

CONFIDENTIAL OFFERING MEMORANDUM

BUSINESS + REAL ESTATE · TWO-PROPERTY CAMPUS

Asking Price: \$3,520,000



Step by Step Montessori School

4991 Clayton Road & 1507 Heather Drive · Concord, California

CHILD CARE INSITE
Commercial Real Estate Advisors

Brent J. Delhamer, Broker
CA DRE #01720232
(949) 416-3849

bjd@childcareinsite.com

CONFIDENTIALITY STATEMENT

A Confidential Offering.

This Offering Memorandum has been prepared by Child Care Insite Commercial Real Estate Advisors ("CCI") solely for the use of prospective purchasers of Step by Step Montessori School, together with the real property located at 4991 Clayton Road and 1507 Heather Drive, Concord, California (the "Property").

The information contained herein was obtained from the Seller and from sources deemed reliable; however, neither CCI nor the Seller makes any representation or warranty, expressed or implied, as to its accuracy or completeness. Prospective purchasers should conduct their own independent investigation and rely solely upon their own due diligence. This Memorandum does not constitute an offer to sell securities and may not be reproduced, distributed, or shared without the prior written consent of CCI.

By accepting this Offering Memorandum, the recipient agrees to hold its contents, including the identity of the business, its financial performance, and its staff, in strict confidence and to use the information solely for the purpose of evaluating a potential acquisition. This Offering Memorandum is distributed only after execution of a Non-Disclosure Agreement. Additional confidential financial and operational information is released only to qualified buyers who provide proof of funds, lender prequalification, or other evidence of financial capability acceptable to the Seller.

NEXT STEP: CONFIDENTIAL FINANCIAL PACKAGE

- 1** Review this Offering Memorandum and determine whether you wish to pursue the opportunity further.
- 2** Submit proof of funds, lender prequalification, or a letter of intent from your lending institution.
- 3** Receive the Confidential Financial Package and determine whether you wish to pursue the opportunity further.

Tours are by appointment only and are never conducted during program hours without advance coordination.

EXECUTIVE SUMMARY

Two Licensed Schools. One Corner. One Closing.

Child Care Insite is pleased to present Step by Step Montessori School: an established Montessori program operated by the same ownership for more than two decades, offered together with two adjacent parcels of real estate at the corner of Clayton Road and Heather Drive in Concord, California.

The campus pairs a prekindergarten school licensed for 40 children with a neighboring toddler school licensed for 24, creating an internal enrollment pipeline while also attracting families who enroll directly into the prekindergarten program: toddlers transition into the prekindergarten program at approximately age three. The prekindergarten program is fully enrolled at its licensed capacity and continues to receive interest from prospective families through its waiting list, and 2025 revenue rebounded to \$931,541 with Seller's Discretionary Earnings of \$506,102.



ADJACENT PARCELS | CLAYTON ROAD & HEATHER DRIVE

64

LICENSED CAPACITY
ACROSS TWO SCHOOLS

\$931.5K

2025 GROSS
REVENUE

\$506K

2025 SELLER'S
DISCRETIONARY EARNINGS

2

PARCELS OF REAL ESTATE
INCLUDED IN SALE

20+

YEARS UNDER
CURRENT OWNERSHIP

INVESTMENT HIGHLIGHTS

Why Buyers Will Compete for This Offering.



Business + Real Estate

Operating school and both parcels convey in a single bulk sale; no landlord risk, ever.



64 Licensed Spaces

40 prekindergarten (ages 2–6) plus 24 toddler (18 months–6 years) across two licenses.



Full Prekindergarten

The prekindergarten school currently enrolled at licensed capacity with continued demand from prospective families.



Built-In Pipeline

The toddler program provides an internal source of enrollment while additional families enter directly into the prekindergarten program.



20+ Year Track Record

Same ownership for more than two decades; salaried director with 21 years at the school.



Hard Corner Site

Clayton Road frontage with daily commuter visibility in Concord’s 94521 family corridor.



38% Operating Margin

2025 operating income of \$354,281 on \$931,541 revenue; before normalization add-backs.



Barrier to Entry

Two active child care licenses on entitled sites. Approvals a new competitor must earn from zero.



Two Fee-Simple Parcels

±0.37 acres combined with fenced play yards, on-site parking, and future flexibility.



Room to Grow

Toddler school has open seats to fill and the afternoon prekindergarten session has upside.

BUSINESS OVERVIEW

A Montessori Program Families Grow Up Inside.

Step by Step Montessori School has served Concord families under the same ownership for more than 20 years. The program follows the Montessori method: prepared classrooms, mixed-age learning, and child-directed work delivered across two purpose-configured sites that operate as one school.

Children typically enter the toddler program as early as 18 months and transition to the prekindergarten campus at approximately age three, continuing through age six. This structure creates a diversified enrollment model that combines internal progression with direct enrollment from new families.

Two complementary programs that support long-term enrollment and multiple points of entry for new families: the toddler program supports long-term enrollment while the prekindergarten program also attracts families who enroll directly.



PREPARED MONTESSORI CLASSROOM



Stable Teaching Team

Eight teachers and assistants, four full-time, four part-time, led by a salaried director whose tenure spans 21 years.



Owner in a Support Role

Ownership assists with enrollment decisions and substitute coverage; day-to-day operations run through the director.



Full-Day Program

Core program runs to 5:00 p.m.; nearly all students attend the full day, supporting working-family demand.

REAL ESTATE OVERVIEW

Two Adjacent Parcels at a Hard Neighborhood Corner.

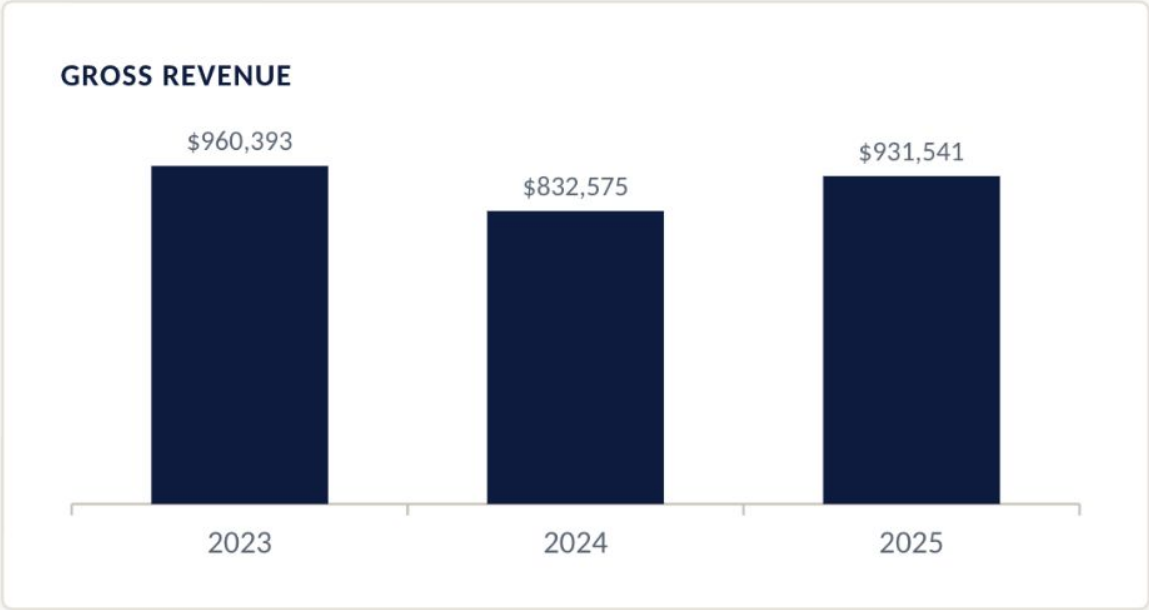
PREKINDERGARTEN CAMPUS 4991 Clayton Road	TODDLER SCHOOL 1507 Heather Drive
LICENSED CAPACITY 40 children · ages 2–6	LICENSED CAPACITY 24 children · 18 mo–6 yrs
BUILDING SIZE ±1,222 SF	BUILDING SIZE ±1,846 SF
LOT SIZE ±8,008 SF (0.18 AC)	LOT SIZE ±7,920 SF (0.18 AC)
YEAR BUILT 1964	YEAR BUILT 1954
APN 116-203-004-1	APN 116-203-003-3

Both parcels sit side-by-side within the Heather Acres subdivision (Lots 30 & 31), combining to ±0.37 acres and ±3,068 SF of improvements with fenced outdoor play yards, shade structures, and on-site parking.



AERIAL | COMBINED ±0.37-ACRE CAMPUS WITH FENCED PLAY YARDS

A Rebound Year, and the Reason Behind It.



The 2024 dip reflects an unusually large graduating cohort, a normal enrollment-cycle variation, not lost demand. As those seats refilled, 2025 revenue recovered to within 3% of the 2023 peak while normalized EBITDA reached \$436,769 and the operating margin expanded to 38%. While 2025 revenue remained slightly below the 2023 peak, discretionary earnings improved due primarily to lower school improvement expenditures, disciplined expense management, and customary normalization adjustments reflected in Seller's Discretionary Earnings.

38% 2025 operating margin

Detailed financial statements, tax returns, payroll information, enrollment reports, and other confidential operational records are available only to qualified buyers upon submission of proof of funds, lender prequalification, or a letter of intent from the buyer's lending institution.

ENROLLMENT & CAPACITY

Full Where It Counts. Upside Where It Matters.

PREKINDERGARTEN — 4991 CLAYTON ROAD

40 of 40 enrolled · at licensed capacity

LICENSED ENROLLMENT REACHED

The school maintains an active waiting list with prospective students who have submitted registration deposits. Current scheduling patterns leave additional afternoon revenue capacity within the existing license.

TODDLER SCHOOL — 1507 HEATHER DRIVE

18 of 24 enrolled or scheduled to begin

75% OF CAPACITY

Current enrollment includes students actively attending as well as students with confirmed upcoming start dates.

THE ENROLLMENT PIPELINE

Toddler intake from 18 months



Transition to prekindergarten at age 3



Continue in program through age 6



Toddler seats reopen year-round

Enrollment naturally fluctuates throughout the year due to graduations, family travel, and scheduled student start dates. Historically, occupancy has remained consistent with the school's long-term operating performance. Enrollment Snapshot: Enrollment reflects a point-in-time snapshot. Student counts naturally fluctuate throughout the year due to graduations, family vacations, scheduled start dates, and seasonal enrollment patterns.

Two Active Licenses. One Hard-to-Repeat Approval Stack.



PREKINDERGARTEN LICENSE

Licensed for 40 children, ages 2–6 years

4991 Clayton Road · operating at full licensed capacity



TODDLER PROGRAM LICENSE

Licensed for 24 children, ages 18 months–6 years

1507 Heather Drive · structured to feed the prekindergarten campus

In California, community care licensing is site-specific: capacity, age ranges, indoor and outdoor square-footage ratios, and staffing qualifications are all tied to the approved premises. A buyer of this offering steps into two established licenses on two entitled sites, while a would-be competitor must assemble land, zoning approval, facility improvements, and state licensing from a standing start.

FOR THE BUYER'S DILIGENCE FILE

- ✓ State licensing records and inspection history
- ✓ Enrollment and tuition detail by program
- ✓ Staffing schedule and compensation detail

Provided to qualified buyers with the Confidential Financial Package.

The licenses are the moat. The real estate makes the moat permanent.

A Family Zip Code in the Shadow of Mount Diablo.

The schools sit in Concord’s 94521 area, an established, owner-occupied residential district on the city’s east side along the Clayton Road corridor. The area’s dominant consumer segment, describes nearly half of all households: married-couple families with above-average incomes, larger household sizes, and deep neighborhood roots; precisely the household profile that sustains long-term private early-education demand.



42,131

TRADE AREA POPULATION

\$129,374

MEDIAN HOUSEHOLD INCOME

47.4%

“NEIGHBORHOOD SPIRIT” FAMILY HOUSEHOLDS

3.01

AVG. HOUSEHOLD SIZE, DOMINANT SEGMENT

80.7%

HOMEOWNERSHIP, DOMINANT SEGMENT

\$808K

MEDIAN HOME VALUE, DOMINANT SEGMENT

Source: Esri 2025 demographics via RPR® Trade Area Report, Concord CA 94521, April 2026.

THE CAMPUS

Corner Presence.



INSIDE THE SCHOOLS

Prepared Environments, Ready on Day One.



What the Clayton Road Corridor Has Traded For.

Commercial properties on the subject’s own corridor sold within the last fifteen months. Small, owner-user-scaled commercial buildings along Clayton Road, the closest physical analogues to the subject parcels, traded between \$443 and \$639 per square foot. None carried an operating business, an active child care license, or an enrolled student body.

PROPERTY	TYPE	SALE DATE	BUILDING SF	SALE PRICE	PRICE / SF
5047 Clayton Road	Office · owner-user scale	Nov 2025	1,100	\$600,000	\$545
4340 Clayton Road	Retail	Sep 2025	3,276	\$1,450,000	\$443
4590 Clayton Road	Retail	Apr 2025	3,324	\$2,125,000	\$639



Two Ways to Value, One Package

This is a bulk sale: buyers may underwrite it as real estate with a business attached, or as a cash-flowing business (2025 SDE of \$506,102) that owns its own dirt. Either lens is supported.



What Comps Don’t Capture

None of these transactions included an active license, a full school, a 21-year director, or an established enrollment history; the assets that take years, not escrow periods, to assemble.

The Case, in Six Lines.

01

Demand is structural.

A 42,000-person family trade area with \$129K median incomes and dual-earner households that need full-day care.

02

Supply is licensed.

Competitors cannot appear without land, zoning, buildout, and state approval. This buyer inherits all four, twice.

03

Enrollment is proven.

A full prekindergarten with an active waiting list, supported by both an internal toddler pipeline and direct enrollment from new preschool families.

04

Cash flow is real.

\$506,102 in 2025 SDE at a 38% operating margin. Revenue recovered substantially in 2025 while operating margins improved through disciplined expense management and normalization adjustments.

05

The real estate is yours.

Two fee-simple parcels at a hard corner; no lease risk, no landlord, and long-term land value in the East Bay.

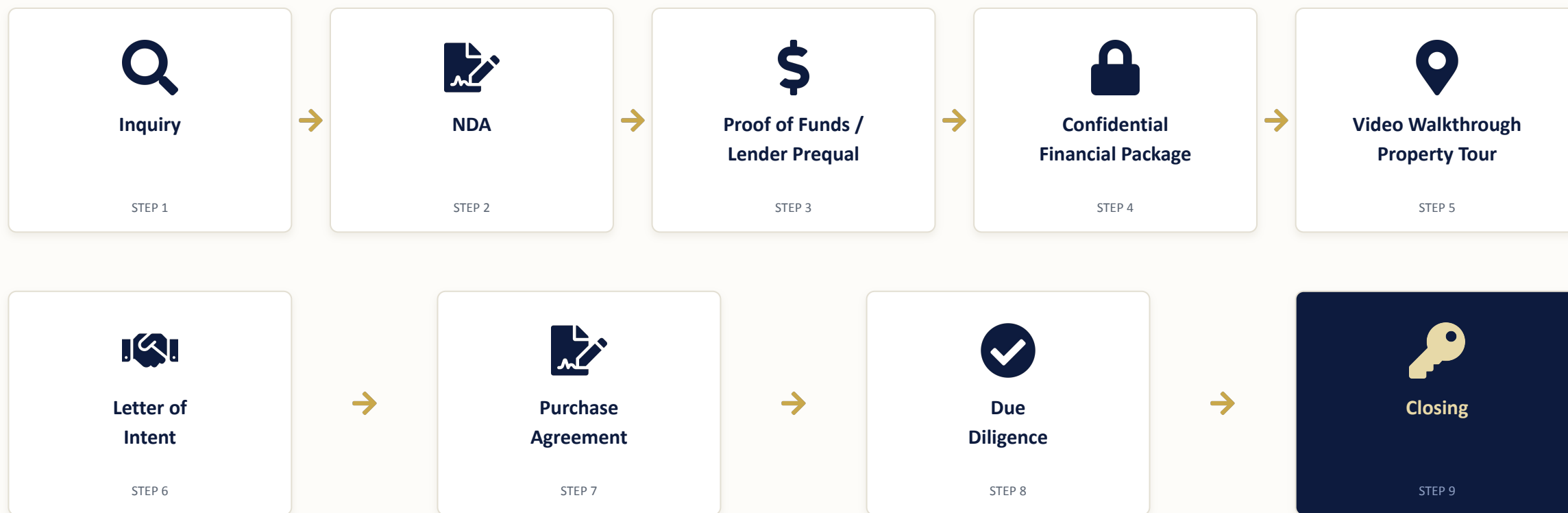
06

The transition is supported.

A tenured director who has led daily operations for 21 years, including through the current owner's acquisition.

ACQUISITION PROCESS

A Clear Path From Inquiry to Keys.



Confidential financial materials are released only after Steps 2 and 3 are complete. CCI coordinates every tour to protect the school's staff, families, and daily program.

NEXT STEP

Request the Confidential Financial Package.

Qualified buyers receive detailed financial statements, enrollment and tuition records, staffing schedules, and licensing history. Everything needed to underwrite the offering with confidence.

Brent J. Delhamer

Broker · CA DRE #01720232

(949) 416-3849

bjd@childcareinsite.com

CHILD CARE INSITE — COMMERCIAL REAL ESTATE ADVISORS

The nation's brokerage for child care centers, and only child care centers.

