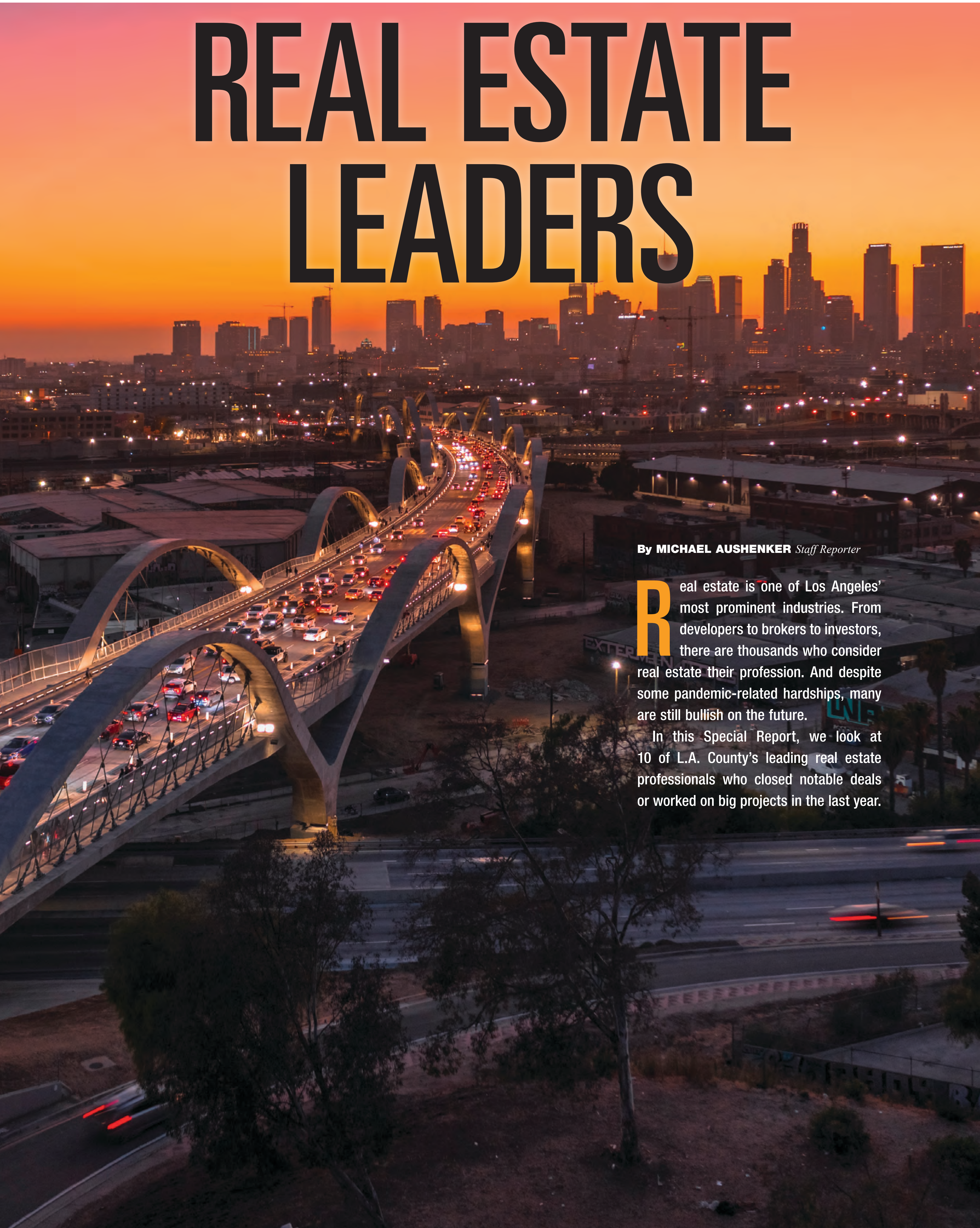
REAL ESTATE LEADERS



By **MICHAEL AUSHENKER** *Staff Reporter*

Real estate is one of Los Angeles' most prominent industries. From developers to brokers to investors, there are thousands who consider real estate their profession. And despite some pandemic-related hardships, many are still bullish on the future.

In this Special Report, we look at 10 of L.A. County's leading real estate professionals who closed notable deals or worked on big projects in the last year.

THE QUEEN OF VENICE

TAMI PARDEE
Principal & Founder
PARDEE PROPERTIES
NOTABLE DEAL: Sold singer Doja Cat's Beverly Hills home for $2.5 million

Pardee Properties employs 20 agents out of its Venice headquarters and offices in Culver City and Palm Desert. Agency founder **Tami Pardee** led her small team to achieve a sales volume of $875 million last year. Pardee personally tended to 100 of some 450 sales.

Before launching the brokerage, Pardee got her undergraduate degree in marketing at **Boston University** and worked at **Paramount Pictures**.

What led you to start your company?

I founded it in 2004 when I had my first daughter. It's been around ever since. I was working at Re/Max and I was working there for a little bit and I just realized that I didn't like their logo. I wanted my own marketing and all that. I did my own branding there, which they allowed me to do but then didn't want me to do because corporate did not allow me to do it.

What submarkets do you specialize in?

We cover all throughout Los Angeles. We just sold Los Feliz, Hollywood Hills, we've got a few in Brentwood right now, Mar Vista, Culver City. A majority of what we do is on the Westside down to Manhattan Beach.

Superstar singer Doja Cat listed her Beverly Hills home for $2.5 million through your agency. Are these high-profile listings good for business?

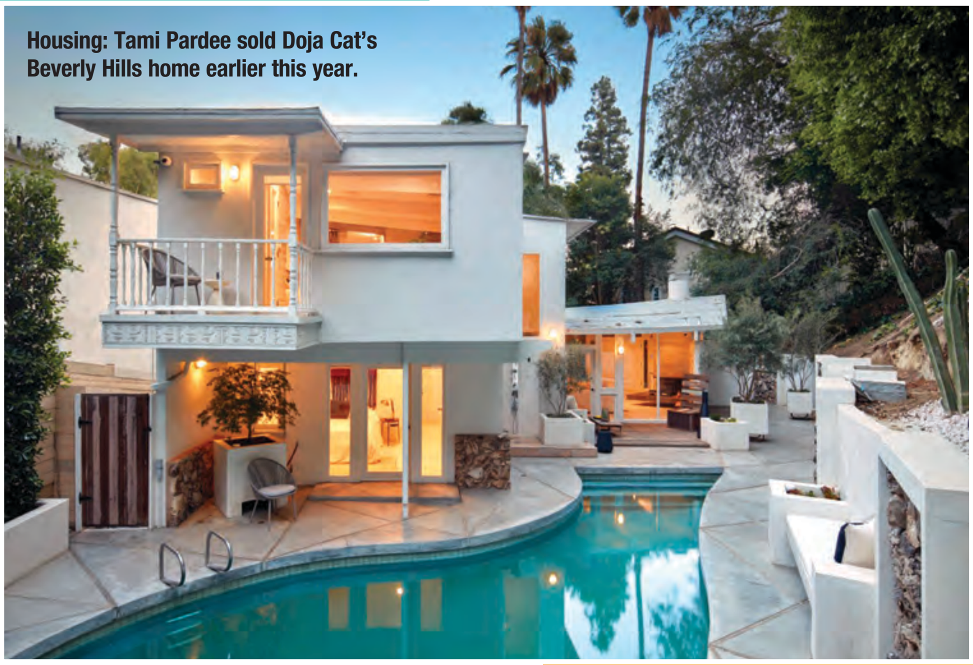
Yeah, but the thing that's really good for our business quite honestly is just doing right by our clients and making sure they have a good experience, because about 60% of our clients are return clients or referrals. That's a huge amount. The average, I think, is 12%. So we do a lot of return business. We're in a lot of the business networks in Los Angeles, too, so that always helps as well.

What do you like most about your job?

I love people. I love to help people live their best lives through real estate. Homes, when you buy or sell, is a big life change. So I consider myself instrumental in the journey of their life change: they're married, they're divorced, they're moving out of state. It can be incredibly stressful for people and destabilizing. I feel that I'm very good at being steadfast and stabilizing and strategizing in order to get them the most money.

How did the pandemic impact your business?

It grew, actually. When I did the best at what I do was in 2008-10 (during the Great Recession). My business doubled because I'm calm and I'm confident. I've been in the real estate business since I was a kid, basically. I think when you're going through a turbulent time or there's a lot of unknown, you want to be with someone who can really walk you through it and be steadfast and strong and really strategize for you and ground you and have a plan. And that's what I do. I always have: there's Plan A and Plan B and Plan C.



Housing: Tami Pardee sold Doja Cat's Beverly Hills home earlier this year.

Were your parents in the real estate industry?

My dad was a builder. He built over 500 homes. My mom was a designer. So I grew up in the real estate industry. I was cleaning job sites when I was 5 years old. I also know how houses are built. So there's nothing about a house or a transaction that I haven't seen or dealt with.

What are you seeing this year business-wise?

It's gone up and down. The beginning of this year was really strong. After the first (interest) rate hike, it slowed down a bit and then people were out again. It goes and stops and goes and stops a bit. We're having a similar year to last year so that's actually very good.

What has been your strategy for company growth? You have three offices now. Was that organic growth?

Super organic. Slow and steady. I want to make sure that the agents that work at our company and represent us as a brand are really strong so that the brand doesn't get diluted. So it's important to me that we keep the quality of what we do. I started out doing $30 million a year, (now) we're almost $1 billion a year. I'm not growing to grow, I want to make sure people have a good experience. That's what life's about for them and for us.

THE STUDENT HOUSING OWNER

PARKER CHAMPION
Chief Operating Officer
CHAMPION REAL ESTATE CO.
NOTABLE DEAL: The $43-million purchase of a 75-unit portfolio of single-family homes and duplexes in Winston-Salem, N.C.

Parker Champion runs the daily operations at **Champion Real Estate Co.**

The Santa Monica-based company was founded in 1987 by his father, chief executive **Bob Champion**. The company does both ground-up development and owns and operates acquired properties.

Parker works alongside his brother, **Garrett Champion**, who heads the urban infill residential development activities consisting of multifamily, student housing and mixed-use development.

What is your role at the company on a day-to-day basis?

It's had multiple iterations. When I made that commitment, I also got my master's at **USC**. I headed up the leasing at the company. When I got my master's, I saw the writing on the wall of retail taking a dive and so my first move at the company was I convinced Bob to sell all of his existing retail assets and exchange them using a 1031 exchange into multifamily assets. That took us through 2015. I became vice president overseeing operations and still running acquisitions and dispositions, and in 2019 I ascended to the chief operating officer role and run all day-to-day operations here.

Your brother, Garrett Champion, also works at the company. What is his role?

He graduated from the **University of Hawaii** and had a really good work ethic. We kind of put him immediately to work doing project management. He's gone through the construction side. He got an MBA. When I (was) promoted to COO, he became the head of acquisitions.

How did Champion get interested in student housing?

Being developers, we started seeing returns for traditional multifamily properties within Los Angeles getting so crushed that we couldn't see things pencil. With student housing and co-living, you can get much higher rents per square foot because you're putting (in) much higher density. You're putting at least two students in a bedroom so you're going to get higher rents than you would with market rate.

We built Victory on 30th, a 100-bed student housing project (at 1275 W. 30th St.). What's made us stick with student housing is the annual turnover that you get. In California, there are restrictions on how much you can increase rent annually for your tenants, whereas with student housing, because a student is leaving each year, I get a fresh bite of that apple to try to capture whatever rent growth the market allows.

Now there's downsides and complexities to that, because I've got to turn an entire building every single year and get it leased up every year and if I miss the lease-up window for students in September and I have a vacancy in October or November, I'll have a vacancy for the rest of the year. It's not without its own headaches, but we prefer that versus what we've been seeing in the traditional market rate world.

Sold: Champion Real Estate Co. recently paid $43 million for the Villages at Wake Forest High in North Carolina.

Where are your student housing assets located?

A lot of it is around USC. We have a development at **San Diego State University**. We have another one at **Cal State Fullerton**. We bought one near **Cal State Northridge**. Outside of California, we have a development that we're doing at the **University of Washington** in Seattle and more of the value-add kind of deals in Syracuse, New York, East Lansing, Michigan. and Winston Salem, North Carolina.

How did the pandemic impact your business at a time when students were not coming to campus?

We felt it a lot more on our market-rate portfolio than we did on our student portfolio. With our students, we cater to a more higher-end student. We do fully furnished units, very nicely renovated with utilities included. It's a very white glove delivery. In exchange for that, as the students can't qualify on their own, we're getting parent guarantees, so we ended up keeping every single lease that we had because the parents didn't want to ruin their credit by not moving forward with the lease. We ended up with a high occupancy even through the pandemic.

How have rent collections been?

Higher than our traditional multifamily but definitely off since pre-pandemic ... but not terrible.

What's next for Champion Real Estate?

The market is causing us to pause a little bit as far as new value-add acquisitions. We are looking at development. Our San Diego State deal is probably four years out from being delivered. Similarly, we have a large development at USC that will be delivered in three to four years. That time frame still feels good to us to ride out any storm that's coming.

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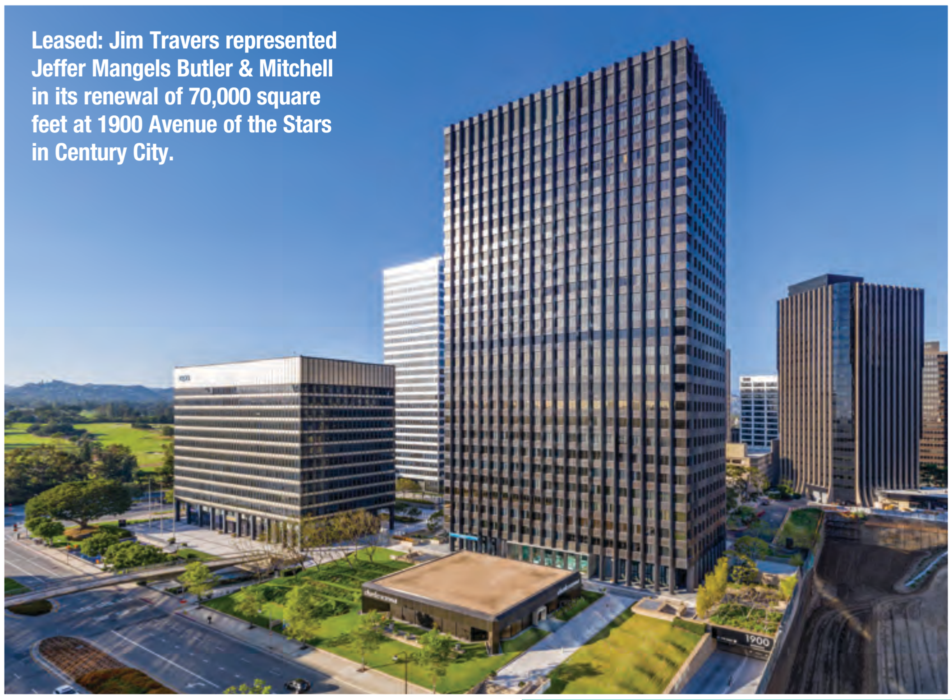
Leased: Jim Travers represented Jeffer Mangels Butler & Mitchell in its renewal of 70,000 square feet at 1900 Avenue of the Stars in Century City.

THE TENANT REP

JIM TRAVERS
Principal
CRESA
NOTABLE DEAL: Jeffer Mangels Butler & Mitchell renewal of 70,000 square feet at 1900 Avenue of the Stars in Century City.

Jim Travers is an industry leader in tenant representation in the office sector. He works out of **Cresa**'s downtown Los Angeles office.

Over his career, Travers has negotiated more than $11 billion in real estate transactions. Corporations he has represented include **Bank of the West**, **Gensler**, **Lionsgate Entertainment**, **PennyMac**, The **Broad Foundation**, **Wells Fargo**, **Warner Music Group** and **Macerich Co.**.

Where were you before Cresa?

I started as a commercial real estate broker in 1969 in New York City and I got my training there with a very prominent real estate developer that was building office buildings on Park Avenue and Sixth Avenue, so at a very young age I was able to get a very clear understanding on how to make office leases.

I moved to Los Angeles unexpectedly in 1973, where I worked for the Milton Meyer Company, which is now the **Shorenstein Company**. They are based out of San Francisco and they're a major real estate company that now has property all over the United States. I was a commercial real estate broker. They had just built the 5900 Wilshire Blvd. building on Miracle Mile. I was hired by them to help with the leasing, which we did.

You also started your own company, correct?

In 1978. My goal was always to have my own real estate firm. And that's when I changed the industry when I formed my company Travers Realty. I had under it "the tenant's broker." I was the first real estate broker in Southern California to officially stand up and tell the world that I would only represent tenants, never landlords. I was very clear it was a tremendous conflict of interest with the brokerage community representing both landlords and tenants. It was April 1, everyone laughed at me, you can't make any money, you have to control property. I said, I understand that, (but) I believed in my philosophy. Sure enough, my first major deal was representing **Exxon Corporation** and moving (it) from Century City out to Thousand Oaks.

Right now, I'm considered by my peers an icon or a G.O.A.T. because I've been so consistent in representing major firms throughout the Los Angeles area. A lot of brokerage firms concentrate in certain districts, and my forte, I've been from downtown L.A. to Westlake (Village) and it's been a very interesting ride. I haven't changed my philosophy since 1978. In essence, I created an industry.

When did you join Cresa?

About nine years ago. That's when it became apparent that we needed a much wider bandwidth. Although many real estate firms wanted to purchase Travers Realty, it didn't work out. I could not switch from being who I was to now being involved in a full-service brokerage firm, so Cresa was the obvious choice.

Since you've been with Cresa, what kind of firms have you been representing?

I just made one of the most prominent deals in downtown Los Angeles with a 140,000-square-foot real estate transaction representing TCW (Trust Company of the West), who's been a client of mine for 30-plus years. They're moving from 865 to 515 S. Flower.

This has been an extraordinary year in making deals of that size all over Los Angeles. I did a major transaction in Century City with a law firm for 70,000 square feet, and I just made a major deal with the **Irvine Company** for 44,000 square feet at the Westwood Gateway building (in West L.A.). I've been virtually everywhere. This has been consistent with what I've been doing for all these years.

How has the office market changed?

Right now, the real estate market in the greater Los Angeles area is going through a repositioning. Interest rates that are being increased now by the Federal Reserve is having a tremendous impact on landlords because refinancing is coming up for a lot of buildings and the question right now is can the rental income stream that's being generated support the increase in the debt service that's being placed. So there's a lot of indecision right now going on.

THE RETAIL EXPERT

JAY LUCHS
Vice Chairman
NEWMARK GROUP INC.
NOTABLE DEAL: Represented LVMH in its $200 million purchase of Luxe Rodeo Drive Hotel in Beverly Hills.

Jay Luchs, a vice chairman at **Newmark Group Inc.**, specializes in high-end retail and luxury brand tenants in areas such as Beverly Hills, Malibu and West Hollywood.

Last December, he represented **Bernard Arnault's Louis Vuitton Moet Hennessey** in the $200 million purchase of Efrem Harkham's Luxe Rodeo Drive Hotel. He also transacted the sale of 457-459 N. Rodeo Drive to the **Rueben Brothers** for $122 million.

Luchs has also represented **KITH** on its West Coast locations, as well as **James Perse**. Other retail clients include **Fred Segal**, **Kitson**, **Aviator Nation**, **Ray-Ban**, **Christian Louboutin** and **Jennifer Meyer Jewelry**.

How did you come to Newmark?

I moved to Los Angeles in 1995 after graduating from the **University of Virginia**. I'm from Potomac, Maryland, a Washington D.C. suburb.

For the first five years, I was learning the entertainment industry. In 2001, I got into real estate. I was at a company called Insignia ESG, which two years later **CBRE** bought. So from 2003 to 2013, I was at CBRE. In 2013, I went over to Newmark and have been there ever since.

Were you doing retail and hospitality while at CBRE?

Yes. It's just grown into a bigger business now with office, residential and other categories, but my main business has always been luxury brands, fashion brands and restaurants, from international brands to local. The neighborhoods of Los Angeles, some of them happen to be international, like Rodeo Drive.

I cover Malibu, Brentwood, West Hollywood. If a tenant wants to look at L.A. for their options, that's what I help them do is search the different areas and then present opportunities to them that are either on the market or in many cases I'm aware of what's coming up in the future. And that's where a lot of my business gets done is through relationships with various landlords and tenants.

Are you doing a lot of leasing or do you also do sales?

I also touch upon sales, because of being in the business of knowing the local owners and who might sell. I also have some clients who have been very active buying, like LVMH, where I assembled four properties on Rodeo Drive, which they're now building a Cheval Blanc hotel on. It just got approved by the city of Beverly Hills. I sold the Luxe Hotel on Rodeo Drive at the end of December, and Tower Records on Sunset (Boulevard) to a different client a couple of years ago. The list goes on, but I do a lot more leasing because there's a lot more to lease. The sales on the higher end are usually few and far between.

Can you talk about LVMH's $200 million purchase of the Luxe Rodeo Drive Hotel?

I represented LVMH in the purchase. Each lot has a value, and this was a double lot. It was a property that was likely better not as a hotel. I was looking at it like it was for a retail use and LVMH has a lot of brands so they could choose which of their brands they will put there. They already have a hotel going up the street. The Cheval Blanc, a block north, consists of four properties — two of them are on Rodeo Drive, two of them are on Beverly (Drive). The properties were over $450 million of purchasing. It was an assemblage and they just got approved last week.

Could you provide more detail about the Cheval Blanc?

On the 400 block of Rodeo Drive, there's the former Brooks Brothers location at 468 N. Rodeo. There's also 456 N. Rodeo next door, where Celine is in that location. Celine is owned by LVMH, so upon construction LVMH can take the whole property. Basically, four buildings that are assembled and they will be combining about an acre of real estate to build the Cheval Blanc.

How much did the properties that will comprise the Cheval Blanc each cost LVMH?

The old Brooks Brothers building at 468 N. Rodeo was $245 million. The property next to it at 456 N. Rodeo was $110 million. The Museum of TV and Radio was in the $80 million range, and the one next to it was $30 million.

Are there other transactions that you can discuss?

Tower Records is very special to me. The former owner went through years of trying to get it approved for something huge. I was able to find a buyer who had (the) long-term vision of holding the property as it is. Tower Records is special, as it has a lot of history. Luckily, this person I sold it to shared this love for Tower Records' history. When I sold it to him, he told me that he was not going to develop it, we would lease it long term to a tenant, and he kept his word.

Sold: Jay Luchs represented LVMH in its $200 million purchase of this property in Beverly Hills.

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Villa Ponsa

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THE STUDIO GURU

ZACH SOKOLOFF
Studio Asset Manager
HACKMAN CAPITAL PARTNERS
NOTABLE DEALS: Acquired Television City in the Fairfax District for $750 million.

Rendering: Hackman Capital Partners has plans to add to Television City in the Fairfax District.

Zach Sokoloff joined Culver City-based **Hackman Capital Partners** in 2018 and serves as the asset manager of the firm's Television City Studios and Radford Studio Center assets.

Hackman acquired Television City in the Fairfax District in January 2019 for $750 million, and Radford Studio Center in Studio City from **ViacomCBS** in December 2021 for $1.85 billion. Hackman plans to invest $1.25 billion to modernize Television City.

Where did you work before Hackman Capital?

Before I joined Hackman Capital, I worked for Tishman Speyer in New York for about a year. I was working on helping to build out an internal coworking business at Tishman that has since launched — ironically given what I do now is called Studio. I always wanted to move back to L.A., build a life here, build a career here, build a family here, and had an opportunity to join (Hackman Capital's Chief Executive) **Michael Hackman**. I was very fortunate, right place, right time, that it made sense in my life, and the rest is history. At the time that I joined, the only studio property that we owned was Culver Studios, and now we own 19 (studios) in total.

What was Hackman Capital investing in before studios?

Michael has had a really exciting career journey. He started the business in 1986 and was for a while doing liquidation sales and ultimately transitioned his way into a lot of industrial real estate opportunities. He owned at one point warehouse and logistics facilities around the country and was very early on a leader in seeing the opportunity to invest and redevelop Culver City, and that coincided with his vision to convert these warehouse industrial buildings into creative office uses.

An early investment in Culver City that put the firm on the map was The Beats Culver City campus, which was subsequently bought by Apple. Initially, when presented with the opportunity to buy Culver Studios, it was 14 acres in the heart of Culver City. Just an unbelievable piece of land. That commenced our foray into studios. It's also where we first met **Rick Nelson**, the CEO and founder of (studio operators) the MBS Group. We ultimately acquired the MBS Group in 2019.

Can you discuss the plans for CBS Television City and CBS Studio Center?

When we refer to the sales of Television City and Radford Studio Center, the seller has the confidence that we are long-term believers and investors in the entertainment industry and we want to preserve and expand and modernize these studio facilities so that they continue to be these content-creation ecosystems for decades to come.

We were drawn to Television City because of its legacy and iconic nature as a studio. We always intended to keep it as a studio, and the plans we've put forth to the city and to the community demonstrate our long-term commitment to that original use continuing into the future. The original stages at Television City were built in 1952. Think about the technological advancements and content-consumption advancements that have occurred since that time. Investing in creating a studio facility that embraces technology and sustainability and adapts and evolves with the industry that it serves, that's been our driving mission with our vision for the future of Television City.

Industry-wise, why did Hackman Capital want to get involved with soundstages?

Like most things in life, it's a little bit of skill and a little bit of luck. The Culver Studio was 14 acres in the heart of an expanding and improving downtown corridor in Culver City. At the time, that was really compelling.

What we've seen in Los Angeles and across the world is that the demand for content has exploded. Especially here in Los Angeles, you have the techtainment boom with Silicon Valley tech firms coming down to L.A. and beginning to expand their footprint in media and entertainment, and that has led to this almost insatiable demand for content and for stages in which to make that content.

We've ridden the wave of that industry expansion and our focus has been on acquiring the premier studios in the premier production markets, what we call first-call studios. Here in Los Angeles, we own Television City, Radford Studio Center, MBS Media Campus, Raleigh in Hollywood and the Culver Studios. We also own facilities in New York: Kaufman Astoria and Silver Cup Studios. In London, in Toronto, in New Orleans, in Ireland and Scotland, in each of these markets, we target the premier first-call studios.

THE TEAM PLAYER

CAITLIN HOFFMAN
Vice President
COLLIERS
NOTABLE DEAL: Recently negotiated a new 10,951-square-foot lease and 1,413-square foot lease expansion for Goldco at 24025 Park Sorrento in Calabasas.

Caitlin Hoffman serves as vice president at **Colliers** where she and her team of **Matt Heyn**, **Bob Rosenthal** and **David Solomon** arrived in June from **CBRE Group Inc.**

Prior to Colliers, Hoffman spent nine years at CBRE honing her expertise in the office market.

How did you get into real estate?

I went to **Ohio State University** and studied real estate and finance. I always had some interest in getting into real estate. I actually interned for CBRE between my junior and senior year and then I applied and was awarded a spot at CBRE's Wheel program out of college. It's a rotation program in which you rotate through four or five different service lines. I did my last two of four rotations with office leasing teams and I really enjoyed being able to partner with the landlords and come up with strategies. I ended up getting hired fulltime on a team with Matt Heyn. Nine years later, I'm still at it.

What is it about the office sector that attracted you to it?

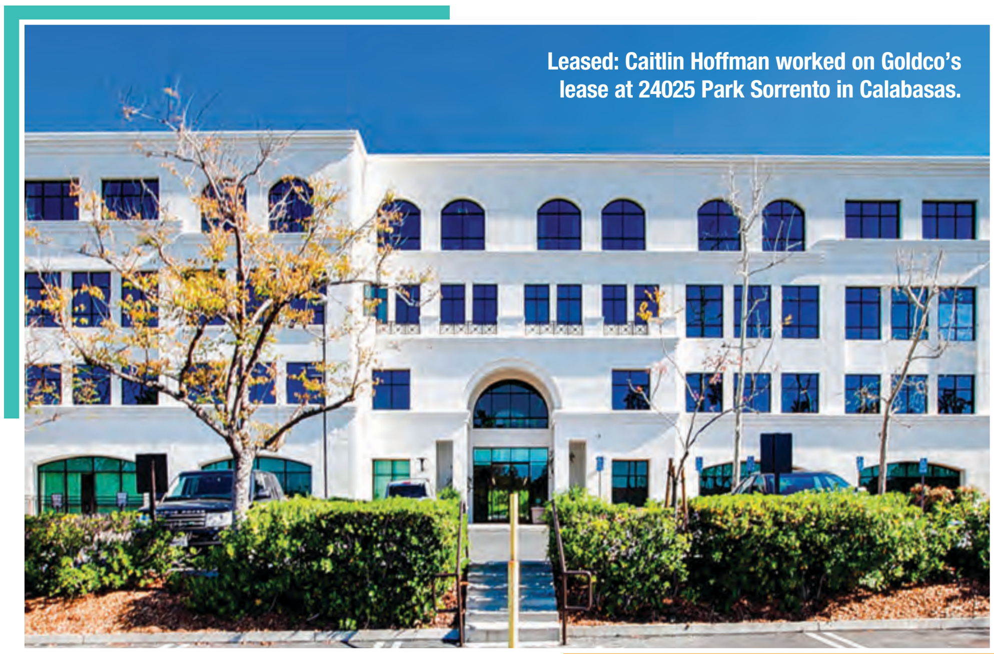
I enjoyed the professionalism of it. I thought that it was really interesting to learn about different businesses and ways that entrepreneurs and business owners are able to make money in this world.

Can you talk about a CBRE transaction you worked on?

We were on the landlord side of a lease in Glendale with **ServiceTitan**. At the time, when we did that lease, that part of the market — the suburban markets — weren't as transitional in the creative office or tech space as you see in San Francisco and Santa Monica. So at the time, they were this cutting-edge tech company who wanted this open office environment. It was the first time I've seen a collapsible conference room that opened up into this break room employee lounge area. So it was really creative at the time for that market. They also created a program for their employees where they brought in lunch every day. The employees had an app that you could request your lunch order that would arrive in your lunch locker every day. It was something the market otherwise didn't see very much of: tenants investing money in their space, the landlords were really excited about it because it was a little more creative than your traditional office space, and it became a showpiece for the building. As we know, ServiceTitan has since taken multiple floors of that building and expanded in the market. It was a really cool deal to be a part of.

Did the office market change and evolve during the pandemic?

Yes, and I don't think we've seen the end of it yet. It's a slow evolution as we navigate through this post-Covid environment. Especially in California, you're seeing more flexibility on work-from-home and what that means for business owners and office space and office landlords. You're seeing more of a hybrid schedule, but the majority of the office tenants still want some employees to be there and have some overlap of days and times that they are in the office to still maintain some kind of camaraderie and company culture.



Leased: Caitlin Hoffman worked on Goldco's lease at 24025 Park Sorrento in Calabasas.

How did Covid impact your business?

(Business) definitely slowed down a bit as a lot of companies were having a hard time making decisions on how much space they need, who's coming back to the office (and) when they're coming back to the office. There's become a bit of aversion to long lease terms, especially renewals. Tenants are still trying to figure out what the next two to five years look like and it makes it difficult for them to make long-term commitments in office space. Building owners are trying to partner with their tenants to see how we can create a good environment for employees, that they maximize their time here. Are we adding fitness centers? Are we hosting lunches or food trucks? Is there a fitness class or community campus event that we can host?

How and why did you make the leap from CBRE to Colliers?

Our whole team moved over. Covid gave us the opportunity to take a step back and think about how do we as brokers continue to compete and continue to grow. Colliers' platform is a very large international company, but they're very nimble. It has a very entrepreneurial spirit to it.

Second Century Burbank

worthe

KRISMAR
Construction Co.

Gehry Partners, LLP

THE INDUSTRIAL DEVELOPER

TRACE CHALMERS
President & Founder
CHALMERS EQUITY GROUP
NOTABLE: Putting the finishing touches on its latest four-building, 420,000-square-foot Class A industrial project near downtown.

Trace Chalmers is the founder and president of **Chalmers Equity Group**, an industrial developer based in Pico Rivera. The company has an internal construction division — C.E.G. Construction — and its own architecture and engineering division — O.C. Design & Engineering.

How did you begin in the industry?

I actually started at a small industrial brokerage company in 1983 when I graduated from **UCLA**. Did well as a broker. Decided that I didn't want to be a broker all the time because it's hard to differentiate yourself. So I started initially in 1987 as a developer building small apartment buildings in South L.A. I didn't really have much money. I had like $40,000-$50,000 so I would buy a lot for $60,000-$70,000, get a loan and then build (small buildings).

I did that until 1989. The market collapsed with all of the savings and loans. So I couldn't really do that, so I decided that I would go back to my industrial brokers and become a general contractor. I got my license. My first deal was a 5,000-square-foot bathroom remodel for **Trammell Crow** in the City of Commerce.

How and when did CEG begin?

The company really started taking off in 1993-94. That's when I started buying some industrial land. I copied the model of **Ed Roski** at **Majestic Realty**. They had their own construction, their own architect, their own design. What we do is we handle everything for our clients and then we make a fee on our construction. Because we're designing and building it, we're getting that fee at the end so we're not wasting a lot of time. It's good for our clients because we manage the whole process. Having everything in-house is really critical. Now we're a $60-$70 million construction company, but most of our revenue comes from our properties. We have about 2.5 million square feet of industrial. We just grew organically.

How do you finance projects?

What's unique about CEG is that I don't have any partners and I don't use other people's money, so it makes things much simpler just to say yes or no. We have a significantly high close rate on our deals because it's just me and my CFO making the decisions.

What is the industrial market like now?

There's something that's unprecedented when you have construction inflation and what used to be $50 a square foot for industrial land is now going for $150. The good thing is that I have a lot of properties and my rents have all doubled. You never see rents just doubling.

Why is this occurring?

What's behind it is that previously you'd buy something at Target and now everyone wants a box delivered to their house. So Amazon can only deliver so many boxes. They're saying you just bought your bicycle or whatever but you've got to deliver it within 24 hours. So all these warehouses, now they're responsible for delivery and getting it there. Amazon and these companies are becoming more like brokers. You need all this warehouse space so you can have 24-hour delivery.

Is the company 100% an industrial developer?

The answer is yes, we did a couple (of) creative office buildings downtown. But 95% of all of our projects are industrial.

How was CEG impacted by the pandemic?

We were an essential business. We were able to continue to build. Obviously, it had an impact on materials and supplies but we broke even on those couple of years. Initially, when Covid came, we were concerned about values and what would happen in the market. But quickly we realized there was a lot of demand and this shift toward delivery. So we sold the office buildings and put all that money into industrial. We bought about 15 acres in San Dimas, La Verne, Santa Fe Springs. Our average price was under $50 a square foot, and now it would sell for $150.

What projects are you currently working on?

We have six or seven buildings that I own the land (for) that we're developing. We have four or five other tilt-ups that we're doing for our clients. We also have a significant experience in food construction, meaning freezers, coolers and processing rooms. So that keeps the wheels turning. We have a couple of big $15-$20 million food plants that we're putting up right now.

Building: Chalmers Equity Group is working on a four-building, 420,000-square-foot Class A industrial project near downtown.

Deal: Greenbridge sold a property at 3500 Wilshire Blvd. in Koreatown in October.

THE OFFICE INVESTOR

SEAN HASHEM
Principal & Co-Founder
GREENBRIDGE INVESTMENT PARTNERS
NOTABLE DEAL: The $22.5 million sale of 3500 Wilshire Blvd. in Koreatown.

Sean Hashem is one half of the duo that founded Beverly Hills-based **Greenbridge Investment Partners**. Since he and **Fareed Kanani** launched Greenbridge in 2012 the firm has been active in owning and operating a total of 1.2 million square feet of commercial office buildings in California and Washington. Greenbridge recently started a multifamily division headed by **Joshua Farahi**.

The firm owns more than $500 million in current assets plus $250 million in planned developments. It will launch its first institutional fund later this year.

What was your professional journey before forming Greenbridge?

I've been in the real estate business since 1988. I started at age 18, and I brokered pretty strongly for 10 years. Around 1998, I started buying real estate. I did it with friends and family and I had some financiers that I worked with.

I was a great value-add guy, and I knew how to transform a project. I started at really smaller brokerage firms: Lambert Smith Hampton and then Grubb & Ellis. Eventually, I went to South Park Group, but that was to start my journey buying real estate. I met my wife at that brokerage house. I got married and opened my first office.

I had a company entity called Y2K Capital, (which) opened in 1999. I had great success. I had some good real estate and partnerships. After the Great Recession I decided I needed a more vertical organization with property management, a lending arm, project management, and (formed Greenbridge). We started raising funds on a deal-by-deal basis until we grew to a $500 million-plus portfolio.

How did you form your partnership with Fareed Kanani?

He was a former banker. I met him trying to get a loan for a project in Panorama City. The deal didn't happen, but we kept in touch. We would see each other coincidentally at weddings and events. We would talk deals. I decided to bring him over and have lunch and said, look, let's partner up, we have really good alignment between all the attributes that we have. He's an MBA USC guy, and with my background in the business, we thought we could really parlay that into something special. Now we're at a stage where we've had great success with our current assets. Now we're moving towards raising our first institutional fund. We've already done all the paperwork and we're launching this year. We're trying to raise about $500 million to purchase just above $1 billion worth of assets.

What is your company strategy?

We're not volume oriented, we're very disciplined, very specific. We're West Coast guys for the most part, but we've done deals back East. For our lending (Greenbridge Finance), we're across the U.S. For the finance, we're $10 million plus for loans. We're not bridge lenders.

Can you talk about some of your assets?

The majority of our assets are in Washington state between Seattle and Renton. We own the Seattle Design Center. We spent $60-plus million in transforming it. It's a reputable design center today. It came a very long way. High occupancy, rents have continued to grow over the years. We're kind of the nucleus of the design district in Georgetown, Seattle. We're embarking on our 50th anniversary (for Seattle Design Center) in 2023.

How about closer to home in L.A.?

We're the largest owner in South Pasadena at 625 Fair Oaks. We have a planned senior housing assisted living and memory care play. We own the Star-News historical building. We have a project in Tarzana (Tarzana Health Systems) that's about a 45,000-square-foot, two-story building that is ready for high-quality medical uses.

Are there any assets that you are particularly close to?

In Koreatown, I just sold a property (3500 Wilshire Blvd. at Normandy for $22.5 million) that I bought in May 2012. I really transformed it, I put my heart and soul into it. It was really in poor condition when I purchased it and I spent millions of dollars and put in a really high-end food hall. It ended up closing after a year (of) being open because of Covid. I let all the tenants go. I realized that it was TOC (Transit Oriented Communities) Tier 4 zoning, and so I sold it and the buyer will eventually develop it.

Ktown is an incredible area. That was my true jewel box asset. It was personally owned by me.

THE ENTERTAINMENT BROKER

CARL MUHLSTEIN
Executive Managing Director
JONES LANG LASALLE INC.
NOTABLE DEAL: Sold the 55-acre CBS Studio Center in Studio City for $1.85 billion.

Carl Muhlstein, based at **Jones Lang LaSalle Inc.**'s downtown Los Angeles office, has been active as a commercial real estate broker in L.A. for more than 30 years, with an emphasis on the entertainment industry and creative office spaces. With his JLL colleague **Kevin MacKenzie**, he represented seller **Viacom CBS** in a massive transaction in which Culver City-based **Hackman Capital Partners** purchased the 55-acre CBS Studio Center in Studio City for $1.85 billion in December.

What type of office product is favored now post-pandemic?

There's been a lot of leasing activity in standalone buildings where a tenant wants to control their entire environment. There's also been a lot of pre-releasing and leasing in high-rises because the tenants need scalability. They like being near co-working because that offers additional scalability. Like in the Playa Vista district, there's 1.3 million (square) feet there that had been successfully repositioned and **Industrious** maintains the co-working space.

Are streaming wars and content-creation companies impacting the real estate market?

Right now, there's still a shortage of soundstages. Everyone is watching the stock prices and the economy and the M&A action of these companies. Warner Bros. and Discovery – that's a big merger — and we haven't figured out the real estate implications yet. But there's about 300 soundstages in the 30-mile zone, which from a union perspective, labor, commuting, logistics — everyone wants to be in the TMZ. And there's a rush to build new urban-dense studios because L.A. has such a shortage of land. So you have projects ranging from downtown to Woodland Hills and everywhere in between. And not all of them will go forward, but time will tell. But we do have the critical mass. The ripple effect is that for every job on a studio lot there's typically seven or eight jobs supporting that person. So this could be lawyers, caterers, carpenters, lighting companies, wardrobe companies, casting companies. It's probably the biggest industry in L.A. County, and I'm not sure (the) local government treats it with the respect that it deserves.

The high price that CBS Studio Center garnered speaks to the demand for soundstages, doesn't it?

We had bidders from all over the world looking at it, but it's a relationship-logistics business. CBS Radford is one of the quintessential television lots in the industry.

Is there still a lot of runway for demand for more studios?

There is, but you have to keep in mind that Los Angeles is a television market. Very few feature films are done here. The streaming and the episodic television and "Dancing With the Stars" and "The Talk" and Oprah and all these shows, there's still quite a bit of demand for stages.

Features are more tax credit-driven, longer-term (projects) and Chicago, Atlanta, even New York and London have been capturing a lot more feature business. But the streaming business also is such like the budget for "Succession," that's almost like a feature film.

But there's not a lot of land to create soundstages. It's more of an in-fill type situation.

It's almost like building a business, I need an outlet in Atlanta, I need an outlet in London. I need this critical mass so that when I'm in front of the blue-chip users and renters of these stages, I have a selection. Which is why you've also seen a lot of the one-off successful family operations selling out to the bigger syndicates. It's a business of scale.

On the surface, there's so much big activity in this space.

That's fantastic, but that's the last approved, zoned, ready-to-build site in all of Burbank. And think about this: the neighbors at Warner, Universal, Disney, have all been on those lots for 100-plus years. So they don't trade them very often.

What's prompting them to trade?

I think M&A and corporate, so Paramount, Viacom, CBS all of a sudden become one company, so do we need three studios in town? I sold Culver Studios for Sony in 2004 because they didn't need two studios.

Sold: Carl Muhlstein was involved in the $1.85 billion CBS Studio Center sale.

THOMAS WASPER

THE INDUSTRIAL SPECIALIST

JOHN MCMILLAN
Vice Chairman
NEWMARK GROUP INC.
NOTABLE DEAL: Locked down 114,898-square-foot lease with FDH Aerospace at 5200 Sheila St. in Commerce on behalf of landlord Link Logistics.

John McMillan has worked as an industrial real estate broker for 31 years. He currently serves **Newmark Group Inc.** as vice chairman, specializing in the Los Angeles/South Bay submarkets.

Prior to joining Newmark in August 2016, he spent 24 years at **Cushman & Wakefield**. Professionally, he has closed more than 1,500 transactions totaling over $5.5 billion.

How did you get into real estate?

I decided to graduate at the best time in the market possible — June of 1990. It was a terrible real estate-driven recession that went on for about five years. Most everybody out there had hiring freezes or were letting people go.

My uncle met **Bill Lee** of **Lee & Associates** at a Christmas party and told him what a hard time I was having getting into the industry. Bill said 'have him come out and meet with me.' And I did and he hired me on the spot.

I started in January of 1991 and Bill had just opened the third Lee & Associates office in the City of Industry. I was there for two years and then my senior mentor **Merv Kirshner** — he was sort of an iconic industrial broker at the time — he was moving to Cushman & Wakefield and he said he'd get me a meeting with the manager. I liked working with Merv. He taught me everything I know. I moved over with him and I was at Cushman & Wakefield for about 24 years, and then I moved over to Newmark in August of 2016.

Have you always worked in the industrial sector?

I've done nothing but industrial. Sounds kind of nerdy, but I've enjoyed meeting all of the entrepreneurs out there that have started these amazing companies and actually make things here in the United States, in California, here in Los Angeles. We're mostly doing warehouse and distribution these days but we've gotten to see some amazing operations from people in the aerospace industry, the garment industry, food manufacturing. The ingenuity and creativity that goes into these manufacturing operations is just kind of fascinating. I generally felt more comfortable out in the streets in the industrial neighborhoods working with clients of mine who were warehouse/distribution-focused, manufacturing-focused. I held a lot of those jobs when I was younger working in college, doing drywall and as a plumber and a few other blue collar-type positions. It spoke to me.

Well, you bet on the right horse because industrial was the hot sector even during Covid.

Yeah, we're finally the cool kids after 32 years at this.

THOMAS WASPER

Leased: John McMillan represented owner Link Logistics in a nearly 115,000-square-foot lease with FDH Aerospace at 5200 Sheila St. in Commerce.

During your Cushman & Wakefield years, what kind of industrial transactions were you doing?

I started out in the Vernon/Commerce submarket and we continued to grow with our clients. Most of our team's transactions occur within a 20-mile radius between downtown L.A. and the ports of L.A. and Long Beach. There's about 630 million square feet in that little circle, which is one of the densest industrial markets in the world.

A lot of our clients felt we did a good job and wanted us to work with them in places like Santa Fe Springs and La Mirada and Carson, and so we just continued to grow our footprint. The largest (client) would be (a candy company), they also have a pet food company and food division. We've done 25 to 30 transactions for now. They've asked us to help them in other markets and it all started from us helping them find an overflow warehouse for equipment to service their pet food plant in Vernon.

Are the ports-related transactions keeping you busy?

Absolutely. We have some huge projects coming. We brought in **Danny Williams** from **Prologis**, who is the largest industrial landlord in the world. Danny oversaw Prologis' South Bay portfolio. He's been a great addition to our team. His knowledge of the South Bay industrial market is second to none. At Prologis, they had 17 or 18 million square feet in that market that he oversaw. Our differential for our team is that we cover the entire 20-mile radius of infill Los Angeles. These submarkets are huge.