Urban Land Institute mTAP

for Cascade Springs Nature Preserve

CENTER FOR LEADERSHIP 2026

May 12, 2026

CSNC

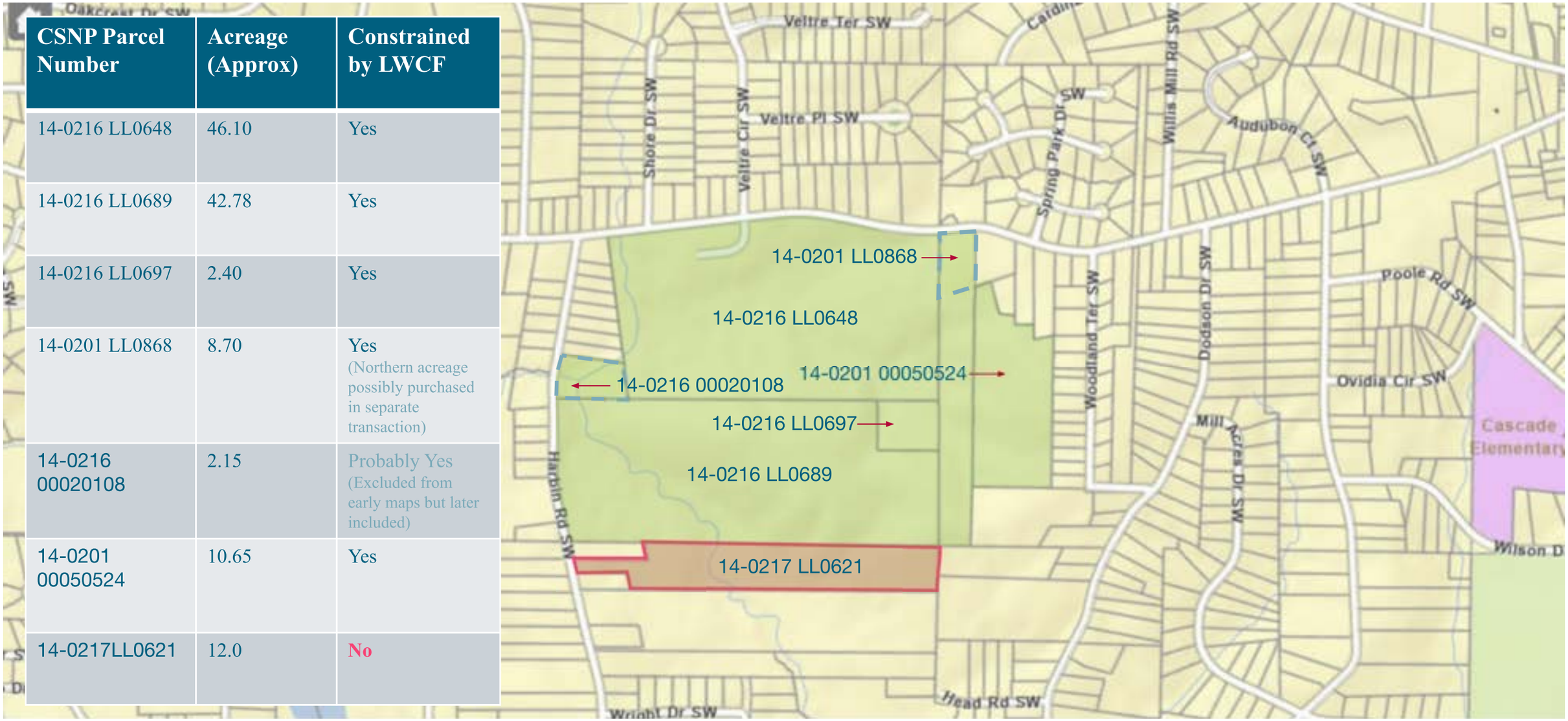
ULI Atlanta | 40 YEARS OF IMPACT

Scope Review

- Site Inventory & Analysis
- Design Concepts / Alternatives Analysis
- Business Operating Concepts

LWCF Property Research

CSNP Parcel Number	Acreage (Approx)	Constrained by LWCF
14-0216 LL0648	46.10	Yes
14-0216 LL0689	42.78	Yes
14-0216 LL0697	2.40	Yes
14-0201 LL0868	8.70	Yes (Northern acreage possibly purchased in separate transaction)
14-0216 00020108	2.15	Probably Yes (Excluded from early maps but later included)
14-0201 00050524	10.65	Yes
14-0217LL0621	12.0	**No**



Avoiding Conversion

Site Inventory Findings & Decision Framework

CONSTRAINT

•All parcels except one are likely LWCF-funded and subject to conversion restrictions

•One 12-acre (Parcel 14-0217LL0621) appears not LWCF funded

SCENARIOS PRESENTED

- **Scenario A (Preferred):** Define the CSNC administration building as a civic facility supporting outdoor recreation, **avoiding LWCF conversion**
- **Scenario B:** Treat the CSNC administration building as a private institutional use and utilize the non-LWCF parcel for conversion



Avoiding Conversion

Our Recommendation: Non-conversion - Maintain LWCF status

The constraints are workable and the benefits are substantial

Non-conversion

Process: No conversion required. Operate within LWCF public facility approval processes as normal.

Timeline: Ready to pursue grants and operate immediately.

Cost: No replacements land, appraisals, environmental review, or conversion related legal fees.

Funding Access: Access to LWCF grants as well as other programs (EPA, GA DNR, etc.)

Conversion

Process: Formal Section 6(f)(3) conversion. NPS approval is discretionary, not guaranteed

Timeline: NPS review is 6-9 mo. minimum after State submission and approval.

Cost: It is recommended to hire a consultant/legal to assist with this formal process

Funding Access: This could weaken grant applications for conservation-aligned federal and foundation grants.

Programming Compliance

1 Programming must be pre-approved by LWCF

What this means: The full program suite: education events, cafe, lab space - is submitted as a package upfront - not piece by piece

2 Fees must be fair and equitable to all users

Example: A general admission fee cannot charge in-state vs. out-of-state visitors differently.

3 Programs longer than 6 consecutive months need special approval

Example: A summer camp series or quarterly program is fine. A year round leased lab incubator would require special approval.

4 Events requiring full closure/exclusive access need special approval

Example: A wedding in the event pavilion is fine if trails remain open to the public. A wedding requiring full preserve closure would require special approval.

Programming Compliance

Allowed

- Memberships
- K-12 Field Trips
- Summer Camps
- Adult Nature Programs
- Lab/Incubator Space
- Solar Buyback
- EV Charging

Allowed with Review

- Cafe/Concessions
- Gift Shop
- Event rentals - when confined to a specific area of the facility
- Workforce Training

Requires approval

- Events that render the entire facility private closed to the general public

Note: All event reservation materials (e.g. website, forms, advertisement, etc.) must be reviewed and approved by LWCF.

What the Nature Center can do

Atlanta Nature Center - Year 3 Stabilized Operations

- Grants and Earned Revenue are split 57%/43% - this is a slightly larger grant revenue percentage than peer nature centers, which after initial stabilization there may be opportunities to shift
- No single earned revenue category exceeds 12% of the total - meaning the Nature Center isn't dependent on any one program to stay viable
- Grants are the largest single revenue source, but are diversified across 6 funding categories



Grants & Contributions	$890K	57.4%
Education & Programs	$184K	11.8%
Commercial Operations	$170K	11.0%
Memberships	$125K	8.1%
Venue & Events	$96K	6.2%
Lab / Incubator Space	$86K	5.6%

Earned revenue	Grants & contributions	Rev-to-expense ratio
$661K	$890K	1.11x
42.6% of total	57.4% of total	Above 1.1x target

Earned Revenue

- The proposed lab/incubator space is a differentiator from peer nature centers - positioning ANC as a regional hub for university research partnerships & additional funding channels
- The ULI CFL mTAP project has provided a dynamic proforma tool for modifying operating assumptions and projections to evaluate operating scenarios - i.e. increasing the price or quantity of corporate events or modifying the available months of summer camp to show impacts to revenue and profitability

Program Category	What It Includes	Stabilized Revenue	% of Earned
Memberships	Individual, Family, Student/Senior, Corporate Champion (4 tiers)	$125,000	19%
Education & Programs	K-12 field trips, summer camps, adult programs, professional CEUs, workforce training	$183,600	28%
Venue & Events	Community/nonprofit rentals, weddings, corporate events	$96,000	15%
Lab / Incubator Space	4 rooms × 700 sf — research, citizen science, university partnerships	$86,400	13%
Commercial Operations	Café, gift shop, solar buyback, EV charging (10 stations)	$170,268	26%
	TOTAL EARNED REVENUE:	**$661,268**	**100%**

Grant Composition

- 57% of revenue from Grants is a larger share than established peer nature centers. The Chattahoochee Nature Center, for example, is 50 years old, and has built a base of earned revenue over 5 decades.
- This is slightly more grant revenue than what was initially projected by the client. Based on the unit economics of commercial operations, grant funding fis the best option for closing the expense coverage gap in years 1 and 2 of operations
- With LBC, LWCF, and a research/urban forestry focus, the ANC opens access to more grant opportunities



Financial Model Summary

- Year 1 - 50% ramp
- Year 2 - 75% ramp - above breakeven
- Year 3 - on target - 1.11 DCR
- Year 4 and 5 - there is a light decrease here due to:
  - Earned revenue growing at 2%, but expenses escalating at 3% (staffing, maintenance as the building ages, insurance costs)
  - Grants are held flat - this is conservative



Precedents

Building Program Comparison: Brock Environmental Center vs. R.W. Kern Center

Category	Brock Environmental Center (VA)	R.W. Kern Center (MA)
Living Building Status	Full Living Building Challenge Certified (2016)	Full Living Building Challenge Certified (2010)
Primary Function	Environmental education, advocacy, offices	Student center, academic and environmental education
Gross Building Area	~10,500 SF	~17,000 SF
Public / Education Space	~4,000 SF	~5,000 SF
Offices / Administration	~3,000 SF	~4,000 SF
Research / Support	~1,500 SF	~3,000 SF
Energy Strategy	Solar PV and wind turbines (net-positive)	Solar PV (net-positive)
Water Strategy	Rainwater harvesting and on-site treatment	Rainwater harvesting and composting toilets



Brock Environmental Center



R.W. Kern Center

Precedents

Site Program Comparison: Brock Environmental Center vs. R.W. Kern Center

Category	Brock Environmental Center (VA)	R.W. Kern Center (MA)
Setting	Coastal preserve (Pleasure House Point)	College campus / rural landscape
Site Context	~118-acre public preserve	Campus setting; building footprint <2 acres
Public Access	Free, public environmental center	Primarily campus users with visitors
Arrival / Parking	Small surface lot and drop-off	Shared campus parking
Outdoor Learning	Boardwalks, pavilion, shoreline access	Courtyards and outdoor gathering spaces
Trail Integration	Direct connection to preserve trails	Integrated with campus pedestrian network
Commercial Uses	None	Dining for campus community
Replicability for City Parks	High	Moderate



Brock Environmental Center



R.W. Kern Center

Living Building Challenge: Key Considerations

1. **Higher Cost + Longer Timeline**
   Increased consultant coordination, material vetting, and systems integration; certification requires 12 months of post-occupancy performance verification.
2. **Net Positive Energy Challenges**
   Building must generate more energy than it uses, creating potential conflicts between solar access, tree preservation, aesthetics, and program needs.
3. **Water + Regulatory Complexity**
   Rainwater harvesting, on-site treatment, and alternative waste systems may face permitting, maintenance, and public health challenges.
4. **Material Vetting + Procurement**
   Strict Red List requirements require extensive product review, early procurement planning, and strong contractor coordination.
5. **Team + Operations Commitment**
   Success depends on experienced project teams, long-term operational tracking, maintenance protocols, and ongoing performance monitoring.
6. **LWCF Coordination + Public Mission**
   LBC infrastructure and support spaces must align with LWCF restrictions while reinforcing public access, education, and outdoor recreation goals.
7. **Building as an Educational Tool**
   Sustainability systems should be visible and integrated into the visitor experience through exhibits, signage, dashboards, and programming.
8. **LBC Version 4.0**
   May be a greater challenge for the Nature Center than Kendeda. V4.0 Pathways are more clear, but less forgiving

Preliminary Interior Programming

VISITOR EXPERIENCE & EDUCATION:

	No. of Spaces	Space Type	Unit (Sq Ft)	Net (Sq Ft)	Notes
Welcome Area / Interpretation / Retail	1	AREA	2,000	2,000	Including Stroller Storage
Café / Concessions	1	AREA	500	500	
Group/School Bus Orientation	1	AREA	400	400	Pre-function / flex space
Volunteer Lounge / Check-in	1	ROOM	300	300	Volunteers exceed staff
First Aid / Medical	1	ROOM	100	100	Public facing, typical
Lactation Room	1	ROOM	80	80	For guests/visitors (separate from staff wellness room)
Family / All-Gender Restroom	1	ROOM	80	80	
Wet Lab / Field Science	1	ROOM	500	500	
Live Animal Holding	1	ROOM	400	400	

VISITOR EXPERIENCE & EDUCATION NET AREA 4,360

PERSONNEL & SUPPORT SPACES:

	No. of Spaces	Space Type	Unit (Sq Ft)	Net (Sq Ft)	Notes
Offices	6	OFF1	120	720	Exec. Director, Ops Manager, Ed. Director, Ecologist/Lab Manager, Community Engagement Manager, Administrative Assistant
Workstations	4	WS1	36	144	Seasonal / PT Program Coordinators & Docents
Secure Records	1	ROOM	120	120	Code & HR Requirement
Mud Room / Field Gear	1	ROOM	250	250	Supports Wet Lab and Outdoor Programs
Seminar / Classroom / Event	1	ROOM	1,500	1,500	~75 people/ea classroom setup (tables/chairs); ~215 people/ea (standing or chairs only)
Seminar / Classroom Pre-Function	2	AREA	750	1,500	
Seminar / Classroom Furniture Storage	2	ROOM	300	600	
Catering Kitchen	1	ROOM	150	150	
Incubator Space (Labs)	4	ROOM	700	2,800	
Open Collaboration (We Work)	1	AREA	1500	1,500	
Workshop / Fabrication Shop	1	ROOM	1200	1,200	Combined with Exhibit Prep
Grounds Maintenance & Equipment Stora	1	ROOM	1000	1,000	Exterior access
Loading Dock / Receiving	1	ROOM	400	400	Deliviers / Exhibits
Formal Conference Room	1	ROOM	350	350	8-10 people
Huddle Room	2	ROOM	120	240	4-6 people
Coffee/Break	1	AREA	200	200	For Staff & Lab Residents
Phone Room	4	ROOM	48	192	
Wellness Room	1	ROOM	100	100	For Staff & Lab Residents
Copy/Print/Mail/Workroom	2	ROOM	150	300	
Supply/General Storage	2	ROOM	150	300	Including desk area for Facilities Tech
Restrooms (ganged)	4	ROOM	375	1,500	Based on 2 ganged restrooms per sex per floor - estimating a total need for 8 toilets per sex
MDF	1	ROOM	250	250	MDF = Main Distribution Frame (Tele-Com/Server Room); Located on 1st floor
IDF Room	1	ROOM	120	120	IDF = Intermediate Distribution Frame; 2nd Floor
Janitor Closet	2	ROOM	64	128	
Electrical Room	1	ROOM	300	300	Oversized based on room potentially needed for LBC strategies
Mechanical Room	1	ROOM	300	300	Oversized based on room potentially needed for LBC strategies

PERSONNEL & SUPPORT SPACE NET AREA 16,164

NET VISITOR EXPERIENCE + NET PERSONNEL & SUPPORT	**20,524**
CIRCULATION (X 0.5 = 33% CIRCULATION)	**10,262**
USABLE AREA TOTAL	**30,786**
ESTIMATED TOTAL BUILDING OCCUPANTS:	**350-650**

Note:

Program is intended as a jumping off point and figures are estimates and assumptions only, further review is necessary.

This program also only assumes basic space types and size requirements needed for achievement of Living Building Challenge. Generally, for high performance/net zero buildings, it is recommended to allocate 10-20% of the building's gross area to MEP/support spaces, some of which is already included in the provided program.

Nature Center Visioning

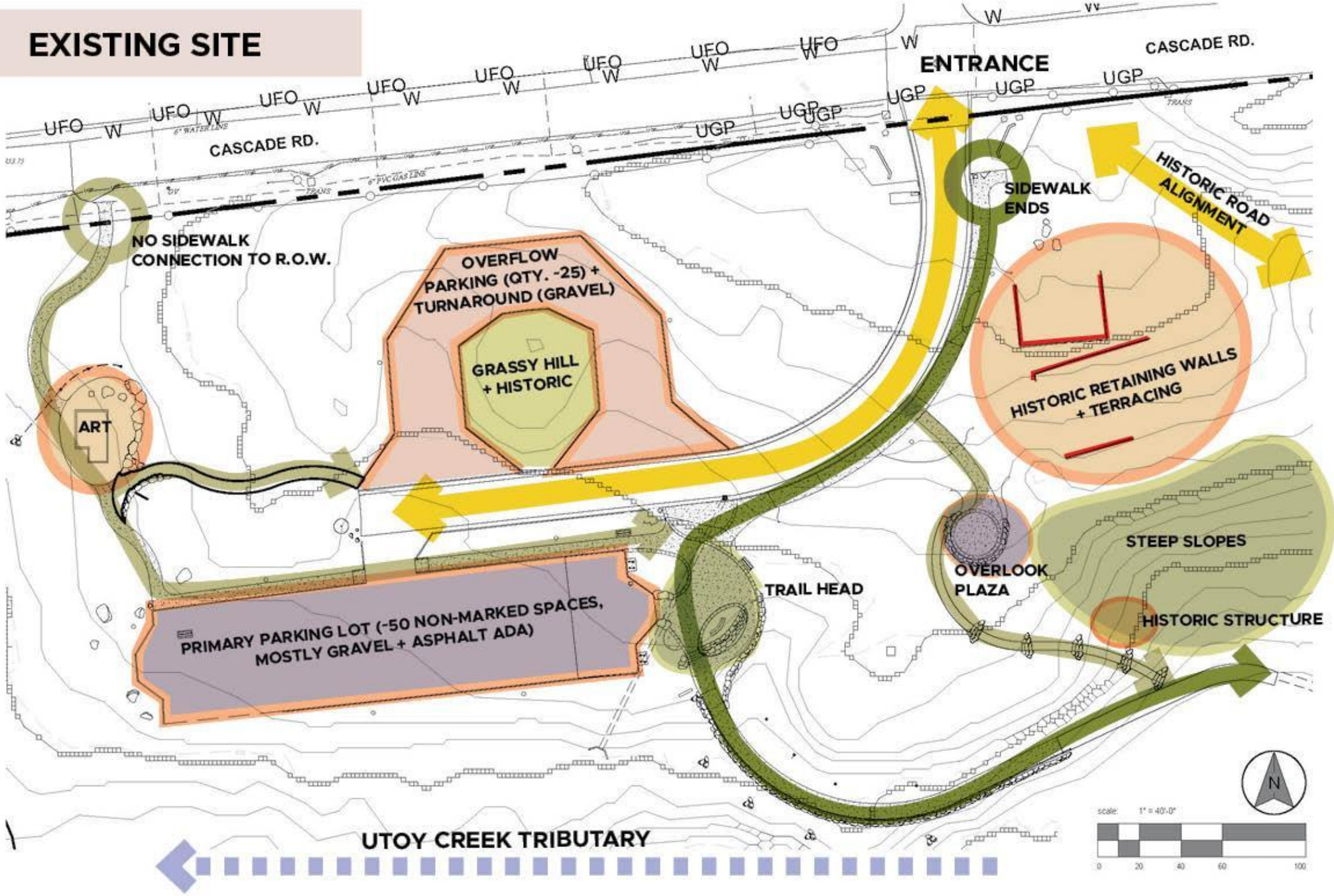
Building & Site Program – Concept Area Allocation

Program Element	Approx. Area
Living Building of Atlanta Nature Center	~15,000 SF (footprint)
Trailhead Plaza / Gathering Space	~9,000 SF
Forest Canopy Walk (ADA-accessible deck area)	~7,500 SF
Trailhead Restroom (stand-alone or integrated)	~1,350 GSF
Interpretive / Wayfinding Nodes	~500 SF
Existing and Expanded Parking Lot	~130-150 spaces
Amphitheater (existing) / Outdoor Classroom	15-20 SF/person
Event Courtyard (associated with interior building event space)	15-25 SF/person
Total Program Area (Acres)	~2-3 acres

Areas reflect approximate land area. Building footprint on concepts illustrates total building GSF (~15,000 - 23,250 GSF over two/three floors). Existing parking included to reflect total disturbed area and some new parking assumed. Not all code-related parking is illustrated on plans

All values are order-of-magnitude estimates pending site survey and final program.

EXISTING SITE



Constraints & Opportunities

Opportunities

Utilize the existing terracing along the east side of the parking lot as the primary building location.

Reconfigure the existing parking areas and vehicular circulation to maximize parking efficiency and eliminate dead-end conditions.

Develop flexible, and multi-purpose community spaces.

Create a series of outdoor classrooms and educational landscapes immediately adjacent to the parking lots and proposed nature center building for ease of access + ADA compliance.

Strengthen neighborhood connectivity and establish a clearer hierarchy of spaces between the existing structures and proposed improvements.

Constraints

Parking requirements: Meeting zoning parking requirements for the proposed building use and occupancy is unlikely without significant land disturbance and impacts to the character of the nature preserve. Evaluate nearby church and grocery center parking lots as potential shared parking resources during high-attendance events.

Challenging topography and the presence of mature trees will require careful site planning and sensitivity to existing natural features.

Stormwater requirements: Minimize impervious surface areas where possible and incorporate integrated stormwater management solutions throughout the site design.

Nature Center Visioning

*IMAGES NOT FOR PUBLIC USE

INDOOR /OUTDOOR CONNECTION







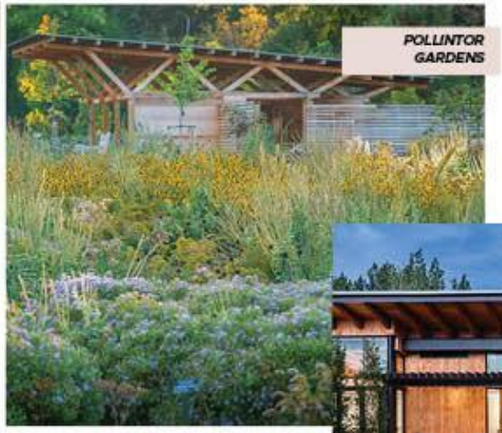
INTEGRATED STORMWATER



CONCEPT IMAGERY


PEDESTRIAN CONNECTIVITY

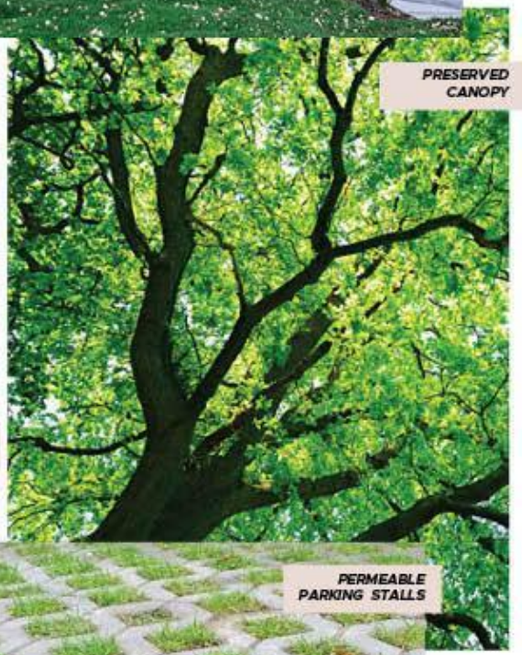

OUTDOOR CLASSROOM


POLLINTOR GARDENS


INDOOR + OUTDOOR RELATIONSHIPS


CANOPY WALK


COMMUNITY EVENT LAWN


PRESERVED CANOPY

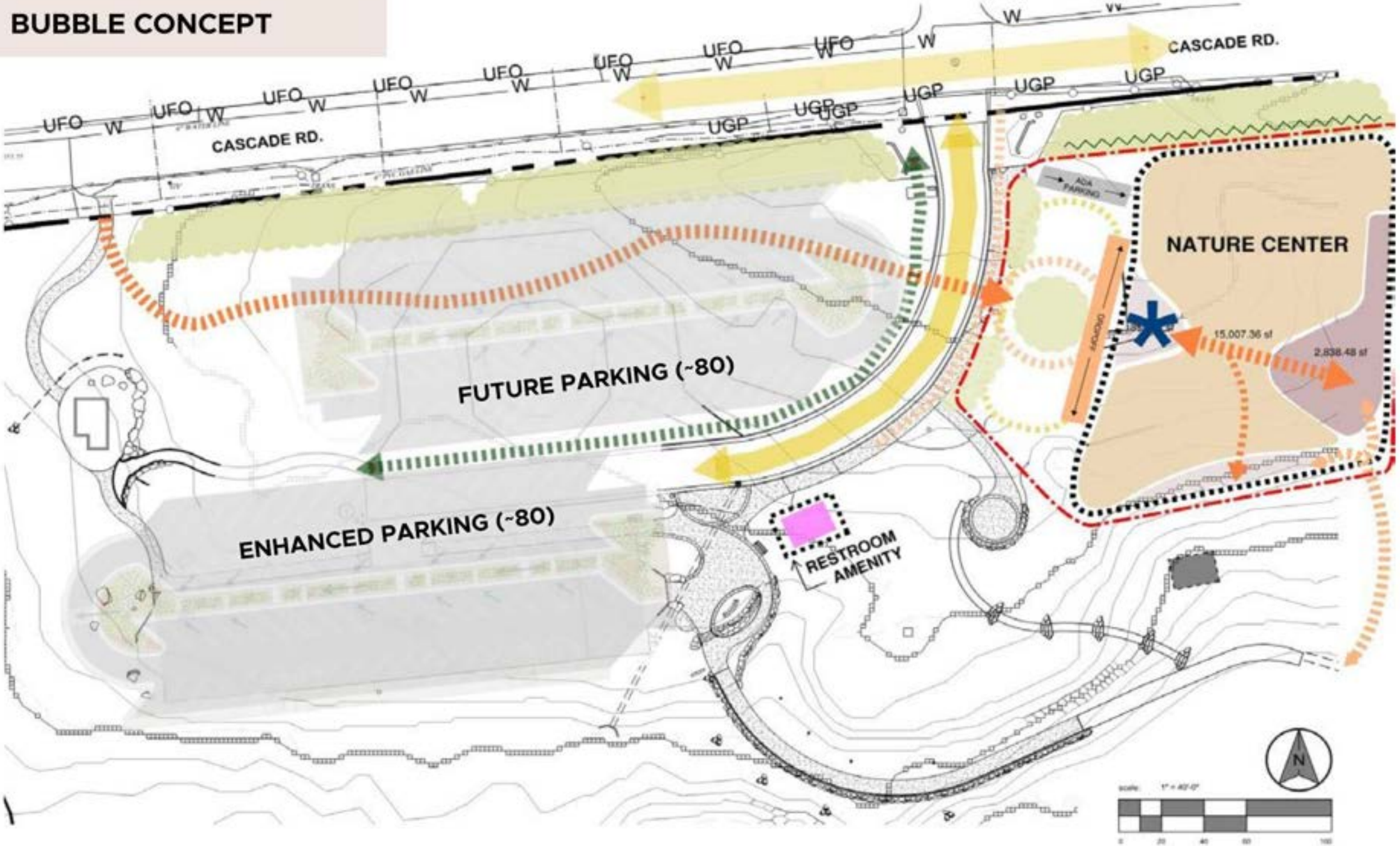

EDUCATION SIGNAGE


FLEXIBLE DROPOFF AREA

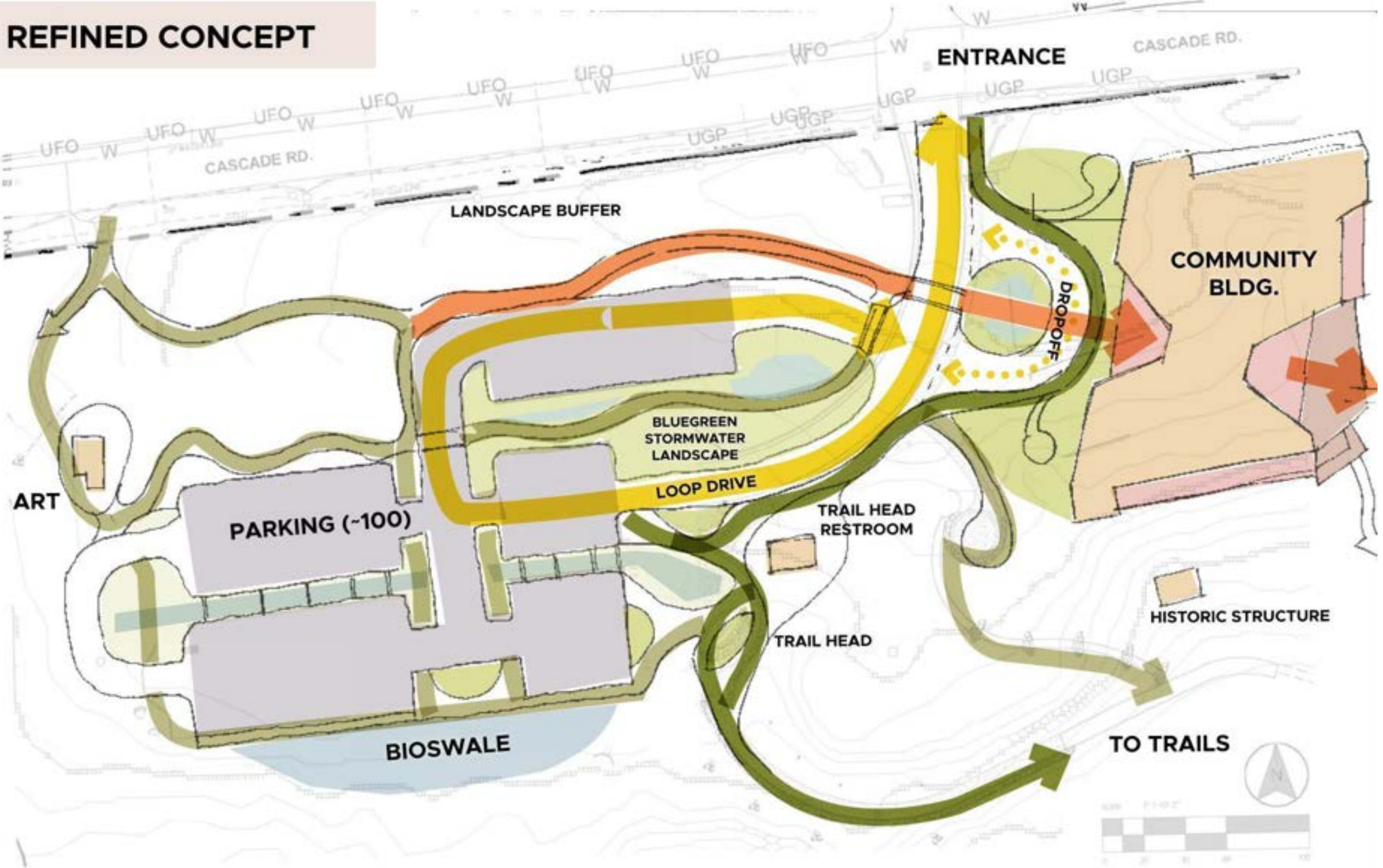

PERMEABLE PARKING STALLS

Concept 1

BUBBLE CONCEPT

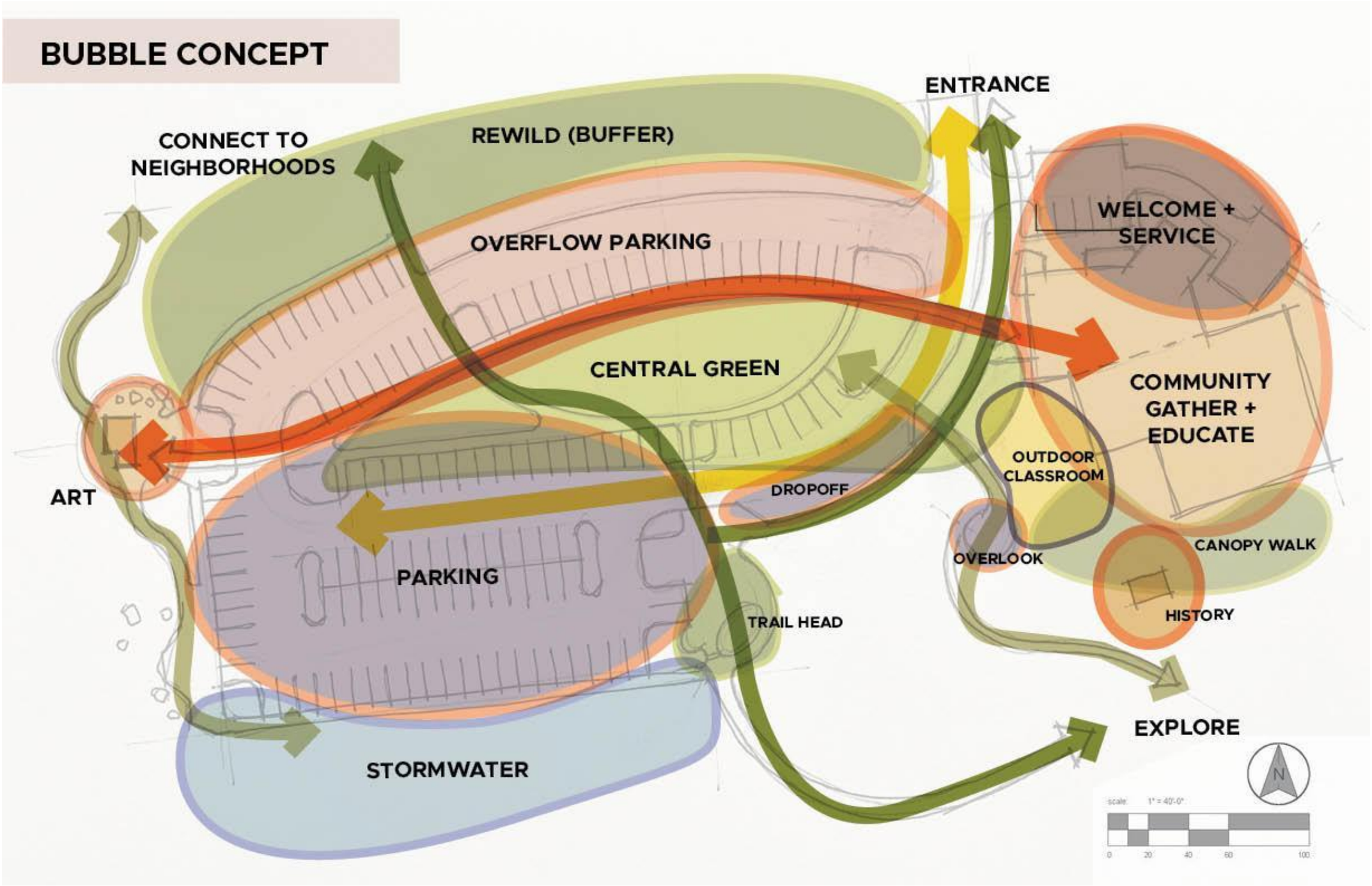


REFINED CONCEPT

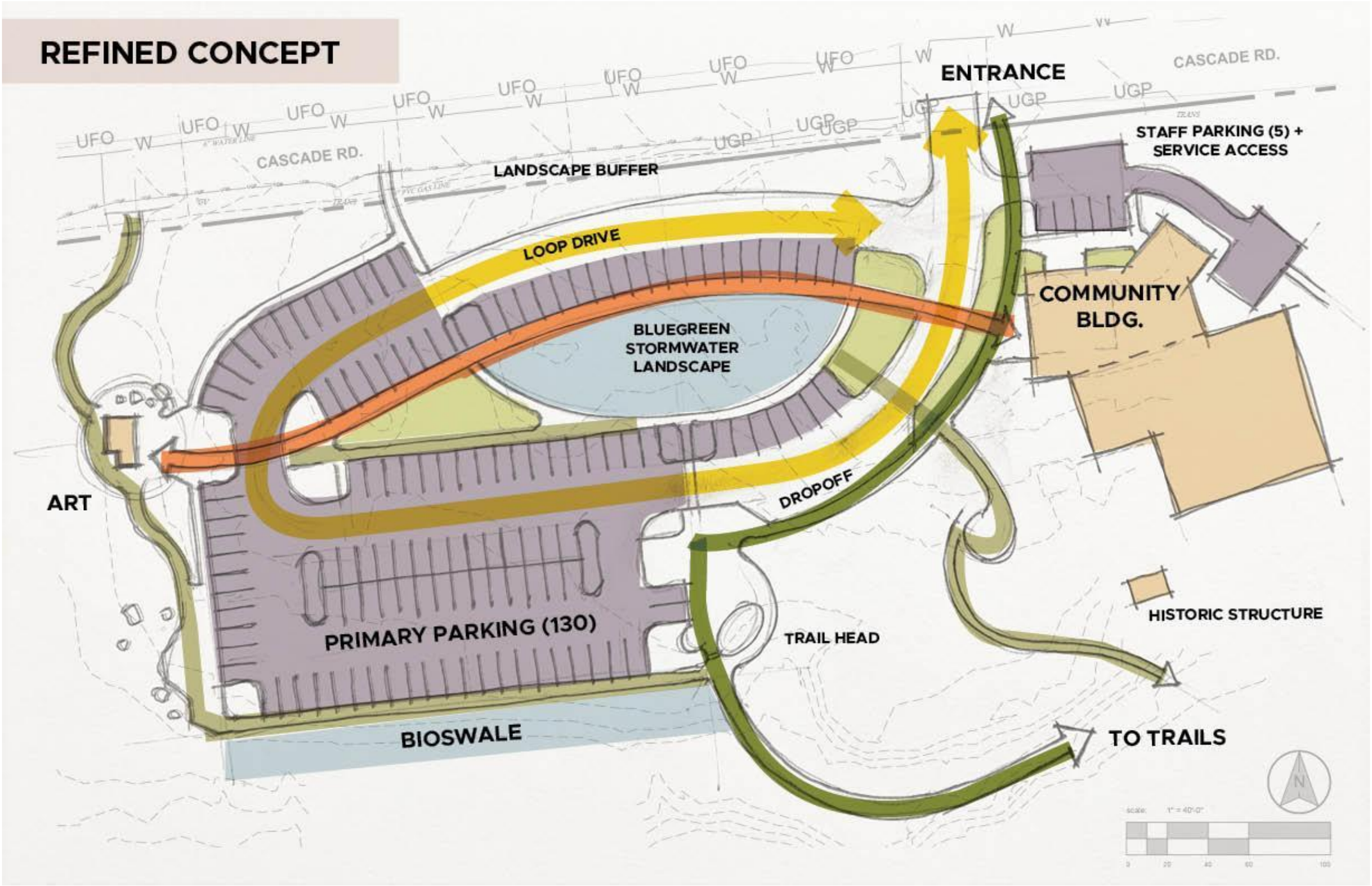


Concept 2

BUBBLE CONCEPT

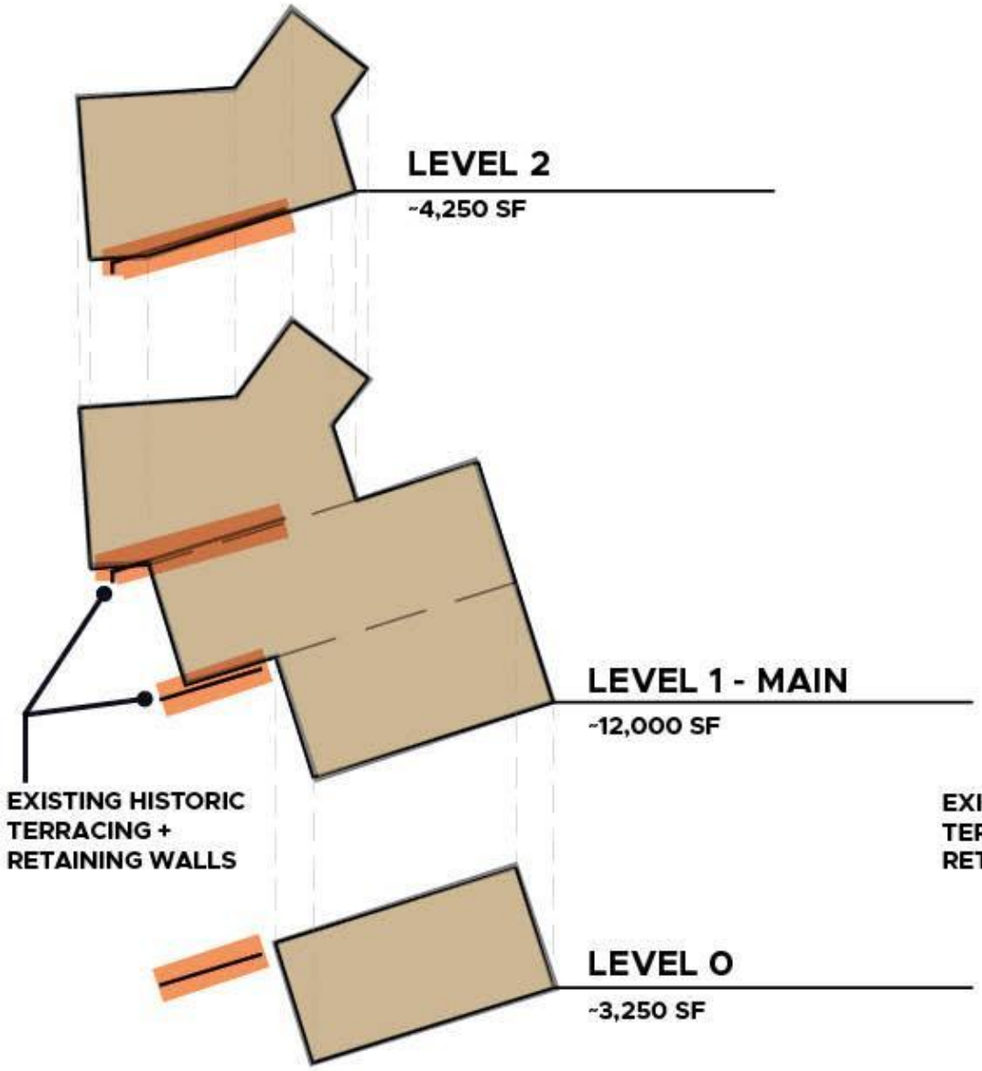


REFINED CONCEPT

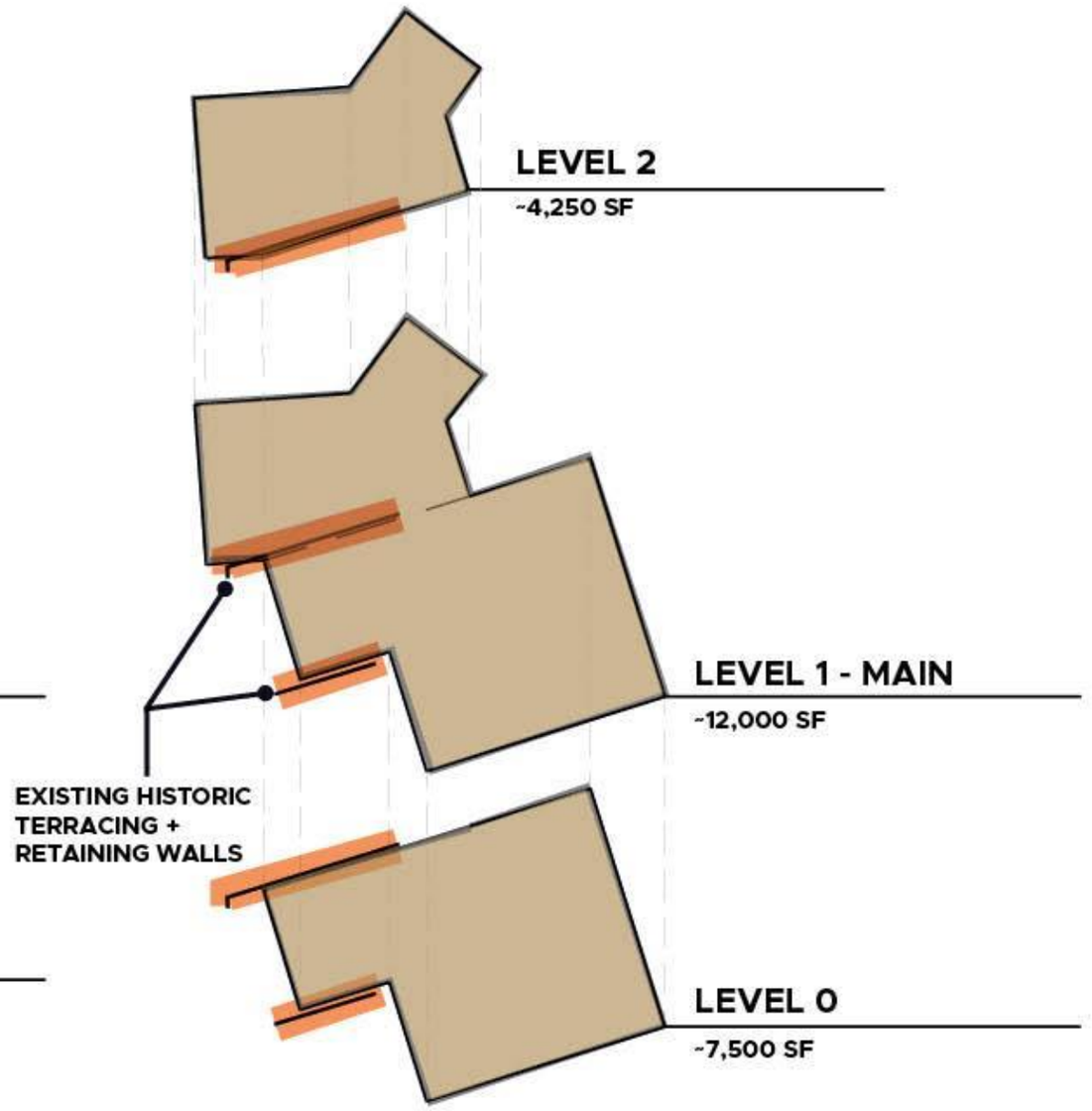


Building Blocking & Illustrative Sketch

BLDG. FLOORPLANS

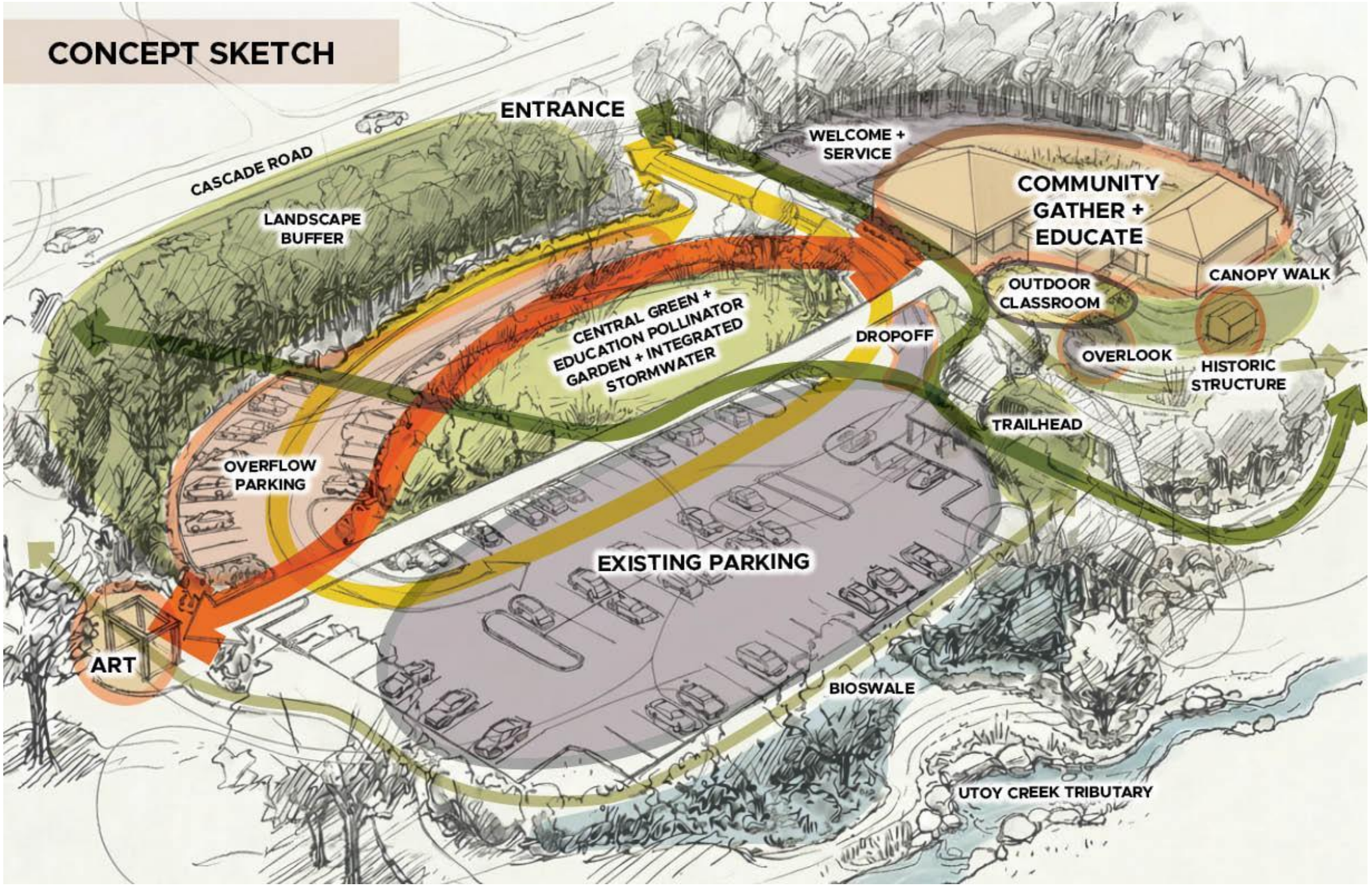


FLOORPLAN OPTION 1: ~19,500 SF



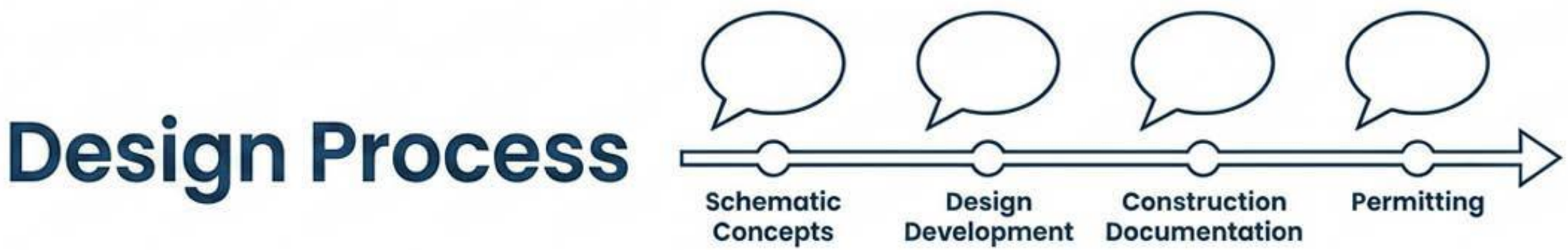
FLOORPLAN OPTION 2: ~23,250 SF

CONCEPT SKETCH



Conclusion / Next Steps





THANK YOU!



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CSNC

ULI Atlanta | 40 YEARS OF IMPACT

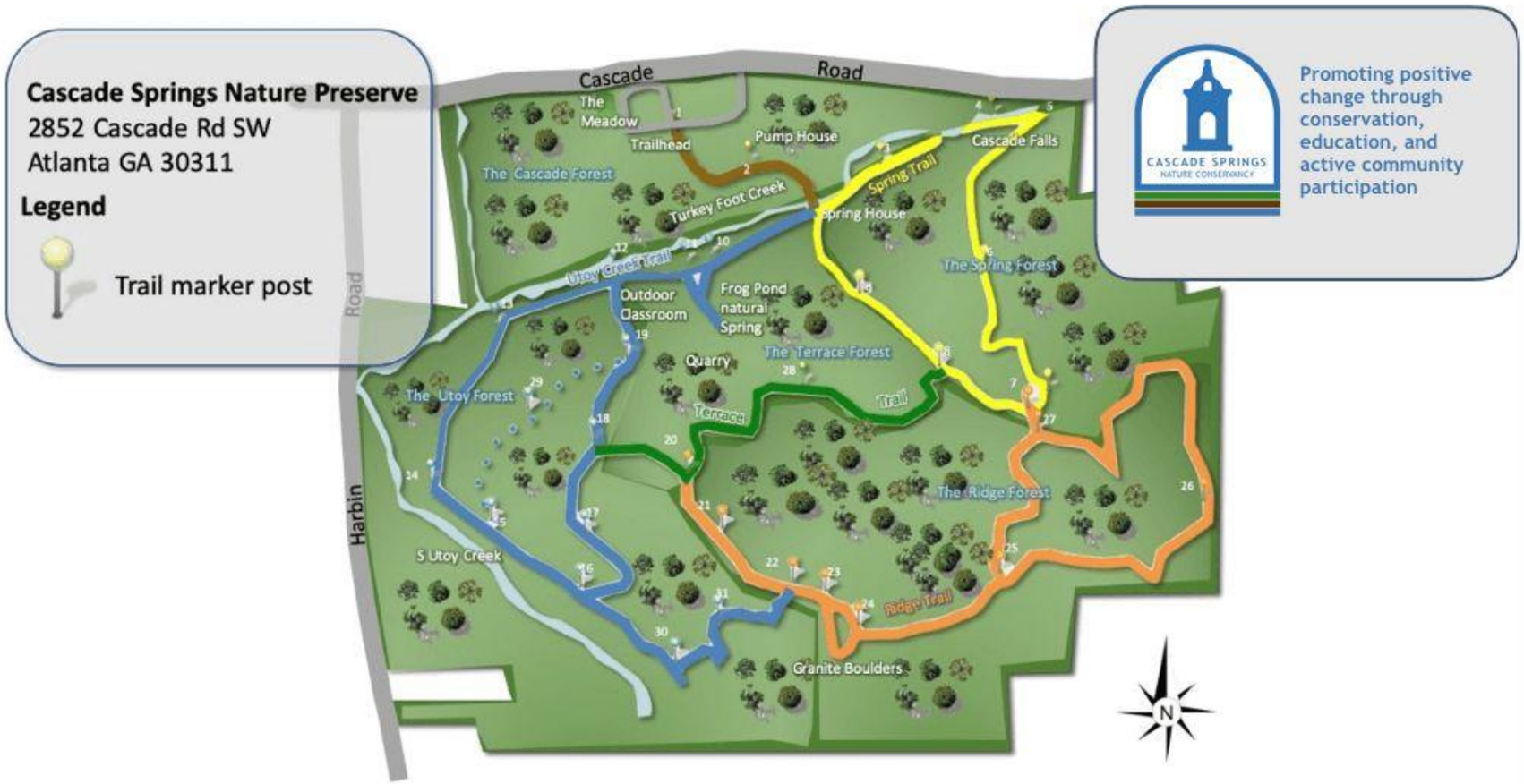
Appendices

List of Appendices

1. LWCF Map Research Notes
2. Nature Center Case Studies - Site Amenities
3. Living Building Challenge Considerations
4. LWCF Conversion Analysis Memo (separate document)
5. Interior Program Worksheet (separate document)
6. Operational Proforma (separate document)

LWCF Map Research Notes

Key Scope Information

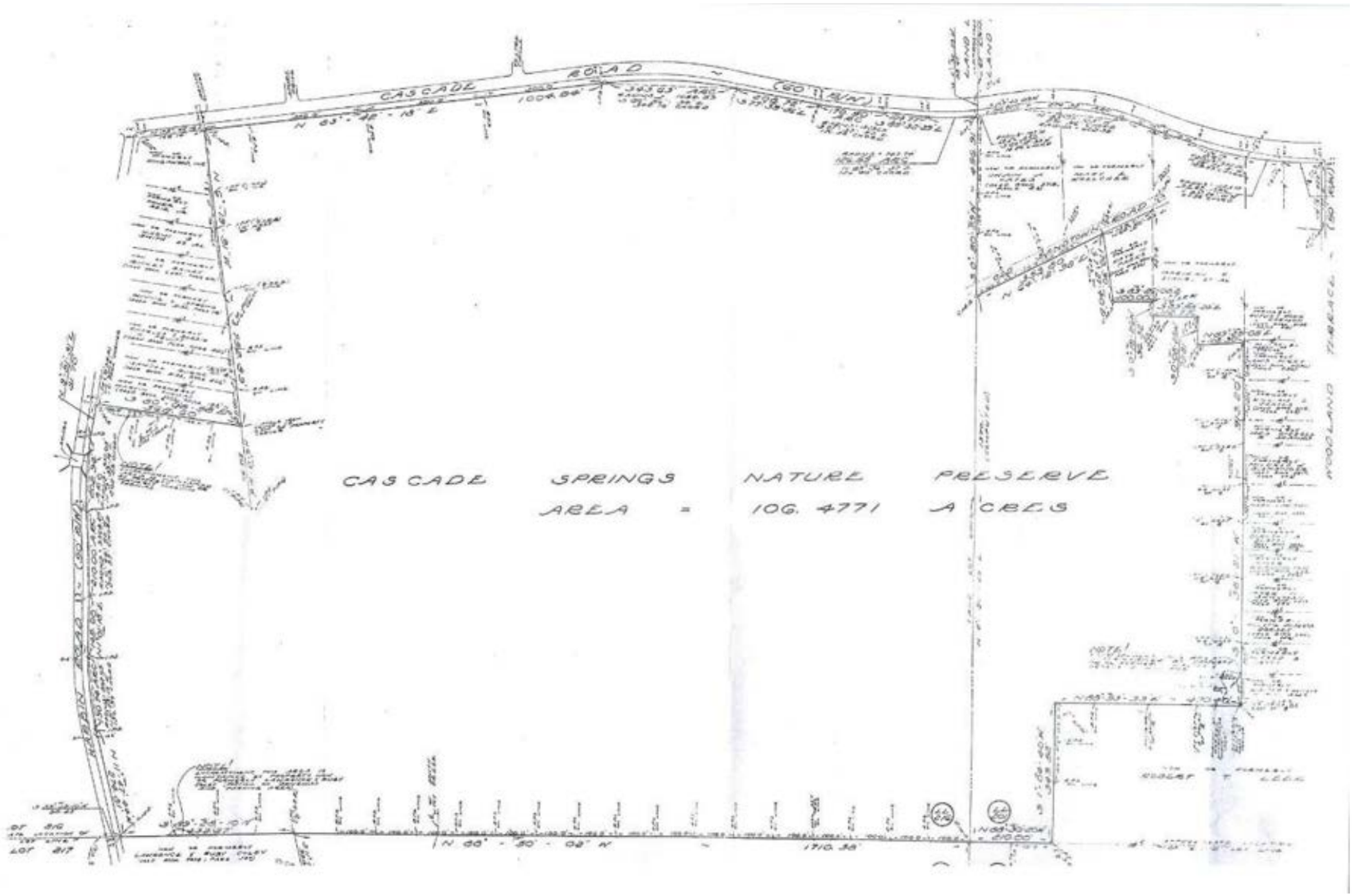


- Cascade Springs Nature Preserve – 125 Acres
  - Cascade Heights Neighborhood, west Atlanta
  - 1979 - land protected as public open space
  - Stewarded by Cascade Springs Nature Conservancy (our client)
- Land and Water Conservation Fund (LWCF)
  - Funded two transactions (1979, 1991)
  - Grant #s 13-00405 (1979), 13-00466 (date unk), and 13-00727 (1991, final)
  - Restricts uses for outdoor recreation
- Living Building Initiative

LWCF Property Research

"Cascade Springs Nature Preserve" Boundary Map of LWCF Property

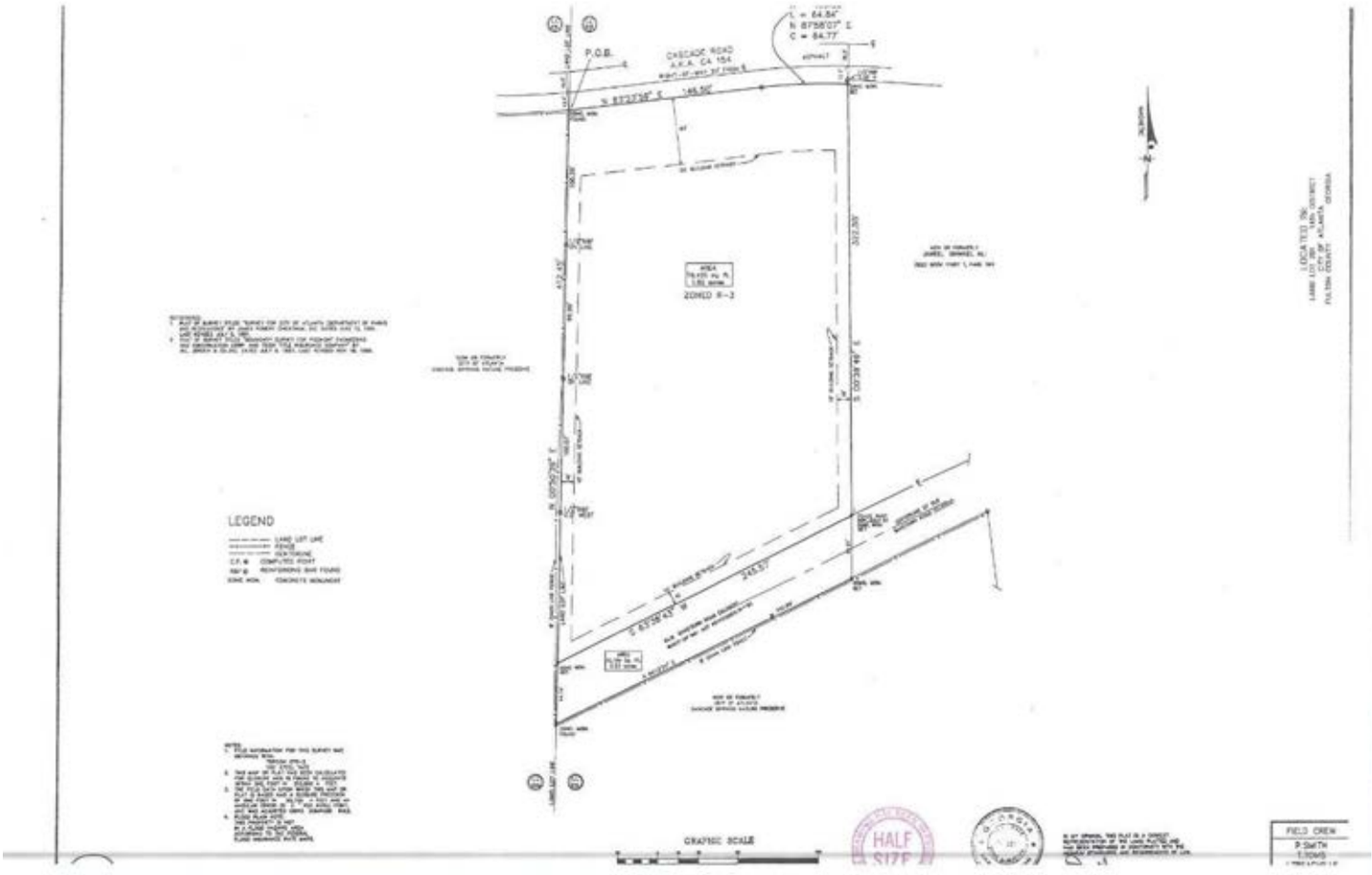
- Awarded LWCF in [date unknown] with Grant 13-00727
- Does not include the northerly 1.82 acre portion of 14-0201 LL0868
- Does include the 2.15 acres of 14-0216 00020108



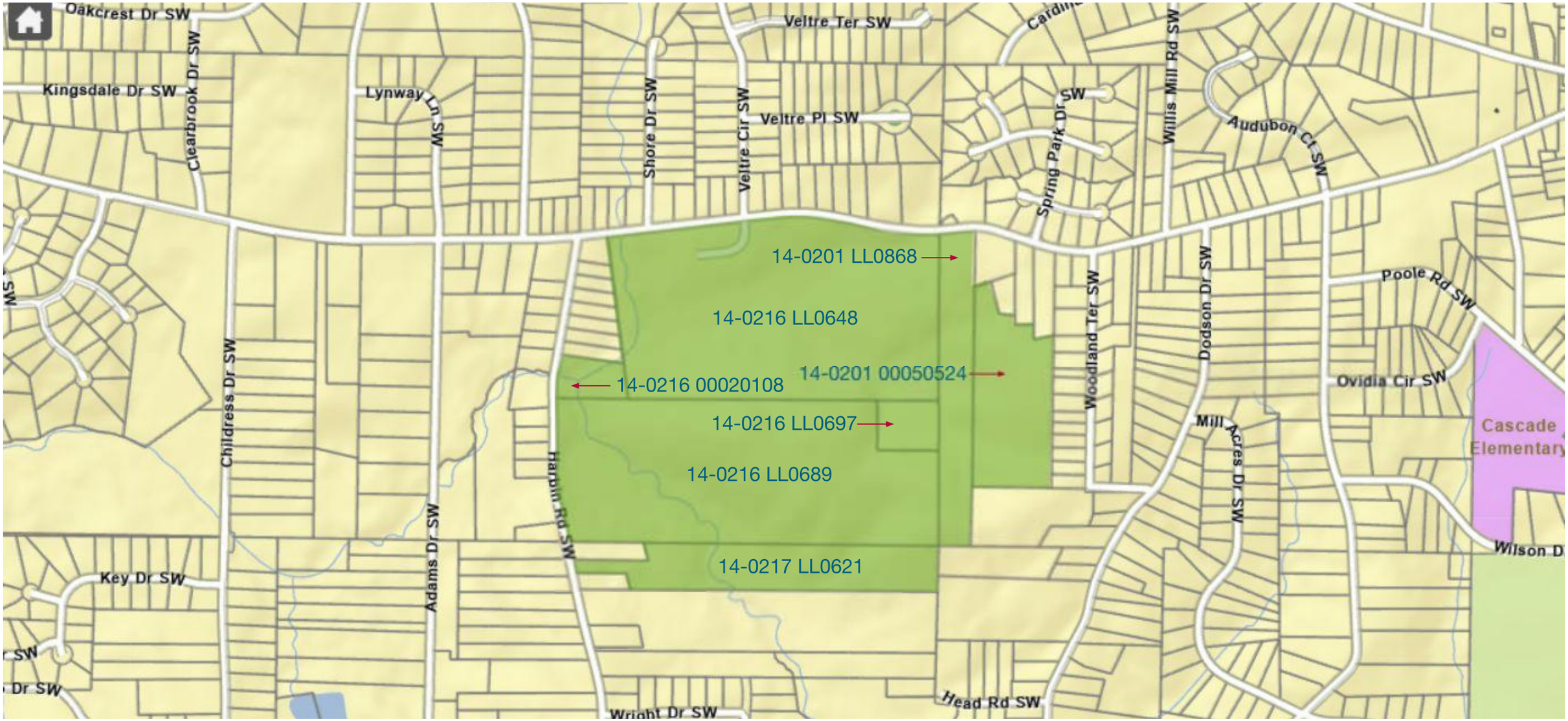
LWCF Property Research

"Cascade Springs Nature Preserve" Boundary Map of LWCF Property (continued)

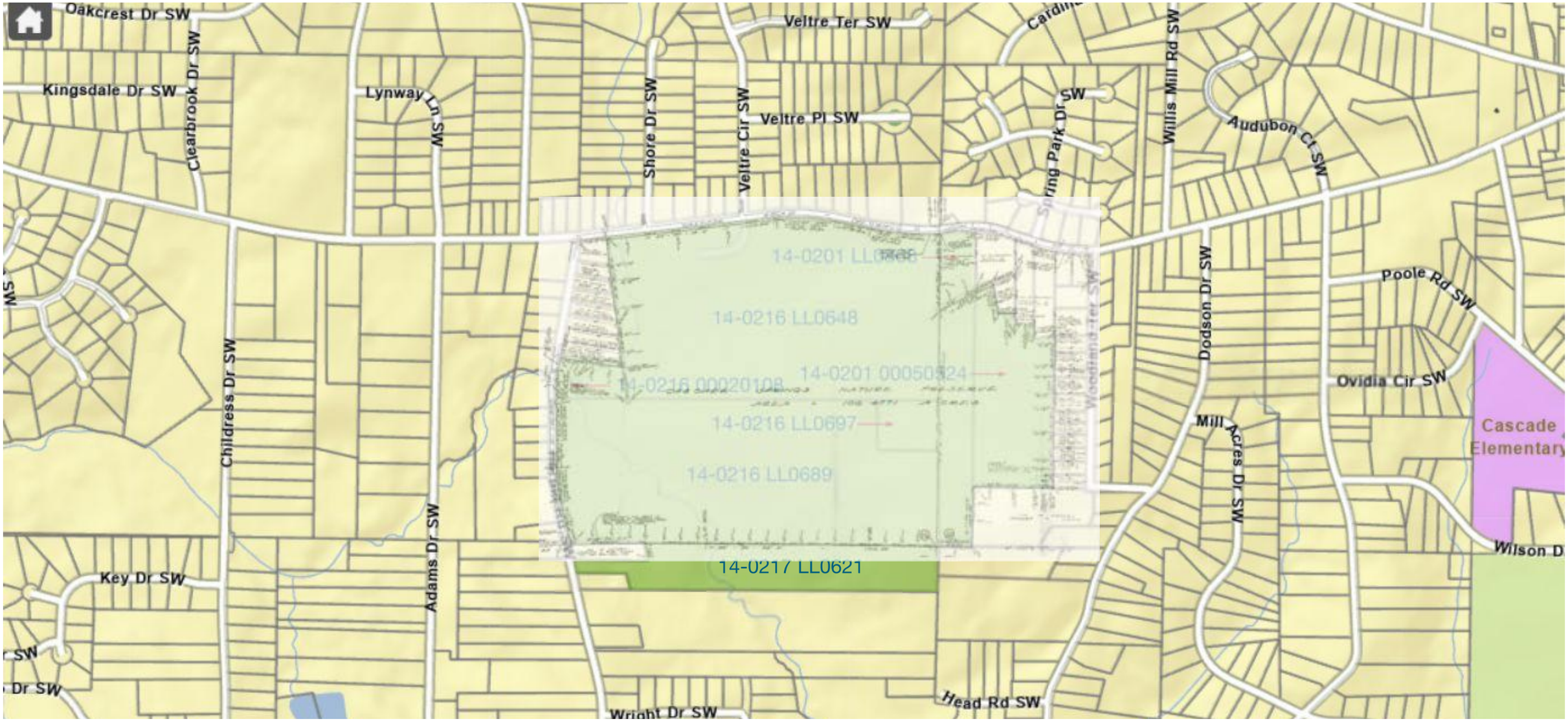
- Awarded LWCF in 1991 via Grant 13-00727
- Northern 1.82 acres of parcel 14-0201 LL0868
- Includes closed but not abandoned Sandtown Road right-of-way (0.23 acres)
- References two older maps:
  - June 1981 Cheatham Map (for City of Atlanta)
  - July 1987 Jorden & Co. Map (for Title Company)



LWCF Property Research



LWCF Property Research



LWCF Property Research

“Cascade Springs” Map Notes

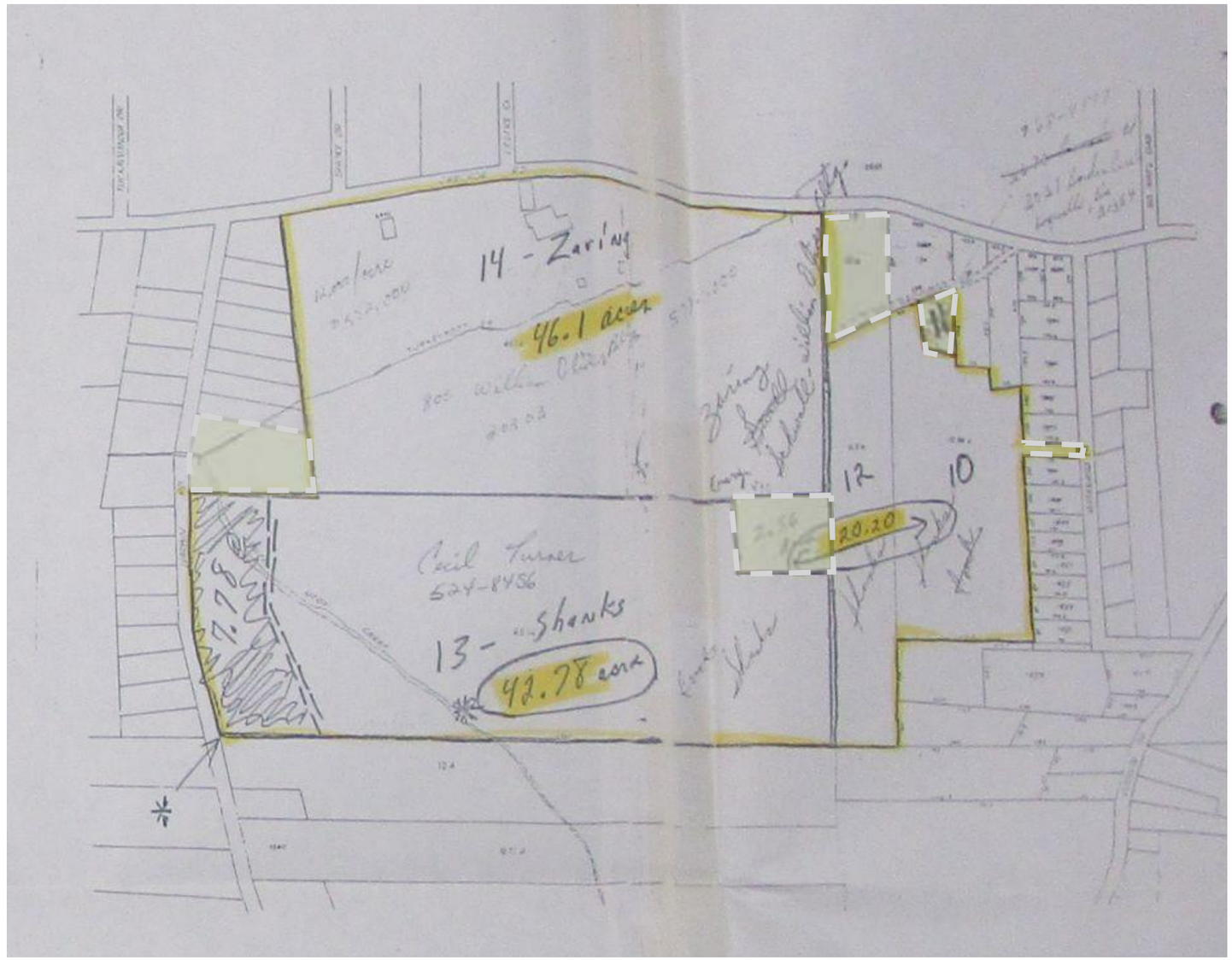
- LWCF Grant 13-00466
- Map date unknown but possibly pre-dates the hand-drawn “Cascade Springs Nature Preserve” and therefore was not the final basis for the late 1970s property transaction
- Does not include the northerly 1.82 acre portion of 14-0201 LL0868
- Does not include the 2.15 acres of 14-0216 00020108
- Seems to include two additional properties on the east boundary at Woodland Terrace SW that were later excluded in the “Cascade Springs Nature Preserve” map



LWCF Property Research

Unnamed Map Notes

- Includes notations that indicate other parcels not noted in Cascade Springs Map
- May have been drawn after Cascade Springs map but before Cascade Springs Nature Preserve map

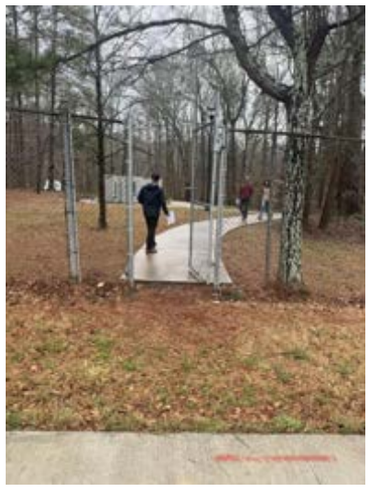


Site Visit











Site Visit









Cultural/Historical and Environmental Assets

- Utoy Creek, cascades and springs
- Trails
- Nature resort history
- Civil war battle
- Largest big leaf forest in Atlanta
- Public Art installations
- Community environmentalism

Nature Center Case Studies – Site Amenities

Nature Centers / Site Amenity Summary

Concept-Level Benchmark of Local & Regional Nature Preserves (Low / No Fee Models)

Facility	Public Access	Fees / Admission	Restrooms	Parking	Trails	Signature / Differentiator
Blue Heron Nature Preserve (ATL)	Yes	Free	No	On-site (limited)	Yes	Urban preserve; building not public
Clyde Shepherd Nature Preserve (Decatur)	Yes	Free	No	Street parking	Yes	Boardwalks + bird observation
Woodlands Garden (Decatur)	Yes	Free	No (public)	17 spaces + 2 ADA	Yes	Native woodland garden
Dunwoody Nature Center	Yes	Free	Yes	On-site	Yes	Trails + education programs; LEED Certified
Autrey Mill Nature Preserve	Yes	Free	Yes	On-site	Yes	Historic village + farm museum
Davidson–Arabia Mountain Preserve	Yes	Free	Limited / varies	Multiple trailheads	Yes	Regional PATH spine + granite outcrop
West Atlanta Watershed Alliance (OAC)	Yes (program-based)	Varies	Not published	On-site	Yes	Treehouse classroom + ropes course

Nature Centers / Site Amenity Summary

Concept-Level Benchmark of Destination / Institutional Models (Fee-Based / Campus-Scaled)

Facility	Public Access	Fees / Admission	Restrooms	Parking	Trails	Signature / Differentiator
Chattahoochee Nature Center	Yes	Paid admission	Yes	On-site	Yes	River boardwalk + exhibits; LEED Gold (2010)
Sweetwater Creek State Park (Visitor Ctr.)	Yes	Park fee	Yes	Paid parking	Yes	Mill ruins + reservoir; LEED Platinum (2006)
Bear Creek Nature Center	Yes	Admission + parking	Yes	On-site	Yes	Animal ambassadors
Fernbank (ATL)	Yes	Museum admission	Yes	Free / limited	Yes	Forest + WildWoods campus
Atlanta Botanical Garden	Yes	Paid admission	Yes	Structured deck	Yes	Canopy Walk + visitor center; some LEED certified buildings (not all)
VINS (Quechee, VT)	Yes	Paid admission	Yes	On-site	Yes	Forest Canopy Walk
Jones Center at Ichauway	Limited	N/A	Not public	Program-based	No	Research & conservation campus

Living Building Challenge
Research Notes

Living Building Challenge: Key Considerations

1. **Higher Upfront Cost + Longer Timeline**
   - More consultant hours (sustainability, MEP, envelope, materials specialists)
   - Longer design phases for research and coordination
   - Potential cost premiums for systems like on-site water treatment, composting or advanced waste systems, and renewable energy infrastructure

2. **Net Positive Energy Requirements**
   - Can the site physically support enough solar generation without compromising tree canopy, habitat, or the preserve aesthetic?
   - Does the building footprint need to become extremely compact and efficient to reduce loads?
   - How will shading from mature trees impact solar feasibility?

3. **Water Independence / Water Petal Challenges**
   - Rainwater harvesting
   - On-site water storage/treatment
   - Blackwater or graywater treatment strategies
   - Composting or alternative toilet systems
   - Are local/state permitting agencies supportive of alternative water/waste systems?
   - Does the operations team have capacity to maintain these systems long term?

4. **Materials Vetting (“Red List”)**
   - LBC has strict restrictions on harmful chemicals/materials through its **Red List**. Be prepared for:
     - Extensive product submittal review
     - Difficulty sourcing compliant materials
     - Potential redesigns when desired products are noncompliant
   - Procurement needs to start early, and contractors must buy into the process.

Living Building Challenge: Key Considerations

5. **Contractor + Team Alignment**
    - LBC is not just a design certification; it's a project delivery mindset. Challenges will include:
        - Construction waste diversion requirements
        - Material tracking/documentation
        - Installation sequencing impacts
        - Contractor education
    - Consider selecting team members with high-performance building experience or dedicating training early.

6. **Operations + Staffing Commitment**
    - Consider who will own compliance after occupancy. Operational discipline will be required for:
        - Energy and water tracking
        - Occupant education
        - Maintenance protocols
        - Performance reporting

Living Building Challenge: What to Know About v4.0

The Kendeda Building was certified under LBC v3.1. LBC is now operating under v4.0

1. **Equity Petal Is More Rigorous (and Less Flexible). Compared to v3.1. This could complicate any controlled-access spaces and fee-based programming.**

   Expect:

   - Stronger requirements around **universal access and inclusion**
   - Restrictions on creating spaces that feel exclusive or privately controlled
   - More scrutiny on how the project serves **all members of the public**

2. **Materials Petal: Red List + Transparency Is Tougher. This will require early procurement strategy and a very aligned GC – even more than Kendeda did.**

   Expect:

   - Greater emphasis on **supply chain transparency** (HPDs, Declare labels)
   - Stricter tracking of embodied carbon and responsible sourcing
   - Less tolerance for “temporary exceptions”

Living Building Challenge: What to Know About v4.0

3. **Carbon Accounting Is More Explicit**

   Expect more rigorous expectations around:

   - Tracking emissions from materials
   - Encouraging low-carbon structural systems
   - Considering the building's full lifecycle impact

4. **Performance Verification Is Still There—but Expectations Are Higher**

   - **There's less leniency** in proving net positive outcomes
   - Data collection and reporting expectations are more robust

5. **Water Petal: Regulatory Friction Is Still a Major Risk**

   v4.0 reinforces expectations around:

   - Net positive water
   - On-site treatment systems

   Note:

   - Permitting agencies haven't necessarily caught up since v3.1, especially for public facilities.
   - Composting toilets, graywater reuse, etc. still face resistance
   - For this project, Public Restrooms + LWCF land + LBC Water Goals = a 3-way constraint problem

Living Building Challenge: What to Know About v4.0

6. **Beauty + Education Are More Intentional.**

   The Beauty Petal leans further into:

   - Biophilic design with measurable intent
   - Public education and storytelling

7. **Certification Pathways Are Clearer—but Less Forgiving**

   v4.0 offers different certification levels (Core, Petal, Full) but:

   - Each path is more clearly defined
   - Expectations within each are tighter

   CSNP may want to consider a Petal certification to better balance cost, risk, and mission, rather than targeting full LBC certification

LWCF Conversion Analysis Memo (separate document)

Interior Program Worksheet (separate document)

Operational Proforma
(separate document)