Experience:** 13

**Years with Group Delta:** 11

Dr. Kashighandi has a diverse geotechnical experience in design and construction of both above-grade (guideways and bridges) and underground (Metro) transportation projects, mixed-use, residential and commercial developments, schools and educational facilities, public works projects, analysis and design of levees, and dams, as well as design of port structures. His expertise include design, construction, and testing of pile foundations, numerical modeling, seismic hazard analyses of major peer-reviewed projects, design and analyses of retaining structures including retaining walls, MSE walls, and cast-in-place concrete walls, and lightweight fill retaining wall, liquefaction evaluations, and ground improvement techniques, including deep soil mixing, compaction grouting, and deep dynamic compaction. Dr. Kashighandi's role includes project management, design reviews, directing field and laboratory investigations, performing engineering analysis and design, and preparing geotechnical reports. Dr. Kashighandi has managed several of Group Delta projects with design and construction budgets exceeding \$1 Billion. Representative experience includes:

**Los Angeles World Airport (LAWA) Automated People Mover (APM), Los Angeles, California:** As Project Manager, Dr. Kashighandi managed the geotechnical staff, and reviewed project analyses, reviewed or prepared geotechnical reports, and memoranda, participated in project meetings with the design team, the design-builder contractor, various authorities having jurisdictions (AHJ) including LAWA, Los Angeles Department of Building and Safety, Los Angeles Bureau of Engineering, City of Los Angeles Seismic Peer Review Panel, to develop final recommendations for the design of foundation for this \$5 Billion Design-Build project of which includes an electric train system on a 2.25-mile elevated guideway connecting the Central Terminal Area airline terminals with two future Intermodal Transportation Facilities and a Consolidated Rent-A-Car Facility at Los Angeles World Airports. Pirooz was responsible for development of the project's large diameter pile load testing program using the Osterberg method and obtaining approvals on use of end bearing resistance from the City of Los Angeles Building and Safety. Pirooz also had a significant role in approval of the project ground motions, which were subject to reviews by the project Seismic Peer Review Panel, in accordance with Los Angeles Tall Buildings Structural Design Council Guidelines for complex structures. The project is currently under construction, and Pirooz provides design support during construction as the geotechnical engineer of record. The project has an anticipated 30 million passengers per year.

**Santa Monica Municipal Airport, Hangar No. 1 Renovations, Santa Monica, California:** As Project Manager, Dr. Kashighandi managed the geotechnical investigation, prepared the geotechnical report, and provided recommendations for the foundation design of the proposed renovations at Hangar No. 1 at Santa Monica Municipal Airport. The renovations included adding a new mezzanine level, a new CNC lab including a CNC machine supported on a foundation structurally separated from the adjacent slab.

**Professional Registrations**

Geotechnical Engineer  
California, No. 3004  
Professional Engineer California,  
No. 71746

**Education**

Master of Science, Geotechnical  
Engineering, University of California,  
Los Angeles, 2005

Bachelor of Science, Civil  
Engineering, National Chiao Tung  
University, Hsin-Chu Taiwan, 2002

**Years of Experience:** 18

**Years with Group Delta:** 9

Mr. Tsai has experience in performing geotechnical services for a wide range of projects, including public transportation (subway, bridges, highways), hospitals, schools, high-rise buildings, reservoirs and dams, industrial and mixed-use development, parking structures, and residential development. Mr. Tsai is specialized in foundation evaluation (shallow foundation and deep foundations), deep excavation; temporary and permanent earth retention systems; buried structures; slope stability; ground improvement. Mr. Tsai is also specialized in geotechnical earthquake engineering including ground motion study, site response evaluation and site-specific ground motion analyses, earthquake time histories spectral matching, and liquefaction evaluation; seepage analyses; geotechnical instrumentations. Mr. Tsai has extensive experience managing projects, having managed many projects with budget greater than \$1M. Representative experience includes:

**Los Angeles World Airport (LAWA) Automated People Mover (APM), Los Angeles, California:** As Project Engineer, Mr. Tsai provided QA/QC support and technical support, including geotechnical analyses to develop recommendation for the design of foundation for this \$5 Billion Design-Build project of which includes an electric train system on a 2.25-mile elevated guideway connecting the Central Terminal Area airline terminals with two future Intermodal Transportation Facilities and a Consolidated Rent-A-Car Facility at Los Angeles World Airports. There are six stations total, and nine trains, each with four cars and an anticipated 30 million passengers per year.

**John Wayne Airport, Riley Terminals A and B Improvements Project, Santa Ana, California:** As Senior Engineer, Mr. Tsai performed ground motion study which consists of seismic hazard analyses and seven sets of spectral time histories matching for this airport which consists of seismic retrofit of structural and nonstructural elements of the existing terminals. The spectral matched time histories were used as master ground motions for design of seismic retrofit of both terminals.



**Professional Registrations**

Geotechnical Engineer  
California, No. 3004  
Professional Engineer California,  
No. 71746

**Education**

Master of Science, Geotechnical  
Engineering, University of California,  
Los Angeles, 2005

Bachelor of Science, Civil  
Engineering, National Chiao Tung  
University, Hsin-Chu Taiwan, 2002

**Years of Experience:** 18

**Years with Group Delta:** 9

Mr. Tsai has experience in performing geotechnical services for a wide range of projects, including public transportation (subway, bridges, highways), hospitals, schools, high-rise buildings, reservoirs and dams, industrial and mixed-use development, parking structures, and residential development. Mr. Tsai is specialized in foundation evaluation (shallow foundation and deep foundations), deep excavation; temporary and permanent earth retention systems; buried structures; slope stability; ground improvement. Mr. Tsai is also specialized in geotechnical earthquake engineering including ground motion study, site response evaluation and site-specific ground motion analyses, earthquake time histories spectral matching, and liquefaction evaluation; seepage analyses; geotechnical instrumentations. Mr. Tsai has extensive experience managing projects, having managed many projects with budget greater than \$1M. Representative experience includes:

**Los Angeles World Airport (LAWA) Automated People Mover (APM), Los Angeles, California:** As Project Engineer, Mr. Tsai provided QA/QC support and technical support, including geotechnical analyses to develop recommendation for the design of foundation for this \$5 Billion Design-Build project of which includes an electric train system on a 2.25-mile elevated guideway connecting the Central Terminal Area airline terminals with two future Intermodal Transportation Facilities and a Consolidated Rent-A-Car Facility at Los Angeles World Airports. There are six stations total, and nine trains, each with four cars and an anticipated 30 million passengers per year.

**John Wayne Airport, Riley Terminals A and B Improvements Project, Santa Ana, California:** As Senior Engineer, Mr. Tsai performed ground motion study which consists of seismic hazard analyses and seven sets of spectral time histories matching for this airport which consists of seismic retrofit of structural and nonstructural elements of the existing terminals. The spectral matched time histories were used as master ground motions for design of seismic retrofit of both terminals.



## About LSA

Environmental planning and California Environmental Quality Act (CEQA) documentation and related services have been the core of LSA's professional services since the firm's founding in 1976 and continue to be key practice areas. LSA is a full-service environmental planning and impact assessment firm. Our team of certified and registered professionals provide in-house technical support covering the majority of services necessary to prepare and peer-review environmental documents and supporting technical documentation. LSA's environmental planners and analysts are active in all aspects of community development, land use planning, and public involvement. We offer extensive knowledge of science and regulations, solid problem-solving skills, and well-rounded solutions.



## Airport Wildlife/Biology Services

LSA has been helping several California airports with wildlife/biological studies for over 25 years. We understand the FAA requires airport sponsors to maintain a safe operating environment, which includes conducting WHAs and preparing WHMPs. Our biologists are trained in airport wildlife hazard assessment and management and have completed several WHAs and WHMPs. LSA's airport wildlife team, consisting of Eric Lichtwardt, Lonnie Rodriguez, and Samuel Bressler, is familiar with airport and airfield operations and has an extensive collective knowledge of the birds and other wildlife of southern California and Los Angeles County. They are all FAA-Qualified Airport Wildlife Biologists and familiar with Federal Aviation Regulations (FAR) and have extensive experience in airport wildlife hazard assessment and management techniques. They are also knowledgeable of current federal and State environmental regulations and guidance and keep up to date with the FAA-issued CertAlerts as they become available. LSA's airport team puts a premium on being responsive to clients and enjoys working closely with airport personnel in a collaborative effort to address wildlife issues at the airports they are currently working on.



## Relevant Experience

LSA has been providing wildlife biology services to California airports for over 25 years. Some of the airports are listed below, and descriptions of services for recent relevant airport projects that are currently ongoing are provided in detail.

### Charles M. Schulz-Sonoma County Airport Environmental Services, 2009–Present

<b>Reference Contact:</b> Jon Stout, Airport Manager Charles M. Schulz-Sonoma County Airport 2290 Airport Boulevard Santa Rosa, CA 95403 Ph: (707) 565-7243 Email: <a href="mailto:jstout1@sonomacounty.org">jstout1@sonomacounty.org</a>	<b>Proposed Team Members:</b> Eric Lichtwardt <b>Project Cost:</b> \$166,570 <b>Funding Source:</b> Local
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LSA has been providing environmental permitting and technical services for Sonoma County Airport since 2009, directly and as a subcontractor to other firms. The projects include the following.

**Wildlife Hazard Assessment and Wildlife Hazard Management Plan (WHA and WHMP).** LSA prepared a WHA for the airport in compliance with FAA guidelines in 2015. The WHA was subsequently approved by the FAA. LSA prepared a WHMP for the airport based on the data in the WHA and updated information on deer and other wildlife species at the airport. LSA Associate/Senior Biologist Eric Lichtwardt currently assists airport staff with implementation of the WHMP and serves as the airport wildlife biologist.

**Wildlife Hazard Training.** LSA initiated a wildlife hazard training program for airport operations staff in fall 2014 and continues to conduct the FAA-required annual training program. The training includes an overview of State and federal regulations regarding wildlife issues at airports, discussion of wildlife hazard attractants within the 10,000-square-foot airport separation area, habitat management techniques to reduce hazardous wildlife populations on the airport, identification and natural history of bird and other wildlife species in the airport area, and methods to deter wildlife at the airport.

**Airport Planning and Master Plan Approval and Implementation.** LSA prepared a land use and biological resources alternatives analysis that assisted the airport and Sonoma County decision-makers in choosing an environmentally sound runway alternative for compliance with FAA runway safety area (RSA) guidelines. LSA also conducted environmental studies in support of future runway extensions, including a comprehensive airport-wide jurisdictional wetland delineation, special-status plant surveys, a biological assessment, a California tiger salamander site assessment, California freshwater shrimp surveys, and a salmonid assessment. LSA conducted biological studies, endangered species surveys, cultural resources surveys, and wetland delineation work in support of the Sonoma County Airport Master Plan Environmental Impact Report (EIR)/Environmental Assessment (EA). The company also prepared the biological, wetlands, and associated mitigation elements of the EIR/EA and a Section 404(b)(1) Alternatives Analysis for the Airport Master Plan. LSA procured all federal, State, and local wetland permits for project implementation and worked with the County and FAA under the Section 7 FESA consultation process. LSA is currently in the process of conducting biological monitoring during project construction and helping the County implement all mitigation requirements.



## San Bernardino International Airport On-Call Wildlife Hazard Management Services, 2021–Present

### Reference Contact:

Jon Gavan, Airport Manager  
San Bernardino International Airport  
1601 E. Third Street  
San Bernardino, CA 92408  
Ph: (707) 565-7243  
Email: [jgavan@sbdairport.com](mailto:jgavan@sbdairport.com)

### Proposed Team Members:

Eric Lichtwardt, Lonnie Rodriguez

**Project Cost:** \$200,000

**Funding Source:** Local

LSA was hired by the San Bernardino International Airport (hereafter referred to as SBD or Airport) in July 2021 as the Airport on-call airport wildlife biologist. LSA initially started weekly wildlife surveys at the Airport and at selected survey points in the surrounding area on July 28, 2021. On November 3, 2021, a bird strike involving the ingestion of a ferruginous hawk into the engine of an Atlas Air B-767-200 occurred, there was no damage to the aircraft but according to Part 139 §139.337 (b) (3) ingestion required preparation of a WHA. LSA is in the final stages of finishing the WHA and continues to monitor wildlife at SBD through bimonthly surveys. LSA also conducts SBD's FAA-required annual wildlife training and participates in the annual wildlife hazard working group meetings.

### Additional Airport Experience

- San Francisco International Airport, San Francisco County
- Merced Regional Airport, Merced County
- Livermore Airport, Alameda County
- San Carlos Airport, San Mateo County
- Watsonville Airport, Santa Cruz County
- Long Beach Airport, Los Angeles County
- Nut Tree Airport, Solano County (Vacaville)
- Mather Airport, Sacramento County
- Southern California Logistics Airport, San Bernardino County
- Stockton Metropolitan Airport, San Joaquin County
- Hayward Executive Airport, Alameda County
- Palo Alto Airport, Santa Clara County
- Salinas Municipal Airport, Monterey County
- Palm Springs International Airport, Riverside County
- Travis Air Force Base, Solano County
- Brackett Field, El Monte Airport, and Hawthorne Municipal Airport, Los Angeles County



#### EXPERTISE

- Wildlife Biology, Herpetology, Ornithology, Native Freshwater Fishes, Mammals, including Bats
- Biological Resource Surveys
- Biological Impact Assessments, Wildlife Hazard Assessments
- Endangered, Threatened, and Special-Status Animals
- Qualified Airport Wildlife Biologist per FAA AC No. 150/5200-36A

#### EDUCATION

B.S., Zoology, San Diego State University, San Diego, California, 1979

#### PROFESSIONAL EXPERIENCE

Associate/Senior Biologist, LSA, Point Richmond, California, February 2002–Present

Senior Biologist, Merkel & Associates, Santa Rosa and San Diego, California, 2001–2002

Independent Field Biologist and Environmental Consultant, Montana and Tennessee, 1995–2001

for **Merced Regional Airport** (Merced County) and worked with another consultant on WHAs for **Stockton Metropolitan Airport** (San Joaquin County) and **Livermore Airport** (Alameda County). In addition, he conducts the annual WHMP training program at **Stockton Metropolitan Airport**. Mr. Lichtwardt teamed with another consultant on a California Department of Transportation (Caltrans) project involving WHAs for **Hayward Executive Airport** (Alameda County), **San Carlos Airport** (San Mateo County), **Palo Alto Airport** (Santa Clara County), **Watsonville Airport** (Santa Cruz County), and **Salinas Municipal Airport** (Monterey County).

#### PROFESSIONAL RESPONSIBILITIES

Mr. Lichtwardt has over 36 years of field experience in California and other states, including Arizona, Montana, Nevada, and Tennessee. Most of his work has been conducted in the San Francisco Bay Area along the Northern and Central California coast, and in Southern California. He has been a senior biologist at LSA for over 21 years and has been involved with many projects addressing issues such as wetlands, wildlife habitats and movement corridors, and State and federally listed species. His primary area of expertise is vertebrate zoology/wildlife biology, including field experience with survey techniques and habitat requirements for a variety of special-status wildlife, such as native amphibians, reptiles, birds, and mammals, including bats. He also has experience working with native freshwater fish.

Mr. Lichtwardt has worked on a wide variety of infrastructure, development, conservation, and construction monitoring projects involving biological resource issues. He is also an FAA-Qualified Airport Wildlife Biologist, conducts WHAs and prepares WHMPs for airports, and is included on the Embry-Riddle Aeronautical University list of qualified airport wildlife biologists:

<http://wildlifecenter.pr.erau.edu/biologists.php>.

#### AIRPORT EXPERIENCE

##### Airport Wildlife Studies

Mr. Lichtwardt has conducted a variety of wildlife/biological studies involving airports and aviation in California; he is the primary contact, lead biologist, and project manager for WHAs and WHMPs at LSA. He is currently working with **Palm Springs International Airport** (Riverside County) on a WHA and WHMP and with **San Bernardino International Airport** (San Bernardino County) as its on-call FAA-Qualified Airport Wildlife Biologist; Mr. Lichtwardt is currently preparing a WHA for the airport that will be completed in spring 2023 and conducts the annual wildlife training at the airport. He is also working with **San Luis Obispo Regional Airport** (San Luis Obispo County) on its wildlife training program. He completed a WHA (2017) and WHMP (2018) for **Southern California Logistics Airport** (San Bernardino County) and currently conducts the annual WHMP training program for the airport. Mr. Lichtwardt is also currently working with **Charles M. Schulz-Sonoma County Airport** (Sonoma County) as its FAA-Qualified Airport Biologist; he completed a WHA (2011) and WHMP (2015) for the airport and conducts annual wildlife hazard training for airport personnel, organized and oversees the wildlife hazard management group, and advises the airport on various ongoing wildlife issues. He also has completed a WHA (2015)

Additionally, he was the FAA-Qualified Airport Wildlife Biologist for a WHA for **Long Beach Airport** (Los Angeles County) conducted by LSA's Irvine office.

Mr. Lichtwardt has conducted wildlife studies at **San Francisco International Airport** (San Mateo County) and has assisted the airport with review of its annual WHMP. He has also worked at **Nut Tree Airport** (Solano County) in Vacaville and completed bird hazard assessments within the Wildlife Hazard Separation Zones of **Travis Air Force Base** (Solano County) and **Mather Airport** (Sacramento County). In 2012–2013, he teamed with another consultant and was the LSA project manager and lead biologist for a Caltrans project involving WHAs for **Brackett Field**, **El Monte Airport**, **Hawthorne Municipal Airport**, **General William J. Fox Airfield**, and **Whiteman Airport** (Los Angeles County); **Riverside Municipal Airport** (Riverside County); **Cable Airport** (San Bernardino County); and **Camarillo Airport** (Ventura County). He worked with various private clients in Riverside (2020) and Solano (2023) counties assessing potential wildlife hazards associated with water quality control basins (WQCBs) in new residential developments. The assessments were prepared to address the concerns of the county Airport Land Use Commissions with new WQCBs as potential attractants to hazardous wildlife near county airports. In addition to his WHA/WHMP work, he has conducted numerous special-status species and wetland surveys for various development projects on many of the above-listed airports.

As part of his ongoing wildlife hazard work, he attended the 2014 Bird Strike Committee USA meeting in Atlanta, Georgia, and the 2019 North American Bird Strike Conference in Halifax, Nova Scotia, where he received recurrent training by attending various technical presentations at the conferences.

#### OTHER PROJECT EXPERIENCE

##### Bat and Small Mammal Trapping Surveys

Mr. Lichtwardt has specialized training in survey methods and techniques for bats. In 1994, he completed a week-long Bat Conservation and Management Workshop conducted by Bat Conservation International in Arizona. In 1995, he attended a workshop on bats and mines in Bozeman, Montana, and in 2007, he completed a 3-day bat ecology and field techniques workshop sponsored by The Wildlife Society in the Sierra Nevada mountains. Mr. Lichtwardt has conducted numerous small mammal-trapping surveys, especially on airports, including many of those listed above.

##### Bird Surveys and Monitoring

In addition to his experience conducting bird surveys in support of WHAs, Mr. Lichtwardt has conducted bird surveys for a wide variety of other projects in California and other states. From 2003 to 2014, he supervised a team of field ornithologists conducting bird-monitoring activities for the San Francisco-Oakland Bay Bridge Replacement Project, where he conducted surveys for special-status birds, nesting land birds, water birds, and raptors.

As an experienced field ornithologist, he is authorized by the USFWS (permit #TE-777965) and the CDFW to conduct various independent field studies (nest monitoring presence/absence surveys using taped playback of vocalizations, etc.) on State and federally listed bird species in California.

##### Amphibian and Reptile Surveys

Mr. Lichtwardt also has extensive experience with California herpetology. He is authorized by the USFWS (permit #TE-797234) to conduct surveys for various State and federally listed amphibian species in California and has extensive experience conducting surveys for many other species of amphibians and reptiles in California.



#### EXPERTISE

- Wildlife Biology, Ornithology, Herpetology, small mammals, and bats
- Qualified Airport Wildlife Biologist per FAA AC No. 150/5200-36A
- Biological Resources Surveys
- Biological Impact Assessments
- Presence/Absence Desert Tortoise Surveys and Monitoring
- Endangered, Threatened, and Special-Status Animals

#### EDUCATION

B.S., Environmental Science,  
Humboldt State University,  
Arcata, California, 2001

#### PERMITS

Coastal California Gnatcatcher TE-  
777965-11.3

Scientific Collection Permit: S-  
190870004-21069-001

#### PROFESSIONAL EXPERIENCE

Associate/Senior Biologist, LSA,  
Irvine, California, 2012–Present

Environmental Specialist,  
Morongo Band of Mission Indians,  
Banning, California, August 2009–  
July 2012

#### SPECIALIZED TRAINING

Advance Airport Wildlife Hazard  
Management Training, Loomacres  
Wildlife Management, March 9,  
2020

#### PROFESSIONAL RESPONSIBILITIES

Mr. Rodriguez has extensive field experience over the last 15 years in California. Most of his work has been conducted in Southern California and in Central California's Sierra Nevada in Inyo County. He has been a senior biologist with LSA for over 4 years and has been involved in projects addressing federally and State-listed species surveys, wildlife, colonial nesting birds, redevelopment projects, and jurisdictional delineations. His primary area of expertise is wildlife biology, including field experience with survey techniques and habitat requirements for a variety of special-status wildlife, such as native birds, small mammals, reptiles, bats, and amphibians.

Mr. Rodriguez has conducted surveys and provided monitoring for a wide variety of projects, including infrastructure development, bridge and road construction, housing, landfills, electrical transmission, solar sites, nesting bird management plans, dams, restrictive covenants, and memorial parks. Mr. Rodriguez also has experience providing Worker Environmental Awareness Plan (WEAP) training, mapping biological resources using Global Positioning System (GPS) technology, and writing reports.

#### PROJECT EXPERIENCE

##### Airport Wildlife Studies

Mr. Rodriguez has conducted a variety of wildlife/biological studies involving airports and aviation in California; he is the primary contact and lead biologist for WHAs and WHMPs at LSA. Mr. Rodriguez is currently working with **Palm Springs International Airport** (Riverside County) on a WHA and WHMP and with **San Bernardino International Airport** (San Bernardino County) as its on-call FAA-Qualified Airport Wildlife Biologist. Mr. Rodriguez is currently assisting with the WHA for the airport that will be completed in spring 2023 and assists with the annual wildlife training at the airport. Mr. Rodriguez conducted hazardous wildlife attractants analysis of the water quality control basin adjacent to **French Valley Airport** (unincorporated Riverside County), **Riverside Municipal Airport** (Riverside County), and **Hemet-Ryan Airport** (Riverside County). The assessments were prepared to address the concerns of the Riverside County Airport Land Use Commission with new WQCBs as potential attractants to hazardous wildlife near County airports.

#### OTHER PROJECT EXPERIENCE

##### Bat Surveys and Small Mammal Trapping

Mr. Rodriguez has specialized training under permitted biologist for bat habitat assessments and emergence surveys, construction monitoring, and data collection. He is also permitted to trap for special status small mammal species. Mr. Rodriguez has assisted with small mammal trapping since 2013 under permitted biologist and conducted small mammal trapping surveys for San Bernardino International Airport.

##### Bird Surveys and Monitoring

Mr. Rodriguez's experience includes conducting bird surveys in support of WHAs. He has conducted numerous bird surveys for the City of Long

Beach and the City of Hermosa Beach, as well as for major transportation projects in Orange County. He has also prepared multiple Nesting Bird Management Plans and managed the plans for multi-year projects.

As an experienced field ornithologist, Mr. Rodriguez is authorized by the USFWS (TE-777965-11.3) and the CDFW to conduct various independent field studies (nest monitoring presence/absence surveys using taped playback of vocalizations, etc.) on State and federally listed bird species in California.

##### Amphibian and Reptile Surveys

Mr. Rodriguez is authorized by the CDFW (SC: 190870004) to conduct surveys for various State and federally listed amphibian species in California and has extensive experience conducting surveys for many other species of amphibians and reptiles in California. His specialized survey experience includes conducting surveys for arroyo toad (*Anaxyrus californicus*), southwestern pond turtle (*Actinemys pallida*), and western spadefoot (*Spea hammondi*).



#### FIRM DESCRIPTION

**Consensus is an award-winning public relations, marketing, and community engagement firm distinguished by our innovative communications programs.**

We connect our clients to their most important stakeholders through authentic and respectful conversations online and in-person. These interactions produce meaningful insights, create value for our clients, influence outcomes, and motivate action.

In today's hyper-connected world where people consume, create and share information instantaneously from all corners of the world and via their mobile devices, opinions, attitudes and reputations are shaped 24/7 by the general public. Our thinking is rooted in our founding methodology. It has taught us how to move conversations along a continuum from apathy, resistance and fear, to engagement, empowerment, co-creation, action and passion.

Founded in 1986 and headquartered in the heart of the Burbank Media District in Greater Los Angeles, Consensus has an unparalleled track record of success in engaging communities throughout the Western United States.

Consensus is ranked among the top ten independently owned public relations agencies in Los Angeles by the region's business journal and as one of the top 100 private firms in the nation by the industry's leading trade publication, PR Week.



## City of Mission Viejo

### Core Area Vision Plan

Beginning in 2016, the City of Mission Viejo embarked on a comprehensive visioning plan for the city's core area – the Core Area Vision Plan – that sought to articulate visions and strategies for how future development in the Mission Viejo Core Area can enrich the community and optimize its potential to prosper. Through robust public involvement, including surveys, workshops and outreach events, a plan emerged that outlines a set of guiding principles, strategies, and concepts that make up a framework to guide future plans for this area of the city. On March 28, 2017, the Mission Viejo City Council approved the Core Area Vision Plan.



While the Vision Plan was developed with significant community input, finding universal consensus among stakeholders for this vision was elusive. The city is replete with activists and gadflies who raise their voices and express concern about change, about density and about fiscal responsibility, among other issues. Consensus was hired by the City of Mission Viejo in January 2021 to design and direct a strategic communications program to support the long-term and iterative process of making the Vision Plan a reality.

The Mission Viejo Village Center, located at 25209 Marguerite Pkwy., is a large outdoor retail center that sits within the Core Area. The Center's ownership is comprised of approximately 13 separate owners whose interests and views on future plans for the site may not be aligned. Recently, one large tenant vacated its space, thereby creating an opportunity to take one step forward toward implementing a small part of the Vision Plan. The city sought to purchase this newly vacant space in the shopping center property and demise part of the existing structure to make way for improvements and connectivity to an adjacent park and a network of bicycle trails. This potential property acquisition ignited known opponents, and other concerned stakeholders, to reengage and amplify their concerns about future plans for the City's core area.

Accordingly, the City's Community Development team wishes to proactively develop a comprehensive strategic communications program that contemplates the challenges that lie ahead – with the single property acquisition and realizing the Vision Plan – and endeavors to address and/or minimize, where possible, such challenges to increase the likelihood of success.

In September 2021, the Mission Viejo City Council unanimously approved the purchase of this vacant property. Consensus' work with the city is ongoing.



CORE AREA VISION PLAN

## City of Aliso Viejo

### Aliso Viejo Town Center

#### 200+ Community Participants in City Design Charrettes | Increased Public Awareness and Interest in City's Plans for Aliso Viejo Town Center

The City of Aliso Viejo is spearheading a site assembly process for the Aliso Viejo Town Center, a new vision for a major retail destination and lifestyle center for the community. Over the last two years, preliminary concepts have been discussed with the property owners of the 36 parcels, 14 of which comprise the currently proposed concept plan in the AVTC Gateway District. To generate community interest and attendance in a planning charrette to create design guidelines, the city engaged Consensus to [launch a video campaign](#).

The video campaign led to a dramatic turnout in the city's design charrettes, with over 200 community members and project stakeholders becoming active participants and lending their voices to the project. By the campaign's end, the Aliso Viejo community at-large was interested and invested in the project's development.

Consensus engaged and involved a broad array of voices from the community, including business leaders, merchants, students, families, and City officials. We keep it authentic by letting the community interviews guide the story and not scripting the speakers. The visual storytelling focused on the character of the community and captured scenic shots of the community and lifestyle.



## California State Office of Exposition Park Management

### Community Engagement for the Exposition Park Master Plan

As their previous master plan entered its final stages, the Office of Exposition Park Management set out to lay the groundwork for the future of Exposition Park. The Park itself is experiencing a period of rapid change and growth, with the introduction of the Los Angeles Football Club and the Lucas Museum of Narrative Art. Additionally, the Exposition Park community has grown increasingly active and engaged in the progress and future of this landmark. A high level of engagement and co-creation was key in developing a successful Master Plan. With this in mind, the Office of Exposition Park management selected Consensus to lead the outreach effort, deliver a communications program to earn the public's trust, and, alongside the community, help create an updated, unified vision for Exposition Park for all to enjoy.

Consensus lead the outreach effort of the Exposition Park Master Plan and is responsible for planning the project's community relations program throughout the South Los Angeles Area. On behalf of the California State Office of Exposition Park Management, Consensus presents at and facilitates meetings with the Exposition Park Community Advisory Committee, elected officials and Neighborhood Councils. Consensus developed the multi-lingual outreach program, including all project messaging, collateral, and the project website. Consensus conducted a series of highly interactive in-person and virtual meetings to gather public feedback as well as an online survey. Engagement included pop-up outreach events at community festivals as well as a virtual pop-up via Instagram Live and a Virtual Open House. The Master Plan was approved by the Exposition Park Board of Directors in October 2020.





## Hollywood Burbank Airport

### Replacement Terminal Environmental Impact Report

300  
Meeting  
Attendees

120%  
Increase in  
visits

Hollywood Burbank Airport is working with the Burbank community and neighboring cities to build a safer, 14-gate replacement terminal that is farther from the runways and meets current earthquake design standards.

Consensus was hired to conduct public outreach as the Airport prepared an Environmental Impact Report to analyze and disclose any potential environmental impacts to community. Once the Environmental Impact Report was approved for certification by the Burbank-Pasadena-Glendale Airport Authority, it would fall into the hands of Burbank City electorate to determine the fate of the Replacement Terminal through Measure B because the City of Burbank holds an easement on the northeast part of the property, which according to the Environmental Impact Report (EIR) is the preferred location of the proposed replacement terminal.

After the development of a strategic public involvement plan, identification of key stakeholders, planning and production of community meetings and the documentation of stakeholder input, the Burbank-Glendale-Pasadena Airport Authority voted 4-1 in June 2016 to certify the EIR. This government action allows the proposed Replacement Terminal Project to progress. Even if Measure B does not pass, the project will move forward but on a different part of the Hollywood Burbank Airport property. The project's ability to move forward signals a positive change in public sentiment and a new era of trust in the agency's handling of the beloved Hollywood Burbank Airport.

## Natural History Museum of Los Angeles County – La Brea Tar Pits

### Reimagining the La Brea Tar Pits

Many new changes are underway in and around Hancock Park, the campus that encompasses LACMA and the La Brea Tar Pits. Historic changes are on the horizon including the introduction of The Academy Museum, The LACMA Building for the Permanent Collection and the Metro Purple Line Rail Station slated for Wilshire and Fairfax. In light of that evolution, Consensus was brought on to design and implement a robust listening program to support the future visioning of the La Brea Tar Pits and Museum.

Consensus led an outreach effort to develop a listening survey, key stakeholder database, messaging, and collateral materials. Consensus also designed and developed an interactive pop-up engagement that included activities such as digital surveys gathered via iPad, a "Tar Pits Mad Libs" interactive display and social media photo booth for stakeholders to share their ideal activities at the Tar Pits as well. Consensus provided a high-level summary of community stakeholder insights for Natural History Museum staff to consider for potential future planning.







## Josh Gertler

### Partner

Josh is a partner in Consensus, a Los Angeles-based public relations firm founded in 1986. The firm ranks among the largest independently owned public relations firms in Southern California and the top 100 in the nation. Josh has spent his entire career developing and delivering communications strategies for corporations, governments, brands, projects, places and ideas. Consensus has been pioneering consensus-building approaches and applying them to major issues and challenges since the firm's founding.

The company's innovative engagement methods are designed to create value, develop meaningful connections, bolster or repair perception, and frequently evoke an action. Josh's specific expertise is focused on helping clients navigate the intersection of business, government, community and the media. He provides strategic communications

counsel and engagement strategies to some of the nation's largest and most respected companies, developers, landowners and government officials.

Josh joined Consensus in January 2001 and was named president in January 2007. Previously, he spent nearly a decade at two of the world's largest public relations firms, Hill & Knowlton and Fleishman-Hillard, where he counseled clients on public affairs and media strategies. He actively participates in many business and civic organizations.

He is a member of the board of directors of the Los Angeles Area Chamber of Commerce, the largest business organization in America's second largest city, a board member of the Valley Industry and Commerce Association (VICA), and he is active in the Urban Land Institute (ULI).

Josh graduated with distinction with a Bachelor of Arts degree in Communications from Sonoma State University.



## Nazan Armenian

### Partner

Nazan provides strategic communications counsel to engage stakeholders, communicate ideas, and build supportive environments for client initiatives. Recognized for her intense creativity and innovative approaches, Nazan is responsible for growing the firm's award-winning capabilities in digital and social media strategies, video production, creative content, and strategic media relations. Since joining Consensus in 2002, she has designed and directed hundreds of communications programs for complex and controversial projects toward successful outcomes in housing, transportation, infrastructure, land use, environmental remediation, water, and commercial real estate. Her clients include large multi-national Fortune 500 companies, privately held enterprises, and government agencies throughout California.

Nazan moved to Los Angeles in 1999 during the dot-com boom and found a new career trajectory in the Technology Practice at global PR firm, Fleishman-Hillard. She quickly cultivated relationships with venture capital firms and start-ups, assisting with brand-building and preparing companies for IPOs. She soon built a reputation for conducting highly successful business media and industry analyst tours, securing coverage in top-tier business media including The Wall Street Journal, The New York Times, Time, Business Week, Newsweek, Fast Company, Los Angeles Times, and The Washington Post.

Prior to building her expertise in tech public relations, Nazan began her career in Washington, D.C. at another large reputable PR firm, Burson-Marsteller. While there, she was immersed in corporate media relations for varied product launches by Coca-Cola (the New Coke), McDonnell-Douglas (C-17), Eli-Lilly (Prozac), and Motorola. She continued honing her media relations skills working on behalf of the Government of Mexico for the passage of the historic North American Free Trade Agreement (NAFTA).

When the firm decided to launch a practice devoted to privatization and economic development, Nazan was assigned to work with a renowned leader in the field brought on from The World Bank's International Finance Corporation. Together they grew the team and the practice to a value of more than \$9 million.

During this time in her career, Nazan developed extensive knowledge and skills in implementing communications strategies for international economic development programs funded by the U.S. Agency for International Development (USAID) and The World Bank. In the 1990s, she spent several years traveling to implement communications campaigns in support of privatization and capital market development in Africa, Eastern Europe, Russia, Ukraine, Kazakhstan, Georgia and Armenia.

Her skillset led her to specialize in trade and investment promotion and in 1998 she co-founded an international trade consultancy, which organized the first-ever U.S.-Cuba Business Summit in Havana, Cuba. She and her business partner subsequently organized more than a dozen licensed trips to Cuba through 2017 for U.S. business executives from numerous Chambers of Commerce, the American Growers Association, and the National League of Cities, among other groups.

Nazan has been active in the Urban Land Institute, Los Angeles District Council, serving on the communications committee for their annual conference, FutureBuild. She also participates in the Los Angeles Area Chamber of Commerce and the Central City Association of Los Angeles. She is a past member of the Board of Directors for Genesis LA, an organization dedicated to bringing financial and economic solutions to Los Angeles underserved communities.

Nazan earned her Bachelor of Arts degree in History and a minor degree in Philosophy from George Mason University in Fairfax, Virginia.



CicLAvia

## Community Arts Resources

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

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



Getty 25 Community Art Festival: Lincoln Heights

### COMPANY HIGHLIGHTS

- Founded Grand Performances, establishing free outdoor programming on a regular basis in Downtown Los Angeles
- Completed the first study of the Broadway Theater palaces and their potential role as reborn cultural facilities
- Produced opening community celebrations of the Skirball, the Getty Center, the Getty Villa, the Japanese American National Museum and the Wallis Annenberg Center for the Performing Arts
- Incubated and produced the Getty and County Undergraduate Arts Internship programs
- Developed groundbreaking work using streets, parking lots, parks, and other overlooked interstitial spaces as performance and festival sites in such recognized events as GLOW, the Santa Monica Festival, Celebrate LA, and CicLAVIA
- Guided the use of public space on the redesign and rebirth of Grand Park
- Produced the centennial celebration of the LA Philharmonic and the 25th anniversary of the Getty Center

### CULTURAL PLANNING

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

### EVENTS

Decades of programming and producing a wide range of public and private events have expanded CARs’ repertoire to include cultural festivals, open-street events, community celebrations, concerts, street processions, bus tours, and conferences. With a network of artists and community organizations that continues to

grow by the thousands each year, CARs events and programs offer a sense of spectacle and play that transform any space in which we produce, allowing participants to feel more connected to a place and more likely to return.

### COMMUNITY OUTREACH & MARKETING

CARs’ experience leading community engagement processes in conjunction with both our event and planning projects has allowed the firm to develop a unique philosophy of public engagement. Built on principles of innovation, inclusivity, and a deep respect for people and place, CARs creates an engaging, exciting, and comfortable experience for all participants.

### DIGITAL ENGAGEMENT

CARs has a history of embracing new technologies and digital solutions that democratize participation. CARs has always been on the forefront of new technologies in the arts, being the first in Southern California to create an accessible digital list of artists and audiences and first to digitally map the arts. Whether it is digital town halls, online events, or virtual food festivals, CARs is well-equipped to adapt our services to the needs of the client and the moment.



Metro Gold Line Eastside Access Project



## GRAND PARK

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

In 2006 CARS was charged with reviewing how the site could function as a public space for community and cultural events and proposed that the parking lot in front of City Hall should become the new gathering point for the City (it is now the grand lawn used for civic events and political demonstrations alike). CARS then developed the programming for all of the public spaces throughout the park, assessing how usage of the park could work on a daily, weekly, monthly, and large-scale basis.

Central to this study were case studies and recommendations for the governance and operations of the new park. CARS first proposed that the Music Center serve as operator of the Park. That proposal was eventually adopted and they have run Grand Park since its opening.

CARS organized and oversaw the community planning process for the site, which included interactive community

meetings at the site itself. CARS also worked with key individuals from the cultural and production world to advise on the role of the park within the greater context of Los Angeles' cultural ecosystem.

#### Reference:

Martha Wellborne  
Former Managing Director of the Grand Avenue  
Committee  
Senior Advisor  
HR&A Advisors  
(310) 734-0516  
mwelborne@hraadvisors.com

Location:  
Los Angeles, CA

Year Completed:  
2004-2008

Funding Source:  
Related Companies

Project Cost:  
\$150,000

Key Personnel & Leads:  
Aaron Paley, President  
Tamara O'Connor, Vice  
President

Services Provided:  
Public Space Planning  
Community  
Engagement





## SANTA MONICA FESTIVAL

The Santa Monica Festival was a celebration of the unique intersection of art and the environment, while highlighting the amazing diversity that is representative of the city itself.

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

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

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

From 1996-2006, CARS consulted and implemented the Santa Monica Festival's educational initiative which brought environmental specialists,

artists and choreographers together in the classroom. Students from local elementary, middle and high schools participate in a program which provides a week of environmental presentations followed by six weeks of hands-on training with artists to create three-dimensional art pieces which are featured at the opening procession the day of the Santa Monica Festival. The projects are inspired by the Festival's yearly theme of the environment and the arts.

#### Reference:

Allison Ostrovsky  
Cultural Affairs Supervisor  
City of Santa Monica  
(310) 458-2220 ext. 5623  
Allison.Ostrovsky@santamonica.gov

Location:  
Santa Monica

Year Completed:  
1992 - 2015

Funding Source:  
The City of Santa  
Monica

Project Cost:  
\$30,000 - \$180,000 per  
festival

Key Personnel & Leads:  
Katie Bergin, Executive  
Director  
Aaron Paley, President

Services Provided:  
Events & Festivals  
Community  
Engagement  
Branding, Marketing, &  
Identity





## SAN DIEGO SYMPHONY: RADY SHELL & JACOBS PARK

The San Diego Symphony contracted Community Arts Resources to envision how the new five acre Jacobs Park will operate as a community asset year-round, and how the Symphony and its programming at the new Rady Shell might engage with the diverse communities of San Diego moving forward.

CARS analyzed the demographics of the region and looked at the arts and cultural assets of San Diego in depth in order to understand how these would be best served by the Rady Shell and Jacobs Park. We made key recommendations for how the Symphony should engage with the community and how arts assets in San Diego could be a part of this new project. Community Arts Resources' report provides 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. The report includes recommendations for both the programming of the Rady Shell and Jacobs Park as well as recommendations for The Symphony as an organization. Additionally, the report makes recommendations on

how to improve the connectivity of Jacobs Park with the existing urban fabric of San Diego.

#### Reference:

Martha Gilmer  
CEO  
San Diego Symphony  
92101, 619-615-3959  
mgilmer@sandiegosymphony.org

Location:  
San Diego, CA

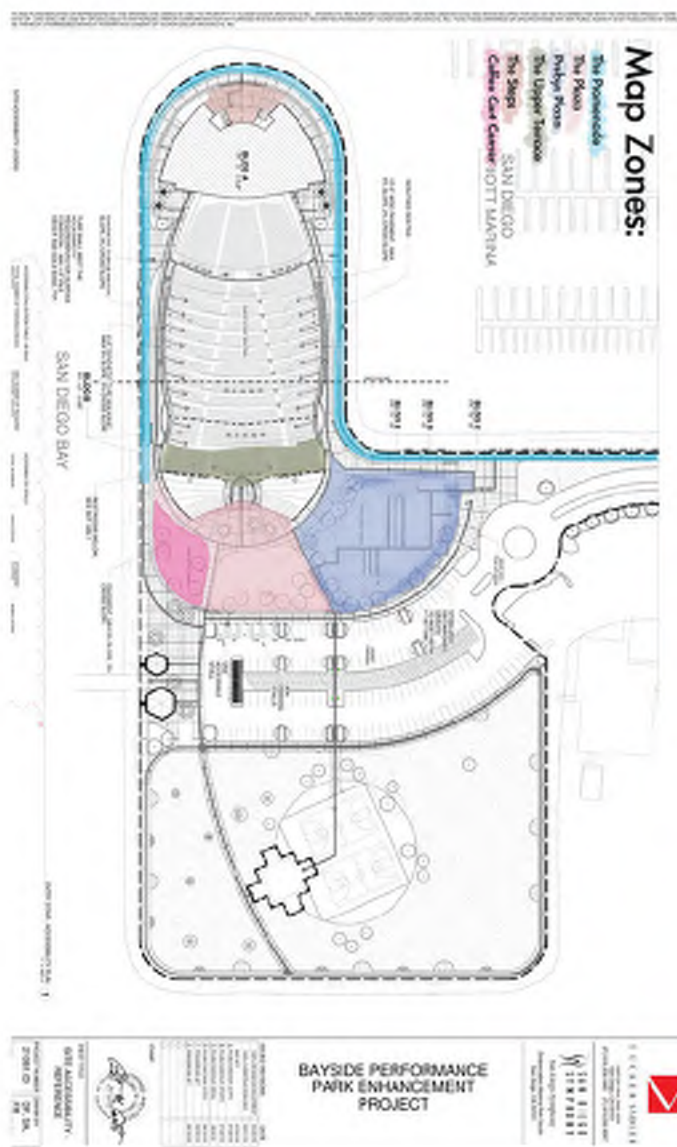
Year Completed:  
2020 - 2021

Funding Source:  
San Diego Symphony

Project Cost:  
\$100,000

Key Personnel & Leads:  
Aaron Paley, President  
Katie Bergin, Executive Director  
Tamara O'Connor, Vice President

Services Provided:  
Public Space Planning  
Events and Festivals  
Community Engagement  
Branding, Marketing, and Identity



In 1982, Katie Bergin and Aaron Paley began working together on the production of community festivals for and about Los Angeles. Their early collaborations on the Festival of Masks and the first Fringe Festival in the country led to establishing a firm devoted to the burgeoning and diverse creativity of Los Angeles and the many neighborhoods that make up this vast urban region. Their brainchild, Community Arts Resources (CARS), was founded in late 1988 in Santa Monica when Bergin and Paley took residence at the brand new "18th Street Arts Complex" as its first tenants and where they remained until 1995.

The firm has kept a Santa Monica business license every year since and has been on contract with one department or another at the City continuously since 1992. Here is a partial list of the projects that CARS has produced and planning projects we have been a part of in the city of Santa Monica:

**Santa Monica Festival (1992 - 2015)** - originally held on the Pier in 1992 to celebrate the Columbus Quincentennial with an indigenous and people of color celebration, the festival moved to Clover Park, adjacent to the airport in 1994 and ran continuously until 2015. Deeply grounded in the community, the beloved annual event was a joint project of the City's Cultural Affairs Division and the Office of Sustainability and Environment.

**Pico Festival (1992)** - a community celebration produced in collaboration with the 18th Street Arts Complex.

**Holiday Celebration in Palisades Park (1994 - 2002)** - created a daytime alternative to the fireworks celebration of the 4th. CARS produced a series of site-specific performances and interactive programming along the length of Palisades Park.

**B.I.G. Stroll (1999)** - community arts and cultural dedication of the Beach Improvement Group - a set of public works projects around the beach and Palisades Park.

**Virginia Avenue Park Opening (2005)** - a cultural and community festival produced for the Cultural Affairs Division and the Parks and Recreation Department.

**GLOW (2008, 2010, 2013)** - CARS produced all aspects of this festival from dawn to dusk on the pier, Ocean Way, and the beach, of artists working with light in all its guises. With 250,000 people at the first event, GLOW was the largest free cultural event ever to take place in Southern California.

**Santa Monica Pier and Airport Enhancement Planning Project, IBI Group (2012)** - CARS was a part of the team that began looking at new governance and planning concepts for both the Pier and the Airport.

**BroadFest (2012)** - a community festival commissioned by the Broad Stage at their venue in Santa Monica.

**Arts Events on the Pier (2013)** - produced small-scale events on the pier including "Butter Aerobics" produced in collaboration with the Santa Monica Pier Restoration Corporation.

**Bergamot Reinvision Plan (2013)** - CARS was part of the team with Frederick Fisher which was awarded the project to reimagine Bergamot Station.

**Michigan Avenue Neighborhood Greenway MANGO (2013)** - CARS played a key role in the design and production of this site-specific community workshop, as part of the team spearheaded by Melendrez. The event led to quick consensus and an expedited timeline for the successful introduction of this greenway as a part of the City's infrastructure.

**Tongva Park Opening (2013)** - CARS worked with the Cultural Affairs Division and the City's Parks and Recreation department to create a full day of community and arts celebrations for the opening of the new park.

**Annenberg Beach House 5th Anniversary (2014)** - created a two-day community and arts celebration for the fifth anniversary of the Beach House.

**COAST - Santa Monica's Open Streets Event, (2016, 2017, 2018, 2019)** - Santa Monica's response to CicLAvia and other open streets events, this two-mile event on Ocean Avenue and Main Street attracted up to 50,000 people each time and supported local businesses who benefited from the crowds.

**Tongva Park Programming (2016)** - produced four different days of art and performances in the park.

**GoSaMo's Safe Streets 17th Street (2017)** - created a site-specific community event for the City's Mobility Division to highlight changes and improvements along 17th Street.

**Wade in the Water, A Juneteenth Celebration at Belmar History+Art (2021)** - the City's first public event after the pandemic closure and the first community celebration in the newly designed park.

**Art of Recovery, Santa Monica Cultural Affairs Division (2021 - present)** - CARS holds a "master contract" with the Cultural Affairs Division on this ongoing program.



## Aaron Paley

President

Project Manager

40 years

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.

### Relevant Projects

Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022

San Diego Symphony, The Rady Shell & Jacobs Park, San Diego, CA, 2020 - 2021

LA Phil 100 Celebrate LA!, Los Angeles, 2018

Jones Plaza Programming and Governance Study, Houston TX, 2018

Blaisdell Center Master Plan Programming and Governance Study, Honolulu, HI, 2018

The Plaza at Santa Monica, Governance, and Activation Planning, Santa Monica, 2018 - 2020

Pershing Square Renew, Redesign and Programming Plan, Los Angeles, 2015 - 2017

CicLAvia, Open Streets Event, Los Angeles County, 2009 - 2015

Grand Park Programmatic and Governance Plan, Los Angeles, 2004 - 2008

California Plaza Programmatic, Governance and Operations Plan, Los Angeles, 1988 - 1990



### Education & Affiliations

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.

Founder, Yiddishkayt Los Angeles; Founder, CicLAvia Los Angeles, California.



## Katie Bergin

Executive Director/ Co-Founder

Community Arts and Public Space Specialist

40 years

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.

### Education & Affiliations

Bachelor of Arts from University of Southern California

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



### Relevant Projects

The Getty Center Family Festivals, Los Angeles, 1995-2023

Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022

COAST Santa Monica's Open Streets Celebration, Santa Monica 2016 - 2020

ARTsea, Marina del Rey, 2017 - 2020

Ice Breakers Concert Series - 11 weeks of concerts, Santa Monica, Nov 2019 - Jan 2020

LA Phil 100: Celebrate LA!, Los Angeles, Sept 2019

Broad Museum Family Weekends, Los Angeles, 2015 - 2017

Santa Monica Festival, Santa Monica, 1992 - 2015

Voices of LA: The Krupnick Festival of the Arts Los Angeles, 2014

Opening festivities: Skirball Center (1996); Getty Center (1997); Japanese American National Museum (1999); Wallis Center for the Performing Arts (2013)

GLOW, Santa Monica, CA, 2008, 2010, 2013

Tongva Park Grand Opening, Santa Monica, 2013



## Tamara O'Connor

Vice President

20+ years

Since joining the firm in 2002, Tamara has worked across the firm's practice areas: consulting on urban and cultural planning, managing projects that merge consulting and production elements, and engaging communities through outreach and marketing. As Vice President, Tamara manages all business operations of the firm, including multiple aspects of human resources, business certifications, a wide variety of liability issues, and business development. Her understanding of how an arts organization can effectively work with municipalities, agencies, non-profits and private entities allows CARS to remain a unique and nimble small firm which holds a distinct competitive advantage.

A lifelong Angeleno still captivated by learning about new communities and places, Tamara came to CARS from working as a producer of non-fiction television, orchestrating shoots in more than eighteen countries worldwide. She remains an active member of the Producers Guild of America (PGA). Tamara also holds the position of Vice President for the Brand Associates, the non-profit which supports a rich array of cultural arts and education programming at the iconic Brand Library and Art Center in Glendale.

### Education & Affiliations

Bachelor of Arts from University of California, San Diego.

Board Member, Brand Associates, Glendale, California.

Member, Producers Guild of American (PGA) and the PGA's New Media Council.

### Relevant Projects

Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022

San Diego Symphony, The Rady Shell & Jacobs Park, San Diego, CA, 2020 - 2021

Glendale Arts & Entertainment District/ Arts & Entertainment District/ Artsakh Ave Re-Design, Glendale, CA, 2019

Glendale Public Art Master Plan Community Engagement, Glendale, CA, 2017 - 2018

LA Phil 100: Celebrate LA! Open Streets Festival, Los Angeles, 2018

Vision Zero: Education Campaign and Community-Based Outreach and Education, Los Angeles, 2016 - 2017

CicLAvia, Associate Director, Los Angeles, 2010 - 2016





## Kora Peterson

Lead Producer

1 year

A fourth generation Angelino, Kora grew up working at the famous McCabe's Guitar Shop in Santa Monica, CA. She started as the Children's Concert Director in 2016, expanding her role to Concert and Events Producer, Web Administrator, and Marketing Manager over the next five years. In McCabe's intimate, 150-seat back room Kora produced talent such as Beck, Wynona Judd, Jackson Browne, Lisa Loeb, the three-night live performance portion of Rufus Wainwright's audible book, Road Trip Elegies: Montreal to New York. She also produced several one-day music festivals and workshops. Kora recently produced the four-part Concert series, Americana in the Park in partnership with Art of Recovery and the City of Santa Monica. Kora's passion for community-based programming and the unique occupation of urban spaces is what drew her to CARS, where she can continue to produce beautiful and impactful projects. Kora is also a contributor to the Los Angeles Independent Venue Coalition (LAIVC) and National Independent Venue Coalition, California (NIVA-CA).

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### Education & Affiliations:

Bachelor of Arts in Modern Literature from University of California, Santa Cruz

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### Relevant Projects

Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022

Los Angeles Department of Transportation Play Streets Program, Los Angeles, 2022 - 2023

The Getty Center Family Festivals, Los Angeles, 2021 - 2023

Art of Recovery, Santa Monica, 2021 - 2023

CA FWD Economic Conference, California, 2021 - 2023



## Erin Soares

Executive Coordinator

1 year

Erin has a hand in many different aspects of the company, supporting the CARS executive team in administration, business development, production, marketing, research, and outreach.

Erin came to CARS from Pacific Resident Theatre in Venice, where she developed its Youth Conservatory program from the ground up, and ran its administrative branch while simultaneously acting as production manager for the theater's mainstage productions. She also worked at Lula Washington Dance Theatre in Crenshaw, where she helped to put on the 30th Annual International Association of Blacks in Dance Conference and assisted in grant writing, marketing, and special event production. She is originally from Lompoc, CA.

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### Education & Affiliations

Bachelor of Arts in Theatre from University of Southern California

Bachelor of Arts in Italian from University of Southern California

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### Relevant Projects

Getty Center 25th Anniversary Community Art Festivals, Los Angeles, 2022

Los Angeles Department of Transportation Play Streets Program, Los Angeles, 2022 - 2023

The Getty Center Family Festivals, Los Angeles, 2021 - 2023

Art of Recovery, Santa Monica, 2021 - 2023

CA FWD Economic Conference, California, 2021 - 2023



# DAILY TOUS LES JOURS

About Us

Daily tous les jours leads an emergent field of practice combining interactive art, urban design, storytelling and placemaking to reinvent living together in the 21<sup>st</sup> century.

The studio has signed original turn-key projects in more than 40 cities around the world that create context for vibrant social connections, building more resilient cities.



## Awards & Recognitions

UNESCO Creative Cities Design Award for Young Talents | IxDA Interaction Awards (Best in Show, Best Engagement, Best Optimizing) | Knight Cities Challenge Winner for Civic Innovation | Fast Company Innovation by Design Award | Americans for the Arts Public Art Network Award | Core77 Design Awards and Honoree | Design Vanguard Covid-19 Directory | Oprah's OWN | FRAME Magazine | Dezeen | Creators Project | DesignBoom | This is Colossal | Vimeo Staff Pick | New Cities Summit | Design World Summit | SXSW | EYEO | TEDx | Ars Electronica

# DAILY TOUS LES JOURS

Sample projects



## 307, A public lab for the future of urban life

Daily was mandated to facilitate conversations between the public and Sidewalk Toronto (SWT), Alphabet's real estate wing, to imagine new contexts for exchanges and involve them in the transformation of their environment. We created a public lab, where visitors can experiment with the various challenges of transforming Toronto's Quayside neighbourhood into a sustainable mixed-use development.

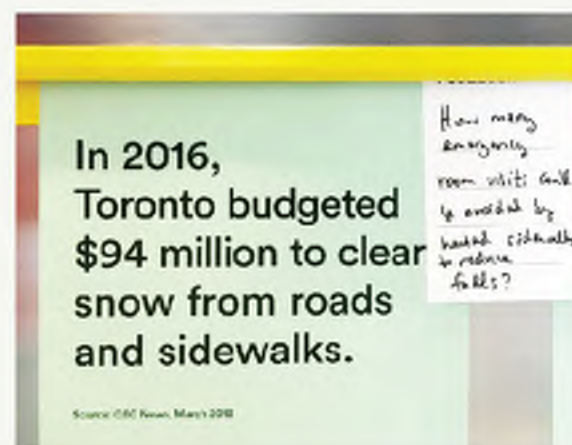
We designed a series of interventions to explore urban planning in layman's terms and generate questions about the city of the future. A collection of modular furniture and interactive elements such as moveable tables and stools, foam blocks, games, and illustration serve as a framework for SWT's content. We designed a custom interactive map: the Generative Map is a mapping tool designed to build a neighborhood and learn about urban planning. It helps users of all ages to generate plans through simple actions, to evaluate how well they perform, while facing complex but tangible decisions.

Through a narrative sequence of participatory interventions, visitors were invited to contribute to the process of urban development for this waterfront neighborhood.

By enabling active engagement with the data, technologies and spatial visions for this area, people from all walks of life were empowered to share in the creative exploration and definition of this unique "City as platform" initiative

# DAILY TOUS LES JOURS

Sample projects



**307, A public lab for the future of urban life**  
2018–2019, Toronto (Canada)

**Team or firm's specific role in the project**  
Creative direction, design and turn-key delivery

**Names and title of lead project staff**  
Mouna Andraos and Melissa Mongiat  
(Creative directors)

**Funding sources**  
Alphabet's Sidewalk Labs and Waterfront Toronto

**Dollar amounts**  
USD 750,000 approx

**Timelines**  
Contract signed in March 2018, opened to the public in June 2018. Second edition took place in Summer 2019.

**Sample project management status updates**  
Research, concept, prototyping and preliminary design, software requirements and detailed design, fabrication and software development, install and opening, operation support and impact analysis.

**Services provided**  
Visitor experience, public engagement strategy, art and design direction, spatial layout, scenography, content map, interactive elements, graphic design, furniture and visual material, production, installation.

**An explanation of the clients reception of the final project**  
The project we imagined, designed and executed for Sidewalk Toronto, created a signature environment where the public learned about the process of urban planning, explored various scenarios for the future city, allowing them to contribute and give feedback through different levels of participation.



# DAILY TOUS LES JOURS

Sample projects



## KM<sup>3</sup>

Art curating for the streets. On the occasion of the 375th anniversary of the City of Montreal, the Quartier des Spectacles invited Daily tous les jours to curate and create the scenography for KM<sup>3</sup>, a public art exhibition featuring some 20 unpublished works in this effervescent area in the heart of downtown.

The KM<sup>3</sup> journey humanizes the urban infrastructure and encourages conversations about ways of living in cities, the presence of nature, History and possible futures. It transforms the city for residents and visitors alike into a human scale experience filled with joy and magic.

Public spaces with busy people rushing through are the inspiration and origin for KM<sup>3</sup>. How can these busy streets become places where people can connect, through a shifting of perspectives? Daily tous les jours sought to bring about this reformation of the city in all sorts of ways: by an unexpected detour into an alley or inner courtyard; by a work that transforms the feel of an iconic place; by a diversity of artistic practices that invite exploration and exchange.

# DAILY TOUS LES JOURS

Sample projects



## KM<sup>3</sup>

August to September 2017  
Quartier des Spectacles (Montreal)

## Team or firm's specific role in the project

Curation and artistic direction, scenography

## Names and title of lead project staff

Mouna Andraos and Melissa Mongiat (Curators and artistic directors)

## Funding sources

Partenariat du Quartier des Spectacles, Ministry of Culture and Communications, City of Montréal, National Film Board of Canada, Private donors

## Dollar amounts

Total project: USD 1,800,000  
Consultant fee: USD 120,000

## Timelines and sample project management status updates

June to September 2016: Artists' selection and site implementation.

September to November 2016: Artworks selection

November 2016 to April 2017: Km<sup>3</sup> journey script writing.

August 2017: Install and official launch

Exhibition from August 30<sup>th</sup> to October 15<sup>th</sup>, 2017

## Services provided

Artistic direction, art curation, scenography and site integration, signage, graphic design and production support.

## An explanation of the clients reception of the final project

The Activity report, published by the Society for the Celebration of Montréal's 375<sup>th</sup> Anniversary, reported increased foot traffic across the entire neighbourhood. The exhibition also served to test out various pilot projects for the city which have been redeployed various times since.

# DAILY TOUS LES JOURS

Sample projects



## Walk of the Wind

*Walk of the Wind* (La marche du vent) is a commemorative path created for Lac-Mégantic following a tragic accident that destroyed most of its city center.

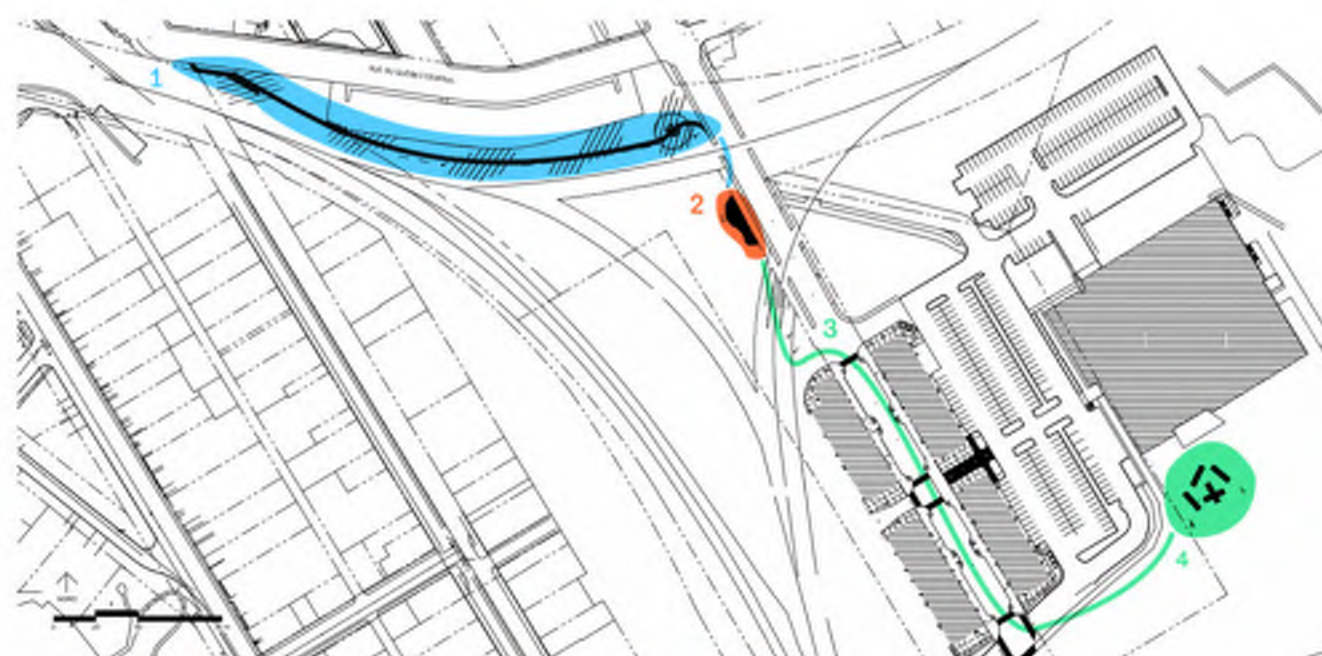
A 300 meters promenade off the site of the accident presents a series of narrative interventions designed to support collective healing, including the House of the Wind, a memorial to the crash victims, and the House of Stories, a set of five wooden panels telling the history of the town, from its origins to present-day.

The pathway highlights the strengths and resilience of the local community over the generations, going beyond the tragedy. Presented a year after the accident, we had to strike a balance between sobriety and inspiration in our tone of voice.

The exhibition House of Stories featured exhibition content in an urban context and was meant as a conversation starter rather than an in-depth presentation.

# DAILY TOUS LES JOURS

## Sample projects



1 Promenade, old town centre, featuring the memorial La Maison du vent (The House of Wind)  
Promenade, ancien centre-ville, le mémorial La Maison du vent

2 Open air exhibition La Maison des histoires (The House of Stories)  
Exposition à aire ouverte, La Maison des histoires

3 Promenade, new town centre  
Promenade, nouveau centre-ville

4 Plaza area for collective sky watching, featuring giant hammocks.  
Aire de détente pour l'observation collective du ciel, les hamacs géants.



### Walk of the Wind

March to July 2014 - Permanent promenade still in place and accessible  
Lac Mégantic (Quebec, Canada)

**Team or firm's specific role in the project**  
Artists

**Names and title of lead project staff**  
Mouna Andraos and Melissa Mongiat  
(Creative directors)

**Funding sources**  
Commissioned by the City of Lac-Mégantic and Canada Economic Development

**Dollar amounts**  
USD 500,000

### Timelines and sample project management status updates

March to July 2014, design-build  
Ongoing  
Research, artistic direction and preliminary concept, detailed design, production and installation.

### Services provided

Concept, artistic direction, scenography and site integration, content development, signage, graphic design, production, installation, public engagement strategy.

### An explanation of the clients reception of the final project

Originally, Walk of the Wind was a seasonal temporary piece meant to last five years. Following its success, the city reinvested in operations costs, making sure it can remain permanently accessible to the public.

# DAILY TOUS LES JOURS

Sample projects



## Musical Swings

Musical Swings is an urban interactive artwork that stimulates human connections in public spaces. Imagined as a collective experience, the work invites people of all ages and backgrounds to make music together.

It's an intuitive game, where cooperation between participants unlocks secret melodies, encouraging collaboration and an active awareness of others. The artwork originated in 2011 for Montreal's Quartier des Spectacles and quickly became a celebrated icon of the city, returning seasonally every spring for a decade. Year after year, the installation had been a meeting point for millions of fans.

A touring version of the Musical Swings was created in 2014 and has been traveling the world since, notably in New York, San José, West Palm Beach, Detroit, Singapore and Dharhan. Permanent editions are now taking roots in several cities around the world.



# DAILY TOUS LES JOURS

Sample projects



1.



2.



3.

## Musical Swings

Ongoing since 2011  
 Quartier des Spectacles (Montreal, Quebec), Arts for Lawrence (Lawrence, Indiana), MONA Museum - *in progress* (Tasmania), Buchheim Museum of Imagination - *in progress* (Bernried, Germany).  
 Touring version around the world.

## Team or firm's specific role in the project

Artists, designers

## Names and title of lead project staff

Mouna Andraos and Melissa Mongiat (Creative directors)

## Funding sources

Grants, cities, foundations and private funding

## Dollar amounts

Initial investment USD 750,000

## Timelines:

Example of the permanent version in Indiana; contract signed July 2020, artwork delivered June 2021.

## Services provided

Concept, design and technology development, production, installation, operation and maintenance strategies.

## An explanation of the clients reception of the final project :

The Musical Swings have received worldwide recognition for their unique capacity to enliven under utilized public spaces, instilling pride, improving moods and stimulating conversations between people that don't normally brush shoulders. They have become regional attractions everywhere they have been installed and our clients have acknowledged their success and positive impact they have had.

1. Original edition in Montreal
2. First permanent edition in Lawrence, Indiana
3. Touring version of the swings

## Daily tous les jours

### Mouna Andraos

Prior to founding Daily, Mouna worked under the label Electronic Crafts exploring the intersection of mass-produced electronics and handmade crafts to create playful and sustainable objects. Her web-based work for the interactive agency Bluesponge has won numerous international recognitions, including Webby Awards, a Best of Show at the SXSW Festival, and a Cyber Lion in Cannes.

#### Education

- 2006 **MA (distinc.) Professional Studies, New York University**  
Interactive Telecommunication Program (ITP), Tisch School
- 2000 **BAC (distinc.) Art & Sciences, Concordia University, Montréal**  
Communication Studies & Western Civilization Studies, Liberal Arts College

#### Research

- 2007 **Eyebeam Center for Art and Technology, New York City**
- 2001 **New York University,**  
Research work for the Virtual Communities Management Project by Clay Shirky

#### Professional Experience

- 2010 - Today  
**Daily tous les jours, Montréal,**  
Associate & co-founder
- 2021 **Société des Arts Technologiques (SAT)**  
General & Artistic Director, interim
- 2006 - 2008  
**Open Planning Project, New York City,**  
Senior Interaction Designer
- 2001 - 2010  
**Bluesponge, Montréal,**  
Interactive Projects  
Creative Director

#### Teaching

- 2017 **Concordia University, Montréal**  
Part-time Professor, Institute for Urban Futures
- 2008 - 2014  
**Concordia University, Montréal**  
Part-time Professor, Design & Computation Arts
- 2008 - 2011  
**Société des Arts Technologiques, Montréal**  
Electronics Class
- 2010 - 2011  
**École de Design, UQAM,**  
Part-time Professor
- 2007 **Interactive Telecommunications Program, Tisch School of the Arts, New York University,**  
Adjunct faculty

#### Involvement

- 2013 - Today  
**Société des Arts Technologiques (SAT)**  
Board of administration, vice-president
- 2014 **Printemps numérique**  
Official representatives for the first edition

#### Life before Daily tous les jours:

#### Artworks

- 2009 **Electronic crafts**  
La Centrale Powerhouse gallery, Solo Show presented in collaboration with the Elektra Festival, Montréal
- 2009 **Artists in Exile**  
Arario Gallery, New York  
Group show  
Curators: Jaishri Abichandani & Thorsten Albertz
- 2009 **ARTVscope**  
ARTV, Montréal

Interactive urban telescope  
\* produced by Amuse

- 2008 **Installation for Public Farm 1**  
PS1/MoMa, Queens, New York  
Commissioned by WORK Architecture Company for Young Architect Program
- 2008 **Feedback**  
Eyebeam gallery, New York,  
Group show  
Curator: Amanda McDonald Crowley
- 2007 **Conflux Festival**  
Glowlab Gallery, Brooklyn  
Festival, confluxfestival.org  
Curator: Christina Ray
- 2007 **Dis-locate**  
Ginza Art Gallery, Tokyo  
(www.dis-locate.net) Group show  
Curator: Emma Ota
- 2007 **Sultana's Dream**  
Exit Art Gallery, New York  
Group show  
Curators: Mareena Daredla et Sadia Rehman

#### Selected Conferences & Workshops

- 2009 **Crea Numerica**  
Beirut, Jeux de la Francophonie
- 2009 **Festival Elektra**  
Montréal, Digital Arts Market
- 2009 **SXSW Interactive Festival**  
Austin, Tangible Interactions  
In Urban Spaces panel
- 2008 **SXSW Interactive Festival**  
Austin, High-Tech Craft panel
- 2007 **Festival du monde Arabe**  
Montréal
- 2007 **Eyebeam Center for Art & Technology**  
New York, Alternative energy,  
Animated Lanterns workshop
- 2007 **Polytechnic University**  
Brooklyn  
Designing the interactive object,  
Mobilized Un-Conference

## Daily tous les jours

### Melissa Mongiat

Prior to co-founding Daily tous les jours, Melissa was based in London where she worked on a series of large scale public interactive installations and co-founded Central Saint Martins' research unit on responsive environments. Collaborations included the Southbank Centre, Phillips, Philharmonia, and led to her selection by Wallpaper\* magazine as one of the world's ten breakthrough designers.

#### Education

- 2006 **MA (distinc.) Narrative Environments, University of the Arts London, UK**  
Central Saint Martins College of Art & Design
- 2001 **BAC Graphic Design, UQAM, Montréal**  
École de design

#### Research

- 2007 **Like People Do, Central Saint Martins Innovation**  
University of the Arts London, UK  
Co-founder of the research consultancy

#### Professional Experience

- 2010 - Today  
**Daily tous les jours, Montréal,**  
Associate & co-founder
- 2008 - 2010  
**Amuse, Montréal**  
Co-founder
- 2004 - 2008  
**Milk & Tales, London**  
Design Collective  
Co-founder
- 2002 - 2004  
**Lemay, Montréal**  
Lead Graphic Designer

#### Teaching

- 2017 **Concordia University, Montréal**  
Part-time professor  
Institute for Urban Future
- 2009 - 2013  
**École de Design, UQAM, Montréal**  
Part-time professor
- 2008 - 2010  
**Banff New Media Institute, Banff Centre**  
Tutor, Interactive Screen Seminar
- 2007 **Central Saint Martins College of Art & Design, University of the Arts London**  
Tutor, MA Creative Practice for Narrative Environments

#### Involvement

- 2020 - Today  
**Xn Québec**  
Board of administration
- 2012 - Today  
**Molior**  
Board of administration
- 2014 **Printemps numérique**  
Official representatives for the first edition

#### Life before Daily tous les jours...

#### Public Art

- 2009 **La Conspiration du Bien, Biennale de Montréal**  
Urban installation, interactive projection, website, wild poster
- 2009 **ARTVscope**  
ARTV, Montréal, interactive urban telescope
- 2009 **Fanfare**  
Groupe Molior and le festival Eurêka!, Montréal, outdoor interactive installation

- 2008 **Sofamaton**  
Festival du Nouveau Cinéma, Montréal, interactive furniture
- 2008 **Telling Tales**  
Hammersmith & Fulham Council, London, Urban interactive furniture
- 2006 **PLAY.orchestra**  
Royal Festival Hall, London, public interactive installation
- 2006 **Hidden Love Song**  
Royal Festival Hall, London, public interactive installation
- 2005 **Gamelan Playtime**  
Royal Festival Hall, London, public interactive installation

#### Design

- 2009 **Terracotta Warriors & Qin Mausoleum site**  
China Heritage, London, visitor experience report
- 2009 **Les Minutes**  
Festival Montréal  
Complètement Cirque, visitor experience concept
- 2008 **The Last Debutantes**  
Kensington Palace, London, temporary exhibition
- 2007 **Opening Stories**  
Southbank Centre, London, temporary exhibition
- 2007 **The Public Office**  
London Design Council RED Unit, temporary exhibition
- 2006 **Bop! Making Sense of Space**  
Arup Foresight, London, design research project

#### Selected Conferences & Workshops

- 2007-2009  
**Banff New Media Institute**  
Interactive Screen Conference
- 2008 **Biennale de Saint-Étienne**
- 2008 **Elektra Lab, Montréal**
- 2007 **Royal College of Arts, London**  
Include Conference

## JOHNSTON MARKLEE FIRM OVERVIEW

Since its founding in 1998, Johnston Marklee has established a significant portfolio of work distinguished by a conceptual approach. Rather than adhere to a signature style, each project is developed through a collaborative process which investigates issues of design, function, and technical performance to create holistic works of architecture. Partners Sharon Johnston, FAIA, and Mark Lee, have honed their approach, varying in scale from master plans to contemporary buildings and temporary installations, to distill the inherent complexity into coherent and singular solutions. Their substantial architectural portfolio including cultural, commercial, institutional, retail and residential projects demonstrates a commitment to employing innovative building practices. Work by the firm spans thirteen countries throughout North and South America, Europe, and Asia. Every design is a unique response to the specific social environment and native climate of a given site, integrating the fundamentals of structural form and volumetric light to create buildings that define "place," while remaining in dialogue with the larger context of the city and architectural history. The resulting structures and atmospheres that have come to define the work are subtle, yet deliberate contributions to their immediate environs, as well as the larger cultural realm.

Through twenty years of practice, Johnston Marklee has become a leading voice in shaping the discourse around art and architecture in contemporary culture. Recent and current projects include: the Menil Drawing Institute (MDI) in Houston, Texas; a master plan and renovation for the Museum of Contemporary Art Chicago (MCA); a renovation and addition for the UCLA Margo Leavin Graduate Arts Studios in Culver City, CA; a collaboration with Theaster Gates on the Green Line Arts Center in partnership with the University of Chicago; a renovation and expansion of the Hilbert Museum of California Art at Chapman University in Orange, CA; and an upcoming renovation of the 1936 Hauptbau building at Kunstmuseum Basel. Johnston Marklee is committed to all aspects of the cultural landscape, from working with individual artists to realize projects and work spaces including Theaster Gates, Chris Ofili, David Hartt, to the design of galleries, exhibitions, and serving as Artistic Directors for the 2017 Chicago Architecture Biennial, among other curatorial and research projects led by the firm. This portfolio of institutional work builds upon years of collaborations in the arts, beginning with one of the earliest projects for the Lannan Foundation, where the firm conceptualized the programming and executed the design for their writers-in-residence studios in Marfa, Texas. Their cultural projects distill the many facets of each organization and their creative initiatives to reflect the precise nature of each institution and artistic collaborator. Johnston Marklee believes that a successful design process engages all parties in shaping the future of an institution to reach collective goals.

Sustainable principles are at the forefront of Johnston Marklee's design process with a focus on passive strategies. From initial project and site planning, to material and building system specification, sustainability is a key component of the firm's practice. In several projects, the clients have moved forward with certification including LEED Gold for the UCLA Margo Leavin Graduate Art Studios, and Certified for Homes House. When clients choose to seek certification for projects, the firm works closely with the entire team to achieve this objective and provide documentation as necessary.

**Ownership:** JML is a WBE Limited Liability Partnership owned by Sharon Johnston and Mark Lee.

**JML Offices:** Los Angeles, CA and Cambridge, MA.

**U.S. Experience:** Sharon Johnston is NCARB Certified and licensed in eleven states in the United States, including New York. 70% of the firm's projects are based in the United States, giving them great familiarity working in the U.S.

**Services:** Full architectural design services in-house with a robust network of collaborators for other services including engineering, lighting design, landscape design, sustainability, and environmental graphics.

### SELECT ACADEMIC & DESIGN LEADERSHIP POSITIONS

Mark Lee, Chair of Department of Architecture, Harvard University GSD, 2018-2023  
Harvard University GSD Professors in Practice, 2018-2023  
Artistic Directors of 2017 Chicago Architecture Biennial  
University of Toronto, Frank Gehry International Visiting Chair, Fall 2016  
Princeton University School of Architecture, Option Studio Critic, 2016  
Rice University, Cullinan Chair, Spring 2013

### SELECT ARTS & EDUCATION PROJECTS

UCLA Margo Leavin Graduate Art Studios Campus, Culver City, CA  
Menil Drawing Institute and Energy House, Houston, TX  
Hilbert Museum of California Art, Orange, CA  
Kunstmuseum Basel Hauptbau Renovation, Basel, Switzerland  
Swiss House, San Francisco, CA  
Whitney Museum of American Art Independent Study Program at Lichtenstein Studio, New York, NY  
Philadelphia Contemporary, Philadelphia, PA  
Museum of Contemporary Art Chicago, Chicago, IL  
Honor Fraser Gallery, Los Angeles, CA  
University of Chicago, Green Line Arts Center, Chicago, IL  
Various Small Fires Gallery, Los Angeles, CA  
Mota Cultural Pavilion, Penco, Chile  
Poggio Golo Winery, DEPART Foundation, Montepulciano, Italy  
Robert's Projects Gallery, Los Angeles, CA

### SELECT HONORS & AWARDS

Mies Hall Crown Americas Prize, Finalist, Menil Drawing Institute, 2023  
AIA Architecture Awards, AIA National, Menil Drawing Institute, 2022  
Arts And Letters Award In Architecture, Sharon Johnston & Mark Lee, 2022  
AIA Education Facility Design - Merit Award, UCLA Margo Leavin Graduate Art Studios, 2022  
Project of the Year, USGBC, Los Angeles Chapter, UCLA Margo Leavin Graduate Art Studios, 2021  
Texas Society of Architects Design Award, Menil Drawing Institute, 2021  
AIA Los Angeles Honor Award, Menil Drawing Institute & UCLA Margo Leavin Graduate Art Studios, 2020  
AIA California Honor Award, UCLA Margo Leavin Graduate Art Studios, 2020  
Fast Company Innovations by Design Awards Finalist, UCLA Margo Leavin Graduate Art Studios, 2020  
2019 Architectural Record "New Generation Leader"  
P/A Award Architect Magazine, UCLA Margo Leavin Graduate Art Studios, 2019  
Lafarge Holcim Award, UCLA Margo Leavin Graduate Art Studios, 2017  
P/A Award Architect Magazine, Menil Drawing Institute, 2017  
United States Artists Oliver Fellows, Architecture & Design, 2016  
American Architecture Award, The Chicago Athenaeum, Menil Drawing Institute, 2016

### SELECT EXHIBITION DESIGN

Hammer Museum, Stones to Stains: The Drawings of Victor Hugo, Los Angeles, CA, Fall 2018  
Chicago Architecture Biennial, Exhibition Design, Chicago, IL, Fall 2017  
Museo Jumex, Born Under a Dark Star: Andy Warhol, Mexico City, MX Summer 2017  
Los Angeles County Museum of Art, Moholy-Nagy: Future Present, Los Angeles, CA, Winter 2017  
Lisbon Architecture Triennale, The Form of Form, Lisbon, Portugal, Fall 2016  
Hammer Museum, Robert Heinecken: Object Matter, Los Angeles, CA, 2015  
David Zwirner Gallery, Hammer Museum, Brandywine Museum, James Welling Monograph, 2014  
MOCA, Kaikai Kiki Merchandise Room at @Murakami, Los Angeles, Brooklyn, Frankfurt, Bilbao, 2008  
LACMA LAB, nano, Installation, Los Angeles, CA, 2003

### PRIMARY CONTACT

Sharon Johnston, FAIA  
Partner, Johnston Marklee  
E: sharonj@johnstonmarklee.com  
T: 310.442.4886

### ALTERNATE CONTACT

Nichole Valliere  
Executive Assistant  
E: nichole@johnstonmarklee.com  
T: 310.442.4886

## UCLA MARGO LEAVIN GRADUATE ART STUDIOS

2019, Culver City, California

### Design Brief

The UCLA Margo Leavin Graduate Art Studios required the adaptive reuse of an existing 21,200 SF LA warehouse. Located in the industrial Hayden Tract of Culver City since 1986, the facility needed a cohesive renovation and additional space to include artist studios, lab spaces, a gallery, classroom, shoot room, shared exhibition spaces, an artist-in-residence loft, and covered exterior yards including a communal entry garden, circulation zones, and sculpture yards.

### Design Solution

The 48,000 SF building LEED Gold Certified UCLA Margo Leavin Graduate Art Studios entailed an addition and adaptive reuse of a 21,200 SF historic wallpaper factory for the six disciplines that constitute the curriculum of this premier U.S. Master of Fine Arts program. Inspired by an urban plan, Johnston Marklee developed neighborhoods to organize the artist studios and work spaces around a communal center bay gallery designed for flexible use. The planning of the new studio complex is based on four basic sustainable strategies: purging obsolete and unsafe structures, creating a new continuous ground, creating a new expanded roof, and defining a new porous perimeter block to engage the city and optimize daylight. These strategies unite the existing with the new to form a coherent identity for the program. Functional planning and programmatic adjacencies maximize efficiency and opportunities for encounters between students, critics, artists, and visitors. The spaces were designed to be highly functional but not overly deterministic for the artists with flexible programming to allow the building to adapt to future student and faculty needs. The building's tilt-up construction is inherently sustainable as the system minimized material transport costs, facilitated very fast curing and erection times, and the thick walls maintain cooler interior temperatures, and eliminate the need for complex wall assemblies and waterproofing. The new solar umbrella roof minimizes heating and cooling demands, and localized HVAC distribution minimizes long-term operating costs.

### Project Budget

\$23,000,000

### Project Size

48,000 SF (21,200 SF Renovation, 26,800 SF Addition)

### Key Program Elements & Additional Info

Artist studios, lab spaces, a gallery, classroom, shoot room, shared exhibition spaces, and covered exterior yards including a communal garden, circulation zones, entry arcade, and sculpture yards.

### Select JML Team

Partners: Sharon Johnston, Mark Lee; Project Manager: Nicholas Hofstede; Project Lead: Lindsay Erickson; Project Team: David Gray, Tori McKenna, Justin Kim

### Select Consultant Team

Structural Engineer: SGH; MEP & FPE Engineer: ME Engineers; Landscape Architect: Pamela Burton & Company; Lighting & Daylighting Designer: Horton Lees Brogden (HLB); Cost Estimating: Capital Projects Group

### Project Manager - Owner

UCLA Capital Programs  
John D'Amico, Principal Project Manager  
E: jdamico@capnet.ucla.edu, T: 310 267 4756

### General Contractor

Abbott Construction  
Larry Lantero  
E: llantero@abbottconstruction.com  
T: 626 462 9557

### Client Reference

UCLA Capital Programs  
John D'Amico, Principal Project Manager  
E: jdamico@capnet.ucla.edu, T: 310 663 1030



Aerial view (above); View of exterior facade from Warner Avenue into the sculpture yard (below)



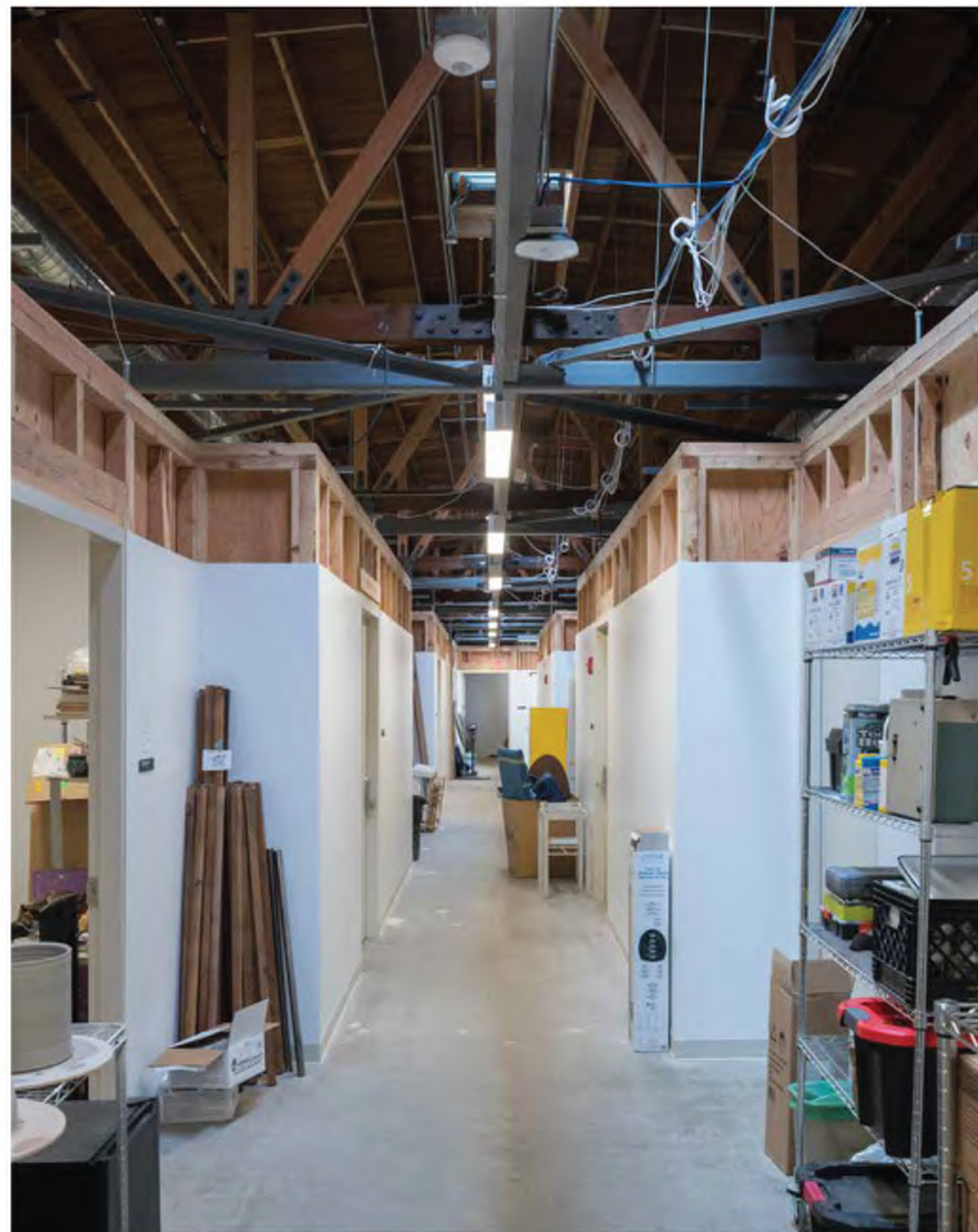
Communal garden courtyard at main building entry



Exterior sculpture yard (above), Loading and ceramics yard to street beyond (below)



Individual artist studios



Studio corridor as a neighborhood streetscape

## ROBERTS PROJECTS

2023, Los Angeles, California

### Design Brief

Roberts Projects is housed within a 1940s former automobile showroom with an arched roof in the Mid-Wilshire district.

### Design Solution

A collection of galleries supports the diverse content and scale of artists' work, including the site-specific installations that have come to define the gallery. The spaces range in scale from a large volumetric day-lit hall to intimate project rooms and a permanent niche conceived by Bolye Saar. The elemental façade and building mass integrate the new gallery into the cultural landscape of the arts and architecture across the city connected through urban boulevards.

### Project Budget

Withheld

### Project Size

10,000 SF (Renovation/Adaptive Re-use)

### Key Program Elements & Additional Info

Galleries, Office space, intimate project rooms & space to support site-specific installations

### Select JML Team

Partners: Sharon Johnston, Mark Lee, Project Director: Nicholas Hofstede, Project Manager: Ted Zhang, Project Team: Lindsay Erickson, Emma Brown

### Select Consultant Team

Lighting: Buro Happold, Low-Voltage, AV/ITC Security: Sonic Fidelity, MEP Engineer: Lewis Ross Associates, Structural Engineer: NOUS Engineering, As-Builts: Dan Fried, Expeditor: Pacific Crest, Photographers: Eric Staudenmaier

### Client / Owner

Roberts Projects



Street view along La Brea Avenue (above); Main gallery exhibition "Colorful Realm," Kehinde Wiley, on view January 21 - April 8, 2023 (below)

## JOHNSTON MARKLEE-DESIGNED GALLERIES

Los Angeles, California

## Design Brief

Arts projects are central to the practice of Johnston Marklee and continue to define the work of the firm. The firm is dedicated to research exploring the needs of arts spaces paired with the assets and qualities that engage visitors. These three galleries: Maison d'Art, Art Shed, and Various Small Fires represent three Johnston Marklee-designed commercial galleries.

## Design Solutions

Maison d'Art is a gallery for modern and contemporary art housed in a re-purposed Greek Revival-style building built in 1928. The preserved classical building shell transitions to an abstracted interior architecture where the gallery program is centralized in a singular voluminous room. The proportions of the main room were carefully calibrated along with the control of both artificial and natural lighting sources in order to accommodate a range of mediums and scales of presentation.

Art Shed is a 4,500 sq ft art gallery situated on a private residential estate in Beverly Hills. The building consists of two volumes comprised of the same house-like shape, which mitigate between the existing topography and a six foot drop down to create a unique variation of spaces for viewing art. This allows for an intimate gallery at the main entrance and a larger scaled exhibition space at the lower level. Two skylights that run the length of the building provide the natural light for the two main galleries. The ceiling is carved to shield direct light from the artwork while obscuring views of the skylights beyond, which gives the illusion that the ceilings are floating above the walls.

Various Small Fires was conceived as an introverted vault, all functional details of the facade of Various Small Fires were removed and the volume was painted entirely in white. Situated on a busy street in Hollywood, its frontage appears mute and inaccessible and its art deco elements remain as ghostly silhouettes. The gallery entrance is reached by way of an unmarked, narrow alley along the side of the building. This 50-foot-long, four-foot-wide sound corridor for curated artists' projects transports visitors to an expansive courtyard: a walled, exterior exhibition gallery for sculpture open to the sky, which nearly doubles the volume of interior space within the building.



Maison d'Art exterior designed with Baro Happold as lighting consultant (above left), interior gallery (above right); Art Shed exterior (middle left), interior gallery (middle right); Various Small Fires courtyard (below left), interior gallery (below right).



JOHNSTON MARKLEE – DESIGN.ARCHITECT

Sharon Johnston, FAIA, Partner

*Project Role: Partner-in-Charge*



Sharon Johnston is founder and partner of Johnston Marklee. Employing her wide-ranging knowledge of diverse architectural practices, Sharon builds and directs distinguished collaborative teams tailored to the specific needs of each client. She works with artists, fabricators and consulting engineers to customize and integrate formal, material, and component-building systems into distinctive architectural solutions. Sharon has led the design of architectural environments that reflect the specific mission of a host of local and international businesses and educational institutions, including the Menil Foundation, the Museum of Contemporary Art Chicago, Beyond Petroleum, Lannan Foundation and UCLA School of the Arts & Architecture. In 2019, Sharon was named New Generation Leader by Architectural Record's Women in Architecture Design Leadership program, and in 2022 was recognized with an Arts Letters Award in Architecture from the American Academy of Arts and Letters. Sharon is registered to practice architecture in thirteen states, including Pennsylvania.

EDUCATION:

Master of Architecture, Harvard University, 1995

BA History, Stanford University, 1988

SELECT PROFESSIONAL AFFILIATIONS:

Registered Architect in Pennsylvania, License No. RA408405

Registered Architect in ten additional states: California, Connecticut, Massachusetts, New York, Kansas,

Montana, Florida, Texas, Utah & Virginia

National Council of Architectural Registration Boards No. 84589

Fellow of the American Institute of Architects

Past AIA Board Member, LA Chapter (2010 – 2012)

TEACHING AFFILIATIONS:

Harvard University GSD Professor in Practice, 2018-2023

University of Toronto, John H. Daniels Faculty of Architecture, Landscape, and Design, Frank Gehry International

Visiting Chair in Architectural Design, 2016

Princeton University, School of Architecture, Visiting Professor, 2016

Harvard University, Graduate School of Design, Visiting Professor, 2013-2015 Rice University, Rice School of

Architecture, Houston, Visiting Professor, 2013

UCLA, Dept. of Architecture and Urban Design, Visiting Professor, 2014; Lecturer, 1998-2005

SHARON'S ROLE AS PARTNER-IN-CHARGE INCLUDES:

- Point of Contact for Client (in coordination with Project Director)
- Leading workshops with key stakeholder groups, Project Director, and other lead consultants
- Guiding overall team on design concepts and objectives
- Supervision of project deliverables and production
- Reviewing contracts between Client and Team

PROJECTS WHERE SHARON PERFORMED SIMILAR ROLE OF PARTNER-IN-CHARGE:

Menil Drawing Institute, UCLA Margo Leavin Graduate Art Studios, Museum of Contemporary Art Chicago, MOCA Los Angeles Masterplan, Philadelphia Contemporary, Green Line Arts Center, Dropbox Global Headquarters, Hilbert Museum of California Art at Chapman University, Whitney Museum Independent Study Program at Roy Lichtenstein Studio

JOHNSTON MARKLEE – DESIGN.ARCHITECT

Mark Lee, Partner

*Project Role: Design Partner*



Mark Lee is founder and partner of Johnston Marklee. Possessing a prodigious knowledge of both architectural history and contemporary discourse, Mark directs design teams while striving for efficiency and precision in production. Mark's expertise and immersion in both historical and contemporary construction methods and building practices has contributed to an award-winning, internationally recognized body of work. Combining his academic and design expertise, Mark conducts design research to define tailored architecture environments for our clients with all the relevant tools of design and architecture. Mark has written and lectured widely, including appearances at the Venice Architecture Biennale, Architectural Record Innovation Conference, the Hammer Museum, Gagosian Gallery, and the Bauhaus, among others. Mark was appointed Chair of the Department of Architecture at Harvard University's Graduate School of Design in 2018.

EDUCATION:

Master of Architecture II, Harvard University, 1995

BA Architecture, University of Southern California, 1991.

PROFESSIONAL AFFILIATIONS:

Documentation & Conservation of Buildings, & Sites of the Modern Movement (DOCOMOMO US) Member,

National Board of Directors, 2004 - 2008

TEACHING AFFILIATIONS:

Harvard University GSD, Chair of Architecture Department, 2018-2023 Harvard University GSD Professor in

Practice, 2018-2023

University of Toronto, Frank Gehry International Visiting Chair in Architectural Design, 2016 Princeton

University, School of Architecture, Visiting Professor, 2016

Harvard University, Graduate School of Design, Visiting Professor, 2013-2015 Oslo School of Architecture and

Design, AHO Design Studio Critic, 2015

Rice University, Rice School of Architecture, Houston, Visiting Professor, 2013

Technical University Berlin, Department of Architecture, Guest Professor, 2009-2011

Swiss Federal Institute of Technology Zürich (ETH), Faculty of Architecture and Design, 1995-1998

University of California Los Angeles (UCLA), Dept. of Architecture and Urban Design, Visiting Professor, 2014;

Adjunct Professor, 1998-2008; Vice Chair, 2006-2007

MARK'S ROLE AS DESIGN PARTNER WILL INCLUDE:

- Setting the design direction of the project through all phases of design
- Creating overall aesthetic presentation
- Directing the team in development of conceptual framework and design solutions in Schematic Design and Design Development

PROJECTS WHERE MARK PERFORMED SIMILAR ROLE OF DESIGN PARTNER:

Menil Drawing Institute, UCLA Margo Leavin Graduate Art Studios, Museum of Contemporary Art Chicago, MOCA Los Angeles Masterplan, Philadelphia Contemporary, Green Line Arts Center, Dropbox Global Headquarters, Hilbert Museum of California Art at Chapman University, Whitney Museum Independent Study Program at Roy Lichtenstein Studio

# HISTORIC RESOURCES GROUP

## FIRM PROFILE

Established in 1989, Historic Resources Group is the leading firm devoted solely to historic preservation planning, historic architecture consulting, and development services for historic resources in California. HRG staff includes historic architects, architectural historians, historians, and planners. All HRG professional staff meet or exceed the *Secretary of the Interior's Professional Qualification Standards* in Historic Architecture, Architectural History, Historic Preservation, History and/or Historic Preservation Planning.

With proven expertise in issues related to the preservation of the historic built environment, HRG has offered its clients – which include developers, real estate professionals, architects, non-profit organizations, community groups, and municipal, county, regional, state, and federal government agencies – a wide range of preservation services. The firm has extensive experience in environmental review of cultural resources; advising on all phases of rehabilitation projects and compliance with the *Secretary of the Interior's Standards*; and identifying, evaluating, and nominating historic resources at the local, state, and national levels. Since its founding, HRG has been committed to performing public sector preservation work with California municipalities.

## CERTIFICATIONS

Women-Owned Business Enterprise (WBE)  
Small Local Business Enterprise (SLB)

## AREAS OF SPECIALIZATION

Historic Resources Group's services include the following areas:

- Comprehensive Preservation Planning
- Condition Assessments
- Feasibility Studies
- Design and Construction Monitoring
- Historic Resource Evaluations and Designation
- Historic Context Statements
- Historic Resource Surveys
- Environmental Review: CEQA, NEPA, and Section 106
- Federal Investment Tax Credit Certification
- Architectural Preservation
- Historic Structure Reports
- Cultural Landscape Reports
- Compliance with the *Secretary of the Interior's Standards*
- Mills Act Property Tax Reduction

# HISTORIC RESOURCES GROUP



LAMP Rendering

**Los Angeles World Airport, LAX:** HRG provides ongoing preservation consulting services for LAWA, the operating agency for LAX. This effort includes architectural consulting, environmental review for large-scale improvement and circulation projects on the 2,950-acre property, historic resource assessments and surveys, and compilation of preservation plans to guide development on the site.

Client: Ricondo, CDM Smith | Start/End Date: October 2014/Ongoing  
Reference: Stephen Culberson, Vice President, Ricondo - [S.Culberson@ricondo.com](mailto:S.Culberson@ricondo.com)

Funding Source: LAWA | Dollar Amt: Confidential  
Team Role: Historic Preservation Consultant, On-Call  
Lead Staff: Paul Travis, *Project Manager*; John LoCascio, *Preservation Architect*; Peyton Hall, *Principal Architect*; Laura Janssen, *Senior Architectural Historian*; Robby Aranguren, *Associate Planner*  
Project Management Updates:  
Deliverables: Historic Resource Assessments, Project Impact Analyses, Historic Resource Surveys/Documentation. HABS



Historic Fresno Fulton Corridor

**Downtown Fresno Specific & Community Plans:** Historic Resources Group was a crucial member of the consulting team tasked with creating a specific plan and related Environmental Impact Report for a 655-acre plan area around the "Fulton Corridor" section of downtown Fresno. Key objectives of the project included soliciting community input to guide the plan process and achieve consensus on the community's vision for the area; coordinating the effort to transform Downtown Fresno into a vibrant 24-hour center for activity; and revitalizing Fulton Corridor and the surrounding districts via encouraging development, improving aesthetics, updating infrastructure, and working on attracting new business as well as expanding existing business. HRG conducted public presentations, participated in design charrettes, and executed a historic resource survey in preparation for a Cultural Resources Technical Report and the Plan EIR.

Client: City of Fresno | Start/End Date: 2009-2013/2018  
Reference: Wilma Quan Schector, Fresno City Manager - [wilma.quan-schector@fresno.gov](mailto:wilma.quan-schector@fresno.gov)  
Funding Source: City of Fresno | Dollar Amt: Confidential  
Team Role: Preservation Consultant  
Lead Staff: Paul Travis, *Project Manager*; Christine Lazzaretto, *Senior Architectural Historian*; Kari Fowler, *Senior Planner*; Robby Aranguren, *Planning Associate*

# HISTORIC RESOURCES GROUP



*Santa Monica City Hall*

**City of Santa Monica, Projects Summary:** In addition to these examples of large-scale district projects, HRG has also worked with the City of Santa Monica on several projects requiring historic preservation initiatives, including a Historic Resources Inventory Update with the first comprehensive citywide historic context statement; and ongoing consultation for the planning department, including historic resources assessments, landmark reports, architectural consultation, and environmental review.

Client: City of Santa Monica | Start/End Date: October 2014/Ongoing  
Reference: Stephanie Reich, Design & Historic Preservation Coordinator -  
stephanie.reich@smgov.net  
Funding Source: City of Santa Monica | Dollar Amt: Various  
Team Role: Historic Preservation Consultant  
Lead Staff: Various

# HISTORIC RESOURCES GROUP

12 S. Fair Oaks Avenue, Suite 200  
Pasadena, CA 91105

Tel 626-793-2400  
[historicresourcesgroup.com](http://historicresourcesgroup.com)



## ADAM RAJPER

*Staff Preservation Specialist*

### Experience Profile

Years of Experience: 8

Adam has worked in historic preservation in the non-profit, private, and public sectors. He joined HRG in 2022; his areas of focus include preparing documentation in support of CEQA, NEPA and Section 106 environmental review, and historic resources assessments.

Adam has worked on a variety of projects, including state and federal historic tax credit applications, local preservation incentives, National Register nominations, Historic Structure Reports, Historic American Building Survey (HABS) documentation reports, historic resource surveys, historic context statements, and historic rehabilitations.

Prior to joining HRG, Adam was a senior architectural historian for consulting firms in California and Texas, most recently MacRostie Historic Advisors in Houston. He also served as Preservation Director for Pasadena Heritage and Historic Preservation Specialist for the City of San Antonio Office of Historic Preservation.

Adam Rajper meets the *Secretary of the Interior's Professional Qualification Standards* in Historic Preservation in History, Architectural History and Historic Architecture.

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### Selected Projects

Aurora Apartment Hotel National Register Nomination, San Antonio, Texas 2021  
American National Insurance Company National Register Nomination, San Antonio, Texas 2021  
Friedrich Refrigeration Company Complex Official Texas Historical Marker application, San Antonio, Texas 2020  
RMS Queen Mary Historic Structures Report, Long Beach, California 2017  
Rancho Los Amigos Historic Survey, Downey, California, 2017

### Education

Master of Science, Historic Preservation, Columbia University  
Bachelor of Architecture, California State Polytechnic University, Pomona

### Awards

Robert C. Weinberg Award, 2008  
William Kinne Fellows Traveling Prize, 2008  
Alpha Rho Chi Bronze Medal, 2004

### Professional Affiliations

Adobe in Action  
Adobe Alliance  
Association for Preservation Technology  
Columbia University Preservation Alumni  
Pasadena Heritage  
Rehabber Club  
The 1947 Partition Archive  
Society of Architectural Historians

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## KARI MICHELE FOWLER

*Project Manager*

### Experience Profile

Years of Experience: 22

Kari Fowler has been with HRG since 2001 and specializes in master planning, CEQA, NEPA and Section 106 environmental review, and historic resources assessment.

At Historic Resources Group, Kari's responsibilities include supervising and conducting historic resources surveys, including developing survey methodologies, conducting fieldwork, data management and analysis, and historical research. She specializes in historic context statements and generating environmental documents relating to historic resources, including CEQA, NEPA, and Section 106 review. Kari has evaluated and documented historic resources at the local, state, and national levels, including the preparation of local landmark applications, nominations and determinations of eligibility for the California and National Registers, and National Historic Landmark nominations.

Kari has managed several large-scale historic resources surveys throughout California, including in the cities of Ventura, San Clemente, Paso Robles, Temple City, Santa Monica, and San Diego. Most notably, she served as HRG's Project Manager for SurveyLA, Los Angeles' citywide historic resources survey, from 2010 to 2018. As part of this project, she developed a field survey and data collection methodology that allowed for large and complex geographical areas to be surveyed effectively and efficiently. She also drafted the Multi-Family Residential Sub-Context for the SurveyLA Historic Context Statement. Her work on historic resources surveys and historic context statements has won awards from the Los Angeles Conservancy, the California Preservation Foundation, the Vernacular Architecture Forum, and the American Planning Association.

Kari Michele Fowler meets the *Secretary of the Interior's Professional Qualifications Standards* in Historic Preservation Planning and History.

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### Selected Projects

SurveyLA City of Los Angeles Citywide Survey  
SurveyLA Multi-Family Residential Historic Sub-Context Statement  
SurveyLA Chinese American Historic Context Statement  
City of Paso Robles Citywide Historic Context Statement, Historic Resource Survey, and Historic Preservation Ordinance  
City of San Diego, Greater North Park & Greater Golden Hill Historic Community Plan Area Surveys  
City of Pasadena Resources of the Recent Past Historic Context Statement  
City of San Clemente Survey Update & Historic Context  
City of Temple City Context & Historic Resource Survey  
City of Ventura Downtown Historic Context & Survey Update  
City of Lompoc Historic Context Statement and Historic Resources Survey

### Education

Master of Arts in Urban Planning, University of California, Los Angeles  
Bachelor of Arts, English, Magna Cum Laude, University of California, Los Angeles

### Speaking Engagements

California Preservation Foundation  
Evaluating Non-Building Resources  
Historic Resources Surveys  
Preservation Planning  
Getty Conservation Institute  
SurveyLA  
University of Southern California  
Lecturer, Heritage Conservation Summer Program, 2014-2016

### Professional Affiliations

American Planning Association, Urban Design & Preservation Division  
American Planning Association, Los Angeles Chapter, Member  
Los Angeles Conservancy  
California Preservation Foundation  
National Trust for Historic Preservation, Member

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## PAUL D. TRAVIS, AICP *Principal-in-charge*

Experience Profile  
Years of Experience: 17

Paul Travis has been with Historic Resources Group since 2006 and specializes in master planning, CEQA, NEPA and Section 106 environmental review, and historic resources assessment.

At Historic Resources Group, Paul manages planning-related projects with a focus on large, multi-property sites including college campuses, historic downtowns, neighborhoods and districts, industrial sites, motion picture studios, and military bases. Paul has drafted preservation plans for the University of Southern California, NBC Universal Studios, Hollywood, and Los Angeles International Airport. He has participated in the development of community plans or specific plans for Paso Robles, Fresno, and Whittier; and has been involved in the master planning process for Loyola Marymount University, Occidental College, Mount St. Mary's College, Fox Studios, the Alameda Naval Station, and the Downey NASA site. Recent survey experience includes historic resource surveys for the cities of Los Angeles, Ventura, Glendale, Paso Robles, San Diego, and Fresno.

Prior to working at HRG, Paul worked as a research assistant at the Lewis Center for Regional Policy Studies performing academic research for study of transit-oriented development along the Pasadena Gold Line light rail system. Responsibilities include gathering and analysis of ridership data and adjacent development activity, and field observation of conditions surrounding transit stops.

Paul Travis meets the *Secretary of the Interior's Professional Qualification Standards* in Historic Preservation in Historic Preservation Planning and History.

# HISTORIC RESOURCES GROUP

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[historicresourcesgroup.com](http://historicresourcesgroup.com)

## Selected Projects

Fresno Fulton Corridor Specific Plan, Fresno  
Fox Studios Master Plan, Century City  
Gamble House Cultural Landscape Report, Pasadena  
LAX Historic Assessments, Environmental Review, Preservation Plan  
NBC Universal Evolution Plan, Universal City  
Sunset Bronson Studios, Hollywood  
SurveyLA, Los Angeles  
Thacher School, Ojai

## Education

Master of Arts in Urban Planning,  
University of California, Los Angeles, 2006  
Bachelor of Fine Arts, Printmaking,  
San Jose State University, San Jose, 1985

## Speaking Engagements

California Preservation Foundation  
Historic Resources and the California Environmental Quality Act  
Historic Resources Surveys  
Preservation Planning  
American Planning Association, California Chapter  
Preservation Planning

## Professional Affiliations

American Institute of Certified Planners, Member  
American Planning Association, Urban Design & Preservation Division,  
Member  
American Planning Association, Los Angeles Chapter, Member  
California Preservation Foundation, Guest Speaker, Workshop Leader  
National Trust for Historic Preservation, Member



STAFFING RATE SHEET

STAFFING RATES

# CONSULTANT RATES

## STOSS

Sr. Director  
 Director  
 Senior Project Manager  
 Project Manager  
 Lead Designer  
 Sr. Designer  
 Designer  
 Intern

## WXY

Principal in Charge  
 Managing Principal  
 Director/Associate Principal

## HR&A

Chair/CEO  
 Partner  
 Principal  
 Director  
 Senior Analyst  
 Analyst  
 Research Analyst  
 Admin

## ARUP

Principal/Project Director  
 Associate Principal/ PM  
 Associate  
 Senior Engineer/Consultant II  
 Senior Engineer/Consultant I  
 Engineer Consultant III  
 Engineer Consultant II  
 Engineer Consultant I  
 BIM Manager  
 Senior BIM Technician  
 BIM Technician  
 Senior Project Controls  
 Project Controls  
 Project Administration

## CLIMATE POSITIVE DESIGN

Executive Director  
 Technical Director  
 Research Director  
 Design Staff  
 Project Assistant

## GROUP DELTA

Principal  
 Associate  
 Senior  
 Project  
 Senior Staff  
 Staff  
 Designer/Illustrator/AutoCAD  
 Technical/Project Support/Admin  
 Driver/Delivery of Samples  
 Project Manager  
 Quality Control Manager  
 Laboratory Manager  
 Senior Environmental Technician  
 Environmental Technician  
 Technician/Inspector  
 Technician / Laboratory Testing

## LSA

Principal  
 Associate  
 Senior Planner  
 Planner  
 Assistant Planner

## CONSENSUS

Partner  
 Senior Vice Partner  
 Vice President  
 Director  
 Project Manager  
 Assistant Project Manager  
 Associate

## CARS

President  
 Executive Director  
 Vice President  
 Director of Production  
 Executive Coordinator

## DAILY TOUS LES JOURS

Principal  
 Project Manager  
 Researcher / Content  
 Senior Designer  
 Intermediate Designer  
 Junior Designer

## HRG

Managing Principal  
 Principal Architect Emeritus  
 Principal  
 Senior Architectural Historian  
 Senior Preservation Planner  
 Senior Architect  
 Staff Photographer  
 Staff Architectural Historian  
 Staff Preservation Planner  
 Staff Architect  
 Associate Staff  
 Clerical

## JOHNSTON MARKLEE

Principal  
 Director  
 Senior Associate  
 Associate  
 Senior Designer  
 Designer  
 Intern  
 Administration





REFERENCES

## REFERENCES



**STOSS**

## References



**WXY**

# DIVERSITY AND EQUITY AT STOSS: OUR APPROACH AND TEAM

## WORKING WITH DIVERSE COMMUNITIES

On every project, we assemble racially diverse teams that are ready to exchange ideas with the communities where we work, respond thoughtfully to any tensions or complexities that may exist or emerge, and develop design and programming that speaks to the cultural traditions and history of any given place.

Our past work demonstrates our ability to design parks that are inclusive, equitable, and accessible. Moakley Park is located next to two major Boston Housing Authority (BHA) properties, which previously had been spatially cut off from the park's main entrances. Taking into account the hundreds of nearby BIPOC residents who did not feel any ownership over the park in their backyard, we redesigned major entrances and spaces to create a welcoming approach from the BHA properties, including sweeping harbor views.

For the Brickline Greenway in St. Louis, we challenged the notion that an east-west greenway would serve the city fully; through an expansive community engagement process, we developed a transformative plan that takes into consideration the spaces, landmarks, and narratives of the primarily African-American neighborhoods to the

north and south of the original project axis. The design stitches together segregated spaces and uncovers lost histories of racism and neighborhood erasure.

## DIVERSITY AT STOSS

Diversity and equity are core to our mission, and have been since our inception. We were founded and are owned by a husband and wife team, Chris Reed, who is white, and Paige Scott Reed, who is African-American. From the outset, we have made diversity agendas of many types a core part of who we are--our leadership and staff, how we work as designers, and how we operate as a workplace. We're proud to work on projects that serve the communities who need it most; and we're proud to bring a team to this work that comes from a vast range of backgrounds and experiences. In every project, our goal is to bring an explicitly anti-racist approach to both our design process and the design outcome, and specifically to amplify voices that are typically underrepresented or not invited to the table at all.. This requires genuinely engaging with the end users of our work; finding partners who can help us build community trust and identify our own blind spots; and sometimes bringing in experts who advise us and clients specifically on equity and inclusion strategies for projects. All of this is coupled with



Our team

Founding Director Chris Reed's diversity efforts at the Harvard Graduate School of Design, where he sits on the Dean's Diversity Cabinet and has led and been involved in student and faculty recruitment efforts that are bringing more BIPOC applicants, matriculated students, faculty members, and outside voices to the highest levels of academia.

We also acknowledge that there is a lot of work to be done: our profession is not diverse, and has a long history of complicity with racially motivated exclusion and disinvestment. And while landscape architectural education starts with more women than men, the profession loses women at a greater rate than men, and tends to promote and reward men over women. We hope to do our part in moving landscape architecture towards an equitable and inclusive future for all people.

## COMPANY DEMOGRAPHICS

### FIRM OWNERSHIP

Stoss was co-founded and is co-owned by Paige Scott Reed, an African-American woman who serves as legal advisor, corporate officer, and director to the firm. Co-founder Chris Reed is first-generation college educated, and serves as design director for the practice and president of the corporation.

### FIRM MANAGEMENT (DIRECTOR LEVEL)

100% men, 0% women  
50% white, 50% Asian

### FIRM LEADERSHIP (ASSOCIATE AND DIRECTOR LEVEL)

71% men, 29% women  
57% white, 29% Asian, 14% Black;  
and 14% Latino/a of any race

### OVERALL FIRM DEMOGRAPHICS (ALL LEVELS)

60% men, 40% women  
50% white, 40% Asian, 10% Black;  
and 10% Latino/a of any race

### LANGUAGES SPOKEN

Mandarin, Korean, Thai, Spanish

## MENTORSHIP AND GIVING BACK

### NORTH CAROLINA A&T INTERNSHIP / MENTORSHIP PROGRAM (2021-PRESENT)

NCA&T is home to the largest undergraduate population of undergraduate landscape architecture students at any HBCU (Historically Black Colleges and Universities). Beginning in 2021, Stoss will provide paid summer internships, housing and technology stipends, and ongoing mentorship to NCA&T students.

### MADISON PARK /INTERNSHIP (MARCH 2019-PRESENT)

Since 2019, Stoss has worked with Madison Park Development Corporation to provide job opportunities for underserved youth, aged 14-19, in the Boston area. This work serves Madison Park's mission to support at-risk city youth through workforce development, while also providing young people with a first exposure to future career paths in landscape architecture.

### WxLA AND WiD

Stoss is a financial sponsor of WxLA, an advocacy initiative created in 2018 to encourage and lead efforts toward gender equality in the landscape profession. Stoss leadership regularly speaks at WxLA events and participates in the WxLA scholarship selection process.

Stoss leadership also regularly participates in events and speaking opportunities organized by WiD (Women in Design), a student organization at the Harvard Graduate School of Design.

### FINANCIAL CONTRIBUTIONS

In 2020, we donated money to local organizations that are fighting for racial justice and supporting Black communities in six cities where we have worked: Boston, Los Angeles, Galveston, Milwaukee, Green Bay, and St. Louis. We also continue to support programs through the Landscape Architecture Foundation and other organizations that support diversity initiatives.

**Stoss Landscape Urbanism**

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