



Revitalizing
Built and
Natural Assets

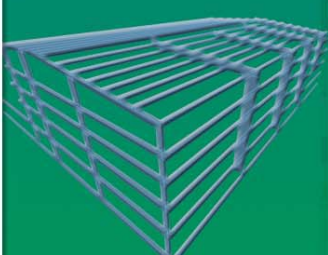
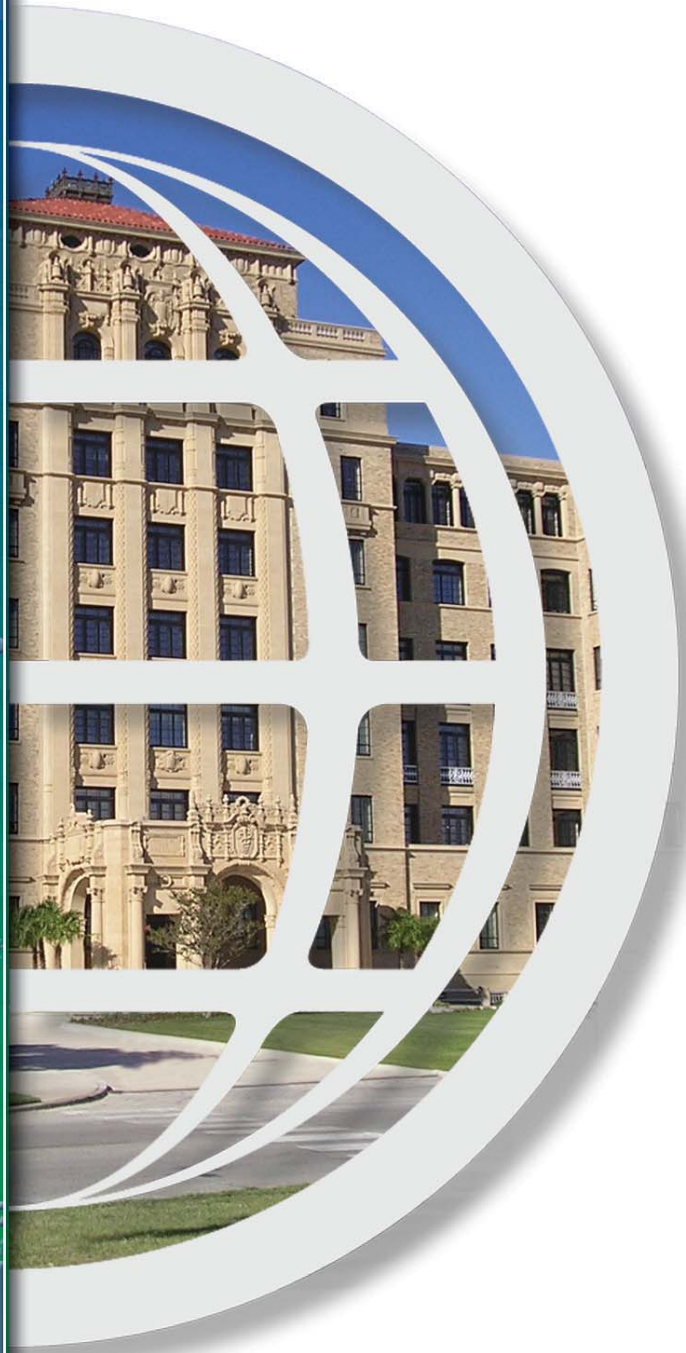
INTEGRATED REDEVELOPMENT AND INFRASTRUCTURE SOLUTIONS FOR THE FEDERAL GOVERNMENT

Risk Transfer

Investment

Restoration

Sustainability



an employee-owned company



Whether the need is to discover and recover the value of older or underutilized assets, to expedite the transfer of contaminated federal property to local authorities, or to build brand new facilities, WESTON's IRIS program can provide an integrated, complete solution.

Maximizing the value of real estate assets is a key priority for federal organizations. Private sector investment in the redevelopment or new construction of federal property can be an attractive and creative solution to federal real estate needs.

Weston Solutions, Inc. (WESTON®) offers an innovative approach that combines site evaluation and planning, remediation, construction, sustainable systems, and real estate management through our Integrated Redevelopment and Infrastructure Solutions program, known as IRISSM. Starting with the end-use in mind, we provide a complete and integrated suite of capabilities to meet the needs of our clients, in a way that reduces the overall cost, compresses the schedule, and reduces the risk.

WESTON AS THE POINT OF INTEGRATION

With a thorough knowledge of applicable regulations and a longstanding relationship with federal, state, and local regulators, WESTON aligns the goals of all stakeholders and serves as the integration point to successfully complete projects.

- **Integrated Operations:** Our process reduces cost, schedule, and risk to put your property back into productive use
- **Aligned Approach:** We manage the entire redevelopment, absorb risk, and share rewards
- **Innovative Financial Solutions:** We actively invest as an equity partner to ensure aligned goals

IRIS can help federal installations and agencies:

- Discover the untapped value in mothballed or underperforming assets
- Expedite the transfer of properties—particularly those with environmental contamination—to local governments or redevelopment authorities
- Increase the property's market value through sustainable planning, design, and construction
- Build new structures or renovate old and/or historic facilities to meet changing needs
- Divest excess land and buildings, all with an eye on sustainable development and green solutions
- Coordinate remediation and redevelopment plans into a single, combined comprehensive plan
- Use in-kind services to pay for all of the above

WESTON's one-stop, multidisciplinary services allow us to align with clients to craft the best solution, reduce project management costs, and condense the time it takes to turn a closed, realigned, or underperforming property into a viable asset. Our ability to self-perform the work necessary for revitalization, including environmental assessment, soil and groundwater remediation, and removal of munitions and explosives of concern, provides a significant advantage.

Enhanced Use Leasing (EUL) Opportunities: EUL provides an alternative approach to upgrading installation facilities by leasing property to the private sector and using in-kind services for the upkeep and construction of other base facilities. WESTON led the industry to create the most successful EUL program to date, and understands the goals of the Department of Defense: redeveloping the property to maximize its value to the military through either cash payments or "in kind" services.

Early Transfer: Early Transfer allows the government to transfer federal property to local redevelopment authorities or state or local governments before it has been remediated. WESTON can perform the actual remediation as well as help negotiate the regulatory closure and environmental liability transfer aspects on all environmental issues related to the closure and redevelopment of the closed facility.

Real Property Exchange (RPX) and MILCON Exchange: These allow government property—either property that is no longer suitable for its intended purpose or property on installations that are being downsized—to be exchanged for new construction on government-owned land. WESTON can design and build new structures in exchange for facilities that are no longer useful.

WESTON has a number of Department of Defense contract vehicles that can be easily accessed by federal agencies to quickly award and execute real estate, infrastructure, and security requirements.



Integrated Value

Sustainable Systems

- Resource Efficiency**
 - Energy
 - Water
 - Land
 - Structures
- Occupant Wellness**
- Indoor Environmental Quality**
- Ecosystem Restoration**
- GreenGrid® Green Roof Systems**

Facilities and Infrastructure Construction

- | | | |
|---|---|---|
| Design <ul style="list-style-type: none"> • New Facility • Facility Renovation • Utilities & Infrastructure • Sustainable/LEED® Design | Site Prep/Demolition <ul style="list-style-type: none"> • Civil • Utilities • Roads • Permits & Compliance | Facilities Construction <ul style="list-style-type: none"> • Renovation • Office/Light Industrial • Warehouse • Multi-Family Housing • Retail |
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Remediation

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|--|--|--|
| Soil <ul style="list-style-type: none"> • In Situ • Dig & Haul • Capping • Risk-Based Approaches • Munitions/UXO | Groundwater <ul style="list-style-type: none"> • In Situ • Pump & Treat • Monitored Natural Attenuation • Risk-Based Approaches | Building Toxics <ul style="list-style-type: none"> • Lead • Asbestos • Indoor Air Quality • PCBs • Vapor Intrusion • Mold |
|--|--|--|

Site Evaluation and Planning

- | | | | |
|---|--|---|---|
| Site Assessment <ul style="list-style-type: none"> • Soil • Groundwater • Regulatory Status | Remedial Design <ul style="list-style-type: none"> • Engineering • Modeling • Permitting • Feasibility Evaluation | Site Analysis/Planning <ul style="list-style-type: none"> • Highest & Best Use <ul style="list-style-type: none"> - Zoning/End Users - Entitlements - Historic Preservation • Preliminary Master Plan • Community Relations • NEPA | Liability Management <ul style="list-style-type: none"> • Insurance • Indemnities • Risk Transfer |
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PROVEN EXPERIENCE



Redevelopment of Historic Medical Facilities Fort Sam Houston, San Antonio, TX

The Fort Sam Houston BAMC redevelopment stands as the Army's most successful Enhanced Use Leasing project and serves as a model for future military and private sector partnerships.

WESTON led redevelopment of historic hospital facilities by spearheading the first Enhanced Use Leasing agreement between the U.S. Army and a private developer. Three abandoned buildings, including the famous former Brooke Army Medical Center, were in disrepair and contaminated with lead, asbestos, PCBs, and mercury, leaving underutilized assets and high maintenance costs.

- WESTON assembled the partners necessary to make the deal work—a local developer, real estate brokerage, and historic preservation architect—to harness the required skills of planning, development, design, finance, construction, operations, and management.
- With Orion Partners, WESTON developed a business and lease plan and obtained \$40 million in financing for rehabilitation, preservation, and environmental restoration, and then led the remediation and redevelopment effort.
- The buildings are over 90% occupied, providing tenants with top-grade facilities and providing a source of revenue.
- The Army reduced operating costs, secured funds for potential infrastructure upgrades, preserved historic assets, and created the opportunity to receive new installation missions.



Redevelopment and Remediation Former Mare Island Shipyard, Vallejo, CA

The former Mare Island Naval Shipyard was closed in 1996 as a result of Base Realignment and Closure (BRAC). WESTON managed the early transfer of the island's western parcel from the U.S. Navy to the California State Lands Commission (SLC) and performed environmental remediation and discarded military munitions removal. WESTON:

- Entered a public-private partnership to expedite Early Transfer of more than 2,800 acres
- Helped reduce environmental closure cost and schedule using a Fixed-Price Remediation with Insurance contract
- Assumed \$54 million worth of cleanup and closure obligations from the Navy
- Secured manuscripted cost-cap/cost overrun and pollution legal liability insurance valued at more than \$150 million
- Met aggressive remediation deadline
- Accepted responsibility for environmental closure and third-party risks, including natural resource damages

“Your quick response and dedicated work force provided a cost-effective means to expedite a number of tasks critical to the transfer of this former military base to the City of Vallejo. Without your help, the Navy would have incurred higher costs and delays in the transfer schedule.”

—M.J. Gough, Officer in Charge, Caretaker Site Office,
San Francisco Bay Area; U.S. Navy



Munitions Removal and Early Transfer Fort Ord, Monterey County, CA

WESTON assisted the Army with an Early Transfer and will subsequently remediate approximately 3,500 acres of former training and range lands on the former Fort Ord, which was highly contaminated with munitions and explosives of concern (MEC). WESTON was part of a team engaged by Fort Ord Reuse Authority (FORA), the U.S. Army, Region 9 of the EPA, and the California Department of Toxic Substances Control. This was the first Early Transfer of a property contaminated with MEC. WESTON's team:

- Saved the Army significant money by identifying approximately 1,500 acres as immediately acceptable to the regulators and therefore eligible for immediate transfer.
- Coordinated with the offices of the Assistant Secretary of the Army and BRAC as well as the federal and state environmental regulators to negotiate the cleanup response.
- Negotiated the language for the legal transfer documents, including the Environmental Services Cooperative Agreement, the Administrative Order of Consent, and the Findings and Suitability for Early Transfer, and negotiated the insurance package.
- Will execute, under a Guaranteed Fixed Price Contract, the scope of work, including remedial investigations and feasibility studies; the preparation of the Records of Decision; surface and subsurface MEC clearance in residential, development, and recreational reuse areas; and sifting approximately 300,000 cubic yards of soil. The clean material will ultimately be reused as part of the redevelopment.

FEDERAL ENTITIES THAT CAN BENEFIT FROM AN IRIS™ SOLUTION

- Federal installations entitled to utilize the Enhanced Used Leasing program and seeking to convert underutilized assets—particularly those with environmental impairments
- Military bases selected by BRAC looking to perform Early Transfer to the receiving government
- Other federal entities seeking to sell or transfer contaminated property
- Government entities looking for a creative solution to allow them to capitalize on the value of unused, contaminated properties that remain on the books, from stand-alone buildings to former fuel farms

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