

RAISE THE ROOF

St. Andrew's Blueprint
for the Future



**Project Scope, Process and Team for
St. Andrew's Athletics Complex and Student Union and
Middle School/STEM Center**

A Thoughtful Vision for the Future of St. Andrew's Episcopal School

In partnership with the Board of Trustees and our Comprehensive Site Planning Task Force, and with thoughtful input from our Senior Administrators, Division Heads, Department Chairs, St. Andrew's parents, students and alumni, we finalized our 2022 Comprehensive Site Plan in partnership with LPA, our design firm. This plan, which was approved unanimously and enthusiastically by our Board, is a 25-year vision for growth, improved and new academic, arts and athletic facilities and more creative use of our outdoor spaces with an eye on sustainable design and build. Short-term, the Board has first prioritized the Athletics Complex and Student Union and Middle School/STEM Center buildings for construction over the next 3 years.

- We want to focus on creating the best academic programs - and proper facilities to support these programs - to challenge and inspire our students,
- We want to take advantage of our ample outdoor spaces at our Southwest Parkway campus with an eye on experiential and outdoor learning,
- We want to offer best-in-class sports facilities and a variety of enhanced arts programming and facilities that fuel healthy hearts and minds,
- We want our spaces to invite collaboration, creativity and build community.

Simply put, we want St. Andrew's to be the most desirable education in Central Texas that will attract and retain excellent teachers and families.

During the course of this planning process, we have looked at reworking our buildings, our outdoor spaces and our parking. It became more and more apparent that 31st street is limited for appropriate program growth. We need bigger, better and more flexible classrooms, age-appropriate STEM labs and special program areas, community spaces for our students and faculty and designated fine arts facilities for Lower School students. Our beloved 31st street campus has been able to expand over the last seven decades with the growth of our school and student population, but today we are simply out of room. At our Upper School, classroom expansions and improvements are very needed along with additional gym and court space and tennis facilities - as well as reimagined outdoor learning spaces to help educate and inspire our students.



This 25-year Comprehensive Site Plan considered a variety of exciting options and opportunities, all with an eye on enhancing the student experience. On our Southwest Parkway Upper School campus, this plan envisions:

- A new Athletics Complex and Student Union (to open in Fall 2025)
- A new Middle School and STEM Center (relocated from 31st Street, to open in Fall 2026)
- Tennis courts and new fields,
- Community space for our students and faculty,
- Reimagined outdoor spaces,
- Updated classroom wings,
- Updated perimeter fencing and security upgrades

St. Andrew's current athletic facilities at the Southwest Parkway campus are inadequate. One court for men and women's sports creates a complicated and very extended practice schedule and - due to the lack of space - St. Andrew's has never been able to hold tournaments or SPC competitions for our student athletes. Additionally, the strength and conditioning program at St. Andrew's has been limited due to a very small weight room that can only accommodate 10-12 students at a time.

The new Athletics Complex and Student Union will truly meet the needs of our Athletics Pillar by better serving our team sports and individual student athletes, expanding our programming to include a new competitive dance and choreography program, radically improving our ability to properly and consistently train our student athletes and rehab injuries with our 5,000 square foot Sports Performance Center, and provide ample community space for student clubs to gather and celebrations to occur. **It will become the heartbeat of the Southwest Parkway Campus.**

Another transformative component of this new plan is the fall 2026 relocation of our Middle School to the Southwest Parkway campus where we will build a new multi-story self-contained Middle School building and STEM Center.

As we evaluated the Middle School experience during our due diligence phase, and our hopes and dreams for our 6th, 7th and 8th graders and the reality of our limited space on the 31st Street Campus, it became more and more apparent that our students' and faculty's needs will best be met at the Southwest Parkway campus.

We will maintain the integrity of our programming and traditions that make the Middle School experience special, but a move to Southwest Parkway will only enhance those experiences and opportunities for our Middle School students.



This plan is **bold** and visionary and it is intended to continue elevating St Andrew's to be best-in-class academically and artistically and competitive in sports across all Divisions, with a strong focus on health, wellness, spiritual growth and innovation. This Comprehensive Site plan will enhance the student and teacher experience in new ways and allow our students to learn and grow to their best potential as scholars, artists, athletes and servants.

CAMPUS PLANNING PROCESS

During the course of this campus planning, our project architects, LPA, and School Task Force interviewed our K-12 P.E. and Athletics teachers and staff, coaches, student-athletes, alumni and also made several site visits to peer SPC schools to understand their facilities and programming for best practice examples. For the Middle School, dozens of our Middle School faculty and staff across all disciplines - including students! – were interviewed to gain a deeper understanding of student engagement, curricular needs, types of spaces and sizes needed, and teaching methods/styles.

Initial Task Force meetings focused on outlining goals, vision and scope. Site opportunities and constraints at both campuses were observed and described and significant feasibility issues were brought to the table. These included challenges with zoning, site permits, impervious cover, existing utility lines and the presence of many large heritage trees. It was during these meetings that the pillars of a St. Andrew's education began to emerge.

Meetings with the Lower, Middle and Upper School Division Heads were used to identify priorities for students in each Division and to validate the program needs on each campus. Faculty input shaped the site plan and program organization.

The identified priorities were used as a guide for the comprehensive site plan. The programs were then test fit on the site to generate a plan representing all identified square footage and uses. Subsequent visioning meetings were held to review images, materials and ideas to define a design vision for the campuses. These exercises resulted in a series of visioning boards that set design parameters and a series of renderings that were meant to cast a larger vision for the campuses.

We have assembled a tremendously talented team of experts who have been engaged with our school community since 2021 to create a dynamic, future-proof design and project scope. This will be our largest community effort in the history of our school and we look forward to partnering with our families, alumni, and friends on this wonderful new path forward for St. Andrew's.





PROJECT MANAGEMENT TEAM: **Square One**

COMPANY BIO:

Founded in 1995 in Austin, Texas, Square One is an agile and highly experienced team of strategic consultants, project managers, developers, general contractors, licensed engineers and architects and former owners whose principal objective is to promote fairness and accountability while advancing client's best interests throughout a wide range of real estate matters. The firm serves as trusted advisor to municipalities, educational institutions, hospitality and casinos, businesses of all sizes, and myriad construction and real estate entities.

From concept to completion, Square One can efficiently handle individual phases or entire projects, helping clients preserve internal bandwidth, minimize risk, maximize value, and most importantly, ensure successful outcomes.



Steven Bell
OWNER & VICE PRESIDENT

Steven has had the opportunity to work within the real estate development industry for multiple disciplines for over 25 years. Steven's experience encompasses architectural design, structural engineering, general contracting, and owner's representation.

From this knowledge base, he is able to leverage his experience combined with his dual degrees to represent the owner's needs in all aspects of construction. Steven's experience, knowledge and understanding of all disciplines provides added value to our owners and clients. As a result, he serves as the owner's construction expert and provides management and consulting services at any stage of the construction process.



Jeff Sasser
SENIOR PROJECT MANAGER

Jeff has over 25 years of construction management experience that has included a wide range of projects. He has managed specialized MEP systems, worked on hospitals, casinos, hotels, building controls, cleanrooms, both Akins and Del Valley high schools and the Holdsworth Center Campus project.

His experience has proven him to be valuable in construction management as liaison with the design team and the contractor to track budgets, process change orders and pay applications.

SQUARE ONE-SCOPE OF SERVICES

I. Scope of Services

A. Design and Pre-Construction Phase

1. Prepare conceptual overall budget and schedule.
2. Manage the planning, coordination, and implementation of the Project through the design and pre-construction phases.
3. Manage the coordination of the architect, their sub-consultants, and other design team members.
4. Create and maintain a responsibility matrix identifying scope requirements and those who are assigned to perform such responsibilities, including third-party vendors.
5. Assist in risk management of the Project as it relates to the early identification of risks and potential mitigation. Communicate identified risks to Owner and suggest mitigation considerations. Assist Owner in the development and updating of a risk register and provide continued evaluation and status updates.
6. Recommend contracting strategies and contracts to meet budgets and schedules.
7. Assist in the selection of the design team and general contractor. These duties include:
 - a. Provide input into bidders list
 - b. Prepare and issue RFPs/RFQs
 - c. Review third party qualifications
 - d. Review proposals
 - e. Review and make recommendation on vendors
 - f. Negotiate contracts
8. Assist in the development of the design and pre-construction schedule with Owner, design team members, and associated vendors.
9. Once contracts are established, Consultant shall monitor, administer and assist Owner in enforcing third-party contract obligations on behalf of the Owner while keeping Owner apprised of any contract compliance issues should they arise.
10. Review performance of design firms and vendors for quality, timely delivery, and delays. Direct the architect and its team to design the Project to adhere to the approved budget and schedule.
11. Review and recommend cost-saving engineering, design options, or alternatives with Owner and architect.
12. Monitor the progress of plans and specifications development and provide periodic updates to Owner on progress and general performance of all third parties assigned in these efforts.
13. Coordinate the inclusion of Owner requirements into the design of the Project.
14. Assist Owner in obtaining any Owner required permits

B. Construction Phase

1. Provide onsite visits as needed to monitor completion of work, review quality and report to Owner as needed to update progress of the work of the contractor.

2. Communicate and interface with all team members, including third party designers and general contractor.
3. Assist in the resolution of issues affecting construction progress.
4. Continue risk management efforts on behalf of Owner, including implementation of mitigation measures and provide frequent updates to Owner.
5. Review proposed changes to the construction work and offer recommendations to control costs and schedule impacts.
6. Monitor and manage the overall schedule and budget against the approved schedule and budget, and advise Owner of deviations.
7. Review general contractor's performance for quality.

C. Post-Construction

1. Interface with the general contractor on all Project turnover activities and turnover package delivery.
2. Monitor timely completion of punch list items and Owner acceptance of work.
3. Ensure contractor provides for Owner's review and approval a project close-out procedure as stated in the contract. Manage all project close-out activities and deliverables associated with the Project.
4. Assist in establishing a warranty process.

D. All Phases

1. Develop a Responsibility Matrix to be reviewed and approved by Owner. The Responsibility Matrix shall include the roles and responsibilities of all parties associated with the Project.
2. Establish meeting schedules and provide a Task List for the Project team to follow and track Project-related activities. Distribute weekly.
3. Review and verify third party or contractor invoices for services rendered and provide recommendations for payment to Owner.



DESIGN TEAM: LPA Design Studios

COMPANY BIO:

LPA was founded in 1965. Today, the firm has expanded to over 430+ people with locations in Texas and California. As an integrated design firm, LPA breaks down the barriers between disciplines. We bring together in-house facility experts in architecture, engineering, interior design, landscape architecture sports and recreation and master planning to collaborate with clients from start to finish. As one of the country's only design firms with a dedicated research team, we draw on rigorous data and analysis to shape our projects and improve their economic, environmental, and social value.

LPA ARCHITECTURE & INTERIORS



Sara Flowers
STUDIO HEAD,
PRINCIPAL-IN-CHARGE

As San Antonio's Studio Director, Sara is responsible for the successful operation of our regional studio, the collaboration between our local and firm-wide resources and the consistent quality results that our teams provide. Sara's collaborative leadership allows her to take on extensive project roles, continuously evolving for the unique needs associated with all phases from program development through construction. She enjoys building relationships with clients, learning about their goals, and working with the entire team to help implement and realize the design solutions. Her expertise illustrates that quality goes beyond design to include quality service and quality documentation, coordinating an efficient and functional design that is centered on the client needs.



Federico Cavaso
DESIGN DIRECTOR,
ARCHITECTURE

Federico is a Design Director and Associate with LPA's San Antonio studio, where he has led the design and delivery of local and national award-winning educational projects since 2014. With over 17 years of experience in educational and commercial projects, Federico's approach to design emphasizes the importance of careful observation, thoughtful communication, and contextual design. He draws upon his work on projects throughout Texas, where he has demonstrated that great design and great outcomes are inextricably connected. This allows him to make informed decisions early and underscores his passion for interdisciplinary collaboration.



Ben Hamilton
DESIGN COORDINATOR,
ARCHITECTURE

As a design coordinator at LPA with 10-years of experience, Ben will assist with all phases of the project from schematic design through construction administration and project closeout. This involves regular interaction with clients, development, and delivery of design presentations, and primarily development of quality construction documents, while being mindful and resourceful of project budgets.



Helen Pierce
DESIGN DIRECTOR,
ARCHITECTURE

Helen Pierce has developed innovative design strategies for community and educational clients across the U.S. for more than 30 years. She believes in the power of design informed by research and the understanding of place. Since the start of her career, she has focused on integrated, sustainable solutions including off-grid, net-zero and LEED platinum projects. Helen's broad range of experience and her collaborative nature facilitates leading complex projects that meet the diverse and demanding needs of clients.



Vincent Nguyen
DESIGN COORDINATOR,
ARCHITECTURE

As a self-motivated individual with great enthusiasm in design, Vincent is always willing to strive to learn new skills and to grow while working as a reliable team member. With his perseverance throughout his education and after earning my Bachelor of Architecture from California Polytechnic State University of Pomona, he gained a balance of technical and conceptual design skills. Through his 8 years working with LPA, he has developed a keen eye for detail and a wide array of design problem solving skills. Vincent enjoys the design process and has a great appreciation for Architecture conceptual ideas.



Jennifer Simmons
DESIGN COORDINATOR,
INTERIORS

Jennifer possesses 17 years of experience in the industry working in all project phases from Programming. Her focus is on K-12 Interior Design. As an interior designer her passion is client involvement and coordination with multi disciplines to create a project that is functional and attractive design. This involves regular interaction with clients, development, and delivery of design presentations, and primarily development of quality construction documents, while being mindful and resourceful of project budgets.



Hannah Oppelt
DESIGN COORDINATOR,
INTERIORS

Hannah brings previous experience as a textile artist to weave sustainable design, occupant wellbeing, and indoor/outdoor relationships into innovative educational environments for K12 clients in central Texas. As a designer, Hannah strives to make every creative decision for a better world, but as an artist, she sees how working green can yield tremendous aesthetic benefits. Her favorite part of designing schools is carving out spaces for students to be themselves and engage as active participants in their own learning. Her strengths in strategic planning, experimentation, and client-driven decision-making yield exceptional interior environments that prioritize the students' connection to nature and the communities around them.



Kate Mraw
DIRECTOR OF K-12,
EDUCATIONAL
PROGRAMMING

Kate Mraw is a national leader in educational research, sustainable school design and the development of learning environments to support the whole student. She has led the programming and interior design efforts on many of LPA's most innovative and award-winning projects, including the e3 Civic High School in downtown San Diego, the first high school in the country co-located in a public library; the historic preservation and renovation of Lanier High School in San Antonio, Texas; and the all-in-one K-12 Agnew campus on a 55-acre historic site in San Jose, California, one of the largest K-12 projects in the state. On every project, Mraw brings a passion for understanding more about the impact of environments on behavior and academic outcomes. Her experience covers a wide range of schools and campuses, with extensive work in master planning, early childhood learning, strategic planning, activating outdoor learning environments and career technology.



Rita Frink
PROJECT LEADER

Rita has more than 25 years of industry experience in site and landscape design. Rita’s responsibilities include project staffing management, and communication with the consultant team members, including the implementation and management of LPA’s coordination and quality control procedures. Rita believes the final design should reflect the needs and desires of the client and end users. It should provide meaningful and useful gathering spaces, clear appropriate access, safety, visibility, comfort, and enjoyment.



Kari Kikuta
DIRECTOR OF LANDSCAPE
ARCHITECTURE, PRINCIPAL

Kari brings more than 27 years of landscape design experience, leadership, and passion. Her portfolio ranges from large-scale planning and urban design, multifamily residential to the development of site-specific sustainable solutions for education facilities. She has spent over 10 years at LPA leading the landscapedesign in our K-12 studio. As a design director of landscape architecture, Kari is an integral member of the design process, strategizing and participating in the programming of outdoor spaces. Her experience has allowed her to strengthen the relationship between interior and exterior environments, bringing an innovative approach to the project process and ultimately, client experience.



Jeff Yamamoto
PROJECT MANAGER,
ASSOCIATE

With more than 30 years of industry experience as a landscape architect, Jeff’s proficiency in community master planning, park development, hospitality, civic and public works and education projects is vast. His detail-oriented nature and building code knowledge fuel his passion for integrating innovative sustainable design strategies and construction methods into the creation of beautiful harmonious spaces. Jeff’s attention to detail is in his DNA. He is genuinely passionate about ensuring that a project runs smoothly through all phases of development.

This specific LPA team was just awarded a national Educational Facility Design Award (the firm’s 4th in 5 years) by the American Institute for Architects (AIA) national for a school project in San Antonio called Lanier. AIA only recognizes a handful of projects a year for all K-12/Higher Ed/Training building types in the United States. While not yet announced formally, this award is only the second project ever awarded in Texas.



CONSTRUCTION TEAM: Harvey Cleary

COMPANY BIO:

Harvey | Harvey-Cleary is a leading general contracting firm based in Houston, Texas with offices in Austin, San Antonio, Denver, and Washington, DC with many more projects around the country as our customers take us to other markets.

Since its founding in 1957, Harvey | Harvey-Cleary has built a national reputation as an industry innovator—having constructed thousands of one-of-a-kind projects for clients across the country. With more than 660 employees nationwide and having built in at least 28 states—including many of the most prominent buildings in Houston—Harvey | Harvey-Cleary is a major force in the construction industry.

The company’s approach to contracting—which emphasizes full collaboration, leading-edge expertise, and an abiding commitment to integrity—is unique among most general contracting firms. It has also allowed Harvey | Harvey-Cleary to build in every industry—including commercial, industrial, life sciences, corporate interiors, mission critical, hospitality, healthcare, and mixed-use.



**“ D.E. Harvey is absolutely the
‘GO TO FIRM’ for construction.”**

Thomas Sonk
Dow Chemical Company

Harvey | Harvey-Cleary manages construction so you can focus on your core business. Our people have the talent, experience and enthusiasm to consistently deliver. We have an outstanding track record for successfully delivering all types of buildings.

2023 Contractor of the Year

ENR TX & LA

2023 INDUSTRY RANKINGS

ENR

#33 Top 50 in Domestic Building Revenue
 #54 Top 100 Contractors by New Contracts
 #58 Top 400 Contractors List

HOUSTON BUSINESS JOURNAL

#1 Largest General Contractors

SAN ANTONIO BUSINESS JOURNAL

#11 General Contractors
 #5 Interior Finish Out Firms

AUSTIN BUSINESS JOURNAL

#6 Commercial Construction Companies

WASHINGTON BUSINESS JOURNAL

#17 Largest General Contractor
 #14 Largest Interior Construction Firm

OUR EXPERTISE

 Corporate Interiors	 Office Buildings	 Building Repositioning	 Government	 Healthcare & Research	 Industrial
 Institutional	 LEED Construction	 Mission Critical	 Retail	 Tilt-Wall Construction	 Hospitality

INTEGRITY



In everything we do, we are honest and upfront. We honor our commitments.

QUALITY



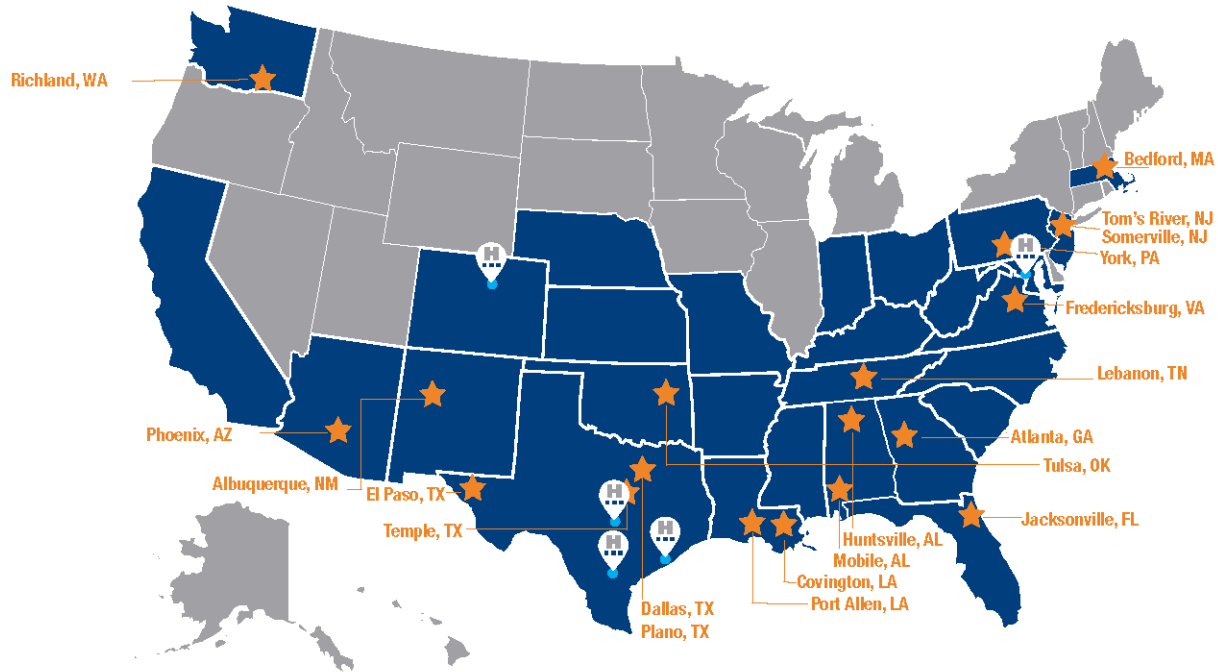
Every decision we make, every material we source, and every partnership we form is built to last.

INNOVATION



There's always a better way to build - and we have processes for discovering it.

Blue states indicate where we have built projects.
Starred locations indicate where we are currently building!



#3 2023 Texas Contractor

ENR TX & LA

“ During the project, we could always count on Harvey Builders to maintain the highest quality beginning to end, and the finished product is a testament to their commitment. We are proud to have had the opportunity to work with such a highly motivated and professional group, and we look forward to working together on other projects.”

Jim Looney, AIA, IIDA | Looney & Associates





Dennet Wenske

SENIOR VICE PRESIDENT/PARTNER

Dennet has direct and ultimate accountability to St. Andrew's for the successful execution of the capital projects. He will work directly with St. Andrew's teams, architects and sub-consultants during the planning phases of the projects to support the project team, provide leadership and ensure that the project aligns with Harvey | Harvey-Cleary's strategic goals. A graduate of Texas A&M University with a Bachelor of Science in Construction Management, Dennet has served for 32 years at Harvey.

PROJECT EXPERIENCE

The Republic	Commercial Building	800,987 SF	Austin, TX
The Oasis	Mixed Use & Retail	238,206 SF	Austin, TX
Austin Energy Headquarters	Commercial Building	275,000 SF	Austin, TX
1801 E 6th Street	Commercial Building	140,000 SF	Austin, TX
Seven Oaks West	Commercial Building	125,000 SF	Austin, TX
Seven Oaks Garage	Commercial Building	190,000 SF	Austin, TX
Texas Mutual Insurance	Commercial Building	283,584 SF	Austin, TX
801 Barton Springs	Commercial Building	90,500 SF	Austin, TX
Centro	Commercial Building	316,000 SF	Austin, TX
SXSW Headquarters	Commercial Building	281,178 SF	Austin, TX
The Bowie	Residential & Multi-Family	767,000 SF	Austin, TX
The Village at Triangle	Residential & Multi-Family	322,178 SF	Austin, TX
Apsen Lake II	Commercial Building	138,880 SF	Austin, TX
Quinlan Crossing	Mixed Use & Retail	48,700 SF	Austin, TX
Quarry Oaks III	Commercial Building	142,570 SF	Austin, TX
Quarry Oaks Parking Garage	Transportation & Parking Garages	193,664 SF	Austin, TX
The Trails at 620	Mixed Use & Retail	147,593 SF	Austin, TX
Eastside Village	Mixed Use & Retail	99,840 SF	Austin, TX
HID Global	Industrial & Manufacturing	240,000 SF	Austin, TX



Kyle Marrou
PROJECT DIRECTOR

Kyle is responsible for successful project delivery including estimating, scheduling, subcontractor procurement and coordination, shop drawing review, material expediting, cost control, negotiations of subcontractors, quality control and overseeing field operations and safety program. He has been with Harvey for 16 years and has a Construction Management Degree from Texas A&M University

PROJECT EXPERIENCE

218 South Lamar	Austin, TX
700 Novus Place	Tempe, AZ
Cambridge Waters Edge	San Antonio, TX
Whole Foods Expansion	Austin, TX
415 Colorado	Austin, TX
Zilker Point	Austin, TX
St. David's Performance Center	Austin, TX
Austin Energy Headquarters	Austin, TX
Moxy Hotel	Austin, TX
Easton Park Amenity Center	Austin, TX
Texas Mutual Insurance Headquarters	Austin, TX
South Park Industrial Complex	Austin, TX
801 Barton Springs	Austin, TX
Travis County Medical Examiner's Office	Georgetown, TX
Cowan Creek Amenity Center Renovation	Austin, TX
The Southmore	Austin, TX
Texas Public Policy Foundation	Austin, TX
Cirrus Logic Phase 2 Garage & Office Expansion	Austin, TX
Callaway House at Austin	Austin, TX
Quinlan Crossing Retail	Austin, TX
Iron Mountain Data Storage Facility	Austin, TX
Texas Department of Public Safety Austin Crime Lab	Austin, TX
Frontera Vista	Austin, TX
The Shops at Arbor Trail	Austin, TX
Round Rock Crossing	Round Rock, TX



Jared Brown
PROJECT MANAGER

Jared is responsible for maintaining the schedule, project safety and client interface. His duties include estimating, value engineering, CPM scheduling, city negotiations, purchasing and job buy-out, subcontractor management, change orders and coordination of subcontractors and personnel. With 8 years of experience at Harvey, Jared has a BS in Construction Science from Texas A&M University.

PROJECT EXPERIENCE

415 Colorado	Austin, TX
Arena Tower	Austin, TX
Cameron Industrial Park - Phase I	Austin, TX
Hines Domain	Austin, TX
Halliburton North Belt Campus	Houston, TX
Anadarko Midland Headquarters	Midland, TX
Halliburton Oak Park Renovations	Houston, TX
Shell Woodcreek Building A Remedial Roof	Houston, TX
Stadium Tower	Austin, TX
Zadok Jewelers	Houston, TX
1801 Post Oak	Houston, TX
Champions Golf Club	Houston, TX
300 W. 6th Street Lobby Renovation	Austin, TX
East Aldine Economic Opportunity Center	Houston, TX
Annunciation Orthodox School Expansion	Houston, TX
St. John's Encampment Pavilion	Austin, TX



Brad Youngblood
SENIOR SUPERINTENDENT

Brad communicates directly with owners, subcontractors, and the architects. He will control the project schedule, jobsite safety and quality control. Brad’s efforts will focus on the daily jobsite activities, directing subcontractors and vendors and controlling project sequence and logistics. With 12 years at Harvey and 18 years of experience in construction, Brad has a BS in Construction Science from Texas A&M University.

PROJECT EXPERIENCE

Levit Green Phase I	Houston, TX
Hines Southwest Regional Office	Houston, TX
609 Main Coffee Shop	Houston, TX
Houston Center Repositioning	Houston, TX
HP Interiors	Spring, TX
HP Plaza	Spring, TX
609 Main at Texas	Houston, TX
ExxonMobil Campus	Spring, TX
21 Waterway Avenue	The Woodlands, TX
25 Waterway Avenue	The Woodlands, TX
1701 Lake Robbins Drive	The Woodlands, TX
KPMG	Houston, TX
Hines Level 41 at BG Group Place	Houston, TX
Hines Conference Center	Houston, TX
3333 Allen Parkway Apartments	Houston, TX



ENGINEERING TEAM: Garza EMC

COMPANY BIO:

GarzaEMC is a civil engineering design, management, and consulting firm providing industry-leading services for clients and owners in both the public and private sectors. Our expertise includes consulting and design services for municipal agencies, public institutions, and private developments throughout the Central Texas Region. Established in 2012, GarzaEMC has expanded to encompass five fully equipped offices strategically positioned to cater to our clients' diverse needs. Each of our offices house the experienced professionals, technology, and resources required to successfully deliver projects ranging from small renovations to large new design-build.



Jonah Mankovsky
SENIOR PROJECT MANAGER

Jonah Mankovsky, PE, Senior Project Manager, has been with the GarzaEMC team since 2019. With over 17 years of experience in civil engineering and project management, Jonah's expertise includes project permitting, site design, roadway design, water and wastewater infrastructure design, drainage design, and comprehensive floodplain analysis. Jonah has successfully managed a diverse portfolio of projects, including office and administration, healthcare, commercial, residential developments, municipal infrastructure, and retail. In addition to his professional accomplishments, Jonah is a member of the Real Estate Council of Austin (RECA) and the Austin Contractors and Engineers Association (ACEA). His dedication to excellence and his commitment to advancing the field of engineering make him an invaluable asset to both GarzaEMC and the broader professional community.



Chris Randazzo
SENIOR VICE PRESIDENT

Chris Randazzo, PE, LEED AP, serves as a Senior Vice President at GarzaEMC with over 30 years' experience in the civil engineering industry. Holding licenses in both Texas and Tennessee, Chris is recognized by the National Council of Examiners for Engineering and Surveying (NCEES) and holds the LEED Accredited Professional designation. Throughout his career, Chris has overseen a myriad of projects ranging from K-12 and higher education to commercial complexes, hospitals, residential developments, large-scale infrastructure projects, airports, municipal ventures, and land development initiatives across Texas. His engineering expertise includes project permitting with entities such as TCEQ, TxDOT, COA, FEMA, and FAA, alongside site design, roadway design, water and wastewater infrastructure design, drainage design, and meticulous floodplain analysis. Chris also contributes actively to the industry as a board member for the Real Estate Council of Austin (RECA), underscoring his commitment to advancing both the field of engineering and the broader professional community.



SAS PROJECT LEADS

The internal St. Andrew's staff team has a collective tenure of more than 125 years of experience at the school, managing multiple capital improvement projects, capital campaigns and the extensive feasibility and due diligence that accompanies projects of these scopes. Below is the short list of internal directors and board members who are currently serving on these projects*:

Melissa Grubb

St. Andrew's Head of School

Alice Nezzar '81

St. Andrew's Associate Head of School

Brandon Armbruster

St. Andrew's Chief Operating Officer

Karen Cowan

St. Andrew's Chief Financial Officer

Catherine Ervin

St. Andrew's Director of Advancement

Thomas Sale

St. Andrew's Director of Athletics

Shawn Roberts

St. Andrew's Director of Facilities

Gary Griffin

St. Andrew's Director of Security

Yvette Rios

Chair

St. Andrew's Board of Trustees

Matt Lipstein

St. Andrew's Director of Technology

Alfred Bradford

St. Andrew's Assistant Director of Facilities,
Southwest Parkway Campus

Don Johnson

Assistant Director of Facilities, 31st Street Campus

Michael Hsu

Chair of the Comprehensive Site Plan Task Force,
St. Andrew's Board of Trustees

John Burnham

Chair, Buildings and Grounds Committee,
St. Andrew's Board of Trustees

Sean Greenberg

Treasurer,
St. Andrew's Board of Trustees

Ravi Reddy

Buildings and Grounds Committee
St. Andrew's Board of Trustees

Jeff Howard

Buildings and Grounds Committee
St. Andrew's Board of Trustees

*a Director of STEM will be added to the scope for the Middle School/STEM Center project



Melissa Grubb
HEAD OF SCHOOL

Melissa Grubb was appointed St. Andrew's permanent Head of School in 2021. Prior to St. Andrew's, she was Head of School at The Stanley Clark School (preschool-grade 8) in South Bend, Indiana from 2010-2021. During her tenure at Stanley Clark she recruited and retained exceptional faculty members; established the Diversity, Equity and Inclusion committee; and instituted a Teacher Leadership Team to increase faculty/administration collaboration and provide leadership pathways for faculty. She launched after school programming and revamped summer camps to produce alternative revenue; initiated a new approach to communicating affordability that contributed to enrollment growth of 15% and increased net tuition revenue. In her first two years she raised funds to retire \$3,000,000 in bond debt, maintained debt-free status throughout her tenure, and completed the construction of a new lower school building in 2014 without fundraising or debt. In collaboration with the Board of Trustees, two five-year Strategic Plans were created and successfully implemented. She served on the Accreditation Review Committee of the Independent Schools Association of the Central States as one of 7 Heads of School overseeing the accreditation status of over 240 independent schools in 13 states and led numerous school accreditation team visits. Upon her announcement of her departure, the Melissa L. Grubb Endowment for Leadership Studies was established in honor of her leadership and creation of programming to support the development of student leaders.

While in South Bend, Melissa served on the Beacon Memorial Hospital Foundation Board during their successful campaign to build Beacon Children's Hospital, the South Bend Symphony Board, and the advisory panel for Early Childhood of the United Way of St. Joseph County to advise on distribution grant funding.

Prior to The Stanley Clark School, Melissa served The Oakridge School in Arlington Texas from 1987-2010 as the Director of Studies in charge of all curriculum, instruction, faculty evaluation, and testing for grades preschool - 12. As Director of Studies she also served as the school's Director for Services for Students with Disabilities assuring that students qualifying for accommodations for all College Board testing had needs met. During her tenure at Oakridge she also served as Interim Head of Upper School, Head of Middle School, Assistant Head of Middle School, Director of Summer Program, Foreign Language Department Chair (K-12), English Department Chair (K-12), and taught 8th grade grammar and composition, Upper School English I, English II, English II, a senior writing course, and all levels of Spanish from grade 8 through AP Spanish Language and AP Spanish Literature.

After graduating from Fort Worth Country Day School, Melissa earned her Bachelor of Arts degree in English and Spanish and her Master of Arts degree in Secondary Education in a total of four years at Austin College in Sherman, Texas. She also completed 21 post graduate hours in Educational Administration at Texas Christian University in Fort Worth, TX.



Brandon Armbruster, M.B.A.

CHIEF OPERATING OFFICER

Brandon Armbruster M.B.A. is St. Andrew's Chief Operating Officer and the primary internal point of contact for these projects. After graduation from the University of Texas McCombs School of Business, Brandon began his career in real estate by constructing several million square feet of industrial and manufacturing space in Mexico and overseeing the development of 30,000 acres near the Santa Teresa Port of Entry. Ready to start a family, Brandon moved back to Austin and entered tech finance and assumed responsibility for operations of three business lines totaling \$1.2 Billion in annual revenue for IBM Global Services. Ready for the next challenge and eager to get back into real estate after 6 years, Brandon started a real estate investment firm focusing on commercial real estate in Austin. Twelve years later and after selling his companies, he sought the opportunity to pursue his passion for service in nonprofit education and began his career at St. Andrew's as Chief Operating Officer. While still maintaining investments in real estate and tech startups, Brandon has enjoyed his role at St. Andrew's and being a part of construction of the Head of School House and Kindergarten, focusing on operational improvements and implementation of the strategic plan in order to meaningfully impact the ability of St. Andrew's students to fulfill their greatest potential.



Michael Hsu, FAIA, IIDA, NOMA

CHAIR OF THE COMPREHENSIVE SITE PLAN TASK FORCE
ST. ANDREW'S BOARD OF TRUSTEES
PARENT OF NADIA '23 AND ENZO '26

Founded in 2005, Michael Hsu Office of Architecture is a nationally award-winning, fully integrated architecture and interior design practice. Their work is rooted in hospitality and covers a range of expertise such as large mixed-use developments, adaptive reuse projects, public realm design, architectural branding, single family homes, hotels, restaurants, workspaces, and bespoke furniture design. They are based in Texas, working worldwide. Michael Hsu Office of Architecture has studios in Austin and Houston, and has team members in Dallas, Denver, Nashville and Louisville.

Born in Taiwan and raised in Houston, Michael Hsu got his start at Dick Clark + Associates before landing his breakthrough project, Uchi, in 2002. Now, his eponymous firm has more than 90 employees across five cities. Hsu has created concepts as varied as upscale Sway, mixed-use South Congress Hotel, and laid-back P. Terry's, transforming the hospitality landscape of the city one stellar project at a time. Michael has been on St. Andrew's Board of Trustees since 2020 and has been the project lead on the Comprehensive Campus Site Plan since 2021. He is the direct liaison with LPA Studios in the creation of the facility scope and design.



John Burnham

**CHAIR, BUILDINGS AND GROUNDS COMMITTEE
COMPREHENSIVE SITE PLAN TASK FORCE
ST. ANDREW'S BOARD OF TRUSTEES
PARENT OF JACK '26 AND BRYNN '28**

Cypress Real Estate Advisors ("CREA") is a real estate investment firm backed by institutional investors for over 28 years. CREA employs a direct and operationally intensive approach to real estate investing by developing and repositioning residential and mixed-use communities in high-growth markets. Since its inception in 1995, CREA has developed and/or owned in excess of 25,000 multi-family homes, master planned lots for 16,000 single family homes, and development over 2,000,000 square feet of commercial properties

John Burnham is a Managing Principal and joined CREA in 2009. He is a member of the Investment Committee and responsible for CREA's acquisition and development pipeline. Prior to joining CREA, John was a Partner at Simmons Vedder Partners and responsible for development and acquisition of multifamily properties. He also spent time with Bozzuto Group as a development associate. John is from Washington D.C. and is a graduate of Princeton University. He is a member of Urban Land Institute, National Multi Housing Council, Pension Real Estate Association, Real Estate Council of Austin, previously served on the board of JDRF Austin and Explore Austin, and currently serves on the Board of Trustees of St. Andrew's Episcopal School.



Sean Greenberg

**TREASURER
ST. ANDREW'S BOARD OF TRUSTEES
PARENT OF PARKER '27 AND PRESLEY '29**

Sean Greenberg grew up in New Orleans before heading to Austin to study Finance at the McCombs School of Business. While in law school, Sean partnered with his brother and another friend to grow their restaurant concept. Today, Sean and his two partners own and operate Pluckers Wing Bar, a twenty-five-unit casual dining restaurant company headquartered in Austin, Texas. Pluckers' accolades over the years include USA Today naming Pluckers one of the "Top 10 Wing Restaurants in the Country" and ESPN naming Pluckers one of the "Top 5 Sports Bars in North America." Sean is a prior winner of the Ernst and Young Entrepreneur of the Year award for the Central Texas Region. Sean and his partners are also multiple-year winners of the Austin Business Journal's "50 Fastest Growing Businesses in Central Texas." He is a member of the State Bar of Texas and the Young Presidents Organization (Austin Chapter) and serves in a leadership role on the Board of St. Andrew's Episcopal School.



Ravi Reddy

**BUILDINGS AND GROUNDS COMMITTEE
COMPREHENSIVE SITE PLAN TASK FORCE
ST. ANDREW'S BOARD OF TRUSTEES
PARENT OF JAGGER '33 AND ANDIE '34**

Ravi has had a passion for construction since attending the University of Texas at Austin. His early career began as an assistant project engineer for the Rehabilitation of Hudson St in the summer of 1993 when he was still in college. After graduating, he started as a project engineer for the \$40 million Union Square Subway Station Rehabilitation. He was then given the opportunity to spearhead highly visible projects such as the \$65 million Grand Central Subway Station, the West Chester County Courthouse Rehabilitation, and Baruch College at 55 Lexington Avenue.

Always seeking to grow his experience, Ravi shifted gears to run corporate interior fit-outs for Alliance Capital, Oppenheimer Capital, Blank Rome, Accenture, LVMH, Avon, Maquarie Holdings, Cushman Wakefield, SL Green, Newmark Realty, and many other investment/law, building owner and retail firms.

Ravi's diverse experience enabled him to successfully build projects including 100,000SF+ buildings in both the corporate and luxury residential arenas and high-end retail. This has allowed him to work with a wide range of entities. Clients have included: WL Ross, US Secret Service, Internal Revenue Service, GSA, NYC Transit, Met Life, Jacobs Engineering, CNN, Turner Broadcasting, Wachovia Bank, Elie Tehari, Samaritan Daytop Village, Metropolitan Lighthouse Charter School, NYC DDC, and the Jacob Javitz Center Extension.

Ravi co-founded Citistructure in March of 2001 and has since completed over \$400,000,000 of construction throughout New York and New Jersey.

In 2020, Ravi joined Canaan Modern as its Managing Partner and Chief Operating Officer and recently moved to Austin. Canaan Modern is a design+build firm that does all development, design and construction in-house. Presently, Canaan Modern is developing a unique modern luxury home development in Oak Hill on 60 acres in Austin along with a number of custom modern homes in Lakeway, a 172,000 SF multi use community in East Austin & a 90 acre development in New Braunfels with 220 single family homes, 237 townhomes and 313 apts.

In addition to running Canaan Modern & Citistructure, Ravi is a founder of Promise Village Academy, an NGO that built and operates one of the few English speaking schools for the Maasai tribe; Managing Director of Privilege to Serve (P2Serve), which builds schools in 4th world nations; a board member of McCloud Cares, which serves underprivileged children in the NY/NJ area; an Ambassador for The Miracle Foundation—which operates orphanages in India—and a former Trustee for the Board of The Haverford School; a prep school for boys in the suburbs of Philadelphia, from which he graduated and was recently invited to be the commencement speaker for the class of '22. Presently, Ravi is a Trustee at St. Andrew Episcopal School where his 9 year old son and 7 year old daughter presently attend. Ravi also serves as a member of the Buildings and Grounds Committee.

Ravi holds a BS in Civil Engineering from The University of Texas at Austin, a MS in Civil Engineering from Polytechnic/ NYU University, and a Certificate in Construction from NYU.



Jeff Howard

**BUILDINGS AND GROUNDS COMMITTEE
COMPREHENSIVE SITE PLAN TASK FORCE
ST. ANDREW'S BOARD OF TRUSTEES
PARENT OF WILLIAM '13 AND HENRY '18**

Jeffrey S. Howard is a partner in the firm McLean & Howard, L.L.P. He was born in Nacogdoches, Texas and has practiced law since 1993 in Austin, Texas. In 2003, Mr. Howard and his law partner Bill McLean founded McLean & Howard, LLP. Mr. Howard primarily practices in the areas of Real Estate Development, Land Use and Governmental Entitlements, Easements, License Agreements and Related Land Use Transactions, and Real Estate Purchase and Sales. His law practice includes representation of clients in complex real estate transactions, and in obtaining development approvals for commercial, mixed-use, and residential developments. His practice specifically includes representation of clients before the Austin City Council and boards and commissions, and the councils, boards, and commissions of nearly all other local governments throughout the Central Texas region. Jeff graduated from the University of Texas at Austin with a B.A. in History and holds a J.D. from the University of Texas School of Law.

Professional Affiliations and Recognitions

- **Lawyer of the Year** in Austin, Texas as recognized by Best Lawyers in The Best Lawyers in America in Land Use & Zoning Law – 2019, 2024
- Recognized as a US News & World Report Best Lawyer in Land Use Law (2013 to present)
- St. Andrew's School
 - Board of Trustees 2013 to 2018 and 2020 to present
 - **John C. and Catherine Miller Award for Community Service** – 2014
- Downtown Austin Alliance
 - Mobility Committee Chair, 2023 to present
 - Board Chair 2021 to 2023
 - Secretary 2020
 - Board of Directors 2013 to present
 - Executive Committee 2016 to present
 - Mobility Committee, Chair 2016 to 2021
- Austin Chamber of Commerce, Opportunity Austin 3.0
 - Steering Committee Member 2012
- Real Estate Council of Austin
 - **Gary S. Farmer Commendation of Excellence** - 2014
 - President's Council 2012 to present
 - President (Board Chair) 2011
 - Officer (Secretary, Treasurer and Vice President) 2008-2011
 - Chair of City of Austin Policy Committee 2006-2008
- Greater Austin Home Builder's Association
 - Board of Directors 2003 - 2005
- University of Texas Land Use Law Conference Planning & Steering Committee (2011 to present)

ST. ANDREW'S CAMPAIGN AND CONSTRUCTION FINANCIAL OVERVIEW

Financing Summary

- While the overall five-year fundraising goal is \$85M-\$100M, St. Andrew's is intentionally sequencing these projects in phases to avoid overburdening prospective donors and St. Andrew's line of credit.
- Once construction begins, St. Andrew's will not delay the project. Contingencies are built into the financing plan to support the completion of each project after construction begins.
- St. Andrew's will use a credit facility but, will not take on permanent debt. The credit facility will be a revolving line of credit that will enable the School to pay down the facility as pledges are paid in.
- St. Andrew's is comfortable servicing the debt as pledges are fulfilled and the School anticipates it taking a few years to pay in full. This structure will enable the School to continue construction should St. Andrew's fall short during any particular phase or if the fundraising takes a bit longer.

Financing Structure

- Three banks will provide term sheets on a facility in early-mid May 2024 for St. Andrew's to compare/contrast. The banks understand the School's capacity needs moving into each new phase of construction and plan to accommodate those requirements.
- The facility will likely be a revolving line of credit with enough initial capacity to enable funding of both the Athletics Complex/Student Union as well as funding to start the Middle School/STEM Center project. Receipt of pledges will pay down the line to open up additional debt capacity in a responsible manner. The School will benefit tremendously from front-loaded pledge payment schedules that reduce interest expense on pledged dollars. In accordance with previous capital campaigns, construction will begin on each project once 80% of the project cost is pledged.
- The phased approach to the project should negate a perpetual debt repayment scenario as all pledges are committed within five years or less. Thus, it would be St. Andrew's expectation that the debt is retired within five years and that no phase would be started without 80% of the corresponding fundraising complete.
- The development is phased, intentionally, for both development sequencing purposes and to limit fundraising exposure.

Revenue Opportunities

- The movement of the Middle School will create a new revenue stream to the school due to the increased capacity and growth of the enrollment (approximately 60 new students). Less costs associated, there should be a financial windfall related to this that could support the debt. **Any increases in tuition would only be related to increased costs, which primarily supports faculty/staff salaries.**

