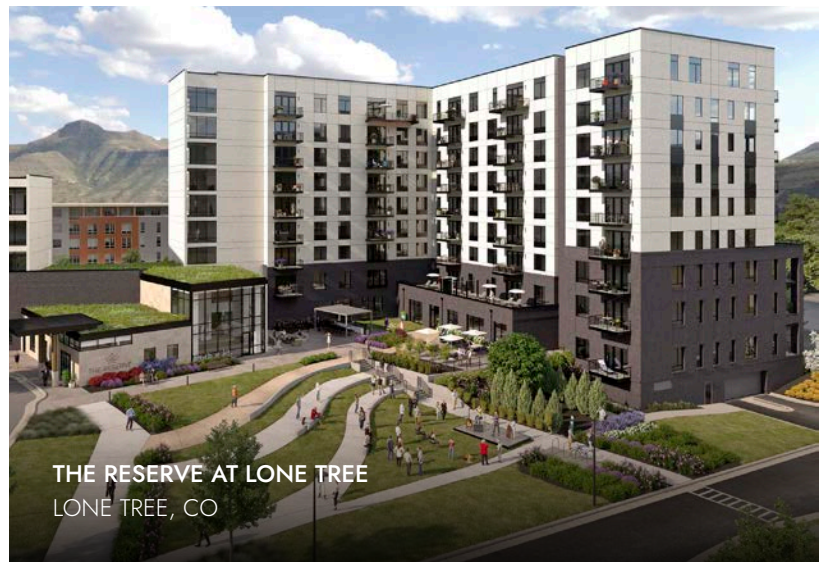


RFEOI SUPPLEMENTAL RESPONSE | SEPTEMBER 25<sup>TH</sup>, 2025

# Beach Cities Health District







THE GALLERY AT HACIENDA LAKES  
NAPLES, FL

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RE: RFEI Supplemental Response – BCHD Hospital Redevelopment

Dear Monica,

On behalf of NexCore Group, parent company to Experience Senior Living, we are pleased to submit our response to the Supplemental Questions as part of the BCHD RFEI for the redevelopment of the former South Bay Hospital Site.

As an experienced health system executive, I have sponsored many RFPs, selected development partners, and overseen multiple healthcare and senior living projects. In that capacity, I first met NexCore Group while serving as COO of Beaumont Health System, where I issued an RFP for two major ambulatory expansion projects.

I chose NexCore because of their national expertise, healthcare focus, and most importantly, their approach: they listen first, understand client goals, and then design real estate solutions tailored to the community. Unlike many developers, NexCore does not impose a “one-size-fits-all” model. We bring national best practices but deliver locally, ensuring outcomes that align with community needs.

## Why NexCore

- **PROVEN PROCESS:** NexCore always begins with the client’s vision and builds solutions around it.
- **TRACK RECORD:** Longstanding investor relationships allow for flexible and tailored financial solutions.
- **CONSISTENCY:** The same team that participates in the RFP process delivers the project, ensuring accountability and continuity.
- **PERFORMANCE:** NexCore projects are consistently completed on time and on budget.
- **SIMPLICITY:** A single point of contact streamlines the process and maximizes the client’s time.

## Unique Strengths

- **HEALTHCARE DNA:** NexCore is the nation’s leading healthcare real estate developer, with three core verticals:
  - Traditional Medical
  - Science & Technology
  - Experience Senior Living
- **INTEGRATED APPROACH:** We are uniquely capable of blending senior living and medical services into a cohesive model of care. Many developers excel at one or the other; NexCore understands the intersection.
- **OPERATIONAL INSIGHT:** Because we operate senior living communities, we understand the day-to-day realities of aging in place, and design spaces that support independence, purpose, and wellness.
- **HOLISTIC OUTCOMES:** Our developments address the mind, body, and spirit, integrating preventive care, healthcare services, and purpose-driven programming.

## Commitment to Community

- Senior residents benefit from on-campus prevention and care services, reducing the need for transportation and improving compliance.
- Our collaborative approach fosters independence, hospitality, and holistic wellness.
- Communities are designed to encourage engagement, purpose, and intergenerational connection, reinforcing BCHD's mission.

From my perspective—both as a health system executive who once selected NexCore, and now as a senior leader within the company—I know NexCore is the best partner for this important community project. We understand your vision and goals, and we are committed to exceeding your expectations.

Thank you for the opportunity to present our full Expression of Interest. We are excited for the opportunity to partner with the Beach Cities Health District.



**Carolyn Wilson**

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THE RESERVE AT LONE TREE  
LONE TREE, CO

## QUESTION 1

# Financial Approach to the Ground Lease and Potential Range of Annual Revenue







# Financial Approach to the Ground Lease

Our team proposes a long-term ground lease structure based on initial discussions with the BCHD during the REFOI process.

## LEASE STRUCTURE

- Ground lease between BCHD, as landlord, and NexCore Group / Experience Senior Living, as tenant.
- Term length: up to 99 years, consistent with healthcare and senior living projects. Base term including extension options to be discussed and finalized.

## RENT STRUCTURE

- Base Rent
  - Commences upon issuance of the Final Certificate of Occupancy (C of O).
  - Calculated to provide a 6–7% annual yield on an agreed-upon land valuation.
  - Reset Provision: Every 20-25 years, the land valuation will be updated to current fair market value, and base rent recalculated at the agreed yield (6-7%).
  - 110% Base Rent escalation every 5 years equivalent to annual escalations of 2%
- Participation Rent
  - In addition to Base Rent, BCHD could receive supplemental rent if stabilized occupancy exceeds 85% (or an agreed upon occupancy level), proposed to be structured as a percentage of Net Operating Income (NOI).
- Initial Base Rent + Participation Rent Range
  - \$850,000 - \$1,200,000 per Year, to be paid in monthly installments.
  - The final rent determination will be based on the final unit count, design, construction budget, inclusion of a Medical Office development, and agreement with the BCHD. The rental range does not include lease revenue on a potential Medical Office development.

### RENT PRE-PAYMENT OPTION

- Tenant will have the option to pre-pay the Base Rent at an agreed upon discount rate during the first 40 years, or an agreed upon timeframe, of the lease term.
- Valuation methodology will be transparent and acceptable to the BCHD, lenders, our and investors.

### PRE-CONSTRUCTION & CONSTRUCTION PERIOD

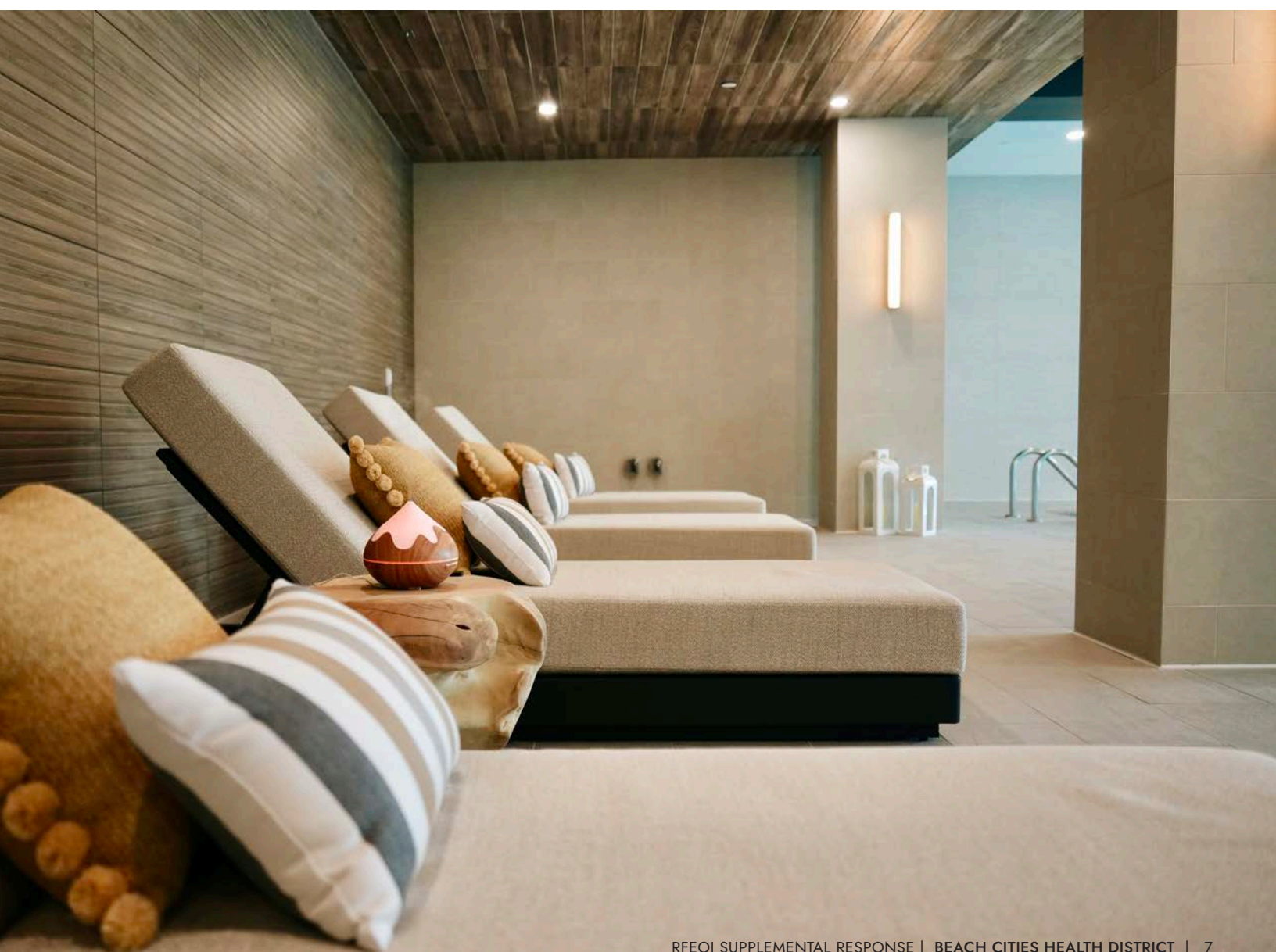
- Nominal Rent (to be agreed upon) during pre-development and construction periods.
- Full rent obligations commence after Final C of O.

### RESPONSIBILITIES

- Tenant assumes responsibility for construction, financing, operations, maintenance, and capital reinvestment.
- BCHD retains fee ownership of the land.

### RENEWAL & REVERSION

- At lease expiration, improvements may revert to BCHD ownership, subject to negotiation.







SANCERRE ATLEE STATION  
MECHANICSVILLE, VA

## QUESTION 2

# Impact of Proposed Project on Existing EIR and Entitlements





## 2.A.

# Project Specifics

## Senior Living

The proposed senior living development will be designed to provide an exceptional residential experience for older adults while maintaining compatibility with the surrounding community and BCHD's mission of preventive health and wellness.

### BUILDING PROGRAM

- 175–200 Total Units, comprised of:
  - 151–157 Assisted Living units
  - Each unit will feature full kitchens, in-unit washer and dryers, and private balconies to promote independence and dignity.
  - The intended unit mix will include 5-10% studios, 50–60% one-bedrooms and 30–40% two-bedrooms, providing flexibility for residents who prefer more space or couples who choose to live together.
- 24–43 Memory Care units
  - Located in a secured, purpose-built neighborhood with dedicated outdoor gardens, circular walking paths, and wayfinding features designed to support cognitive health and safety.

### HEIGHT & MASSING

- The building will rise 4 stories with a maximum height of 60 feet.
- Architectural Character & Materials
  - A California coastal modern aesthetic will connect indoor and outdoor living through terraces, landscaped courtyards, and rooftop gardens.
  - An appropriate percentage of natural stone, wood accent, among other exterior materials, and glazing will provide exterior durability, warmth, and abundant daylight.



## Medical Office

With NexCore's expertise in delivering outpatient healthcare assets across the country, we see a specific need that could be fit by providing a small format 1-2 story medical office building, approximately 10,000 sq ft, that could accommodate a variety of primary care and specialty care services.

NexCore has strong relationships with several of the regional health systems and with the shift in demand from inpatient to outpatient we see this as a viable opportunity for further appropriate development on this site. Based on NexCore's research and relationships, we can approach the following health systems:

- Providence
- UCLA
- Kaiser Permanente
- Cedars Sinai

The plan and development of a Medical Office building will be further assessed and defined once selected as a developer partner.

## 2.B.

# Impact of our Proposed Project on the Existing EIR

Our proposed senior living development is consistent with and reduces impacts compared to the project analyzed in the certified BCHD Healthy Living Campus Final EIR (2021). The Final EIR contemplated a six-story, 133.5-foot Residential Care for the Elderly (RCFE) building with 157 Assisted Living and 60 Memory Care units. By contrast, our proposal envisions a 4-story, 60-ft. high community with approximately 170–200 licensed Assisted Living and Memory Care Units.

### REDUCED BUILDING HEIGHT AND MASSING

- The Final EIR required mitigation to lower the RCFE building height to ~82.75 feet.
- Our proposal, at 60 feet, is substantially shorter, reducing visual, shading, and view impacts and improving neighborhood compatibility.

### COMPARABLE UNIT COUNT, CONSISTENT USE

- The EIR analyzed ~217 units (AL/MC). Our program of 170–200 AL/MC units is consistent in scale and use type, and does not expand beyond the EIR's assumptions.

### NOISE AND CONSTRUCTION

- The EIR identified construction noise as a significant unavoidable impact. Our smaller building height and mass will require less excavation and structural work, thereby reducing the intensity and duration of noise compared to what was analyzed.
- We will comply with the EIR noise mitigation measures, including restricted hours, possible noise barriers, and Construction Noise Management Plans reviewed by Redondo Beach and Torrance.





## TRAFFIC AND CIRCULATION

The EIR included traffic mitigation measures. Our project will:

- Implement a Construction Traffic and Access Management Plan, with designated haul routes, on-site worker parking, and traffic control at access points.
- Maintain the Class II bike lane on Beryl Street and coordinate with Beach Cities Transit to preserve safe bus stop operations.
- Offer trip reduction strategies for staff (carpooling, shuttles, bicycle amenities), consistent with Redondo Beach General Plan goals.
- Given the comparable unit count but reduced building height, traffic generation will be within the levels analyzed in the EIR.

## AIR QUALITY, ENERGY, AND SUSTAINABILITY

The project will comply with the EIR's sustainability requirements, incorporating:

- High-performance building systems.
- EV charging in compliance with Title 24.
- Solar panels and low-impact landscaping.
- Waste diversion and long-term energy efficiency measures.

## CONCLUSION

Our proposal intends to be within the scope of the certified Final EIR and, in several areas (visual, construction, noise), reduces impacts compared to what was analyzed. By adhering to the adopted mitigation measures and operating at a lower building profile, we do not foresee major modifications to the existing EIR. Our proposed project will deliver BCHD's vision for senior wellness and community benefit with a lighter environmental footprint than the approved alternative.





THE GALLERY AT PORT ORANGE  
PORT ORANGE, FL

## QUESTION 3

# Community Benefit Specifics





# Community Benefit Specifics

In addition to providing a high-quality senior living environment, the proposed project will extend tangible benefits to the broader Beach Cities community through the possibility of membership and/or fee-based access to wellness, learning, and support services. These programs reinforce BCHD's mission and create new opportunities for residents of all ages to engage in health, fitness, and social connection.

**HEALTH & FITNESS:** Community memberships or day passes for access to fitness facilities, yoga and tai chi classes, and pool fitness classes, with the potential for bundled offerings with the Center for Health & Fitness.

- Partner with the BCHD Center for Health & Fitness to provide bundled memberships or cross-access (e.g., CHF members can use certain on-site facilities at the senior living community for an additional fee).

**NUTRITION & CULINARY:** Plant-forward dining memberships and fee-based cooking demonstrations or nutrition workshops, reinforcing Blue Zones dietary principles.

**EDUCATION & ENRICHMENT:** Lifelong learning classes in partnership with local colleges, universities and Omnimore, plus technology coaching workshops to support digital literacy for seniors and caregivers.

**WELLNESS & MENTAL HEALTH:** Paid access to meditation and stress reduction programs, along with support groups for caregivers, veterans, and local seniors.

**INTERGENERATIONAL & COMMUNITY:** Garden memberships, cultural events, and public lectures, as well as fee-based community use of multipurpose spaces.





THE GALLERY AT LONGMONT  
LONGMONT, CO

## QUESTION 4

# Intended Project Schedule







# Intended Project Schedule

## Construction Schedule

- **DEVELOPER SELECTION:** November 2025.
- **APPROVALS & PERMITTING:** November 2025–November 2027 (approximately 18-24 months).
- **GC AND CONTRACT AWARD/NOTICE TO PROCEED:** December 2027.
- **CONSTRUCTION START:** January 2028 (start of 25-month active construction window).
- **MEP ROUGH-IN & INTERIOR FRAMING:** 4 months (Nov 2028–Feb 2029, overlaps with superstructure).
- **EXTERIOR ENVELOPE (WALLS, WINDOWS, ROOFING, STUCCO):** 4 months (Jan–Apr 2029).
- **INTERIOR FINISHES (BY ZONES):** 9 months (Apr–Dec 2029).
- **COMMISSIONING & CLOSEOUT:** 2 months (Dec 2029–Jan 2030).

## Major Phases

- **HOSPITAL DEMOLITION & ABATEMENT:** 4 months (Jan–Apr 2028).
- **MASS EXCAVATION & FOUNDATIONS:** 3 months (May–Jul 2028).
- **SUPERSTRUCTURE (CONCRETE & FRAMING):** 6 months (Aug 2028–Jan 2029).

## Completion & Occupancy

- **TEMPORARY CERTIFICATE OF OCCUPANCY (TCO):** January 2030.
- **FINAL CERTIFICATE OF OCCUPANCY (C OF O):** February 2030.
- **RCFE LICENSURE:** 3 months (May 2030)

*Note: The initial schedule is for discussion purposes only. Start dates are dependent on award and commencement dates. The schedule will be further detailed and refined.*



THE GALLERY AT ROLAND PARK  
BALTIMORE, MD

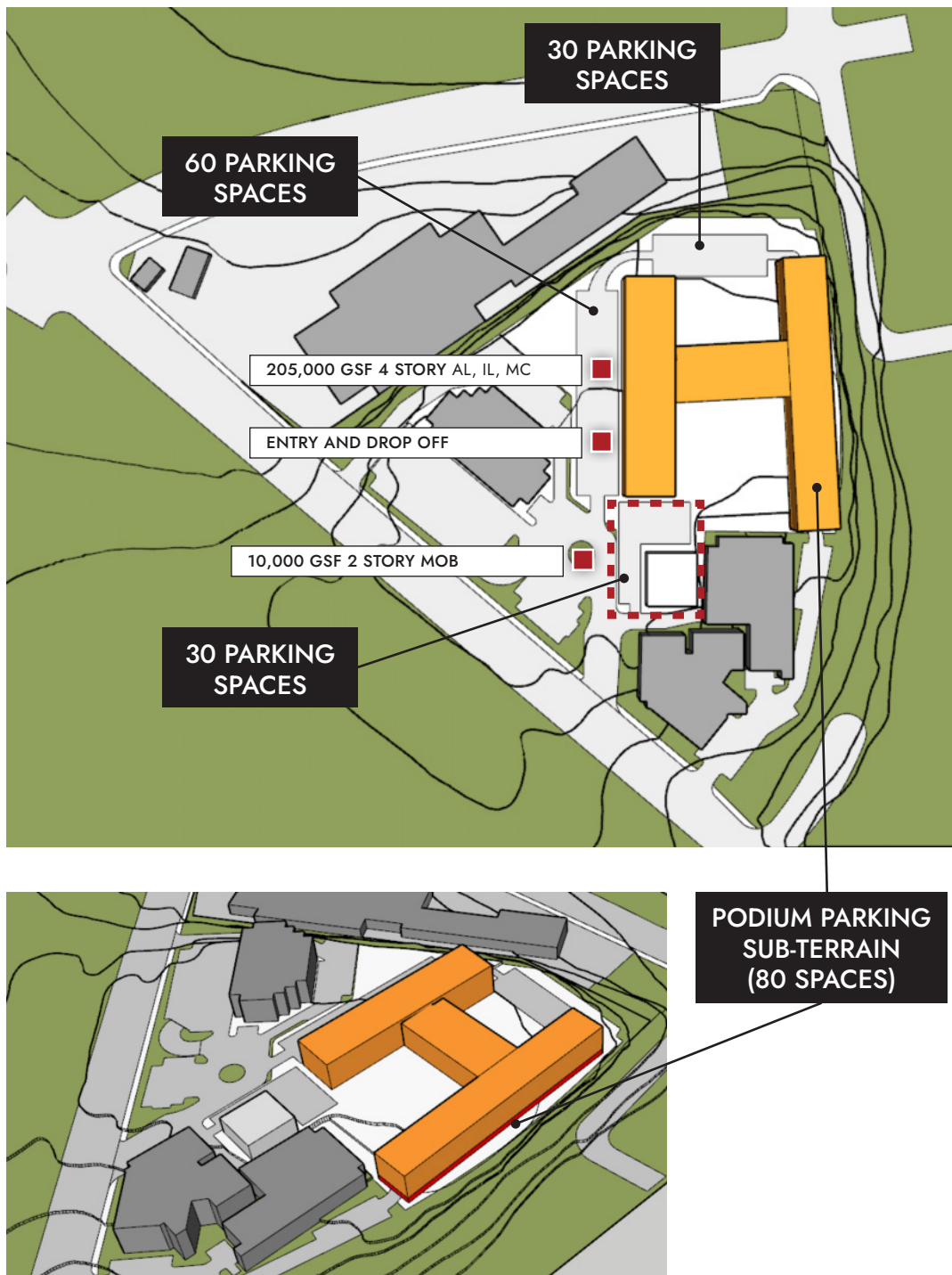
## QUESTION 5

# Parking Plan





# Parking Plan



*The parking illustration is for discussion purposes only. This building layout is used to illustrate the opportunity of a partially below grade parking lot on the east and surface parked opportunities on the west side of the senior living community. The building layout will be further developed once selected.*

## Parking Ratio

The community will provide parking at a ratio of 0.7 stalls per unit, consistent with industry standards for Assisted Living and Memory Care Communities. For a 170–200 unit program, this equates to approximately 120–140 parking stalls.

## Parking Configuration

- The proposed parking program is designed to balance resident, staff, and visitor needs while maintaining efficiency and sensitivity to the site's context.
- Approximately 45% of the stalls will be located in a partially underground structure, utilizing the natural grade change along the east side of the site to reduce massing and visual impact.
- Approximately 55% of the stalls will be surface parked, strategically sited to ensure efficient resident and visitor access while minimizing disruption to landscaped areas.

## EV and Title 24 Compliance

All parking facilities will comply with California Title 24 requirements, including the provision of electric vehicle (EV)

charging infrastructure. This will ensure current regulatory compliance and future-proof the campus for growing EV adoption. Specially:

- At least 40% of all parking stalls intend to be built with wiring/conduit, panel capacity, etc., to be ready for Level 2 EV chargers (if not already installed).
- At least 10% must have actual Level 2 EV chargers in place.
- Note the updated 2026 California Building Code will affect the EV and Title 24 requirements. Further investigation will be needed once the 2026 CBC is finalized and The City of Redondo Beach adoption.

## Traffic and Circulation

The parking design will incorporate separate zones for residents, visitors, and staff to improve flow and reduce congestion. Circulation will be coordinated with the City to ensure smooth entry/exit and minimal neighborhood impact.

This balanced approach delivers sufficient parking for residents and visitors, integrates sustainability features, and leverages site topography to create an efficient and attractive parking solution.







THE GALLERY AT BROOMFIELD  
BROOMFIELD, CO

## QUESTION 6

# Plan for allcove





## Plan for allcove

Our project vision extends BCHD's wellness mission beyond senior living by fostering intergenerational connections with allcove Beach Cities. allcove provides free, youth-centered mental health, physical health, substance use prevention, and life skills programming for young people ages 12–25. By aligning with this BCHD-led initiative, our community could create a bridge between older adults and youth, generating shared purpose and mutual benefit.

### Potential Areas of Collaboration

- **MENTORSHIP & VOLUNTEERING:** Senior residents can serve as mentors, tutors, or career coaches for allcove youth—supporting life skills, education, and job readiness.
- **SHARED WELLNESS PROGRAMS:** Co-host intergenerational mindfulness sessions, gardening, or art therapy workshops, leveraging senior life experience alongside youth energy.
- **COMMUNITY EVENTS:** Open selected community rooms or outdoor spaces at scheduled times for allcove-supported health fairs, youth wellness talks, and family-focused gatherings.
- **PEER-TO-PEER LEARNING:** Residents with professional or life expertise (e.g., technology, trades, arts) can share knowledge in structured programs with young people.

### Impact

This partnership reinforces Blue Zones® principles of Purpose, Connection, and Right Tribe, while extending BCHD's preventive health mission across generations. It creates a senior living community that is not only a home for older adults, but also a hub of intergenerational wellness and community service—distinctive within the Beach Cities region.





DEMARRE CROSSING  
GREENWOOD, IN

## QUESTION 7

# Construction Feasibility



# Construction Feasibility

Our proposed 4-story, 170–200 unit senior living development intends to be delivered in compliance with the construction-related mitigation measures outlined in the Final 2021 EIR. Our construction approach will be designed to minimize community disruption and meet or exceed regulatory requirements.

## NOISE & VIBRATION

- Adhere to restricted construction hours (7:30 a.m.–6:00 p.m. weekdays, 9:00 a.m.–5:00 p.m. Saturdays).
- Staging to minimize noise impacts on nearby residences and sensitive uses.

## AIR QUALITY & DUST CONTROL

- Implement a Dust Control Plan in compliance with South Coast AQMD Rule 403.
- Continuous watering, soil stabilization, and truck covering during grading and demolition.

## STORMWATER & EROSION CONTROL

- Prepare a Stormwater Pollution Prevention Plan (SWPPP) consistent with NPDES requirements.
- Incorporate erosion control measures and protect drainage systems during excavation.

## HAZARDOUS MATERIALS

- Conduct pre-demolition surveys for asbestos, lead-based paint, and mold, with abatement as needed.
- Assess and remediate potential contamination (e.g., former oil/gas wells, historic solvents) under a Hazardous Materials Management Plan.

## SEISMIC & GEOLOGIC COMPLIANCE

- All construction will conform to California Building Code seismic standards, ensuring structural stability in a seismically active area.





# Construction Management and Illustrative Logistics Plan



## Construction Access & Entrances

A stabilized construction entry at the south eastern drive, off N Prospect Ave, will be established to ensure safe and controlled access for trucks, equipment, and construction crews. Public and construction access points will be clearly delineated and separated, with traffic control procedures in place to prevent conflicts between vehicles, pedestrians, and bicycles

## Construction Management Plan

Before permits are issued, a Construction Management Plan will be prepared and reviewed by the cities of Redondo Beach and Torrance (where applicable). This plan will include:

- A detailed construction schedule and activity timing.
  - Haul routes and truck queuing areas for demolition, excavation, soil export, and deliveries.
    - Haul routes will be kept away from residential streets. Haul activities will primarily occur along N Prospect Ave, Del Amo Blvd, and W 190th St
  - Designated entrances, staging, and laydown areas for equipment and materials.
  - On-site or approved off-site worker parking, with strict prohibition on parking in adjacent residential neighborhoods.
  - Requirements to screen materials and equipment from public view and position them as far from sensitive receptors as feasible.
  - Limitations on work in the public right-of-way (hauling, deliveries, utility tie-ins) to 9:00 a.m.—4:00 p.m., paired with advance public notifications.
- An on-site field office for project management and coordination.
  - Leased parking, if required, to supplement worker parking without affecting existing campus or community facilities
  - No construction parking will be allowed on any residential roads or on the operating BCHD campus and parking lot.

## Staging Areas & Parking

Dedicated staging areas will be located on-site located on the Beryl St Lot on the corner of Beryl St and Flagger Ln. There are additional opportunities to lease underutilized parking spaces in the western Vonn's retail strip center.

- A primary construction parking zone to accommodate workers and avoid spillover into nearby residential neighborhoods.



## Separation of Active Campus Uses

During construction, buildings that remain in operation (510, 512, and 520) will be accessible at all times. Public egress pathways will be maintained and separated from construction areas by fencing, K-rails, and protective barriers. This ensures safe circulation for staff, visitors, and patients on the active portions of the BCHD campus



## Safety Measures

The logistics plan illustrates safety protocols, including:

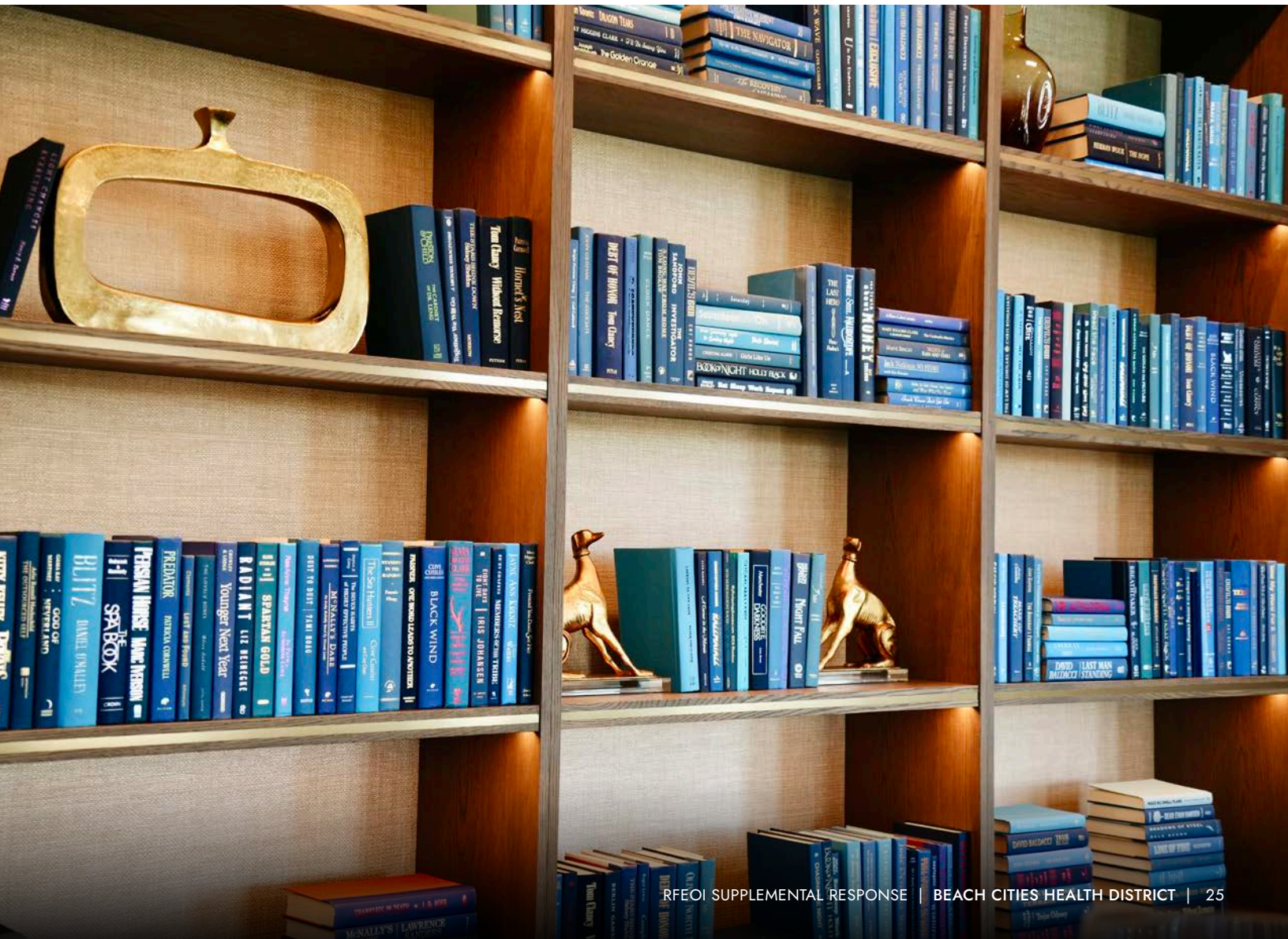
- Site fencing, scaffolding, and K-rail barriers to secure construction zones.
- Clear signage for construction vs. public egress routes.
- Controlled laydown zones for equipment and materials, minimizing visual and noise impacts.

Additionally, we intend to:

- Develop a Construction Traffic and Access Management Plan with designated haul routes, on-site crew parking, and traffic control procedures.
- Maintain safe pedestrian and bicycle circulation with detours and signage.
- Provide advance notification to agencies and neighbors within 500 feet prior to each construction phase.

## Continuity of Operations

By maintaining separate egress routes and controlling construction access, the logistics plan ensures that ongoing BCHD operations can continue uninterrupted throughout the project. The phased approach provides flexibility to shift staging areas as construction progresses while maintaining compliance with the EIR's requirements for safety, visibility, and community protection.







SANCERRE ORANGE CITY  
ORANGE CITY, FL

## QUESTION 8

# Plan for Blue Zones Incorporation





## Advancing Blue Zones Principles with Experience Senior Living

The Beach Cities Health District is home to the largest certified Blue Zones® community in the United States. Our proposed senior living development will build upon this foundation by embedding the Power 9® principles into the fabric of daily life. Importantly, we intend to pursue Blue Zones Project certification or, at minimum, actively explore the certification process to ensure the community is formally recognized as aligned with the values of purpose, movement, connection, and longevity. Through Experience Senior Living's proven wellness-centered programs and NexCore's development expertise, the project will become a model of longevity-focused design and operations in California.

### **PURPOSE & CONNECTION (KNOW YOUR PURPOSE + LOVED ONES FIRST)**

- ESL Programming: Resident-led experiences such as painting, podcasting, or learning new languages.
- Blue Zone Application: Residents will engage in mentoring youth through allcove, lead clubs, and volunteer with local nonprofits, creating intergenerational purpose and a culture of belonging.

### **NATURAL MOVEMENT (MOVE NATURALLY)**

- ESL Programming: Fitness classes, gardening, and walkable community layouts.
- Blue Zone Application: Courtyards, walking loops, and garden plots will naturally encourage daily movement, complemented by structured tai chi, yoga, and walking clubs.

### **EAT WISELY**

- ESL Programming: Chef-driven dining emphasizing quality and communal experiences. ESL is one of the very few senior living operators offering all-organic and local sourced menus.

- Blue Zone Application: A plant-forward dining program inspired by Blue Zones diets will be a focus. Demonstration kitchens will host cooking classes, while communal dining rooms encourage social and mindful eating practices.

### **DOWN SHIFT (STRESS REDUCTION & EMOTIONAL WELLBEING)**

- ESL Programming: Pet services, salon/spa amenities, quiet lounges, and gardening.
- Blue Zone Application: Pet therapy, meditation rooms, reflection gardens, and wellness lounges will provide calming spaces designed to reduce stress and promote emotional wellbeing.

### **RIGHT TRIBE (SOCIAL ENGAGEMENT & BELONGING)**

- ESL Programming: Resident led clubs, cultural events, and resident-driven activities.
- Blue Zone Application: Structured "Wine at 5" gatherings, seasonal festivals, and resident-led special interest groups will create micro-communities, deepen friendships, and build a true sense of tribe.

In summary, this project operationalizes the Blue Zones Power 9® in tangible, measurable ways. By embedding Experience Senior Living's wellness-centered model into the Beach Cities community, the development will not only house older adults but also serve as a regional hub of longevity practices, directly reinforcing BCHD's legacy of preventive health and community wellbeing.