



# CITY OF DEL REY OAKS

650 CANYON DEL REY BLVD, DEL REY OAKS, CALIFORNIA 93940  
PHONE (831) 394-8511 FAX (831) 394-6421

## Staff Report

**DATE:** June 23, 2026

**TO:** Honorable Mayor and City Council

**FROM:** John Guertin, City Manager

**SUBJECT:** Selection of Development Partner for Former Fort Ord Properties and Authorization to Negotiate an Exclusive Negotiating Agreement with Shea Homes

**CEQA:** The recommended action is administrative in nature and does not constitute approval of a development project. Negotiation of an Exclusive Negotiating Agreement is not a commitment to a specific course of action and therefore is not considered a project under the California Environmental Quality Act (CEQA).

Any future development proposal would be subject to separate environmental review in accordance with CEQA.

### Recommendation

Staff recommends that the City Council:

1. Accept the results of the City's developer selection process for the former Fort Ord properties; and
2. Authorize staff to begin negotiations with Shea Homes for an Exclusive Negotiating Agreement (ENA) governing the potential development of the City's former Fort Ord properties; and
3. Direct staff to return to the City Council with a proposed ENA for future consideration and approval.

### Executive Summary

The City of Del Rey Oaks owns approximately 235 acres of former Fort Ord property identified by APNs 031-191-026, 031-191-028, and 259-011-025. These properties represent the City's largest remaining development opportunity and provide a unique opportunity to expand housing, create employment-generating commercial uses, enhance community amenities, and improve the City's long-term fiscal sustainability.

On February 26, 2026, the City Council directed staff to pursue a targeted developer solicitation process rather than a traditional Request for Proposals. Three highly qualified development teams with demonstrated experience in master-planned communities and former Fort Ord redevelopment projects were invited to participate.

Following review of written submissions, interviews, follow-up discussions, and reference evaluations, the City's development team unanimously concluded that Shea Homes offers the strongest overall combination of financial capacity, development expertise, understanding of Fort Ord redevelopment challenges, and commitment to a collaborative public-private partnership.

Staff therefore recommends initiating negotiations with Shea Homes regarding an Exclusive Negotiating Agreement that would establish a structured process for evaluating the feasibility of a future development project and negotiating potential business terms.

## **Background**

The City of Del Rey Oaks owns approximately 235 acres of former Fort Ord land that remains available for future development. The property represents the City's most significant opportunity to shape its future growth and economic development.

Successful development of the site has the potential to:

- Expand housing opportunities across a range of product types and affordability levels;
- Create commercial and employment-generating uses;
- Increase the City's tax base and long-term fiscal resilience;
- Provide public amenities, open space, and community-serving facilities; and
- Advance the economic development objectives established during the Fort Ord base reuse process.

The City has consistently recognized that future development of these properties must balance fiscal sustainability, market realities, environmental stewardship, and community character. The City's objective is to establish a development partnership capable of delivering a high-quality mixed-use community while ensuring that future public service obligations remain financially sustainable.

In evaluating future development opportunities, it is important to consider not only land use planning but also the financial tools and implementation strategies necessary to support development. Successfully attracting compatible revenue-generating uses can reduce future pressure on residents to fund municipal services through mechanisms such as parcel taxes, Community Facilities Districts, or other special assessments. A thoughtful mix of residential, commercial, and community-serving uses can create long-term value for both the City and future residents.

At its meeting of February 26, 2026, the City Council considered options for selecting a development partner and directed staff to pursue a targeted solicitation process involving developers with demonstrated experience in former Fort Ord projects and large-scale master-planned communities.

Rather than issuing a traditional Request for Proposals, the City invited three development teams to participate in a structured evaluation process. On March 25, 2026, letters were issued requesting information regarding:

- Relevant project experience;
- Development approach and vision;
- Financial capacity and capital access;
- Infrastructure delivery strategies;
- Housing and commercial development concepts; and

- Proposed public-private partnership structures.

Written responses were received and reviewed by the City's development team. During May 2026, City representatives conducted follow-up interviews and discussions with each development team to better understand project concepts, financing approaches, development strategies, and implementation capabilities.

Additional information, references, and clarifications were subsequently requested and reviewed as part of the evaluation process.

## **Evaluation Criteria**

Because all the development teams invited possessed strong qualifications and demonstrated success in comparable projects, the City's evaluation focused on several key areas of strategic importance.

### **1. Funding Sources and Financial Capacity**

Evaluation factors included:

- Access to short- and long-term capital;
- Development underwriting capabilities;
- Land acquisition and disposition strategies;
- Understanding and use of public financing tools;
- Risk assessment methodologies;
- Approaches to infrastructure financing; and
- Understanding of development costs and market constraints.

### **2. Planning and Community Development Approach**

Evaluation factors included:

- Understanding of local housing needs and market conditions;
- Proposed residential product types and development program;
- Commercial and employment-generating opportunities;
- Integration with surrounding development patterns; and
- Overall vision for creating a cohesive community.

### **3. Public-Private Partnership Approach**

Evaluation factors included:

- Willingness to negotiate a fair and flexible development structure;
- Understanding of public agency objectives;
- Recognition of municipal service and infrastructure obligations;
- Experience with Development Agreements and Disposition and Development Agreements; and
- Ability to adapt to changing market conditions over a multi-year development horizon.

## **Discussion**

### **Summary of Developer Reviews**

All three participating development teams are highly qualified organizations with successful

track records in complex land development projects, including redevelopment within former Fort Ord.

### **IL Housing Solutions**

IL Housing Solutions submitted a thorough and well-prepared response demonstrating a strong understanding of development opportunities and constraints associated with the site. The firm's close affiliation with Lennar and its control of the adjacent Kranyak parcel provide meaningful strategic advantages, particularly regarding access and project integration.

Particular strengths included:

- Well-developed residential planning concepts;
- Strong understanding of market positioning;
- Strategic control of adjacent property; and
- Comprehensive consideration of financing and implementation issues.

### **Shea Homes**

Shea Homes submitted a comprehensive response that demonstrated a strong understanding of both the physical and financial realities associated with development of the property. The company distinguished itself through its detailed analysis of infrastructure requirements, site preparation considerations, development phasing, and financing strategies.

Particular strengths included:

- Significant financial capacity and access to capital;
- Ability to make timely investment decisions without complex corporate approvals;
- Detailed understanding of infrastructure and site development challenges;
- Experience delivering large-scale master-planned communities; and
- Strong commitment to collaborative public-private partnership principles.

### **Urban Mix**

Urban Mix proposed an innovative concept anchored by a destination-oriented surf park and visitor attraction. The proposal introduced a potentially significant economic development component that could generate substantial fiscal benefits if successfully implemented. However, the submission provided less detail regarding traditional mixed-use residential development and implementation strategies than the other proposals.

Particular strengths included:

- Creative economic development vision;
- Potential for significant visitor-serving revenue generation;
- Strong design orientation; and
- An effective “pattern book” approach to community design.

### **Follow-Up Interviews and Additional Evaluation**

Following review of the written submissions, City representatives conducted follow-up meetings with each development team to clarify questions and evaluate each team's readiness to undertake a project of this complexity.

The City's development team noted the following observations:

### **IL Housing Solutions**

- Ownership control of adjacent land provides a strategic development advantage.
- Residential concepts were particularly thoughtful and responsive to market conditions.
- Demonstrated strong understanding of regional housing trends.

### **Shea Homes**

- Presented the most detailed and technically informed discussion regarding infrastructure, site preparation, and project delivery.
- Demonstrated substantial financial capacity and ability to deploy capital efficiently.
- Exhibited a practical understanding of public-private partnership structures.
- Demonstrated strong familiarity with the challenges and opportunities associated with former Fort Ord development.

### **Urban Mix**

- The surf park concept presents a potentially valuable economic development opportunity.
- The concept could potentially be integrated into future development scenarios or considered independently.
- Other aspects of the proposal were less developed than competing submissions.

### **Staff Conclusion**

After reviewing written submissions, conducting interviews, evaluating references, and assessing overall project readiness, the City's development team unanimously concluded that Shea Homes offers the strongest overall development partnership opportunity.

While each development team possesses meaningful strengths, Shea Homes demonstrated the most balanced combination of:

- Financial strength and capital access;
- Development experience;
- Understanding of Fort Ord redevelopment conditions;
- Infrastructure and implementation expertise; and
- Commitment to a collaborative and flexible public-private partnership.

For these reasons, staff recommends proceeding with negotiations regarding an Exclusive Negotiating Agreement.

### **Purpose of an ENA**

An Exclusive Negotiating Agreement is a commonly used tool that allows a public agency and a selected development partner to work collaboratively during a defined period to evaluate project feasibility and negotiate potential business terms.

An ENA does not:

- Approve a development project;
- Transfer ownership of property;
- Establish a purchase price;
- Grant development entitlements; or

- Authorize construction.

Instead, it establishes a structured process for due diligence, planning, financial analysis, environmental review, and negotiation.

At the conclusion of the ENA period, the City Council retains full discretion to approve, modify, or reject any future development proposal or implementing agreements.

## **Potential Components of an ENA**

Topics addressed during ENA negotiations may include:

### Negotiation Period and Exclusivity

Establishment of a defined negotiation period during which Shea Homes would have exclusive negotiating rights for the subject property.

### Project Vision and Development Program

Preparation and refinement of conceptual land use plans, housing programs, commercial development concepts, open space systems, infrastructure planning, and community amenities.

### Due Diligence

Completion of market studies, environmental investigations, infrastructure assessments, financial analyses, and other technical evaluations necessary to determine project feasibility.

### Development and Financing Strategy

Evaluation of development phasing, land disposition structures, infrastructure financing mechanisms, public financing tools, and implementation strategies.

### Environmental Review and Entitlements

Identification of environmental review requirements, planning approvals, and entitlement processes necessary for project implementation.

### Cost Reimbursement

Establishment of procedures requiring reimbursement of City costs related to negotiations, consultant services, legal review, environmental analysis, and other project-related activities.

### Future Agreements

Negotiation of business terms that could ultimately form the basis of a future Disposition and Development Agreement, Purchase and Sale Agreement, Development Agreement, or related implementing documents.

### Termination Rights

Procedures allowing either party to terminate negotiations if satisfactory progress cannot be achieved.

### No Commitment to Development Approval

Confirmation that neither party is obligated to enter into a future agreement and that all future development approvals remain subject to City Council discretion and applicable legal requirements.

## **Fiscal Impacts**

Authorization to negotiate an ENA will not commit the City to any future development project or transfer of property. Staff anticipates that future negotiations will include provisions

requiring reimbursement of City costs associated with consultant support, legal review, environmental analysis, and related due diligence activities.

Any future financial commitments, property disposition terms, infrastructure obligations, or development agreements would be presented to the City Council for separate consideration and approval.

### **Next Steps**

If directed by the City Council, staff will initiate negotiations with Shea Homes regarding an Exclusive Negotiating Agreement and return to the City Council with a proposed ENA for review and consideration at a future public meeting.

Execution of an ENA will provide a structured framework for evaluating development opportunities on the former Fort Ord properties while preserving the City's discretion regarding future land use, environmental review, financial arrangements, and development approvals.

### **ATTACHMENTS:**

- March Developer Interest Letter
- Developer Written Responses

Respectfully Submitted,

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John Guertin  
City Manager



# CITY OF DEL REY OAKS

650 CANYON DEL REY BLVD., DEL REY OAKS, CALIFORNIA 93940  
PHONE (831) 394-8511 FAX (831) 394-6421

March 25, 2026

## Via Email and Regular Mail

Dear \_\_\_\_\_:

The City of Del Rey Oaks (“City”) has identified Urban Mix Development as a shortlisted candidate to serve as Master Developer for a significant portion of City-owned land within the former Fort Ord (APNs 031-191-026, 031-191-027, and 259-011-025). Rather than issuing a traditional Request for Proposals (RFP), the City is pursuing an expedited selection process to engage a qualified development partner.

## Process Overview

Your firm is one of four invited to participate based on demonstrated expertise in complex development projects, including experience on former Fort Ord lands or in similar contexts.

This project has several defining characteristics:

- It is intended to be a housing-focused, master-planned community with an emphasis on long-term fiscal and environmental sustainability.
- The development could effectively double the City’s population and presents an opportunity to establish new community focal points, commercial uses, and an expanded tax base.
- The project includes unique risks which, if properly addressed, can support a financially feasible outcome for all parties, as indicated by independent analysis by the City’s consultant, EPS.
- Prior development efforts have not advanced to approval.
- Success will require a well-structured public-private partnership with aligned interests.

This process is designed to evaluate overall partnership fit and approach.

## Selection Process

The process for selection is as follows:

1. Submit responses to the questions below by April 10, 2026 (maximum 10 pages).
2. The City team will evaluate each response on a scale of 1–3 (with 3 being the highest). Follow-up questions may be issued.
3. The two highest-ranked firms will be invited to interview in early May 2026. A site tour will be available upon request on or before the interview date.
4. Based on interviews, the City team may make a recommendation to the City Council (target: late May).
5. The City Council may accept or reject the recommendation and provide direction on next steps.

### **Developer Questions**

The following questions will provide the basis for our recommendation to the City Council:

1. What makes your team uniquely qualified for this project?
2. Who are the key members of your development team (including partners and affiliates), and what are their roles? Please include brief bios and firm information (additional details may be provided in an appendix).
3. What funding sources would you access to underwrite due diligence and other predevelopment expenses? What is your approval process for accessing these or additional funds as needed?
4. How will you approach site preparation, infrastructure installation, and vertical development (from both strategic and financial perspectives)?
  - a. What are your anticipated sources of debt and equity?
  - b. What would you envision as your land acquisition strategy (phased take-down vs. upfront purchase)?
  - c. Are ground leases sought for any components?
  - d. How will you determine whether to use various public financing instruments (e.g., EIFD, CFD, etc.), and what do you see as potential or likely scenarios in this regard?
5. What residential products are most viable for this site (positioning, types, amounts)?
6. What types, scale, and location of non-residential development do you envision?
7. How should the project integrate with surrounding developments, both within and outside of Del Rey Oaks?

8. How would you go about determining an acceptable return target for this Project? What metrics do you use to measure returns (e.g., IRR, equity multiple, other)?
9. Do you see the use of a Disposition and Development Agreement (DDA) negotiated during an identified Exclusive Right to Negotiate (ERN) period? What concerns or other options would you express, if any?
10. Under what conditions will the Project be financially feasible, cover the costs of infrastructure and services, and generate a positive residual land value?

**Additional Information**

Responses will be evaluated based on clarity, completeness, and overall approach to working with the City to achieve a timely project that provides priority public and private objectives. Brevity is encouraged. Please submit your response as a PDF (maximum 10 pages). The City may request additional information as needed.

The City team intends to present a recommendation to the City Council in late May. If approved, the City will proceed with establishing an ERN to negotiate formal development agreements.

The City team is available to answer questions and to provide project or parcel related materials upon request.

Thank you for your consideration,



John Guertin  
City Manager

April 3, 2026



Mr. John Guertin, City Manager  
City of Del Rey Oaks  
650 Canyon Del Rey Blvd  
Del Rey Oaks, California 93940

Dear Mr. Guertin:

UrbanMix Development is pleased to submit this response to the City of Del Rey Oaks. We are a San Francisco-based real estate development firm with a proven record on former military bases, public-private partnerships, and mixed-income communities across California. We have read your invitation carefully, and we have a specific and differentiated vision for this land: a housing-focused, master-planned community anchored by a world-class surf park destination. We believe this combination — attainable housing, community amenities, fiscal and environmental sustainability, and a signature recreational draw — is exactly what Del Rey Oaks needs to make this project succeed where prior efforts have not.

The surf park concept is not a novelty. UrbanMix is currently developing the Neptune Beach Surf Club in Alameda, California — an \$80 million surf park on City-owned land within Enterprise Park. We know how to make this work. Our partner for this component is Pro Swell, a surf park advisory and operations firm with global experience in surf venue design, development, and management.

We are ready to move quickly, work transparently, and build something Del Rey Oaks can be proud of for generations.

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## 1. WHAT MAKES YOUR TEAM UNIQUELY QUALIFIED?

Three things set UrbanMix apart for this project. First, we have direct Fort Ord experience. Keith McCoy directed the entitlements for East Garrison, a 244-acre, 1,400-home master-planned community on the former Fort Ord in Monterey County — the same base reuse context, the same jurisdictional complexity, the same need to build public trust before a shovel goes in the ground. That project is now under construction and Keith remains involved overseeing recent master plan modifications.

Second, we have delivered public-private partnerships on city-owned land through competitive RFP processes. Examples: Foster Square in Foster City — 400 units, 30,000 SF of retail, on 15 acres of formerly city-owned land — is built and operating. The Roseland Village Neighborhood Center in Santa Rosa is a public-private partnership with a County of Sonoma Community Development Commission, currently in entitlements. Currently, we are engaged in the early feasibility stages of a large scale mixed use/mixed income waterfront redevelopment project that requires a public-private partnership and community-based planning approach with the Port of Oakland, City of Oakland and the CA State Lands Trust. Both Keith and Scott Ward, Partner in Urban Mix, have also created several market rate housing and senior assisted living projects on the former Hamilton Air Base in Novato, CA.

We understand what cities need from a development partner, and we structure our projects and agreements accordingly.

Third, we are the only firm actively developing a surf park on City-owned land in California. Neptune Beach Surf Club in Alameda is an \$80 million project on a long-term ground lease with the City. We have the relationships, the operating partner (Pro Swell), and the hard-won feasibility knowledge to bring a surf venue to Del Rey Oaks in a way that is financially grounded and operationally sound.

## 2. KEY TEAM MEMBERS, ROLES, AND BIOS



**Keith McCoy**  
Founding Partner,  
Development Lead

Keith has more than 30 years of experience developing master planned communities and thousands of homes. He has held senior leadership roles with international development and housing companies and is the former principal of Urban Community Partners, which he founded in 2001 to pursue Smart Growth, mixed-income, mixed-use development. As co-developer and partner, he directed the full entitlement process for East Garrison on the former Fort Ord — a \$500 million, 244-acre, 1,400-home master-planned community requiring navigation of FORA, the Army, multiple jurisdictions, and deep community stakeholder engagement. The project is now under construction.

Keith also led the competitive RFP process for Foster Square in Foster City, a 15-acre, 400-unit senior-oriented mixed-use community on formerly city-owned land, delivered in partnership with MidPen Housing, Lennar, and Atria Senior Housing. He is currently leading entitlements for Neptune Beach Surf Club in Alameda and Roseland Village in Santa Rosa.

Keith holds a degree in Social Ecology and Urban Planning from UC Irvine. He serves as Chair of the Board of Directors of the Alameda Point Collaborative, a board member of the Council of Infill Builders, and has spoken at the Congress for New Urbanism, the Urban Land Institute, Seaside Institute and the American Planning Association.



### Scott Ward

Founding Partner, Architecture,  
Finance & Construction

Scott is an architect and real estate development professional with more than 30 years of experience in mixed-use projects, public-private partnerships, and adaptive reuse. Prior to co-founding UrbanMix, he led development at the Presidio of San Francisco and Hamilton Air Force Base in Novato, managing approximately \$50 million in new construction and negotiating \$200 million in development agreements. He also completed over two million square feet of new and adaptive reuse construction while practicing architecture, including the San Francisco Ferry Building and Pier One San Francisco.

Scott holds an MBA in Real Estate Finance and an MS in Natural Resource Policy from the University of Michigan, and a BA in Architecture from the University of Texas. His green building background directly informs UrbanMix's commitment to long-term environmental sustainability.



### Barry Long

Founding Partner,  
Urban Design & Planning

Barry is President and CEO of Urban Design Associates (UDA), an international urban design, planning, and architecture practice. He leads forward planning for UrbanMix and is responsible for shaping opportunities that serve both the community and the company. His approach is rooted in community engagement, design in context, and serving the working class — principles essential to a project that could double Del Rey Oaks' population. Barry led the extensive and successful East Garrison community planning process and preparation of the East Garrison Specific Plan and Pattern Book.

Barry is a member of the Urban Land Institute and the Congress for the New Urbanism. He holds Bachelor and Master of Architecture degrees from Montana State University.



### William Duncanson

Pro Swell, Surf Park Advisory &  
Operations Partner



### Kui Nakamura

Pro Swell, Surf Park Advisory &  
Operations Partner

Pro Swell is formed by the leadership of ProFun — a global amusement attraction consultancy with 44 years of experience and more than 500 clients in 50 countries — and Swell International, a development company specializing in surf lifestyle and experience-driven mixed-use projects. Pro Swell provides full-service surf park expertise: feasibility, business planning, operational design, staffing, and management. They are UrbanMix's partner on Neptune Beach Surf Club in Alameda. Pro Swell is led by William Duncanson, a world leader in surf park design, programming and strategy, with nearly 25 years of experience in mixed-use urban infill, complex master planning, and hospitality development. Kui Nakamura brings expertise in corporate and project finance, capital raising, and investment strategy, having executed or advised on over \$9 billion in principal investments. William and Kui are backed by the operational acumen and track record of ProFun's senior leadership, including Brad Merriman, President of ProFun with nearly three decades of visitor attraction advisory experience, and Mike Oswald, ProFun's Chief Operating Officer and former General Manager of both Yas Waterworld and Ferrari World in Abu Dhabi, two of the world's most celebrated theme and water park destinations.

William Duncanson is also a Principal at **BAR architects & Interiors** and will be responsible for architectural design.

### 3. FUNDING FOR PREDEVELOPMENT EXPENSES

We fund predevelopment from two sources. First, UrbanMix carries early-stage costs — due diligence, feasibility, initial planning — directly from firm capital. Second, for more capital-intensive phases, we draw on committed equity relationships with institutional and private investors who have partnered with us on prior projects. Decisions to access additional funds require partner-level approval. We anticipate no difficulty funding a thorough predevelopment program.

### 4. SITE PREPARATION, INFRASTRUCTURE, AND VERTICAL DEVELOPMENT

We approach large-scale development in phases, with infrastructure investment timed to each vertical phase rather than front-loaded. This protects project economics and keeps City and developer interests aligned throughout.

#### a. Debt and Equity Sources

We expect to capitalize this project through institutional equity, private co-investment, and project-level construction debt. Equity partner selection will be optimized once we have established the final product mix. We have existing relationships with equity sources experienced in base reuse and mixed-income projects.

#### b. Land Acquisition Strategy

We strongly prefer a phased take-down structure. This aligns acquisition costs with project milestones, reduces risk for both parties, and allows the program to respond to evolving market conditions.

#### c. Ground Leases

We are open to ground leases for commercial or recreational components where they improve project economics or serve a public benefit — Neptune Beach is structured exactly this way. We do not anticipate ground leases for for-sale residential.

#### d. Public Financing Tools (EIFD, CFD)

We are experienced with both EIFDs and CFDs. CFDs are well-suited to fund backbone infrastructure with repayment spread across future property owners. EIFDs can capture incremental tax increment to fund broader public improvements, including green infrastructure such as stormwater systems, EV charging, solar, and energy-efficient building systems. We would work closely with the City, EPS, and Willdan to model scenarios and select the optimal structure.

### 5. RESIDENTIAL PRODUCTS

Based on the City's goals and the project's characteristics, we expect the strongest residential program to include a mix of for-sale market rate homes (single family detached), for-sale and for rent affordable units, and potentially senior-oriented housing. Senior housing fits well within a community focused on long-term fiscal sustainability, generating lower service demands while contributing to the tax base. We will commit to a final product mix once we have completed site analysis and community engagement. Getting it right early is more important than moving fast.

### 6. NON-RESIDENTIAL DEVELOPMENT

The anchor non-residential use we are proposing is a surf park destination, developed in partnership with Pro Swell. The Del Rey Oaks site sits within a 90-minute drive of the South Bay and Silicon Valley and minutes from the rest of the Monterey Peninsula — a combined population catchment of over 3 million residents that supports destination-scale attendance. Monterey County's mild, year-round climate is also an operational advantage: unlike surf parks in colder climates that face seasonal closure, this site can generate revenue every month of the year. According to industry data and recent feasibility studies for other surf park developments reviewed by Pro Swell, surf parks in comparable markets draw between 50,000 and 250,000 visitors annually depending on size and programming; a well-positioned attraction here would realistically target this range given regional population density and the absence of any competing surf destination within the catchment area. Beyond attendance, a surf lagoon creates the same kind of real estate premium that waterfront property commands flowing directly into residential pricing and absorption throughout the project's phasing period and creating a defining identity no amount of conventional retail or housing can replicate.

The economic case is concrete and increasingly well-documented. Industry research puts average daily visitor spending between \$220 and \$380 per participant, with destination-oriented parks that integrate lodging, food and beverage, and event programming reaching the higher end of that range. Revenue streams spanning wave sessions, lessons, memberships, food and beverage, retail, and corporate events also support commercial tenants who may otherwise struggle in a new community without an established customer base. The surf park generates transient occupancy tax, if lodging is integrated, sales tax from on-site spending, and meaningful property tax uplift from increased land values in adjacent residential parcels. According to Crystal Lagoons data, the first public-access lagoon to open in Florida saw home sale prices increase by 21% during pre-construction, while comparable competing developments managed only 1%-5% appreciation — precisely the residential pricing and absorption advantage this project needs during its phasing period.

Perhaps most importantly for Del Rey Oaks, this attraction creates an additional reason for people from outside the community to visit regularly, building the City's long-term commercial tax base from day one of operations. The clearest recent precedent is Atlantic Park in Virginia Beach — a \$350 million public-private partnership where a surf lagoon anchors a mixed-use district of housing, retail, and entertainment. Virginia Beach committed more than \$150 million in public infrastructure investment not because it viewed the project as a surf amenity, but because the lagoon functioned as a civic catalyst that activated the surrounding development which is expected to ameliorate the very pronounced seasonality of economic activity in that market. The same logic applies here. Key considerations to be resolved during pre-development include right-sizing the lagoon to the market, embedding it within a multi-revenue mixed-use program, and leveraging Pro Swell's experience opening and operating attractions on five continents.

The retail and food and beverage program is downstream of the surf park, not independent of it. Industry surveys shows average dwell times of three to four hours across surf park visitors, and that time translates directly into food and beverage covers, retail transactions, equipment rentals, and repeat visits. The commercial program we envision — walkable, neighborhood-serving retail and activated food and beverage at key focal points throughout the site — is designed to capture that spending rather than compete for a separate, unproven customer base. Sustainability is woven throughout: we favor ground-floor uses that reduce vehicle miles traveled, support local enterprise, and activate public space throughout the day. All non-residential programming will be stress-tested for financial viability before it is committed, in close coordination with the City's economic advisors.

## **7. INTEGRATION WITH SURROUNDING DEVELOPMENTS**

Integration means three things to us: coordinated infrastructure planning with neighboring Fort Ord jurisdictions to avoid duplication and share costs; a land use program that complements rather than competes with Seaside, Marina, and nearby communities; and a mobility and open space framework connecting residents to regional trails, transit, and employment. Barry Long and UDA bring specific expertise at this regional planning scale. Environmental sustainability is embedded in this work — shared green infrastructure, wildlife corridors, and stormwater management that serve the whole landscape.

## **8. RETURN TARGETS AND METRICS**

We evaluate projects using IRR, equity multiple, and development margin as primary metrics. Return thresholds are established in partnership with our equity investors and calibrated to project risk. We will not commit to a specific threshold until we have completed due diligence and selected equity partners optimized for the final product mix. What we can say is that we do not pursue projects where the numbers do not work for all parties.

## **9. DDA AND ERN**

Yes. We support the use of a Disposition and Development Agreement negotiated during an Exclusive Right to Negotiate period. This structure provides the City with accountability and milestone-based protection while giving the developer the exclusivity needed to complete due diligence and structure financing. We have negotiated DDAs on multiple prior public-private partnerships and are fully comfortable with this approach.

## 10. FINANCIAL FEASIBILITY CONDITIONS

Financial feasibility will depend on four things working in concert: a product mix aligned with current market demand; a phased infrastructure investment strategy that matches capital deployment to revenue milestones; effective use of public financing tools — EIFD and CFD — to offset backbone infrastructure costs; and a phased land acquisition structure that limits upfront capital exposure.

The surf park component strengthens feasibility in ways that pure residential does not. It generates early operating revenue before residential absorption is complete, activates commercial uses from the outset, and provides the City with a diversified and recurring revenue stream — sales tax, admissions, food and beverage, and property tax uplift on adjacent parcels — that reduces dependence on residential property tax alone. It also attracts a broader pool of equity investors who seek mixed-use, experience-driven assets, improving the project’s capital structure. And it gives the development a distinctive identity that supports residential pricing and absorption throughout the project’s phasing period.

Long-term fiscal and environmental sustainability — the City’s stated priority — is achieved through smart phasing, green infrastructure investment, and a commercial program that builds a durable tax base. We look forward to stress-testing these conditions with EPS, Willdan, and the City team.

### PROPOSED CONSULTANT TEAM

**Whitson Engineers, Civil Engineering**  
**whitsonengineers.com**

Whitson Engineers is a full-service civil engineering and land surveying firm with deep experience in public works, subdivisions, multi-family residential, stormwater management, and parks and recreation projects. Their local expertise and broad project portfolio make them well-suited to the infrastructure demands of a master-planned community of this scale.

**ENGEO, Geotechnical & Environmental**  
**engeo.com**

ENGEO is a geotechnical engineering, geology, environmental science, and hydrology firm with more than 50 years of experience and operations in the US, New Zealand, and Australia. They bring the subsurface and environmental expertise required for responsible development on former military land, including site characterization, remediation oversight, and foundation engineering.

**BAR Architects & Interiors, Architecture**  
**bararch.com**

BAR is an award-winning, full-service architectural and interior design firm with studios in San Francisco and Los Angeles. Founded in 1966, BAR specializes in mixed-use, multifamily residential, and hospitality design **including surf park design**, and has received more than 190 design awards including the AIA California Firm of the Year. BAR is a signatory to the 2030 Commitment for net-zero buildings and a certified Green Business, making them a strong partner for the City’s sustainability objectives. **BAR is currently working with the Pebble Beach Company on a variety of projects in the Monterey area.**

**Urban Design Associates (UDA), Planning** **urbandesignassociates.com**

Founded in 1964, UDA is an international urban design and planning firm headquartered in Pittsburgh, Pennsylvania, and led by UrbanMix Founding Partner Barry Long as Managing Principal. UDA specializes in master plans, pattern books, and architecture for mixed-income communities, and has delivered principal-led projects across the United States and internationally. Their listening-based planning process and community-engagement methodology are directly suited to a project that must earn broad public support to succeed.

**Willdan Financial Services, Financial & Economic**  
**willdan.com**

Willdan Financial Services is a public finance and economic consulting firm founded in 1964 and headquartered in Anaheim, California. Willdan has served more than 1,200 public agencies across nearly 40 states. Their services directly address this project’s needs: EIFD and CFD formation, tax increment finance district analysis, development impact fee programs, fiscal impact analysis, real estate economic analysis, and long-term financial planning. Willdan brings the institutional knowledge to help the City and UrbanMix structure public financing tools that work.

## OUR QUESTIONS

Before our first interview with the City team, UrbanMix would welcome answers to the following questions. They will allow us to sharpen our understanding of the site, align our program with the City's priorities, and make the most of the time we have together.

### **Housing Program**

What is the City's target range for total housing units, and does the City have a preferred mix by tenure, affordability level, or household type? Are there specific community needs — workforce housing, senior housing, for-sale affordability — that the City considers essential rather than aspirational?

### **Evaluation Criteria**

How will the City evaluate and rank proposals? Is this primarily an economic transaction — focused on land value, ground lease revenue, and fiscal return to the City — or do environmental outcomes, social equity, and community design carry equal or greater weight in your scoring? Understanding this clearly will help us structure a proposal that reflects the City's actual definition of success.

### **Existing Infrastructure**

What infrastructure currently exists on the site, and what has the City budgeted or bonded for in terms of backbone improvements? Are there existing utility connections, roadway stubs, or remediation work already underway that a developer can build from? What is the City's expectation for the developer's infrastructure cost burden relative to any public contribution?

### **Existing Commitments and Constraints**

Are there existing community commitments, deed restrictions, prior development agreements, FORA successor obligations, or environmental covenants that will constrain the program or timeline? Are there any parcels within the APNs that carry specific use restrictions or that are subject to claims by other parties?

### **Interim Uses**

What is the City's position on interim uses of the site during the entitlement and phasing period? Is there an appetite for temporary activation — community gardens, pop-up markets, event uses — that could generate early community goodwill and modest revenue while long-term entitlements are pursued?

### **Regional and FORA Obligations**

What obligations to neighboring Fort Ord jurisdictions, the FORA successor framework, or regional planning bodies will apply to this project? Are there shared infrastructure agreements, regional housing allocation requirements, or inter-jurisdictional coordination processes that we should understand before structuring our approach?

### **Vision For Success**

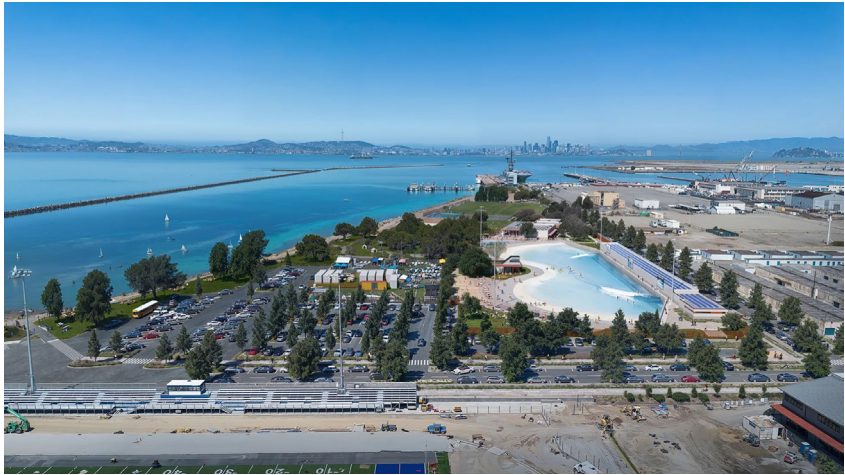
What does success look like for Del Rey Oaks at five years, ten years, and at full buildout? We ask this because the answer shapes everything — phasing strategy, product mix, public amenity sequencing, and the structure of the public-private partnership itself. We want to build toward the City's vision, not just satisfy the minimum requirements of an RFP.

# Relevant Project Experience Examples



## NEPTUNE BEACH SURF CLUB | ALAMEDA, CA | URBANMIX DEVELOPMENT

An \$80 million surf park on City-owned land, currently in feasibility and entitlements. Neptune Beach demonstrates UrbanMix's ability to develop complex recreational amenities on public land through long-term ground leases.



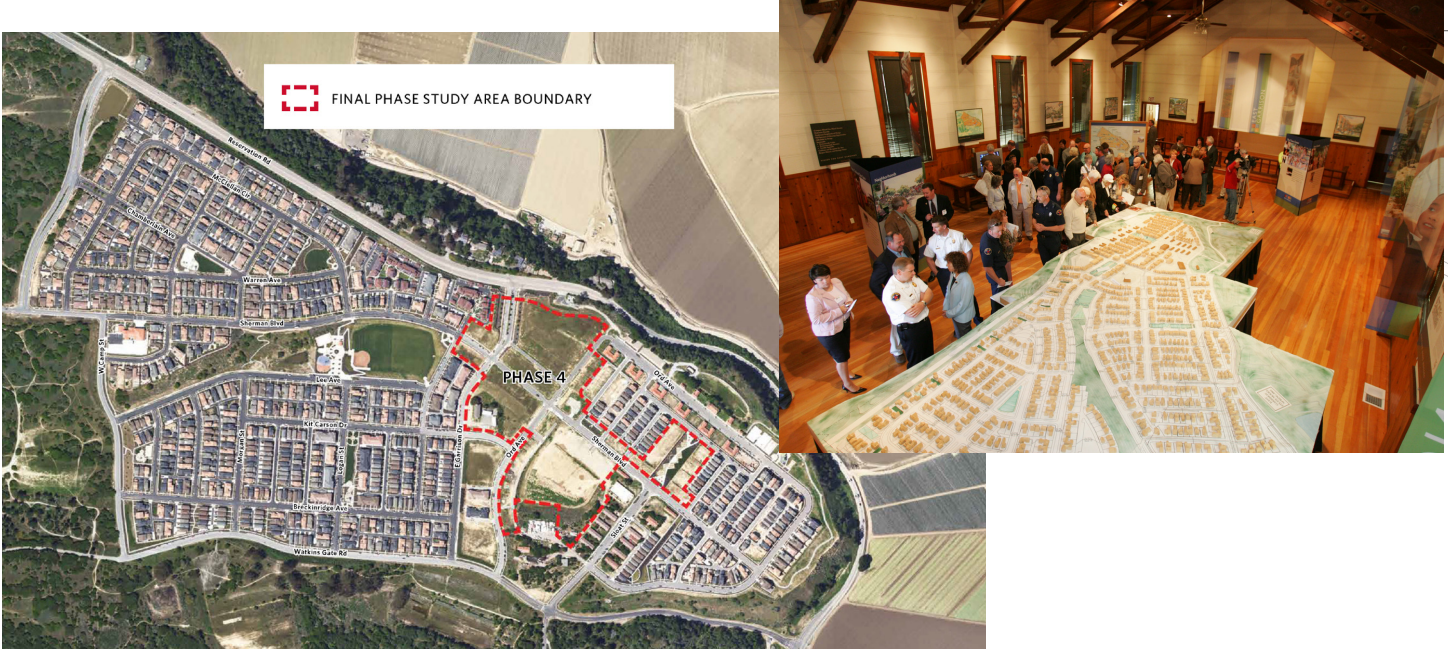
## SHELL POINT BEACH & SURF CLUB | PANAMA CITY BEACH, FL | PRO SWELL

A world-class surf wave pool and beach resort destination serving Panama City Beach, Florida. Shell Point features a 3-acre wave pool, food and beverage with a rooftop bar, a fully serviced lounge beach with swim lagoons and cabanas, a VIP members club, surf retail, and a surf academy for all skill levels. Pro Swell is leading design and business planning, fundraising, pre-opening implementation, and ongoing operational management for this community-anchored surf destination.



EAST GARRISON MASTER PLAN & TOWN CENTER | FORMER FORT ORD, MONTEREY COUNTY | URBANMIX DEVELOPMENT

A \$500M+ mixed-use, mixed-income master-planned community on the former Fort Ord Army Base — the same base reuse context as Del Rey Oaks. UrbanMix guided this project from original entitlements to construction, spanning more than two decades of public-private partnership.



**YAS WATERWORLD | ABU DHABI, UAE | PRO SWELL / PROFUN**

A landmark 37-acre waterpark on Abu Dhabi's Yas Island featuring 43 rides and attractions, including the largest sheet wave surf ride in the world. Named Best Waterpark in the World at the 2018 World Travel Awards. Pro Swell partner Mike Oswald served as General Manager from opening through 2014, leading the park to record attendance and revenue. ProFun's team developed the original business case, provided operational input into design, built all department operating plans and budgets, and managed the full pre-opening program.



**FOSTER SQUARE | FOSTER CITY, CA | URBANMIX DEVELOPMENT**

A 15-acre, 400-unit senior-oriented mixed-use community on formerly City-owned land, delivered through a competitive RFP process. Completed in partnership with MidPen Housing, Lennar, and Atria Senior Housing. BAR Architect & Interiors was the master planner and architect for Foster Square, and architect of record for the majority of building phases.



ROSELAND VILLAGE NEIGHBORHOOD CENTER | SANTA ROSA, CA | URBANMIX DEVELOPMENT

A public-private partnership with MidPen Housing and the Sonoma County Community Development Commission. Roseland delivers affordable and market-rate housing, a civic library, a mercado food hall, and a public plaza — all designed around pedestrian streets, transit access, and community health.



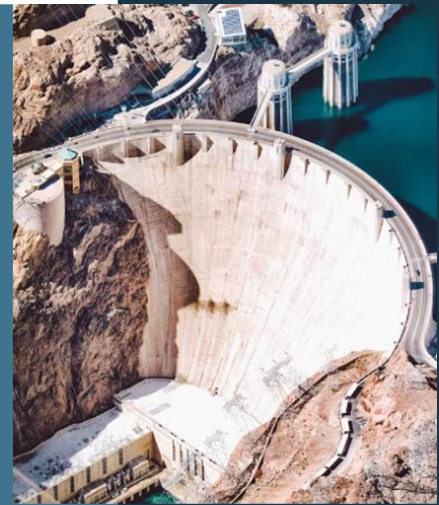
UrbanMix Development has done this work before — on Fort Ord, on city-owned land, in public-private partnerships on other former military bases that required patience, creativity, and trust. We bring the Fort Ord experience, the surf park track record, and the community planning and design leadership to make Del Rey Oaks a landmark project. We are grateful for the City's confidence in inviting us to participate and welcome the opportunity to discuss our vision in person.

Respectfully submitted,

Handwritten signature of Keith McCoy in blue ink.

**Keith McCoy**  
Founding Partner, UrbanMix Development  
info@urbanmixdevelopment.com | urbanmixdevelopment.com

# DEL REY OAKS DEVELOPMENT



**SHEA HOMES  
RESPONSE TO DEVELOPER  
INTEREST LETTER**

**APRIL 10, 2026**

# 1. What makes your team uniquely qualified for this project?

Shea Homes has a proven successful record of performance in military base-reuse work throughout Northern California and specifically in Monterey County. Our work includes the successful redevelopment of previous military installations at Hamilton Field (United States Air Force, Novato, CA), the Benicia Arsenal (United States Army, Benicia, CA) and at Fort Ord (the award-winning communities of The Dunes on Monterey Bay in Marina and The Enclave at Bayonet and Blackhorse Golf Courses in Seaside). These projects highlight Shea Homes' expertise in transforming complex military redevelopment projects into comprehensive communities that drive economic development, increase tax base and revenue, and offer diverse retail, office, hospitality, and a variety of housing options for differing income levels. Shea Homes has extensive experience navigating the complex environmental conditions that accompany military base reuse, including unexploded ordnance, munitions cleanup, and related remediation requirements typical of this type of development.

Shea Homes is deeply engaged in the Monterey Peninsula business community; we have maintained a local office in Marina for more than 20 years, and today a team of 27 Monterey-based employees is dedicated to our work on the Peninsula. We have long-standing relationships with qualified local contractors and consultants like Whitson Engineers and Denise Duffy & Associates, and we are members of several regional organizations including the Monterey Peninsula Chamber of Commerce, Monterey County Business Council, Monterey County Hospitality Association, and Monterey Bay Economic Partnership. These relationships help us stay closely aligned with local economic priorities, employers, and community leaders.

Shea Homes is a family-owned and led company that prides itself in providing outstanding quality in every aspect of the communities we develop. We are well positioned financially and part of the larger J.F. Shea Family of Companies which, having been in business since 1881, is well known for its history in building large infrastructure projects like the Hoover Dam, The Golden Gate Bridge, and the BART Tunnels in San Francisco Bay. Today our company has a depth of experience and focus that includes development of communities and projects that include residential homes, condominiums, apartments, stand-alone and mixed-use retail, office, industrial, and infrastructure including heavy construction.

In 2022, Shea Homes of Northern California was named "Builder of the Year" by the Building Industry Association of the Bay Area (BIABA) and consistently attains some of the highest rankings in customer

satisfaction among Bay Area homebuilders. In 2023, the Northern California Division’s Enclave community in Seaside was named “Detached Community of the Year” on a nation-wide basis at the International Builders Show. In 2024, The Dunes master-planned community received both “Detached Community of the Year” and “Attached Community of the Year” by the BIABA. Additionally, Shea has received several special recognition safety awards from Cal/OSHA and a “Silver Catalyst Designee” from the California Department of Housing and Community Development (HCD) for the sustainable design of The Dunes master-planned community in Marina, CA. These honors validate over a century of commitment to craftsmanship and customer service by J.F. Shea Family of Companies.

Shea Homes is thrilled to offer the City of Del Rey Oaks a highly experienced team that has a proven record of fully financing and executing compelling, tax revenue generating commercial centers on former Fort Ord land. We appreciate the opportunity to replicate that success and advance the City's long-term goals, while embracing the area's natural beauty.

## 2. Who are the key members of your development team, and what are their roles?



**LAYNE MARCEAU**

President  
Shea Homes



**DONALD HOFER**

Vice President, Community &  
Land Development  
Shea Homes



**MATT HENRY**

Vice President, Land Acquisition  
Shea Homes

### Layne Marceau, Division President

Layne Marceau is President of the Northern California Division of Shea Homes. He joined the company in 1995 as Vice President of Finance for the Southern California Division. Layne took a lead role in corporate mergers and acquisitions, successfully leading the acquisition of both the Mission Viejo Company in 1997 and UDC Homes in 1998. In 1998, he became Corporate Vice President of Operations and in February

2000 he was named President of the Northern California Division. Additionally, Layne has been a member of the California Building Industry Association since 1995 and served as Chairman of the Association in 2006. Layne was inducted into the California Homebuilding Foundation Hall of Fame in 2009.

### **Don Hofer, Vice President, Community & Land Development**

Since joining Shea Homes in 1998, Don has been responsible for overseeing the post-acquisition management and entitlement of over 10,000 residential lots and homes, as well as mixed-use and master plan communities in Northern California. His experience includes complex entitlement and CEQA issues, special interest negotiations, litigation settlement, military base reuse, prevailing wage projects, anchor and in-line tenant lease negotiations, as well as all aspects of government and political relations. Don serves on the board of the Building Industry Association of the Bay Area, as well as the board and Governmental Affairs Committee for the California State Building Industry Association.

Don has led the Monterey Peninsula development efforts for Shea Homes for many years and has been the key force behind successful aspects of the business including The Dunes Promenade Mixed Use project with Trader Joe's, the Brass Tap, Lalla Grill, and El Charrito, as well as the new Kaiser Permanente medical campus, the relocation of Mercedes-Benz of Monterey, and development of hotels within The Dunes. Don is also a homeowner at The Dunes.

### **Matt Henry, Vice President, Land Acquisition**

Matt Henry is Vice President of Land Acquisition for the Northern California Division of Shea Homes. He joined the company in 2003 to secure new land opportunities in the region as well as to market and sell land and lots for the Northern California Division. In addition to leading the land acquisition efforts, Matt evaluates and provides land and asset strategies at both the local divisional level as well as providing support efforts at a corporate level. He also provides development management oversight related efforts of large-scale master-plan developments such as Mountain House. With over 40 years of diverse background in the civil engineering and homebuilding industry, Matt brings significant real estate experience.

### **Doug Yount, Governmental Relations**

Shea Homes is also pleased to be working with Doug Yount, who has served as Shea Homes Monterey Peninsula lead for governmental and political affairs as well as strategic planning for many years. Doug

brings deep experience in the Monterey Peninsula government and political relations as well as municipal financing, planning, and entitlements. His experience includes holding positions as the former City Manager for the City of Marina and the former Board Chair for Habitat for Humanity Monterey Bay. His knowledge of local market conditions and stakeholder priorities will help us tailor a feasible plan that reflects Del Rey Oaks' goals.

### **3. What funding sources would you access to underwrite due diligence and predevelopment expenses?**

Shea Homes is a privately held business with a solid capital structure. Shea Homes typically funds due diligence and predevelopment costs utilizing funds generated from operations held as cash on the balance sheet, thus providing Shea Homes with the ultimate flexibility in structuring acquisitions or investments. Shea Homes has the financial capacity and funds immediately available to meet the capital requirements of the proposed development project. Shea Homes can also provide the required bonding, insurance, and subdivision improvement agreements for this development. No project level financing is necessary for Shea Homes to execute this project, and Shea Homes is willing and able to fund all required costs.

For the year ending December 31, 2025, Shea Homes had total assets of approximately \$3.82 billion, primarily comprised of real estate and approximately \$512 million in cash and cash equivalents. The Company's Quarterly and Full Year Results are available online.

### **4. How will you approach site preparation, infrastructure installation, and vertical development?**

**Entitlement Risks & Strategy:** The Del Rey Oaks Housing Element identifies 100 acres within the 232-acre Site 1 parcel, cleared for residential use by the Department of Toxic Substances Control (DTSC) and the Army and free of restrictive covenants for development of 200 units on 10 acres at 20 dwelling units per acre. The adjacent Site 1a parcel adds 72 units on 3.6 acres at the same density, together fulfilling the 272-unit RHNA allocation. While we recognize that this density forms the basis of the current regulatory

framework for future projects, given that the Housing Element Environmental Impact Report (EIR) relied on it for its analysis, we also will be looking to balance development planning with economic cost realities associated with prevailing wage requirements for the site and a desire to deliver a blend of land use and housing types at varying densities.

The Fort Ord area supports special-status species such as California spineflower and the California tiger salamander (CTS); the City's Housing Element EIR already acknowledges the need for additional approvals and mitigation before residential use is authorized in some parts of the site, as the Fort Ord Reuse Authority (FORA) did not complete a Habitat Conservation Plan (HCP) prior to its dissolution. We will work to complete necessary biological assessments, including, if necessary, spineflower and California tiger salamander mitigation programs, updated studies for potential impacts related to airport, traffic, noise, wildfire, and hazardous-materials analysis, and coordination efforts with special interest groups such as the California Native Plant Society.

Additionally, Shea Homes will organize a structured community outreach program and proactively coordinate with key stakeholders. Our goal will be to build trust, surface issues before they become obstacles, and ensure the ultimate project reflects the priorities of Del Rey Oaks and its partners. We anticipate working with the City to determine the best overall entitlement approach for the project, but understand that this may include a package of discretionary approvals including the following;

- Exclusive Negotiating Agreement (ENA)
- Disposition and Development Agreement (DDA)
- Development Agreement (DA)
- General Plan and Zoning amendments or overlays
- Tentative Map
- Infrastructure Financing / Funding Agreements
- Conditional Use Permits
- Other Approvals – Include Airport Land Use Compatibility Plan (ALUCP) consistency or otherwise as needed for Planning Commission and City Council hearings and appeal periods.

With all that said, we understand that the core entitlement challenge on this site is not simply securing local land-use approvals but threading the needle among water allocation, Covenants to Restrict Use of Property (CRUP) and hazardous-materials constraints, strict airport safety and noise standards, and building upon the current Housing Element and its associated California Environmental Quality Act (CEQA)

documents. Shea Homes will therefore treat entitlement as a multi-agency strategy: working with the City to structure an Exclusive Right to Negotiate and Disposition and Development Agreement, coordinating early with Marina Coast Water District (MCWD), Department of Toxic Substances Control (DTSC), the United States Army, Environmental Protection Agency (EPA), Seaside Fire Department, and the Airport Land Use Commission, and preparing a legally defensible project-level CEQA document.

**Infrastructure and Vertical Construction:** Shea Homes' approach is informed by its work on former Fort Ord lands, including The Dunes in Marina and The Enclave at Bayonet and Blackhorse Golf Courses in Seaside. We will explore optimizing the phased takedowns of land or milestone-based conveyances to appropriately align public and private interests. Infrastructure delivery will be coordinated closely with the City and regional agencies and will account for prevailing wage requirements, phased utility demand, water and sewer capacity, and long-term maintenance considerations. Additionally, we will explore different opportunities to satisfy the affordability requirements on this site, such as an affordable apartment community like Terracina at The Dunes in Marina, developed through a partnership between Shea Homes and USA Properties.

Shea Homes will look to design a phased infrastructure plan that includes primary access, collector streets, water, sewer, recycled water if available, power, communications, and regional drainage needed to support the preferred land plan. We will coordinate closely with the relevant water and sewer providers to confirm capacities and required off-site upsizing, then explore with the City and the City's consultants a combination of public financing tools such as a Community Facilities District (CFD) / Enhanced Infrastructure Financing District (EIFD) or similar mechanisms for major infrastructure systems. We understand that the utility service connections may have to come from General Jim Moore Blvd and we will explore the feasibility of an easement or other access options on the Kranyak parcel for this extension.

We will look to phase vertical development in areas with the cleanest path to approvals, outside the most restrictive airport-related safety zones, consistent with zoning, and in response to current market preferences so homes and employment uses can deliver while more complex edge conditions are still in entitlement. We will explore more noise-tolerant commercial, employment, and civic uses positioned closer to airport-affected edges and along mapped arterial corridors, reserving quieter interior or shielded parcels for residential uses.

## **5. What residential products are most viable for this site?**

The most viable residential program will be one that complements and connects with the Del Rey Oaks community and surrounding area but also recognizes the realities of construction costs resulting from FORA prevailing wage requirements. Shea Homes anticipates working with the City to adjust the current 20 unit per acre standard so the plan can deliver a more balanced residential program at densities that economically support necessary infrastructure and non-residential uses. Rather than a single uniform density, the community would feature a spectrum of housing types ranging from attached townhomes, duets, and apartments that are affordable by design, to thoughtfully scaled detached homes. This approach creates a richer mix of options for different households and will serve to complement the character of Del Rey Oaks.

In all cases, Shea Homes will work collaboratively with the City to shape a mixed-use neighborhood that feels like a natural extension of Del Rey Oaks, integrates with surrounding open space, and advances the City's long-term housing and fiscal goals.

## **6. What types, scale, and location of non-residential development do you envision?**

Shea Homes envisions non-residential uses that are scaled to Del Rey Oaks and focused on supporting the new neighborhood, the existing community, and the City's fiscal goals. At full buildout this could include a neighborhood serving commercial core such as small shops, food and beverage, and services paired with civic or community facilities that anchor the project's identity and create an all-day place, a similar concept to The Dunes Promenade we built in Marina. This may also include areas of the project that leverage existing opportunities related to General Jim Moore and Hwy 218 connectivity and the adjacent airport, Ryan Ranch development patterns, and City of Monterey properties. Ideally, the non-residential component would be designated with a flexible multiple use zoning designation set in a commercial zoning district, allowing a range of compatible uses so the project can respond over time to market demand and interest. The exact size and mix of non-residential space in Del Rey Oaks would be calibrated through market analysis and close collaboration with the City, ensuring that uses are compatible with airport constraints, traffic capacity, and neighborhood character while still generating meaningful sales tax and long-term fiscal benefits.

## **7. How should the project integrate with surrounding developments?**

The project should feel like a natural extension of Del Rey Oaks, blending with existing neighborhoods rather than reading as a separate enclave. Connectivity will be a core design principle. The street network, bike routes, and sidewalks will be laid out to create connections to existing neighborhoods or community destinations, and trails and greenways would be aligned to link into regional paths and nearby open space to give current residents better access while providing new residents direct routes into the existing Del Rey Oaks community.

Non-residential and civic uses will be located along shared edges and primary corridors, so they serve both existing and future residents, and act as common gathering places. Through this combination of compatible scale, connected circulation, and shared public spaces, the project is intended to strengthen the identity of Del Rey Oaks as a cohesive community.

## **8. How would you determine an acceptable return target for the project?**

Return targets would be established based on risk-adjusted feasibility accounting for entitlement complexity, infrastructure and remediation obligations, phasing duration, public financing participation, and anticipated market absorption. This is an ongoing, iterative process that evolves hand-in-hand with community planning and entitlement. Shea Homes will continually update project economics to ensure that the plan remains both financially viable and responsive to the City's goals.

## **9. Do you see the use of a Disposition and Development Agreement during an ERN period?**

Shea Homes supports the use of a Disposition and Development Agreement negotiated during an Exclusive Right to Negotiate period. This structure provides clarity around risk allocation, performance milestones, phasing obligations, and accountability.

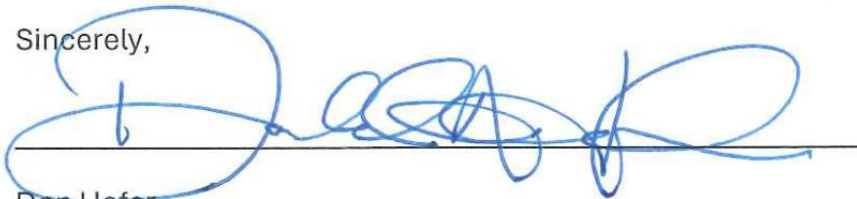
## 10. Under what conditions will the project be financially feasible?

Financial feasibility will depend on certainty around allowable land uses and density, predictable entitlement timelines, infrastructure cost allocation, availability of utilities and water, and access to appropriate public financing tools. Shea Homes' experience in Fort Ord demonstrates that with a well-structured partnership and disciplined phasing, projects of this nature can be delivered successfully.

## Conclusion

Shea Homes appreciates the opportunity to engage with the City of Del Rey Oaks on this exciting redevelopment opportunity. The team brings direct Fort Ord experience, proven master developer capability, and financial strength to partner with the City on a complex long-term project that delivers housing, fiscal stability, and community benefit. We sincerely appreciate the opportunity to present our capabilities to you and eagerly look forward to furthering discussions about this project.

Sincerely,

A handwritten signature in blue ink, appearing to read "Don Hofer", written over a horizontal line.

Don Hofer

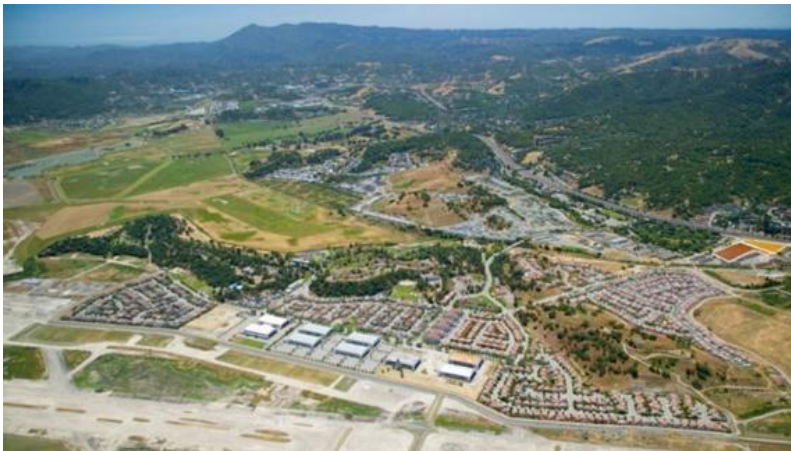
Vice President, Community & Land Development, Shea Homes

Phone: (925) 245-3632

Email: [don.hofer@sheahomes.com](mailto:don.hofer@sheahomes.com)

## Appendix

### Hamilton Airfield – Novato, CA (Air Force Base Reuse)



The Hamilton project consisted of redeveloping a portion of the Hamilton Field Military Base in Novato, in Marin County. Shea Homes, as managing partner in a joint venture with Centex Homes, was selected by the City of Novato to redevelop the Rafael Village and Capehart portions of the redevelopment plan. The master plan consisted of approximately 300 acres and 1,092 residential units subdivided into several neighborhoods of varying densities and affordability; 60% of the housing units were restricted to below-market rates, which Shea constructed, resulting in two highly successful affordable communities - Creekside and Bay Vista. The project, as designed, incorporated several key community goals and innovations: a land plan that retained existing natural grades of the project site, preservation of 7 acres of restored riparian habitat, and a recycling plan that retained 80% of the former military housing materials.



# IL Housing Solutions

April 10, 2026

City Manager Guertin  
City of Del Rey Oaks  
650 Canyon Del Rey Boulevard.  
Del Rey Oaks, CA 93940

RE: IL Housing Solutions - Master developer qualifications  
City-owned property, former Fort Ord Army Base

Dear City Manager Guertin:

On behalf of IL Housing Solutions - a joint venture between Integral Communities and Lennar Homes - we are pleased to submit our responses to the City's questions for the selection of a master developer for the City-owned land within the former Fort Ord Army base.

We appreciate the opportunity to participate in this process and recognize the significance of this project for the City of Del Rey Oaks and the larger Monterey peninsula. As outlined in your letter, this effort represents a unique opportunity to deliver a housing-focused, master-planned community that supports long-term fiscal and environmental sustainability while significantly expanding the City's housing supply and economic base.

We also understand the complexity of the project. It will require careful coordination of environmental and regulatory considerations, a thoughtful and sustained community outreach process, and a development approach that responds to evolving market conditions while delivering critical infrastructure, a variety of housing, and community-serving uses. Just as importantly, success will depend on a strong public-private partnership with aligned expectations and a shared commitment to implementation.

IL Housing Solutions brings a team that has successfully advanced projects – including former federal facilities redevelopment - from remediation through entitlement and into construction and we understand what is needed to get this project done.

We bring a capital structure that provides certainty of execution. Lennar - the largest homebuilder in California and the United States - provides direct access to committed equity, enabling timely decision-making without reliance on third-party financing.



# IL Housing Solutions

We are focused on delivering a plan that meets the City's housing and economic goals, generates long-term revenue, has strong community support, and creates a cohesive, well-integrated community that reflects the character and needs of the Del Rey Oaks community.

We look forward to the opportunity to continue working with the City and appreciate your consideration. Should you have any questions or require further information please do not hesitate to contact me at: (925) 766-5900 or [vince@integralcommunities.com](mailto:vince@integralcommunities.com).

Sincerely,

Vince Fletcher  
Vice President of Land Acquisition

## RESPONSES TO QUESTIONS

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### *1. What makes your team uniquely qualified for this project?*

IL Housing Solutions – a partnership between Integral Communities and Lennar Homes – offers several advantages to the City of Del Rey Oaks – we bring a proven team, unmatched access to capital that enables speed and certainty of execution, successful community engagement experience on other base closure projects, and proven experience transforming complex environmental and base reuse sites. We are also in contract with the two Kranyak parcels located to the west and east of the City property. This offers several advantages: 1) we have firsthand insight into the issues involved in this area, including CTS mitigation and coordination with state and federal fish and wildlife agencies and 2) we are able to develop these parcels with community serving, tax-generating retail and housing which allows an integrated approach to land use that extend well beyond the project boundaries. The bullets below summarize our qualifications:

- The team members proposed have worked together for the past 15 years and have successfully delivered similar large-scale projects
- Direct experience managing brownfields and unexploded ordinances (UXO) sites from investigation and cleanup through entitlement and delivery to market including the FMC property in the City of Newark where our team removed munitions and phosphorous in soil.
- Capital structure that provides certainty of execution and the ability to move quickly without reliance on third-party financing
- Experience designing and executing meaningful community outreach programs for former federal base closure sites in California
- Strong working relationships with state and federal regulatory agencies developed through decades of work on similarly complex sites
- Track record of working with public agencies to align fiscal, environmental, and community goals
- Control of the 23-acre parcel at the corner of General Jim Moore Boulevard and South Boundary Road, allowing us to deliver tax-generating non-residential uses. We have incorporated FORA requirements, including prevailing wage, 20 percent affordability and setbacks along the Bureau of Land Management (BLM) land, into our underwriting.

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### *2. Who are the key members of your development team (including partners and affiliates), and what are their roles? Please include brief bios and firm information in appendices.*

The following team has been assembled to meet the unique challenges of the site – particularly environmental conditions, infrastructure delivery, transportation management, and community outreach. Brief bios and firm information are provided in Appendix A.

#### **Lead Developer: IL Housing Solutions (Integral and Lennar Homes) – Master developer, entitlements, financing, delivery**

IL Housing Solutions is a joint venture between Integral Communities and Lennar Corporation, formed specifically to deliver large-scale, master-planned residential communities. IL Housing Solutions will serve as the Master Planner and Design Team Lead.

The partnership combines Integral’s expertise in land entitlement, complex site development, and investigating and cleaning up polluted, brownfield properties with Lennar’s capabilities as one of the largest homebuilders in the United States. Together, the team provides a fully integrated approach from early planning through home delivery, with direct access to capital that enables the project to move quickly, respond to market conditions, and avoid delays associated with traditional financing structures.

**Supporting Team Members:** IL Housing Solutions is supported by a coordinated team of partners that bring a combination of large company expertise and specialized capabilities from planning through implementation.

**Carlson Barbee & Gibson, Inc. (CBG) – Civil Engineering Consultant**

CBG provides consulting services from concept through construction for land development companies and public municipalities.

**Environmental Resources Management (ERM) – Environmental Remediation Engineering Consultant**

ERM has over 20 years of experience in working with local reuse authorities and master plan developers on the environmental issues associated with cleanup, privatization, and redevelopment of closed military bases.

**HELIX Environmental Planning Inc. – Environmental Compliance**

Helix supports public and private clients with environmental compliance (CEQA/NEPA), regulatory permitting, biological and cultural resource studies, and habitat restoration.

**Fehr & Peers – Transportation Planning**

For over 40 years, Fehr & Pers, a nationally renowned transportation planning and engineering services firm, has designed safer, more effective ways for people and goods to move - creating spaces where everyone can thrive, today and for generations to come

**ENGEO – Geotechnical**

ENGEO is an award California corporation, with over 250 geotechnical and civil engineers, geologists, environmental scientists, water resources experts, and supporting staff.

**Craig Communications Inc. – Community Outreach and Engagement**

Craig Communications designs and implements outreach programs that inform master planning, reflect community input, and support the development of strong, connected communities.

**Magical Bridge Foundation – Designer and Builder of All Abilities Park**

Magical Bridge Foundation designs and creates the world’s most inclusive, all-abilities playgrounds and programs—where communities come together.

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***3. What funding sources would you access to underwrite due diligence and other predevelopment expenses? What is your approval process for accessing these or additional funds as needed?***

Predevelopment and due diligence costs will be funded through equity at the IL Housing Solutions joint venture level. IL Housing Solutions is a joint venture between Integral Communities and Lennar Corporation, with Lennar – the largest homebuilder in California and one of the largest homebuilders in

the United States - serving as the majority equity investor.

Lennar has consistent access to capital through public bond issuances. In Q4 2025, the company reported \$490 million in net earnings and \$9.4 billion in revenue, with \$3.4 billion in homebuilding cash and no outstanding balance on its \$3.1 billion revolving credit facility.

This structure provides immediate and reliable access to substantial committed equity, without reliance on third-party financing or multiple layers of external approvals.

Capital is contributed through capital calls to fund entitlement, environmental work, design, and other upfront expenses. As Managing Partner, IL Housing Solutions has the authority to approve and deploy these funds without requiring separate approvals from Lennar. This allows for rapid decision-making and the ability to move quickly as conditions evolve.

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#### ***4. How will you approach site preparation, infrastructure installation, and vertical development from both strategic and financial perspectives?***

Our approach is grounded in early alignment between infrastructure, land use, and long-term community outcomes - ensuring that early decisions support efficient delivery and the creation of a cohesive and enduring place. The Fort Ord Reuse Area, a conceptual layout for the 53-acre Kranyak property, and a land title survey are provided in Appendix C.

We plan to begin infrastructure improvements at General Jim Moore Boulevard, including relocating the South Boundary Road intersection further north to improve sight distance on both streets and overall safety. A roundabout will be installed to help calm traffic along General Jim Moore Boulevard. Installation of both wet and dry utilities will support early development of the 23-acre Kranyak property, which we view as a key location for long-term, tax-generating uses that support the City's ongoing revenue needs.

**Site Preparation** - We begin with comprehensive due diligence and site readiness, including confirmation of existing conditions, utility investigations, and geotechnical validation. Given the complexity of former military lands, this phase will also include early and ongoing coordination with regulatory agencies to address environmental conditions, including brownfield and UXO sites, where applicable.

Grading and earthwork will be sequenced to balance cut and fill, minimize import/export, and establish stable building pads early. Environmental requirements—such as stormwater management, dust control, and biological constraints—will be fully integrated into the work plan to avoid delays. Where feasible, early grading permits will be pursued to accelerate the overall schedule.

**Infrastructure Installation** - Infrastructure will be delivered in phases aligned with development sequencing and market absorption. We will prioritize early coordination with utility providers (e.g., Pacific Gas and Electric Company, water, sewer, and telecommunications providers) to confirm capacity and avoid late-stage conflicts.

**Backbone Infrastructure** - Roads, storm drainage, water, sewer, as well as dry utilities, etc. will be timed to support vertical construction as early as possible without overextending upfront capital. This phased approach allows for strategic and advance scheduling while maintaining momentum. The logical sequence of construction begins at General Jim Moore Boulevard and proceeds east along South Boundary Road toward the Ryan Ranch entrance.

**Permitting** - Our team emphasizes detailed cost estimating, value engineering, and proactive resolution of agency comments to maintain progress through plan check and permitting.

**Vertical Development** - Vertical construction will be initiated in coordination with infrastructure delivery, allowing for overlapping phases where appropriate. We work closely with architects, engineers, builders and staff to ensure alignment between site conditions and building design.

Procurement planning, constructability reviews, and integrated scheduling are used to minimize downtime between phases and maintain consistent progress. Quality control, safety, and inspection coordination are prioritized to ensure compliance and timely occupancy.

**Integrated Delivery Strategy** - Across all phases, we utilize a collaborative delivery model that aligns the developer, design team, contractors, and public agencies. Key elements include:

- Early contractor involvement and constructability input
- Overlapping (fast-tracked) design and construction phases
- Continuous cost and schedule tracking
- Proactive risk management and contingency planning
- Clear, ongoing communication with stakeholders and permitting agencies

#### ***4A. What are your anticipated sources of debt and equity?***

The project will be capitalized entirely through equity at the IL Housing Solutions joint venture level, with no debt financing contemplated. This all-equity structure provides tangible benefits to the City that are not typically available on projects of this scale:

- Greater certainty of execution, without reliance on debt markets or third-party financing
- Faster decision-making and ability to move quickly through entitlement and development
- Flexibility to phase infrastructure and vertical development in response to market conditions
- Reduced risk of delays associated with financing contingencies or capital market fluctuations

#### ***4B. What would you envision as your land acquisition strategy (phased take-down vs. upfront purchase)?***

IL Housing Solutions anticipates three phased takedowns of the City's 215 acres, with approximately 72 acres per phase. This phasing supports coordinated grading and installation of in-tract utilities, along with sequenced widening and improvement of South Boundary Road. This approach provides several benefits to the City:

- Reduces overall project risk and likelihood of delays
- Supports steady, continuous development rather than large upfront buildout
- Aligns infrastructure investment with actual demand
- Provides a more predictable and sustained increase in the City's tax base

#### ***4C. Are ground leases sought for any components?***

No, IL Housing Solutions does not anticipate the use of ground leases.

***4D. How will you determine whether to use various public financing instruments (e.g., EIFD, CFD, etc.), and what do you see as potential or likely scenarios in this regard?***

IL Housing Solutions is focused on maintaining attainable monthly payments for homebuyers and, as such, does not contemplate public finance tools such as CFDs or EIFDs. We have successfully delivered projects without reliance on these financing mechanisms, instead utilizing a capital structure that supports timely execution and cost control. This approach provides several benefits:

- Maintains housing affordability by avoiding additional taxes/assessments on future residents
- Simplifies the project structure and reduces administrative complexity
- Allows for a streamlined and predictable development process

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***5. What residential products are most viable for this site (positioning, types, amounts)?***

IL Housing Solutions has extensive experience master planning, entitling, and delivering large-scale residential communities and understands what is required to bring complex projects from early planning through approvals and ultimately to market. Relevant project experience is provided in Appendix B.

At the outset and for the duration of the project, we will engage in a robust community outreach program with the goal of gathering input to inform the overall development. Outreach activities will include the development of a Community Engagement Plan that will scope outreach activities and timing. A variety of outreach activities will be included to make participation easy for stakeholders. We anticipate this will include identification of stakeholders (both local and the larger region), surveys, briefings, attendance at existing meetings, open houses, planning charettes, site tours, facilitated community meetings, social media postings, press releases and media alerts, and a dedicated project website. Information gathered will be available on the project website and outreach conducted will be tracked and provided in annual outreach reports to the City.

Aligned with the City's vision and expressed housing needs, the project will deliver a range of housing types, including workforce housing, affordable multifamily units, and single-family homes. Given the scale of the development and its potential to significantly increase the City's population, the final plan will be informed by community input and grounded in market realities.

The project is anticipated to include approximately 800 to 1,400 homes, of which 20 percent will be affordable units. The final unit count, mix and location will be decided through a robust community outreach process and ongoing market analysis to ensure the project meets the City's needs, reflects community priorities, and remains deliverable over time.

The residential program will include:

- 20 percent affordable housing, delivered as multifamily units
- Workforce-oriented housing, including townhomes designed to serve military personnel, teachers, first responders, and other local workers
- A mix of single-family homes, town homes, and multifamily units
- Single-level and accessible housing options to support an aging population

As with most large master-planned communities built over multiple years, we will adjust housing types over time to respond to both market conditions and the City's goals. Aligning product with demand is critical to long-term success.

This mix is intended to serve a broad range of households and life stages while supporting the City's goals around housing diversity, attainability, and long-term community stability.

In addition to product mix, the architectural character of the community will be thoughtfully designed to reflect the context of Del Rey Oaks and the surrounding Monterey Peninsula. Homes will draw from a range of styles consistent with the area, including:

- Mediterranean influences, with red tile roofs and coastal detailing
- English cottage styles inspired by nearby Carmel
- Seaside cottage forms reflective of Monterey and Seaside
- Traditional California ranch homes

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## ***6. What types, scale and location of non-residential development do you envision?***

We understand that the City desires retail and hospitality uses that will contribute to tax revenue while creating a vibrant community destination. IL Housing Solutions has an exclusive contract to purchase the 23-acre Kranyak site at the western edge of the City-owned property and fronts on General Jim Moore Blvd. This site is the best location to provide a vibrant retail and commercial village that would anchor the broader development and serve as a catalyst for economic activity, helping to establish the project as a destination for residents and the broader region. It will also provide a strong, ongoing source of sales and transient occupancy tax (TOT) revenue for the City.

The retail program is anticipated to include:

- A neighborhood-serving anchor tenant (e.g., grocer such as Trader Joe's/Aldi or Whole Foods) to drive consistent sales tax generation
- A hotel to support visitors and generate TOT revenue
- A mix of local and regional retail and dining uses that further expand the City's tax base
- A walkable, village-style environment similar in concept to the Campus Town Seaside project, but designed at a higher level of quality and without transient lodging uses such as hostels

IL Housing Solutions is prepared to structure retail in a way that prioritizes long-term activation and fiscal performance, including flexibility on lease terms or land costs for key anchor tenants to ensure the right mix of uses is achieved. This could include subsidizing land cost to attract a desirable anchor tenant.

**Local Vendor Development Program** - We will implement a local vendor program to create opportunities for small and emerging businesses, including:

- Workshops and technical assistance for local entrepreneurs
- Partnerships with the Monterey County Workforce Development Board, local chambers of commerce and business organizations
- Support navigating leasing, financing, and business planning
- Structured pathways for local businesses to occupy retail spaces

This approach ensures the retail environment reflects the local community while also strengthening the City's economic base.

In addition to commercial uses, the project will deliver a range of community-serving amenities on City-owned land, including:

- A childcare facility to support working families
- Pedestrian and bicycle trail networks connecting throughout the site and to surrounding areas
- Playing fields and parks for community use
- A Magical Bridge Playground all-abilities playground, designed to be a regional destination and inclusive space for children and families of all abilities

Together, these elements create a complete, walkable community that integrates housing, retail, and community amenities while enhancing quality of life and providing long-term fiscal benefits to the City.

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### ***7. How should the project integrate with surrounding developments, both within and outside of Del Rey Oaks?***

The project will be planned as a natural extension of Del Rey Oaks and the surrounding Fort Ord area, with a focus on physical connections, compatibility with adjacent uses, and respect for the Peninsula's landscape and character and includes the following:

- Strong physical connectivity through coordinated roadway, pedestrian, and bicycle networks
- Alignment with the broader Fort Ord reuse framework and regional planning objectives
- Coordination with adjacent land uses and jurisdictions to ensure compatibility and continuity
- Preservation of key view corridors and natural features
- Use of open space buffers – this includes the setback requirement from the former BLM lands as shown in the Kranyak 53-acre site plan (Appendix C).
- Complementary architectural styles that reflect the character of Del Rey Oaks and surrounding coastal communities
- Creation of shared community assets, including parks, open space, and neighborhood-serving amenities
- Integration of trail systems and recreational areas that connect into the broader regional network

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### ***8. How do you go about determining an acceptable return target for this project? What metrics do you use to measure returns (e.g., IRR, equity multiple, other)?***

Return targets are structured to support a long-term partnership - balancing financial performance with durable community and economic outcomes. A typical profit per quarter is a 8 to 10 percent net profit and a 17 to 20 percent gross profit margin.

***9. Do you see the use of a Disposition and Development Agreement (DDA) negotiated during an identified Exclusive Right to Negotiate (ERN) period? What concerns or other options would you express, if any?***

IL Housing Solutions has successfully utilized the ERN/DDA framework on a variety of large-scale, technically complex master-planned community projects. This structure allows for early alignment on key terms while providing the flexibility needed to advance complex projects through entitlement and design.

Through the ERN/DDA process, we will work closely with the City to:

- Establish clear business terms and development expectations prior to full entitlement
- Define and validate infrastructure requirements and associated costs
- Ensure project feasibility, including consideration of construction costs such as prevailing wage
- Maintain cost discipline to keep the project aligned with market conditions and deliverability
- Provide flexibility as project details evolve through planning, community input, and regulatory review

This approach creates a transparent and collaborative framework that reduces risk, clarifies responsibilities, and supports a financially viable and deliverable project.

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***10. Under what conditions will the project be financially feasible, cover the costs of infrastructure and services, and generate a positive residual land value?***

Project feasibility is driven by early alignment on key factors - including environmental and regulatory certainty, infrastructure, land use, and revenue generation - ensuring the project generates sufficient long-term revenue to support City services and operations.

Project feasibility for a development of this scale is driven by early alignment across several key factors which include:

- Phased development approach to manage capital exposure and align with market absorption
- Infrastructure costs aligned with a capital structure that supports timely delivery, with public financing tools evaluated if appropriate but not currently contemplated
- Inclusion of revenue-generating uses (retail, hospitality) to expand the City's tax base
- Strong public-private partnership with aligned terms, expectations, and understanding of project requirement.

**APPENDIX A – FIRM INFORMATION AND KEY STAFF BIOS**

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The team presented below has worked together on multiple projects of similar scale and complexity over the last 20 years. This established working relationship allows for efficient coordination, clear communication, and the ability to move projects forward in a cohesive and disciplined way.

**C. Evan Knapp, Principal  
IL Housing Solutions**

Evan Knapp is a Principal at Integral Communities and a seasoned housing industry professional with more than 30 years of experience in all aspects of entitlement, development, construction, and operations. Since joining Integral, he has played a key role in the acquisition, entitlement, and disposition of major residential and mixed-use communities across both Northern and Southern California. Mr. Knapp has been responsible for the acquisition of more than 6,000 residential units, as well as commercial and retail development sites with a total value exceeding \$1 billion.

Prior to Integral Communities, Mr. Knapp served as Southern California Regional President for D.R. Horton, where he oversaw more than \$1.6 billion in assets across four operating divisions and helped maintain the company's leading market share in the region. His broader career includes senior leadership roles with The Anden Group, Western Pacific Housing, and Schuler Homes, reflecting deep experience across the full development lifecycle.

**Vince Fletcher, Vice President of Land Acquisition  
IL Housing Solutions**

Vince Fletcher offers 35+ years of experience leading master planning and negotiation of transaction agreements for complex mixed use public and private real estate development projects. He started his career with Chop Keenan in the early 1980s purchasing land and obtaining governmental entitlements. We worked as Director of Land Acquisition for KB Homes starting in 1987 until the mid 1990s. He worked for DR Horton for 20 years after that responsible for purchasing land and handling entitlements. He has worked for IL Housing for the past nine years working out of Lennar Homes building in Bishop Ranch, San Ramon.

**Justin DeKnoblough, P.E.  
Carlson Barbee & Gibson, Inc.**

Mr. DeKnoblough brings over 18 years of technical engineering and project management experience on projects throughout Northern California. Over the course of his career, he has completed more than 100 projects across the Bay Area, ranging from small infill developments to large-scale master planned communities. His experience spans the full lifecycle of development, including feasibility analysis, entitlement, design, permitting, and construction support, providing clients with a comprehensive and solutions-oriented approach.

He has provided services to a wide range of prominent private and public clients, including Lennar, Integral Communities, Trumark Homes, Tri Pointe Homes, Signature Homes, D.R. Horton, Waymark Development, The Sobrato Organization, USA Properties Fund, Thomas James Homes, Brookfield Properties, PulteGroup, Richmond American Homes, Century Communities, the City of Brentwood, the City of Livermore, and the Town of Danville. Through these relationships, Mr. DeKnoblough has developed a strong reputation for delivering high-quality work, maintaining schedules, and navigating the complexities of local agency requirements.

Mr. DeKnoblough has played a key role in the planning and implementation of several notable master planned communities, including Trilogy at The Vineyards in Brentwood, the Bayview Specific Plan Area

in Pittsburg, Areas 3 and 4 of the Dublin Ranch Specific Plan, and the Northeast Fairfield Specific Plan Area. His work on these large-scale efforts has required close coordination with municipalities, regulatory agencies, and multi-disciplinary consultant teams to address infrastructure planning, grading and drainage design, utility coordination, and phased development strategies.

In addition to his technical expertise, Mr. DeKnoblough is recognized for his leadership in managing multi-disciplinary teams and fostering collaboration among stakeholders. He has extensive experience coordinating with City staff, reviewing agencies and utility providers to proactively resolve challenges and keep projects moving forward. His ability to balance technical detail with big-picture project goals has been instrumental in achieving successful outcomes for both private developers and public sector clients.

**Lesley Owing, Principal Planner  
Helix Environmental**

Ms. Owing is a Principal Planner with 14 years of experience leading the management of complex, multi-disciplinary CEQA and NEPA projects throughout Northern and Central California, ensuring comprehensive oversight from planning through project construction. Ms. Owing oversees the preparation of CEQA and NEPA documentation and supporting technical analyses for a variety of project types including residential, commercial, and mixed-use land development; transportation; water/wastewater infrastructure; renewable energy; education; habitat restoration; and parks and recreation facilities. Ms. Owing stays abreast of recent CEQA case law and changes to the State CEQA Guidelines and requirements through her role as the Association of Environmental Professionals (AEP) Superior Chapter Board President.

**Tracy Craig, Principal  
Craig Communications**

Tracy Craig is a recognized leader in public participation and stakeholder engagement for large-scale, master-planned developments, particularly those involving complex environmental and regulatory conditions. She is known for helping advance challenging projects by aligning agencies, stakeholders, and communities through clear, strategic engagement.

Tracy has designed and implemented outreach programs for more than 100 projects across California, including major redevelopment and master planning efforts such as Alameda Point Naval Air Station, Treasure Island, and Mare Island. Her work has supported projects from early planning through entitlement and implementation, often in high-profile settings with significant public interest and multi-agency oversight.

Her clients include Lennar, KB Homes, Shea Homes, Thompson Dorfman Partners, Brookfield Properties, Integral Communities, Quatterra, Equity Community Builders, and Emerald Fund. She has managed and facilitated hundreds of public meetings and has extensive experience working with local governments, regulatory agencies, and community stakeholders to move projects forward.

Prior to founding her firm in 2000, Tracy played an instrumental role in developing and expanding the California EPA Department of Toxic Substances Control's public participation program, which continues to serve as a model for effective community engagement in environmental projects. She holds a BA from San Diego State University in Journalism and Psychology.

**Uri Eliahu, President****ENGEO**

Uri Eliahu is a seasoned geotechnical consultant and president of his firm, bringing decades of experience in subsurface investigation, foundation design, and risk management for complex development projects. His work spans a wide range of site conditions, including environmentally constrained and formerly industrial properties, where geotechnical considerations must be closely integrated with environmental remediation and land use planning.

Mr. Eliahu specializes in evaluating soil and groundwater conditions to support safe, cost-effective design solutions for large-scale, master-planned communities, infrastructure, and redevelopment projects. He has extensive experience working alongside environmental engineers, planners, and regulatory agencies to address challenging site conditions such as settlement, liquefaction, slope stability, and groundwater management.

Known for his practical, solutions-oriented approach, Mr. Eliahu provides clear guidance to project teams and stakeholders, helping to reduce uncertainty, manage risk, and keep projects moving forward through entitlement and construction. His collaborative style and technical expertise make him a trusted advisor on projects requiring careful coordination between engineering, environmental, and regulatory requirements.

**Ron Ramos, Senior Associate****Fehr & Peers**

Ron Ramos is a senior associate who has accumulated extensive experience with traffic signal timings development and multimodal traffic operations, including performance measure evaluation, needs assessment planning, and identification of adequate transportation infrastructure improvements. He is the leader of Fehr & Peers' Multimodal Operations Discipline Group and is considered an expert in a variety of traffic operations analysis software, such as Vissim, Viswalk, Visum, Vistro, Synchro, SimTraffic, and FREQ analysis methodologies. Ron regularly provides in-house training courses on standard traffic engineering software, traffic engineering principles, MUTCD signal timings, and the Caltrans process. Ron regularly applies his comprehensive expertise to develop multimodal transportation system improvements for all users to create more livable communities.

### IL Housing Solutions

IL Housing Solutions is a joint venture between Integral Communities and Lennar Corporation formed to deliver large-scale, master-planned residential communities. The partnership combines Integral Communities' expertise in land entitlement, complex site development, and advancing environmentally constrained and brownfield properties with Lennar's capabilities as one of the largest homebuilders in the United States. Together, the team provides a fully integrated approach from early planning through home delivery, supported by direct access to capital and a strong track record of execution. IL Housing Solutions is supported by a coordinated team of partners bringing the technical, environmental, legal, and community engagement expertise required to advance complex projects from planning through implementation.



### Carlson Barbee & Gibson, Inc.

Since 1989, CBG has provided civil engineering, surveying, and land planning services throughout Northern California for both private and public sector clients. CBG brings deep familiarity with regional conditions, market dynamics, and agency requirements, along with extensive experience designing and delivering complex land development projects. Their team is known for thoughtful, efficient design and a strong attention to detail, consistently delivering practical solutions that support project feasibility and implementation.



### Environmental Resources Management

ERM is a global environmental and sustainability consulting firm with deep experience supporting complex site redevelopment. ERM provides expertise in environmental remediation, including investigation, risk assessment, and implementation, as well as addressing UXO-related constraints common to former military properties. The firm also supports water resource planning, helping evaluate water availability and manage long-term water supply and quality considerations to ensure project feasibility.



### HELIX Environmental Planning

Helix is an employee-owned environmental consulting firm providing planning, regulatory, and technical services for complex projects throughout California. The firm supports public and private clients with environmental compliance (CEQA/NEPA), regulatory permitting, biological and cultural resource studies, and habitat restoration. HELIX brings experience working on large, sensitive, and often controversial projects, helping clients navigate environmental requirements, coordinate with agencies, and advance projects from planning through construction.



### ENGEO

ENGEO is an award-winning firm of geotechnical engineers, geologists, environmental scientists, hydrologists, construction quality assurance representatives, and laboratory testing specialists. We have a broad range of project experience with development, both urban infill and large master-planned communities; transportation including airports, roadways and bridges; public facilities; environmental assessments and remediation; and geologic evaluations including fault location studies, landslide mitigation and repair.



### Fehr & Peers

For over 40 years, Fehr & Peers has focused exclusively on transportation planning and engineering. As experts in multimodal planning and design, the company does not just follow trends - they influence how transportation evolves. Their agile approach has earned national recognition for setting new industry standards, best practices, and benchmarks for leveraging emerging technologies.



### Craig Communications Inc.

Craig Communications is a certified, woman-owned public affairs firm with a 25-year history providing community engagement for large, complex environmental and land use projects. The firm designs and implements outreach programs that inform master planning, reflect community input, and support the development of strong, connected communities. Craig Communications has supported a variety of master-planned developments, including projects on former federal facilities, and brings experience working with environmental constraints, multi-agency oversight, and high levels of community interest.



### Rutan & Tucker, LLP

Rutan & Tucker is a full-service California law firm advising public agencies and developers on land use, entitlement, environmental, and regulatory matters. With a presence in Northern California, including San Francisco, the firm assists clients in navigating complex approval processes, development agreements, and public policy considerations. Rutan takes a practical, solutions-oriented approach, helping projects move efficiently from entitlement through implementation while managing legal and regulatory risk.



### Magical Bridge Foundation

Magical Bridge Foundation creates innovative and internationally recognized playgrounds, parks, and programs for more inclusive communities. Their multigenerational spaces are thoughtfully designed to ensure guests of all ages and all abilities experience the many benefits of play, community connections, and belonging. IL Housing Solutions is the only developer with an established partnership with the Magical Bridge Foundation, bringing unique experience delivering inclusive, all-abilities playgrounds within all our developments.



**APPENDIX B – RELEVANT PROJECTS**

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IL Housing Solutions is a joint venture between Integral Communities and Lennar, formed to deliver large-scale, master-planned communities on complex sites. The partnership combines Integral's expertise in land entitlement, environmental and regulatory navigation, and advancing constrained and brownfield properties with Lennar's national homebuilding platform and vertical delivery capabilities. Together, the team is structured to move projects efficiently from early planning through construction, aligning land use, infrastructure, phasing, and market timing with the City's long-term goals.

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Lennar is one of the largest homebuilders in the United States and consistently ranks among the top builders in California, with a long track record of delivering large-scale, master-planned communities. The company is particularly recognized for its ability to advance projects on highly constrained sites - especially former military bases and brownfields - where environmental remediation, regulatory coordination, and community engagement are critical to success. Through both its direct work and affiliated entities such as FivePoint and Quarterra, Lennar has led some of California's most high-profile master plan efforts.

Key strengths include:

- Proven delivery of large-scale master-planned communities, including thousands of homes and mixed-use development
- Extensive experience on environmentally impacted and remediated sites
- Ability to navigate complex, multi-agency regulatory environments
- Long-term, phased implementation strategies, often spanning 10–20+ years
- Strong emphasis on community outreach, public participation, and stakeholder alignment
- Integration of community benefits, including parks, infrastructure, affordable housing, and workforce opportunities

Representative California base reuse projects include:

- **Hunters Point Naval Shipyard & Candlestick Point (San Francisco)**  
Large-scale redevelopment of a former Navy shipyard (Superfund site), including significant environmental remediation, housing, parks, and waterfront access.
- **Treasure Island / Yerba Buena Island (San Francisco)**  
Conversion of a former naval base into a mixed-use community with housing, open space, and transit infrastructure.
- **El Toro Marine Corps Air Station / Great Park Neighborhoods (Irvine)**  
Transformation of a former air base into a major regional park and surrounding residential communities, delivered through long-term phased development with significant public amenities.
- **Tracy Hills (Tracy)**  
Large-scale master-planned community in the San Joaquin Valley delivering a range of single-family housing options within a coordinated, phased development framework. The project includes multiple neighborhoods, on-site amenities such as parks, trails, a residents' club, and community-serving infrastructure including schools and public safety facilities. Located with

regional access to the Bay Area, Tracy Hills reflects Lennar's ability to deliver housing at scale while integrating infrastructure, open space, and community amenities. The development also incorporates modern home designs, including multigenerational housing options, and is being implemented through a multi-phase approach aligned with market demand and long-term growth.

Across these projects, Lennar's work is characterized by its ability to take on complex, contaminated sites and deliver high-quality, community-oriented development that aligns regulatory requirements with local priorities.

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Integral Communities is a California-based real estate development firm focused on delivering large-scale residential and mixed-use communities, often on environmentally complex or constrained sites. The firm has extensive experience advancing projects through entitlement, navigating regulatory frameworks, and positioning sites for successful long-term development. Integral brings a practical, hands-on approach that integrates land use planning, infrastructure, and market considerations from early stages through implementation.

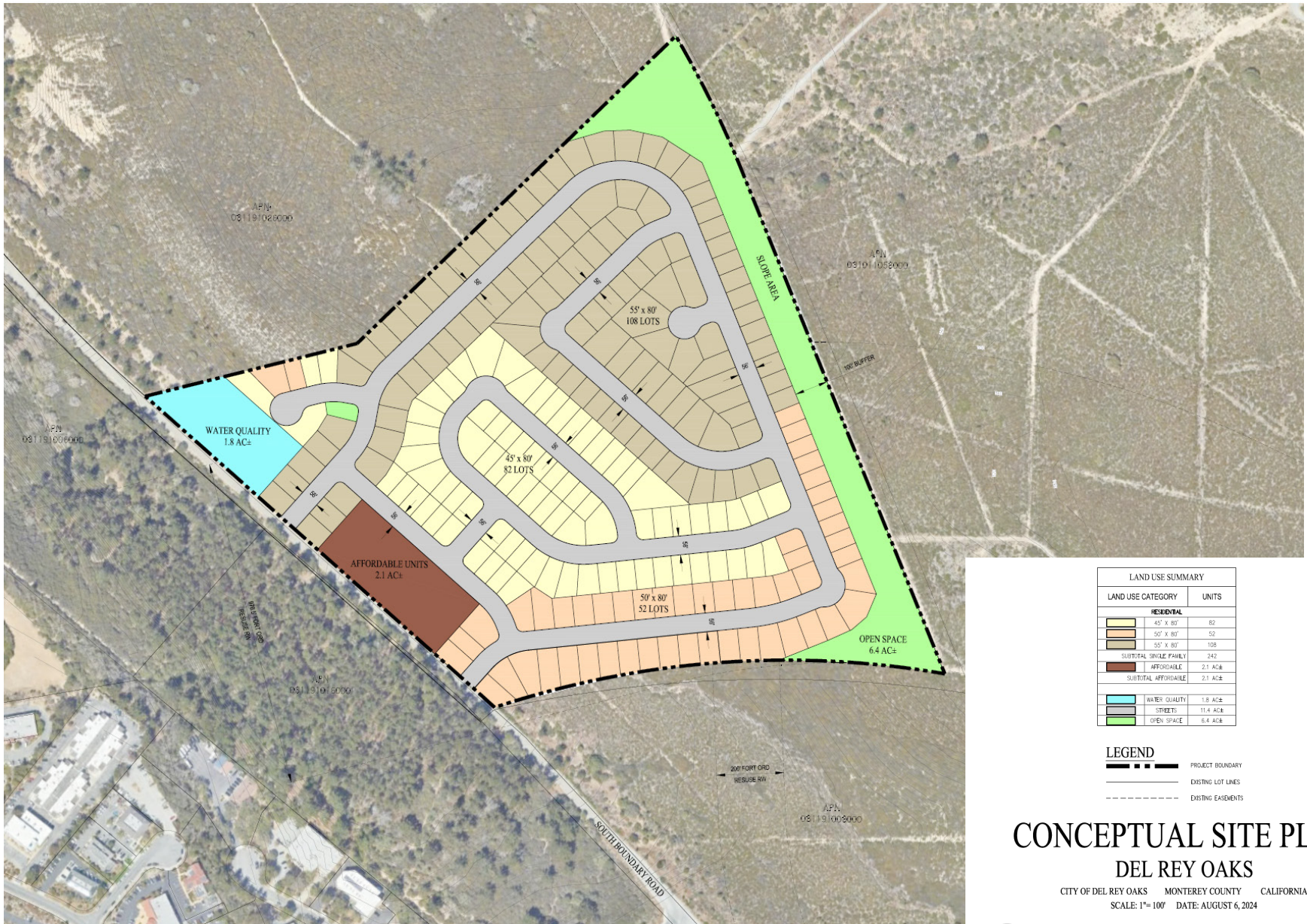
Representative projects include:

- **Mowry Village (Newark)**  
Redevelopment of a former auto wrecking yard into a residential community including 196 single-family homes, 31 affordable units, and a Magical Bridge Playground. The project required site remediation, rezoning and vesting tentative map approvals, infrastructure planning, CEQA coordination, and a multi-year community outreach process to advance entitlements.
- **Newark Transit-Oriented Development / Bayside Specific Plan Area (Newark)**  
Approximately 200-acre planning area supporting up to 2,500 residential units (multi-family and single-family) adjacent to regional transit. The project includes contaminated soil remediation, entitlement and engineering design, stormwater quality and underground detention systems, a transit station site, relocation of the EBPA Twin Sewer Force Main, development of approximately 7,500 linear feet of Bay Trail, and a 15-acre wetland and open space preserve. The effort required coordination across multiple agencies and integration of infrastructure, environmental, and land use planning.
- **Bay Walk Specific Plan Area (Pittsburg)**  
Redevelopment of the former Pittsburg power plant site into a mixed-use waterfront community, including approximately 800 residential units, waterfront commercial uses, employment/industrial space, and parks, trails, and open space. The project includes preparation of a Specific Plan and Tentative Map, environmental remediation, along with community outreach and development of a local hire program.

**APPENDIX C – SUPPORTING FIGURES**

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| LAND USE SUMMARY              |          |
|-------------------------------|----------|
| LAND USE CATEGORY             | UNITS    |
| <b>RESIDENTIAL</b>            |          |
| 45' x 80'                     | 82       |
| 50' x 80'                     | 52       |
| 55' x 80'                     | 108      |
| <b>SUBTOTAL SINGLE FAMILY</b> |          |
|                               | 242      |
| <b>AFFORDABLE</b>             |          |
|                               | 2.1 AC±  |
| <b>SUBTOTAL AFFORDABLE</b>    |          |
|                               | 2.1 AC±  |
| <b>WATER QUALITY</b>          |          |
|                               | 1.8 AC±  |
| <b>STREETS</b>                |          |
|                               | 11.4 AC± |
| <b>OPEN SPACE</b>             |          |
|                               | 6.4 AC±  |

- LEGEND**
- PROJECT BOUNDARY
  - EXISTING LOT LINES
  - EXISTING EASEMENTS

# CONCEPTUAL SITE PLAN

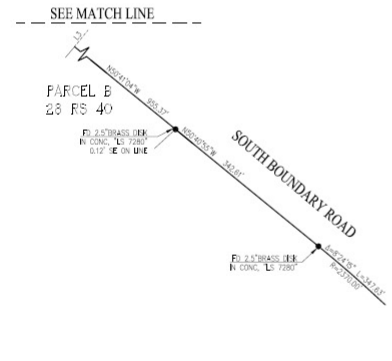
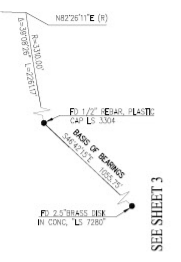
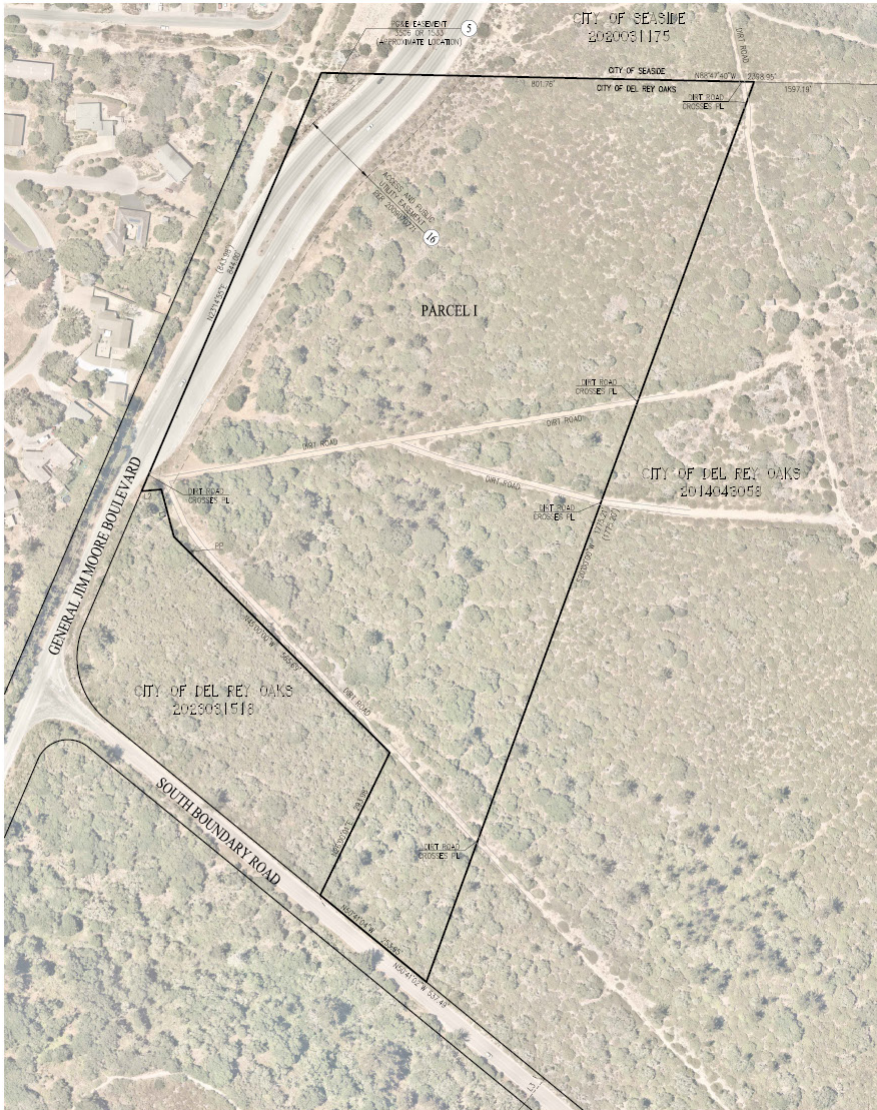
## DEL REY OAKS

CITY OF DEL REY OAKS MONTEREY COUNTY CALIFORNIA  
 SCALE: 1" = 100' DATE: AUGUST 6, 2024

SAN RAMON • (925) 866-0322  
 ROSEVILLE • (916) 788-4456  
WWW.CBRANDG.COM

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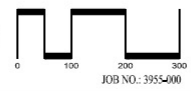
**LEGEND**

|      |                          |
|------|--------------------------|
| ---  | BOUNDARY LINE            |
| ---  | INTERIOR LOT LINE        |
| ---  | EXISTENT LOT LINE        |
| ---  | ADJACENT PROPERTY LINE   |
| ---  | FENCE LINE               |
| ●    | FOUND MONUMENT, AS NOTED |
| ○    | IRON                     |
| +    | WOODEN PINE              |
| NE   | NORTHEAST                |
| NW   | NORTHWEST                |
| SE   | SOUTHEAST                |
| SW   | SOUTHWEST                |
| IMP  | IMBEDDED WIRE FENCE      |
| IL   | LEVELING                 |
| IF   | SHARD IRON FENCE         |
| IMP  | CONCATENATED METAL PIPE  |
| CONC | CONCRETE                 |
| DHW  | DIRECTION                |
| EP   | EDGE OF PAVEMENT         |
| FO   | FOUND                    |
| MM   | MONUMENT HILL            |
| TL   | PROPERTY LINE            |
| RP   | POINT OF BEGINNING       |
| POB  | POINT OF BEGINNING       |
| RSR  | RIER                     |

| LINE TABLE |             |                 |
|------------|-------------|-----------------|
| NO.        | BEARING     | LENGTH          |
| L1         | N14°52'30"W | 30.78'          |
| L2         | S84°50'03"W | 36.87' (36.80') |
| L3         | N30°19'50"E | 80.00'          |

**A.L.T.A. / N.S.P.S. LAND TITLE SURVEY  
DEL REY OAKS**

CITY OF DEL REY OAKS MONTEREY COUNTY CALIFORNIA  
SCALE: 1" = 100' DATE: JULY 30, 2024



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SHEET NO.  
**2**  
OF 3 SHEETS

