Cubberley Community Advisory Committee (CCAC)

Meeting # 22

February 28, 2013
Cubberley Community Center
4000 Middlefield Road, Palo Alto, CA 94303
Cubberley Theater
5:30 PM

1. Welcome and call to order
2. Oral communications
3. Approval of the February 20 meeting action notes
4. Presentation and discussion of the draft CCAC Final Report Problems & Solutions summary document
5. Discussion of next steps
6. Future meetings
7. Adjournment

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Meeting materials will be provided at the meeting. Visit www.cityofpaloalto.org or call (650) 617-3174 for more information.
1. Welcome and call to order

2. Oral communications
   - None

3. Approval of the February 13 meeting action notes
   - Approved as amended to clarify CCAC School Needs Subcommittee Chair Bern Beecham’s statement on ABAG changes

4. Presentation and discussion of the Finance Subcommittee and Community Needs Subcommittee draft final reports
   - CCAC Finance Subcommittee Chair Lanie Wheeler presented the draft Finance Subcommittee final report
   - Wheeler gave an overview of their draft final report and the major recommendations in it
   - Wheeler answered questions about their draft recommendation 4.3: “One Time Re-Development of Cubberley” and how that process would go
   - CCAC members clarified that a clear figure on what it will cost to construct a joint-use facility would be helpful at this time, and will be necessary in the future, but currently one does not exists so only ranges of what those costs might be should be presented
   - CCAC Finance Subcommittee member Susan Bailey and Wheeler explained how a joint-use facility could be bonded through a vote that only requires the 55% vote threshold (versus the two-thirds vote threshold) if it is done through the PAUSD
   - CCAC Finance Subcommittee member Anne Wilson in response to CCAC member concerns agreed to add line items to draft recommendation 4.3: “One Time Re-Development of Cubberley” to clarify the costs associated with a Cubberley joint-use rebuild
   - CCAC Community Needs Subcommittee Chair Diane Reklis presented the draft Community Needs Subcommittee final report
• CCAC members had a discussion on the proposed community needs assessment and how both the City and the PAUSD would be involved in that
• CCAC members concluded that the City and PAUSD should work on the community needs assessment cooperatively from the beginning
• CCAC members also agreed that professionals were needed for the community needs assessment and the site programing they are recommending
  o CCAC members agreed they are not qualified to do, or capable of doing, these tasks themselves as the CPAC has suggested because of the magnitude of the scope of work
• Community Needs Subcommittee reminded the CCAC that the City and PAUSD have worked together for a while at school sites by having City childcare on elementary school sites

5. Discussion of next steps
• CCAC final report is due to the printer on Friday, March 8
• CCAC final report will be distributed on Wednesday, March 13
• CCAC final report forum is likely to be Wednesday, March 20

6. Future meetings
• Next meeting will be Thursday, February 28th instead of Wednesday, February 27th because the State of the City speech is February 27th
  o The meeting will start at 5:30 PM and will not have an end time to ensure are necessary issues are resolved

7. Adjournment
CCAC REPORT — VOLUME I

Cubberley. A problem so important, so significant, and so far-reaching that it will profoundly impact future generations of the greater Palo Alto community. A problem so complex that its solution will require leadership from both elected officials and involved members of the community. Finding a solution to a problem of this magnitude and import is also a great opportunity. And, Palo Alto is a community with a history marked by problems that were faced and opportunities seized and solutions achieved that we benefit greatly from today. This first volume of the CCAC report to the community presents a statement of the problem that Cubberley presents together with our recommendations for actions that we believe could lead to constructive solutions that will be our generation’s contribution to Palo Alto’s future greatness.

1.1 Problem Statement

Before you attempt a solution, you must first define the problem.
—Prof. Gene Webb, Stanford Business School

CCAC is the acronym for Cubberley Community Advisory Committee, but it could as easily be Community Conundrum About Cubberley. Because the decisions that must be made by the Palo Alto City Council and the Palo Alto Unified School District about Cubberley and which will determine its future present a complex and very difficult conundrum.

The fundamental problem faced by the community can be summarized as this: Cubberley is a former high school which the PAUSD feels may be needed again as a high school some undetermined time in the future — at the same, since its closure as a high school, Cubberley has been transformed into a vibrant and irreplaceable community center. With the future of this last community asset of its kind under the cloud of these potential conflicting needs, a decision is pending about whether or not the City should renew its lease of the site with the PAUSD, which has raised the question: can both of these community needs be successfully served or will one advance at the expense of the other? Is a win / win outcome possible? This is the challenge which the community faces and which this CCAC report will attempt to address.

A unique community property.
Can we transform a problem into an opportunity?

Cubberley comprises 35 acres ... 8 under the control of the City and 27 by the PAUSD. The owners are, of course, the citizens of our community. This 35 acres is the last large
block of publicly owned land in the city proper. There is, of course, publicly owned land East of Bayshore and in the foothills to the west ... Cubberley’s unique, last-of-its-kind quality is that its location is in the core of the city with all the advantages of convenience, accessibility, and ease of meeting service and community needs that its location provides.

The City and the PAUSD are faced with a critical decision that must be made by the end or 2013 ... a decision that will significantly impact the future of this property and how it serves the citizens who own it. And that decision is the lease arrangement between the City and the PAUSD that is up for renewal. Should this lease be renewed and if so under what arrangements for the amount of payment and conditions of use?

Many complex and daunting issues impact this decision and will be impacted by it. It is the equivalent of attempting to solve a mathematical equation with conflicting boundary conditions. But solve it we must!

The dimensions of the problem that the City and PAUSD must resolve include these critical elements:

- **Potential use of the entire site for a future high school.** The declared position of the PAUSD is that they would like to keep the option open to use all 35 acres of the site for high school at some yet to be determined future date. This requirement is not absolute, nor is the date that it could be absolute (estimates range from 15 to 25 years in the future).

- **Community services at Cubberley could be displaced and lost if all 35 acres were to be returned to use as a high school.** The community services at Cubberley have grown to become an essential and vital component of and major contributor to Palo Alto’s highly regarded quality of life, and if the Cubberley facilities were not to be available many of these services would be lost forever to the community.

- **ABAG pressures for expanding housing in Palo Alto exacerbate the basic Cubberley conundrum.** To the extent that the ABAG housing recommendations for Palo Alto are accommodated, the resultant significant population increase will: (a) make the need for a full high school at Cubberley much more rather than less likely, while (b) also creating a greater demand...
1.1 Problem Statement

for public services which would be less available because they could be displaced by the high school use and thus, as noted above, lost to the community.

- **The financial environment today is very different from when the applicable leases were written.** While the Cubberley lease income continues to be important to the PAUSD, the City is in a different financial situation with infrastructure and other needs that make the lease payment more difficult.

- **Extant structures are 57 years old and deteriorating.** Whichever the future use or uses, there is already a need for investment in the physical plant at Cubberley … a need that will continue to grow the longer decisions regarding its future are delayed,

- **The layout of the current structures is a very inefficient use of the property.** With land for public uses far more expensive and much less available, than when Cubberley was built, any future use will require much more efficient facility design and land use,

- **The City and the PAUSD have different planning horizons.** Whichever the future use or uses, there is already a strong need for investment in the physical plant at Cubberley … a need that will continue to grow the longer decisions regarding its future are delayed. Accordingly, planning by both the City and PAUSD needs to start now — and be long term.

- **‘Kicking the can down the road’ will have severe consequences.** The issues associated with Cubberley are such that decisions delayed will inevitably lead to even more difficult problems in the future. In the absence of a solution to the Cubberley question, the property will inevitably continue to deteriorate, its use will become increasingly inefficient, and options for addressing the issue of its long-term use will be further constrained.

- **A cooperative, community-wide effort is essential to achieving a successful outcome.** The future of Cubberley is a community issue, and its successful resolution will require the City and the PAUSD to recognize...
that they both serve essentially the same community, which is an implicit mandate to work together to achieve a positive solution for all.

Planning for Cubberley’s future is significantly complicated by the fact that the PAUSD does not know for certain now what its plans are for a high school use of the Cubberley. It could be for a full high school comparable to Paly and Gunn ... or for some kind of specialized high school ... or, if population levels off instead of growing as currently projected, not used for a high school at all. Moreover, the time line for the PAUSD knowing this ultimate need can only be characterized as *some time in the future*. This uncertainty is surely the basis for the PAUSD’s desire to preserve their potential access to the entire 35 acres.

The *Community Needs Subcommittee Report* (Volume 2) reviews the community services now at Cubberley, and for each includes a brief statement under the heading “If Cubberley were not available.” Taken together, these statements inform us that, due to the lack of alternative and / or affordable locations in Palo Alto, many of these services would be lost to the community or even, literally, be forced to completely shut down. Moreover, the longer we wait to determine their future at Cubberley, the fewer alternatives there will be for relocation.

The ABAG mandate, to the degree that it becomes a reality, is the most significant factor that will influence the future of Cubberley. In a city that many feel is already at capacity, thousands of new housing units would significantly increase the pressure for expanded school facilities ... and at the same time the demand for services of the kinds offered at Cubberley. And, today, we do not know either the extent to which this mandate will be followed or the time line if it is. All of which make the decisions that must be made even more difficult.

When the original leases for Cubberley were written, the City’s finances were different than they are today, with the cost of the lease more easily incorporated in the City budget. Today, there are very real pressures to identify funds for infrastructure and other needs which in effect puts the lease in competition for available funds. That said, the lease payment remains an important element of the PAUSD budget.

With parts of Cubberley dating back almost 60 years, it is not surprising that many of the structures are deteriorating and in real need of maintenance and upgrading. An uncertain
future complicates the decisions to make needed investments in the physical plant, and the slower these decisions are delayed the more expensive and difficult they will become. The fact that the layout of the structures on the property is not efficient further complicates these decisions in the sense that it might make far more functional and financial sense to scrape and rebuild in a way that is a more efficient and effective use of the site.

While historically the PAUSD planning horizon has been shorter than the City’s ... on the order of 5 years as against 10 years or longer, planning for a future high school, community center, or shared use must really begin now, all with a planning horizon of 15 or 20 years or more.

“Kicking the can down the road” is clearly not a solution. In fact, it could have the consequence of eliminating possible solutions and exacerbating the existing problems. For example, if a future high school use were to result in community services being displaced, the options for relocating those service in the Palo Alto community will be fewer ... or even non existent ... the longer it takes the community to come to grips with how Cubberley will be used in the future. In truth, even today there are very few such options, and growth pressures form ABAG and other can only diminish those that are available. Another possible consequence would be to provide support for those who believe that the answer for Cubberley would be for the City to keep its 8 acres and develop that part of the site for community use, leaving the future of the other 27 acres to the PAUSD to determine. This could, of course, proscribe any productive shared or joint use.

And so, to find a solution that is to the benefit of all of the owners of the site, which is to say the entire community, the first problem that must be solved is to find a way for the City and PAUSD to work cooperatively, in unison and partnership, on the same time line, and with a common goal.

These and related issues have been reviewed and discussed in great deal by the four CCAC subcommittees:

- **School needs subcommittee ... Chaired by former Mayor Bern Beecham**
- **Community needs subcommittee ... Chaired by former PAUSD President Diane Reklis**
- **Facilities subcommittee ... Chaired by Parks and Recreation Board Member Jen Hetterly**
- **Finance subcommittee ... Chaired by former Mayor Lanie Wheeler**

Each of these subcommittees did a prodigious amount of work and each did an excellent job of studying and understanding the issues and bringing recommendations forward for
Clearly, the question “what to do about the future of Cubberley” is one that needs to be answered sooner rather than later, and equally clearly that answer needs to come from a united community working together in common purpose to the benefit of all.

1.2 Problem Solution

... if it can be thought, it can be done, 
a problem can be overcome.
— E. A. Buccianeri

The CCAC recommendations are of two kinds: (1) specific near term decisions that are required as essential components of the long term solution which will serve the best interests of the entire community, and (2) a number of decisions which we have identified as critical steps down a path which will enable the community to ultimately achieve a solution. As noted above, the need is great, the problem is complex, and an ultimate win / win solution will require the best efforts of a united community working together in common purpose.

The CCAC researched and discussed the issues associated with Cubberley’s future at great length and in considerable depth. The extensive work of the four subcommittees is reported in great detail in Volume 2 of this report. These subcommittee reports contain and provide a great deal of information essential to understanding the issues and how those issue might be resolved:

- **School needs subcommittee** … working closely with the PAUSD, this subcommittee’s report provides quantitative data and educational needs information that are the basis for the PAUSD’s projections of their future requirements that Cubberley might be needed to meet.
- **Community needs subcommittee** … the wide range of community services for which Cubberley is home are outlined, together with the possible fate of these services if Cubberley were not available. Their report very clearly demonstrates the needs that Cubberley fills for the community. Because a
future shared use might not be able to accommodate all the services that are now served by Cubberley, the difficult problem of prioritization is one of issues that we believe should and could be addressed by the planning process with professional help.

- **Facilities subcommittee** ... the comprehensive and creative report of this subcommittee points the inefficiencies of the current configuration, and shows how a more efficient, modern layout could substantially increase the effective usable space at Cubberley for both educational and community uses — laying the groundwork for the practicality of a shared City / PAUSD use in the future.

- **Finance subcommittee** ... the financial issues surround the potential future uses of Cubberley were studied by this subcommittee. With so many open questions about the future of Cubberley, no financing recommendations were made. The studies of this issue, which includes information from other Jurisdictions in somewhat similar situations provide a beginning for the recommended joint planning efforts to follow.

The work of the subcommittees was reviewed and discussed by the full CCAC, and from those discussions the following broad major conclusions and recommendations emerged.

**Recognize that the Community Center function of Cubberley must be preserved**

As clearly demonstrated by the work of the Community Needs Subcommittee, and presented in Volume 2, the Cubberley Community as developed over the years as a vital and essentially irreplaceable home for a wide range of community services. The community clearly needs — and wants — most of these services, and, as reported by the Subcommittee, if displaced from Cubberley many if not most would be lost to the community, and some would simply go ‘out of business.’ At the same time, the community also strongly supports education, which led the CCAC to the inescapable conclusion that we must ....

**Develop a shared community / PAUSD use**

The District current formal position on Cubberley is the wish to preserve the possibility of reestablishing a high school on the site, potentially using all 35 acres, at some point in the future if needed to accommodate growth in the student population. Recognizing the inherent conflict between this potential PAUSD need and the desire to maintain to the greatest degree possible the community service functions of Cubberley, and with the understanding that options for relocating these services are few and shrinking, the subcommittees looked into shared use models in other communities and into ways to make more efficient use of the Cubberley site. As described in Volume 2 and attachments to this report, shared use models do exist, and we came to the conclusion that this was...
a realistic goal. The Facilities Subcommittee did studies which indicate that, with a more efficient use of the site, functionally nine acres of usable space for structures and / or playing fields could be gained, underscoring the shared use potential of the site. The first step toward developing a shared use future for Cubberley is to ...

Renew the lease

The strongly held view of the CCAC is that City to renew the lease with the PAUSD. We recognize that the terms and conditions for the new lease will be the product of negotiation, but the fact of its renewal will accomplish two critical immediate needs: (1) allow Cubberley to continue to provide the many community services for which it is now home, and (2) provide a defined period of time for the City and PAUSD to do the planning needed to achieve a positive, long-term solution. As noted below, there was considerable discussion about whether the term of the lease should be five years or ten years, and what specific conditions the new lease would have to ensure that the City and PAUSD ...

Use the period of the lease renewal to develop a long range shared use plan, including professional support and expertise.

The CCAC believes that time is truly of the essence relative to the need to develop a long term plan for the future of Cubberley, and accordingly that the first years of the renegotiated lease be use to develop a meaningful, substantive, and achievable long range plan for the shared use of the Cubberley facilities. Development of such a plan, sooner rather than later, will give the community the opportunity to address and resolve a myriad of complex and interconnected issues, including: upgrading existing facilities vs. redevelopment, the extent and location of any redevelopment, determining the most efficient arrangement and location of the City and PAUSD 8 acre and 27 acre components of the site, development of concepts for maximizing the useful acreage by considering elements like multi-story buildings and underground parking, a detailed determination and projection of community needs for both services and education, determination of neighborhood traffic and other impacts of various use and development alternatives, and more — all with the assistance of professional experts who can bring wide experience with and understanding of these and related issues. It is clear that none of this can be achieve unless we ...

Establish a cooperative working relationship between the City and PAUSD to determine the future of Cubberley

There has rarely been a local issue where it was more important for the City and the PAUSD to work cooperatively together toward a common solution. A shared future use
of the Cubberley facility presents significant challenges — and opportunities — and a successful outcome really will require a joint effort toward and commitment to achieving that success. There are many issues that are unlikely to be resolved if addressed by either the City or PAUSD acting alone, including: financing of on-going operations, maintenance, planning studies, any redevelopment, and long-term operations; development of a functional layout and determination of uses that could effectively and efficiently serve a shared use future; creation of a management structure for share use operation; and a wide range of decisions both near and longer term.

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**CCAC Recommendations**

Over the course of our work and deliberations, the CCAC took a number of specific votes on various propositions raised by the subcommittees and individual members. These votes are noted below in, with one exception, approximate chronological order. The exception was the question about the term of the lease, which was raised at more than one meeting, and which always resulted in a split vote.

**Term of the lease renewal**

While most CCAC votes on the issues considered were unanimous or close to unanimous, the question of what term to recommend for the new lease always resulted in a roughly evenly divided vote. The arguments for a shorter (5 year) lease typically revolved around the need create pressure to get the long term planning done in a timely manner ... it was felt that a shorter lease would have the effect of “putting the collective feet of the City and PAUSD in the fire” with some advocated completion and approval of such a plan as a condition for automatic extension of the lease beyond 5 years. Those who supported a longer term (10 year) lease suggested that this approach would provide needed stability for tenant, including making rental of available space (for example, when Foothill College moves out) more easily accomplished and on better terms; another argument for a 10 year lease was the suggestion that it would likely be 10 years or more before major renovations of the site would be undertaken. The pros and cons of these different lease periods should be carefully considered as the City and PAUSD negotiate the lease extension which, regardless of period, we strongly believe should be accomplished.

The following questions and issues were put to a vote of the full CCAC, and are presented as formal recommendations:
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Vote</th>
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<tbody>
<tr>
<td>It is the strong recommendation of the CCAC that the entire Cubberley site</td>
<td>Passed</td>
</tr>
<tr>
<td>The City and PAUSD should renegotiate a lease extension option with additional</td>
<td>Passed</td>
</tr>
<tr>
<td>The current Covenant Not To Develop should be removed from a Cubberley lease</td>
<td>Passed</td>
</tr>
<tr>
<td>Child care should continue to be provided at school sites and is important</td>
<td>Passed</td>
</tr>
<tr>
<td>Operating costs should not be shared in a five year window.</td>
<td>Passed</td>
</tr>
<tr>
<td>Facility upgrades beyond routine maintenance should be negotiated.</td>
<td>Passed</td>
</tr>
<tr>
<td>Capital expenses in the first five years of the lease extension should be</td>
<td>Passed</td>
</tr>
<tr>
<td>A site master plan needs to be developed in the first five years of any</td>
<td>Passed</td>
</tr>
<tr>
<td>In the first five years of any lease extension, there should be a community</td>
<td>Passed</td>
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The conditions of the lease extension should reflect the changed circumstances and economics since the original leases were made.

The Covenant is no longer relevant in the current economic climate.
As a condition of any lease extension or renewal, and MOU shall be developed within one year of its execution that determines how a Community Needs Assessment and Master Plan will be developed in the next five years.

Passed 19-0-0

The City and the PAUSD shall explore the possibility of expanding City/PAUSD joint-use agreement models including the expansion of joint-use at City and PAUSD facilities.

Passed 20-0-0

Discussed in detail, it was agreed that it would be important for the City and PAUSD to explore this issue as a reflection of their willingness to work together, but was not suggested to be a part of the lease extension.

As a condition of any lease extension or renewal, within one year of its execution near-term improvements to Cubberley shall be identified that can serve most, if not all, current and potential site uses (example: restrooms for playing fields).

Passed 20-0-0

CCAC discussion considered identification of improvements that could serve most if not all of the current tenants, without the need to identify near-term funding or implementation methods.

Any new leasing of the space should be done in the context of the MOU, Community Needs Assessment, and revised Master Plan.

Passed 20-0-0

Discussion clarified that there is a review process in place used to determine who should get available space at Cubberley, and was clarified that all things that are terms of the lease do not have to be part of the lease.

The City and PAUSD should further investigate alternative forms of governance and determine a governance structure for the joint use of Cubberley.

Passed 14-0-0

The discussion about site governance noted that drafting and entering into all of the needed agreements (MOU, Master Plan, etc.) will require a policy-making structure to be in place.
A long-term master plan for Cubberley should not be a part of a 2014 ballot measure.  
Passed 20-0-0

It was generally agreed that funding of site improvements at Cubberley is not compatible with a 2014 bond measure for reasons of time constraints and general uncertainties surrounding the project.

Phased construction should occur consistent with the MOU and Master Plan to minimize disruption to existing users.  
Passed 11-0-1

Please see Volume 3 for further insight to and understanding of these CCAC recommendations as provided by the minutes of our discussions.
Draft CCAC Problems & Solutions Document Comments

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From Mandy Lowell

I believe that comments and questions on the draft were to be forwarded to you for discussion tomorrow evening.

Page 1, sec. 1.1 first bullet

The declared position of the PAUSD is that they would like to keep the option open to use all 35 acres of the site for high school at some yet to be determined future date. This requirement is not absolute, nor is the date that it could be absolute (estimates range from 15 to 25 years in the future), but current projections show increasing enrollment that will exceed the built out capacities of the two existing high schools.

Page 4

When the original leases for Cubberley were written, the City’s finances were different than they are today, with the application of 3/4 of the Utility Tax revenue to the lease more easily incorporated in the City budget.

Today, there are very real pressures to identify funds for infrastructure and other needs which in effect puts the lease in competition for available funds. That said, the lease payment remains an important element of the PAUSD budget. 

Shouldn't the Utility Tax revenue be mentioned?

Page 5

Another possible consequence would be to provide support for those who believe that the answer for Cubberley would be for the City to keep its 8 acres and develop that part of the site for community use, leaving the future of the other 27 acres to the PAUSD to determine. This could, of course, proscribe any productive shared or joint use.

The last sentence does not follow-- surely even if there were eventually a school, there could be some shared use of the 27 acres, on weekends or summers, and until the school were developed, presumably the City would want to keep community services in the buildings.

Page 9

Those who supported a longer term (10 year) lease suggested that this approach would provide needed stability for tenants, including making rental of available space (for example, when Foothill College moves out) more easily accomplished and incentivize tenants to pay for improvements to their space or to a maintenance fund (delete on better terms); another argument for a 10 year lease was the suggestion that it would likely be 10 years or more before major renovations of the site would be undertaken.
Discussed in detail, it was agreed that it would be important for the City and PAUSD to explore this issue as a reflection of their willingness to work together with for the benefit of our community, but was not suggested to be a part of the lease extension. Aren't our community's needs the most important reason?

On new leasing consistent with MOU, Community Needs Assessment, and Revised Master Plan ....

Discussion clarified that there is a review process in place used to determine who should get available space at Cubberley, and was clarified that all things that are terms of the lease do not have to be part of the lease, but once the Professional Assessment results are available, review of future lessees should be evaluated according those priorities.

Throughout, the parties should be named in parallel, consistently-- rather than "The City and PAUSD" use "The City and the School District" or "CPA and PAUSD"

From Jennifer Hetterly

Per Mike and Steve's request, here are my comments on the CCAC Problems and Solutions Draft. First section includes content suggestions, the second includes editorial corrections (simple corrections, minimal wordsmithing):

CONTENT SUGGESTIONS

1. p. 1, first paragraph
   - Insert before existing last sentence:
     "The last time Cubberley's future was at risk, the City and PAUSD forged a visionary partnership to serve the Palo Alto community by protecting the site and putting it to valued use that has endured for over 20 years. Today's circumstances are putting that partnership to the test."
   - Move existing last sentence to new paragraph

2. p. 1, 3rd paragraph
   - Insert at end of first sentence:
     "... but in structures that were no designed to meet the facilities needs of today and will require substantial additional investment to preserve."
3. p. 2, 2nd line
- What are you referring to when you talk about publicly owned land "in the foothills to the west"?

4. p. 2, 1st full paragraph
- Add at the end:

"And what must be done during a renewal period to prepare for the best use of the site into the future?"

5. p. 2, 1st bullet:
- Should parenthetical indicate "10" to 25 years instead of "15"?

6. p. 2, 2nd bullet:
- Add at the end:

"Even if the City retains its claim on 8 acres, services would have to be consolidated into a much smaller footprint and facilities would have to be redesigned."

7. p. 3, bullet 4:
- Add after first sentence:

"Decisions must be made about whether to continue investing in aging and costly facilities or instead to invest in a new, more efficient design that can serve the whole community well into the future. If the PAUSD cannot commit to a future community center presence on the site, alternate locations will have to be purchased."

8. p. 5, 2nd full paragraph:
- Add at the end:

"... along with significant efficiencies that could be gained through planning around compatible uses."

9. p. 5, 3rd bullet:
- Change "Board Member" to "Vice Chair" and change "Jen" to "Jennifer"

10. p. 6, 1st partial paragraph:
- Add at the end:

"It was unanimously agreed that the CCAC lacked the time, resources and expertise to perform the comprehensive needs assessment required to make detailed recommendations about programming for school or community use. Instead, this report, informed by the thoughtful deliberations of a diverse group of community and school representatives, analyzes the challenges and opportunities Cubberley represents and makes specific recommendations about the timeline and policy priorities that should drive the development of a plan for Cubberley's future."

11. p. 7, last paragraph, line 7:
- insert "(see Finance Subcommittee Report)" after "...other communities"

12. p. 7, last paragraph, line 8:
- insert "(see Facilities Subcommittee Report)" after "...Cubberley site"

13. p. 8, 1st full paragraph, 5th line:
- insert " in the short term" after "...home"

14. p. 8, last full paragraph, 2nd to last line:
- insert "neutrality and" before "wide experience..."

15. p. 11, descriptions under items three and four are a bit confusing
Can you provide more context to "... without the need to identify near-term funding or implementation methods" and "... all things that are terms of the lease do not have to be part of the lease"?

16. p. 12, last item:
Can we add "and to provide flexibility in the design and development of future phases" at the end?

EDITORIAL CORRECTIONS
1. Throughout document: change "which" to "that" when not preceded by a comma.

2. p. 1, 3rd paragraph, line 3:
- insert "time" after "... at the same"

3. p. 2, bullet 2, first line:
- change "could" to "would"

4. p. 4, first full paragraph, end of line 2:
- insert "site" after "Cubberley."

5. p. 4, 3rd paragraph, beginning of line 2:
- change "hat" to "that"

6. p. 4, 4th paragraph, line 2:
- change "CIty" to "City"

7. p. 5, 3rd paragraph, line 7:
- change "form" to "from"

8. p. 7, 1st bullet, line 2:
- insert "out" after "point"

9. p. 7, 2nd paragraph after bullets, line 2:
- change "as" to "has" after "Cubberley Community"

10. p. 8, 1st full paragraph, 1st line:
- should read "The strongly held view of the CCAC is that the City and PAUSD should renew the lease." Current language suggests that only City gets to decide.

11. p. 8, 1st full paragraph, last line:
- insert "to include" after "... the new lease would have"

12. p. 8, last full paragraph, last line:
- "achieve" should be "achieved"

13. p. 9, last full paragraph, line 6:
- change "advocated" to "advocating" and insert "long term" after "... approval of such a"

14. p. 11, first item
- change "and MOU" to "an MOU"

15. p. 11, 4th item:
- delete extra hyphen

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From Bern Beecham

Page 1
1. Suggest changing tenor of opening paragraph from "problem" to "opportunity". [It's not just a cliché - people will more willingly embrace approaching an opportunity than a problem.]

2. There is a level of bias threaded in many passages of Volume 1 against PAUSD in favor of City. Third paragraph states PAUSD feels Cubberley may be needed. Conclusion of School Need Subcommittee is that the site will be needed. The problem is not that PAUSD will need the site - that's been possible outcome since the start of the lease. The problem is City has left itself in a box where it no longer has an alternative for providing services that it has engendered here.

Further in the paragraph, it's a joint decision by the City and PAUSD to renew the lease, not just the City with PAUSD.

3. Last line: "The owners are, of course, the citizens ...." Implies a false conclusion that this and all lands owned by either PAUSD or City are jointly owned and controlled. This is not true elsewhere and is not true here.

Page 2
First bullet point: The declared position of the PAUSD is that they would like to keep the option open to use will need all 35 acres ...

Page 3
First bullet point: As presented, this implies the money is less important to PAUSD than to City. Not accurate.

Page 4
First paragraph: Presentation of the paragraph leads reader to conclude PAUSD is somehow at fault for 'not knowing for certain' and 'only characterized as some time in the future'. It is the future that is uncertain and that uncertainty is in good part caused by city zoning uncertainty and the economy as a whole.

Fourth paragraph: This is a one-sided presentation of the value of money to each party.

Page 6
First bullet point: "... Cubberley might be needed ..." Subcommittee's conclusion is that Cubberley will be needed. If "very clearly" is used in the following point, it should also be used in the first point.
Last paragraph: Again, unequal language re PAUSD vs City: wish, some point, potential. Relocation options for City are few - but non-existent for a new high school.

Page 8
Second paragraph, first line: City and PAUSD should renew the lease.

Page 9
Last full paragraph: incorporate language in second half of the paragraph re City potentially receiving higher rent payment if the lease is for longer term.

Last lines: for recommendations, include a note that they are presented here as drafted during committee discussions and need to be read in context of the discussions as presented in fuller detail later. Also: number or letter recommendations so they can be easily referenced.

Page 10
First recommendation: Include a line or two explaining that our preferred option is for integrated site use, not just a shared parcel.

Third recommendation: add that this recommendation does not imply deleting respective dollars for this covenant.

Fourth recommendation: Add explanation that child care is an explicit and paid requirement of the current lease and we are recommending its continuation.

Fifth recommendation: add explanation.

Sixth recommendation: Add that City pays for routine maintenance as determined necessary by City. If either party wishes more extensive maintenance, they should discuss sharing the costs.

Page 11
Fourth recommendation: Explanation is unclear as written.

Fifth recommendation: Explanation is unclear as written.

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From Diane Reklis

Mike did a masterful job of pulling together a ton of stuff. I have some typo-type suggestions that I will send this afternoon, but here are my suggestions for substantive discussion tonight:

Page 5, paragraph 2. I don’t think we all felt that planning horizon for each piece would be 15-20 years, but rather that horizon would be for complete site. Some construction could start sooner and phased construction will allow us to continue current operations while building.

Page 7, top paragraph. Our committee was pretty optimistic about ability to continue nearly all of the services currently in buildings. This statement is true for fields but we should reflect
optimism. If we added “particularly field sports including softball and soccer” after word Cubberley I would be happier.

Page 7, last paragraph. replace “potential PAUSD need and the desire to maintain…..” With “potential PAUSD need and the City’s need to maintain…..” To make this stronger and also make it clear it is City not PAUSD for second part.

Page 8, top paragraph. NOTE THAT MULTI-STORY BUILDINGS WOULD ADD EVEN MORE POTENTIAL FOUND SPACE. (SORRY ABT CAPS LOCK)

Page 9, bottom. Same as 1st comment, some (many?) felt construction could start in less than 10 years

Page 10, Covenant comment. Note that this does not mean necessarily a reduction in money paid, but substitution would be needed to replace covenant

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From Kevin Skelly via Bob Golton

Hi All,

A terrific write-up. Thanks. Here are some edits and a thought from Kevin. Will see you today at the meeting.

Bob Golton

p.1, paragraph 3, line 2

replace "as a high school" with "for school district educational use"

p2, bullet 1

replace "future high school" with "future school district educational use"

p. 3, first bullet, replace the bullet with (underlining provided for clarity here, not to be used in the edited version:

Both the City and the PAUSD financial environments today are very different from when the applicable leases were written and the funds for the leases were provided by the Utility Tax passed by the voters and incorporated in the City budget. The Cubberley lease income continues to be very important to PAUSD. The City has infrastructure and other needs. The PAUSD position is that the portion of the Utility Tax funding the leases should not be converted to other purposes.

p.4, paragraph 4, replace sentence 1 as follows (underlining provided for clarity here, not to be used in the edited version:

When the original leases for Cubberley were written, the City's finances were different when they are today. The funds for the leases were originally provided for by the Utility Tax passed by the voters and
incorporated in the City budget. Today, there are very real pressures to identify funds for infrastructure and other needs which in effect put the lease in competition for available City funds. That said, the lease payment is an important element of the PAUSD budget and the PAUSD position is that the portion of the Utility Tax funding the lease should not be converted to other purposes.

p.5, first full paragraph, add the following sentence
change "must really begin now" to "ideally should really begin now".

Then, end with the following sentence:

The question is: how can the community plan for future education uses that far in advance if it does not know when or even if additional schools are needed at that site.

p. 7, bottom paragraph
change * reestablishing a high school* to "establishing K-12 educational uses"

Kevin's Thinking:

it seems that we would all be served if, as is captured in the report, we started being specific about what we wanted at Cubberley from a community perspective, and then started thinking about how that could be built to maintain flexibility for the district and changing community needs. I can’t and don’t speak for the board, but if the city were to clearly identify what it wanted to do and included how that was compatible with potential future educational needs, that would be compelling.

I think the district should be flexible if the city's time horizon is shorter and they want to do something. But that should be done in consultation with the school district after they have done the kinds of community surveying that it will take.

From Diane Reklis (Second Set of Comments)

Please forward any of these that were not picked up by others:

Page 5, mid-page Change “pressures form ABAG and other can only diminish those that are available.” To “pressures from ABAG and others can only diminish those options that are available.”

Page 6, quote. “If it an be thought…” to “If it can be thought…”

Page 7, bottom half
1. “as developed” to “has developed”
2. Following sentence is awkward with too many commas and dashes
3. Last paragraph begins “The District current...” to “The District’s current...”

Page 8
1. First real paragraph, “that the City to renew...” to “that the City should renew...”
2. Next section, line 3, “lease be use to...” to “lease be used to...”
3. Line 6 of this section, “upgrading existing facilities vs. redevelopment” to “upgrading existing facilities vs. renovation”

Page 9
1. near end of paragraph before recommendations, “share use” to “shared use” or preferably “joint use”
2. term of lease renewal, line 6, “with some advocated completion…” to “with some advocating completion…” “some advocated completion…”
3. term of lease renewal, line 9, “tenant” to “tenants”

Page 11, line 1, “and MOU” to “an MOU”