



REQUEST FOR EXPRESSION OF INTEREST (RFEOI)

Former South Bay Hospital Redevelopment



Healthcare Real Estate Development Partner
August 7, 2025



3.1 Letter of Transmittal





BEACH CITIES HEALTH DISTRICT
REQUEST FOR EXPRESSION OF INTEREST (RFEOI)
FORMER SOUTH BAY HOSPITAL REDEVELOPMENT

Issue Date: June 30, 2025

Expression of Interest Due Date: **August 7, 2025**

Expression of Interest Directed To: Beach Cities Health District

Expression of Interest Contact: Monica Suua Monica.Suua@bchd.org

Number of Expression of Interest Copies: 1 electronic copy

Complete the section below and include with submission documents. By signature hereto, the Respondent certifies that all representations and certifications contained in its response are complete and accurate as required.

Respondent:

Name of Respondent Firm: PMB

Name of Authorized Representative: Jake Rohe

Signature: 

Title: Managing Partner | President

Date: 8/7/2025

Phone #: 858.794.1900

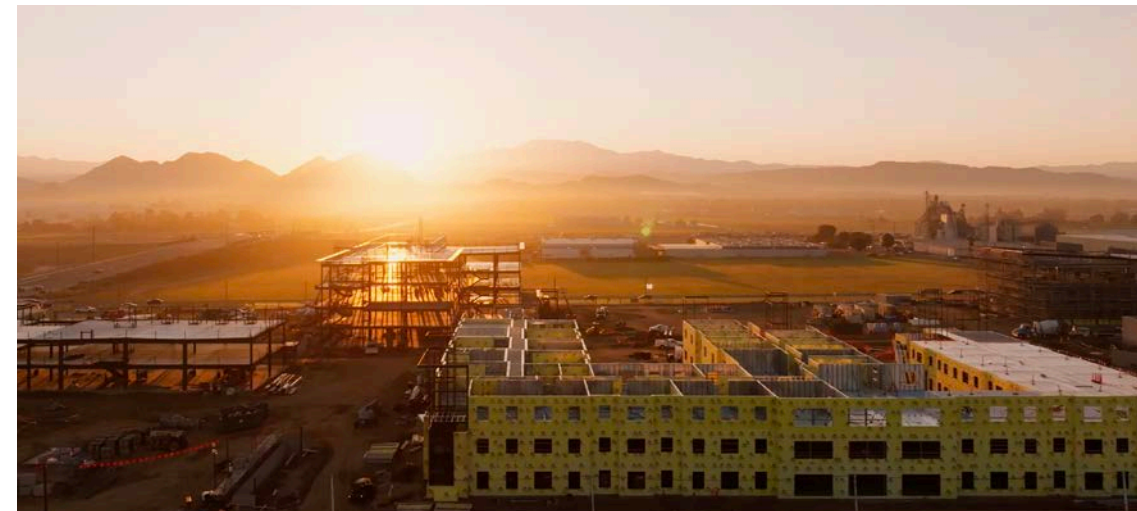
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E-mail address: jrohe@pmbllc.com

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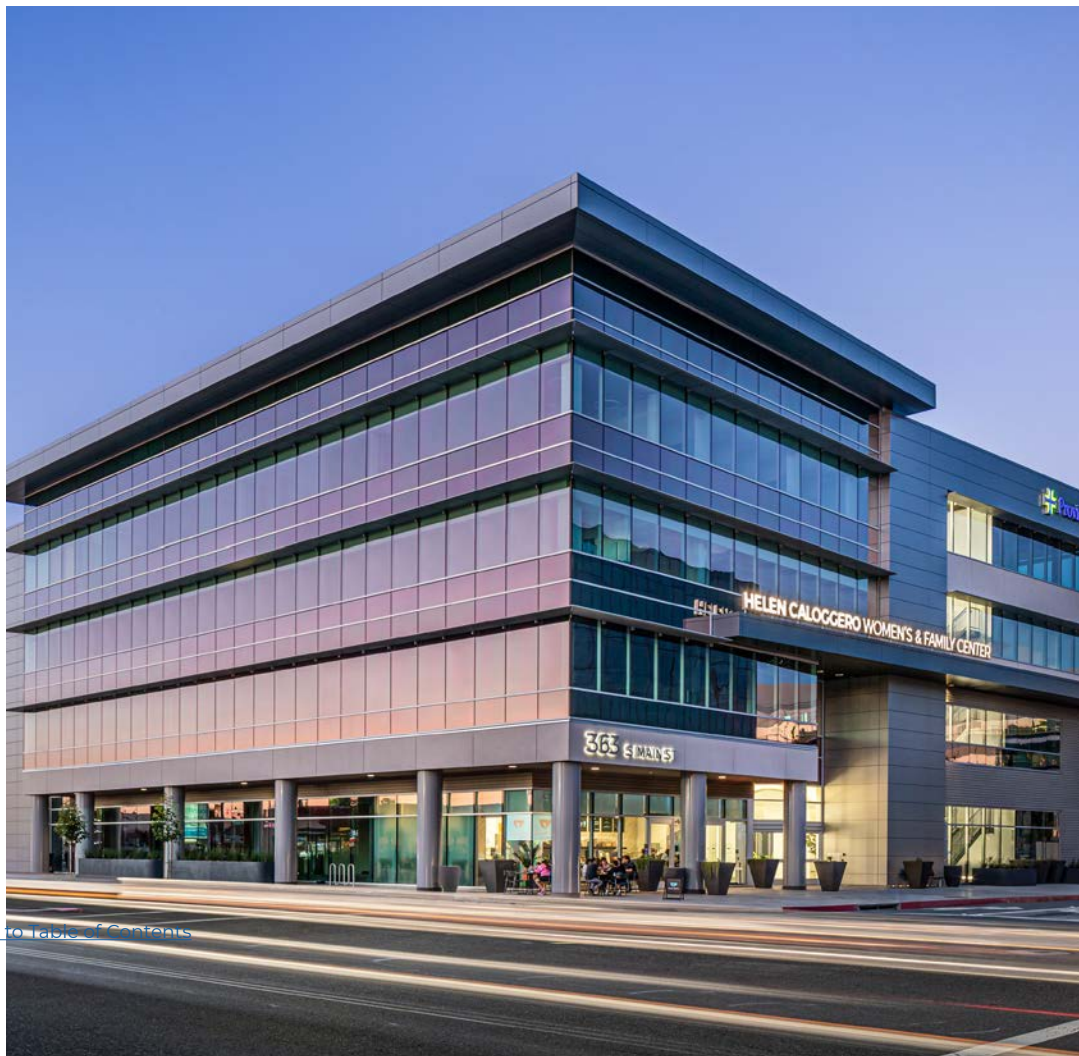
 **Riverside
University
HEALTH SYSTEM**
Wellness Village

Wellness Village a Mead Valley

450,000 SF | 5 Buildings

Behavioral Health Campus - Under Construction





Cover Letter



Beach Cities Health District "BCHD",

Thank you for the opportunity to compete for a real estate development partnership for the former South Bay Hospital Redevelopment "Project".

PMB views behavioral health as an essential component of the broader healthcare continuum and believes that supporting organizations delivering these services is critical to the health system as a whole. Together with Boulder Associates ("BA"), we have delivered vital behavioral health infrastructure for diverse communities, including work for FQHCs and public healthcare providers. Our experience includes projects such as BeWell Orange County and Irvine, InnerCare FQHC in El Centro, Santa Clara County's Bascom Station in San Jose, and Riverside County's Wellness Village at Mead Valley.

In our RFEOI submission, PMB and BA have included case studies that showcase our expertise across a wide spectrum of behavioral health solutions. These are intended to help start a conversation with BCHD about its priorities and interests in behavioral healthcare. We understand that behavioral healthcare is not one size fits all. It requires tailored responses to different acuity levels, operational models, and patient populations. Whatever direction BCHD chooses, PMB and BA have relevant precedent experience delivering it and can help the County evaluate its options and make the right decision for its community.

The key themes to PMB's interest in this opportunity are PMB and BCHD's existing working relationship and established trust, partnership with Boulder Associates, certainty of development execution and aligned cultures. We look forward to the opportunity to partner with BCHD on this important project.

Ben Rosenfeld
Partner | EVP, Development, Proposal Manager
brosenfeld@pmbllc.com

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Disclaimer: This response represents an outline of the proposed project terms and is provided for informational purposes only. The details contained herein, including scope, timelines, and budgets, are subject to change based on project scope definition, market conditions, regulatory requirements, and other unforeseen factors. The developer reserves the right to modify, amend, or refine the proposal to ensure alignment with project objectives and market realities. All information is confidential.



3.2

Qualifications and Experience



The Project Team

PMB recommends a collaborative team including Boulder Associates as Architect. PMB and Boulder Associates have worked together for over a decade on behavioral health and healthcare real estate projects. In addition, PMB would work with BCHD to select a general contractor and PMB has a property management firm, PMB Real Estate Services, who can provide property management services if desired.



Developer



Architect



Property Management



EXPERIENCE WORKING TOGETHER

PMB, Boulder Associates and PMB Real Estate Services (RES) have significant experience working together. We’ve negotiated contracts together and can provide speed to market.



CULTURAL ALIGNMENT | WE DO THE RIGHT THING

We can only accomplish something this big as a team. We’re committed to putting “me behind we” and always doing the right thing.



HIGH-QUALITY OUTCOMES

Successful team chemistry relies on a collection of individuals working as a team with a robust network of resources to pull from. We’ve customized the individuals and firms on our team to achieve both.



P3 AND SOUTHERN CALIFORNIA EXPERIENCE

Our combined team has extensive P3, Behavioral Health and Southern California experience delivering healthcare projects.



**OUR ENTIRE
DEVELOPMENT,
DESIGN, AND
CONSTRUCTION
TEAM HAVE
WORKED
TOGETHER ON
HEALTHCARE REAL
ESTATE PROJECTS**

200+

TOTAL HEALTHCARE PROJECTS

Combined, our team members have led over 200 healthcare-specific projects including Behavioral Health and P3 Projects.

10+

OVER A DECADE WORKING TOGETHER

Our collective team has worked together for over 10 years delivering healthcare real estate projects in southern California.

75+

HEALTHCARE AWARDS

Our collective team has been recognized for its successful and innovative delivery across the continuum of care.





Elevating the Healthcare Experience One Community at a Time

The development process itself is a place to cultivate relationships with some of the most influential partners in real estate development. Because of this, the PMB Team and culture are purpose-built to ensure that everyone we work with enjoys the experience as much as we do.

50+
Years in Business

130+
Healthcare Developments
Owned & Managed

6.5m SF
Healthcare Developments
Under Management

\$6.5B
Healthcare Developments
Financed



We aim to set the standard for healthcare real estate development

We think big, act intelligently and are always evolving.
We're committed to being a trusted resource, empowering our partners to meet communities' healthcare needs.

Healthcare today is incredibly dynamic, challenging some of the most widely accepted constructs in healthcare real estate strategy and delivery. PMB's approach combines three fundamental and dynamic elements – shared values, partnership, and commitment.

Shared Values

We believe shared values are the strongest foundation for everything we build, from our projects to our teams to our partnerships.

Partnership

We believe in partnering with great people, doing the best work of our lives, and having a great time doing it.

Commitment

And, we believe that PMB's commitment to inspiration and innovation enables us to deliver exceptional results that make a difference.



100% focused on healthcare real estate across the continuum of care

We elevate the healthcare experience by
developing and managing healing spaces that:

- Communities** trust to meet their needs
- Patients & residents** recommend to family and friends
- Physicians** prefer for their patients
- Providers** choose for their healthcare delivery
- Partners** trust to deliver
- Team members** take pride in
- Clients** enjoy collaborating on
- Investors and capital partners** seek to invest in



PMB | Our People are What Set Us Apart

Please find resumes for each proposed development team member starting on the next page.



BEN ROSENFELD
Project Executive
Partner | EVP, Development



JAKE ROHE
Development Support
Managing Partner | President



NOLAN WEINBERG
Development Support
SVP, Development



PETER JEONG
Construction Executive
SVP, Construction



BEN RYAN
Finance Executive
Managing Partner | CFO



REBECCA GEMMEL
Legal Executive
Partner | EVP, Legal



BILL JENCKS, AIA
Design Executive
Partner | EVP



KIRSTEN WEBB
Development Support
Director, Development



HEATHER WILLIAMS
Marketing Executive
Head of Brand Marketing



PROJECT ROLE: PROJECT EXECUTIVE

BEN ROSENFELD PARTNER | EVP, DEVELOPMENT



- ✓ SOUTHERN CALIFORNIA DEVELOPMENT EXPERIENCE
- ✓ MANAGED COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP DEVELOPMENT EXPERIENCE
- ✓ EXECUTED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ DEVELOPED PROJECTS WITH SIMILAR PROGRAMMING

Ben has been instrumental in helping lead PMB’s Medical Office, Behavioral Health and mixed-use development efforts which total over \$1.9 billion in project costs. Ben is involved in all facets of project development ranging from pursuing new leads and analyzing healthcare real estate strategy to project feasibility and managing land use approvals.

2M+ TOTAL SF LEASED
14 YEARS OF EXPERIENCE
\$1.9B TOTAL DEVELOPED

EDUCATION
Bachelor of Science, Political Science
(International Relations), Colorado
College

PROFESSIONAL CERTIFICATIONS
Certificate in Real Estate Entitlement,
Development and Design, University of
San Diego

SELECT EXPERIENCE



VALLEY HEALTH MEDICAL CENTER
San Jose, CA | 230,000 SF | Medical Outpatient
Project Executive
Primary Care, Behavioral Health, Dental, Pharmacy, Imaging,
and Lab Services



WELLNESS VILLAGE AT MEAD VALLEY
Mead Valley, CA | 450,000 SF | Behavioral Health
Project Executive
5 Buildings, 450,000 SF Behavioral Health Services accross
Continuum of Care



HOAG HEALTH CENTER
Irvine, CA | 158,000 SF | Medical Outpatient
Development Support
Purpose-Built Life Sciences Project



1100 VAN NESS
San Francisco, CA | 250,000 SF | Medical Outpatient
Development Support
Medical Office Building, Transplant Clinic, Imaging Center,
Sutter Pacific Medical Foundation, Private Physician Offices

PROJECT ROLE: DEVELOPMENT SUPPORT

NOLAN WEINBERG
SVP, DEVELOPMENT



- ✓ SOUTHERN CALIFORNIA DEVELOPMENT EXPERIENCE
- ✓ MANAGED COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP DEVELOPMENT EXPERIENCE
- ✓ EXECUTED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ DEVELOPED PROJECTS WITH SIMILAR PROGRAMMING

Nolan is involved in all aspects of the development process; from generating new leads, to working with PMB's architects and general contractors throughout the entire construction phase. His main responsibilities include business development, project feasibility, site procurement, project documentation, financing and entitlement.

1M+ TOTAL SF DEVELOPED
7 YEARS OF EXPERIENCE
\$600M TOTAL FINANCED

EDUCATION
Bachelor of Science degree, Business Administration, Ohio State University

PROFESSIONAL CERTIFICATIONS
Argus Certification

Certificate in Real Estate Finance, Investments and Development, University of San Diego

SELECT EXPERIENCE



PALOMAR HEALTH BEHAVIORAL HEALTH INSTITUTE
Escondido, CA | 84,700, 120 Beds | Behavioral Health
Development Lead
Inpatient Treatment for Mental Health, Adolescent-Specific Programs



IRVINE INPATIENT REHABILITATION FACILITY
Irvine, CA | 69,756 SF, 52 Beds | Inpatient Rehabilitation Facility
Project Executive, Development Lead
Inpatient Rehabilitation Facility



THE SPRINGS @ VANCOUVER WATERFRONT
Vancouver, WA | 360,000 SF | Senior Living Facility - LEED Gold
Development Support
7 acres of parks, 900+ residential units, 75,000 SF Office, 45,000 SF Retail



SUNNYVALE INPATIENT REHABILITATION FACILITY + SENIOR LIVING
Sunnyvale, CA | 64,000 SF, 52 Beds + 180,000 SF, 168 Units | IRF + Senior Living
Project Executive, Development Lead
Inpatient Rehabilitation Facility + Senior Living Community

PROJECT ROLE: DEVELOPMENT SUPPORT

JAKE ROHE
MANAGING PARTNER | PRESIDENT



- ✓ SOUTHERN CALIFORNIA DEVELOPMENT EXPERIENCE
- ✓ MANAGED COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP DEVELOPMENT EXPERIENCE
- ✓ EXECUTED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ DEVELOPED PROJECTS WITH SIMILAR PROGRAMMING

Jake focuses on the overall vision and strategy of the company including financial, operational and delivery partnerships. Specifically, Jake is responsible for sourcing, structuring and leading development opportunities including deal structuring, entitling, financing, and managing ground-up development projects from inception to occupancy.

3.4M+ TOTAL SF DEVELOPED
20 YEARS OF EXPERIENCE
\$2.7B TOTAL FINANCED

EDUCATION
Bachelor of Science, Cornell University, Industrial and Labor Relations

PROFESSIONAL CERTIFICATIONS
University of San Diego: Real Estate Finance & Investments and Development

University of San Diego: Entitlement, Development and Design

University of California Irvine: Certificate of Healthcare Transformation

LEED AP

ULI - Health Care and Life Sciences Council

SELECT EXPERIENCE



WELLNESS VILLAGE AT MEAD VALLEY
Mead Valley, CA | 450,000 SF | Behavioral Health
Development Support
5 Buildings, 450,000 SF Behavioral Health Services accross Continuum of Care



RANCHO BERNARDO HEALTHCARE CENTER
Rancho Bernardo, CA | 150,000 SF | Ambulatory Care
Project Executive
Ambulatory Care, Medical Office, Cancer Care, Imaging, Pharmacy, Lab, ASC



THE SPRINGS @ VANCOUVER WATERFRONT
Vancouver, WA | 363,000 SF | Senior Living Facility - LEED Gold
Project Executive
7 acres of parks, 900+ residential units, 250 senior living units, 75,000 SF Office, 45,000 SF Retail



UCHICAGO MEDICINE CROWN POINT
Crown Point, IN | 131,000 SF | Academic Medical Center
Project Executive
Cancer Center, ASC and Micro-Hospital. Cardiology, Neurology and Neurosurgery, Orthopedics, Pediatrics, Women's Health

PROJECT ROLE: CONSTRUCTION EXECUTIVE

PETER JEONG
SVP, CONSTRUCTION



- ✓ SOUTHERN CALIFORNIA DEVELOPMENT EXPERIENCE
- ✓ MANAGED COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP CONSTRUCTION EXPERIENCE
- ✓ EXECUTED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ BUILT PROJECTS WITH SIMILAR PROGRAMMING

Peter is a construction professional with diverse medical, hospitality, adaptive re-use, commercial, institutional and tenant-improvement experience. He is a motivated team leader that contributes to the successful development and management of complex projects by overseeing and ensuring that project requirements are met completely, while also ensuring profitability and precise execution of the construction schedule.

3M+ TOTAL SF MANAGED
18 YEARS OF EXPERIENCE
45+ PROJECTS DELIVERED

EDUCATION
University of California at Irvine

PROFESSIONAL CERTIFICATIONS
Licensed Contractor

SELECT EXPERIENCE



WELLNESS VILLAGE AT MEAD VALLEY
Mead Valley, CA | 450,000 SF | Behavioral Health
Construction Executive
5 Buildings, 450,000 SF Behavioral Health Services accross
Continuum of Care



THE SPRINGS @ VANCOUVER WATERFRONT
Vancouver, WA | 363,000 SF | Senior Living Facility - LEED Gold
Construction Executive
7 acres of parks, 900+ residential units, 250 senior living units,
75,000 SF Office, 45,000 SF Retail



1100 VAN NESS
San Francisco, CA | 250,000 SF | Medical Outpatient
Construction Executive
Medical Office Building, Transplant Clinic, Imaging Center,
Sutter Pacific Medical Foundation, Private Physician Offices



HOAG HEALTH CENTER
Irvine, CA | 158,000 SF | Medical Outpatient
Construction Executive
Purpose-Built Life Sciences Project

PROJECT ROLE: DESIGN EXECUTIVE

BILL JENCKS, AIA
PARTNER | EVP



- ✓ SOUTHERN CALIFORNIA DEVELOPMENT EXPERIENCE
- ✓ DESIGNED COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP DESIGN EXPERIENCE
- ✓ DESIGNED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ DESIGNED PROJECTS WITH SIMILAR PROGRAMMING

Bill Jencks is a licensed architect, real estate broker and developer, who manages healthcare design and development projects for PMB. Prior to joining PMB, Mr. Jencks worked for Ranch Capital and Merlone Geier Partners in varying roles culminating in partnership interests where he led the entitlement and development efforts for multiple large, mixed use development projects in excess of \$200 million each including office, retail, entertainment, hotel, and residential uses.

8M+ TOTAL SF DESIGNED
16 YEARS OF EXPERIENCE
\$2B TOTAL DEVELOPED

EDUCATION

Master of Business Administration
(MBA), Cal Poly, San Luis Obispo

Bachelor of Architecture (BArch), Cal
Poly, San Luis Obispo

PROFESSIONAL CERTIFICATIONS
Architect (CA Lic C-34420)

Real Estate Broker (CA Lic 01952670)

LEED Accredited Professional (BD&C)

American Institute of Architects

Urban Land Institute

San Diego Association of Realtors

SELECT EXPERIENCE



UCHICAGO MEDICINE CROWN POINT
Crown Point, IN | 131,000 SF | Academic Medical Center
Design Executive
Cancer Center, ASC and Micro-Hospital. Cardiology, Neurology
and Neurosurgery, Orthopedics, Pediatrics, Women's Health



COAL CREEK INNOVATION PARK
Superior, CO | 260,000 SF | Life Sciences Cluster
Design Executive
Purpose-Built Life Sciences Project



WELLNESS VILLAGE AT MEAD VALLEY
Mead Valley, CA | 450,000 SF | Behavioral Health
Design Support
5 Buildings, 450,000 SF Behavioral Health Services accross
Continuum of Care



THE SPRINGS @ VANCOUVER WATERFRONT
Vancouver, WA | 363,000 SF | Senior Living Facility - LEED Gold
Design Executive
7 acres of parks, 900+ residential units, 250 senior living units,
75,000 SF Office, 45,000 SF Retail

PROJECT ROLE: FINANCING EXECUTIVE

BEN RYAN
MANAGING PARTNER | CFO



- ✓ SOUTHERN CALIFORNIA FINANCING EXPERIENCE
- ✓ SECURED FINANCING FOR COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP FINANCING EXPERIENCE
- ✓ EXECUTED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ LED FINANCING FOR PROJECTS WITH SIMILAR PROGRAMMING

Ben has brought a level of financial reporting both corporately and to individual project LLC's that has dramatically improved PMB's investor relations function. Ben manages the cash flow, financial statements, equity and debt relationships, and tax matters for PMB LLC and their related entities. In addition, he oversees the financing and loan draws of all the projects under construction. He works closely with lending institutions securing financing for potential projects.

\$3.6B TOTAL FINANCED
3.8M+ TOTAL SF FINANCED
15+ YEARS OF EXPERIENCE

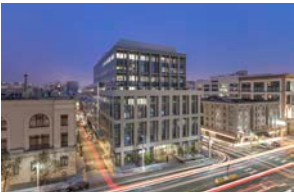
EDUCATION
Masters in Tax, San Diego State University

Bachelor of Science, San Diego State University

SELECT EXPERIENCE



VALLEY HEALTH MEDICAL CENTER
San Jose, CA | 230,000 SF | Medical Outpatient
Financing Executive
Primary Care, Behavioral Health, Dental, Pharmacy, Imaging, and Lab Services



1100 VAN NESS
San Francisco, CA | 250,000 SF | Medical Outpatient
Financing Executive
Medical Office Building, Transplant Clinic, Imaging Center, Sutter Pacific Medical Foundation, Private Physician Offices



HOAG HEALTH CENTER
Irvine, CA | 158,000 SF | Medical Outpatient
Financing Executive
Purpose-Built Life Sciences Project



RANCHO BERNARDO HEALTHCARE CENTER
Rancho Bernardo, CA | 150,000 SF | Ambulatory Care
Financing Executive
Ambulatory Care, Medical Office, Cancer Care, Imaging, Pharmacy, Lab, ASC

PROJECT ROLE: LEGAL EXECUTIVE

REBECCA GEMMEL
PARTNER | EVP, LEGAL



- ✓ SOUTHERN CALIFORNIA LEGAL EXPERIENCE
- ✓ MANAGED DOCUMENTATION FOR COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP LEGAL AND ENTITLEMENT EXPERIENCE
- ✓ EXECUTED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ LED LEGAL DOCUMENTATION FOR PROJECTS WITH SIMILAR PROGRAMMING

Rebecca serves as the firm's general counsel and oversees all legal matters related to the and acquisition, development, construction, ownership, leasing, management, financing of the firm's healthcare real estate portfolio. Rebecca has more than 20 years of experience in commercial real estate. Prior to joining the firm, was an attorney in the real estate department of Pillsbury Winthrop Shaw Pittman LLP, with a focus on real estate finance.

3M+ TOTAL SF LEGAL OVERSIGHT
20+ YEARS OF EXPERIENCE
40+ PROJECTS LEGAL LEAD

EDUCATION
University of Miami School of Law, Real Property Development LL.M.

Thomas Jefferson School of Law, Juris Doctor Degree

Franklin and Marshall College, Bachelor of Arts in Business Administration

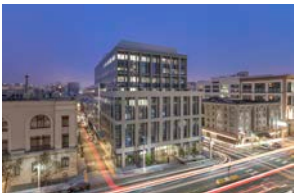
SELECT EXPERIENCE



VALLEY HEALTH MEDICAL CENTER
San Jose, CA | 230,000 SF | Medical Outpatient
Legal Executive
Primary Care, Behavioral Health, Dental, Pharmacy, Imaging, and Lab Services



HOAG HEALTH CENTER
Irvine, CA | 158,000 SF | Medical Outpatient
Legal Executive
Purpose-Built Life Sciences Project



1100 VAN NESS
San Francisco, CA | 250,000 SF | Medical Outpatient
Legal Executive
Medical Office Building, Transplant Clinic, Imaging Center, Sutter Pacific Medical Foundation, Private Physician Offices



RANCHO BERNARDO HEALTHCARE CENTER
Rancho Bernardo, CA | 150,000 SF | Ambulatory Care
Legal Executive
Ambulatory Care, Medical Office, Cancer Care, Imaging, Pharmacy, Lab, ASC

PROJECT ROLE: DEVELOPMENT SUPPORT

KIRSTEN WEBB
DIRECTOR, DEVELOPMENT



- ✓ SOUTHERN CALIFORNIA DEVELOPMENT EXPERIENCE
- ✓ MANAGED COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP DEVELOPMENT EXPERIENCE
- ✓ EXECUTED PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ DEVELOPED PROJECTS WITH SIMILAR PROGRAMMING

Kirsten is involved in all aspects of the development process; from initial feasibility market analyses, to working with PMB's architects and general contractors throughout the entire construction phase. Her main responsibilities include market analytics, project feasibility, site procurement, project documentation, financing and entitlement. Kirsten facilitates the relationship between municipalities, tenants, and consultants throughout the life of a project in order to ensure a reliable and punctual timeline.

1.2M+ TOTAL SF DEVELOPED
2 YEARS OF EXPERIENCE
\$1.5B TOTAL DEVELOPED

EDUCATION
Bachelor of Arts in International Business with a Minor in Real Estate Development, University of California, San Diego

SELECT EXPERIENCE



THE VANCOUVER CLINIC
Vancouver, WA | 82,000 SF | Medical Outpatient
Development Support
6 OR ASC, MSK Center of Excellence, Imaging, Multi-Disciplinary Clinic



UCHICAGO MEDICINE CROWN POINT
Crown Point, IN | 131,000 SF | Academic Medical Center
Development Support
Cancer Center, ASC and Micro-Hospital. Cardiology, Neurology and Neurosurgery, Orthopedics, Pediatrics, Women's Health



RANCHO BERNARDO HEALTHCARE CENTER
Rancho Bernardo, CA | 150,000 SF | Ambulatory Care
Development Support
Ambulatory Care, Medical Office, Cancer Care, Imaging, Pharmacy, Lab, ASC



WELLNESS VILLAGE AT MEAD VALLEY
Mead Valley, CA | 450,000 SF | Behavioral Health
Development Support
5 Buildings, 450,000 SF Behavioral Health Services accross Continuum of Care

PROJECT ROLE: MARKETING EXECUTIVE

HEATHER WILLIAMS
HEAD OF BRAND MARKETING



- ✓ SOUTHERN CALIFORNIA MARKETING EXPERIENCE
- ✓ MANAGED COMMUNICATION FOR COMPLEX RENOVATION DEVELOPMENTS
- ✓ PUBLIC-PRIVATE PARTNERSHIP PUBLIC RELATIONS EXPERIENCE
- ✓ LED COMMUNICATIONS FOR PROJECTS WITH SIMILAR TRANSACTION STRUCTURE
- ✓ MANAGING MARKETING FOR PROJECTS WITH SIMILAR PROGRAMMING

Heather brings 20 years of experience to PMB including leading brand positioning, paid media, content strategy, loyalty programs, event marketing and creative strategy. During her tenure, she has helped companies get aquired, secure additional rounds of funding and sustain 20 to 25 percent growth YOY. As the Head of Brand Marketing, Heather is involved in many aspects of the business ranging from generating new leads, promoting partnership developments and supporting strategic growth for the company.

1.5M+ TOTAL SF MARKETED
20 YEARS OF EXPERIENCE
\$2.5M TOTAL PROJECTS
MARKETING LEAD

EDUCATION
Graduate Work, MA Philology, University of Arizona

Bachelor of Arts in Classics with a Spanish Minor, University Arizona

AWARDS & CERTIFICATIONS
Who's Who in Graduate Schools Across the Nation
Perfect Pitch Award
Summa Cum Laude
500 HR Certified Yoga Teacher

SELECT EXPERIENCE



RANCHO BERNARDO HEALTHCARE CENTER
Rancho Bernardo, CA | 150,000 SF | Ambulatory Care
Marketing Executive
Ambulatory Care, Medical Office, Cancer Care, Imaging, Pharmacy, Lab, ASC



VALLEY HEALTH MEDICAL CENTER
San Jose, CA | 230,000 SF | Medical Outpatient
Marketing Executive
Primary Care, Behavioral Health, Dental, Pharmacy, Imaging, and Lab Services



WELLNESS VILLAGE AT MEAD VALLEY
Mead Valley, CA | 450,000 SF | Behavioral Health
Marketing Executive
5 Buildings, 450,000 SF Behavioral Health Services accross Continuum of Care



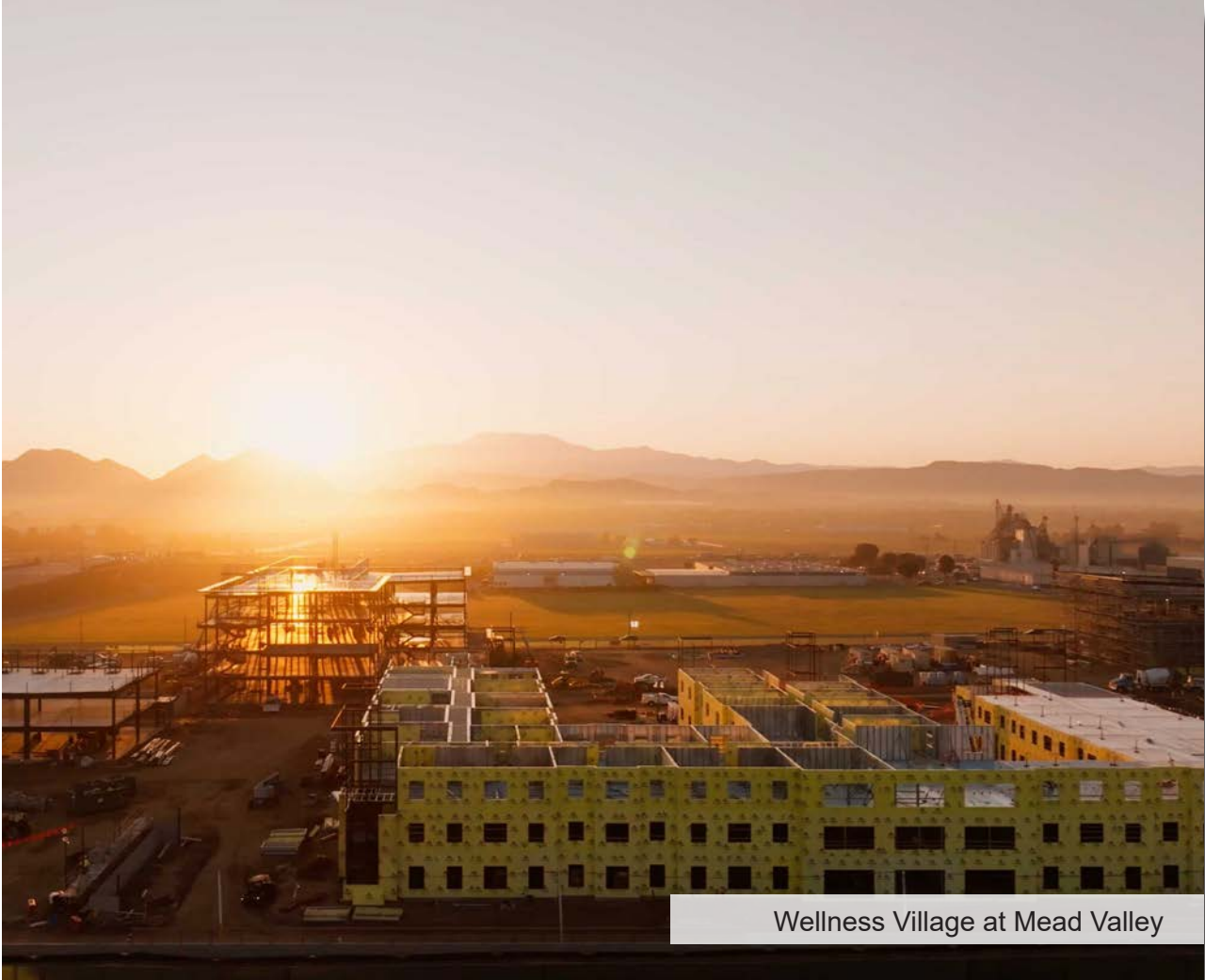
GOODYEAR MEDICAL PLAZA
Goodyear, AZ | 50,000 SF | Medical Outpatient
Marketing Executive
Wound Care Program, Imaging, Multi-Specialty Care, Internal Medicine, Pain Management, Physical Therapy

PMB Select Experience

WELLNESS VILLAGE AT MEAD VALLEY

450,000 SF 5 BUILDINGS

This Campus will feature Riverside County’s first mental health urgent care and crisis residential program for children under 13. The Wellness Village will provide a complete range of services that address every level of recovery, including urgent behavioral health treatment, supportive housing and residential and outpatient care. The campus will also feature primary and specialty medical care, dental services, substance use disorder treatment, and a pharmacy open to the public.



BEHAVIORAL HEALTH & FQHC EXPERIENCE

PMB understands that designing for behavioral health requires inspiring confidence, encouraging recovery and offering hope. PMB’s design practice helps healthcare providers create high-performing and flexible environments that can do it all: enable excellent medical care, integrate technology, encourage interaction and patient engagement, and instill a sense of comfort for all ages.



Wellness Village at Mead Valley
450K SF | Mead Valley, CA
RUHS
Behavioral Health Campus across Five Buildings



Palomar Health Behavioral Health Institute
85K SF | Escondido, CA
Palomar Health, Lifepoint
Inpatient Treatment for Mental Health

CALIFORNIA JURISDICTION & HCAI / OSHPD EXPERIENCE

Total CA SF Developed
4.7M+ SF

Total CA Project Value Developed
\$2.6+ Billion

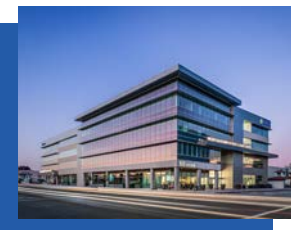
Total HCAI/OSHPD SF Developed
1.6M+ SF

Total HCAI / OSHPD 1 & 3 Designations
16 Total Projects

BHCIP, AHP and DHCS Experience
\$1+ Billion



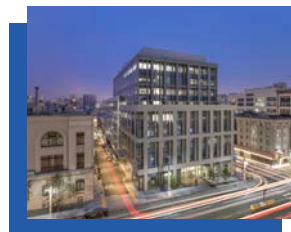
230K SF | San Jose
Santa Clara Valley
Healthcare



134K SF | Orange
Providence St. Joseph



60K SF | West Covina
Emanate Health



250K SF | San Francisco
Sutter Healthcare
UCSF, SMCH



99K SF | Roseville
Sutter Healthcare



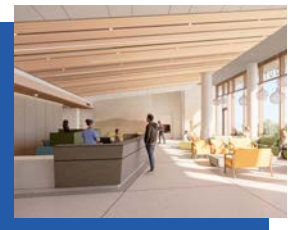
190K SF | Pasadena
Huntington Hospital,
UCLA, USC



Helen Caloggero Women's + Family Center
134K SF | Orange, CA
Providence St. Joseph
Medical Outpatient, Pediatric
Specialites



Innercare
45K SF | El Centro, CA
FQHC
Innercare
Federally Qualified Health Center
Pediatric Primary Care, Pediatric
Dental



Valley Health Center San Jose
230K SF | San Jose, CA
Santa Clara Valley Healthcare
Behavioral Health Services,
Pediatric Primary Care, Pediatric
Subspecialties, Pediatric Urgent
Care

Palomar Health Behavioral Health Institute

This is a new, state-of-the-art behavioral health facility being developed through a joint venture partnership with Lifepoint Behavioral Health, a business unit of Lifepoint Health. This vital facility, located in Escondido, will provide much-needed care and set a new standard in behavioral healthcare for adolescents, adults and geriatric patients across San Diego County. The two-story facility will consist of 120 beds and provide 84,700 square feet of thoughtfully designed indoor and outdoor recovery space. Palomar Health Behavioral Health Institute will offer an environment that co-facilitates a healing experience alongside comprehensive recovery programs. Essential features of the new facility include atriums, natural light, art and pleasant furnishings — all promoting a warm, calm environment supportive of socialization and engagement among patients within the facility.

84,700 SF 120 Beds



Inpatient Treatment for Mental Health

Individualized Treatment Plans, Medication Therapy & Management
Support groups, Individual and Milieu Therapy, Individual and Group Psychotherapy, Family Support and Education

Adolescent Patients will have Access to Separate Walk-In and Ambulance Entrances, Group Rooms for Outpatient Care, Dining and Outdoor Recreation Areas.



Help for Heroes® Program | First Time on the West Coast



In Development





Helen Caloggero Women’s and Family Center

The Helen Caloggero Women’s and Family Center is a 135,800 SF project that will house a mother and baby assessment center, maternal diabetes and wellness, maternal fetal testing, pelvic health and rehabilitation, perinatal education, OB/GYN clinical offices, certified midwives, urgent care, comprehensive imaging, FQHC, conference / education rooms, medical oncology, ophthalmology, orthopedics, surgery center, urology, retail Stork Shop, and a Blue Bowl Superfoods outlet. Visitors and tenants will have access to a convenient underground 546-stall parking garage.

135,800 SF

-  Medical Office Building including Clinic, Imaging and Pharmacy
-  5-Level, 546-Stall, Subterranean Structured Parking
-  Completed On Schedule and On Budget



Valley Health Center San Jose

The future Valley Health Center San Jose (VHC San Jose) is a 230,000 SF Medical Office Building. The location provides county residents with seamless accessibility to a wide range of healthcare services and helps to catalyze VTA's medical office building into the pedestrian-oriented mixed-use neighborhood. The future LEED Silver building is located at 1410 South Bascom Avenue. As a 'Signature Project' of San Jose's Urban Village strategy, VHC San Jose addresses the comprehensive criteria for creating complete neighborhoods, where daily needs can be met within close proximity by providing much-needed medical services in conjunction with 590 units of housing.

230,000 SF



Adult Medicine, OB/Gyn Subspecialties, Adult & Pediatric Urgent Care, Behavioral Health, Dental, Diagnostic Imaging, Maternal and Fetal Medicine, Pediatric Primary Care & Subspecialties, Pharmacy, Specimen Collection Lab

P3

Public-Private Partnership



Under Construction with Est. Completion in Q4 2025



Transit-Oriented Project





Hoag Hospital Sand Canyon Medical Plaza

PMB partnered with the individuals who controlled the ground lease and worked with one of our long-standing relationships, Hoag Hospital, to effectuate a tri-party joint-venture development. The Hoag Health Center – Irvine is a 157,000 SF ambulatory destination center composed of 4 buildings. PMB worked through a challenging procurement process, including undergrounding 66kV transmission lines, to successfully deliver Hoag's consolidated ambulatory strategy.

157,200 SF



Tenant improvements/programming as follows:

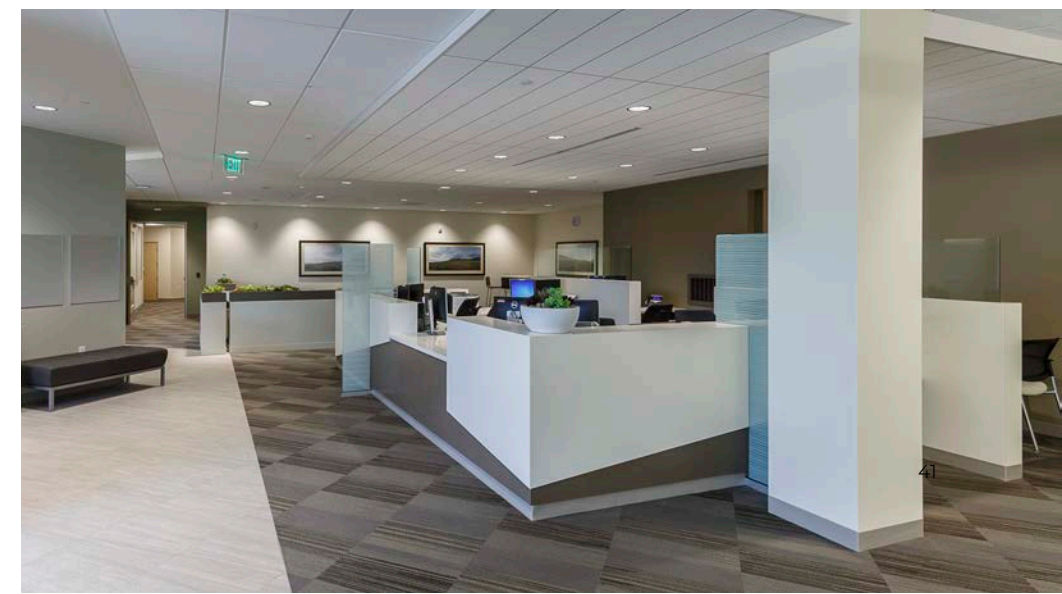
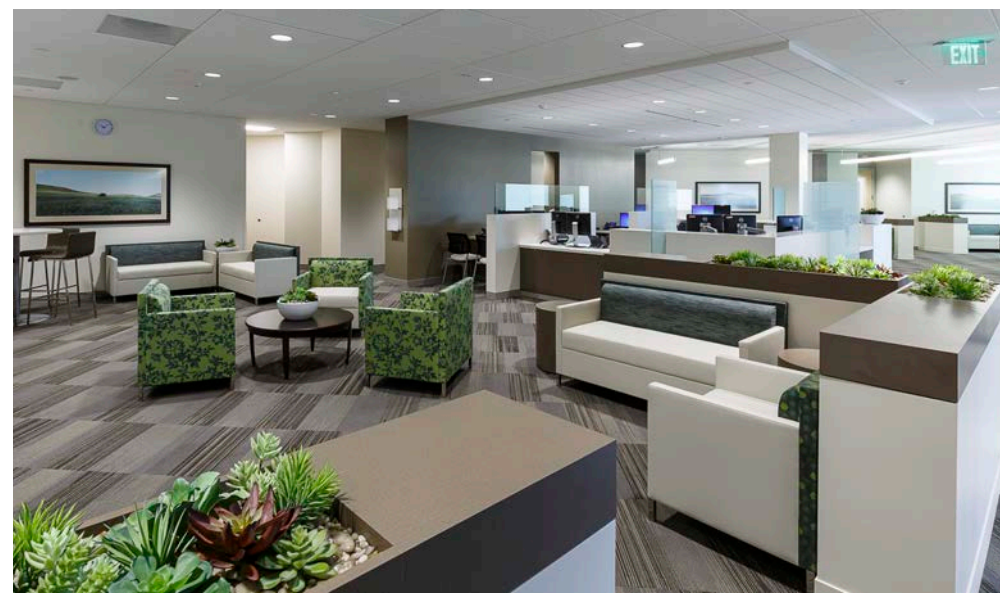
- » Ambulatory Surgery Center
- » Pharmacy
- » Linear Accelerator (LINAC) for Proton Therapy
- » Radiation, oncology, chemotherapy and infusion departments
- » Urgent care with x-ray facilities, nurse station & reception
- » Cafe



Completed On Schedule and On Budget | LEED Silver



2018 Outstanding Building of the Year, 2017 Toby Award & 2016 HREI Insights Award Winner



Boulder Company Overview:

Boulder Associates has been at the forefront of advancing behavioral health environments across California, delivering spaces that promote dignity, healing and long-term community wellness.

Our team has completed and is currently working on multiple behavioral health projects critical to the significant growth and development of this type of care in the State of California. From our work with the County of Kern for their new Adult Psychiatric Health Facility (PHF) and Adolescent Psychiatric Health Facility (PHF), to the County of Orange with Be Well facilities in both Orange and Irvine, our team has been involved in some of the most groundbreaking behavioral health projects in the country throughout the past several years.

Our current project for the County of Riverside’s RUHS Wellness Village provides a full continuum of care including Mental Health Rehabilitation Center, Adult Residential Facility, Adult and Children’s Behavioral Health Urgent Care, Children’s Outpatient Care, Children’s Crisis Residential, Children’s Intensive Mental Health Treatment Program, Sobering Center, Crisis Residential, Recovery Residence, Supportive Transitional Housing, Primary Healthcare, Dentistry, Imaging, Pharmacy, and WIC Office.

We recently completed construction documents and permitting for an Acute Psychiatric Hospital replacement and remodel for Signature Health. We have deep experience working with counties and entities where gaining consensus and maintaining transparency in decision-making is critical.

3.2M

S.F. Behavioral Health Space

90+

Behavioral Health Projects

2.5M

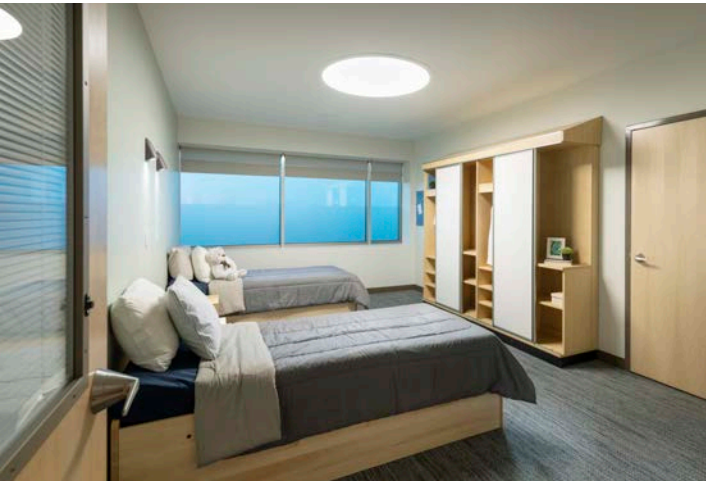
S.F. Healthcare Space Designed Annually

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Behavioral Health Projects

ASPIRE at Hoag Irvine Irvine, CA	Clinica Family Health Services Pecos Clinic Renovation Denver, CO	Eating Recovery Center Cabrini 9th Floor Mood and Anxiety Program PHP-IOP Seattle, WA	Eating Recovery Center of Dallas Partial Hospitalization Program/ Intensive Outpatient Program Plano, TX	Jefferson Center for Mental Health Independence Clinic Wheat Ridge, CO	North County Health Service Quick Care and Behavioral Health Clinic San Marcos, CA
Aurora Mental Health Center Potomac Campus Master Plan Aurora, CO	Clinica Family Health Services People’s Clinic Boulder, CO	Eating Recovery Center Central Florida Inpatient/Residential Treatment Facility Orlando, FL	Eating Recovery Center of San Antonio Partial Hospitalization Program/Intensive Outpatient Program San Antonio, TX	Jefferson Center for Mental Health Jefferson Plaza Family Health Home Lakewood, CO	North County Health Services Oceanside Specialty Health Center Oceanside, CA
Banner McKee Medical Center Geriatric Behavioral Health Loveland, CO	Clinica Sierra Vista Bakersfield Comprehensive Care Center Bakersfield, CA	Eating Recovery Center Chicago 5th Floor Partial Hospitalization Program/Intensive Outpatient Program Chicago, IL	Eating Recovery Center of the Woodlands Partial Hospitalization Program/Intensive Outpatient Program The Woodlands, TX	Jefferson Center for Mental Health Union Square Clinic Lakewood, CO	Pathlight Mood and Anxiety Center Residential Treatment Facility Nordstrom Seattle, WA
Banner McKee Medical Center Outpatient Geriatric-Psych Remodel Loveland, CO	Clinica Sierra Vista East Niles Behavioral Health Remodel Bakersfield, CA	Eating Recovery Center Child and Adolescent Hospital Renovation Denver, CO	Eating Recovery Center of Washington Bellevue, WA	Kern Behavioral Health Facilities Bakersfield, CA	Providence Little Company of Mary San Pedro Hospital Chemical Dependency Unit Refresh San Pedro, CA
Bariatric Counseling Center of San Antonio San Antonio, TX	Colorado Coalition For The Homeless Stout Street Clinic Denver, CO	Eating Recovery Center Conifer Outpatient and Partial Hospitalization Program at Lowry Denver, CO	Eating Recovery Center Outpatient and Partial Hospitalization Program for Children and Adolescents (Spruce) Denver, CO	Lakeview Health Masterplan Jacksonville, FL	Providence San Pedro Hospital Behavioral Health Urgent Care/ Crisis Stabilization San Pedro, CA
Be Well Irvine Campus Irvine, CA	Colorado Department of Human Services Colorado Mental Health Institute at Fort Logan and Colorado Mental Health Institute at Pueblo Walsenburg, CO	Eating Recovery Center Franklin Inpatient Expansions Denver, CO	Eating Recovery Center Pacifica PHP-IOP Irvine, CA	Lakeview Health Men’s Program Residential Treatment Facility and Counseling Center Jacksonville, FL	Riverside University Health System Wellness Village Mead Valley, CA
Be Well Orange Campus Orange, CA	CommuniCare Davis Community Health Center Remodel Davis, CA	Eating Recovery Center Inpatient Hospital (Willow) Denver, CO	Eating Recovery Center Pathlight 8101 Lowry Blvd Denver, CO	Lakeview Health Stepping Stone North 1815 CSB Dormitory Renovation Jacksonville, FL	UCHealth Center for Dependency, Addiction and Rehabilitation (CeDAR) Anti-Ligature Evaluation Aurora, CO
Boulder Community Health Della Cava Family Medical Pavilion Boulder, CO	Community Health Center of Central Wyoming Casper, WY	Eating Recovery Center Juniper Child and Adolescent Hospital Denver, CO	Eating Recovery Center The Woodlands PHP, IOP, and Pathlight Mood and Anxiety Program The Woodlands, TX	Lakeview Health Outpatient Program The Woodlands, TX	UHS Centennial Peaks Hospital Expansion Louisville, CO
Boulder Community Hospital Behavioral Health Inpatient Unit Boulder, CO	County of Santa Cruz Homeless Persons’ Clinic Watsonville, CA	Eating Recovery Center Legacy Inpatient Psychiatric Hospital and Outpatient Program Plano, TX	HCA Riverside Community Hospital Medical Office Building Orange Psychiatric Clinic Riverside, CA	Lakeview Health Women’s Program and Dining Expansion Jacksonville, FL	UHS Fairfax Behavioral Health Monroe, WA
Boulder Community Hospital Medical Pavilion Electroconvulsive Therapy Suite Boulder, CO	Eating Recovery Center Conifer ECT Denver, CO	Eating Recovery Center Maryland Inpatient Residential Hunt Valley, MD	Huffman Frisco Highway 121 Building 500 Dr. Mohammed Psychiatry Clinic Frisco, TX	Mental Health Partners 975 North Remodel Boulder, CO	UHS Fairfax Hospital-Everett Everett, WA
CareMar Addiction Medicine Center - Hoag Substance Use Residential Newport Beach, CA	Denver Health Psychiatric Emergency Services Observation Room Remodel Denver, CO	Eating Recovery Center Northbrook Residential Treatment Facility and Outpatient Program Northbrook, IL	Jefferson Center for Mental Health Alameda Remodel Lakewood, CO	Mental Health Partners Wellness and Education Center Boulder, CO	UHS Fairfax Hospital-Kirkland Kirkland, WA
Centura Health Porter Adventist Hospital 1S Behavioral Health Renovation Denver, CO	Dignity Mercy San Juan Medical Center Crisis Stabilization Unit Carmichael, CA	Eating Recovery Center of Austin Partial Hospitalization Program/ Intensive Outpatient Program Austin, TX		Metro Community Provider Network Jeffco Family Health Services Clinic Wheat Ridge, CO	UHS Fairfax Inland Northwest Behavioral Health Expansion Spokane, WA
Children’s Hospital Colorado Behavioral Health Unit Safety Upgrades Aurora, CO	Eating Recovery Center Residential Program and Partial Hospitalization Program (Pine) Denver, CO	Eating Recovery Center of Chicago Residential Treatment Facility and Partial Hospitalization Program/Intensive Outpatient Program Chicago, IL			Vista Del Mar Hospital Ventura, CA
Children’s Hospital Colorado Briargate Developmental Pediatrics Colorado Springs, CO	Eating Recovery Center Baltimore RTF Hunt Valley, MD	Eating Recovery Center of Chicago 4th floor Binge Eating Treatment and Recovery Center Residential Program Chicago, IL			
Children’s Hospital Colorado Health Pavilion Aurora, CO	Eating Recovery Center Behavioral Hospital for Adults (Evergreen) Denver, CO	Eating Recovery Center of Dallas Inpatient Center Plano, TX			
Children’s Hospital Colorado Pediatric Mental Health Institute Aurora, CO					
Clinica Family Health Services Lafayette Clinic Lafayette, CO					
Clinica Family Health Services Lafayette Community Health Center Lafayette, CO					



PROJECT ROLE: PRINCIPAL

DARCI HERNANDEZ, AIA, LEED AP
PRINCIPAL



✔ **15+ YEAR PARTNERSHIP WITH PMB**
✔ **BEHAVIORAL HEALTH SECTOR LEADER**
Darci is a Principal with Boulder Associates and leads the firm’s Southern California region. She is passionate about destigmatizing behavioral healthcare and helping clients create environments that provide integrated, whole-person care. Her forward-thinking planning and design ability, coupled with client service focused on responsiveness and accountability, has resulted in her becoming a trusted advisor to clients such as Hoag, Providence, and UCLA, among others. She spearheads behavioral health projects throughout the firm, assisting clients in delivering essential services in the right environment.

LED FIRST-EVER CRISIS STABILIZATION UNIT FOR PROVIDENCE HEALTH
200+ HEALTHCARE PROJECTS
25+ YEARS OF EXPERIENCE
22 YEARS WITH BOULDER ASSOCIATES

EDUCATION
Bachelor of Architecture (BArch), Cal Poly, San Luis Obispo

PROFESSIONAL CERTIFICATIONS
Registered Architect in CA

SELECT EXPERIENCE



PMB RUHS WELLNESS VILLAGE
Mead Valley, CA | 450,000 SF | BH Campus
Principal
Adult & Youth Crisis Residential, Urgent Care, Sober Detox, SUD, Outpatient/Wellness, Transitional Housing, Residential



KERN BEHAVIORAL HEALTH FACILITIES
Bakersfield, CA | 31,470 SF | Behavioral Health
Principal/Project Manager
Adult & Youth Crisis stabilization, Inpatient Behavioral Health



BEWELL IRVINE CAMPUS
Irvine, CA | 36,000 SF | Behavioral Health
Principal/Project Manager
Adult & Youth Crisis stabilization, Sobering unit, Referrals, Wellness, Social Services, Inpatient Behavioral Health



BE WELL ORANGE CAMPUS
Orange, CA | 59,410 SF | Behavioral Health
Principal/Project Manager
Adult & Adolescent Crisis Stabilization, Residential Programs, Residential Detox Programs

PROJECT ROLE: ASSOCIATE PRINCIPAL

MILA VOLKOVA, AIA, LEED GA
ASSOCIATE PRINCIPAL



✔ **PROJECT LEAD FOR PMB RUHS WELLNESS VILLAGE**
✔ **PROJECT LEAD FOR PMB RADNET MOB**
Mila is an Associate Principal with Boulder Associates and helps to lead the firm’s Irvine office. She is highly client-focused, with strong conceptual and technical skills and a record of success in exceptional client management and project execution. Her expertise in healthcare design spans the full spectrum of healthcare services. From ground up medical campuses, outpatient and inpatient clinics, medical property retrofits, and behavioral health projects to senior care and skilled nursing facilities, Mila has dedicated her career to help her clients deliver holistic healthcare environments.

22+ YEARS OF EXPERIENCE
4 YEARS WITH BOULDER ASSOCIATES

EDUCATION
Bachelor of Architecture (BArch), Cal Poly, San Luis Obispo

PROFESSIONAL CERTIFICATIONS
Registered Architect in CA

SELECT EXPERIENCE



PMB RUHS WELLNESS VILLAGE
Mead Valley, CA | 450,000 SF | BH Campus
Project Lead
Adult & Youth Crisis Residential, Urgent Care, Sober Detox, SUD, Outpatient/Wellness, Transitional Housing, Residential



CHOC SOUTHERN OC PEDIATRIC CLINIC
Irvine, CA | 5,000 SF | Pediatric Clinic
Project Lead
Outpatient Pediatric Clinic



COASTAL KIDS PEDIATRIC CLINIC
Irvine, CA | 4,500 SF | Pediatric Clinic
Project Lead
Outpatient Pediatric Clinic



RUHS MEDICAL AND SURGICAL CENTER*
Moreno Valley, CA | 200,000 SF | MOB
Project Lead
Outpatient Clinic, ASC, Imaging Center, OSHPD 3

*Experience prior to joining BA

PROJECT ROLE: PROJECT MANAGER

KELLEN SCHAUERMANN, AIA
PROJECT MANAGER



23+ YEARS OF EXPERIENCE
13 YEARS WITH BOULDER ASSOCIATES

EDUCATION
University of Colorado, Denver,
Master of Architecture

University of Colorado, Boulder,
Bachelor of Environmental Design

PROFESSIONAL CERTIFICATIONS

Registered Architect in CO and FL

- ✔ **PROJECT MANAGER FOR PMB RUHS WELLNESS VILLAGE**
- ✔ **25+ BEHAVIORAL HEALTH CENTERS COMPLETED**

A stickler for constructability, Kellen is happiest when designs translate into the field seamlessly—the sign of a skilled designer. Kellen was drawn to a career in architecture because it requires problem solving as well as transforming raw design into reality. With an interest in building technology, process management, and sustainable design, he is motivated to work on healthcare projects because of the positive impact the environments have on patients and staff. His portfolio comprises healthcare centers for residential treatment, substance abuse, eating disorders, and wellness, for which he has been Project Manager and Project Architect.

SELECT EXPERIENCE



PMB RUHS WELLNESS VILLAGE
Mead Valley, CA | 450,000 SF | BH Campus
Project Manager
Adult & Youth Crisis Residential, Urgent Care, Sober Detox, SUD, Outpatient/Wellness, Transitional Housing, Residential



EATING RECOVERY CENTER NORTHBROOK
Northbrook, IL | 34,000 SF | Behavioral Health
Project Manager
Residential Treatment Facility and Outpatient Program, 36-beds, Youth Eating Disorder Treatment



PATHLIGHT MOOD & ANXIETY CENTER
Seattle, WA | 36,000 SF | Behavioral Health
Project Manager
Adult & Youth Residential Treatment Facility, 36-beds, Mood and Anxiety Program



EATING RECOVERY CENTER MARYLAND
Hunt Valley, MD | 54,000 SF | Behavioral Health
Project Manager
Adult & Youth Residential Treatment Facility, 54-beds, Eating Disorder Treatment

PROJECT ROLE: INTERIOR DESIGNER

CARISSA NOOK
INTERIOR DESIGNER



15+ YEARS OF EXPERIENCE
15 YEARS WITH BOULDER ASSOCIATES

EDUCATION
University of Missouri, Bachelor
of Architectural Studies - Interior
Design

PROFESSIONAL CERTIFICATIONS

EDAC
IIDA
IDCEC
NCIDQ

- ✔ **INTERIOR DESIGNER FOR PMB RUHS WELLNESS VILLAGE**
- ✔ **10+ BEHAVIORAL HEALTH CENTERS COMPLETED**

Having grown up surrounded by family members in architecture and interior design, Carissa thrives on the interwoven challenges that healthcare design presents and creating innovative and beautiful solutions for those challenges. An expert in California Building Code and OSHPD 1 inquiries, she is a valued resource for all things related to interiors and furniture and is particularly interested in product research and performance. A trusted client advisor, Carissa delivers unique and thoughtful designs from concept to completion and is passionate about finding solutions that suit each client's needs and budget.

SELECT EXPERIENCE



PMB RUHS WELLNESS VILLAGE
Mead Valley, CA | 450,000 SF | BH Campus
Interior Designer
Adult & Youth Crisis Residential, Urgent Care, Sober Detox, SUD, Outpatient/Wellness, Transitional Housing, Residential



KERN BEHAVIORAL HEALTH FACILITIES
Bakersfield, CA | 31,470 SF | Behavioral Health
Interior Designer
Adult & Youth Crisis stabilization, Inpatient Behavioral Health



BEWELL IRVINE CAMPUS
Irvine, CA | 36,000 SF | Behavioral Health
Interior Designer
Adult & Youth Crisis stabilization, Sobering unit, Referrals, Wellness, Social Services, Inpatient Behavioral Health



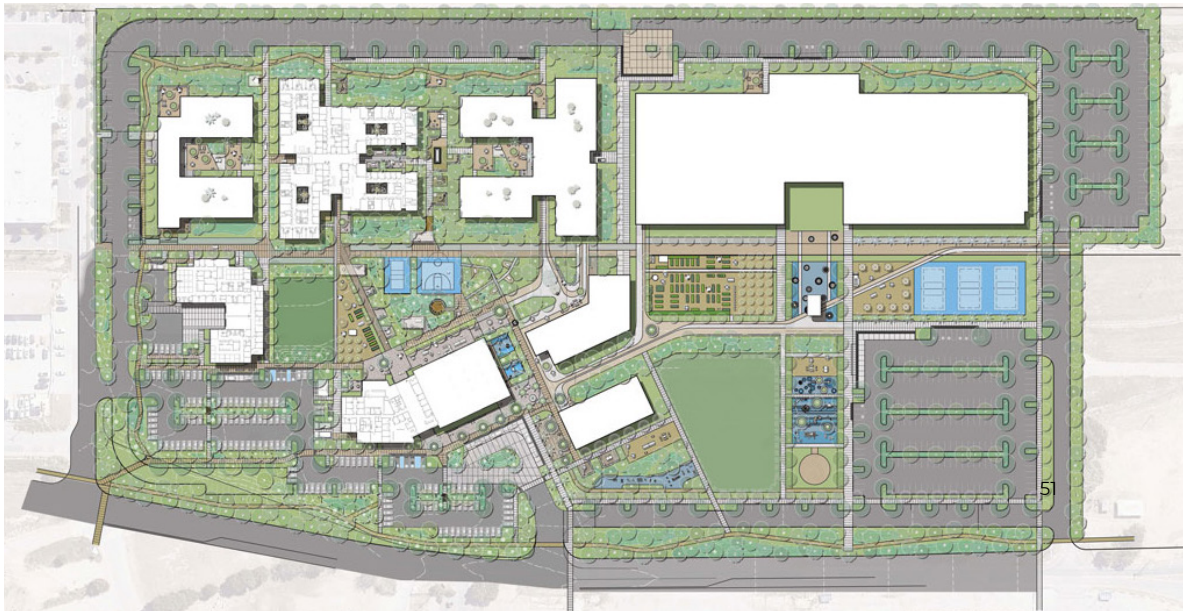
BE WELL ORANGE CAMPUS
Orange, CA | 59,410 SF | Behavioral Health
Interior Designer
Adult & Adolescent Crisis Stabilization, Residential Programs, Residential Detox Programs



Be Well Irvine Behavioral Health Campus

This 28-acre campus will be home to three buildings: Building A (24,000 s.f.) contains welcome and outpatient services; Building B (13,000 s.f.) houses urgent programs; and Building C (37,000 s.f.) contains the adult residential program. These buildings house outpatient behavioral health, social services, campus café/kitchen, sobering center, adult crisis stabilization unit, adolescent stabilization unit, 16-bed crisis residential, 16-bed withdrawal management, 16-bed substance use treatment residential, and 16-bed co-occurring disorder.

74,000 SF





Be Well Orange Campus

This 59,420 s.f. three-story project offers a new kind of care for behavioral health services in Orange County, providing community and client social support services via education, rehabilitation, medication counseling, and case management. The facility is owned by a public/private partnership between the county, area hospital systems (Hoag Health, Kaiser Permanente, and St. Joseph Health), and a community-based health care program (CalOptima). The new building supports both an adult and adolescent crisis stabilization unit, sober detox unit, residential behavioral health, and social/wellness services.

The sober detox unit accommodates 12 beds and takes in guests that need of a safe place to detox in an outpatient setting. The crisis stabilization unit accommodates guests for up to 23 hours and 59 minutes at their will. There are two crisis stabilization units, an adult unit that supports sixteen guests, and an adolescent unit that supports eight guests. While at the crisis stabilization unit, guests receive immediate access to treatment, medication, and therapy to assist with stabilizing their mental crisis condition. Guests are connected to social services and potentially admitted into a residential program after their admittance to the crisis stabilization unit.

This facility has four units of residential program: withdrawal management, substance use residential, crisis residential, and co-occurring disorders residential. The residential units support shared resident rooms, living areas, support spaces for staff, spaces for group therapy, and consult rooms for one-on-one therapy sessions. Connectivity to outdoor spaces is important to these programs and the residential units are provided exterior access to a patio or roof garden.

59,420 SF

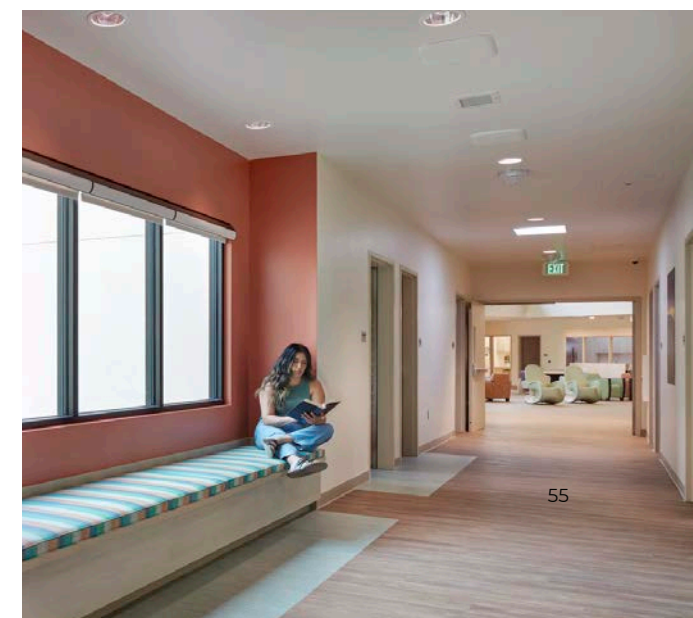
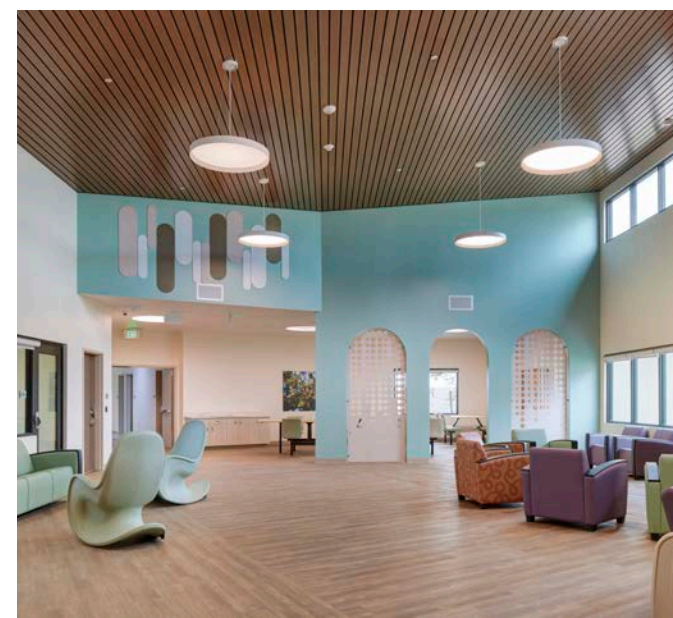
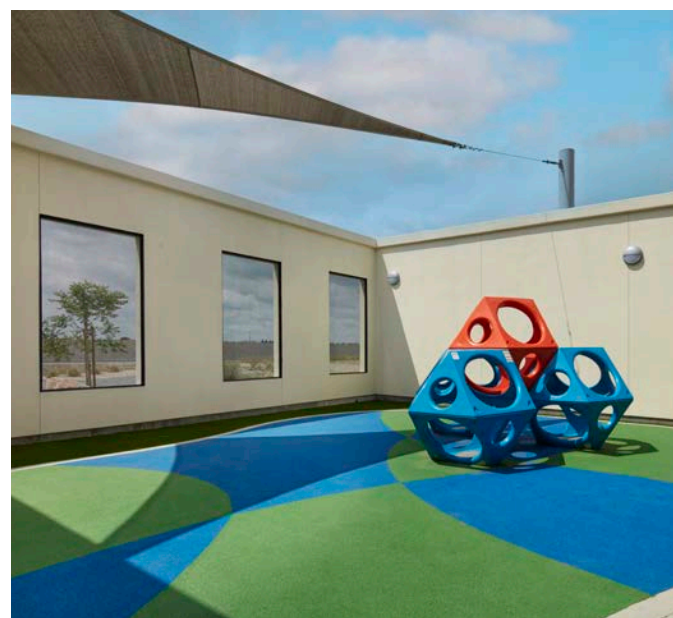


Kern Behavioral Health Facilities

The Kern Behavioral Health Facility was initiated to address the critical need for additional crisis and behavioral health beds, particularly for youth and adolescents, filling a significant gap in the healthcare infrastructure. The facility is not a hospital but functions as a locked psychiatric health facility, offering support for both high and low acuity cases outside the jurisdiction of the California Department of Public Health (CDPH).

The facility comprises two buildings totaling 32,000 s.f. dedicated to short-stay behavioral health residential programs—one for adults and the other for youth and adolescents. The design incorporates a mix of single and double-occupancy bedrooms, with the layout emphasizing ‘neighborhoods’—smaller units of patients surrounded by consults, administrative offices, and social workers. Each of the three wings houses 16 beds, with neighborhoods varying between 6-8 beds. The design is future-proof, allowing for expansion if regulations change. Central to the project is the ‘living room’ or family room program, which serves as the heart of the facility. It includes a dining area and a full-service commercial kitchen that caters to the programs. Group therapy rooms, quiet activity spaces, and outdoor courtyards further enhance the therapeutic environment. The importance of outdoor spaces is underscored with features like basketball hoops and labyrinths, and local artists have contributed murals themed towards the population.

The project’s innovative approach extends to its exterior design, which focuses on rationality and incorporates materials that soften the building’s appearance, developed with the intent of creating a space that doesn’t resemble a typical county building or behavioral health facility. The use of color, materiality, and design elements like breezeblock walls and exaggerated rooflines contribute to a welcoming and vibrant atmosphere.





Frasier Independent Living Addition

Frasier is a Life Plan Community with a rich history of serving older adults in Boulder, Colorado. Frasier offers a full continuum of care - including independent living, assisted living, memory support, and skilled nursing. Now home to over 500 residents across 395 units. The latest chapter in this legacy is a new 170,000 square foot, four-story independent living building that will add 95 new apartments, two levels of underground parking, and a wide array of resident-focused amenities such as a rooftop bar, lounges, and game areas. This project is the result of a deep collaboration between Frasier and its longtime neighbor, Mountain View United Methodist Church (MVUMC), along with existing Frasier residents, neighbors, and the City of Boulder. As Frasier responded to a growing waitlist - currently more than 700 households - and MVUMC evaluated how to reinvest in its underutilized property, the two organizations came together to envision a shared future. After over a year of joint planning with Boulder Associates, the partners identified shared goals centered on community, sustainability, operational functionality, and long-term adaptability.

Boulder Associates is designing the new building with care for its physical and cultural context. Oriented east-west to maximize daylight and future rooftop solar opportunities, the U-shaped structure embraces the church, creating a generous courtyard space to share. The massing is thoughtfully broken into three “neighborhoods” defined by full-height vertical glass elements, which bring natural light into the core and reduce the scale of the building. Angled wings enhance resident views of the Flatirons, while materials like stone, wood, and brick echo the established character of the campus and neighborhood. Balconies, soft detailing, and human-scaled elements create a warm, high-quality living environment aligned with Frasier’s standards of excellence. Several innovative approaches were incorporated into the design process such as analysis of potential building layouts to best preserve views from the existing buildings on Campus utilizing a custom software program developed by BA.

The project also reimagines the shared site between Frasier and MVUMC, transforming Ponca Place into a landscaped private drive with improved walkability, clear church visibility, new outdoor amenities, and allow for the possibility of a geothermal heating/cooling system. The new site amenities are also imagined as shaded patios, an intergenerational play area, outdoor resident living areas, added raised gardening beds, and generous walkways connecting to the nearby park. Together, these site and building upgrades represent a holistic and visionary approach to community design - one that reflects Frasier’s guiding charter, Frasier is Forever: Purposefully Growing into Our Future, while honoring its shared legacy with MVUMC and the surrounding neighborhood.



170,000 SF





San Joaquin BeWell Scoping Study

The San Joaquin Be Well campus will be the first wellness campus in San Joaquin County, developed by San Joaquin County Public Health Services in partnership with the Health Plan of San Joaquin and other community partners. The campus will provide dedicated services for substance use treatment and behavioral health for adults and adolescents, with the goal to provide the complete continuum of care within the campus. The campus is located on 20-acres of county owned property, just east of the San Joaquin County Hospital. The site is currently undeveloped and will be developed over a multi-phased/multi-year plan. The initial phase will include approximately 100,000 sf of outpatient, urgent care services, and residential treatment services with the ability to expand services to support additional outpatient care, residential treatment, and transitional housing. The future site development and services have been explored to provide a masterplan concept of how the site could be developed to provide additional services, including expanded outpatient programs, additional residential treatment programs, campus café, campus market, educational and social resources, and additional programs for families and youth. The initial phase development of the campus will include 6 acres of outdoor amenities, walking trails, activity areas, urban farm, areas of respite, and regional landscaping. The outdoor connectivity will support recovery and is a vital component of the program to improve health and wellness.

Goals:

- Improve Access and Advance Health Equity. South Stockton area has low show rates due to proximity of services. This site would improve access to care.
- Prioritize mental health/behavioral health since it is one of the highest need priorities/ categories in the County.
- Provide mental health care in the right setting, improving access and outcomes and, lowering costs in San Joaquin County
- Transform wellbeing for all. Create a campus that is welcoming, supportive, and that destigmatizes mental/behavioral health.
- Promote healthy living by leveraging this campus as a “Blue Zone Project” to improve overall community well-being. focusing on a systems approach rather than relying on individual behavior.
- Develop the campus over multiple years to support a variety of growing healthcare needs within San Joaquin County



100,000 SF





Humboldt County Crisis Triage Center

The Humboldt County Behavioral health Crisis Triage Center will help expand existing behavioral health service to the City of Arcata and area of Humboldt County. This specific building will be approximately 30,000 sqft and include programs to serve Children and Youth, Adult patients, primarily to provide space and access to Crisis Triage, stabilization, sobering, & emergency residential for short stays. The site will focus on enabling safety & healing. The intent is to also provide a safe space for growth and healing.

The site is located on two lots of 3.4 & 9-acres of property which have several existing building including the adjacent Mad River Community Hospital. The proposed single-story building will have services including patient assessment, individualized treatment plan development, Crisis Intervention , Client Advocacy , targeted case management, collateral, medication support, crisis, substance abuse counseling, intensive outpatient treatment, Mental Health and Substance Use Disease prevention.

The site will also aim to include outdoor amenities, calming spaces, gardens or activity spaces, areas of respite, while ensuring the utilization of regional landscaping. The outdoor connectivity and consideration of best use of natural daylighting will support recovery and is a vital component of the program to improve health and wellness.

Goals:

- Prioritize Safety & Healing when designing the bldg by appropriately addressing both impacted Youth & Adult patient populations.
- Improve access, timeliness, and outcomes for all person's
- Provide access to safe space, relevant learning programs, adequate care, and environment of mental wellbeing.
- Be Considerate & mindful of future growth at Mad River Community Hospital Campus.
- Deliver Versatile, Flexible Spaces which can provide maximum use & Value to Care Teams.
- Build a space that harnesses a state of well-being through natural elements, effective use of daylighting, experiential comfort and engagement.



30,000 SF



3.3

Respondent's Vision/ Concept for the Redevelopment Project



Design Approach for Wellness

Health and Body

Our environment, both indoors and out, significantly impacts overall health. We can improve this within our built spaces by specifying healthy materials with low off-gassing and long lifespans to reduce environmental impact and promote occupant health. Our in-house Healthy Materials Initiative evaluates each material we use based on holistic wellness, material performance, and global impact.

In addition to the substances we come in contact with externally, examining what we put into our bodies is equally important. Mindfulness around food and health can be cultivated in numerous ways, such as incorporating food gardens and orchards into the outdoor environment, hosting markets onsite, and creating space for educational and interactive events on cooking and healthy habits.

Community and Belonging

A sense of belonging and engagement with the community is essential to healthy living; community provides a place where individuals can feel seen and valued. Creating spaces for people to come together in a variety of contexts can galvanize communities and create shared experiences among disparate individuals. These environments can include indoor and outdoor spaces for group classes, therapies, peer support, education, and celebration.

Mind and Behavioral Health

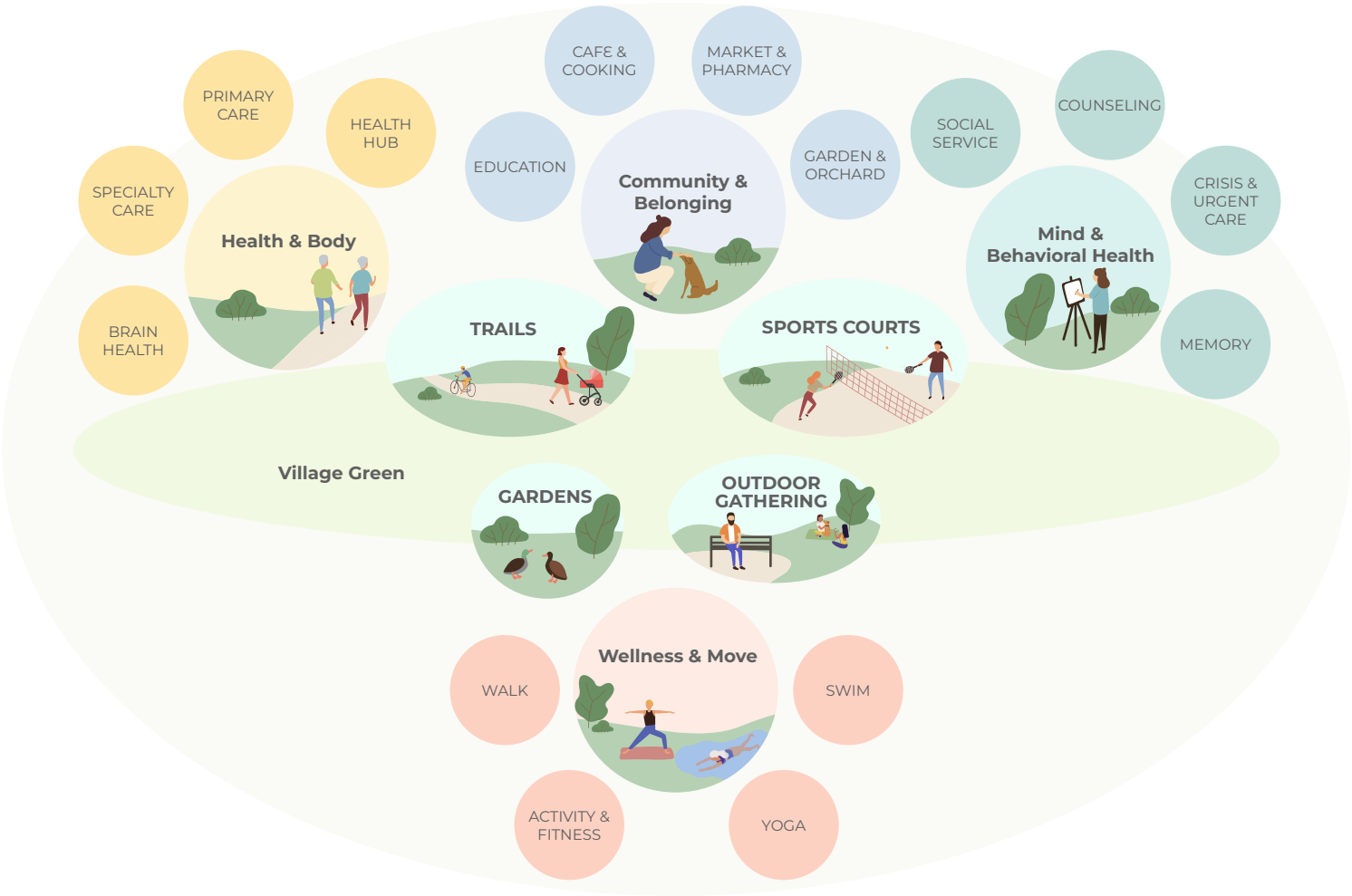
Behavioral health care is part of the spectrum of holistic human health care. Any campus that aims to promote human health would not be complete without representation of these essential services, including counseling, social services, crisis care, and memory support for aging adults. Our team has extensive experience in creating wellness campuses that center behavioral health treatment and aim to destigmatize this essential component of healthcare.

Wellness and Movement

The centerpiece of a healthy campus is its outdoor space. Movement is key to longevity and maintaining ability as we age. Wellness campus designs should be rife with a variety of outdoor spaces encouraging movement, play, and fresh air. These spaces can include elements like networked walking trails, sports courts, playgrounds, and spaces for coordinated classes like yoga and swimming.

Live Better, Longer

Health & Wellness Village providing continuum of care to support longevity and health, connected to outdoor spaces to support mind, body, and spirit. Services from Behavioral Health, Social Service, Education, Health Care, and Senior Care. Connected to community, promoting quality lifestyle.





Approach | PMB's Process

PMB values the relationships it builds with clients. PMB is not a vendor; instead, we take a long-term ownership approach to our projects and actively partner with our clients to finance, entitle, design and construct buildings that deliver on our clients' goals and objectives in the most cost-efficient and expeditious way possible.



DEFINE

We listen so we can create an aligned strategy based on client input, industry standards, best practices and 3rd party data sources. We establish financing methodologies, confirm pricing and manage legal and entitlement needs.

✓ Kick-Off Meeting

✓ High-Performance Teaming Session

✓ Legal Documentation

✓ Strategy, Revalidation, Real Estate Identification

✓ Financing



DESIGN

We implement the strategy by moving forward with design, construction and pre-leasing as appropriate.

✓ Programming

✓ Concept Design

✓ Schematic Design

✓ Design Development

✓ Construction Documents



DELIVER

We deliver high-performing buildings that are cost-effective and delivered on time. We offer property management services to maintain the performance of your facility.

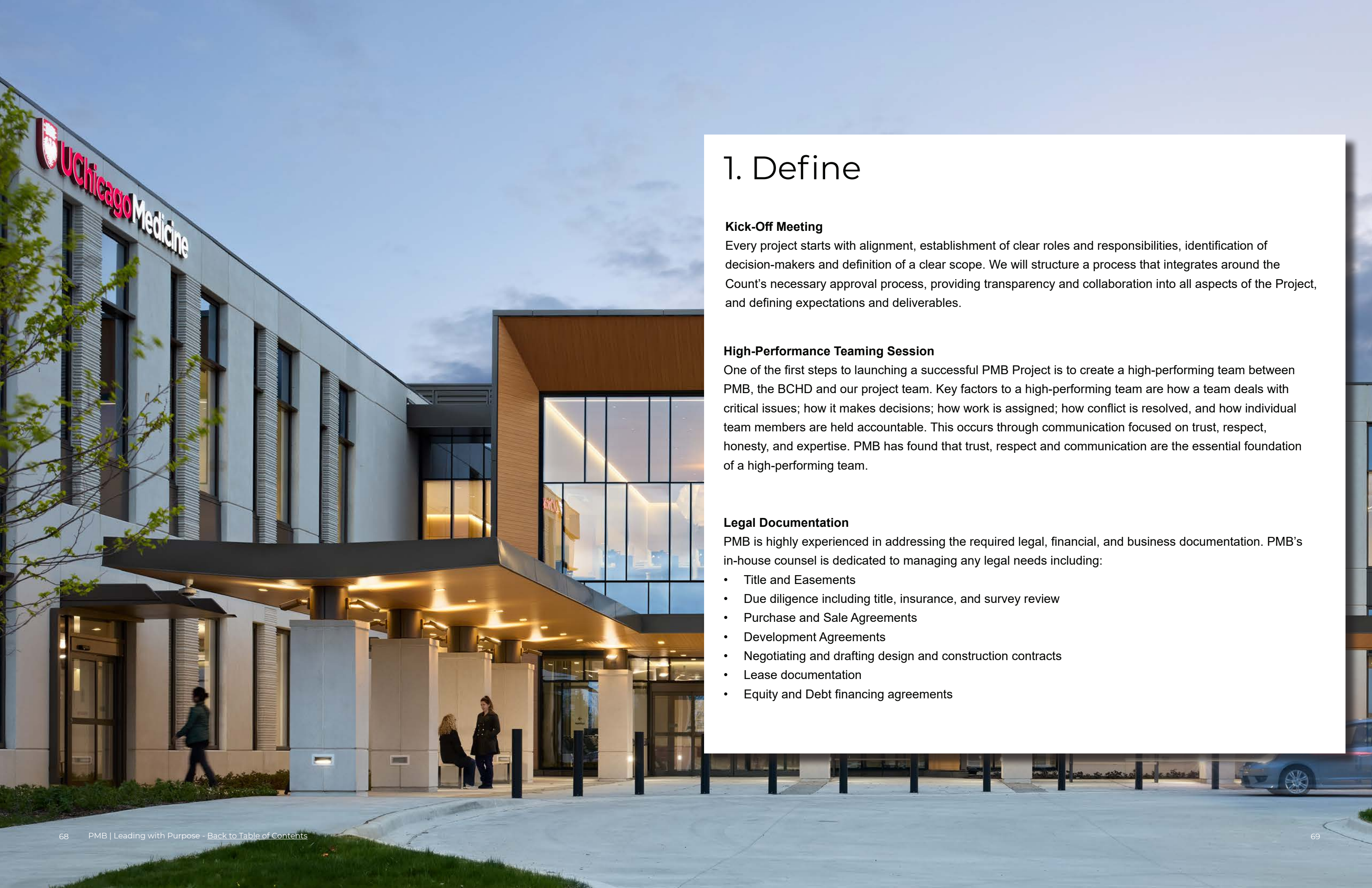
✓ Site/Building/Permitting

✓ Construction

✓ Certificate of Occupancy

✓ Commissioning, FF&E Prep

✓ First Patients



1. Define

Kick-Off Meeting

Every project starts with alignment, establishment of clear roles and responsibilities, identification of decision-makers and definition of a clear scope. We will structure a process that integrates around the Count's necessary approval process, providing transparency and collaboration into all aspects of the Project, and defining expectations and deliverables.

High-Performance Teaming Session

One of the first steps to launching a successful PMB Project is to create a high-performing team between PMB, the BCHD and our project team. Key factors to a high-performing team are how a team deals with critical issues; how it makes decisions; how work is assigned; how conflict is resolved, and how individual team members are held accountable. This occurs through communication focused on trust, respect, honesty, and expertise. PMB has found that trust, respect and communication are the essential foundation of a high-performing team.

Legal Documentation

PMB is highly experienced in addressing the required legal, financial, and business documentation. PMB's in-house counsel is dedicated to managing any legal needs including:

- Title and Easements
- Due diligence including title, insurance, and survey review
- Purchase and Sale Agreements
- Development Agreements
- Negotiating and drafting design and construction contracts
- Lease documentation
- Equity and Debt financing agreements

1. Define (Continued)

Financing

PMB has financed over \$6.5B in healthcare real estate development. Our capital sources, both private and institutional, have dedicated healthcare real estate platforms. PMB has extensive financing and investment relationships with REITs, private equity groups, commercial banks, life companies, and family office investors with whom we have worked for over 40 years. PMB can provide all required equity and assume all financing risks including any loan guarantees and cost overrun exposure. Our relationships with our various financing partners provides PMB the backing to fund your projects under any financing structure.

HARRISON STREET



1. Define - Financing (Continued)

PMB Funding Sources

PMB has financed over \$2.5 billion in healthcare development over the last decade. Our capital sources, both private and institutional, are dedicated to healthcare real estate. Each financing option has its merits. PMB remains agnostic to the financing method and will partner with BCHD to choose the best structure.

FINANCING STRUCTURES:

Credit Tenant Lease with Tax-Exempt Bond Financing

This structure involves a long-term bondable master lease (20-35 years), covering all property repair obligations. It eliminates the need for equity and offers the lowest cost of capital and rent through Lease Revenue Bonds based on BCHD credit. The building reverts to BCHD after the lease term, with no property taxes assessed. The project is owned by a pass-through 501(c)(3) entity during the lease to access tax-exempt bonds. Federal tax law limits private business use to 5% for the duration of the bonds, restricting future operational flexibility.

Credit Tenant Lease (CTL) with Taxable Bond Financing

The rent constant varies based on interest rates, financing environment, lease term, and amortization period. The cost of capital is higher than the tax-exempt structure due to investor tax burdens. Property taxes apply unless separately exempted. This strategy offers a lower cost of capital than traditional debt and equity, with the building reverting to BCHD after the lease term (20-35 years).

Traditional Debt and Equity Structure

This structure involves 65%-70% construction debt and 30%-35% equity, with PMB guaranteeing construction debt and providing equity. PMB's cost of capital is highly competitive. Property taxes apply unless separately exempted.

BHCIP and Grant Sources of Funding

Grants can be a crucial component of the capital stack for any behavioral health project and can be “braided” with other financing sources to complete the project’s capital stack. BCHD should consider applying for the Prop 1 Round 2 “Unmet Needs” grant round of funding with applications due by the fall of 2025. PMB has been fortunate enough to work as the Developer for projects that have received a combined total of \$130M across BHCIP round 3, 4 and Prop 1 round 1 grant rounds.

PMB's role included:

- Attending all AHP meetings with RUHS and preparing budgets, cashflows, schedules and due diligence work required for the Grant application coordination with Quickdraw related to funding requirements, draw requests, lien relates and payments
- Negotiation of the Project Funding Agreement between RUHS and DHCS; working with AHP on slight modifications to align the interests of the State and Tax-Exempt bond holder investors.
- Performing all work related to the Pre-First Draw and Compliance tasks in the Project funding agreement including, ALTA/Survey, Phase 1 Environmental, Certifications, Deed of Restrictions, CEQA/Planning Agency Review, Building Permits, updated schedules/budgets, project specific insurance, prevailing wage certification, construction contracting and other tasks that can be performed by Developer and General Contractor in the Article 4 Compliance Requirements to Disburse BHCIP Program Funds.

2. Design

We are proud to be in the business of healthcare design. We believe that designing healthcare spaces is about more than just creating a beautiful, functional, and efficient building; it's about creating spaces that connect people to the places where they live, work and experience health and wellness.

Design: Purpose in Every Detail

- Design for Performance: Performance is first and foremost a design strategy.
- Experience Matters: Appeal to experiences - patients, physicians, staff, families, visitors.
- Cost-Effective: Enable physician performance and patient experience while aligning with budget.
- A Resilient Healthcare Space: Adaptability and flexibility will drive long-term success.

Form Follows Function

PMB and its team have significant expertise and are equipped to create an ideal operating construct for the Project. Our team is dedicated to creating facilities that appropriately address innovative care delivery methods, proven research, operational efficiency, desired throughput, future-focused adaptability, and design excellence within the context of the BCHD's brand, schedule, and budget. This project is an opportunity to discover innovative and efficient ways to facilitate productivity and value-based care, integrate best practices, reduce employee turnover, support recruitment efforts, and positively influence community health.

Our multi-disciplinary team helps healthcare organizations make critical decisions and enhance efficiency while also improving patient experience and brand perception. As desired, we can engage various specialties as part of the team to conduct user group meetings, process improvement and gemba walks, patient throughput and flow analysis, technology integration, equipment planning, and a host of other services to ensure optimal patient and provider experience and business outcomes.



2. Design (Continued)

Sustainability: Creating Long-Term Operational Cost-Efficiency

PMB will work with the BCHD to achieve any design and sustainability standards. PMB will also incorporate any additional sustainability guidelines and has a proven commitment to sustainability with a deep belief that we all have a critical responsibility of being good stewards to the environment. In addition to environmental stewardship, we evaluate and implement sustainability measures to ensure the long-term operational costs of the Project are minimized.

We understand the importance of place making and the role buildings have in being climate responsive, resilient, and regenerative while also enhancing the human experience through the design of meaningful environments. PMB and its team have successfully collaborated with strategic design and sustainability partners on all its projects, including many that have achieved LEED certifications.

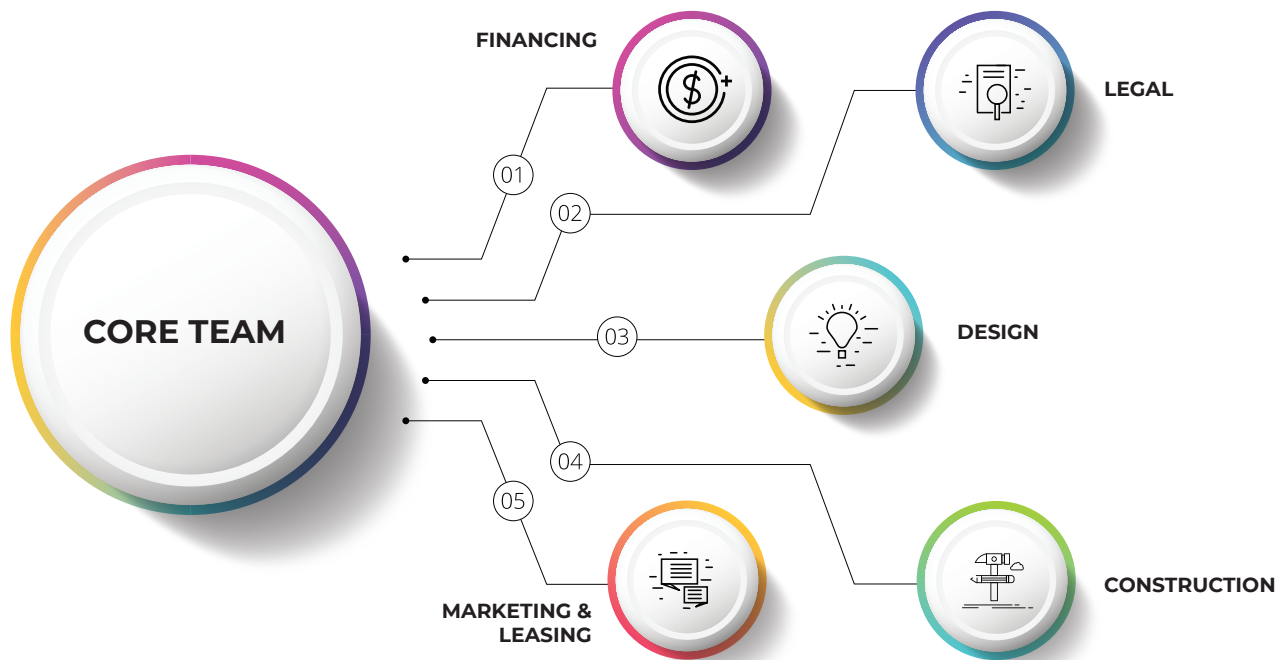
We embrace challenge and have learned valuable lessons on optimizing cost, constructability, and energy efficiency on many large, diverse, and complex projects under both tight budgets and fast-tracked schedules.



3. Deliver - Construction

Project management is the basis on which every construction project is founded. To drive schedule and budget adherence, PMB has 5 key principles to its approach.

- 1. Clear Roles & Responsibilities:** Engaging the right people is key to a strong project management method as well as communication strategy. Establishment of a Core Team with definition of scopes of responsibility and decision-making authority throughout the entire Project.
- 2. Create Project Charter based on Project Vision:** An initial step is collaborating with the BCHD to create a clear vision for the project and establishing a roadmap for the full development process - from the initial contract through to property management and maintenance of the facility.
- 3. Maintain Project Visibility & Communication:** Open lines of communication are key to making sure everyone is on the same page, that the project is progressing as it should and that we're tracking to complete the job on time and on budget.



3. Deliver - Construction (Continued)

4. Establish Basis of Design:

The project planning stage is where the team creates the Basis of Design (BOD). The main priority during the planning phase is to plan time, costs and resources for the project, and to establish a clear program and quality standards which streamline the design process as it evolves through future phases.

Based on those requirements the team is developing the scope that will be followed throughout the project. As soon as the budget, schedule, and work have been defined, the next step is risk management.

At this point, the team examines all the potential risks for the project and defines mitigation strategies.

BOD Specs

The BOD (WORKING IN PROGRESS).xlsx

A detailed checklist of our most valuable lessons learned, adapted from The

Design Responsibility Matrix

The BOD (WORKING IN PROGRESS).xlsx

A standardized definition of scope for Architect, Owner, and GC/Design-Builder to be referenced in A101 and A141 contracts

PMB Basis of Design

The BOD (WORKING IN PROGRESS).xlsx

Design Phase Deliverables

The BOD (WORKING IN PROGRESS).xlsx

A checklist of deliverables expected at each phase of Design, aligning expectations early



5. Cost Controls:

PMB Project Vitals is an executive report used during construction that will be developed according to the BCHDs desired KPI's typically including schedule tracking, budget/contingency tracking, long-lead items, risk register, milestone dates, etc.



3. Deliver - Construction (Continued) On-Time, On-Budget Delivery

Over the last 2 decades, PMB has delivered all of its projects on time and on or under budget. Key drivers for delivering on-time and on-budget include clear decision-making workflows, establishing roles, responsibilities and expectations early in the development process. **Below, is a snapshot of some of the projects PMB has delivered on-time and on or under budget in the last 20 years.**



230K SF | San Jose, CA | MOB
Santa Clara Valley Healthcare



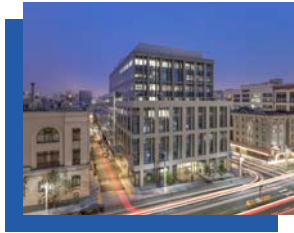
134K SF | Orange, CA | MOB
Providence St. Joseph



60K SF | West Covina, CA | MOB
Emanate Health



131K SF | Crown Point, IN | MOB
UChicago Medicine



250K SF | San Francisco, CA | MOB
Sutter Healthcare, UCSF, SMCH



99K SF | Roseville, CA | MOB
Sutter Healthcare



190K SF | Pasadena, CA | MOB
Huntington Hospital, UCLA, USC



60K SF | Billings, MT | MOB
Intermountain Health



363K SF | Vancouver, WA | Senior
Living Community | Springs Living



45K SF | Gilbert, AZ | MOB
CommonSpirit



58K SF | Sacramento, CA | IRF
UC Davis, Lifepoint



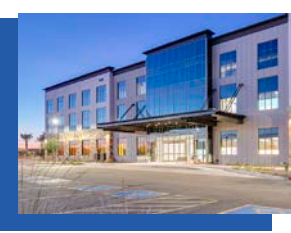
82K SF | Vancouver, WA | MOB
Vancouver Clinic



44K SF | El Centro, CA | MOB, FQHC
Innercare



57K SF | Upland, CA | MOB
San Antonio Regional Hospital



81K SF | Gilbert, AZ | MOB
CommonSpirit/Dignity Health



57K SF | Escondido, CA | IRF
Palomar Health



3. Deliver - Construction (Continued)

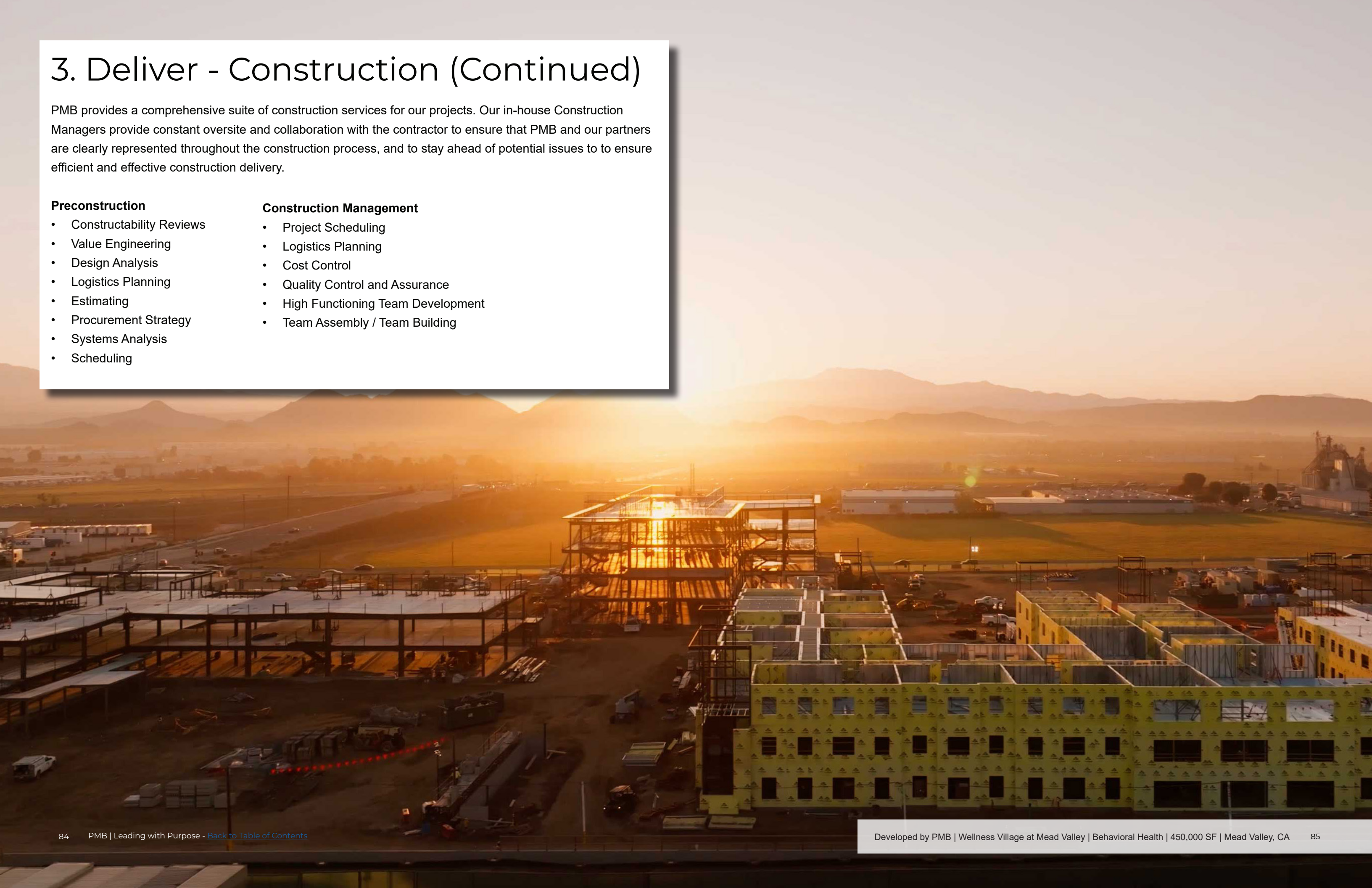
PMB provides a comprehensive suite of construction services for our projects. Our in-house Construction Managers provide constant oversight and collaboration with the contractor to ensure that PMB and our partners are clearly represented throughout the construction process, and to stay ahead of potential issues to ensure efficient and effective construction delivery.

Preconstruction

- Constructability Reviews
- Value Engineering
- Design Analysis
- Logistics Planning
- Estimating
- Procurement Strategy
- Systems Analysis
- Scheduling

Construction Management

- Project Scheduling
- Logistics Planning
- Cost Control
- Quality Control and Assurance
- High Functioning Team Development
- Team Assembly / Team Building



3. Deliver - Community Engagement Plan

PMB will collaborate with the BCHD and its constituents to determine the most appropriate and beneficial community engagement plan, including relevant consulting firms, to efficiently and effectively engage the community and its stakeholders in support of the project.



3.4

Required Disclosures



Required Disclosures

3.4.1 A disclosure of the Respondent’s name and address and, as applicable, the name and address of any company or venture that owns or has a majority stake in the firm, and the names of its key principals, officers and directors.

PMB, LLC

Main Contact: Ben Rosenfeld
Partner | EVP, Development
329 S. Highway 101, Suite 160
Solana Beach, CA 92075

Key Principals

Jake Rohe, Managing Partner | President
Ben Ryan, Managing Partner | CFO
Mark Toothacre, Former CEO and Sr. Strategic Advisor
Ben Rosenfeld, Partner | EVP, Development
Rebecca Gemmel, Partner | EVP, Legal
Jake Dinnen, Partner | EVP, Development

3.4.2 Provide information regarding any major contract that had been terminated for any reason within the last 5 years, involving the Respondent and any of its key team members.

None.

3.4.3 Identify any conflicts of interests of the Respondent, proposed subcontractors and key team members and affiliates with BCHD or its affiliates, or any of BCHD’s employees or Board members, currently or any foreseen in the future.

None.



Leading with Purpose

PMB is committed to positively impacting community health and longevity through our partnerships. We are proud of the small role we play in this critical social infrastructure.

The dynamics of healthcare policy, payment, technology, and consumer expectations are moving fast. We have to accelerate and optimize what we do and how we do it. We have an incredible opportunity and equally great responsibility to efficiently and effectively deploy these resources.

We feel honored and privileged to be part of this industry.

Thank you for your consideration on this exciting initiative.



Ben Rosenfeld
Partner | EVP, Development



01

Addendum: Articles of Incorporation and Operating Agreement



RESPONSE TO REQUEST FOR QUALIFICATIONS FOR RIVERSIDE COUNTY BEHAVIORAL HEALTH CHILD HEALTH CENTER AT HARMONY HAVEN

Request for Qualifications
July 31, 2025

PMB | Advancing Healthcare Real Estate
858.794.1900 | www.pmbllc.com

PART B – Design/Build Entity Evidence of Experience to Perform the Work

Prior Project Experience

Pursuant to Public Contract Code sections 22185.3(a)(2) and (a)(4)(B), Respondents shall provide necessary evidence that the members of the proposed Design/Build team have completed, or have the demonstrated experience, competency, capability, and capacity to complete projects of similar size, scope, or complexity and that proposed key personnel have sufficient experience and training to competently manage and complete the design and construction of the Project.

As the Respondent and Developer, PMB is sometimes responding in this RFQ in the capacity of a “Design/Builder,” or “Developer,” but where appropriate, the qualifications of Boulder Associates and Snyder Langston are included for certain requirements of the Project.

- Highlighted Joint Team Experience Below and [Project Profiles on pages 30 - 57.](#)



Wellness Village at Mead Valley
450,000 SF | Mead Valley, CA
Behavioral Health Campus
Riverside University Health System



Hoag Health Center
158,000 SF | Irvine, CA
Medical Outpatient
Hoag Health



Los Alamitos Medical Plaza
70,000 SF | Los Alamitos, CA
Medical Outpatient
Providence



Helen Caloggero Women's & Family Center
135,800 SF | Orange, CA
Medical Outpatient
Providence



Emanate Health Medical Arts Building II
60,000 SF | West Covina, CA
Medical Outpatient
Emanate Health





Vision / Concept for the Project

Why a Behavioral Health Development Project

Given that BCHD is focused on preventative health and wellness programs, services that promote community health and well-being, PMB believes that developing the South Bay Hospital into a Behavioral Health Project aligns with BCHD's project goals.



1. Achieves the Project goal of being accessible and providing clear health and wellness benefits to the community.

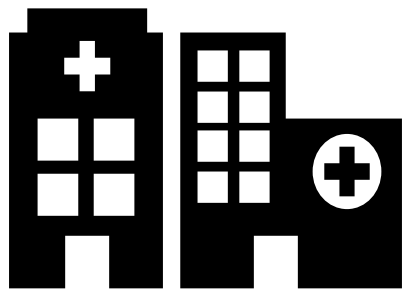


2. Aligns with BCHD's Blue Zones Goals and Programs.



3. Consistent with BCHD's rights and obligations as a California Healthcare District.

Directional for why behavioral health

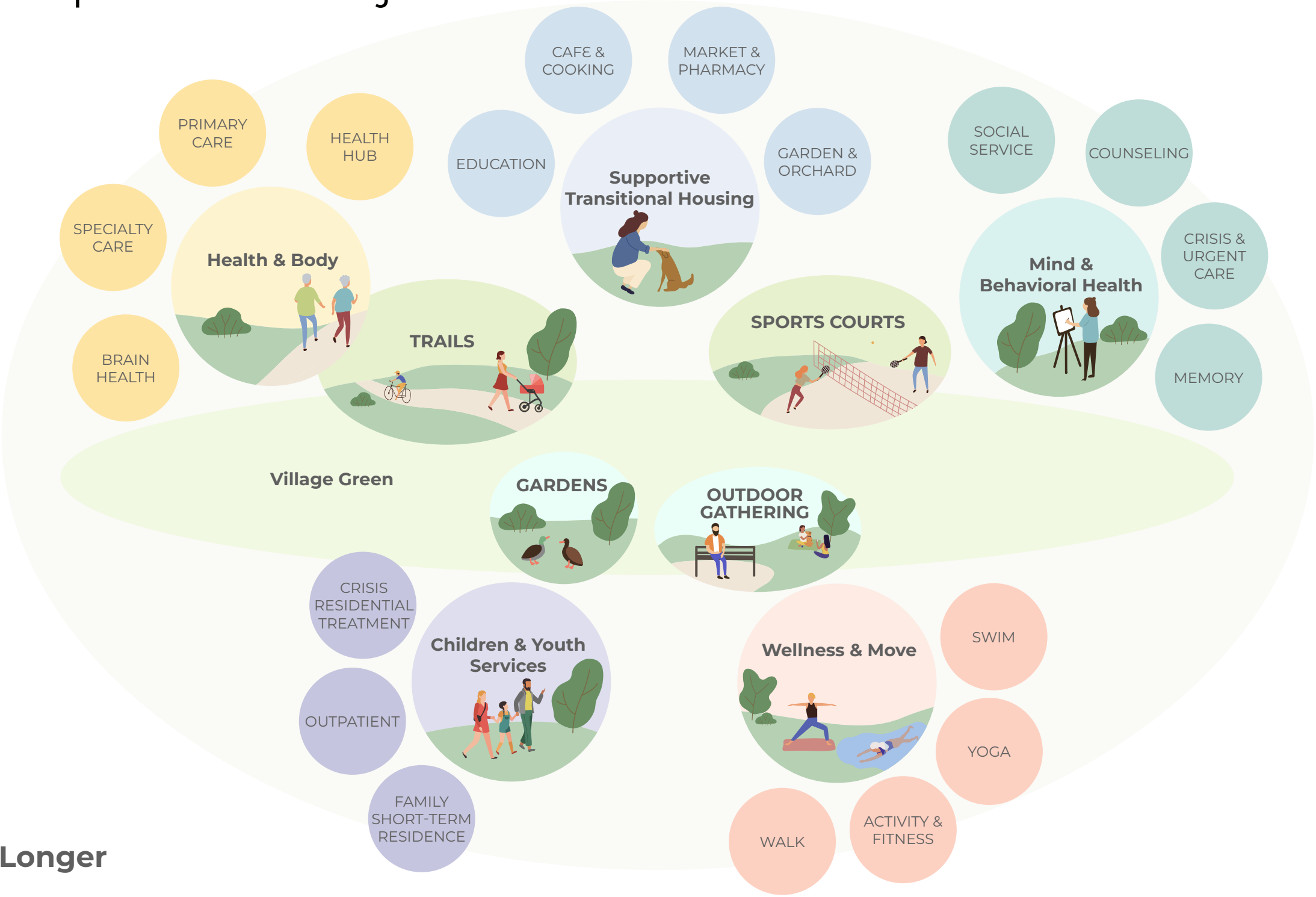


4. Can adhere to building height concerns set forth by neighbors .



5. Bond financing is available and PMB is familiar with the process.

Vision / Concept for the Project



Live Better, Longer

Health & Wellness Village providing continuum of care to support longevity and health, connected to outdoor spaces to support mind, body, and spirit. Services from Behavioral Health, Social Service, Education, Health Care, and Senior Care. Connected to community, promoting quality lifestyle.



Former South Bay Hospital Redevelopment

08.22.2025





A Community Centered Vision

Our vision is to create a Health and Wellness Village that advances BCHD’s mission by bringing together complementary services that address physical, behavioral, and social health needs. The program emphasizes outpatient behavioral health, youth and adolescent care, senior living, and community wellness—all integrated with outdoor recreation and gathering spaces.

This campus is not a single building but a continuum of care environment. A campus where medical services, behavioral health, family resources, and wellness programming connect seamlessly. By creating spaces that reinforce dignity, hope, and belonging, BCHD can set a new standard for community health infrastructure.



Public-Private Partnership (3P)

Delivery Through a Public-Private Partnership (P3)

PMB proposes to deliver this project under a credit tenant lease structure with tax-exempt bond financing. This proven model minimizes BCHD’s cash commitment while leveraging its credit to secure the lowest cost capital.

- **PMB Role:** Finance, entitle, design, and construct the facilities with Boulder Associates, ensuring on-time and on-budget delivery.
- **BCHD Role:** Provide long-term credit support through a master lease, enabling access to tax-exempt bonds and ensuring BCHD retains ultimate ownership at lease maturity.
- **Community Role:** Benefit from facilities designed to serve all ages across the continuum of care and built with flexibility to respond to evolving needs.

This structure has been successfully deployed in projects such as Wellness Village at Mead Valley, where PMB and Boulder Associates delivered transformative community health infrastructure.

BCHD Requirements Under a P3 Model

CREDIT SUPPORT & LEASE COMMITMENT

- **Master Lease Structure:** BCHD would enter a long-term (20–35 year) master lease for the project.
- **Credit Tenant Role:** BCHD’s credit rating would be the foundation for securing tax-exempt bond financing at the lowest possible cost of capital.
- **Lease Obligations:** The lease would be “bondable,” meaning rent payments are scheduled and cannot be reduced (unless BCHD chooses to pay off the bonds early), regardless of facility performance.
- **Repair & Maintenance:** The lease would be a triple-net (NNN), requiring BCHD to cover operating costs, insurance, and ongoing maintenance of the facilities, either directly or through an operator/PMB’s property management affiliate.

PROGRAM & SERVICE COMMITMENTS

- **Defined Service Mix:** BCHD would need to affirm its long-term commitment to the mix of services proposed (e.g., outpatient behavioral health, PACE, FQHC, family resources).
- **Anchor Tenant Role:** BCHD may be required to act as the “anchor tenant” for certain community and clinical services, ensuring utilization and stability.
- **Operational Professional Service Agreements or Sub-Leases:** BCHD will likely enter into agreements with key providers (e.g., outpatient behavioral health, FQHC operators) to occupy or run specific facilities, ensuring services remain consistent with the financing assumptions.

FINANCIAL & GOVERNANCE RESPONSIBILITIES

- **Bond Financing:** BCHD’s role would be to authorize, support, and backstop issuance of tax-exempt Lease Revenue Bonds through a 501(c)(3) structure.
- **Financial Transparency:** BCHD will be expected to maintain strong financial reporting and ongoing disclosure to bondholders.
- **Risk Assumption:** While PMB assumes development risk (construction, entitlement, cost overruns), BCHD assumes long-term occupancy and credit risk, i.e., guaranteeing repayment of the bonds through lease payments.
- **Future Flexibility Limits:** Federal tax law restricts private business use of tax-exempt financed space to 5% of the building’s total use. This means BCHD must carefully manage the extent to which for-profit provider tenancy can be introduced in the project.

ENGAGEMENT & OVERSIGHT

- **Program Refinement:** BCHD will be responsible for guiding program priorities and community engagement to ensure the development reflects local needs. The PMB and BA team will assist BCHD in programming options, providers and best practices.
- **Board & Leadership Involvement:** The BCHD Board will need to approve lease terms, financing structure, and program commitments requiring substantial education and alignment upfront.
- **Performance Oversight:** BCHD must provide governance and monitoring of how the campus is operated, ensuring compliance with community mission and lease covenants.

COMMUNITY & POLITICAL COMMITMENT

- **Public Buy-In:** As a public health district, BCHD will need to clearly communicate the financial commitments and community benefits of the P3 model to gain trust from stakeholders.
- **Policy Support:** BCHD will need to remain aligned with state-level behavioral health policy, licensing, and potential funding supplements (e.g., BHCIP grants, DHCS programs), which may serve as additional revenue sources to fund programs or pay off the project bonds.

SUMMARY – BCHD’S ROLE IN A P3

BCHD’s major commitments under a P3 include:

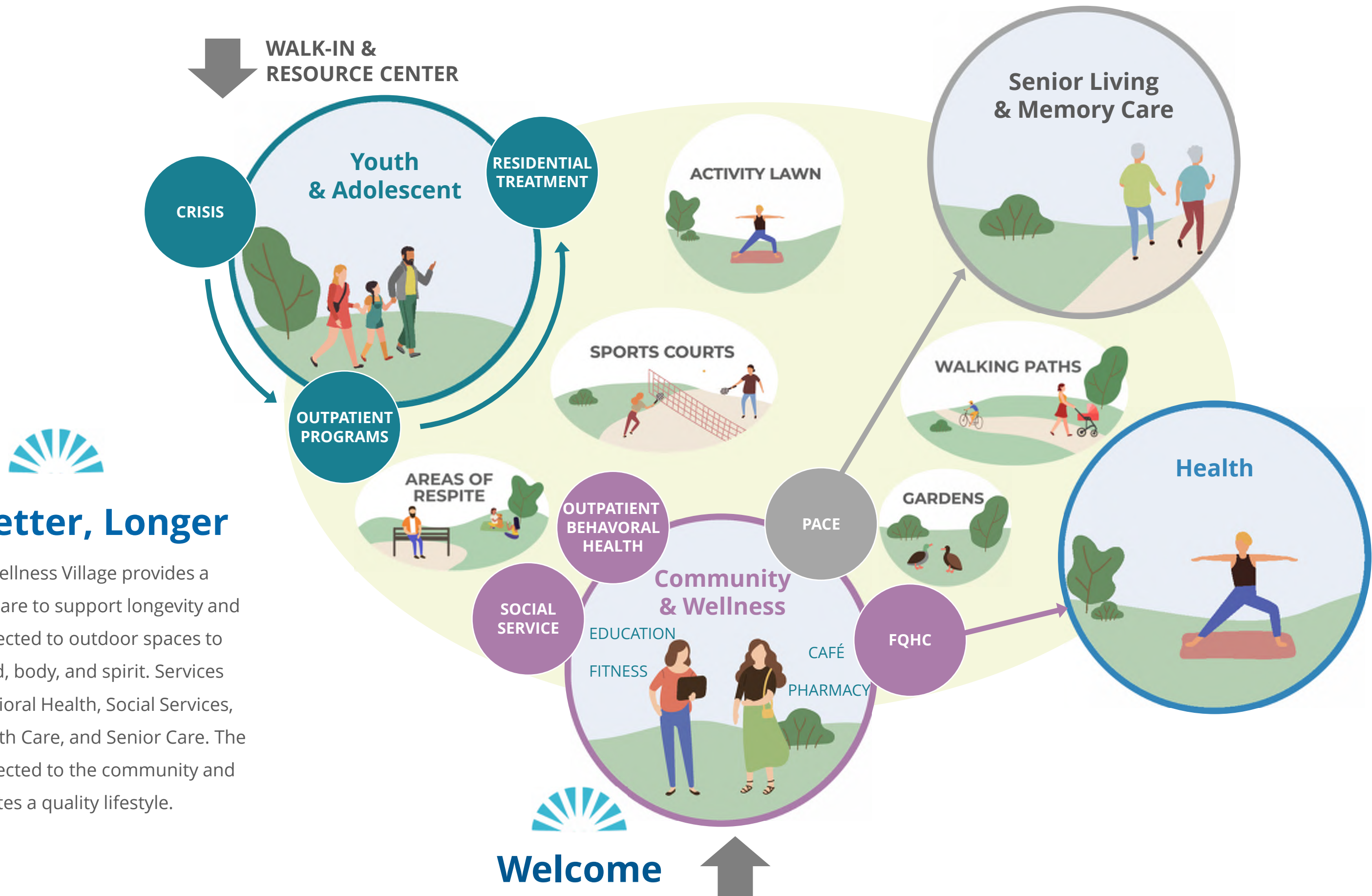
- Acting as master lessee and credit backstop to unlock tax-exempt financing.
- Maintaining long-term occupancy and programmatic responsibility for services.
- Providing financial transparency and complying with bond covenants.
- Overseeing community engagement and mission alignment.
- Accepting restrictions on future for-profit business use of tax-exempt financed facilities.
- In exchange, PMB assumes development, entitlement, financing execution, delivery risk, and ongoing property management (if BCHD elects), allowing BCHD to realize a comprehensive campus without committing its own capital upfront.

CONCLUSION

This project represents an opportunity for BCHD to lead with purpose: preserving trusted partners like Silverado, expanding behavioral health services, and delivering a campus that reflects the community’s values. Together, we can create a Health & Wellness Village that ensures BCHD’s legacy of innovation and impact for generations to come.



Continuum of Care



Live Better, Longer

Health & Wellness Village provides a continuum of care to support longevity and health, connected to outdoor spaces to support mind, body, and spirit. Services include Behavioral Health, Social Services, Education, Health Care, and Senior Care. The village is connected to the community and promotes a quality lifestyle.

Program Overview



Key Program Elements

The proposed concept builds on BCHD’s existing assets while making room for future growth and could include:

Silverado Memory Care

80–100 beds in a self-funded replacement facility, maintaining their long-standing presence on campus.

Wellness & Behavioral Health Center (approx. 60,000 SF)

Outpatient behavioral health (10,000 SF), federally qualified health center (12,000 SF), pharmacy, health education, fitness, and a PACE program.

Youth & Adolescent Services (approx. 43,000 SF)

Integrating the existing Alcove program with urgent care, residential treatment, and SUD treatment, supported by outdoor recreation areas.

Senior Living

Office, consultation, and treatment space, complementing existing memory care and supporting aging-in-place strategies.

Community Amenities

Aquatic center, walking paths, sports courts, orchards, and respite areas, reinforcing BCHD’s focus on wellness and prevention.

This program mix reflects BCHD’s priorities, leverages existing community assets, and provides additional services that are much needed and benefit the community. The proposed program offers flexibility to scale clinical and community offerings without overextending initial commitments.



Program

COMMUNITY & HEALTH

EXISTING	
MEDICAL OFFICE 510 PROSPECT	46,262 SF
MEDICAL OFFICE 520 Prospect	48,000 SF
REQUIRED PARKING (1:200 SF)	472 SPACES

CENTER FOR HEALTH LIVING	60,000 GSF
WELCOME	2,500 SF
CAFÉ	3,000 SF
HEALTH EDUCATION	3,500 SF
FITNESS CENTER	2,000 SF
FQHC	12,000 SF
PACE	14,000 SF
FAMILY RESOUCES +WIC (SOCIAL SERVICES)	2,000 SF
PHARMACY	1,000 SF
OUTPATIENT BEHAVIORAL HEALTH	10,000 SF
	52,500

PARKING	
FQHC+PHARMACY	12/200 SF: 65 SPACES
BH, PACE, & COMMUNITY	1/300 SF: 157 SPACES
OVERALL EXISTING CAMPUS PARKING	836 SPACES
REMOVE EXISTING SPACES	-231 SPACES
EXISTING PARKING TO REMAIN	605 SPACES
NEW PARKING PROVIDED	170 SPACES
TOTAL PROVIDED PARKING	775 SPACES
TOTAL REQUIRED PARKING	767 SPACES

YOUTH & ADOLESENT

ALCOVE PROGRAM	10,000 SF
Y&A URGENT CARE (16)	8,000 SF
Y&A RESIDENTIAL (16)	9,000 SF
Y&A SUD TREATMENT (16)	9,000 SF
TOTAL	43,200 gSF

PARKING	
OFFICE / CONSULT	1:300 SF: 34 SPACES
BEDS / TREATMENT	0.5/BED: 24 SPACES
TOTAL	58 SPACES

SENIOR LIVING

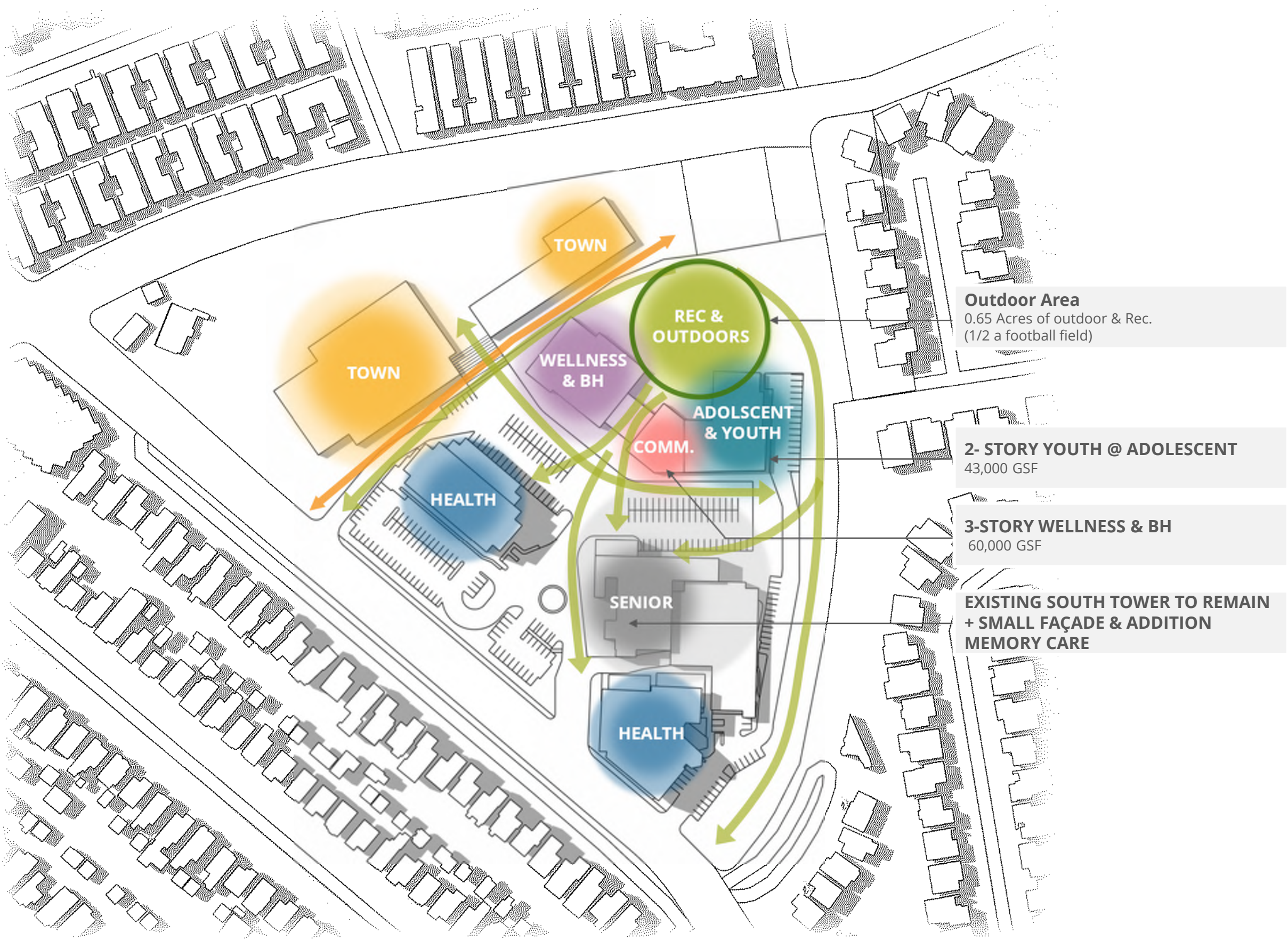
MEMORY CARE 45 BEDS	EXISTING
PARKING	
PARKING 1/3 BEDS	15 SPACES

OUTDOOR

- Aquatic Center (Outdoor)
- Sports Courts
- Walking/Fitness Paths
- Community Lawn
- Gardening & Orchard
- Respite Areas



Option A



Option A

● Connectivity to Retail Center & Intentional Use of Site

● Activated Central Walkways

● Children's Play & Family Connectivity Spaces

● Public Art Opportunities

● Reflection Space & Calming Walking Paths



Option B



Option B

● Connectivity to Retail Center & Intentional Use of Site

● Activated Central Walkways

● Children's Play & Family Connectivity Spaces

● Public Art Opportunities

● Reflection Space & Calming Walking Paths



Concept Rendering



BA