



Stoneman Site Task Force



Recommendation to San Marino Unified School District
Reviewed December 9, 2008
Accepted June 23, 2009

School Board Charter

The Board of Education desires to make decisions regarding the future of this site, which would provide maximum financial benefit to the District as well as maximum use opportunities.

Scope of Work: Evaluate and make a recommendation regarding the optimal use of Stoneman's space/site with the key objective being sustainable income. Work will include feasibility and timing expectations of any projected funds.

Task Force Participants

Community Members

- ▶ Kevin McDonnell – Co Chair
- ▶ Greg Forgatch – Co Chair
- ▶ Mustapha Baha
- ▶ Ann Brazil
- ▶ Frank Bryant
- ▶ Darbin Chan
- ▶ Isaac Hung
- ▶ Dave Lipps
- ▶ Steve Silk
- ▶ John Semcken

District and Board Participants

- ▶ Chris Norgaard
- ▶ Joseph Chang
- ▶ Gary Woods
- ▶ Julie Boucher

Stoneman Facts

- ▶ Facility Designed and constructed in 1929
- ▶ Facility Closed as SMUSD school site in 1983
- ▶ Leased to LACOE for Special Education classes 1985 - 2003
- ▶ Land Parcel is approximately 3 acres, zoned Residential
- ▶ Classroom and Office Space of 21,086 square Feet of which 4,200 is utilized by the School District.
- ▶ City of San Marino Currently utilizes 14,800 square feet of classroom and office space for an annual fee of \$168,000
 - ▶ City uses Stoneman for recreation department, day care and after school program.
- ▶ Fees received from the City for Stoneman are deposited in the District's Deferred Maintenance Account
 - ▶ State matches funds deposited into Deferred Maintenance Account up to 1/2 of 1% of District's budget, approximately \$120,000 per year
- ▶ District entered into a one year contract (with options) with the City in June 2008
 - ▶ District can terminate the lease with 30 days notice
- ▶ Stoneman Property Appraised for \$7 Million in July 2008
 - ▶ Highest and Best Use was 10 residential lots.

Working Assumptions

- ▶ The District has no plans to use Stoneman as a comprehensive school site
- ▶ The District does not have capital funds to invest in Stoneman to bring it up to modern standards for school or other uses.
- ▶ Any foreseeable increases in student enrollment could be absorbed by the current active school sites
- ▶ The District currently spends at least \$300,000 on deferred maintenance and capital projects each year

Other Considerations

From the School District's Perspective.....

▶ **Below Market Return on \$7 Million Asset**

- ▶ Currently the School District nets approximately \$120,000 per year from the Stoneman Site.
- ▶ The net income from Stoneman represents less than a 2% return
- ▶ Expected return on real estate assets is 7% to 8% or \$500,000 to \$550,000 NOI (Net Operating Income) per year.
- ▶ The District receives 3% on invested funds (\$210,000 on \$7 Million invested)

▶ **Substantial Deferred Maintenance Over Hang**

- ▶ Facility assessment completed by the District's architectural firm (Carmichael-Kemp Architects) in December 2007 estimated cost to modernize (structural, electrical, ADA, life/safety) Stoneman was over \$7.5 Million. If it were to be demolished and rebuilt, the costs would exceed \$15 Million.

▶ **Repair Cost Exposure**

- ▶ The District's ability to continue leasing the Stoneman Site is dependent upon no major structural issues which require repair.
- ▶ If repairs are required, the District may have to make a capital investment and/or discontinue leasing the facility.

Other Considerations

From the Community's Perspective.....

- ▶ **Programs provided by the City of San Marino on the Site provide an important service to the community**
 - ▶ Pre School
 - ▶ Before and After School Day Care (which benefits the current student population)
 - ▶ Recreation Department
 - ▶ Work Programs
- ▶ **Stoneman Site is an asset that should be retained for Community Use**
 - ▶ The Stoneman Site at approximately 3 acres is a valuable piece of real estate
 - ▶ Options to keep the site for community use should be maximized

Stoneman Site Stakeholders & Interests

Interests → Stakeholders ↓	Quality of Educational Programs Today	Quality of Educational Programs Future	Maximizing Current SMUSD Capital Funds	Maximizing Current SMUSD Operating Funds	Maintaining Character of Neighborhood	Avoidance of Investments in Stoneman Site	Maintaining Current Stoneman Programs	Conversion of Stoneman for Alternative Recreational Use	Preserving Stoneman as "Historical" Site	Alternative Educational Use of Stoneman	Keep Land for Future Use	Upgrade Stoneman Facility to Modern Standards
San Marino Unified School District	X	X	X	X		X		X				
Children Attending San Marino Schools	X		X	X		X		X				
Parents of Children Attending San Marino Schools	X		X	X		X	X	X				
Teachers within the San Marino Unified School District	X	X	X	X		X		X	X			
Residents of the City of San Marino	X	X		X	X		X	X	X	X	X	
Residents located near the Stoneman Site	X	X		X	X			X	X	X	X	
Children Attending San Marino Schools in the Future		X	X					X			X	
Children Attending Pre School or After School Program at the Stoneman Site							X	X	X	X		
Parents of Children Attending Pre School or After School Program at Stoneman Site					X		X	X				X
San Marino Recreation Department							X	X		X		X
The City of San Marino	X	X		X	X		X	X			X	

Stoneman Decision Rests on Perspective and Needs of District

Reasons to Keep	Reasons to Sell	Reasons to Exchange
<ol style="list-style-type: none"> 1. Continuation of Current Programs at Site 2. Hold for future sale at a higher price. 3. Alternate User May be Able to Increase Income and benefit the community 4. Student Population Increase 5. Offer new educational programs (ROP, Transition, etc.) 6. Sentimental / Historical Attachment 	<ol style="list-style-type: none"> 1. Generate \$7M of Cash for capital funds and/or income from investments. 2. Expense & Capital Avoidance 3. New Owner Can Better Utilize the Property <ul style="list-style-type: none"> • City • Commercial Development • Residential Development • Other Non-Profits 	<ol style="list-style-type: none"> 1. Easier Process 2. Remain “invested” in real estate with higher return 3. Acquire property via exchange

Key Decision-making Criteria

Sustainable Income	Annual funds received by the School District. These funds will be “capital funds” meaning they can be used for capital projects and deferred maintenance.
Capital Funds	Funds in School District's capital account which can be used for capital projects or deferred maintenance.
Cost Avoidance	Avoidance of investment in Stoneman or other owned properties.
Long Term Asset	A real estate asset that can be sold at a later date.
Community Acceptability	How acceptable will each alternative be to the San Marino Community at large.
Feasibility	How feasible is the alternative given the time frame and anticipated financial benefit.
Time Frame	How long will this alternative take to implement.
Community Use	Will this alternative benefit the San Marino Community at large.

Group Assessment

Option	Alternatives	Use	Sustainable Income	Capital Funds	Cost Avoidance	Long Term Asset	Community Acceptability	Feasibility	Time Frame	Community Use	
Keep	1	Current Lease with City	Current Use	Low	\$0	No	Yes	High	High	Now	Medium
	2	Expanded Lease to City	Expanded Community Use	Low	\$0	Yes	Yes	High	High	Short	High
	3	Land Lease to Developer	Commerical or Senior Living	Medium	\$0	Yes	Yes	Medium	Low	Long	None
	4	New/Add Tenant	Education, Regional Center or Other	Low	\$0	Yes	Yes	High	Medium M=7; H=1	Medium	Medium
Sell for Cash	1	City	Current or potentially expanded use	Low Interest Income	\$6M to \$8M	Yes	No	High H=6,M=1,L=1	Low/Med H=0,M=3,L=5	Medium	High
	2	Residential Developer	10 New Homes	Low Interest Income	\$6M to \$8M	Yes	No	High/Med H=3,M=2,L=3	High/Med H=4,M=2,L=2	Medium L=2,M=6	None
	3	Educational or Philanthropic Entity	Educational, Regional Center or Philanthropic	Low Interest Income	\$6M to \$8M	Yes	No	High H=6,M=1,L=1	Low/Med H=2,M=1,L=5	Long	High H=6,M=1,L=1
	4	Senior Housing Developer	Senior Housing Complex	Low Interest Income	\$6M to \$8M	Yes	No	Med/Low M=4,L=4	Low H=8	Long	None
Exchange for Property	1	Within San Marino	Same Uses as Sell for Cash	Low / Med H=0,M=3,L=5	\$0	No	Yes	Same Rating as Sell	Low	Med /Long M=4 L=4	Same as Rating for Sell
	2	Outside San Marino		Med / High H=4,M=2,L=2	\$0	No	Yes		High H=6,M=2	Short / Med S=6 M=2	
	3	Adjacent to District Property		Low	\$0	No	Yes		Low	Long	

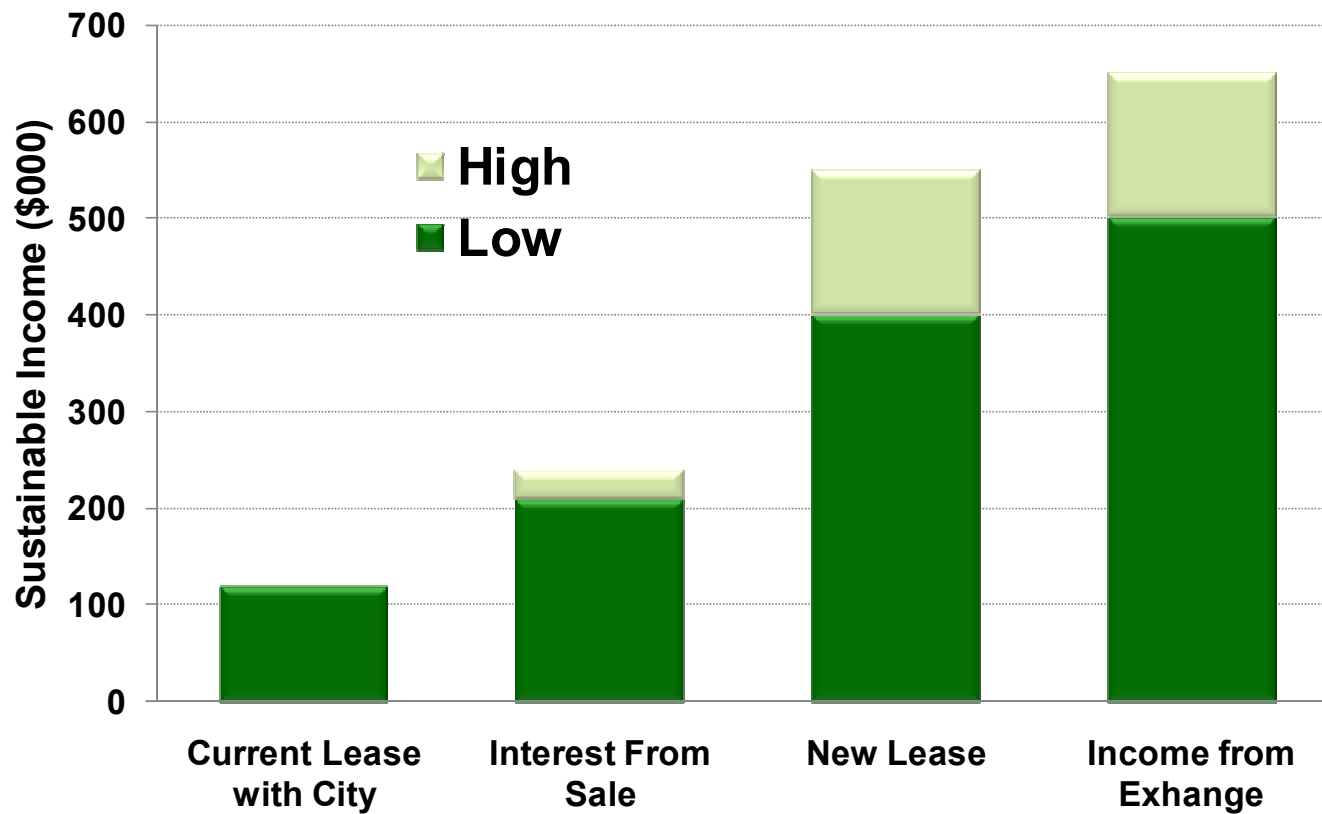
High 500K+
Med \$250K - \$500K
Low <\$250K

Short < 1YR
Med 1YR to 3YR
Long Over 3 YR

Summary of Group Assessment

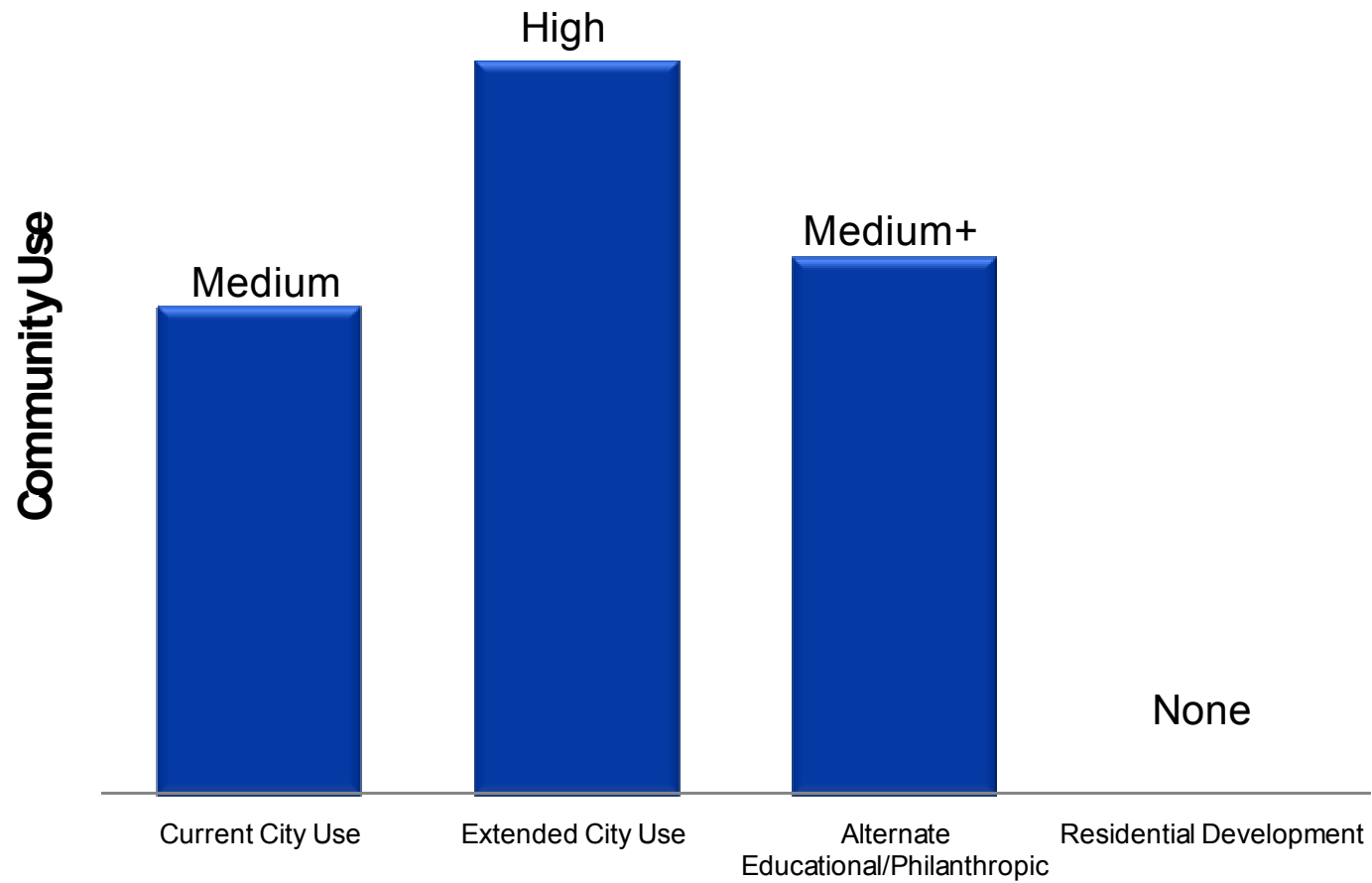
- ▶ Best course of action for the School District rests largely on need and timeframe
- ▶ Status quo represents a below market return on investment to the School District
- ▶ Desire for Stoneman site to remain as community asset even if the school District needs to sell the property
- ▶ Preferred buyer/long term Lessee is the City of San Marino as long as they provide a reasonable price or return
- ▶ The sale of the property to a residential developer is an option that is achievable.
- ▶ While other more community oriented solutions like selling to a philanthropic or educational entity may be appealing, they likely will fall outside the time frame required by the School District.
- ▶ If there is a desire to stay “invested” in real estate, then exchange for other higher income producing real estate should be considered.
 - ▶ Properties outside of San Marino would likely have the highest return

Sustainable Income



Note: The above is only a representation of on-going (sustainable) income and assumes that any sale proceeds are deposited in an interest bearing account. However, the generation of \$7M to \$8M of capital funds provides far greater flexibility than the above chart indicates.

Community Use



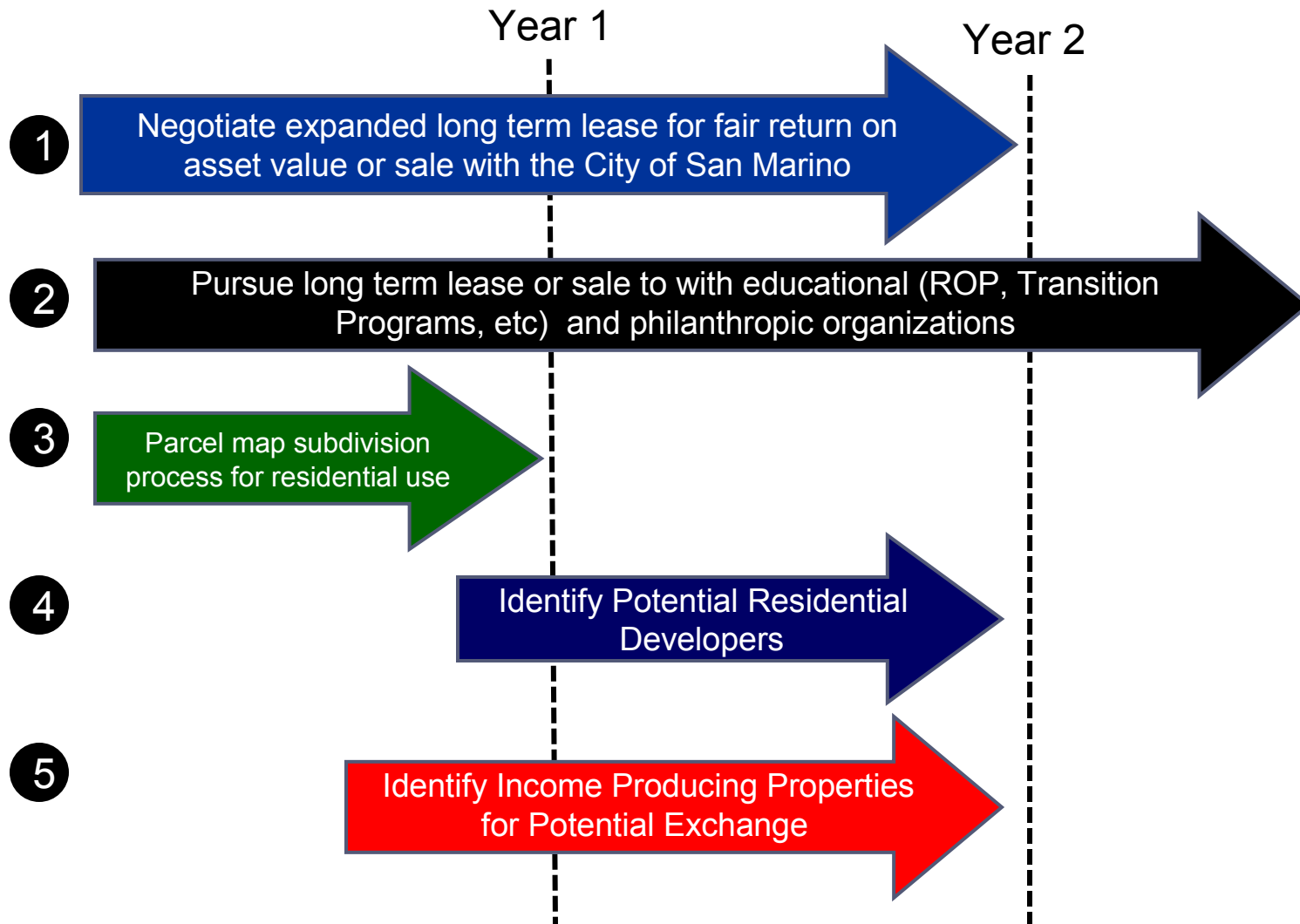
Recommendation for Stoneman Site

To best balance the need to generate funds and the desire to maximize use of this valuable community asset, the District should:

- 1. Attempt to generate more favorable returns on the site by negotiating long-term leases with the City of San Marino, other 3rd parties, or philanthropic/educational institutes.**
 - ▶ The threshold level of “favorable “ returns to be determined by the School Board but would approach a current market rate of \$500-550k/year.
 - ▶ Special consideration could be given to establishing a regional center (ROP), should an adequate business plan be advanced.
- 2. Simultaneously begin process of parcel map subdivision for residential use and of identifying income-producing properties for potential exchange.**
 - ▶ Neither of these activities lock the district into a decision, but would lay the ground work for fallback plans.
- 3. Should the district be unable to secure a long-term lessee at an acceptable rate, it should seek to sell the property at an acceptable price within the required timeframe**
 - ▶ City of San Marino is the preferred buyer.
 - ▶ Other philanthropic or educational institutes should be considered if timeframe is acceptable
 - ▶ A Residential developer
- 4. Proceeds from a sale could be invested (3% return) or property could be exchanged to provide a higher return.**
 - ▶ Properties outside of San Marino would likely have the highest return
 - ▶ Remaining invested in real estate is higher risk (same capital investment risk as Stoneman) but provides longer term appreciation.

Recommendation Timeline

The District should pursue the following paths in parallel:



Concluding remarks.....