

# Parks & Recreation Commission



## REGULAR MEETING AGENDA

**Date:** 3/27/2019  
**Time:** 6:30 p.m.  
**Arrillaga Family Recreation Center**  
**Cypress Room**  
**700 Alma St., Menlo Park, CA 94025**

### **A. Call To Order**

### **B. Roll Call**

### **C. Public Comment**

Under "Public Comment," the public may address the Commission on any subject not listed on the agenda. Each speaker may address the Commission once under Public Comment for a limit of three minutes. Please clearly state your name and address or political jurisdiction in which you live. The Commission cannot act on items not listed on the agenda and, therefore, the Commission cannot respond to non-agenda issues brought up under Public Comment other than to provide general information.

### **D. Presentations and Proclamations**

D1. Presentation from Team Sheepen on the City's pool operations ([attachment](#))

D2. Presentation on Menlo Park Grant for the Arts Awards ([Staff Report # 19-005-PRC](#))

### **E. Regular Business**

E1. Approve the Parks and Recreation Commission minutes for the meeting of February 27, 2019 ([attachment](#))

### **F. Reports and Announcements**

F1. Commissioner Reports (Jennifer Baskin)

F2. Community Services Director's update and announcements ([Staff Report # 19-006-PRC](#))

### **G. Informational Items**

G1. Update on Nealon Playground ([Staff Report # 19-007-PRC](#))

G2. City Council Work Plan Transmittal and Capital Improvement Program (CIP) process update ([attachment](#))

### **H. Adjournment**

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2018 Menlo Swim and Sport Annual Report  
Presented to Parks and Recreation Committee of Menlo Park  
March 27, 2019

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## **I. Who is Menlo Swim and Sport/Brief History**

Menlo Swim and Sport originated in May 2006 to prove the vision that premium level leadership and instruction, along with an attention to high quality customer service, accompanied by a full spectrum of aquatic services and a facility that stayed open all day, every day could change the paradigm of how public pools operated and succeeded. Simply put, give everyone what they want, while demonstrating and preaching the concept of sharing a community resource.

A new company, operating a new aquatic facility, implementing a radically different model was a recipe ripe for stringent public scrutiny and fierce pessimism. But, it also ignited a fire in a small but highly committed operating team to succeed.

A demanding but mostly satisfied public allowed for modest business success in our first five-year agreement. With some momentum and optimism, Menlo Swim and Sport agreed to a second five-year agreement with the City of Menlo Park. The second agreement was much more demanding and draining on company resources.

In an effort to survive, Menlo Swim and Sport searched for new revenue streams and evolved by diversifying and expanding services of the company outside of Menlo Park, in the effort to secure long-term financial stability.

Menlo Swim and Sport forged ahead and met all the demands in Menlo Park until the first part of 2017. After 11 years of experiencing growth, both incremental and substantial, year over year, we ran into the proverbial storm: a membership decline in our main youth revenue departments, coupled with extreme and costly challenges of securing the volume of the workforce necessary to operate our model, and lean company reserves.

With the changes in the community that resulted in the downturn of total pool users and increase in cost of labor, Menlo Swim and Sport negotiated a third agreement, but for a shorter term. The new agreement shifted the responsibility of pool, facility and equipment repairs, as well as any contributions for capital repairs, off of Menlo Swim and Sport, allowing for continued operation without interruption.

The latest agreement has now been in place for an entire year. The new agreement has allowed Menlo Swim and Sport to return to the original company mission of providing premium level services to the entire aquatic community.

## **II. 2018 Year in Review**

1. January - March: Completing new/revised agreement and negotiating terms with City officials. Culminating a two-year period of uncertainty towards the long-term viability of being pool operators for the City of Menlo Park. Since the City of Menlo Park had been out of the aquatic operating business for over 10 years, there was a considerable amount of uncertainty when it came to understanding the intricacies, complexities, and high cost of the aquatic industry.

This led to an extensive negotiating period resulting in detrimental effects on the company culture.

2. April - June: Transitioning to new normal. Preparing for another 2.5-year agreement while readying for Summer operations.

3. July - September: Welcoming mostly all new program managers into their roles while streamlining and reorganizing company structure. Undergoing extensive facility repairs and upgrades by the City of Menlo Park

4. October - December: Dome construction, along with replacing water of both pools, resulting in cleaner water quality and increased user satisfaction. Achieving company stability along with a new, more positive outlook on the future of operating in Menlo Park.

### **Community benefits of the new agreement between the City of Menlo Park and Menlo Swim and Sport/Team Sheeper, Inc.:**

Increased City of Menlo Park support of aquatics leads to Menlo Swim and Sport/Team Sheeper, Inc. increasing support of the company workforce. This, in turn, leads to an increase in quality of services to community, which leads to an increase in customer satisfaction.

#### **The Benefits:**

1. Company returns to focusing on strengths: programming and customer service. (departure from managing repairs and replacement of mechanical equipment in a degrading facility with slim resources)
2. Company invests time, energy, and resources into developing leaders in every programming and service department, for long term sustainability and personal staff developments.
3. Company returns focus to internal business improvements and optimization, rather than searching externally for revenue streams to ensure overall company stability.
4. Company experiences a positive work culture shift; pressure from uncertainty of possible business closure and/or discussions of transitioning to other aquatic sites has ended.
5. Facility benefits from long overdue and crucial repairs and upgrades with the resources contributed by the City, accompanied by scheduled long term aquatic capital improvements.

6. Increased overall customer satisfaction resulting from company focusing on improving community experience, such as through lobby upgrades, communication upgrades, curriculum upgrades, and a happier staff.

### III. 2018 Operational and Program Data

#### Program Data:

2018 Menlo Park Annual Report: The following is the library of the offerings to the community along with the number of members each service/department administers to.

Estimated annual visits per year (wet/dry/total):

#### **Burgess Pool**

Wet: Est. 355,000

Dry: Est. 105,000

Total: 460,000

#### **Belle Haven Pool**

Wet: Est. 11,500

Dry: Est. 3,000

Total: 14,50

Monthly membership averages by program:

<b>Program</b>	<b>Monthly Membership Average</b>
Lap Swim	341
Open Swim	70 Summer Passes
Masters	320
Triathlon	56
Menlo Fit Boot Camp	34
Masters Water Polo	17
Aqua Fit/Water Exercise	103
Swim School	910
Menlo Aquatics Youth Team	220 Year Round/75 Summer
Belle Haven Lap Swim	18
Belle Haven Youth Water Polo	29



### 3-Year Comparisons:

#### 1. Comparison of recreational activity over the past 3 years

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Burgess Lap Swim- Members	341	343	356
Burgess Lap Swim- Member Visits	44,475	N/A	N/A
Burgess Lap Swim Drop In Visits	16,224	15,971	18,497
Burgess Open Swim- Members	70	120	54
Burgess Open Swim- Member Visits	480	N/A	N/A
Burgess Open Swim- Drop In Visits	18,218	21,400	25,000
Belle Haven Lap Swim- Members	19	15	7
Belle Haven Lap Swim- Member Visits (includes Facebook Staff)	3,957	N/A	N/A
Belle Haven Lap Swim Drop In Visits	460	674	626
Belle Haven Open Swim- Drop In Visits	2,883	2250	2291

#### 2. Comparison in youth programming in the past 3 years.

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Swim School (lessons per week)	910	1,100	1,500
Menlo Aquatics (member avg/month)	220/75 Summer	300/67 Summer	330/80 Summer

#### 3. Comparisons in adult programming in the past 3 years

	<b>2018</b>	<b>2017</b>	<b>2016</b>
Masters	320	325	325
Triathlon	56	60	55
Aqua Fit	103	94	102
Masters Water Polo	17	19	18

The comparison tables demonstrate the decline in youth programming in 2017 and the continuation of the decline through 2018. In contrast, the adult programming has remained constant year over year. It is also worth noting the decline in open-swim drop-ins at Burgess. A majority of these drop-ins happen during the summer months, and are comprised of youth being brought to the pool by parents. In contrast, the lap swim drop-ins at Burgess have remained relatively constant; these lap swim drop-ins are dominated by adults.

### **Operational Data:**

1. Number of employees on staff in 2018: 328
2. Number of new hires in 2018: 93
3. Average length of stay of each employee: 6 months - 2 years
4. Average cost to hire an employee: \$1200
5. Average compensation rate for an employee: 66% at \$15/hr (215 employees), 20% at \$16-\$25/hr (66 employees), 14% at \$26+/hr (47 employees)
6. Average length of time for the on-boarding process: 2 - 4 weeks
7. Average number of staff member working on a typical day: 40
8. Number of departments in Menlo Swim and Sport: 20
9. Most effective mode of recruiting a staff member: Face to Face Recruiting
10. Greatest staffing challenges facing Menlo Swim and Sport: Compensation and Cost of Living
11. Average number of days per week Menlo Swim and Sport is understaffed: 4 days

### **Operational Data Conclusions:**

1. Business model requires extensive hiring of introductory level staff members
2. Staffing has become increasingly more difficult to recruit and retain, and more costly. We have hired a full-time virtual/in-person recruiter as part of our HR team.
3. Understaffing results in limited programming, closures, and extensive over-time for staff members.
4. Minimum wage is now \$15/hr.

### **20 Extremely unique aspects of Menlo Swim and Sport that will not be found in total at any other public municipal aquatic facility in the nation:**

1. Year-round professional youth and adult swim school
2. Two different year-round professional youth swim teams
3. Summer-only focused youth swim team
4. Water exercise program
5. Water therapy program
6. Women's only water polo program
7. Youth water polo program
8. Underwater hockey program
9. Adult world-class triathlon team
10. Adult triathlon program for challenged athletes
11. Adult world-class masters swim team
12. Two year-round swim professionals focusing only on private instruction
13. Two Recreation/Wellness therapists focusing on private instruction
14. Water polo professional focusing on small group instruction
15. Extensive youth summer camp services in swimming, tennis and lifeguarding
16. Extensive Red Cross lifeguarding certification courses

17. Fully supported and functioning retail Pro-shop with food and merchandise
18. Seasonal Air-Dome to enclose an outdoor facility during winter months
19. Land based strength and conditioning program to complement aquatic athletes
20. Fully supported scholarship system for our underserved population

#### **IV. 2018 Community Survey Results**

Menlo Swim and Sport conducted the annual customer survey in the fourth quarter of 2018. A digital survey was sent to our entire database. We received 193 responses representing feedback from all our programs.

1. Most responses came from:
  - Lap Swimmers (72 responses)
  - Masters Swimmers (68 responses)
  - Swim School (46 responses)
2. Customer satisfaction levels on programming and service were measured on a scale of 1-10. 10 being the best.
  - 54% rated -10
  - 14% rated - 9
  - 17% rated - 8
3. When asked what could we do to become a 9 or 10. We received 76 responses. The responses highlighted the following areas:
  - 24 responses: Related to cleaner restrooms or upgraded building/showers
  - 12: Requesting more programming or lane space for programming
  - 7: Decreasing cost of programming
  - 5: Improving communication
  - 2: Improving the conditions of the Dome experience
  - 2: Improving water qualityThe remainder of the responses were positive affirmations
4. We asked what is the limiting factor of the facility? We received 52 responses. The responses highlighted the following areas:
  - 7 responses: More time and lane space needed
  - 4: Locker rooms have insufficient space and low quality of showers
  - 3: Dome is a low quality experience
  - 1: High cost of servicesThe remainder of the responses were positive affirmations
5. We asked: What would attract you to spend more time at the facility? We received 77 responses. The responses highlighted the following areas:
  - 9 responses: More open lane time and/or more programming
  - 8: Improved locker room shower experiences
  - 3: Lower cost for programming
  - 2: Improved water quality
  - 1: Improved communicationThe remainder were positive affirmations or personal time constraints
6. We asked: What could management do to improve your time spent at the facility? We received 90 responses . The responses highlighted the following:

- 35 responses: Better locker room and shower experience
- 6: More open time and/or more open lane space
- 5: Improved communication of operational changes
- 4: Improved water quality
- 2: Improved Dome experience
- 2: Improved staff quality

The remainder were positive affirmations of our current operations

7. We asked: What is missing from the Aquatic Center? We received 64 responses, which highlighted:

- 26 responses: Sufficient Locker room experience
- 4: Upgrade of facility furniture
- 4: Improved dome experience
- 3: Improved baby pool operations
- 2: Increased open time and lane space
- 2: Improved staff quality
- 1: Improved water quality
- 1: Increased shade
- 1: Lower cost of services

The remainder were positive affirmations

8. We asked: How satisfied are you with our customer service? We received 160 responses.

- 87% of respondents said they were satisfied or extremely satisfied with the service

9. The final questions of the survey asked for Additional Comments. We received 50 responses. The comments included:

- 11 responses: Pleaded for improved conditions in locker room/showers
- 6: Concerned about homeless/mentally unstable presence in locker room
- 4: Wanted Evening Masters workouts
- 3: Improve Dome experience
- 3: More lap swim lanes
- 3: Increased communications
- 2: Lower cost of services
- 1: Improved water quality

The remainder of the responses were praises of their aquatic experience

The conclusions drawn from customer responses related to the Menlo Park aquatic experience are simply that the programming and services are enjoyable and satisfying, while the locker room and shower experience is less than desirable. It appears that the expectations of the respondents are to have an entirely parallel and congruent recreational experience where the preparation to get into the water and/or the preparation to transition from the water to civilian clothing needs to match the positive and fulfilling water experience.

Aquatics being such a unique sport or form of recreation in that it requires all participants to share close personal quarters in order to transition into or out of the water, and that time plays a large role in shaping the entire recreational experience.

Additional concerns were raised by numerous parents whose children need locker room use, including the difficulty for youth to use the showers and the inadequate facility amenities for young families.

The next most prominent request for improvement comes from individuals who want more time and space for their favorite program. Whether it is lap swimmers, open swimmers, Masters swimmers or water exercise users, all enjoy their experience so much that they would like more expansive opportunities to practice their favorite form of aquatic recreation.

The last, most prominent take-away from the survey exercise is that users would like better water and air quality relating to the Dome experience during the winter season, as well as improved water quality year-round.

## **V. Nationwide Aquatic Industry Trends**

Menlo Swim and Sport thought it would be helpful to share the results of Aquatic Trends based on 919 respondents from aquatic facilities nationwide. When reviewing an aquatic annual report, it is helpful to understand the aquatics industry, along with its complex operations, unique costs, and challenging staffing requirements.

Basic information and data will assist the reader of this report to calibrate the services and challenges of Menlo Park as compared to aquatic facilities across the country.

1. 57.4% of Aquatic facilities are year-round, the remainder are seasonal.
2. The average operating costs of a park aquatic facility is \$570,000.
3. Respondents from the West experience the highest operating costs in the nation.
4. Top issues facing aquatic facilities are staffing, budgets, and equipment maintenance.
5. 61% of respondents said staffing was the top issue, with finding lifeguards being the most difficult.
6. "The industry is undervalued, and aquatics is not treated as a career, so turnover is a constant."
7. Staff management and training is a nationwide challenge
8. Water safety and management of equipment is complex and a nationwide concern.

(Source: *Recreation Management*, February 2019)

## **VI. Future Needs for Menlo Park Aquatics Sustainability**

Basically, the aquatics business model in Menlo Park is robust, unique, refined and sustainable, with a couple of issues being addressed:

1. Locker rooms/Shower
2. Winter enclosure of instructional pool at Burgess Pool
3. Community aquatic attraction at Belle Haven Pool

1. Locker rooms/Shower: Clearly, the locker room situation at Burgess is the most outstanding issue that faces the facility. The locker rooms were value engineered to meet the building budget, but no one at the time could foresee the popularity of aquatics and the ensuing high locker room usage. The problem can be solved in two phases. Phase one is an upgrade to the existing shower situation. New showers should include lower handles, with on and off control (versus the current automatic shut off system), and improved shower heads with better water flow capability. As well, the shower facility requires upgraded tile and grout conditions and long term maintenance. Phase two is a capital improvement project increasing the square footage and internal traffic flow with designated space for young families.

2. Winter enclosure of instructional pool at Burgess Pool: The Air-Dome was a 2007 Menlo Swim and Sport investment that was an absolute necessity in order to conduct our proprietary year-round aquatic business model. The substantial investment was very risky at the time, but it was known that the desired business model would have failed if we depended on serving youth, seniors, and families in an outdoor facility during the winter and early spring. Cold, wet weather would keep patrons away from our instructional/therapy/play pool, which would in-turn lead to the entire business operating with short-term, temporary, seasonal employees with lower commitments, experience, and enthusiasm. The instructional pool is the revenue engine of the entire facility, so its maintenance and year-round ability to draw users is crucial to operational success.

The Air-Dome is currently in use past its expiration date. After more than a decade of weathering storms, corrosion from harsh elements, wear and tear of seasonal construction and deconstruction along with hardships of storage and transport, it is time to investigate new options for enclosing the most important asset of the operation.

With greatly increased City involvement in the new aquatics agreement, coupled with the emphasis on sustainability of aquatics in Menlo Park, it is imperative that the aquatics operation makes a decision to move away from an air supported structure in favor of a “rigid structure” that provides more stability during periods of inclement weather and requires significantly less “local knowledge” in keeping the dome inflated. There are two basic choices for a replacement. The first choice is a rigid temporary “Circus Tent” type of structure with roll up sides for ventilation. The second and most preferred choice is a permanent “Telescoping clear glass” structure. This system affords the option of opening or closing the structure year-round depending on the conditions of the day, rather than the season. Water and air quality will improve instantly when the air-dome is replaced. Simply put, pools are alive and need to breathe and do not like to be covered.



3. Community Aquatic Attraction at Belle Haven Pool: Belle Haven Pool is local neighborhood gem. At its peak, it was a first class seasonal pool. Originally built to serve the surrounding residential neighborhood during the warm months-evidenced by its windowless and heatless locker rooms, and heater-free baby pool. It is now an aging, outdated facility that has undergone many cosmetic facelifts, resulting in less than positive results. Alas, it is still a functioning pool, which by definition, makes it a neighborhood asset. The facility is in dire need of an identity...a calling card...a kid draw. The pool needs an attraction that kids will continually bother their parents until they bring them to the pool to have some fun. The safest and most useful attraction for Belle Haven will be a temporary-inflatable-floating-climbable-play structure for kids and adults. These temporary structures are constructed and deconstructed daily with each user's goal of progressing from one end to the other end, amidst several obstacles and challenges. It inhabits a portion of the pool during open swim time and requires very basic swim skills in order to enjoy hours of aquatic recreational time.

## VII. Menlo Swim and Sports 2019 Challenges and Goals

### Challenges:

1. Staffing: Our number one challenge is to staff the necessary team members to open the facility daily and deliver premium service in each of our departments. We have refined, upgraded, changed, added, aligned, partnered, and experimented with several methods and strategies over the past few years. We have discovered that the challenge we have in hiring individuals to work, pales in comparison to the challenges individuals face in trying to find work that will allow them to live in or around Menlo Park. We currently do not have a full-time or part-time regular employee that actually lives in Menlo Park. All employees commute to the pool from many miles away; only our seasonal high school and college-aged employees hail from Menlo Park because they live with parents who are established in the Menlo Park/Palo Alto area.

Here are the factors that our work force along with all service industry work forces in our region are facing:

- a. Higher rents and richer renters: median 2 bdrm rent in PA=\$4500, SM=\$3750, Fremont=\$2690
- b. "Out-of-towners continue to pour into Silicon Valley, driving up real estate and rental prices, many people here who aren't part of the tech economy-and some who are-see life becoming more difficult, mostly because of rising cost of housing. No place is perhaps more squeezed than East Palo Alto, a city of about 30,000 with formidable neighbors: Facebook is just to the north and Google is to the south. For the past 50 years, the city largely has been a mixture of African-American and Latino families. Now new families, many white and Asian, are moving in. The median home price has already passed on million dollars-up from around \$260,000 in 2011, according to Zillow." (Source: *National Geographic*, February 2019)
- c. We have a difficult time recruiting individuals who are either entering the workforce or beginning their career at junior level positions when they have to battle commute traffic to and from the middle of Menlo Park, where each our pools are located

### Goals:

1. Improve employment experience: Human resources based
  - a. Present a career path, along with personal and skill development opportunities
  - b. Build lasting work relationships focusing on cohesion around a purpose
  - c. Attract trainable individuals based on their personality traits and ability to connect to others
  - d. Improve communication and connection to candidates in entry and transition to company process
  - e. Rewarding present employees for modeling positive behavior and team building toward new staff
  - f. Instituting workplace initiatives that build connections leading to retainment
  - g. Compensate staff members with higher wages and benefit packages
  - h. Provide flexible work schedules as options to avoid commute traffic

2. Deliver on our mission statement: Provide a safe place where inspirational leaders and engaging activities build and strengthen community, so individuals can form meaningful connections to others in an effort to improve their health, strength and happiness.



## STAFF REPORT

### Parks and Recreation Commission

Meeting Date: 3/27/2019

Staff Report Number: 19-005-PRC

Informational Item: Menlo Park Grants for the Arts Awards \$13,750

### Recommendation

This is an informational item and does not require action from the Parks and Recreation Commission.

### Policy Issues

There are no known policy issues to consider in relation to the Menlo Park Grants for the Arts awards.

### Background

Menlo Park is home to a diverse culture of theater and performing arts events, and the City is continuing to support these programs and events through the Menlo Park Grants for the Arts (MPGA). The grant was developed for organizations looking to perform in a professional-grade theater, the Menlo-Atherton Performing Arts Center, in effort to support the Menlo Park artistic community. Performing arts are important to the community as they establish an environment that supports self-confidence, imagination, and cooperation. Moreover, performing arts have a unique ability to create a sense of community by invoking a shared sense of compassion and broadening audience and performers' perspectives to a life beyond our daily routines.

### Analysis

Eight organizations have been awarded \$750-\$3,000 toward subsidizing the rental costs of the Menlo-Atherton Performing Arts Center (PAC) for performances from July 2019 to June 2020. The groups include Music@Menlo, Menlowe Ballet, Palo Alto Jazz Alliance, Western Ballet, and Captivating Dance by Nona. The grant increases the accessibility of the PAC by members of the community and encourages the growth of local artistic groups by providing a high-quality venue at a subsidized cost.

### Impact on City Resources

Menlo Park's Community Services Department awarded \$13,750 to 8 community organizations.

### Environmental Review

An environmental review is not required.

### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72

hours prior to the meeting.

## **Attachments**

A. PAC Grant Awardees

Report prepared by:

Mayra Lombero, Special Events Coordinator

**PAC Grant Awards 2019**

<b>Organization</b>	<b>Location</b>	<b>Previously Awarded</b>	<b>Amount Recommended</b>
Music@Menlo	Atherton	\$3,000	\$ 3,000
Menlowe Ballet	Menlo Park	\$3,000	\$ 3,000
Palo Alto Jazz Alliance	San Mateo	\$1,000	\$ 2,000
Western Ballet	Mountain View	\$2,000	\$ 2,000
Silicon Valley Philharmonic Orchestra	San Jose	n/a	\$ 1,000
Simorgh Dance Collective	San Jose	Denied due to location	\$ 750
Captivating Dance by Nona	Menlo Park	\$750	\$ 1,000
Windrider Bay Area	Menlo Park	Denied due to dates	\$ 1,000

# Parks & Recreation Commission



## REGULAR MEETING MINUTES **DRAFT**

**Date:** 2/27/2019  
**Time:** 6:30 p.m.  
**Arrillaga Family Recreation Center**  
**Cypress Room**  
**700 Alma St., Menlo Park, CA 94025**

### **A. Call To Order**

Chair Johnson called the meeting to order at 6:33 p.m.

### **B. Roll Call**

Present: Chair Johnson, Commissioner Baskin, Commissioner Staley, Commissioner Palefsky and Commissioner Payne

Absent: Vice Chair Harris and Commissioner Lane

Staff: Community Services Director Derek Schweigart and Community Services Assistant Director Adriane Lee Bird

### **C. Public Comment**

There was no public comment.

### **D. Presentations and Proclamations**

#### **D1. Kuk Sool Won Program Presentation ([attachment](#))**

Chief Instructor with Kuk Sool Won of Menlo Park, Master Kristin Quintana, gave a presentation on the Kuk Sool Won Program.

### **E. Regular Business**

#### **E1. Approve the Parks and Recreation Commission minutes for the meeting of January 23, 2019 ([attachment](#))**

**ACTION:** Motion and second (Palefsky/Baskin) to accept the Parks and Recreation Commission meeting minutes of January 23, 2019; passed unanimously.

#### **E2. Approve Parks and Recreation Quarterly Report to City Council ([attachment](#))**

**ACTION:** Motion and second (Baskin/Payne) to approve the Parks and Recreation Quarterly Report to City Council; passed unanimously.

**F. Reports and Announcements**

**F1. Commissioner Reports**

Commissioner Staley mentioned that the Menlo Park Baseball League was opening their season that weekend.

**F2. Community Services Director's update and announcements ([Staff Report # 19-004-PRC](#))**

Derek Schweigart gave the Community Services Director's update and announcements.

**G. Adjournment**

Chair Johnson adjourned the meeting at 7:43 p.m.

Linda Munguia, Senior Office Assistant





## STAFF REPORT

### Parks and Recreation Commission

**Meeting Date:** 3/27/2019

**Staff Report Number:** 19-006-PRC

**Informational Item:** Community Services Director's update and announcements

### Recommendation

Staff recommends that the Commission receive the Community Services Director's update and announcements.

### Policy Issues

City policies are not affected.

### Background

#### 1. Reading Buddies

On March 28th, children from Beechwood School will be partnering with children from the Belle Haven Child Development center (BHCDC) for a big buddy, little buddy reading time. Second graders from Beechwood will be reading various short stories to the preschoolers. This an opportunity for children from the same community to support and connect with each other while learning to read. This is the 2<sup>nd</sup> year of this partnership. Both staff of BHCDC and Beechwood School are excited for this community bonding event and look forward to many more.

#### 2. Thursdays at the Senior Center

Second Harvest, RSVP volunteers, and the staff at Menlo Park Senior Center distributes fresh food and produce to local seniors twice a month. This program brings necessary food and dairy products to many seniors in need. With over 180 seniors served each time, the program continues to grow each year. This program also delivers 20 bags of groceries each time to seniors who are not mobile. Eggs, chicken, vegetables, rice, and cereal-the seniors pack their bags with the food that they will use throughout the week.

#### 3. CPRS Conference

The California Parks and Recreation Society Conference will take place in Sacramento from March 19-March 22. It is one of the largest park and recreation conferences in the nation. This is a great way to network with other professionals. It is a four day event that with nearly 100 sessions to participate in as well as state, national, and international companies exhibiting products to support or enhance recreation programming.

#### 4. Basketball Playoffs at the Gym

The 2018–2019 season of Menlo Park's Youth Basketball League wrapped up on March 5. The championship games for 7th grade boys was held at the Arrillaga Family Gymnasium. The games were won by Hillview, La Entrada, and Hillview. The basketball league is a recreational, non-

competitive league, organized by the City's Community Services Department. City staff is responsible for scheduling games, score-keeping and coordinating referees for the twelve participating schools, over 110 teams and over 1,000 students. Youth basketball will return in Fall 2019.

## **5. Upcoming Events**

- Study Session on Belle Haven Neighborhood Park and Recreation Facilities at Onetta Harris Community Center on April 16.
- Egg Hunt at Burgess Park and Kelly Park on April 20.

## **Analysis**

Analysis is not required.

## **Impact on City Resources**

There is no change in impact on City resources from these items.

## **Environmental Review**

Environmental review is not required.

## **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

## **Attachments**

None

Report prepared by:

Natalya Jones, Recreation Supervisor

Reviewed by:

Derek Schweigart, Community Services Director



## STAFF REPORT

### Parks and Recreation Commission

Meeting Date: 3/27/2019

Staff Report Number: 19-007-PRC

Informational Item: Nealon Park Playground Replacement

### Recommendation

This is an informational item and does not require action from the Parks and Recreation Commission.

### Policy Issues

There are no known policy issues to consider in relation to this playground replacement at Nealon Park.

### Background

The City has contracted with GameTime, a PlayCore Company, to design and build a new playground at Nealon Park. A subcommittee, which consisted of City staff, GameTime staff, and members of the Parks and Recreation Committee, met multiple times during the past year to discuss and approve various parts of this nature themed playground. The new Nealon Park playground will be a National Demonstration Site based on its unique and innovative total inclusive features. A certificate and three (3) plaques will be presented to the City in recognition of being an all abilities playground in the following categories: Nature Grounds, Promoting Physical Activity, and Seven Principles of Inclusive Playground Design.

### Analysis

The work to demolish the current playground and build the new playground is estimated to begin in mid-April of 2019. Construction of the playground will last for approximately two months. A ground breaking and ribbon cutting ceremony will be planned. A sign will be located at the main entrance of the playground which will depict a map of the playground and each of its features. A time lapse video will be filmed during construction as well.

### Impact on City Resources

As approved at the June 19, 2018 City Council meeting, the funding for the overall Park Playground Equipment Project was increased by \$550,000 in order to replace playground equipment at multiple parks based on the age and condition of existing equipment. The playground equipment at Nealon Park, as discussed in this staff report, is to be replaced first, followed by Burgess Park and Willow Oaks Park. The \$550,000 was transferred from the general fund to the general capital fund for this playground and the other two playgrounds. The total estimated cost for the project is \$1,000,000 for materials and labor.

### Environmental Review

An environmental review is not required.

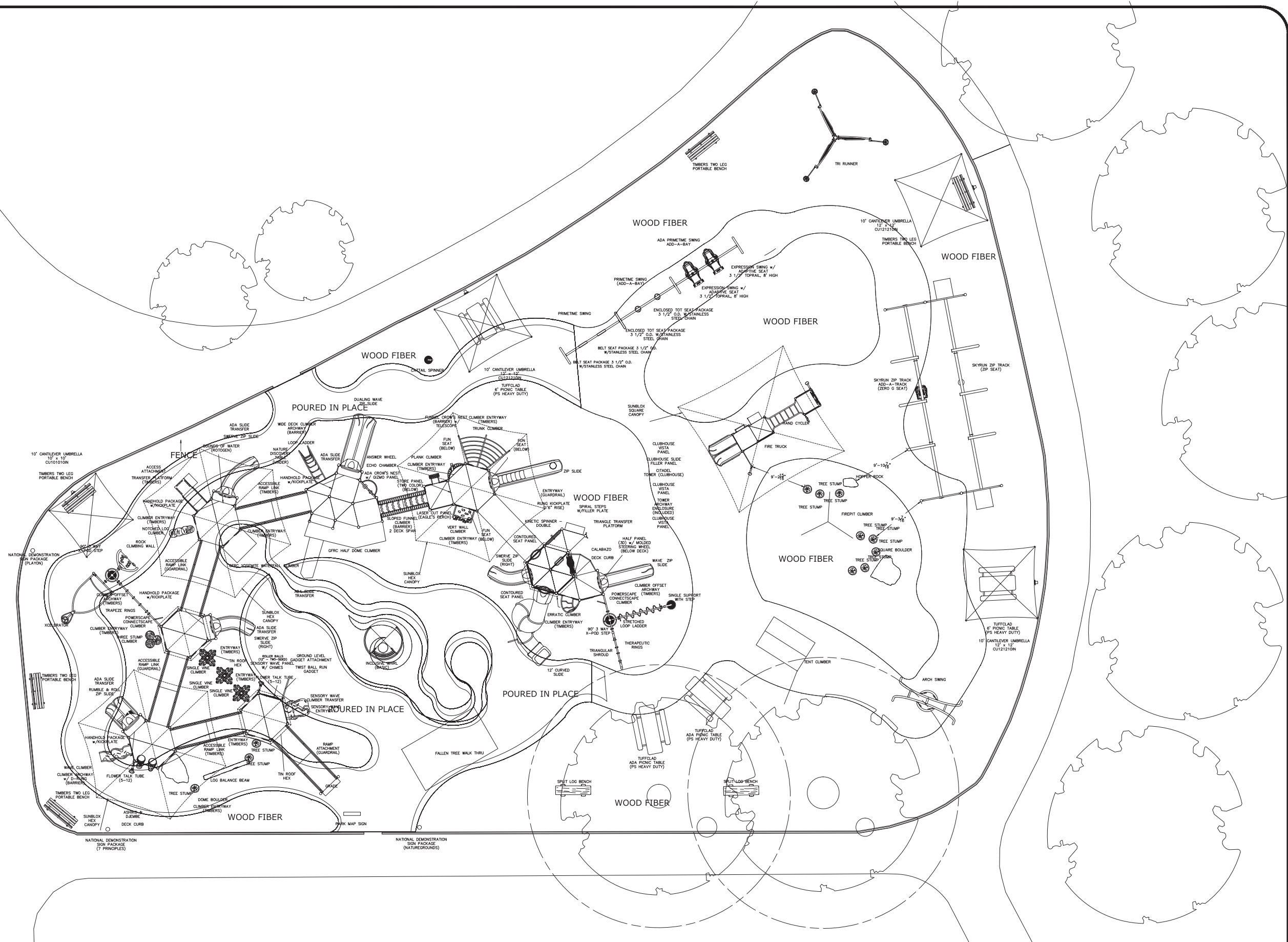
**Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

**Attachments**

A. Plan of New Playground at Nealon Park

Report prepared by:  
Karen Pachmayer, P.E., Senior Civil Engineer





## MEMORANDUM

**Date:** 3/18/2019  
**To:** Commission Members  
**From:** Nick Pegueros, Assistant City Manager  
**Re:** City Council Work Plan Transmittal and Capital Improvement Program (CIP) process update

The City Council established its 2019 work plan earlier this month. The work plan is the guiding document for the initiatives and projects staff will be working on throughout the next 12-18 months.

### CIP budget project prioritization

The CIP contains nearly 80 distinct capital improvement projects; many carried over from prior years that are underway. New for 2019, staff categorized the approved projects in relative priority based on several factors as outlined in Attachment A. Tier 1 indicates that a project will receive the highest relative priority for staff and consultant resources. Tiers 2 and 3, respectively, indicates that a project will receive significant resources only after the higher tier projects have received the necessary resources. Tier N/A indicates that a project is not currently competing for resources. Staff is committed to completing the projects outlined in the CIP budget, regardless of tiers.

### 2019 top priorities

As part of the annual goal setting process, the City Council identified its top priorities for the year. As a “top priority” project, staff will strategically realign all available resources necessary to achieve the milestones outlined in the project description. If there is a challenge meeting major milestones for a top priority project, staff may choose to strategically defer work on other projects to keep the top priority project on schedule, to the greatest extent possible. While the focus will be on the top priority projects, staff will continue to work diligently on all the projects included in the work plan. Also, staff will continue to work on the CIP and deliver daily services to the community. The City Council’s top priority projects are as follows:

- Transportation master plan (lead department: public works)
- Chilco Street improvement project (lead department: public works)
- Middle Avenue pedestrian and bicycle rail crossing (lead department: public works)
- Heritage tree ordinance update (lead department: city manager’s office)
- Belle Haven Branch library (lead department: library)

### 2019 work plan

In addition to the top priorities, the annual goal setting process identifies a number of other projects of importance to the City Council for work in 2019. The 2019 work plan contains of the following projects:

- Formation of a transportation management association
- El Camino Real/ Downtown specific plan update



- Market affordable housing preservation
- Short-term rental ordinance
- Single-Family residential design review
- Develop and implement near-term downtown parking and access strategies
- Zero waste implementation
- Implement the information technology master plan (year 2; land management)

#### CIP process update

As part of the annual budget development process, the City updates its Five-Year Capital Improvement Plan (CIP), even though only the first year of CIP is funded by Council. The CIP typically represents recommendations for short- and long-range public investment in infrastructure development, maintenance, improvement and acquisition. The CIP provides a link between the City's various master planning documents, and various budgets and funding sources, and provides a means for planning, scheduling, funding and implementing capital projects over the next five years. Typically, a capital project is defined as a project costing more than \$75,000.

At this time, we do not intend to add additional items to the CIP for funding beyond those identified during the 2019 work plan development. The focus for the year is the Council approved work plan. It is important to note that some of the items in the work plan are not currently funded and they will be proposed as part of the upcoming budget for Fiscal Year 2019-20. There may be a few CIP items added for funding in FY 2019-20, but they will mainly be based on legal requirements. Other items that were previously listed in the CIP for FY 2019-20 and not included in the Council work plan may be shifted to the next fiscal year.

#### Commission considerations

The CIP process should be a continuous discussion. It is important for the commissions to continually think about projects throughout the year and to discuss the merits of those projects including how they fit into the overall master plans within the City. The Council will be provided regular updates on the work plan items throughout the year. These updates can serve as an opportunity and check in for the commissions to discuss any future projects that might be important to the City in the context of master plans and issues that arise.

Thank you, as always, for your valuable support of the Council's efforts to meet their goals of responsible fiscal management of the City's resources and infrastructure.

#### Attachments

- City Council adopted Capital Improvement Project Prioritization for 2019
- City Council adopted fiscal year 2019-20 budget principles and 2019 priorities and work plan Web link:  
<https://www.menlopark.org/DocumentCenter/View/20838/G3---20180312-Work-plan-SR-CC>
- City Budget Web Link:  
<https://www.menlopark.org/ArchiveCenter/ViewFile/Item/8539>



**MEMORANDUM**

**Date:** 2/21/2019  
**To:** Starla Jerome-Robinson, City Manager  
**From:** Justin Murphy, Public Works Director  
**Re:** CIP Prioritization

This memo is a follow up item outlined in the January 29, 2019 staff report regarding the 2019 Council policy priorities and work plan (Staff Report #19-018-CC). This memo transmits a comprehensive listing of how staff is prioritizing almost 80 City Council adopted Capital Improvement Program (CIP) projects. The attachment includes annotated tables excerpted from the City Council adopted fiscal year 2018-19 budget for the 5-Year CIP.

Funding for particular CIP projects can be traced back as far as Fiscal Year 2003-2004. Many CIP projects are annual or biannual programs (e.g., Street Resurfacing), and the CIP Budget serves as the tool for funding those programs. Other CIP projects involved multiple phases with funding allocated over multiple years (e.g., Emergency Water Storage/Supply). Assuming that every project that is currently funded is considered a priority, it is then a matter of relative priority. In order to communicate the relativity to help inform the Council's goal setting, staff established a system with three tiers – 1, 2, and 3 – with 1 being the highest relative priority and 3 being the lowest relative priority. Priority considerations are generally based on the following along with available staffing:

- Regulatory compliance
- Public safety
- Preservation of city assets
- Improved efficiencies
- Grant funding timelines
- First in, first out

Staff applied these prioritization tiers to each currently funded projects within the seven established subject matter categories in the CIP Budget. Each category serves as a good proxy for the availability of eligible funding sources and staff skill sets that are required to execute on applicable projects. Projects that are complete as of February 2019 or have not yet been funded are labeled as not applicable (N/A) for terms of the prioritization. The following table summarizes how many projects are in the various tiers for each category and the applicable pages in the CIP Budget for project descriptions and funding sources.

At the February 2, 2019 goal setting session, staff sought the City Council's confirmation that the prioritization outlined in this memo reflects the City Council's priorities. As a result of that meeting and follow up considerations, tiers for three projects were modified: Chrysler Pump Station Improvements (moved from Tier 2 to Tier 1), Welcome to Menlo Park Monument Signs (moved from Tier 3 to Tier 2), and Downtown Parking Structure Study (moved from Tier 2 to Tier 3 to accommodate development of near-term parking strategies and advancing the monument signs).



Table 1: Project summary							
Category	CIP budget	Priority			Subtotal	N/A	Total
		Tier 1	Tier 2	Tier 3			
City buildings and systems	113-121	4	3	4	11	5	16
		36%	27%	36%	100%		
Environment	123-126	2	2	1	5	0	5
		40%	40%	20%	100%		
Parks and recreation	127-134	3	3	3	9	5	14
		33%	33%	33%	100%		
Stormwater	135-139	1	4	1	6	1	7
		17%	67%	17%	100%		
Streets and sidewalks	141-148	3	4	3	10	3	13
		30%	40%	30%	100%		
Traffic and transportation	149-158	4	6	6	16	1	17
		25%	38%	38%	100%		
Water	159-163	2	2	1	5	2	7
		40%	40%	20%	100%		
<b>Total</b>		<b>19</b>	<b>24</b>	<b>19</b>	<b>62</b>	<b>17</b>	<b>79</b>

# City Buildings & Systems



## CITY BUILDINGS & SYSTEMS

The City's aging facilities require both regular maintenance and more substantive system replacements. Projects included under the City Buildings and Systems CIP category focus on improvements to existing City-owned facilities and the construction of new buildings. These improvements allow the City to continue to maintain and enhance services to the community.

This category also includes funding for upgrades to the City's systems such as information technology. This category of the CIP is least likely to be eligible for outside funding, with the exception of donations, and therefore is fully funded by transfers from the General Fund.

			2018-19 NEW FUNDS	Future Funding Needs (unfunded)			
Projected Carryover				2019-20	2020-21	2021-22	2022-23
CITY BUILDINGS & SYSTEMS	Priority						
Belle Haven Youth Center Improvements	Tier 1	-	\$200,000	-	-	-	
Burgess Pool Lobby Renovation	N/A	-	-	-	125,000	-	-
City Buildings (Minor)	Tier 2	642,930	500,000	500,000	500,000	500,000	500,000
City Buildings HVAC Modifications	Tier 3	125,000	420,000	-	-	-	-
Corporation Yard Master Plan	N/A	-	-	-	-	100,000	-
Cost of Service/Fee Study	N/A	48,187	-	-	-	100,000	-
Facilities Maintenance Master Plan	Tier 3	150,000	-	-	-	-	-
Fire Plans and Equipment Replacement for City Buil	Tier 1	60,442	115,000	-	-	-	-
Furniture Replacement	Tier 3	-	400,000	-	-	-	-
Gate House Fence Replacement	Tier 3	120,000	-	-	-	-	-
Information Technology Master Plan and Implementation	Tier 1	2,940,809	-	1,250,000	1,250,000	1,250,000	1,250,000
Library System Improvement: Belle Haven Branch Li	Tier 1	36,807	450,000	-	-	-	-
Library System Improvement: Main Library	Tier 2	140,220	-	-	-	-	-
Onetta Harris Community Center Gymnasium Floor Replacement	N/A	-	-	300,000	-	-	-
Onetta Harris Community Center Multipurpos Room Renovation	N/A	-	-	150,000	-	-	-
Police Parking Lot Security	Tier 2	31,027	-	-	-	-	-
Subtotal		\$4,295,422	\$2,085,000	\$2,200,000	\$1,875,000	\$1,950,000	\$1,750,000

# Environment



## ENVIRONMENT

The Environment CIP provides for a variety of projects and programs to further the City's environmental sustainability initiatives, including those in the City Council adopted Climate Action Plan. This category of the CIP is primarily supported by the General Fund. However, initiatives pertaining to solid waste are funded through refuse rates.

			2018-19 NEW FUNDS	Future Funding Needs (unfunded)			
Projected Carryover		2019-20		2020-21	2021-22	2022-23	
ENVIRONMENT	Priority						
Climate Action Plan	Tier 2	\$203,057	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Electric Vehicle Chargers at City Facilities	Tier 2	-	200,000	400,000	-	-	-
Heritage Tree Ordinance Program Evaluation	Tier 1	63,338	-	-	-	-	-
Sea Level Rise Resiliency Plan	Tier 3	-	150,000	-	-	-	-
Trash and Recycling Strategic Plan	Tier 1	59,764	-	-	-	-	-
Subtotal		\$326,159	\$450,000	\$500,000	\$100,000	\$100,000	\$100,000

# Parks & Recreation



## PARKS & RECREATION

The Parks & Recreation CIP provides for a variety of projects and programs to meet the recreational needs of the community. In fiscal year 2018–19, the City anticipates conclusion of a comprehensive Parks & Recreation Master Plan. Based on public input, the Plan will recommend improvements and initiatives to the City's parks and recreation facilities to continue to meet the needs of the community and program users.

This category of the CIP is primarily supported by the General Fund. However, voter approved Measure T General Obligation authority permits the City to issue a third tranche of debt to help finance the Parks & Recreation Master Plan initiatives. In addition, certain capital projects may qualify to use Recreation In-Lieu impact fees imposed on new development. Finally, due to the relationship of the Bedwell Bayfront Park and the former landfill, certain projects may have access to funds collected through refuse rates to maintain the landfill.

		Projected Carryover	2018–19 NEW FUNDS	Future Funding Needs (unfunded)			
				2019-20	2020-21	2021-22	2022-23
PARKS & RECREATION	Priority						
Aquatic Center Maintenance (annual)	Tier 2	\$99,068	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Bedwell Bayfront Park Collection and Leachate Systems Repair	Tier 1	4,174,123	-	-	-	-	-
Bedwell Bayfront Park Master Plan Implementation	N/A	-	-	4,000,000	-	-	-
Belle Haven Pool Master Plan Implementation	N/A	-	-	370,000	-	-	-
Civic Center Campus Improvements	Tier 3	100,000	-	500,000	500,000	500,000	-
Jack Lyle Park Restroom	N/A	588,146	-	-	-	-	-
Library Landscaping	N/A	436,743	-	-	-	-	-
Park Improvements (Minor)	Tier 2	129,294	200,000	200,000	200,000	200,000	200,000
Park Pathways Repairs	Tier 3	-	200,000	500,000	500,000	500,000	500,000
Park Playground Equipment	Tier 1	1,000,000	-	500,000	550,000	-	-
Parks and Recreation Master Plan Update	Tier 1	187,263	-	-	-	-	-
Sport Field Renovations	N/A	-	-	300,000	300,000	300,000	300,000
Tennis Court Maintenance	Tier 2	120,000	120,000	120,000	120,000	120,000	120,000
Willow Oaks Park Improvements	Tier 3	536,481	375,000	-	-	-	-
<b>Subtotal</b>		<b>\$7,371,118</b>	<b>\$1,295,000</b>	<b>\$6,890,000</b>	<b>\$2,570,000</b>	<b>\$2,020,000</b>	<b>\$1,520,000</b>

# Stormwater



## STORMWATER

The Stormwater CIP consists of projects and programs required to address the impacts of flooding in the watershed and stormwater water quality. These projects involve improvements that address localized drainage issues and larger interagency efforts to address flooding concerns associated with San Francisquito Creek, the Bayfront Canal and the Atherton Channel. In addition, projects in this category may be required to meet National Pollution Elimination Discharge

System (NPDES), an unfunded mandate to minimize debris and pollutants discharged to San Francisco Bay. This category of the CIP is solely supported by the General Fund and future demand for funds is unknown. Other possible funding strategies for these projects include grants, as well as the development of benefit assessment districts that can pay for improvements in specific sections of the City where more investment needs have been identified.

			2018-19 NEW FUNDS	Future Funding Needs (unfunded)			
Projected Carryover				2019-20	2020-21	2021-22	2022-23
STORMWATER	Priority						
Bayfront Canal and Atherton Channel Flood Protection	Tier 2	\$442,309	-	-	-	-	-
Chrysler Pump Station Improvements	Tier 1	6,027,976	-	-	-	-	-
Green Infrastructure Plan	Tier 1	142,598	100,000	-	-	-	-
San Francisquito Creek Flood Reduction and Restoration	Tier 2	250,000	-	-	-	-	-
San Francisquito Creek Upstream of 101 Flood Protection	Tier 2	120,007	-	-	-	-	-
Stormwater Master Plan	Tier 3	-	350,000	-	-	-	-
Willow Place Bridge Abutment Repairs	N/A	-	-	250,000	-	-	-
Subtotal		\$6,982,890	\$450,000	\$250,000	-	-	-

# Streets & Sidewalks



## STREETS & SIDEWALKS

The Streets and Sidewalks CIP projects maintain and improve the City's roadways, City-owned parking plazas, and sidewalks. This category of the CIP is supported by a variety of sources including

funds from the State of California, impact fees, parking permit sales, special gas tax levies, and countywide sales tax levies.

			2018-19 NEW FUNDS	Future Funding Needs (unfunded)			
		Projected Carryover		2019-20	2020-21	2021-22	2022-23
STREETS AND SIDEWALKS	Priority						
Chilco Street and Sidewalk Installation	Tier 1	\$43,120	-	-	-	-	-
Downtown Parking Structure Study	Tier 3	720,718	-	-	-	-	-
Downtown Parking Utility Underground	Tier 3	-	200,000	500,000	-	5,000,000	-
Downtown Streetscape Improvement	Tier 3	303,288	-	100,000	-	-	-
Oak Grove Safe Routes to School and Green Infrastructure	Tier 1	615,000	-	-	-	-	-
Parking Plaza 7 Renovations	N/A	-	-	200,000	2,000,000	-	-
Parking Plaza 8 Renovations	N/A	-	-	200,000	-	2,000,000	-
Santa Cruz and Middle Avenues Resurfacing	Tier 2	212,533	-	2,300,000	-	-	-
Sharon Road Sidewalk Installation	Tier 2	-	935,000	-	-	-	-
Sidewalk Repair Program	Tier 2	7,371	500,000	500,000	500,000	500,000	500,000
Street Resurfacing Project	Tier 1	2,899,424	4,200,000	1,100,000	6,500,000	1,100,000	6,500,000
Welcome to Menlo Park Monument Signs	Tier 2	-	180,000	400,000	-	-	-
Willow Oaks Park Bicycle Connector	N/A	-	-	500,000	-	-	-
Subtotal		\$4,801,454	\$6,015,000	\$5,800,000	\$9,000,000	\$8,600,000	\$7,000,000



# Traffic & Transportation



## TRAFFIC & TRANSPORTATION

The Traffic and Transportation CIP provides for projects that improve multi-modal access and safety and manage the flow of traffic on City streets. Regional projects for which the City is an active partner, such as the Willow Road and US Highway 101 interchange, are also included. This category of the Capital Improvement Plan is supported by a variety of sources including funds from the State of California, impact fees, special gas tax levies, and countywide sales tax levies.

Many of these projects are also supported by funds in the annual operating budget for routine maintenance of traffic signals, signs, and street markings, and for transportation planning efforts, such as the Safe Routes to Schools program. This category is also heavily supported by local, regional and state grant funding opportunities, such as competitive programs for bicycle and pedestrian improvements, railroad safety improvements, and traffic management strategies.

	Projected Carryover	2018-19 NEW FUNDS	Future Funding Needs (unfunded)			
			2019-20	2020-21	2021-22	2022-23
TRAFFIC & TRANSPORTATION	Priority					
Bayfront Expressway, Willow Road & Marsh Road Adaptive Signal	Tier 2	\$266,046	-	-	-	-
Carlton Ave, Monte Rosa Dr, & N. Lemon Ave Traffic Calm	Tier 3	125,000	-	-	-	-
Dumbarton Rail Corridor Planning Support	Tier 3	20,219	-	-	-	-
El Camino Real Crossings Improvements	Tier 3	324,650	-	-	-	-
Haven Avenue Streetscape Improvement	Tier 2	706,138	-	-	-	-
Middle Avenue Caltrain Crossing Study Design & Construction	Tier 1	463,725	1,100,000	-	9,900,000	-
Middlefield Road and Linfield Drive Santa Monica Avenue Crosswalk Improvements	N/A	-	-	80,000	880,000	-
Oak Grove, University, Crane Bicycle Improvement Project	Tier 2	66,691	-	-	-	-
Pierce Road Sidewalk and San Mateo Drive Bike Route Installation	Tier 2	-	1,007,000	-	-	-
Ravenswood Avenue/Caltrain Grade Separation	Tier 1	33,605	-	-	25,000,000	-
Traffic Signal Modifications	Tier 3	290,000	350,000	350,000	350,000	350,000
Transit Improvements	Tier 2	84,577	-	-	-	-
Transportation Master Plan	Tier 1	54,157	-	-	-	-
Transportation Projects-Minor	Tier 2	75,000	150,000	150,000	150,000	150,000
Willow Road Transportation Study	Tier 3	159,692	-	-	-	-
Willow/101 Interchange	Tier 1	101,721	-	-	-	-
Willows Neighborhood Complete streets	Tier 3	300,000	-	-	-	-
Subtotal		\$3,071,221	\$2,607,000	\$580,000	\$36,280,000	\$500,000
						\$500,000

# Water



## WATER

Water CIP projects improve the delivery of safe drinking water to those residents served by the City's municipal water service. This category of the CIP is supported by water ratepayers and capacity charges paid by new connections to the water system. Other possible funding strategies for these projects include grants,

the issuance of water revenue bonds, State low interest loans, as well as the development of benefit assessment districts that can pay for improvements in specific sections of the City where more investment needs have been identified.

			2018-19 NEW FUNDS	Future Funding Needs (unfunded)			
Projected Carryover				2019-20	2020-21	2021-22	2022-23
WATER	Priority						
Automated Water Meter Reading	Tier 3	\$500,000	\$600,000	\$1,800,000	\$1,200,000	\$400,000	-
Emergency Water Storage / Supply	Tier 1	4,195,359	2,000,000	2,800,000	2,800,000	-	-
Fire Flow Capacity Improvements	N/A	-	-	1,000,000	1,000,000	1,000,000	1,500,000
Reservoir No. 2 Roof Replacement	Tier 2	1,490,686	2,650,000	-	-	-	-
Reservoirs #1 & #2 Mixers	Tier 2	114,949	-	-	-	-	-
Urban Water Management Plan	N/A	-	-	140,000	-	-	-
Water Main Replacement Project	Tier 1	1,240,053	600,000	2,050,000	3,600,000	1,800,000	1,800,000
Subtotal		\$7,541,047	\$5,850,000	\$7,790,000	\$8,600,000	\$3,200,000	\$3,300,000