Cubberley Community Advisory Committee (CCAC)

Meeting # 21

February 20, 2013
Cubberley Community Center
4000 Middlefield Road, Palo Alto, CA 94303
Cubberley Theater
5:30-7:30 PM

1. Welcome and call to order

2. Oral communications

3. Approval of the February 13 meeting action notes

4. Presentation and discussion of the Finance Subcommittee and Community Needs Subcommittee draft final reports

5. Discussion of next steps

6. Future meetings

7. Adjournment

ADA. Persons with disabilities who require auxiliary aids or services in using City facilities, services, or programs or who would like information on the City's compliance with the Americans with Disabilities Act (ADA) of 1990, may contact (650) 329-2550. Sign language interpreters will be provided upon request with 72 hours in advance notice.

Meeting materials will be provided at the meeting. Visit www.cityofpaloalto.org or call (650) 617-3174 for more information.
Cubberley Community Advisory Committee (CCAC)

DRAFT Action Notes

Meeting # 20

February 13, 2013
Cubberley Community Center
4000 Middlefield Road, Palo Alto, CA 94303
Room H-1
5:30-7:30 PM

1. Welcome and call to order

2. Oral communications
   • None

3. Approval of the January 30 meeting action notes
   • Approved

4. Update and discussion on the February 7, 2013 CPAC meeting
   • Co-Chair Mike Cobb conveyed the message that he felt he received from Mayor Scharff that the CCAC’s recommendations don’t seem to be specific enough
   • School Needs Subcommittee Chair Bern Beecham brought up the concern that some members of the CPAC expressed that the CCAC’s current recommendations seem to be “kicking the can down the road”
   • Finance Subcommittee Chair Lanie Wheeler conveyed that the three City Council members of the CPAC expressed some concern that the CCAC was not making a recommendation of what the City should do with their eight acres on its own in the event that joint-use doesn’t work out
   • Co-Chair Mandy Lowell conveyed that the CPAC might need clarification on the term joint-use and what is meant by that.
     o Does the CCAC really mean integrated use or do they mean joint-use?
   • Beecham also conveyed the message that some members of the CPAC want to use citizen volunteers and not consultants to do the next round of work the CCAC is recommending
     o Cobb noted that because of this the CCAC needs to make the case for what professionals bring to the table

5. Presentation and discussion of the Facilities Subcommittee and School Needs Subcommittee draft final reports
• Beecham started by going through the draft School Needs Subcommittee final report
• Beecham noted his group did not try to dispute the projections of the PAUSD demographer
• Beecham noted that ABAG is a big unknown in all of the estimations as well but it cannot be predicted
• Beecham reiterated the main drivers of enrollment increases are the economy and housing growth along with the sustained quality of the PAUSD schools
  o As long as those stay somewhat stable over time the projections are fine for the most part
• Beecham is happy to take input on how he can clarify any recommendations the School Needs Subcommittee is making and why
• Facilities Subcommittee Chair Jennifer Hetterly then went through the draft Facilities Subcommittee final report
• The CCAC went over again the issues that have arisen with joint-use and the implications they have related to future facilities and a joint-use master plan
• CCAC decided not to make changes to the report as drafted and keep the recommendations general in nature as they currently are
• CCAC member Brian Carilli reminded the CCAC that five years is a long time in a lot of instances but not in long term, join-use planning such as this

6. Presentation and discussion of what is meant by joint-use
• CCAC clarified that their vision is for true joint-use of the buildings with PAUSD and the rest of the community using the same buildings at different times
• Deputy City Manager Steve Emslie reiterated the comments he had heard about people being concerned with the general public using buildings with school students so what joint-use specifically means needs to be clarified

7. Discussion of next steps and the final report review process
• Joint City Council/PAUSD forum where the CCAC will present their findings will be scheduled for early to mid-March
  o The final report will be distributed one week in advance

8. Future meetings
• Next meeting: Wednesday, February 20

9. Adjournment
Overview of Tasks

• Provided the Committee with a series of reports
  – Financial conditions
  – Financing options
  – Governance issues
Report #1

- Financial analysis of the current financial condition of both PAUSD and the City of Palo Alto
  - Provided general overview
  - Provided specifics as relates to the finances surrounding Cubberley: costs to manage, maintain, capital expenditures required

Report #2

- A primer on the current Lease and Covenant Not to Develop
  - Outlined the three major components of the current document
  - Provided the Committee with options for its extension/modification
Report #3

• Joint use
  – Shared with the Committee several examples of major joint use undertakings that involved Cities and School Districts in locations ranging from the SF Bay Area to other areas of the country

Report #4

• Funding options
  – Provided the committee with possible options to finance the construction of a new or remodeled facility
  – Discussed options that could be used to fund operations
Report #5

• Governance
  – Discussed the potential use of Joint Powers agreements or formation of a Joint Powers Authority/Agency to provide a means of governing a joint use facility

• Subcommittee provided background and options – made no recommendations
• Much work in this area remains to be done after basic decision to work together on long-term joint use of the site.
Financial analysis of City and School District situation, especially as it relates to Cubberley revenues and expenses

Important Dates:

1955 – Cubberley is constructed

1979 – Cubberley closed as high school; PAUSD rents space to others

1987 – Utility User Tax is adopted by City voters

1989 – PAUSD leases the entire Cubberley facility to the City

2001 – City acquires ownership of 8 acres of Cubberley buildings in swap for developed property at Terman

December 2013 – Date by which City is to give notice if it does not intend to renew Cubberley lease for next 5 year option period (2014-2019)

August 2014 – Time at which City must submit to County Registrar of Voters ballot measure(s) to finance infrastructure improvements to be voted on at November General Election

The Lease and Covenant Not to Develop:

There are three components to the Lease and Covenant Not to Develop:

1. The lease of the Cubberley Facility – current cost in 2012-2013 = $4.6 million
2. The Covenant Not to Develop – current cost in 2012-2013 = $1.8 million
3. Payment for provision of space at each elementary school for child care – current cost in 2012-2013 = $640 thousand; utilities for child care spaces – current cost in 2012-2013 = $56 thousand

There is an annual CPI adjustment built into the document so that each component increases each year.
Cubberley Finances:

Aside from the lease payments, Cubberley has expenses for:

- General operating maintenance: $430,000
- Operations, not including mtce: $1,325,000

Cubberley generates revenues of:

- Tenant leases: $1,620,000
- Hourly rentals: $823,000
- Office space rental by City: $73,000

There is a net revenue from all these sources of approximately $760,000.

According to figures in the IBRC report, the City pays the School District $4/square foot in the Lease and Covenant Not to Develop and collects approximately $1/square foot in rental revenue.

The City has identified a minimum of $3.3 million of capital improvement costs over the next 5 year period:

1. $1.4 million in mechanical/electrical ($0 on City buildings)
2. $1.1 million in electrical upgrades ($750 thousand on City buildings)
3. $1.0 million in roofing projects ($375 on City buildings)

Long term, the City has identified $18.8 million in infrastructure improvements that must be made at Cubberley. Of those, $8.4 million is on City Buildings and $10.4 is on School District Buildings. This would cover infrastructure improvements which would extend the life of the buildings for 25 years but most would need to be accomplished within 10 years. These improvements have not yet been funded.

Foothill College, the longest term and largest tenant, is scheduled to move to a new Sunnyvale campus sometime within the term of the next lease option period. Foothill represents a significant portion of the current tenant lease income.

General Financial Conditions of City and School District

The School District has an operating budget of $159 million. Of that, 6% or $9 million is from lease revenue, $7 million of which comes from the City. The operating budget contains three reserve funds:

1. The state-mandated “rainy day” fund
2. The basic aid fund; and
3. The budget cuts fund
Given recent actions by the State, the District has been using the budget cuts fund to balance its budgets. This fund is scheduled to be depleted in the 2013-2014 fiscal year. The School District is counting on robust increases in property tax revenue and the renewal of the Lease and Covenant Not to Develop to balance budgets for the 2014-2019 time frame.

The School District is anxious to hold onto the basic aid reserve because of persistent threats that the State will cut off the small amount of per pupil contribution that it sends to Palo Alto. This reserve would cover that gap for a number of years.

The School District is also concerned about the outcome of the November 2012 statewide election. There are two ballot measures which could significantly impact the finances of the District should either or both fail passage.

Major operating budget gaps are filled most often by school districts by going to the voters for approval of a parcel tax. The PAUSD last did so in 2010. Voters are currently paying approximately $613 per parcel per year. There is a cost of living adjustment built into the current parcel tax so that it increases each year. The current parcel tax will expire in 2016.

The School District has no permanent capital improvement budget. Instead when it needs to make significant improvements to buildings or construct new buildings, it must go to the voters to win approval to issue General Obligation Bonds.

The current bond measure does not contain any funds that can be used to make major improvements at Cubberley as all of the secondary school funds have been expended or encumbered.

As for ongoing maintenance, the General Fund transfers 2.5% of its budget ($4.1 million this year) to the District’s routine maintenance fund. The District also has a planned maintenance budget, coming from bond funds, in the amount of $2.1 million annually.

The City’s $152 million general fund budget currently and looking out to the future has a structural deficit. The Council balanced the 2012-2013 operating budget by instituting over $2 million in structural deficit reductions, over $3 million in one-time savings and by “borrowing” over $300 thousand from reserves. Future projections do not paint a rosier picture. The property tax increases that so heavily benefit the School District make up a small percentage of the City’s tax revenue. The Utility Users Tax which currently raises just short of $11 million annually is flattening as people shift from use of land line phones to cell phones (on which no tax is currently collected). Sales tax revenue has increased recently but is very dependent upon economic conditions.
In the Capital Improvement budget, the IBRC identified a backlog of deferred maintenance projects on the order of $40 million. The Commission also recommended that in order not to fall back into a backlog status, the City would need to budget $32 million annually to keep current. The IBRC also identified approximately $210 million in new infrastructure projects that need to be built. Neither Cubberley nor several other items the Council has discussed in recent times were included in this number.

**Summary**

There are potentially two remaining 5-year options on the Cubberley lease if mutually agreed upon by the City and the District. The deteriorating condition of some of the buildings and the need to invest in them are powerful factors in forcing the governmental agencies to clarify their mutual goals and interests in the property. The precarious nature of both agencies’ budgets requires that capital investment in the Cubberley site be well-planned, deliberate and suited to a long-term vision for the site.

**Attachments:**

1. Spreadsheet of current Cubberley revenues/expenses and projected capital expenses
2. Spreadsheet of projected revenues and expenses for Cubberley for the period 2010-2020

Rev. 02/11/2013
## ANNUAL OPERATING BUDGET

**Data from Lease & Covenant Revenues and Expenses (Budget 2013 column) and rounded**

### OPERATING INCOME

<table>
<thead>
<tr>
<th></th>
<th>INCOME</th>
<th>EXPENSE</th>
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<tr>
<td>Long Term Leases</td>
<td>1,617,000</td>
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<td>(Foothill = approx $930k, all other = approx $690k)</td>
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<tr>
<td>Hourly Rentals</td>
<td>823,000</td>
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<tr>
<td>City Office Rental</td>
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### OPERATING EXPENSE

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<td>Cubberly Lease</td>
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<td>Covenant</td>
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<td>Child Care</td>
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<td>Child Care Utilities</td>
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<td>Payments to PAUSD</td>
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<td>Lease Management &amp; Maintenance</td>
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<td>Non-maintenance Operating</td>
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<td>Operating Costs (Total)</td>
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<td>Annual Totals</td>
<td>2,513,000</td>
<td>8,881,000</td>
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<td>TOTAL NET</td>
<td>6,368,000</td>
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### LONG TERM CAPITAL IMPROVEMENTS

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<td>Auditorium Roof</td>
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<td>Mechanical &amp; Electrical Upgrades</td>
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<td>Roof Maintenance</td>
<td>426,000</td>
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<td>106,000</td>
<td>107,000</td>
<td>106,000</td>
<td>53,500</td>
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**Current Budgeted Capital Improvements (per City of PA 2013 Capital Budget) need to clarify if this is part of IBRC identified work**

Total Planned Improvements (5 year) | 3,276,000

### LONG TERM MAINTENANCE (PER IRBC p. 146)

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<td>Improvements (next 5 years)</td>
<td>10,200,000</td>
<td>2,040,000</td>
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<td>Improvements (years 5-10)</td>
<td>2,100,000</td>
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<td>Improvements (years 11-25)</td>
<td>6,500,000</td>
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<td>Total</td>
<td>18,800,000</td>
<td>2,093,500</td>
<td>2,296,000</td>
<td>3,697,000</td>
<td>2,296,000</td>
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### Lease & Covenant Revenues and Expenses (Fiscal Year Basis)

#### Lease & Covenant Revenues and Expenses (Fiscal Year Basis)

<table>
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<tr>
<th>Fiscal Year</th>
<th>Lease &amp; Covenant Revenues and Expenses</th>
<th>Net Revenue</th>
<th>Total Expenses</th>
<th>Total Revenue</th>
<th>Subtotal PAUSD</th>
<th>Subtotal Departmental Expenditures</th>
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<tr>
<td>2010-2020</td>
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<td>Subtotal PAUSD</td>
<td>7,133,000</td>
<td>7,346,990</td>
<td>1,779,422</td>
<td>8,028,255</td>
<td>1,833,008</td>
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<td>Subtotal Departmental Expenditures</td>
<td>6,922,501</td>
<td>6,922,501</td>
<td>1,763,654</td>
<td>8,686,154</td>
<td>1,617,504</td>
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<tr>
<td></td>
<td>Net</td>
<td>209,500</td>
<td>413,486</td>
<td>146,768</td>
<td>642,701</td>
<td>257,500</td>
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#### Departmental Expenditures for Cubberley (City office space)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Departmental Expenditures for Cubberley (City office space)</th>
<th>Non-maintenance Operating Expense (CSD)</th>
<th>Lease Management and Maintenance Expense (P&amp;D and ASD - includes Cubberley Office space)</th>
<th>Subtotal Cubberley Operations Only</th>
<th>Subtotal Departmental Expenditures</th>
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<tr>
<td>2010-2020</td>
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#### Payments to PUSD

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<tr>
<th>Payment to PUSD</th>
<th>Cubberley Non-For-Profit (non-maintenance)</th>
<th>Cubberley For-Profit (maintenance)</th>
<th>Cubberley Non-For-Profit (non-maintenance)</th>
<th>Cubberley For-Profit (maintenance)</th>
<th>Cubberley Non-For-Profit (non-maintenance)</th>
<th>Cubberley For-Profit (maintenance)</th>
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<td>Cubberley Non-For-Profit (non-maintenance)</td>
<td>1,234,960</td>
<td>1,810,000</td>
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<td>1,810,000</td>
<td>1,234,960</td>
<td>1,810,000</td>
</tr>
<tr>
<td>Cubberley For-Profit (maintenance)</td>
<td>2,513,000</td>
<td>3,560,000</td>
<td>2,513,000</td>
<td>3,560,000</td>
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#### Fee Schedule

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<th>Fiscal Year</th>
<th>Fee Schedule</th>
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<td>2010-2020</td>
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<tr>
<td>2017-2018</td>
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### Notes

1. The agreement with PUSD will expire on December 31.
2. There will be an increase of 3% a year, with inflation.
3. The fee schedule will be reviewed and adjusted annually.

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*City of Cubberley*"
I. Overview

This CCAC Finance Committee report reviews the existing agreement between the City of Palo Alto (City) and Palo Alto Unified School District (District) referred to as the Lease and Covenant Not to Develop (Cubberley Lease). Some background information and terms are reviewed followed by recommendations and considerations for actions going forward.

II. Lease Overview

The existing arrangement between the City of Palo Alto (City) and Palo Alto Unified School District (District) was put into place 1989 to address issues that were of concern to the Palo Alto community at that time. During the 1980s the District was selling off its parcels of land to raise capital to meet financial demands and the falling school enrollment seemed to support that trend. As land became more scarce, the community sought to prevent further District land sales fearing that future growth in student population would require additional schools and the increasing land scarcity would make that infeasible. The community developed a solution to the land sales, obtaining the District's agreement not to sell additional school properties and in turn the City would provide funds to aid in the District's financial problems. The City obtained funds to pay for the Cubberley Lease as well as other city improvements through a levied Utility Users Tax, to be collected by the City and paid to the District through the Lease and Covenant Not To Develop (Cubberley Lease).

The City and District agreed to enter into an agreement that is now the Lease and Covenant Not To Develop and contains the following major terms:

1) **Cubberley Lease Payment**: A City lease payment to the District for the use of the Cubberley property.
2) **Child Care Facility Lease Payment**: A City lease payment to the District for use of eleven (11) school facilities in order to provide child care services to the community.
3) **Covenant Not to Develop**: A City lease payment to the District in return for the District's commitment not to sell additional District owned land (including Ohlone, Garland, Greendell, JLS, and Jordan)
4) Lease payments are adjusted annually in line with Consumer Price Index changes.
5) The Lease and Covenant Not To Develop terms included one 15 year term (1/1/90-1/31/04), one City optional extension of 10 years (1/1/05-12/31/14) and two mutual optional 5 year extensions (1/1/14-12/31/18 and 1/1/19-12/31/23).

In 1998 the Cubberley Lease was amended to include an agreement to substitute two operating schools for the opening of one "covenanted" site. The list of Covenanted Sites was modified to exclude Ohlone and include Juana Briones and Walter Hays. The list of schools where child care was allowed by the City was expanded to include Ohlone and allowed for future expansion.

In 2002 the Cubberley Lease was amended to account for the land swap where 8 acres of the Cubberley site was deeded to the City in exchange for the District's reclamation of the Terman location and the Cubberley Lease Payment was accordingly reduced by $23,490 per month. The list of Covenanted sites...
was modified to exclude the Garland site and include Addison and El Carmelo sites. Also added at that
time was a District Option to open a compact high school at the Cubberley site if necessary, agreeing to
joint use of the gym, cafeteria, theatre, and fields with required 24 months notice.

At this time, the first of the two 5 year extensions is under consideration by both parties with a decision
required by December 31, 2013.

III. Problem Statement

The following issues are a concern at this time regarding the above summarized lease.

1) District Needs
   The District has developed a dependency on the lease payment funds, comprising now approximately
   4.4% of the District's annual budget as revenue. These funds also constitute approximately 4.6% of
   the City's annual budget as an expense.

2) Covenant Not to Develop Now Obsolete
   The lease includes a "Covenant Not To Develop" payment that was intended to safeguard District
   owned properties from being sold. It is the City's promise to pay the District in return for the District
   not selling its land. This is no longer an immediate issue as the school sites identified in the Covenant
   are now all in use.

3) Utility Users Tax
   During the campaign to pass the Utility Users Tax, it was advertised to the public as a District
   financial benefit, creating a belief by the Palo Alto community that one of the major beneficiaries of
   the tax funds collected is the District.

4) Lease Payments per Consumer Price Index vs. Utility Users Tax Revenue
   The Cubberley Lease calculates annual lease payment adjustments using the Consumer Price Index
   which has been steadily increasing over time. The Utility Users Tax revenue which depends on utility
   revenues and is used by the City for lease payments, has been leveling off and/or decreasing in recent
   years. This is an inconsistent correlation of income and expense for the City.

5) Future District Requirements are Vague
   The District is vague on specific dates for future use although clear, using current projections, that at
   some time in the 10-15 year time frame the site or a portion thereof may be necessary for school use.

6) Future City Requirements are Vague
   The City has not articulated clearly the community services necessary to remain on the Cubberley site
   and exactly how much of the site is required to support them.
IV. Lease Modification Options

The following recommendations for modifications to the lease are for the short term period, specifically related to the upcoming renewal of 5 year term (Jan 1, 2014 - Dec. 31, 2018). Mid-term and long-term recommendations are difficult to predict as they would pertain to the conditions and plans in place at that time.

Consideration should be given to renew the lease for 5 years to give the City and District time to plan for future renovations on the site. The following lease modifications may also be considered in the form of an addendum to the existing lease:

1. Recalculate the annual lease payments to align with the Utility Users Tax revenue trend rather than the Consumer Price Index.
2. Remove the Covenant Not To Develop payment as it is no longer pertinent to the current situation.
3. Have the District pay for its share of the projected capital improvements.
4. Have the District contribute to ongoing maintenance and repairs.
5. Increase the amount of child care space leased to the city on elementary schools sites along with a corresponding increase in child care facility lease payments.
Finance Deliverable #3

Research existing joint use facilities in other communities for lessons learned and guidance for our effort.

Due Date: Oct. 19th
Outline/Process

• Gathered available documentation on Joint Use projects
• Choose 3 examples to study in depth – based on similarity to Cubberley
  – Wadsworth, Ohio High School & Community Campus
  – Emeryville, CA Center for Community Life
  – Livermore, CA School Upgrades, City Library & Youth Community Center
• Gathered data
  – Partners
  – Facilities (including sq. ft)
  – Total Cost and Funding Mechanisms
  – Implementation Timeline
• Common Threads and Lessons Learned
• References
Emeryville Center for Community Life

Partners:
- Emery USD
- City of Emeryville

Approx. 7.6 acres
115,100 sq. ft facility

Facility Overview
- 9-12 High School > 750 students
- K-8 Lower School
- School Multi-Purpose Room
- Admin for School & Community
- Community/School Library
- Community Pool
- Community Dance/Aerobic Space
- Community Multi-Purpose Room
- Community Amphitheatre
- 3 level design w Terraces
- Security Control Points
- Phase 2 –theatre, gym, classrooms
ECCL has Phase 2 plan and Defined Boundaries

Approx. 7.6 acres
115,100 sq. ft. facility
### Emeryville Funding and Timeframe

**Cost / Funding**
- **Phase 1:** $80M (w/ $10M flex)
  - School will use a $48M 55% General Obligation Bond
  - City will provide $21M in State Redevelopment $s.

**Timeline**
- In planning for 10 years- program plan first issued in 2003
- Currently on 3rd MOU
- Approved the conceptual design March 2012
- Move in date is currently estimated August 2015

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2015 Move-in</td>
<td>Completion Dates</td>
<td>School Year</td>
<td>School Year</td>
<td>School Year</td>
<td>School Year</td>
</tr>
<tr>
<td>Design Phase</td>
<td>October 2013</td>
<td>Conceptual Design</td>
<td>Design</td>
<td>Approvals</td>
<td>Construction</td>
</tr>
<tr>
<td>Approvals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>July 2015</td>
<td>Early Site Work</td>
<td>Construction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ECCL is still in development and concern is being raised over the state commitment of redevelopment funds.
Facility Overview

- 9-12 High School (1629 students)
- Recreation Facility
- Senior Center
- Health & Wellness Center
- Outdoor and Indoor Pools
- Pediatrics and Dentistry
- Media / Public Library
- Existing Middle school on site (782 students)

Partners:
- Wadsworth Schools
- City of Wadsworth
- Public Library
- Private Health System

Approx 65 acres
450,000 sq. ft
Wadsworth Funding and Timeframe

• Cost / Funding - $105M
  – $65M from a General Obligation Bond by the Schools
  – $24M from Ohio Schools Facility Commission (37% of GOB)
  – $16M city commitment for Community Center
    • Partners and capital corporate campaign

• Timeline – 4 years !!
  – Presented to community in May 2008
  – Bond approval in November 2008
  – School opened in Fall 2012
  – Community Center opening scheduled for December 2012

Taking advantage of state funds available pushed the community to take action.
Livermore, CA

Partners:
- Livermore Valley USD
- City of Livermore
- Livermore Area Park & Recreation District

Facility Overview – 3 projects
- Modernize 7 of 20 schools
- Youth Community Center
  - 71,000 sq.ft indoor
  - 45,000 sq. ft. aquatic center
- Civic Center Library
  - 56,000 sq.ft
Livermore Funding and Timeframe

• Cost / Funding - $150M thru a General Obligation Bond led by the school
  – $110M for school upgrades
  – $20M Civic Center Library
    • LVJUSD received special legislation (EC 18104) authorizing joint use library to be built on other public entity land within 1 mile of site.
  – $20M Youth Community Center

• Timeline – 5 - 10 years
  – Two failed votes in the early ‘90s (School Parcel Tax and Parks GOB)
  – 1975 Tax override set to expire in 2000 gave impetus for action
  – Community Survey March 1998
  – Bond approval in March 1999 (passed with 82% of the vote)
  – Library opened in 2004
  – Community Center opened March 2005
  – School funds exhausted June 2008

This joint effort was done primarily to save election expenses and to provide a compelling opportunity that voters would support.
7 Steps to Effective Joint-Use Partnership
from document published by Berkeley’s Center for Cities and Schools

DONE 1. Identify a local need that a joint use partnership might address
DONE 2. Identify essential joint use partners

IN PROGRESS 3. Develop a positive, trusting relationship with partners
4. Build political support
5. Build a joint use partnership within the context of the local community
6. Formalize the partnership with an MOU
7. Foster ongoing communication and monitor the progress and impact
Type of Funding for Joint-Use Projects through School Districts

- **State General Obligation Bonds**: These funds are voted on by the entire state. They can be directed one or several areas such as education, transportation, and parks. As of June 2008, there was $1.3 million left from Prop. 47, $8.2 million from Prop. 55, and 2.5 million from Prop. 1D, for a total of $12.1 million. So not a strong prospect for us to pursue.

- **Local General Obligation Bonds**: School districts use these bond funds to match the state required contribution for school construction projects. Local bonds must be approved by 55% of the vote within the district. They are repaid using local property tax revenue. Local bonds have raised $41 billion in the past decade.

- **Developers Fees**: School districts are allowed to levy fees on new residential, commercial, or industrial developments for school construction projects. These fees can provide a moderate amount but vary significantly by community depending on local development.

- **Special Bond Funds**: Known as “Mello-Roos” Bonds, these funds allow school districts to form special districts to sell bonds for school construction projects. These bonds require 2/3 voter approval and are paid off by the property owners in the special district. These bond funds have produced $3.7 billion in the past 10 years.

Very little state money is available and PA isn’t a strong candidate so local options are our best bet.
Potential Challenges to Joint Use

- **Aligning Partnership Goals**: The long-term nature of the partnership requires parties to develop similar goals and objectives for the funding and management of the project.

- **Operations and Maintenance**: The hours of use, security, and cost maintenance should be addressed upfront to avoid confusion and misunderstandings.

- **Regulatory Constraints**: Construction projects have various levels of regulation depending on the community and the environment. The Field Act contains higher construction standards for school facilities. Therefore, if community centers and buildings are to be used by school districts, they must also comply with the Field Act. These types of differences should be reconciled among partners before the project advances.

- **Joint-Use Fund Restrictions**: Requirements set forth in SB 50 state that projects using state school construction funding must be on property owned by school districts.

- **Restrictions on Private-Public Partnerships**: There are currently limited opportunities for public-private joint use partnerships.

- **Long-Term Commitment**: School districts and their partners have stated concerns about joint-use projects and the long-term costs associated with them. Liability issues may also arise.
Major Takeaways

- Joint Use projects are being done all over in all forms
- It takes time to pull the projects together - Project of our scope...
  - 2-5 years in Ohio
  - 5-10 years in California
- Successful projects have communities that embraced them
  - Key tools used: Community surveys, Community advisory committees, community forums
- Funding comes from a variety of sources but typically the school takes the lead
  - Most successful examples have either outside funds they want to leverage or a transition in a local tax
- Significant up front work needs to be done on MOU or Joint Use Agreement to define structure of the project and the relationship of the entities involved
## References

1. Joint Use School Partnerships in California: Strategies to Enhance Schools and Communities
   - August 2008
   - [http://citiesandschools.berkeley.edu/reports/CCS_PHLP_2008_joint_use_with_appendices.pdf](http://citiesandschools.berkeley.edu/reports/CCS_PHLP_2008_joint_use_with_appendices.pdf)
   - **CASE 1:** OPENING SCHOOL PLAYGROUNDS TO THE COMMUNITY: THE CITY AND COUNTY OF SAN FRANCISCO AND SF UNIFIED SCHOOL DISTRICT
   - **CASE 2:** BUILDING NEW JOINT USE GYMNASIUMS: GARVEY ELEMENTARY SCHOOL DISTRICT AND THE CITY OF ROSEMEAD
   - **CASE 3:** EXPANDING CHILDCARE OPPORTUNITIES: CLOVIS UNIFIED SCHOOL DISTRICT AND STATE CENTER COMMUNITY COLLEGE DISTRICT

2. Innovative Approaches to Financing School Construction: The Feasibility of “Public-Public” Partnership
   - February 2000

   - April 2010

4. California’s K-12 Educational Infrastructure Investments: Leveraging the State’s Role for Quality School Facilities in Sustainable Communities
   - 2012
   - [http://citiesandschools.berkeley.edu/reports/CCS_2012_CA_K12_Edu_Infra_Exec_Sum.pdf](http://citiesandschools.berkeley.edu/reports/CCS_2012_CA_K12_Edu_Infra_Exec_Sum.pdf)

5. Primer on Joint Use

6. Emeryville Center of Community Life
   - Current website
   - [http://www.emeryvillecenter.org/](http://www.emeryvillecenter.org/)

7. Wadsworth High School and Community Complex
   - 2008-2012
1. Overview

This report summarizes funding options for the Palo Alto Unified School District (District) and the City of Palo Alto (City). Funding mechanisms are reviewed that are commonly used by the City and District along with a few others that might be potentials for future use. This is not a comprehensive review of all possible funding mechanisms. Three scenarios for the future of Cubberley facilities are proposed.

Funding mechanisms are methods used to generate revenue streams and/or raise capital. The use of the revenue and duration of the mechanism is determined at the time the mechanism is created and, in most cases, must be approved by voters. Income from the funding mechanisms can be used in basically two ways:

1) Ongoing revenue streams may be used directly to augment an operating budget or pay for supplemental services. Common funding mechanism examples of this type include parcel tax, property tax, utility taxes, etc.

2) Bonds are issued to raise large amounts of capital. In this case a new or existing revenue stream is designated to repay the bonds. Various restrictions apply. In most cases, capital raised is used for new development or capital improvements. Rule of thumb is that $1m/year of revenue for 30 years generates between $10m to $15m of borrowed capital depending on prevailing interest rates. The most commonly used bonds for the City and District are General Obligation Bonds.

2. Funding Mechanisms used by City & District

2.1 Parcel Tax
A parcel tax is a fixed annual tax per parcel of real property that generates an ongoing revenue stream. It requires a 2/3 voter approval. The duration of the tax varies, generally 5-20 years, and renewals can be approved by voters.

**District Parcel Tax History:**
2001 - Parcel tax $493 approved 75% generated $5.5m/year, expired 2011
2010 - Parcel tax $589 approved 79% generates $11.9/year expires 2016 (escalates 2% per year)

**City Parcel Tax History:**
There is currently no parcel tax collected by the city.

2.2 Utility Users Tax
A utility tax is a fixed percentage fee levied on city resident's utility or telephone bills. It requires a 50% voter approval. The duration is determined at the time of approval.

**District History:**
There is currently no Utility Users Tax collected by the District.

**City Utility User Tax History:**
1989 - Utility Users Tax of 5% approved over 50% generates $11m/year, no expiration
2.3 General Obligation Bonds

A general obligation bond (GOB) is a funding mechanism whose revenue stream is a property tax fee per $100,000 of assessed property value. The tax time frame can be anywhere up to 40 years. Historically it has been 30 years. A GOB generates revenue that can only be used for capital improvements. GOB requires a 55% voter approval for school districts and 2/3 voter approval for cities.

District Bond History:
1995 - "Building for Excellence" - $143m bond, tax rate of $35/$100,000 expires in 2024.
2008 - "Strong Schools" - $378m bond passed with tax rate of $44.50/$100,000 expires 2037
2012 - "Strong Schools" increase to $60/$100,000 due to recession to retain 30 year repayment

City Bond History:
2008 - "Measure N" - $78m bond passed with tax rate up to $28.74/$100,000 expires 2037

3. Other Funding Mechanisms for Consideration

3.1 Business License Tax
Tax levied on businesses to generate a revenue stream. Available to City. Majority voter approval required. In 2009 a ballot measure proposition by the city to tax businesses was defeated.

3.2 Sales Tax
Tax levied on sales revenue to generate a revenue stream. Available to City in 1/8% increments. Current restrictions limit maximum of 1% available to City. Majority voter approval required.

3.3 Mello-Roos Community Facilities District (CFD) Bonds
A Mello-Roos CFD is formed for a specific community need and requires the formation of a "territory". The territory can be any size, including a whole city, as long as all members benefit from the project funded by the bond. Debt repayment is from revenue collected as a property tax fee per $100,000 of assessed property long term (generally 30 years). The bonds generate capital that can be used for capital improvements and services. A CFD requires a two thirds vote of residents or property owners in the district.

3.4 Certificates of Participation Bond
A Certificate of Participation bond is a general credit of the issuing entity. It is not necessarily backed by a particular revenue source, but a new revenue source or reallocation of existing resources is necessary to support the cost of COP debt. A COP also requires the use of an existing asset as collateral for the debt.

3.5 Utility Revenue Bonds
A Utility Revenue Bond is repaid through Utility rates or charges to customers. Revenue streams from utilities cannot be used to fund General Fund operations or capital improvements.

3.6 Private Funding
Revenue sources may be available from private sources who are interested in participating in city improvements. These could be in the form of private financing, contributions, or participatory funding for joint use.
4. Cubberley Funding Scenarios

Given that no specific plan is in place for the Cubberley Facility and the only "known" requirement is that the District may need it in 10-15 years, planning options are wide open. Three scenarios with possible funding options are presented here for consideration.

4.1 No Development at Facility - Use Cubberley "As-Is"

Option 1 assumes that the City continues the Covenant Not to Develop and Lease for 10 years. After 10 years, the agreement terminates and the District can reopen the high school in the existing facilities. The City and District would have to renegotiate the use of the existing 8 acre parcel owned by the City on which a majority of the classroom space is located. Today the Cubberley Facility rental income covers its operating costs and routine maintenance so those costs are not considered a funding need over the next 10 years, although the loss of the Foothill lease around 2015 may be problematic. Downside is that after 10 years, no community services would be provided by the City.

**OPTION 1: No Change to Cubberley**

<table>
<thead>
<tr>
<th>Years</th>
<th>Need</th>
<th>Responsible Party</th>
<th>Funds Required</th>
<th>Funding Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10</td>
<td>Capital Improvements</td>
<td>City</td>
<td>$12.3m</td>
<td>Include in 2014 bond</td>
</tr>
<tr>
<td>10+</td>
<td>Capital Improvements</td>
<td>District</td>
<td>$6.3m</td>
<td>Increase parcel tax and use on a &quot;pay as you go basis&quot; meaning accumulation of funds to build a project instead of creating debt - OR- issue new GO Bonds</td>
</tr>
</tbody>
</table>

4.2 Phased Re-Development - City 8 Acres First, District 27 Acres Later

Option 2 assumes that the City continues the Covenant Not to Develop and Lease for 5 years. In the meantime the City and District develop a Memo of Understanding (MOU) to develop joint use facilities on the Cubberley location. In the following 5-10 years, the City builds a Community Center with joint use in mind. After 10-15 years, the District rebuilds the high school. Costs are based on the $200m construction estimate provided by the architects and based on acreage split accordingly, $50m (25%) for City, $150m (75%) for District.

**OPTION 2: Phased Re-development**

<table>
<thead>
<tr>
<th>Years</th>
<th>Need</th>
<th>Responsible Party</th>
<th>Funds Required</th>
<th>Funding Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>Capital Improvements</td>
<td>City</td>
<td>$6m</td>
<td>Include in 2014 bond measure</td>
</tr>
<tr>
<td>5-10</td>
<td>Community Center (with joint use MOU)</td>
<td>City</td>
<td>$50m</td>
<td>Include in 2014 GO bond measure - or - COP through increase of the Utility Users Tax</td>
</tr>
<tr>
<td>10+</td>
<td>High School (with joint use MOU)</td>
<td>District</td>
<td>$150m</td>
<td>High School Bond in 2024 when &quot;BforE&quot; bond expires</td>
</tr>
</tbody>
</table>
4.3 One Time Re-Development - 35 acres at once

Option 3 assumes that the City continues the Covenant Not to Develop and Lease for 5 or 10 years. In the meantime the City and District develop a Memo of Understanding (MOU) to develop joint use facilities on the Cubberley location. After 5 or 10 years, the City and District together build a Community Center and High School with joint use in mind. Costs are based on the $200m construction estimate provided by the architects.

**OPTION 2: One-Time Re-development**

<table>
<thead>
<tr>
<th>Years</th>
<th>Need</th>
<th>Responsible Party</th>
<th>Funds Required</th>
<th>Funding Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>Capital Improvements</td>
<td>City</td>
<td>$6m</td>
<td>Include in 2014 bond measure</td>
</tr>
<tr>
<td>5-10</td>
<td>Community Center and High School (with joint use MOU)</td>
<td>City &amp; District</td>
<td>$200m</td>
<td>High School General Obligation Bond with optional funding from City</td>
</tr>
</tbody>
</table>

5. References

California Debt Issuance Primer

Partnership for Joint Use, Research Report by Jeffrey M. Vincent
## Appendix A: Funding Options (Financing Mechanisms)

<table>
<thead>
<tr>
<th>Financing Vehicle/Instrument to Issue Bonds</th>
<th>Description</th>
<th>GME Requirement (Nov. 2012)</th>
<th>Vote Requirement</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation (GO) Bond*</td>
<td>Property Tax based on % of assessed value</td>
<td>No</td>
<td>2/3</td>
<td>See accompanying chart for list of upcoming regular and mailed ballot election dates.</td>
</tr>
<tr>
<td>Certificates of Participation (COPs)</td>
<td>Similar to Revenue Bonds</td>
<td>No</td>
<td>N/A</td>
<td>Must have identified revenue stream for repayment e.g. new tax such as Business License Tax or increase in current tax such as sales tax.</td>
</tr>
<tr>
<td>Utility Revenue Bonds</td>
<td>Repaid from Utility Rates</td>
<td>No</td>
<td>N/A</td>
<td>Must have identified revenue stream for repayment. Utility bonds cannot be used to fund General Fund operations.</td>
</tr>
<tr>
<td>Mello-Roos District Bonds*</td>
<td>Special Tax Levy</td>
<td>No</td>
<td>2/3</td>
<td>Special Tax Levy used to repay bonds.</td>
</tr>
</tbody>
</table>

* Note that GO and Mello-Roos bonds can be thought of as “revenue raising” instruments in that their approval by voters implements taxes to repay bond holders.
### Appendix B: Funding Options (New or Increased Taxes)

<table>
<thead>
<tr>
<th>New or Increased Taxes to Support Financing Vehicles (e.g., COPs)</th>
<th>Description</th>
<th>GME Requirement (Nov. 2014)</th>
<th>Vote Requirement</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License tax</td>
<td>Tax on businesses</td>
<td>Yes*</td>
<td>Majority</td>
<td></td>
</tr>
</tbody>
</table>
| 3/8¢ Sales Tax | General Tax | Yes* | Majority | • Must be voted on at GME  
• Currently, there is a 1.0% transactions and use tax in Santa Clara County. The cap on these taxes is 2%. (R&T 7251.1). Therefore PA has the capacity to impose a tax of up to 1%. Note these taxes may be imposed only in multiples of 1/8%. |
| Utility Users Tax | Tax on utility charges | Yes* | Majority | |
| Parcel Tax (See comment) | Property tax based on flat rate per parcel | No | 2/3 | • Parcel tax cannot be pledged toward bond payments. Can be used to support programs and operating expenses. |

*General taxes can be coupled with an advisory measure expressing voters’ preference that tax be used for particular purpose. If the ballot language itself expressly limits use of tax to infrastructure or other specific uses, it becomes a Special Tax. Special taxes require a 2/3 vote, but need not be placed on a GME ballot.
Appendix C: Comparison of GOB, Mello-Roos, and Parcel Taxes

Separate document attached provided by Jones Hall dated September 2012.
### COMPARISON OF GENERAL OBLIGATION BONDS, MELLO-ROOS AND PARCEL TAXES FOR CITIES

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>General Obligation Bonds</th>
<th>Mello-Roos CFDs</th>
<th>Parcel Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vote Required?</td>
<td>Yes.</td>
<td>Yes.</td>
<td>Yes.</td>
</tr>
<tr>
<td>Qualified Electors</td>
<td>Registered voters residing in city.</td>
<td>Registered voters in district, if 12 or more voters reside in district. If fewer than 12 registered voters reside in district, vote is of landowners, one vote per acre.</td>
<td>Registered voters residing in city.</td>
</tr>
<tr>
<td>Boundary of Area to be Taxed</td>
<td>City.</td>
<td>Territory of district, as defined by city council. District could be entire city or a portion of city, including non-contiguous areas.</td>
<td>City.</td>
</tr>
<tr>
<td>Basis of Tax</td>
<td>Assessed value of property.</td>
<td>Any reasonable method except assessed value.</td>
<td>Fixed annual tax amount per parcel, which may escalate annually.</td>
</tr>
<tr>
<td>Method of Tax Collection</td>
<td>Annual property tax bill.</td>
<td>Annual property tax bill or direct billing.</td>
<td>Annual property tax bill.</td>
</tr>
<tr>
<td>Can Seniors be Exempt from Tax?</td>
<td>No.</td>
<td>Yes.</td>
<td>Yes, so long as there is a rational basis for the exemption.</td>
</tr>
<tr>
<td>Typical Use of Technique</td>
<td>Finance capital improvements.</td>
<td>Finance capital improvements and certain annual services.</td>
<td>Augment operating budget or pay for supplemental services.</td>
</tr>
</tbody>
</table>

* Community Facilities Districts
<table>
<thead>
<tr>
<th>Characteristics</th>
<th>General Obligation Bonds</th>
<th>Mello-Roos CFDs</th>
<th>Parcel Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Eligible for Financing</td>
<td>Purchase or improvement of real property (purchase of land or construction of buildings).</td>
<td>Any facility with useful life of five years or more (including furnishings and vehicles).</td>
<td>Any purpose specified in the ballot, without limitation.</td>
</tr>
<tr>
<td>Can Furnishings and Equipment be Financed?</td>
<td>No.</td>
<td>Yes, provided the equipment has a useful life of five years or longer.</td>
<td>Yes, without limitation.</td>
</tr>
<tr>
<td>Can Tax Revenues be Used for Purposes Other than Debt Service on Bonds?</td>
<td>No.</td>
<td>Yes. Pay-as-you-go capital costs, administrative expenses, and limited services (set forth in the Act).</td>
<td>Yes. Any purposes authorized in the ballot measure, including operating expenses.</td>
</tr>
<tr>
<td>Are Operating Expenses Eligible for Financing with Tax?</td>
<td>No.</td>
<td>Certain municipal services, including police, fire, storm drainage, park, recreation, library, and hazardous waste removal services. Also, annual cost of administering the bonds and the district.</td>
<td>Yes. Most common use of parcel taxes is to supplement operating revenues to maintain current service level or improve level of service.</td>
</tr>
<tr>
<td>Separate Authority Required to Issue Bonds?</td>
<td>No.</td>
<td>No.</td>
<td>Yes. Typically, general fund lease revenue bonds or COPs authorized by city council, and proceeds of parcel tax levy “reimburses” the general fund.</td>
</tr>
<tr>
<td>Type of Bond Sale</td>
<td>Competitive sale only, unless charter city.</td>
<td>Negotiated or competitive sale.</td>
<td>Negotiated or competitive sale, depending on separate bonding authority used.</td>
</tr>
</tbody>
</table>
# COMPARISON OF GENERAL OBLIGATION BONDS, MELLO-ROOS AND PARCEL TAXES FOR CITIES

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>General Obligation Bonds</th>
<th>Mello-Roos CFDs</th>
<th>Parcel Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Limit</td>
<td>Amount of bonds outstanding at any time cannot exceed 15% of total assessed value.</td>
<td>Value of property in the district subject to special tax must be at least three times the amount of outstanding bonds. Under certain conditions, the city council can approve an amount of bonds exceeding this limit.</td>
<td>No limitation for COPs or lease revenue bonds.</td>
</tr>
<tr>
<td>Bond Security</td>
<td>City’s unrestricted ability to raise property taxes to meet debt service requirements. Property tax is a lien on property. County has authority to foreclose on lien for payment of delinquent taxes.</td>
<td>Special taxes levied and secured by a lien on property. City has authority to initiate accelerated foreclosure on property for payment of delinquent taxes, so long as bonds have been issued by the district.</td>
<td>City’s general fund. There is no State law authority to pledge proceeds of parcel taxes to the payment of debt services.</td>
</tr>
<tr>
<td>Maximum Term of Tax Levy</td>
<td>As long as necessary to repay bonds authorized by voters.</td>
<td>As long as necessary to repay bonds or to pay directly for facilities authorized by voters. Final year of tax must be specified.</td>
<td>As specified in the ballot measure.</td>
</tr>
<tr>
<td>Maximum Term of Bonds</td>
<td>Up to 40 years.</td>
<td>Up to 40 years.</td>
<td>Generally, up to useful life of facility being financed.</td>
</tr>
</tbody>
</table>
# Comparison of General Obligation Bonds, Mello-Roos and Parcel Taxes for Cities

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>General Obligation Bonds</th>
<th>Mello-Roos CFDs*</th>
<th>Parcel Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Election Date</td>
<td>Statewide Election Dates ¹</td>
<td>Statewide Election Dates ¹ or a special election on a date specified by the city council to occur between 90 days and 180 days following the adoption of the Resolution of Formation for the district.</td>
<td>Statewide Election Dates ¹</td>
</tr>
</tbody>
</table>

¹ Election Code Section 1001
## COMPARISON OF GENERAL OBLIGATION BONDS, MELLO-ROOS AND PARCEL TAXES FOR CITIES

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>General Obligation Bonds</th>
<th>Mello-Roos CFDs</th>
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<td><strong>Advantages</strong></td>
<td>• Simple method of taxation.</td>
<td>• Flexibility in determining tax rate and method of apportioning tax.</td>
<td>• Simple method of taxation.</td>
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<td></td>
<td>• Familiar to voters.</td>
<td>• Finance facilities with bonds or directly by pay-as-you-go.</td>
<td>• No limitation on use of tax proceeds.</td>
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<td></td>
<td>• Less time required to develop financing plan and put before voters.</td>
<td>• Wide range of items eligible for bond financing, including facilities, furnishings, and equipment.</td>
<td>• Can be used for facilities and annual service expenditures.</td>
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<td></td>
<td>• Lower cost financing (lower bond interest rates and bond issuance costs).</td>
<td>• Can be used to pay for many annual, recurring services.</td>
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<td>• If city has a large commercial property tax base, a large portion of tax burden could be borne by non-residential property.</td>
<td>• Ability to tailor tax and area to be taxed in a manner to enhance voter approval.</td>
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<td>• Provision for landowner vote if CFD has fewer than 12 registered voters.</td>
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<td>Disadvantages</td>
<td>• Citywide vote and supermajority approval required.</td>
<td>• Supermajority vote required.</td>
<td>• Citywide vote and supermajority approval required.</td>
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<td>• More time required to develop financing plan and put before voters.</td>
<td>• Must have periodic elections to renew appropriations limit if used for operating expenses.</td>
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<td>• Assessed value method of taxation spreads tax burden on basis of property value rather than by direct benefits received from facilities constructed with bond proceeds.</td>
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<td>• No independent authority to issue bonds—separate authority needed.</td>
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<td></td>
<td>• All property owners in city pay additional tax.</td>
<td>• Unfamiliar to voters.</td>
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<td>• Bond financing technique only, no ability for pay-as-you-go.</td>
<td>• More complex method of taxation.</td>
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<td>• Higher district formation costs and annual administration costs (need to hire a separate consultant).</td>
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There are a number of options for the financing and operating of a joint use facility on the Cubberley campus. One of those options is to create a Joint Powers Agency or Authority.

A Joint Powers Agency (JPA) is an entity authorized to be created under Section 6500 of the California State Government Code (the “Joint Powers Law”) whereby two or more public entities can operate collectively. “Joint Powers” is a term used to describe governmental agencies that have agreed to combine their powers and resources to work on solving their common problems.

Joint powers are exercised when the public officials of two or more agencies agree to create another legal entity or establish a joint approach to work on a common problem, fund a project or act as a representative body for a specific activity.

The initials JPA can mean two different things. The first is Joint Powers Agreement, which is a formal, legal agreement between two or more agencies that want to jointly implement programs, build facilities or deliver services. Governmental agencies are called member agencies. One member agency agrees to be responsible for delivery of service on behalf of the other(s). A Joint Powers Agreement has no specified term but rather may be short-term, long-term or perpetual.

The second use of the initials is for Joint Powers Agency or Joint Powers Authority. In this case, the Joint Powers Law is used to establish a new, separate governmental organization created by its member agencies, but operating at the members’ direction. Typically, the JPA has numbers of officials from the member agencies on its governing board.

In the second case, the JPA is distinct from its member agencies. It has its own board of directors. Once created, the JPA has two types of powers: 1) it has the powers common to the member agencies which created it; and 2) it has the powers conferred on it by the California Legislature under Article 4 of the Joint Powers Law, including the power to issue bonds for public capital improvements. The term, membership and standing orders of the board of the JPA must be specified in the agreement. The JPA may employ staff and establish policies independent of the constituent agencies.

A JPA can be formed by action of the governing boards of the participating agencies; there is no public election needed.

JPA’s can be formed specifically to arrange capital financing by selling bonds. The bonds create the capital needed to finance construction of public facilities. In some instances the agency can issue revenue bonds which do not require a vote of the electorate. It is unclear whether a future Cubberley project would generate enough
revenue to be able to qualify to issue this kind of debt. It would be more likely that the improvements would need to be funded by the issuance of General Obligation bonds issued by either the school district or the City (not by the JPA) which in either case would require a public vote. Another alternative would be for the JPA to issue lease revenue bonds. These bonds are similar to Certificates of Participation in that each member of the JPA would be required to identify a new revenue stream or existing resources to pay for the bonds. Lease Revenue bonds are bonds where the proceeds are used to build or improve real property and where the property to be acquired or improved (and in the case of an asset transfer, an unrelated piece of real property) is leased to one or more member agencies. The payments to be made by the member agencies under the Lease create a stream of revenue that serves as the security for the JPA’s Bonds.

Advantages and Disadvantages of a JPA:

Advantages:
- JPA’s are flexible and easy to form
- JPA’s may be more efficient than separate governments
- JPA’s have powers which are different from those of the school district and City, and those powers may be used to finance the construction of facilities; and purchase of equipment/
- A JPA for Cubberley would cover the entire area that would benefit from the construction and operation of a joint use facility
- A JPA for Cubberley might help attract either private capital or grants because it would show both agencies’ commitment to work together on a shared facility

Disadvantages:
- JPA’s require mutual trust
- JPA’s can be hard to keep together for the long-term
- JPA’s can be hard for the public to understand and may be perceived as another layer of government

Resources:
Section 6500 of the California State Government Code
Imagine a multi-cultural learning environment that supports social, emotional and physical health for all ages and abilities, and is flexible for the ever changing needs of the School District and Palo Alto.

The good news is Cubberley has begun creating this vision. It is already a unique community center serving all of Palo Alto. A varied and dedicated collection of community agencies and organizations provide a variety of services and opportunities at Cubberley today. Many people do not understand the breadth of offerings currently available, much less the enormous potential for the future. It is not merely a place to take a class, but rather a place to belong and grow and sample dance, music, art, theater, wellness, and recreation while getting to know people of many social and cultural backgrounds. Our City’s future must include an enhanced Cubberley Community Center.

The population of Palo Alto is growing, particularly for those under 18 and over 55 years of age. Both groups are likely to be heavy users of community center resources and our community will suffer if we reduce or disperse these services at the same time that the demand increases.

The essence of the 1991 Cubberley Master Plan has been implemented, although without the envisioned reconstruction. The current buildings can be maintained at a reasonable cost for another five years, but after that many will demand extensive and expensive refurbishing (minimum $18 million). It is time to develop a new master plan including the realities of today’s property values and the growth of Palo Alto. It is time to polish this gem and share it proudly with the entire community.

Major benefits to working together to plan and share this site:
- Synergy between community center providers and the district would enhance programs
- Shared facilities save costly resources
- A joint City/PAUSD vision will attract future funding more effectively than separate projects

Major consequences if we fail to plan for efficient creative joint use of Cubberley:
- Without a clear direction for the site’s future, potential tenants will be hesitant to sign long-term leases, making it more difficult for Cubberley to provide a steady revenue stream
- Business and residential growth prohibit relocation of a cohesive community center
- Cost to PAUSD of buying back the City’s 8 acres is high and will increase
- Inefficient layout of the buildings will continue to prevent the development of needed services and activities
- Without a plan, buildings will consume scarce resources to maintain the status quo rather than to serve our current and future needs

We can preserve current programs and expand for future City and School District needs. A more efficient layout would allow space for all of the current community center activities, as well as many future programs, plus it could meet potential school needs. We can and we must work together.
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Introduction

Imagine a multi-cultural learning environment that supports social, emotional and physical health for all ages and abilities, and is flexible for the ever-changing needs of both the School District and the City of Palo Alto. That vision is alive and well at the Cubberley Community Center. Much more than a collection of classes and activities located in an old high school, it is home to a wonderful collection of community agencies and organizations that provide a variety of services to Palo Alto. The City administers the site and offers some classes at Cubberley. In 1991 most people weren’t thinking that PAUSD would ever need a third high school or that the City’s population would be both growing both in numbers and diversity. Yet now that the need for a third high school is being discussed and the present lease with its associated agreements is due to expire in 2014 – these issues must be addressed, and soon.

Cubberley provides many community services described in the City’s comprehensive plan, while the center’s actual development over the years has been guided by the Cubberley Master Plan. By design, City’s services-providing resources are not centralized at a single location, as is regularly done in nearby cities, but are instead distributed around Palo Alto. Thus services in the north at Lucie Stern and its surroundings (including the Art Center, Junior Museum, theaters, Rinconada Pool club room, and Avenidas) are complemented – not repeated – in the south by offerings mostly at Cubberley. Whereas programs at neighboring community centers are provided by each city, most of the Cubberley programs are provided and administered by community organizations; this enables an uncommonly rich assortment of opportunities using minimal City resources.

In addition, the several City library branches provide meeting rooms as well as library services across town. There also are (or soon will be) teen centers at Mitchell Park and Ventura. (Note that while the soon-to-be reopened Mitchell Park Community Center will be functionally the same size as before, it will provide a new teen center and only a few additional meeting rooms – it is not intended to be a full community center.) Finally, our schools and parks complete a rich tapestry of opportunities in Palo Alto.

A key concept in the 1991 Master Plan is the idea of grouping providers and users into clusters on the campus, according to their similarity of use and required facilities, in which each group has its own synergy and life, while the collection serves the entire community of Palo Alto. The concept has largely been implemented, and clusters of like-activities are now spread across the entire campus. Dance groups work together to provide a broad spectrum of dance experiences for many. Artists learn from each other while providing support and ideas for the future. The various childhood education centers work with dance, music, exercise, and City classes to allow the children access to a broad range of experiences.

If new construction becomes possible going forward, a stronger feeling of community would be created if clusters were designed inside of an interconnected space, including the current tenants or new ones, plus adding informal meeting areas and display spaces for artists (of all ages) and for cultural displays.

Our increasingly diverse population is growing for all ages, particularly for children and older adults. The community center spaces at Cubberley can only become more valuable to our citizens as time goes on. With innovative planning, we can meet both City and School District needs – possibly on an integrated joint-use basis, but requiring a new and more efficient layout of the site. Care would have to be taken to provide physical separation as desired for the safety of students during school hours.
Cubberley Today

Cubberley is special. Since the 1991 negotiated lease (and associated agreements) between the City and the School District, and following the associated Master Plan, Cubberley has provided an uncommon community center for residents and other stakeholders.

The following sections summarize the results of twenty years of following Cubberley's Master Plan. Our research efforts to characterize Cubberley’s current usage included:

- An extensive written survey of most of Cubberley's current tenants and renters.
- Interviews with tenants and renters and Community Services Department staff input.
- Visits made to other (non-Palo Alto) community centers, asking their experiences and discussing their “visions.”
- Looking at several other cities’ implementations of cooperative/integrated use possibilities for co-located schools and community services on a single site.
- Various studies and reports that helped provide additional context, such as the Impact of the Aging Baby Boom Population on Palo Alto’s Social and Community Services, the recent update to the Community Services Element of the City’s Comprehensive Plan and the Human Services Commission needs assessment.

The breadth of present services and resources offered at Cubberley today – the number, variety and quality of programs – may surprise some, and we hope this report will help provide a basis for discussions in the upcoming lease renegotiations plus long term planning for this site.

Current Cubberley Tenants and Renters Summaries

Summaries are provided in the next section for the following larger clusters of programs:

- Education Programs – Pre-School through Adult
- Health – Outdoor & Indoor Sports, plus Wellness Programs
- Performing Arts Programs – Music, Theater and Dance
- Artists in Residence Program
- Hourly Rentals
- Other Non-Profits and City Services

These summaries cover:

1) Community needs and benefits
2) Current tenants/providers
3) Services relocation feasibility
4) Opportunities arising from School-City integrated uses
Education Programs – Pre-school through Adults

Early Childhood Education and Child Care

Community Needs and Benefits

Cubberley Community Center is home to several high quality centers providing both childcare and early education, supporting both the children and their parents.

Good early care and education are part of the infrastructure of any vibrant city and are especially valued in our city. Palo Alto has recognized this since the 1970s with innovative support for such programs. We need to continue this support as the city grows and develops.

We know that children who are successful early-learners and who succeed in school have a much greater chance to be successful in later life, to contribute positively to their communities, and to be able to support themselves and their families, than those who are not successful in school. Good quality early care and education can do a lot to make sure that children arrive at the Kindergarten classroom door ready to take advantage of all that PAUSD has to offer.

In a community where many parents of young children work long hours, much of the young child’s development goes on outside of the family. Child care is part of the infrastructure that enables a community like Palo Alto to thrive. Our community provides excellent schools for its children, but such a community also needs to provide environments for its youngest to thrive so that they arrive at these schools ready to take full advantage of them.

But as vital as excellent child care services are to our thriving city, it is today very challenging to find enough affordable facilities in which to locate such programs to meet the need. Palo Alto has for many years paid attention to assisting early care and education agencies secure and develop such facilities. For the city to continue to prosper as it grows; it must continue to support quality child care.

Current Tenants and Renters

Some 200 children are served at the two main child care facilities at Cubberley: the Good Neighbor Montessori and the Children’s Pre-School Center. Approximately 50% of families served are residents and an additional 33% work in Palo Alto. Their spaces are currently used Monday through Friday from 7:15am to 6:15pm. Highlighted areas on the map below are those dedicated to Childcare and Early Childhood Education.
If Cubberley were not available

Finding affordable space for childcare facilities is next to impossible in Palo Alto. These child-care and early-education providers would most likely be forced to relocate outside of Palo Alto.

If PAUSD opens a school on site in addition to City-provided Community Services

There are many positive outcomes achieved by co-locating schools, Community Centers and Early Childhood Care and Education. Both the child care centers and the school would benefit by their proximity.

The co-location of PAUSD schools and child care services has many advantages. It provides the opportunity for teachers to have access to high quality care for their own very young children. It provides a place for older children to gain an appreciation for the youngest members of their community, as well as providing volunteer opportunities.

Co-locating early care and education services with other community services could also provide occasional care for children while community members participate in community center or volunteer at the newly opened school. These opportunities to integrate early care and education services into various community activities can provide significant advantages to the Palo Alto community.
Kindergarten through adult education; private schools and tutoring

Community Needs and Benefits
Cubberley Community Center has long provided educational programs for infants through seniors. The numerous offerings programs are diverse, and some fall into multiple categories (and may well be noted twice here).

These education programs (including Foothill), bring about 4,200 people to Cubberley annually; the surveys estimated 70% residency, excluding Foothill College.

The entire community benefits from these programs in that they support lifelong learning, language instruction and cultural exchange. They complement public schools programs (with dance, music, theater, performing and visual arts).

Current Tenants and Renters

- Language/Cultural programs
  - Hua Kuang Chinese Reading Room
  - Bay Area Arabic School
  - Dutch School
  - Grossman Academy Japanese Language School
  - Museo Italo Americano (Italian language classes)

- Academic programs
  - Kumon Math and Reading tutoring

- Adult educational
  - PAUSD Adult School (gardening classes at this site)
  - PAUSD Post-Graduate program
  - Foothill College (Cubberley’s largest tenant – leaving in the near-future)

- Other childcare programs
  - Acme Education Center (after-school & summer programs; Chinese, English)

- Related education uses (mostly hourly renters)
  - Schools & parent/adult education
    - Waldorf School of the Peninsula (theater)
    - Gideon Hausner Jewish Day School (gym)
    - Palo Alto Menlo Park Mothers Club (meetings)
    - Commonwealth Club
  - Education related to animals & the environment
    - Bay Area Amphibian & Reptile Society
    - Audubon Society
    - Earth Day Film Festival
  - Community and civic services
    - SCC Registrar of Voters
    - Friends of Palo Alto Library (FOPAL)
Most programs are offered during after-school, evening, and weekend hours. The Reading Room is open weekdays from 10am to 3pm. Childcare programs are open weekdays from 7-8am to 5-6pm. Foothill is most active Monday through Thursday nights, but also on some weekdays and weekends.

If Cubberley were not available
Most would try to relocate, but it would be difficult to impossible to stay in Palo Alto or nearby; therefore many services would be lost to our community.

If PAUSD opens a school on site in addition to City-provided community services
The programs at Cubberley would complement and add diversity to PAUSD offerings. Onsite childcare (for staff or parents) could be available for children younger than 5 years. Programs would support working parents, as students could stay onsite for the after-school enrichment offerings, providing educational value that is related to PAUSD’s mission. Particularly obvious programs enhancing schools’ missions include:

- Performing Arts – Music, theater, dance, cultural festivals
- Visual Arts
- Outdoor/Indoor sports – including martial arts, rehab, Special Olympics
- Library support (FOPAL)
- Youth Services (YCS rents hourly)
Health Programs: Outdoor & Indoor Sports, plus Wellness

Outdoor Sports

Community Needs and Benefits
The outdoor facilities at Cubberley were considered a special resource to be preserved for their undisputed community value even before the 1989 lease and the 1991 Master Plan. In general, Cubberley’s provision of regular, significant and accessible sports programs has obvious fitness and social benefits for all residents. An especial benefit is the younger-girls softball programs, compensating for some recent losses of field space at elementary schools, where portable-classrooms proliferation has significantly reduced available fields. (Also note that recently proposed new fields out by the Baylands would be less protected and much less accessible than what we have now at Cubberley.) For background context, see the Palo Alto Fields 5 Dec 2002 Final Report at http://www.cityofpaloalto.org/gov/agendas/cubberley_community_advisory_committee.asp.

Current Tenants and Renters
The largest outdoor sports programs here use the several fields for softball (P.A. Girls Softball) and soccer (P.A. Soccer Club and P.A. AYSO). Cubberley’s fields are used intensively most of the year, prioritizing softball in the spring, and soccer in the fall. Youth teams (18 months to 18 years old) occupy nearly every available field weekdays after school and all day on Saturdays. Youth and adult leagues share the fields on Sundays. Rugby and cricket events also occur irregularly. The other outdoor sports facilities (tennis courts and the track) are heavily used by some smaller programs, both by teams (public and private schools), and on a drop-in basis for individuals of all ages.

The recent survey replies for these several programs estimate roughly 7,000 participants yearly, of which from 60% to 95% are City residents. The AYSO soccer program alone includes some 2,000 players, while P.A. Soccer has 650, and P.A. Girls Softball has roughly 400. Some programs having wait-lists say these are currently 10-20 players long, which is much better than City-wide future needs estimates (which foresee a severe playing fields shortage, per the “Got Space” study).

The softball program is particularly in need of equipment and items such as batting cages that cannot easily be moved around. Cubberley provides the opportunity for older and younger girls to share space, and for older girls to provide leadership and role models.

Fields:
- Palo Alto AYSO
- Palo Alto Soccer Club
- Stanford Soccer Club
- Silicon Valley Adult Sports
- Palo Alto Adult Soccer Club
- Palo Alto Girls Softball
- Various league tournaments
- Drop-in public use

Tennis:
- Gunn High School
- Castilleja School
- Girls Middle School
- USTA Leagues
- Palo Alto Tennis Club
- Drop-in public use
If Cubberley were not available

A complete take-over of these fields by any new school would pressure the City to prioritize dedication of other fields for youths (greatly reducing adult opportunities) especially at Greer Park – there really is not much alternative fields opportunity available from neighboring communities.

- **Tennis courts** – the City has 32 public courts of which 13 are lighted (Mitchell Park and Rinconada Park). Cubberley is home to 6 of the 32 public tennis courts representing 19% of the public courts in Palo Alto.

- **Fields** – The demand for fields is growing faster than the population, yet there are few locations for additional fields in Palo Alto. The proposed new fields near the golf course will help a bit, but these fields are likely to be windy and will not be easily accessible, e.g., by children on bikes, so this is not a complete solution. More efficient use of the Cubberley site could probably create at least one additional field.
If PAUSD opens a school on site in addition to City-provided community services

A co-located school at Cubberley would certainly reduce its fields’ general availability, but some compensation would come from the new students’ usage. If a full high school reopens on this site, it will not be possible to continue the same recreation programs unless additional fields become available somewhere else.

Younger kids need smaller fields which are incompatible with fields for older kids. Most softball programs that use other school fields do not have a spring season since there is no place to play. Location of fields would have to be carefully done.
Indoor Sports and Wellness Programs

Community Needs and Benefits
The Cubberley Community Center provides a number of indoor sports and health-related services for the community. The spaces used for this type of activity are the gymnasiums, the Pavilion, gym activity room, auditorium and building P (which is occupied by the Foothill College Community Education REACH Program).

The health programs have related goals: creating essential links between outpatient rehabilitation and full community reintegration for adults recovering from stroke and acquired brain injury, as well as cardiac therapy for adults who have cardiovascular and other health problems. Sports services include after-school and summer youth basketball and volleyball. The center also provides space for martial arts and multi-cultural health and fitness activities, as well as recreation activities, health and well-being and social outlets.

Current Tenants and Renters
Indoor gym space and health related services have an annual participation of approximately 1,800. The ratio of residents to non-residents served is not known for all the groups that use Cubberley indoor sports and health activities; however for the youth after-school and summer camps programs, 75% are residents. The indoor space sports and health spaces are used seven days a week, at various times, with the heaviest use during morning hours and after 5pm. Two examples of health related tenants at Cubberley are:

- The Cardiac Therapy Foundation (CTF) provides medically supervised rehabilitation and information programs for physician-referred persons having cardiac, diabetes, pulmonary, and other problems. CTF provides such services for more than 200 members, of whom more than half are Palo Alto residents. It has an office at Cubberley, and also rents hourly space (about 1550 hours annually, mostly between 7 am and 12pm). Its members are mostly between ages 55 and 90. CTF uses gymnasium A and the weight room for its rehabilitation activities, and various rooms and the auditorium for classes, board meetings, and free public lectures on cardiac issues, technology, and research. CTF has a medical advisory board of medical professionals, primarily cardiac physicians and nurses.

- REACH is a post-stroke program of Foothill College. It provides a link between outpatient rehabilitation and full community integration. REACH instructors include specialists in physical therapy, occupational therapy, speech pathology training, speech and language skills, independent living skills, and life-adjustment counseling for both the outpatients and their caregivers. Most of the outpatients are age 55 and above; a few are in their 30s or 40s. REACH, as a college program, mostly serves the broad mid-peninsula community, not just Palo Alto residents.

Foothill has indicated that it prefers that this program stay at the Cubberley campus, even after Foothill completes its new site.
If Cubberley were not available

Some of the non-profit health groups would go out of business due to the inability to afford or find alternative space. Many would try to relocate; however indoor gym space is very limited and Palo Alto has no other community gymnasiums. Cubberley has two individual gymnasiums and a larger pavilion gym housing two full size basketball courts.

If PAUSD opens a school on site in addition to City-provided community services

At least one additional gymnasium would be needed to service both city and district needs. The city’s use of gyms is lowest during the school day so there would be opportunities to share spaces without having to completely duplicate them. Both students and staff would benefit from having fitness and health programs available on-site and it might be possible for some students to enhance or replace PE courses.

When services for the aging part of our community are co-located with schools, early care and education services, the potential exists for children of all ages to form relationships with elders, enriching their lives with information and caring experiences they do not normally have access to on a day-to-day basis.
Performing Arts Programs: Music, Theater, and Dance

Music and Theater

Community Needs and Benefits

Cubberley Community Center’s Theater hosts a variety of performance events, including concerts, lectures, dance and drama, and public meetings put on by different organizations including non-profit groups, businesses, and City departments.

The facility has been continuously upgraded over the years and currently has 317 seats, plus two ADA-accessible locations in its standard configuration. It is equipped with a professional live sound system, a theatrical lighting system, and a high quality video projector. The various music groups benefit by sharing the theater itself, common spaces and equipment. The community benefits from the interactions of these several types of groups who provide numerous affordable performances to enjoy.

Cubberley currently provides a place for over 500 musicians of all ages to learn, practice, rehearse, and perform in both large groups and small. The primary focus of most of these groups is on providing our youth an affordable opportunity to develop and enjoy their musical skills. Nearly one half of the participants are residents of Palo Alto. On average, the Theater is rented out for approximately two performances per week; it also frequently serves as a large meeting hall.

Cubberley provides a unique chance for students to develop and interact across school and grade boundaries. The programs do not attempt to compete with those offered in schools, but rather to enhance them. Likewise, they do not attempt to compete with the theater programs offered at Lucie Stern, but instead provide alternative programs for different students and audiences. While there are many places around town for students to take lessons, there are few where they can regularly perform and develop together.

Current Tenants and Renters

Over 500 students/participants are enrolled at any given time (about 45% are City residents). Those comprising the audience account for 150-300 visitors for 100 rentals annually – an average of about 12 hours of time in the building per rental. The Theater sees its highest levels of usage during the months of March through July. Music events make up the largest portion of bookings, and range from orchestras, choral competition, traditional cultural music, and rock. There are also a large number of dance events, including ballet, modern dance, traditional and cultural dance. The remainder of events includes dramas, lectures, film screenings, religious services, training seminars, and municipal public meetings.

Events are put on by a broad array of organizations. Approximately 70% of the groups are non-profit organizations, 10% are businesses, 15% are departments in the city, and the remainder are individuals.

- El Camino Youth Symphony
- Palo Alto Chamber Orchestra
- Palo Alto Philharmonic
- Peninsula Piano School
- Peninsula Women’s Chorus
- Bats Improv
- Peninsula Youth Theater
- Jayendra Kalakendra
- Shiva Murugan Temple
- Nuber Folk Dance
- Shri Krupa
- Sankalpa Dance Foundation
- Vaidica Vidhya Ganapathi Center
- Heritage Music Festivals
A majority of these programs are targeted at youth; in general, these programs complement music and theater opportunities available within the school settings. With the exception of the Peninsula Piano School, who uses their space 6 days a week from 10am to 7pm, most providers schedule programming during after-school, evening and weekend hours.

If Cubberley were not available

Providers would have to find alternate rehearsal and performance space that would probably entail raising rates for participants and/or moving their program out of Palo Alto.

If PAUSD opens a school on site in addition to City-provided community services

If a school or schools opened at Cubberley, these organizations could provide enrichment for the students while sharing significant amounts of space and materials. Careful scheduling would be essential, but students would benefit from performing opportunities beyond those offered by their school. Performances involving both older and younger performers would open new doors to their musical development.
Dance

Community Needs and Benefits

Having the concentration of dance opportunities at Cubberley is of tremendous benefit to literally thousands in our community, providing high-level dance training and performance opportunities at all age levels, at a convenient location. Dance Connection has established after-school programs at local elementary schools.

Several dance instruction, performance and social dancing opportunities operate at Cubberley. Programs exist for pre-school, elementary through high school, young adults and seniors. Dance styles range from ballet to social ballroom, including modern, jazz, tap, and hip-hop. Cultural traditions are also offered including Scottish, Irish, flamenco, Mexican, Congolese, South American and East Indian. The recent survey indicates that 70% of the children and 50% of the adults who participate in these dance programs are Palo Alto residents.

Current Tenants and Renters

The current “resident tenants” (those with studios) are Dance Connection, Zohar and Dance Visions. Both Zohar and Dance Connection are fully utilized, morning through evening; Dance Vision also sublets to other artists and theater groups during holidays and down times.

Because the dance studios were originally high-school wood-working and metal shops, all three of the resident tenants have invested a lot of their own money in refurbishing and now maintaining their studios. Unique to Cubberley, the multiple dance groups interact and work communally on performance projects, enhancing the quality of the dance experience for all students. Nine other dance opportunities also rent on an hourly basis. The Pavilion is regularly used for Ballroom Dancing as it has a large dance floor.

Dance programs include:

- Dance Connection
- Dance Visions
- Zohar Dance Company & Studio
- Dance Kaiso/Wilfred Mark
- Friday Night Dancers
- Guru Shadha
- Raices de Mexico Ballet Folklorico
- Saturday Night Ballroom Dancing
- The Red Thistle Dancers
If Cubberley were not available

If the dance studios had to move out of Cubberley, they would probably each have to be relocated in isolated industrial sites – rents in residential areas would be prohibitive. There are few alternative dance studios – much less dance communities – similar to and accessible by Palo Alto residents and their families. This is particularly true for the youth and teen programs offered by the three resident studios. The dance services for youth provided at Cubberley are a core support in the City’s network for youth opportunities, complementing school athletics, AYSO, and children’s theater among other programs, providing our youth multiple ways of finding their differing passions and creative sparks.

Dance Connection in particular serves approximately 2,000 students, most of whom are Palo Alto residents. Although other youth dance classes are offered through the City’s Community Services Department, they are minimal compared to those at Cubberley.

The adult dance offerings provide high quality instruction, attracting both residents and non-residents. Ballroom dancing on Friday and Saturday evenings is both dance instruction and a social recreation for adults and seniors. Other adult dance activities provide a wide range of opportunities.

If PAUSD opens a school on site in addition to City-provided community services

Several types of dance instruction would provide increased opportunities for students, both for developing their musical talents and for providing an artistic and fitness opportunity for both students and staff. The multi-age opportunities would also be enriching.
Artists in Residence Program

Community Needs and Benefits
The Cubberley Artists in Residence Program represents the City’s commitment to the arts by enhancing and promoting the artistic culture in Palo Alto, showing various art forms through open-studio events, exhibitions, workshops, lectures, and classes taught by the artists in residence. Many Cubberley artists also provide instruction and art-making opportunities to children and lifelong learners in an accessible and friendly environment.

The program’s purpose is to establish a community of visual artists who support, collaborate, and exchange ideas with one another and the community. Especially valuable features include:

- The opportunity to engage and interact with participating artists.
- The services rendered and the teaching provided by participating artists.
- The donation of art work contributed by participating local artists to the City’s Art in Public Places collection for the education and enjoyment of all citizens.

The program was initiated in 1989 in response to a lack of affordable studio space for artists, which was providing challenges for local arts organizations. Today 22 artists (about 50% are residents) occupy 17 studio spaces. The program is a community center for visual artists who support, collaborate, and exchange ideas with one another.

Artists who teach classes in their studios average 20-30 students per quarter (65% are residents). Visitors to the annual open-studio events vary, averaging 500 visitors per studio per year. The majority of respondents indicated 60-80% of visitors are residents.

Individual survey responses varied greatly: some artists utilize their space 7 days a week, up to 12 hours a day, while others may use their space 25 hours per week. Most respondents are using their space 4-7 days a week for approximately 5-8 hours a day.

Every two years, local artists are invited to apply to a juried process, along with approximately 1/3 of the current studio tenants. This process ensures Artist Studio tenants are re-juried approximately every five years. From six to eight artists from the juried pool are awarded the opportunity for residency (or possible continuance) by a panel of three City-appointed visual arts experts based on specific criteria.

Current Tenants and Renters

- L. Anderson
- L. Bouchard
- U. Delarios
- K. Edwards
- M. Fletcher
- P. Foley
- L. Gass
- B. Gunther
- P. Hannaway
- M. Gavish
- C. Sullivan
- N. White
- C. Valasquez
- M. Gavish
- I. Infante
- S. Ingle
- S. Kiser
- M. Lettieri
- A. Mcmillan
- J. Nelson-Gal
- M. Pauker
If Cubberley were not available

Most artists indicated that they would disperse and relocate out of the Palo Alto area due to lack of affordable spaces in this area. Available studios in Palo Alto are few and decreasing. Alternative/replacement studio spaces are severely limited. On the mid-peninsula there is just one other set of studios – Palo Alto Studios – that currently provides space for 34 artists who share 15 studios. There is, however, a waiting list to get into any of these, and the rates are well above rates at Cubberley.

If PAUSD opens a school on site in addition to City-provided community services

Many of the artists indicated that they would enjoy serving as mentors for students as well as role models of artists using various mediums to express themselves. In addition there would be opportunities for joint shows furthering the artistic development of our students.
Hourly Rental Spaces

Community Needs and Benefits
Cubberley provides much needed rental meeting spaces for dozens of regular user groups, as well as spaces for occasional activities and meetings by all members of the community.

Current Tenants and Renters
- Neighbors Abroad
- Youth Community Services
- Palo Alto Housing Corporation
- Pre-school Family
- Grossman Academy Training
- Vineyard - Faith
- Christ Temple Church - Faith
- Earth Day Film Festival – theater rental
- Waldorf School of the Peninsula – theater rental
- Palantir Technologies – gym use
- International School of the Peninsula – gym use
- Gideon Hausner – Jewish Day School – gym use
- Palo Alto Soccer Club – meetings
- Common Wealth Club - meetings
- Palo Alto Girls Softball - meetings
- Whole Foods Market - meetings
- Bay Area Amphibian and Reptile Society - meetings
- SCV Audubon Society - meetings
- National MS Society - meetings
- Palo Alto Menlo Park Mothers Club – meetings
- Liga Hispano Americano De Futbol – meetings
- SCC Registrar Voters
- Home Owner Associations

If Cubberley were not available
Cubberley today meets at least a third of the community demand for meeting space (particularly useful to small groups) provided in the following city-run facilities:

Cubberley Community Center
- 9 Meeting Rooms
- 2 Dance Studios
- 1 Gym Activity Room
- 3 Gyms
- 1 Theater
- 1 Music Rehearsal Room

Lucie Stern Community Center
- 1 Ballroom
- 2 Community Rooms

Art Center
- Auditorium
- Green Room
- Meeting Room

Mitchell Park Community Center
- 1 Office Classroom
- 1 CBO Classroom
- 1 Art/ECR Classroom
- 1 Multipurpose room

Mitchell Park Library Portion
- 1 Program room
- 1 Computer room
- 4 small group study rooms
If PAUSD opens a school on site in addition to City-provided community services

There would likely be minimal interaction, although meeting rooms could be located wherever spare space existed on the site and could move from the city area to the district area as the needs of both entities change.
Other Non-Profits and City Services

Community Needs and Benefits
Cubberley provides office and class spaces, supporting numerous valued programs for the City of Palo Alto. Public space elsewhere is scarce to house their critical services.

Current Tenants and Renters
Normal business hours are Monday through Friday from 8:30am to 5:30pm.

- California Law Revision Commission
- P.A. Adult School: gardening classes & Senior Friendship Day
- Friends of Palo Alto Library (155 volunteers contributing over 23,000 hours, raising in excess of $1M annually)
- Temporary Mitchell Park Teen Center (currently closed)
- Temporary Mitchell Park Library
- Office of Emergency Services of PAFD/PAPD (weekly EMS training)
- Palo Alto Mediation Services
- Wildlife Rescue
- Cardiac Therapy Assoc. Administration
- Facilities for the un-housed – gym showers available daily, between 6am and 8am.
If Cubberley were not available
A significant number of these groups would need to find other office space; however options are very limited, and must be considered on a case by case basis. No specific solutions for this category can be given at this point.

If PAUSD opens a school on site in addition to City-provided community services
There would likely be minimal interaction, although meeting rooms could be located wherever spare space existed on the site and could move from the city area to the district area as needs of both change.
Palo Alto Now and Later - Demographic Trends

Palo Alto strives to be a community that provides all its inhabitants a place to live a rich life, full of opportunities to experience, learn, and grow from infancy to the end of life. The notion of community involves not only personal interrelationships, but also the place within which these personal interrelationships take place. There are many communities in which people participate throughout their lives including the family, the neighborhood, the schools, the city, and beyond. Cubberley Community Center provides a unifying part of the fabric of our city. It is an ideal location for expanded and enhanced community services. If and when the school district is ready to open a school at this site, co-location of a school and community center would create new opportunities that would enrich all of our lives and serve the social and emotional needs of Palo Altans of all ages and abilities.

Youth Population

The youth population in Palo Alto is growing. Over the last 10 years, the number of children between the ages of 5 and 17 has increased by 2.3% a year. The school district conservatively estimates this growth will continue at the rate of 2% each year for at least the next 5 years. The number of youth under 18 has grown to over 14,000 or approximately 1/4 of the total city population. In addition to the need for more schools, the school district and the city need to provide opportunities for its youth for various community focused activities. These opportunities will provide for the integration of the various social, ethnic, and economic variations within their population and build more appreciation and enlightenment among them. Cubberley provides an ideal location for the city and school district to work together to make this happen.

Senior Population

There is also a growing senior population. Over the last 10 years, the number of adults aged 55 or older has increased by 2.5% a year to nearly 30% of the city’s total population of nearly 65,000. The city’s 2006 study, “Impact of the Aging Baby Boom Population on Palo Alto’s Social and Community Service,” states that 80% of our Boomers are planning to “retire in place” as they age. This aging population creates the scenario that by 2026 upwards of 40% of the city’s population will be 55 years of age and older. The present perception of the city’s seniors is that they want “a sense of community.” Palo Alto needs to work toward providing that sense of community with a rich variety of offerings in multiple locations around the City that seniors can reach through public transportation. Cubberley is an obvious location for such services.

Other Adult Populations

Between the senior and youth demographics there exists a 31,000 adult population comprising nearly 1/2 of Palo Alto’s population including single adults, married/living together adults without children, and married/living together adults with children. The city needs to develop programs that are relevant and attractive to single adults who comprise 25% of its adult population, as well as provide programs relevant to married adults to reach the community needs of these segments of its population.
Diversity

All age groups in the city are growing more diverse every year. Palo Alto now enjoys an extraordinary mix of people who come from all over the world. We have people from many backgrounds and cultures, each with languages, ideas, approaches, and ways of living that can enrich our community immensely. This diversity also brings with it a need for a wide range of services offered in a variety of ways. Our diversity is an incredible asset and we need to make the most of responding to it and incorporating it into the services and opportunities offered to our city and school community.

Festivals, music, art, and recreation all provide opportunities for community members of all ages to thrive while gaining understanding of others. A vibrant community center at Cubberley provides the perfect place for increased communication among our various sub-populations and this will lead to an even richer community ready for the realities of the 21st century.
Cubberley Tomorrow

What we have at Cubberley is uniquely Palo Alto and tremendously valuable. Good communities need good schools. Palo Alto is known for the dynamism, creativity and intense involvement of its citizens. Its citizens demand the very best schools to nurture the bright young people who drive progress in our area. And good schools need strong communities. The students in these schools need more than just good schools; they need opportunities to explore the visual arts, dance, sports, music, and various service opportunities to find the passion that will drive them forward into productive, happy, satisfying full lives. Our more mature population needs outlets for service, learning, creativity, and connection, as well, to keep their lives satisfying through middle age and into their senior years. Excellent schools and a rich variety of community services and activities provide the basis for Palo Alto’s vibrant community.

What follows is a vision for synergistically strengthening both Palo Alto schools and the Palo Alto community for the future.

A Vision of Synergy

The information on how our city is evolving has been explained above. Cubberley is the last 35 acres of public space that exists in Palo Alto. As our population grows, so does the value and importance of this public land. We can use the last 35 acres in Palo Alto to provide the new school capacity needed for the future and also further development of the cluster of services concept that makes Cubberley today so vibrant and vital and so important to so many. Maintaining what we have at Cubberley and continuing the dynamic process of responding to community and school needs by bringing Palo Altans together to work with one another, share ideas, and create new ideas and institutions will be part of what will assure Palo Alto’s future as a dynamic, exciting, desirable place to live, work, and play.

We are at a crossroads. We can make the conventional assumption that Cubberley needs to be used for increased school capacity or a community center. Or we can do both! We can carry on the community spirit that created the Cubberley we know today by working together to create a much more exciting and innovative use of this valued 35 acres. We can provide both new school capacity and a multicultural, multidisciplinary, multigenerational, flexible community center that knits our residents together in new and exciting ways and provides services that meet the needs of Palo Altans from the youngest to the oldest of our citizens. Constructing buildings that use the 35 acres efficiently allows us to do both. (See the Facility Committee Report.)

Expanded Wellness Programs

There are currently many ideas for how to enhance the services now offered at Cubberley. One example involves the expanding the wellness activities currently offered. A number of non-profit organizations currently provide health and wellness services at Cubberley. More would like to do so in the future, if suitable facilities and financial support were available. At the 11/14/2012 CCAC meeting, five (5) cooperating community groups requested a wellness center that would house and integrate their separate programs. Pacific Stroke Association (PSA), Cardiac Therapy Foundation (CTF), Abilities United, Avenidas and the City of Palo Alto outlined their vision of an integrated health and wellness program with a focus on seniors.
Cubberley and School Communities

There are also ideas about how the visual, dance, and musical artists communities currently at Cubberley could interact with school students to provide instruction, mentoring, and space for student talents to grow. There are ideas about how high school students could learn about how young children develop in the early child care and education centers where their teachers’ young children spend their days engaged in educational play. Other exciting program additions would become possible for a new high school by sharing the 35 acres at Cubberley with a community center.

Conclusion

Exactly what is needed for the growing school population and what is needed for the evolving city of Palo Alto requires more work and expertise than was available to the Cubberley Community Advisory Committee. PAUSD has the capacity to identify its needs as population growth unfolds and to identify the best way to meet those needs.

Deciding which buildings to build or remodel as well as deciding on renting and leasing priorities for a community center requires a very thorough community needs assessment to identify what services and opportunities are needed by the community, where such services exist now, and what services are best offered at Cubberley to meet community needs. We need professional expertise to do this work well. Only by investing in such a systematic study can we be sure we are planning well for a facility that will serve Palo Alto for years to come. Such a study will require that PAUSD and the Palo Alto Planning Department work together to determine how to meet this broad range of community needs.

Securing the land at Cubberley and committing ourselves to the project of creating a plan to develop the site for the co-location of a school and community services needs to start today!

In 1991 Palo Alto chose to protect these 35 acres from disappearing into private housing developments, and in doing so developed the community of services that is Cubberley today. It is again time to use this wisdom, creativity, and cooperation to continue to develop school and community facilities to share these 35 acres. We can start by taking the following steps:

1) The city and the school district should work together to design a flexible shared space to meet the changing needs of both organizations over time, including an MOU detailing how such joint planning work will be accomplished.

2) The city and school district should design a new lease including how to maintain the site for the next 5 – 10 years.

3) Over the longer term the city should maintain or expand community uses at Cubberley as Palo Alto’s population increases including building or remodeling on a portion of the site to house most community center needs into the future.

4) The school district would thus maintain the potential to build and remodel the remaining acres to create a high school for the future that would be comparable to Gunn and Paly, even though those sites are larger.
Recommendations

1) Short term
   a) Lease Extension
      - The City of Palo Alto and the PAUSD should renegotiate a 5-year lease that includes planning shared community center/school buildings and site parking.
      - The City and PAUSD should include an MOU addressing how they will plan together to develop the new site as part of the renegotiated lease.
   b) Evaluate actual community needs. The City should contract for a professional Community Needs Assessment with attention to:
      - Multi-generational with programs from the youngest children through seniors
      - Multi-cultural programs to reflect and meet the needs of, and provide a gathering place for our growing and increasingly diverse population
      - Multi-disciplinary programs to support activities such as sports, health, music, art, dance, science, and technology throughout our community
      - Flexibility to respond to the changing needs of the City and the School District

2) Medium term
   a) Build community center building(s) while allowing the remainder of the site to be used.
   b) If the district has made a decision to open a new school, they could use this time to plan how to build and remodel the remainder of the site for school purposes.

3) Long term – Continue to evaluate the best mix of tenants and a fee schedule for community space, as well as how to share space and energy with PAUSD as needed and desired.
Appendices

A. Recommended Criteria for Future Renting and Leasing of Cubberley Space

The Cubberley Community Center space is leased or rented to a diverse array of program and service providers. The selection process for who gets space at Cubberley is guided by the 1991 Cubberley Master Plan, which designates areas of the Center in the following categories:

- Education – Preschool through Adults
- Indoor Sports and Health
- Outdoor Sports
- Artists in Residence
- Music & Theater
- Dance
- Hourly Rental Space

While the time and scope of work of this report did not permit the CCAC to develop a detailed renting and leasing priority system, the Community Needs Subcommittee did develop a recommended process to help prioritize renter and tenant proposals. It should be noted that the diversity and range of programs and services provided at Cubberley is extremely broad, and all of the services in the categories (above) are considered a “need” for one constituent group or another.

The next and more complex question is to understand the relative need for each category and how might these needs be met through creative, innovative design of a new facility. To answer this question we recommend a comprehensive City Community Needs Assessment done by a professional assessor to determine the long-term needs for the community, possibly resulting in a revised/new Cubberley Master Plan. PAUSD will continue to conduct their ongoing assessment of long term needs for the communities they serve. The recommendation below is an interim step, pending such a comprehensive needs assessment.

The CCAC Community Needs Subcommittee suggests a jury system for selecting future renters and tenants similar to the system used for the artists’ studio space currently in use at Cubberley. A selection committee would be ultimately responsible to the City management and comprised of relevant City staff, commissioners and stakeholders such as:

- City Staff – Director of Community Services
- City Staff - Cubberley Manager
- City Staff - Real Estate Manager
- Parks and Recreation Commission representative
- Human Relations Commission Representative
- Cubberley Advisory Committee Chair
- Community members-at-large for tenants and residents
The committee would use the selection criteria listed below to serve as a tool in guiding a discussion on prioritizing proposals for use of space at Cubberley. There are three core filters the selection committee would use to evaluate suitability of proposals.

1. The first filter is a scoring of proposals based on the following criteria:
   - Alignment with the Cubberley Master Plan
   - Appropriateness of space
   - Percentage of Palo Alto residents served
   - Demonstrated community need
   - Complements existing services
   - Adds to the diversity of Cubberley (e.g., Age, Culture, Interest)
   - Serves a large number of people
   - Is a Safety Net Service
   - Directly supports the City’s Comprehensive Plan
   - Provides a high community benefit

2. The second filter is an evaluation of alternative coverage of the service or program in Palo Alto. The intent is for the committee to consider whether the community has access to similar services elsewhere in Palo Alto. When the alternative coverage is low, a proposal will rank higher for getting space at Cubberley, and when alternative coverage is high a proposal will score relatively lower for getting space.

3. The third filter is the capacity to pay for the space requested. Recognizing the City of Palo Alto is obligated to pay PAUSD millions of dollars for the lease of Cubberley, the offsetting rental and lease revenue is a critical factor in the selection process – not the primary criterion, but nevertheless one that must be thoughtfully considered.

Proposals ranking relatively higher on these three filters will be accommodated first while those scoring relatively lower will be accommodated later or not at all.
B. What’s Special About the Cubberley Community Center?

Cubberley provides an irreplaceable public, comprehensive community facility that reflects our community values.

1. Cubberley is our last large (35 acres), undeveloped (non-parkland), publicly owned space.

2. Palo Alto has wisely chosen to disperse our public buildings to make offerings walkable, bikeable, and transit-oriented, a City of Palo Alto Land Use & Community Services policy as laid out in the Comprehensive Plan. Cubberley in the south and Lucie Stern in the north offer many classes and programs meeting this goal; youth and teen programs at Ventura and Mitchell Park add even more balance for many non-drivers. (Note that the new Mitchell Park community center simply replaces its original community spaces).

3. The Cubberley site provides a unique opportunity for PAUSD and the City to plan a creative co-location of community services and school(s) that could work together to make this valuable public property a treasured part of our community for all ages.

4. It is essential to appreciate what is provided now at Cubberley in order to judge what can best be offered going forward. Staff has recently surveyed current tenants, and the Community Needs Subcommittee has interviewed many of the following significant Cubberley groups.

- **The Arts**: 22 Artists in Residence currently have studios. Co-location yields benefits to community and to artists; this model is being copied in locations around the world. Three Resident Dance Programs have studios plus several small companies share spaces, providing a complementary community and a variety of classes for all ages and abilities. Music groups include Palo Alto Chamber Orchestra, Peninsula Women’s Chorus, Peninsula Piano School, Palo Alto Philharmonic, and El Camino Youth Symphony. Theater programs and camps round out the Cubberley arts programs.

- **Sports & Recreation**: Outdoor Sports – Four softball fields and four soccer fields allow spring, summer, and fall youth leagues to practice and play Monday - Saturday. Adults use the fields heavily on Sundays. Tennis courts are used heavily at all hours. The football field and track are used regularly for soccer, football and jogging. Indoor Sports and Fitness – Foothill and the City offer a wide array of sports and fitness classes for all ages and abilities. Foothill is not building a new gymnasium at its new location and would like to maintain a presence at Cubberley after moving to its new site.

- **Senior Programs**: Avenidas is interested in increasing opportunities for seniors and combining Senior Wellness programs with the existing Stroke and Cardiovascular programs as well as Senior Friendship Day and other senior social activities.

- **Education**: Preschools and after-school care – Such care provides for early learning and enables parents to work, confident that their children are thriving. Private schools, tutoring and continuing education – Foothill College, the City, and the School District all offer classes, many of which are adult education classes.

- **Community Organizations**: Friends of Palo Alto Library, Wildlife Rescue, spiritual groups and others. Rooms can be rented for meetings, retreats, and special occasions.
C. Summary of the “Impact of the Aging Baby Boom Population on Palo Alto’s Social and Community Services”

This analysis was initiated by the Community Services Department of the City of Palo Alto and was undertaken by a task force of community leaders and service provider agencies. The resulting white paper was published in November 2006 and focused on lifestyle issues including education, recreation, health, fitness, leisure and social services.

The study aimed to assist Palo Alto’s city government, local nonprofit agencies, and the community at large in understanding some of the impending impacts of a demographic environment driven by the aging of the Baby Boom Generation, noting that such changes will have an impact on policies, programs, services and practices within the community.

Study Summary. The thoughts and concerns of some 400 Palo Alto Boomers can be summarized as follows:

- Boomers want to live independently as they age and the concept of a “senior friendly” environment, especially with regards to mobility, is especially important.
- There is a deep desire to be engaged in community and social activities and have a variety of learning opportunities.
- Palo Alto Boomers want to stay involved, for either lifestyle or financial reasons, through volunteerism or continued part or full-time employment.
- Boomers want to remain physically and mentally active and healthy, well into their elder years.
- 80% of the Boomers say they are planning to stay in Palo Alto as they age.

Future Services Needed

When asked to identify the services and programs that Boomers are presently using that they will need more in the future, a variety of services and programs were identified. The five major themes, in order of priority, that dominated the discussion were:

1) Social, Cultural and Leisure Activities
   Examples cited most frequently were travel; activities at night for adults/seniors; activities for widows/widowers; creative arts classes; book clubs; Stanford Lively Arts; inter-generational interaction; dance groups; poetry nights; art and theater events; open microphone; and increased social gathering points.

2) Parks and Recreational Services and Facilities
   Within this theme the most mentioned uses were activities that draw people to parks; lawn bowling; Tai Chi; playgrounds for seniors; senior and community centers; a golf club for Boomers; and sports leagues for seniors.
3) Senior Designed Community/Social Services
Examples cited included buddy systems for walking, hiking and exercise; quality Police, Fire and EMT services; food closets; outreach for shut-ins; social services targeted at aging; walk-able neighborhood shops and services; universal housing concepts; and vibrant downtown neighborhoods.

4) Education and Library Services
Some of the specific services and programs identified as important were readings clubs; technical classes; quality library facilities and programs; Palo Alto Adult School; City-sponsored special interest classes; Stanford continuing studies; and Foothill College.

5) Information and Referral Services
Examples for information and referral programs included continued communication about programs for adults; easy, single point access to information on caregivers; technology services; Medicare advice; tax preparation

Other themes included health care/in home services, and health and fitness programs.

Community Survey Results
323 surveys were received over a six-week period from Palo Alto resident “Boomers.”

What Services Do You Currently Depend On? Top 3
- Education and Libraries
- Social, Cultural and Leisure Activities (including references to intergenerational activities, connectivity, social support groups, interest-based activities vs. age-based activities, more daytime activities, senior related activities, and social integration)
- Health and Fitness Opportunities

What New Services Are Needed? Top 3
- Transportation
- Health and Fitness Opportunities
- Education and Libraries

Of All Services, Which Are the Most Valuable to You, Personally? Top 3
- Education and Libraries
- Social, Cultural and Leisure Activities
- Health and Fitness Opportunities
D. Neighboring Community Centers

Sunnyvale Community Centers

Community Center, located at 550 East Remington Drive

The Sunnyvale Community Center is a unique recreation complex which includes a Creative Arts Center, Performing Arts Center, Indoor Sports Center, general Recreation Center and an Arboretum Complex.

Use of the Sunnyvale Community Center is for City-sponsored community recreation activities in which anyone may participate. However, there are also accommodations to fit almost every need by private groups from small meeting rooms that can be used by as few as 15 people, to state-of-the-art, Internet-ready conference rooms that can seat 300 guests or clients.

The Sunnyvale Community Center boasts a 200-seat theater, which has a fully rigged and lighted stage that can accommodate plays, recitals and concerts. The theatre hosts two resident theatre companies: California Theatre Center (adult professional theatre company), and Sunnyvale Community Players (volunteer community theater organization).

Programs and Activities

Senior Center
The Community Center campus also includes the Sunnyvale Senior Center, which hosts educational, recreational and cultural activities for adults 50 years and older. The Senior Center also includes several rooms, including a large ballroom and a professional kitchen that can be rented for large events.

After School Recreation Programs
The majority of after-school programs are conducted at elementary and middle school sites in Sunnyvale or at the Sunnyvale Community Center.

Summer Recreation Programs
The City of Sunnyvale also offers a wide variety of recreation, sports, arts and enrichment activities and camps for children and teens during the summer months. For middle school and high school-age teens, there is a summer recreation volunteer program designed to provide young people with the opportunity to develop leadership and job skills. Swim classes and drop-in swim at local pools are available for children and adults.

Activities for Adults
Year-round programs for adults range from adult sports leagues and drop-in gym programs to pottery and other visual and performing arts classes.

Therapeutic Recreation Program
The Therapeutic Recreation Program promotes the development of new leisure skills, increases self-esteem and social skills. The program provides information and referral services and participates in cooperative recreational programs with other cities for special events. We provide social recreation programs for individuals with all types of disabilities and all levels of functioning.

Greenbelt Stroll
Hike, swim, play tennis, picnic in the park -- enjoy 2.7 mile-long stretch of the John W. Christian Greenbelt.

Columbia Neighborhood Center, 785 Morse Avenue 3.5 miles from the main Community Center

The Columbia Neighborhood Center (CNC) was developed to provide social, recreational and educational services for north Sunnyvale residents. This collaborative project between the City of Sunnyvale, Sunnyvale Elementary School District, Advanced Micro Devices, Sunnyvale residents, and numerous community agencies includes the AMD Sports and Service Center building, Columbia Middle School, and the Sunnyvale Preschool Center. The CNC is open to all community residents and provides a variety of services and activities year round, seven days a week, including evenings.
Cupertino

Quinlan Community Center, 10185 Stelling Road, .3 miles from the Sports Center

Built in 1989 and opened to the public in 1990, this 27,000 square foot facility has won numerous awards for its innovative design. It is centrally located on Stelling Road near Stevens Creek Boulevard and enjoys views of the Cupertino foothills and beautiful Memorial Park right out its back door.

The Quinlan Community Center is home to the City of Cupertino's Parks & Recreation Department, the Cupertino Historical Museum, as well as serving as a sub-station for the Sheriff's Department. The art of the Cupertino Fine Arts League lines the walls throughout the building.

The Quinlan Community Center is a multi-use building, offering classrooms for Parks & Recreation classes, as well as a variety of other rooms available to rent for your business or personal needs. The Cupertino Room features a full caterer's kitchen and can accommodate up to 275 people in a banquet format, or up to 300 people for an event with theater-style seating, making it an ideal spot for weddings, receptions, corporate seminars or meetings. The Social Room can accommodate up to 80 people, ideal for smaller gatherings like birthday parties, baby showers or even an employee retreat. The attached patio provides a quiet spot to relax and enjoy a bit of fresh air or to slip out for a stroll around the park.

Community Hall, 10350 Torre Avenue 1.2 miles from the Sports Center

The facility offers state of the art audio/visual equipment for all your technological needs. Two six-foot by eight-foot mounted screens present the opportunity for dynamic presentations, certain to make an impression. Laptop connections are available throughout. A plasma flat screen in the elegant reception lobby adds ambiance to your event while keeping patrons informed. Worried about technology set-up and operation? Our staff assistants are present throughout your event to help.

Community Hall can also be transformed into an elegant banquet facility for wedding receptions or parties.

Cupertino Sports Center, 21111 Stevens Creek Blvd

The Cupertino Sports Center features 17 tennis courts, a fitness center with LifeFitness and Star Trac strength training equipment, LifeFitness and Hoist free weights, LifeFitness and Star Trac bikes and treadmills, LifeFitness ellipticals, Techno Gym Waves, Precor AMT's, 2 racquetball courts, complete locker room and child watch facilities. The resident tennis professional offers private and group lessons, pro shop and Friday Night social drop-in tennis programs.

Cupertino Senior Center, 21251 Stevens Creek Blvd 1 block from Sports Center

The Cupertino Senior Center is Cupertino’s hub for activities, information and services that are specifically geared toward active adults 50 years and older.

Cupertino Teen Center, 2111 Stevens Creek Blvd

The Teen Center is a new facility with all of the latest gaming equipment and cool features that teens enjoy. Take your pick from a game of pool, foosball, air hockey, pin ball, Xbox 360, Wii, PSII, five computers, board games, two big screen TV’s, movies, and more! The Teen Center also has a kitchenette which includes: refrigerator/freezer, microwave, toaster oven, two (2) large tables, and fifteen (15) chairs. It can be rented for parties or special occasions for $200 / 3 hours.
Saratoga

Joan Pisani Community Center, 19655 Allendale Ave
Can accommodate 15 to 300 guests for a wedding, reception, party or meeting. Garden patio, large multipurpose rooms and kitchen facilities are available one year in advance. Non profit groups receive 50% discount, Residents of Saratoga receive a 10% discount.

Preschool, Youth Art & Enrichment
- Saratoga Community Preschool
- My First Art Class
- Youth Oil Painting; Public Speaking, Pre-public Speaking
- Music Together, Vocal Performance, Magic, Clay, Piano Games, Beginning Guitar

Youth & Teen Health & Fitness
- Archery, Jr. Rock Climbing, Fencing, Squash, Shotokan Karate, Gymnastics, Just 4 Kicks Soccer, Lil’ Sluggers, Deep Cliff Golf, Atherton Lacrosse, Ice Skating, Hockey, Tennis
- Dance Force, April Paye
- Karate, Fun Fun Fundamentals
- Saratoga School of Dance: Ballet, Tiny Tots Dance, Ballet/Tap, Boys Tap Dance, Tap

Teen & Community Programs
- Driver’s Ed, CPR, Youth Oil Painting, Beg. Guitar

Adult Health & Fitness
- Jacki Sorensen Aerobics, Hula Hoop, Jazzercise, Baby Boomers Fitness, Ergo Fitness Workshop
- Deep Cliff Golf classes, Adult Tennis
- Cook Your Buns, Eating for Vibrant Health
- Saratoga School of Dance: Tap, Latinizmo, Folk Dancing, Zumba
- Ballroom, African Dance, Belly Dancing, Ladies Latin

Adult Arts & Enrichment
- Ikebana, Adult Oil Painting, Beading
- Landscaping Design, Chocolate Truffles, Free Your Voice, Take a Tour of Italy, Chinese Painting

Saratoga Senior Center, adjacent to the Saratoga Community Center
The Senior Center serves as a vital resource for seniors and older adults in the Saratoga community, offering over 35 activities and classes, as well as other services, trips, and special events, programs and activities, wellness screenings, speakers, the opportunity to build friendships, as well as a caregivers' support group.

Warner Hutton House, located at 13777-A Fruitvale Ave, around the corner from Community Center
This charming & romantic 1896 Queen Anne house includes a garden patio with an inviting gazebo. It is the ultimate setting for your small, intimate garden wedding, and is perfect for small parties, elegant socials or business retreats. The house and garden have a 30 to 80 person capacity. Includes full service kitchen.

Saratoga Prospect Center, located at 19848 Prospect Road, 3.1 miles from Community Center
The Saratoga Prospect Center (formerly the North Campus) offers an attractive site for business meetings, wedding receptions, parties, and seminars. Facility Rental Discounts (one discount allowed per rental): Non profit groups receive 50% discount.
Mountain View

Community Center, 201 S Rengstorff Ave in Rengstorff Park

When the Community Center is not being used for recreation classes and City events, it is available for private rental. Located in Rengstorff Park, the Center provides a relaxing setting along with professional, friendly service. Trees, turf and beautiful plants abound in the park and facilities. There is a skate park, pool, BBQ areas, tennis courts, playgrounds, and a natural grass play area in this beautiful park.

- Rooms for rent include the Auditorium (capacity 200), Lower Social Hall (capacity 100), Rooms 2 and 3 (capacities 40 and 60)
- Preschool programs
- Classes are for Tot & Preschool, Youth & Teen, Adults & Seniors

Gym Rentals -- shared facilities with open middle schools

The City of Mountain View has two great gymnasium facilities that are available for rent Monday-Friday, 5:30 pm to 10:00 pm and 8:30 am to 4:00 pm on weekends. Both gymnasiums are divided into two sides/courts (half gym) or one full gym and are ideal for activities such as basketball or volleyball. The auxiliary rooms are great for many activities including dance and exercise classes.

- Mountain View Sports Pavilion at 1185 Castro St, 1.9 miles from Community Center
- Whisman Sports Center at 1500 Middlefield Rd, 1.4 miles from Community Center

Senior Center, 266 Escuela Avenue, .7 miles from Community Center

Game Room -- Billiards tables, table tennis, puzzles and more!

Classes & Workshops -- Classes include exercise, arts & crafts, dance, music and enrichment! Also, sign up for free workshops on various topics.

Special Events -- Special events year-round for all to enjoy including a Summer Picnic and Holiday Gala!

Exercise Room -- Equipped with treadmills, elliptical trainers, free weights, stationary bikes and more!

Social Services -- Blood pressure and Alzheimer's screenings, legal assistance and health insurance counseling are offered.

Travel Program -- Expand horizons with trips both locally and further afield.

Mountain View Center for the Performing Arts, 500 Castro Street 1.9 miles from the Community Center. [http://www.ci.mtnview.ca.us/mvcpa/mvcpa.html](http://www.ci.mtnview.ca.us/mvcpa/mvcpa.html)

Intelligently designed with state-of-the-art technology, the Center is perfectly suited for its stated goal--to host a comprehensive performing arts program for a culturally diverse community.

Historic Adobe Building, 157 Moffett Boulevard 1.5 miles from Community Center

The restored Adobe Building maintains its rustic charm while offering modern conveniences and is available for a variety of events ranging from weddings to corporate.

The Rengstorff House and gardens in Shoreline Park are available for rental daily except during our public hours, (Sunday, Tuesday and Wednesday, 11 am to 5 pm). Included in the rental fee is the use of the entire first floor of this historic Victorian home. The maximum capacity of the house using only the indoor areas is 49 people. Using both the indoor and outdoor areas, the house and grounds can accommodate up to 150 guests and is wheelchair-accessible. The gracious dining room and three lovely parlors, all decorated with classic period décor, open up to brick patios surrounded by manicured lawns, blooming flowers and natural areas.
Menlo Park

Burgess Park, 700 Alma St
Originally a part of the Dibble Hospital Facilities and purchased in 1948, Burgess Park is one of the first City-owned recreation areas in Menlo Park.

Arrillaga Family Recreation Center, adjacent to Burgess Park
The picturesque Arrillaga Recreation Center offers room rentals for both residents and non-residents. This center, complete with full kitchen and ample parking, presents a relaxing setting and is surrounded by a park. Arrillaga Family Recreation Center offers seven rooms for rent of various sizes (680 square feet to 2,378 square feet) including 2 dance studios to accommodate a variety of activities from weddings to birthdays and even corporate events.

Arrillaga Family Gymnasium, adjacent to Burgess Park
Facilities include basketball, volleyball, and badminton courts for drop-in, youth, and adult leagues. The gym is rented 6 mornings per week for health and fitness classes.

Arrillaga Family Gymnastics Center, adjacent to Burgess Park
10,000 sq ft gymnastics room, multipurpose room and exercise room. Menlo Park Gymnastics currently has a girl’s competitive team, which has been very successful in competition. The new facility has the space and equipment to develop a boy’s competitive program and gives the City the ability to host competitions and demonstrations. Future program plans include classes in Rhythmic Gymnastics, Circus skills and cheerleading. In addition to the developmental gymnastics equipment, the new gym has an 1800 sq ft pre-school area with an adjacent toddler restroom.

Onetta Harris Community Center, 100 Terminal Ave by the Belle Haven Pool, 3.6 miles from Burgess Park
The OHCC offers rentals for Menlo Park residents and non-residents. The center features a multi-purpose room, kitchen, gymnasium, computer lab, fitness center, conference room, pre-school room, and two classrooms. Additionally, the OHCC is home to various City of Menlo Park programs and special events which have included, Multi-Cultural Days, Teen Dances, Camp OHCC, Game Nights, Career Fairs, Holiday Celebrations, Community Classes, and Meetings.

Senior Center
The Menlo Park Senior Center is located at 100 Terminal Ave, next to the Belle Haven Pool, Onetta Harris Community Center, Beechwood School, and the newly renovated Kelly Park. The Senior Center offers rentals for Menlo Park residents and non-residents. The center features a Lobby, Ballroom, Community Room, Imagination Room, Computer Lab, and Poolside Patio. Additionally, the Senior Center is home to various programs and special events which have included Luncheons, Receptions, BBQs, Picnics, and Fiestas.

Teen Services
Menlo Park Community Services Department has programs geared for teens. All programs are set up so teens will be with others of the same age and same grade. We offer a series of programs focusing on everything from sports and adventure, to education and career development.
E. Websites

Cubberley Community Advisory Committee
http://www.cityofpaloalto.org/gov/agendas/cubberley_community_advisory_committee.asp

Cubberley Community Center Background Information
http://www.cityofpaloalto.org/civicax/filebank/documents/29755

Cubberley Master Plan
http://www.city.palo-alto.ca.us/civicax/filebank/documents/30937

Palo Alto Fields Advisory Committee Final Report - December 5, 2002
http://www.cityofpaloalto.org/civicax/filebank/documents/31552

Sunnyvale Community Centers
http://sunnyvale.ca.gov/Departments/CommunityServices/CommunityCenters.aspx

Cupertino Community Center

Saratoga Community Center
http://www.saratoga.ca.us/cityhall/rec/facility_and_park_reservations/facilities/cscenter.asp

Mountain View Community Center
http://www.ci.mtnview.ca.us/city_hall/comm_services/recreation_programs_and_services/facilities_and_reservations/reservations.asp

Menlo Park Community Center
http://www.menlopark.org/departments/dep_comservices.html