



CHARLES R. GARDNER, JR., PgMP PRESIDENT

Charles Gardner's career has focused on program management, organizational leadership, and strategic planning. Since 1998, he has worked with public and private entities on innovative, large-scale projects significant to the State of California. Chuck applies his background in economics, construction, and program management to complex, politically sensitive initiatives. A project-turnaround specialist, he is often called upon to direct capital projects struggling with funding, scheduling, or leadership.

CERTIFICATIONS

Project Management Institute,
Program Management
Professional (PgMP)

AWARDS & AFFILIATIONS

Special Award for Innovation
from the Construction
Management Association of
America 2016

Engineering Project of the Year
at the North American Strategic
Infrastructure Leadership Forum
2014 for the California WaterFix

Society for Mining Engineers
(SME)

Construction Management
Association of America (CMAA)

EDUCATION

Harvard Business School,
Behavioral Economics

Harvard Business School,
Leading Professional Service
Firms

Bachelor of Science,
Economics, North Carolina
State University

INDUSTRY TENURE

30+ years

SELECT RELEVANT EXPERIENCE

California WaterFix (\$16B)

The Delta Habitat Conservation and Conveyance Program was tasked with addressing the State of California's need for a more reliable water system and with the protection of the delicate Delta ecosystem. The resulting WaterFix plan, which recently received state approval, will implement the Bay Delta Conservation Plan (BDCP) Alt 4A to secure water supplies, fix the aging water-delivery system, and protect our economy and environment.

Chuck has served as Program Manager and the single point of accountability responsible for overseeing development and certification of environmental documents, strategic management to meet program objectives, oversight of permitting efforts, engineering coordination, project controls, budget, and schedule for the WaterFix Program.

Cuyama Basin Groundwater Sustainability Agency (\$2.9M)

The Cuyama Groundwater Basin has been identified by the California Department of Water Resources as a medium priority Basin and subject to conditions of critical overdraft. The Agency must develop a Groundwater Sustainability Plan with identified actions and projects to determine sustainability levels and how the Basin will implement and monitor them to maintain sustainability. Chuck advises the team in establishing board reporting processes, annual and program-level budgets, controls and financial management procedures, as well as proposed cost allocation resolutions for the Agency.

Concord Reuse Project (\$3B)

The City of Concord Local Reuse Authority is embarking on the redevelopment of the former Concord Naval Weapons Station (CNWS) site in Contra Costa County. This \$3 billion project represents one of the largest mixed-use, transit-oriented community development opportunities in Northern California. A master developer was selected through a competitive request for qualifications process to design, secure permits,

finance, construct, and market multiple mixed and single use developments that are substantially compatible with the Concord Reuse Project (CRP) Area Plan, which is part of Concord's 2030 General Plan.

Hallmark Group was engaged to perform an assessment of the City of Concord readiness to undertake the project. Without any formalized project reporting, tracking or project controls, Chuck made a recommendation to establish cost, budget, and schedule reporting. Hallmark Group initiated this effort by reconciling the past 10 years of data. Chuck and the Hallmark Group are currently working to implement program controls. He advises the program team on strategies to ensure the City has the appropriate metrics and project controls to monitor the developer's performance on the delivery of contract milestones, as well as best practices for organizational efficiency.

Bay Area Housing Plan (\$120M)

Hallmark Group collaborated with the California Department of Developmental Services (DDS) and three Bay Area Regional Centers to develop a program for affordable, community-based housing for people with significant developmental disabilities leaving the Agnews Developmental Center in San Jose. It was the state's first deinstitutionalization undertaken at this scale. Hallmark Group developed facility types that were based on individualized needs for support and quality of life. Site selection criteria was created, requiring locations to be integrated throughout the Bay Area's communities. Property was acquired, homes designed, permitted, renovated and constructed over 60 homes on scattered sites during the height of the housing boom. Hallmark Group provided funding for the \$120 million program by creating a complex investment grade credit facility with three tiers of lenders that resulted in the largest loan in California Housing and Finance Authority's history.

The Hallmark Group was the strategic lead in developing enabling legislation allowing DDS to secure long-term leases on behalf of those transitioning into the community. The Hallmark Group team located, designed, and provided budget management, schedule management, and construction management services for housing based on pre-approved criteria. Upon completion, Hallmark Group secured permanent financing and transferred ownership of the properties to local nonprofit organizations affiliated with the Regional Centers.

University of California, Merced (\$500M)

In 2002, prior to permit completion, Chuck and the Hallmark Group were selected as program manager, and tasked with establishing budgetary, schedule, and quality-control measures that would ensure the timely opening of the University of California (UC), Merced campus. At a construction value of \$500 million, Chuck led efforts to institute program protocols to manage the completion of the planning process, while concurrently constructing the site infrastructure and eight buildings required for campus opening.

He was the single point of accountability for the design and construction of the campus, providing oversight for engineering and architectural design completion. Soon after joining the program, he provided oversight for the implementation of program and document controls. He managed development of program and project budgets, and schedules for approval. He also provided budget, schedule and progress reports to the UC Merced Executive Committee, the UC Office of the President, and on occasion the UC Board of Regents.

UC Merced was one of the programs targeted to be cut due to the State of California encountering significant budget deficits. Chuck developed a strategy to incur funds to guard against budget cuts by utilizing alternative delivery methods that facilitated early start of construction. Early bid packages were scoped and competitively bid. He worked alongside the legal team from the University's Office of the President to develop the contracts, scope and selection criteria for Construction Managers (CMs) RFQs. Chuck also approved the bid packages that were subsequently issued by the CMs and provided oversight for their award.