RESPONSE TO REQUEST
FOR MASTER DEVELOPER
FOR THE CONCORD
REUSE PROJECT

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November 20, 2014

Michael W. Wright
Executive Director
Local Reuse Authority, City of Concord
1950 Parkside Drive
Concord, CA 94519

Re: Response to Request for Master Developer Proposals

Dear Mr. Wright:

It is with great pride that Lennar submits the enclosed response to the Request for Master Developer Proposals for the Concord Naval Weapons Station (CNWS). We understand the importance of the redevelopment of the CNWS and its potential to redefine both the City of Concord and the region. We look forward to our partnership with the City and the community on this significant endeavor.

In selecting Lennar as the Master Developer, the City of Concord Local Reuse Authority (LRA) is selecting a developer and project team that has the experience and expertise to guide the project from conceptual plan to completion. Through our experience as the Master Developer at other Base Realignment and Closure (BRAC) projects across the country, and here in the Bay Area, we bring the knowledge and the relationships necessary to assist the LRA negotiate and complete a successful transaction with the United States Navy. We can say with confidence that no entity has had more success creating new communities from closed military bases than Lennar.

An important piece of our success, and a key element of our proposal, is the team of development partners and professionals that will contribute to the realization of this innovative community. Lennar Urban, a division of Lennar, is located in San Francisco and will provide the day-to-day management for the transformation of this community. Within the larger Lennar family, Lennar Commercial, Lennar Residential, and Lennar Mare Island, each an industry leader, will also contribute their expertise and experience to the project. Five Point Communities, within which Lennar holds a 60% ownership interest, will continue to serve as a resource and provide their base closure expertise to the team.

Our consultant team members – many of whom have long standing relationships with Lennar – bring a vast amount of experience on similar projects, and they will assist us with the complicated issues associated with a project of this scale and duration. Of particular note, we have enlisted the services of Calthorpe Associates to serve as the urban designer for the project – Peter Calthorpe literally wrote the book on Transit Oriented Development (TOD) and has designed and implemented large-scale, sustainable TOD's around the world.

As you review our proposal, you will see that we are presenting a vision for the project that respects the goals and principles of the Concord Reuse Project (CRP) Area Plan while exploring the opportunity to realize those goals through a modified approach to the land use program. Our goal is to work in partnership with the City, the LRA, and the community to address the myriad of issues that are inherent in such a significant undertaking. We realize that the ultimate objective of our

partnership should be to create a framework that guides new development but provides the greatest level of flexibility to respond to conditions as they evolve. These changes may include the timing and condition of land that is transferred from the United States Navy; evolving market conditions that affect how residents of Concord live and interact as a community; continued advances in sustainable design and technology; and the ever-changing way in which our economy creates opportunities for innovation.

We embrace these challenges and look forward to working together with the City and the community on the opportunities that lie ahead. We can collectively create a new neighborhood within the City of Concord that provides benefits to all residents – one that provides new parks and open spaces, education and civic facilities, new areas for the expansion of commerce, and the opportunity to provide housing for all income levels.

As requested in the RFP, we acknowledge the receipt of the RFP and the addenda that have been issued. Our point person for the project is Stephen Proud, Vice President of Community Development for Lennar Urban and the person with authorization to commit our organization to the Agreement to Negotiate is Kofi Bonner, President of Lennar Urban – Bay Area Division. We can each be reached at the following location:

Lennar Urban
One Sansome Street, 32nd Floor
San Francisco, CA 94104
415-995-1770
Kofi Bonner – kofi.bonner@lennar.com
Stephen Proud – stephen.proud@lennar.com

Thank you for your thoughtful consideration of our proposal. We look forward to working with the City of Concord, the LRA, staff, community leaders, residents, and the various public officials to realize your vision of creating a place of pride for the entire Concord community.

Sincerely,

Kofi Bonner
President, Lennar Urban – Bay Area Division

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PROJECT VISION

THE CREATION OF A NEW COMMUNITY IS LIKE THE GROWTH OF A MAJESTIC OAK TREE. TOGETHER WE WILL PLANT THE SEEDS.

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25yrs

IN 25 YEARS AN ACORN WILL GROW INTO A MATURE OAK. OVER THE SAME PERIOD, THIS COMMUNITY WILL TAKE ROOT AND BECOME A VIBRANT NEW NEIGHBORHOOD. WE ARE COMMITTED TO BEING THE CITY OF CONCORD'S PARTNER TO HELP NURTURE THIS EVOLUTION.

PROJECT VISION

AS WE LOOK AHEAD TO THE TRANSFORMATION OF THE CONCORD REUSE PROJECT, WE KNOW THE SEEDS OF THAT GRAND VISION ARE PLANTED TODAY. ITS GROWTH INTO A MATURE AND THRIVING COMMUNITY WILL REQUIRE TIME, PATIENCE, AND NURTURING.

As we have done before, Lennar will faithfully cultivate this new community's progression. In the early years we will carefully tend to it and help to shape its future. As it grows, we will manage the infrastructure around it. With continued investment the community will take root and its structures will transform the landscape. It will adapt and evolve.

Many will come to call this place home. And throughout its journey, the community will be shaped as much by its residents as it will by those who originally sowed its seeds.

TRANSFORMATION

On this land, we see a flourishing community that welcomes a broad mix of families and incomes, where everyone can thrive throughout all the stages of life. We picture a more relaxed pace of life, where bicycles outnumber cars, and the cars collect dust in the garage. We also see neighborhood schools that deliver a world-class education, in an environment that is healthy and safe. It is a mixed-use community with a strong identity, where opportunity abounds for play and for connecting with nature. We envision a community that consumes "zero energy" and produces "zero waste," and aspires to be a positive force for the environment, giving back more than it takes. We see a future enhanced with new technologies that will innovate in ways we have yet to imagine, simplifying lives and enhancing connections. It is a beacon of sustainability and livability, becoming the new standard by which other communities are measured.

"IT'S NOT ABOUT WHAT IT IS, IT'S ABOUT WHAT IT CAN BECOME. THAT'S NOT A SEED, ANY MORE THAN YOU'RE JUST A BOY."

–DR. SEUSS, THE LORAX

COMMUNITY GOALS: OUR APPROACH

In developing our plan for the community we have embraced the CRP Area Plan's four overarching goals. The following demonstrates how we have integrated your development goals into our approach:

1 World-Class Project: Design for Change

When asked about the secret to his success as a hockey player, the great Wayne Gretzky replied "I skate to where the puck is going to be, not where it has been." It is in this same manner that Lennar leverages its experience to create communities that are both advanced and adaptable.

The span of time between when the first resident moves in and the last home is built will span decades and economic cycles. If the next 25 years resemble the sea-change of the last 25, we will continue to experience scarcities of energy and water, increasing congestion, and stress on our public infrastructure. As with any large community, growth is incremental and that very growth will subtly reshape the plan over time. It is a loop of continuous learning and improvement – one we have witnessed time and again.

Lennar views our proposed plan as the backbone of an evolutionary strategy to guide the public/private partnership along the way. It supports advanced infrastructure elements that "anticipate" change, including on-site energy production, recycled water systems and fiber optic networks. Intelligent building controls enhance energy efficiency while supporting residential well-being by improving comfort, indoor air quality, safety and convenience. Through these comprehensive efficiency and sustainability programs we aim for a Net-Zero Energy community – one that produces as much energy as it consumes.

When it comes to embracing the use of dynamic and integrated systems that can adapt to environmental changes, Lennar's ambitions are transcendent. We are not content to just clear the bar, we are determined to raise it.

2 Economically Viable + Sustainable Development: Less is More

Doing more with less is a constant theme. The ultimate resource is the site itself and we have endeavored to be judicious in "how" and "why" it is utilized. By putting the same number of homes on less land, we are preserving options for the future. Fewer developed acres today mean less infrastructure and enhanced economic viability for the project. By designing to use less energy and less water, we put less stress on the municipal infrastructure. A more compact development means less driving and fewer cars, and more walking and more personal time. Embracing new technologies means simplified lives and more connectivity.

WE BELIEVE THAT BY DOING MORE WITH LESS, WE ARE PRESERVING MORE FOR ALL.

3 Quality of Life: Connections and Community

We believe that the quality of life in this new community is going to be measured by the opportunities for meaningful and lasting connections, as well as the overall sense of community and wellbeing it creates. Our design enhances these human connections through technology and careful land planning.

The housing serves a range of families and a wide mix of backgrounds. An inclusive community is a place where one doesn't need to move out when it's time to move up; there are opportunities here for all of life's stages. There are robust parks and nature preserves, community centers and new schools. There is also a vital mix of uses to complement the residential components, including commercial centers for employment and retail districts for shopping and dining. Circulation within the community is enhanced by a neighborhood shuttle and an expansive network of

pedestrian and bicycle pathways. The land plan is carefully organized to seamlessly connect neighborhoods to key civic and recreation facilities, as well as to the BART Town Center. By delivering an identifiable center in the heart of the plan, we have enhanced the opportunity for residents to foster lasting connections and develop a strong cohesive community.

With state-of-the-art fiber optic networks and public WiFi, residents can also stay connected to their world and to each other. The creation of a dedicated Community App will serve as the interface to the smart community infrastructure, and will integrate all aspects of community life.

4 Balanced Approach: Harmonious Result

We aim to take the concept of a "balanced approach" one step further; beyond just a "static" balance we are also striving for an enhanced synergy, or "harmony," between the combined plan elements.

We see synergies between constancy and change with respect to the community design. The land plans in the most desirable places succeed by delivering on the fundamental human needs for "home" and "community." Our focus on preserving and enhancing these fundamentals will permanently become a part of the DNA. Yet there is equal need to complement these design fundamentals with new ideas, so we have embraced contemporary methodologies to manage natural resources, energy usage, transportation, and smart community technologies.

We value a community that recognizes the human scale while also leveraging unique economies of scale. We have embraced innovative community-wide systems like solar farms and centralized waste collection systems and sustainable infrastructure – opportunities available only through the significant scale of this endeavor. Renewable power could meet the electricity demand of the new community and excess generation could be redirected for the benefit of the greater Concord community. This vision for a multi-functional infrastructure network delivers a community that is smart and resilient.

We are drawn to that space where art and science meet, as we believe the rigor required for engineering of infrastructure should be harmonious with the artistry of architectural design. Nowhere is that balance between "the precise" and "the organic" more clearly displayed than in the organization of the streets within the land plan. It is a form of a traditional street "grid" with a sense of order and hierarchy, yet it is also "relaxed" to provide a more organic flow and to embrace the site's natural features.

WHEN WE TAKE A HOLISTIC APPROACH TO BALANCING THE ENTIRETY OF THIS COMPREHENSIVE PLAN, THE WHOLE BECOMES GREATER THAN THE SUM OF ITS INDIVIDUAL PARTS.

MOVING FORWARD

We are entering this partnership with the City of Concord with the expectation of being the Master Developer for the entire CRP – and our proposal approaches the planning and development from that perspective. The creation of a complete community, with a full range of commercial, civic, educational, residential, and recreational uses, requires a vision that goes beyond the first few years. The resources required for development of this scale should not be underestimated.

To realize the value necessary to support such an endeavor requires that we participate in the build-out of the entire site.

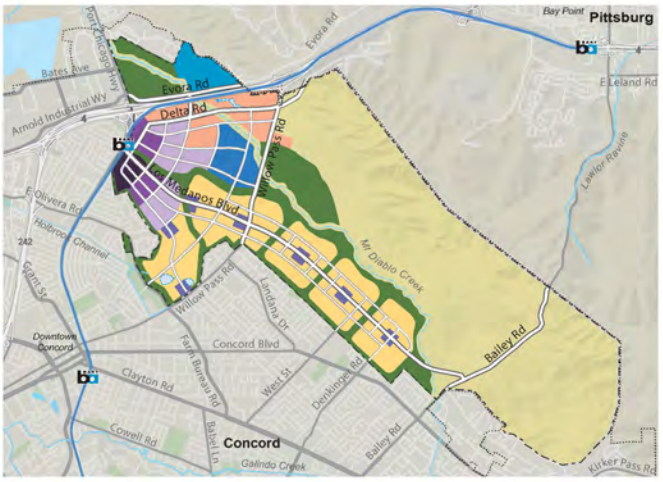
The planning and development of the CRP is divided into two Phases, each comprised of a series of Stages – with the development of Phase One to occur over 15 years. We have planned each of the stages to provide a mix of uses and great care will be taken to ensure that the important social and educational elements of the community are nurtured and evolve.

We are proposing that the development program envisioned by the City occur on a smaller geographic footprint. We believe this is a prudent approach for three key reasons:

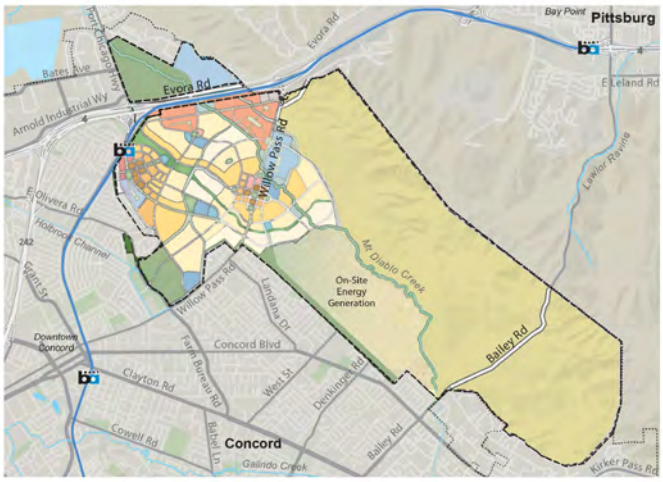
- First, the timing for clean-up and the remediation approach for the area known as Site 22, "Bunker City", remains unresolved. As such we are providing an alternate vision for this area that enhances the overall sustainability of the community, while preserving options for the future. We see this area as an ideal location for generating on-site solar energy that can be used by the emerging community and/or fed back into the larger City grid.
- Second, the sustainable attributes and performance of the new community is greatly enhanced. To the extent we are able to improve on the environmental metrics such as energy saved, reduction in water use or vehicle miles traveled, we believe it is our responsibility as environmental stewards to advance those goals.
- Finally, the economic performance and financial feasibility of the development is enhanced. Developing a community on a smaller footprint, scales down the costs associated with the infrastructure and community facilities. Ensuring financial success reduces the single largest risk to realizing our collective vision for this new community.

WE SHARE THE CITY'S VISION FOR THE REMARKABLE POTENTIAL WITHIN THIS SITE. BASED ON THE ENORMITY OF THIS ENDEAVOR, WE BELIEVE THAT LENNAR IS THE BEST QUALIFIED DEVELOPMENT PARTNER TO SEE IT THROUGH.

CRP AREA PLAN



PROPOSED PLAN



EXECUTIVE SUMMARY

A COMPACT PLAN PROMOTES COMMUNITY BUILDING, REDUCES ECOLOGICAL IMPACTS, AND CREATES RESILIENT INFRASTRUCTURE SYSTEMS.

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OUR PROPOSED PLAN WILL REDUCE GREENHOUSE GAS EMISSIONS BY 16%, REDUCE CAR TRIPS BY 20% AND REDUCE WATER USE BY 17% COMPARED TO THE CURRENT CONCORD REUSE PROJECT AREA PLAN.

EXECUTIVE SUMMARY

COMPACT MASTER PLAN
A MORE EFFICIENT FOOTPRINT

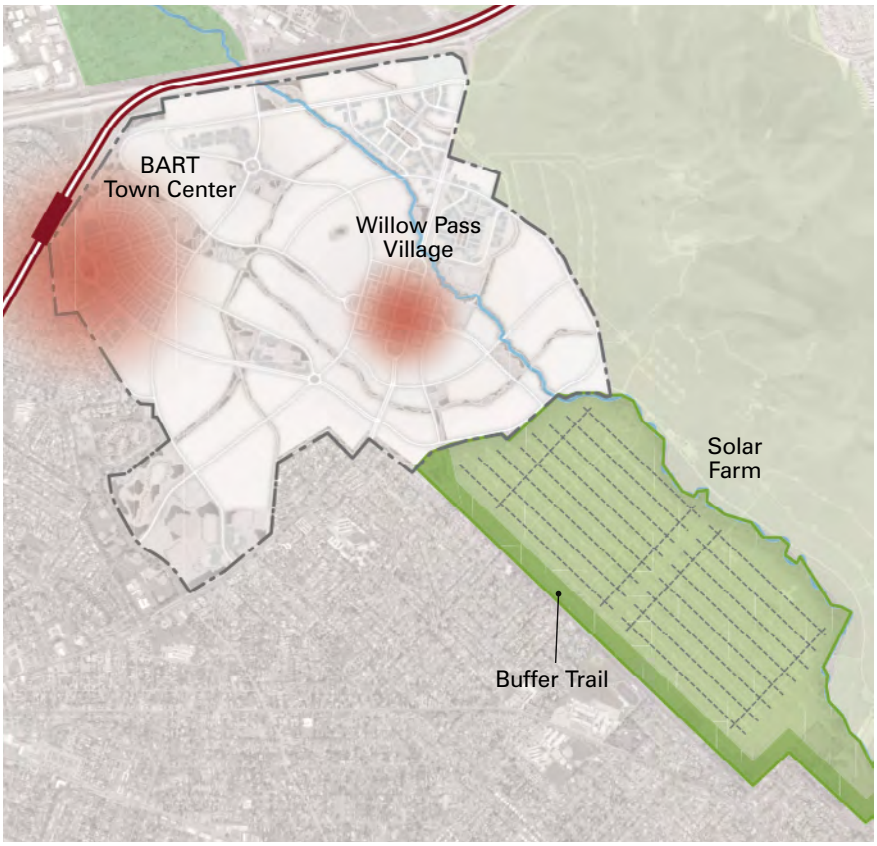
We are pleased to present a vision that adheres to the goals of the CRP while enhancing the environmental, economic and social features of the community's vision. These add up to the opportunity to create a state-of-the-art, livable community that incorporates the high tech market forces at a scale unmatched in the Bay Area. We believe Concord is poised to be an innovation leader in job creation, education, and neighborhood development for generations to come. No other site has the capacity to fuse diverse lifestyles with extraordinary open space access, mature transit proximity and commercial opportunities for innovative markets.

Our proposed plan has been consolidated into a smaller, more sustainable footprint. This more compact approach reduces the environmental impacts of the project, is more efficient economically, and strikes closer to the emerging market for walkable neighborhoods. The commercial development has been diversified and the community facilities moved to provide easier access for all Concord citizens. Walkablity, mixed-use, and transit service have been refined and detailed. The natural landscape and unique identity of the site is preserved and enhanced with extensive public open space systems and minimal grading. Not least, state-of-the-art ecological systems are developed for varying scales, from individual buildings through innovative community scale systems. The themes that follow have guided our proposed plan.

The development principles set forth in the CRP Area Plan are embedded in our proposed plan:

- **Community Character** is reinforced by truly walkable neighborhoods that connect seamlessly to open space, civic destinations, shopping and transit opportunities.
- **Housing Diversity and Opportunity** is supported by a broad range of housing mixed in each phase.
- **Stewardship and Sustainability** are developed from the building to the community-scale, to provide integrated human and ecological benefits.
- **Balanced Development** is enhanced as the urban footprint is reduced in proportion to open space and a jobs/housing balance is targeted.

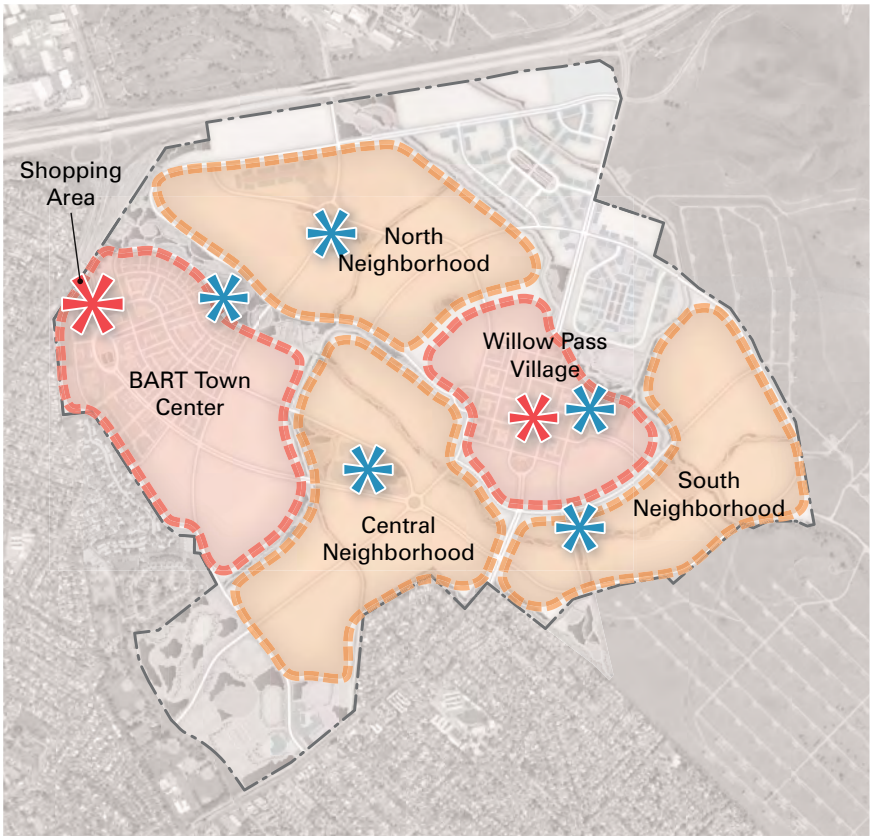
CONFIGURE
A COMPACT, EFFICIENT COMMUNITY FOOTPRINT



The proposed plan consolidates the overall development on a smaller more efficient land area. We feel this approach is stronger in terms of community building and reductions in energy use, carbon emissions, ecological impacts, and infrastructure costs.

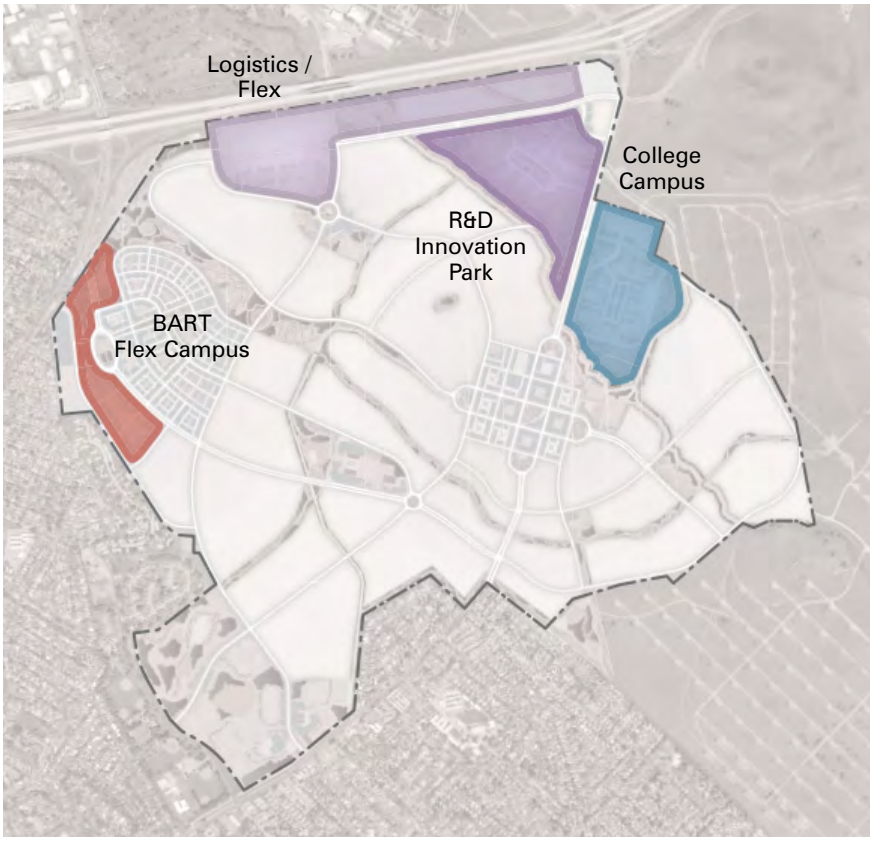
Additionally, adjacent neighborhoods have fewer impacts from new development. This creates a more walkable/transit-oriented configuration. The design naturally locates more housing and jobs within walking distance of local destinations and BART. In addition a circulator bus, like the Emery Go-Round service, can connect the community and Downtown Concord in a fast, affordable, and convenient manner.

CREATE
THE OPPORTUNITY FOR DIVERSE LIFESTYLES



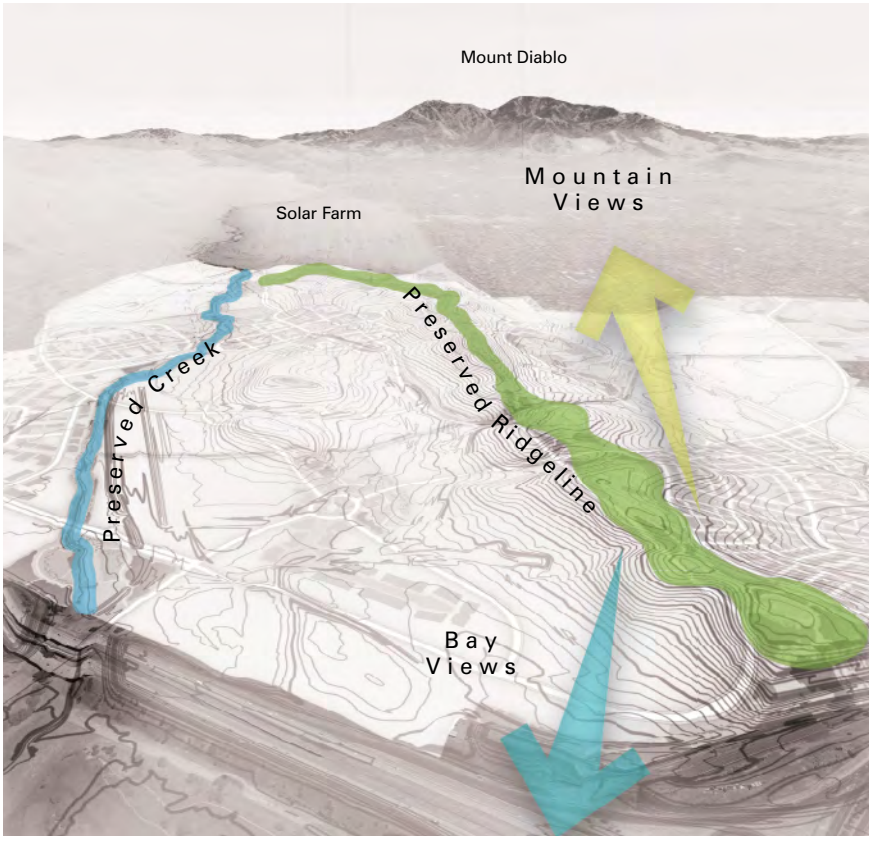
The plan creates a hierarchy of neighborhoods and housing opportunities for a multi-generational community. The BART Town Center is of course the densest but still provides variety in living options ranging from rental apartments, walk-up condos, townhomes through cottage homes. The Willow Pass Village is a complete neighborhood with grocery-anchored shops, elementary school, community center and a variety of housing types including senior housing. Finally, the neighborhoods surrounding these two major centers are varied in housing opportunities with homes suited to singles and families, young and old, first time buyers and mature households. Overall the plan targets 25% affordable housing with a variety of building types distributed throughout the community.

TARGET
A JOBS/HOUSING BALANCE



Critical to healthy communities is a balance of new jobs and diverse housing opportunities. With BART, access to two freeways, and the ability to accommodate large or small users, the site is an unparalleled opportunity for innovation technology and jobs. This synergy of access, transit, housing and a potential college campus will become a new market force in the region. The proposal identifies three major job growth opportunities strategically placed throughout the plan. Next to BART a mixed-use retail/office Town Center would offer shopping and professional offices – with the opportunity for the office space to flex into an urban education complex. On Willow Pass Road a more traditional college campus will catalyze an adjacent R&D Innovation Park, both within walking distance of a new mixed-use Willow Pass Village. Along the freeway a logistics zone can harvest an underserved but regionally needed market segment.

RESPECT AND ENHANCE
THE SITE'S NATURAL FEATURES



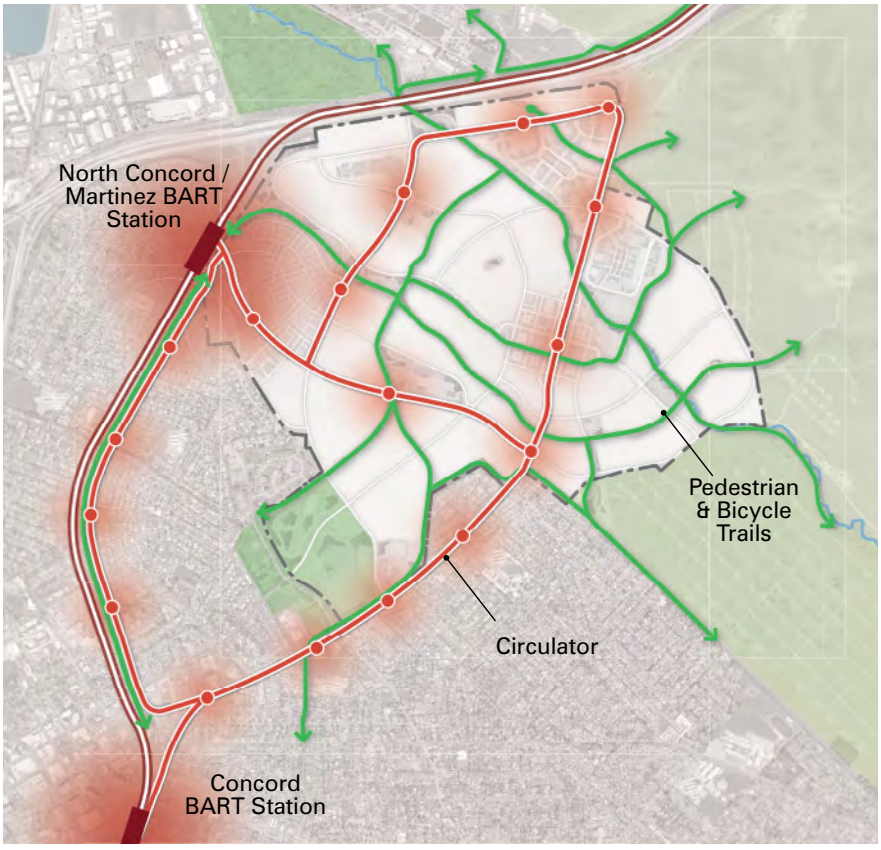
The topography, views, and waterways on the site create a rich and varied set of open space destinations and greenways. The backdrop of 2,700 acres of regional open space is accessible throughout the community and to existing neighborhoods by trails, bikeways and greenways. The site is carefully sculpted to preserve the ridgeline and give the neighborhoods variation and views. Storm water infiltration through ecological features is integrated with open space planning to reduce the need for hard infrastructure, and native vegetation that promotes restorative soil ecology will enhance and preserve biodiversity while reducing the need for maintenance and irrigation. Mt. Diablo Creek is connected by greenways and bike trails throughout the community. A major new Ridgetop Park, the spine of the community, unifies the various neighborhoods and creates a spectacular vista park above the BART station.

CREATE
A GREEN NETWORK OF PARKS, TRAILS, AND SCHOOLS

The plan is rich in linear parks, schools and recreation centers. Combining the Ridgetop Park, Mt. Diablo Creek, and the Contra Costa Canal creates a dense network of trails that connects all the site's schools, parks, community centers, and off-site open space. This green network also provides access to the regional open space, commercial centers, and surrounding trails and neighborhoods.

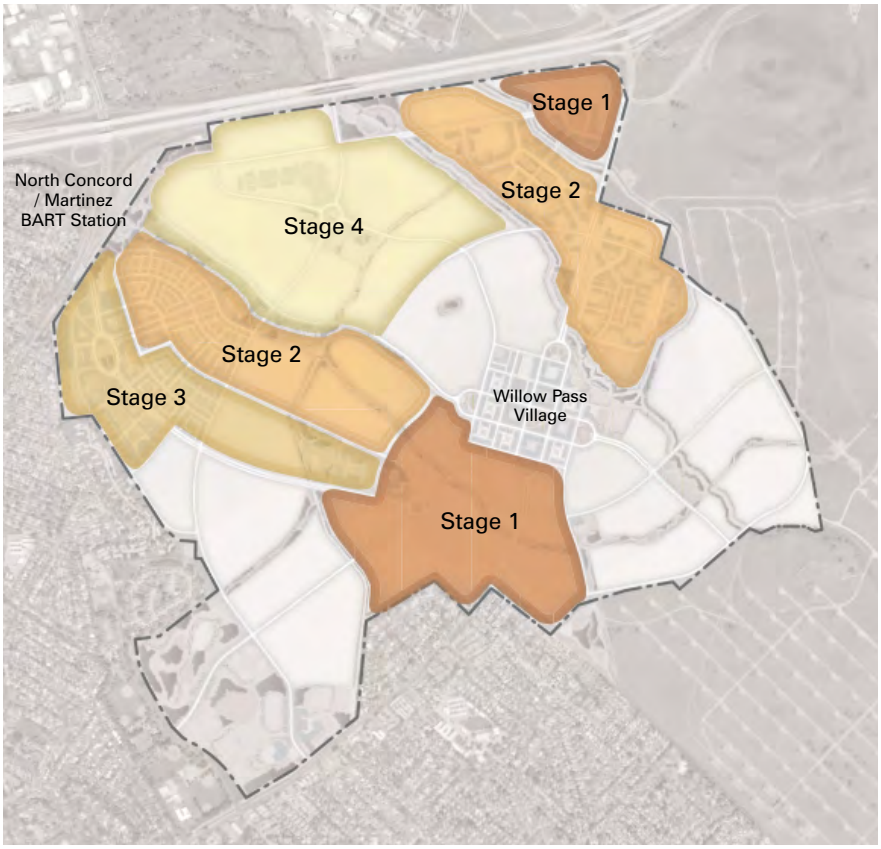
The Tournament Park has been moved closer to the downtown area, expanding the existing Willow Pass Community Park. In addition, the sports facility has been integrated with a new recreation center and flexible parklands. Bordered by a new high school site, this area will become a crossroads for existing community members and new residents.

PROVIDE
A RANGE OF TRANSIT AND MOBILITY OPTIONS



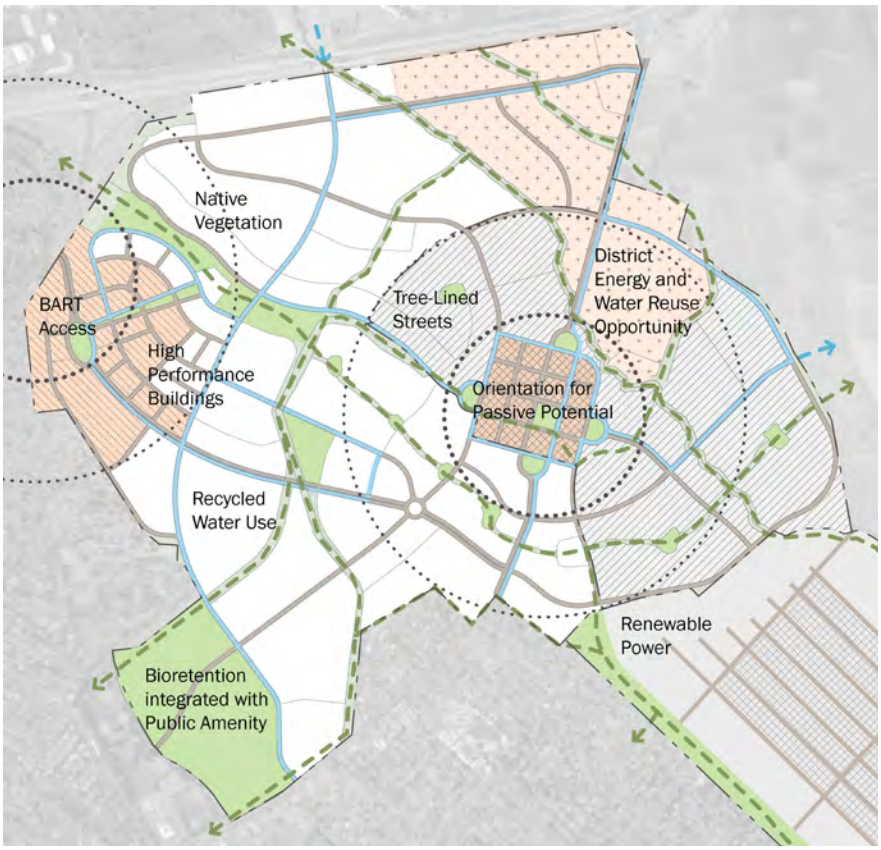
While BART is a key facility within the development, other forms of mobility will reduce auto dependence. The plan's walkable neighborhoods and centers are essential as non-commute trip destinations. Bikeways, trails and open space further connect homes to local destinations and regional transit. A circulator bus, like the Emery Go-Round, will move throughout the community connecting job centers, housing, recreation facilities, and schools to BART and Downtown Concord. The walkable neighborhoods and transit systems are expected to create significant reductions related to carbon emissions. In addition, walkable and transit-oriented communities can contribute positively to resident wellness through increased physical activity.

BALANCE
USES IN EACH STAGE



Phasing is critical to the economic and social success of a community. Each stage must feel like a complete community and offer a range of housing types and amenities. The Phase One proposal of close to 5,700 units on 860 acres is broken into four stages each with a community center, housing variety and commercial development. As the plan unfolds, the second and third stages include the BART Town Center and will look to redeveloping part of the BART parking lots. This area will feature the full range of housing from high density apartments, through walk ups and townhomes, to cottage-style single-family. The commercial development along Highway 4 will also develop in stages to assist in providing a robust jobs housing balance.

DEPLOY STATE-OF-THE-ART
SUSTAINABLE SYSTEMS AND TECHNOLOGY

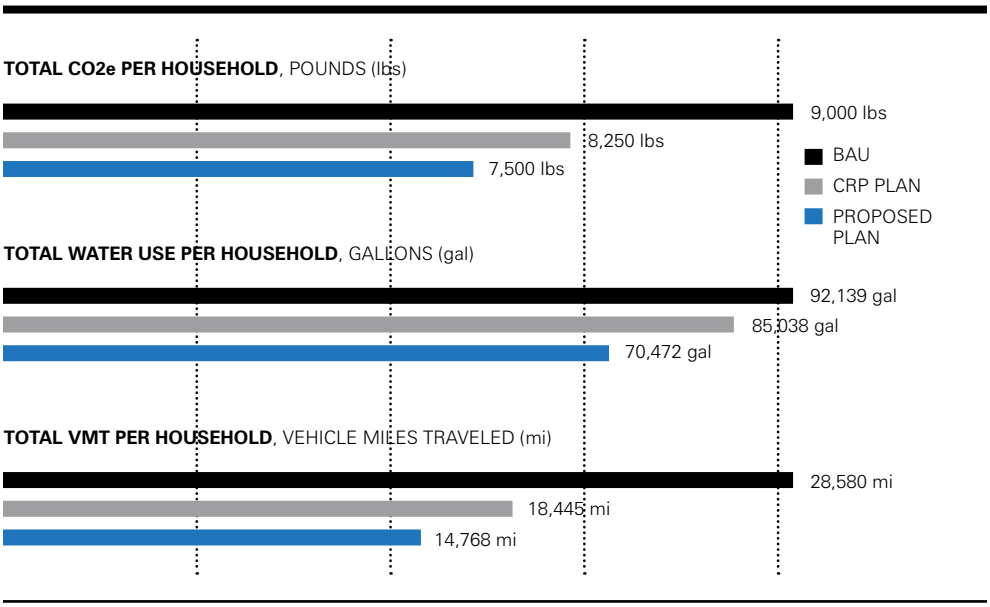


This community will be a showcase of cost effective conservation, recycling, and renewable technologies and systems. Simply consolidating the site into the proposed more compact configuration will reduce CO2e emission for each household by approximately 750 lbs. In addition, each household will save 15,000 gallons of water from reduced irrigation. In addition to aggressive building efficiency standards, new community scale systems for recycled water and renewable energy sources are proposed. Standards for drought-tolerant landscaping along with greywater recycling will be implemented. The quantity of photovoltaic generation being proposed for the bunker area will exceed the site's anticipated electricity demand. In addition, resiliency will be built into the design at every scale.

IMPACT ANALYSIS
OF PROPOSED PLAN

The graph below compares greenhouse gas emissions, water consumption and household auto use in vehicle miles traveled per year for three scenarios: Business as Usual (BAU) is the performance of a typical suburban household in the Contra Costa area. CRP plan represents the final plan with the four low density villages beyond the initial takedown area and our proposed plan. The proposed plan shows improvement just from consolidating the plan's footprint.

SEE APPENDIX A.42 FOR SOURCE DATA



OUR ABILITY
TO DELIVER

Our proposed plan and the opportunities it creates to deliver a world class sustainable community are the core of our proposal. However, we understand that plans are created with the goal of being implemented. The skillful execution of this project is what sets us apart. Our portfolio of military base reuse and the creation of new master planned communities speaks for itself. Our team of professionals – creative minds and technical experts – are the best-in-class and unmatched in their local experience. Our ability to build inclusive communities that provide housing for all incomes and opportunities for economic participation by local residents is proven. Our financial strength and staying power is evident in our commitment to the communities in which we work. It's simple – we get things built. We do it with pride and integrity. Ultimately, the true measure of our success is the creation of great places – places where we all want to live.

THE SKILLFUL EXECUTION OF THIS PROJECT IS WHAT SETS US APART.

DEVELOPMENT TEAM

NO OTHER ENTITY HAS MORE EXPERIENCE TRANSFORMING CLOSED MILITARY BASES INTO NEW COMMUNITIES THAN LENNAR.

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LENNAR HAS PARTNERED WITH COMMUNITIES THROUGHOUT THE STATE TO TRANSFORM MORE THAN 8500 ACRES OF DECOMMISSIONED MILITARY BASES INTO DYNAMIC NEW COMMUNITIES. OUR TEAM BRINGS UNPARALLELED EXPERIENCE IN TRANSIT ORIENTED DEVELOPMENT AND SUSTAINABLE DESIGN TO THE CONCORD REUSE PROJECT.

DEVELOPMENT TEAM

LENNAR
MASTER DEVELOPER

As one of the most respected community builders in the nation, Lennar is the company municipalities turn to when they need a partner to help achieve their vision for the future. Nowhere is this truer than in the redevelopment of former military bases. For over a decade, Lennar has partnered with Local Reuse Authorities (LRA's) on some of the most challenging, complex and visionary redevelopment projects at former military bases, closed as part of the Department of Defense Base Realignment and Closure (BRAC) program.

Although we are known principally for the creation of outstanding single-family residential communities, Lennar is one of the most diversified developers in the country – we plan, design and construct mixed-use communities that include thousands of homes and millions of square feet of commercial/office space.

For the development of Concord Naval Weapons Station, there are three qualities that establish Lennar as the clear leader to transform CNWS into a new and vibrant community within the City of Concord.

- **Military Base Experience:** Lennar has more experience in the redevelopment of closed military bases within the State of California – and in particular the Bay Area – than any other developer. Lennar understands the many facets of the BRAC process, and has experience in its regulatory and administrative aspects at the federal, state and local levels. Our portfolio includes serving as the Master Developer for the redevelopment of Hunters Point Shipyard, Treasure Island, Mare Island, and El Toro Naval Air Station.

  As part of our role as Master Developer, we have collaborated with our public sector partners to successfully negotiate conveyance agreements and assisted in the transfer of property from the military to the LRA. In addition, Lennar and our consultant team have actively participated in discussions with the United States Navy and the various regulatory agencies that have oversight of the environmental remediation activities to ensure the clean-up program will support the reuse of the property. Throughout these complex BRAC experiences, our team has developed the personal relationships with the Navy, Department of Defense, insurance carriers, U.S. Environmental Protection Agency and others that are critical to our success in the base reuse industry.
- **Financial Capacity:** The redevelopment of a closed military base is an undertaking that requires significant capital expenditures to address both the remnants of past military use and to create an entirely new community from scratch. To that end, Lennar has the capital and financial background to finance a project the size and scope of CNWS. With a market capitalization in excess of

team:

Lennar
Master Developer

Calthorpe Associates
Master Planning and Urban Design

Atelier Ten
Sustainable Design Consultant

CBG
Civil Engineering, Surveying & Planning

ENGEO
Geotechnical, Environmental, Water Quality Engineering

EPS
Economic and Financial Advisory Services

ERM
Remediation, Compliance and Agency Interaction

Fehr & Peers
Transportation Planning and Engineering

Perkins Coie
Land Use & Real Estate Counsel

WRA
Biology, Mitigation, Conservation Strategy

$8B, Lennar is in a financial position to rely solely on its own capital without the support of outside financing. That said, Lennar has also developed relationships with many other financial institutions and investors across the country that may wish to deploy capital as part of the overall financing of the project.

- **Commitment:** As the City of Concord knows all too well, the redevelopment of a closed military base requires commitment. The time associated with negotiations and land transfer from the Navy, the planning and entitlements, and the implementation and construction of the project requires a partner who is in it for the long haul. Lennar is proud of our commitment to the local communities in which we work and we have continued to pursue our active military base projects through economic peaks and valleys. We understand the process takes time, and we have the patience to sow the seeds and see the fruits of our labor come to fruition.

Lennar Urban – a division of Lennar and based in San Francisco – will provide Project Management expertise and will lead the activities of the consultant team and our in-house development resources. Lennar Urban is the leading developer of former military installations, serving as the Master Developer for Treasure Island and Hunters Point Shipyard. Lennar Urban will in turn draw on the resources of our larger internal family – Lennar Residential, Lennar Commercial, Lennar Mare Island, and Five Point Communities:

- Lennar Residential is made up of team members of our local, single-family residential group and Lennar Multifamily Communities. Lennar Multifamily Communities currently has over $1B invested in the development pipeline and will lend its expertise gained from the creation of mixed-use communities throughout the country.
- Lennar Commercial has a retail pipeline of over 5 million square feet of space with another 3 million square feet under management. This space ranges from traditional single-story pad retail spaces to new mixed-use town centers. Lennar Commercial will lend its expertise in the creation of the mixed-use Town Center at the North Concord/Martinez BART Station and the development of the diverse commercial program that can attract and support companies in emerging technology fields.
- Lennar Mare Island and Five Point Communities will serve as resources to the support the planning and negotiations with the United States Navy. Both divisions are led by seasoned, senior management teams that have extensive experience in the redevelopment of former military bases.

Beyond our internal resources, Lennar has assembled a team of professionals that bring vast experience in military base reuse, planning and design, and the implementation of large-scale mixed-use communities. The team members are the best in their respective fields and specialize in this kind of opportunity. They have experience with issues that are unique to the redevelopment of former military installations and many of the core team members are long term partners with Lennar on other base reuse projects. We believe that a knowledgeable team expedites the entitlement process, anticipates issues associated with complex developments, enhances coordination and cooperation, and ultimately increases the pace associated with bringing the project to completion. Each of our team members is profiled on the following pages.

LENNAR IS PROUD OF OUR COMMITMENT TO THE LOCAL COMMUNITIES IN WHICH WE WORK AND WE HAVE CONTINUED TO PURSUE OUR ACTIVE MILITARY BASE PROJECTS THROUGH ECONOMIC PEAKS AND VALLEYS.

LENNAR
TEAM

Lennar can draw on the resources of multiple divisions located throughout the Bay Area. The management members listed below will all have an active role in the transformation of CNWS.

Jon Jaffe
Vice President and Chief Operating Officer, Lennar Corporation

Mr. Jaffe is the Vice President and Chief Operating Officer of Lennar Corporation. Mr. Jaffe joined Lennar in 1983 and in 1995 moved to California to lead the company's expansion into the western region. He spearheaded efforts to acquire land, and other development entities such as Bramalea Homes, Pacific Greystone Homes, Coto de Caza and Stevenson Ranch, which helped transition Lennar into one of the leading developers/homebuilders in California, Arizona and Nevada. Prior to becoming Chief Operating Officer, Mr. Jaffe served as a member of the board of directors of Lennar Corporation from 1997 through June 2004.

Kofi Bonner
President, Lennar Urban – Bay Area Division

Mr. Bonner oversees development of Hunters Point Shipyard/Candlestick Point and Treasure Island. Mr. Bonner began his career as an affordable housing developer for Oakland Community Housing, Inc., and then served as head of redevelopment in Emeryville. Mr. Bonner later held the positions of Deputy Executive Director of the San Francisco Redevelopment Agency, Director of Community and Economic Development, and Interim City Manager for the City of Oakland where he helped lead efforts to revitalize the city's downtown neighborhood. He is a non-resident Senior Fellow and Member of the Brookings Institution, and is on the Advisory Council of the U.C. Berkeley College of Environmental Design.

Stephen Proud
Vice President of Community Development – Lennar Urban – Bay Area Division

Stephen Proud is Vice President of Community Development for Lennar Urban. His efforts are focused on master planning, securing entitlements, and negotiations with the United States Navy for the property conveyance for two of Lennar's master planned communities – the reuse and development of the former Naval Station Treasure Island and the redevelopment of Hunters Point Shipyard/Candlestick Point. Prior to joining Lennar Urban, Mr. Proud served as the Project Manager for the redevelopment of Alameda Point for the City of Alameda and was the Deputy Executive Director for the Treasure Island Development Authority.

Key Lennar Executives
Suheil Totah, Executive Vice President – Lennar Urban – Bay Area Division
Danny Cooke, Executive Vice President – Lennar Urban – Bay Area Division
Gordon Jones, Division President – Lennar Northern California
Chad Kiltz, Director of Land Acquisitions – Lennar Northern California
Jerry Hunt, Regional President – Lennar Commercial
Alex Waterbury, President – Lennar Multifamily Communities
Tom Sheaff, President – Lennar Mare Island

MARE ISLAND NAVAL SHIPYARD
VALLEJO, CALIFORNIA

Mare Island is a new mixed-use, master planned community being developed through a unique public/private partnership between the City of Vallejo and Lennar Mare Island, LLC. It is 5,000 acres and includes commercial, residential and open space uses. Included in Lennar Mare Island's portion of the Mare Island Reuse Plan, which encompasses approximately 653 acres, are 1,400 homes, 7 million sq. ft of commercial and industrial space, plus many recreational amenities.

The preservation of Mare Island's historic resources is also an integral part of the reuse plan. In addition to rehabilitating 983,000 sq. ft. of historic buildings for reuse, Lennar Mare Island is establishing a 60-acre historic core, which is integrated with the planned waterfront promenade.

The revitalization of Mare Island will ultimately create more than 8,000 jobs with the inventory of more than 100 buildings representing 7 million sq. ft. of available for office and industrial users. To date, already 3,400,000 sq. ft. is occupied by over 75 businesses, with over 2,100 permanent jobs created.

details:

- 653 acres
- 1,400 homes
- 7,000,000 sq. ft. commercial; 3,400,000 sq. ft. occupied. Includes 983,000 sq. ft. in historic reuse.
- 65% of the 653 acres has been cleaned up and approved for reuse. Approximately 25% has been sold to commercial or residential users

TREASURE ISLAND NAVAL BASE
SAN FRANCISCO, CALIFORNIA

Treasure Island and Yerba Buena Island will be transformed into a 465-acre master planned community blending housing, commercial, hotel, public and historic uses, surrounded and interwoven with nearly 300 acres of parks and open space. The 8,000 homes and supporting retail will provide much needed housing to one of the world's most supply-constrained residential markets. A new 400-slip marina and shoreline promenade allows for unmatched views of the San Francisco skyline, and a new ferry terminal provides a 10-minute link to the Ferry Building and downtown San Francisco.

The land use plan was designed by an internationally renowned design team and the plan has received multiple awards for its sustainable innovations including an iconic street pattern that responds to the island's unique micro-climate, maximizes pedestrian and bicycling opportunities, concentrates housing near public transportation, and generously distributes parks through the neighborhoods.

When completed, Treasure Island will be San Francisco's newest neighborhood and a major destination for local, regional, national and international visitors.

details:

- 465 acres
- Entitled and approved for 8,000 homes, including 2,000 affordable
- 550,000 sq. ft. commercial, retail and office
- 500 room hotel
- 300 acres of parks and open space as natural habitat reserve
- New 400-slip Marina, and ferry terminal
- Commitment to LEED-Gold for Neighborhood Development (ND)

HUNTERS POINT SHIPYARD/CANDLESTICK POINT
SAN FRANCISCO, CALIFORNIA

Lennar is redefining the Southeast corner of San Francisco with the transformation of Hunters Point Shipyard and Candlestick Point into the City's newest neighborhood. Redevelopment of this combined area, comprising approximately 775 acres, represents the largest remaining tract of developable land in San Francisco.

The Shipyard/Candlestick development is creating a new, fully-serviced, green community featuring waterfront access, extensive parks and trails, retail centers, performance venues, artist studios and commercial/R&D space. The land plan seamlessly integrates new housing, retail, commercial and parks into adjacent neighborhoods via a new street grid that ties into existing City streets.

With the transformation underway, construction has begun on the first homes at Hunters Point Shipyard, with new residents arriving in early 2104. In addition, Lennar is living up to its promise of rebuilding Alice Griffith Public Housing, building the infrastructure necessary to support the development of new housing for the existing residents. Finally, Lennar has completed negotiations with a national retailer for the Center at Candlestick Point and expects to begin construction of this exciting mixed-use development in late 2015.

details:

- 775 acres
- 12,000 homes, including 3,265 affordable
- 3,500,000 sq. ft. of commercial
- 220 room hotel
- 100,000 sq. ft. of community facilities
- 382 acres of parks and open space
- Pre-LEED-ND certified

MARINE CORPS AIR STATION EL TORO
IRVINE, CALIFORNIA

El Toro's Marine Corps Air Station is undergoing a transformation into the Great Park Neighborhoods. Consisting of more than 2,000 acres, it is becoming Irvine's newest mixed-use, master planned community – with a diverse mix of homes, recreational opportunities, businesses, schools, research and development, entertainment and retail uses – all within a short distance of each other.

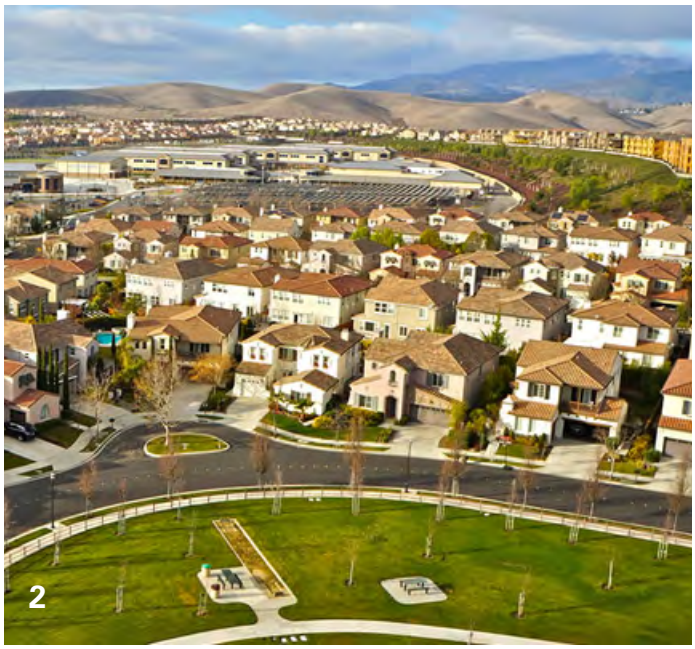
Located adjacent to the 1,200 acre Orange County Great Park, this unique master planned community places a strong emphasis on connectivity and an active lifestyle. Residents have access to a network of established biking and hiking trails throughout Irvine and beyond, that connect to nearby open space, retail, schools and the Orange County Great Park.

Phase One of the development, consisting of nearly 5,000 homes and 1.2 million square feet of commercial space, is now underway. The first of the Great Park Neighborhoods, Pavilion Park, opened in September 2013. It includes 726 homes, 10 home collections, and 31 models by eight premier builders.

The Irvine Transportation Center is located adjacent to the southern portion of Great Park Neighborhoods and is served by Metrolink, Amtrak and the Orange County Transportation Authority (bus service).

details:

- 4,700 acres, 2,000 developable acres, 1,200 acres of municipal parkland
- Originally entitled for 3,625 homes and 5,200,000 sq. ft. of commercial
- Re-entitled for 9,500 homes and 4,900,000 sq. ft. commercial
- 688 acre regional sports park
- Wildlife corridor to connect the Cleveland National Forest with the Pacific Coast area.



THE YARDSTICK BY WHICH ALL OTHER MASTER PLANNED COMMUNITIES ARE MEASURED

1 WINDEMERE
SAN RAMON, CA

details:

In partnership with City of San Ramon, Lennar has created Windemere, a vibrant master planned community. The mixed-use community includes diverse housing for all income levels, schools with outstanding academic performance, a wide array of civic uses, and an extensive parks and open space network.

Located close to the 680 freeway and the Dublin BART Station, Windemere is within proximity or has transit access to several large employment centers. Some of the specific elements of the community include a 35-acre sports park, more than 120 acres of neighborhood parks, 4 elementary schools, 2 junior highs, a high school, library, community center, senior center, police substation, fire station and extension campus for Contra Costa Community College.

- 2,320 Acres
- 5,170 Homes
- Library, community center, senior center, police substation, fire station
- 35 acre sports park, more than 120 acres of community and neighborhood parks with walking trails

2 NATOMAS PARK
SACRAMENTO, CA

Completed in 2008, Natomas Park is an award winning master planned community located in the Sacramento metro area. The community is comprised of 11,500 homesites and 71 acres of commercial uses. Significant features of the community include single-family homes, apartments, employment centers, retail centers, schools, parks, and a private recreation clubhouse with a state-of-the-art exercise facility, 3 pools, a lounge, an event room, an aerobics room and covered picnic areas.

- 1,250 acres
- 11,500 homesites
- 71 acres of commercial uses

3 COTO DE CAZA
ORANGE COUNTY, CA

Located adjacent to the Saddleback Mountains, Coto de Caza is a magnificent 5,000 acre private guard-gated community in South Orange County that was completed in 2003. Miles of unspoiled natural beauty abound in this community making it one of the most prestigious master planned communities in the United States. Within this community are 60 separate sub-divisions and neighborhoods with 1,300 homesites made up of condominiums, single-family homes, custom homes, horse properties, ranches, and estate lots.

- 13,000 homesites
- 60 separate sub-divisions

4 DORAL ISLES
DORAL, FL

Doral Isles is a master planned community on approximately 640 acres of land in the City of Doral. This lake-front community offers a total of 1,970 homes, a combination of single-family homes, coach homes, townhomes and mid-rise condominiums beautifully located in thirteen individual isles lushly landscaped inside a privately gated community. Doral Isles is a one of a kind resort-styled community in Doral that offers a multitude of amenities to its residents, which including a clubhouse, an Olympic pool, a state-of-the-art fitness center, basketball courts, baseball fields, soccer fields, volleyball courts, children's playgrounds, piers, and gazebos. All contributing to Doral Isles now being a well sought-after community by South Florida families.

- 640 acres
- 1,970 homes
- Private gated resort-styled community

CALTHORPEASSOCIATES

URBAN DESIGNERS, PLANNERS, ARCHITECTS

STAPLETON, DENVER, CO

team:

Peter Calthorpe,
President

David Blake,
Principal

Mitali Ganguly,
Associate

Greg Gurren,
Senior Designer

CALTHORPE ASSOCIATES
MASTER PLANNING AND URBAN DESIGN

Calthorpe Associates is internationally recognized for its innovative leadership in regional planning, urban design, and architecture. Since 1983, the firm has assisted public and private clients in shaping new forms of growth and development – forms that help reestablish a sense of place, scale, history, and environmental balance within the built environment.

Calthorpe Associates brings extensive experience in transit-oriented design, having originated the term in Peter Calthorpe's book, *The Next American Metropolis*. Our experience has included work with governmental agencies, developers, and advocacy groups, giving us a broad perspective on the requirements and goals of all three. With our regional planning work around the United States, Calthorpe Associates brings a comprehensive understanding of the relationship between planning and infrastructure decisions and the fiscal, environmental, public health, and livability challenges facing states, regions, and cities across the nation.

Calthorpe Associates is also well versed in the development and design details that come together to form sustainable and livable places, and has led the urban design and implementation of countless infill, redevelopment, new growth, and transit projects across the country and abroad. We have worked on TOD planning efforts for jurisdictions throughout the US, with a number of projects in California. We

projects:

- Stapleton,
  Denver, Colorado
- Daybreak,
  South Jordan, Utah
- San Elijo Hills
  Village Center,
  San Marcos, California
- Hawaii Regional Military
  Housing Privatization,
  Honolulu, Hawaii
- Northwest Landing,
  Dupont, Washington

have extensive experience in downtown revitalization plans, including community involvement, development of design guidelines and implementation strategies. Since we work with City authorities as well as private developers, our knowledge and understanding of local building typologies and market trends makes our work more contextual and implementable. Our expertise includes sustainability-driven design solutions at regional as well as local scales, equipped with sophisticated tools and techniques that can measure quantitatively the environmental impact of new growth and development scenarios.

Based in Berkeley, California, we have extensive experience throughout California and are familiar with development and governmental challenges faced in the Bay Area region. The firm is a national leader in smart growth, a founding partner in the Congress for New Urbanism, and active across the world in designing and implementing the next generation of sustainable plans, policies, and community development.

Calthorpe Analytics

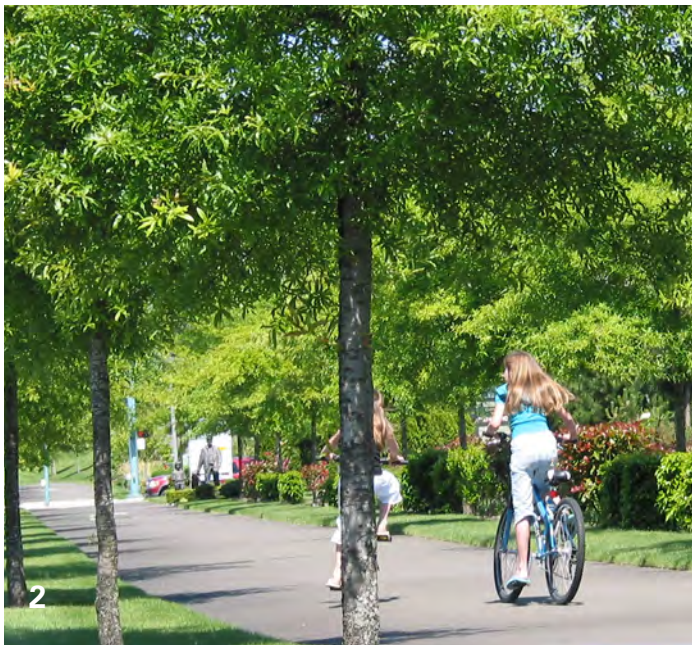
Calthorpe Analytics is the new urban planning and analysis company founded by Calthorpe Associates principals Peter Calthorpe and Joe DiStefano. Born out of nearly three decades of regional planning, analysis, and software experience, Calthorpe Analytics continues the legacy of extensive, unparalleled experience in open source software development, scenario planning, and integrated modeling of the costs, benefits, and consequences of land use, transportation, and related policy decisions. Our Berkeley, California-based team has led some of the largest and most complex regional efforts in the US. Our work is grounded in a comprehensive understanding of the relationship between planning and infrastructure decisions and the fiscal, environmental, public health, and livability challenges facing states, regions, and cities across the nation.

Calthorpe Analytics' *RapidFire* and *UrbanFootprint* models offer cutting-edge scenario development and modeling capability, as well as unparalleled cost efficiency and transparency. We are currently customizing and refining the *UrbanFootprint* model on behalf of three major Metropolitan Planning Organizations (MPOs) in California.

Our tools were used to analyze several alternates for the CNWS comparing a Business as Usual, the CRP Plan, and the proposed plan. This analysis revealed significantly different outcomes for energy, water, travel, and carbon impacts. The more compact proposed plan provided better travel results because of shorter travel distances to local destinations, more accessible transit, and more complete mixed-use centers. This then impacted the energy and carbon results. In addition, the proposed plan reduced water consumption in irrigation and reduced home heating and cooling loads. The model has been pier reviewed and approved by the State of California for use estimating land-use impacts.

OUR MODELS AND METHODS OPERATIONALIZE THE MEASUREMENT OF ENERGY, WATER, PUBLIC HEALTH, FISCAL, TRANSPORTATION, EQUITY, LAND CONSUMPTION, AND OTHER KEY INDICATORS.


1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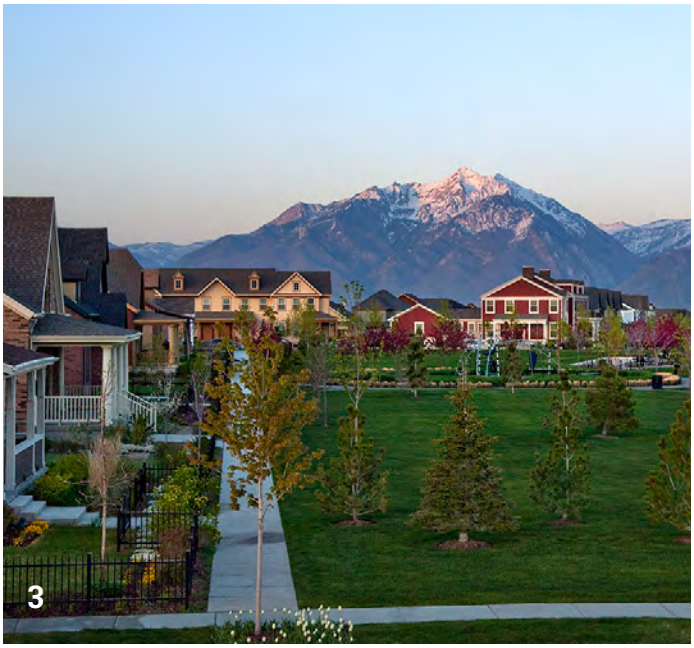

3


4

SETTING THE STANDARD FOR TRANSIT ORIENTED DEVELOPMENT

1 STAPLETON
DENVER, CO

At more than 4,500 acres, the transformation of Stapleton Airport into a mixed-use urban infill community has been the nation's largest redevelopment project. Working with a team of nationally-known consultants, Calthorpe has given form to a project that sets new standards of environmental responsibility for the Denver region. Instead of the sprawling single-use tracts so common to new development, Stapleton is made up of a series of distinct transit-oriented neighborhoods, each defined by narrow, pedestrian friendly streets and a vigorous mix of office, retail, civic, and residential uses. Pocket parks and regional open spaces are located in each neighborhood.

details:

- Mixed-use redevelopment of an airport site
- 4,700 acres
- 13,000 units, 8 mill. sq ft office, 2 mill. sq ft retail
- 1998 – present (design ongoing)

2 NORTHWEST LANDING
DUPONT, WA

The 2,800 acre Northwest Landing project incorporates a mix of residential, commercial, and office uses into a single cohesive development. The project consists of five mixed-use villages situated on an expanse of land overlooking the Puget Sound, adjacent to the old company town of DuPont. The site contains many archaeological and historically significant sites, including Native American settlements and one of the first trading forts in the Northwest. The plan features a variety of residential types and office development as well as a common Village Green and two "Main Street" retail areas.

- Community design of five mixed-use villages
- 2,800 acres
- 4,000 units, 150 acres office campus, "Main Street" retail
- 1996 – 1997

3 DAYBREAK
SOUTH JORDAN, UT

Located at the base of the Oquirrh Mountains in Salt Lake Valley, Daybreak has been advancing the bar of sustainability in Utah each year since it broke ground. It is a full-service community with local and regional scale employment, and a range of residential, retail, civic uses and open space amenities; satisfying many of the residents' daily needs for shopping, day care, recreation and employment. Daybreak is also integrally linked to the Salt Lake region, with excellent freeway access and multiple transit connections invigorating mixed-use centers throughout the site.

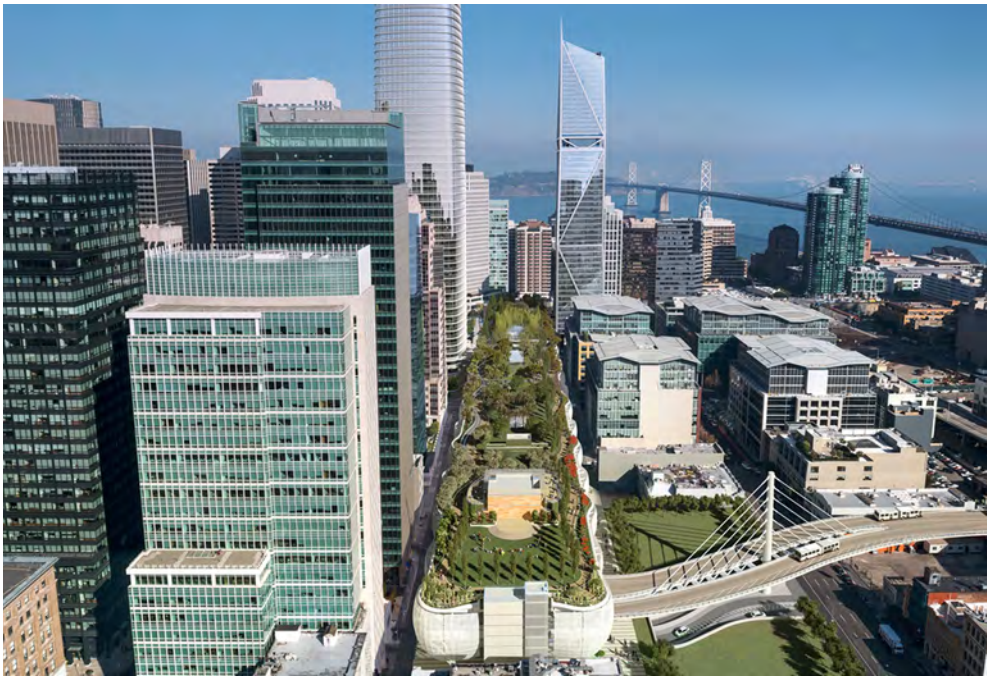
- Mixed-use redevelopment of a brownfield site
- 1,680 acres
- 20,000 units, 5.2 mill. sq ft office, 2.4 mill. sq ft retail
- 2004 – present (design ongoing)

4 HAWAII MILITARY HOUSING PRIVATIZATION
OAHU, HI

Calthorpe Associates has been involved in several military privatization projects in Hawaii; two of the most unique are Catlin-Maloelap and Ford Island. Key design challenges in these projects included maintaining existing infrastructure and topography, and areas of historical significance while creating a cost effective neighborhood; and preserving the natural beauty of the community.

- Conversion of military housing into new neighborhoods
- 2005 – 2006

atelier ten



TRANSBAY TRANSIT CENTER, SAN FRANCISCO, CA

ATELIER TEN
SUSTAINABLE DESIGN CONSULTANT

Atelier Ten is a collaborative, interdisciplinary and innovative firm of environmental design consultants and lighting designers focused on delivering sustainability to the planned and built environment. Founded in 1990 in London by a team of progressive engineers, we have since expanded, with offices in Glasgow, New York, New Haven, San Francisco, Bangkok, and Sydney.

Atelier Ten brings the experience of sustainability planning and analysis for a wide range of corporate and institutional master plans that are noted for their achievement of energy, comfort, atmospheric, and other environmental targets. We believe that sustainability programming should become a central tenet of any master plan and should include the development of sustainable goals specific to the growth and objectives that will inform future design direction. These include site, transportation, water, energy, material, and operations enhancements. We work with architects, urban planners, economists, developers and authorities to ensure that sustainability is achieved at the site and building level, ensured over time, and communicated to the wider region or urban community. We guide toward a vision that leads to widespread design recommendations to positively impact the local community and simultaneously address global issues of climate change.

team:

Claire Maxfield,
Director

Emilie Hagen,
Associate Director

Kristen DiStefano,
Environmental Designer

Shruti Kasarekar,
Senior Environmental Designer

Henry Richardson,
Environmental Designer

projects:

- Transbay Transit Center
  San Francisco, CA
- Mission Rock
  Development
  San Francisco, CA
- Keeling Apartments,
  University of California
  San Diego, CA
- Lower Sproul
  Redevelopment,
  University of California,
  Berkeley, CA
- Buffalo Canal Side
  Development, Buffalo, NY
- Cleveland Waterfront
  Masterplan, Cleveland,
  OH

Carlson, Barbee & Gibson, Inc.
CIVIL ENGINEERS • SURVEYORS • PLANNERS

WINDEMERE, CONTRA COSTA COUNTY, CA

team:

Gregory D Miller P.E.,
Principal In Charge

Ryan H Hansen P.E.,
Project Manager

Mark Wehber P.L.S.,
Survey Manager

Gary Osterhout P.E.,
Senior Engineer

CBG
CIVIL ENGINEERING, SURVEYING & PLANNING

Carlson, Barbee & Gibson, Inc. (CBG) provides a complete range of civil engineering, surveying, and planning services throughout Northern California. CBG's office is located in San Ramon and consists of 110 professionals with a high proportion of registered engineers and licensed surveyors. CBG has worked on some of the largest, most complex projects in the Bay Area since 1989.

CBG has participated in the planning, design and construction of numerous private development projects as well as public infrastructure projects. Our private development experience includes large master planned communities, such as Windemere in San Ramon and Mountain House in San Joaquin County, and military base reuse projects including Alameda Point, Hunters Point, Mare Island, Fort Ord and Hamilton Air force Base, as well as higher density infill and Transit Oriented Development throughout the Bay Area. Our public infrastructure experience includes capital improvement projects for municipalities, as well as institutional projects, such as K-12 schools and community colleges.

projects:

- Hunters Point Shipyard – Phases I & II, San Francisco, CA
- Alameda Point – Naval Air Station, Alameda, CA
- East Garrison – Fort Ord, Monterey, CA
- Windemere, Contra Costa County, CA
- Mountain House, San Joaquin County, CA

ENGEO
Expect Excellence

WINDEMERE MASTER PLANNED COMMUNITY, SAN RAMON, CA

team:

Uri Eliahu, GE
President

Joe Tootle, GE
Principal Geotechnical Engineer

Julia Moriarty, GE, QSD
Principal Geotechnical Engineer

Phil Stuecheli, CEG
Associate Engineering Geologist

ENGEO
GEOTECHNICAL, ENVIRONMENTAL, WATER QUALITY ENGINEERING

ENGEO is an employee-owned firm of geotechnical and civil engineers, geologists, hydrologists, environmental professionals, and construction quality assurance field representatives. Founded in 1971, we have offices throughout California and New Zealand.

ENGEO serves projects in military base reuse; residential and mixed-use communities; infrastructure; transportation; water storage, conveyance and treatment; industrial facilities; geologic hazard mitigation; flood control facilities; civic structures; healthcare; education; energy; manufacturing; ports, harbors and waterfront development; and urban development. We assist in every phase of projects from the due diligence for land acquisition and planning through entitlement, permitting, engineering design, construction and project build-out. We actively participate in the design and construction of master planned, mixed-use developments, including associated infrastructure.

ENGEO has been at the forefront of major military base reuse projects such as Mare Island, Treasure Island, Fort Ord, Hamilton Air Force Base, Hunters Point and Alameda Point.

projects:

- Treasure Island Redevelopment, San Francisco, CA
- Hunters Point / Candlestick Point Redevelopment, San Francisco, CA
- El Toro Marine Air Base, Irvine, CA
- Dougherty Valley (Windemere and Gale Ranch Developments), San Ramon, CA
- Hamilton Air Force Base, Novato, CA
- Fort Ord Redevelopment, Monterey, CA

NAVAL STATION TREASURE ISLAND, SAN FRANCISCO, CA

team:

James Musbach,
Managing Principal

Teifion Rice-Evans,
Managing Principal

Rebecca Benassini,
Executive Vice President

Walker Toma,
Associate

EPS
ECONOMIC AND FINANCIAL ADVISORY SERVICES

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in California and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys. EPS has offices in Oakland, Sacramento, and Los Angeles, California; and Denver, Colorado. EPS areas of expertise include real estate market and feasibility analysis, financing of infrastructure and public services, reuse, revitalization, and redevelopment, and affordable housing development and policy, among others.

EPS has particular expertise in the reuse and redevelopment of former military bases and other brownfield sites throughout northern California as well as southern California, Colorado, Texas, and Hawaii. EPS has extensive experience working throughout Contra Costa County, including recent/ongoing works for the cities of Concord, Walnut Creek, Antioch, and the Contra Costa Transportation Authority, among others.

projects:

- Hunters Point Naval Shipyard, San Francisco, CA
- Naval Station Treasure Island, San Francisco, CA
- Downtown Concord, Concord, CA
- BART Portfolio Analysis, San Francisco Bay Area
- South Fremont/Warm Springs BART Station, Fremont, CA
- Denver Union Station, Denver, CO

SACRAMENTO RAILYARDS REMEDIATION FOR REDEVELOPMENT, SACRAMENTO, CA

team:

Mark Bradford,
Partner-in-Charge

Dr. Jen Holder,
Environmental Scientist

Ben Leslie-Bole,
Geologist

John Cavanaugh,
Geologist

Dave Scrivener,
Environmental Engineer

Giorgio Molinatio,
Environmental Chemist

ERM
REMEDIATION, COMPLIANCE AND AGENCY INTERACTION

ERM has the experience, expertise, and capabilities to develop and implement comprehensive solutions for difficult environmental remediation problems.

ERM's environmental investigation and remediation practice experience includes: 3,500+ comprehensive site assessments; 3,000+ remediation engineering assignments; Site investigation and remediation at former bases including Mare Island Naval Shipyard, Hunters Point Shipyard, and Oakland Army Base; and major Brownfield sites including Sacramento Railyards, Curtis Park Village, and the Transbay Terminal.

Property Redevelopment & Partnerships

ERM worked closely with developers and stakeholders in developing remedial strategies, which are fully protective of human health and the environment. ERM's proven track record includes fast-track multi-media investigations; remedial design and implementation; realistic risk-based evaluations; and regulatory interface and negotiations to support closure.

ERM has an unparalleled reputation with all Bay Area environmental regulatory agencies including USEPA, DTSC, RWQCB, and local agencies. Our experience engaging stakeholders is an asset to devising widely accepted remedial strategies.

projects:

- Mare Island Naval Shipyard, Vallejo, CA
- Hunters Point Shipyard, San Francisco, CA
- Sacramento Railyards, Sacramento, CA
- Curtis Park Village, Sacramento, CA
- Naval Auxiliary Landing Field, San Clemente Island, CA
- Marine Corps Air Station, Miramar, CA
- City of Fresno, Old Hammer Field Army Base, Fresno, CA

FEHR PEERS

CANDLESTICK POINT – HUNTERS POINT SHIPYARD, SAN FRANCISCO, CA

team:

Rob Rees, PE
Principal

Kathrin Tellez, AICP, PTP
Senior Associate

Ryan McClain, PE
Associate

Mackenzie Watten
Senior Transportation Planner

FEHR & PEERS
TRANSPORTATION PLANNING AND ENGINEERING

Fehr & Peers specializes in providing transportation planning and engineering services to public and private sector clients. We emphasize the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation.

Specialized Services

Rather than trying to offer a multi-disciplined approach, we choose to focus on being the best traffic engineering and transportation planning consulting firm. We offer specialized expertise within transportation including: bicycle and pedestrian; freight and goods movement; land use and transportation; sustainable transportation; multimodal operations and simulation; transit planning; transportation engineering; and travel behavior and forecasting.

Maintaining this singular focus on transportation enables us to provide state-of-the-art practice expertise to our clients. We are nationally-recognized experts in these areas as evidenced by the fact that we routinely publish many professional papers, serve on national committees, and teach courses to others in the industry.

projects:

- Candlestick Point-Hunters Point Shipyard Redevelopment EIR, San Francisco, CA
- Treasure Island EIR, San Francisco, CA
- Downtown Concord Specific Plan, Concord, CA
- Preserve Master Development Plan, Stockton, CA
- East Pleasanton Specific Plan, Pleasanton, CA
- Pittsburg/Baypoint BART Station Area Master Plan, Pittsburg, CA

PERKINSCOIE

CANDLESTICK/HUNTERS POINT SHIPYARD, SAN FRANCISCO, CA

PERKINS COIE
LAND USE & REAL ESTATE COUNSEL

Perkins Coie has one of California's preeminent land use and environmental practices. Attorneys in our California Land Use & Development group have expertise across the entire spectrum of federal, state and local laws governing development in California. We have the capability to handle the full range of issues involved in project development and permitting as well as land use and environmental litigation.

We have handled some of the most significant land development projects in the country, including large-scale mixed-use developments; single-family, multi-family and senior housing projects; retail and commercial centers; airport and marine terminals; energy, public utility, transportation and infrastructure projects; military base redevelopment; hospitals; university and college campuses; office and industrial campuses; and sports stadiums.

We are frequently involved at all stages of project development, advising on land use due diligence, long-term strategic planning, retention and supervision of consultants, political groundwork, neighborhood support and opposition, public financing, securing and strengthening entitlements, and planning for and defending entitlement challenges.

We also have extensive experience with real estate transactions, including the acquisition and disposition, leasing, financing, and development of properties.

team:

Matthew S. Gray,
Partner

Cecily T. Barclay,
Partner

Marc R. Bruner,
Partner

Julie Jones,
Partner

Louise Adamson,
Partner

projects:

- Candlestick Point/ Hunters Point Shipyard Redevelopment, San Francisco, CA
- Treasure Island, San Francisco, CA
- Reuse of Oakland Army Base, Oakland, CA
- Alameda Naval Air Station – City Representation, Alameda, CA
- Hercules Bayfront, Hercules, CA
- Critical Levee Repairs, California's Central Valley

EAST BAY REGIONAL PARK DISTRICT BREUNER MARSH TIDAL RESTORATION, RICHMOND, CA

team:

Michael Josselyn, PhD,
Principal in Charge

Matt Osowski,
Project Manager

Rob Schell,
Lead Amphibian Biologist

Chris Gurney,
Lead Botany/Wetlands

Kelly Sands, Mitigation
Banking Analyst

WRA
BIOLOGY, MITIGATION, CONSERVATION STRATEGY

WRA is focused on providing the best scientifically based environmental consulting to achieve our client goals. The firm has unparalleled experience working with public, private, and non-profit organizations throughout California, especially in the Bay Area. WRA focuses on a balanced approach to regulatory permitting, conservation and mitigation strategies, and overall sustainable development.

WRA has focused on aquatic resources since its inception. Our biologists are experienced with Concord Naval Weapons Station habitats through performing special status species surveys and long-term monitoring in the Inland and Tidal Areas. We have completed successful projects on former military bases at Mare Island Naval Shipyard, and at currently active bases such as Fallon NAS, Point Mugu NAS, and Port Hueneme.

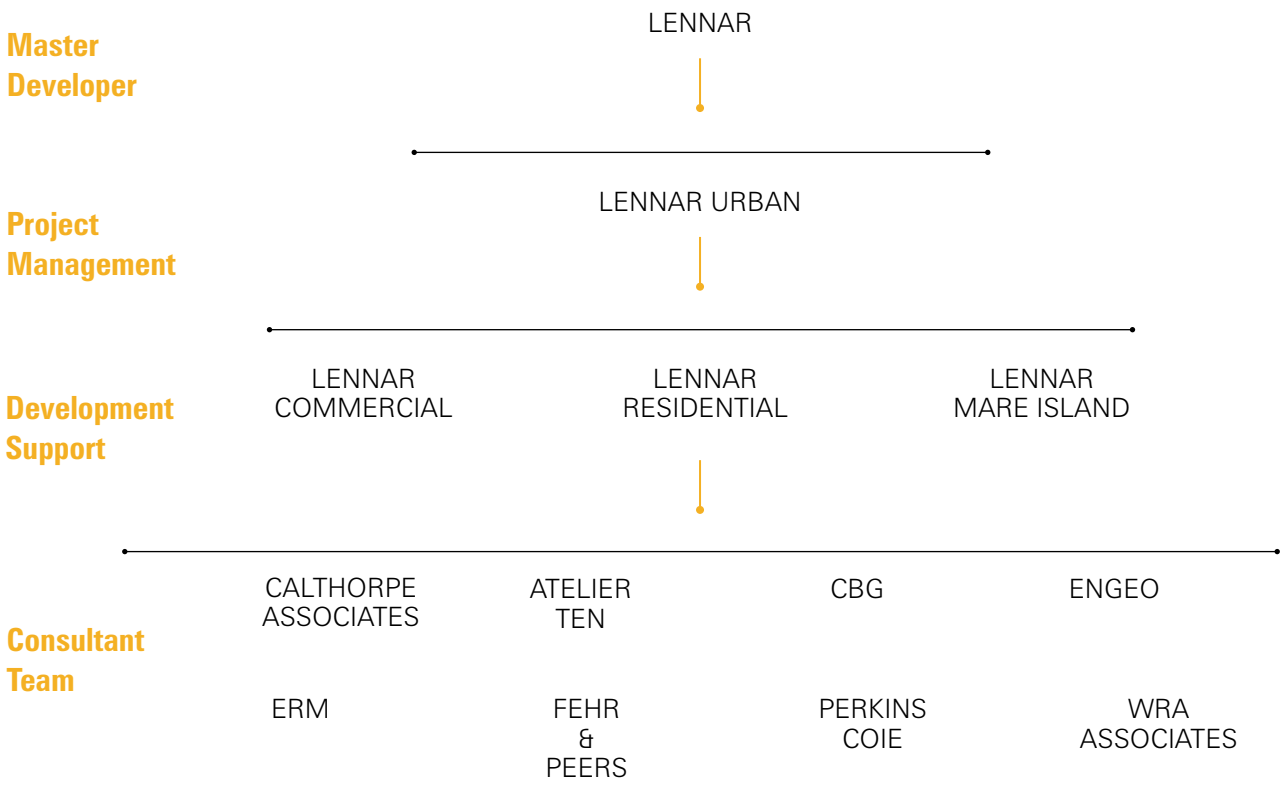
WRA is experienced in the application of federal and state wetland and endangered species regulations. Our most notable projects are wetland and coastal restorations, mitigation banks, and complex permitting projects that involve multiple agency jurisdictions. We specialize in developing clear and well documented Habitat Mitigation and Monitoring Plans that have been implemented and met all success criteria. WRA has helped the East Bay Regional Parks District meet significant conservation goals – most notably the 150-acre Breuner Marsh tidal restoration, public access and species conservation project.

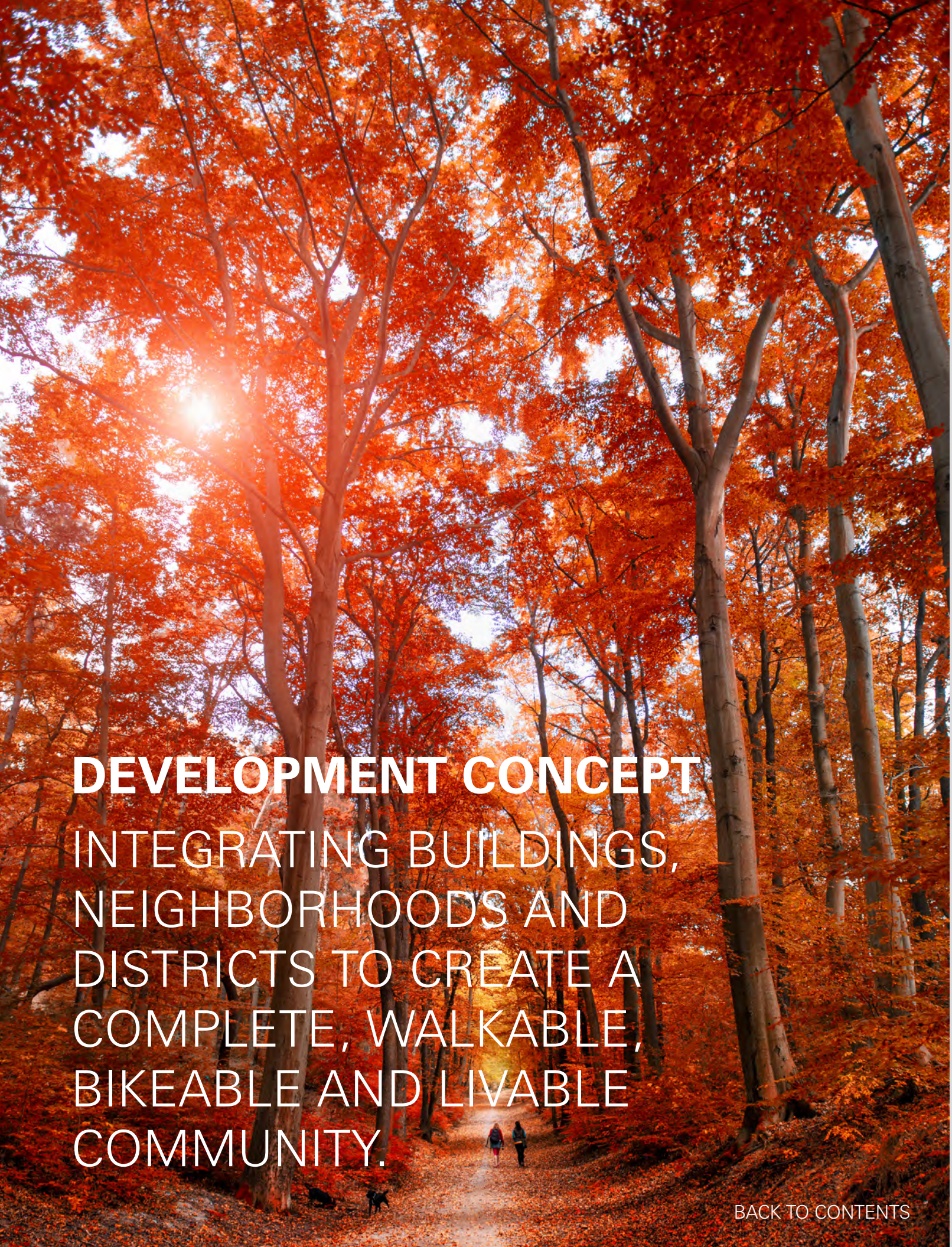
projects:

- Concord Naval Weapons Station RASS4 – Tri-Annual Vegetation Community Mapping Study and Rare Plants Survey, Concord, CA
- Wilder Turnkey Mitigation – Biological Studies, Permitting and Habitat Mitigation, Walnut Creek, CA
- East Bay Regional Park District – Breuner Marsh Restoration and Public Access Plan, Point Richmond, CA

PROJECT TEAM

The Lennar project team will assist the community to plan and deliver an exemplary new neighborhood that will stand out as a precedent for the redevelopment of former military bases. The following chart shows the relationships of the various team members.





DEVELOPMENT CONCEPT

INTEGRATING BUILDINGS, NEIGHBORHOODS AND DISTRICTS TO CREATE A COMPLETE, WALKABLE, BIKEABLE AND LIVABLE COMMUNITY.

A 15 MILE NETWORK OF BIKE PATHS
AND RUNNING TRAILS WILL CONNECT
RESIDENTS WITH 300 ACRES OF PARKS,
4 NEW SCHOOLS, 3 NEW JOB CENTERS,
2 NEW TOWN CENTERS, AND THE
REGIONAL OPEN SPACE.

OVERALL AREA PLAN

A HEALTHY COMMUNITY HAS MANY OVERLAPPING AND INTEGRATED LAYERS.

Block scale and structure, neighborhood form and centers, opens space networks and civic destinations, commercial and service area hierarchies, job centers and regional services to name a few. In this section we will describe each of these layers with the notion that they never stand alone, but must be understood as a whole and considered in the citywide and regional context.

The way a building addresses the street and shapes public space is central to how coherent and walkable a place is. Likewise the proximity of parks, schools, community centers, services, shops and restaurants is a key metric of the completeness and accessibility of a neighborhood. A jobs/housing balance and regional transit is a critical component of creating a balanced community. The CRP has the rare capacity to fulfill all of these opportunities in a way that is unique in the Bay Area.

In fact it is the integration of these telescoping scales – building, block, neighborhood, district and region – that is key to the success of the proposal. And as the plan succeeds in creating a complete, walkable community it generates multiple social, economic and environmental benefits. Socially it helps strengthen community in a time that isolation by age and income has become too much the norm. Multigenerational housing, integrated incomes, and shared places form a foundation for an inclusive community. Economically balancing housing with new jobs supports the local tax base as well as opening opportunities for the whole City of Concord. Environmentally the compact, walkable form advanced by the plan will dramatically reduce auto dependence and all of its larger ecological impacts.

With a site of this scale and the unique accessibility of BART, this community does not have to follow historic market forces to build standard subdivisions, shopping centers or office parks. It can define new markets for diverse, integrated housing, walkable neighborhoods, and new “innovation” driven job clusters.

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THE ILLUSTRATIVE PLAN SHOWS POTENTIAL LAYOUTS FOR THE BART TOWN CENTER, WILLOW PASS VILLAGE, COLLEGE CAMPUS, AND MAJOR EMPLOYMENT AREAS.

ILLUSTRATIVE PLAN
OVERALL PLAN

This plan highlights the open space connections and the urban and employment districts.

The overall configuration is designed for a compact footprint that consolidates shopping and residential density into two urban centers; the BART Town Center and the Willow Pass Village. A realistic ratio between households and retail development is therefore maintained while each neighborhood has easy access to the centers along trails, local walking streets or by bus circulator.

Community centers, clustered with schools and parks, become more decentralized civic destinations.

Residential neighborhoods are not shown with local streets or lots as this fine grain will be detailed in the various stages.

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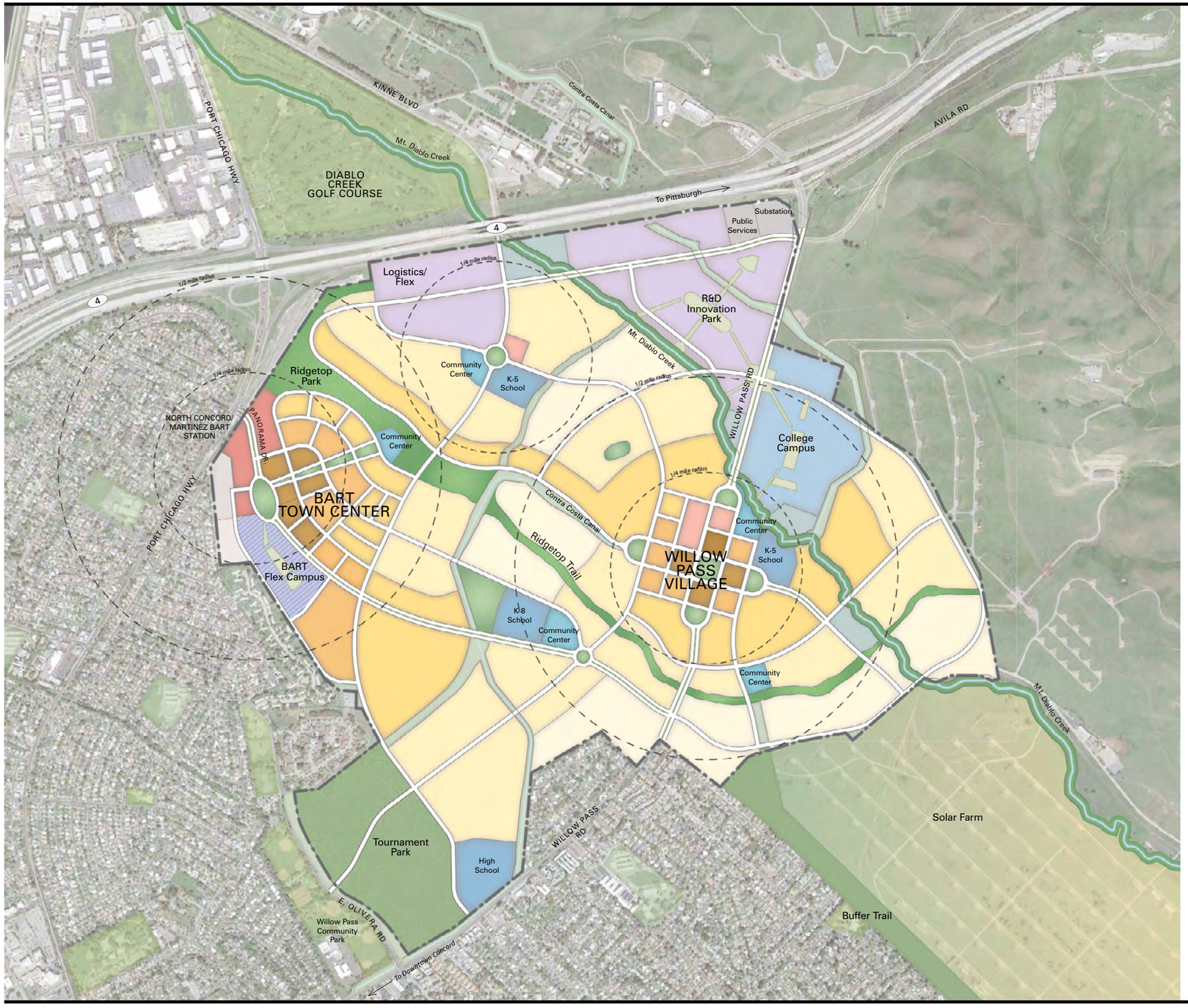
THE LAND USE PLAN DELINEATES FIVE RESIDENTIAL TYPES, EACH REPRESENTING A RANGE OF LIFESTYLES AND HOUSING OPTIONS. THE COMMERCIAL AND CIVIC AREAS ARE STRATEGICALLY LOCATED FOR EASY ACCESS.

LAND USE PLAN
OVERALL AREA PLAN



OVERALL PROGRAM	AREA	DUs
Logistics / Flex	155 ac	
BART Flex Campus	22 ac	
BART Commercial Center	17 ac	900
Village Commercial Center	11 ac	
Residential (90 du/ac)	29 ac	1,958
Residential (30 du/ac)	65 ac	1,463
Residential (20 du/ac)	223 ac	2,899
Residential (14 du/ac)	373 ac	3,394
Residential (8 du/ac)	194 ac	1,009
Schools (4)	40 ac	
College Campus	60 ac	
Community Centers (5)	20 ac	
Park	91 ac	
Tournament Park	90 ac	
Greenway	58 ac	
Creek	32 ac	
Detention	22 ac	
Services / Utilities	10 ac	
Parking (BART)	10 ac	
TOTAL	1,522 ac	11,622

The land use plan focuses higher density housing near the proposed Town and Village Centers. Within these focal points, a range of housing types for all ages and incomes surround a central park and mixed-use retail area. In each center a major employment area is planned; a flex office center at BART and, adjacent to the Willow Pass Village, the college campus bridges to an R&D Innovation Park.

Schools, community centers, and parks are strategically located on linear parks and trails. The Regional Tournament Park is centralized along Olivera Road where it can become a meeting place for new and existing Concord residents. The composition of the residential neighborhoods are varied according to natural topography and proximity to the centers.

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PHASE ONE DEVELOPMENT TABLE

Use	Stage 1			Stage 2			Stage 3			Stage 4			Phase One Total		
	Ac	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**
Res 90	-	-		6	405		12	810		-	-		18	1,215	
Res 30	-	-		14	315		13	293		-	-		27	608	
Res 20	21	273		19	247		8	104		30	390		78	1,014	
Res 14	74	673		20	182		24	218		80	728		198	1,802	
Res 8	54	281		39	203		-	-		38	198		131	681	
Subtotal	**149**	**1,227**	**-**	**98**	**1,352**	**-**	**57**	**1,425**	**-**	**148**	**1,316**	**-**	**452**	**5,320**	**-**

	Ac	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**
BART Commercial Center							17	600	166,617	-			17	600	166,617
Village Commercial Center										2		19,602	2		19,602
Flex Campus							22		1,073,318				22		1,073,318
College Campus				60		2,927,232							60		2,927,232
Logistics/ R&D	27		376,358	77		1,073,318				51		710,899	155		2,160,576
Subtotal	**27**	**-**	**376,358**	**137**	**-**	**4,000,550**	**39**	**600**	**1,239,935**	**53**	**-**	**730,501**	**256**	**600**	**6,347,345**

	Ac	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**	**Ac**	**DU**	**Comm (sqft)**
Schools				10						8			18		
Community Center	4			3						4			11		
Parks	11			31			4			26			72		
Creek										11			11		
Greenways	8			15			3			5			31		
Detention				7						9			16		
Services/ Utilities	10												10		
BART/ Parking							10						10		
Subtotal	**33**	**-**	**-**	**66**	**-**	**-**	**17**	**-**	**-**	**63**	**-**	**-**	**179**	**-**	**-**
Total Phase One	**209**	**1,227**	**376,358**	**301**	**1,352**	**4,000,550**	**113**	**2,025**	**1,239,935**	**264**	**1,316**	**730,501**	**887**	**5,920**	**6,347,345**

OPEN SPACE PLAN AND CIVIC NETWORK
ACCESSIBLE TO ALL

Too often we think of streets and arterials as the connecting fabric of a community, and as a result our lifestyle becomes centered on the car. In contrast this master plan proposes a network of linear parks, trails, and bikeways that will connect each home and neighborhood to local and regional destinations. Community centers, schools, parks, shopping areas, a college campus, commercial districts and BART are all woven together with a variety of open space corridors.

THE BACKBONE OF THE OPEN SPACE SYSTEM IS THE RIDGETOP TRAIL AND PARK.

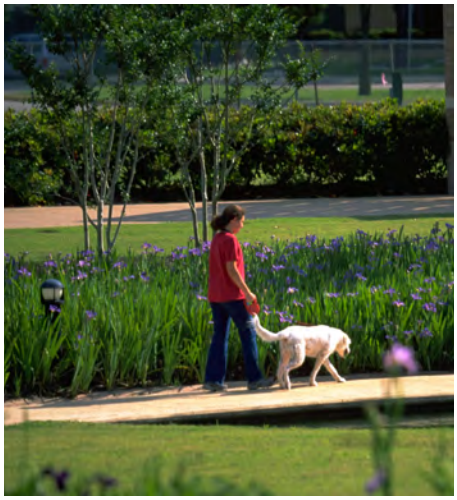
The backbone of the open space system is the Ridgetop Trail and Park. This linear park connects the Mt. Diablo Creek corridor along high ground that weaves around the village center area to the BART Town Center. It concludes in an 36-acre park that commands views of the Bay and Mt. Diablo while unifying the north and south areas of the plan. Connecting into this spine are greenways defined by the creek, the Contra Costa Canal, and other neighborhood trails. This network connects the schools, community centers, Tournament Park, employment districts, BART, and shopping areas with the the 2,700-acre Concord Regional Open Space area and surrounding neighborhoods. Walking and biking will be a practical, healthy and efficient means of accessing all the local destinations of daily life.

The network also connects outward to surrounding neighborhoods and greater Concord, linking existing citizens to the site's new assets and opportunities. Shopping at the BART Town Center or in the new Willow Pass Village will create opportunities for new and existing Concord neighbors to interact. Likewise on site schools will be shared with surrounding families with the trails, parks and regional open space accessible to all. Significantly the Tournament Park has been repositioned across from Willow Pass Community Park to create a citywide asset that is centrally located.

The Tournament Park will enhance existing recreational facilities at Willow Pass Community Park while providing a new recreation and sports venue for the Concord community.

Near the Willow Pass Village, the campus ballfields, community center greens and creek greenway create a vibrant open space with many uses.


1 Ridgetop Park
2 Ridgetop Trail
3 Tournament Park
4 Greenway/ Trail
5 Community Center
6 School
7 Mt. Diablo Creek
8 College Campus
9 Solar Farm
10 Diablo Creek Golf Course
11 Ellipse Park



BART TOWN CENTER
HIGH-DENSITY MIXED-USE

At the heart of the plan is the BART Town Center, a high-density mixed-use area stretching from the BART station up to the Ridgetop Park. This is a high-density zone that places 2,800 units of housing within easy walking distance of the BART station. The range of housing opportunities is diversified from affordable apartments and elderly complexes to walk-up condos, townhomes, and single-family homes. At the focus will be a mixed-use center at BART's doorstep and an 22-acre flexible employment area. This area could be developed as a major corporate campus, an urban higher education center, or mid-density office buildings.

The configuration realigns the primary entry to arrive at the Ellipse Park. Surrounding this gateway park all the uses of the center will align; housing, mixed-use shopping district, and the flex commercial area. The one-way road will allow easy traffic flow without creating the typical pedestrian barrier of an arterial. To the right, access to the redeveloped BART station area will contain a parking structure, mixed-use buildings surrounding pedestrian lanes and a central courtyard. Uphill through the neighborhood a triangular park frames views of the community center within the Ridgetop Park and provides a greenway to the overall site's robust trail network.

A linear park runs through the heart of the BART Town Center residential areas, connecting the Ellipse Park near the BART station to the Ridgetop Park. A community center in the Ridgetop Park will mark the end of the vista.

The BART Town Center will be a vibrant new mixed-use destination for Concord, offering a diverse range of housing, employment, retail and recreation options.

WILLOW PASS VILLAGE
RETAIL DESTINATION

Complementing the BART Town Center will be a second mixed-use center on Willow Pass Road. Focusing on a lower density mix of housing, the Village will provide grocery anchored shopping, a school, community center and adjacent college campus. By consolidating the CRP plan's multiple Villages into one anchored retail destination, the retail center will become economically viable. Positioning multi-family housing, school and community center adjacent will enhance the Village's mix and vitality. Moreover placing the campus and its adjacent R&D Innovation Park within walking distance will intensify the Village's strength as a residential and commercial center.

Unlike typical shopping and residential areas, the Village will be built around a grid of human scale streets connecting to Mt. Diablo Creek and local parks. The area will be truly walkable and connected to BART and Downtown Concord with a convenient bus circulator. Multi-family apartments, walk-ups, townhomes and single-family housing will all be within a quarter mile walk of the community circulator, shops and services.

One unique design challenge of this location is designing Willow Pass Road as a connector rather than a pedestrian barrier that divides the village in two. An innovative road configuration directing traffic onto two smaller one-way streets as it passes through the village, like Clayton Road/Concord Boulevard in Downtown Concord, will allow efficient auto passage and safe, easy pedestrian crossings. In addition, the new community's trail network will provide bike and pedestrian access from all surrounding neighborhoods and employment districts.

Easily accessed from Willow Pass Road, the Village Center is also connected to the greenways and Mt. Diablo Creek trail. A circulator bus will connect it further to the BART station and Downtown Concord.

With a rich mix of housing, jobs and shopping opportunities, the Willow Pass Village will create a new retail and civic destination for new residents as well as for the surrounding community.

JOBS CENTERS, INNOVATION ECONOMIES
COMMERCIAL AREAS

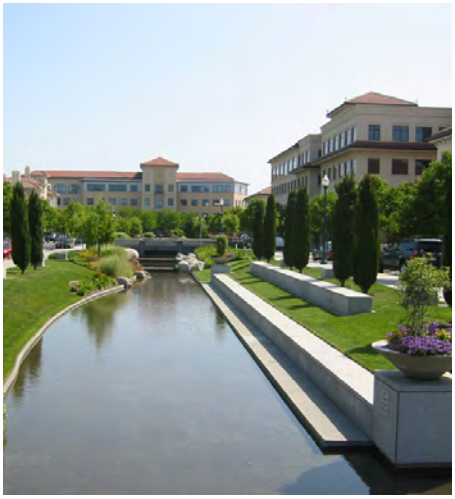
Generating new jobs and economic development is a central aspect of the community design. Because of the scale, access to BART, adjacency of two freeways, mixed-use urbanism, and regional open space assets, the community can lead the region and the City to new forms of economic growth. The Bay Area is blessed with a singular innovation economy that we believe can be attracted into this unique site. The key is to shape multiple business opportunities that leverage the site's varying qualities and to realize the synergies inherent in mixed-use development.

Three distinct areas afford differing approaches. The flex zone near the BART station can be marketed for small businesses that want access to the station and the mixed-use area surrounding the station. In effect, this area will become the kind of dense urban environment desired by many progressive enterprises. Likewise a single larger user in search of BART access and a more urban configuration could also locate here. Alternatively a higher education institution desiring an urban rather than suburban character may integrate well with the shops, housing and parks in this location.

Just off Highway 4 at the Willow Pass intersection an R&D Innovation Park could evolve. Critical for a start-up business culture or R&D based businesses would be direct proximity to the 60-acre college campus site and the more affordable lower densities the site affords. In addition, having a short walking distance to the Village Center, Concord Regional Open Space, and trail system would also differentiate the site from more typical office parks in the area. Finally the land along the freeway could fill a market niche for logistics, light industry and warehousing in a critical corridor underserved with such facilities. The range of business types, the variety of locations and adjacencies, and the scale of the opportunity are unmatched in the region and will easily allow the site to become a new economic driver.

The office/ flex zone adjacent to BART is an unparalleled opportunity to provide jobs within walking distance of transit.

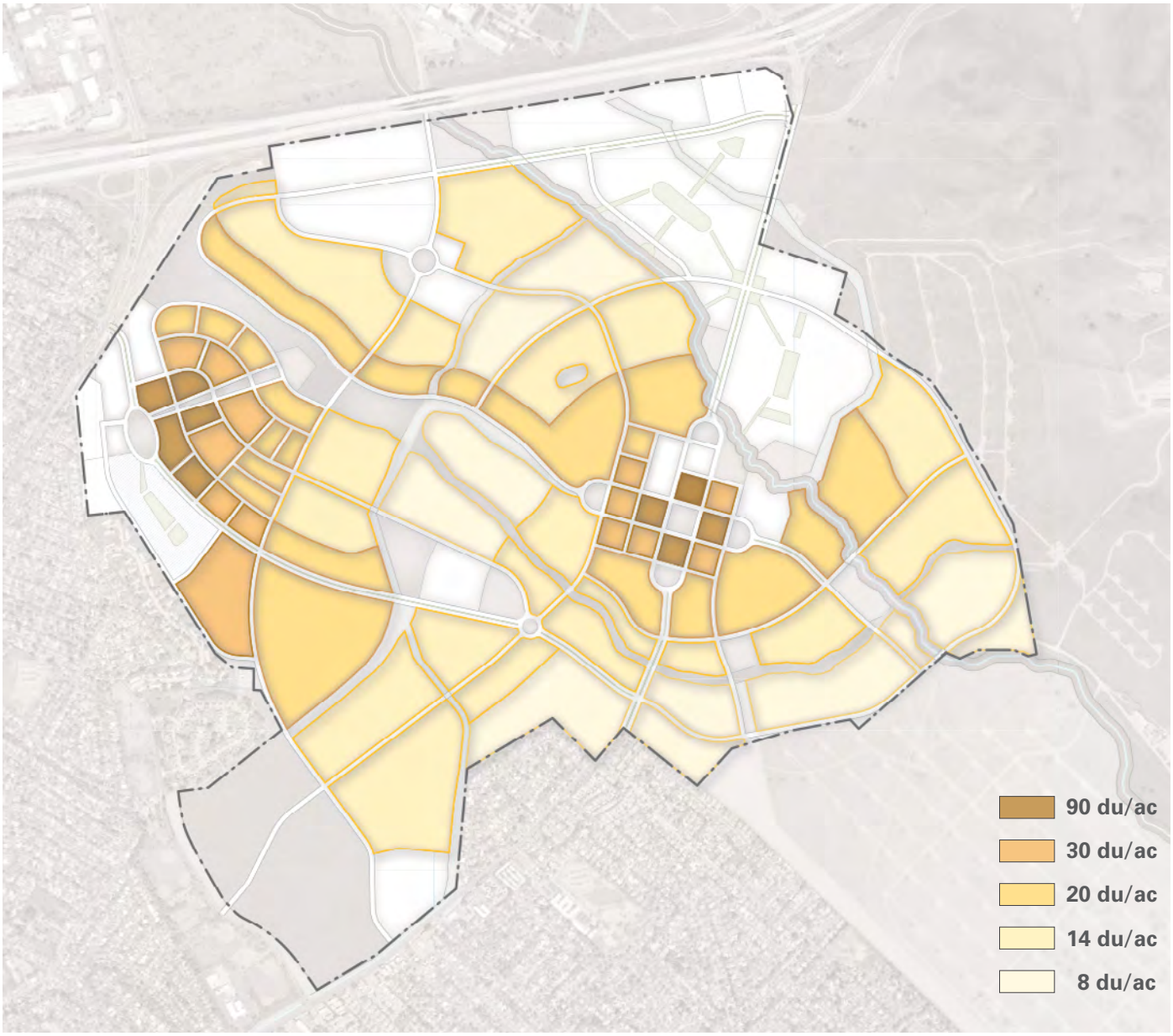
The synergy between the R&D Innovation Park and college campus will create a unique job center with easy access from Highway 4 and Willow Pass Road. The circulator bus will provide convenient access to BART.



THE RIGHT MIX OF HOUSING TYPES, DENSITIES AND AFFORDABILITY IS AT THE HEART OF REALIZING A MULTI-GENERATIONAL AND DIVERSE SET OF HOUSING OPPORTUNITIES.

HOUSING DIVERSITY
SEAMLESS TRANSITION

We have divided the housing types into four general categories, each with a broad range of housing types, configurations and architecture. The concept is to develop visually varied neighborhoods rather then a themed architectural unity. In addition to eclectic architectural styles, differences in building massing, height, and lot size will amplify variety and a sense of place. 25% of the housing will be affordable and the overall mix will logically be denser and more mixed than average development in the area. It is important that each of the housing categories contain a range of building types that will allow a seamless transition to the next. The following pages offer a description of the range of housing products within the four general types.



EACH NEIGHBORHOOD WILL BE A MIX OF SEVERAL HOUSING TYPES RESULTING IN VISUAL VARIETY IN MASSING AND ARCHITECTURAL STYLE.

MULTI-FAMILY HIGH DENSITY
(90 DU/AC)

4–5 story buildings with parking structures

The diversity of housing will help create a sense of place, and a unique identity.

MIXED APARTMENTS AND CONDOS
(30 DU/AC)

2–3 story buildings with garages and surface parking

MIXED TOWNHOMES AND COTTAGES
(20 DU/AC)

2–3 story buildings with private garages

MIXED TOWNHOMES AND SINGLE-FAMILY
(14 DU/AC)

2-story buildings; a mix of attached townhomes and small lot bungalows

SINGLE-FAMILY HOMES
(8 DU/AC)

1–2 story buildings with private gardens, typically with alley access for parking

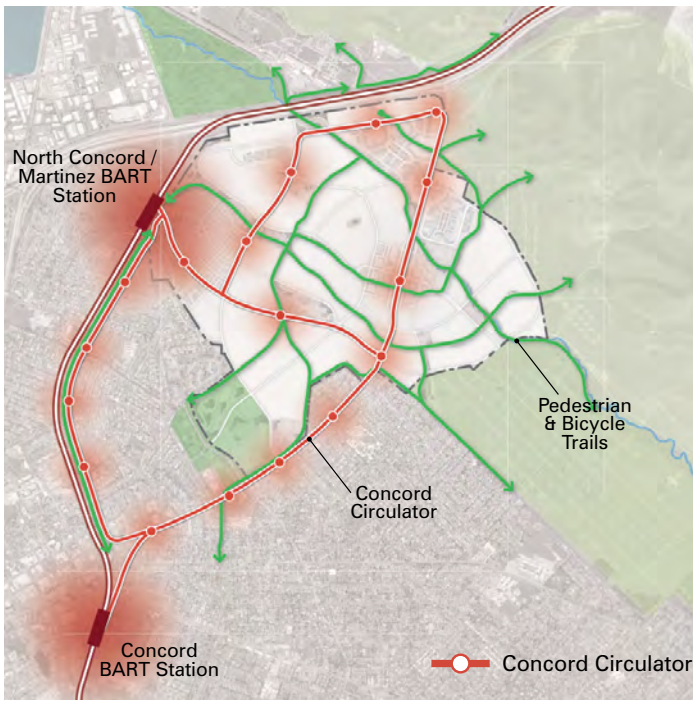
CIRCULATION AND TRANSIT
REGIONAL INTEGRATION

The transportation network within the CRP was developed to minimize reliance on automobile travel and reduce vehicle miles of travel per household. The planned mixture of uses places future residents and employees within the development proximate to most daily needs, including shopping, education, and employment. The circulation network provides a dedicated bicycle and pedestrian system, while community transit will connect the project site, and provide frequent service to the North Concord BART station, Downtown Concord, and other local destinations. Non-motorized and transit connections to the adjacent neighborhoods will be strengthened to reduce the need for auto travel within the immediate area surrounding the site. In addition to the physical design of the circulation system, other measures will be employed, such as car sharing, bicycle sharing, and transportation demand management to reduce the reliance on the automobile for future residents.

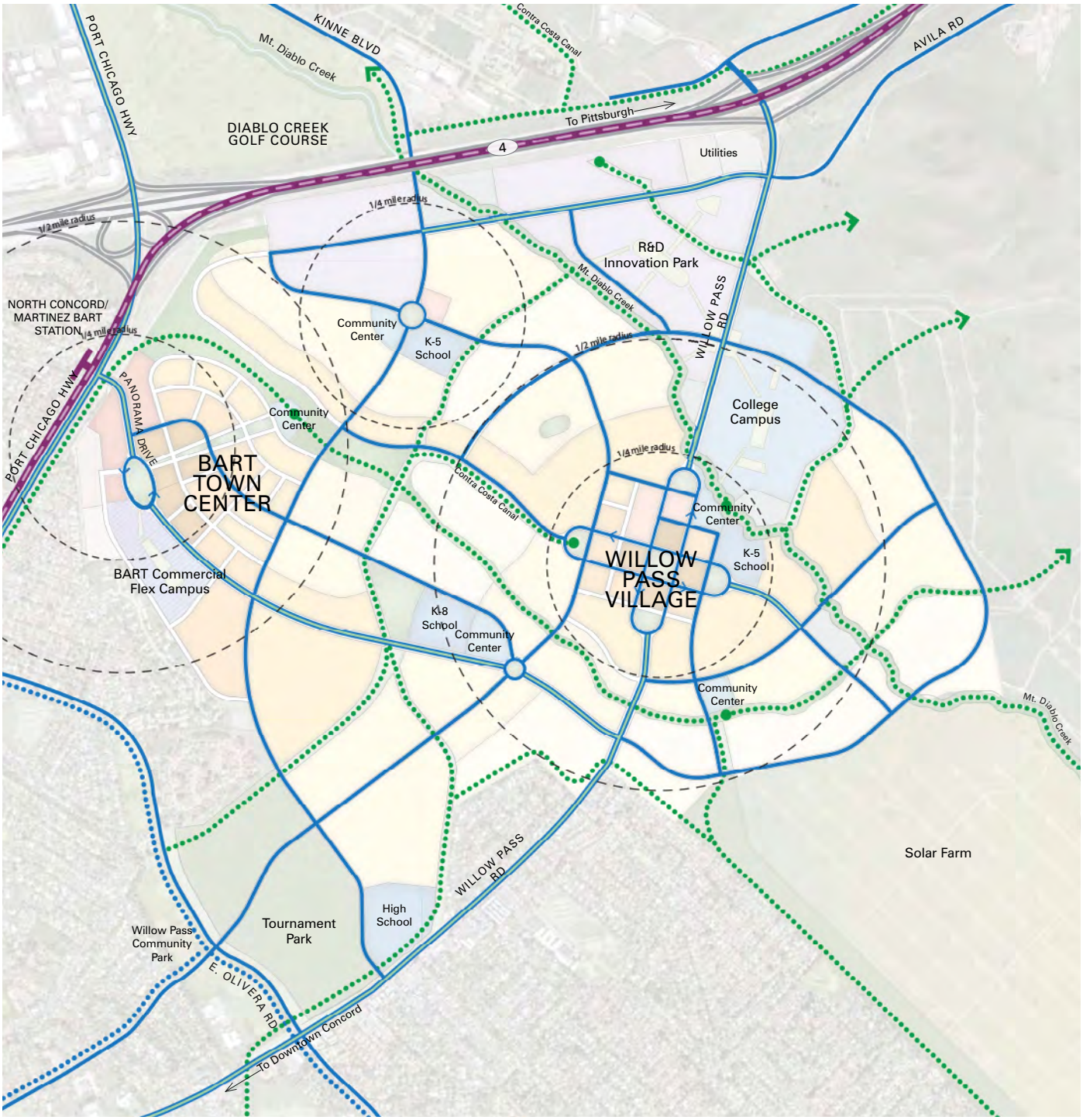
The increased density of this proposal as compared to the development envelope analyzed in the Program Level EIR reduces the daily vehicle trip generation by approximately 20 percent, eliminating the need for some roadway connections, and reducing some of the required roadway cross-sections at other locations. This creates a more compact development pattern that will provide mobility for existing and future residents in the area.

A bus circulator providing frequent transit service throughout the CRP and also connecting to adjacent destinations, including Downtown Concord and the John Muir Hospital facility, are proposed in lieu of the Bus Rapid Transit (BRT) system. BRT is most effective with a stop spacing of at least a half-mile or greater to minimize dwell times and provide enhanced travel times for riders. Unless connected to a larger BRT network, BRT through the site would not be effective in providing transit service within an easy walk of most residences/employment locations.

The planned bus circulator will connect all key job, civic, shopping and entertainment destinations within the site and connect to the surrounding community and Downtown Concord.



THE SITE'S CIRCULATION, TRAILS AND TRANSIT OPPORTUNITIES MESH INTO A COHERENT NETWORK PROVIDING CHOICES FOR MOBILITY RARE IN MOST TOWNS.



BART

4 lane streets

2 lane streets

2 lane streets (one-way)

Trails/ bike paths

EACH STAGE OF THE MASTER PLAN MUST FUNCTION AS A COMPLETE AND VIABLE COMMUNITY.

FEATURES OF PHASE ONE
FOUR STAGES

The four stages of the first phase will have differing qualities and mixes and the result of Phase One will create a diverse community complete with shopping, jobs, schools, parks, and of course a representative mix of housing opportunities. The 15-year Phase One will encompass 5,920 homes on 452 acres along with up to 20,000 jobs on 256 acres of commercial and mixed-use lands, as well as 130 acres of parks and open space. Significantly the central BART Town Center will be finished with a grocery store, the Ridgetop Park, two schools, two community centers, and a range of commercial areas.

Stage 1

The first stage involves developing residential neighborhoods on either side of Willow Pass Road. The housing in this stage will accommodate a full range of types and household age groups. To complement these neighborhoods, a community center and a 37-acre commercial area at Highway 4 will be developed.

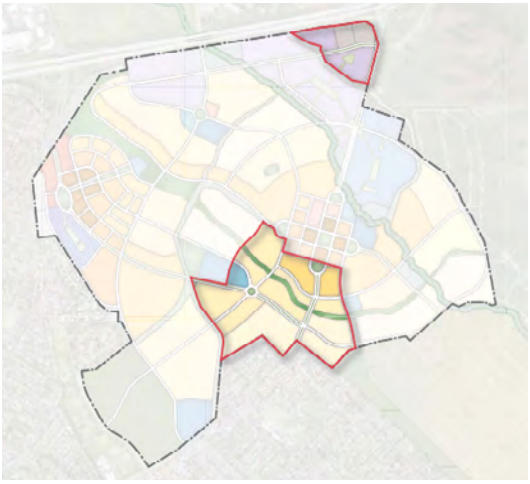
details:

209 acres

1,227 homes

376,358 sq. ft. of commercial

19 acres of parks and open space



Stage 2

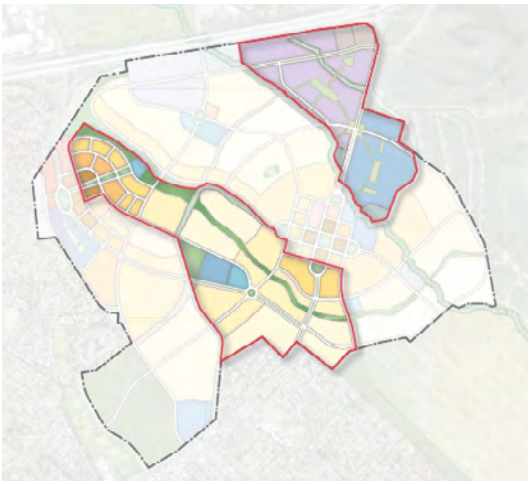
The second stage will connect Willow Pass Road with the BART Town Center and Los Medanos Boulevard. The range of housing at the BART Town Center will also include affordable housing. At this point, a K-8 school and park will be added to the community center. The Ridgetop Trail will also connect this linear phase extending from Willow Pass Road to the Ridgetop Park and the project's second community center. In addition, the R&D Innovation Park will be at market and the adjacent college campus site will be developing.

510 acres

2,579 homes

4,376,909 sq. ft. of commercial

72 acres of parks and open space



Stage 3

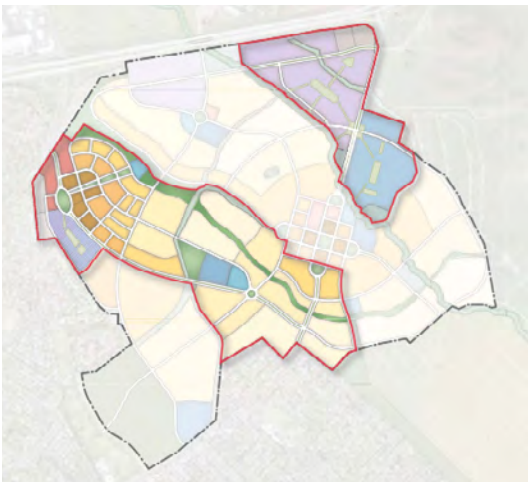
The third stage will be a critical step in which BART parking will be redeveloped into a complete, state-of-the-art mixed-use use community development. along with the flex commercial property and the grocery site. The Ellipse Park and east/west boulevard to Willow Park will also be completed allowing the circulator bus route to loop from Downtown Concord through the neighborhoods to the new Town Center.

623 acres

4,604 homes

5,616,844 sq. ft. of commercial

79 acres of parks and open space



Stage 4

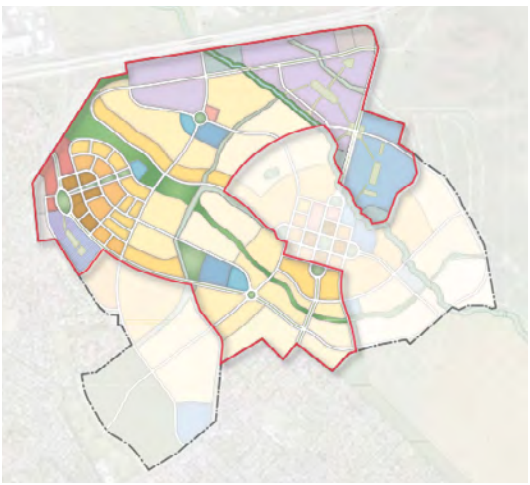
The fourth stage of development will complete Phase One by adding housing and more commercial lands. This neighborhood will have a school and community center hub and a north/south greenway that connects the master plan to Mt. Diablo Creek and a trail system leading to the golf course area as well as the Concord Regional Open Space.

887 acres

5,920 homes

6,347,345 sq. ft. of commercial

130 acres of parks and open space



NOTE: NUMBERS BY STAGES ARE AGGREGATE

PROJECT INFRASTRUCTURE

Sanitary Sewer

The CRP is partly located within the City of Concord and the Contra Costa County Sewer District (CCCSD) service area. The proposed sanitary sewer system design assumes that all service would be provided by the City to minimize the number of pump stations and off-site improvements. The proposed system includes a series of gravity sanitary sewer mains ranging in size from 8" to 30" in diameter and a single pump station pumping wastewater from east to west where it would leave the CRP near the intersection of Salvio and Olivera Streets. An upgraded off-site sanitary sewer main would convey wastewater from this point to the CCCSD wastewater treatment plant via the recently completed A-Line interceptor.

Storm Drain

The CRP is located in two different watersheds. The eastern and southern portion of the site is in the Mt. Diablo Creek Watershed and the northerly portion of the site is located in the Holbrook, or sometimes referred to as the Clayton Valley Drain Watershed. The proposed storm drain system includes an integrated water management system consisting of the restoration of Mt. Diablo Creek, a conventional storm drain system, detention basins, hydromodification flow control, natural elements, and water quality treatment. The restoration of Mt. Diablo Creek provides for increased capacity in a tiered floodway together with an off-line detention basin, habitat restoration and opportunities for walking and biking trails.

THE RESTORATION OF MT. DIABLO CREEK PROVIDES FOR INCREASED CAPACITY IN A TIERED FLOODWAY TOGETHER WITH AN OFF-LINE DETENTION BASIN, HABITAT RESTORATION AND OPPORTUNITIES FOR WALKING AND BIKING TRAILS.

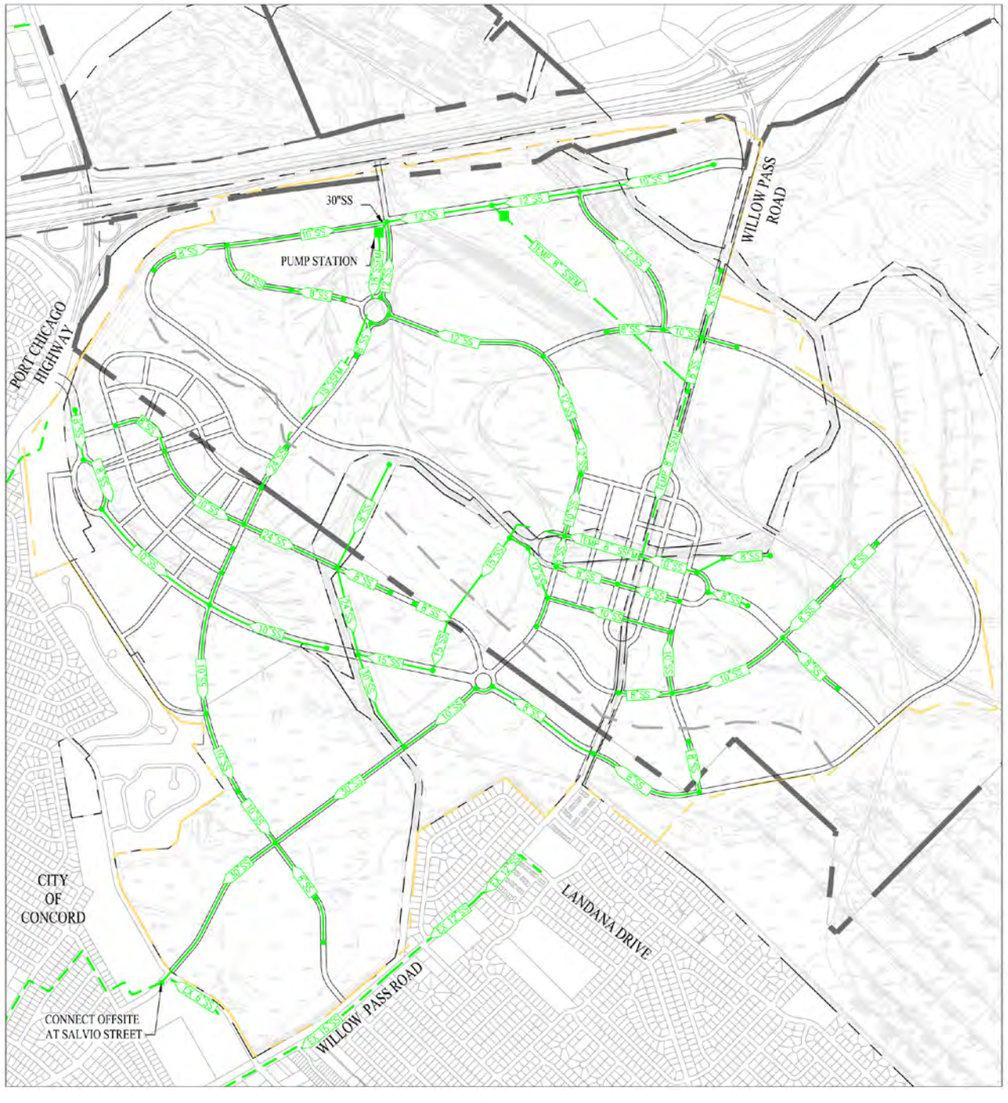
Water

The proposed water system is intended to be consistent with the Draft 2013 Treated Water Master Plan Update. The Contra Costa Water District currently has a 48" multi-purpose pipeline (MPP) along the westerly boundary of the CRP that currently operates at Zone 2 pressure and will be converted to Zone 1 pressure. The proposed water system will extend a new MPP into the CRP that will also operate at Zone 2 pressure and feed 6.6 mg of new storage reservoirs to be located near the northeast corner of the CRP, just south of Highway 4. The new MPP and storage reservoirs will service the Zone 2 areas directly and the Zone 1 areas by way of pressure reducing stations to be located at certain interconnections. Water will be distributed throughout the CRP with a distribution system consisting primarily of 8" and 12" mains.

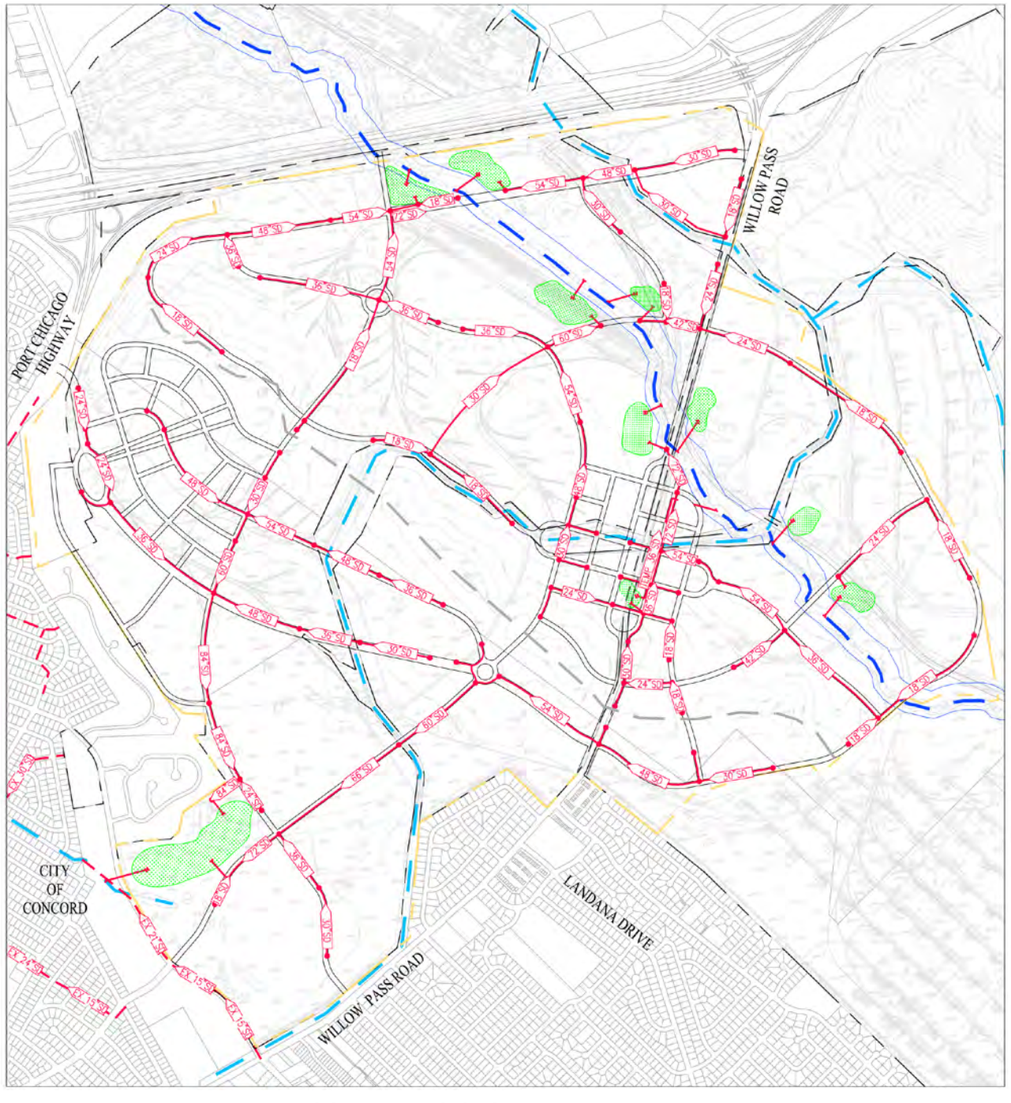
Recycled Water

A key objective of the CRP is the utilization of recycled water for non-potable uses to the maximum extent possible. The proposed recycled water system will consist of an on-site distribution system consisting of 8" – 12" recycled water mains and recycled water storage reservoirs to equalize operational demands.

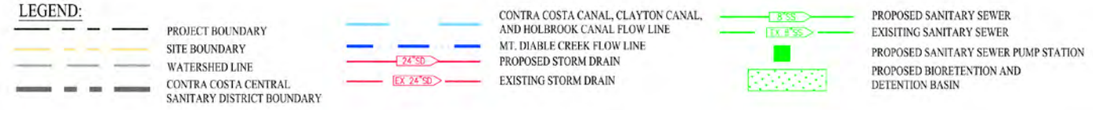
The CCCSD will need to expand their existing recycled / tertiary treatment plant to supply the recycled water demand of the CRP. In addition, several miles of off-site recycled water main will need to be constructed to deliver recycled water from the expanded recycled water plant to the CRP. The construction of these facilities will be phased over time so recycled water mains will be connected to the potable water system initially and switched over as recycled water becomes available.



SCHEMATIC SEWER PLAN



SCHEMATIC STORM DRAIN PLAN



SANITARY SEWER

The Sanitary Sewer Plan illustrates the sanitary mains, pump stations and force mains necessary to provide sewer service to the CRP. A northwest / southeast trending ridge divides the site into two watersheds. A pump station will pump wastewater flows from the easterly watershed where it will join wastewater flows from the westerly watershed and leave the CRP near the intersection of Salvio and Olivera Streets.

STORM DRAIN

The Storm Drain Plan illustrates the stormwater inlets, storm drain mains, detention and water quality basins necessary to accommodate stormwater runoff from the CRP. The easterly watershed flows to Mt. Diablo Creek which leaves the CRP near Kinne Boulevard and Highway 4. The westerly watershed flows to Holbrook Channel which leaves the CRP near Salvio and Olivera Streets.

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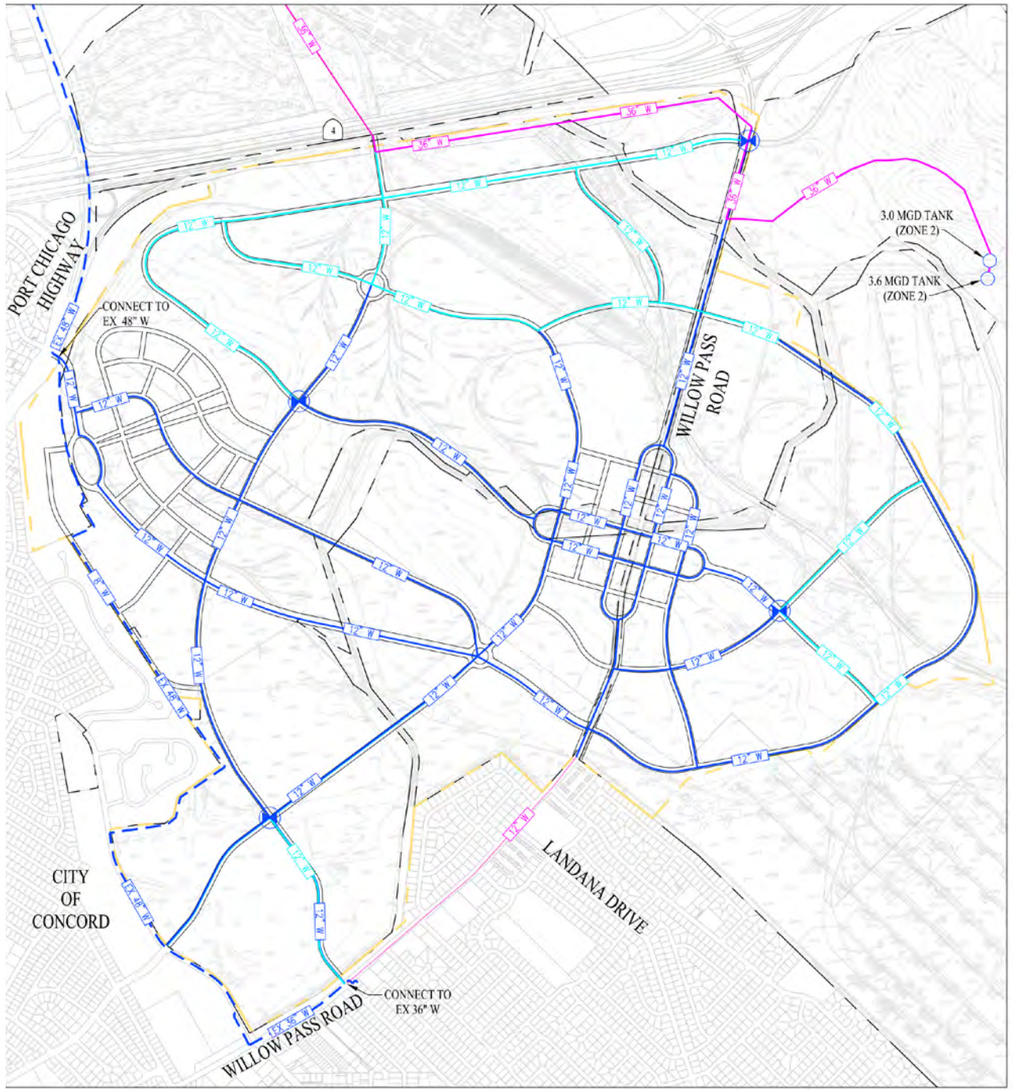
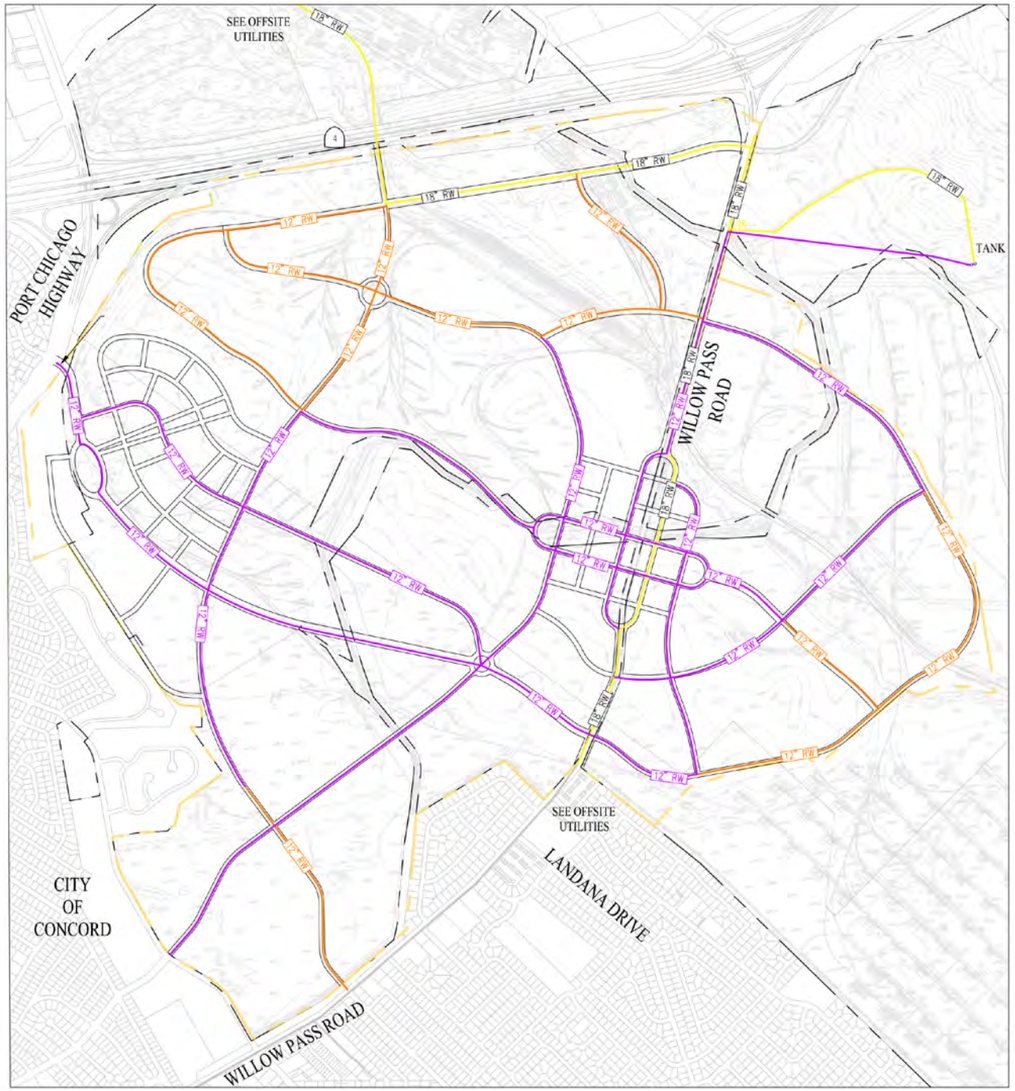


SCHEMATIC POTABLE WATER PLAN



SCHEMATIC RECYCLED WATER PLAN

LEGEND:

- PROJECT BOUNDARY
- SITE BOUNDARY
- ZONE 1 WATER MAIN
- ZONE 2 WATER MAIN
- SUPPLY WATER MAIN
- EXISTING WATER MAIN
- WATER ZONE DIVIDE LINE
- PRESSURE REDUCER
- WATER MGD TANK
- ZONE 1 RECYCLED WATER MAIN
- ZONE 2 RECYCLED WATER MAIN
- SUPPLY RECYCLED WATER MAIN
- EXISTING RECYCLED WATER MAIN
- RECYCLED WATER ZONE DIVIDE LINE
- RECYCLED WATER PUMP STATION
- RECYCLED WATER MGD TANK

POTABLE WATER

The Water Plan illustrates the supply main, distribution mains, storage tanks and pressure reducers necessary to provide water service to the CRP. There are two pressure zones within the CRP. The supply main, shown in maroon will operate at the same pressure as the Zone 2 mains shown in blue. The Zone 1 mains will serve the lower portions of the CRP and are shown in light blue.

RECYCLED WATER

The Recycled Water Plan illustrates the distribution mains and storage reservoirs necessary to provide recycled water service to the CRP. There are two pressure zones similar to the water system. The Zone 2 mains are shown in purple and the Zone 1 mains are shown in orange.

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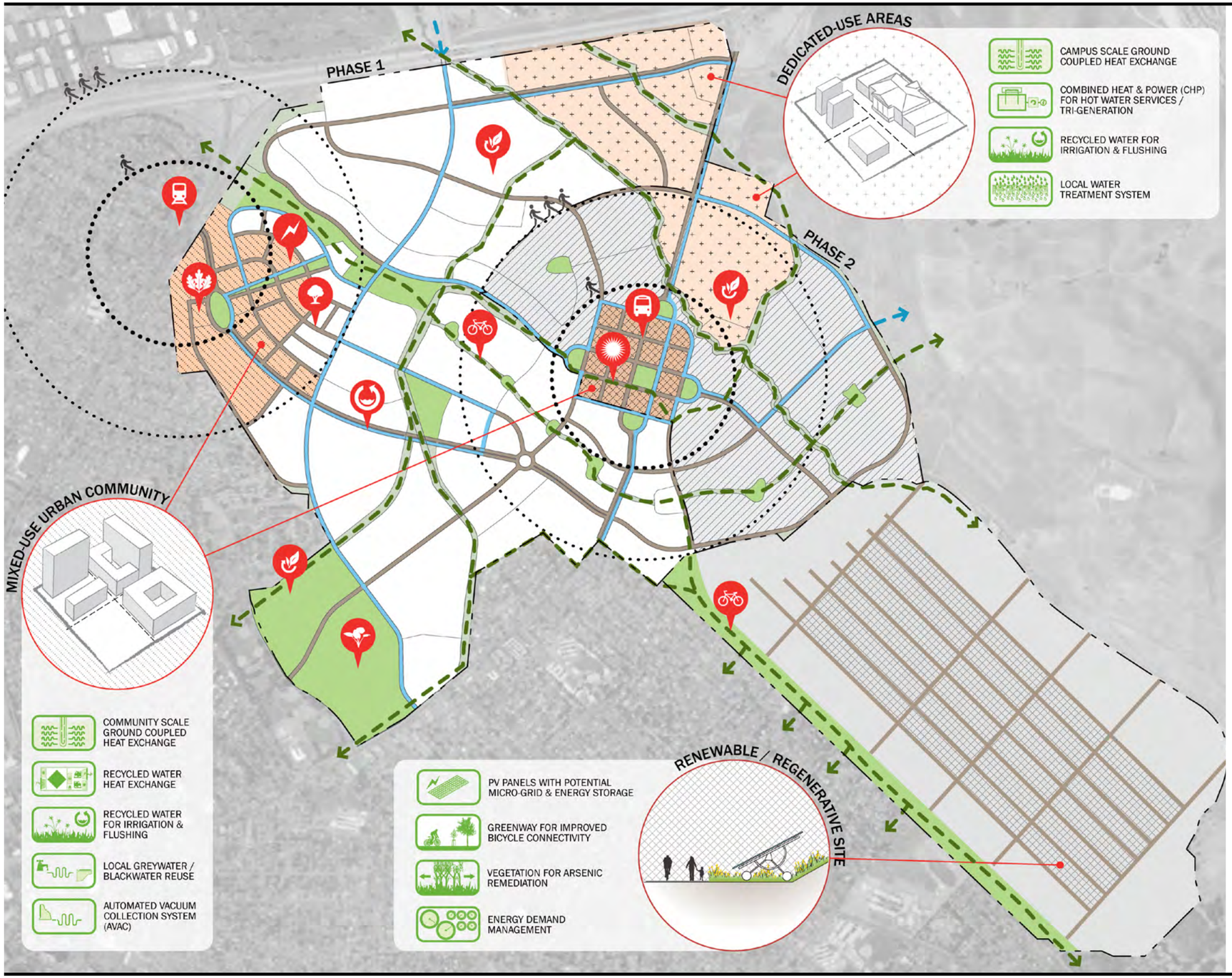
THE INFRASTRUCTURE FOR THE CRP WILL BE DESIGNED TO PROVIDE ESSENTIAL SERVICES AND RENEWABLE POWER TO THE COMMUNITY'S RESIDENTS.

SUSTAINABLE INFRASTRUCTURE OPPORTUNITY



SITE-WIDE STRATEGIES

- DENSITY CONCENTRATED WITHIN WALKING DISTANCE TO BART
- NATIVE, NATURALLY RESILIENT VEGETATION REQUIRES MINIMAL IRRIGATION & PROMOTES BIODIVERSITY
- OUTDOOR SHADING TO PROVIDE AT LEAST 50% SHADE COVERAGE (CA-4)
- STREET ORIENTATION TO MAXIMIZE SOLAR EXPOSURE & PENETRATION OF COOL SUMMER WINDS (CA-1)
- BIKE PATHS
- RECYCLED WATER FOR IRRIGATION & FLUSHING
- STORMWATER BIORETENTION INTEGRATED WITH PUBLIC AMENITY
- ENERGY EFFICIENT BUILDINGS LEED GOLD CERTIFICATION FOR COMMERCIAL BUILDING (CA-3)
- COMMUNITY SHUTTLE

KEY

- RECYCLED WATER
- BIKE PATH
- PUBLIC PARKS
- STRATEGIES TO BE CONSIDERED IN FUTURE PHASES

N

The team anticipates that the long term delivery of the project will bring a change in utility provisions and protocol as well as increased viability for new and emerging technologies. In addition to basic services, the Lennar team has identified sustainable infrastructure opportunities that could provide further reduction in site-wide carbon emissions, building energy use, water consumption and waste generation. These horizontal design strategies represent a vision for a multi-functional infrastructure network which is smart, resilient, and leverages on-site waste as a resource.

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ENVIRONMENTAL SUSTAINABILITY

The high profile of the redevelopment of the Concord Naval Weapons Station gives the project the opportunity to become a leading example of sustainable design and community health and wellness in the Bay Area.

The City of Concord has outlined a Climate Action Plan (CAP), which includes a target of limiting annual greenhouse gas emissions to 2.8 MT CO2e per capita by 2030, in response to California's state-wide climate initiatives. The following performance areas are the key sustainability drivers for the CRP to meet the CAP's goals:

Land Use Planning & Transportation

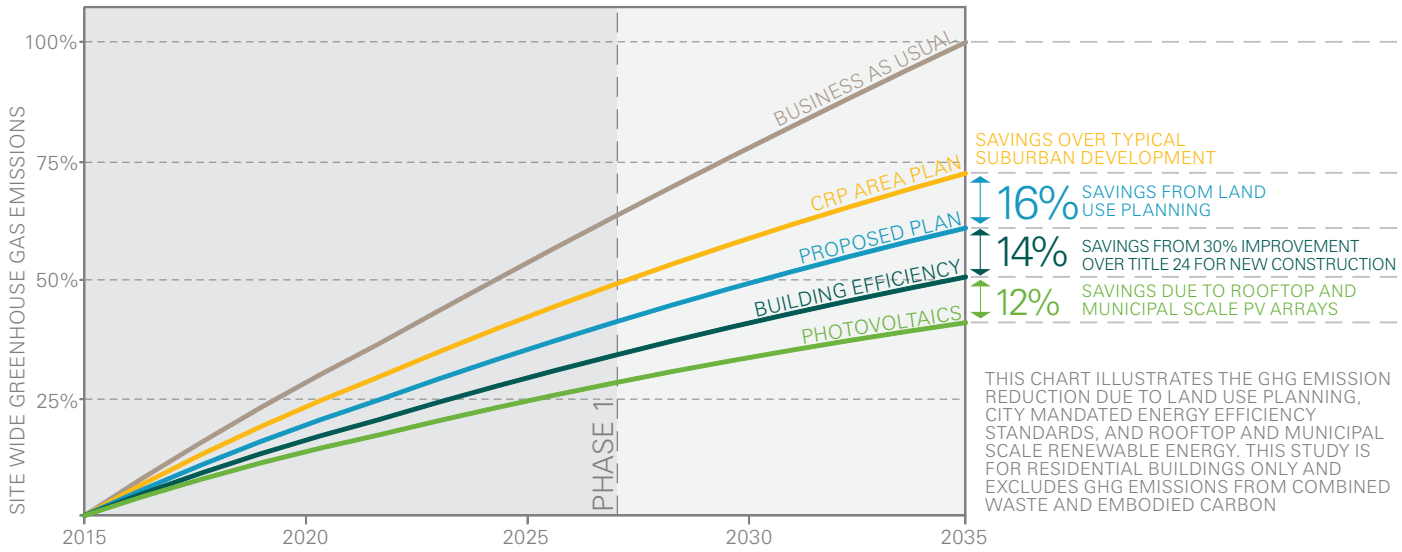
Consolidating the project into a compact site reduces the carbon emissions associated with transportation, decreases the amount of conditioned residential area, and minimizes water use for irrigation.

Energy Efficiency

The City of Concord has established an aggressive energy target for all new buildings to exceed Title 24 building standards by at least 30%. Building efficiency may be further supported by infrastructure that takes advantage of diversity in load profiles and on-site passive strategies. Ground coupled heat exchange, which can be integrated into excavated areas and building foundations, and the recycled water main, which can be used as a heat sink, can provide low energy heating and cooling. As the community grows, Lennar will explore opportunities for sustainable infrastructure, including shared energy plants and industrial heat recovery.

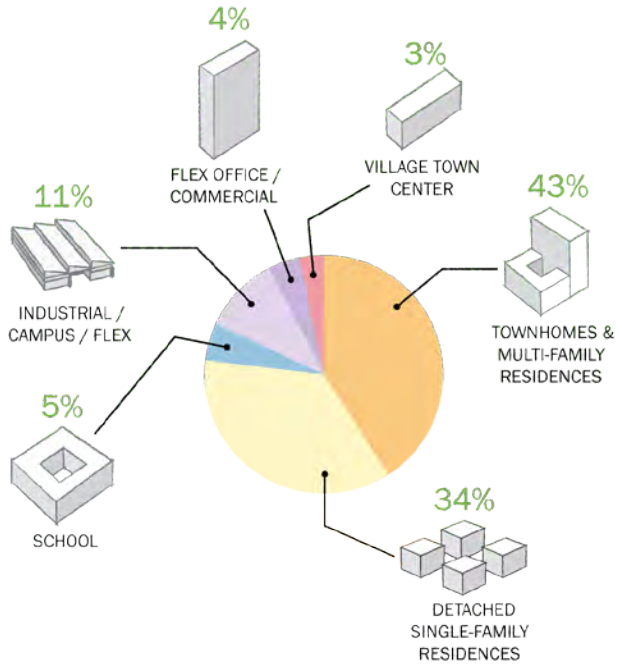
The graphic below illustrates site-wide carbon emissions for the CRP and quantifies the carbon reduction due to land use planning, building efficiency and renewable energy.

RESIDENTIAL GREENHOUSE GAS (GHG) EMISSIONS



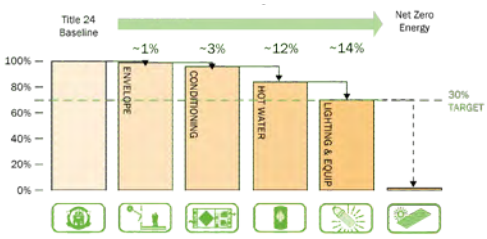
Energy Efficient Building Design

The pie chart below shows how energy use will be distributed in the CRP.

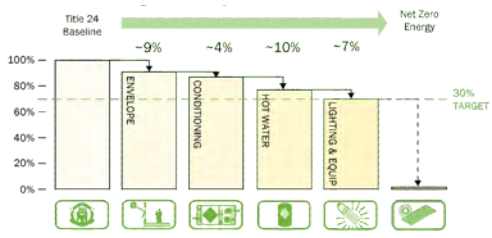


Residential buildings will account for over three quarters of the site's energy use. The team analyzed two residential building types to determine the energy efficiency strategies that would have the largest impact on reducing overall energy use in the Concord climate. The graphs below illustrate the results of this analysis and quantify the potential level of energy savings associated with each component of building design. The energy efficiency strategies which should be prioritized for each building type have been included to the right.

TOWNHOMES AND MULTI-FAMILY RESIDENCES



DETACHED SINGLE-FAMILY RESIDENCES



Building energy efficiency will be greatly impacted by design decisions made regarding the building's massing, envelope and mechanical and electrical systems. Intelligent building controls will add another level of energy efficiency while supporting residential well-being by improving comfort, indoor air quality, safety and convenience.

Townhomes and Multi-Family Residences

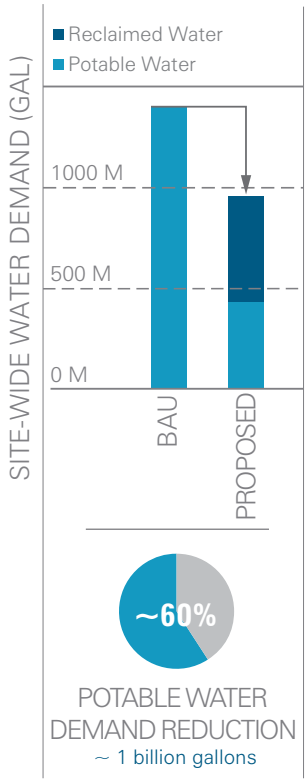
- High efficiency appliances and plug load management
- Low flow fixtures to reduce hot water use
- Solar thermal for water and space heating
- Efficient LED lighting

Detached Single-family Residences

- High performance envelope
- Thermal mass combined with passive solar heating and natural ventilation
- Low flow fixtures to reduce hot water use

Water

The increasingly limited water resources in Northern California make water conservation a top priority for the CRP. Early water analysis shows that the community can save approximately 1 billion gallons of potable water through water efficient landscaping and use of recycled water for irrigation. Recycled water for flushing in high density areas will further reduce potable water demand by approximately 100 million gallons each year. On-site filtration and reuse will be considered to further reduce demand on municipal systems for water supply and sewage conveyance.



Waste & Materials Management

An Automated Waste Collection system is being considered for high density areas. This system would reduce GHG emissions from waste collection vehicles and improve local air quality for residents. Pre-fab construction and low-carbon materials will be utilized to limit construction waste and reduce embodied carbon.

Residential Health & Wellbeing

The proposed plan promotes wellness and community interaction at all scales by providing parks and community centers in close proximity to residential areas. The site is designed for pedestrians and bicyclists through shaded streets, walkable neighborhoods and bike and hiking trails. Occupant health will be supported at the building scale by promoting use of healthy building materials and designing for access to daylight and natural ventilation.

Implementation & Benchmarking

A Sustainability Management Plan (SMP) will be used to track the progress of the design against various sustainability targets set out for the project. Target metrics will be based on relevant benchmarking systems (see Appendix A.43) and other commitments related to planning requirements and Building Regulations. The graphic below shows a SMP excerpt and describes how to read the table. The full document would contain a number of thematic areas, encompassing all aspects of the project's environmental aspirations.

SUSTAINABILITY MANAGEMENT PLAN – EXCERPT

Target:
Indicates the metric target to be achieved

Key Performance Indicator:
Indicates the source of targets and requirements for sustainable design

Target Progress Tracker:
Indicates the achieved percentage or whether the target has been reached

achieved
tracking
not targeted

	Strategies	Action	KPs	H1	V1	V2	...	Comments
TARGETS	Carbon Emissions	2.8 metric tons CO_2e per capita	CA Exec Order S-3-05					
TARGETS	Green Building	30% better than Title 24 (at time of development app)	City of Concord	✓	✓	✓	✓	
01	Street/ Building Orientation	Orient the buildings to maximize solar exposure and access to cool summer winds	City of Concord	LENNAR A10	CALTHORPE A10	ARCH2 A10	CALTHORPE A10	
02	...			CBG	CBG	CIV E2	CBG	

Strategy Number and Name:
Each Strategy within a Category is numbered and named all across the document

Responsible Party:
Each Member of the project is assigned a color which is consistent throughout the document

Comments Field:
Comments on strategies implemented or actions to be taken to achieve targets

AFFORDABLE HOUSING APPROACH

Lennar recognizes that the redevelopment of closed military installations provides a significant opportunity to incorporate a range of housing options for households of diverse incomes, ages, lifestyles, and family size. We are committed to providing this program as a fundamental part of the redevelopment of the CRP. In addition, we understand that as part of a complete community, we must provide housing opportunities and social services to some of the most vulnerable members of our community – homeless persons and their families. Understanding the specific needs of these groups requires unique local knowledge and therefore we would propose to work with the City and to identify a collection of local affordable/homeless housing and service providers to develop a detailed approach to this issue.

We have reviewed the affordable housing resolution adopted by the City (Resolution No. 12-4823.3) and the Legally Binding Agreement (LBA) for Land Transfer for Homeless Units and we are committed to implementing both programs as part of the redevelopment effort. With regard to the affordable housing program, we understand the City requires that 25% of the housing developed at the CRP be affordable – of which 900 units will be prioritized for lower income seniors, veterans and teachers and 2,120 units will accommodate a range of lower income levels and demographics as defined in the City's Housing Element.

25% OF THE HOUSING DEVELOPED AT THE CRP WILL BE AFFORDABLE – OF WHICH 900 UNITS WILL BE PRIORITIZED FOR LOWER INCOME SENIORS, VETERANS AND TEACHERS AND 2,120 UNITS WILL ACCOMMODATE A RANGE OF LOWER INCOME LEVELS AND DEMOGRAPHICS.

Subject to our discussions with the local affordable housing providers, we would propose to provide these units as stand-alone projects, whereby we would provide a development ready site and the vertical construction is completed by a non-profit housing developer. This is a model we have used successfully at Hunters Point Shipyard where we provided a site to AMCAL Housing to develop 60 units of affordable housing and a site to McCormick Baron Salazar to develop 184 units of housing to replace the Alice Griffith Public Housing. We believe this approach provides the greatest level of flexibility to tailor the affordable housing program to the needs of the local community. We will identify the location of each affordable housing parcel and our goal would be to co-locate some of these parcels with the homeless accommodation parcels.

With regard to the provision of sites to support homeless housing and related services, Lennar has incorporated similar conditions into our Treasure Island community where an LBA exists between the Treasure Island Development Authority and the Treasure Island Homeless Development Initiative. In reviewing the LBA, we note the housing program consists of not less than 130 and not more than 260 units, which are a subset of the larger affordable housing program. These units are programmed on four housing sites, totaling 16 acres, the location of which has generally been determined as part of the LBA. Lennar would like to review this program with the City as part of our DDA negotiations. As noted above, co-locating these developments with other affordable housing projects, will allow for a more cost effective and efficient development.

PROJECT ENTITLEMENT & CEQA STRATEGY

Lennar's entitlement and CEQA strategies are designed to achieve certain key objectives. First, we are seeking to minimize our long term entitlement risk by preparing a Project-wide North Concord Specific Plan and related zoning regulations that would be adopted by the City at one time. Second, we are proposing that the Specific Plan include sufficient flexibility to allow the new community to adapt to new technologies and respond to evolving planning priorities. Third, we will take maximum advantage of the substantial CEQA review that has already been completed for the Reuse Plan and CRP Area Plan, particularly since we expect that our compact development proposal may further reduce most environmental impacts. Finally, we are seeking to minimize our CEQA risk by completing all project-level environmental review concurrent with adoption of the Specific Plan and related zoning action.

WE ARE SEEKING TO MINIMIZE OUR CEQA RISK BY COMPLETING ALL PROJECT-LEVEL ENVIRONMENTAL REVIEW CONCURRENT WITH ADOPTION OF THE SPECIFIC PLAN AND RELATED ZONING ACTION.

North Concord Specific Plan

The North Concord Specific Plan (Specific Plan) would include the entire developable area of the former CNWS and would build upon and incorporate all of the current CRP Area Plan's core goals and objectives. The Plan would identify the full range of land uses and set forth residential and commercial densities. In addition, the Specific Plan would include the development standards and design guidelines – such as maximum building heights, density, setbacks, street cross sections, and streetscape standards – necessary for the Plan itself to function as zoning under the Planning & Zoning Law.

Technological innovations and social changes will affect community priorities over the 25+ year development horizon of the Specific Plan. The Specific Plan should be flexibly designed to anticipate and respond to such changes. It should incorporate alternatives, variants, and performance standards to help guide Lennar and the City in responding to technological innovation and changes in the way people live over time.

The Specific Plan will emphasize site-specific transportation strategies to optimize proximity to BART, promote reliance on transit and non-auto modes of transportation, and establish backbone transit infrastructure to benefit both the Project and the existing Concord community. Ample parks, open spaces, and conservation areas – including a Ridgetop Trail, improved parks, and a Project-wide greenway providing connectivity – will be a priority in the Plan. Finally, the Plan will provide for the timely development of schools, public facilities, infrastructure, and public services throughout the Plan area.

Zoning

The North Concord Zoning District will be created as part of the planning process and will be shown on the City's Zoning Map. As noted above, the typical elements of the zoning code will be embedded into the Specific Plan and can be referenced accordingly.

Because the Specific Plan would provide for significant flexibility, the City should consider a mechanism to evaluate vertical development for consistency with the Plan and to ensure the Plan is effectively implemented over time. One option would be a Precise Development Permit process by which the Planning Commission and/

or City Council could make non-legislative determinations of consistency of vertical development with the Plan, including any alternatives, variants, or performance standards.

Development Agreement

Once the City Council has adopted the Plan, a Development Agreement (DA) between Lennar and the City would lock in the Plan's land uses, densities, and development standards for the full development horizon of the Plan. The DA would provide that all Tentative Maps approved within the Plan area would survive for the full term of the DA. The DA would also provide that Precise Development Permits and Tentative Maps sought by Lennar shall be approved by the City provided certain criteria are satisfied and Lennar is not in default under the DDA.

Subdivision Mapping

Lennar proposes that the City convey land in a series of Development Stages to be further defined in the DDA. By the time land is conveyed to Lennar, we expect to have established street alignments, entered into a Subdivision Improvement Agreement for horizontal improvements, and posted security to ensure completion of such horizontal improvements. However, both the City and vertical developers within a development stage may wish to have additional time to determine the precise lotting pattern for portions of the development stage. In some circumstances, Lennar may recommend processing two subdivision maps – first, Large Lot Tentative and Final Maps that would establish street alignments and provide the basis for a Subdivision Improvement Agreement and security for backbone horizontal improvements, followed by traditional Small Lot Tentative and Final Maps to establish finer-grained lotting patterns and developable lots.

CEQA Compliance

As it has done successfully for long-range developments at both Candlestick Point/ Hunters Point Shipyard and Treasure Island, Lennar proposes a single project-level environmental review for the entire developable area. This single, project-level analysis would support adoption of the North Concord Specific Plan, North Concord Zoning District (and related Zoning Map Amendments), conforming General Plan and Area Plan Amendments, DA, and DDA. It would also be expected to support future approvals of Precise Development Permits and Tentative Maps.

The project-level CEQA review would take maximum advantage of, and tier from, the environmental documents prepared previously by the City. This includes both the Reuse Plan Programmatic EIR as well as the CRP Area Plan Addendum, which concluded that no new significant impacts or substantially more severe significant impacts would occur as a result of the Area Plan beyond those evaluated in the Reuse Plan EIR.

Like the CEQA review conducted on the CRP Area Plan, the project-level analysis of Lennar's proposed plan would evaluate whether the Plan will result in new significant environmental impacts or substantially more severe impacts beyond those evaluated in the Reuse Plan EIR and Area Plan Addendum. This analysis would determine which of the following should be prepared:

- A Second Addendum to the Reuse Plan EIR;
- A Negative Declaration tiered from the Reuse Plan EIR; or
- A Supplemental EIR tiered from the Reuse Plan EIR.

Finally, the smaller footprint of Lennar's proposed plan would improve sustainability, advance key environmental objectives of the Area Plan, and reduce certain environmental impacts associated with the CRP Area Plan. Lennar expects to implement all of the policies and measures of the adopted Climate Action Plan and to rely to the maximum extent possible upon the streamlining procedures available by virtue of the adopted Climate Action Plan.

THE SMALLER FOOTPRINT OF LENNAR'S PROPOSED PLAN IMPROVES SUSTAINABILITY, ADVANCES KEY ENVIRONMENTAL OBJECTIVES OF THE AREA PLAN, AND REDUCES CERTAIN ENVIRONMENTAL IMPACTS.

Federal and State Resource Agency Permitting

Coordination & Work Plan:
The Lennar team will work closely with the City's own biological and permitting team to ensure an efficient work plan and an effective and coordinated permit processing strategy. The Lennar team would first evaluate the City's pending application materials and provide input, guidance, and any needed supporting biological analysis specific to Lennar's proposed Specific Plan. The Lennar team would analyze the range of impacts to biological resources, especially those habitats of critical interest to state and federal agencies, expected to result from the Specific Plan. Lennar would provide the City with any updates or supplemental information necessary to make the City's pending applications consistent with the proposed Specific Plan.

Avoidance & Mitigation:
First, the Lennar team will incorporate avoidance and minimization measures into its Specific Plan to satisfy Corps and Regional Board requirements. Where avoidance is not feasible, impacts to waters of the US and State from each development stage of Lennar's proposed Specific Plan would be quantified with an expectation that mitigation will be provided prior to impacts within each development stage. Lennar's objective is to establish a mitigation program by which each development stage of the Specific Plan would independently meet the requirements of the resource agencies. Mitigation will be designed into the Project at every opportunity, with largest-scale mitigation requirements incorporated into the conservation area to be owned and managed by East Bay Regional Parks District (EBRPD). The Specific Plan will include a framework for providing permitting updates to the City and the resource agencies to verify compliance with the overall mitigation program and applicable natural resource regulations as each development stage proceeds.

CONSERVATION OPEN SPACE AREAS

The City has been facilitating Site Wide authorization with natural resource agencies over the past three years. The Lennar team understands the City will be the Plan Area applicant and has submitted a Section 404 permit application as well as initiated Section 7 consultation with the US Fish and Wildlife Service. Incidental Take Permit and Streambed Alteration Agreement applications with the Department of Fish and Wildlife are pending. The City has partnered with the East Bay Regional Parks District (EBRPD) to manage significant portions of the property to meet conservation objectives. As an initial step in preparing a long term Habitat Mitigation and Monitoring Plan (HMMP), the Lennar team will evaluate the City's application materials, providing input and guidance specific to the proposed plan. Lennar will provide assistance to the City's biological and permitting team in facilitating efficient permit processing.

DEVELOP A HMMP THAT REFLECTS THE PHASING AND IMPACTS ASSOCIATED WITH OUR PROPOSED PLAN, AND PROVIDES MITIGATION PRIOR TO AND CONCURRENT WITH IMPACTS.

The Lennar team will analyze its proposed project and staging in terms of impacts to biological resources, especially those habitats of critical interest to state and federal agencies. Site wide avoidance and minimization measures will be detailed to guide all development stages and demonstrate how their actions will meet the standards of required permits. An initial conceptual HMMP to offset unavoidable impacts to wetland and stream habitats and sensitive species from implementation will be developed using mitigation ratios agreed upon during the City's initial resource agency meetings. The conceptual HMMP would include a long-term management strategy for conservation and mitigation areas within the CRP and on those lands to be managed by EBRPD.

Full compensation for all development would be the objective of the HMMP. However, given the long time horizon of the project, Lennar proposes an approach similar to a single user mitigation bank on the Concord Regional Open Space portion of the Inland Site. The development team, in coordination with the City, resource agencies, and the EBRPD, develop a HMMP that reflects the phasing and impacts associated with the proposed plan, and provides mitigation prior to and concurrent with impacts. Pre-approved mitigation is likely to shorten agency authorization timelines for future stages of development. We would use an estimated compensation need to identify EBRPD managed areas for opportunities to create, enhance, and restore wetlands and sensitive species habitat. Mitigation areas acceptable to stakeholders would be organized into a mitigation bank. The conceptual HMMP would be the initial step for agency and stakeholder buyoff on mitigation bank creation supporting the Reuse Plan. On conceptual HMMP approval, the Lennar team will work with the City to prepare detailed designs and construction plans for implementation of mitigation elements.

The Lennar team believes that the conceptual HMMP can be developed and approved within the first year following City selection. Lennar and the City will then work to assure that provided permit authorizations can be used to develop detailed designs. The single user mitigation bank approach is expected to be approved and initiated within two to three years after Lennar's selection and prior to the Phase One development of the CRP.

APPROACH TO LABOR ISSUES

Lennar views the development of all our master planned communities and military base reuse projects as a superb opportunity to direct business to local vendors and utilize the talent of local employees. As such, we are fully aware of the provisions associated with "Hire Concord First" and we are committed to creating a program that will allow us to meet or exceed the stated goals. We have incorporated similar programs at our Hunters Point Shipyard/Candlestick Point and Treasure Island developments and we find that the specific elements associated with these programs are best developed in conjunction with local Community Based Organization's (CBO's).

In addition to the Hire Concord First provisions, Lennar has extensive working and active relationships with the various trade unions in the greater Bay Area. At the appropriate time we will meet with the union leaders to discuss the project and determine the suitable agreements to formalize our relationship for the various skilled craftspeople who will work on the project. Our experience in this subject matter does include the successful negotiation of Project Labor Agreements.

COMMUNITY RELATIONS AND PUBLIC OUTREACH

At Lennar, we believe that our development efforts are measured by the value and quality of life we create, and enhanced by the collaborative approach we employ to achieve our goals. To address the wide range of community issues and interests requires a multi-faceted approach to communication and Lennar retains in-house professional staff dedicated to this effort.

Our systematic outreach, which we have utilized extensively at Hunters Point Shipyard in San Francisco, includes one-on-one conversations, public charrettes and meetings, regular mailings to community groups and individuals, posters and informational material, orientation sessions as project phases evolve, workshops geared towards soliciting input at key project stages, public service announcements, and an interactive website that accepts input and comments.

While our outreach activities are extensive, we view ourselves as stewards of our communities and the environment. Consequently, we believe that the engagement of communities in our work goes beyond informational pieces and meetings as well. We also participate in a variety of activities and events. Examples of this include the Rebuilding Together Fall Workday in the Bayview, Fall Open Studios at the Shipyard, 3rd on Third, and regular interface with groups such as The Garden Project, which worked with us on Innes Avenue beautification efforts and is providing the plants for the Hilltop portion of the Shipyard project. These community-serving activities provide the opportunity for us to enliven our stewardship, as well as to build new partnerships that make information dissemination and community participation more easily accomplished.

TO ADDRESS THE WIDE RANGE OF COMMUNITY ISSUES AND INTERESTS REQUIRES A MULTI-FACETED APPROACH TO COMMUNICATION AND LENNAR URBAN RETAINS IN-HOUSE PROFESSIONAL STAFF DEDICATED TO THIS EFFORT.

ENVIRONMENTAL REMEDIATION

PLANNING, CONSTRUCTION OVERSIGHT, AND REGULATORY AND STAKEHOLDER ENGAGEMENT

The timing and phasing of the environmental restoration of the former Concord Naval Weapons Station is a key and complex component of the proposed development program. Based on our experience at other former Navy installations, we understand that technical remediation and construction expertise must be combined with regulatory agency and Navy interaction, while maintaining the highest standard of stakeholder engagement. We plan to leverage our extensive experience at other large redevelopment sites to anticipate environmental issues, plan for these issues in design and construction, and oversee construction to mitigate potential impacts to future residents and neighboring communities. We propose to engage with the Navy, regulators, and other stakeholders to find effective solutions to any potential redevelopment obstacles from residual contamination.

The key elements of the our approach to address the contaminated site issues are:

- Planning,
- Regulatory Interaction,
- Stakeholder Engagement, and
- Construction Oversight.

Planning

We anticipate that the CNWS installation restoration program will continue as planned and that parcels will be transferred to the LRA following remediation and regulatory agency approval. We do not expect this approach to affect the timing or development of Phase One and do not anticipate any additional remediation work will be required. We understand that the City may wish to engage in Early Transfer discussions with the Navy for portions of the CNWS. Although our past experience suggests it may be difficult to successfully negotiate such an agreement, we support the Early Transfer concept as it provides the best opportunity to integrate the remediation strategies with the proposed development.

As the project evolves, the team will consider the contaminated sites and potential localized residual contamination as we further refine the land use planning, staging, grading design, street and utility corridors, preparation of construction documents and contractor bids. We will also work with the regulatory community to prepare over-arching plans including a Master Health and Safety Plan, an environmental compliance plan, and a Soil Management Manual. These plans will address potential impacts and provide guidance to design and construction teams.

Regulatory Interaction

Throughout the redevelopment process we will leverage our existing strong regulatory ties and reputation to streamline regulatory agency oversight and approvals required for specific issues ranging from changing restricted closures to unrestricted use closures to approval of dust monitoring programs.

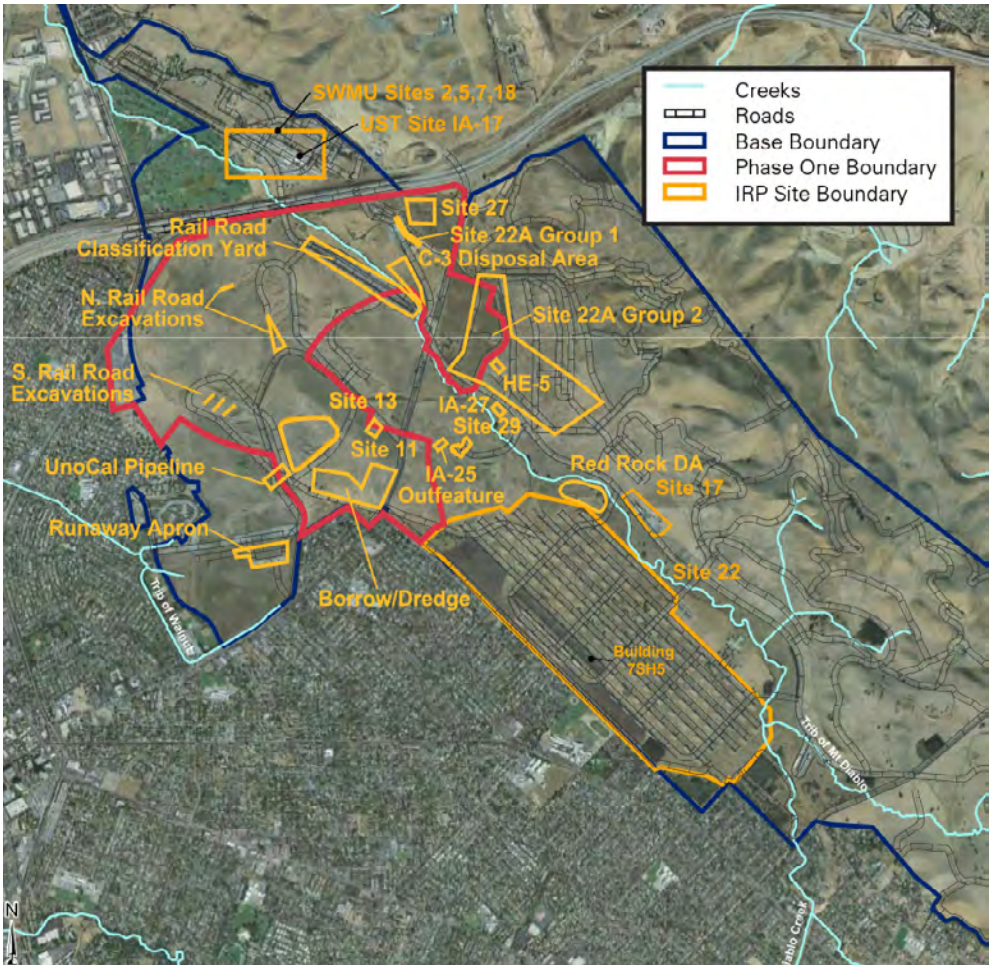
Stakeholder Engagement

Our experience and reputation at other sites with active nearby residents give us a strong foundation to build a world-class stakeholder engagement program for the CNWS redevelopment. We plan to meet neighboring community needs in a respectful, attentive, and inclusionary manner.

Construction Environmental Oversight

The planning, agency interaction, and stakeholder engagement will culminate into specific requirements and guidance for grading and construction. A robust environmental oversight and air monitoring program will identify and address issues before they become health hazards and comply with site institutional controls. We anticipate a soil management program to cover relocation of potentially impacted soils and a team ready to address individual issues that arise (e.g., previously undiscovered tanks) in a manner that minimizes impacts to human health or the redevelopment project.

ENVIRONMENTAL RESTORATION SITES



This diagram shows Installation Restoration Program (IRP) sites in the Phase One development area.

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FINANCING STRATEGY

A STRONG PUBLIC-PRIVATE PARTNERSHIP CREATES THE OPPORTUNITY FOR ECONOMIC SUCCESS AND THE REALIZATION OF THE COMMUNITY'S IDEALS.

LENNAR WILL LEVERAGE THE INITIAL INVESTMENT OF MORE THAN $500 MILLION IN NEW INFRASTRUCTURE AND COMMUNITY FACILITIES TO BUILD A COMPLETE COMMUNITY. THE DEVELOPMENT STAGES ARE STRUCTURED TO ACHIEVE SUSTAINABLE FINANCIAL PERFORMANCE.

FINANCING STRATEGY

OUR PROPOSED PLAN WAS INFORMED BY A CAREFUL REVIEW OF INFRASTRUCTURE SYSTEMS, A MARKET ASSESSMENT, AND IDENTIFICATION OF THE KEY INVESTMENTS IN COMMUNITY FACILITIES AND PLACE-MAKING NECESSARY TO REALIZE THE COMMUNITY'S VISION.

This iterative process between planning and design, building infrastructure and civic facilities, real estate economics, and private and public financing options has resulted in a conceptual financing strategy. It is recognized that the financing strategy will need to be revised in partnership with the City as project details are specified and financing options are refined.

Recognizing the City's noted interest in partnering with the developer to pursue outside funding sources and its limited ability to invest non-project related funds, the financing strategy focuses on the value created by new development to fund infrastructure, facilities, and other amenities. CRP-specific public financing mechanisms, including Mello Roos Community Facilities Districts and Infrastructure Financing Districts, are proposed to enhance financing for critical investments and to improve the project's financial performance. Collaborative pursuit by the City and Lennar of outside funding from Federal, State, and regional sources is expected, though this funding is not presumed. Critically, the initial stages of Phase One and the associated early investments in amenities are designed to build development and community value through time thereby providing the critical platform for financing the later stages of the project.

Like all major military reuse/brownfield redevelopment projects, initiating the first stage of development is the most challenging from a financing perspective. To accomplish this goal, the financing strategy does not rely on City investment, but rather finances investments through private debt and equity, project generated public financing mechanisms, and project-generated land sale revenues. The technical analysis presents master developer/land developer costs, revenues, and returns. The returns are somewhat below the hurdle returns required for a project with this risk profile. However, as the planning and infrastructure design progresses, Lennar is confident that the Phase One development, and the project as whole, can provide sufficient returns to attract the necessary financing.

OUR STRATEGY ENVISIONS FINANCING INVESTMENTS THROUGH PRIVATE DEBT AND EQUITY, PROJECT GENERATED PUBLIC FINANCING MECHANISMS, AND PROJECT-GENERATED LAND SALE REVENUES.

CONCEPTUAL DEVELOPMENT BUDGET

The Phase One Development Budget was developed in conjunction with the Proposed Land Use Plan. The Budget includes the costs of all capital improvements required to support 15-year build-out of Phase One, including public and private amenities, backbone infrastructure systems, and in-tract improvements. This includes investments in parks, open space, and schools, among others, that will be critical to meeting the vision of a diverse, new community carefully integrated and beneficial to existing and new City residents and workers alike.

Table 1 below presents the Conceptual Development Budget in constant 2014 dollar terms. Costs include estimated construction costs, soft costs, permit costs, and fees. For the purposes of the cashflow analysis, an average annual increase of 2 percent in costs is assumed.

TABLE 1: CONCEPTUAL DEVELOPMENT BUDGET (CONSTANT 2014 $$)

Product Type		Phase One Cost
In-Tract Improvements		
In-Tract Construction Cost		$173,186,000
Contingency/ Soft Costs	35%	$60,615,100
Total		**$233,801,100**
Backbone Improvements		
Off-Site Improvements		$35,065,840
Site Preparations/ Demolition		$12,097,000
Environmental Remediation		$5,000,000
Grading		$67,963,000
Streets/ Sewer/ Water/ Dry Utilities		$138,651,200
Parks and Open Space		$34,300,000
Community Facilities		$14,850,000
Schools		$50,000,000
Subtotal		**$357,927,040**
Contigency/ Soft Costs	35%	$125,274,464
Plan Check/ Inspection/ Dev. Fees	10%	$35,792,704
Total		**$518,994,208**
Grand Total		**$752,795,308**

SOURCE: CBG

CONCEPTUAL OPERATING INCOME STATEMENT

The Conceptual Operating Income Statement presents a summary of the forecasted revenues that would accrue to the land developer assuming the sales of finished lots to builders over the course of the Phase One build-out (15 years). Revenues are presented in constant 2014 dollar terms. Core driving assumptions are also summarized.

Table 2 shows the finished land value estimates that drive the Conceptual Operating Income statement.

TABLE 2: CONCEPTUAL OPERATING INCOME SUPPORTING ASSUMPTIONS (CONSTANT 2014 $$)

Product Type			Residential Sales Price[1]	Dwelling Unit Sq.Ft.	2014 Residual Land Value
Residential Land Uses	# of Units	% of Total			Per Unit
Residential 8	687	13%	$660,000	2,350	$220,000
Residential 14 - 20	2,907	54%	$540,000	1,860	$140,000
Residential 30	450	8%	$410,000	1,270	$60,000
Affordable (3-Story/ Wrap/ Podium)	1,373	25%	na	1,000–1,200	$0
Total / Weighted Average[2]	**5,417**	**100%**	**$550,000**	**1,880**	**$140,000**
Commercial Land Sales	Net Acres				Per Net Acre
Flex Office/ Campus	16.5	12%	na	na	$1,310,000
Town Center/ TOD Office	13.5	10%	na	na	$1,310,000
Industrial/ R&D/ Logistics	111.0	78%	na	na	$720,000
Total / Weighted Average	**141.0**	**100%**			**$850,000**

1 INCORPORATES DISCOUTN DUE TO CFD SPECIAL TAX.
2 WEIGHTED AVERAGES DO NOT INCLUDE AFFORDABLE UNITS.

SOURCES: LENNAR; SUSAN L. STATE; EPS.

Residential Land Sales

Market analysis and review by Susan L. State and Lennar Residential identified a range of suitable residential and commercial prototypes and associated market values. Average 2014 finished land values for the residential land use categories (groupings of different prototypes) were developed based on the expected development values as well as estimates of construction costs, development impact fees, and builder profit. The pricing shown includes a discount from the starting sales price due to the proposed establishment of Community Facilities District – it is assumed that the market will accommodate a 50 percent pass-through of special taxes to homeowners without price discount. Due to the substantial investments proposed for schools, parkland and park improvements, and transportation, a fee credit was assumed for these items.

As noted above, 25 percent of the new housing at CNWS will be affordable and is expected to be provided in a range of product types, but generally in the higher density ranges. For the purposes of this financial analysis, it is assumed that the provision of finished land at no cost will, on average, provide sufficient financial support to meet the affordable housing goals. Given the lower development densities associated with the Stage 1, we have assumed that the satisfaction of the affordable housing obligations will begin with Stage 2 of the development.

Commercial Land Sales

For commercial land uses, Lennar Commercial and outside broker experts informed the assumed land values. The industrial/ flex area along Highway 4 is expected to start by attracting logistics operations, but evolve to include a broader range of R&D, advanced manufacturing, and other uses. The Flex Office/Campus and Town Center/ TOD office areas are assumed to start later in Phase One. It is assumed that, by that time, market improvements, solutions to the engineering/grading challenges of connecting these areas, and careful collaboration with BART will result in a commercial land use program with positive land values.

Table 3 provides the Conceptual Operating Income Statement for Phase One with finished land values reported in constant 2014 dollar terms. Estimates of revenues from finished land sales are driven by the land value conclusions described above, specific assumptions about land value appreciation through time, and the expected pace of development absorption. Real development value appreciation (above the rate of inflation) is expected to begin once the first units are developed (in Year 3), with residential sales prices assumed to increase by an annual rate of between 3 and 5 percent during the first six years of vertical development, before stabilizing at a 3 percent annual increase in Year 9 (development costs are assumed to increase by 2 percent each year throughout Phase One, the assumed inflation rate). This results in more substantial increases in finished land values as the differential between development value and development cost increases feed directly into finished land value increases. A similar level of land value appreciation was assumed for the commercial uses, recognizing the expected improvements in market performance and evolution of commercial use types through Phase One development.

THE INFRASTRUCTURE FINANCING DISTRICT LEAVES 50 PERCENT OF THE PROPERTY TAX REVENUES ACCRUING TO THE CITY'S GENERAL FUND.

TABLE 3: CONCEPTUAL OPERATING INCOME STATEMENT/ FINISHED LAND SALES REVENUES (CONSTANT 2014 $$)

Product Type	2017–18 Years 1–2	2019–21 Years 3–5	2022–2026 Years 6–10	2027–2031 Years 11–15	Phase One Total
Residential Land Sales					
Traditional / Autocourt SFD	$0	$39,987,454	$75,200,289	$79,942,315	$195,130,058
Small Lot Paseo	$0	$62,045,390	$126,180,422	$154,891,443	$343,117,255
2-Story Townhome	$0	$20,872,530	$45,283,741	$51,118,082	$117,274,353
3-Story Townhome	$0	$16,864,125	$48,424,188	$89,626,179	$154,914,492
3-Story Stacked Flat	$0	$2,091,062	$4,252,549	$1,730,164	$8,073,774
4-Story Stacked Flat	$0	$1,500,889	$9,920,730	$13,847,979	$25,269,598
Affordable (3-Story/ Wrap/ Podium)	$0	$0	$0	$0	$0
Residential Land Sales Revenues	**$0**	**$143,361,449**	**$309,261,919**	**$391,156,162**	**$843,779,529**
Commercial Land Sales					
Flex Office/ Campus	$0	$0	$27,302,725	$0	$27,302,725
Town Center/ TOD Office	$0	$0	$20,192,892	$2,789,050	$22,981,942
Industrial/ R&D/ Logistics	$0	$33,878,861	$34,185,905	$26,850,635	$94,915,401
Commercial Land Sales Revenues	**$0**	**$33,878,861**	**$81,681,522**	**$29,639,685**	**$145,200,068**
Total Land Sales Revenues	**$0**	**$177,240,310**	**$390,943,440**	**$420,795,847**	**$988,979,597**
Net Land Sales Revenues (after sales cost)	**$0**	**$173,695,504**	**$383,124,571**	**$412,379,930**	**$969,200,005**

Operations and Maintenance Funding

Annual costs to operate and maintain new infrastructure, facilities, and common areas will be funded through a range of sources, which may include rates for utility service, special taxes, other public revenues generated by new development, and HOA dues. A detailed fiscal impact analysis has not been conducted at this point.

CONCEPTUAL 15-YEAR CASH FLOW MODEL AND INVESTMENT RETURN

Table 4 provides a land developer discounted 15-year cashflow model covering the full build-out of Phase One. This 15-year period includes two years of initial Stage 1 investment in infrastructure and public facilities followed by 13 years of continuous land sales also supported by additional, periodic investments in infrastructure and public facilities for Stages 2 - 4. The cashflow incorporates the use of Infrastructure Financing Districts and Mello Roos Community Facilities Districts, showing associated revenues and costs. Construction cost inflation is set at 2 percent annually, while development values and associated finished land values are assumed to achieve the real appreciation noted above.

In nominal dollar terms, Phase One development requires an investment of about $990 million and produces revenues (including public financing) of about $1.52 billion, resulting in a cumulative net operating income of over $530 million. The revenue and cost streams result in an Internal Rate of Return (IRR) of 18.3 percent and a net present value of negative $8.9 million at a discount rate of 20 percent. While this IRR is below the threshold we would typically expect for a project with this level of risk, we expect that working in close cooperation with the City on the plan, infrastructure phasing, and public financing, as well as the pursuit of outside funding sources, we will be able to elevate the land value and reduce costs.

TABLE 4: LAND DEVELOPMENT CASH FLOW - PHASE ONE

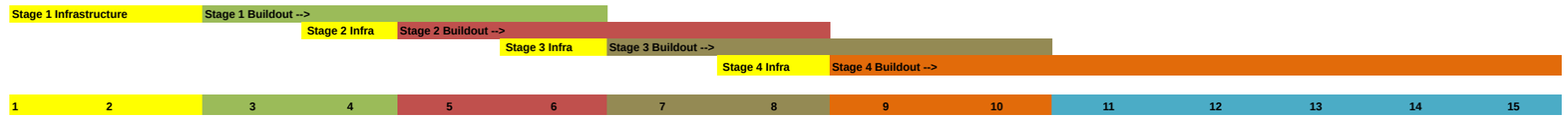

Table 4
Land Development Cash Flow - Phase 1
Concord Naval Weapons Station; EPS 141117

Item	Phase 1 Total	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOURCES OF FUNDS																			
Finished Land Sales - No Appreciation (constant $$)							$10,781,100	$11,499,840	$10,781,100	$10,781,100	$21,235,500	$10,454,400	$14,048,100	$9,474,300	$5,553,900	$3,593,700	$3,593,700	$3,593,700	$3,593,700
Residential For Sale	$649,263,579	$0	$0	$0	$0	$0	$45,959,708	$46,119,347	$47,781,104	$50,275,650	$50,292,192	$50,292,192	$48,420,610	$48,420,610	$51,163,520	$52,757,569	$52,730,360	$52,485,484	$52,565,235
Flex Office/Campus	$21,562,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$6,534,000	$6,534,000	$6,534,000	$1,960,200	$0	$0	$0	$0	$0
Town Center	$17,641,800	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,920,400	$3,920,400	$3,920,400	$3,920,400	$1,960,200	$0	$0	$0	$0
Industrial/Flex	$79,780,140	$0	$0	$0	$0	$0	$10,781,100	$11,499,840	$10,781,100	$10,781,100	$10,781,100	$0	$3,593,700	$3,593,700	$3,593,700	$3,593,700	$3,593,700	$3,593,700	$3,593,700
Total Finished Land Sales Revenues (constant $$)	$768,247,719	$0	$0	$0	$0	$0	$56,740,808	$57,619,187	$58,562,204	$61,056,750	$71,527,692	$60,746,592	$62,468,710	$57,894,910	$56,717,420	$56,351,269	$56,324,060	$56,079,184	$56,158,935
(Less) Commissions	($15,364,954)	$0	$0	$0	$0	$0	($1,134,816)	($1,152,384)	($1,171,244)	($1,221,135)	($1,430,554)	($1,214,932)	($1,249,374)	($1,157,898)	($1,134,348)	($1,127,025)	($1,126,481)	($1,121,584)	($1,123,179)
Net Finished Land Sales Revenue (constant $$)	$752,882,765	$0	$0	$0	$0	$0	$55,605,991	$56,466,803	$57,390,960	$59,835,615	$70,097,138	$59,531,660	$61,219,336	$56,737,012	$55,583,072	$55,224,243	$55,197,579	$54,957,600	$55,035,756
Net Finished Land Revenues - Appreciation (nominal $$)	$1,219,320,674	$0	$0	$0	$0	$0	$61,393,508	$65,149,389	$69,195,353	$77,192,832	$96,761,208	$90,805,314	$103,184,429	$99,932,857	$102,305,899	$106,219,486	$110,945,769	$115,434,271	$120,800,361
Net Finished Land Revenues - Appreciation (constant $$)	$969,200,005	$0	$0	$0	$0	$0	$55,605,991	$57,850,793	$60,238,719	$65,883,339	$80,965,450	$74,491,985	$82,987,423	$78,796,375	$79,085,788	$80,501,096	$82,434,340	$84,087,611	$86,271,095
Other Revenues (nominal $$)																			
Community Facilities District (CFD)	$247,997,820	$0	$0	$0	$0	$61,045,974	$0	$0	$0	$74,343,906	$0	$112,607,940	$0	$0	$0	$0	$0	$0	$0
Infrastructure Financing District (IFD)	$56,890,176	$0	$0	$0	$0	$0	$159,485	$327,529	$518,640	$730,657	$957,162	$1,198,792	$1,451,463	$22,916,204	$318,979	$677,209	$1,068,256	$1,493,057	$25,072,743
Other	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Other Revenues (nominal $$)	$304,887,997	$0	$0	$0	$0	$61,045,974	$159,485	$327,529	$518,640	$75,074,562	$957,162	$113,806,732	$1,451,463	$22,916,204	$318,979	$677,209	$1,068,256	$1,493,057	$25,072,743
Total Other Revenues (constant $$)	$254,403,419	$0	$0	$0	$0	$56,306,863	$144,162	$290,140	$450,244	$63,870,662	$798,032	$92,988,386	$1,162,232	$17,982,729	$245,302	$510,373	$788,981	$1,080,671	$17,784,642
TOTAL SOURCES (constant $$)	$1,223,603,424	$0	$0	$0	$0	$56,306,863	$55,750,154	$58,140,933	$60,688,963	$129,754,000	$81,763,482	$167,480,371	$84,149,655	$96,779,104	$79,331,089	$81,011,469	$83,223,321	$85,168,282	$104,055,738
TOTAL SOURCES (nominal $$)	**$1,524,208,671**	**$0**	**$0**	**$0**	**$0**	**$61,045,974**	**$61,552,993**	**$65,476,919**	**$69,713,993**	**$152,267,394**	**$97,718,369**	**$204,612,046**	**$104,635,892**	**$122,849,061**	**$102,624,878**	**$106,896,695**	**$112,014,025**	**$116,927,327**	**$145,873,104**
USES OF FUNDS																			
Pre-Development Costs (constant $$)(1)	$11,500,000	$0	$0	$0	$10,000,000	$0	$0	$500,000	$0	$500,000	$0	$500,000	$0	$0	$0	$0	$0	$0	$0
Pre-Development Costs (nominal $$)(1)	$12,370,488	$0	$0	$0	$10,612,080	$0	$0	$563,081	$0	$585,830	$0	$609,497	$0	$0	$0	$0	$0	$0	$0
In-Tract Costs (constant $$)	$233,800,555	$0	$0	$0	$0	$0	$15,601,977	$15,655,435	$17,282,073	$18,137,394	$17,946,474	$17,946,474	$17,564,634	$17,564,634	$18,328,314	$18,786,522	$19,405,102	$19,855,673	$19,725,848
In-Tract Costs (nominal $$)	**$292,892,182**	**$0**	**$0**	**$0**	**$0**	**$0**	**$17,225,844**	**$17,630,562**	**$19,851,669**	**$21,250,848**	**$21,447,698**	**$21,876,652**	**$21,839,415**	**$22,276,203**	**$23,709,628**	**$24,788,417**	**$26,116,713**	**$27,257,585**	**$27,620,949**
Infrastructure Costs (constant $$)																			
Offsite	$50,845,468	$0	$0	$0	$10,007,784	$10,007,784	$0	$5,388,200	$0	$13,992,500	$0	$11,449,200	$0	$0	$0	$0	$0	$0	$0
Backbone	$272,460,800	$0	$0	$0	$52,190,865	$52,190,865	$0	$55,798,900	$0	$20,761,390	$0	$91,518,780	$0	$0	$0	$0	$0	$0	$0
Additional Backbone for Non-Resid. Areas	$58,807,940	$0	$0	$0	$16,237,535	$16,237,535	$0	$26,332,870	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Schools	$72,500,000	$0	$0	$0	$3,625,000	$3,625,000	$0	$0	$0	$43,500,000	$0	$21,750,000	$0	$0	$0	$0	$0	$0	$0
Parks/ Open Space/ Centers/ Other	$64,380,000	$0	$0	$0	$4,712,500	$4,712,500	$0	$20,010,000	$0	$9,280,000	$0	$15,065,000	$0	$0	$0	$0	$0	$0	$10,600,000
Total Infrastructure Costs (constant $$)	$518,994,208	$0	$0	$0	$86,773,684	$86,773,684	$0	$107,529,970	$0	$87,533,890	$0	$139,782,980	$0	$0	$0	$0	$0	$0	$10,600,000
Total Infrastructure Costs (nominal $$)	**$594,904,900**	**$0**	**$0**	**$0**	**$92,084,928**	**$93,926,626**	**$0**	**$121,096,211**	**$0**	**$102,559,903**	**$0**	**$170,394,673**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,842,559**
Developer Payment of CFD Special Tax (constant $$)	$69,842,955	$0	$0	$0	$0	$4,784,075	$3,732,583	$2,680,370	$1,547,488	$5,738,552	$4,439,523	$10,962,766	$9,540,134	$8,125,252	$6,649,632	$5,145,377	$3,649,264	$2,166,880	$681,059
Developer Payment of CFD Special Tax (nominal $$)	**$86,249,267**	**$0**	**$0**	**$0**	**$0**	**$5,186,731**	**$4,129,325**	**$3,025,786**	**$1,782,563**	**$6,745,182**	**$5,324,780**	**$13,417,123**	**$11,914,276**	**$10,354,376**	**$8,646,864**	**$6,827,349**	**$4,940,992**	**$2,993,765**	**$960,155**
TOTAL USES (constant $$)	$834,137,718	$0	$0	$0	$96,773,684	$91,557,759	$19,334,560	$126,365,775	$18,829,561	$111,909,836	$22,385,997	$169,192,221	$27,104,768	$25,689,887	$24,977,946	$23,931,898	$23,054,366	$22,022,553	$31,006,907
TOTAL USES (nominal $$)	**$986,416,837**	**$0**	**$0**	**$0**	**$102,697,008**	**$99,113,357**	**$21,355,169**	**$142,315,641**	**$21,634,232**	**$131,141,763**	**$26,772,478**	**$206,297,945**	**$33,753,691**	**$32,630,580**	**$32,356,492**	**$31,615,766**	**$31,057,705**	**$30,251,349**	**$43,423,664**
RATE OF RETURN																			
NET CASH FLOW (constant $$)	$389,465,706	$0	$0	$0	($96,773,684)	($35,250,896)	$36,415,594	($68,224,842)	$41,859,403	$17,844,165	$59,377,484	($1,711,850)	$57,044,886	$71,089,218	$54,353,144	$57,079,571	$60,168,955	$63,145,729	$73,048,831
NET CASH FLOW (nominal $$)	**$537,791,834**	**$0**	**$0**	**$0**	**($102,697,008)**	**($38,067,382)**	**$40,197,825**	**($76,838,723)**	**$48,079,761**	**$21,125,631**	**$70,945,892**	**($1,685,899)**	**$70,882,202**	**$90,218,481**	**$70,268,386**	**$75,280,930**	**$80,956,320**	**$86,675,978**	**$102,449,440**
CUMULATIVE		$0	$0	$0	($102,697,008)	($140,764,390)	($100,566,565)	($177,405,288)	($129,325,527)	($108,199,896)	($37,254,004)	($38,939,903)	$31,942,299	$122,160,780	$192,429,166	$267,710,095	$348,666,416	$435,342,394	$537,791,834
IRR	**18.3%**																		
NPV (at 20%)	**($8,909,165)**																		

(1) Includes all pre-development costs accrued through 2017.

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SOURCES AND USE OF FUNDS

Table 5 shows Phase One sources and uses in constant dollar terms. As shown, a total of $1.37 billion in revenues is estimated to be required. The primary source will be the revenues from the land sales. Project-generated public financing sources (through the establishment of a Community Facilities District and an Infrastructure Financing District) will also be an important source. In the first four years of Phase One, developer capital (equity and conventional debt funding) will be required to fund pre-development and early infrastructure and public facilities investments.

TABLE 5: SOURCES AND USES (CONSTANT 2014 $$)

Source/ Use	Amount (2014 Constant $$)
Sources	
Developer Capital[1]	$146,600,000
Project Generated Public Financing	
Mello Roos Community Facilities District	$211,600,000
Enhanced Infrastructure District Funding	$42,800,000
Finished Land Sale Revenues	$969,200,000
Total Sources	**$1,370,200,000**
Uses	
Pre-Development	$11,500,000
In-Tract Infrastructure	$233,800,000
Backbone Infrastrucuture (On and Off Site)	$382,100,000
Public Facilities and Other Amenities	$136,900,000
Developer Payment of CFD Special Taxes	$69,800,000
Subtotal	**$834,100,000**
Return on Capital	$536,100,000
Total Uses	**$1,370,200,000**

1 DEBT AND EQUITY STRUCTURE TO BE DETERMINED THROUGH UNDERWRITING PROCESS PRECEDING PROJECT DEVELOPMENT.

DEVELOPER CAPITAL

A total of about approximately $147 million in developer capital is estimated to be required (in constant 2014 dollar terms). This will include both equity and debt. The precise blend will be determined as the development program is further defined and the underwriting criteria determined.

LAND ACQUISITION PAYMENT OFFER

The financial analysis for Phase One was conducted to evaluate the financial feasibility of the proposed development. The results of the analysis are preliminary, and a financial structure upon which any land acquisition payment to the Navy could be based will require significantly more discussion and negotiation with the City – and should be developed in conjunction with the Development and Disposition Agreement for the CRP. Thus we believe it is premature to address this issue as part of this proposal. Furthermore, we believe that any compensation to the Navy should be based on the financial performance of the entire project, rather than just the Phase One property.

The foregoing notwithstanding, Lennar Urban has successfully negotiated an Economic Development Conveyance Memorandum of Agreement with the Navy for Treasure Island. Under the terms of that agreement, the City (with the obligation passed to the Master Developer) will make an initial payment to the Navy which is spread over the first ten years of the development following the initial conveyance. Subsequent to that initial payment, the Navy will participate in revenues from the project once the developer reaches certain defined return thresholds. We believe that some type of similar profit participation structure could be a valuable tool to advance the property conveyance and it represents a reasonable starting point for negotiations with the United States Navy.

PROJECT-GENERATED PUBLIC FINANCING

A total of about $255 million in funding is expected from project-generated public financing. This includes about $212.0 million in net bond proceeds from Communities Facilities District debt financing and about $43.0 million in net bond proceeds and pay as you go revenues from an Infrastructure Financing District (IFD). In the earlier years, the land developer will pay the net special tax balance after homeowners have paid a special tax equivalent to 0.65 percent of property value. It is also assumed that the City will support the establishment of an IFD where the City's share of property tax allocation is directed to the IFD.

A TOTAL OF ABOUT $255 MILLION IN FUNDING IS EXPECTED FROM PROJECT-GENERATED PUBLIC FINANCING.

OTHER PUBLIC/ OUTSIDE FUNDING

The Phase One financial analysis does not assume any outside public funding. However, Lennar has a successful track record of working with our public partners to pursue outside funding opportunities as they arise. Given the enhanced sustainable performance of the community, we believe the project is well positioned for opportunities such as: (1) funding from the California Strategic Growth Council through cap and trade revenues to support Transit Oriented Developments; (2) Prop 1C Infill and TOD funding; (3) federal funding for transportation investments (e.g., TIGER Grants and TIFIA Loans); (4) a range of potential funding sources for affordable housing; and, (5) future State Bond revenues focused on supporting new school construction.

APPENDICES

OUR LONG TERM COMMITMENT IS TO PROVIDE A NEW COMMUNITY WITH AN UNMATCHED QUALITY OF LIFE FOR THE RESIDENTS OF THE CITY OF CONCORD.

30k

AT COMPLETION, THIS NEW COMMUNITY WILL BE HOME TO 30,000 PEOPLE FROM MANY WALKS OF LIFE. WE WILL WORK TOGETHER TO CULTIVATE A PLACE OF PRIDE FOR THE CITY AND ITS CITIZENS.

TOGETHER LET'S PLANT THE SEEDS.

PETER CALTHORPE
PRINCIPAL & PARTNER

EXPERIENCE: 30+ years

EDUCATION & AFFILIATIONS
- Yale Graduate School of Architecture
- Founder of Congress for New Urbanism

MAJOR AWARDS
- Newsweek's "25 Innovators on the Cutting Edge"
- Urban Land Institute's J.C. Nichols Prize for Visionaries in Urban Development (2006)
- President's Council for Sustainable Development

Peter Calthorpe's long and honored career in urban design, planning, and architecture began in 1976, combining his experience in each discipline to develop new approaches to urban revitalization, suburban growth, and regional planning.

In 1983, Peter Calthorpe founded the award-winning firm of Calthorpe Associates devoted to sustainable urban design and planning globally. For his contribution in redefining the models of urban and suburban growth, Calthorpe was named one of 25 "innovators on the cutting edge" by Newsweek Magazine and was awarded ULI's prestigious 'J.C. Nichols Prize for Visionaries in Urban Development' in 2006.

He is one of the founders and the first board president of Congress of New Urbanism. Metropolis Magazine claims "the titles of Peter Calthorpe's books define the recent history of urban design in its most vital and prescient manifestations".

In the 1986 he, along with Sim Van der Ryn, published **Sustainable Communities**, a book that inspired several generations of new thinking in environmental design and helped launch 'sustainability' as a defining goal of many ecological efforts. In the early 90's he developed the concept of Transit Oriented Development (TOD) highlighted in **The Next American Metropolis**, an idea that is now the foundation of many regional policies and city plans around the world.

In 2001 he published **The Regional City: Planning for the End of Sprawl** with Bill Fulton, explaining how regional-scale planning can integrate urban revitalization and suburban renewal into a coherent vision of metropolitan growth. His seminal plans for Portland, Salt Lake City, Los Angeles, and post-hurricane Southern Louisiana demonatrated a more interactive approach to environmental design at the Metropolitan scale.

His latest book, **Urbanism in the Age of Climate Change**, documents his work relating patterns of development to energy and carbon emissions, along with other environmental, social and economic impacts. Recently he led a groundbreaking state-wide urban design effort, Vision California, to inform the implementation of the state's Climate Change legislation.

DAVID BLAKE
PRINCIPAL

EXPERIENCE: 20+ years

EDUCATION & AFFILIATIONS
- Lousiana State University
- Bachelor of Landscape Architecture

David Blake is an urban designer and licensed landscape architect with more than 20 years experience in town master planning and site design. His professional experience includes town center, residential and recreational park designs, with an emphasis on designs that respond sensitively to challenging topography. He has created and implemented dozens of site and landscape development plans and has been involved in the management and production of diverse and complex working drawings throughout his career.

Prior to joining Calthorpe Associates, Mr. Blake worked as an independent consultant to various landscape architects in the Bay Area including Robert Lamb Hart and Merrill & Associates in San Francisco, and Howard Fields & Associates in Sausalito, CA. His expertise included urban design, residential site planning, and parks and open space designs.

Mr. Blake graduated with a Bachelor of Landscape Architecture from Louisiana State University - College of Design in 1985. He is a member of the American Society of Landscape Architects and the Congress for New Urbanism.

At Calthorpe Associates, Mr. Blake has been lead designer and/or project manager on a variety of projects, including:

• Navy Housing Redevelopment: Honolulu, Hawaii

• Stapleton Redevelopment: Denver, Colorado

• West Bench Master Plan: Salt Lake Valley, Utah

• Issaquah Highlands: Issaquah, Washington

• Northwest Landing, Dupont, Washington

• Arabian Canal: Dubai, UAE

EXPERIENCE: 13+ years

EDUCATION & AFFILIATIONS

- Harvard Graduate School of Design
- School of Planning & Architecture, India
- Masters in Urban Planning & Real Estate
- Masters in Urban Design
- Bachelor of Architecture

MITALI GANGULY
ASSOCIATE

Mitali has been working at Calthorpe Associates since 2006. With experience in urban design, planning and architecture, her interests include urban revitalization and infill development supported by transit and mixed-use. She brings to Calthorpe a diverse set of skills and varied work experience in different countries. At Calthorpe Associates, Mitali has been working mainly on international master-planning and transit-oriented projects, ranging from regional plans to neighborhood design. She has been actively involved in managing projects and participating in local and international design workshops.

Prior to Calthorpe Associates, Mitali has worked at Gensler, San Francisco on urban mixed-use projects in China and the US. Her work experience outside the US includes Singapore and India. She has been a guest critic at urban design studios at the University of California (Berkeley), Stanford University and the School of Planning and Architecture (S.P.A), India.

Mitali's academic background consists of a Bachelors degree in Architecture and a Masters degree in Urban Design, both from S.P.A, India. She graduated from the Harvard Graduate School of Design with a Masters degree in Urban Development and Real Estate. She is a member of APA, CNU and SPUR.

At Calthorpe Associates, some of Mitali's recent projects include:

• Maluan Bay New Town: Xiamen, China

• Liangjiang Regional Plan: Chongqing, China

• Chenggong New Town: Kunming, China

• Urban Strip: Amman, Jordan

• Alameda Point: Alameda, California

• Arabian Canal: Dubai, UAE

EXPERIENCE: 10+ years

EDUCATION & AFFILIATIONS

- University of Cincinnati College of Design, Architecture, Art and Planning
- Bachelor of Urban Planning

GREG GURREN

SENIOR DESIGNER

Greg Gurren is an urban designer and planner with experience in transit-oriented development, mixed-use community design, transportation planning, and form-based coding. Following an internship with Calthorpe Associates in 2006, Greg completed his degree and joined the firm in 2008. His involvement with the firm includes a wide variety of projects such as Stapleton (Denver, CO) and Daybreak (South Jordan, Utah), as well as several international community plans. His interests include sustainable development, historic urbanism, classical and vernacular architecture, quality affordable housing, revitalization, and transportation choice.

Greg received his Bachelor of Urban Planning degree from the University of Cincinnati's College of Design, Architecture, Art, and Planning. Prior to joining Calthorpe Associates, Greg worked as an intern with Duany, Plater-Zyberk and Company in Gaithersburg, Maryland and Edwards & Kelcey in Cincinnati, Ohio. A member of the American Planning Association, Congress for the New Urbanism, and SPUR, he is currently pursuing both AICP and LEED accreditation.

At Calthorpe Associates, Greg has recently worked on:

- Langstaff Gateway: Markham, Ontario, Canada
- Stapleton Redevelopment: Denver, Colorado
- Daybreak Master Plan: South Jordan, Utah
- Mayasem Master Plan : Jeddah, Saudi Arabia
- Arabian Canal: Dubai, UAE

Claire Maxfield

Director LEED AP BD+C

PROJECTS

55 Laguna Street, San Francisco, CA
BAR ARCHITECTS WITH WOOD PARTNERS

Bozbuk Sustainable Resort Development, Izmir, Turkey
ROBERT AM STERN ARCHITECTS WITH CAPITAL PARTNERS

CityCenter Mandarin Oriental Hotel, Las Vegas, NV
KPF WITH ADAMSON ASSOCIATES AND MGM

Columbia Manhattanville Sustainability Masterplan, New York, NY
COLUMBIA UNIVERSITY MANHATTANVILLE DEVELOPMENT GROUP

Gateway of Pacific, South San Francisco, CA
FLAD ARCHITECTS WITH BIOMED REALTY TRUST

Genentech Hilltop A Office Building, South San Francisco, CA
PERKINS + WILL WITH GENENTECH

Mission Rock Development, San Francisco, CA
PERKINS + WILL WITH SF GIANTS

NVIDIA Headquarters, Santa Clara, CA
GENSLER WITH SARES REGIS

Range Ranch Development, Santa Rosa, CA
BAR ARCHITECTS WITH WOLFF COMPANY

Santa Clara County/Stanford University Green Building Ordinance Consulting
STANFORD UNIVERSITY DEPARTMENT OF PROJECT MANAGEMENT

Transbay Transit Center, San Francisco, CA
PELLI CLARKE PELLI ARCHITECTS WITH ADAMSON ASSOCIATES AND TRANSBAY JOINT POWERS AUTHORITY

The Visionaire at Battery Park City, New York, NY
PELLI CLARKE PELLI ARCHITECTS WITH ALBANESE

PUBLICATIONS

An Eco-House for the Future | NEW YORK TIMES MAGAZINE, 2007
Negotiating the National Forests | 306090, 2004

TEACHING

Consultant | RURAL STUDIO, 2013
Guest Lecturer | UC BERKELEY DEPT. OF ARCHITECTURE, 2010
Guest Critic | CALIFORNIA COLLEGE OF ART, 2008-2009
Visiting Instructor | PARSONS THE NEW SCHOOL FOR DESIGN, 2006-2007

PRESENTATIONS

Facade Innovation for Sustainability
USC EXECUTIVE EDUCATION SERIES, 2012

Transbay Transit Center: Rail Use Meets Water Reuse
LIVING FUTURES VANCOUVER, 2011

International Green Building Methods and Regulations
AIA NATIONAL CONVENTION, 2010

Assessing Façade Performance
CENTER FOR ARCHITECTURE, 2008

Lessons Learned: Avoiding the Pitfalls of Green Construction
GREENBUILD DENVER, 2006

JURIES

What Makes it Green? Awards | SEATTLE AIA, 2010
AIA Energy and Sustainability Awards | SAN FRANCISCO AIA, 2009 + 2012

Claire is the Director of Atelier Ten's San Francisco office as well as the firm-wide practice director for environmental design. She has particular expertise in facade optimization, daylighting and shading design, and comprehensive water management systems. She is also experienced in developing integrated site and facility sustainability frameworks and guidelines for renowned architectural and institutional clients.

EDUCATION

M. ARCH.
PRINCETON UNIVERSITY SCHOOL OF ARCHITECTURE, 2003

BA ARCHITECTURAL HISTORY/THEORY & ENVIRONMENTAL STUDIES
CORNELL UNIVERSITY, 2000

EXPERIENCE

ATELIER TEN
2004-PRESENT

BRIGGS KNOWLES ARCHITECTURE + DESIGN
DESIGNER, 2002-2003

AFFILIATIONS

AIA SAN FRANCISCO
COMMITTEE ON THE ENVIRONMENT
CO-CHAIR, 2011
MEMBER, 2010-PRESENT

US GREEN BUILDING COUNCIL
NORTHERN CALIFORNIA CHAPTER
MEMBER

SPUR
MEMBER

atelier ten

Environmental Design Consultants + Lighting Designers
atelierten.com

Emilie Hagen

Associate Director LEED AP BD+C

PROJECTS

Allston Campus Masterplan, Harvard University | CAMBRIDGE, MA
COOPER ROBERTSON AND PARTNERS

Al Saadiyat Island Marina District Masterplan | ABU DHABI, UAE
PROJECT FOR PUBLIC SPACES | ESTIDAMA CERTIFIED TARGET

Ann & Robert H. Lurie Children's Hospital of Chicago | CHICAGO, IL
ZIMMER GUNSUL FRASCA ARCHITECTS | LEED SILVER TARGET

Kohler Environmental Center, Choate Rosemary Hall | WALLINGFORD, CT
ROBERT A.M. STERN ARCHITECTS | LEED PLATINUM | NET ZERO TARGET

Lassonde Living Learning Center, University of Utah | SALT LAKE CITY, UT
YAZDANI STUDIO OF CANNON DESIGN AND EDA ARCHITECTS

Lower Sproul Redevelopment and Student Center | UNIVERSITY OF CALIFORNIA, BERKELEY, CA
MRY ARCHITECTS AND PLANNERS | LEED GOLD TARGET

Mexico City Masterplan, Mexico City, Mexico
PELLI CLARKE PELLI ARCHITECTS

Miami Science Museum | MIAMI, FL
GRIMSHAW | LEED GOLD TARGET

NVIDIA Headquarters | SANTA CLARA, CA
GENSLER

Perry and Marty Granoff Center for Creative Arts, Brown University | PROVIDENCE, RI
DILLER SCOFIDIO + RENFRO | LEED GOLD

Reston Station Towers | RESTON, VA
JAHN | LEED SILVER TARGET

SFO Consolidated Administrative Campus Masterplan | SAN FRANCISCO, CA
HKS

SFMOMA Expansion | SAN FRANCISCO, CA
SNØHETTA AND EHDD | LEED GOLD TARGET

Wasserstein Hall and Caspersen Student Center, Harvard Law School | CAMBRIDGE, MA
ROBERT A.M. STERN ARCHITECTS | LEED GOLD

50 West Street Residential Tower | NEW YORK, NY
ALBANESE CORPORATION | LEED SILVER TARGET

TEACHING

Instructor, Graduate Architecture | PARSONS THE NEW SCHOOL FOR DESIGN SCE, 2008-2013
Environmental Advisor, Building Intelligence Project | COLUMBIA UNIVERSITY GSAPP, 2010-2013
Guest Critic | COLUMBIA UNIVERSITY GSAPP, 2008, 2011, 2012

PRESENTATIONS

When Buildings Teach
URBAN GREEN COUNCIL SALON, 2013

Evaluating Complex Wall Systems and Layers of Facade Designs While Ensuring Durability
FACADES DESIGN AND DELIVERY CONFERENCE, 2012

Passive Design 101
ASHRAE NY/AIA NY COTE INTEGRATION SERIES, 2010

Sustainability Frameworks Educational Session
URBAN GREEN EXPO, 2009

Natural Talent Design Competition
GREENBUILD, 2007

PUBLICATIONS

Baby It's Cold Inside | URBAN GREEN COUNCIL, 2014
Observations on Resilience in the Wake of Hurrican Sandy | TRIM TAB, 2004

Emilie is the Associate Director of the San Francisco office and leader of the daylight and carbon practices. She has consulted on over 50 LEED certified and LEED targeted projects. She works closely with architects and developers on residential and commercial buildings. Her projects range from one of the largest and most complex Net Zero Energy buildings in the U.S. to the first LEED Gold certified commercial gallery.

EDUCATION

B. ARCHITECTURE
SCHOOL OF ARCHITECTURE AND URBAN DESIGN, UNIVERSITY OF KANSAS, 2002

INSTITUTE OF ARCHITECTURE AND URBAN PLANNING UNIVERSITY OF STUTTGART, GERMANY
1999-2000, 2002-2003

EXPERIENCE

ATELIER TEN
2005-PRESENT

BNIM ARCHITECTS, ELEMENTS DIVISION
INTERN ARCHITECT, 2004-2005

WBP ARCHITECTS
ARCHITECT, 2003

AFFILIATIONS

US GREEN BUILDING COUNCIL
LEED ACCREDITED PROFESSIONAL

URBAN GREEN COUNCIL
RESILIENCY TASK FORCE, 2013

EAST COAST LIVING FUTURE COLLABORATIVE
COFOUNDER

Kristen DiStefano

Environmental Designer LEED AP BD+C

PROJECTS

The Anderson Collection at Stanford University, Stanford, CA
ENNEAD ARCHITECTS

Bioengineering and Science Building, University of Texas, Dallas, TX
PAGE AND ZGF ARCHITECTS | LEED SILVER TARGET

Building 52 Renovation, Massachusetts Institute of Technology, Cambridge, MA
BEYER BLINDER BELLE

Education and Administration Building, University of Texas, Austin, TX
PAGE AND ZGF ARCHITECTS

Lower Sproul Redevelopment and Student Center, University of California, Berkeley, CA
MRY ARCHITECTS AND PLANNERS | LEED GOLD TARGET

Misson Rock Seawall Lot 337 Masterplan, San Francisco, CA
PERKINS + WILL | ECODISTRICT TYPE 1 TARGET

NVIDIA Headquarters, Santa Clara, CA
GENSLER

Noumea Waterfront Masterplan, Noumea, New Caledonia
WOODS BAGOT

San Francisco Museum of Modern Art, San Francisco, CA
SNØHETTA WITH EHDD ARCHITECTS | LEED GOLD TARGET

salesforce.com Mission Bay Global Headquarters, San Francisco, CA
LEGORETTA + LEGORETTA WITH FLAD ARCHITECTS | LEED PLATINUM TARGET

Santa Monica Esplanade, Santa Monica, CA
PETER WALKER AND PARTNERS

San Francisco Airport Administrative Campus Masterplan, San Francisco, CA
HKS

Sorenson Arts and Education Complex, University of Utah, Salt Lake City, UT
EDA ARCHITECTS | LEED GOLD TARGET

Teaching and Learning Center for Health Sciences, University of Los Angeles
SKIDMORE OWINGS AND MERRILL | LEED GOLD TARGET

Tonsley Park Main Assembly Building, Adelaide, AUS
WITH WOODS BAGOT

Transbay Transit Center, San Francisco, CA
PELLI CLARKE PELLI ARCHITECTS | LEED GOLD TARGET

PUBLICATIONS

Center for Housing Innovation: Case Study Lab
U.S. GREEN BUILDING COUNCIL, 2009

Mechanical and Electrical Equipment for Buildings (MEEB), Instructors Manual, 11th Ed.
WILEY, 2009

TEACHING

Adjunct Professor | UNIVERSITY OF OREGON, 2008-2009
Teaching Associate | CORNELL UNIVERSITY, 2008
Teaching Assistant | CORNELL UNIVERSITY, 2005-2007

PRESENTATIONS

Balancing Act: A Study of Daylighting and Thermal Performance in Ithaca, New York
ISES SOLAR WORLD CONFERENCE, ORLANDO, FL, 2005

Kristen DiStefano is an environmental designer for domestic and international projects, with particular expertise in daylighting and masterplanning. She has worked with universities and institutions to integrate daylight optimization, shading control and innovative materials into their projects. She has managed projects ranging from an office building for a leading biotechnology company to one of the largest current projects for the University of California Berkeley.

EDUCATION

M.ARCH I
CORNELL UNIVERSITY, 2008

BA, CIVIL ENGINEERING AND STUDIO ART
BUCKNELL UNIVERSITY, 2003

EXPERIENCE

ATELIER TEN
2011-PRESENT

GENSLER
DESIGNER/JOB CAPTAIN, 2010-2011

GROUP 4 ARCHITECTURE, RESEARCH + PLANNING
DESIGNER, 2010

AFFILIATIONS

LEED ACCREDITED PROFESSIONAL
US GREEN BUILDING COUNCIL

AWARDS

AIA HENRY ADAMS MEDAL & CERTIFICATE OF MERIT
CORNELL UNIVERSITY

ALPHA RHO CHI MEDAL
CORNELL UNIVERSITY

atelier ten
Environmental Design Consultants + Lighting Designers
atelierten.com

Shruti Kasarekar

Senior Environmental Designer LEED AP BD+C

PROJECTS

The Anderson Collection at Stanford University, Stanford, CA
ENNEAD ARCHITECTS

Bing Concert Hall, Stanford University, Stanford, CA
ENNEAD ARCHITECTS

BioEngineering and Sciences Building, University of Texas at Dallas, TX
ZGF ARCHITECTS WITH PAGE SOUTHERLAND PAGE

Bioscience Research Laboratories, University of Arizona at Tucson, AZ
ZGF ARCHITECTS

Bridgeport Discovery Magnet School, Bridgeport, CT
SVIGALS + PARTNERS | LEED SILVER TARGET

Comstock Graduate Housing, Stanford University, Stanford, CA
STANFORD UNIVERSITY FACILITIES

Crocker Science Center, University of Utah, Salt Lake City, UT
EDA ARCHITECTS

Dell Medical School, University of Texas at Austin, TX
ZGF ARCHITECTS WITH PAGE SOUTHERLAND PAGE

Dover Public Library, Dover, DE
HOLZMAN MOSS BETTINO | LEED SILVER TARGET

Frost Museum of Science, Miami, FL
GRIMSHAW | LEED GOLD TARGET

GSA Broward County Federal Building, Tampa, FL
KRUECK + SEXTON ARCHITECTS

Integrated Research and Innovation Center, University of Idaho, Moscow, ID
NBBJ | LEED GOLD TARGET

Math and Science Building, Berkshire School, Berkshire, MA
CENTERBROOK ARCHITECTS AND PLANNERS | LEED SILVER TARGET

Mercersberg Academy Student Center, Mercersberg, PA
CENTERBROOK ARCHITECTS AND PLANNERS

Mission Rock / Seawall Lot 337 Masterplan, San Francisco, CA
PERKINS+WILL ARCHITECTS

Museum of the American Revolution, Philadelphia, PA
ROBERT A.M. STERN ARCHITECTS

San Francisco Museum of Modern Art, San Francisco, CA
SNØHETTA WITH EHDD ARCHITECTS | LEED GOLD TARGET

Skaggs Pharmacy Building, University of Utah, Salt Lake City, UT
NBBJ WITH EDA ARCHITECTS | LEED GOLD TARGET

Teaching and Learning Center for Health Sciences, UCLA, Los Angeles, CA
SKIDMORE, OWINGS & MERRILL | LEED GOLD TARGET

Theater for a New Audience, Brooklyn, NY
H3 HARDY COLLABORATION | LEED SILVER TARGET

TEACHING

Guest Juror - Green Architecture | STANFORD UNIVERSITY, 2012
Guest Lecturer; Assistant Lecturer | UNIVERSITY OF SOUTHERN CALIFORNIA, 2008
Graduate Teaching Assistant | ARIZONA STATE UNIVERSITY, 2006-2007

PRESENTATIONS/PAPERS

Solar Gain & Cooling Load Comparison Using Energy Modeling Software
SIMBUILD NEW YORK 2010

Trained in architecture and in building science, Shruti is an expert in the firm's Energy Analysis practice group. She brings to the team her experience in energy audits and analysis and her knowledge of energy and green building standards. She is an active member of the architecture, engineering, and energy analysis community in Northern California.

EDUCATION

M.S. BUILDING TECHNOLOGY
ARIZONA STATE UNIVERSITY, 2007

B.ARCHITECTURE
PUNE UNIVERSITY, INDIA, 2004

EXPERIENCE

ATELIER TEN
2010-PRESENT

ARUP
ENERGY CONSULTANT, 2007-2009

ARCHIVISTA ENGINEERING PROJECTS
ARCHITECT, 2004-2005

AFFILIATIONS

IBPSA US-SAN FRANCISCO
CHAPTER COMMITTEE CHAIR

ASHRAE
ASSOCIATE
SUB-COMMITTEE MEMBER BEMP EXAMINATION
SUB-COMMITTEE MEMBER BEAP EXAMINATION

USGBC NORTHERN CALIFORNIA CHAPTER

SPUR
CHAPTER COMMITTEE CHAIR

atelier ten
Environmental Design Consultants + Lighting Designers
atelierten.com

Henry Richardson

Environmental Designer LEED AP BD+C

PROJECTS

Academy Museum of Motion Pictures, Los Angeles, CA
RENZO PIANO BUILDING WORKSHOP AND STUDIO PALI FEKETE ARCHITECTS | LEED GOLD TARGET

BioEngineering and Sciences Building, University of Texas at Dallas, TX
ZGF ARCHITECTS AND PAGE SOUTHERLAND PAGE

Bioscience Research Laboratories, University of Arizona at Tucson, AZ
ZGF ARCHITECTS

California Science Center, Los Angeles, CA
ZGF ARCHITECTS

Confidential Office Building, South San Francisco, CA
PERKINS + WILL

Dell Medical School, Research Lab and Medical Office Buildings, UT, Austin, TX
ZGF ARCHITECTS AND PAGE SOUTHERLAND PAGE

Gateway of Pacific, South San Francisco, CA
FLAD ARCHITECTS | LEED PLATINUM TARGET

Integrated Research and Innovation Center, University of Idaho, Moscow, ID
NBBJ | LEED GOLD TARGET

Lassonde Studios, University of Utah, Salt Lake City, UT
CANNON DESIGN WITH EDA ARCHITECTS | LEED GOLD TARGET

Lower Sproul Redevelopment Project, UC Berkeley, Berkeley, CA
MRY ARCHITECTS AND PLANNERS | LEED PLATINUM TARGET

Medical Education Building, UCLA, Los Angeles, CA
SKIDMORE, OWINGS & MERRILL | LEED GOLD TARGET

Misson Rock Seawall Lot 337 Masterplan, San Francisco, CA
PERKINS + WILL | ECODISTRICT TYPE 1 TARGET

Nvidia Headquarters, Santa Clara, CA
GENSLER

Philadelphia Museum of Art, Philadelphia, PA
GEHRY PARTNERS | LEED SILVER TARGET

San Francisco Museum of Modern Art, San Francisco, CA
SNØHETTA WITH EHDD ARCHITECTS | LEED GOLD TARGET

San Francisco Airport Administrative Campus Masterplan, San Francisco, CA
HKS

Seoul Foreign School Facilities Master Plan, Seoul, Korea
ENNEAD ARCHITECTS

Stanford University LEED and Code Consulting, Stanford, CA
STANFORD UNIVERSITY FACILITIES

Teaching and Learning Center for Health Sciences, UCLA, Los Angeles, CA
SKIDMORE, OWINGS & MERRILL | LEED GOLD TARGET

Henry is an Environmental Designer with a strong background in daylight analysis, LEED administration and environmental design. With projects that range from complex masterplans to corporate headquarters, he has worked on Atelier Ten's first targeted Ecodistrict project and several net zero energy buildings.

EDUCATION

BA ARCHITECTURE
UNIVERSITY OF CALIFORNIA, BERKELEY, 2011

EXPERIENCE

ATELIER TEN
2013-PRESENT

ONG&ONG
INTERN/ASSISTANT DESIGNER, 2011-2012

AFFILIATIONS

LEED GREEN ASSOCIATE
US GREEN BUILDING COUNCIL

AWARDS

FONG AND CHAN SCHOLARSHIP
ACADEMIC MERIT IN THE COLLEGE OF ENVIRONMENTAL DESIGN

AIA CITATION AWARD
WURSTERSHIRE SAUCE BENCH, CONSTRUCTED REALITIES

STUDENT HONOR AWARD
WURSTERSHIRE SAUCE BENCH, ASLA 2011

BERKELEY PRIZE FOR SOCIAL ARCHITECTURE
SEMIFINALIST FOR ESSAY ON SUBURBAN WATER TANKS AND ROLE AS SOCIAL SPACE

2633 Camino Ramon
Suite 350
San Ramon, CA 94586

Gregory D. Miller, P.E.

Principal

Qualifications

Mr. Miller has over 30 years of civil engineering experience on projects throughout Northern California. Mr. Miller has been responsible for the management and design of all aspects of development for a number of Master Planned Communities and Military Base Re-Use Projects. His expertise includes conceptual planning, environmental documentation, and construction documents.

Selected Project Experience

HUNTERS POINT PHASE I/II
Lennar Urban
San Francisco, California

- Former Naval Shipyard
- Assist Lennar with clearing title of existing easements for parcels in Phase 1.
- Peer Review of the Grading and Infrastructure Plans for the Hillside and Hilltop / Hillside Development Areas of Phase 1, resulting in cost saving improvements.
- Site Improvement and Grading plans for the Phase 1 Welcome Center
- Tentative Maps, Final Maps and Lot Line Adjustments

MARE ISLAND
Lennar Mare Island
Vallejo, California

- Former Naval Shipyard
- 700 Acres of development including neighborhood and community parks
- 1,400 Residential Units
- Reuse of existing outfalls, existing roadways and underground infrastructure
- Maintain public access to adjacent properties during construction
- Coordination with adjacent Touro University
- Protection of wetland and environmentally sensitive areas

A.10

EAST GARRISON
East Garrison Partners
Monterey California

- Former Fort Ord Army Base
- 250 Acres of Development includes 1,400 residential units and historic preservation of a number of existing army facilities
- Traditional neighborhood design including a 16 acre Town Center
- Coordination with Army regarding UXO and Property Transfer

WINDEMERE
Windemere BLC Land
Company, LLC
(Lennar Homes)
San Ramon, California

- 5,200 Home Master Planned Community
- 8 Miles of Major Roadways
- 14 Miles of Paved and Ridgeline Trails
- Master Plans, Tentative Maps and Engineering Design
- Water Quality, Creek Restoration and Detention Basin Design
- Resource Agency Coordination and Processing
- Fire Station, Community Center, Elementary, Middle and High School

MOUNTAIN HOUSE
Shea Mountain House, LLC
Mountain House, California

- 16,000 Home Master Planned Community
- 5 Miles of Infrastructure Roads and Utilities
- Specific Plans, Utility Master Plans, Tentative Maps and Engineering Design
- Infrastructure Cost Estimates and Fee Analysis
- Fire Station & Four K-8 Schools
- Mountain House Creek Restoration
- Development of Town Center

Credentials

EDUCATION
Bachelors of Science in Civil Engineering
University of California, Berkeley

REGISTRATION
Professional Civil Engineering, California No. 45042

TOTAL YEARS PROFESSIONAL EXPERIENCE
30 years

2633 Camino Ramon
Suite 350
San Ramon, CA 94586

Ryan T. Hansen, P.E.

Project Manager

Qualifications

Mr. Hansen has over 8 years of civil engineering experience on projects located throughout Northern California. Mr. Hansen has been responsible for the management and design of all aspects of development for numerous complex projects. His expertise includes conceptual planning, environmental documentation, and construction documents.

Selected Project Experience

RIVER ISLANDS AT LATHROP
Califia, LLC
Lathrop, California

- 11,000 Home Master Planned Community
- 5 Miles of New Federal Project Levees
- 50 Acre Town Center
- 300 Acre Employment Center
- More than 260 Acres of Parklands and 600 Acres of Open Space
- 300 Acre Lake
- Various Single-boat and Multi-boat Docks
- 8 Schools, Including a High School
- 1 Fire Station
- Infrastructure and Subdivision Design & Final Map Preparation
- Detailed Engineering Cost Estimates

BRISA STATION
SummerHill Homes
Livermore, California

- 40 Acre, 465 Home Residential Development
- Adjacent to Train Station
- Includes Single Family, Median Density, and High Density Product
- Neighborhood Master Plan, Tentative Map and Engineering Design
- Stormwater Quality, Detention Basin and Hydromodification Design
- Ironhorse Regional Trail Extension

COLONNADE
Sares Regis Northern California
Los Altos, California

- 167 Residential Units and 12,000 SF of Retail Space
- Podium Structure with Multi Level Subterranean Parking
- Entitlement and Engineering Design
- Caltrans Permitting for Improvements to El Camino Real

7455 DUBLIN BOULEVARD
Bay West Development
Dublin, California

- 386 Residential Units and 17,000 SF of Retail Space
- Wrap Structure with Five Level Parking Garage
- Entitlement and Engineering Design
- Downtown Dublin Specific Plan – Transit Oriented Development Adjacent to Dublin BART Station
- Existing Infrastructure Studies and Capacity Analysis
- Detailed Stormwater Quality Control Studies

481 ON MATHILDA
SummerHill Apartment Communities
Sunnyvale, California

- 105 Condominium Units
- Podium Structure with Subterranean Parking
- Entitlement and Engineering Design
- Downtown Sunnyvale Specific Plan – Transit Oriented Development Adjacent to Caltrans Station
- Processing of right-of-way vacation and dedications
- Geometric Plan Line Studies for Future Lane Configurations of Mathilda Avenue
- Detailed Stormwater Quality Control / C.3 Studies
- Existing Infrastructure Studies and Capacity Analysis

Credentials

EDUCATION
Bachelors of Science in Civil Engineering
University of the Pacific

REGISTRATION
Professional Civil Engineering, California No. 80557

TOTAL YEARS PROFESSIONAL EXPERIENCE
8 years

2633 Camino Ramon
Suite 350
San Ramon, CA 94586

Mark H. Wehber, P.L.S.

Survey Manager

Qualifications

Mr. Wehber has over 30 years of land surveying experience with 15 years on projects located throughout Northern California. Mr. Wehber has been worked extensively on land development projects along with public right-of-way and survey projects. Mr. Wehber has a special expertise in the preparation and implementation of quality assurance and quality control procedures for large surveying projects and managing client and project needs from initialization to completion.

Selected Project Experience

AEROJET / GENCORP
Folsom, California

- 6,000 acres of public, private transit oriented development including 3,400 Residential Units and 4.3 million square feet of commercial property
- Delineation of one of the first nationwide superfund sites being re-developed,
- Coordination of two new light rail stations.
- Coordination with agencies including State, County and Local for Right of way purposes.
- Topographic, tree and boundary survey of entire site.
- Assist client with easements and restrictions for sensitive blast area zones.
- Prepare lot line adjustments

DUBLIN RANCH
Dublin, California

- 2,300 Acres of public and private land development
- Golf Course improvements and construction staking
- Elementary School and Middle school coordination
- Tentative Maps, Final Maps, and Condominium mapping for single family, high density and multi-family units.
- Commercial development along Highway 580
- Caltrans right-of-way mapping along Highway 580
- Right of way analysis for drainage box culverts

A.12

HUNTERS POINT PHASE I/II
Lennar Urban
San Francisco, California

- Former Naval Shipyard
- Assist Lennar with clearing title of existing easements for parcels in Phase 1.
- Peer Review of the Grading and Infrastructure Plans for the Hillside and Hilltop / Hillside Development Areas of Phase 1, resulting in cost saving improvements.
- Site Improvement and Grading plans for the Phase 1 Welcome Center
- Tentative Maps, Final Maps and Lot Line Adjustments

CENTRAL LATHROP
Lathrop, California

- 1,521 Acre Specific Plan
- Boundary, topographic and right-of-way survey for new city wide infrastructure
- RD17 Levee restoration project to comply with new State and Federal regulations.
- Town center coordination

Credentials

EDUCATION
Associates Degree
Bergen Community College, Paramus, New Jersey

Municipal Engineering Construction Inspection Certificate
Rutgers State University, New Jersey

REGISTRATION
California Licensed Land Surveyor No. 7960

TOTAL YEARS PROFESSIONAL EXPERIENCE
30 years

2633 Camino Ramon
Suite 350
San Ramon, CA 94586

Gary Osterhout

Senior Engineer

Qualifications

Mr. Osterhout has over 35 years of civil engineering experience in the Central California area. He has supervised the design of numerous complex projects from initial concept through final construction. His expertise includes preliminary grading analysis, hydraulics and storm water quality, design of major infrastructure, preliminary estimates of cost, and general quality control of improvement and grading plans.

Selected Project Experience

HUNTERS POINT PHASE I/II
San Francisco, California

- Former Naval Shipyard
- Assist Lennar with clearing title of existing easements for parcels in Phase 1.
- Peer Review of the Grading and Infrastructure Plans for the Hillside and Hilltop / Hillside Development Areas of Phase 1, resulting in cost saving improvements.
- Site Improvement and Grading plans for the Phase 1 Welcome Center
- Tentative Maps, Final Maps and Lot Line Adjustments

ARDENWOOD
Fremont, California

- 1,500 Acre Master Plan Community
- Preliminary planning and design of major utilities and grading
- Storm drainage studies of major creeks and channels serving the development
- Final design and review of neighborhoods

MOUNTAIN HOUSE
Shea Mountain House, LLC
Mountain House, California

- 16,000 Home Master Planned Community
- 5 Miles of Infrastructure Roads and Utilities
- Specific Plans, Utility Master Plans, Tentative Maps and Engineering Design
- Infrastructure Cost Estimates and Fee Analysis
- Fire Station & Four K-8 Schools
- Mountain House Creek Restoration
- Development of Town Center

DUBLIN RANCH
Dublin, California

- 2,300 Acres of public and private land development
- Golf Course improvements and construction staking
- Elementary School and Middle school coordination
- Tentative Maps, Final Maps, and Condominium mapping for single family, high density and multi-family units.
- Commercial development along Highway 580

Credentials

EDUCATION
Bachelors of Science in Civil Engineering
Stanford University

REGISTRATION
Professional Civil Engineering, California No. 35233

TOTAL YEARS PROFESSIONAL EXPERIENCE
35 years

URI ELIAHU, GE
PRESIDENT

EDUCATION

BS, Civil Engineering, University of California, Berkeley, 1981

EXPERIENCE

Years with ENGEO: 28
Years with Other Firms: 5

REGISTRATIONS & CERTIFICATIONS

Professional Engineer, CA, 39522
Professional Engineer, NV, 12441
Geotechnical Engineer, CA, 2166

SPECIALIZATIONS

- Compressible Soils
- Construction Observation
- Creek Stabilization/Restoration
- Earth Dam Design and Safety Evaluation
- Earth Retaining Structures
- Excavation and Shoring
- Foundation Design
- Geologic Hazard Abatement Districts (GHADs)
- Grading Project Management
- Hillside Grading
- Landslide Investigations and Repairs
- Levee Analyses
- Slope Stability
- Subgrade Stabilization
- Water Quality Studies
- Water Resources

AFFILIATIONS

SPUR SF Planning and Urban Research Association

Contra Costa Council

ASCE - American Society of Civil Engineers

FMA - Floodplain Management Association

As President of ENGEO, Mr. Eliahu promotes technical excellence and extraordinary client service throughout the firm. Under his leadership, ENGEO has become Northern California's consultant of choice for master-planned, mixed-use development, large-scale earthwork, transportation, urban infill and redevelopment of Brownfields, industrial sites and military bases. Mr. Eliahu is a Founding Director of the California Association of Geologic Hazard Abatement Districts (GHADs) and its current President.

In 2009, Mr. Eliahu was selected Civil Engineer of the Year by the American Society of Civil Engineers and in 2008, he was voted Businessman of the Year by the San Ramon Chamber of Commerce.

Mr. Eliahu has evolved into a leading expert of entitlement and regulatory permitting processes. He has lent his expertise to a wide range of complex projects in a number of settings. He has developed and fostered close relationships with a number of decision-making officials in many local, state, and federal jurisdictional agencies. He has consistently been able to deftly navigate technical and political constraints, resulting in timely, cost-effective delivery of project entitlements. Mr. Eliahu is a trusted advisor to a vast group of public and private clients and colleagues.

Select Project Experience

- Alameda Point (Formerly Alameda Naval Air Station)
- Mare Island Naval Shipyard Redevelopment
- Treasure Island Naval Base
- Hunters Point Shipyard Redevelopment
- Oak Knoll Naval Hospital
- Dougherty Valley
- El Toro Marine Corps Air Station
- Fort Ord
- Hamilton Air Force Base
- Camp Parks Army Reserve
- Potrero Canyon
- Tejon Mountain Village
- Intervening Properties
- River Islands
- Waters End (Benicia)
- Hercules Intermodal Transit Village

ENGEO
Expect Excellence

JOSEF J. TOOTLE, GE
PRINCIPAL ENGINEER

EDUCATION

BS, Civil Engineering, San Jose State University, 1994
MS, Civil Engineering, University of California at Berkeley, 1995

EXPERIENCE

Years with ENGEO: 15
Years with Other Firms: 4

REGISTRATIONS & CERTIFICATIONS

Professional Engineer, CA, 58282
Geotechnical Engineer, CA, 2677

SPECIALIZATIONS

- Compressible Soils
- Construction Observation
- Creek Stabilization/Restoration
- Flood Control Structures
- Grading Project Management
- Hillside Grading
- Levee Analyses
- Plans, Specifications, and Estimates

AFFILIATIONS

FMA - Floodplain Management Association

Mr. Tootle has more than 18 years of experience in Project Management, large hillside grading design, pavement design, riparian corridor restoration, probabilistic seismic hazard analysis, development of foundation criteria, hydrologic evaluation, and levee design. He joined ENGEO in 1999 and manages ENGEO's San Ramon office.

Mr. Tootle has been the lead geotechnical consultant on hundreds of large projects that have collectively included more than 100 million cubic yards of earth work; hundreds of miles of roadway improvements; public infrastructure, including bridges, tunnels, levees, detention basins, highways and light rail transit corridors; commercial and retail centers; community centers; public buildings, including libraries, public schools and community colleges; and police and fire stations.

For the past several years, Mr. Tootle has been a participating member of the Urban Levee Design Criteria development committee. The committee's purpose is to develop levee design criteria for Urban and Urbanizing areas that require a 200-year level of protection as defined in Senate Bill 5.

Select Project Experience

- Windemere, Phase One—San Ramon
- Mountain House Master Planned Community—Mountain House
- Oak Knoll Naval Hospital
- Hamilton Air Force Base
- Camp Parks Army Reserve
- Pantages—Byron
- River Islands—Lathrop
- Wendt Ranch—Danville
- Oakley and Trembath Detention Basins—Antioch
- Dougherty Valley Water Reservoir Zone 200 and Reservoirs Zone 300 and 300R—San Ramon
- Arroyo Crossing—Livermore
- Cecchini Property—Discovery Bay
- Land Park—Lathrop
- Richmond Transit Village—Richmond
- Trilogy at The Vineyards—Brentwood

ENGEO Expect Excellence

JULIA MORIARTY, GE, QSD
PRINCIPAL ENGINEER

EDUCATION

BS, Civil Engineering, California State University, Chico, 1994

EXPERIENCE

Years with ENGEO: 20
Years with Other Firms: 0

REGISTRATIONS & CERTIFICATIONS

Professional Engineer, CA, 58128
Geotechnical Engineer, CA, 2679
CASQA QSD Certified, CA, 00210
CASQA QSP Certified, CA, 00210

SPECIALIZATIONS

- Compressible Soils
- Construction Observation
- Deep Foundations
- Earth Retaining Structures
- Foundation Design
- Geosynthetic Materials
- Grading Project Management
- Hillside Grading
- Liquefaction Analyses
- Pavement Evaluation and Design
- Slope Stability
- Subgrade Stabilization
- Water Resources

AFFILIATIONS

ASCE - American Society of Civil Engineers

CalGeo - California Geotechnical Engineering Association

CASQA California Stormwater Quality Association

Ms. Moriarty joined ENGEO in 1994. As Principal-in-Charge of the San Jose and Irvine offices, Ms. Moriarty's responsibilities include technical input to staff for geotechnical design, mitigation, and implementation of geotechnical parameters; field recommendations; and technical reviews of ENGEO's documents of service. She also provides project management duties for master-planned, mixed-use, and residential developments, as well as infrastructure, transportation, energy, and flood control developments. Her geotechnical expertise includes complex hillside projects requiring remedial grading, slope stability, landslide repair, liquefaction and soft soil mitigation, design of reinforced slopes and mechanically stabilized earth (MSE) systems, pavement design, and developing foundation design criteria for structures and walls. In addition, Ms. Moriarty has extensive construction observation experience including remedial grading/grading, utility installation, pavement construction and rehabilitation, retaining wall construction, and deep foundations. She also specializes in stormwater services including preparing and implementing stormwater pollution prevention plans (SWPPP), stormwater management plans (SWMP), and Erosion and Sediment Control Plans (ESCP) according to current regulatory standards.

Ms. Moriarty has been the lead geotechnical consultant for several large projects that have collectively included more than 50 million cubic yards of earthwork; hundreds of miles of roadway/utility improvements; public infrastructure, including water tanks, bridges, tunnels, detention basins, infiltration ponds; military base reuse projects; golf courses with associated amenity lakes, comfort stations, cart bridges and tunnels, and maintenance and clubhouse facilities; commercial and retail centers; community centers; and public buildings, including police and fire stations.

Select Project Experience

- El Toro Marine Corps Air Station (Heritage Fields) Irvine
- East Garrison Development, Fort Ord—Monterey
- Moffett Field - AFRC and Army Reserve Program Regional Readiness Sustainment Command Headquarters—Mountain View
- Coyote Valley Specific Plan—San Jose
- Crystyl Ranch—Concord
- Eagle Ridge Development—Gilroy
- El Rancho San Benito—Hollister
- River Islands—Lathrop
- The Ranch on Silver Creek—San Jose

ENGEO
Expect Excellence

PHILIP J. STUECHELI, CEG
ASSOCIATE GEOLOGIST

EDUCATION

BS, Geology, Ohio State University, 1982

MS, Geology, Ohio State University, 1984

EXPERIENCE

Years with ENGEO: 12
Years with Other Firms: 0

REGISTRATIONS & CERTIFICATIONS

Professional Geologist, CA, 4861
Certified Engineering Geologist, CA, 1640

SPECIALIZATIONS

- Earthquake Fault Evaluation
- Geologic Hazard Evaluation
- Geomorphology
- Hillside Grading
- Landslide Investigations and Repairs
- Mining/Quarries
- Slope Stability

AFFILIATIONS

Association of Engineering Geologists

Mr. Stuecheli joined ENGEO 1998 with more than twelve years of engineering geology experience, working on a wide range of projects including residential and commercial grading projects, school sites, expert witness services for litigation, peer review and consultation services for city and county governments and consultation work for public and private agencies. He is the lead geologist in charge of geologic hazard evaluation, geotechnical site characterization for many successful projects covering several thousand acres of land in the California Coast Ranges and Transverse Ranges, the Central Valley and in western Nevada. His responsibilities include estimation of construction quantities and costs, and coordination of geotechnical issues with civil engineers and public agencies. During project construction, Mr. Stuecheli is responsible for overseeing geologic construction observation, coordinating geotechnical work with contractors and property owners and interfacing with inspectors, peer reviewers and public agency personnel.

Selected Project Experience

- Intervening Properties - Geotechnical Services—Danville, CA
- Wilder—Orinda, CA
- Yerba Buena Island - Geotechnical Conceptual Design Report—San Francisco, CA
- Fieldcrest Landslide Investigation—Fairfield, CA
- River Islands - Phase 2—Lathrop, CA
- Reclamation District No. 17 (RD-17)—Lathrop, CA
- Tejon Mountain Village—Kern, CA
- Potrero Canyon, Newhall Ranch—Newhall Ranch, CA
- Windemere—San Ramon, CA
- Gale Ranch—San Ramon, CA
- Palos Colorados Design - Geotechnical Exploration & Corrective Grading—Moraga, CA
- Montanera—Orinda, CA

ENGEO Expect Excellence

James Musbach

Managing Principal

Education

Master of City and Regional Planning (emphasis in land economics and real estate), University of California, Berkeley 1980

Bachelor of Arts in Urban Studies and Public Policy with highest honors, San Diego State University, 1978

Affiliations

Lambda Alpha International, Golden Gate Chapter (President 2008-2009)

Urban Land Institute, Full Member, (Vice-chair, San Francisco District Council, 2001)

Congress for the New Urbanism (Charter Member)

Honors + Awards

Congress for the New Urbanism "Award of Excellence" 2001 – Robert Mueller Municipal Airport Reuse Plan, Austin TX

American Institute of Architects "Excellence in Design" 1998 – Stapleton Development Plan

American Planning Association "Outstanding Planning Award" 1996 – Stapleton Redevelopment Plan

Publications

Reuse in the San Francisco Bay Area Offers a Laboratory to Test New Approaches to Public/Private Development", (Urban Land, September 2003)

"Financing Multiple Owner Master Plans" (Urban Land, July 1993)

About

James Musbach is a real estate economist with broad experience providing strategic advice to public and private clients on the economic and financial dimensions of land use and real estate development. He has particular expertise with implementation of complex, urban reuse and redevelopment projects, the negotiation of public/private development and financing agreements, and transit oriented development. In more than 30 years of professional experience, he has managed a wide variety of consulting projects throughout the United States.

Selected Project Management Experience

Port of San Francisco Pier 70 Master Plan, California

EPS led the Master Plan effort for the Port of San Francisco's property at Pier 70, a 65-acre industrial area located south of Mission Bay. The Master Plan provided a framework for the repurposing of historic industrial buildings, 3.5 million square feet of new residential, office, retail, and "maker" space, and integrated parks and open space. EPS subsequently assisted the Port in solicitation and selection of a Master Developer for the site, and played a central role in the negotiation of business terms for long term land leases and fee sale of development parcels.

Downtown Concord PDA Specific Plan, Concord, California

The City of Concord's downtown area is a mix of 1980s office complexes, strip retail, low and moderate cost residential units, alongside a quaint historic square surrounded by charming low-slung buildings, in walking distance from a BART station. As part of the Specific Plan Process, EPS conducted financial feasibility analyses, market overview, and prepared the implementation plan for the Plan. The Plan was adopted in 2014.

Selected Project Management Experience

Hunters Point Navy Shipyard Plan and Negotiations, San Francisco, California

EPS examined the marketability and feasibility of the major land uses proposed at the Shipyard, including for-sale and rental housing, office/R&D, industrial, and retail uses. In addition, EPS conducted analysis of specific industry clusters, including film production and environmental technologies, as well as assessing the potential for new and adaptive reuse live/work and loft style housing. Special attention was paid to assessing the marketability and feasibility of the various development prototypes given the unique opportunities and constraints presented by the project site and its surrounding area.

Mueller Airport Reuse Plan and Negotiations, Austin, Texas

EPS worked for the City of Austin as part of a multidisciplinary team on the master planning, disposition and development of the former Municipal Airport in Central Austin. Over the course of more than 10 years of intensive work, EPS provided market analysis, development programming, financing strategies, and negotiation support for the redevelopment of the former Austin airport. EPS played a lead role in the solicitation and selection of the Master Developer and the negotiation of a Master Development Agreement for this very successful project.

Economic & Planning Systems, Inc.
The Economics of Land Use

One Kaiser Plaza, Suite 1410 ▪ Oakland, CA 94612
510.841.9190 ▪ jmusbach@epsys.com ▪ www.epsys.com

Teifion Rice-Evans

Managing Principal

Education

Master of Arts in Economics, University of Cambridge, 1995

Bachelor of Arts in Economics, University of Cambridge, 1992

Previous Employment

Auditor, Ernst & Young (1992)

Auditor Intern, Deloitte Haskins + Sells (1989)

Affiliations

California American Planning Association

San Francisco Planning + Urban Research (SPUR)

Association of Environmental and Resources Economists

Presentations/ Publications

Association of University Related Research Parks, 2011: Developing Communities of Innovation

American Planning Association, 2011: Innovation, Economic Development, and Place-Making

Green California Community College Summit, 2009: Where Will the Green Jobs Be?

ULI Summer Seminar Program 2005: Real Estate Market and Financial Feasibility Analysis

The Upside of Base Closure: Tools for Reinvesting in Communities, an East Bay Conversion and Reinvestment Commission Publication, 2000

About

Teifion Rice-Evans is a land use economist with 20 years of experience. He directs, manages, and advises on complex consulting assignments throughout the western United States. He has particular expertise in the areas of real estate economics and public finance in particular in the context of brownfield, infill, and Transit Oriented Development areas.

Selected Project Experience

South Fremont/ NUMMI Reuse and Revitalization Study

Under a grant from the Economic Development Administration, EPS was hired by the City of Fremont to determine economically and financially viable paths forward in the wake of the closure of the joint Toyota/ GM NUMMI manufacturing plant and the upcoming development of the Warm Springs BART station. EPS conducted market research, development feasibility, and public financing analysis to support the development of the reuse and revitalization plans.

Livermore Valley Open Campus Master Plan and Development Feasibility Analysis, California

As part of a multidisciplinary team, EPS assisted Lawrence Livermore National Laboratory (LLNL) and Sandia National Laboratories (SNL) in preparing a Master Plan for a Science & Technology Park located "outside the fence" but still on federal land and adjacent to existing facilities. EPS prepared a market analysis and development feasibility study for LVOC.

Santa Monica Memorial Park Station Area Plan

The City of Santa Monica sought to develop a master plan to guide development around this new light rail station. EPS conducted market and financial feasibility analysis and developed financing and implementation strategies to support the development of the Master Plan. The Master Plan was calibrated to take advantage of the new opportunities associated with transit station development as well as to further enhance the role of the area as a public gathering place.

Downtown Berkeley Streets and Open Space Financing Plan

EPS developed a financing plan for the City of Berkeley's innovative Downtown Streets and Open Space Improvement Plan (SOSIP), a complementary document to the City's Downtown Area Plan. The SOSIP envisioned a range of improvements aimed at developing a network of complete and green streets in the downtown. EPS developed a SOSIP financing plan that combined development impact fees, parking revenues, grants, and BID activities.

New York Route 5 Corridor Study, Albany, New York

The Capital District Regional Planning Commission hired EPS as part of a multi-disciplinary consulting team to determine economic opportunities along the Route 5 corridor and to develop land use, transportation, and other programs and policies to spur revitalization. EPS developed a regional economic assessment and real estate market analysis and supported development of policy recommendations.

Economic & Planning Systems, Inc.
The Economics of Land Use

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510.841.9190 ▪ triceevans@epsys.com ▪ www.epsys.com

Rebecca Benassini

Executive Vice President

Education

Master of Public Policy, University of California, Berkeley, 2005

Bachelor of Arts in Political Science, University of California, Los Angeles, 1999

Previous Employment

Analyst, San Francisco Recreation and Parks Department (2005)

Budget Analyst, New York City Office of Management and Budget (2004)

Administrative Analyst, San Francisco Office of the City Architect (2001-2003)

Community Work

Mayor Pro Tem, City Council of El Cerrito 2010-2014 term

Commissioner, El Cerrito Environmental Quality Committee 2009-2010

Commissioner, El Cerrito Economic Development Board 2007-2010

Conference Presentations

Milpitas Transit Area Specific Plan - TOD Marketplace 2009

Where Will the Green Jobs Be? – Green California Community College Summit, 2009

About

Ms. Benassini has nine years of experience at EPS and has managed a variety of complex real estate planning analyses. She has expertise in market analysis, public finance, economic and fiscal impacts analysis, feasibility studies, public/private developments, and cash flow modeling.

Selected Project Management Experience

Downtown Concord PDA Specific Plan, Concord, California

The City of Concord's downtown area is a mix of 1980s office complexes, strip retail, low and moderate cost residential units, alongside a quaint historic square surrounded by charming low-slung buildings, in walking distance from a BART station. The City secured a grant from the regional government to prepare a Specific Plan for the Downtown to plan for intensification, improve multimodal infrastructure, and preserve affordable housing. EPS conducted financial feasibility analyses, market context, demographic overview, and prepared the implementation plan for the Plan. The Plan was adopted in 2014.

Pier 70 Master Plan, San Francisco, California

EPS is currently working with the Port of San Francisco, supporting negotiations with a developer for Pier 70, an approximately 65-acre site located in the Central Waterfront area, just south of Mission Bay. EPS also led a multi-disciplinary team in devising the Master Plan for the site which meets the Port's various objectives including an economically viable land use program, the rehabilitation of important historic resources, and the provision of significant waterfront public access.

VTA Joint Development Analysis, Santa Clara County, California

EPS evaluated and prioritized dozens of VTA sites based on potential to generate revenue and rider ship from excess VTA properties located near train stations. The analysis included an evaluation of the market, regulatory, and feasibility of joint development at underutilized VTA parking lots.

Transit Area Specific Plan, Milpitas, California

The City of Milpitas sought a Specific Plan for an area of the City which includes an existing light rail station and the future site of a BART station. The City along with consultants led a planning effort to encourage higher density and mixed-use development at the 400+ acre site. EPS prepared a Financing Plan which detailed funding strategies to ensure upgraded City facilities would be provided as a part of the Plan. EPS also prepared an area-wide impact fee program for the Transit Area.

Intermodal Station Area Plan, Union City, California

EPS crafted financing strategies, which included a technical report supporting development impact fees and policy language for a Specific Plan, to assist Union City's Community Redevelopment Agency in pursuing its plan for increased development intensity at the intersection of the City's Bart and commuter train stations, a former superfund site.

Economic & Planning Systems, Inc.
The Economics of Land Use

One Kaiser Plaza, Suite 1410 ▪ Oakland, CA 94612
510.841.9190 ▪ rbenassini@epsys.com ▪ www.epsys.com

Walker Toma

Associate

Education

Bachelor of Arts with Honors, American Studies, Cornell University, Ithaca (2008)

Previous Employment

Research Analyst, Rogal + Associates, Napa, CA

Intern, Livable City, San Francisco, CA

LOCUS Fellow, Smart Growth America, Washington, DC

Vice President of Kart Operations, On The Fly DC, Washington, DC

Affiliations

Urban Land Institute

San Francisco Planning + Urban Research (SPUR)

About

Walker Toma has academic and professional experience in real estate market analysis, major site reuse, public finance, budget forecasting, real estate and transportation policy, sustainable development and multi-stakeholder negotiations.

Selected Project Experience

BART Portfolio Analysis, Oakland, California

EPS was retained to lead a multidisciplinary consulting team to investigate the market, regulatory, and political opportunities and constraints for high-rise commercial or residential development on more than 20 BART station properties. This investigation required market analysis and projections, review of planning and development regulations, and interviews with jurisdictions' staff and leadership to assess the viability of high-rise development at each station. Conducted market and feasibility research and provided GIS support in this ongoing project.

Baylands Redevelopment, Brisbane, California

EPS provided real estate services to the developer of one of the largest reuse sites in the Bay Area. Waterfront redevelopment services included financial feasibility and market analysis, identification and analysis of public and private financing sources, and negotiations support for the mixed-use, transit-oriented development. Provided research, analysis and modelling support in this effort.

East Pleasanton Specific Plan

EPS evaluated the financial feasibility of various land programs for a Specific Plan in Pleasanton, supporting the City in its negotiations with property owners / developers on the level and type of development necessary to ensure project feasibility. Supported this effort though market research for numerous use types throughout the Tri-Valley region.

Lake Merritt BART Station Area Market Study, Oakland, California

For Bay Area Rapid Transit District, EPS was retained to provide an assessment of the challenges and next steps for property development at the Lake Merritt BART Station. Conducting comprehensive research of the existing residential, office and retail markets to inform possible future development opportunities.

Pier 70 Master Plan, San Francisco, California

EPS is currently working with the Port of San Francisco on developing a comprehensive Master Plan for the Pier 70 area, located in the San Francisco Central Waterfront. EPS led a multi-disciplinary team in devising a plan which meets the Port's various objectives including an economically viable land use program, the rehabilitation of important historic resources, and the provision of significant waterfront public access. Conducted land value and vertical development analyses for proposed commercial and residential uses.

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The Economics of Land Use

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Mark Bradford

Mr. Mark Bradford is a Partner within ERM based in Sacramento, California. He has 30 years of consulting experience managing large, complex remediation and compliance programs, often involving high-profile, sensitive situations, for government, public, and industrial clients. He has extensive expertise in program organization, budgeting, cost control, and contract negotiations, and has directed several multi-million-dollar government contracts for the U.S. Navy and National Guard Bureau (NGB).

Strategic environmental planning and regulatory agency coordination/negotiation are key components of most programs managed by Mr. Bradford. He has also directed numerous high profile, large-scale programs for industrial and public sector clients, such as transportation, aerospace, national parks concessions, and utilities. These programs have involved complex multidisciplinary teams providing site investigation and remediation services, emergency response for spills and releases, planning support, compliance services, and community relations. He worked on projects at several national and state Superfund sites.

Mr. Bradford also has expertise in management of underground storage tank (UST) remediation programs for industrial and government clients, due diligence for large property acquisitions, hazardous materials management, ISO 14001 compliance, environmental management systems, emergency response planning and incident oversight, and spill prevention and countermeasure control (SPCC) planning. He has completed several intensive Remedial Investigation/ Feasibility Study (RI/FS) projects that involved extensive site characterization, feasibility studies, human health and ecological risk assessments, agency negotiation, remedial action plans, bid specifications, and construction management.

Fields of Competence

- Strategic environmental planning and program management
- RI/FS programs
- Soil and ground water investigation
- Risk-based corrective action (RBCA) programs
- Environmental compliance planning (emergency response/preparedness, SPCC, storm water)
- Regulatory agency negotiation
- Litigation support

Education

- B.S. Renewable Natural Resources, University of California, Davis, 1977

Key Projects

Partner-in-Charge for U.S. Navy environmental baseline surveys and findings of suitability to lease for selected parcels at Alameda Naval Air Station. Oversaw scoping and budgeting, development of parcel-specific and base-wide sampling data associated with installation restoration sites, development of parcel evaluation plans, and preparation of parcel-specific environmental baseline surveys/findings of suitability to lease.

Partner-in-Charge for the investigation and remediation projects for selected parcels at Mare Island Naval Shipyard, Mare Island. Oversees investigation and remediation tasks on multiple installation restoration sites that are being developed into commercial and residential uses.

Prepared RI/FS scoping documents and plans for approximately 96 sites at Old Hammer Field Army Base in Fresno. Site-wide plans include shell workplan, safety and health plan, standard operating procedures, quality assurance project plan, and site-wide management plan.

Program Manager for NGB contract, directing over $97 million in services provided since 1994. Providing remediation services primarily at bases throughout Western U.S., and planning and compliance services nationally with support from ERM's network of offices. Responsible for organization and staffing of projects and extensive client interface related to program planning and specific issues.

For Aerojet, (20+projects) Partner-in-Charge for remedial investigation, risk assessment, and litigation support for 550-acre Cavitt Ranch parcel. Directed hazardous materials technical study in support of planned development of over 2,800 acres of land previously used for industrial purposes. Incorporated work into CEQA documentation for project.

Partner-in-Charge for U.S. Navy $5-million contract that involved all phases of UST management, including management plans, remedial investigations, feasibility studies, and risk-based corrective action/assessments in California.

Jennifer Holder, PhD

Dr. Holder is a principal scientist, and an experienced project manager with over 20 years of environmental industry experience. She has effectively managed numerous site investigation and remediation projects at former Department of Defense bases undergoing cleanup for transfer to beneficial use including: Mare Island Naval Shipyard, Hunters Point Naval Shipyard, Alameda Naval Air Station, Naval Amphibious Base, Coronado, and Naval Auxiliary Landing Field San Clemente. Her background in ecological assessment and her extensive experience on large complex sites has resulted in her reputation for successfully assisting her clients in reaching their objectives. One of Dr. Holder's strongest points is her extensive partnering experience with state and federal agencies and natural resource trustees.

Dr. Holder has conducted ecological assessments in aquatic, sediment, and terrestrial habitats. Her strong experience has resulted in her key role in managing and conducting risk assessments at contaminated sites and assessing impacts in permitting projects. Her background in ecology also adds to her ability to evaluate and/or implement potential restoration alternatives.

Additionally, Dr. Holder is well known for her contaminated sediment management experience. She is ERM's Global Practice Leader for the Sediment and Watershed subpractice. For sediment projects, Dr. Holder is the senior technical lead, responsible for setting project strategy, developing sediment cleanup goals, and for negotiating with large stakeholder groups. She has successfully closed a number of sediment sites within San Francisco and San Diego Bays, including some of the Navy's first Records of Decision (RODs) at sediment sites.

Fields of Competence

- Ecological risk assessment
- Contaminated sediment management
- Natural Resource Damage Assessment
- Site investigations and feasibility studies
- Impact assessment

Education

- Ph.D., Zoology, University of California at Berkeley, Berkeley, CA, 1991
- B.A., Biology (with honors), University of California at Santa Cruz, Santa Cruz, CA, 1983

Key Projects

IR04 Risk Assessment, Mare Island Naval Shipyard
Project manager and senior technical expert for the human health and ecological risk assessments for the RI at a number of subareas at IR04. These include upland, industrial areas, as well as salt marsh habitat adjacent to the Mare Island Straights. Developed the risk assessment work plan and assisted in the development of the sample design for the RI. Both human health and ecological risk assessments were conducted on historical and newly collected datasets.

Site Inspection (SI) and Time Critical Removal Action, Naval Auxiliary Landing Field (NALF) San Clemente Island. US Navy, San Clemente Island, CA
Project manager and senior technical expert for an multiple investigations at NALF San Clemente. A work plan was developed and approved by the regulatory agencies for nine SI sites. An additional nine sites were recommended for no further action in a closure report technical memorandum. Site sources include waste disposal areas, a fire training area, and a photography laboratory. A human health and ecological risk assessment were conducted with the data collected. Potential contaminants include inorganic and organic constituents. Developed the Action Memorandum, Remedial Action Work Plan, and the residual risk assessment for IR Site 1 and 2. The residual risk assessment for the remedial action closure report was performed and formed the basis for the final disposition of the sites.

Ecological Toxicity Reference Values (TRVs), US Navy, San Francisco Bay, CA
Derived ecological toxicity reference values (TRVs) for a number of inorganic and organic compounds for closing naval bases in San Francisco Bay. These TRVs were derived for terrestrial wildlife and were integrated into the larger TRV project for the entire San Francisco Bay region. Consensus regulatory meetings were then led with the Region 9 Biological Technical Advisory Group to select TRVs. Many of the procedures developed through this process have been adopted and modified by the Tri-services and the US Environmental Protection Agency for use in developing TRVs and soil screening levels.

RI/Feasibility Study (FS), West Beach Landfill, US Navy, Alameda Point, CA
ERA technical advisor for the upland and wetland areas at OU4 at Alameda Point. Soil, sediment, surface water and multiple types of site-specific tissue analyses were conducted. Risk drivers were identified and protective remedial goals were developed for the feasibility study.

Benjamin Leslie-Bole

Mr. Ben Leslie-Bole has 27 years of experience in investigation and strategic remediation of hazardous materials sites. Recent experience has focused on Brownfields properties including directing the Sacramento Railyards investigation and remediation for redevelopment. He has managed and directed multi-year state Superfund sites with extensive regulatory agency interaction and negotiations, cost estimating, community relations, cash flow projections, and strategic planning.

Mr. Leslie-Bole has effectively brought together disparate technical practitioners to solve challenging, multi-faceted problems. Technical issues have included endangered species, archeological and cultural resources, air dispersion modeling, hydraulic flow modeling, urban planning and design, remedial design and implementation, real estate transactions, community interaction, and risk management.

Mr. Leslie-Bole has also managed investigations of soil and ground water impact from PCBs, halogenated organic chemicals, fuels, lubricants, metals, and inorganic chemicals. He has addressed topics including free-phase (NAPL) and dissolved chemical migration, risk evaluation of hazardous substances, aquifer degradation due to the release of organic chemicals, and remediation alternatives for soil and ground water.

Fields of Competence

- Brownfields redevelopment
- Strategic planning for site remediation
- California Superfund program management
- Remedial Investigation/Feasibility Study (RI/FS)
- Regulatory agency interaction and negotiation
- Program management /Cost estimation
- Community relations/interactions

Education

- M.S. Geology, University of Delaware, 1986
- B.A. Geology, Colgate University, 1980
- 40-Hour OSHA Hazardous Waste Operations and Emergency Response, 1988

Key Projects

Partner-in-Charge of remediation and redevelopment integration of large Brownfields site in downtown Sacramento, CA. Regulatory interface, RI/FS compliance, remedial design, and construction are backed by multi-million-dollar, finite-risk insurance policy.

Developed and managed multi-year, multi-million-dollar RI/FS/RAP program for 240-acre state Superfund railroad site in California Central Valley. Established and implemented technical program with over 25 staff and numerous subcontractors. Negotiated innovative remediation approaches that resulted in saving client tens of millions of dollars. Supported community relations programs for providing updates and resolving public concerns for health threats. Certified closure for three soil RCRA units and one soil state Superfund operable unit, designed and installed $5-million interim measure for free-phase solvents in ground water and excavated over 250,000 cubic yards of hydrocarbon- and lead-impacted soil.

Evaluated soil and ground water for metals contamination from slag and cinder leachate at petroleum terminal (pipeline) in Martinez, CA.

Managed environmental investigation, evaluation, and development of remediation alternatives for real estate transaction of bulk petroleum terminal in Martinez, CA.

Conducted environmental due diligence that enabled a developer to secure insurance coverage and purchase a 70-acre former railyard in the greater Sacramento area. Negotiated with the State to refine the technical remedy for soil and ground water, and conducted extensive community relations interactions. Changed site conditions resulted in extensive conceptual and engineering redesign, regulatory negotiations that included modifications to cleanup levels, and underwriter negotiations. Successfully implemented the revised remedy with significant cost avoidance.

Designed and managed environmental assessments and supported portfolio management of Southern Pacific Transportation Company's (SPTCo) rail yard properties throughout California as part of real estate transactions.

John O. Cavanaugh, PG

John Cavanaugh has 20 years of experience in the environmental consulting industry. He has managed several multi-year, multimillion-dollar hazardous material impact planning, investigation, and remedial efforts performed in conjunction with large civil construction projects. His responsibilities have included EIAP support, design and implementation of remedial strategies during project design, agency negotiation, and remedial actions during construction. John has performed a variety of contaminated site investigation and remedial projects at rail yards, active bulk fuel terminals, refineries, semiconductor manufacturing facilities, and several bases including Hunters Point Shipyard and the Oakland Army Base.

Mr. Cavanaugh is highly qualified at designing effective remedial solutions using innovative and emerging technologies as well as traditional systems. He has performed project investigations for a wide range of public and private sector clients throughout the West Coast, with specific focus on the San Francisco Bay Area. He has worked with chemicals of concern including TPHs, solvents, PAHs, pesticides, and metals.

For the last 10 years, Mr. Cavanaugh has specialized in developing and negotiating remedial strategies in support of large capital infrastructure and development projects, including several projects in the Bay Area. Through this experience, Mr. Cavanaugh has developed solid, productive working relationships with many local regulators, including staff and department heads at DTSC and the RWQCB. He has been successful in negotiating remedial strategies with local regulators that greatly facilitated project development by creating flexibility and cost-saving remedial alternatives.

Fields of Competence

- Project management
- Site investigation and remediation
- Remedial strategies
- Regulatory agency negotiation
- Hazardous waste management
- Construction management
- Soil and groundwater management program development

Education and Certifications

- B.S. Geological Sciences, California State University, Hayward, 1989
- California Professional Geologist
- 40-Hour OSHA Hazardous Waste Operations and Emergency Response, 1990

Key Projects

Oakland Army Base – Lease Site
Performed large-scale (16,000 cubic yards) investigation and remediation at a former auto import facility situated on Oakland Army Base. Work was performed in cooperation with the Army to restore the site to the pre-lease condition, facilitating economic development.

BART/SFO Extension Project
Managed remediation of 7.5-mile corridor transferred to BART as part of San Francisco International Airport extension project. Developed soil management plan with BART to appropriately characterize impacted material, establish background value for arsenic allowing reclassification of soil as non-impacted, and to establish criteria for on-project reuse of impacted material. Negotiated with DTSC to obtain variance regarding transport and storage of waste during project. Efforts reduced volume of impacted soil by 50,000 tons, saving client nearly $2 million in contractor costs to excavate, transport, and dispose of material. Negotiated a soil management plan with the RWQCB for the majority of excavated impacted material resulting in savings of $1.5M.

Caltrain CTX
Negotiated a soil management plan with DTSC and RWQCB to govern the handling, reuse and disposal of 100,000 cy of soil excavated during reconstruction of several segments of a 40-mile right-of-way transecting 3 counties and 15 cities. The approved SMP allows considerable flexibility regarding changes in design and allows for the reuse of material that, if considered waste, would meet the definition of hazardous waste. Reuse of impacted soil resulted in a project saving of approximately $3-5 million.

I-880 Highway Site Investigation and Remediation
Developed and implemented soils management program to ensure accurate identification of impacted materials for major railroad as part of politically sensitive I-880 reconstruction project in San Francisco Bay Area. Negotiated with Caltrans and DTSC to establish cleanup/ reuse criteria. Cooperative interaction with Caltrans, facilitated appropriate project reuse or disposal of more than 200,000 cubic yards of excavated material, which saved $8 million.

Oakland Intermodal Project
Managed environmental concerns related to redevelopment of active 70-acre intermodal facility on reclaimed land and owned by major railroad. Developed and implemented air monitoring, soil management, & groundwater management programs designed to reduce client's cost and liability while expediting project specifications and progress.

David F. Scrivner, PE, QSP/QSD

Mr. David Scrivner is a Partner with 25 years of experience in environmental consulting, contracting and construction management. Mr. Scrivner has managed field operations for numerous large-scale soil remedial excavation projects, with excavated soil totaling over 1,000,000 cubic yards. He worked closely with state and county regulators, including the DTSC, the RWQCB, and County Departments of Environmental Health to negotiate work plans and remedial design documents.

Mr. Scrivner has completed several Decommissioning, Decontamination & Demolition (DD&D) projects. He has extensive experience as a construction manager for large-scale soil excavation projects, waste containment and capping, underground storage tank removal, and facility closure activities as a general contractor and as a consultant. He prepared many removal action work plans including work plans for excavation, waste loading, and abatement of soil containing friable asbestos.

His experience includes preparing numerous Storm Water Pollution Prevention Plans (SWPPPs) and Spill Prevention Countermeasures and Controls (SPCC) Plans. His geotechnical field experience includes large-scale investigations, pile driving, liner systems, drilled pier installation, tieback installation and testing, slide repairs, and compaction testing.

Mr. Scrivner has designed, operated, and maintained ground water treatment systems, including bioremediation systems and dual-phase extraction. He has worked at varied sites, including rail yards, abandoned mines, bulk storage terminals, municipalities, service stations, and landfills addressing petroleum hydrocarbons, metals, and semi-volatile organic compounds.

Fields of Competence

- General Engineering Contracting
- Construction Management
- Decontamination Decommissioning & Demolition
- Large-scale earthwork and waste containment
- Construction Safety
- SWPPP / SPCC Plans

Education

- B.S. Engineering Geoscience, University of California, Berkeley, 1988
- California State University Hayward Extension, Construction Management coursework, 1999
- Asbestos Contractor Supervisor training (40-hours)
- HAZWOPER Training

Key Projects

Tank Farm Demolition Project, Shell Lubricants, Alameda, CA. Partner-In-Charge
Recently awarded the turnkey DD&D of 36 large aboveground storage tanks for Shell Lubricants. Currently working with Shell Project Manager and directing the ERM team to mobilize and complete this work on or about the end of 2013. Complexities of this project include the fact that the facility and specifically the tank farm are surrounded by single-family residential development. ERM was awarded this project after providing Shell with budgetary estimates from four prequalified contractors with strong safety and performance histories. The budgetary estimates from ERM helped Shell management evaluate options for the facility

Remediation Project, Pacific Gas & Electric Company (PG&E), San Francisco, CA. Partner-In-Charge
Managed ERM's role as general contractor for soil and groundwater remediation at the site of a former PG&E power plant in the Bayview-Hunter's Point district, located along the India Basin shoreline of San Francisco Bay. ERM was awarded and is completing the final phase of soil and groundwater remediation including demolition of former tank foundations and subsurface structures. The site involves both complex technical challenges and complex administrative challenges. Excavation activities (over 50,000 tons) with soil and groundwater treatment using chemical oxidation were completed in the fall of 2012 with additional ongoing in-situ soil and ground water remediation in 2013.

Remediation Project, Thomas Enterprises, Sacramento, CA. Project Manager
Project manager as the general contractor for a multi-million dollar soil and ground water remediation project at the former downtown Sacramento Railyards, a Superfund site. Prepared plans, specifications, and Remedial Design and Implementation Plans, as well as managed the bidding and contractor selection process and subsequent implementation for this multi-year project.

Pipeline Release Soil Remediation Project, Suisun Marsh, Fairfield, CA.
Project manager providing heavy equipment and labor in response to a release of approximately 124,000 gallons of diesel fuel from a 14-inch Kinder Morgan Energy Partners pipeline in the Suisun Marsh. Mobilized specialty equipment (low ground pressure soil mixers and bulldozers) as well as labor to perform bioremediation of shallow soils in saturated marsh conditions.

Giorgio Molinario

Mr. Molinario has 18 years of site investigation, remediation, and regulatory compliance experience including work at several high profile redevelopment projects including: Hunters Point Shipyard, Alameda Naval Air Station, and the Sacramento Railyards. His experience managing and performing site assessments and investigations includes Phase I and II site assessments, remedial design and implementation, and hazardous materials building assessments. He has constructively interacted with complex groups of regulators and stakeholders including the U.S. Environmental Protection Agency, Cal-EPA Department of Toxic Substances Control, Regional Water quality Control Board, and city and county agencies.

He has extensive experience assessing and remediating Brownfield sites including working as a technical resource for the US EPA Region 9 Brownfield group.

Mr. Molinario's project experience includes managing due diligence and environmental compliance projects for individual industrial plants or entire companies. His portfolio due diligence experience includes preparation of probabilistic cost models for environmental liabilities and providing specialized advice to clients to support their acquisition financial models. He has extensive experience with Federal, State, and local environmental regulations, as well as international regulations.

Fields of Competence

- Site investigation and remediation
- Environmental oversight
- Regulatory compliance

Education & Training

- M.A., Environmental Studies, Brown University (Thesis pending)
- B.Sc., Chemistry, Brown University, 1992
- 40 Hour OSHA HAZWOPER
- 8 Hour Mine Safety and Health Administration Miner Safety Training
- 5 Day EPA/AHERA Asbestos-Contractor Supervisor
- 5 Day EPA/AHERA Asbestos-Surveyor and Management Planner

Key Projects

State Superfund Sites, Cal-EPA Department of Toxic Substances Control, Project Manager/Project Chemist
Managed projects and performed a range of sampling, remedial, and report-writing tasks at numerous state Superfund sites ranging from wood-treatment facilities to former industrial facilities. Wrote sampling plans, Remedial Investigation Reports, and Feasibility Studies. Managed several in situ remediation projects from planning through post-treatment effectiveness monitoring. The sites were investigated for contaminants including VOCs, PAHs, heavy metals, hexavalent chromium, dioxins, and petroleum hydrocarbons.

U.S. EPA Region IX START Emergency Response Contract, Project Manager/Group Manager
Managed the environmental group during this contract that included over 150 task orders totaling over $12M. In addition to managing the group, managed and performed a range of projects, including emergency responses, Brownfields site assessments, and expedited removals at CERCLA and petroleum sites. Site investigation projects included industrial sites contaminated with heavy metals, PAHs, VOCs, dioxins, and a wide range of other contaminants.

Alameda OU1 Site Investigation and Remediation Alameda, CA, U.S. Navy
Co-wrote the SAP and remedial workplan for this data gap investigation and remediation project at the former Alameda Navy installation. The project included soil hotspot removal and in situ chemical oxidation for groundwater. Prepared SAP addenda as required throughout the project, managed laboratories and third party validators, and prepared statistical assessments of the data for approval by the regulatory agencies. Assisted with the implementation of the in situ remediation performance monitoring and the final remedial action completion report.

Hunters Point Naval Shipyard Parcel B and C ZVI Injection, San Francisco, CA, U.S. Navy
Co-wrote the FSAP and ZVI injection workplan and reports, trained samplers, supervised sampling crews, and coordinated laboratories and third-party data validators. This project involved injection of over 100,000 pounds of microscale ZVI into a VOC plume to remediate the plume and accelerate transfer of this parcel to the City of San Francisco.

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Rob Rees

Principal

about

Rob is a registered Civil Engineer and Traffic Engineer in California and a registered Professional Traffic Operations Engineer (PTOE) with over 24 years of experience. He currently oversees engineering services for Fehr & Peers. In this role, he ensures that companywide engineering efforts are appropriately staffed and that engineering staff are provided the training necessary to successfully complete their work. His versatility is reflected in the variety of services Fehr & Peers provides. Rob applies his wide range of experiences in transportation planning and engineering to develop transportation systems that meet community needs and values.

education

Bachelor of Science in Civil Engineering, University of California, Davis, 1987

registrations

Licensed Civil Engineer, State of California (#49620)
Licensed Traffic Engineer, State of California (#2053)
Licensed Professional Traffic Operations Engineer (#309)

expertise

- Traffic Engineering
- Traffic Operations Systems
- Bicycle and Pedestrian Engineering
- Roadway Lighting Design
- Signing & Striping Design
- Transportation and Land Use Planning
- Transit Planning and Operations

project experience

Transportation and Land Use

Managed and prepared transportation planning and circulation studies for specific plans and general plans. Representative projects include:

- North Main Street/Ygnacio Valley Road Specific Plan, Walnut Creek
- Alameda Point Mixed-Use Development, Alameda
- Emeryville General Plan
- Berkeley Southside Plan, Berkeley
- Northeast Antioch Circulation Plan, Antioch
- South Bayfront, Emeryville
- Oak to Ninth Residential Community, Oakland

Transit Planning

- Pleasant Hill BART Access Study, Pleasant Hill, CA
- Berkeley Evaluation of BRT, Berkeley, CA
- Oakland Evaluation of BRT, Oakland, CA
- MacArthur BART Access Study, Oakland, CA

Traffic Engineering – Bikes and Pedestrians

Provide support services using local and state guidelines to develop transportation systems for bikes and pedestrians. Services include planning, preliminary engineering and coordination with consultant teams, agency staff, community members, and decision-makers.

- Jones / Treat Pedestrian Overcrossing, Contra Costa
- Monument Corridor Bikeway, Pleasant Hill/Concord
- City of Dublin Bicycle Plan
- Sproul Plaza Transit Design, Berkeley, CA
- Intermodal Station Area, Union City, CA

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Kathrin Tellez, AICP

Senior Associate

about

Kathrin is a Senior Associate in Fehr & Peers' Walnut Creek office with over fourteen years of experience in transportation impact assessments, integrated transportation/land use planning, site plan review, and parking studies. Ms. Tellez has conducted transportation impact analyses for major residential and commercial development projects, schools, medical centers, and university campuses. She has also evaluated the potential for shared parking at mixed-use developments and the effectiveness of Transportation Demand Management programs for hospital campuses. Her experience also includes several General Plans and Specific Plans, including the recently completed Downtown Concord Specific Plan. She is also well versed in the California Environmental Quality Act (CEQA) requirements as they relate to Transportation and has prepared the transportation and circulation sections of numerous environmental documents.

education

Master of Arts in Urban Planning (Transportation), University of California, Los Angeles, 2000
Bachelor of Arts in Geography/Environmental Studies, University of California, Los Angeles, 1998

affiliations

American Institute of Certified Planners
Institute of Transportation Engineers

registrations

Certified Planner No. 019416
Professional Transportation Planner No. 98

expertise

- General and Area Wide Specific Plans
- Station Area Planning
- Multi-Modal Fee Studies
- Environmental Impact Reports
- Transportation Planning
- Transportation Impact Studies
- Mixed Use Development
- Parking Studies
- Bicycle and Pedestrian Planning
- Site Access and Circulation
- Medical Center and Campus Traffic Calming

project experience

Recent relevant projects that Kathrin has managed include:

Downtown Concord Specific Plan

Fehr & Peers evaluated transportation conditions in Downtown Concord as part of a multi-disciplinary team developing a Specific Plan for this Priority Development Area around the Concord BART station. Our efforts included defining a bicycle network, evaluating conversion of one-way streets to two-way operations, developing long-term parking strategies, and defining street design and operational improvements that would enhance bicycle and pedestrian access through the downtown.

Stockton Preserve

Fehr & Peers was part of the consultant team assembled to assist in the visioning of the Preserve Master Development Plan, a mixed-use project on approximately 1,800 acres. Fehr & Peers role was to developed innovative transportation solutions for the site that would minimize vehicle travel and allow transportation features, such as a transit center and BRT, to be phased in over time. Other items evaluated include bicycle and pedestrian networks, neighborhood electric vehicles, and car sharing.

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Ryan McClain

Associate

about

Ryan has worked in the transportation engineering field for over ten years, with extensive experience in transportation design and traffic operations analysis, working on projects ranging in size from single intersections to complex multi-jurisdictional corridors. He provides multi-modal conceptual design, operations analysis and alternative evaluation making use of the latest software. Leveraging his background in detailed design, Ryan works with local agencies to provide feasible solutions to transportation issues that work from an operations and design perspective and meet the needs of the community. Ryan has served as project manager or project engineer on numerous complete streets projects, from the early stages of planning through to final design.

education

B.S. in Civil Engineering, Cal Poly, San Luis Obispo, 2001

registrations

Licensed Civil Engineer, State of California (#67002)

expertise

- Transportation Design
- Conceptual Design and Cost Estimation
- Pedestrian and Bicycle Facility Design
- Traffic Engineering
- Temporary Traffic Control
- Traffic Impact Analysis
- Highway Operations Analysis

project experience

One Bay Area Grant Application Support (Concord, CA)

The City of Concord approached Fehr & Peers to prepare One Bay Area Grant (OBAG) applications for two complete streets projects. Both projects included improvements to bicycle and pedestrian facilities on underserved corridors. Feasible improvements were identified and conceptual plans and cost estimates developed, all while keeping in mind best practices and what would make the projects more competitive. The project locations include a five-lane one-way couplet through downtown, and several one- and two-lane collectors, connecting high density residential, retail, and office uses with BART and bus transit. To complete the grant applications, local and regional policy was reviewed and applied to the project. Both applications competed well at the county-wide level and both received funding. Ryan served as Project Manager.

Telegraph Avenue Complete Streets (Oakland, CA)

Working with the City of Oakland and the Alameda CTC, Ryan led the multi-modal operations analysis and prepared concept plans that address the needs of all users on this corridor in Oakland. We used HCM 2010 methods to present trade-offs on level of service for pedestrians at crosswalks, including collecting data on driver yielding behavior. We analyzed auto level of service to understand trade-offs between accommodating regional through put and providing dedicated space for transit, bicyclists, and pedestrians. Fehr & Peers modeled transit travel time savings. Each piece of the analysis was used to present the public with key trade-offs and set modal priorities for the corridor. With established modal priorities, Fehr & Peers is worked with the team's urban designers to engineer feasible, safe, and cost effective transit, pedestrian, bicycle, and auto improvements for the corridor.

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Mackenzie Watten

Senior Transportation Engineer

about

Mackenzie joined Fehr & Peers with a degree in civil engineering with a focus on transportation from the University of California, Berkeley. At Fehr & Peers, he has contributed substantially to a wide variety of studies, including transportation impact analysis, travel demand modeling, parking studies, climate action plans, smart growth planning, and environmental impact assessments. Mackenzie has worked extensively on developing analysis techniques to accurately evaluate impacts of transit oriented development and station area plans.

education

B.S. in Civil Engineering, UC Berkeley, 2009

expertise

- Traffic Impact Analysis
- Travel Demand Forecasting
- Climate Action Plans
- Traffic Engineering
- Smart Growth Planning

publications & presentations

Parking Strategies for Smart Growth – Planning Tools for the San Diego Region (co-authored), SANDAG, 2010.

Trip Generation for Smart Growth – Planning Tools for the San Diego Region (co-authored), SANDAG, 2010.

Smart Growth Parking Requirements Review (co-authored with Richard Lee and Rob Rees), ITE *Journal*, December 2010.

project experience

Smart Growth Trip Generation and Parking Demand Guidelines

Mackenzie contributed to a regional investigation of trip and parking generation rates for smart growth development throughout the San Diego region. The study quantified the reduction in vehicle trips and parking required at smart growth developments due to intensity and mix of uses, transit availability, demand management, urban design, pedestrian amenities, and occupant characteristics, and was published by ITE.

BART Direct Ridership Model

Mackenzie helped to develop a direct ridership model for the BART Demand Management Study. The model used BART ridership statistics, station characteristics, and passenger profile survey data, and was used to develop station and system forecasts for years 2020 and 2030.

Broadway Retail Corridor Specific Plan and EIR

Mackenzie was the staff engineer for a project along Broadway, one of Oakland's major corridors. The proposed project would transform the area to a high density mixed use area with retail, residential, office, and medical uses. Innovative methods were used to measure the reduction in the overall project area vehicle trip generation due to shared parking strategies, enhancement to the pedestrian, bicycle, and transit networks, and balancing the uses within the project area to minimize external trips.

Pittsburg/Bay Point BART Station Master Plan

Mackenzie helped develop project level travel forecasts for the Pittsburg/Bay Point BART Station Master Plan. He led the application of the CCTA travel demand model for both the existing and future years, to develop project forecasts for multiple modes.

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100 Pringle Avenue
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Walnut Creek, CA 94596
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MATT S. GRAY | PARTNER | SAN FRANCISCO, CA

www.perkinscoie.com/MGray/

Matt Gray is the firmwide chair of Perkins Coie's Land Development Industry Group. He focuses his practice on land use entitlement processing, environmental compliance, and real estate transactions. He represents a range of local agencies, real estate developers and landowners in all stages of the land use entitlement and development process. He assists clients in negotiating and securing approval of development agreements, general plan amendments, specific plans, zoning, subdivision approvals, and annexation of property into cities and special districts; regularly appears before planning commissions and city councils; and advises clients on compliance with the California Environmental Quality Act and other federal and state regulatory programs during the development process. Matt also has experience negotiating affordable housing agreements, complex mitigation fee agreements and conservation easements; forming land-based financing mechanisms, including Mello-Roos Districts; securing cancellation or termination of Williamson Act contracts on agricultural lands; advising clients on issues relating to water supply; and using the initiative and referendum process in the land use planning context. Matt negotiates purchase and sale agreements; site development agreements; CC&R's and easement agreements; and related transactional documents in connection with mixed-use, commercial, and residential development projects.

Matt has worked on a wide variety of significant land use projects throughout California, including large urban redevelopment projects, military base reuse projects, mixed-use waterfront developments, renewable energy and related infrastructure projects, regional shopping centers, and master-planned residential communities.

Matt is an author of leading treatises on California land use, including *Curtin's California Land Use & Planning,* and the annual updates to *The California Subdivision Map Act and the Development Process,* published by Continuing Education of the Bar. Matt teaches an Annual Land Use Law Review and Update course at University of California Davis Extension. He has also taught Planning Law and Legal Process at University of California Berkeley Extension. He regularly lectures on the Subdivision Map Act through California Continuing Education of the Bar (CEB) and before local municipal engineers' associations.

He is an active member of San Francisco Planning and Urban Research (SPUR). He has served on the board of directors of the AIDS Legal Referral Panel, and chair of the Amicus Committee of Bay Area Lawyers for Individual Freedom.

Representative Experience

- The Candlestick Point/Hunters Point Shipyard Phase 2 redevelopment project, which includes 10,500 residential units; 2.5 million square feet of commercial space oriented around a green science and technology campus; nearly 1 million square feet of neighborhood and destination retail; and 300 acres of waterfront parks, all situated along San Francisco Bay;

CECILY T. BARCLAY | PARTNER | SAN FRANCISCO, CA

www.perkinscoie.com/CBarclay/

Cecily Barclay focuses her practice on land use and entitlements, real estate acquisition and development and local government law. She regularly assists landowners, developers and public agencies throughout Northern California in all aspects of acquisition, entitlement and development of land, including land use application processing, drafting and negotiating purchase and sale agreements, negotiating and securing the approval of development agreements, general plan amendments, specific plans, planned development zoning, annexations, initiatives and referenda, and tentative and final subdivision maps. She also advises clients on riparian and appropriative water rights, including in connection with vineyard and agricultural properties.

In addition to processing entitlements for large mixed-use master planned communities, as well as for reuse of former military facilities and other infill development sites, Cecily also has significant experience negotiating school fee mitigation agreements, preparing conservation easements to mitigate for loss of biological resources, drafting affordable housing programs, Williamson Act contracts and related issues pertaining to agricultural properties; and assisting local agencies in drafting ordinances relating to updating general plans and housing elements, planned development zoning, specific plans, mitigation fees, affordable housing and growth management.

Cecily is the author of *Curtin's California Land Use and Planning Law*, a well-known publication which definitively summarizes the major provisions of California's land use and planning laws. Cecily recently co-authored *Development by Agreement*, an ABA publication providing a national analysis of laws and practices concerning various forms of development agreements. She regularly speaks and writes on topics involving land use and local government law, including programs and articles for the American Bar Association, American Planning Association, California Continuing Education of the Bar, League of California Cities, University of California Extension programs, Urban Land Institute, and other state and national associations and conferences. Cecily's practice also focuses on how agencies and developers must comply with state housing laws, particularly anti-NIMBY (Not In My Back Yard) and density bonus laws. Cecily is also the president of two nonprofit affordable housing corporations in Oakland and has served for several years on the ABA, state and local government Section's Publications Oversite Board.

Other engagements include numerous redevelopment and new development projects in San Jose, Santa Clara, Belmont, Walnut Creek, Alameda and Oakland. Prior representative engagements include Cirque du Soleil in Santa Monica (California Coastal Commission permit); Central Train Station and Leona Quarry projects in Oakland; the Rivermark Master Planned Community in Santa Clara; the University District Specific Plan Area in Rohnert Park; Waterfront District project in Hercules; Faria Ranch Specific Plan in San Ramon; Laguna Vista project in Sebastopol; Westfield Master Plan and Thomas Ranch Specific Plan in Gilroy; Aviano project in Antioch; the Alamo Creek, Dougherty Valley and Cecchini Ranch developments in Contra Costa County as well as other residential, mixed-use and commercial projects throughout Northern California.

MARC R. BRUNER | PARTNER | SAN FRANCISCO, CA

www.perkinscoie.com/MBruner/

Marc Bruner represents governmental entities and private companies in a wide variety of environmental matters. He regularly works with clients in resolving complex compliance issues under the federal Clean Water Act, the California Porter-Cologne Water Quality Control Act, the federal and California Endangered Species Acts, the National Environmental Policy Act, the California Environmental Quality Act, the California Integrated Waste Management Act, and the panoply of California laws and regulations governing water supply, air quality, coastal development, development along the banks of streams and rivers, historic resources, and the management and disposal of solid and hazardous wastes.

Marc is particularly well-versed in the rules and regulations governing the management of industrial, municipal and construction stormwater and the treatment and discharge of process wastewater under federal NPDES permits and state law waste discharge requirements. He is very familiar with the recent developments in this rapidly emerging area of the law, and with the regulations and proceedings of the State Water Resources Control Board and the California Regional Water Quality Control Boards. He has advised companies and local governments on a broad range of stormwater and wastewater compliance issues.

Marc has a keen understanding of the differences between the federal and state law requirements as well as the areas of overlap and the opportunities and best practices for coordination. Marc also understands the strategic and practical considerations involved in negotiating compliance issues with the federal and state regulators.

Marc is co-author of the chapters covering wetlands and endangered species in *Curtin's California Land Use and Planning Law*, a leading treatise routinely relied upon by landowners, developers and local governments throughout the state. He speaks regularly on environmental and land use topics, including CEQA, NEPA, water quality, wetlands and endangered species and water supply requirements for new developments.

JULIE JONES | PARTNER | SAN FRANCISCO, CA

www.perkinscoie.com/JJones/

Julie focuses on environmental and land use counseling and litigation for complex development projects. She resolves issues that arise under the California Environmental Quality Act, the National Environmental Policy Act, the Clean Water Act, federal and state species protection statutes, and a range of other local, state and federal statutes and common law doctrines that affect land use. An experienced litigator in California and federal courts, Julie defends projects and uses this experience to help clients obtain the approvals they need while minimizing litigation risk.

Julie's strategic problem solving has assisted private and public entities in permitting major university, traditional and renewable energy, water supply, maritime, and master planned community projects. Recent accomplishments include:

- Assisting Stanford University in obtaining approval of a 1.5-million-square-foot office, research and development and medical clinic project in Redwood City. The project involved complex traffic, air quality and greenhouse gas issues. No litigation was filed.
- Helping a homebuilder with CEQA compliance following litigation. Although some opposition remained, the new CEQA document was not challenged and the project has been completed.
- Conducting land use and environmental due diligence - including CEQA, NEPA, endangered species, Federal Land Policy and Management Act and local land use issues - for proposed acquisitions of utility-scale solar projects.

Litigation successes include overcoming challenges to a university/county agreement for trails, a transportation sales tax ballot measure, a city/county agreement for urban services, a transportation authority's light rail extension, and a university development and roadway project. Julie also represented a port in the successful defense of major expansion and dredging projects against NEPA and Endangered Species Act claims.

Julie is the author of the sustainable development chapter of *Curtin's California Land Use and Planning Law* and has co-authored the treatise's chapters on federal and state wetland regulation and endangered species protections. She is also a regular contributor to the California Land Use and Development Law Report, and frequently lectures on CEQA and NEPA for clients, professionals and industry associations.

LOUISE C. ADAMSON | PARTNER | SAN FRANCISCO, CA

www.perkinscoie.com/LAdamson/

Louise Adamson is a partner with the firm's Real Estate & Land Use practice. She focuses her practice on real estate, land use and development, including the acquisition and disposition, leasing, financing, entitlement, development, and construction of properties located throughout the United States, together with related business and corporate matters including entity structure and formation and tax deferred exchanges.

Louise has represented clients on a wide variety of projects including urban and suburban office buildings, commercial campuses, retail warehouse development, shopping centers, renewable energy projects, industrial and manufacturing facilities, data centers, subdivisions, residential care facilities, mixed-use developments, schools, vineyards, high-end residential, resorts and golf courses. Associated with these projects, she has conducted due diligence and title reviews, successfully secured land use entitlements, coordinated CEQA compliance, prepared reciprocal easement and CC&R agreements, and negotiated complex development, disposition and exclusive negotiation agreements.

Louise was one of the first attorneys in the United States to be certified as a Leadership in Energy and Environmental Design Accredited Professional (LEED®-AP) by the U.S. Green Building Council. She has an in-depth understanding of sustainable building practices and the experience necessary to assist clients with rapidly evolving issues including building certification, government regulation, and related tax and financial incentives. Notably, Louise developed a first-of-its-kind green leasing program for a global technology company which not only integrates sustainable building practices but also tracks the LEED rating system through each stage of the lease negotiation process so that the lease itself facilitates LEED certification for the tenant space. Louise is also a member of the City of Orinda Planning Commission. She served as the Commission's chairman from 2010 to 2013.

MICHAEL JOSSELYN, PhD, PWS
Principal, Senior Wetland Ecologist
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Years of Experience: 33

Education

PhD, Marine Botany, University of New Hampshire, 1978

MS, Marine Science, University of Miami, 1975

BS, Biology, Cornell University, 1972

Professional Affiliations/ Certifications

Society of Wetland Scientists

Professional Wetland Scientist Certification Program (Past President)

Association of Environmental Professionals

American Association for the Advancement of Science

Specialized Training

Certified Professional Wetland Scientist, Society of Wetland Scientists

Honors and Awards

Conservator of the Year, 2000, Bolsa Chica Conservancy

Life Time Fellow, California Academy of Sciences

Michael Josselyn has 35 years of experience in environmental consulting with a focus on conservation management, federal and state permitting, and habitat restoration. He has worked on large scale housing projects and land redevelopment efforts throughout the State, with a particular focus on including conservation management as an integral element to land development projects. His conservation planning work on large land holdings that included innovative and award winning conservation plans include the 850 acre Pacific Commons project in Fremont, the 20,000 acre Santa Lucia Preserve in Carmel, and the 240,000 acre Tejon Ranch in Lebec. He has worked on numerous complicated permitting issues involving federal and state resource agencies and has served on scientific advisory panels at the State and National level dealing with habitat conservation and restoration. He is a Certified Professional Scientist and an elected Fellow of the California Academy of Sciences.

Representative Projects (out of over 350 managed projects)

Pacific Commons Vernal Pool and Endangered Species Habitat Mitigation and Preserve Management, Fremont, California

Mike was the principal in charge the of the Bay area's largest vernal pool restoration project. WRA developed an ecological management and mitigation plan for a 450-acre open space preserve that included the restoration of over 90 acres of vernal pools to serve as habitat for the federally endangered vernal pool tadpole shrimp. The preserve was also designed to provide habitat for California tiger salamander, burrowing owl, and Contra Costa goldfields. WRA conducts regular monitoring of the tadpole shrimp on the site, as well as the California tiger salamander, burrowing owl, and Contra Costa goldfields. The project has required close coordination with local, state, and federal agencies..

Tejon Ranch Conservation Plan, Lebec, CA

Mike was the primary biological consultant for the development of a 100,000 acre conservation preserve design for the Tejon Ranch in southern California. Working for the Trust for Public Land under an agreement with Tejon Ranch, Mike developed a preserve design program that incorporated state of the art GIS modeling techniques to determine which lands would represent the best in preserving watersheds, biodiversity, and maintain landscape connectivity within the Ranch. Mike worked with federal and state agencies to gain acceptance of the plan. He organized and led a scientific advisory team to refine the plan

Santa Lucia Preserve, Carmel Valley, California

Mike was the Principal-in-Charge for the development of biological baseline information for the 20,000 acre Santa Lucia Preserve, a project that resulted in the establishment of an 18,000 acre habitat preserve and a limited development plan compatible with the preserve. Mike led biologists in conducting biological surveys, including a comprehensive wetland delineation for the project. WRA prepared all permit documents including a biological assessment for the listed species on the site, the California red-legged frog, California tiger salamander, and steelhead. WRA also prepared and implemented a wetland mitigation program for the Ranch.

MATT OSOWSKI, BS
Biologist
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Years of Experience: 14

Education

GIS Certification, San Francisco State University, 2003

Bachelor of Science in Biology
Loyola University of Chicago, Illinois, 1999

Specialized Training

OSHA Hazwoper, 40 hour training, Shaw University, 2008

OSHA Supervisor Training, Safety Unlimited, 2012

OSHA Construction Safety and Health, 10 hours, Shaw University, 2008

First Aid, CPR, AED 2011 American Safety & Health

Defensive Driving, Tier 1 & 2 Smith System. 2005 & 2007

Endangered Species Regulation and Protection, UC Davis extension, 2012

Clean Water Act Section 404 Nationwide Permits, UC Davis extension, 2010

Wetland Delineation, San Francisco State University, 2009

Wetlands Restoration Ecology, San Francisco State University, 2007

Environmental regulatory compliance has been Matt Osowski's career focus for fourteen years. He has assisted clients with federal, state and local regulatory compliance challenges in California relating to natural resources, endangered species habitat, hazardous materials and waste, above- and below-ground storage of petroleum products; and other environmental, health, safety, and security issues. He has led stakeholder meetings for compliance program rollouts and education clinics for regulatory changes. Matt has worked with regulatory agencies at the Federal, state and local level in California, Washington, and Oregon.

Matt specializes in Suisun Bay environmental issues, particularly Contra Costa County. Matt has worked for six years on projects on the south shore of Suisun Bay in varied habitats and agency jurisdictions. Matt manages these projects with the objective of assisting clients with natural resource challenges. He has authored habitat mitigation and monitoring plans and determined mitigation strategies for clients to support their projects. The experience of his career lends itself to projects where remediation or other regulatory requirements necessitate unavoidable impacts to wetlands, sensitive habitats, and special status species. He is accustomed to negotiating with multiple agencies having disparate needs of on behalf of project stakeholders.

Representative Projects

Refinery Biological Permitting Program, Martinez, California
A refinery in Martinez contains historic waste disposal and management sites with state regulatory agency requirements for corrective action. Matt functions as the wetlands and biology lead for a multidisciplinary, multi-stakeholder working group of consultants and petroleum companies to close the legacy environmental sites within the refinery. Through natural resource agency coordination and stakeholder input, WRA facilitates a programmatic level authorization process for impacts to wetlands and species across all sites with biological resources. Matt leads the effort to authorize potential impact to wetlands and special status species arising from regulatory closure of waste management sites. Matt leads investigations and permitting across four remediation projects and a combined mitigation project.

Matt leads supporting studies and the delivery of resource assessments, Section 404 and Section 10 determinations. Wetland functional assessments were performed to assess the functions of impacted wetlands to assist in negotiations for appropriate wetland mitigation. Permits have been prepared for the Army Corps, BCDC, and RWQCB. Consultation with the US Fish and Wildlife Service has been initiated by the Army Corps. Permits are received for two waste management site closures.

Corrective actions have been completed at a BCDC-permitted waste management sites and at a second waste management unit where restored sensitive habitats are under a five year monitoring program.

ROB SCHELL, BS
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Years of Experience: 9

Education
BS Evolution and Ecology, University of California: Davis

Professional Affiliations/ Certifications
USFWS 10(a)1(A) Recovery Permit #TE-212445-2

- California red-legged frog
- California tiger salamander
- Vernal pool branchiopods

California Department of Fish and Game Scientific Collecting Permit #SC-7966

Partners in Amphibian and Reptile Conservation

Amphibian Population Task Force

Western Bat Working Group

Specialized Training
Bat Conservation International – June 2010

40-Hour HAZWOPER Certification

Transportation Worker Identification Credential (TWIC)

Rob Schell has more than nine years of experience both managing and performing key technical roles in dozens of projects throughout California. In his role at WRA, Rob works alongside his clients to come up with efficient and cost effective solutions to complex and diverse environmental challenges. Most recently, Rob has been the lead wildlife biologist on multiple conservation banking projects. In tandem with WRA's Senior Project Managers, his work has led to the preservation of thousands of acres of habitat for threatened and endangered species.

Rob is a herpetologist and ecologist by training. He is considered an expert on the California red-legged frog (CRLF), which he is currently undertaking a first of its kind translocation. Rob also has extensive experience with California tiger salamander and vernal pool branchiopods, for which he also holds federal recovery permits.

Representative Projects

Callippe Preserve, 2009-2014, Pleasanton, California
Rob discovered a new population of CRLF at the Callippe Preserve in Pleasanton, California in 2009. In 2010 and 2013, Rob dewatered three ponds to rid them of bass and bullfrogs. The CRLF breeding population now numbers in excess of 30 adults and reproductive success has been documented in 2012, 2013, and 2014. The expanding CRLF population at Callippe Preserve colonized the golf course irrigation ponds in 2011. Additionally in 2011 CTS larvae and metamorphs were captured for the first time since monitoring began in 2003.

Ridge Top Ranch Wildlife Conservation Bank, Solano County, California
Ridge Top Ranch is a 750-acre conservation bank for CRLF and callippe silverspot butterfly mitigation in Solano County, California. Rob authored a peer reviewed proposal to translocate CRLF into restored ponds within RTR under the authority of his federal 10(a)(1)(A) Recovery Permit TE-212445-1. In 2012 and 2013, Rob led a team to successfully translocate CRLF to the RTR. Rob is heading the ongoing population studies including mark-recapture surveys to monitor the growth, demographics and breeding status of CRLF. The Conservation Bank was approved in September 2014.

Elsie Gridley Mitigation Bank, Solano County, California
The Elsie Gridley Mitigation Bank is the largest mitigation bank in California at more than 1,800 acres, and is a central component of the largest contiguous vernal pool preserve in the United States. The bank is approved by five different agencies and covers two different Army Corps Districts. In addition, the bank sells both numerous species credits such as California tiger salamander, vernal pool crustaceans, Swainson's hawk, and burrowing owl, as well as wetland credits to offset impacts under the Clean Water Act. As part of the ongoing annual monitoring requirement Rob led the monitoring efforts for CTS and vernal pool branchiopods. During 2013 and 2014 surveys over 2,500 CTS larvae were captured, enumerated and measured.

CHRIS GURNEY, MS
Associate Plant Ecologist
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Years of Experience: 3

Education

M.S. Rangeland Management, University of California, Berkeley, 2012

B.A. Environmental Science, Claremont McKenna College, 2009

Professional Affiliations/ Certifications

California Native Plant Society

Specialized Training

Endangered Species Regulation, UC Davis Extension, 2013

California Native Grasses, California Native Grassland Association, 2013

Vegetation Mapping, California Native Plant Society, 2013

Mitigation Measure Development and Monitoring, UC Davis Extension, 2012

Basic Wetland Delineation, Wetland Training Institute, 2012

CEQA Basics Workshop, Association of Environmental Professionals, 2009

Special Recognitions/ Publications

National Science Foundation Graduate Research Fellowship, 2010-2012

Chris specializes in rare plant surveys, wetland delineation, regulatory permit preparation and compliance, biological resource assessment, and analyzing environmental impacts under CEQA. Chris' project experience includes multiple large-scale redevelopment projects of former military lands including the former Oakland Army Base and the former Naval Air Station at Alameda Point. For each of these redevelopment projects, Chris prepared the regulatory permit packages and coordinated with agencies to obtain the necessary approvals. Chris has extensive experience with regulatory agencies including the U.S. Army Corps of Engineers (Corps), the Regional Water Quality Control Board (RWQCB), the California Department of Fish and Wildlife (CDFW), and the Bay Conservation and Development Commission (BCDC). Chris has also worked on large-scale housing development projects including the Moller Ranch Residential Development in Dublin, and the Trumark Residential Development in Newark. For these projects, Chris assisted with wetland, delineation, rare plant surveys, and regulatory permitting. Chris has also helped to prepare and implement the Habitat Mitigation and Monitoring Plans (HMMPs) for two utility-scale solar photovoltaic facilities in San Luis Obispo and Monterey counties: California Valley Solar Ranch and California Flats Solar Project.

Representative Projects

California Flats Solar Project, Monterey and San Luis Obispo counties, California

The proposed Project entails development of an approximately 3000-acre solar photovoltaic energy generation facility in Central California. Chris assisted with the wetland delineation and rare plant surveys on both the Project site and potential conservation lands. He helped to develop new data collection protocols using iPads and managed data collection for nearly 10,000 acres of rare plant surveys. He was the primary author of several reports related to the Project and analyzed rare plant impacts under CEQA.

Moller Ranch Residential Development, Dublin, Alameda County California

The proposed Project involves the development of 381 single-family residential homes, a 1.1 acre neighborhood park, staging areas and trails, transportation and utilities infrastructures within approximately 93 acres of a 182-acre parcel. Chris prepared a complete set of regulatory permit applications including a Section 404 Individual Permit for the U.S. Army Corps of Engineers.

KELLY M. SANDS, MS
Mitigation Banking Analyst
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o: 415.454.8868 x176

Years of Experience: 8

Education

MS, Conservation Ecology and Sustainable Development, University of Georgia, 2008

BS, Biology (Chemistry Minor), Oglethorpe University, 2005

Specialized Training

Texas Conservation Banking Training Course, Conservation Fund and USFWS, 2012.

Environpreneur Institute Fellow, Property and Environment Research Center, 2011

Regulatory In-lieu Fee and Bank Information Tracking System Training, US Army Corps of Engineers, 2010

Endangered Species Act Training Course, Georgia Department of Transportation, 2008

Special Recognitions

Environmental Policy Award, Odum School of Ecology, University of Georgia, 2008

Kelly Sands has worked as a consultant on mitigation and conservation banks for the last six years. With the Environmental Policy Award to her credit, Kelly received her Masters of Science in Conservation Ecology and Sustainable Development from the Odum School of Ecology, University of Georgia, in 2008, where she authored a thesis on integrating a watershed approach into compensatory mitigation in the Savannah District. Kelly participated in providing mitigation for large-scale public infrastructure projects, including mitigation for the Department of Defense. Kelly also served on the Board of the Atlanta Post of the Society of American Military Engineers and was recognized as Young Member of the year in 2012. Kelly has been responsible for credit sales management for 12 mitigation banks in Georgia and Virginia. In addition to her mitigation credit sales management and marketing experience, Kelly has developed spatial optimization models for mitigation bank site selection to evaluate environmental benefits, site suitability, and market conditions. She presented this work at the 2014 National Military Fish and Wildlife Association Conference.

Most recently, Kelly has worked on entitling mitigation and conservation banks for wetlands, streams, and endangered species throughout California. Notably, she worked on the proposed Lucky Day Mitigation Bank in Santa Clara County, where she focused on making the project compatible with the regional Santa Clara Valley Habitat Conservation Plan. She has also been integral to developing Moosa Creek Mitigation Bank in San Diego County, which involves a large number of stakeholders in surrounding residential neighborhoods, as well as multiple agencies and clients. Kelly is also proficient in GIS and analyzing data from RIBITS and ORM, the United States Army Corps of Engineers tracking databases.

Representative Projects

Deerleap Preserve Proposed Conservation Bank
Lawrenceville, Georgia
At Corblu Ecology, LLC, Kelly worked to develop a conservation banking program for three federally listed fish species in the Etowah River basin. Kelly coordinated closely with the U.S. Fish and Wildlife Service and partners to draft the Conservation Banking Agreement and supporting documents, including the Interim and Long-term Management Plan and Baseline Documentation Report, for Deerleap Preserve, the first proposed conservation bank in Georgia.

Forestwide Assessment, Georgia and Alabama
At Wildlands Inc., Kelly performed a high level environmental mitigation feasibility study across a 200,000-acre landholding in the southeast to evaluate ecosystem restoration and market opportunities. Kelly relied on data on past permit impacts and other geospatial data to perform a market analysis for key markets for generating revenue from environment resources. Kelly used Spatial Analyst in ArcGIS 10.0 to create a model of optimal sites for mitigation and conservation banking opportunities.

Urban Footprint Analysis

Concord Naval Weapons Station Proposal

ANNUAL RESULTS (after 15 year build out)	BAU	CRP	PROPOSED PLAN	PROPOSED + BUILDING EFFICIENCY	*Proposed Difference from BAU*	*Proposed Difference from CRP*
Annual VMT	349 mil mi	225 mil mi	180 mil mi	180 mil mi	*-48%*	*-20%*
VMT/hh	28,580 mi	18,445 mi	14,768 mi	14,768 mi	*-48%*	*-20%*
Transportation CO2e	**118,478 MT**	**76,463 MT**	**61,219 MT**	**61,219 MT**	***-48%***	***-20%***
Annual Residential Building Energy Use	674 B Btu	598 B Btu	527 B Btu	294 B Btu	*-22%*	*-12%*
Annual Residential Energy Use per HH	55 mil Btu	49 mil Btu	43 mil Btu	24 mil Btu	*-22%*	*-12%*
Residential CO2e	49,265 MT	44,780 MT	40,678 MT	23,313 MT	*-17%*	*-9%*
Total HH CO2e	**167,742 MT**	**121,242 MT**	**101,897 MT**	**84,532 MT**	***-39%***	***-16%***
Residential Water Use (AF)	3,450 AF	3,184 AF	2,639 AF	2,639 AF	*-24%*	*-17%*
Residential Water Use (gal)	1,124 mil gal	1,037 mil gal	860 mil gal	860 mil gal	*-24%*	*-17%*
Gallons per HH	92,139 gal	85,038 gal	70,472 gal	70,472 gal	*-24%*	*-17%*
Reduction in CO2 emissions over BAU		**28%**	**39%**	**50%**		
Reduction in CO2 emissions over CRP			**16%**	**30%**		

PLACE TYPE MIX	URBAN	COMPACT	STANDARD
Lennar Plan	52%	48%	0%
CRP Proposal	28%	39%	33%
BAU	0%	33%	67%

RESIDENTIAL MIX	SF Detached Large	SF Detached Small	SF Attached	Multi-Family
Lennar Plan	-	4,185	3,660	4,355
	-	*34%*	*30%*	*36%*
CRP Proposal	1,893	4,207	3,880	2,220
	16%	*34%*	*32%*	*18%*
BAU	4,026	4,325	2,013	1,836
	33%	*35%*	*17%*	*15%*

Lennar DU Mix	SF Detached Large	SF Detached Small	SF Attached	Multi-Family
Urban	0%	0%	30%	70%
Compact	0%	70%	30%	0%
Standard	0%	100.0%	0%	0%

CRP DU Mix	SF Detached Large	SF Detached Small	SF Attached	Multi-Family
Urban	0%	0%	35%	65%
Compact	0%	45%	55%	0%
Standard	49%	52%	0%	0%

BAU DU Mix	SF Detached Large	SF Detached Small	SF Attached	Multi-Family
Urban	0%	0%	35%	65%
Compact	0%	45%	50%	5%
Standard	49%	31%	0%	20%

Benchmarking System Matrix

Concord Naval Weapons Station Proposal

BENCHMARKING SYSTEM			APPLICABILITY				
	SYSTEM	DESCRIPTION	INFRASTRUCTURE	COMMUNITY	SITE	RESIDENTIAL BUILDING	COMMERCIAL BUILDING
CALGreen	CALGreen	CALGreen is the green building code for the state of California. It is mandatory in all new construction.	-	-	-	*	*
ENVISION	Envision	Sustainable rating system for infrastructure projects. Intended to work in tandem with building and site rating systems and encourage transformational and collaborative approaches to sustainable	✓	-	-	-	-
THE SUSTAINABLE SITES INITIATIVE	Sustainable Sites Initiative	The Sustainable Sites Initiative addresses environmental concerns related to site design and construction.	-	-	✓	-	-
	One Planet Communities	The One Planet Framework uses ten guiding principles to create an Action Plan which sets aggressive performance targets and fosters sustainable lifestyle through environmentally responsible design.	-	✓	-	-	-
USGBC	LEED	LEED is the leading industry standard for sustainable construction certification administered by the USGBC.	-	✓	-	✓	*
	Living Building Challenge	The Living Building Challenge is the most stringent green building standard that address the entire impact of a building on the environment. It is administered by the Living Futures Institute (LFI).	-	-	-	✓	✓
	LBC Petals	Petal recognition is awarded for achievements in each of the six different areas related to the Living Building Challenge.	-	-	-	✓	✓
NETZERO ENERGY BUILDING CERTIFICATION	Net Zero Energy Certification	Also administered by the LFI, Net Zero Energy certification is awarded to buildings that achieve net zero energy consumption on an annual basis.	-	-	-	✓	✓
architecture 2030	Architecture 2030	Architecture 2030, created by the AIA, encourages architects to reach carbon neutrality with their building design by the year 2030.	-	✓	-	✓	✓
ENERGY STAR	Energy Star	The Energy Star rating system, administered by the EPA, rates building on their energy consumption on an ongoing annual basis.	-	-	-	✓	✓
GreenPoint RATED	Greenpoint Rating	California-specific third party certification system for residential projects based on the Green Building Guidelines first developed by Green Building in Alameda County.	-	-	-	✓	-
PH	Passive House	Building energy performance standard and set of design and construction principles with a focus on minimizing energy losses through high performance envelope and therefore reducing the need to mechanically condition.	-	-	-	✓	-
123	CA BEARS	The Building Energy Asset Rating is a system that will be implemented across California that will inform potential tenants about the energy performance of buildings in the rental market.	-	-	-	✓	✓

* REQUIRED ✓ OPTIONAL

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