

PROJECT NARRATIVE
CONCEPT DESIGN REVIEW
SUBMITTED BY
GRIFFIN FINE LIVING
FOR
KAWANA SPRINGS SENIOR ASSISTED LIVING CENTER
City of Santa Rosa, California
June 26, 2018

Description of Proposed Project

Griffin Fine Living (GFL) proposes to design, develop, build, own, and operate the Kawana Springs Senior Assisted Living Center (KSSALC). Our KSSALC is proposed to be located on 450 and 500 Kawana Springs Rd, across from the Santa Rosa Marketplace, (the Property). KSSALC is a 2 story, 112 unit, state-licensed facility employing 80+ full time personnel, where seniors will enjoy a high quality life, comfortable living, excellent dining, social and recreational opportunities, and wellness programs to nourish the mind, body and spirit. KSSALC will provide 71 suites for senior assisted living care; 31 suites will be provided for senior memory care in its own secure neighborhood on the first floor. Designed into the second story, are ten 1-bedroom apartments (approx. 620 sf each) which we propose to provide for affordable housing. Separate access to the affordable apartment area of the building is designed with 2 entries and exit doors to the exterior of the building. GFL is requesting for 450 and 500 Kawana Springs Rd to be considered for a lot merger, and the rezoning to R-3-30 with an allowed 75% lot coverage and maximum height of 45 feet.

Our KSSALC is mostly comprised of “private suites” occupied by 1 person, with an average age of 75 or more. All residents are provided 3 meals per day and in-between meal snacks, which they will eat in our dining rooms, bistros, or other community dining areas. All food preparation is done in the facility’s commercial kitchen by our chef and our onsite kitchen staff, and then served to the residents by our wait staff. All living suites are designed as studios or 1-bedroom plans, although we may have a few 2-bedroom suites which 2 persons would occupy. Each suite has: one handicap qualified bathroom with a sink, toilet and shower stall; a sitting area or TV room; and closets. Additionally, each suite has a convenience area for snacks and beverage storage, similar to a hotel or motel, with a small refrigerator, sink, and cabinets, plug-in cooktops, and dishwashers, but no ovens. Our facility will fall under the zoning ordinance definition of a Community Care Facility, serving 7 persons or more.

Our KSSALC will also include exercise rooms, theater and entertainment areas, nurses’ station, administrative offices and business offices. Outdoor courtyards with walking paths, patios, shade gardens, ponds, fountains, and relaxation areas within a secured setting, will be available to all seniors. The KSSALC will also provide shuttle service for our residents to have easy access to the nearby retail, restaurants, doctors’ appointments, parks, open spaces, etc.

GFL has done some preliminary internal market studies for a 10-minute drive time around the Property. Our KSSALC will serve a large growing population of seniors who need and qualify for this care in the Santa Rosa market area. 80% of our potential residents will come from this 10-minute drive time, or “Primary Market Area”. In the Primary Market Area, there is an increasing population of 6,400 seniors over of the age 75 with incomes that qualify for our proposed KSSALC. Our studies show that the services offered by our KSSALC are in high demand and necessary to serve the unmet needs for senior care in the Santa Rosa market.

Before selecting the property site, we made a careful study of the best location for these services. We selected this location because it is centralized in the city and is across the street from various retail, within a market area which shows a very high population of qualified seniors who need our provided care. Being located near retail, restaurants, and major shopping centers is a desired amenity for family and visitors to frequent with our seniors. According to a 2017 survey conducted by “A Place for Mom”, there is an increasing demand for more urban, more connected communities in the senior housing market that provide an engaged lifestyle which avoid the isolated feeling of more exurb locations. Additionally, there is a growing demand for senior facilities to associate with multigenerational environments. Griffin Fine Living received a National Association for Home Builders (NAHB) 2017 Gold Design Award and Innovation Award for successfully incorporating this new concept of senior living into the renovation of an urban infill shopping center in Simi Valley, California.

Why We Are a Superior Asset to the Community- Kawana Springs Senior Assisted Living Center Offers Specialized Care for Residents of the Santa Rosa Community

Santa Rosa residents will have access to high quality long-term senior care at Kawana Springs Senior Assisted Living Center while living in a thoughtfully designed supportive community in the center of Santa Rosa. KSSALC will allow the community members of Santa Rosa to age in place, and enjoy the community they’ve grown to love and call home. This allows seniors to comfortably remain in their social networks, feeling safe and secure, in a familiar environment.

KSSALC will provide a variety of different leveled jobs for the community. KSSALC will provide training for Santa Rosa residents to learn new skills and gain long-term steady employment.

The Affordable Housing Apartments provide housing for skilled employees and desperately needed affordable housing in the market. KSSALC would provide training to allow its employees to achieve a new, desirable and higher level of skills which will translate into greater economic success for both themselves and the immediate community.

Facility Program

Senior Population

Our KSSALC will provide daily care for seniors ages 55+ from our Market Area, and the surrounding area.

Areas in the Facility

The physical design of the building will provide for a relaxed home and social environment with efficient access throughout our KSSALC. At the same time, it will encompass the key elements of safety, care, wellness, social programs, and services that are valuable to our seniors’ healthy daily living.

We use the term “neighborhood” to designate the area within the KSSALC, specifically for our seniors with memory and cognitive impairments.

Front Entry and Lobby

Our front entry and lobby will provide a welcoming statement of an upscale quality establishment with an inviting lobby for the gathering of arriving and departing seniors, and first time visitors. The front entry is in close proximity to 5 front parking spaces, drop off locations and bus and shuttle transportation.

Rear Entry and Service Area

Our rear entry and service area provide immediate access for deliveries, staff entrance, family, visitors, guests, and emergency personnel all in close proximity to 58 rear and side parking spaces.

Marketing Office

The marketing office will provide an area in which potential seniors and their families may discuss, in a warm, friendly and private environment, their thoughts, questions and concerns about becoming a member of the KSSALC. Our Director of Sales and Marketing is equipped to counsel and provide answers to questions that arise from the transition of seniors into our community. Our staff will respond in a way that brings confidence and alleviates concerns about making such a move for both the family and the senior.

Seniors' Suites

Studio, 1-bedroom, and 2-bedroom options are available for assisted living seniors, and studio suites are available for memory care seniors. All suites provide a safe, secure, quiet, and comfortable environment with high quality materials and accents that create an upscale feel and provide a pleasurable living experience for our seniors. Suites are private with a few semi-private alternatives. All suites include a handicap accessible bathroom with toilet, sink, and shower. Staff members perform visual checks on all suites throughout the evening.

Our seniors will occupy their suites in a month to month rental agreement, and no long term commitment is required.

Exam Rooms

Exam rooms provide additional privacy to complete the nursing assessment, medical history review and physical examination, which are not suitable for an office. An exam room with an exam table and locked medical supplies required for these examinations is available. This room is in close proximity to the nurses' station and provides additional privacy in a secure environment. The exam rooms also allow for 3rd party medical providers to come to our seniors and perform onsite evaluations in a professional and inviting office environment.

Group Activity Rooms

Group activity rooms are situated within our KSSALC. Group Activity Rooms have large windows facing the courtyard. Group activity rooms provide the opportunity for different activities and group topics to be conducted simultaneously based on the many daily-scheduled senior activities. Group activity rooms can be used for watching television, playing games, journaling, and more structured activities.

Bistro

The bistro features a galley for coffee, chilled beverages, condiments, fresh fruit and snacks. It creates a fun and casual atmosphere for assisted living seniors to gather and enjoy beverages, a quick snack or just socialize with others in a unique cafe style.

Senior Assisted Living Dining Room

The dining room, located on the first floor serves three meals a day. Meals are served in a scheduled manner with senior populations rotating through at various times. It is modeled in the manner of an upscale dining room and is a focal point of the daily activities. Its design allows for a restaurant experience with family and other seniors, as one would experience in a higher end offsite establishment.

Senior Memory Care Dining Room

The Senior Memory Care dining room, located on the first floor in the secured neighborhood, serves three meals a day, and meals are served in a scheduled manner for all memory care seniors. It is the focal point of the daily activities, and its design allows for multi-purpose use for dining and group.

Outdoor Courtyards

There are three courtyards with direct access from the inside and visible from inside common areas: two Senior Assisted Living courtyards and the Senior Memory Care courtyard. Their design provides a quiet, shaded, reflective environment for our seniors. They are a welcoming experience to interact with the outdoor environment, to relax with nature and provide more views to the outdoors while inside. The Memory Care area is in a controlled and safe environment that allows seniors to get fresh air and commune with nature.

Outdoor Senior Assisted Living Gardens

Our KSSALC features a lovely outdoor garden visible from inside the Senior Assisted Living dining room, and an outdoor garden on the street frontage side of the property. Shade structures, seating areas with pottery, wind sculptures, sensory gardens, patios, and walkways provide a reflective area for seniors, as well as a great activity space for group programs in the internal garden.

Outdoor Dog Park

A small designated area for seniors to walk their dogs has been provided on the north side of the building. The gated dog park features fresh grass, benches, and is surrounded by lush landscaping for a tranquil experience for dogs and owners. Mature trees provide shade across the entirety of the dog park.

Exercise Rooms

An Exercise Room will provide equipment specifically designed for physical fitness programs for all levels of our seniors' health. Staying physically fit and active is highly important and a valued component of our program. It requires access to the right equipment with competent instruction and a dedicated area. Exercise classes for all ability levels will also be offered.

Laundry Rooms

KSSALC staff will use the commercial laundry room for the cleaning of linens, towels, etc. and laundry services for our seniors. However, for those that want to maintain their own personal service laundry, there are laundry rooms with washers and dryers in the facility for seniors' personal use.

Semi-Secured KSSALC

All entrances and exits are controlled and monitored to provide a safe and secure environment. Keypad codes allow our assisted living seniors to safely leave and come back independently. All rooms in the assisted living areas can be opened from the inside without a key.

Our KSSALC Policy and Procedure designate safety and risk mitigation for our KSSALC building and operation. These policies and procedures will detail Safety Management, Security Management, Hazardous Materials Management, Fire Safety Management, Medical Equipment Management, and Utility Management. Our building plans will comply with the standards and requirements of the City of

Santa Rosa, the California Department of Health Services, Division of Assurance and Licensure, and Office of Assisted Living Licensure requirements.

Secured Neighborhood

The secured neighborhood is for the safety and security of the memory care residents, but is done in a way that fosters a feeling of belonging and identity. Due to the nature of memory and cognitive impairments, it is required that a secure environment is maintained to prevent any episodes of “wandering.” Individuals in the onsets of memory related health issues are not always aware of their surroundings, and if they were to leave the “neighborhood,” or KSSALC building, they may have difficulty relocating it on their own. The Senior Memory Care neighborhood provides for a dining room, nurses’ station, suites/bathrooms, group activity rooms, and an indoor courtyard. All services provided within the neighborhood are in close proximity to required equipment, supplies, and personnel to create a comprehensive and cohesive living environment. There are multiple areas within the neighborhood that allow for both private and group visitations of our seniors’ family and friends. The group activity rooms, the dining area and private suites are examples. State of the art electronics monitor and provide access to all entrances and exits to the Senior Memory Care neighborhood. By keeping track of all ingress, egress, and regress of care givers, staff, and visitors, we will be able to provide a friendly, safe, and secure environment for our memory care seniors.

PROPOSAL MEETS CRITERIA FOR DESIGN REVIEW APPROVAL

1. Integrate new development carefully into existing neighborhoods with respect to scale, level of detailing, use of materials, landscaping, and other characteristics of the neighborhood.

Our KSSALC’s design, scale, architecture, intensity, and character will be compatible with the proposed Yolanda Apartments adjacent to our site, as well as the Meadows Apartments adjacent to the east, through the guidance of the Santa Rosa Design Review and Approval process. Our KSSALC will also be compatible in scale, character, and intensity with the Santa Rosa Market Place directly north of the property, as the KSSALC will not add traffic, nor will it negatively impact the existing traffic patterns.

With this project proposal, GFL is also planning on increasing and improving the street frontage landscaping of the Carriage Mobile Homes, with the coordinated efforts of the mobile home management team.

As with all commercial projects in the Santa Rosa community, the proposed two-story KSSALC will reflect the characteristics and values of the community through aesthetic appearance of the structure, site design, and programming.

The Kawana Springs project aims to inspire comfort and elegance through the Craftsman style of architecture. Inspiration for our building stems from the Arts & Crafts movement; a philosophy which induces a sense of originality and warmth for all who view or live within it. Throughout the project, wood is utilized with vertical and horizontal sidings, window sills & headers, exposed rafter tails, and beams. Rounded “Champion” rafter tails and curved beam ends add a dimension of detail and give off a sense of hand-crafted, while stone is used sparingly to create breakups in the overall form and draw the viewer’s eye as nice focal points. Stone pillars are also used for a sense of foundation and security at several points. At the main entrance, custom columns are utilized in white stucco tapered over stone to create a very friendly atmosphere that is both welcoming, and refined, while also staying true to the craftsman style. Awning roofs are also used to help further break up the mass of the building. As is traditional with the Craftsman style, multipaned windows are the main resident window used in the

project, with custom pane windows on stairwells to provide more of the classic feel and add to the breakup. At the main entrance, some larger custom windows were used to add just a subtle touch of modernity. To go with the awning roofs, custom gabled roofs at the front highlight the street view elevation, and provide more space for wood details and exposed rafter tails. Because of its relation to the bungalow style, a quintessential California design, Craftsman feels like a perfect style choice for Santa Rosa to attract positive attention, and enhance the entire neighborhood feel.

2. Mitigate noise generated by infill projects through placement of buildings and sound barriers as needed.

When occupied this facility will comply with all city regulations regarding noise and limitation of excess noise. When under construction our building contractor will be contractually required to comply with city noise standards and hours of operation.

3. Utilize shielded light fixtures to minimize on-site light straying beyond a project boundary. Hours of operation should be considered as well.

There will be no adverse impacts regarding lighting levels, as our KSSALC is predominately an indoor use and does not require much lighting outdoors. The outdoor garden areas are quiet areas for relaxation and reflections during the day. The outdoor lights will be dimmed to the proper level for safety purposes after hours.

4. Provide a visual buffer in the form of landscaping, privacy walls or semi-private patios between the interior of dwellings and sidewalks and common open spaces.

The KSSALC landscaping and hardscaping has been designed with the senior's privacy in mind. A landscaping buffer has been provided for visual impact and privacy shielding from pathway pedestrians.

5. When existing public amenities such as parks are in the immediate vicinity, provide pedestrian access to take advantage of these features.

Our KSSALC will provide a pedestrian crosswalk to the existing Santa Rosa Market Place for shopping, dining, personal care, banking and all the other public amenities this Regional Shopping Center provides for our residents, their visitors and our staff. Additionally, we will provide transportation to and from our KSSALC to: this shopping center; other centers; local parks, such as Colgan Creek Park and the Taylor Mountain Regional Park; local medical facilities; restaurants; etc. We will also provide transportation to social events and destinations, such as the Harvest Festival at the end of September, or the Green Music Center by the college.

6. Integrate landscaping into all site development, provide special attention to incorporation of trees in all landscape design, and provide landscaping that exhibits a strong design concept and creates harmonious composition.

Our craftsman style building paired alongside thoughtful landscape creates a classic and welcoming visual composition to the site, promoting an upscale arrival experience. At the entrance from Kawana Springs road a distinctive lantern and columns with themed fencing create the first welcoming layer. Wellness programs begin to emerge near the main entrance of the KSSALC, including a garden walk, with space for flower beds and a cutting garden, and a fenced pet area for therapy animals.

Three courtyards within are full of multi-purpose spaces and curated features intended to create a lively atmosphere for recreation, health, and social gatherings. These courtyards and our outdoor garden areas will have shade thoughtfully provided by trees and umbrella canopies creating a covered patio for our seniors to sit comfortably on warm days. A focal tree will stand next to the outdoor living room to provide a cozy and restful space in the courtyard.

7. Landscaping incorporated in a development should reflect or improve on the landscaping already present in the neighborhood.

Street frontage landscaping westerly along Kawana Springs Road will respectively be incorporated with neighboring landscaping and the public right-of-way. With our KSSALC site improvements, GFL wishes to work with the Carriage Court Mobile Home management team to bring updated landscaping theme along the street frontage of their community.

8. Design parking areas to facilitate the movement of vehicles in and out, to avoid difficult turning maneuvers, and to reduce the possibility of accidents to vehicles and pedestrians.

Traffic flow is critical for our facility considering the Santa Rosa Marketplace on the adjacent side of Kawana Springs Road, so our site will have two entrances and exits to the site. The KSSALC property will include an enhanced drive aisle with a welcoming and classic turning circle that will provide a shaded entrance for pedestrian pick-up and drop-offs, and first-time visitor parking.

9. Provide clearly defined pedestrian pathways from public sidewalks, bus stops and on-street parking spaces, through parking lots, to the building entries.

Our pedestrian entry is clearly marked by themed fencing and paving, and easily accessible from the Kawana Springs Road sidewalk and the Santa Rosa City Bus line 5- one block away at the corner of Kawana Spring Road and Meadow Way. The walkways lead seniors and their families, visitors, and employees to the building entrance safely, without intercepting any vehicles. A pedestrian pathway with thoughtful landscaping and screening from resident windows, is also provided around the entirety of the KSSALC building.

10. Landscape parking lots with shade trees to provide a canopy over the parked cars and reduce solar heat gain in the summer.

The KSSALC will have 6 trees planted along the front parking where they will be highly visible and provide shade to first time visitors vehicles. Additionally, trees in the rear parking area and along the border of the KSSALC for side parking, will provide shade for vehicles parked for longer periods of time.

THE DESIGN IS CONSISTENT WITH THE GOALS AND POLICIES OF THE DESIGN GUIDELINES

Development of our KSSALC will support numerous goals of the City's Design Guidelines, including:

3.2 Multiple-Family Residential B: To provide a quality living environment.

3.2 Multiple-Family Residential E: To provide developments with logical layouts that people can navigate through without confusion.

3.2 Multiple-Family Residential F: To enhance the public realm with attractive buildings and landscaping treatment along the City's streetscape.

4.1 Landscaping A: To define outdoor spaces and assist with spatial definition in concert with buildings.

4.1 Landscaping B: To provide visual enhancement of sites by creating a harmonious visual composition in combination with the architecture.

4.1 Landscaping C: To make necessary microclimate adjustments of sun, shade, and wind to control glare, minimize heat gain and create comfortable outdoor spaces.

4.1 Landscaping D: To provide historical continuity of landscaping, where appropriate.

4.1 Landscaping E: To develop landscaping that is easily maintained and conserves water.

4.1 Landscaping F: To provide visual screening, where appropriate.

4.2 Off-Street Parking A: To Provide necessary parking without large expanses of paving.

4.2 Off-Street Parking B: To provide tree canopies to shade asphalt parking lots.

4.2 Off-Street Parking C: To create a safe and comfortable environment for pedestrians and bicyclists as well as for vehicles.

4.2 Off-Street Parking E: To design sites, including buildings and the parking lot, such that vehicles are not the dominant feature.

4.2 Off-Street Parking G: To minimize polluted runoff from parking lots from contaminating the City's waterways.

4.3 Infill Development A: To provide for continuity of design between existing and new development.

4.3 Infill Development B: To ensure that projects are designed in such a way as to reduce to a minimum possible negative consequences, such as: loss of privacy, noise, increase traffic and lighting overspill that infill development may have on existing neighbors.

4.3 Infill Development C: To encourage cooperation between property owners or the consolidation of adjacent parcels to allow for more effective planning.

The Professional Team

The Applicant, Griffin Fine Living is the developer and will contract with an operator, tentatively Solvere, a nationally recognized excellent senior care operator.

Griffin Fine Living ("GFL")

Over the past 100 years, various Griffin entities have been responsible for the development of commercial, residential, and master planned mixed use communities, building more than thirty-five thousand homes and apartments, and hundreds of thousands of square feet of shopping centers and office buildings. Individual Griffin family members, through the generations, have developed a skill and reputation for real estate development by learning lessons of previous generations to create the Legacy held today. GFL continues to master plan communities, build apartments, homes, shopping centers and offices to fully utilize our real estate heritage.

Today, Griffin Fine Living engages its team to develop and oversee a diverse portfolio of real estate investments for a variety of entities. Griffin Fine Living has developed a new focus on senior housing and senior assisted living facilities. We are designing senior living communities that are located in urban markets with some of the strongest aging and affluent population demographics necessary for the success of senior living projects. Our communities are designed to give daily assistance, social interaction, special memory care, medical care, dining, hospitality and housekeeping, which provides a quality of living with dignity for the growing senior population.

Irwin Partner's Architecture ("IPA") was founded over 40 years ago. In their view, successful architecture entails more than inspired design. It takes a commitment to their clients and to the residents they serve. It requires an understanding of complex regulatory environments and the confidence and courage to lobby for change when change is needed. Most of all, it takes tireless dedication to drive each project successfully through completion. For more than 40 years, Irwin Partners Architects has demonstrated these values to their clients.

Providing planning and architectural design services for residential communities, senior living communities, retail developments, hospitality and related specialty projects worldwide, IPA translates the client's needs and desires into an aesthetic, workable product that leads to financially successful and award-winning designs. Their goal is simple, create good designs that are well accepted in the marketplace, appropriate for the end user, and attains the client's goal.

Greg Irwin has literally grown up in the firm begun by his father, Carl Irwin, a pioneer in senior-housing design. Today Greg provides leadership in the conceptualization of Irwin Partners Architects projects, integrating his client's goals with the changing needs of customers to create products with powerful, marketable advantages. Greg also personally manages projects through all architectural phases, including schematic design, design development, contract document production, plan check and construction administration. He has written and presented talks on the use of computer technologies in architectural design and on the design of assisted-living housing for the elderly.

Land Concern was established in 1974, and is known for innovative and creative design driven solutions. A leading Landscape Architecture firm in Southern California, Land Concern continues to evolve and adapt to meet each project's requirements, while maintaining its core commitment to the highest level of client satisfaction and document production.

Land Concern views each project as an opportunity to create lasting design solutions that enhance the sense of place, bring the client vision to life, and provide novel and thoughtful solutions to the challenges of today's spaces and the ever changing environmental constraints.

Oberkamper & Associates Civil Engineers have provided Civil Engineering and Land Surveying for clients throughout Alameda, Contra Costa, Marin, San Francisco and Sonoma County, since 1961. Oberkamper and Associates seeks to provide its clients with quality service, technical excellence and good communication. Understanding the importance of cost-effective services delivered in a timely manner, Oberkamper & Associates delivers effective and efficient solutions to clients' needs.

Their strength lies in the experience of their staff. They understand their clients' needs for experienced design professionals and responsive services that focuses on their specific needs. They are strong in establishing cooperative, collaborative relationships with local City and County agencies, public agencies, consultants, contractors and their clients in order to best develop and expedite project design and approval.

The GFL Team (The Team) is a synergistic group of nationally recognized development, architecture, engineering and construction professionals with strong relationships. The Team will program, plan, design, and execute the full range of services required to deliver our KSSALC on-time and at or below budget.

The Team translates into the highest and best value for the Community. Our privately held company structure allows us more flexibility than our competitors, as we are not bound by rigid institutional or REIT financing requirements. We are confident our team has the operating platform and optimal mix of disciplines and experience to deliver a Class A Senior Assisted Living and Memory Care Facility to the Community.

GFL is proud and honored to have the opportunity to develop in the City of Santa Rosa. GFL strongly believes that they have assembled a world-class Team. Additionally, upon review of all the valuable information supplied by our team members, we believe that the credentials of our Team are unparalleled.

Real Estate Development Experience and Services

The Team's full-service approach provides all of the development, finance, design, project management, and other professional services on an in-house basis from our offices in Los Angeles and Atlanta. We have the staffing capabilities to provide the community with the professionals that will draw upon their years of experience in the local market for this project.

Throughout Griffin's 100+ years of development experience with billions of dollars of completed real estate developments including: office buildings, shopping centers, apartments, parks, senior care facilities, and planned communities; our principals have created a detailed set of building specifications. These are used to guide the design and construction of this project and are the foundation for the developing state-of-the-art buildings under controlled cost. The Team will validate all programming and site assumptions, while tailoring the specifications to meet the needs of the community. Our expertise allows us to develop buildings that are efficiently designed and constructed utilizing best practices for state of the art Class A facilities. Our goal is to maximize the return on the design dollar for our KSSALC, as well as create a building that we can own, manage and operate for many years, while respecting the integrity and history of the communities we build in.

Our exceptional team of seasoned professionals will provide the comprehensive design, construction, and development program with marketing, management, operational professionalism, with the same breadth and depth of experience and expertise they have achieved in many municipalities across California and the country. Our fully integrated in-house development services include but are not limited to:

- Market and Demand Analysis
- Pro Formas
- Financing
- Estimating and Pricing
- GMP in Schematic Design
- Critical Path Schedules
- Marketing and Leasing
- Off-Balance Sheet Financing
- Municipal, County, State and Federal Regulatory Approvals
- Value Engineering
- Design Management Oversight
- Building Space Design
- Construction Management
- Property Management

GFL will provide all the professional services associated with development, project management, financing, leasing, construction management, contract administration, and property management on an in-house basis. We will construct the facility under our single-point-of-contact methodology and will be the single source of responsibility for all project deliverables.

GFL will provide all services required to program, plan, design, and engineer the Kawana Springs Senior Assisted Living Center. GFL will also contract with qualified area subcontractors to perform all construction work. In doing so, they will employ trade professionals who are members of the Santa Rosa community to help boost the local economy and provide opportunity throughout.

We invite local, regional and national lenders to provide financing. Sensitive negotiations with local lenders combined with established relationships with commercial banks, insurance companies, institutional investors and investment banks will result in the lowest cost of capital for this project.

GFL's role and responsibilities will not end until all the architectural, development, and construction work is completed, and all warranties for materials and workmanship have expired. We will continue management of our KSSALC for many years to come.

Financial Strength

GFL is a privately held company, and we invest our own equity in all of our projects. Because we invest our own money in these projects, we conduct detailed pre-development services to ensure the project's success. GFL will secure 100% of the debt and equity for the project, thereby eliminating the financial risk for our KSSALC. As a result of our successful track record, we have established excellent relationships with the lending community that alleviate the restrictions placed on most developers. This enables us to start construction quicker than our competitors and have the facility in operation sooner. Our lenders understand senior care and have watched us throughout our history deliver Class A buildings on time and under budget.

Griffin Fine Living Professional Staff Composition:

Paul Griffin III is the fifth generation of the Griffin family to become a real-estate developer and builder. As Chief Executive of GFL, he is responsible for all areas of the company's operation, from strategic planning to daily operations. Paul grew up in the development business and joined his father's company after graduating from UCLA in 1979. In 1985, Paul was appointed vice president/division manager, responsible for developing over 5,000 homes. Over the past 30 years under his leadership, the company has developed projects throughout California and Georgia. Among his most valuable assets are the many long-standing relationships he has cultivated with community leaders. Paul and his management team count quality, integrity, and long-term relationships as their most important construction tools. In 1997, Paul was named Builder of the Year by the Building Industry Association, and was named Builder of the Year again in 2000 by Habitat for Humanity.

David Griffin, has over 30 years of experience in construction management, project planning and design, purchasing, general contracting, sub-contractor management and management of field personal. As Senior Vice President, David is one of our senior staff developing and executing the company's strategic plan and is responsible for leadership and company operations for all site construction, commercial and residential building operations and customer warranty. He is active in the day to day operation of the company and serves as the key executive for all construction related activities. David holds a BS degree and an MBA from UCLA. His career experience encompasses a broad background in the development and construction of all of all types of real estate including master planned communities, retail properties, commercial shopping centers, commercial office space, apartments, townhomes, condominiums and residential homes.

Matt Griffin, A motivated performer with a strong background in development, heads up Griffin's Atlanta division. Representing the company's first foray into this new market, leadership of the Atlanta division required an individual with dedicated work ethics and diverse skill sets. Matthew got his start with Griffin Property Management, following his graduation from UCLA in 1991. After obtaining his MBA from Boston College in the mid-1990s, Matthew joined Gatehouse Development in Massachusetts as asset manager for commercial and residential income properties in California, Rhode Island, and Florida. In 1998, Matthew joined Griffin as vice president of the Ventura division. He was responsible for entitlements for approximately 1,200 homes, 360 apartments, two elementary schools, and 130 acres of parkland at a value of \$700 million. Matthew served on the Building Industry Association's Government Affairs council, and being dedicated to his community, has also served on the Santa Clara Boys and Club Board, and helped to develop neighborhood outreach programs in Ventura County.

Richard Niec is 40+ year veteran of the building industry, spending 35 of those years with Griffin. Richard originally joined the Griffin family in 1977. In 1987, Richard created a Riverside/San Diego division that produced 300–400 homes annually for the Marlborough Development Corporation. In 1991 he assumed the management of Brock Homes' Riverside/San Bernardino County Division. He rejoined Griffin in 1993 to direct land acquisition and master plan designs, project final design, processing of municipal entitlements, engineering schedules, and budgets. He has earned a BS in civil engineering from the New Jersey Institute of Technology and was a commissioned Air Force officer before joining Griffin. In 1982, he became vice president of land development and worked directly with the president. He later served as vice president and manager of the western region. During his tenure at Griffin, he developed over 7,000 homes. Richard served as president of the Ventura County Building Industry Association and member of the Boards of Directors for the Ventura and Riverside County chapters of the Southern California Building Industry Association.

John Terando joined Griffin in October 1992, during the depths of the worst real estate recession in 30 years. With a directive to raise capital, he arranged a \$25 million equity placement and a \$75 million debt structure. Since that time, John has arranged financings in excess of \$500,000,000 from all levels of equity and debt providers, including international providers. He was promoted to president of the California division in 2001. Working closely with the Griffin management team, the California division achieved 350+ closings per year, with over \$100,000,000 in Gross Sales. John has created Marketing programs for 20 different master plans and subdivisions resulting in the sales of over 5000 homes or lots valued over \$1 billion dollars in gross sales revenues. John also created an internal sales operation and mortgage company over his tenure. John's prior business experience includes managerial roles in Fortune 500 Companies, IBM, Arrow Electronics and 3Com. John attended UCLA on a full scholarship, graduated with a B.A. in international relations and political science, and earned his M.B.A. at San Diego State University in Marketing/Management.

Joseph E. Anderson, Jr. has 40 years of experience in the areas of proper financial controls, corporate finance, SEC reporting, and joint venture accounting and reporting. He is known in the development industry for developing cost reporting and tracking systems. Many of these systems are being used by industry leaders today. After graduating from the University of Notre Dame in 1973, Joseph worked for Arthur Andersen & Co. for four years. He also served as controller and chief financial officer of The Christiana Companies, Inc., a Southern California home builder listed on the New York Stock Exchange. In 1983, Joseph obtained his C.P.A. certificate. After joining Griffin in 1988, he implemented state-of-the-art systems for management information and data processing. Joseph donates his free time to many causes, including the SERT organization, which creates equestrian experiences for mentally, emotionally, and physically challenged students. He is also vice chairman of the board of directors of the West Valley Boys and Girls Club.