



Connected  
Development

Golden Shovel  
Stanford University

# Justin-Siena Campus Modernization





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*For a better reading experience, view this document as a virtual book by [clicking here](#).*



# Executive Summary

With input from stakeholders of Justin-Siena High School and in consultation with industry professionals, we have re-imagined the 40-acre campus. Our goal is to build upon the school's rich heritage and elevate its academic, arts, and athletic facilities to match the caliber of the student body, enabling the school to fulfill its mission and to be a greater asset to Napa for decades to come.

Specifically, we have crafted a development vision and implementation plan that comprises of the following:

- **A phased school redevelopment plan** that unifies the dispersed one-story buildings into two connected academic buildings that provide homes for STEM, the arts, casual interactions, and formal gatherings.
- **A 5.5-acre commercial development** carved out from the main campus for multifamily and medical office uses, executed as JV partnerships to fund the school modernization and to provide needed housing and health-services to Napa.
- **A financing strategy** that builds upon proceeds from the JVs with a diverse capital campaign strategy and long-term options that can support future phases of the school redevelopment.

We will walk you through this vision and a plan of action in the remainder of the book. At the end of the book, we've also included a list of professionals open to continuing to support the school should it wish to proceed further.

# School Overview

## About Justin-Siena High School

Built on formerly agricultural land, Justin-Siena is a Catholic college preparatory school in the Lasallian tradition. It opened in 1966 as two schools on adjacent campuses - Justin High School (for boys) sponsored by the De La Salle Christian Brothers and Siena High School (for girls) sponsored by the Dominican Sisters of San Rafael. The schools merged in 1972 to form Justin-Siena High School. The legacy of two adjoining, but separate campuses has carried to present day, imparting the need to create a unified sense of place for the school. Since the merger, Justin-Siena has undertaken various campus improvements aimed at creating a stronger sense of cohesion.

Today, Justin-Siena has a student body of 560, drawing students from Napa Valley and its surrounding counties as well as from 20 countries through its boarding program. The backgrounds of students range from families of farm workers to winery owners, reflecting not only the diverse demographics of the Napa Valley but also the school's commitment to expanding access through its tuition assistance program.

The school celebrates and embodies its mission and culture, which highlight the value of service and giving back to the world in addition to educational excellence. Adhering to these principles, we re-imagined the long-term potential of the school grounds to enhance the experience of future generations of students.

**560**  
students

**20**  
countries

**45%**  
students of  
diverse  
backgrounds

**Over**  
**50**  
years of  
tradition

## CULTURE

---

The Justin-Siena culture expects both an internal drive to use one's gifts to the best of one's abilities and an altruistic drive to leave the world better than one found it.

## MISSION

---

Justin-Siena is a Catholic high school in the Lasallian tradition called to provide educational excellence in a loving, Christ-centered community that prepares students to serve and to lead in an ever-changing world.

# School Overview

## About the Existing Campus

Justin-Siena's campus spans approximately 40 acres. Its athletics fields serve as buffers between the main buildings and the heavily trafficked roads that bound the school. The core of the campus consists of five academic wings, two administrative buildings, a cafeteria, gym and two arts buildings. Facility conditions vary, with repairs needed for many of the academic buildings.

Three of the academic wings open to Patron's Plaza, a green space under a lush canopy of trees that has become a cherished gathering place for students. Other outdoor spaces include a generous open lawn and a bare gravel field, both of which are not heavily utilized.

Other notable elements on campus include a building that houses the Napa School of Music, a chapel, and a convent-turned-student residence for the school's international boarding program. There is also a separate but adjoining parcel that is home to Napa Fire Station No. 3.



*A dedicated plaza showcasing typical school architecture, which frequently features the Lasallian star representing the five core Lasallian principles.*

# Aerial of Existing Campus



# School Overview

## About the Existing Campus (cont.)

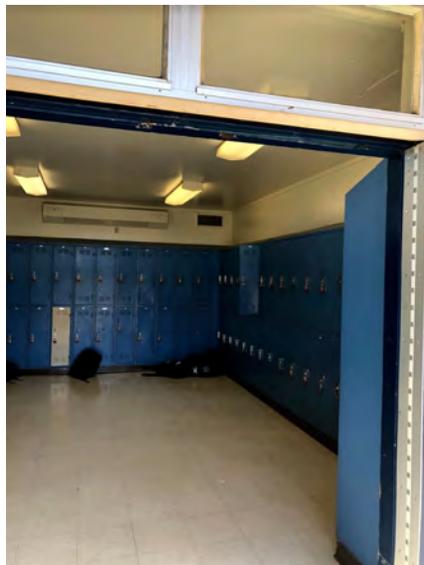
Several different architectural styles exist on the campus due to its past history as two schools and periodic capital projects. We recognize the resulting disjointedness does not reflect the caliber of Justin-Siena's student body. Our proposal focuses on redeveloping Justin-Siena into a more architecturally united campus.



*Zetter Center*



*Typical campus architecture*



*View of existing locker room*



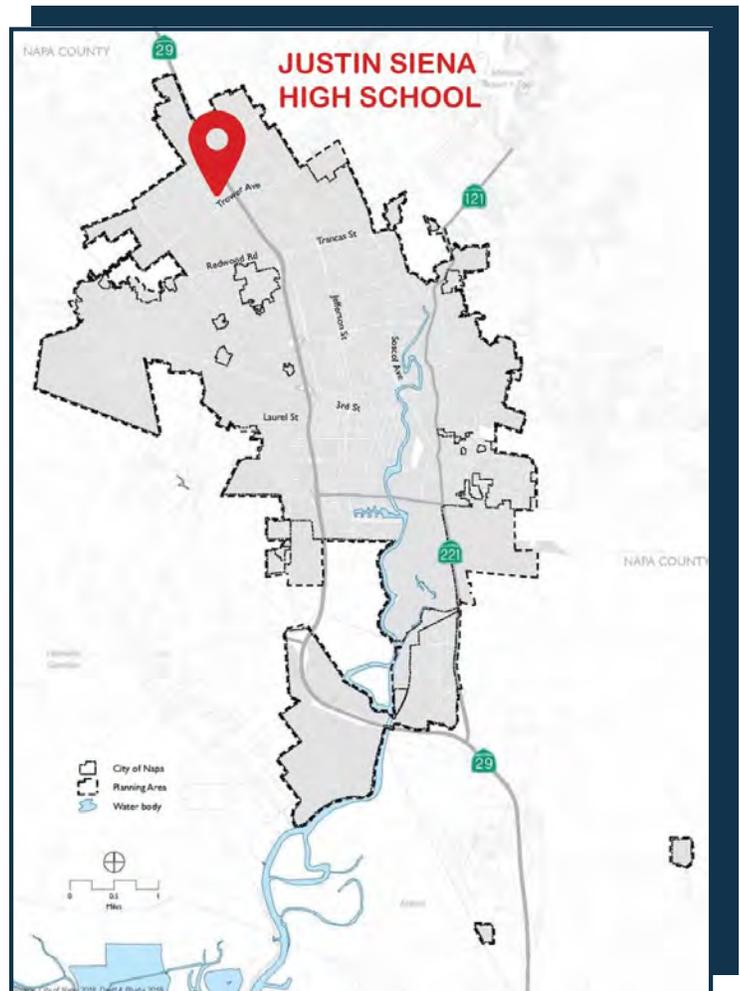
*View of exterior of academic building*

# Site Overview

## Surrounding Area

The campus is bound by the parallel Solano Avenue and Highway 29 to the east, Trower Avenue to the south, and Maher Street to the west. Trower Avenue is one of several major east-west connections across town, and is prone to congestion. Maher Street separates the school from the adjacent residential neighborhood of predominantly single-family detached homes.

Highway 29 is a major arterial that connects downtown Napa to the wine country further north. Along the stretch of highway where the school is located, there is a more diverse mix of uses, including destination dining, mid-range hotels, a commercial strip immediately north of the school. Additionally, there are higher density residential developments, such as the Watermark Senior Living facility (30 units/acre) and Hawthorne Village (20 units/acre). Note that the athletic facilities and portions of the campus are visible from Highway 29, which enhances the broader community's awareness of the school.



# Site Overview

## Surrounding Area (cont.)

The site is well-served by neighborhood attractions such as the Napa Vine Trail that runs between the parallel Solano Avenue and Highway 29, two parks within a half-mile radius, and a major shopping and dining node one mile south on Trancas Street. Further east on the Trancas Street Corridor is a major healthcare hub anchored by Queen of the Valley Medical Center and Napa Valley Care Center.



# Site Overview

## Previous Master Planning Exercises

With a 14:1 student-to-land acreage ratio, compared to 60:1 and 75:1 for area peer schools, Justin-Siena is a land rich organization with substantial untapped value in its underutilized land. It has undergone several master planning exercises in the past to explore potential potential value that can be derived from converting its land into commercial developments commercial developments along Solano Avenue.

These efforts ultimately resulted in ground leasing some campus land to Oppidan. Oppidan is currently developing Watermark Senior Living, a three-story, 173-unit facility on a 5.8 acre parcel facing Solano. It is expected to deliver in Summer 2020 (as a note, COVID-19 may cause project delay). The school is also in the planning stages to build eight single-story detached homes for faculty using prefab components in the northwest corner of campus abutting the residential neighborhood.

Some of the most critical lessons learned from the school's prior planning and development efforts include community sensitivities to increased traffic generation (especially along Trower Avenue and Maher Street) as well as the importance of architectural designs that are in line with the overall neighborhood character.

# Our Approach

## Incorporating School Values

### ALLHEART.

At Justin-Siena, the Lasallian Catholic values that support the “ALLHEART” ethos are the foundation of this independent college preparatory school. As best explained by the school itself, “ALLHEART” means:

- “We **believe**. Only by believing in ourselves and each other will we reach our full potential. Belief is the confidence of knowing that our lives have purpose, and that God is with us.
- We **love**. We love so we fully give ourselves to others. Only in the context of love will become who we were made to be - individually and collectively.
- We **will**. Willpower is present within all of us. We have the power to will a better reality into existence.”

Our redevelopment vision builds upon these values to create a campus that works in harmony with the surrounding residential and commercial uses. The new campus provides an innovative and engaging learning environment that will encourage Justin-Siena students to become well-rounded scholars, samaritans, and future leaders.



# Our Approach

## Stakeholder Objectives

As a part of our planning process, we identified four key stakeholder groups: (1) the administration, (2) the student body, (3) the alumni, and (4) the surrounding Napa community. Through numerous interviews, we determined the most important items for each stakeholder group with regards to redeveloping the campus.

### School



- Embody ALLHEART
- Reflect the academic excellence of student body
- Be a community asset
- Enhance safety
- Self-financing redevelopment

### Students



- Spaces for gathering and studying
- Upgraded athletic and arts facilities
- Modern classrooms that fully support education pursuits

### Alumni



- A better environment for casual social interactions
- A modern campus that pays homage to school traditions and surrounding Napa

### Community



- Serves community needs
- Improves or maintains property value
- Limited traffic implications
- Aligns with Napa's rural aesthetic

# Our Approach

## School Administration

For the administration of Justin-Siena, campus modernization is not only an opportunity to safeguard their role as an enduring and valuable asset to the community, but also a chance to reinvigorate a campus whose facilities drastically underserve its student body. Redevelopment of the campus requires a design that is purposeful with its indoor and outdoor spaces. Any ability to continue or enhance synergistic relationships with outside organizations are welcome.

The plan must also include elements that respond to growing demands for active school safety measures. Administrators would like to maximize the potential revenue from freed up real estate on campus and minimize the need for debt needed for the redevelopment effort. So far, the school has generated additional income through a ground lease of the Watermark Senior Living site and facility sharing arrangements with external organizations.

While the campus meets most of the needs of the student population today, it is unlikely today's facilities, as they exist, will allow the school to keep pace with advances in STEAM education and the demands of parents and students of the future.

# Our Approach

## Students

Students lack formal places for gathering or studying outside on today's campus. Limited landscape features and furniture impact the effective use of most of the lush green space Justin-Siena possesses. Many of the buildings on the campus are decades old; notably, the school lacks modern science and engineering facilities to serve the interests and needs of students.

## Alumni

It is no secret that Justin-Siena holds a special place in the hearts of many of its alumni. For alumni, tradition is paramount. Many hold fond memories of the school invariably linked to its hallways, lockers, and classrooms. As a result, it is important that we pay tribute to and embody the school's history in our campus re-design. Alumni, many of whom have children who are students or graduates of Justin-Siena, desire communal spaces to connect with other alumni, school staff, and current students.

## The Napa Community

Napa has a strong NIMBY mentality. Commercial development that encroaches on the predominantly residential environment is often vehemently opposed by the community. More so, architectural design or circulation plans that disturb the quiet harmony of the neighborhoods surrounding the school may impede project approval.

# Our Approach

## Development Objectives

We compiled the comments, considerations and desires of each stakeholder group and crafted a single list of objectives to lead the campus redesign, including land uses for any freed up land.

Sustainable, resilient design that builds upon the established character of the school and the Napa community.

A modern campus with world-class facilities built for innovation, collaboration, and informal and formal interactions between students, alumni, and the community.

A redevelopment encompassing complementary land uses that: maximizes revenue potential for the school, best compliments the campus and neighborhood character, and serves all stakeholders while reducing negative externalities.

# Our Approach

## Opportunities & Constraints

In addition to stakeholder needs, our development proposal also took into account opportunities that we could capitalize upon while respecting the boundary constraints of the project.

### We want to take advantage of opportunities to:

- Enhance Justin-Siena's roots with the community
- Celebrate the site's agrarian past and Napa's agricultural traditions
- Enrich the educational experience of the student body
- Promote the mental and emotional well-being of students and staff
- Honor Justin-Siena's mission to serve others
- Address the needs of the broader Napa community
- Ensure the longevity of Justin-Siena's facilities

### We are bound by a number of constraints:

- Lack of funds to finance campus redevelopment
- History of neighborhood opposition to development
- Existence of a utilities easement that limits buildable area
- Limiting impact to academic and athletic schedules
- The school's limited resources for managing a long-term development plan
- Challenging development economics in non-primary market

# Campus Master Plan

## Components of the Master Plan

Our campus master plan has two components:

### **The School Redevelopment Plan:**

- Provides academic, cultural and athletic facilities that can be built on a phased basis (as funding is available)
- Supports students as they develop the skills and experiences that allow them to flourish in an evolving, global environment
- Takes careful consideration to the layout of indoor and outdoor spaces to create a flexible setting for religious activities and social gatherings
- Includes new circulation routes for cars, bikes, and pedestrians

### **The Commercial Development Plan:**

- Involves a mix of multifamily residential and medical office uses
- Creates revenue through strategic deal structures and financing on freed up land
- Supports the school's mission to enhance the educational experience and connect with the community

The master plan should be viewed as a living document, since it will be implemented over an extended period of time. Any long-term plan needs to be flexible enough in terms of the physical improvements and implementation timeline to best respond to significant changes over time in school and student needs, market conditions, and financial capability.

# Proposed New Master Plan



# Campus Master Plan

## Additional Commentary on Proposed Commercial Development

Due to budgetary restraints, the modernization of Justin-Siena's campus requires taking its most valuable asset - its land - and creating a strategy to monetize the asset to fund the capital requirements of the project. Recognizing the importance of synergy between site uses, several opportunities were reviewed before choosing the final development proposal. This commercial development is not just a benefit to the school but also a positive contribution to the Napa community, creating additional affordable housing supply in a strained market and bringing needed medical services.

## Future Growth

For Justin-Siena, excellence doesn't stop at the doors of the classroom. Modernization and growth take thorough planning and time. That is why we have designed a ten-year development plan, meant to be executed in phases as it best aligns with the school's resources, capacity, and room for expansion and growth.

In future phases, we have outlined strategies for funding and developing an on-campus auditorium as well as a new athletic complex to serve the student body. Arts and athletics are compelling reasons for students to attend the school. For this reason, we have laid a pathway for Justin-Siena to redevelop or build facilities that aim to serve those needs.

# Campus Master Plan

## Master Plan by Phase

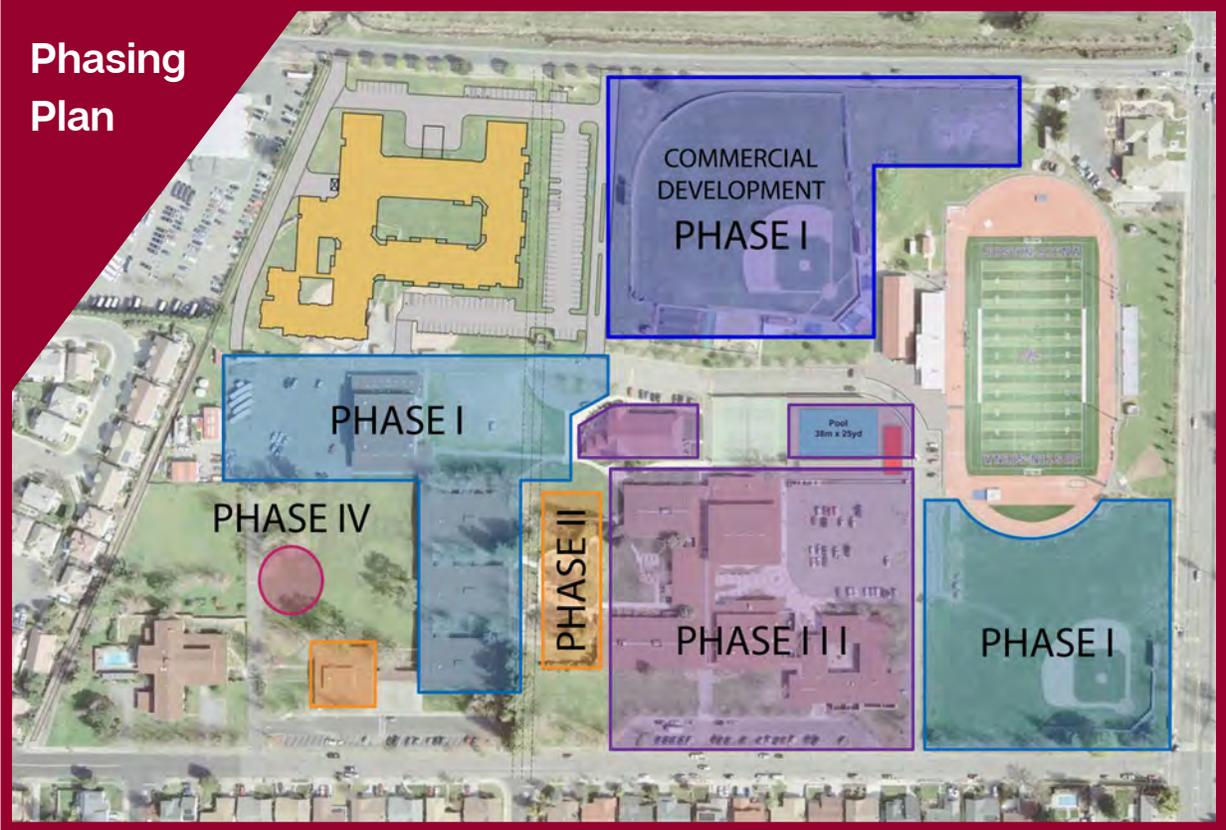
Below is an overview of the proposed development phases for the new campus. Additional details can be found in the Sources & Uses section.

**Phase I (Academic):** Commencement of commercial development and construction of one of two new academic buildings.

**Phase II (Academic):** Construction of the second academic building.

**Phase III (Athletics):** Redevelopment of existing athletic facilities, if funds can be raised.

**Phase IV (Arts):** Construction of a new auditorium to serve the school and community, if funds can be raised.





# School Redevelopment

## A New Vision for Justin-Siena

With input from high school stakeholders and real estate professionals, we re-envisioned the existing widespread, one-story campus as two connected, two-story buildings that would serve as the heart of the campus. The new Justin-Siena high school will be the hub for superlative academic endeavors as well as a home for innovation and creativity in science, engineering, and the arts.

The new buildings will have enhanced STEM (Science, Technology, Engineering and Math) facilities, a Maker Space, flexible classrooms, and dedicated space for small and large groups to study, socialize and congregate. The new academic building will act as the heart of the school, situated between the auditorium and the athletic facilities on a newly condensed campus.

The new 114,000 SF high school will house:

- 32 classrooms,
- A new STEM Center with 3 science labs, a MakerSpace, and a coding lab,
- 2 music rooms and 2 visual arts studios,
- 16 study rooms and breakout spaces,
- An administration wing, and
- A dining hall and flexible space for large events.

A grand entry drive with pronounced signage, visible from Highway 29, will be developed in the heart of the campus to welcome students, buses and visitors.

# School Redevelopment

## Architectural Design: Exterior Character

Due to the proximity of the school building to the residential homes facing Maher Street, we partitioned the sightline of the high school using four separate roofs to dampen the abrupt shift in height from single family homes to a two-story academic institution. Below, the North Building and to the right, the South Building.







*Shots of the high school building, as seen from Maher Street, where the single family homes are located. The structure is strategically oriented to minimize the obstruction of views from the neighborhood perspective.*



# School Redevelopment

## Access to The Campus: Changing from Maher Street to Solano Avenue

A grand entry drive with pronounced signage, visible from Highway 29, will lead into the heart of the campus to welcome students, buses and visitors. As shown in the Master Plan, buses and cars will enter the school campus from Solano Avenue, minimizing traffic on Maher Street and for the surrounding neighborhood. 150 parking spots are dedicated to students and faculty as well as visitors. Because school safety is paramount, an automatic gate will be placed at the entrance to the school's parking lot. This gate will be controlled by the front office; visitors to the campus will have to enter a specific gate code in order to enter the premises outside of normal drop off and pick up times.



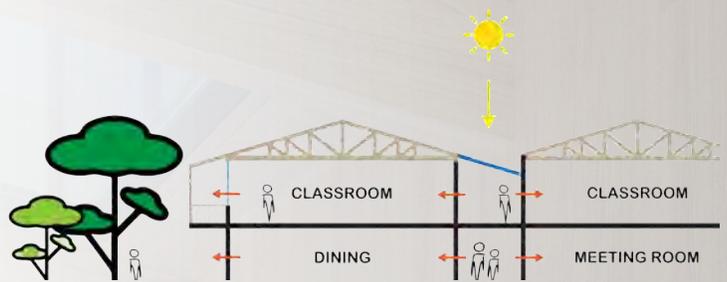


# School Redevelopment

## Architectural Design: Exterior Character (cont.)

The North Building is a single building with two angle roofs adjoined by skylights; the South building is similarly designed. The skylights act as both an architectural detail and an avenue for natural light to pour into the 2nd floor corridor, where student lockers reside.





A cross section of the North Building, highlighting:  
**(1)** The roof partitioning strategy proposed in order to dampen the abrupt shift in scale between the neighborhood and institution; and **(2)** The addition of a skylight over the main 2nd floor corridor for natural lighting maximization.





*A covered bridge on the second floor connects the North and South Buildings, allowing students to flow naturally from classroom to classroom on the second floor.*



# School Redevelopment

## Architectural Design: Exterior Character (cont.)

The primary character for the new school buildings pays tribute to the agrarian heritage of Napa and the Christian Brothers, while incorporating prominent elements found in the existing buildings, such as generous roof overhangs adorned with visible wood beams. In the new buildings, exposed wood beams line the underside of each building's canopy and add architectural interest to the northeast and southwest second floor walls. Each new building is wrapped in glass with separating wood-clad columns. Operating glass garage doors line one side of the dining hall and the makerspace for seamless indoor/outdoor integration.



*Example of the envisioned dining hall: operating glass garage doors that maximize indoor/outdoor integration. (Branson School Student Commons, Turnbull Griffin Haesloop)*

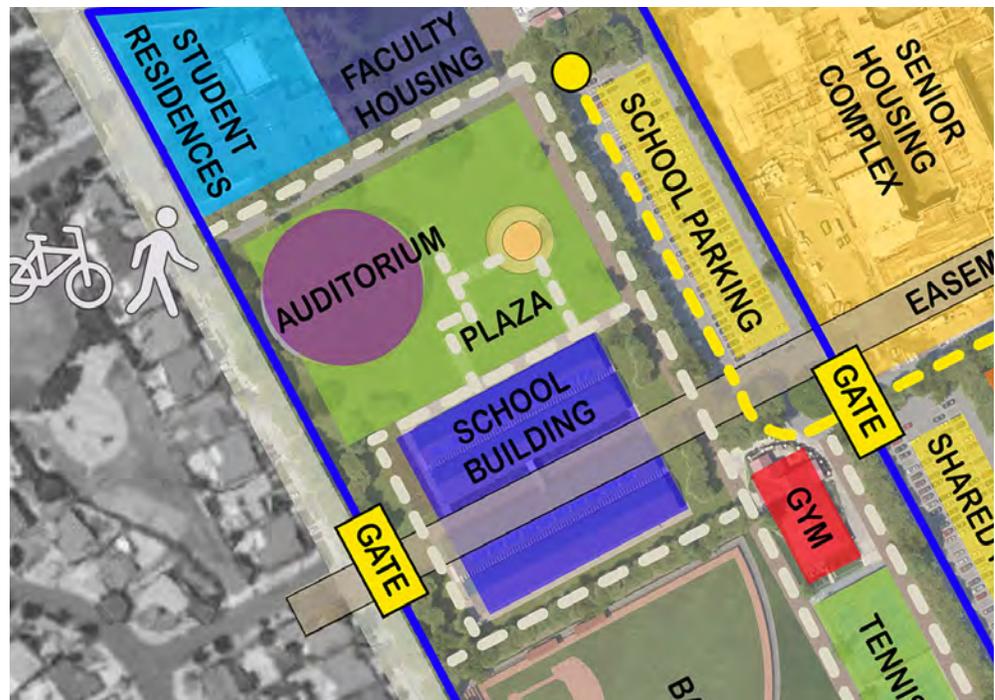


*As is common in many California buildings, covered exterior walkways surround each floor, making for pleasant circulation and increasing time spent outdoors by students.*

# School Redevelopment

## Architectural Design: The Two Building Approach

The location of the new academic buildings is based on several site and environment constraints. A condensed campus allows for commercial development on freed up land while grouping similar uses to enhance access, parking efficiency and pedestrian, vehicle and bicyclist flow. In order to keep all athletic facilities together, the academic and arts program areas are consolidated into a more efficient footprint in the southwest portion of the parcel. To ease the transition from residential to commercial, all new buildings are set back away from Maher Street as much as possible.



*Rather than align the length of the building parallel with the parking lot, the School Plan actually increases the amount of greenery to buffer the sightline from Maher Street residences. Additionally, our siting ensures that all classrooms will have “green” views, facing either the landscaped courtyard or the open baseball field.*

# School Redevelopment

## Architectural Design: The Two Building Approach

As shown in the right-hand image and marked by a red line, there is a subsurface utility easement that runs through the property - as defined in the title report. There are restrictions for building above the easement (gas line), which we have respected in this design. Specifically, the ground surface above the easement area is a landscaped pedestrian paseo between the two academic buildings, creating a great outdoor space for students to move between classes.

Overall, this set-up guarantees access to maintenance workers without obstructing circulation flow for the school.

Further details of the easement are outlined in the Appendix.



*The utility easement is transformed into a pedestrian walkway between the two academic buildings, with a glass bridge connecting the second floors. The paseo is prime for casual interactions before and after the school day as well as between classes.*

# School Redevelopment

## Architectural Design: Casual Collisions & Collaboration

Currently, with a lack of formal social spaces, students find ways to gather outside on the lawn or at uncovered picnic tables. Lockers, benches - even restrooms - have become hubs of social interaction.

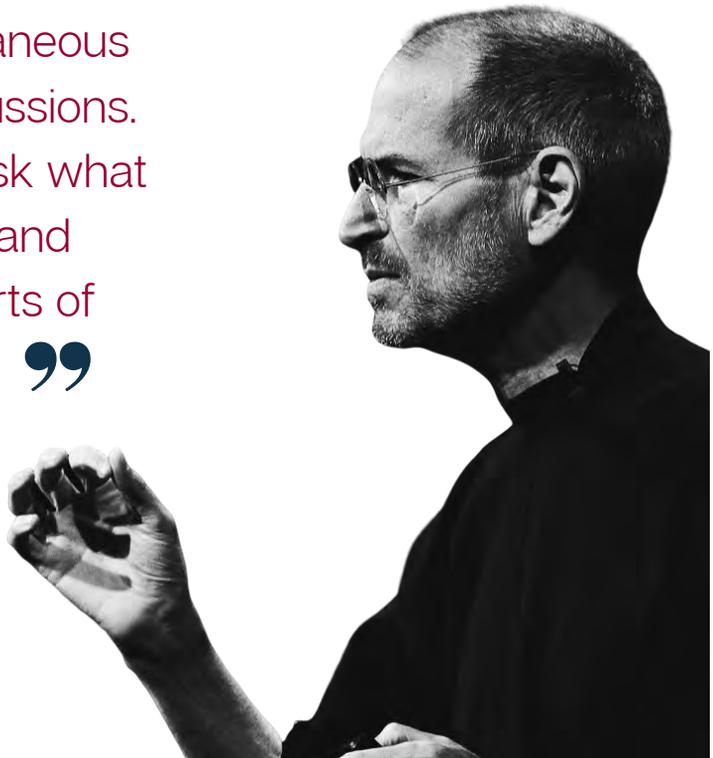
The primacy of formal and informal meeting spaces is paramount to our school design, encouraging students to collaborate easily with classmates and embrace what has come to be known in the tech world as “casual collisions”, or serendipitous interactions with peers, faculty and administrators throughout one’s work or school environment.

“

Creativity comes from spontaneous meetings, from random discussions. You run into someone, you ask what they’re doing, you say ‘wow,’ and soon you’re cooking up all sorts of ideas.

”

Steve Jobs



# School Redevelopment

## Architectural Design: Casual Collisions & Collaboration (cont.)

Casual collisions promote creativity and increase collaboration and productivity. Crossing paths with classmates, friends, and faculty - on the second floor bridge, between classes, or while walking the courtyard - allows members of Justin-Siena to start conversations that could shed light on new ideas or solve problems.

Densifying student movement during a school day increases social interactions between classmates. Increased social contact:

- Dampens cortisol – the chemical that is released when we're under stress and which impedes learning.
- Boosts oxytocin levels - increasing feelings of attachment, trust, and a sense of belonging within a community.
- Helps reduce individual feelings of loneliness and social anxiety - two growing problems among a digital generation.

Both buildings also house several study rooms accommodating groups of 2-10 to serve both students and teachers as spaces to study, hold meetings, host classroom breakouts, and prepare group assignments. 2,800 SF of flexible space on the first floor of the North Building offers the flexibility to host larger student and alumni events, and can serve as a means for generating additional ongoing revenue for the school if rented out to the community.



*Example of the proposed new plaza in the courtyard. Built in seating provides space for students to eat lunch, socialize, and study.*



*Example of proposed study rooms, where student can socialize, collaborate and learn.*

# School Redevelopment

## Architectural Design: Building Floor Plans

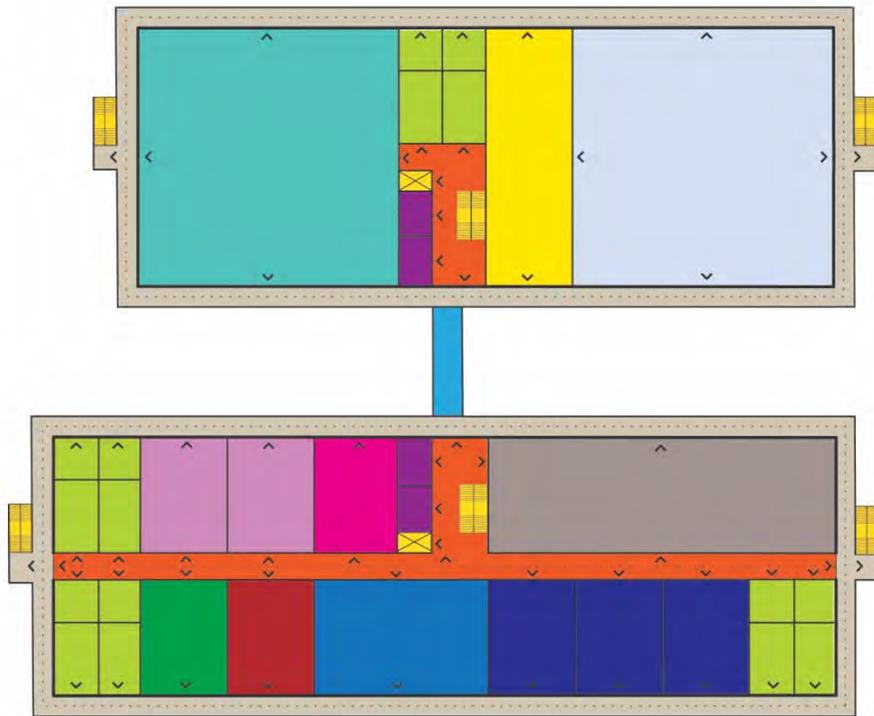
The layout of the new high school focuses on a balance between dedicated and flexible spaces. The envisioned flexible space on the first floor of the North Building is defined by tall ceilings, a large open-floor layout, flexible furniture and moving panels that may be used to break down the space into smaller rooms.

All classrooms are on the second floor of the academic buildings, as shown on the following page. A long interior hallway spans across the central axis of each building, with classrooms and lockers flanking each side. The layout allows for all 32 classrooms to have direct access to the outside, providing fresh air and a shaded area for students to enjoy between classes. The flexible space also serves as the ideal setting for indoor religious events, when the weather does not allow for such events to take place in the outdoor plaza.



*Example of the flexible space design on the first floor of the North Building.*

# FIRST FLOOR

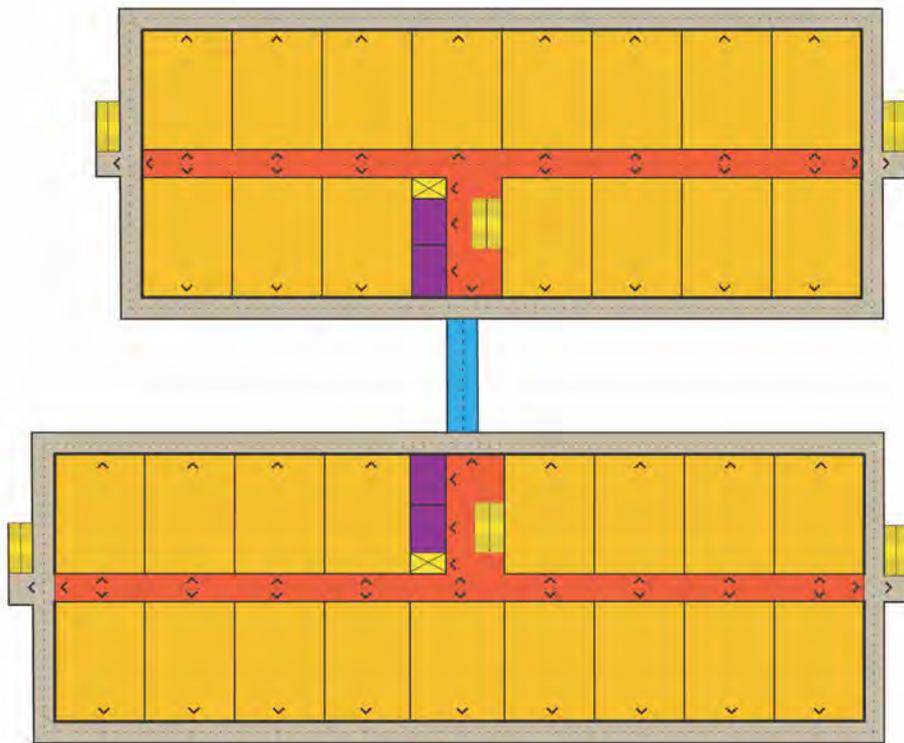


NORTH

SOUTH

- Administration
- Maker Space
- Dance Studio
- Visual Arts Studio
- Meeting Rooms
- Science Labs
- Music Rooms
- Restrooms
- Indoor Hallway
- Exterior Hallway
- Bridge
- Student Dining
- Lobby
- Coding Lab
- Flexible Space
- ^ Service Entrance
- .... Walking Path

# SECOND FLOOR



NORTH

SOUTH

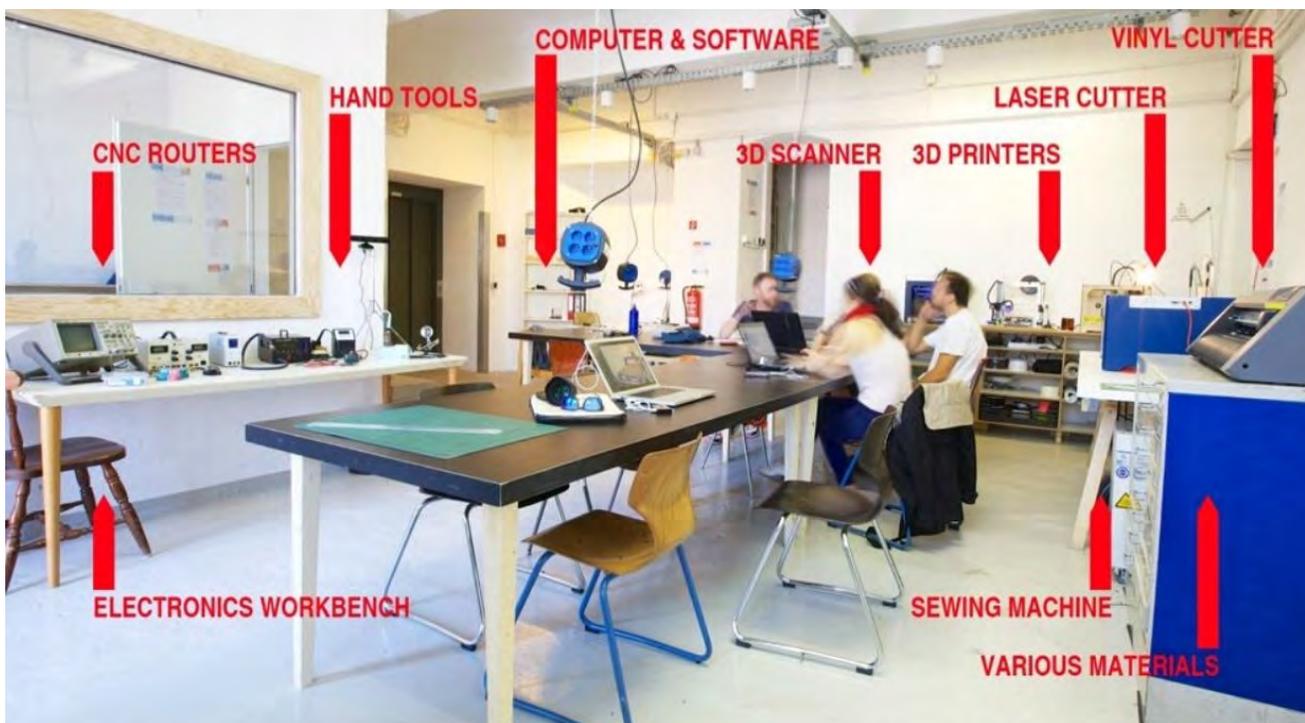
- Classroom
- Restrooms
- Indoor Hallway
- Exterior Hallway
- Bridge
- ^ Service Entrance
- .... Walking Path

# School Redevelopment

## Architectural Design: STEM Center

Embedded within the academic buildings will be a new, exciting STEM Center, to encourage study, experimentation, and creativity on campus. As shown on the preceding floor plan, the center consists of three science labs, a coding lab, and a makerspace and is located in the South Building.

A makerspace is a collaborative workshop and prototyping space where young individuals gain hands-on experience in designing new products and processes. It is an environment where students can learn from building things, breaking things, and solving complex problems. As tech-oriented and tech-focused roles cement themselves as established career paths - particularly in the San Francisco Bay Area - makerspaces have risen in popularity as places for students to prepare for future study and employment.

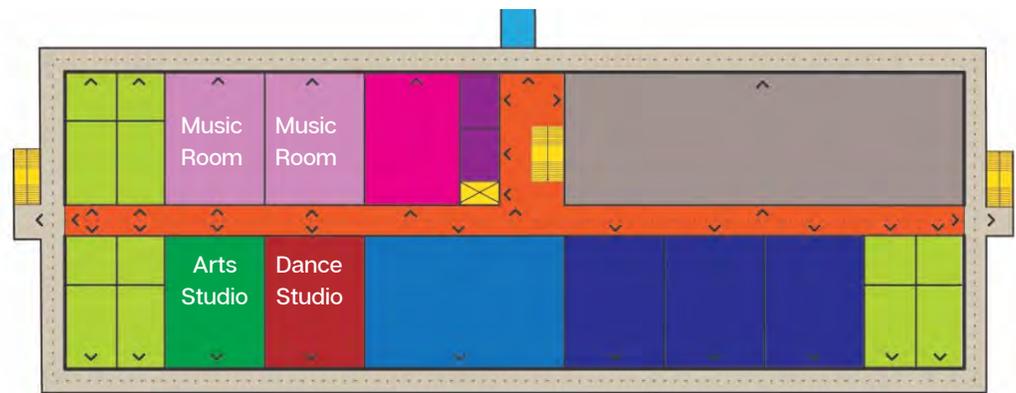


*Example of a dedicated space with a flexible setup and prototyping equipment, such as laser cutters, 3D printers, and soldering stations.*

# School Redevelopment

## Architectural Design: A New Home for the Arts

As a part of our design, we have incorporated the performing and visual arts program into the first floor of the South Building. The flexible space in the North Building provides a place for larger theater practices and religious services. Exterior doors can be added to first floor rooms to make access easier for external organizations sharing space, such as the Napa School of Music.



South Building, 1st Floor



Example of the potential interior of a music room in the South Building.

# School Redevelopment

## Sustainability and Wellness: Eco-Friendly Materials

To enhance sustainability as well as student and faculty well-being, we recommend that the academic buildings utilize a structural wood frame that includes cross-laminated timber, or CLT. CLT is a cost-effective construction material with the ability to increase energy efficiency and reduce construction waste. CLT panels are prefabricated, so erection time is drastically reduced. The use of CLT offers high strength, design flexibility, and a lighter environmental footprint versus concrete or steel, especially related to carbon output. There are also opportunities for synergy with the commercial development by working with Katterra Construction, who recently opened a CLT factory.

Lastly, recent studies show that the presence of natural wood in indoor environments is a calming influence on individuals and adds to a sense of well-being. Other materials utilized in the design include glass and metal, and also meet our sustainability requirements due to their durability and resilience.



*A building clad in cross laminated timber (CLT).*

# School Redevelopment

## Sustainability & Wellness: Natural Lighting & Ventilation

Increasing natural lighting is a major component of our design. According to the Alliance to Save Energy, “lighting accounts for nearly 35% of the electric bill in most schools.” Splitting the high school into two buildings increased the windowline for classrooms. Meanwhile, the addition of a skylight between the two roofs of the North Building allows natural light to flood the second floor corridors.

## Energy Consumption

Photovoltaic solar panels on all roofs reduce energy consumption, while native landscaping, coupled with smart irrigation controls, brings water consumption to a minimum. Finally, pedestrian walkways span the entire campus, enhancing walkability. Bicycle facilities on campus also encourage a reduction in vehicle miles travelled during commutes.



*Photovoltaic panels on the roof of Stanford University, which has an extensive solar energy program and can act as a model of energy production on California campuses.*

# School Redevelopment

## Campus Safety: It Takes a Village

With guidance from Barry Svigals, the architect who redesigned the Sandy Hook Elementary School campus, we developed a school safety plan that is integrated into our design. School safety begins far before any student steps onto the campus. Community support and buy-in - from students, administration, and neighbors - brings campus visitors out of anonymity. The integration of safety measures starts with transparency and feedback during the planning and approval process and continues with ongoing events on the campus that familiarize the community with new facilities, procedures and protocols. When all stakeholders are involved in campus safety practices, students are safer overall.

As a supplement to our community-based approach, we suggest the following specific measures/features to enhance safety on the new campus:

- Reinforce perimeter fencing around the new campus.
- Establish new pedestrian gates or reinforce existing ones
- Add an automatic gate at the entrance to the school's parking lot, controlled by the front office. Visitors to the campus would have to enter a specific gate code in order to enter outside of normal drop off and pick up times.
- Require visitors to check into the front office, which is accessible immediately upon stepping onto the campus from the parking lot. Visitors should wear identification while on school grounds.
- Lock academic buildings outside of class transition times. Keycard systems could be implemented in a future phase and keycard access can be linked to student IDs.

# School Redevelopment

## Future Development: Athletic Complex & Fields

Justin-Siena has the opportunity to demolish the remaining portion of the old campus to build improved athletic facilities. The new athletic complex would take the place of the existing Gasser Center and would house the main gym, a practice gym, and administration offices on a mezzanine level. The existing fitness center across from the football field would go through interior renovations including new equipment and the addition of large glass windows. Demolishing the remainder of the old campus opens up land to build a new regulation size baseball field.



*Example of the new athletic complex and renovation of the current fitness facility (Top: Cascade HS, Neumann Monson / Bottom: Gross Catholic HS, Carlson West Povondra Architects)*

# School Redevelopment

## Future Development: The Auditorium

As funds become available, it will be possible to commence construction of a stand alone, 600 seat performing arts center and auditorium. This could be an opportunity to create a truly iconic building, complimentary to the balance of the new school building, yet distinct.

Introduction of curved elements will serve as a counterpoint to the agrarian-styled, rectilinear academic buildings. With architectural detail not usually found in high school settings, the auditorium has the potential to become a landmark for the school and its extended community.

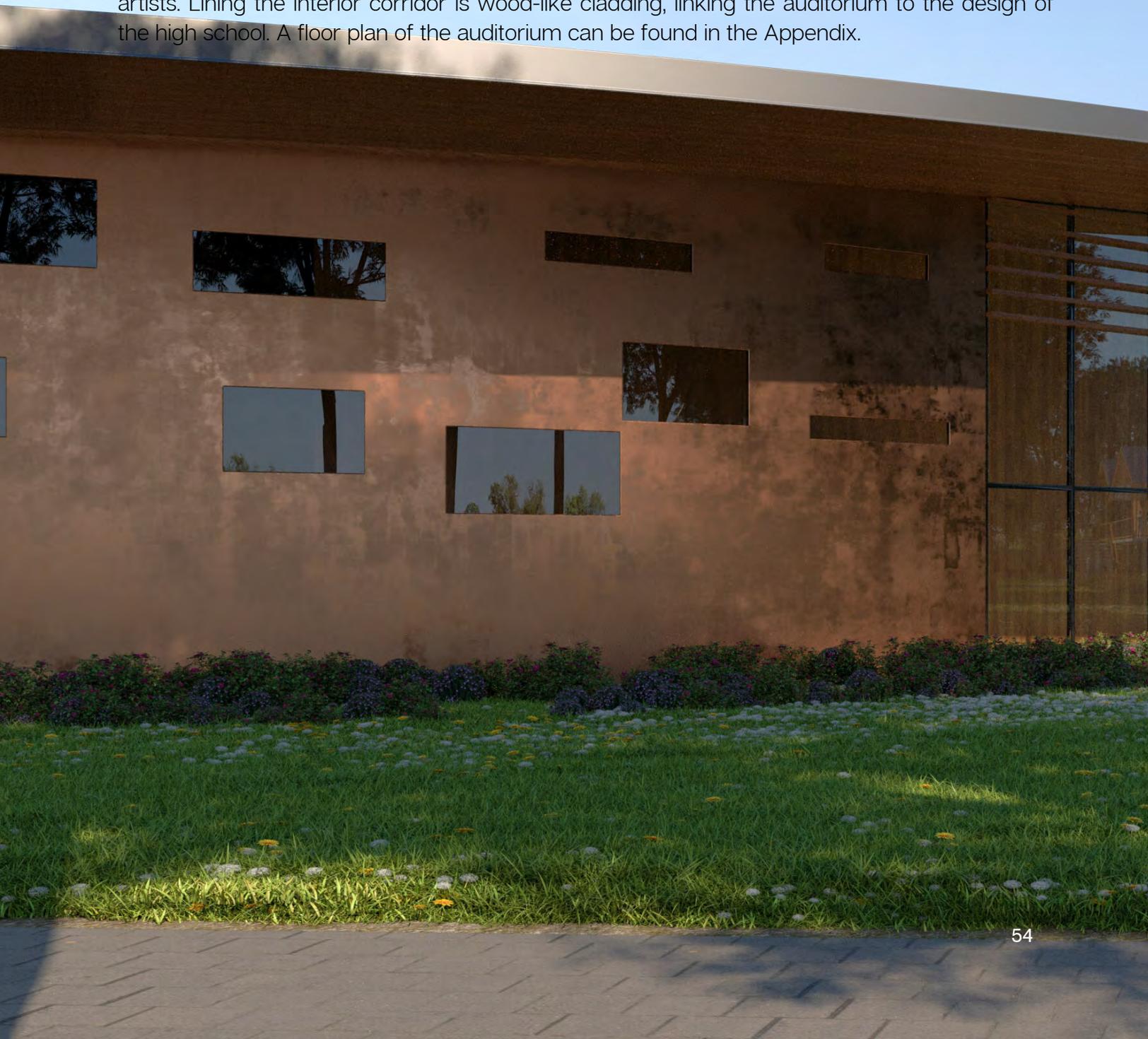




# School Redevelopment

## Future Development: The Auditorium

This circular structure, whose roof rises to accommodate an increase in ceiling height for stadium seating, is clad in copper-like metal and glass. The interior hall, which circles the auditorium, offers room to display rotating art and sculpture exhibits from students or local artists. Lining the interior corridor is wood-like cladding, linking the auditorium to the design of the high school. A floor plan of the auditorium can be found in the Appendix.





# School Redevelopment

## School Development Considerations:

### Land Availability

Only the most basic assumptions of facility relocation and demolition were taken into consideration as we evaluated the highest and best use(s) for freed up land afforded by the Master Plan. Any campus redevelopment plan, especially one that frees up land for non-mission uses, will inevitably need to include a companion phasing and temporary facility plan to bridge the lengthy period of time between demolition and reconstruction.

There is also the need to weigh the merits and prioritize the need for certain school facilities relative to financial capacity. Temporary use of offsite facilities may need to be considered in such a plan. This is a process that the Justin-Siena community will need to undertake at some point in their feasibility analysis. Further discussion about phasing and considerations for temporary facilities during implementation are included in the Phasing section of this report.

Relative to the land available for market rate real estate development, we tried to minimize early costs and impacts to the school by relocating only the baseball field, and some surface parking. Relocating the football stadium and track was explored, but determined to be cost-prohibitive at upwards of \$10 million.

Relocating the stadium on campus would open up further developable land along Trower, but is also likely to incite neighborhood opposition due to lighting, noise and privacy considerations. In summary, a cost-benefit analysis deters movement of the stadium.

# Design That's Relevant

## A Breakout on Lessons from COVID-19

There is the ability to alter the flow along these spaces to one direction in order to provide additional space for social distancing, if and when required. Further, many of the classrooms will open directly to the outside, providing opportunities for smaller classes to distance themselves accordingly, and enjoy fresh air.

There will also be ample, shaded outside study areas where individual students can spread out further if distancing is mandated. Finally, the cafeteria and future performing arts center will be extremely flexible spaces that can accommodate a variety of learning functions, if there is a need to spread the student body out across a wider portion of the campus.



# Commercial Development

## Overview

Building upon the school's success with revenue creation through leasing a portion of its land to the Watermark senior housing development, we seek to create a commercial development on 5.5-acres fronting Solano Avenue and Highway 29 (essentially the balance of the campus frontage along Solano, except for a new, grand entry drive into the school). The development will consist of the following:

- 4.0-acres for multi-family housing (127.1K GSF)
- 1.5-acres for medical office (30.5K GSF)



# Commercial Development

## Overview (cont.)

By effectively blending two uses, the development will benefit from greater revenue diversification as well as maximized value creation. It will address current Napa shortfalls in housing and specific medical service needs.

The mixed use nature is also well-suited for the existing diverse mix of uses along Highway 29. As mentioned in the Site Context section, Highway 29 is a major artery for the City of Napa with a diverse collection of establishments in the sections proximate to the school, including Napa Winery Inn, Galpao Gaucho Brazilian Steakhouse, Hotel Indigo Napa Valley and a Masonic Lodge. Furthermore, zoning uses along this segment include Tourist Commercial, Local Commercial and Multi-Family Residential, lending support for continued mixed-use land utilization.

Aside from the Highway 29 corridor, the abutting area largely consists of single-story, detached single-family homes. In conducting market research with local experts, these communities are predominantly composed of middle-class services professionals (architects, tasting room managers, etc.).

The proper integration with these communities was an area of emphasis in ultimately determining the best uses for the 5.5-acre parcel. Discussion on additional uses considered can be found in the Other Uses Considered section.

# Commercial Development

## Our Approach

Taking the high cost of relocation of the football stadium into account, and the low density residential nature of the Trower frontage across from the campus, we focused our land development analysis on the Solano frontage, which has great visibility from Highway 29 and is better suited for a variety of more intense land uses.

We also consulted the City General Plan and met with the Planning Department to review City land use priorities in the area. Finally, we consulted with experts to evaluate the market, feasibility and relative land values for a wide variety of land uses, including multifamily residential, single family for rent products (an emerging segment), affordable housing, neighborhood retail, medical office/clinic, hotel, office, and storage.

Experts we consulted include:

- Land brokers familiar with the area
- Developers active in all of the examined sectors
- Property managers active in the Napa multifamily market
- Designers and General Contractors familiar with these products
- Bankers
- Securitization Lawyers
- Capital Campaign Managers
- Asset Managers

## Arriving to Highest & Best Use

Out of the process above, extensive financial modelling showed that the land uses generating the highest and most stable land values for this site are multifamily apartments and a high-quality medical office/clinic serving the local community. More details on our selection process can be found in the Other Uses Considered section.

The economics associated with these two uses are addressed in the Financing section, which includes specific recommendations for siting, program and design for these two uses on the available campus land.

# Commercial Development

## Multifamily Property Description

On the 4-acre parcel, we propose identifying a developer to build a 3-story garden-style apartment, comprising 120 units (30 dwelling units per acre).

The design of the development will include warm finishes and soft tones to maintain compatibility with the design of the school and integrate well with the surrounding community.

The unit composition is as outlined below, with an average of 820 SF per unit with weighted average rents of \$2.80 PSF (in-line with other 4-star rental properties in the market):

Mix & Rent Assumptions				
Number of Bedrooms	%	SF per Unit	Market Rate	Affordable
			Rent per Unit	Rent per Unit
1 Bedroom	40%	700	2,250	1,590
2 Bedroom	60%	900	2,448	1,789

Additional property details is summarized below:

Property-Level Assumptions	
	Multi-Family
Units:	120
SF per Unit	900
Units per Acre	30.0
<i>Max Units per Acre</i>	<i>40.0</i>
Min Lot Area based on Units per Acre	174,300
# of Floors	3
Building Footprint (SF)	42,367
Parking Footprint (SF)	69,300
Min Lot Area based on Footprint	111,667
Min Lot Area (SF)	174,300
Min Lot Area (Acres)	4.0
Assumed Total Lot Area (Acres) <sup>Ⓜ</sup>	4.0

**120  
units**

**3-Story  
Garden  
Style**

**127K  
GSF**

# Commercial Development

## The Need for Affordable Housing

Like many other parts of the Bay Area, housing is a major need for the City of Napa, where 40% of residents are considered to be housing cost-burdened. Rising home prices and rents have resulted in lower homeownership rates and a higher number of households commuting in from more affordable towns to the east and south.

There has been limited new residential supply in Napa - less than 3% of the City's current housing stock was built in the past decade. However, there has been a recent uptick of new multi-family projects in the development pipeline over the past few years.

It's important to note that despite the increase in residential projects in the development pipeline, the affordable housing supply is acutely lacking.

For instance, Stoddard West is a 49-unit 100% affordable complex that opened in late 2019 with a 500-person waitlist. The scarcity in workforce housing is also impacting Justin-Siena, pushing the school to explore constructing single-family homes for its faculty on the school campus.



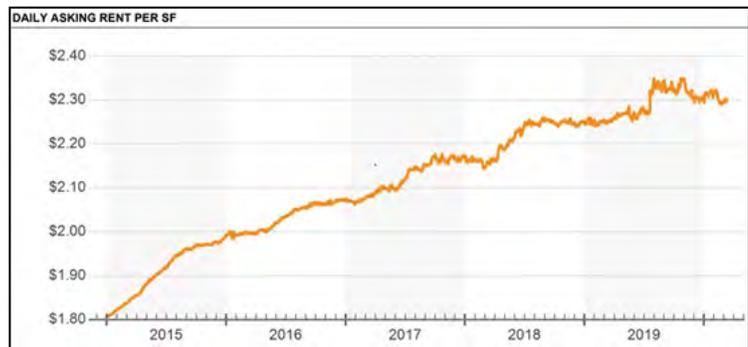
# Commercial Development



## Strength of Multifamily in Napa

Given Napa's limited new residential supply, the multi-family rental market is relatively stable, maintaining 3-5% vacancy rates. Furthermore, rents have been increasing 3% annually and are forecasted to continue to grow given the limited number of new deliveries.

Despite the short-term market impacts caused by COVID-19, Justin-Siena's transformation is a multi-year process and we expect market recovery to pre-crisis norms over the development period. Further discussion on risks associated with market shocks can be found in the Risks and Considerations section.



Steady rent growth (all MF properties).



Forecast of sub-6% vacancy (all MF properties).

# Commercial Development

## Multifamily Property Characteristics: Affordability

In-line with Justin-Siena's service mission, we believe it's imperative to set aside a percentage of units as affordable to contribute to Napa's overall housing shortage.

Balancing financial feasibility and mission-orientation, we plan to set aside 15% of units for households earning at the 80% AMI band, which meets the City's inclusionary housing requirement.

Given the relatively few number of market-rate projects with integrated affordable units, we hope to set an example for Napa, further demonstrating Justin-Siena's commitment to giving back to the wider community.

In light of the availability of this workforce housing, we urge the school to explore setting aside a portion of the units for faculty, which may serve as an alternative to its eight unit faculty housing project and eliminate a major capital expense. There may also be an opportunity to prioritize emergency responders and health care workers for some of the work force units, based on proximity to the fire station and nearby medical centers.



**15%**  
**affordable**  
**for HHs**  
**earning**  
**80%**  
**AMI**

# Commercial Development

**30  
DUA  
in-line  
with  
Watermark**

## Multifamily Property Characteristics: Density

We plan to request an allowable density of 30 dwelling units per acre from the City. While this level of density is generally seen closer to Downtown Napa, it is not out of context with the adjacent Watermark senior living facility, which also reaches 30 units/acre. Furthermore, 12% of units at Watermark are dedicated to memory care patients, setting a precedent for receiving greater density through providing a public good.

At 30 units/acre, we would reach 3-stories, in-line with the height limits that the Planning Commission would be comfortable with in this area, which is a baseline of 35 feet and up to 40 feet with good architectural design.

We recognize that this poses an entitlement risk as other comparable residential buildings in the area have been at 20 units/acre. However, we believe that, as the demand for housing in Napa intensifies and the availability of underutilized sites become more scarce, the City should consider higher densities along major north-east corridors such as Solano Avenue and Highway 29. We have addressed this risk and alternative scenarios as mitigation measures in the Risks and Consideration section.

We anticipate that the City will accommodate the 30 DUA designation to reap the benefits of the inclusionary units, especially as the State's Housing Element and Napa's share of that undergo revision.

# Commercial Development

## Multifamily Property Characteristics: Prefab and Vertically Integrated Construction

The buildings will use wood-framed construction with 200 spaces of surface parking, a portion of which will be covered by carports, in compliance with City zoning standards.

Given the elevated construction costs in the Bay Area, easily reaching more than \$400 per net rentable square foot in hard costs for higher density products, a prefabricated development is the most attractive and affordable option. According to a study conducted by McKinsey Research on affordable housing in Los Angeles, prefabrication can lower costs by as much as 15% or more compared to standard construction costs.

For example, Katterra, a construction firm located in Menlo Park, indicated costs could potentially fall below \$300 PSF for a prefabricated building product in line with their prototypical designs. Katterra asserts that due to much of the construction being fabricated in a controlled factory environment, improvements in quality and building performance are achievable in addition to cost efficiencies.



### Case Study: Katterra's Annadel II (Santa Rosa)

Annadel II is a 120-unit, garden style apartment development for which Katterra supplied all materials and acted as general contractor. The property is located in Santa Rosa and consists of 3-story wood-framed buildings with a mix of one, two, and three bedroom units.

Janet Stephenson, Katterra's Director of Business Development shared that Katterra was able to achieve \$255-260 PSF on hard costs on the project, with general Northern CA garden-style walk-ups being \$245 PSF.

# Commercial Development

## Multifamily Property Characteristics: Architectural Character

The buildings will be in a garden-style, spread out over 4 or 5 standalone buildings that open to a central courtyard. Landscaping surround the buildings, keeping in line with the indoor/outdoor feel of the Justin-Siena campus.

We consulted the City's Design Guidelines to ensure proper integration with the character of the Napa Valley. Specifically, we have included:

- **Peaked, gable roofs** to create a visually interesting and appealing sightline for traffic flowing through the area
- **A mix of facade materials** and differing building articulations to give the structures a human-scale
- **Tree plantings** and arbors that enhance the pedestrian scale and further highlight the urban-rural juncture that the site represents



*Design Reference: Kattera's 207 East project in south Seattle*

# Commercial Development

## Medical Office Description

On an approximate 1.5 acre parcel along Solano, and immediately adjacent to the fire station, we recommended identifying a developer to construct a 2-story, 30k-SF medical office building, housing uses such as family medicine (with OB), non-invasive cardiology, and otorhinolaryngology.

During the entitlement and construction process, the developer will be able to have ongoing conversations with potential tenants to make sure that the space is best designed to maximize appeal.

Additionally, there is a chance that a larger group such as Sutter Health would master-lease the entire building; this is not underwritten.

Overall, the building would span a variety of practices (discussed in the Tenancy section) spread across two floors with an average monthly PSF rent of \$3.25.

# 30K GSF

# 2 Floors

# 5 Tenants

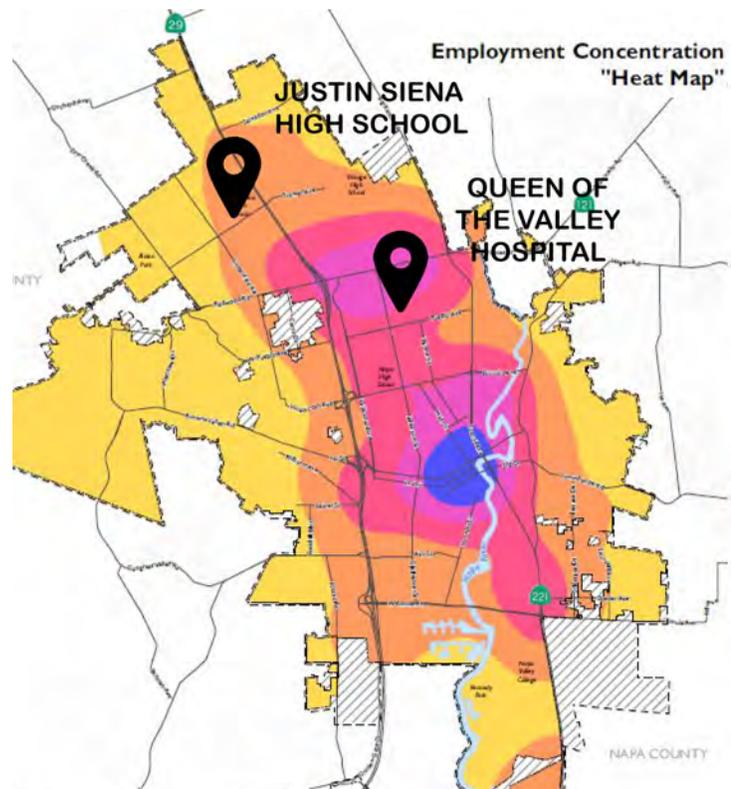
Property-Level Assumptions	
	Medical Office
SF:	30,000 30,000
FAR:	1.2
<i>Max FAR</i>	<i>1.2</i>
Min Lot Area based on FAR	25,500
# of Floors	2
Building Footprint (SF)	15,250
Parking Footprint (SF)	40,400
Min Lot Area based on Footprint	55,650
Min Lot Area (SF)	55,650
Min Lot Area (Acres)	1.3
Assumed Total Lot Area (Acres)	1.5

# Commercial Development

## Healthcare Growth in Napa

Healthcare has been a growth sector in Napa and contributes to nearly 15% of the City's employment.

As mentioned in the Site Context section, the City is home to Queen of the Valley Medical Center, which draws in other healthcare-related companies and workforce from across the county. The healthcare hub is located within a 1.5-mile radius of Justin-Siena, offering lots of opportunities for synergies between this site and the nearby outpatient and inpatient facilities.



*The Queen of the Valley healthcare hub is a major jobs center in Napa. The medical office at Justin-Siena would benefit from its proximity in terms of attracting tenants and operationally*

# Commercial Development

## Unmet Healthcare Demand

In analyzing the medical office building (“MOB”) opportunity, we worked with Sutter Health, PMB (healthcare real estate developer based in San Diego, CA), and Jones Lang LaSalle’s (“JLL”) Healthcare Capital Markets team.

There are national tailwinds, local demand shortfalls, and inherent design flexibility that make it a compelling option to include as part of our commercial development.

### National Tailwinds

On a national level, there is a trend to move as many services as possible out of the hospital as it is the highest-cost space in terms of both construction and ongoing operation. Additionally, for uses that predominantly attract patients 60 years of age and older, Baby Boomers’ (ages 55 - 75) continued aging will prove a large tailwind.

### Napa Demand Shortfalls

On a local level, we were able to work with PMB to identify specific specialty shortfalls in the Napa market. Specifically, PMB’s proprietary dataset is composed of 290 million individuals’ anonymized payer data from UnitedHealth (~15 billion claims annually; 80-85% of total).

### Napa Demand Shortfalls (cont.)

This is possible as every time anyone visits a medical service provider she will receive a Current Procedural Terminology (CPT) code, which corresponds with the direct service provided and is linked directly to that person’s registered home address zip code. The CPT code is then used by physicians, health insurance companies, and accreditation organizations, thereby allowing UnitedHealth to attain such a massive dataset.

Leveraging this customer-level market data allowed us to determine precisely what were the current market shortfalls (further discussed in the Tenancy section)..

# Commercial Development

## Medical Office Characteristics:

### Tenancy

We advocate for the below specialty mix (segmented by floor). Note that percentages represent the percentage of unmet MSA-level demand by specialty (i.e. the Family Medicine leasing implies that the building captures 9% of the unmet demand in the Napa MSA)

#### First Floor:

- Family Medicine w/ OB (9,500 SF; 9%)
- Emergency Medicine (5,500 SF; 60%)

#### Second Floor:

- Noninvasive Cardiology (8,000 SF; 66%)
- Otorhinolaryngology (5,500 SF; 73%)
- Dermatology (1,500 SF; 78%)

### Utilization and Rents

Assumptions around take rate of unmet demand were driven by the size of the MSA-level demand pool, with special consideration given to the fact that this would be the nicest facility in the market. Historically, a new-build, high-quality medical office building in markets like Napa has been able to take market share from the older buildings in the market. Our underwriting assumes only unmet demand is attracted to the new medical office building. Should the former occur, higher-than-underwritten rents may be achievable.

### Flexibility and Longevity

Lastly, the fact that most outpatient services are delivered via an exam room, which does not materially differ from one specialty to another, provides inherent flexibility in the size and number of tenants that a medical office building can accommodate.

Short-term, this means that the building will have inherent flexibility in which outpatient service providers it attracts.

Long-term, this means that a well-designed MOB is less-likely to achieve functional obsolescence, ensuring that the building is able to generate long-term value for Justin-Siena. Note that the cost to re-tenant a built-out medical office building can be extensive, should uses materially change.

### Additional Considerations

It is important to work with a medical group or a specialty developer (such as PMB) that has strong relationships in the medical space and robust credit.

# Commercial Development

## Relationship to the School

The residential buildings and medical office are brought eastward towards Solano Avenue and Highway 29 to create a continuous streetwall along the main thoroughfares. This then provides a buffer between the residential buildings and the school grounds, minimizing direct visibility onto the main campus.

## Relationship to Neighborhood

Entry into the multifamily complex and medical office will be from Solano Avenue, which minimizes traffic impact onto the adjacent neighborhood. The shared entry also allows for a portion of the guest parking from the multifamily complex to be shared with the medical office.



*New circulation route for car traffic, shown by the yellow dotted line.*

# Commercial Development

## Long-Term Development Potential

As Justin-Siena progresses through its campus modernization efforts, there is an option for pursuing more residential development on campus should the capital need arise. Specifically, the existing 2.5-acre softball diamond at the corner of Maher Street and Trower Avenue may be conducive for creating townhomes for rent.

We explored this option on behalf of the school and estimate that at a 18 units/acre density, the site can accommodate 40 single-family attached units. A gradual step-down in density as we move closer into the residential neighborhood would be appropriate. Should Justin-Siena pursue this option, it can expect an approximate value of \$560K per unit.

## Other Uses Considered

We followed a step-wise approach to identify Housing and Medical Office as the highest and best uses. Other uses considered but eliminated include:

- **Physically Possible** - Storage eliminated due to detractor to streetscape, and heavy trucking traffic generation
- **Financially Feasible** - Office eliminated due to lack of demand outside of downtown Napa. Retail eliminated due to proximity to major retail node.
- **Acceptable Use** - Hotel eliminated due to City's desire to concentrate hotel uses in downtown.

# Sources & Uses

## Summary

Overall, the school's redevelopment will cost ~\$118M. This includes new facilities, temporary transition facilities, and 10.0% contingency. Note that only Phases I & II are critical; while Phases III (Athletics) & IV (Auditorium) are optional. Below we describe the sources of funds for this project:

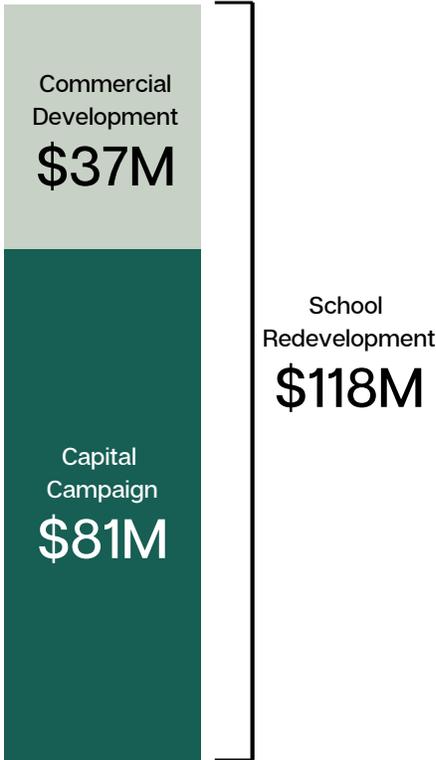
### Strategic Capital Campaign - \$81M / 69%

- Targeted multi-year campaign, leveraging strong alumni ties
- \$61M raised from individual donors / \$20M from foundations + corporate sponsorships
- Leverages strategic naming rights + partnerships

### Commercial Development on Justin-Siena Land (Multifamily + Medical Office) - \$37M / 31%

- Ground lease income on the to-be-developed land
- Joint-Venture with developer to share in the commercial profits (NOI, Refinancing & Sales Proceeds)
- Use of ground lease Income, as necessary, to support a construction loan for the school's redevelopment (underwritten in Phase IV).

School Redevelopment Costs by Phase -- \$118M Total



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# Sources & Uses

## School Cash Flow Overview

SCHOOL CASH FLOW OVERVIEW									
Yr.	Cash-Inflows				Cash-Outflows				
	Commercial Dev.	Strategic Capital Campaign		Cum. \$ Balance	School Dev.				Total
		Individuals + Foundations	Corporate Sponsors		Critical		Optional		
				Phase I	Phase II	Phase III	Phase IV		
-	-	-	-	-	-	-	-	-	-
1	325	11,000	5,000	16,325	-	-	-	-	-
2	328	11,500	5,000	33,153	-	-	-	-	-
3	331	11,500	5,000	49,984	-	-	-	-	-
4	<b>4,163</b>	11,000	5,000	70,147	-	-	-	-	-
5	751	16,000	-	86,897	428	-	-	-	428
6	<b>7,449</b>	-	-	93,918	<b>16,358</b>	<b>1</b>	-	-	16,358
7	748	-	-	78,309	<b>19,548</b>	-	-	-	19,548
8	763	-	-	59,523	<b>5,222</b>	<b>16,155</b>	-	-	21,378
9	777	-	-	38,923	-	<b>16,155</b>	-	-	16,155
10	792	-	-	23,559	-	<b>660</b>	-	-	660
11	807	-	-	23,706	-	-	879	-	879
12	823	-	-	23,650	-	-	10,049	-	10,049
13	839	-	-	14,439	-	-	9,575	-	9,575
14	855	-	-	5,719	-	-	1,187	-	1,187
15	872	-	-	5,403	-	-	-	-	-
16	889	-	-	6,292	-	-	-	10,800	10,800
17	<b>15,195</b>	-	-	10,687	-	-	-	10,800	10,800
18	140	-	-	27	-	-	-	-	-
19	158	-	-	184	-	-	-	-	-
20	177	-	-	361	-	-	-	-	-
<b>Total</b>	37,180	61,000	20,000	-	<b>41,556</b>	<b>32,971</b>	21,691	21,600	117,819
% of Cost	31.6%	51.8%	17.0%	-	35.3%	28.0%	18.4%	18.3%	100.0%

2

3

4

Ground Lease Financed?	No	Year 8
School Dev. Financed?	Yes	Year 17
School Dev. LTC	12.25%	(2.15x)

School Dev. Ghost 5 Years Later

(1) Only Phase I and Phase II of the school redevelopment are critical as those involve the modernization of the school's academic buildings. Phases III and IV are optional; Phase III proposes new athletic facilities and Phase IV a new auditorium.

(2) Year 4's large cash inflow from the Commercial Development stems from replacing the construction loan with a permanent loan based on forecasted stabilized performance.

(3) Cash inflow in Year 6 due to the sale of the leasehold interest in the multifamily and medical office properties.

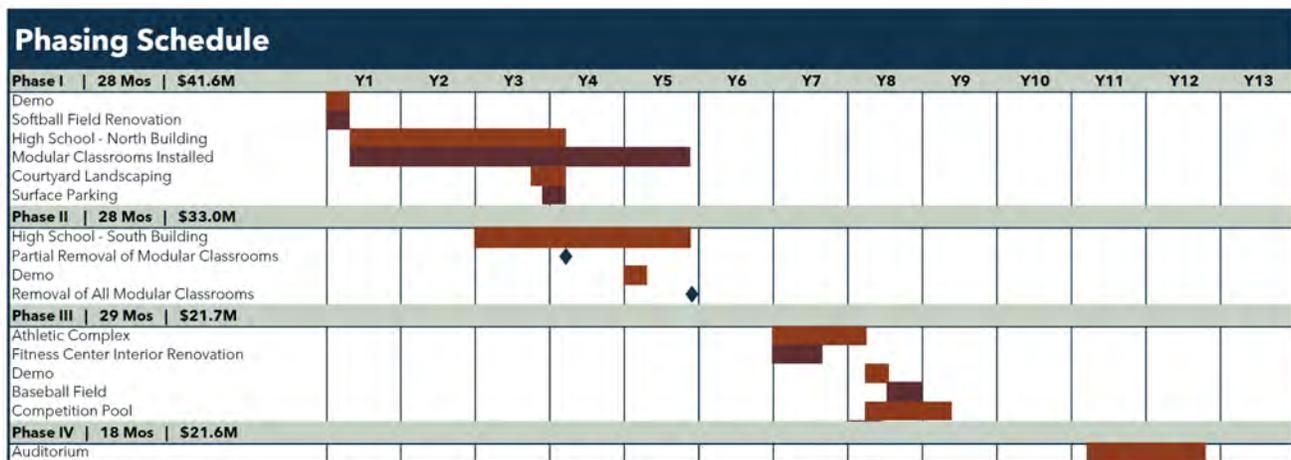
(4) Note that the loan for the development of the auditorium, which comes in Year 17, can come in any year after the sale of the leasehold interest in Year 6 (at which point lease payments increase). Interest and amortization costs are paid by the incremental ground lease payments.

# Sources & Uses

## Phasing Plan

The redevelopment of Justin-Siena's campus is partitioned into four phases. Each phase is designed to simplify project management for Justin-Siena, alleviate some economic risk, reduce disruption to the academic year, and align the expected capital raise with campus construction.

PHASE I	PHASE II	PHASE III	PHASE IV
<p>Demo of 100, 200, and 300 classrooms, the western parking lot, and the North Gym (Siena Hall).</p> <p>26 modular classrooms will be set up in the eastern parking lot to meet classroom needs after demolition.</p> <p>The softball field will be renovated to meet the needs of the baseball team.</p> <p>The new parking lot will be paved and courtyard landscaping will be replaced.</p>	<p>Construction of the South Building begins 3 months prior to the end of the construction schedule for the North Building.</p> <p>Upon completion of the North Building, 10 modular classrooms will be removed.</p> <p>Demolition of the Zetter Center will commence upon completion of the South Building, which will house the arts &amp; music program.</p>	<p>The Gasser Center would be demolished to construct the new gym, and the current fitness center would be renovated.</p> <p>Demolition of the 400 and 500 classrooms, two tennis courts, Clark Gym, the Dining Hall, the Brother Bede Center, the Chapel and the Christian Brothers Center would commence upon completion of the new gym. Construction of the competition pool and baseball field will commence after demolition.</p>	<p>Phase IV commences construction of the new Siena Auditorium opposing the high school.</p> <p>No demo is required. Some landscaping will be necessary.</p>



# Sources & Uses

## Implementing a Strategic Capital Campaign

Since 2012, Justin-Siena has pursued annual campaigns for specific improvements in and around the campus, such as a Student Fitness Center, air conditioning installation, and, most recently, faculty housing. Instead of continuing with annual capital campaigns, we recommend Justin-Siena transition to a multi-year campaign covering each phase of this development with a goal of raising the \$81M within five years, which is the typical length of a school fundraising campaign and a reasonable goal for a private institution.

### **The campaign would consist of two phases:**

- A leadership phase during which Justin-Siena would raise approximately 80% of the required funds through principal, leadership, and major donor gifts. A pipeline of prospective donors would be assembled during this period for the remaining 20%.
- A public phase bringing in the broader community, including current and future parents and alumni.

We recommend hiring a respected fundraising consultant to conduct a feasibility analysis of our fundraising strategy and campaign planning study to help Justin-Siena level set on campaign objectives, timing and implementation.

## Corporate Sponsorship & Foundation Grants

There are several facilities in the redevelopment plan that could serve both the school and the Napa community. We hope that the community use aspect of the redevelopment, alongside the school's longstanding relationship with the Gasser Foundation, will inspire more foundation and corporate giving than is typically received in independent school capital campaigns.

## Individual Donors

The recency, frequency, and depth of previous giving can predict future giving. Individuals who serve on nonprofit boards are more likely to donate, as well as those who have given to political campaigns. Individuals who are already philanthropic are more likely to give than the average person.

On average, annual fund donors can be expected to make a capital campaign gift that is 10x their typical annual fund gifts.

# Sources and Uses

## Campaign Schedule

The following is a schedule of gift levels and prospects required to raise each category, with a buildup to the cumulative campaign goal.

	LEVEL	GIFTS	PROSPECTS NEEDED	SUBTOTAL	CUMULATIVE \$	CUMULATIVE %
PRINCIPAL GIFTS	\$10,000,000	2	6	\$20,000,000	\$20,000,000	25%
	\$5,000,000	2	6	\$10,000,000	\$30,000,000	37%
	\$2,500,000	5	15	\$12,500,000	\$42,500,000	52%
	\$1,000,000	9	27	\$9,000,000	\$51,500,000	64%
	SUBTOTAL	18	54	\$51,500,000		
LEADERSHIP GIFTS	\$500,000	10	30	\$5,000,000	\$56,500,000	70%
	\$250,000	30	90	\$7,500,000	\$64,000,000	79%
	\$100,000	50	150	\$5,000,000	\$69,000,000	85%
	SUBTOTAL	90	270	\$17,500,000		
MAJOR GIFTS	\$50,000	100	300	\$5,000,000	\$74,000,000	91%
	\$25,000	160	480	\$4,000,000	\$78,000,000	96%
	\$10,000	200	600	\$2,000,000	\$80,000,000	99%
	SUBTOTAL	460	1380	\$11,000,000		
COMMUNITY GIFTS						
	<\$10,000	Many	Many	\$1,000,000	\$81,000,000	100%

# Sources and Uses

## Naming Rights

Below is a treemap of naming right opportunities that could be offered to donors providing gifts at the ascribed levels on the prior page. Providing naming rights to principal gift donors - whether they be corporations, foundations, or individuals - can increase Justin-Siena's potential raise. The naming opportunity is listed alongside the recommended gift amount. Multiple opportunities are denoted in parenthesis. All naming rights add to a total of \$51.5M.

<p>North Building \$10M</p>	<p>Paseo \$5M</p>	<p>Campus Garden \$2.5M</p>
		<p>Makerspace \$2.5M</p>
		<p>Arts Wing \$2.5M</p>
		<p>Dining Hall \$2.5M</p>
		<p>Coding Lab \$2.5M</p>
<p>South Building \$10M</p>	<p>Plaza \$5M</p>	<p>Classrooms (9) \$1M</p>



Shot of the new campus garden



Shot of the new paseo between buildings



Example of the proposed courtyard plaza

# Sources & Uses

## Commercial Development Overview

Justin-Siena is a land-rich organization. Maximizing the near-term cash proceeds from and the long-term value of said land is key to funding the school's redevelopment.

In evaluating scenarios, any that did not use a ground lease were struck, as, per Justin-Siena, long-term ownership of the land is non-negotiable.

In order to maximize near-term value, we recommend that Justin-Siena joint venture ("JV") with a well-capitalized developer for both segments of the commercial development (multifamily + medical office) and obtain financing for the redevelopment of the school's auditorium ("Scenario 3").

This will allow Justin-Siena to minimize risk and costs, and maximize long-term benefit. See to the right for a detailed breakdown of obligations and incentives for both the developer and Justin-Siena under the proposed structure.

The interest and amortization payments associated with the auditorium redevelopment financing will be offset by the new ground lease payments as well as a 50% share of the payments from the Watermark Senior Living ground lease.

## JV Structure Overview

### Developer Obligations / Incentives:

#### Obligations

- Funding all project costs
- Arranging all project financing
- Providing necessary guarantees
- Assuming all loan covenants

#### Incentives

- Developer receives an out-sized share of profits above minimum return ("Promote"). Specifically, the developer receives a 20% promote after an 8% return to the JV.
- Developer Returns: 19% LIRR / 1.5x WDPx

### Justin-Siena Obligations / Incentives:

#### Obligations

- Ground leases the necessary land to the JV entity (of which J.S. is a partial owner) for a minimum term of 50 years. Annual ground lease payments due to Justin-Siena are mutually-acceptable below-market rates (e.g. \$1) until construction and lease-up finish ("Reduced Rent Period" or "RRP"). RRP not to exceed 5 years.
- Upon Sale, ground lease payments step up to market rate.

#### Incentives

- Receives a capital account credit in the JV equal to \$6.8M in exchange for ground leasing the land to the JV at below-market rates.
- Participates in all development profits.

# Sources & Uses

## Scenarios Evaluated

Our aim was to balance both near-term and long-term value for Justin-Siena while creating a scenario that would attract a development partner and benefit the broader community. Ultimately, this meant having Justin-Siena: (1) participate in the development JV; (2) sell the leasehold interest in the newly-built buildings once they are stabilized; (3) have the ground lease payments step up to market upon sale of the leasehold interest; and, (4) partially finance the development of the school's auditorium. See the below overview for a more-detailed walk-through of the 6 scenarios considered. Note: Scenario 5 is least risky + most closely resembles Justin-Siena's approach with Watermark, an arms-length ground lease.

EVALUATED SCENARIOS OVERVIEW						
NOTE: In all scenarios, ground is leased so J.S. maintains long-term ownership	Scenarios					
	1	2	3	4	5	6
J.S. Participates in Development JV?	Yes	Yes	Yes	Yes	-	-
JV Leasehold Interest Sold?	Yes	Yes	Yes	-	-	-
Groundlease Payments Step Up to 6% of Land Value on Sale / Development?	-	Yes	Yes	-	Yes	Yes
School Rebuild Partially Financed?	-	-	Yes	-	-	Yes
<b>Justin-Siena Value Build-Up:</b>						
NPV Groundlease (6% Disc. Rate; Incl. 50% of Watermark Lease Pmts & Value)	20,271	35,687	35,687	20,271	35,687	35,687
Share of NOI (Post-Debt Service) + Refi Proceeds + Sales Proceeds	12,957	11,319	11,319	17,959	-	-
Net Equity Value @ Year 6	-	-	-	8,003	-	-
<b>Total Justin-Siena Value (in Sale Year / Year 6)</b>	<b>33,228</b>	<b>47,006</b>	<b>47,006</b>	<b>46,233</b>	<b>35,687</b>	<b>35,687</b>
<b>Justin-Siena Realized Cash Build-Up:</b>						
Ground Lease Payments	-	5,107	5,107	-	5,107	5,107
Share of NOI (Post-Debt Service) + Refi Proceeds + Sales Proceeds	12,957	11,319	11,319	7,048	-	-
School Development Financing (Net of Int. Pmts + Amort. Through Yr. 10)	-	-	-	-	-	-
<b>Justin-Siena Realized Cash: Years 0 - 10</b>	<b>12,957</b>	<b>16,427</b>	<b>16,427</b>	<b>7,048</b>	<b>5,107</b>	<b>5,107</b>
Ground Lease Payments	-	8,819	8,819	-	8,819	8,819
Share of NOI (Post-Debt Service) + Refi Proceeds + Sales Proceeds	-	-	-	10,912	-	-
School Development Financing (Net of Int. Pmts + Amort. Yr. 11 - 20)	-	-	11,934	-	-	11,934
<b>Justin-Siena Realized Cash: Years 11 - 20</b>	<b>-</b>	<b>8,819</b>	<b>20,753</b>	<b>10,912</b>	<b>8,819</b>	<b>20,753</b>
<b>Justin-Siena Realized Cash: Years 0 - 20</b>	<b>12,957</b>	<b>25,246</b>	<b>37,180</b>	<b>17,959</b>	<b>13,926</b>	<b>25,861</b>

Note: From Year 21 - 50, Scenario 3 will incur ~\$21M of costs associated with the School Development Financing interest + amortization expenses.

Justin-Siena must seek the assistance of a team of expert professionals such as brokers, attorneys, tax experts and bankers, and identify developers with the required expertise and financial strength who are committed to bringing school's vision to fruition.

At the end of this proposal, we have conducted our best efforts to provide a list of interested parties who are willing to contribute their expertise and resources in support of this project.

# Sources & Uses

## Ground Lease Payments

Ground leasing the land to the development JV is both a necessity (so J.S. maintains long-term ownership of its land) and helps maximize value with an additional, accretive source of funds. Moreover, once the ground lease has expired, the buildings on the land will be once again owned by Justin-Siena outright, providing another liquidity event in ~50 years.

Similar to Watermark, a developer would negotiate an initial value for the land and an annual lease fee would be ascribed. An appropriate term is a minimum of 50 years with options to extend 10 or more years. The lessor (Justin-Siena) may need to be subordinated to the construction loan (subject to negotiation).

Overall, Justin-Siena can expect to collect ~\$14m in ground lease payments (\$5.1M of which will fall from years 0 to 10). Ground lease payments are a very secure income stream that the school will be able to use to cover the interest and amortization expense associated with construction loan for the school's auditorium or any other future project that it deems important.

**Funding Strategy: Ground Lease Payments**  
**\$14 Million**

### Key Ground Lease Assumptions

- Term (Duration): 50 years
- Extensions: 0 (Subject to Negotiation)
- Payment: Years 1 - 5: \$1 per annum; 6.00% of land value thereafter
  - Market rates between 6.00% and 10.00%.
    - *Note: Ground leases represent ~2% of real estate transactions and are highly negotiable*
- Escalations: 2.75% per year
  - *Note: Escalations can also be (a) step-ups can also be based on periodic appraisals (every 5, 10, 15, or 20 years) or (b) a combination with a floor (i.e. 1%) and ceiling (i.e. 3-5%) on payment increases*

### Risks

- Ground leased asset valuations normally trade at a discount. Thus, the sales prices the JV achieves may be substantially lower than underwritten.
- Lenders may be unwilling to be subordinated to the ground lease without a significant increase in the interest rate

# Sources & Uses

## Joint-Venture Participation

By participating in the joint-venture that develops the multifamily and medical office properties, Justin-Siena will be able to capture more of the upside.

As underwritten, Justin-Siena would contribute land in return for credit to its joint-venture capital account equivalent to the theoretical value of the land. Justin-Siena would then receive a preferred return of 8% on the value of the land. Thereafter, the developer would receive a 20% promote (equivalent to ~85% of post preferred return cash flows).

Overall, from its participation in the JV, Justin-Siena will receive \$11.3M, consisting of a share of NOI, financing proceeds, and sales proceeds.

Should Justin-Siena be unable to negotiate suitable terms for the ground lease and the joint-venture in tandem, it should pursue a traditional ground lease as in the Watermark transaction. Similarly, this could also include lease prepayments to accelerate cash flows.

**Funding Strategy: JV  
Participation  
\$11 Million**

### Key JV Assumptions

- J.S. % Ownership: 20.00%
- Pref.: 8.00%
- Promote: 20.00%
- Developer Returns: 18.8% LIRR / 1.5x WDPx

### Risks

- The school may be at a disadvantage negotiating with well-established development partners, and may need to offer better terms than underwritten, impacting profits.
- If the developer defaults, it could bankrupt the JV and cause Justin-Siena to receive no money from the development until the ground lease expires and the property reverts to J.S.
- A development partner may insist on Justin-Siena subordinating its ground lessor interest to the senior development loan, putting the school's land at risk should the JV default and the lender decide to foreclose on the school's interest.

# Sources & Uses

## School Development Financing

Leveraging school development financing allows Justin-Siena to indirectly realize some of the value associated with the ground lease income stream earlier than otherwise possible. Specifically, Justin-Siena may use the income generated from the ground lease under the multifamily and medical office buildings as well as 50% of the Watermark ground lease income to service the proposed school development loan (used for the Phase IV auditorium).

Through our conversation with First Republic Bank, who has done over 300 such transactions, we learned that loan size will be determined by the projected run-rate income for the school, consisting of ground lease payments, tuition & fees, and other miscellaneous income, as well as the proceeds to students ratio.

Given that the proposed loan comes in Year 17, it gives Justin-Siena adequate time to determine if there may be other funding sources and / or if they are comfortable with taking on a low-leverage loan.

### Funding Strategy: School Development Financing

\$12 Million

#### Key Financing Assumptions

- Term: 30 Years
- LTC: 12.25% (on Total School Dev. Costs)
  - Covers Auditorium rebuild
- Gross Proceeds: \$14.4M
  - \$26k / student
- Interest Rate: 3.50%
- Issuance Fee: 1.00%
- Mortgage Constant: 5.44%
- DSCR Range: 1.18x to 2.15x

#### Risks

- The loan size is predicated on Justin-Siena's ability to prove dependable future income streams to service the loan. If Watermark payments cannot be reallocated to this project, loan proceeds will drop significantly.

However, donations are also considered income, and submitting a detailed, defensible fundraising plan may be incorporated in the lender's debt service analysis. Another option is growing the student body in order to obtain credit for incremental income from tuition.

# Sources & Uses

## Charitable Remainder Trust

Charitable Remainder Trusts (“CRTs”) are irrevocable, tax-exempt trusts that generate additional income for the grantor and provide a future asset for the designated charity. An individual who wants to monetize assets and avoid high capital gains taxes, transfers the asset to a trust, whose trustee then sells the asset and invests the proceeds into income-producing products such as mutual funds.

The grantor receives a tax deduction for the initial contribution and receives a fixed income from the investment returns until the trust dissolves (earlier of 20 years or the grantors death). The trustee then transfers ownership of the assets to the designated beneficiary (ie. Justin-Siena).

Pursuing CRTs within Justin-Siena’s alumni base creates line of sight to future funds for future strategic projects. Understanding the deep, rich history of Justin-Siena, a CRT provides an opportunity for dedicated alumni focused on estate planning to make a lasting commitment to the school. Many grantors use trust proceeds to purchase life insurance policies of similar nominal value as the assets, leaving their families no worse off for having made the election.

## Charitable Lead Trust

Charitable Lead Trusts (“CLTs”) are similar to CRTs, except the roles are switched between the immediate and terminal beneficiary. Instead of the grantor receiving payments immediately generated from the trust, as in a CRT, these proceeds would go to Justin-Siena until the trust dissolves. Thereafter, the trust assets are transferred to the grantor’s heirs or an otherwise non-charitable beneficiary.

The benefit of this structure is Justin-Siena receives proceeds immediately rather than at a future date and the grantors’ heirs receive tax-free assets rather than a lump sum insurance payout and have to worry about how to reinvest it.

We recommend the school and targeted alumni consult with a financial / estate planning expert to further discuss the possibilities.

**An Important Note:**  
*Neither Charitable Remainder Trusts (“CRTs”) nor Charitable Lead Trusts (“CLTs”) are underwritten as providing any funds for the school’s redevelopment. They represent untapped potential.*

# City and Community Outreach

## Entitlement Strategy

The school is under a PQ zoning designation, which is given to all public schools, large private schools, community health facilities, and health-related community service facilities. Several permits would be needed:

- Zoning Amendment (commercial only)
- Use (commercial development only)
- Design Review
- Building

There are a couple of overarching strategies to bear in mind:

### Napa's General Plan Amendment

The City is working towards its 2040 General Plan, slated for adoption in 2021. Erin Morris, Napa's Planning Manager, shared with us that the City is considering allowing residential uses on underutilized school land - which would eliminate the need for a separate rezoning.

Inclusion in the city-wide application will result in significant savings in time and resources dedicated towards application filing, public outreach, and potential impact fees. We strongly recommend Justin-Siena to encourage this stipulation as the City's planning process progresses.

### Requirements for Medical Office

Justin-Siena and the development partner

should test the necessity of a Zoning Amendment for the medical office building.

One option to explore is maintaining a PQ designation and obtaining a Use Permit through integration of community services (e.g., urgent care for area low-income residents). The senior living facility is an example of benefiting from this treatment by offering Memory Care units and services.

Finally, for Design Review (which applies for all components of the plan), special attention should be paid to consistency with Napa's General Plan design policies, as approval can be contingent on details such as roof pitch and materials. Justin-Siena should now have sufficient familiarity with what City staff and the Planning Commission would be sensitive to given the senior living and faculty housing projects.

Given the above uncertainties and understanding the amount of time needed for application prep, our analysis assumes 18 and 24-month entitlement periods for the multifamily complex and medical office, respectively. Further discussion on risks and mitigation strategies associated with the entitlement process can be found in the Risks and Considerations section.

# City and Community Outreach

## Community Outreach

Based on Justin-Siena's past master planning efforts, concerns around traffic from the adjacent neighborhoods will arise. This time, however, traffic will be even more contained to the arterials as we're not only placing the commercial development entrance on Solano Avenue but also changing bus entry to Solano. The combined effect of these two changes would help address traffic concerns.

We consulted Beth Painter on the potential neighborhood response. Beth served as a Napa Planning Commissioner, has had 35 years of experience working in land use and planning for Napa City and County.

Beth's perspective is that neighborhood opposition to developments along Highway 29 would be limited.

In its outreach efforts, Justin-Siena should not only highlight the benefits the school could realize, but also the public benefits that the commercial development would enable. It should also include the students, parents, alumni, and neighbors in the planning process, for example, holding participatory design workshops and listening sessions in the early stages.



*Example of a participatory design workshop*

# Marketing Strategy

## Attracting Development Partners

Justin-Siena will be best served soliciting the support of an experienced brokerage firm to identify developers with the required product and market expertise and financial strength to bring the vision of Justin-Siena to fruition. Furthermore, the brokerage firm will assist with crafting an RFP that balances Justin-Siena's goals with developers' interests.

Below we have highlighted some of the key components necessary to attract developers and third-party capital:

### Product-Market Fit

The lack of housing development in Napa demonstrates a clear need for additional housing. Additionally, the site's proximity to Watermark and Queen of the Valley Medical Center represent a synergistic opportunity for medical office facilities, which serve currently-unmet needs. Blake | Griggs and Pacific Medical Buildings have expressed interest in discussing multifamily development and MOB development, respectively.

### Feasibility

Developers must be confident in the execution of a development before expending too many resources. This includes exploring how economic, environmental and social factors impact development potential.

### Feasibility Continued

Taking this into consideration, Justin-Siena should work with the broker to further vet our analysis of potential developer returns, additional solutions for any environmental concerns (i.e., avoidance of the gas easement) and community response to a potential development. Furthermore, an RFP should highlight that the General Plan revision presents an key opportunity to influence zoning requirements.

### Flexibility

Given the risk exposure expected of the developers, Justin-Siena must express a willingness to negotiate various deal structures that balance the interests of both parties. The brokerage firm will provide guidance on what developers may be willing to accept.

### Private Process

Given the history of neighborhood opposition and the high visibility this project would bring, we believe a private offering would be more suitable to provide time for a well-crafted project. Justin-Siena should work with its team to quietly investigate the possibilities of this development and avoid potential premature resistance from the surrounding neighborhood.

# Risks and Considerations

## Entitlement

There are two potential risks in the entitlement process to consider - density and traffic impacts.

In the former, there is a risk that the City deems 30 dwelling units per acre to be incompatible for north Napa, despite the senior living facility carrying that level of density. In the latter, there is a risk that traffic impacts would be triggered. Impact fees may vary from contributing to signal changes to turn lane additions, which may result in significantly compromised financial returns.

### Mitigation

In either case, single-family townhomes for rent remain a viable alternative. Note that for-sale townhomes would not be viable as it would require Justin-Siena to sell land.

## Fundraising

Given the total cost of this project, we recognize that raising the necessary capital may prove difficult. The school must not only alter their existing funding strategy, but also seek substantially more funds than have been raised to-date. Furthermore, this proposal illuminates that monetization of land through development will only provide a fraction of the capital needed.

### Mitigation

Justin-Siena will need total buy-in from its alumni base and assistance of corporate partnerships to bring this project to fruition. To legitimize capital raising efforts, Justin-Siena will need to devote all fundraising staff to this purpose and develop a compelling and engaging narrative that highlights its deep tradition, incites nostalgia, and unifies all parties around the vision of enhancing the educational experience of our future leaders. A professional fundraising consultant can assist the school in conducting an in-depth feasibility analysis and creation of a strategic implementation plan.

Additionally, to circumvent the sticker shock, fundraising should be well structured and organized into digestible segments focused on specific elements of the development project.

Within this proposal, we have provided an illustrative fundraising plan as an example. Lastly, in a scenario where 100% of the capital cannot be raised over time, this proposal has been segmented in such a way that Justin-Siena can pursue certain elements of this plan and discard others, such as delaying Phases III & IV.

# Risks and Considerations

## Development Partners

To execute this project, Justin-Siena will need to find developers: (1) interested in a non-primary market; (2) willing to share profits in an area where building higher and denser isn't an option; (3) open to subject a future buyer to a ground lease; and, (4) willing to ascribe market value to the below-market ground lease, all while bearing total economic risk. Throughout our research, we've understood that there is inherent risk in these exacting, albeit achievable, requirements.

### Mitigation

The recent development activity in the area and General Plan revision under process signal to developers that there is an opportunity here. The Watermark development represents the possibility to construct additional uses on the campus without having to await new zoning requirements under the General Plan. To assist with the due diligence process we have provided a suite of professional contacts, to whom Justin-Siena may reach out to learn more.

## Construction Timeline

Construction financing is the most costly financing in this project due to the underlying risk of a ground-up development. Should there be construction delays, the project's ability to service and repay its debt may be at risk. In a worst case scenario, additional equity may need to be contributed to cover these payments. Given that the school has no capacity to contribute additional equity, this risk could impact the attractiveness of a joint-venture in which partners can typically be expected to share in additional equity contributions.

### Mitigation

A developer's interests are aligned with Justin-Siena to expedite the construction timeline as much as possible. In the event of delays, a lender will approach the developer as the provider of loan guarantees, not Justin-Siena. A financially strong developer is of paramount importance, in case additional equity contributions are need. In return for this, are out-sized equity share above the preferred return.

# Risks and Considerations

## Market Shocks

A market shock is any unique event that broadly disrupts operations in the real estate industry. These shocks can be economic (i.e. Global Financial Crisis or GFC) or environment/social (i.e. COVID-19 pandemic) in nature. The two of the largest risks these events pose to ground-up development projects are access to capital and construction timelines.

During the GFC, liquidity in the market dried up as lenders became increasingly risk-averse. Below are potential capital issues that could arise:

- Difficulty in obtaining construction loans, impeding the ability to pursue this project.
- Lower LTC / LTV percentages or higher reserve accounts, negatively impacting returns and deterring developers
- Higher interest rates or shorter loan terms to reduce lenders' financial exposure
- Buyer difficulty in securing financing to purchase the completed development,
- Reduction in transaction volume, further deterring developers from pursuing this project

The COVID-19 pandemic may have a variety of impacts on the real estate industry.

The State of California currently has a “Shelter in Place” order. We see the greatest risk to construction as a delay of construction timelines which could be caused by a number of factors including:

- Contamination of site leading to full site shutdown
- Reduction in employees allowed to work on site at a given time
- Supply chain constraints due to transportation restrictions, delaying material delivery
- Employee strike due to concern of potential exposure
- Cost overruns due to heightened disinfecting requirements

## Mitigation

As part of this project, Justin-Siena will not make any cash contributions, but instead received equity value for the below-market ground lease that it contributes. In return for an out-sized share of the profits, the developer will bear the economic risks and work with the lender to reconcile these issues. Justin-Siena's greatest risk is losing control of its land for the duration of the lease, if the developer defaults. However, the leasehold lender would continue making lease payments.

# Recommended Resources

## From Vision to Execution

We recognize that executing this visionary development proposal will take considerable work and collaboration to succeed. Furthermore, we understand the caliber of this project requires significant financing, alignment with city and community interests, motivated counterparties, among others, which may be overwhelming.

However, we stand by our recommendation that Justin-Siena seek expert advice from a group of professionals to conduct further evaluation of this proposal. We anticipate these professionals will assist Justin-Siena in understanding, analyzing and exploring options that may or may not be included in this proposal. Therefore, we have taken considerable effort to obtain commitments (found in the Appendix) from professionals willing to help Justin-Siena through this process.

 <i>Real estate strategies for CA schools</i>	 <i>Bay Area multifamily developer</i>	 <i>National medical office developer</i>	
 <i>Real estate appraisals &amp; consulting services</i>	 <i>Real estate brokerage services</i>	 <i>Bay Area affordable housing developer</i>	 <i>Stanford fundraising/ capital campaigns</i>



