ENVIRONMENTAL ASSET SERVICES
Environmental Asset Services, Inc. (“EASI”), is a subsidiary of Trammell Crow Company, providing specialized environmental expertise pertinent to the development, ownership, and management of commercial real estate. Established in 1993, EASI offers a variety of services specific to the management of environmental issues as they affect commercial real estate.

THE TEAM ACCOMPLISHES THIS THROUGH THREE PRIMARY LINES OF BUSINESS:

- Brownfield Acquisitions & Development
- Environmental Project Management
- Tenant Inspection Program

Simply put, EASI assists in preserving and enhancing property value, especially those impacted by, or threatened with, environmental pollution and is uniquely equipped to manage environmental issues as they apply in this industry. EASI does not replace environmental consultants or legal advisors, rather, it utilizes these resources while acting to manage all aspects of environmental projects and issues on behalf of its clients through the application of specialized environmental experience and expertise.

EASI is Trammell Crow Company’s Environmental Risk Management internal team. It is our desire and mission to facilitate the TCC Investment Committee (IC) required guidance and approvals on potential environmental risks associated with all projects. Involving EASI at the beginning of a deal will ensure that the environmental due diligence reports obtained are consistent and compliant with the TCC’s internal standards, including insurance requirements and liability protections.

If potential environmental risks are noted in the Phase I, Environmental Asset Services requires further evaluation such as investigation and/or remediation, or requires environmental pollution insurance to procure IC approval, EASI’s expertise is brought to bear.

TCC’s IC requires EASI to review and sign off on the associated execution of the environmental risk management plan and any environmental insurance related matters.

“As a business unit leader, EASI is the industry leader in Brownfield Development.”
– Tom Bak

“AN OUNCE OF PREVENTION EQUALS A POUND OF CURE” – BEN FRANKLIN
As a Principal and Environmental Manager for Trammell Crow Company, Neal Holdridge is an authority on the management of environmental issues pertinent to real estate transactions and property management. He is registered with the Alliance of Hazardous Materials Professionals (AHMP) and is a Certified Hazardous Materials Manager at the Master level. Neal has been an integral participant in the development of more than $2.5 billion in commercial real estate. His systematic and detailed approach to mitigating environmental contingent liability and construction risks has led to the redevelopment of several dozen environmentally distressed Brownfield properties. Neal also works to evaluate environmentally distressed real estate in the national marketplace, and serves as the environmental practice leader to the Company’s Investment Committee.

Robert Chute manages the operations of the national environmental Tenant Inspection Program for institutional and investment fund clients. The environmental risk management program currently encompasses approximately 100 million square feet of industrial warehouses located throughout the United States. Robert also manages environmental due diligence activities. He has successfully interacted with local, state and federal regulatory agencies to resolve a variety of environmental issues.

**BROWNFIELD PROJECTS**
Successfully developed and formerly owned by:

- TRW
- Lockheed Corp.
- Unocal
- Huntman Chemical
- Northrop Grumman
- Evergreen Shipping
- Brickyard
- East Village
- Hughes Missile Systems
- Raytheon Corp.
- Siemens
- Carrier Corporation
- Marquardt Corp.
- City of LA Landfill
- Cleantech

**TRAMMELL CROW COMPANY**
is committed to:

**ENVIRONMENTAL RESPONSIBILITY**
- Respect and preserve the environment
- Conserve energy, water and non-renewable natural resources
- Create healthy indoor environments

**ECONOMIC PERFORMANCE**
- Limit the development burden imposed upon the land
- Develop and promote sustainable buildings and practices
- Contribute to the social, economic and physical benefits of our clients, business partners, building users and communities through attention to the environmental impact of our projects
## Select Recent Project List

<table>
<thead>
<tr>
<th>Project</th>
<th>TCC BU</th>
<th>Contact</th>
<th>Environmental Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleantech Los Angeles, CA</td>
<td>SoCal - Los Angeles</td>
<td>Brad Cox, Greg Ames</td>
<td>Highly contaminated site from VOCs &amp; metals, undergoing remediation, complete re-work of remediation equipment along with strategy for, and placement of, liability protections (indemnities &amp; insurance)</td>
</tr>
<tr>
<td>Central Ave. Sites Newark, CA</td>
<td>Northern California</td>
<td>Will Parker</td>
<td>Review &amp; edit Draft Phase I, formulate strategy and scope of Phase II site investigation</td>
</tr>
<tr>
<td>Midpoint@237 Akron, CA</td>
<td>Northern California</td>
<td>Will Parker</td>
<td>Scope and implement a risk management strategy, designed to adequately address perceived environmental risk associated with the site. Implement a soil management plan.</td>
</tr>
<tr>
<td>Project Nova Portland, OR</td>
<td>Portland</td>
<td>Steve Wells</td>
<td>Review Phase I ESA's for 4 tracts, review consultant recommendations for Phase II, commission new Phase I's scope &amp; manage Phase II investigation</td>
</tr>
<tr>
<td>Green Water Block 1 Austin, TX</td>
<td>Austin</td>
<td>Adam Nims, Mark Fowler</td>
<td>Vette cleanup effort by City of Austin &amp; procurement of VCP COC, oversee Phase II investigation &amp; IOC procurement from encroaching HC impacts, manage soil removal concurrent with development</td>
</tr>
<tr>
<td>Noble Energy Center Two Houston, TX</td>
<td>Houston</td>
<td>Sean Nolan, Kevin Schmock</td>
<td>Coordinate &amp; manage performance of Phase I ESA</td>
</tr>
<tr>
<td>Junction Flats Minneapolis, MN</td>
<td>Chicago</td>
<td>Grady Hamilton, John Carlson</td>
<td>Former industrial site with long use history; review environmental documents &amp; strategize approach, review &amp; help direct Phase II investigation &amp; remediation</td>
</tr>
<tr>
<td>Branford Sun Valley, CA</td>
<td>SoCal - Los Angeles, SoCal - Newport Beach</td>
<td>Brad Cox, Neal Holdridge</td>
<td>EASI strategized, permitted and managed the removal and relocation of waste materials from a closed landfill to allow for successful redevelopment including design and incorporation of a methane collection system.</td>
</tr>
<tr>
<td>Avalon (Evergreen) Carson, CA</td>
<td>SoCal - Los Angeles</td>
<td>Brad Cox, Greg Ames</td>
<td>Site underlain by contaminated groundwater from off-site, mitigated risk excised site from regulatory concern, and placed liability protection (insurance)</td>
</tr>
<tr>
<td>Harmons Road Industrial Hanover, MD</td>
<td>MidAtlantic</td>
<td>David Neuman</td>
<td>Contaminated industrial site with known responsible party and highly involved state and federal regulatory agencies. Provide strategic environmental risk management guidance to the deal team prior to investment committee approval.</td>
</tr>
</tbody>
</table>
With several decades of experience in environmental investigation, review and mitigation, EASI has the knowledge and relationships necessary to determine the environmental impacts and risks associated with any property type, use, or potential hazard.

EASI performs an independent review of available environmental documentation, and then has the capability to provide the buyer, seller or developer with a concise summary that clearly identifies the property’s environmental condition, outlines potential hazards or concerns, and provides strategies for mitigation. EASI also manages third party consultants and understands the mindsets of regulators and institutional capital. EASI’s goal is to help mitigate long term contingent liability risk, and to reduce constructability risk.

“EASI has been an outstanding partner with the Trammell Crow Company, Los Angeles business unit. Their knowledge and management of complex environmentally challenged properties and relation with the local and state environmental oversight agencies allowed the LABU to successfully execute the Branford and Carson developments and deliver impressive returns to TCC and our investment partners.” – Bradley T. Cox

In the past five years, EASI has provided environmental risk services on projects totaling more than 14 million square feet of commercial development. We add significant value to transactions with environmental issues.

**BROWNFIELD BENEFITS:**

- Application of consulting expertise with a commercial real estate perspective
- Independent review and summation of environmental documentation
- Management of the environmental due diligence process
- Evaluation of properties to position for disposition transactions
- Pointed and effective regulatory agency negotiation
- Procurement of environmental insurance policies
- Creation of indemnity and/or access and liability agreements
EASI | PRIMARY BUSINESS LINES

BROWNFIELD SERVICES

BRANFORD | LOS ANGELES, CA

ISSUES:
A former City of Los Angeles operated landfill, the Branford property consisted of a 24-acre undeveloped parcel that was purchased out of federal bankruptcy. EASI developed and implemented a strategy to keep the “landfill operations and closure” responsibility firmly with the original operator, and backstopped that potential contingent liability by negotiating indemnification language and an environmental insurance policy. Due to difficulties in entitling the property for its pro-forma use, EASI developed a strategy to reduce the footprint of the former landfill on the property, thus increasing allowable buildable square footage from approximately 325,000 SF to over 500,000 SF.

SOLUTION:
The strategy was implemented via regulatory agency approval through the Los Angeles Regional Water Quality Control Board (RWQCB), whom upon initial approach with the idea, gave it a less than 2% chance of passing. Nonetheless, approvals to reduce the landfill’s footprint while staying clear of any operational responsibility were in fact acquired, and EASI managed the excavation of approximately 200,000 cubic yards of overburden soils, coupled with the removal and relocation of approximately 15,000 cubic yards of landfill wastes. “Clean Closure” of those areas where waste was removed was procured, and the property was developed into a FedEx ground distribution facility.

CARSON | CARSON, CA

ISSUES:
Due to a perceived environmental risk, the 14 acre Avalon property had on several occasions failed to sell, and had been on the market for more than 15 years. Concerns over potential association with an underlying plume of chlorinated solvents contaminated groundwater originating at a nearby former solvent recycling facility had caused the property to sit vacant & essentially un-fit for development. EASI met with the CA Department of Toxic Substances Control (DTSC), and then put together and implemented a strategy of documenting historical site use, and selective site investigation to confirm that the property had not contributed to the underlying groundwater problem.

SOLUTION:
To address potential contingent environmental liability that might still fly in the face of the documented abolution from complicity in the regional groundwater issue, EASI negotiated and finalized terms of an environmental insurance policy. During the development of the site, EASI also managed the closure of previously undiscovered water wells uncovered during grading. Armed with the well documented environmental conditions, and with the transferable environmental insurance policy, TCC was able to pre-sell the site to an institutional investor with the close of escrow coincident with the completion of the single industrial building constructed on the site.

CLEANTECH | LOS ANGELES, CA

ISSUES:
Purchased by the City of Los Angeles Community Redevelopment Agency (CRA) from the State of California General Services Administration back in the 1990’s, the Clean Tech Manufacturing Center (CTMC) property consists of approximately 20 acres of vacant land that has been undeveloped for approximately 20 years. The property had a history of industrial use for more than a century, and was identified to have been contaminated with solvents and heavy metals. The CTMC property presented a challenge to potential buyers and developers due to its complicated environmental history, and the need for remediation to still be fully implemented which caused the site to be left vacant for almost 20 years.

SOLUTION:
EASI developed an environmental matters agreement which provided contractual environmental liability protection to TCC and its Capital Partner as Buyer/Developer. It took more than a year of negotiations to develop the agreements which allowed for the transfer of the property and the assignment of environmental cleanup responsibility. Further, EASI worked cooperatively with both the CRA and the CA Department of Toxic Substances Control (DTSC) to develop a Cleanup Plan that would modify and replace existing remedial wells and equipment to allow for development. As a result land value greatly increased even before development could begin.

HARMANS ROAD INDUSTRIAL | HANOVER, MD

ISSUES:
Volatile Organic Compounds (VOCs) were discovered in the soil and groundwater at the property. The VOCs are a result of the use and storage of degreasing solvents and the onsite discharge of wastewater containing those solvents. While there are other noted environmental conditions, it is these VOCs that are of the greatest concern and which are the focus of onsite remedial activities. Offsite residential water wells have been impacted by the site.

SOLUTION:
Trammell Crow Company’s - MidAtlantic (BU) will, as part of the development, include a vapor mitigation system beneath the building. An operations plan, also known as a soil management plan, will be completed and pre-approved by the Maryland Department of the Environment (MDE). TCC will become a party to the Voluntary Cleanup Program (VCP) which provides liability release and will apply to join as a responsible person. TCC through the MDE is expected to receive a certificate of completion through the VCP and the team will procure environmental insurance.
Environmental Project Management is manifested through the application of dedicated personnel to specific environmental projects in order to manage site assessment, investigations and remediations in an efficient, cost effective and judicious manner. EASI essentially functions as a specialized project manager, applying environmental consulting expertise and the property owner’s prospective to the resolution of the environmental issue at hand.

“EASI worked on a significant ACM abatement project for a +/- 1.7 MSF industrial park in Memphis, TN. EASI worked closely with ownership to formulate a cost-effective and workable plan that kept disruption to tenants at a minimum. EASI orchestrated the hiring and oversight of a local asbestos abatement contractor and managed the project to a successful completion. The execution on this project was superior.” Matt Hill, Principal, TCC

By applying dedicated, trained, and experienced personnel to environmental projects EASI can manage site assessments, investigations and remediations in an efficient, cost effective and judicious manner. EASI essentially functions as a specialized project manager, applying environmental consulting expertise as well as the Client’s perspective to the resolution of the environmental issue at hand, and doing so with the aims and goals of the commercial property owner in mind.

EXAMPLES OF ENVIRONMENTAL PROJECT MANAGEMENT PROJECTS INCLUDE:

- Subsurface investigation
- Site remediation
- Hazardous waste management and/or disposal
- Asbestos surveying and abatement
- Indoor air quality assessment
- Lead-based paint management and abatement
- Other environmental issues
ISSUES:
A former tenant went bankrupt but left behind hydrocarbon and solvent contamination in the soil. By virtue of ownership interest, and even though the property owner had not caused the contamination, the Property Owner was mandated to provide for the investigation and remediation of the site.

SOLUTION:
EASI worked as the Owner’s representative and applied both practical and tactical expertise and diligently guided the soil cleanup under the jurisdictional purview of the California Regional Water Quality Control Board. EASI also managed the procurement of a soil closure which subsequently allowed for the sale of the asset to another real estate developer who constructed a new building onsite and ultimately “inherited” the responsibility for continued groundwater monitoring.

ISSUES:
This approximately 58-acre property located in an urban infill residential area had operated for almost 80 years as a clay mine and brick manufacturing operation. A previous potential buyer had developed a remedial action plan which was impractical and inordinately expensive to employee.

SOLUTION:
EASI developed a strategy to reinvestigate the property, including groundwater to better define the appropriate level of remediation to employee. Negotiations were conducted with the state oversight agency and a revised remedial action plan was developed and implemented. EASI is working to procure a no further action determination from the lead agency prior to the completion of development.

ISSUES:
The property contained several structures including a 12-story 50-year old building which would require abatement and demolition while the surrounding campus buildings continued to operate.

SOLUTION:
EASI lead assembly in management of a team of a specialized consultants and contractors and worked through the identification and evaluation of potential subsurface issues, via subsurface site investigation, along with quantifying all asbestos to be removed from the building.

ISSUES:
Abatement of hazardous materials and complete demolition of two (2) six-story office and entertainment buildings along with three underlying plaza, concourse and theatre levels, located within an operating high rise office complex and underground parking garage.

SOLUTION:
EASI successfully managed the $10M+ hazardous materials abatement and soft demolition of the structures down to concrete decks and bare structural steel.
The Tenant Inspection Program was organized and developed by Environmental Asset Services, Inc. in the early 1990s. Since that time, Tenant Inspection Program has conducted periodic inspections on hundreds of millions of square feet of commercial / industrial property in North America for a variety of owners, including: Clarion Partners, AEW Capital Management, AMB Property Corporation, Crow Family Holdings, Invesco Realty Advisors, Bristol Group, SSR Realty Advisors, GE Capital, and others.

“This program is critical for property owners, as it allows us to identify and monitor tenant environmental issues before problems develop.” Stacey Magee, Senior Vice President, Clarion Partners LLC

TENANT INSPECTION PROGRAM IS A PROCESS-ORIENTED FUNCTION DESIGNED TO:

- Interface with tenants to assess practices and mitigate risk to the property
- Identify potential environmental problems before they become costly cleanups
- Identify and define potential environmental concerns
- Manage the resolution of identified concerns
- Keep the tenant responsible at their expense
- Ensure adherence to the environmental provisions of the lease
- Provide the option of passing program costs to tenants via CAM fees
- Maintain records on tenant inspections and issues
- Create a paper trail beneficial in furthering property sales and refinancing
- Help to ensure tenants are operating in accordance with accepted lease provisions
- Provide review and environmental “vetting” of new tenants
- Provide scrutiny of exiting tenants on a routine periodic basis
- Function as an environmental resource for Property & Asset Managers for all environmental matters
WE ASSIST IN

PRESERVING & ENHANCING

PROPERTY VALUE IMPACTED

BY ENVIRONMENTAL POLLUTION