



Staff Report

City of Manhattan Beach

TO: Honorable Mayor Ward and Members of the City Council

THROUGH: Geoff Dolan, City Manager

FROM: Sherilyn Lombos, Deputy City Manager

DATE: June 20, 2006

SUBJECT: Consideration of a Contract with MDA Johnson Favaro for Development of a Community Facility Strategic Plan

RECOMMENDATION:

The Facility Strategic Plan sub-committee (Mayor Pro Tem Tell & Councilmember Aldinger) and staff recommend that the City Council a) accept the presentation from MDA Johnson Favaro regarding their proposal for a community facility strategic planning process; b) authorize the City Manager to enter into an agreement with MDA Johnson Favaro for \$385,000 plus an additional not-to-exceed \$85,000 for reimbursable expenses; and c) appropriate \$230,000 from General Fund Reserves for this project.

FISCAL IMPLICATION:

During the budget deliberations on June 6, the City Council appropriated \$250,000 from the Capital Improvement Fund for this project. Since the proposal for this project totals \$480,000, an additional \$230,000 needs to be appropriated. Sufficient reserves are available in the General Fund Reserves.

BACKGROUND:

At the October 18, 2005 City Council meeting, the City Council approved moving forward with a community facility strategic planning process with the ultimate goal of having a road map for the next 10 to 15 years for community facilities. The Council allocated \$250,000 from the CIP fund and appointed two Councilmembers to the sub-committee. The sub-committee met on December 1, 2005 and made the decision to release a Request for Qualifications (see attached). The RFQ was intended to solicit firms with experience in community visioning, design development and strategic planning for community facilities. The RFQ was released in January 2006 and sent to a total of 15 firms; 5 firms responded with statements of qualification.

On March 23 and 24, 2006, the sub-committee, plus the City Manager, the Deputy City Manager and two School Board Members (Ida VanderPoorte and Amy Howorth) interviewed four firms. The original goal of the interviews was to gain additional information about an approach or process for the community facility strategic plan. The four firms that were interviewed were:

- Moore Iacofano Goltsman, Inc. This is the firm that did our Downtown Strategic Plan over 10 years ago. The team that interviewed with the sub-committee was a completely different team than 10 years ago; the sub-committee felt that while MIG was fairly strong in the community engagement area (although there was some disagreement as to whether their unique techniques would be effective in our community), they did not have a strong architecture and design component.
- MK Think. It was unclear to the sub-committee the depth of this firm in any of the components (community engagement, architecture or design). The firm has done a large number of school projects, but it was felt that their experience and focus was in a different direction than what the City is looking for.
- Thornhill Associates / DMJM H&N, Inc. Thornhill Associates most recently led the Manhattan Beach Chamber of Commerce's Strategic Planning effort. It was felt by the sub-committee that Thornhill Associates strength is primarily in business planning. The team that was being proposed had never worked together as a team and it was unclear if that would be an impediment to the ultimate outcome of the project.
- MDA Johnson Favaro. Recent relevant experience includes the West Hollywood Parks Master Plan. The team included the two principals who made an exciting and relevant presentation covering all of the areas we were looking for along with interesting concepts and ideas.

After interviewing the four firms, the entire group agreed that one firm, MDA Johnson Favaro had all of the components we were looking for in this process (see attached statement of qualifications). It was agreed by all that while other firms had components of what we were looking for, no other firm had the entire package that included the community engagement plus the architecture, urban design, cost estimation, etc. with relevant municipal experience.

The sub-committee decided to contact MDA Johnson Favaro and request a proposal from them for the community strategic planning. Early in May the two principals of MDA Johnson Favaro, Jim Favaro and Steve Johnson came to Manhattan Beach and spent several hours doing more in-depth interviews with key staff and getting more information about the facilities and properties that will be included in this process. They then presented their detailed work plan and associated fee proposal for the entire process to the sub-committee on May 19, 2006. Since that time staff has done a significant amount of due diligence on the scope and fee proposal including talking to other cities, comparing billing rates, and discussing scope reductions with the MDA Johnson Favaro team. The results of those efforts will be fully discussed in the next section.

DISCUSSION:

The sub-committee has been very clear that at the end of the community facility strategic planning process, the City should have the following:

- Clear priorities for community facilities for the next 10-15 years.
- A defined approach for achieving the priorities, including recommendations on next steps, and specific phases.

- The ability to move immediately to the next step, i.e., the final product should be sufficiently clear and comprehensive that there will not be an opportunity for the plan to collect dust on a shelf waiting for the next phase. This assumes that not only is the plan clear and comprehensive but that the process to get there will have created significant community enthusiasm and momentum.

MDA Johnson Favaro's approach to our project is appealing in several ways. One, they have a proven track record of creating community momentum around potentially challenging projects. They have several examples of projects that had previously been contentious, divisive and did not have full Council support that they were able to create agreement and ultimately momentum for the projects. One of the ways they accomplish this is through visualization and option development. They create pictures to react to; they sketch the ideas; they bring models that can be touched and manipulated; all ultimately giving stakeholders the opportunity to express ideas, see the feasibility of their ideas, and watch as their ideas get transformed into projects. The MDA Johnson Favaro team has two separate skill sets that the sub-committee and staff have come to believe are vital to the success of this project: they have the community engagement component, plus they have a very strong architecture and urban design component. We did not see these two skill sets in any other firms we interviewed. In order to get the same mix, we believe we would have to hire at least two firms.

MDA Johnson Favaro's work plan includes four phases for a total of 52 weeks. The four phases are:

- Mobilization, 3 weeks.
- Reconnaissance & Analysis, 17 weeks. Activities include:
 - o Assemble & review existing documents
 - o Document existing sites and facilities graphically
 - o Analyze the existing sites, facilities use patterns and their physical status
 - o Document near term and long term facilities needs
 - o Analyze existing traffic & parking; identify real estate opportunities and challenges
 - o Meetings to be held during this phase include those with the project sub-committee, the project steering committee, the Parks & Recreation Commission, the City Council, community groups, the School District, City departments, and a city-wide community meeting
- Option Development, 26 weeks. Activities include:
 - o Program distribution alternates
 - o Facilities site area needs and configuration alternates
 - o Master plan and master plan implementation alternates
 - o Qualitative imagery
 - o Alternate traffic & parking scenarios; analysis of potential real estate opportunities & challenges
 - o Cost estimation for alternate site and facilities development
 - o Meetings to be held during this phase include those with the project sub-committee, the project steering committee, the Parks & Recreation Commission, the City Council,

community groups, the School District, City departments, and a city-wide community meeting

- Final Documentation, 6 weeks. Activities include:
 - o Finalize master plan regulating and illustrative plans
 - o Property acquisition and/or project implementation
 - o Qualitative imagery
 - o Opinion of probable construction costs for Phase I projects
 - o Meetings to be held during this phase include those with the project sub-committee, the project steering committee, the City Council, and a city-wide community meeting

For each of these four phases, the two principals will be hands-on and actively involved. They are not just the face of the organization; they do the actual work as well. Jim Favaro and Steve Johnson will make a presentation at tonight's Council meeting explaining in depth their proposal, work plan specifics, ultimate outcomes, and process.

The sub-committee and staff are strongly recommending awarding a contract to MDA Johnson Favaro for the community facility strategic planning process; however, the fee proposal came in significantly higher than what the City had originally budgeted. The \$250,000 we had originally budgeted for this project came from taking the amount we spent on the Downtown Strategic Plan ten years ago (\$125,000) and doubling it. While we did not do any market research to find out how much we might expect to pay for such a plan, in reality, this firm embodies two different and distinct skill sets, community engagement and architecture/urban design; we are essentially getting two teams in one consultant. In addition to the two distinct skill sets this team brings to the table, they have essentially included the entire City in their study – focusing specifically on four main areas. The value of those two factors is significant.

Since the sub-committee and staff did not believe there was a realistic competitor to this firm for this project (without looking at two different firms), we undertook several efforts to determine if this fee proposal was within market. First, we compared their billing rates with a number of other comparable firms. We found out that they are very comparable, in fact, the billing rate for their principals are lower than almost every other firm we looked at (the caveat to that is that both principals are involved in all aspects of the project, which increases the overall cost). Second, we checked MDA Johnson Favaro's references; we talked to several of the contacts with projects they have recently worked on. Across the board, their references say that they were well worth the investment and that they ended up with a product that exceeded their expectations. Third, we approached MDA Johnson Favaro and asked them to narrow their scope and thus their fee. They provided a letter with potential cuts (see attached). While they were able to identify approximately \$155,000 that could be cut, it was clear that in the long run, cutting would not benefit the City or this process. If this is to be a valid, useful, long-term (15 year) strategic plan, then it was the sub-committee's opinion that we should do it right and over 15 years, considering potentially millions of dollars worth of projects, \$480,000 is a reasonable investment. Yes, the cost of their proposal could be cut but the City would end up with less public input (an important part of this project since the community is who will be defining priorities and buying into the long-term plan and its funding) and fewer sites that would be analyzed by the consultant (giving the City a less than comprehensive plan).

Other options we considered included reissuing a Request for Proposal to see if additional firms would respond. The major downside to this option is the possibility of losing MDA Johnson Favaro to other projects. We also discussed going back to the three firms that submitted qualifications to see if they would submit a proposal. The sub-committee did not feel that was a valid option, as it was clear to everyone that none of the three firms would provide the product or process we are looking for. If we did go back through a Request for Proposal process, we believe we would most likely have to hire a team of at least two types of consultants in order to match the skill set we are getting with the MDA Johnson Favaro team.

There was also extensive discussion at the sub-committee level about the product and where we will be at the end of this. The MDA Johnson Favaro team will address this issue during the presentation; however, it was the sub-committee's final determination that the level of detail that comes out of this process will allow the City to immediately move toward funding phase I of the plan. We will have a prioritized list of facility needs, where such facilities are to be placed, the programs they are to accommodate and the costs of realizing them.

CONCLUSION:

The Community Facility Strategic Plan Sub-Committee and City staff recommend that the City Council accept a presentation from the MDA Johnson Favaro team regarding their proposal for a strategic planning process, authorize the City Manager to enter into an agreement with MDA Johnson Favaro to carry out their proposal for \$385,000 plus an additional not to exceed \$85,000 for reimbursable expenses (which includes additional consultants such as real estate, cost estimation and traffic), and appropriate \$230,000 from General Fund Reserves to fully fund this project.

- Attachments:
- A. Request for Qualification
 - B. MDA Johnson Favaro Statement of Qualifications
 - C. Letter dated May 29, 2006 outlining potential cuts



City of Manhattan Beach

Request for Qualification (RFQ)

Summary of Requested Services

The City of Manhattan Beach is requesting statements of qualifications from firms experienced in providing services in community visioning, design development and strategic planning for community facilities.

Notice to Consultants

The City of Manhattan Beach intends to undertake a process of competitive bidding to select a project consultant for the process of creating a facilities strategic plan. The City invites statements of qualifications from parties, either in an individual capacity or as consortia. The intent of this request is for pre-qualification and not for receiving bids. The City's objective is to select an entity which has the research capability and community-based participation experience as well as technical expertise to successfully guide the City in developing a facilities strategic plan.

The selection process involves a Request for Qualification followed by a Request for Proposal process entailing a detailed evaluation of eligible bidders' proposals. Eligible bidders would be required to submit their detailed project proposals in response to the RFP document.

Submittal Deadline

Statements of qualification will be received only at the City of Manhattan Beach, 1400 Highland Ave, Manhattan Beach, CA 90266 between 8:00 a.m. – 5:00 p.m. Monday through Friday, **but no later than 5:00 p.m., Friday, January 20, 2006.** All applications received after the appointed hour for submittal, whether by mail or otherwise will be returned unopened. Statements of qualification may not be submitted by facsimile machine or email.

Submit Statements of Qualifications to:

City of Manhattan Beach
City Manager's Office
1400 Highland Ave.
Manhattan Beach, CA 90266
Attention: Sherilyn Lombos

I. Description of the City of Manhattan Beach

The City of Manhattan Beach is located 19 miles southwest of downtown Los Angeles on the southerly end of Santa Monica Bay and 3 miles from LAX airport. It is a beach city with 2.1 miles of beachfront and 40 acres of recreational beach area. Manhattan Beach is home to 33,852 people as of the 2000 Census with just over 14,000 households. Incorporated in 1912, Manhattan Beach is a general law city with eight departments, 267 full-time and over 125 part-time employees. Operating under the Council-Manager form of government, policy direction is provided by a five member City Council elected at large in staggered four-year terms with a rotating Mayor system.

II. Purpose of the Community Facility Strategic Plan

The City of Manhattan Beach will be soliciting proposals to assess the needs for community facilities throughout the city and to develop a “Facilities Strategic Plan” with recommendations by the consultant for community involvement, design, utilization and construction. With numerous community facility needs expressed over the years, the City is initiating a development plan to meet user needs and priorities and generate enthusiasm to build new projects as part of the Capital Improvement Plan. The strategic plan will serve as a foundation for enhancing the quality of life and activities in the City by increasing recreational capacity. We are request for qualifications at this stage and proposals will be requested under a future RFP.

III. Planned Scope of Services

Critical skills for the Facilities Strategic Plan include community process and facility evaluation. It is recognized that one firm may not have all of the required skills; therefore, firms with some or all of the required skill sets are encouraged to submit statements of qualifications as teams with expertise and experience in project management, survey development, community process and planning, building and concept design, and job estimation. Statements of qualifications may include experience outside this requested scope with appropriate relevance. The following phases have been identified by staff as being essential to the development of a plan.

Phase 1: Community Needs Assessment

The goal of the needs assessment phase is to facilitate the open exchange of information amongst all community stakeholders and formulate a vision to help with the identification of priorities. The consultant team will coordinate with City staff concerning goals, objectives and logistics of generating relevant input, participation and support of the community on the projects. The community involvement process may include, but not limited to, walking tours, internet outreach, survey development and administration, focus group discussions, visioning workshops and/or town hall meetings for a thorough assessment of public needs, insights and aspirations.

Phase 2: Facility and Property Survey and Evaluation

The facility evaluation phase will include review and tracking of existing programs and activities, whether seasonal or ongoing, as well as surveying the physical condition of existing sites and other available properties. It may also include a structural analysis of the facilities, the coordination with City staff, and collaboration with City Departments, the School District and other property holders to accurately assess the level of utilization and condition and to determine the potential and enhancement strategies of existing and possible properties.

Existing facilities to be evaluated

Scout House
Joslyn Hall
Begg Pool
Manhattan Heights Community Center
Live Oak Park Hall
Live Oak Park Basketball Courts
School District Basketball Courts (Begg)

Available/Possible Properties

School District maintenance facility
School District land -LaDera
Library Land and Building Purchase

Phase 3: Design Concept and Cost Estimate Phase

Based on the needs assessment phase, the facility/property evaluation phase and City Council directives, the consultant will provide a design for the community facilities. Focused on a balance between renovation and reconstruction of existing facilities and new facility development, the concept will reflect the consideration for and inclusiveness of the various target population.

Potential Facilities

99-seat Performing Arts Center
Indoor swimming pool and recreation center/complex
Senior Center
Teen Center
Boys and Girls Scouts Facilities
Skateboard Park
Indoor gymnasium
Library
Parking for new facilities' patrons

IV. Submittal Format

The prospective consultants shall substantially follow the following format when preparing the statement of qualification.

A. Cover Letter

Introduce your firm and summarize your qualifications as they relate to your understanding of the project. Please include the name and telephone number of a contact person in your firm.

B. Company Information

The prospective consultant will provide the following information:

- Full name and address of the company and year founded.
- Legal status of company and tax identification number
- Names of subsidiaries of parent company, if applicable.
- Names of company owners and senior management team.
- Resumes of proposed Project Manager(s) and individuals that will most likely participate in this project, including their titles.
- Organizational chart describing team structure.
- Descriptions of similar work performed, including dates, contact names and phone numbers.
- Description of firm, consultant firms and experience of working together as a team.

V. Selection Process

A. Pre-Qualification Criteria

Submittals will be evaluated by a selection committee based on the following criteria:

- Prior experience conducting community involvement process, needs assessment, and facility evaluation for strategic plan development in the public sector.
- Experience of key personnel and familiarity of subject matter.
- List of references.
- Any other information the bidder may deem relevant to the qualification for the performance of the required work.

B. Notification of Acceptance

The City shall announce in writing the names of those consultants who meet pre-qualification requirements. The announcements shall be made as soon as practicable after the receipt of statements of qualification. The City reserves the right to add or remove consultants to/from the bid list through the bidding period. All pre-qualified consultants will be invited to submit proposals for the project based on the details of the Request for Proposals.

VI. General Conditions

A. Costs to consultants

Respondents to this RFQ will not be reimbursed by the City for any costs incurred in the preparation and submittal of the proposals. Further, the request does not obligate the City of Manhattan Beach to accept any expressed or implied services.

B. Reservations

The City Council reserves the right to reject any and all applications received, to take all submissions under advisement for up to 90 days after opening, to waive any informality on any applications, and to be the sole judges of the relative merits of the material mentioned in the respective submissions received. The Council also reserves the right to reject any submissions that are not accompanied by the requested information.

The undersigned has checked carefully the entire Request for Qualification. By signing this document, I attest that I am authorized to contractually bind the company listed, and will meet the Proposal requirements if awarded a contract.

Dated this _____ day of _____

Print Name

Signature

Title

Name of Company

Business Address

City, State, Zip Code

Telephone Number

FAX

E-mail

January 20, 2006

City of Manhattan Beach
City Manager's Office
Attn: Sherilyn Lombos
1400 Highland Ave.
Manhattan Beach, CA 90266

**RE: Statement of Qualifications
City of Manhattan Beach
Community Facilities Strategic Plan**

Dear Ms. Lombos,

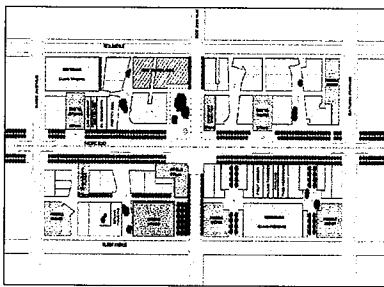
MDA Johnson Favaro and **Civic Enterprise Associates** are pleased to submit this statement of qualifications for the Community Facilities Strategic Plan for the City of Manhattan Beach.

MDA Johnson Favaro is a full service general practice with offices in Culver City, California and Boston, Massachusetts, with over sixteen years of experience and \$500M in construction projects in our portfolio. We have received numerous design awards of national prestige and at the same time take pride in our performance on the management and administration of complex projects. We combine knowledge and practice in the areas of urban design, architecture and landscape design to create well conceived and well crafted plans and buildings in harmony with their natural and built environments.

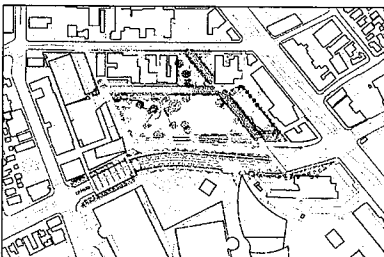
With Civic Enterprise Associates on this project we strengthen our team's efforts in optimizing land use through sound fiscal analysis and real estate development expertise. Together our team creates plans that enhance both the physical environment and the economic vitality of communities. Visualization and outreach are critical in the creation of plans that are worth realizing and reflect the needs and aspirations of the communities we serve. Fiscal and real estate analysis are key in validating the feasibility and real world integrity of plans that set the stage for development a generation out. It is clear to us that a sound land use and community facility plan requires both visualization and economic analysis. Our team provides both.

Our experience in both public and private sector planning is extensive and includes:

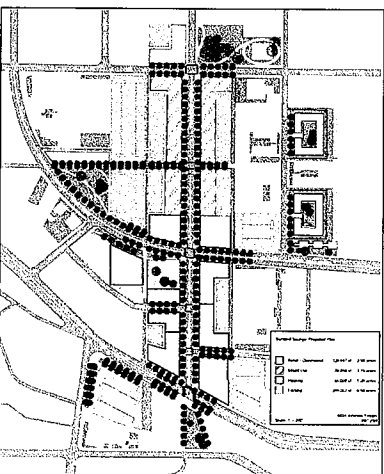
- County of Fresno, Health & Social Services Master Plan, Fresno, CA
- Pacific at Zoe Redevelopment Plan, Huntington Park, CA
- West Hollywood Park Master Plan and Library, West Hollywood, CA
- Estero Park Master Plan and Isla Vista Community Center, Isla Vista, CA
- Commerce Avenue Village Plan, Sunland-Tujunga, CA
- The Colorado Boulevard Pilot Plan, Eagle Rock, CA
- The Sunset Strip Pilot Plan, West Hollywood, CA
- Shoppers Lane Redevelopment Plan, Pasadena, CA
- Culver Center Redevelopment Plan, Culver City, CA
- Westminster Civic Center Plan, Westminster, CA
- Fountain Valley Civic Center Master Plan, Fountain Valley, CA
- Coastline Community College, Campus Master Plan, Fountain Valley, CA
- Chaffey College, Chino Campus, Campus Master Plan, Chino, CA
- Los Angeles Trade Technical College, Campus Master Plan, Los Angeles, CA



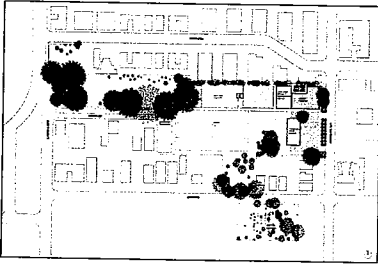
*Pacific at Zoe Redevelopment Plan
Huntington Park, CA*



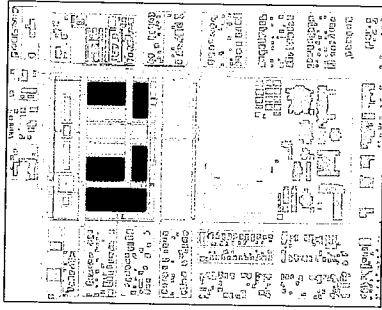
*West Hollywood Park Master Plan
West Hollywood, CA*



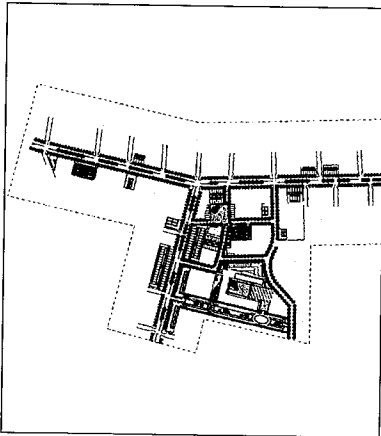
*Commerce Avenue Village Plan
Sunland-Tujunga, CA*



*Estero Park Master Plan
Isla Vista, CA*



*County of Fresno,
Health & Social Services Master Plan
Fresno, CA*



*Colorado Boulevard Pilot Plan
Eagle Rock, CA*

Our experience working with the communities and agencies of cities across Southern and Central California is extensive and varied, and includes the cities of West Hollywood, Pasadena, Sunland-Tujunga, Eagle Rock, San Pedro, Fountain Valley, Garden Grove, Westminster, Santa Barbara, and the County of Fresno. We are currently engaged with the City of West Hollywood on the West Hollywood Park Master Plan & Library project, the result of a comprehensive planning and outreach effort. It sets the stage for short term and long term strategies to re-configure the area and build expanded recreational and community facilities including a new library, aquatic facility, family recreation and community center, park support facilities and structured parking. The major goal of the plan has been to increase open space, with grass and trees for the city, while providing expanded community facilities.

The MDA Johnson Favaro-Civic Enterprise Associates team has collaborated and continues to collaborate on the North Gaffey Street Pilot Plan in San Pedro, CA, the Colorado Boulevard Pilot Plan in Eagle Rock, CA, and the Commerce Avenue Village Plan in Sunland-Tujunga, CA. On all of our planning projects for communities we collaborate closely with City departments including Planning, Transportation, the Bureau of Engineering and Public Works.

MDA Johnson Favaro is firmly committed to the philosophy that the small office is the most effective environment within which to deliver high quality services, attention to the client (and community) and the highest quality of design. Steve Johnson and Jim Favaro, the principals in the Culver City office, are personally involved with every project and every one of our clients; hence Steve and Jim are both doing the planning and design work and the outreach with our clients. And, our dedication to this discipline is unflagging.

As a sign that even the largest of municipalities--the City of Los Angeles--understands the meaning and the value of our philosophy and the level of service we are able to deliver, MDA Johnson Favaro was selected as one of only fifteen firms to provide architecture and planning services to the City of Los Angeles for various community centers, parks and recreation facilities, parking facilities, and other projects across the next three years.

We look forward to developing a mutually respectful relationship with the City of Manhattan Beach and everyone involved in this important and exciting project.

Sincerely,

Jim Favaro
Principal

MDA Johnson Favaro
T: 310-559-5720
F: 310-559-8220
jfavaro@johnsonfavaro.com

FIRM OVERVIEW

Firm Profile

MDA Johnson Favaro is dedicated to high quality, well-crafted plans and buildings that contribute positively to the larger social and physical environment through the integration of architecture, landscape, and urban design. In a time of excessive emphasis on specialization, we believe in the value of comprehensively interrelating these disciplines. No matter the starting point our goal—always—is to explore and enhance the uniqueness of place. Thus, although our principles remain constant, the particulars of any project may vary as they are inevitably conditioned by local circumstance. Ours is a practice that is national in scope with a diverse range of projects that promotes a great variety of both plans and buildings.

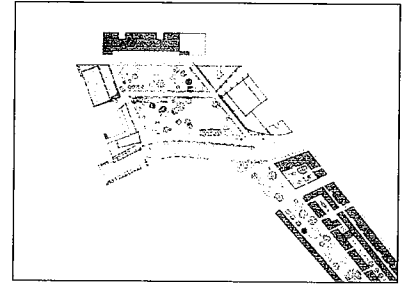
Established in 1989 as a partnership, MDA Johnson Favaro has successfully executed over \$500 million worth of construction projects in the past sixteen years. In the performance of our services, we utilize research, innovative design and disciplined project management to meet project requirements and economics, as well as to achieve state of the art technical excellence. Our Boston office is actively involved on all projects nationwide, while the Southern California office focuses on projects on the West Coast. MDA Johnson Favaro's Southern California office is then better able to maintain the close contact required with our clients in the west from the beginning to the completion of all our projects. Our Southern California office from where the City of Manhattan Beach Community Facilities Strategic Plan project will be conducted is located at 5898 Blackwelder Street, Culver City, CA 90232 (t) 310-559-5720 (f) 310-559-8220. We are licensed to conduct business in the State of California and operate as a legal partnership. Our tax identification number is 95-4161643.

Our contribution to the success of our clients' projects includes rigorously tested practices of project management, effective outreach methodologies and efficient, enjoyable client relations. Our success depends on the creation of a well structured process within which spontaneity and creativity thrive, while maintaining the discipline to adhere to project budgets and schedules. Through effective listening and consistent communication it is our goal always to create common vision through collaboration in an atmosphere of possibility--eliminating misunderstandings, false expectations and surprises-- and creating a sense of ownership on the part of everyone involved.

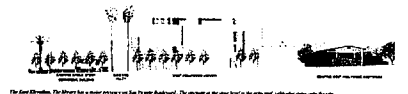
Steve Johnson and James Favaro, the principals in the Culver City office, are personally involved with every project and in regular contact with Michael Dennis and Erik Thorkildsen in the Boston office. Our team consists of talented, committed individuals who have worked with each other for many years. We are known for our ability to listen and to incorporate changes, elaborations, and evolutions of the project as it unfolds. We are focused, light on our feet and equipped with the best visualization skills in the field--a part of the process we consider critical to the success of any design or planning endeavor. Our communication and presentation skills are excellent and distinguished by clarity and precision in delivery as well as the ability to inspire.

It is a critical asset of our firm that we provide both planning and architectural services as they are dependent on one another. Our intimate knowledge of and experience with urban design and planning affords us the ability to approach every architectural undertaking in the context of the larger picture within which any building must necessarily fit; and, conversely, our experience with the architectural design and the construction process--the technical requirements of building such as constructability and cost control--lends our planning work efficacy, credibility and authority.

MDA Johnson Favaro has no pending claims or judgments entered against us; nor in the history of the firm have we had to dispute or settle any claims or litigation arising out of the quality and/or completion of our work.



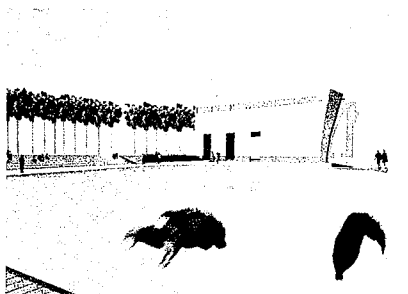
West Hollywood Park Master Plan



West Hollywood Library Elevations



West Hollywood Recreation Center



West Hollywood Aquatics Center



West Hollywood Library

Design Excellence

Our projects range in size from \$5M to \$70M and include a variety of client, program and construction types including office buildings, retail and restaurant, residential developments, libraries, classrooms, large format auditoriums and teaching labs, sports and recreation facilities and parking structures. Our services on all of these projects have included urban design, site planning, programming, conceptual design, document production and construction administration — the integration of which we consider central to the philosophy of our practice. We encourage all of our clients to cohere these disciplines into a structured phased process which creates the conditions for success in fulfilling the needs of those who use the building as well as satisfying the *obligation of every building in contributing to the quality of the overall environment.*

Our portfolio of projects demonstrates a disciplined commitment to high quality buildings and ensembles of buildings whose designs contribute to the quality of life within the fabric of an institution or city. Respectful of the traditions and character of their surroundings, our buildings are at the same time forward thinking in the exercise of formal and spatial innovation thus achieving the balance of an architecture that is both the repository of the collective memory and aspirations of a community and a catalyst for continued evolution. We are motivated by our interest in creating inspiring environments that elevate the experience of everyday life. Because of our commitment to both architecture and urban design our buildings are conceived as a balance of internal forces and the influences such internal requirements play on the shaping of the building and, importantly, the context of forces exerted by surrounding built and open space environments. Our buildings thus express individuality, character and personality and yet exist in harmony with their urban and/or natural settings.

The Culver City office in the last six years has been the recipient of *five AIA Design awards* from the *Los Angeles Chapter of the American Institute of Architects*, one of the most competitive awards programs in the country.

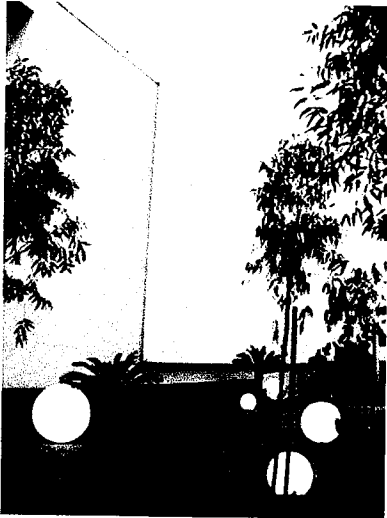
- The Shops on Lake Avenue, Pasadena, CA, 2003
- Pasadena Museum of California Art, Pasadena, CA 2002
- The Price-Von Breda Contemporary Art Galleries, Santa Monica, CA, 1999
- The Anthony Yerkovich Production Studios, Venice, CA 1998
- 1420-22 The Strand, Manhattan Beach, CA 1996

Two of these projects--the Shops on Lake Avenue and the Pasadena Museum of California Art are featured in the 2004 edition of David Gebhard's Guide to the Architecture of Los Angeles and noted as representative of outstanding work of the new generation of architects practicing in Southern California.

Jim Favaro, Principal in the Culver City office, has received many design awards and recognitions throughout his 22 year professional life. He was the recipient of the Prix de Rome at the American Academy in Rome in 1985, received a grant from the National Endowment for the Arts in 1996 and the Wheelwright Fellowship from the Harvard University Graduate School of Design in 1998. He was the recipient of a Progressive Architecture Design Citation in 1982, one of the youngest to have ever received such an award. He received the Henry Adams AIA Gold Medal from the Harvard University Graduate School of Design awarded to the top ranking student in the graduating class of 1983; he received the SOM Traveling Fellowship while at Harvard and a grant from the Graham Foundation for Advanced Studies in the Fine Arts to study new typologies for housing in Los Angeles in 1994. He received a Progressive Architecture Award for the Cedars Sinai Cancer Center in Beverly Hills in 1988, and numerous AIA and PA awards since then.



1420-22 The Strand
Manhattan Beach, CA



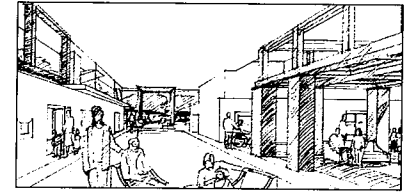
The Shops on Lake Avenue
Pasadena, CA



The Dallas Price Art Galleries
Los Angeles, CA

Urban Design, Master Plans and Feasibility Studies

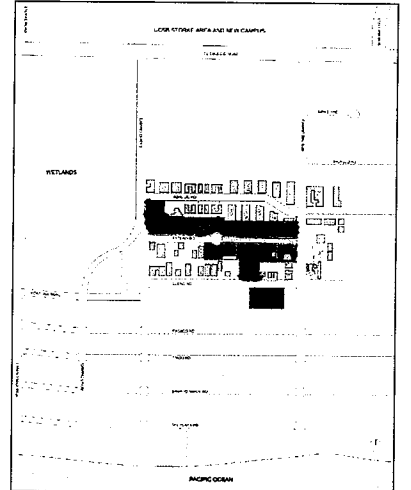
All of our plans and building projects begin with a rigorous area-wide planning exercise. Any building or ensemble of buildings is considered first as a part of a larger vision of the overall neighborhood and the quality of life served by that vision. Planning principles are tested against considerations which must be addressed before any plan or vision is brought forward into building design or construction. These are, among others, institution-wide, neighborhood-wide and city-wide concerns, open space requirements, vehicular access and parking, cost considerations and constructability challenges. Our team is equipped with committed experience in the areas of community collaboration-- active, participatory dialogue-- in the firm belief that such outreach and participation is crucial to the success of the process and of the outcome. Current and recently completed planning/pre-design/feasibility and design projects include:



Isla Vista Community Center Sketch

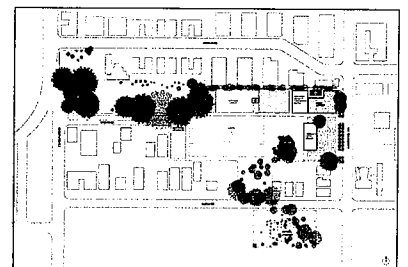
- **The County of Fresno, Health & Social Services Master Plan** is a project that will consolidate onto one site over 500,000 SF of administrative and customer services facilities within its Health & Social Services departments from various locations currently dispersed across the City of Fresno. The project includes the County facilities, a community and regionally serving park, and private sector residential and commercial development.

- **The Estero Park Master Plan & Isla Vista Community Center** project consists of an initial pre-design phase to establish extensive outdoor recreational facilities such as a skate park, basketball courts, soccer field and frisbee golf course, and a community center consisting of an 18,000 SF community library, 3,000 SF teen center, and an 8,000 SF multi-purpose hall with support facilities.



Estero Park Vicinity Map

- **The West Hollywood Park Master Plan** was the result of a comprehensive planning and outreach effort completed in 2003. The site is critical in delivering services to the people of West Hollywood in the form of children's programs, athletic programs and facilities such as aquatics, tennis and softball, senior citizens' programs, festivals, fairs and exhibitions. The key challenge of this study was the reconciliation of the many demands made on the park: balancing the priority of increased open space with the need for facilities that provide basic services and amenities such as the swimming pool, courts and fields, playgrounds, and a new 30,000 SF library and community center.



Estero Park Master Plan

- **The Storke Area Plan for the University of California at Santa Barbara** was a comprehensive and campus-wide collaborative effort that set the stage for the design of the 900-bed San Clemente Graduate Student Housing project including 900 associated parking spaces and athletic/recreational fields. This project, completed in 2001, included outreach with the community of Isla Vista, the County of Santa Barbara and the California Coastal Commission.



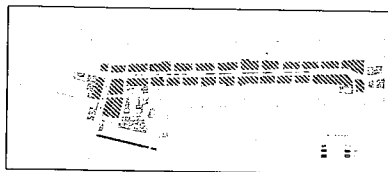
The Community of Isla Vista Aerial View

- **The New Chino Campus Plan for Chaffey College** was completed in 2004 and established the scope, design guidelines and budget for the \$40M Phase I project which includes the 60,000 SF Main Instruction Building, the 20,000 SF Community Center building (with culinary arts and fashion design programs) and the 15,000 SF Health Sciences building. All three projects are currently in various stages of design by MDA Johnson Favaro.

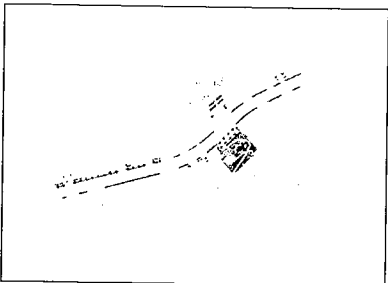
- **The Los Angeles Trade Technical College Campus Master Plan** was completed in 2002 and established the scope, design guidelines and budget for the \$60M South Campus Project which includes 135,000 SF of classroom and office space as well as a comprehensive student services facilities, a two-level subterranean parking structure for 800 and athletic and recreation fields. This project has been a joint effort by the MDA Johnson Favaro/Gruen Associates team and is currently in DSA back check .

*Estero Park Master Plan and
 Isla Vista Community Center Project
 Isla Vista, CA*

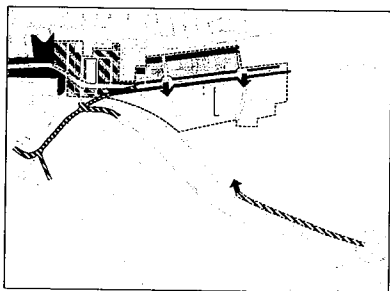
Current and Recent Urban Design, Master Plans, & Feasibility Studies



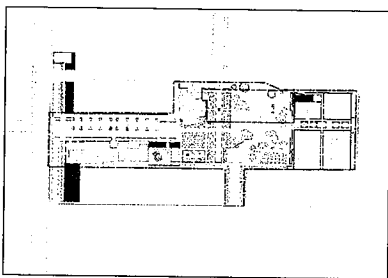
*Colorado Boulevard Pilot Plan
 Eagle Rock, CA*



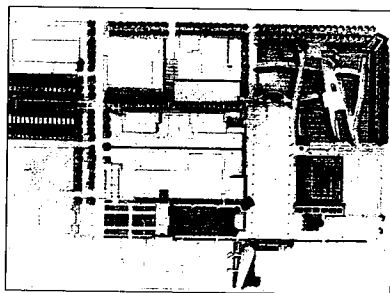
*Sunset Strip Pilot Plan
 West Hollywood, CA*



*North Gaffey Street Pilot Plan
 San Pedro, CA*



*Plummer Park Masterplan
 West Hollywood, CA*

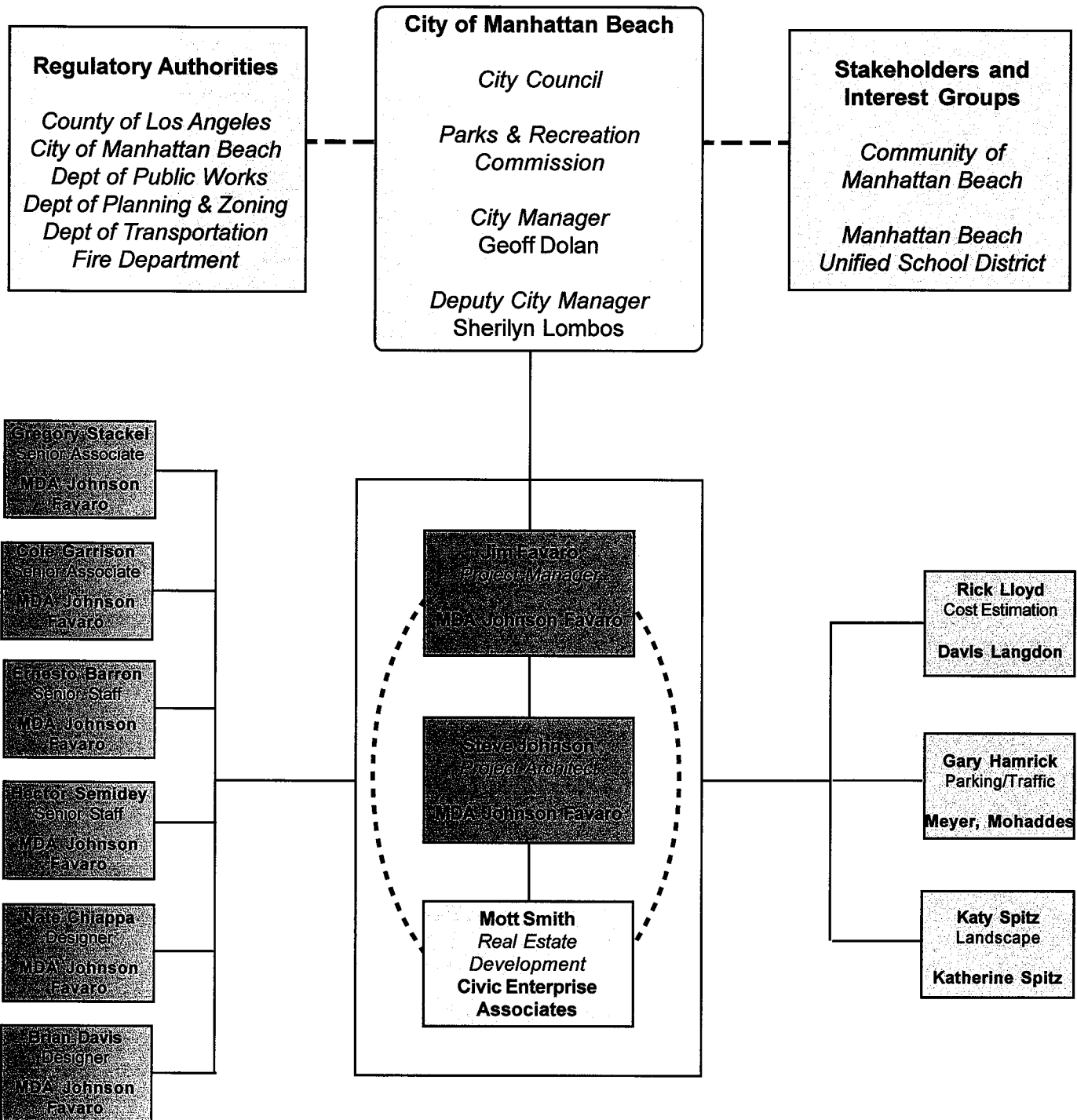


*Westminster Civic Center Plan
 Westminster, CA*

- West Hollywood Park Master Plan, West Hollywood, CA
- County of Fresno, Health & Social Services Master Plan, Fresno, CA
- Estero Park Master Plan & Isla Vista Community Center, Isla Vista, CA
- Pacific at Zoe Redevelopment Plan, Huntington Park, CA
- Colorado Boulevard Pilot Plan, Eagle Rock, CA
- Commerce Avenue Village Plan, Sunland-Tujunga, CA
- North Gaffey Street Pilot Plan, San Pedro, CA
- Plummer Park Master Plan, West Hollywood, CA
- Sunset Strip Pilot Study, West Hollywood, CA
- Shoppers Lane Redevelopment, Pasadena, CA
- Victoria Gardens Plan, Rancho Cucamonga, CA
- Jamboree Park Office Development, Irvine, CA
- Westminster Civic Center Plan, Westminster, CA
- Culver Center Redevelopment Plan, Culver City, CA
- Victoria Gardens Mixed-Use Development, Rancho Cucamonga, CA
- San Pasqual Residential Development, Pasadena, CA
- Chaffey College, Chino Campus, Campus Master Plan, Chino, CA
- Coastline Community College Facilities Master Plan, Fountain Valley, CA
- Los Angeles Trade Technical College, Campus Master Plan, Los Angeles, CA
- Los Angeles Trade Technical College, South Campus Project, Los Angeles, CA
- Storke Area Campus Plan, University of California, Santa Barbara, CA
- University Park Campus Plan, University of Southern California, Los Angeles, CA
- Health Sciences Campus Plan, University of Southern California, Los Angeles, CA
- The Ohio State University Campus Plan, Columbus, OH
- Health Sciences Campus Master Plan, Ohio State University, Columbus, OH
- Texas A&M University Campus Plan, Kingsville, TX
- Carnegie Mellon University Campus Master Plan, Pittsburgh, PA
- St. John's Health Center Master Plan, Santa Monica, CA
- Stafford Campus Master Plan, Marry Washington College, Fredericksburg, VA
- Precinct Plan, University of Miami, Miami, FL
- East Campus Master Plan, Carnegie Mellon University, Pittsburgh, PA
- Bridge and Ravine Feasibility Study, Carnegie Mellon University, Pittsburgh, PA
- Town & Gown Precinct Study, University of Southern California, Los Angeles, CA
- Hoover Boulevard Precinct Study, University of Southern California, Los Angeles, CA
- Center for Arts Feasibility Study, Carnegie Mellon University, Pittsburgh, PA
- EMT Building Feasibility Study, Carnegie Mellon University, Pittsburgh, PA
- Carr's Hill Precinct Study, University of Virginia, Charlottesville, VA
- University Center Feasibility Study, Carnegie Mellon University, Pittsburgh, PA
- Art Building Feasibility Study, Syracuse University, Syracuse, NY
- Cornell University West Campus Comprehensive Plan, Ithaca, NY
- Science/ Technology Precinct Plan, Syracuse University, Syracuse, NY

PROJECT TEAM

Organizational Chart



Key Personnel and Their Professional Resumes

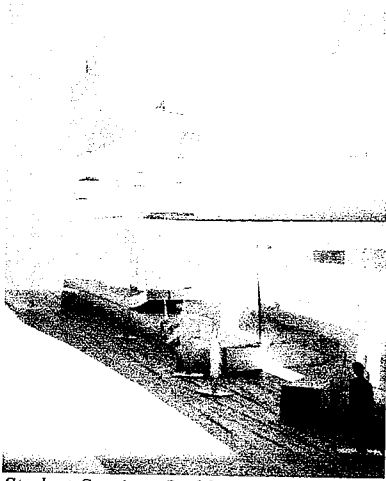
Jim Favaro, Principal-In-Charge and Project Manager — Jim will be the principal nexus of communication for the project team coordinating all aspects of client relations, communications with and management of the consultant team, interface with and submissions to governing and regulatory authorities and presentations to community groups. He will assist the client team in conducting interviews, workshops and public meetings, create and update the project schedule, coordinate milestone cost estimations, and insure timely delivery of materials as the project develops. Jim will be present at all client meetings and major presentations. He is a founding principal of the Culver City office established in 1989. He received his BS in Structural Engineering from Stanford University and Masters in Architecture from Harvard University.

Steve Johnson, Principal and Project Architect — Steve will be the Project Architect in charge of design, insuring that all information and ideas gathered from client workshops and meetings, planning and programming research and technical research are integrated into the project design. He will oversee the production of all visual documents (diagrams, drawings and models and renderings) and assist the client in the orderly development of the design. Steve will be present at all client meetings and major presentations. He is a founding principal of the Culver City office established in 1989. He received his BA in Architecture from the University of Florida and Masters in Architecture from Harvard University. License #C17181, Expires October 31, 2007.

Gregory Stackel, Senior Associate — Gregory will assist Steve in the day-to-day in-house management of the design staff in our offices in Culver City as well as the entirety of the consultant team. He will assure that work is progressing according to schedule, assign tasks to and review the work of staff designers on the project, maintain our internal schedule and relationships with the consultant team. Gregory will manage all internal team communications, produce meeting notes for each meeting and assure that consultants are provided information from the design team and in turn provide information on a timely basis. He has been with the firm since 2002.

Cole Garrison, Senior Associate — Cole is a Senior Associate and Job Captain and will assist the team with both in-house and subconsultant management as well as organize and steward the development of the project documentation. Cole will work closely with Steve and Jim on the development of design and assure that attention to design is maintained throughout the process. He will work closely with the in-house team on assuring the orderly development and compilation of all drawings as the design proceeds from schematic design through construction documents. He will make sure the visual quality of the documentation is first rate--both readable and beautiful as a reflection of the quality of the building design. Cole partners with Mike Schulman in providing on-site construction administration of the project when it enters the construction phase.

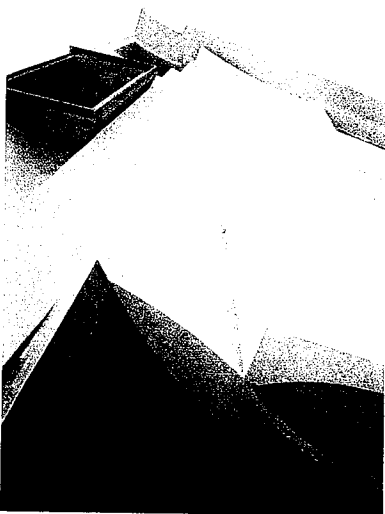
Ernesto, Senior Staff and Project CAD Manager — Ernesto Barron has been practicing since 1987, two years in Mexico and 13 years in the Southern California. Mr. Barron has a total of 15 years of experience in the field and joined MDA Johnson Favaro in 1996. Mr. Barron acts as design team member and coordinator in the development of digital documentation of the project as it develops, construction supervision, and coordination of information and documentation among the full array of consultants.



*Student Services Building
Los Angeles Trade Technical College*



*City of West Hollywood Library
West Hollywood, CA*



*Pasadena Museum of California Art
Pasadena, CA*

**JAMES FAVARO, PRINCIPAL-IN-CHARGE,
MDA JOHNSON FAVARO**

James Favaro has been in private practice in Southern California since 1988 and has a total of 22 years of experience in the field. His recent work includes master plans for Chaffey Community College, Los Angeles Trade Technical College and Coastline Community College as well as for the University of California at Santa Barbara and the University of Southern California. His recent project experience includes the Fresno County Health & Social Services Campus, the Los Angeles Trade Technical College South Campus Project, the LATTC Learning Resource Center Renovation, City of West Hollywood Library, the Shops on Lake Avenue in Pasadena, CA and the Pasadena Museum of California Art.

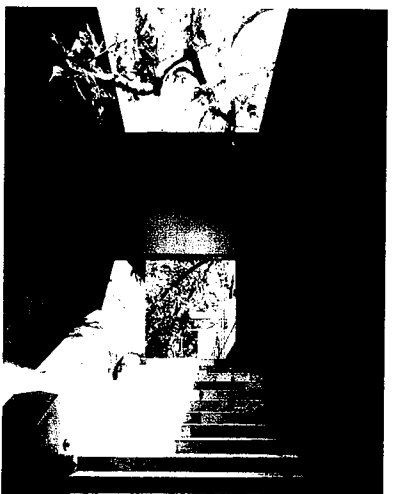
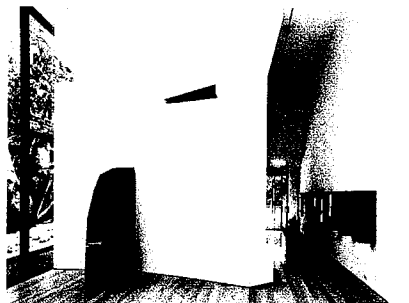
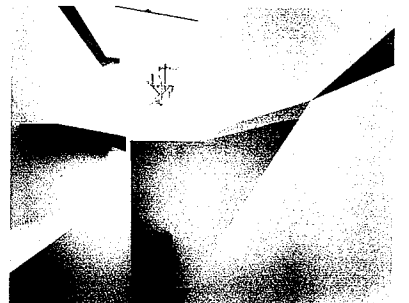
In 1985 Mr. Favaro received the Rome Prize in Architecture and was in residence at the American Academy in Rome. He received a Graham Foundation Grant to produce "Modifying the American Dream: New Typologies for Housing in Los Angeles" in 1991 and a National Endowment for the Arts, Design Arts Grant to develop "The Architecture of Transit Oriented Districts" in 1993. Mr. Favaro is a Member of the American Institute of Architects and is former Chair of the Santa Monica Chamber of Commerce Environmental Committee. He is also a former President of the Westside Urban Forum in Los Angeles and currently sits on the board of the Southern California Transportation and Land-Use Coalition. He was an instructor in design at Harvard, UCLA and the Rhode Island School of Design. Between 1984 and 1989 he was an Assistant Professor of Architecture in Design at the University of Southern California.

Education

Harvard University, Graduate School of Design, Masters of Architecture, 1979-1982
Stanford University, Engineering School, Phi Beta Kappa, Bachelor of Science, 1974-1979

Planning and Design Experience

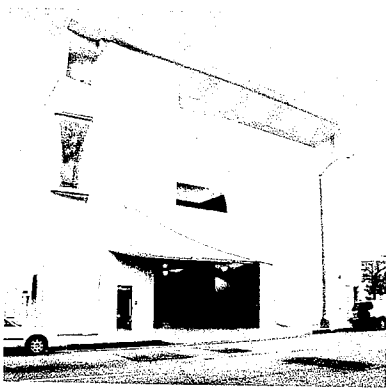
- County of Fresno Health & Social Services Master Plan, Fresno, CA
- Commerce Avenue Village Plan, Sunland-Tujunga, CA
- City of West Hollywood Park Master Plan, West Hollywood, CA
- Pacific Boulevard at Zoe Redevelopment Plan, Pasadena, CA
- North Gaffey Street Pilot Plan, San Pedro, CA
- Colorado Boulevard Pilot Plan, Eagle Rock, CA
- City of Westminster Civic Center Plan, Westminster, CA
- Los Angeles Trade Technical College, Los Angeles, CA
Master Plan, South Campus Project, Technology Building, Student Services Building, Learning Resource Center
- Los Angeles Harbor Community College Master Plan, Los Angeles, CA
- Coastline College Campus Master Plan, Fountain Valley, CA
- Fountain Valley Community Center, Fountain Valley, CA
- Chaffey College Chino Campus Master Plan, Chino, CA
- Chaffey College Chino Campus Main Instruction Building, Chino, CA
- Chaffey College Chino Campus Community Center, Chino, CA
- City of West Hollywood Library, West Hollywood, CA
- Storke Area Plan, University of California at Santa-Barbara, CA
- San Clemente Student Housing, University of California at Santa Barbara, CA
- University of Southern California Master Plan, Los Angeles, CA
- Victoria Gardens Mixed-Use Development, Rancho Cucamonga, CA
- Shops on Lake Avenue, Pasadena, CA
- Price Galleries of Art, Pacific Palisades, CA
- Pasadena Museum of California Art, Pasadena, CA
- Media One Public Access Television Station, Santa Clarita, CA



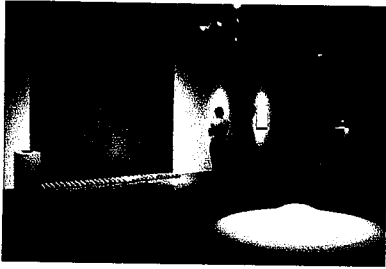
*Price Art Gallery
Santa Monica, CA*

STEVE JOHNSON, PRINCIPAL, PROJECT ARCHITECT

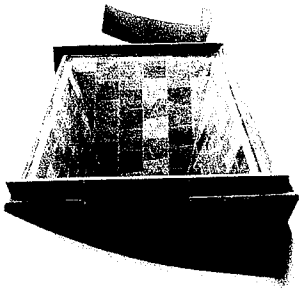
MDA JOHNSON FAVARO



Pasadena Museum of California Art
Pasadena, CA



Pasadena Museum of California Art
Pasadena, CA



Pasadena Museum of California Art
Pasadena, CA

Steve Johnson has been in private practice in Southern California since 1988 and has a total of 22 years of experience in the field. Steve is actively involved in all projects in the office. His recent planning experience includes the Los Angeles Trade Technical College Campus Plan, the Chaffey College Chino Campus Plan, Coastline Community College Facilities Master Plan and master plans for the University of California at Santa Barbara and the University of Southern California. Recent building projects include the Los Angeles Trade Technical College South Campus Project; The Shops on Lake Avenue in Pasadena, CA, the City of West Hollywood Library, the San Pasqual Residential Development in Pasadena, the Pasadena Museum of California Art, the Price Art Galleries, Culver Center Redevelopment, and the ATT Broadband Public Access Television Station in Santa Clarita CA.

Prior to private practice he worked at architectural firms in Boston and Los Angeles, where he was Project Architect for the Cedars-Sinai Comprehensive Cancer Center in Los Angeles. Other projects include a corporate headquarters outside of Boston and housing in St. Louis. Mr. Johnson is a member of the American Institute of Architects and was an instructor in design at the Southern California Institute of Architecture (Sci-ARC) between 1989 and 1993. He has been licensed to practice architecture in the state of California since 1986 (License #C17181, Expires October 31, 2007).

Education

Harvard University, Graduate School of Design, Masters of Architecture, 1980-1983
University of Florida, Bachelor of Design in Architecture, 1975-1979

Planning and Design Experience

- County of Fresno Health & Social Services Master Plan, Fresno, CA
- Commerce Avenue Village Plan, Sunland-Tujunga, CA
- City of West Hollywood Park Master Plan, West Hollywood, CA
- Pacific Boulevard at Zoe Redevelopment Plan, Pasadena, CA
- North Gaffey Street Pilot Plan, San Pedro, CA
- Colorado Boulevard Pilot Plan, Eagle Rock, CA
- City of Westminster Civic Center Plan, Westminster, CA
- Los Angeles Trade Technical College, Los Angeles, CA
Master Plan, South Campus Project, Technology Building, Student Services Building, Learning Resource Center
- Los Angeles Harbor Community College Master Plan, Los Angeles, CA
- Coastline College Campus Master Plan, Fountain Valley, CA
- Fountain Valley Community Center, Fountain Valley, CA
- Chaffey College Chino Campus Master Plan, Chino, CA
- Chaffey College Chino Campus Main Instruction Building, Chino, CA
- Chaffey College Chino Campus Community Center, Chino, CA
- City of West Hollywood Library, West Hollywood, CA
- Storke Area Plan, University of California at Santa-Barbara, CA
- San Clemente Student Housing, University of California at Santa Barbara, CA
- University of Southern California Master Plan, Los Angeles, CA
- Victoria Gardens Mixed-Use Development, Rancho Cucamonga, CA
- Shops on Lake Avenue, Pasadena, CA
- Price Galleries of Art, Pacific Palisades, CA
- Pasadena Museum of California Art, Pasadena, CA
- Media One Public Access Television Station, Santa Clarita, CA

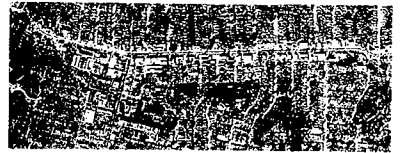
MOTT SMITH, PRINCIPAL
CIVIC ENTERPRISE ASSOCIATES

Civic Enterprise Associates helps revitalize emerging neighborhoods in Southern California and beyond through strategic planning, real estate development and targeted investment in community assets. CEA's founders, Mott Smith and Brian Albert, have built careers innovating in real estate, finance and planning. They lead a highly skilled team with extensive experience planning, structuring, financing, entitling and building complex urban real estate projects. CEA also leverages a rich network of partners and supporters to help projects succeed in challenging infill environments. All CEA projects are founded on a deep commitment to releasing the untapped potential of great communities. CEA offers investors, partners and clients a variety of products, from strategic revitalization plans to real estate development and infrastructure implementation.

Mott Smith, Principal, has built his career crafting real estate innovations from positions in private industry and the public sector. Prior to forming CEA, he was Acting Director of Planning for the Los Angeles Unified School District where he helped launch the District's \$1.6 billion Phase II school construction program. Earlier his work focused on expanding the application of joint-ventures, mixed-use and public-private real estate development models. Notable efforts include: implementing Fannie Mae-recognized public/private housing and development partnerships; innovation in the use of private non-profit corporations to expedite public real estate acquisition; execution of the first mixed-use public school/affordable housing project in the City of Los Angeles; and serving as the founding Executive Director of New Schools-Better Neighborhoods, an L.A.-based nonprofit that develops creative, community-based solutions for school and housing development. Mr. Smith earlier developed affordable housing and served as the editor/business manager of two industry publications, *The Planning Report* and *Metro Investment Report*. He is President of the Westside Urban Forum, a member of the Urban Land Institute's L.A. Executive Council, and sits on the Board of the Transportation & Land Use Collaborative.



*North Gaffey Street Pilot Plan
Aerial View
San Pedro, CA*



*Colorado Boulevard Pilot Study
Streetscape Aerial
Eagle Rock, CA*

Education

University of Southern California, Masters of Real Estate Development
University of California, Los Angeles, Bachelor of Arts in Linguistics

Consulting Portfolio

- North Gaffey Street Pilot Plan
- City of West Hollywood Park Master Plan
- California Department of Transportation
NE Los Angeles Transit-Oriented Revitalization Project
- City of Los Angeles, Community Redevelopment Agency
Wilmington Industrial Park Development Strategy
- Los Angeles Unified School District
Affordable Housing Development Program
- Eagle Rock Community Revitalization & Preservation Corporation
Parking-Based Neighborhood Revitalization
- Sunland-Tujunga Neighborhood Council
Commerce Avenue Village Neighborhood Revitalization
- Coast Community College District
Real Estate and Development
- Eagle Rock Neighborhood Council Neighborhood Revitalization
Development Analysis



*Commerce Avenue Village Plan
Aerial Diagram
Sunland-Tujunga, CA*



North Exterior Night View



South Exterior Day View



North Corridor View

Main Instruction Building,
Chaffey Chino Campus Phase I,
Chino, CA

GREGORY STACKEL, SENIOR ASSOCIATE

MDA JOHNSON FAVARO

Greg Stackel has been practicing architecture since 1993 in Los Angeles, New York, and the Dutch West Indies and has a total of twelve years of experience in the field. Mr. Stackel is currently a Project Architect on the Los Angeles Trade Technical College South Campus Project. Prior to joining the firm, he was an Associate with Perkins & Will Los Angeles where he was Project Architect for the Foothill College Measure E Bond Projects (including the Science and Student Services Complex and multiple classroom renovation projects), St. Joseph's Pediatrics Intensive Care Unit (PICU), and the UCLA Westwood Replacement Hospital. Other experience includes Project Architect and Project Manager for the Aruba Phoenix Beach Resort Development project and Job Captain on the corporate headquarters and showrooms for London Fog in Darien, CT and New York, NY. He is licensed to practice architecture in the State of New York and California (License #C29636, Exp. 9/30/07).

Education

Columbia University, Masters of Architecture; Honors
University of California, Berkeley

Planning and Design Experience

- Chaffey College, Chino Campus, Main Instruction Building, Chino, CA
- Chaffey College, Chino Campus, Community Center, Chino, CA
- Chaffey College, Chino Campus, Health Sciences Building, Chino, CA
- West Hollywood Library, West Hollywood, CA
- Los Angeles Trade Technical College, South Campus Project, Los Angeles, CA
- Foothill College Science and Student Services Complex, Los Altos Hills, CA
- Foothill College Classroom Buildings Project and Business and Social Sciences Renovations, Los Altos Hills, CA
- St. Joseph's Pediatrics Intensive Care Unit (PICU), Phoenix, AZ
- UCLA Westwood Replacement Hospital, Westwood, CA

COLE GARRISON, SENIOR ASSOCIATE

MDA JOHNSON FAVARO

Cole Garrison graduated from University of California, Berkeley in 1990. Mr. Garrison is a design team member responsible for the development design and construction drawings, models, and documents.

Education

University of California, Berkeley, Bachelors of Architecture; Honors

Planning and Design Experience

- Chaffey College, Chino Campus, Main Instruction Building, Chino, CA
- Chaffey College Chino Campus, Community Center, Chino, CA
- Chaffey College, Chino Campus, Health Sciences Building, Chino, CA
- Leland Stanford Mansion National Landmark, Sacramento, CA
- Regatta High Rise Condominium Towers, Marina Del Rey, CA
- Wilshire Westholm condominium Towers, Westwood, CA
- Prada Temporary Space, Santa Monica, CA
- Burke Williams Spa, Santa Monica, CA
- The Rodeo Collection (improvements), Beverly Hills, CA
- Penn Station, Santa Monica, CA

ERNESTO BARRON, SENIOR STAFF & PROJECT CAD MANAGER

MDA JOHNSON FAVARO

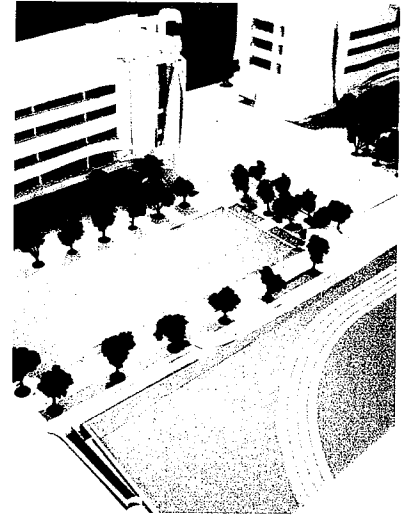
Ernesto Barron has been practicing since 1987, two years in Mexico and 13 years in the Southern California. Mr. Barron has a total of 15 years of experience in the field and joined MDA Johnson Favaro in 1996. Mr. Barron acts as design team member and coordinator in the development of digital documentation of the project as it develops, construction supervision, and coordination of information and documentation among the full array of consultants.

Education

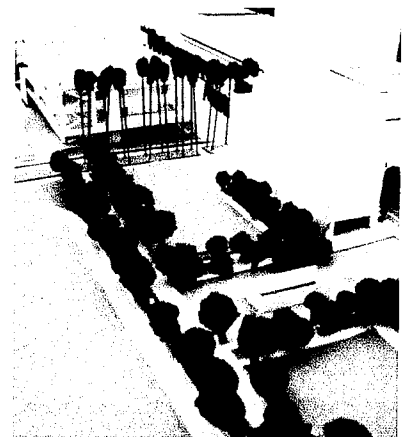
Universidad Autonoma de Guadalajara Mexico, Bachelor of Arts, Architecture

Planning and Design Experience

- Los Angeles Trade Technical College, Los Angeles, CA
Learning Resource Center, South Campus Project, Campus Master Plan
- West Hollywood Library, West Hollywood, CA
- West Hollywood Park Master Plan, West Hollywood, CA
- Los Angeles Harbor Community College, Campus Master Plan, Los Angeles, CA
- Storke Area Plan, University of California, Santa Barbara, CA
- University of Southern California, Campus Master Plan, Los Angeles, CA
- Pasadena Museum of California Art, Pasadena, CA
- Shops on South Lake Avenue, Pasadena, CA



South Campus Buildings Model



South Campus Site Model

HECTOR SEMIDEY, SENIOR STAFF

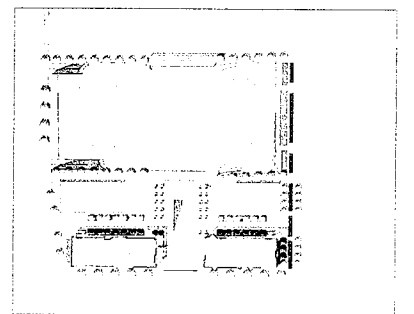
Mr. Semidey graduated from the Southern California Institute of Architecture in 1999 with distinction. He has been with MDA Johnson Favaro since 1997. Mr. Semidey acts as design team member and coordinator in the development of drawings, models and documents.

Education

Southern California Institute of Architecture, Masters of Architecture

Planning and Design Experience

- Los Angeles Trade Technical College, Los Angeles, CA
Learning Resource Center, South Campus Project, Master Plan
- West Hollywood Library, West Hollywood, CA
- West Hollywood Park Master Plan, West Hollywood, CA
- Storke Area Plan, University of California, Santa Barbara, CA
- Pasadena Museum of California Art, Pasadena, CA
- Shops on South Lake Avenue, Pasadena, CA
- Price Art Galleries, Santa Monica, CA
- San Pasqual Housing Project, Pasadena, CA



South Campus Site Plan

*Los Angeles Trade Technical College
South Campus Project,
Los Angeles, CA*

NATE CHIAPPA, DESIGNER

MDA JOHNSON FAVARO

Nate Chiappa, as a member of the MDA Johnson Favaro design team, is involved in all aspects of building design and development, document coordination, and project visualization. He graduated from UCLA in 2004 with a Masters of Architecture where he emphasized in urban design and from Carleton College in 1997 with a BA in Philosophy. His projects have been shown in the Los Angeles A+D Museum and at the 7th International Festival for Architecture and Video in Florence, Italy. His UCLA thesis project will be published by the AIA in *LANow 3-4* in April 2006.

Education

UCLA, Masters of Architecture

Carlton College, Bachelor of Philosophy

Planning and Design Experience

- Los Angeles Trade Technical College, Los Angeles, CA
Learning Resource Center, South Campus Project
- West Hollywood Library, West Hollywood, CA
- West Hollywood Park Master Plan, West Hollywood, CA



North Elevation



South Elevation

BRIAN DAVIS, DESIGNER

MDA JOHNSON FAVARO

Brian's responsibilities include physical and computer visualization, consultant coordination and design and technical drawings. Brian graduated with his Masters Degree in architecture from UCLA in 2004, and his bachelors in Architecture from the University of Nebraska – Lincoln, in 2000.

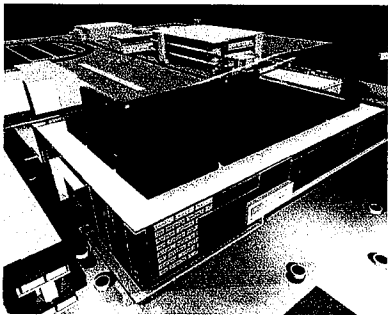
Education

University of Nebraska, Lincoln, Bachelors in Architecture

University of California, Los Angeles, Masters in Architecture

Planning and Design Experience

- Los Angeles Trade Technical College, Los Angeles, CA
Learning Resource Center, South Campus Project
- West Hollywood Library, West Hollywood, CA
- West Hollywood Park Master Plan, West Hollywood, CA



*Learning Resource Center,
Los Angeles Trade Technical College,
Los Angeles, CA*

The Subconsultant Team

Cost Estimation

Davis Langdon

Contact: Rick Lloyd

301 Arizona Avenue, Suite 400, Santa Monica, CA 90401

T: 310-393-9411 F: 310-393-7493

Davis Langdon provides comprehensive construction cost planning and management services, including establishing construction and overall project budgets, monitoring costs and schedule throughout the design and construction phases. Facilities management services include providing life cycle cost analyses and budgets for operation and maintenance. Founded in 1974, the firm has offices in Los Angeles, San Francisco, Seattle, Sacramento, and New York and is a member of Davis Langdon & Seah International, one of the largest and most established construction cost consulting groups worldwide. The international group has some 2,300 staff in 80 offices. The firm consults with major corporations and institutions, and some of the most prestigious design firms in the world.

- Los Angeles Trade Technical College, South Campus Project, Los Angeles, CA
- Chaffey College, Main Instruction Building, Chino, CA
- Chaffey College, Community Center, Chino, CA
- Santa Monica College, Science Building, Santa Monica, CA
- Plummer Park Community Center, West Hollywood, CA

Traffic

Meyer, Mohaddes Associates

a business unit of Iteris, Inc.

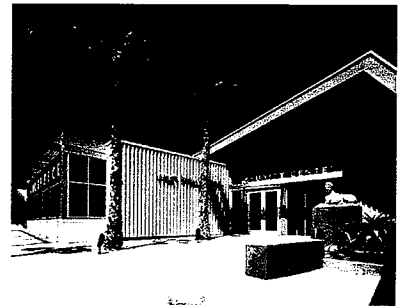
Contact: Gary Hamrick

707 Wilshire Boulevard, Suite 4810, Los Angeles, CA 90017

T: 213-488-0345 F: 213-488-9440

Meyer, Mohaddes Associates is a consulting engineering firm specializing in Intelligent Transportation Systems (ITS), traffic engineering and transportation planning. The firm's staff has extensive experience in multi-modal transportation planning, design and implementation efforts for both public and private clients. The firm specializes in the application of new technologies in urban traffic control to enhance mobility, as well as innovative approaches to the application of historic transportation modes-light rail transit, bus, commercial vehicles, auto and other vehicular modes. The firm is nationally recognized as an authority in traffic operations, traffic control systems, Advanced Traffic Management Systems (ATMS), Advanced Traveler Information Systems (ATIS), Advanced Public Transit Systems (APTS), Commercial Vehicle Operations (CVO), and Rural ITS.

- County of Fresno, Health & Social Services Campus Plan, Fresno, CA
- Downtown Los Angeles Traffic Circulation Study, Los Angeles, CA
- Pacific Shores Center Traffic Study, Redwood City, CA
- Downtown Beverly Hills Parking Study, Beverly Hills, CA
- Downtown Long Beach Parking Management Plan, Long Beach, CA



Plummer Park Community Center
(Davis Langdon)



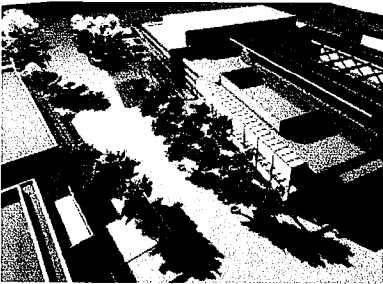
Science Building,
Santa Monica College
(Davis Langdon)



Pacific Shores Center
(Meyer, Mohaddes Associates)



*Seeds University Elementary School
(Katherine Spitz)*



*Santa Monica College Library
(Katherine Spitz)*

Landscape

Katherine Spitz Associates, Inc.

Contact: Katy Spitz

42121 Glencoe Avenue, Marina del Rey CA 90292

T: 310-574-4460 F: 310-574-4462

Katherine Spitz Associates, Inc. is a woman-owned business established in 1993 offering a broad understanding and expertise in all aspects of landscape architectural disciplines, from public streetscapes and parks to private gardens. Professional services include the interrelated fields of landscape architecture, urban design and planning. Katherine Spitz Associates is committed to creating compelling and memorable landscape and urban design. We work closely with architects, artists and clients to develop a conceptual basis for each project. Each project is site and program specific with the design based on site characteristics that may be physical, cultural or historical in nature. The firm is noted for its collaborative skills, award winning design, and responsive client service.

- Pico-Garnier Block Historical Renovation
- Rialto Metrolink Pedestrian Improvements
- El Segundo Civic Center Plan
- Los Angeles Trade Technical College, Los Angeles, CA
Learning Resource Center, Student Services Building, Technology Building
- Chaffey College, Chino Campus, Chino, CA
Main Instruction Building, Community Center

FIRM EXPERIENCE

The Philosophy of Our Practice

Our practice subscribes to the traditional view of the practice of architecture as a generalized field of inquiry and professionalism based in the visual arts and encompassing the broadest array of specialized disciplines that inevitably come into play in the conception, development and realization of any building project large or small. This manifests in how we run our business, develop our staff, manage the design process and relate to our clients:

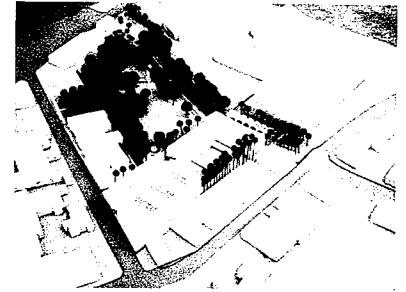
The Role of the Architect. Everyone on our staff is expected to master any design challenge in any area of design, including interiors and furniture, buildings and landscape, streets, neighborhoods and cities. Within the area of building design everyone must be able to take on any kind of building program--performing arts, sciences, multi-purpose instructional space, libraries, offices, health clinics, banquet and conference facilities, restaurants, recreational facilities, parking facilities, etc. There are no specialized departments or individuals. Everyone in the office applies the same standards of discipline, creativity and professionalism to all aspects of any design challenge from the first sketch through construction, from the most conceptual to the most detailed or technical.

Art and Science. Analytical (technical, scientific) skills are considered inseparable from synthetic (artistic, creative) skills. Technical and creative skill sets are seen as interdependent and mutually supportive. Design challenges are confronted both intuitively and analytically with the understanding that the two approaches inform and validate one another.

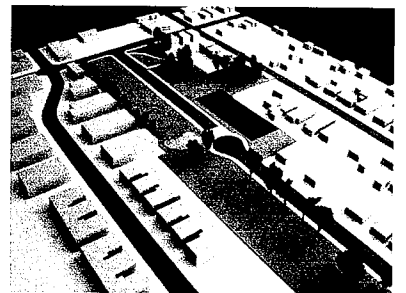
Technology. The last century has seen an explosion of technology which has resulted in a fluid, ever changing environment in which construction methodologies, techniques in drawing production, materials advances and management approaches continually and quickly evolve. We respond in a manner consistent with the tradition of the field by cultivating relationships with the vast array of technical specialists who by profession maintain up to date familiarity with new technologies and economies.

Atelier. These same technologies have paradoxically allowed for the revival of the traditional atelier style of practice in which a small, fully integrated group of creative and capable individuals is able to manage and realize large and complex projects. The commitment to long term cultivation of staff, and the intelligent, discriminate application of technology results in the minimization of internal bureaucracy, management distractions and the conservation of energy that is more fruitfully focused toward the needs of the client and high quality output.

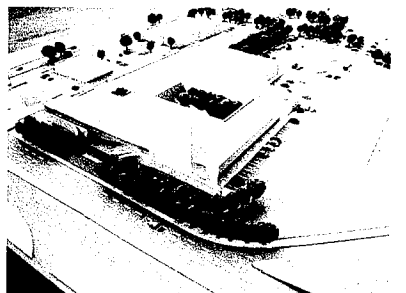
Longevity. The founding principals of the Culver City office, Steve Johnson and Jim Favaro, resist undisciplined expansion of the practice on the philosophy that controlled growth, long term commitment to our staff and the quality of our work is the most effective way to balance prosperity and excellence. As principals Steve and Jim maintain intimate involvement in all the projects in the office while effectively delegating to individuals with whom we have long term relationships in a fully integrated, tested design process. In this way the longevity of our practice offers concrete benefits to our clients in the form of experienced principals not distracted by marketing, business development or excessive internal management. Long term, creative relationships with our clients and high quality results are our most effective business development tools.



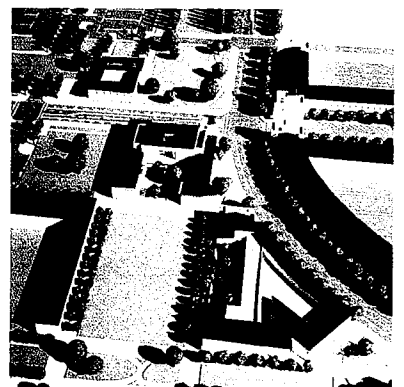
*West Hollywood Library
West Hollywood, CA*



*Isla Vista Community Center
Isla Vista, CA*

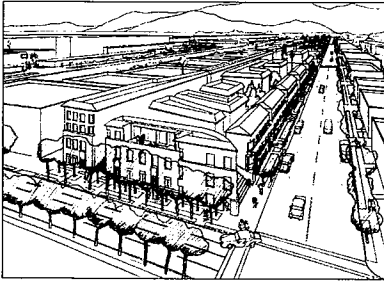


*Fountain Valley Center
Coastline Community College
Fountain Valley, CA*

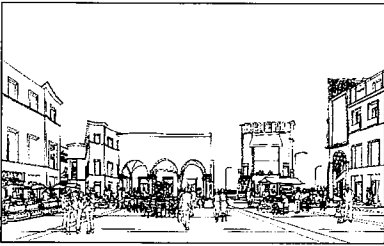


*Chaffey College Chino Campus
Phase I Main Instruction Building
Chino, CA*

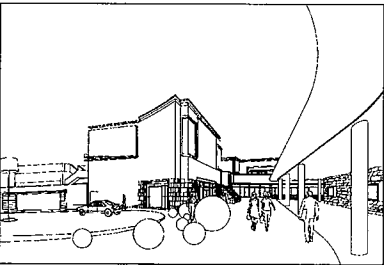
Visual Intelligence



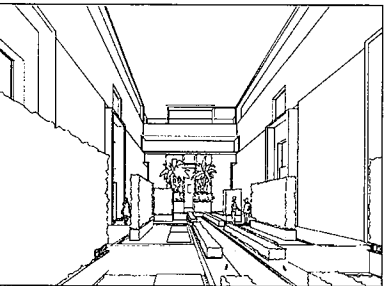
Shoppers Lane



Culver Center



Shops on Lake Avenue



San Pasqual Housing

It is the conviction of this practice that architecture and planning are at the cusp of a new and promising era in Southern California. The increasingly sophisticated involvement of institutions, municipalities and communities in planning and design and their growing consciousness that sound planning and community involvement work together to further the interests of both public and private projects have set the stage for a more positive, cooperative and effective building environment. We are uniquely positioned to assist our clients to flourish within this evolving new world having developed over the long term a practice dedicated to the principle that urban design, landscape design and architecture in the context of sound financial planning and effective outreach are inexpendable in the successful stewardship of public sector development; and that the more complex the planning environment becomes the more important is design in the successful building project.

We are keenly in tune with the imperative that the management of risk is paramount in the initiation and execution of sound building projects. It is our philosophy that the unpredictability of the development process can be minimized through serious research and study--through drawing and outreach--up front and before burdensome financial investment in any given project is necessary. The roles that urban design and planning through visualization and the related feasibility study play in the creation of predictability is key; the physical form of such studies crucial.

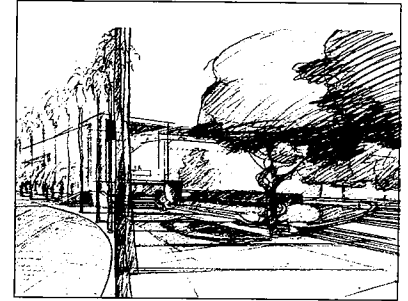
The creation of visual materials in the form of diagrams, perspectives, renderings and models is the most effective way to navigate the complexities of any given project, to most effectively communicate ideas and to predict the challenges and obstacles of a project for all interested parties before they happen. These are the tools which more than any other create common vision and shared expectations and the resulting minimization of unpredictability in the process. No master plan, design concept or project pro forma should be created in the absence of such crucial visualization and related preparatory work.

Across California planning and zoning ordinances, design review boards, codes, covenants and restrictions have been driven more than ever by a sense of frustration with the failures of real estate development and the quality of the architecture built since 1970--and in most cases, rightly so. However well intentioned these efforts were they were and are the wrong solutions for what is a far more complex and subtle challenge-- a challenge that requires a kind of professionalism that is reliant less on legal formulas, numbers, charts and written materials and more invested in visual thinking-- a kind of thinking of which most of us are unaware or dismissive and by which a lot of us are intimidated. It is clear to us that progress will not be made until we as communities and participants in the creation of the built environment communicate through visualization--and that the business of institutional design and private and public development will not improve until such practices are integrated into the process.

Visualization in the context of comprehensive analysis and wisdom gained through hands-on building experience is the foundation upon which our practice is built. We are poised for those willing to rise to the real challenges of our institutions and cities today and the limitless opportunities those challenges afford to invest our skills and our knowledge to their fullest in the realization of our clients' and communities' highest aspirations.

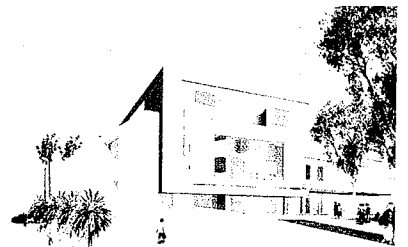
Design and Process

The success of any complex planning or building project is dependent upon a well-structured process in order to create a sound framework within which spontaneity and creativity thrive, while maintaining the discipline to direct such creativity. We have through our experience established a sound set of procedures in order to ***bring order into the process while maximizing the participation and contribution of everyone involved:***

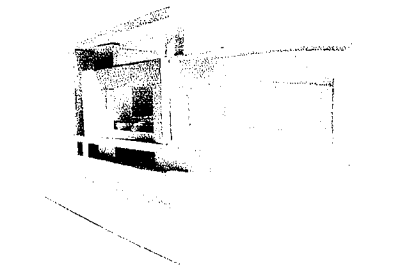


*West Hollywood Library
Pencil Sketch*

- ***Listen*** — We institute a rigorous schedule of interviews, workshops, reviews and planning sessions in which our most critical role is to absorb the concerns, needs, desires and ideas of the constituents involved in a project. We verify what we have heard by recording interactions in written form for review and response. This creates a level of communication that moves the conversation forward honestly and with precision.
- ***Analyze*** — A considerable preliminary period of investigation is dedicated to analysis. We review existing documentation, technical reports; we verify site and program information provided by the client and document the site and program graphically and photographically. Sound analysis at the beginning of the project establishes the groundwork from which the right questions are posed in the search of solutions worth pursuing.
- ***Speculate*** — Plans and building design can be dry endeavors and often uninteresting to stakeholders and “lay” participants. It is central to our approach that we illustrate with evocative imagery; speculate on what things might look like and how they might work. Even the most unreasonable idea or image can lead to something useful and we discount categorically no idea before it is tested. This allows us to instigate creative thinking on the part of the development team and the community, to engage emotions and build enthusiasm for a plan that everyone feels they know and understand.
- ***Communicate*** — Words, numbers and diagrams are useful, but especially limited in the context of the creation of plans and buildings. Our team will provide visual materials in order to illustrate ideas, visually express concepts or quantities or qualities, illicit responses, create and eliminate options, relate the quality of place to design concepts, and create enthusiasm for the project.
- ***Respect the Protocol of the Process*** — The structuring and phasing of the design process has a distinct purpose: it allows the design team and the client to structure our thinking from the basic and conceptual to the more detailed and refined. By acknowledging this protocol we avoid awkward lurching forward into subsequent phases or circling back to prior phases, thus creating lapses in communication and/or affecting the project schedule. The timely framing of questions and issues is as important to our approach as the creation of solutions. Our approach thus relies on a well-conceived work plan and schedule and the discipline to adhere to them.
- ***Create Common Vision*** — Through effective listening and consistent communication it is the goal of our approach always to create common vision by creating a sense of collaboration and an atmosphere of possibility, eliminating misunderstandings, false expectations and surprises and creating a sense of ownership on the part of the stakeholders.



*West Hollywood Library
Computer Generated Rendering*



*West Hollywood Library
Study Model*



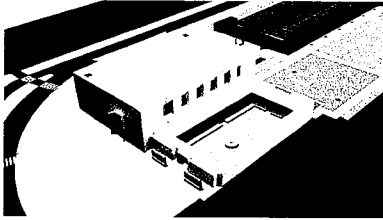
*West Hollywood Library
Site Model*

The Intentions of the Urban Design & Planning Process

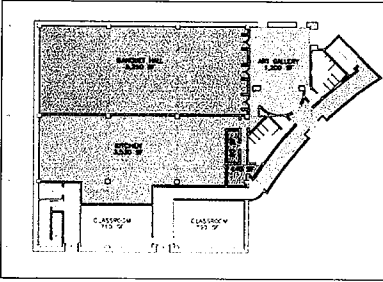
The purpose of an urban plan is to bring the area into alignment with the mission of both the City and the community through growth management and the improvement of the physical environment. A community's master plan reflects its vision of itself and its future. The plan conveys and supports this vision through the design of landscape and architecture. The plan is a vehicle for building collaboration and consensus on the community and client team's shared purpose and goals, and it is a practical guide for the development and improvement of the shared City environment.



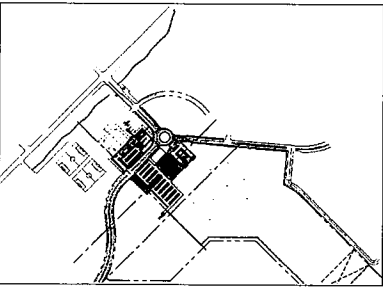
Perspective View



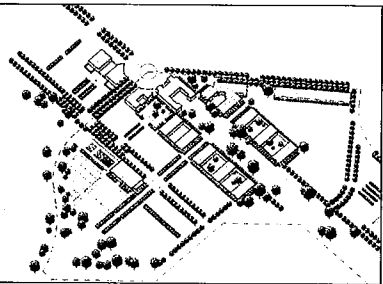
Computer Rendering



First Floor Plan



Community Center within Master Plan



Overview of Chino Campus Master Plan

*Community Center
Chaffey College, Chino Campus
Chino, CA*

We believe that the quality of a City's outdoor public spaces: its public squares, streets, parks, courtyards and gardens, are the necessary infrastructure which makes a City a place that is more than the sum of its parts. These spaces foster communication and interconnection between members of the community by providing places for people to meet and interact, and by promoting the sense that the area is a shared place, one that symbolizes and houses the entire community. In many cases these spaces are more evocative and memorable than any one individual building. Together these spaces form an integrated whole, the civic structure, which gives form to the public realm.

We often find that additional buildings required to accommodate new development can improve a City's public realm--although in most Californian's experiences of the last fifty years the opposite has been true. The addition of buildings can, in fact, make outdoor spaces more legible, useful, memorable, and beautiful. In other words, an increase in architectural density, if arranged with care and understanding, can strengthen and clarify the City's civic structure. A master plan is a vehicle to harness these changes and use them for the City's overall benefit.

The City's community facilities plans need to be rooted in the history, meaning, and goals of the community, in its vision of the future, and also in a detailed knowledge of the physical environment. A master plan synthesizes these aspects — the specific, concrete, and tangible needs and parameters of the area, and the more diffuse spirit of the place. By allowing these to illuminate each other, the master plan reflects the culture of the area, and enhances the unique character of the community.

Underlying Philosophy and A Real-World Approach

Throughout the outreach and design process, the design philosophy that underlies our work will be fundamental — the idea that urban design and planning is a social art, whose primary role is to create and define the public realm. We believe that the master planning process succeeds when it brings together an in-depth understanding of the needs and desires of the all of the City's constituents, expressed through the planning and realization of buildings and open spaces within a thoroughly developed and shared vision of excellence.

The pragmatics of an urban plan can be accomplished dutifully by many experienced firms. Marketing analysis, population projections, circulation, parking, environmental and historical analysis, development criteria all must be thoroughly researched and carefully addressed. But the plan must do more than address numerical and factual issues, for it must inspire a groundswell of enthusiasm within the community and its political leadership. It must lay out a beautiful community, with handsome buildings, gracious open spaces, and lively people places. To bring that vision into being — to do more than just create a plan on paper — we develop policies, principles, and guidelines for architectural and landscape design, and we make recommendations for the community's internal process of maintaining, reevaluating, and extending the master plan after we are done and long after we are gone.

Relating the Short Term to the Long Term

The master plan structures thought and provides a framework within which decisions can be made about intended infrastructure, building and landscape projects now and as they arise in the future. In the initial stages it was an exercise in imagining an ideal: *“What would we do if we could control everything and had all the resources we needed at our disposal today?”*

This is a powerful method to flush out ideas, observations, obstacles and opportunities. It is especially useful in broadening horizons of thought, creating possibilities where there were thought not to exist and nurturing the will to do better than what near-term concerns might ordinarily suggest. It is never intended that a master plan be devised as a blueprint for one giant static project unto itself whose value is diminished by virtue of it not taking place all at once or ever being realized in its entirety. Its value lies in its ability to balance objectives and priorities from the long view and thus prevent short-term decisions from creating obstacles to the eventual completion of a coherent overall area.

This is not to say that every attempt should not be made to follow the lead of the master plan once it is adopted. A good plan will allow for incremental execution of individual components as the need arises, while creating interim conditions which do not function or feel like incomplete fragments.

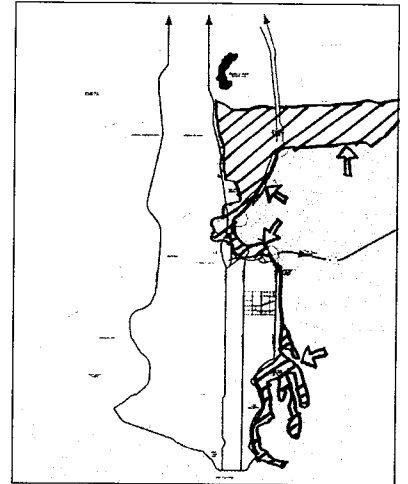
Collaboration

Our approach to master planning is cyclical and collaborative. We achieve this through programming and design workshops in which alternatives are freely and transparently discussed. Based on these meetings we create a combined vision for the proposed Community Facilities Strategic Plan. We bring architectural inventiveness and environmental sensitivity to the process, as well as an understanding of good community places, but this is nothing without collaborative engagement and the community’s vision for the future.

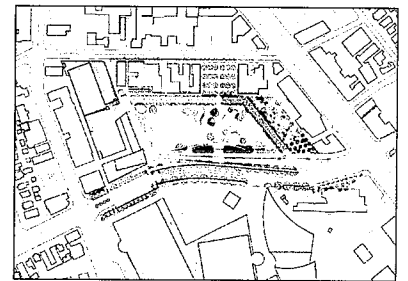
The key here is threefold:

- 1) Understand the mission of the community and its vision of the City.
- 2) Talk early and often with the community’s constituents, stakeholders, and representatives.
- 3) Test what you hear by producing physical alternatives

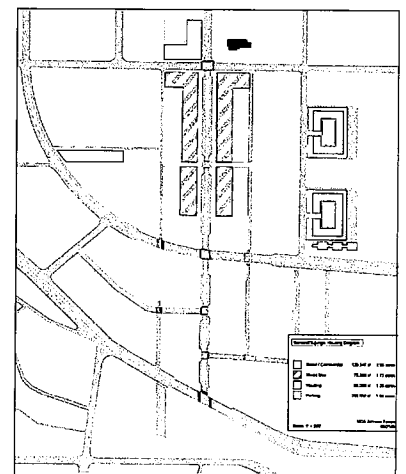
The planning process must address both “private” and “public” interests. Each active participant must be involved with all phases, and accept responsibility for the implications and effects of their individual agendas. All must pledge to serve the good of the whole. Private agendas, such as getting the most square feet possible for a particular constituent, must be tempered with respect for the public good – for the promotion, development, and quality of the community as a whole.



North Gaffey Street Pilot Plan
 Port Pressure Diagram
 San Pedro, CA



West Hollywood Park and Library
 Masterplan Landscaping Diagram
 West Hollywood, CA



Commerce Avenue Village Plan
 Housing Diagram
 Sunland-Tujunga, CA

Effective Outreach

Effective outreach is critical to both the creative process and its outcome. Our experience in the stewardship of complex planning and building projects in the municipal and institutional settings for both the private and public sector is extensive.

Our philosophy of outreach is based on the conviction that:

- A) Listening on our part is fundamental to the purpose of outreach; and
- B) Presentations in large group formats, public forums and workshops as well as presentations to regulatory boards and agencies are most effective when preceded by a rigorous and thorough airing process in small groups and one-on-one interviews with the core users, the core client group(s) and those regulatory agencies and stakeholders most closely affected by or influencing the outcome of the project.

Only upon verification of the project's program, budget, overall planning strategy, design direction and viability at the more personal, individual and intimate level of interaction with leadership, stakeholders and interest groups can the project be "rolled out" into increasingly expanding public venues. Complex conversations are possible in small groups; as the group grows the conversation must by necessity simplify.

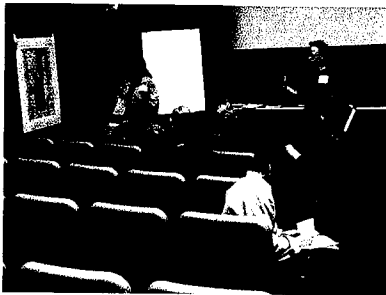
What distinguishes effective outreach from just "going through the motions" are the following:

- 1) Sound preparation on the part of the design team such that visual materials, background research and documentation are created to give structure to conversations throughout the process. The submission of an agenda that organizes each interaction well beforehand allows the participants to gather their own thoughts in preparation for the meeting.
- 2) The ability of the design team to draw out pertinent information from the stakeholder is critical and besides listening well, depends on the quality of questioning brought to the table. Everyone is afforded the freedom to speak freely and is encouraged to do so; however, the design team must have the ability to understand which information is pertinent to the subject at hand, which will have influence on the direction of a plan or design. Only through thoughtful questioning and "reading between the lines" does productive communication take place. It is important, therefore, that the principals directing the work back in the studio are present at these interactions.
- 3) Comprehensive meeting notes and visual documentation that record generally and specifically each interaction are critical to forwarding the process. The notes and documentation afford the stakeholder the ability to verify that we heard what we said, that the stakeholder said what he/she meant and/or that the stakeholder wishes to amend and/or delete or modify what was said. Some of the more recent projects in which effective outreach has been critical to the success of the project include:

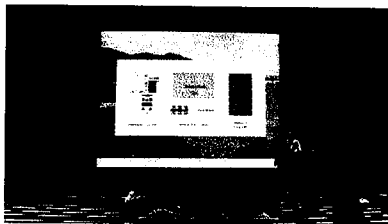
- Estero Park Master Plan and Isla Vista Community Center, Isla Vista, CA
- West Hollywood Park Master Plan & Library, West Hollywood, CA
- County of Fresno Health & Social Services Campus Master Plan, Fresno, CA
- Chaffey College, Chino Campus, Campus Master Plan, Chino, CA
- Los Angeles Trade Technical College, Campus Master Plan, Los Angeles, CA



The 1st West Hollywood Park Master Plan Public Forum



Isla Vista Community Outreach Forum



Isla Vista Community Outreach Powerpoint Presentation

EFFECTIVE OUTREACH

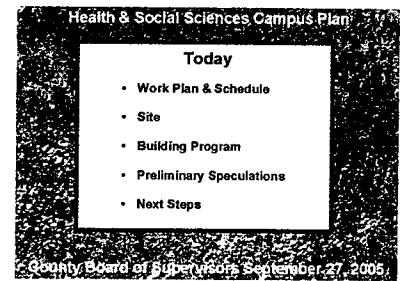
- Small to Large Formats
- Good Questions
- Comprehensive Meeting Notes
- Sound Preparation
- Effective Visual Tools

Community-Based Participation Presentations

Effective outreach requires, among other things, the ability to make complex concepts simple, to build consensus across a community with a wide range of interests and priorities, and in the process inspire the community and its leadership to act. The following are examples of presentations in a public setting that were only part of a larger program of outreach, but which are nevertheless representative of the kinds of communication that are components of successful outreach.

1. County of Fresno Health & Social Services Campus Master Plan

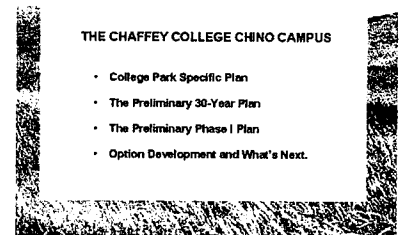
This 30 minute presentation to the Board of Supervisors of the County of Fresno was presented to an audience of over 200 (and many more via video) consisting of a diverse group of constituents and community members from across the County and City of Fresno on September 27, 2005. It represents a summary of the results of the Reconnaissance & Analysis phase of the comprehensive master plan for the County's 32-acre site in which 1,000,000 SF and 4,500 parking spaces are to be accommodated within a residential area of east Fresno. The presentation is the culmination of a three month outreach process and was given in various forms to a variety of audiences including County staff, neighborhood groups and regulatory authorities over the course of the three month phase. It summarizes the "facts on the ground" and preliminary speculations for both a shared vision and point of departure for the subsequent development of the master plan which will be accomplished in the next phase "Option Development" currently underway. The presentation is both analytical and visual in nature maximizing clarity and logic on the one hand and inspiring, consensus building imagery on the other.



*Fresno County Board of Supervisors
September 27, 2005*

2. Chaffey College Campus Master Plan

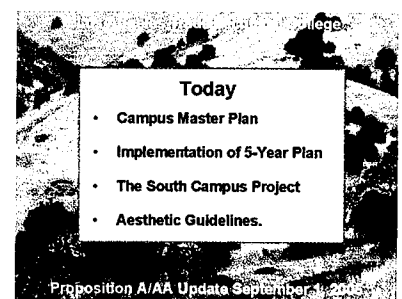
This 20 minute presentation to the Governing Board of Chaffey College on September 25, 2003 served to summarize for the Board the principles, guidelines and policies driving the formation of the master plan for the brand new ground up 100-acre Chino campus of the Chaffey Community College District (whose main campus resides in Rancho Cucamonga, CA). The presentation is an abbreviated version of similar presentations given to City of Chino staff in a variety of settings, the Community of Chino (groups of 300 and more) and the administration, faculty and staff of Chaffey College. The presentation outlines the basic tenets of the plan, the thought processes that led to its creation, key principles expressed in narrative, numbers, diagrams and imagery, and a clear strategy for the implementation of the plan in the context of time and money. The first phase of the master plan is to be constructed with in-place, but limited bond financing—both an opportunity and constraint on the demarcation of the Phase I build out, a key component of the master plan. Our office is currently engaged in the design of the \$43M Phase I project.



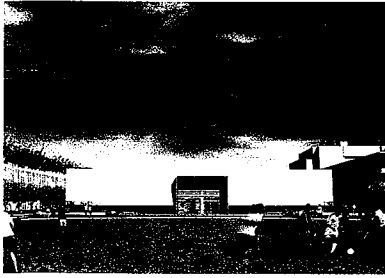
*Chaffey College Governing Board
September 25, 2003*

3. Los Angeles Trade Technical College Campus Master Plan

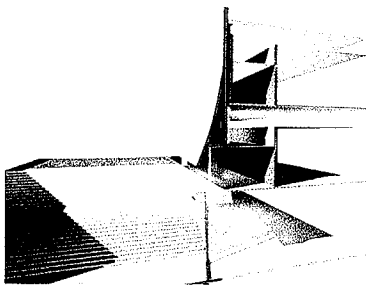
This 45 minute presentation has been delivered on numerous occasions in a variety of settings including the Los Angeles Community College District Board of Trustees, CEQA community meetings, and Los Angeles Trade Technical College administration, faculty and staff in groups of as many as 200. It summarizes every aspect of the thirty year campus master plan, the five year plan funded by \$238M in bond financing, the CEQA process that led to the approval of both plans, the financial parameters of the five year plan build-out, the timeline of the delivery of projects, a detailed description of the first major project to emerge from the five year plan, the \$70M South Campus project (designed by our office and about to start construction), the series of projects to follow or precede the South Campus project as well as major principles guiding both the five year and thirty year plans. The presentation includes a detailed account of the aesthetic guidelines put in place to guide the development of a consistent yet flexible language of architecture to be applied to all new buildings and renovations across campus in order that the overall result is one not of absolute uniformity on the one hand nor visual chaos on the other. The presentation has been given in various iterations to a diverse range of audiences across a four year period spanning from the summer of 2001 to the most recent on September 1, 2005.



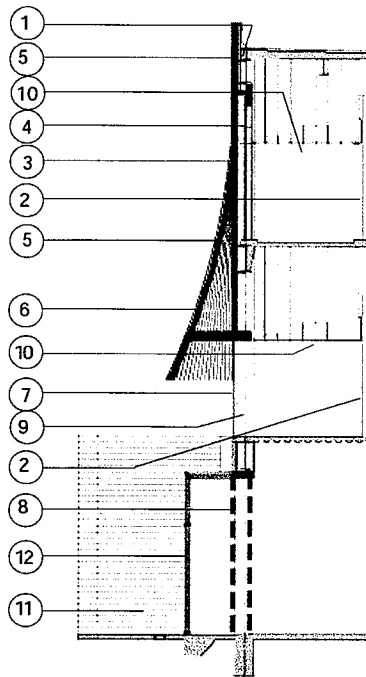
*LATTC Administration, Faculty & Staff
September 1, 2005*



LATTC Library & Learning Resource



LATTC Library & Learning Resource



LATTC Library & Learning Resource

Sustainable Design

Successful sustainable design arises from an overall awareness of the basic principles of *how buildings interact with the environment and its inhabitants* in combination with hard knowledge and experience with new technologies, developments in materials and their uses and advancements in the economies of innovative building systems. The major defining areas of awareness and knowledge, as defined by the LEED rating system of the US Green Building Council, include site planning, energy efficiency, water conservation, materials and building resources, indoor environmental quality (IEQ), life-cycle analysis and importantly, the “whole building approach” to sustainability.

The Global Approach

Sustainable design is an art and a science, as it is the integration of the various practices in the context of capital and life cycle cost analysis, which create successful design solutions. Some areas are more quantifiable and “knowable” in the traditional scientific or engineering sense; others are based on experience, judgment, accumulated familiarity with systems’ behaviors, the behavior of the natural environment and intuition. Energy consumption is one of the most important areas and one of the most quantifiable; building products and materials are tangible and easily compared. Indoor air quality is less tangible and more difficult to predict and often a consequence of materials choices, as are the effects and behavior of natural light and the success of a building to enhance quality of life — the defining goal of sustainability.

The Early Integration of Sustainability in the Design Process

Capital costs are a large component in the sustainable design decision-making process and value engineering is an inevitable component of the process. It is therefore important that we pursue strategies in which sustainable principles are imbedded into the design and not mere embellishments of or accumulations on standard practices. An early pragmatic approach will assure that the design, its sustainability performance and cost are evaluated early, predicted accurately and integrated in order to anticipate and “survive” the value-engineering phase.

It is in the conceptual stages of programming and design when big decisions are made regarding overall building performance in the context of its environment (i.e. north/south alignment of principle building faces may reduce the need for an expensive HVAC system).

The Process

The responsibility of the design team is to create a menu of alternative strategies, presented thoroughly and comprehensively and evaluated in collaboration with the stakeholder/client group. Our approach is systematic:

- **Research alternatives** and present them in understandable ways
- **Evaluate capital and life-cycle cost** ramifications of alternatives
- **Evaluate the interaction** of green building strategies
- **Prioritize** green building strategies
- **Create a menu of options.**

Recent experience with the LEED Certified Design Process include:

- Los Angeles Trade Technical College South Campus Project
(currently in design; LEED Certified Silver Rating)
- City of West Hollywood Library
(currently in pre-design; LEED Certified Silver Rating)
- Isla Vista Community Center (currently in design; LEED Certified Bronze Rating)

Areas of Sustainability in the LEED Rating System

The United Green Building Council has organized the LEED certification process into six areas in the sustainability of the design of a building or ensemble of buildings is evaluated. The project must “earn” a certain number of points within each of the six areas to gain the desired level of certification which are three: Bronze (Certified), Silver and Platinum. The following is an overview of each of these categories:

Sustainable Sites

It is in this category that the overall site planning strategy has the most influence on sustainability. Alternative means of transportation, accommodations for bicycles and electric and alternative fuel refueling stations are just some of the readily available measures appropriate to the California Polytechnic State University Master Plan. Reduction of heat island effects can also be readily achieved by reducing paved surfaces within the campus and utilizing EPA Energy Star roofing systems on the buildings.

Water Efficiency

Our landscape architect will help us in minimizing water consumption through the selection of appropriate native and drought tolerant plant materials. We will want to account for one more point through water saving measures in the facility itself such as water saver faucet aerators and showerheads.

Energy and Atmosphere

This category will have the most ramifications on project cost and that in which the central plan plays a central role. We will want to try to avoid excessive reliance on a cooling system altogether through sound architectural design strategies (building orientation, envelope design, roofing materials, etc). Depending on local power and water company incentives we may be able to achieve some points for renewable energy by using a photovoltaic panel installation or perhaps off-site wind generation. Project budget will define our options here.

Materials and Resources

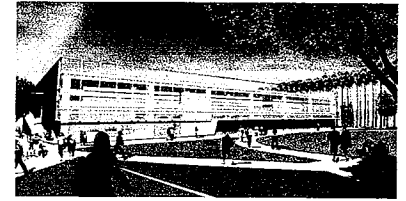
Material selection will be key in both the architectural character of the campus buildings and our sustainability strategy. Many points within this category such as use of local/regional materials and recycled content are easily achieved. Interior materials selection will focus on certified woods and carpets, linoleum in place of vinyl floor materials, etc.

Indoor Environmental Quality

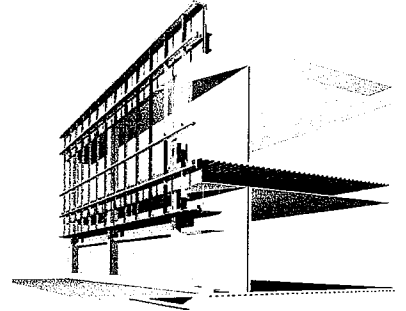
Roughly a third of our points budget is allocated in this category and it is one the design team takes seriously. It is here that issues of light quality, natural ventilation and the selection of interior finishes has the most influence on the sustainability of the design. We are fortunate in that California’s climate is sympathetic to natural ventilation and daylighting measures. Attention to qualitative matters in the design of the buildings’ interiors is crucial.

Innovation & Design Process

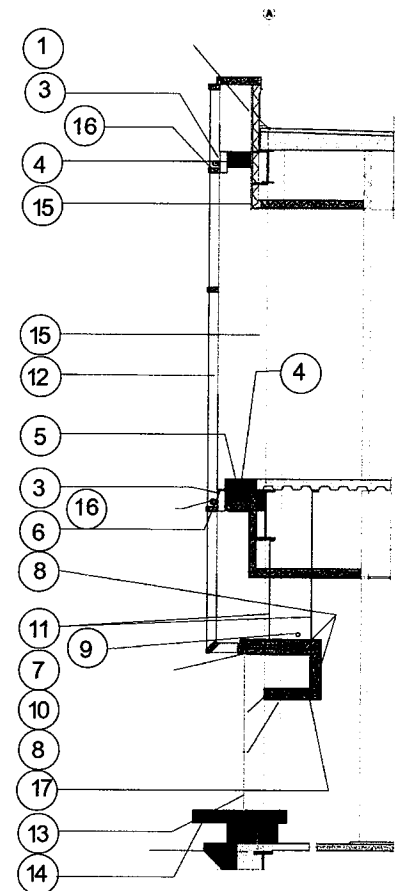
Our sustainability consultant, alone, wins us one point by virtue of accreditation as a LEED professional from the USGBC; and, given the likely high degree of motivation on the part of the client team and the community to achieve demonstrable excellence in sustainability we believe there is an opportunity to gain points for innovation in design.



LATTC Library & Learning Resource Center - North Quad



LATTC Library & Learning Resource Center - North Wall Section



LATTC Library & Learning Resource Center - North Wall Section

Regulatory Outreach, Review and Approvals

The successful stewardship of the regulatory process of any project requires the identification of all parties and agencies that will have review and approval jurisdiction, understand the appropriate point in the project development at which to interact with such parties and insure the proper documentation of the project in preparation for such interaction. The integration of the community, regulatory and agency outreach, review and approvals process is into the design process itself is critical to the project's success. Proactive communication with all interested parties and regulatory agencies prevents unexpected obstacles, detours and circling back to prior phases of design. We institute a rigorous schedule of interviews and meetings beginning in the conceptual phase of design in order to anticipate key parameters that will influence the design from the most wide ranging to the most detailed. Fire and life safety vehicle access requirements, for example, can greatly impact the overall site planning strategy of a project.

The comprehensive regulatory strategy must recognize that reviews and approvals occur at a wide variety of levels throughout the process from the most discretionary at the community or political leadership strata, to the most detailed and prescriptive at the level of California building and administrative codes (Title 5, 22 or 24, for example) and at county and municipal levels. In the realization of complex projects our practice has encountered the entirety of this spectrum. Examples include:

Los Angeles Trade Technical South Campus Project

- California Division of the State Architect (DSA)
- City of Los Angeles City Council
- City of Los Angeles Planning and Zoning
- City of Los Angeles Fire Department
- City of Los Angeles Department of Transportation
- City of Los Angeles Department of Public Works
- Los Angeles Community College District (LACCD) Board of Trustees
- LACCD Operations and Infrastructure Committee
- LACCD Directors of Facilities Planning and Management
- LACCD Counsel
- Proposition A District Wide Program Managers
- Proposition A Los Angeles Trade Technical Project Managers
- LATTC LEEDS Commissioning Agent
- United States Green Building Council
- LATTC Planning Action Committee
- LATTC Administration, Faculty and Staff

The Shops on Lake Avenue, Pasadena, CA

- City of Pasadena City Council
- City of Pasadena Planning Commission
- City of Pasadena Department of Transportation
- City of Pasadena Department of Public Works
- City of Pasadena Department of Community Development
- City of Pasadena Department of Design and Historic Preservation
- City of Pasadena Department of Landscape and Urban Forestry
- City of Pasadena Department of Public Works
- Pasadena Design Review Board
- Pasadena Heritage Association
- San Pasqual Neighborhood Association
- Del Mar Homeowners Association



*Los Angeles Trade Technical College
 South Campus Project
 Los Angeles, CA*



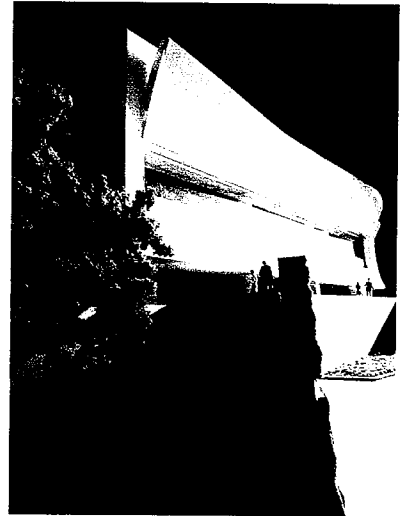
*Shops on Lake Avenue
 Pasadena, CA*



*Shops on Lake Avenue
 Pasadena, CA*

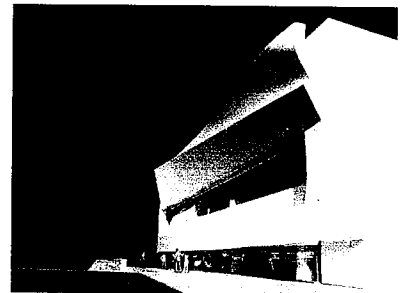
Chaffey College Chino Campus

- California Department of the State Architect (DSA)
- California Department of General Services Administration
- County of San Bernardino Health Department
- County of San Bernardino Building Department
- City of Chino City Council
- City of Chino Planning Commission
- City of Chino Department of Community Development
- City of Chino Parks and Recreation District
- City of Chino Department of Transportation
- City of Chino Department of Public Works
- Chaffey Community College District Governing Board
- Chaffey College President's Council
- Chaffey College Administration Faculty and Staff



West Hollywood Park and Library

- City of West Hollywood City Council
- City of West Hollywood Planning Commission
- City of West Hollywood Department of Transportation
- City of West Hollywood Department of Human Resources
- City of West Hollywood Landscape and Facilities Division
- City of West Hollywood Parks and Recreation Department
- City of West Hollywood Senior Advisory Board
- City of West Hollywood Redevelopment Agency
- West Hollywood Eastside Project Area Committee
- County of Los Angeles Supervisors Office
- County of Los Angeles Library System
- State of California Library Bond Act Regulations
- West Hollywood Parks Steering Committee
- West Hollywood West Homeowners Association
- Robertson/Melrose Business Association
- The Pacific Design Center



*West Hollywood Library
West Hollywood, CA*

PROJECT EXPERIENCE

Abbreviated Portfolio of Relevant Project Experience

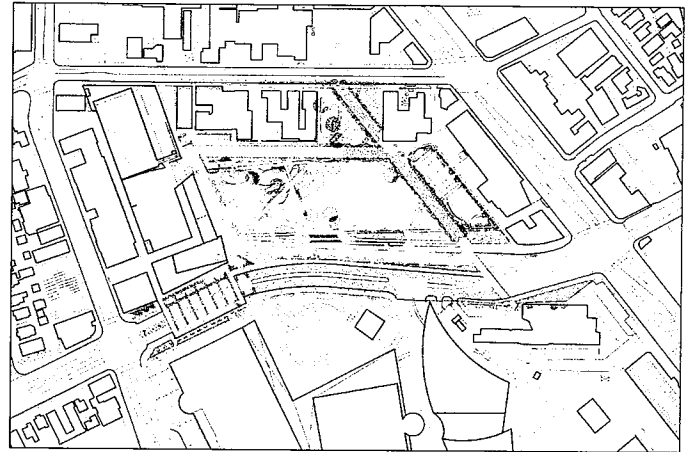
WEST HOLLYWOOD PARK MASTER PLAN

West Hollywood, CA

Scope: 8 Acres; 150,000 SF of New Construction and Significant Renovations and Additions; 500 New Structured Parking Spaces; Contract \$300,000; 2001-2004

The master plan for West Hollywood Park is the result of a comprehensive planning and outreach effort. It sets the stage for short term and long term strategies to re-configure the park and build expanded recreational and community facilities including a new library, aquatic facility, family recreation and community center, park support facilities and structured parking. The major goal of the plan has been to increase open space, with grass and trees for the city while providing expanded community facilities.

- *City of West Hollywood*
8300 Santa Monica Blvd., West Hollywood, CA 90069
Sam Baxter, Mgr of Facilities & Landscape Division (323) 848-6321
(MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)



West Hollywood Park Master Plan, West Hollywood, CA

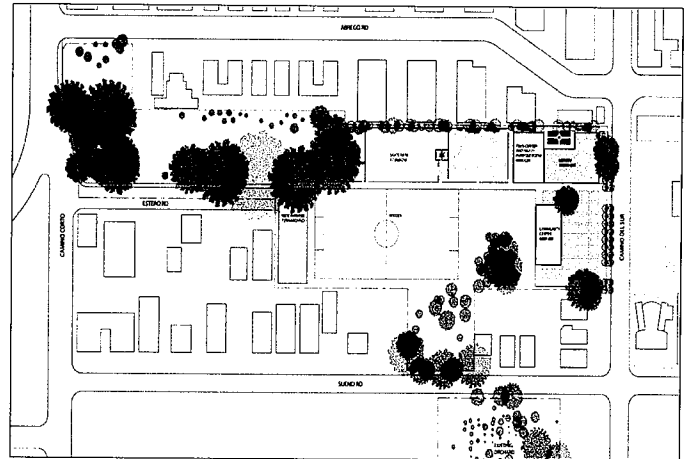
ESTERO PARK MASTER PLAN & ISLA VISTA COMMUNITY CENTER

Isla Vista, CA

Scope: 6.8 Acres, 30,000 SF of New Construction, Outdoor Recreation Facilities

This project consists of an initial pre-design phase which will include a master plan for Estero Park, a detailed building program for the Isla Vista Community Center and a conceptual cost estimate for the construction project. The project includes extensive outdoor recreational facilities such as a skate park, basketball courts, soccer field and frisbee golf course. The community center will consist of an 18,000 SF community library, a 3,000 SF teen center operated by the local YMCA, and an 8,000 SF multi-purpose hall and support facilities.

- *Derek Johnson, General Manager (805) 968-2017*
Isla Vista Recreation and Parks District
(MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)



Estero Park Master Plan, Isla Vista, CA

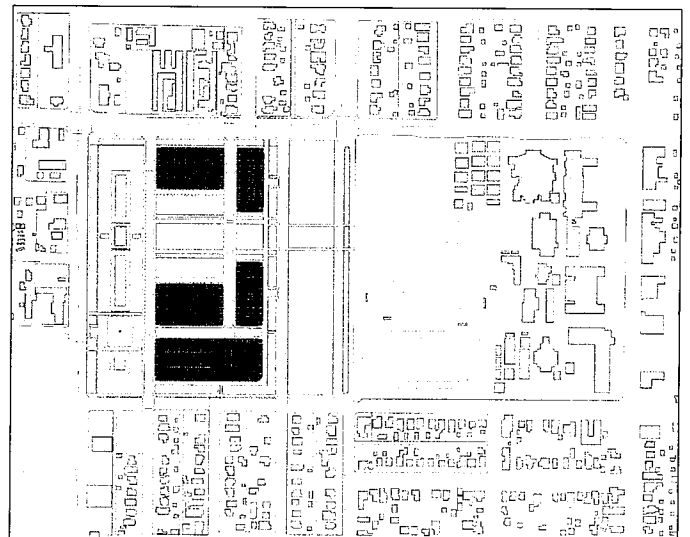
COUNTY OF FRESNO, HEALTH & SOCIAL SERVICES MASTER PLAN

Fresno, CA

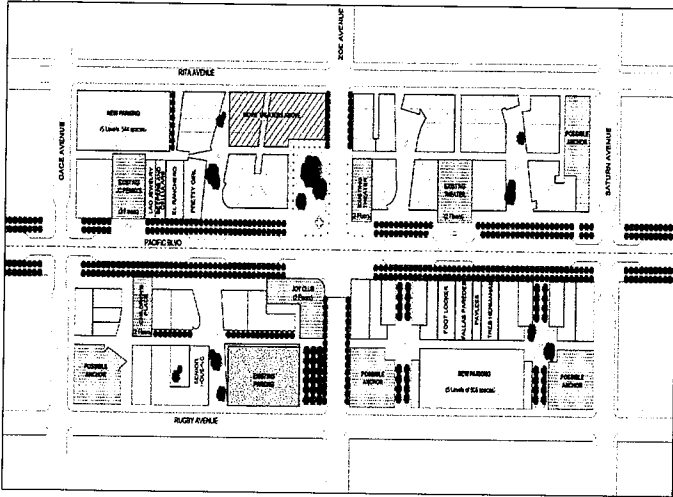
Scope: Master Plan of 650,000 SF for County Health & Social Services Departments on a 32-Acre Site; Contract \$300,000; 2005-2006

The County of Fresno will consolidate onto one site over 500,000 SF of administrative and customer services facilities within its Health & Social Services departments from various locations currently dispersed across the City of Fresno. The UMC campus is a 32-acre property owned by the County in East Fresno near the fairgrounds, Roosevelt High School and the remarkable Huntington Boulevard neighborhood, one of the oldest and most gracious in the City. The project includes the County facilities, a community and regionally serving park, and private sector residential and commercial development. The master plan focuses County offices along East Kings Canyon Road a principal east-west arterial in Fresno, with parking tucked behind.

- *County of Fresno, Capital Projects Division Manager*
Stuart Seiden, (559) 442-5206
(MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)



County of Fresno, Health & Social Services Master Plan, Fresno, CA



Pacific at Zoe Redevelopment Plan, Huntington Park, CA

PACIFIC AT ZOE REDEVELOPMENT PLAN

Huntington Park, CA

Scope: 15 Acres; 615,000 SF of Retail with Four 2-Story Anchors; 31,000 SF of Movie Theaters; New Parking for 1,700 Spaces; Contract \$40,000; 2002

MDA Johnson Favaro is working with Forest City Development on this redevelopment of eight blocks of downtown Huntington Park, a city once predominantly white, then african-american and now hispanic. Home to one of the most vital commercial districts in all of Southern California this eight block district commands some of the highest rents in the Los Angeles metropolitan area. The plan narrows Pacific Boulevard to a two lane road with left turn lane, on-street parking and widens the sidewalks in some areas to as much as 40 feet with flanking double alleys of trees. The existing Warner Theater is preserved as are other significant historic structures from pre-WWII era. A pedestrian oriented scale is afforded by creating a network of through-block walk streets within the large blocks.

- *Brian Jones, President, Forest City Development (213) 488-0010
 949 S. Hope Street, #100, Los Angeles, CA 90015
 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*

THE COLORADO BOULEVARD PILOT PLAN

Eagle Rock, CA

Scope: 125 Acres of Neighborhood Retail, In-Town Housing, Parking, and Public Infrastructure, Streetscape and Parks; Contract \$30,000; 2003-2005

Funded through grants obtained by the Eagle Rock Community Preservation and Revitalization Committee this project includes the facilitation of a community-based long term vision for the Colorado Boulevard corridor between Lolita and Glenwood within Eagle Rock. The planning effort has included extensive outreach, visioning and economic and development feasibility analysis toward the creation of both short term and long term strategies for the transformation of the core of Eagle Rock into a vital mixed-use neighborhood where people live and work as well as shop, worship and have fun. The emphasis of the effort has been on parking and in-town housing on the philosophy that critical mass in the form of visitors and inhabitants is what creates place.

- *Eagle Rock Community Preservation and Revitalization Committee
 Linda Allen and Hilary Orozco (323) 257-6898
 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*

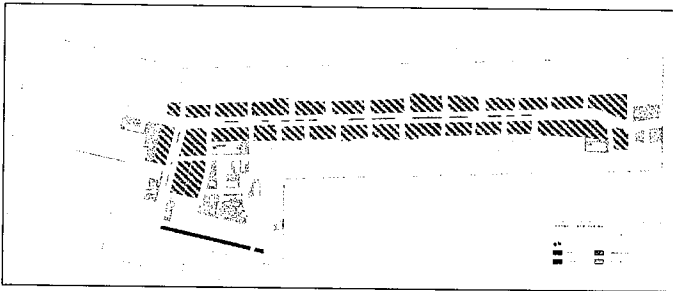
COMMERCE AVENUE VILLAGE PLAN

Sunland Tujunga, CA

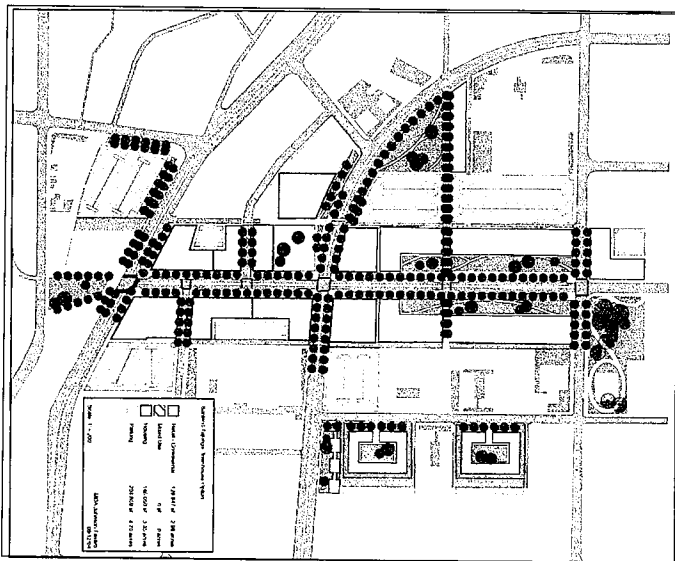
Scope: 125 Acres of Neighborhood Retail, In-Town Housing, Parking, and Public Infrastructure, Streetscape and Parks; Contract \$30,000; 2003-2005

MDA Johnson Favaro and Civic Enterprise Associates were hired by the Sunland-Tujunga Neighborhood Council and funded by the Los Angeles Department of Neighborhood Empowerment to collaborate with the Sunland Tujunga community in the creation of a comprehensive long term vision for the Commerce Avenue neighborhood. Both long term and short term strategies have been developed to steward both public and private investment in the neighborhood in the areas of retail development, residential and mixed-use development, parking and public infrastructure in the form of widened sidewalks, streetscape, trees and landscape and pocket parks. Emphasis has centered on housing and parking on the philosophy that the revitalization of a neighborhood is dependent on the establishment of critical mass in the form of people living there and visiting.

- *Sunland-Tujunga Neighborhood Council
 7747 Foothill Blvd., Room 101, Tujunga, CA 91042
 Julianne Maurseth and Ken McAlpine (818) 951-7411
 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*



The Colorado Boulevard Pilot Plan, Eagle Rock, CA



The Commerce Avenue Village Plan, Sunland Tujunga, CA

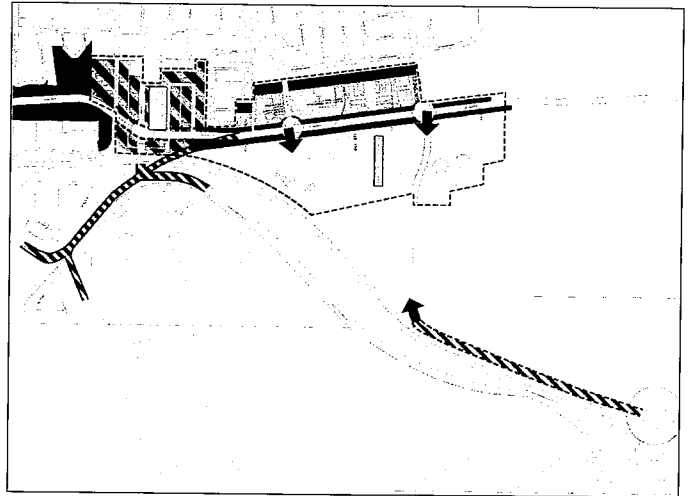
NORTH GAFFEY STREET PILOT PLAN

San Pedro, CA

Scope: Planning of Vehicular Infrastructure, Parks, Recreation, Private Sector Development Along 1.2 Mile Stretch of Street; Contract \$20,000; 2005-2006

MDA Johnson Favaro and Civic Enterprise Associates were hired by the Northwest San Pedro Neighborhood Council and funded by the Los Angeles Department of Neighborhood Empowerment to collaborate with the northwest San Pedro community in the creation of a comprehensive long term vision for the North Gaffey Street neighborhood. Both long term and short term strategies have been developed to steward both public and private investment in the neighborhood. The scope of the project includes planning for expanded regional park and recreation facilities, a new freeway interchange and access road for heavy trucks, development guidelines for private properties lining the street, re-routing of the street to integrate with the larger San Pedro vehicular infrastructure, etc.

- Northwest San Pedro Neighborhood Council
 638 South Beacon St., Box 688, San Pedro, CA 90731
 Dan Dixon and John Mavar (310) 833-6611
 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)



The North Gaffey Street Pilot Plan, San Pedro, CA

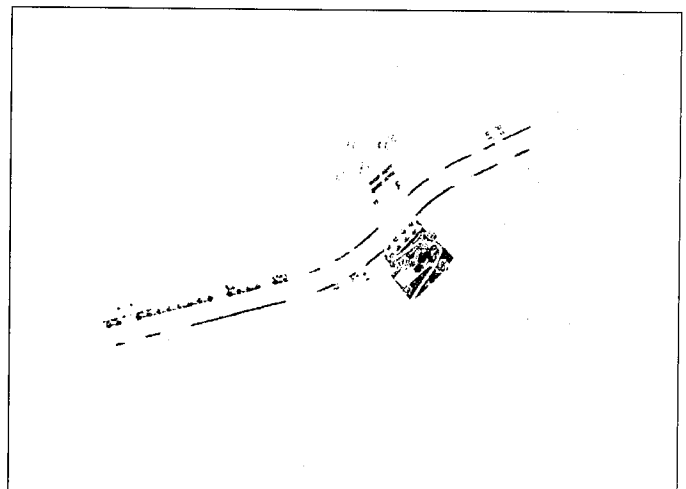
THE SUNSET STRIP PILOT STUDY

West Hollywood, CA

Scope: Sunset Boulevard Between Crescent Heights and Doheny

One of the most well known streets in the world Sunset Boulevard is mainly auto oriented and famous for its billboards and tall walls, one of the most compelling images of urban America of the 20th Century. This project is directed toward the greening of the boulevard, enhancing its vehicular character with strategies to create a more pedestrian sensitive street while maintaining the visual drama of its commercial life. The typical strategy of street trees has been replaced with a more complex, multidimensional strategy that includes outcroppings of palm and cypress groves, topiary, hip-high hedges, pocket parks, and landscape enhancement of the billboards themselves in the form of living picture frames. Sidewalk enhancement, lighting, artwork and furnishings are part of the plan.

- City of West Hollywood
 Sam Baxter, Mgr of Facilities & Landscape Division (323) 848-6321
 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)



Sunset Strip Pilot Study, West Hollywood, CA

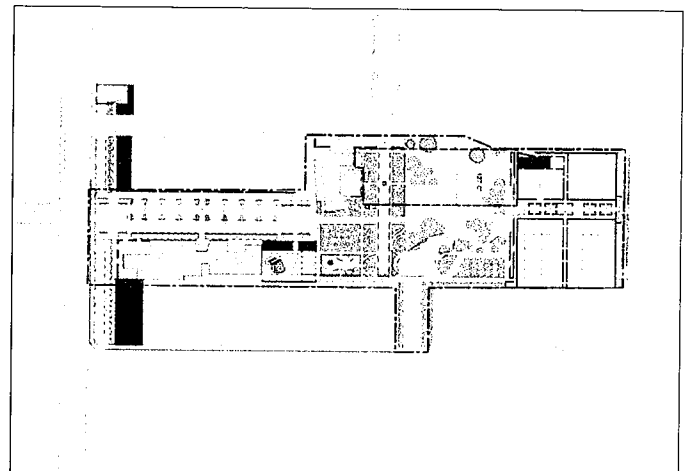
PLUMMER PARK MASTER PLAN

West Hollywood, CA

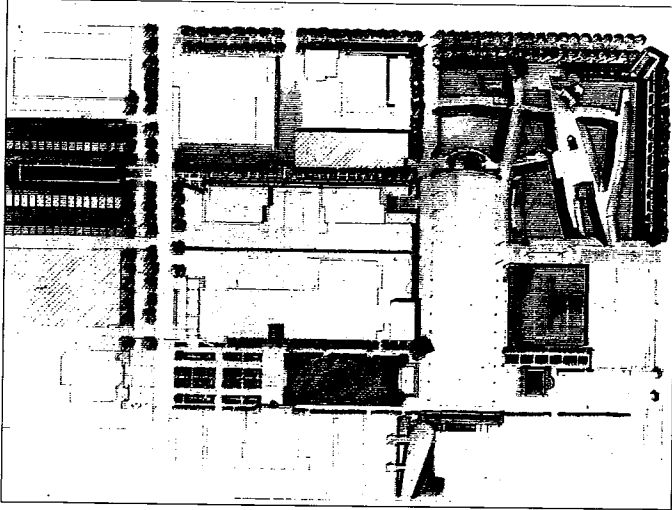
Scope: 8 Acres; 70,000 SF of New Construction, Renovations and Additions; \$35M

Over the years Plummer Park had grown to become a disjointed labyrinth of spaces and amenities disconnected from each other. The goals of this master plan were to increase the quantity and quality of open space and provide overall cohesion within the park while improving its relationships with the surrounding neighborhood. The plan includes the creation of an integrated network of paths and promenades across the park, the creation of a linear public garden along the boulevard, a water fountain at the heart of the park, and parking concentrated at the north and south ends of the park.

- City of West Hollywood
 Sam Baxter, Mgr of Facilities & Landscape Division (323) 848-6321
 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)



Plummer Park Masterplan, West Hollywood, CA



Westminster Civic Center Plan, Westminster, CA

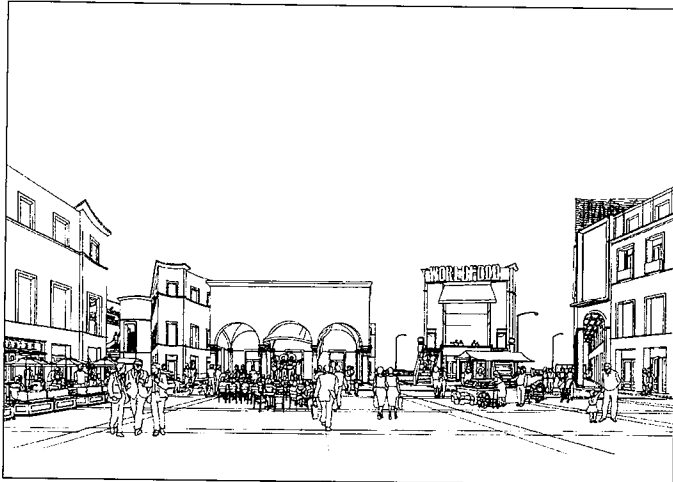
CITY OF WESTMINSTER CIVIC CENTER PLAN

Westminster, CA

Scope: 20 Acres; 760,000 SF of Retail, Office and Residential; 30,000 SF of City/County Government Facilities; Parking for 900

This is a design study that is part of a draft preliminary report on the Civic Center area in Westminster, CA. The report and supporting urban design study was prepared for the Westminster Redevelopment Agency. A goal of this study, in addition to the physical description of guidelines for future development, has been the formation and adoption of a process that encourages a fruitful integration and participation of the private sector, the community and the city planning staff, so that consensus-building begins from the start, paving the way for successful implementation of a planning vision.

• *City of Irvine, Brian Fisk, Mgr. of Planning Services (949) 724-6429 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*



Culver Center Redevelopment Plan, Culver City, CA

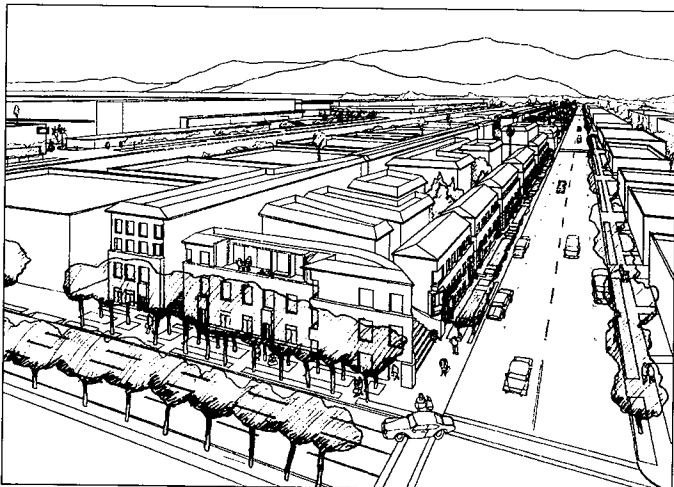
CULVER CENTER REDEVELOPMENT PLAN

Culver City, CA

Scope: 10 Acres; 600,000 SF of Mixed-Use Residential, Office and Commercial with Associated Parking; \$120M

This project included plans for a four story mixed-use development consisting of approximately 600,000 SF of retail, office and residential space to replace the existing ten acre Culver Center built in 1947 as one of the first strip malls built in the United States. The new development included three outdoor piazzas, walk streets, alleys and courtyards devoted exclusively to pedestrian use. Retail at the ground floor, office space at the second floor and two-story townhouses at the third and fourth floors were to insure 24-hour life at the development.

• *Client: James McCormick, 15051 Sunset Pacific Palisades, CA 90272 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*



Shoppers Lane Redevelopment Plan, Pasadena, CA

THE SHOPPERS LANE REDEVELOPMENT PLAN

Pasadena, CA

Scope: 6 Acres; 300,000 SF of Residential Units; 1800 Structured Parking Spaces; \$58.5M

The Shoppers Lane Redevelopment project addresses pragmatic exigencies facing the Lake Avenue commercial corridor as well as critical deficiencies of the existing site affecting the livability of the surrounding residential neighborhood. The project consists of three 4-level, 600-car parking structures upon each of which are placed rental residential units in two story "plinth" buildings surrounded by for-sale units in three and four story "skirt" buildings. A park at the center of the project makes a pedestrian connection between Mentor Avenue and the residential neighborhood to the east and Lake Avenue through the Burlington Arcade to the west.

• *Starwood Wasserman, David Wasserman (401) 274-5700 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*

LOS ANGELES TRADE TECHNICAL COLLEGE

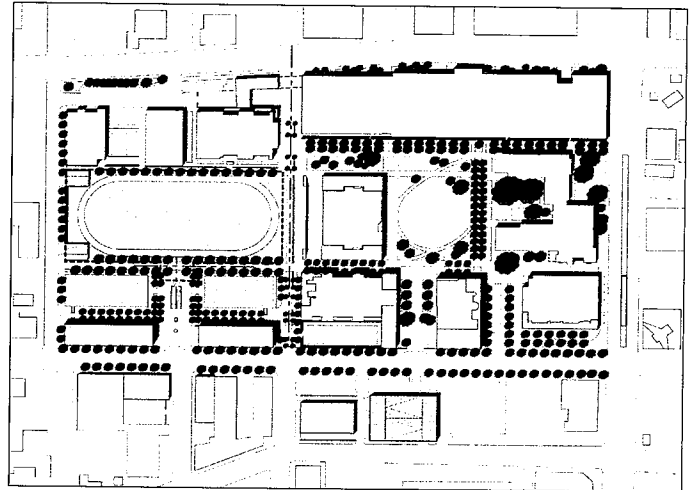
MASTER PLAN

Los Angeles Community College District
Los Angeles, CA

Scope: 23 Acres; 160,000 SF of New Construction and Significant Renovations and Additions; 1100 New Structured Parking Spaces; \$138M

This plan consists of short and long term building strategies including conceptual programming and planning for specific facilities, analysis and plans for vehicular and parking facilities, athletic facilities, student, services, administration and all academic departments. Recommendations focus on providing the campus with a clear identity and creating opportunities for generous, meaningful open spaces at the heart of the campus.

- *Riverside City Campus, Dr. Daniel Castro, President (951) 222-8000 (formerly President of Los Angeles Trade Technical College)*
- *LATTC, Mary Ann Breckel, VP Business Admin. (213) 763-7040 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*



Los Angeles Trade Technical College Campus Master Plan
Los Angeles, CA

CHAFFEY COMMUNITY COLLEGE CHINO CAMPUS

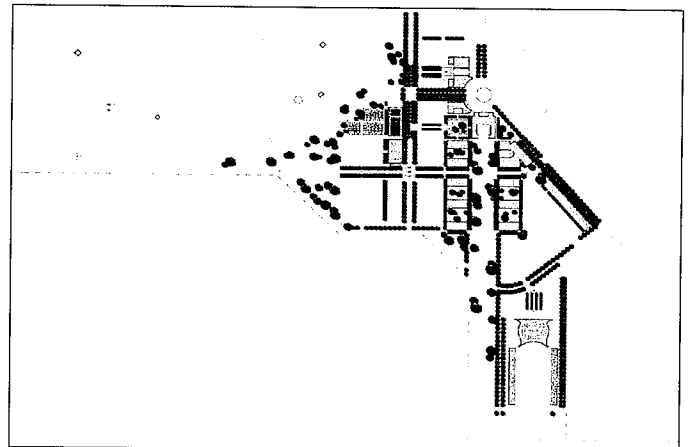
MASTER PLAN

Chaffey Community College District,
San Bernardino County, CA

Scope: 100 Acres; 95,000 SF of New Construction; 1000 New Structured Parking Spaces; Phase I: 2,500 Students; Full Build-Out: 15,000 Students; \$44M

This plan consists short and long term building strategies including: conceptual programming and planning for specific facilities, collaboration with State of California, City of Chino and private developer in the creation of a new Town Square, College Park analysis and plans for vehicular and parking facilities, athletic facilities, student, services, administration and all academic departments.

- *Chaffey College, Marie Kane, President (909) 941-2100*
- *Chaffey College, Steve Menzel, VP Administrative Svcs (909) 941-2174 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*



Chaffey College Campus Master Plan, Chino, CA

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

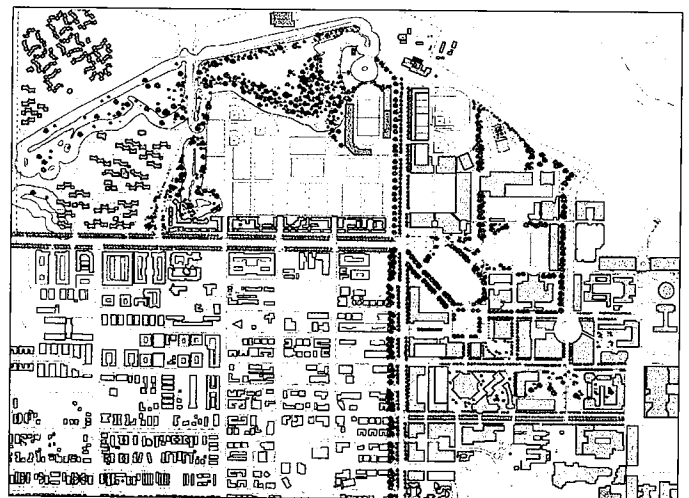
STORKE AREA CAMPUS PLAN

Santa Barbara, CA

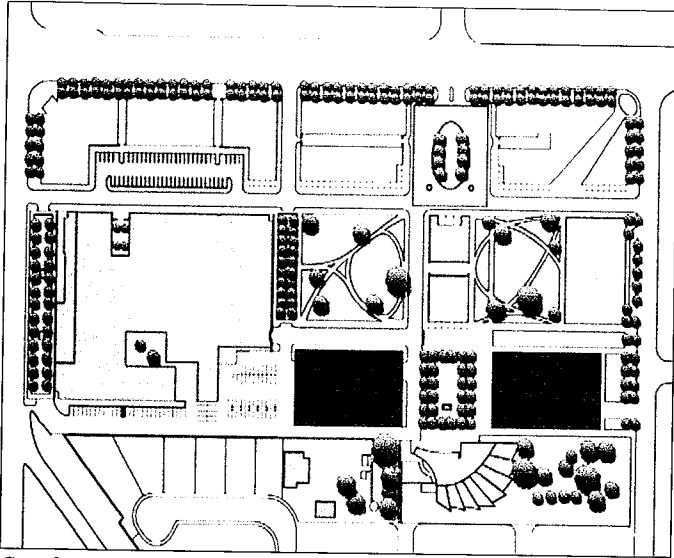
Scope: 270 Acres; Graduate Dormitories for 900 Students; Extensive Athletic and Recreational Fields; 900 New Structured Parking Spaces

This plan consists of short and long term building strategies including conceptual planning and layout of graduate student housing, academic instructional facilities and recreational and athletic facilities; analysis and plans for vehicular and bicycle infrastructure, landscape and open space infrastructure and parking facilities. Recommendations focus on providing the Storke Area with a clear identity, creating opportunities for generous, meaningful open spaces and connection of the Storke Area to main campus.

- *University of California at Santa Barbara
Tye Simpson, Director of Planning,
Office of Budget and Planning (805) 893-4244
(MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*



Storke Area Campus Plan, University of California, Santa Barbara, CA



Coastline Community College Master Plan, Chino, CA

COASTLINE COMMUNITY COLLEGE

MASTER PLAN

Orange County, CA

Scope: Multiple Learning Center Campus, approximately 2-3 acres distributed across North Orange County cities: Garden Grove, Fountain Valley, Huntington Beach, Westminster and Costa Mesa; \$40M first phase

Recommendations focus on providing the campus with a clear identity and creating opportunities for generous, meaningful open spaces within each Learning Center. This plan consists of short and long term building strategies including:

- Conceptual programming and planning for specific facilities, site acquisition and location strategies.
- Analysis and plans for vehicular and parking facilities, student, services, administration and all academic departments.

• *Coastline College, Dr. Ding-Jo Currie, President (714) 241-6152 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*

LOS ANGELES HARBOR COLLEGE

MASTER PLAN

Los Angeles, CA

Scope: 65 Acres; 251,000 SF of New Construction, Renovations and Additions; 856 New Structured Parking Spaces; \$124M

This plan consists of short and long term building strategies including conceptual programming, load capacity analysis and planning for specific facilities, analysis and plans for vehicular and parking facilities, athletic facilities, student, services, administration and all academic departments. Recommendations focus on providing the campus with a clear identity, creating opportunities for generous, meaningful open spaces at the heart of the campus.

• *Los Angeles Harbor College
 Dr. Ann Tomlinson, Dean of Research & Planning (310) 522-8257
 (MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)*

UNIVERSITY OF SOUTHERN CALIFORNIA, UNIVERSITY PARK

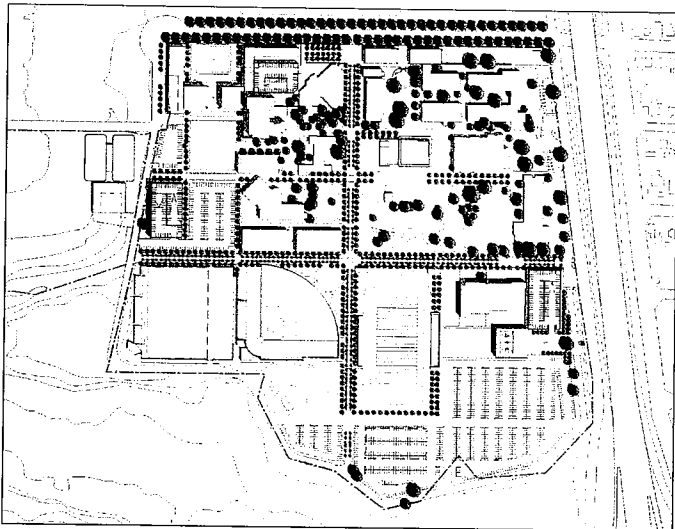
CAMPUS PLAN

Los Angeles, CA

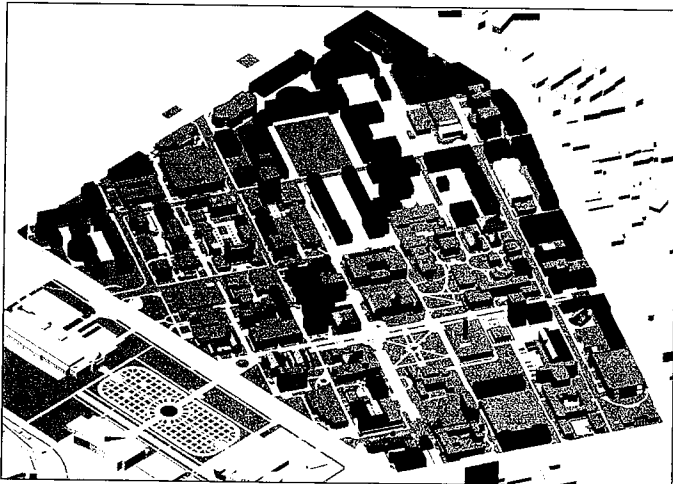
Scope: 156 Acres, 50-Year Growth Plan at 1% Growth Rate.

The primary goal of Phase I of the Master Plan Study for the University of Southern California was to determine the optimum capacity of the University Park Campus (UPC) as it looks towards the 21st century. The tasks involved identifying which buildings and open spaces are removable based on criteria ranging from building life-span assessment, long term maintenance projections, and architectural quality or merit. The secondary goal is to extend the study area to the perimeter of the UPC to identify campus edge opportunities including parking and to assess physical growth strategies outside of the UPC boundary. The objective of Phase II of the project is to develop a vision statement and design guidelines for future project development. The goal is to unify and integrate future campus development and to enhance the civic structure of campus open spaces. The guidelines put in place specific measures to describe the spatial structure, capacity and design character of the University Park Campus.

(MDA Johnson Favaro, Culver City, Jim Favaro & Steve Johnson)



Los Angeles Harbor College Master Plan, Los Angeles, CA



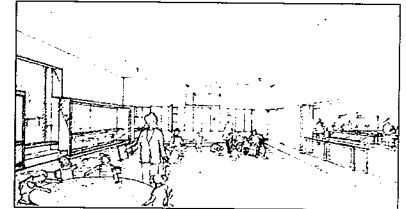
Campus Plan, University of Southern California, Los Angeles, CA

REFERENCES

City of West Hollywood Library and West Hollywood Park Master Plan, West Hollywood, CA (2003-9)

Paul Arevalo
City Manager
City of West Hollywood
8300 Santa Monica Boulevard
West Hollywood, CA 90069
323-848-6400

Ray Reynolds
Director, Economic Development
City of West Hollywood
8300 Santa Monica Boulevard
West Hollywood, CA 90069
323-848-6400



*Isla Vista Community Center
Isla Vista, CA*

County of Fresno Health & Social Services Master Plan, Fresno, CA (2005-2006)

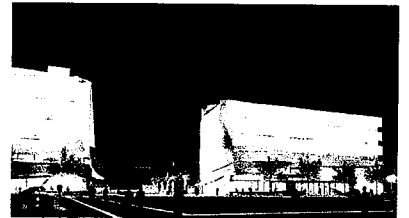
Stuart Seiden
Capital Projects Division Manager
County of Fresno
2220 Tulare Street, 6th Floor
Fresno, CA 93721
559-442-5206



*Chaffey College Chino Campus
Community Center
Chino, CA*

Estero Park Master Plan & Isla Vista Community Center, Isla Vista, CA (2003-5)

Derek Johnson
General Manager
Isla Vista Recreation & Parks District
961 Embarcadero Del Mar
Isla Vista, CA 93117-4814
805-968-2017

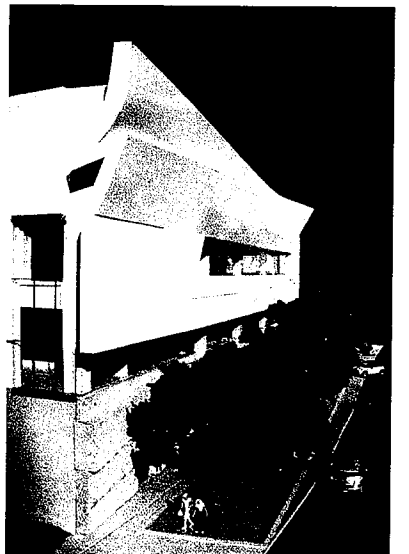


*Los Angeles Trade Technical College
South Campus Project
Los Angeles, CA*

Los Angeles Trade Technical College Campus Plan, South Campus Project, Student Ser- vices Building, Technology Building, Learning Resource Center, Los Angeles, CA (2002-9)

Dr. Daniel Castro
President
Riverside City College
4800 Magnolia Ave.
Riverside, CA 92506-1299
951-222-8000
*(formerly President of
Los Angeles Trade Technical College)*

Mary Ann Breckel
Vice- President for Business Admin.
Los Angeles Trade Technical College
400 West Washington Blvd.
Building A - Administration
Los Angeles, CA 90015-4181
213-763-7040



*West Hollywood Library
West Hollywood, CA*

Chaffey Community College Campus Plan, Main Instruction Building, Community Center, Health Sciences Building, Chino, CA (2003-9)

Marie Kane, Ph.D.
Superintendent/President
Chaffey College
5885 Haven Avenue
Rancho Cucamonga, CA 91737
909-941-2100

Stephen Menzel
Vice President, Administrative Services
Chaffey College
5885 Haven Avenue
Rancho Cucamonga, CA 91737
909-941-2100

RESERVATIONS

City of Manhattan Beach
RFQ: Community Facilities Strategic Plan

January 2006

bid list through the bidding period. All pre-qualified consultants will be invited to submit proposals for the project based on the details of the Request for Proposals.

VI. General Conditions

A. Costs to consultants

Respondents to this RFQ will not be reimbursed by the City for any costs incurred in the preparation and submittal of the proposals. Further, the request does not obligate the City of Manhattan Beach to accept any expressed or implied services.

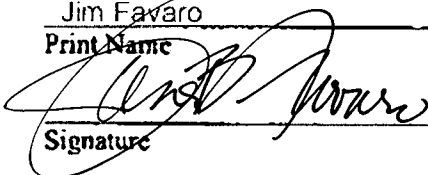
B. Reservations

The City Council reserves the right to reject any and all applications received, to take all submissions under advisement for up to 90 days after opening, to waive any informality on any applications, and to be the sole judges of the relative merits of the material mentioned in the respective submissions received. The Council also reserves the right to reject any submissions that are not accompanied by the requested information.

The undersigned has checked carefully the entire Request for Qualification. By signing this document, I attest that I am authorized to contractually bind the company listed, and will meet the Proposal requirements if awarded a contract.

Dated this 20th day of January 2006

Jim Favaro
Print Name


Signature

Principal
Title

MDA Johnson Favaro
Name of Company

5898 Blackwelder Street
Business Address

Culver City, CA 90232
City, State, Zip Code

310-559-5720
Telephone Number

310-559-8220
Fax

jfavaro@johnsonfavaro.com
E-mail

MDA Johnson Favaro

Architecture and Urban Design

May 29, 2006

Geoff Dolan
 City Manager
 City of Manhattan Beach
 1400 Highland Avenue
 Manhattan Beach, CA 90266

Geoff,

In response to your request that we find ways to reduce the scope of our work and associated fees please consider the following:

Fee Proposal:

1.	Outreach	\$ 135,000
2.	Reconnaissance & Analysis	90,000
3.	Option Development	130,000
4.	Final Documentation	30,000
	<u>Subtotal:</u>	<u>\$385,000</u>
5.	Real Estate Analysis	5,000
6.	Traffic and Parking	20,000
7.	Cost Estimating	25,000
	<u>Subtotal:</u>	<u>\$50,000</u>
8.	<u>Reimbursables</u>	<u>35,000</u>
	Total:	\$470,000

The following are potential cuts:

<u>Task</u>	<u>Scope Reduction/Comments</u>	<u>Savings</u>
Prime consultant work:		
Outreach	Reduce meetings from eighty (80) to sixty (60) as follows: Bi-monthly steering committee meetings rather than monthly. Reduce from \$38,000 to \$19,000. Subcommittee and city staff will assist the consultant team in reading the desires, concerns and motivations of the steering committee members.	\$19,000
	Cut stakeholder meetings in half, from sixteen (16) to eight (8), reducing fee from \$14,000 to \$7,000. Subcommittee and city staff will assist the consultant team in reading the desires, concerns and motivations of the stakeholders and interest groups. Stakeholders and interest groups will attend the community meetings or rely on the web site to have their points of view heard.	\$7,000
	Cut city department meetings in half from sixteen (16) to eight (8), reducing fee from \$14,000 to \$7,000. City manager and deputy city manager will assist the consultant team in understanding desires,	\$7,000

	concerns and requirements of various city departments affected by or having an influence on the planning of the sites and facilities.	
	<i>Savings Subtotal:</i>	<u>\$33,000</u>
Reconnaissance & Analysis	<p>Eliminate Marine Avenue Park and Rosencrans Avenue Public Works Yard from the project, except as part of city-wide community and recreation facilities reference map and narrative. All remaining sites to be included as part of study through Reconnaissance & Analysis only. Existing conditions 3-D computer models and physical models created for only two of the sites. All others to be documented with 2-D diagrams only. No detailed record of existing facilities building programs—existing floor areas will be limited to generalized gross foot print areas multiplied by number of stories. No preliminary report— we will rely on drawing files and meeting notes to document the process and deliverables. Documents and meeting notes will be posted on web site; but City staff will be responsible for assembling into single document if so required.</p> <ul style="list-style-type: none"> • Document Sites \$6,000 • Analyze Sites \$6,000 • Analyze Facilities \$8,000 • Summarize Findings \$10,000 	
	<i>Savings Subtotal:</i>	<u>\$30,000</u>
Option Development	<p>Program distribution and facilities configuration studies will be limited to gross area and building footprints; no outline program broken down by use within any given facility. Expansion needs will be determined by taking existing gross areas and multiplying by expansion factor (typically 25%).</p> <p>Existing conditions 3-D computer models and physical models created for only the two sites selected at the conclusion of Reconnaissance and Analysis. Computer models and physical models will be limited to purposes of the study and illustration of building mass site coverage, phasing and implementation— no rendering or filling in of detail for presentation purposes.</p> <p>Minimal character/qualitative studies or imagery. Minimal 3-D presentation materials other than the models described above. This will be handled substantively during subsequent later design phases.</p> <ul style="list-style-type: none"> • Program Distribution \$2,000 • Sites & Facilities Configuration \$5,000 • Master Plan & Implementation Alternates \$9,000 • Qualitative Imagery \$20,000 • Consultation Coordination \$2,000 • Summarize Findings \$6,000 	
	<i>Savings Subtotal:</i>	<u>\$44,000</u>
Final Documentation	Two sites only included in the final report, except that all others will be included as part of city-wide reference map and narrative. Minimal qualitative imagery.	

	<ul style="list-style-type: none"> • Finalize Regulating & Illustrative Plans • Qualitative Imagery • Consultant Coordination • Summarize Findings 	<p>\$1,000 \$2,000 \$2,000 \$3,000</p>
	<i>Savings Subtotal:</i>	<u>\$8,000</u>
Real Estate Analysis	Eliminate. The City and the consultant MDAJF together have enough experience based on prior municipal and private sector work to make sound educated guesses on potential market value, development potential, private/public and public/public joint development opportunities etc. Should further analysis be required the city will draw on its own resources and/or request additional services of the consultant team for specific technical analysis and advice from Civic Enterprise Associates (Mott Smith)	\$5,000
Traffic & Parking	Reduce from \$20K to \$5K. The master plan will not include analysis of traffic volumes in and out of sites either in the existing condition or proposed conditions, nor technically supported recommendations for entries, exits, lane supply and/or contours, parking requirements etc. The original proposal included work by the traffic consultant that would form the basis of future analysis required by any CEQA process. This work would be postponed until that process kicked in at a later date after the master plan, but before design. The consultant team has enough experience to understand global parameters for vehicular access circulation capacity as well as required parking capacity for existing and proposed conditions.. The proposed traffic consultant Meyer & Mohaddes (the same who worked on the City of Manhattan Beach General Plan and with whom MDAJF has and is currently working on several projects) will be available to the consultant team for review and comment as options are developed.	\$15,000
Cost Estimating	Reduce from \$25,000 to \$10,000 No detailed unit based cost estimates of a pre-schematic nature will be produced. Simple facilities area ledger sheets will be created by MDAJF with lump sum, rule-of-thumb figures attached to global gross floor area numbers (i.e. community theater estimated as @ 8,000 GSF @ \$450/SF with 9% annual escalation; parking for 100 at \$25,000/space, etc). No pre-schematic outline programs will be produced (see above); hence cost estimates will not distinguish spaces nor include cost/SF breakdowns within facilities (black box, back stage, public restrooms, loading dock service areas, etc). The cost estimator will review and comment on the cost summaries produced by MDAJF during later phases of option development as options are narrowed. The estimates will include higher contingencies for unknowns (probably 30%)--that is higher factors of safety than that for the detailed cost estimates (usually 10%).	\$15,000
	<i>Savings Subtotal:</i>	<u>\$35,000</u>
Reimbursables	Reduction in scope of project will result in less demand for presentation materials, reproductions, etc.	<u>\$5,000</u>
	Savings Total:	\$155,000

Comparison of fee proposal with fee after scope/fee reduction exercise:

	<u>Task/Discipline</u>	<u>Proposed Work plan and Fee</u>	<u>Work plan/Fee Reduction Exercise</u>
1.	Outreach	\$ 135,000	\$102,000
2.	Reconnaissance & Analysis	90,000	60,000
3.	Option Development	130,000	86,000
4.	Final Documentation	30,000	22,000
	<u>Subtotal:</u>	<u>\$385,000</u>	<u>270,000</u>
5.	Real Estate Analysis	5,000	0
6.	Traffic and Parking	20,000	5,000
7.	Cost Estimating	25,000	10,000
	<u>Subtotal:</u>	<u>\$50,000</u>	<u>\$15,000</u>
8.	<u>Reimbursables</u>	<u>35,000</u>	<u>\$30,000</u>
	Total:	\$470,000	\$315,000

The following is a summary of benefits and risks of the reduced scope of the work plan:

Benefits:

1. The City saves \$155,000.

Risks

1. Potential misunderstandings, false expectations, undiscovered needs and/or concerns as a result of reduced program of community outreach . More dependency on City staff in understanding community and City priorities.
2. Reduced capacity to inspire community wide support for facilities development and financial initiatives to fund such development.
3. Less ability for the master plan to thoroughly consider all of the community’s options city wide, and therefore leave open the possibility for major changes of course in later years (hence, the potential for immediate obsolescence and/ or irrelevancy—the “door stop” or “dust collector” phenomenon– of the heretofore typical community master plan)
4. Less certainty that needs are addressed in programmatic descriptions produced in the master plan; more reliance on future programming efforts, hence reduced capacity to adequately predict prior to bond measures or other funding initiatives the scope requirements of future facilities intended to address current and future needs.
5. Less precision in the cost estimates, hence less reliability and increased requirement to “pad” the estimates with contingencies and factors of safety.
6. Potential for less thorough understanding of the revenue generation possibilities of current City held real estate assets—through divestment, joint development and other mechanisms.
7. Potential for fundamental revisions to master plan in future program and design stages as a result of unforeseen gross dimensional and/or technical considerations not adequately predicted in the master plan (traffic and parking, facilities service requirements, etc)
8. Potential delays in the regulatory process (CEQA, City Planning, etc) between master plan and building programming and design and/or community outreach process during building programming and design.

On the issue of time and money, the following might give some perspective on why predictability, the avoidance of missteps and delays are important in the planning process: The cost estimating community is advising that we should count on construction costs to be escalating at 9% per annum, or ¾% per month over the foreseeable future. This means that a \$50M construction project increases in cost at a rate of \$375,000 per month. Thus efficiency and expediency—achieved through sound planning practices-- do matter fiscally speaking. By preparing well in the master plan and preventing delays in future phases, even if we save just two months time we will have more than paid back the costs of the planning project.

Sincerely,

Jim Favaro