

February 23, 2021

Planning Division
City of Menlo Park
701 Laurel Street
Menlo Park, CA 94025

Updated Community Amenity Proposal: Menlo Portal

Dear Menlo Park Planning Division:

Section 16.45.070 of the Menlo Park Municipal code states that an applicant shall provide one or more community amenities in exchange for bonus level development in the R-MU district. To comply, Greystar provides this proposal to describe the specific amount of bonus development sought, an overview of the proposed amenity, the value of the amenity as calculated per the City’s valuation guidelines and to provide information identifying the value of the proposed community amenities.

We would like to further note that our team has conducted extensive community outreach in developing this proposal including three formal community open houses and numerous other informal meetings with members of the Belle Haven community. We believe the proposals described herein reflect the desires, ideas and suggestions of these community discussions.

Bonus Level Development

The Menlo Portal project proposed at 115 Independence Drive and 104-110 Constitution Drive comprises development of a 3.20-acre site at the bonus level. As such, the project has been designed to comply with the bonus-level design requirements except with respect to FAR, density and parking where we have requested relief under the City’s BMR bonus density program.

Amenity Value

The City engaged Fabbro, Moore & Associates, Inc. (“Fabbro”) to prepare an independent appraisal to determine the Menlo Portal community amenity value. In a report sent to Greystar on January 26, 2021, Fabbro determined that the fair market value of the Menlo Portal bonus level development was \$17,100,000 which translates to a required community amenity value of \$8,550,000.

Proposed Community Amenity

On the basis of the Fabbro appraisal, we have moved ahead with revisions to the project’s community amenity appraisal at the City’s recommendation in order to avoid any delays to City staff or EIR consultant review.

This updated community amenity proposal incorporates both an expanded community amenity footprint (~3,790 square feet increased from ~1,600 square feet, an expansion of 137%) as well as an updated plan to dedicate the space as an early childhood education facility. Additional funds would be contributed for use by the early childhood education program as outlined below.

Our team has decided to focus this community amenity proposal on expanding affordable early childhood education programs within the Belle Haven community for three primary reasons: 1) we believe that carefully directed investments in early childhood education programs would be a key driver of economic growth for Belle Haven, 2) we understand based on recent studies and feedback from the community that advancements in early childhood education are greatly needed across San Mateo County and in Belle Haven and East Palo Alto in particular and 3) fees for existing affordable early childhood education programs within the community have increased due to COVID and City budget constraints which threatens to further limit families' access to these educational opportunities.

First, studies show that there is a direct link between early childhood education and economic advancement. Research prepared by the Council of Economic Advisors in 2014 concluded that "expanding early learning initiatives would provide benefits to society of roughly \$8.60 for every \$1 spent, about half of which comes from increased earnings for children when they grow up¹. In a similar vein, the Committee for Economic Development urged policymakers to consider such investments in young children "one of the most effective strategies to secure the future economic strength of their communities..."² Investments in early childhood education pay significant dividends in the form of higher levels of readiness for K-12 education and ultimately higher rates of high school and college graduation. Second, recent studies completed for the San Mateo County Child Care Partnership Council underscored a significant shortage of early childhood education programs in San Mateo County and the Belle Haven and East Palo Alto area in particular, finding that only about 47% of the projected preschool needs in this community were being fulfilled. Moreover, performance in the K-12 school system in the community reflects this inadequacy of early childhood education: only 15.1% of third graders in the Ravenswood City School District which encompasses Belle Haven and East Palo Alto were found to meet the grade-level literacy standard³. Since Menlo Portal's inception in 2019, our team has heard this need for early childhood education echoed throughout our outreach by numerous community members and City officials alike. Finally, in May/June 2020, the Menlo Park City Council evaluated its current and projected subsidies for the existing city-subsidized childcare programs in Menlo Park, the Menlo Children's Center and the Belle Haven Child Development Center and considered whether or not to keep the programs active due to budgetary constraints. The Council ultimately voted to keep these childcare programs active, however tuition for the centers would be raised by \$500 per month reducing the affordability of the programs to local families. Considering these factors, it seems evident that affordable early childhood education would be a welcome resource for the community and we are eager to help address this need in our community amenity proposal.

In reviewing the proposed community amenity list (Exhibit C) that was developed during the Belle Haven Vision Plan and ConnectMenlo processes in 2015, our proposed expansion of early childhood education programs fits most squarely within the "Social Service Improvements – Education Improvements in Belle Haven" category. Notably, "Education Improvements in Belle Haven" was ranked as the #1 priority item within the category of "Social Service Improvements" at a community workshop on March 12, 2015. Recent discussions with community members coupled with recent developments in the funding status of existing childcare programs suggest that education improvements in Belle Haven are an even more pressing priority today than they were in 2015.

Based on its extensive community outreach and research on early childhood education, our team recommends partnering with All Five, a Belle Haven-based organization who would ensure that the early childhood education programs run at Menlo Portal are firmly rooted in service to the Belle Haven community. All Five which was started by veteran educator Carol Thomsen in 2015 is based on a model of education equity, offering tuition subsidies to 75% of its

¹ https://obamawhitehouse.archives.gov/sites/default/files/docs/early_childhood_report_update_final_non-embargo.pdf

² <https://www.firstthingsfirst.org/early-childhood-matters/investing-in-early-childhood/>

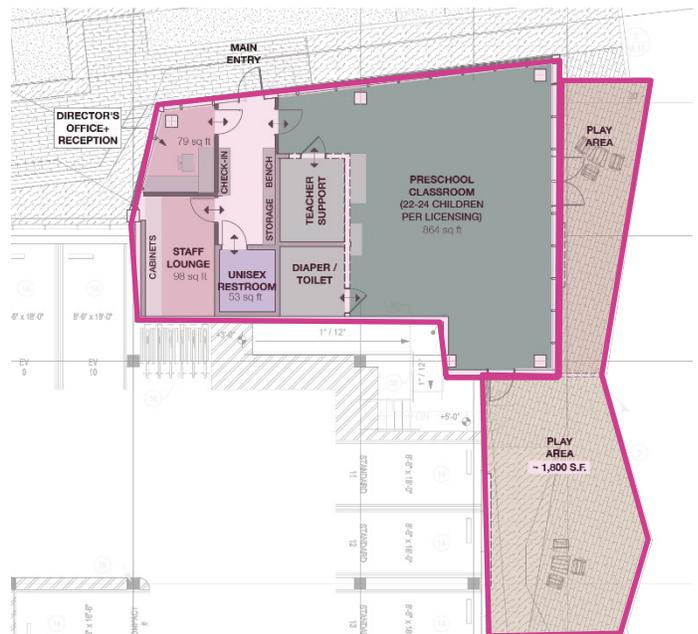
³ https://www.smcoe.org/assets/files/About_FIL/Child%20Care%20Partnership%20Council_FIL/Needs%20Assessment_FIL/CCPC_Needs_Assessment_East_Palo_Alto_11-17.pdf

enrolled families. On top of its subsidized structure, All Five provides a myriad of foundational yet unique learning opportunities to its pre-kindergarten children including:

- Problem-solving, measurement, number sense, spatial relationships and classification
- Cause and effect, inquiry through observation, knowledge of the natural world
- Self-care, practical life skills, responsibility in a group, and independence
- Language and communication skills
- Confidence, kindness and courtesy
- Natural / outdoor-based education (nutrition, physical fitness and building an understanding of ecosystems, food systems, and environmental processes)

We include additional detail on All Five as well as its funding model and proposed structure for Menlo Portal in the section, *Proposed Early Childhood Education Partner* which follows below.

To further develop our design for the early childhood education space, our team engaged Dorman & Associates who has worked on Children's Center of the Stanford Community and several other notable early childhood education centers around the San Francisco Bay Area. With assistance from their team, we were able to confirm that the ground floor space dedicated in the office building could accommodate a preschool education center or similar facility serving anywhere from 20 – 24 children. The diagrams below show the proposed location of the childhood education center as well as the proposed layout within the space for use by our proposed operator. All told, the space includes 1,600 square feet of indoor space and 2,190 square feet of outdoor play area space.



Proposed Early Childhood Education Use

While we are still refining our design for the space, the proposed preliminary layout currently contemplates a preschool classroom setting for children between the approximate ages of 3 to 5 years old. The space incorporates an indoor classroom (~864 square feet), as well as unisex restroom, teacher support areas, reception area and staff lounge inside the building as well as an adjacent outdoor play area covered in artificial turf with tables and play equipment. We would estimate that the center would operate approximately between the hours of 9 am to 5:30 pm with the majority of pickups and drop-offs taking place between the hours of 7:30 am – 9 am and 5:30 pm – 7 pm. We have been working with the City staff to refine our proposed layout for a pickup and drop-off zone along Constitution Drive near the early childhood education center entrance which could be dedicated for use by patrons of the early childhood education center during its hours of operation. Preliminary architectural sketches of the proposed early childhood education center space may be found in Exhibit B.

Sample Play Equipment for Outdoor Play Area



Based on the number of children the facility could accommodate, we anticipate that approximately six staff members would be required to operate the facility on a day-to-day basis. With 93 total parking spaces and 36 bike parking spaces, the office building has more than enough vehicle and bicycle parking to accommodate these six staff members who will require dedicated parking throughout the hours of operation (i.e. dedicating six parking spaces to early childhood education center staff leaves 87 parking spaces, or a ratio of 2.5 spaces / 1,000 FAR square feet which is more than the City required minimum). Finally, we want to mention that dedication of the 2,190 square feet of outdoor play area to the early childhood education center would still leave 9,761 square feet of publicly accessible open space which is still 12% greater than the minimum required amount of publicly accessible open space for the project which is 8,720 square feet.

Proposed Early Childhood Education Partner

As previously noted, our team recommends partnering with Belle Haven-based All Five to bring this proposed community amenity program to fruition based on All Five's proven track record of providing high-quality early childhood education opportunities since 2015. We first met with All Five back in 2019 through one of our early community outreach conversations and recently reconnected to discuss the prospect of expanding their early childhood education programs to the Menlo Portal amenity space.

All Five is the community's only program accredited by the National Association of the Education of Young Children (NAEYC) serving local children from low-income families. All Five's model is based around fostering educational equity and it therefore trifurcates its learning community – 50% of the children come from a low-income tier including homeless and house insecure, 25% from the middle tier (just above the poverty threshold) and 25% come from higher-tier income backgrounds. This model is based on research which supports the positive impact on learning in socio-economically diverse settings. Notably, 80% of All Five families reside in Menlo Park or East Palo Alto. In addition to the student community, All Five's professional staff also draws heavily from the Belle Haven community having hired and trained six teachers from Belle Haven / East Palo Alto.

The idea for All Five was inspired by thirty years of teaching early childhood education in both lower, as well as higher income communities. The All Five model uncovers the significant opportunity gap between very low-income communities compared to surrounding neighborhoods. However, the model also facilitates sharing of families' common values and purpose to provide the highest quality education possible for their children.

Based on the trifurcated structured outlined above, 75% of children and their families receive significant support to pay their tuition: 50% of families' tuition is paid by CSPP and CCTR contracts (California low-income ECE subsidy); 25% - who are just above the state's low-income threshold – pay sliding scale tuition according to their ability to pay with any shortfall being funded through philanthropy. These families reside, almost exclusively, in the Belle Haven neighborhood.

For the program at Menlo Portal, first priority for this 75% subsidized segment would be given exclusively to Belle Haven families with only any remaining seats offered to families in the neighboring community (outside Belle Haven) thereafter. Likewise, first priority for teaching staff positions would also be granted to Belle Haven residents.

Together with All Five, our team has also explored some potential performance metrics which would help provide accountability to the City and community during the early childhood education center's first two years of operations. Such metrics could include:

- 95% of All Five children entering kindergarten rated at “integrating” level on self- regulation DRDP assessments at Spring/Summer rating period.
- 95% of families report that their child is/children are “well-prepared” for kindergarten on self-assessment
- Average 50% attendance at each Family Café throughout year by families
- Average 80% families fulfilling monthly volunteer hours

Attached in Exhibit D is an overview letter which provides further details on All Five, its background and operating model. We are eager to continue working with the City and community to further refine the proposed partnership with All Five to maximize the benefit of its educational program at Menlo Portal.

Proposed Valuation and Program Contributions

As outlined in the previous section, we propose a partnership with All Five, a Belle Haven-based operator who would bring early childhood education programs to the Menlo Portal amenity space. Under this arrangement, All Five would be invited to occupy the space for the purpose of operating an early childhood education facility with all typical rental costs fully subsidized by Greystar including the use of six on-site parking spaces. We are recommending that All Five grant priority enrollment for children residing in the Belle Haven community. We believe this may ultimately be determined by the City in partnership with All Five.

As outlined in Exhibit A, the estimated value of this neighborhood benefit space is comprised of two primary elements: (1) the discounted present value of the net operating cash flows based on similarly located commercial spaces in the Menlo Park and (2) additional funds that will be contributed to All Five for its use in preparing the space for operation. The total of these valuation components will be \$8,550,000, matching the community amenity value as determined by the Fabbro appraisal.

Exhibit A outlines the discounted cash flow valuation method used to determine the intrinsic value of the commercial space at highest alternate use which is \$5,924,228. In brief, three sources of income are estimated – commercial net operating income, parking income and net expenses (includes taxes, insurance and common area maintenance) – and projected over a ten-year time horizon assuming a 3.0% annual growth rate. Updated monthly rental assumption of \$6.50 per square foot used in the analysis incorporates an estimate for increased liability insurance costs associated with having an early childhood education facility at the property based on our conversations with insurance experts. This reflects an estimate of the additional cost that would be borne by Greystar as a result of including the early childhood education facility on the property. In the analysis, a discount factor of 7.5% is then applied to the future cash flows as well as a terminal cash flow in order to calculate a net present value for the operating commercial space in perpetuity. The terminal value is an important component of the discounted cash flow valuation and is relevant in this case since the community space would be dedicated for an indefinite period of time into the future. This calculation is further detailed in Exhibit A.

Under this proposal the remaining balance of the amenity value due (i.e. \$2,625,772) would be contributed to All Five for its use in covering fit-out and early start-up costs including but not necessarily limited to:

- Tenant improvements
- Licenses, permits or associated regulatory fees
- Fixtures, furniture and equipment
- Other setup costs

Beyond these setup costs, we would propose that any remaining funds be given to subsidize All Five's early operating costs and to contribute towards enrollment subsidies for Belle Haven children.

We thank you for the opportunity to submit this community amenity proposal for consideration and look forward to discussing further with City staff.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew Morcos", written over a thin horizontal line.

Andrew Morcos
Senior Development Director
Greystar

Exhibit A

Valuation of Neighborhood Benefit Space

Assumptions

Rent (NNN) / SF / month ¹	\$6.50
Neighborhood Benefit Space SF	2,904
Annual Growth Rate	3.0%
Assumed Discount Factor	7.5%
Start of Operations	2023
Assumed Commercial Parking Spaces	6
Assumed monthly parking rent per stall	\$75
Net Expenses / SF / month ²	\$1.00

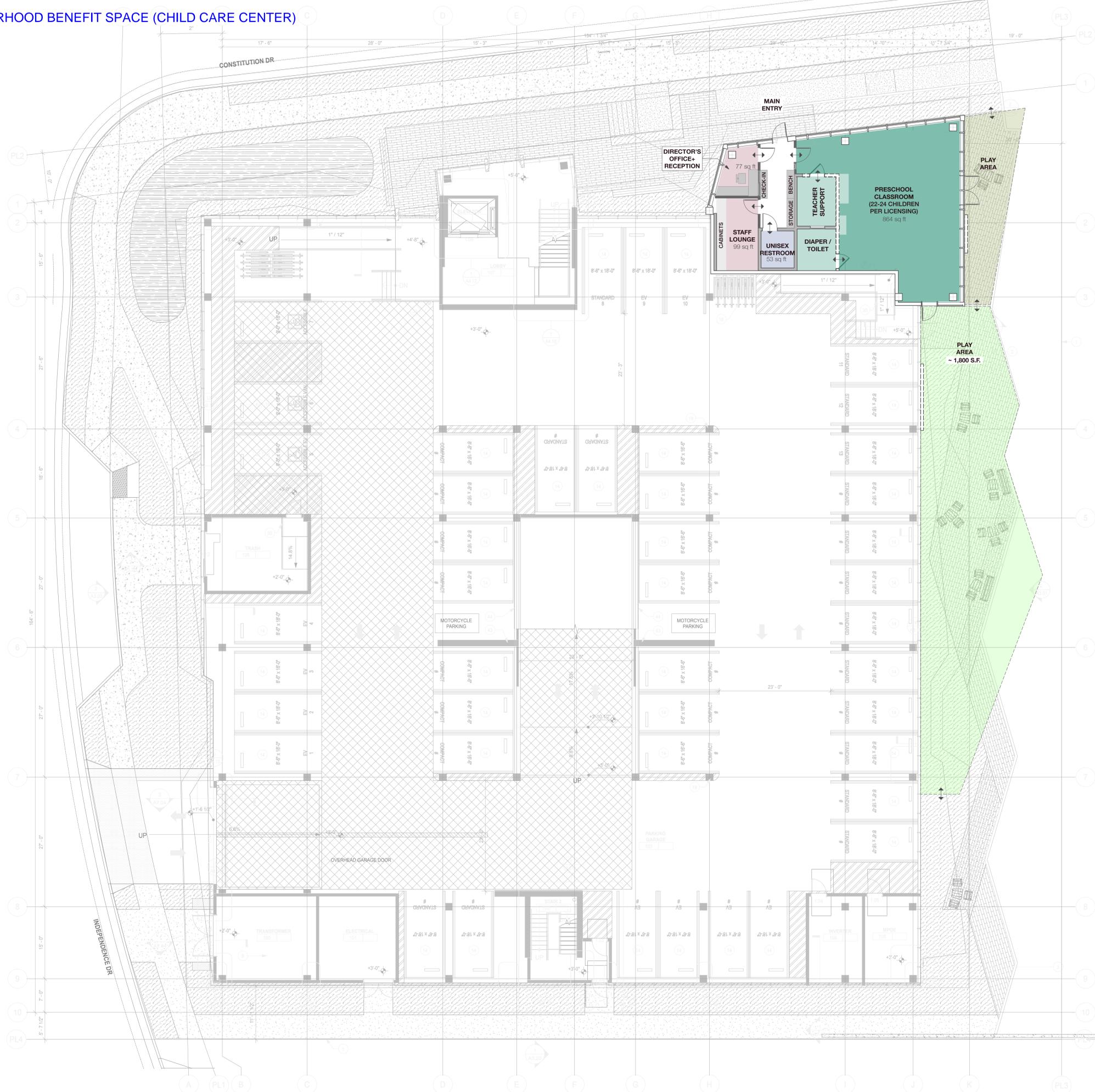
Year	1 2023	2 2024	3 2025	4 2026	5 2027	6 2028	7 2029	8 2030	9 2031	10 2032	Terminal 11 2033
Completion											
Less: Commercial Net Operating Income	\$254,944	\$262,592	\$270,470	\$278,584	\$286,941	\$295,549	\$304,416	\$313,548	\$322,955	\$332,644	\$342,623
Less: Commercial Parking Income	6,078	6,260	6,448	6,641	6,841	7,046	7,257	7,475	7,699	7,930	8,168
Plus: Net Expenses (Taxes, Insurance, CAM)	39,222	40,399	41,611	42,859	44,145	45,469	46,833	48,238	49,685	51,176	52,711
Net Cash Flows (Unlevered)	\$300,243	\$309,251	\$318,528	\$328,084	\$337,927	\$348,064	\$358,506	\$369,261	\$380,339	\$391,750	\$403,502
PV factor	0.87	0.80	0.75	0.70	0.65	0.60	0.56	0.52	0.49	0.45	0.42
Present Value Rental Cash Flows	\$259,810	\$248,935	\$238,514	\$228,530	\$218,963	\$209,798	\$201,015	\$192,601	\$184,538	\$176,813	
Terminal Value											\$3,764,711
Total Value of Neighborhood Benefit Space	\$5,924,228										

¹ Based on commercial rents for Merlo Park, adjusted to include an estimate of extra liability insurance costs associated with having an onsite child care facility, incurred by Greystar

² Estimated expenses, typically includes pro rata share of contract services (fire alarm, fire protection/life safety, intrusion alarm), landscape maintenance, patrol officer, pest control and trash removal), taxes, repairs / maintenance and utilities

Exhibit B

SKETCH OF MENLO PORTAL NEIGHBORHOOD BENEFIT SPACE (CHILD CARE CENTER)



CDC BUBBLE DIAGRAM
SCALE: 1/8" = 1'-0"

Dorman Associates
ARCHITECTURE + INTERIORS
CHRIS DORMAN, AIA
229 FLAMINGO ROAD
MILL VALLEY, CA 94541
415.380.7914 TEL
415.380.7915 FAX
C@DORMANASSOCIATES.COM
WWW.DORMANASSOCIATES.COM

**MENLO PORTAL OFFICE BUILDING
CHILD DEVELOPMENT CENTER**
104 & 110 CONSTITUTION DRIVE
MENLO PARK, CA 94025

FEASIBILITY STUDY
CHILD DEVELOPMENT CENTER BUBBLE DIAGRAM

REVISIONS

DATE: 12/9/20
SHEET

STREET TREES PENDING CONFIRMATION OF PG&E ABANDONING OF EXISTING GAS LINE BENEATH STREET TREE WELL. IF GAS LINE IS ABANDONED THAN STREET TREES WILL BE INSTALLED. IF GAS LINE IS REMAINING THEN ONLY SHRUBS AND GROUND COVER WILL BE PLANTED

DROP OFF ZONE FOR 3 CARS.

MAINTAIN 5' SIDEWALK

DARK GREEN: AT GRADE PLANTING

LIGHT GREEN: ELEVATED PLANTING

CONCRETE STAIR

MATERIALS LEGEND

- STANDARD CITY CONCRETE
- COLORED CONCRETE
- UNIT PAVERS - COLOR A
- UNIT PAVERS - COLOR B
- UNIT PAVERS - COLOR C
- SHRUB AND GROUND COVER
- BIOTREATMENT AREA
- TREE, SEE PLANTING PLAN

GENERAL SYMBOLS & ABBREVIATIONS

- PROPERTY LINE
- POINT OF BEGINNING
- CENTERLINE
- EQUAL
- ON CENTER
- NOT IN CONTRACT
- NUMBER
- TYPICAL
- QUANTITY
- VERIFY IN FIELD
- SEE ARCHITECTURAL DRAWINGS
- SEE CIVIL DRAWINGS
- SEE STRUCTURAL DRAWINGS
- SEE MECHANICAL DRAWINGS
- SEE ELECTRICAL DRAWINGS

GATE LOCATIONS

- SECTION CALLOUT

LANDSCAPE GENERAL NOTES

1. "TYP" OR TYPICAL MEANS THAT THE CONDITION IS REPRESENTATIVE FOR SIMILAR CONDITIONS THROUGHOUT, UNLESS OTHERWISE NOTED. DETAILS ARE USUALLY NOTED "TYP" ONLY ONCE WHEN THEY FIRST OCCUR.
2. NOTES AND SYMBOLS ON ONE DRAWING APPLY TO OTHER SIMILAR DETAILS AND CONDITIONS.
3. BECOME ACQUAINTED WITH SUBGRADE UTILITIES, PIPES AND STRUCTURES. SHOULD UTILITIES OR OTHER WORK NOT SHOWN ON THE PLANS BE FOUND DURING EXCAVATIONS, PROMPTLY NOTIFY OWNER'S REPRESENTATIVE. FAILURE TO DO SO WILL MAKE CONTRACTOR LIABLE FOR DAMAGE ARISING FROM HIS OPERATIONS SUBSEQUENT TO DISCOVERY OF SUCH UTILITIES NOT SHOWN ON PLANS.
4. DIMENSIONS ARE FROM OUTSIDE FACE OF BUILDING OR WALLS, UNLESS OTHERWISE NOTED, AND ARE TO BE VERIFIED IN THE FIELD PRIOR TO CONSTRUCTION AND MAJOR EXCAVATION. WRITTEN DIMENSIONS TAKE PRECEDENCE OVER SCALING.
5. UNLESS OTHERWISE NOTED, ANGLES TO BE RIGHT ANGLES, ARCS WHICH APPEAR TANGENT AND UNIFORM ARE TO BE TANGENT AND UNIFORM, LINES WHICH APPEAR PARALLEL ARE TO BE PARALLEL, AND ITEMS WHICH APPEAR CENTERED TO BE CENTERED, MAINTAIN LINES TRUE, LEVEL, PLUMB, AND SQUARE.
6. REFER TO GRADING PLANS FOR GRADING AND DRAINAGE STRUCTURES PRIOR TO INSTALLATION OF WALKS, WALLS.

INDEPENDENCE DRIVE

FENCING TYPES AT PLAY AREAS:



FENCING TYPE 1/ GUARDRAIL
4' TALL, HIGH TRANSPARENCY, NON-CLIMBABLE FENCING. OPAQUE TEMPERED GLASS



FENCING TYPE 2:
6' TALL, LOW TRANSPARENCY, NON-CLIMBABLE FENCING METAL

MENLO PORTAL OFFICE
DROP OFF ZONE SKETCH

PGADESIGN 12/7/2020

7. CLIENT SYMBOLS OR WALLS, BOUNDARIES WITH OTHER TRADES TO INSTALL IRRIGATION PIPE, SLEEVE, SANDBEDDING, OR CONDUIT. SHOULD CONFLICTS ARISE REVIEW WITH OWNER'S REPRESENTATIVE FOR RESOLUTION.
8. QUANTITIES PROVIDED ARE FOR INFORMATION ONLY. VERIFY QUANTITIES AND NOTIFY OWNER OF DISCREPANCIES.
9. VERIFY PROPERTY BOUNDARIES AND LOT LINES PRIOR TO COMMENCEMENT OF WORK.



REV	ISSUE	DATE
SD	100%	08.27.2020
DD	100%	09.24.2020
CD	1	10.29.2020

Exhibit C

COMMUNITY AMENITY SURVEY RANKINGS

The following is a table of the community amenities that have been requested during the planning process; the categories and the amenities within each category are listed in order of how they were ranked by respondents at a community workshop on March 12, 2015 and in a survey that followed.

MARCH 12 WORKSHOP RANKING	ONLINE - REGISTERED RESPONDENTS	ONLINE - UNREGISTERED RESPONDENTS	PAPER - COLLECTED IN BELLE HAVEN	PAPER - MAILED IN	TOTAL SURVEYS COMBINED
22 RESPONSES	53 RESPONSES	26 RESPONSES	55 RESPONSES	60 RESPONSES	194 SURVEY RESPONSES
Transit and Transportation Improvements					
Sidewalks, lighting, and landscaping	Sidewalks, lighting, and landscaping	Sidewalks, lighting, and landscaping	Traffic-calming on neighborhood streets	Sidewalks, lighting, and landscaping	Sidewalks, lighting, and landscaping
Bike trails, paths or lanes	Bike trails, paths or lanes	Traffic-calming on neighborhood streets	Sidewalks, lighting, and landscaping	Traffic-calming on neighborhood streets	Traffic-calming on neighborhood streets
Dumbarton Rail	Traffic-calming on neighborhood streets	Bike trails, paths or lanes	Dumbarton Rail	Dumbarton Rail	Bike trails, paths or lanes
Traffic-calming on neighborhood streets	Dumbarton Rail	Dumbarton Rail	Innovative transportation solutions (i.e. personal rapid transit)	Bike trails, paths or lanes	Dumbarton Rail
Bus service and amenities	Bus service and amenities	Bus service and amenities	Bike trails, paths or lanes	Bus service and amenities	Innovative transportation solutions (i.e. personal rapid transit)
Innovative transportation solutions (i.e. personal rapid transit)	Innovative transportation solutions (i.e. personal rapid transit)	Innovative transportation solutions (i.e. personal rapid transit)	Bus service and amenities	Innovative transportation solutions (i.e. personal rapid transit)	Bus service and amenities
Community-serving Retail					
Grocery store					
Restaurants	Restaurants	Pharmacy	Pharmacy	Pharmacy	Restaurants
Pharmacy	Pharmacy	Restaurants	Restaurants	Restaurants	Pharmacy
Bank/ATM	Bank/ATM	Bank/ATM	Bank/ATM	Bank/ATM	Bank/ATM
Jobs and Training at M-2 Area Companies					
Job opportunities for residents	Education and enrichment programs for young adults	Job opportunities for residents			
Education and enrichment programs for young adults	Job opportunities for residents	Education and enrichment programs for young adults			
Job training programs and education center	Paid internships and scholarships for young adults	Job training programs and education center			
Paid internships and scholarships for young adults	Job training programs and education center	Paid internships and scholarships for young adults			
Social Service Improvements	Energy, Technology, and Utilities Infrastructure	Social Service Improvements	Social Service Improvements	Social Service Improvements	Social Service Improvements
Education improvements in Belle Haven	Underground power lines	Education improvements in Belle Haven			
Library improvements at Belle Haven	Telecommunications investment	Library improvements at Belle Haven	Medical center	Medical center	Medical center
Medical center	Incentives for private home energy upgrades, renewable energy, and water conservation	Medical center	High-Quality Affordable Housing	Senior service improvements	Library improvements at Belle Haven
Senior service improvements	Soundwalls adjacent to Highway 101	High-Quality Affordable Housing	Library improvements at Belle Haven	Library improvements at Belle Haven	High-Quality Affordable Housing
Add restroom at Onetta Harris Community Center		Senior service improvements	Senior service improvements	High-Quality Affordable Housing	Senior service improvements
Pool House remodel in Belle Haven	Social Service Improvements	Add restroom at Onetta Harris Community Center			
High-Quality Affordable Housing	Education improvements in Belle Haven	Pool House remodel in Belle Haven	Pool House remodel in Belle Haven	Pool House remodel in Belle Haven	Pool House remodel in Belle Haven
	Library improvements at Belle Haven				
Energy, Technology, and Utilities Infrastructure	Medical center	Energy, Technology, and Utilities Infrastructure			
Underground power lines	Senior service improvements	Underground power lines	Incentives for private home energy upgrades, renewable energy, and water conservation	Underground power lines	Underground power lines
Telecommunications investment	High-Quality Affordable Housing	Telecommunications investment	Underground power lines	Incentives for private home energy upgrades, renewable energy, and water conservation	Incentives for private home energy upgrades, renewable energy, and water conservation
Incentives for private home energy upgrades, renewable energy, and water conservation	Pool House remodel in Belle Haven	Incentives for private home energy upgrades, renewable energy, and water conservation	Telecommunications investment	Telecommunications investment	Telecommunications investment
Soundwalls adjacent to Highway 101	Add restroom at Onetta Harris Community Center	Soundwalls adjacent to Highway 101			
Park and Open Space Improvements					
Bedwell Bayfront Park improvements	Bedwell Bayfront Park improvements	Bedwell Bayfront Park improvements	Tree planting	Bedwell Bayfront Park improvements	Tree planting
Tree planting	Tree planting	Tree planting	Community garden(s)	Tree planting	Bedwell Bayfront Park improvements
Dog park	Dog park	Dog park	Dog park	Community garden(s)	Community garden(s)
Community garden(s)	Community garden(s)	Community garden(s)	Bedwell Bayfront Park improvements	Dog park	Dog park

WHERE SURVEY RESPONDENTS LIVE:

Neighborhood/City					
Belle Haven	136	Pine Forest	1	Palo Alto/ East Palo Alto	2
Central Menlo	1	West Menlo	2	Gilroy	1
Downtown	2	Willows/Willow Road	7	Linfield Oaks	1
East Menlo Park	3	Flood Park	1	Undisclosed	37
				TOTAL	194

REVIEW THE PROPOSED COMMUNITY AMENITIES



CONNECTMENLO
menlo park land use & mobility updates

The amenities described below were identified during the Belle Haven Vision Plan and during the first year of the ConnectMenlo process. They were ranked in this order in a survey in March/April, 2015. Approximate cost estimates have been added for each amenity.

Place a dot to the left of the amenities that you think are most important.

Transit and Transportation Improvements	Jobs and Training at M-2 Area Companies	Social Service Improvements	
A. Sidewalks, lighting, and landscaping – \$100 per linear foot <i>Enhance landscaping and lighting and fill gaps in sidewalk to improve the overall walkability</i>	A. Job opportunities for residents – \$10,000 in specialized training per employee <i>Local employers have a hiring preference for qualified residents</i>	A. Education improvements in Belle Haven – \$10,000 per student <i>Improvements to the quality of student education and experience in Belle Haven</i>	
B. Traffic-calming on neighborhood streets – \$100,000 per block/intersection <i>Address cut-through traffic with design features</i>	B. Education and enrichment programs for young adults – \$10,000 per participant <i>Provide programs that target students and young adults to be competitive in the job market, including existing tech jobs</i>	B. Medical center – \$6 million to construct (\$300 per square foot) <i>Medical center providing health care services and outpatient care</i>	
C. Bike trails, paths or lanes – \$100,000/ mile <i>Install new bike lanes and pedestrian paths and connect them to existing facilities and BayTrail</i>	C. Job training programs and education center – \$10,000 per participant <i>Provide residents with job training programs that prepare them with job skills</i>	C. Library improvements at Belle Haven – \$300,000 <i>Expand library programs and activities, especially for children</i>	
D. Dumbarton Rail– \$175 million to construct and open trolley <i>Utilize the right-of-way for new transit line between Redwood City and Menlo Park in the near term with stations and a new bike/pedestrian path</i>	D. Paid internships and scholarships for young adults – \$10,000 per participant <i>Provide internships at local companies and scholarships to local youth to become trained for tech jobs</i>	D. High-Quality Affordable Housing – \$440,000/unit less land; \$82,000 typical per-unit local gap financing needed for a tax-credit project <i>Integrate quality affordable housing units into new development</i>	
E. Innovative transportation solutions (i.e. personal rapid transit) – PriceVaries <i>Invest in new technology like pod cars and transit that uses separate tracks</i>	Energy, Technology, & Utilities Infrastructure		
F. Bus service and amenities – \$5,000 per rider seat <i>Increase the number of bus stops, bus frequency and shuttles, and bus shelters</i>	A. Underground power lines – \$200/foot min.; \$50,000/project <i>Remove overhead power lines and install them underground along certain roads</i>	F. Add restroom at Onetta Harris Community Center – \$100,000 <i>Additional restroom at the community center</i>	
Community-serving Retail			
A. Grocery store – \$15 million to construct (\$200 per sq ft) plus 25% soft costs, financing, etc.; \$3.7 million for 2 years of subsidized rent <i>A full-service grocery store providing a range of goods, including fresh fruits, vegetables and meat and dairy products</i>	B. Incentives for private home energy upgrades, renewable energy, and water conservation – \$5,000 per home <i>Offer financial assistance or other incentives to help area residents pay for energy-efficient and water conserving home improvements</i>	G. Pool House remodel in Belle Haven – \$300,000 <i>Remodel pool for year-round use with new heating and changing areas</i>	
B. Restaurants – \$1.5 million (3,000 sq ft at \$400 per sq ft plus 25% for soft costs, financing, etc.) <i>A range of dining options, from cafes to sit-down restaurants, serving residents and local employees</i>	C. Telecommunications investment – \$250 per linear foot <i>Improve the area's access to wifi, broadband, and other new technologies</i>	Park and Open Space Improvements	
C. Pharmacy – \$3.75 million (15,000 sq ft at \$200 per sq ft, plus 25% for soft costs, financing, etc.) <i>A full-service pharmacy that fills prescriptions and offers convenience goods</i>	D. Soundwalls adjacent to Highway 101– \$300,000 (\$600/foot) <i>Construct soundwalls between Highway 101 and Kelly Park to reduce sound</i>	A. Tree planting – \$10,000 per acre <i>Plant trees along streets and parks to increase tree canopy</i>	
D. Bank/ATM – \$1.88 million (3,000 sq ft at \$500 per sq ft plus 25% for soft costs, financing, etc.) <i>A bank or credit union branch with an ATM</i>		B. Bedwell Bayfront Park improvements – \$300,000 <i>Improve access to the park and trails within it</i>	
		C. Community garden(s) – \$26,000 to construct ~0.3 acres, 25 beds, 2 picnic tables <i>Expand space for community to plant their own produce and flower gardens</i>	
		D. Dog park – \$200,000 for 0.5 acre (no land cost included) <i>Provide a dedicated, enclosed place where dogs can run</i>	

Exhibit D



2/16/21

TO: Tim Racine & Andrew Morcos, Greystar
timothy.racine@greystar.com & amorcos@greystar.com

FROM: Karen Pace & Carol Thomsen, All Five
karen@allfive.org, carol@allfive.org

All Five Overview

All Five's mission is to empower all families to choose a high-quality early childhood education (ECE) for their children.

Since 2015, All Five leadership and staff have brought early childhood education equity to our community. Our work and community are centered where we are located, in eastern Menlo Park's Belle Haven neighborhood. The families we serve, no matter their socioeconomic background, have access to high-quality early childhood education for their children in a nurturing and respectful learning community. This child-centered, research-based approach to education in a full-day preschool program is designed to support working families. The program provides two meals and two snacks daily to ensure nutritional needs are met for growth and learning. This ten-hour per day, fifty-weeks per year approach matches the needs of working families with a bigger impact on learning.

All Five is our community's only NAEYC (National Association of the Education of Young Children - a highly respected organization and certification) accredited program serving children from low-income families. All Five is bringing equity to early childhood education, to the time when humans' brains grow the most.

Families in the Belle Haven community are 48% non-English-speaking, 40% homeless or house-insecure, 13% of children qualify for special education, and 18% of third graders read at grade level. Yet, our community of All Five families is purposely trifurcated. Research supports the positive impact on learning in socio-economically diverse settings. As such, our community of families fall into three categories: 50% low-tier; including homeless and house-insecure, 25% middle-tier; just above the poverty threshold, and 25% high-tier. Our low- and middle-tier families reside, almost exclusively, in our community.

All Five regularly maintains a lengthy waitlist that is nearly triple our capacity. In addition to unmet community early childhood education demand, we know families are desperate for infant and toddler care on the Peninsula. A county needs assessment report found the county has 10,000 more children under the age of five than early childhood care and education spaces.



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The idea for All Five was inspired by thirty years of teaching early childhood education in both lower, as well as higher, income communities. Founder Carol Thomsen experienced young children, in their first five years of life, being treated very differently. Children from low-income families were assumed to need to be told how to learn, even though research shows that approach does not work and does not last. Children from high-income families were being nurtured using the latest research - showing that children are inherently curious, and when given the opportunity to direct their own learning, the learning sticks. Beautiful environments were not considered important for children from low-income families, yet essential for children from high-income families.

Our model uncovers the enormous opportunity gap between very low-income communities compared to surrounding neighborhoods. Yet, our model also facilitates sharing of families' common values and purpose to provide the highest quality education possible for their children. Our families all largely share the desire for community and connection.

Although other agencies provide early childhood education and preschool, All Five is the only intentionally socioeconomically integrated organization doing so. All Five is just five years old, but already its impact is recognized in the community, in San Mateo County, and throughout California. The waiting list of children and families, as well as the desire of teachers and community members, to visit the school (pre-COVID) are an example of All Five's impact locally. More widely, a national journalist featured All Five in a story about the "Extremely Separate and Widely Unequal" landscape of early childhood education programs. The story can be accessed [here](#).

All Five's executive director, and the entire staff, contribute to many of our community's broader educational initiatives including mentoring newer early childhood programs such as Menlo Park City School District's Early Learning Center. Further, since 2015, Carol has hired and trained ten teachers, six from our own Belle Haven/East Palo Alto community. Additionally, three of our students' moms have attended San Mateo County's Teacher Pipeline Program, as they have been inspired and supported by our program to become early education teachers.

All Five is grateful for expert partners who join us in serving our families and community including the Ravenswood City School District. The RCSD Board and District are committed to supporting teachers and staff to make RCSD a superior workplace, as well as to cultivating a connected community. Thus, our lease agreement with the district prioritizes early childhood education and care placement for RCSD staff, faculty, and families, as well as Ravenswood community families.



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Performance Standards

1. NAEYC accredited, high rating on QRIS
2. Since 2015, All Five has provided high-quality early childhood education to Belle Haven students and provided a holistic learning environment for their families
3. Following are All Five scholarship and subsidy data by enrollment percentage
 - a. 50% of family's tuition is paid by CSPP and CCTR contracts (California low-income ECE subsidy)
 - b. 25% of families pay sliding-scale tuition based on ability
 - c. 25% of families are full-pay with no subsidy
4. Fifty percent of All Five families reside in Menlo Park. Eighty percent of All Five families reside in Menlo Park or East Palo Alto
5. All Five is enthusiastic about expanding to the Greystar facility. All Five is committed to expanding enrollment to serve more Belle Haven/Menlo Park families, including a current facilities and enrollment expansion effort at their current location

Program Implementation Evaluation Proposed Metrics

- o 95% of All Five children entering kindergarten rated at "integrating" level on self-regulation DRDP assessments at Spring/Summer rating period.
- o 95% of families report that their child is/children are "well-prepared" for kindergarten on self-assessment.
- o Average 50% attendance at each Family Café throughout year by families.
- o Average 80% families fulfilling monthly volunteer hours.

As COVID conditions prevent visitors to our magical campus, we created a video to share unique program with you. You can access the video [here](#).