



Sheila M. Thomas **Executive Vice President**

SPS

Overview

Ms. Thomas has over 40 years professional experience in lead roles on Planning, Engineering, Urban Design, Transportation (port, airport and ground access), Landscape Architecture, Environmental, and Public Involvement projects. She has led physical and policy planning efforts for major airport projects in the US, China, India, South Africa and the Middle East.

Her physical and strategic planning experience supports operational efficiency and addresses best practice standards for the development of sustainable airports. Her development and policies concepts provide for measurable performance for airfields, landside and related support development and enable proactive energy conservation, emission reduction, effective land use, waste reduction, water and natural resource management in all aspects of planning, design and construction, operations, maintenance and administration.

Recent Project Experience *(while with L&B)*

Hong Kong International Airport Master Plan 2035, Airport Authority of Hong Kong, 2016-17

Project Lead for the Strategic Master Plan elements that focussed on Aerotropolis, Low Cost Carrier (LCC) and Business Aviation (BA) strategies and competitive positioning. Ms. Thomas identified potential operational hypotheses and supporting development concepts to achieve aerotropolis, LCC and BA objectives, as well as conducted an analysis of strategic physical and operational concepts to identify correlation of proposals with ability achieve to maximize non-aviation revenue opportunities.

Indira Gandhi International Airport Master Plan, Delhi International Airport Limited, 2014-15

Ms. Thomas participated in the Master Plan update for Indira Gandhi International Airport, for which she lead the planning of the T-1 apron, the overall airfield taxiway upgrades accommodate new terminal development to conform to ICAO standard, as well as the analysis and updates of aviation support facilities and the total airport land use plan.

O.R. Tambo International and King Shaka International Master Plan Update, Airports Company South Africa, 2014-2016

L&B was selected with Delta BEC to lead the two-year effort for Master Plan updates for O.R. Tambo (JNB) and King Shaka (DUR) International Airport Master Plans, for which Sheila has led the development of physical planning options, which include the location options for addition of new runways and taxiways at each airport.

Air Traffic navigation Service & Airports Company South Africa (through US Trade Development Agency), 2012-13

Ms. Thomas participated in the Capacity Enhancement Strategies Validation study for the O.R. Tambo International (JNB), King Shaka International (DUR) and Cape Town International (CPT) Airports. Her role included the assessment and identification of physical airfield capacity enhancement strategies to the taxiway systems at each airport.

Abu Dhabi International Airport Master Plan, Abu Dhabi Airport Company, 2009-11

Sheila Thomas led the Support Facilities Validations to perform a comprehensive review, validation and refinement of the Airport Master Plan for Abu Dhabi International Airport (AUH), including development requirement definitions for all new support facilities. Ms. Thomas was the Task Manager and primary author of a comprehensive Sustainable Planning and Design Manual for the Abu Dhabi Airport Company (ADAC) airports and was a key contributor to the development of the Sustainability Procedures During Construction document for ADAC.

Civil Aviation Administration of China's (CAAC) Airport Department (through US Trade Development Agency), 2013-15

Ms. Thomas managed the Energy Conservation Emission Reduction (ECER) Implementation Training and Framework Study for the Civil Aviation Administration of China's (CAAC) Planning Department, which focused on the activities and programs within Airports, Airlines, and Air Traffic sectors

Other Relevant Projects

Physical Land Use and Policy Planning

- **Shanghai Hongqiao Airport Air-Rail Center Station Urban Design Plan** competition submittal for the LBWS/ ECADI team.
Ms. Thomas led the land use planning component for the LBWS/ ECADI team, which included the review of a 26.6 square kilometer study area, within which the LBWS/ECADI team proposed a 9.4 square kilometer Detailed Planning Area concept that included proposed land use types, densities, roadways, landscape and pedestrian access.
- **AI Maktoum International**
Ms. Thomas led Airport Support Facilities planning to support all airline, cargo, airport and airline support facilities layout for the AI Maktoum International, currently planned to be the world's largest airport in terms of both total airfield and terminal area.
- **Hainan/Grand China Airlines operations center in Beijing Capital Airport** Sheila has developed alternative facilities planning and operational efficiency studies for Hainan/Grand China Airlines operations center in Beijing Capital Airport.
- **Airport Vicinity Land Use Plan (AVLUP) for the St. George Airport Relocation project.** Ms. Thomas developed the AVLUP, which involved coordination with six government agencies in two states and multiple private property owners to develop land use designations for an approximate 20 square mile area surrounding the airport relocation site, as well as Design and Development Standards for the 2.5 square mile area designated for Airport Supporting development. Ms. Thomas also developed the draft Zoning Code language and interagency Memorandums required to implement the proposed AVLUP.

LAX Master Plan

- Ms. Thomas was the Master Plan Manager for Los Angeles International Airport (LAX) Master Plan from 1994 through 1997. As a contract employee of Los Angeles World Airports, she was responsible for the review of consultant scopes and work products for airport master planning, transportation, environmental analysis, economic, financial, urban design and community relations. She also directed the in-house Program Management Team to coordinate and administer the Master Plan consultant team budgets and schedules and coordination of the environmental process with the FAA regional office.

Representative Projects

A partial listing of additional projects for which Sheila has personally provided services follows:

- **USTDA-ACP Sustainable Airports Best Practices**
 - (Project Manager)
 - Recommended Industry Standards for Measurable Performance Of Sustainable Airports Best Practices At Existing And Future China Airports
- **USTDA-ACP-Beijing 2nd Airport Runway Capacity Study**
 - (Project Manager)
 - Airfield Alternatives and analysis of capacity for all alternatives for 8-runway configurations
- **Bayelsa Airport Master Plan, Nigeria**
 - (Project Manager, primary planner)
 - Development Alternative Concept Development
 - Refinement Of Preferred Alternative
 - Terminal, Cargo & Support Facilities Programs
 - Develop Design Day Schedule
- **Fuzhou Airport Commercial District**
 - (Task Lead Architectural & Landscape)
 - Commercial Building Concept Development
 - Development Phasing Alternative
- **Urumqi Airport Master Plan Competition**
 - Airside Refinement Support
- **Hangzhou Terminal Refinements**
 - Gate layout
 - Terminal walking distance analysis
- **Perth Airport Retail Benchmarking**
 - (Task Manager)
 - Landside use program
- **Zhuhai Airport 2nd Runway Configuration Analysis**
 - Photo reconnaissance
 - Surrounding airports approach path overlay analysis
- **Chongqing Airport Master Plan Competition**
 - Gate layout
 - Taxiway System
 - Land Use Plan
- **Replacement Airport for Friedman Memorial Airport (SUN) Idaho**
 - (Task Leader)
 - Airport Vicinity Land Use Plan Analysis
 - Recommend land use plans for each of the three alternatives sites
- **Los Angeles International Airport/Los Angeles County Metropolitan Transportation Authority**
 - (Alternative Alignment Planner)
 - LAX Light Rail Rapid Transit Green Line Extension Study

Educational Background

- Bachelor of Arts, Design – University of California Los Angeles
- Master of Geography, Biogeography - University of California Los Angeles
- Licensed Landscape Architect (CA 2053)