

CITY OF SAN BRUNO
COMMUNITY SERVICES
DEPARTMENT

STRATEGIC
BUSINESS
PLAN –
RECREATION
& AQUATIC
CENTER
2021



The City with a Heart:
Exercise Yours



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Executive Summary

This executive summary is prepared for the City of San Bruno as the Business/Strategic Plan for the planned Recreation & Aquatic Center (RAC). This document also provides recommendations for the operation, maintenance and programming for this new facility that can be life changing for its users. The intent is to create a path forward in program offerings and to generate a new source of revenue for the City of San Bruno’s Community Services Department’s Parks and Recreation division.

This Business/Strategic Plan is informed by a community engagement process that began with the review of the “Community Listening Campaign” conducted in 2015 by the San Bruno Community Foundation in partnership with the Public Dialogue Consortium (PDC). The listening sessions were developed as part of the community response to the 2010 Pacific Gas & Electric



pipeline explosion – the most devastating tragedy in the history of San Bruno since the 1906 earthquake. The listening sessions included more than 1,000 people.

The City of San Bruno’s Facilities Prioritization reports from several community forums conducted by Anderson Brule Architects were carefully reviewed. The Business and Strategic Team (Consultants) also interviewed City staff, community leaders, youth and young adults, and connected with local businesses, including the Chamber of Commerce.

It was through these interviews and various reports that the Consultants came to see and understand the strong sense of commitment and community pride within San Bruno residents. Over the course of the five-month



Bruno residents. Over the course of the five-month process, the Consultants were further encouraged by the degree of interest by surrounding businesses and potential partners such as the San Mateo County Board of Realtors, San Mateo County/Silicon Valley Convention & Visitors Bureau, Skyline College, Jewish Family & Children’s Services, the Peninsula Healthcare District, and the Veterans Administration. In addition to meeting with local and regional businesses, the Consultants met with members of the Parks & Recreation Commission, the Youth Interact Club under the jurisdiction of the Rotary Club and both San Bruno’s Lions Club and their Leos Youth Club.

The Consultants have developed this analysis to inform the City Manager and City staff to support the City’s efforts in creating a new recreation model and new vision to deliver quality services to the community. Recommended services include: enhanced recreation services, expanded wellness and fitness programs, increased aquatic programming, and rental of spaces for meaningful family and community events such as weddings, showers, quinceañeras, pool parties, family reunions, and cultural events.

This Plan also outlines recommendations for three areas: Operations, Programming/Activities/Services, Suggested Staffing Levels and associated costs. The details provided will help paint a clear picture for the City of what will be required and the opportunities there will be to recover costs that will sustain the RAC for the long-term.

This Plan is meant to be used as a blueprint to keep the focus on community needs and to anticipate trends and resources that will introduce 21st century programming. The Business/Strategic Plan is a living document that is fluid and strong while flexible enough to adapt to changing demographics or other needs.

Project Overview

The RAC is the City’s largest and most significant community facility project since 1987 when the 12,700 sq. ft. Senior Center was built. The rest of the San Bruno Parks & Recreation facilities were largely introduced to the City in their current form during the late 1950s.

The new Recreation and Aquatic Center will replace the existing combined 29,500 sq. ft. recreation center and L-shaped swimming pool. The new facility is 49,360 sq. ft. and includes a two-story building, that is divided into three distinct areas that corresponds to the programmatic elements of Aquatics, Community, and Recreation.

Each of these elements is uniquely designed with the community in mind. The distinct amenities include two 25-meter pools (indoor and outdoor), a splash pad with two adjacent party rooms, a regulation gymnasium and walking track and has the capacity to host sporting tournaments, seminars, workshops and trade shows. The facility includes a commercial catering kitchen and community rooms that are designed to host weddings, birthday parties and family reunions. Further breakdown of the facility amenities can be found in the “Profile” section of this document under commitment and growth. The project site is approximately 5.6 acres.

FIRST FLOOR PLAN



Location is everything. The city of San Bruno is in a location that bodes well for those looking for social and economic growth. According to the Association of Bay Area Governments (ABAG), data points to a substantial population increase in San Bruno in the coming decades – the City must adequately plan to provide services and facilities to these anticipated new residents. The RAC is a clear sign of how the community, city officials and leadership are prepared for the anticipated population increase.

Equally as important as location is the understanding of age demographics. Millennials, currently ages 22-38, are the clients of the future, while active older adults are becoming the greater percentage of the total San Bruno population (Anderson Brule Architects 2017).



Key programs and activities that will attract participants include: Wi-Fi connectivity, increased recreation and fitness, lifelong learning and skills programs, and technology and computer literacy classes. Lastly travel opportunities are trending for both the clients of the future and the increasing population of seniors. San Bruno is a uniquely diverse community, mirroring the surrounding industry and population. With a large percentage of households that include children, a

significant immigrant population, and anticipated shifts in demographics, the City will have to ensure that its programs, services and activities are attractive, culturally relevant, and responsive to changing community needs.

Managing Revenue Expectations

Managing the expectations in terms of cost recovery for the RAC will be critical. After careful review of over 40 municipalities to identify model cities that operate facilities of this size, we found that the reporting formats for the various entities were not consistent enough to perform a true comparison based on the individual Parks, Recreation and Community Services department budgets, making it difficult to compare apples to apples.

To overcome the lack of readily comparable data, this Plan includes case studies of four other city recreation or parks departments, one of which focuses on one facility versus the overall department. Through this review, the outcome is clear – the City of San Bruno’s cost recovery projections are in line with industry standards. The majority of cities nationwide subsidize their Parks and Recreation and Community Services departments. Similarly, the City of San Bruno’s General Fund has also subsidized recreation services.

Current projections assume the same level of General Fund contribution for the coming years. Even so, it is important to note that the RAC can serve as a revenue generating venue as it grows and becomes a community gathering space for family events, tournaments, programs, water activities and health and wellness services. The RAC is also expected to become a collaborative hub for surrounding cities, the local business community and the surrounding industry.

Another potential revenue source would be to take hybrid approach in regards to the maintenance of the Center. This approach is further outlined in this document under [“Saving Levers.”](#)

Staffing Levels for Consideration

In alignment with best practices the Consultants developed a staffing strategy to ensure maximum use of the facility. In assessing the RAC’s key costs, the personnel cost is expected to increase significantly from the current fiscal year (FY) 2020-21 to when the facility is due to open in FY 2023-24. The main drivers of this increase are program staff, maintenance staff,

and seasonal/part-time staffing. Much of the staffing increase is a natural outgrowth of the dramatic increase of available space – going from a 29,500 sq. ft. to a 49,360 sq. ft. building – and the anticipated longer operating hours as well as the increase in program offerings.

For the RAC to be successful, staffing levels, relevant skills, and a commitment to staff development is crucial. To that end, within this Plan there is a great deal of emphasis placed on staff training, potential membership organizations, conferences and workshops that will serve the staff and the community well. It is the recommendation of the consultants that staff development programs continue and increase to keep up with the demands of a greatly expanded recreational capacity, to respond to changing demographics in a culturally competent way, and to stay current with parks and recreation industry best practices.

Leveraging Relationships

As mentioned earlier in the document location is key and San Bruno’s vision statement says, “San Bruno will be the Peninsula city of choice in which to live, learn, work, shop and play.” The consultants learned as part of the research and various meetings there are many opportunities for a facility of this size. Because of the proximity to the airport, San Bruno has a high number of visitors and business travelers that are currently an untapped resource for the RAC. Building relationships, partnering and leveraging resources with the nearby hospitality industry, potential corporate partners, and neighboring cities can fill the void for non-programmed hours and expand the reach of telling the story of RAC’s value. Savings can be further realized through increasing private/public relationships, especially the philanthropic community, as identified under “Partnerships.”

As the consultants studied the reoccurring messages from our conversations with San Bruno’s local organizations and businesses, the common theme that arose was “what about the youth?” There is a demonstrated interest in the business community for supporting youth development and youth programs. We also found that youth are an untapped resource in the community and they have a lot to say. The youth attending Cappuccino High School within the San Mateo Union High School District were clear about having their own space with structured and non-structured programs. Many of their program ideas and desires are in sync with national trends and surrounding

Bay Area cities. The desired programs and trends are further outlined within the “New Model” section of the Plan. Enhancing the relationship with the youth of the city would serve this project well.

This document is full of suggestions, recommendations and ideas in terms of operating the Recreation and Aquatic Center. This Plan is designed to be a living document that is flexible and is not an action plan to implement specific day-to-day programming. The goal is to provide a roadmap based on local and industry expertise from a variety of disciplines that could support creating the vision and telling the story of possibilities for the new Recreation and Aquatic Center.



Consistent Vision and Ideals

Many of our findings were consistent with what the community has always wanted and at various times had achieved. In 1945 the plan for the Veteran’s Memorial Recreation Center and in 2015 the concept for the Recreation Aquatic Center were both community-led projects. Each was born out of tragedy experienced by the community and the desire to create gathering spaces for youth and the community at large, while honoring those whose lives were lost. In 1945, the project was to honor veterans of the second World War, and in 2015, the Recreation Aquatic Center project resulted from the feedback that came through the Community Listening Campaign in the wake of the devastating explosion and subsequent loss of lives and property that had occurred in 2010.

The Community Listening Campaign identified the community’s highest priorities to be the replacement

and/ or addition of new community facilities to support delivery and expansion of community programs and services.

Just as in 1945 in meeting with the Progress Club of San Bruno, Mayor Edward McGuire broached the idea of building “a Living Memorial to be erected at the entrance to the City Park... to supply meeting places for youngsters as well as adults of the community.” The organization and funding of the project was not intended to be in the hands of a small group of people, but rather the vision was to make it “a community project and everyone in the community should participate.” The San Bruno Community Center, Incorporated (SBCC), was formed to organize the effort and guide the project. The building would be a two-story structure, a full court gymnasium for basketball, and a space to host community dances, and special events and have the opportunity to expand upon the legacy of those that sacrificed their lives. Which is what you have today in the Veteran’s Memorial Recreation Center (also known as “The War Memorial Community Center”).



According to the Comprehensive Parks & Recreation Facilities Master Plan (CPRFMP) written in 2003, there are three areas that were identified as the most important priorities for the San Bruno Park & Recreation facilities.

- a. Addressing the number of public health, safety & welfare issues present in all of the parks and recreation facilities.
- b. Removal and redevelopment of the entire playground system to reflect current national safety and accessibility standards while utilizing current trends in playground design.
- c. Bring a level of equality to the Park & Recreation facilities

The 2003 CPRFMP indicated that the City should include developing programs for under-represented user groups such as senior citizens and teens, while providing quality athletic facilities throughout the park system for all organized sports. It should also be modernizing systems that should take advantage of the latest technologies that can reduce staffing hours and other resources to create a more efficient and cost-effective system. (CPRFMP, page 3).

The City has done well to improve its parks over the last 18 years. For example, as a result of the PG&E gas pipeline explosion and fire in the Crestmoor Neighborhood the City developed the neighborhood park located at the intersection of Glenview Drive and Earl Avenue and converted the existing Lions Field, a City park facility, from natural to synthetic turf to significantly increase the amount of hours per year that the field can be scheduled for organized use. Improvements to the



San Bruno Senior Center included: The replacement of the walls, the reconstruction of the stage, replacement of the multipurpose room floor and painting along with electrical upgrades which addressed the damages caused to the building in 2017. Along with the improvements to San Bruno Senior Center, they have addressed public health, safety & welfare issues by instituting a health and wellness statement in 2008.

“At the City of San Bruno, employees are our most important asset and their well-being our greatest responsibility. The health and safety of every employee, as well as the public, must be primary in every business decision and plan. A good safety record is evidence of effective management. The objectives of our health and safety programs are both humanitarian and economic. It is our policy to do everything reasonable to protect our employees, property, and the public from the results

of accidents. Everyone in this organization, especially City management, is expected to actively support and participate in the health and safety program and accept the premise that “accidents can be prevented.”

The City continues to keep its employees as priority as it relates to public health, wellness and safety. In October 2020 the city adopted a COVID-19 Infectious Disease Preparedness and Response Plan due to the coronavirus pandemic. The ongoing commitment is a demonstration of city officials and the leadership being responsible and responsive to the needs of the public and its employees as outlined in the Master Plan. In keeping with the goals of the 2003 CPRFMP, the City has overhauled 17 parks and playgrounds at various levels and ensured they are meeting the American with Disability Act (ADA) national standards.

As the City prepares to develop this beautiful state-of-the-art facility and open its doors in 2023, the leadership should be cognizant of the changing demographics, the social and economic realities and evolution of the Community Services Department especially as it relates to health, wellness, fitness, technology and playing cooperatively with others through partnerships and collaborations. This Plan will not have legs without

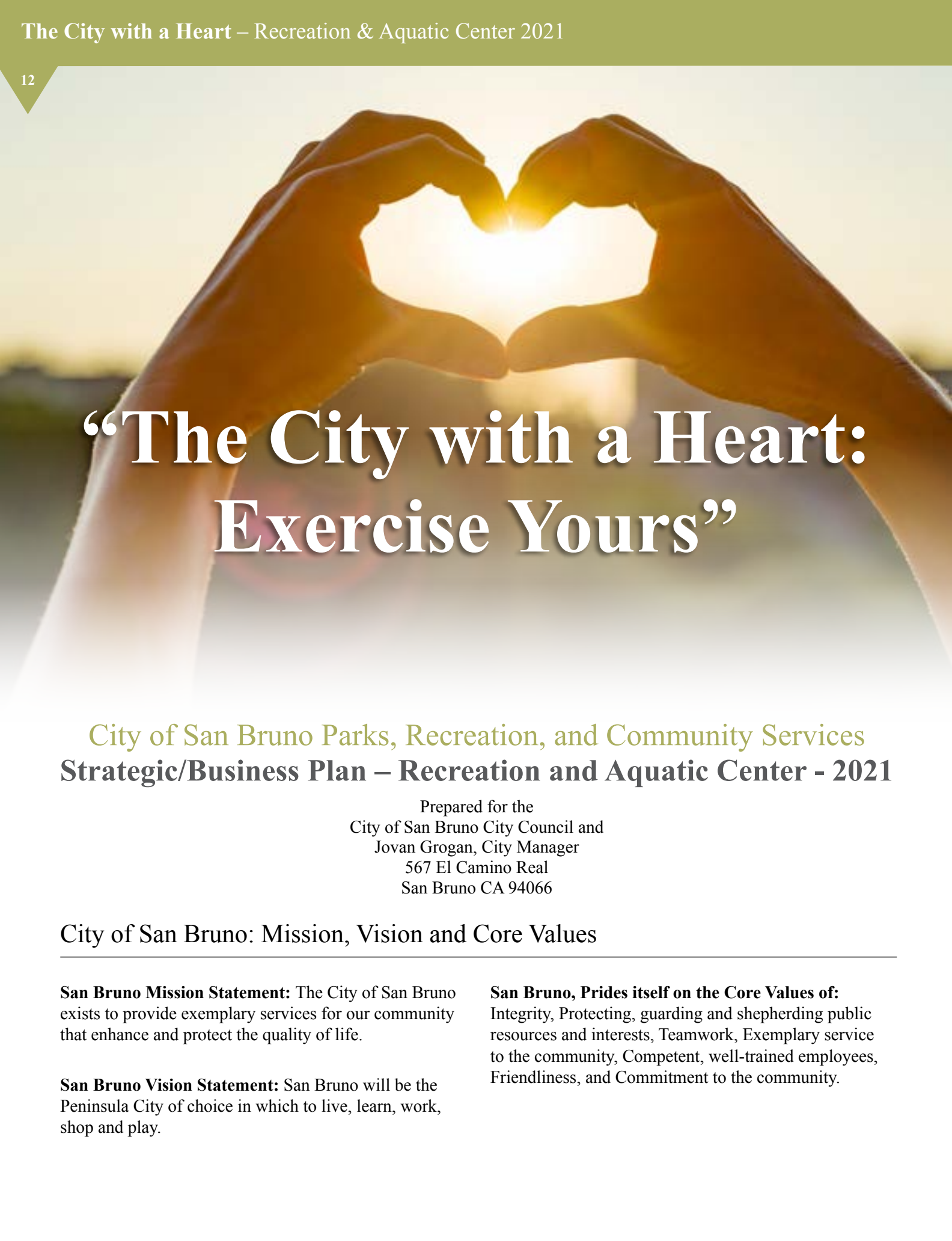


forward thinking, leveraging services and strong leadership. Without those three elements, the RAC will simply be a beautiful state-of-the art facility.

The City of San Bruno’s Parks & Recreation and Community Services facilities are a vibrant and essential part of the community’s landscape. It is the thread that holds the community together. It is the space that allows for memories to be created. It is the one entity in the City of San Bruno that can bring more families, children, youth, teens and seniors together at one time, through the 17 parks 19 playgrounds, one senior center, one library and soon to be a state-of-the-art Recreation and Aquatic Center. You will also find a plan, based on our research and analysis, that is aimed to help the City of San Bruno make good on its promise to make the Recreation and Aquatic Center a forward-looking resource that the community can enjoy and celebrate for generations to come.

As you read this document you will find yourself on a journey filled with community commitment, dedication and pride that has gone into designing and creating a state-of-the-art facility for the residents of San Bruno.





“The City with a Heart: Exercise Yours”

City of San Bruno Parks, Recreation, and Community Services Strategic/Business Plan – Recreation and Aquatic Center - 2021

Prepared for the
City of San Bruno City Council and
Jovan Grogan, City Manager
567 El Camino Real
San Bruno CA 94066

City of San Bruno: Mission, Vision and Core Values

San Bruno Mission Statement: The City of San Bruno exists to provide exemplary services for our community that enhance and protect the quality of life.

San Bruno Vision Statement: San Bruno will be the Peninsula City of choice in which to live, learn, work, shop and play.

San Bruno, Prides itself on the Core Values of: Integrity, Protecting, guarding and shepherding public resources and interests, Teamwork, Exemplary service to the community, Competent, well-trained employees, Friendliness, and Commitment to the community.

Voices from the Community



David Nigel

Commissioner

We, the citizens of San Bruno, are so excited regarding the construction and opening of our fabulous, new Recreation Center to be located at our beautiful City Park. Ground breaking and construction is scheduled to begin shortly. The

careful, thoughtful and detailed planning is in place and will leave San Bruno with a new state-of-the-art, Recreation Center. While, our recreation staff throughout the years has offered programming and activities to our San Bruno community. Our new Recreation and Aquatics Center will offer an expansion of year-round programming and activities much to the requests and expressed interests of our community members. One exciting aspect of our new Recreation Center will be the year-round swimming facility instead of limiting its availability for the summer only, as we have over the past 70+ years. Our new Recreation and Aquatics Center will surely exemplify and display the City of San Bruno's "Heart" so that the tragic and devastating 2010 explosion and fire that was endured is acknowledged and not lost.



Nadia Koshafa

I am 18 years of age, a UC Berkeley student, the oldest of two sisters and one brother. I moved to San Bruno from Burlingame when I was 10 years of age. Growing up in San Bruno, my most fond and memorable memories are that of the Posey (passes right in front of my house) and Community Day that

takes place in the same day, once every year. The most popular attractions in San Bruno for myself and peers are the Park, Gym & Community Day. We look forward to meeting up at the Park and most times will navigate to San Mateo Ave., to enjoy the many food options and the sense of community it offers. I look forward to our community's new Recreation & Aquatics Center and expansion of programs that will also cater to my peer group age 17-20. Some classes, I'd personally be interested in are Cooking classes that are open to teens. Dance classes that would be fun to have in place and are of high interest to me and peers are, Hip-Hop, TikToc & Zumba



Alexander Melendrez

What San Bruno means to me is home. The city is my home, where I was born and raised. I've spent countless hours of my time in San Bruno City Park, visiting local businesses, and walking through the City. San Bruno's "Concerts in the Parks" were something I could always bring friends and family to. San Bruno's new Recreations and Aquatic Center will enhance our shared community and culture by creating the kind of shared space we can all enjoy together. I am personally looking forward to the new fitness center and can't wait to drop my current gym membership, on top of the improved swimming and community building. The San Bruno of the future, an inclusive, healthy and diverse San Bruno, is with the new Recreations and Aquatics Center!



Rawan Alayan

Born & Raised in San Bruno, focal point of Interest is Art, Creating Merchandise Designs. Sees the potential of the City of San Bruno to do a lot more. Sees the Recreation Aquatics Center as being a common ground to bridge wealth gap in the manner of interacting, engagement, bonding, blending & interchange.

Anthony Leong

Born & raised in San Francisco, moved to San Bruno in the 8th grade, San Bruno community member for approximately 04 years and High School Senior. Describes the City of San Bruno with one word “Community” with Recreation & Aquatic Center and the ark being pivotal and a community focal point.

Michael Mazzola

Born & Raised in San Bruno, views the Recreation Aquatics Center as “Opportunity Central” regarding a place to meet and do activities. Views robust “Options” of activities as pivotal for maintaining as core community grounds.



Tim Wallace

Library Superintendent

I have lived in San Bruno and worked in the City of San Bruno, for 25 years. My wife and I have raised our daughter here, and are proud to call San Bruno home. Over the years we have been regular users of Recreation services. My daughter learned to swim in the City pool, took ballet classes in the Rec building and spent many summers at the City’s summer camp. We are very much looking forward to the City’s new Recreation and Aquatic Center. The ability

for children to take swim lessons year-round, as well as adults to lap swim year-round will be monumental. The chance for our residents, children and adults, to play basketball and volleyball in a bright, clean, modern gym will fill our residents with pride in their community. I can’t wait to show off our new Recreation and Aquatic Center to visitors!



Introduction



The creation of the new Recreation and Aquatic Center is a direct expression of the City of San Bruno’s commitment to creating a destination venue for the Peninsula that sits in close proximity to San Bruno’s Crestmoor Canyon, San Francisco and its attractions, as well as beaches, trails and open spaces, such as the Golden Gate National Recreation Area, and Junipero Serra Park. All of which affords San Bruno residents the opportunity to explore locally as well as to venture outside of the community.

It is the goal of the City Council and the City Manager to open this state-of-the-art facility to the public in 2023 with program offerings that residents and surrounding communities will enjoy. Bringing more visitors will also bring more resources to the City of San Bruno.

The operation of this venue will require strategy, commitment and partners. There are five (5) key areas to consider that are addressed in this document that will help the City understand the value of this facility and the potential you have as City leaders: changing demographics, shifts in disposable income,

emerging businesses, increases in operation costs, and the significance of partnerships. Each of these areas are discussed within this Plan.

The recreation component of the Plan will focus on the value and benefits of recreation and leisure services to include five (5) core overarching impacts of recreation and play that everyone across the lifespan and across cultures can benefit from: a) Physical, b) Mental/Emotional, c) Social, d) Spiritual, and e) Cognitive/Intellectual. We know that recreational and fitness-based activities have a scientifically proven impact on one’s health in every category. Many of these benefits indisputably overlap and can be included in the Community Services Department marketing/outreach plan developed by the City of San Bruno for the new RAC. We strongly recommend using the tagline **“A City with a Heart: Exercise Yours”** in a variety of promotional and marketing material. The tagline will serve as a reminder to residents that not only do you have a heart but you are also exercising it, feeding it, and nurturing it. These core values are described in the following pages as the Benefits of Recreation.

Benefits of Recreation

Physical/Health

- ▶ Public parks and recreation facilities provide people the opportunity to be physically active.
- ▶ Therapeutic recreation is an outlet for individuals with disabilities to be physically active, socially engaged and cognitively stimulated.
- ▶ There are many known benefits to regular physical activity: it improves your brain health, helps with weight management, reduces disease and health risks, and strengthens bones and muscles.
- ▶ Regular physical activity helps to keep thinking, learning, and judgment skills sharp as one ages.
- ▶ Physical activity plays a critical role in maintaining a healthy body weight, losing excess body weight, or maintaining successful weight loss.
- ▶ Daily recreation reduces the risk of diseases such as diabetes and hypertension and has been shown to reduce the risk of certain cancers; and it improves overall physical health thereby improving the quality of life.
- ▶ Being active keeps bones, joints, and muscles healthy at any age and can help ensure that older adults can do daily activities and be physically active; regular physical activity helps with arthritis and other rheumatic conditions affecting the joints.

Mental/Emotional

- ▶ Recreational activities reduce stress and anxiety.
- ▶ Participating in leisure activities in parks improves one's mood and enhances a sense of wellness.
- ▶ Engaging with others helps build self-esteem and confidence and ultimately improves one's quality of life.
- ▶ Recreational activities can help with being more productive, more imaginative, more inspired and inspiring.
- ▶ Regular physical activity can reduce the risk of depression and anxiety and aid in better sleep.
- ▶ People who regularly participate in recreation activities feel happier.
- ▶ Regular participation in sports during childhood has been shown to be associated with lower rates of mental illness in adults.
- ▶ In real time, participation in sports clubs/groups or community groups/social clubs and enjoying community cultures and traditions are associated with lower incidences of mental illness.



Benefits of Recreation

Social

- ▶ Recreation activities provide the opportunity to meet like-minded people and develop rapport with others in community.
- ▶ Quality recreational programs facilitate personal safety, good sportsmanship, and community engagement.
- ▶ Organized leisure activities provide leadership opportunities that enhance a sense of personal agency within the context of community.
- ▶ Community recreation services reduce alienation and anti-social behaviors.
- ▶ Integrated and accessible leisure activities are critical for people with disabilities or those who might otherwise experience social barriers.
- ▶ Shared leisure facilities are a foundation of community pride.
- ▶ Quality recreational programs facilitate healthy social interaction.

Spiritual

- ▶ Recreation and physical activity can create greater happiness and fulfillment: the better one feels physically, the better one's spiritual life and sense of well-being.
- ▶ Exercise and recreation offer time to reflect, to work out problems, to tune into the heart and mind and grow in more ways than physical.
- ▶ Healthy habits help foster other healthy decisions.
- ▶ Engaging in recreation activities provides an opportunity to work toward new goals, challenge limited thinking, find strength, perseverance, and the capacity to grow and change.
- ▶ Trying new recreation and physical activities takes courage and can result in a new sense of personal success.
- ▶ Physical activity releases inner pressure or pent up energy and can create a greater sense of vitality.
- ▶ Activities such as meditation and yoga focus on breath and intention, which quiets the mind and fosters a sense of calm and well-being.



Benefits of Recreation

Cognitive/Intellectual

- ▶ Recreation activities and being physically active enhance critical thinking skills and decision-making abilities.
- ▶ Recreational activities provide a place where skills are developed and sharpened over time. Participants are not only inclined to learn more things, but are also motivated to be at their best.
- ▶ Recreation and physical activity have been demonstrated to improve cognition during the critical brain development ages of 6 to 13 years.
- ▶ Regular physical activity improve your memory and brain function (all age groups) contributing to lifelong learning.



There is no question that no other entity can offer such value and benefits to an entire family or community at the same time as the profession of Parks, Recreation, Conservation, Preservation and Community Service.

This Plan seeks to support the growth of the Community Services Department (CSD) and to deepen the City roots of others through the new Recreation and Aquatic Center.



San Bruno City Profile



City Profile

San Bruno is located in Northern California, approximately 12 miles south of San Francisco and immediately adjacent to the San Francisco International Airport. It has been incorporated within the County of San Mateo since 1914. The size of its population ranks 198th out of 482 cities within California. The total land area of San Bruno is 5.49 square miles of the total California land area of 163,696 square miles or approximately 0.003% of California. The current year population, according to the U. S. Census data as of 2020, serves a residential population of 42,807 (U.S. Census Bureau, 2019).

San Bruno is a general-law City in which the government's structure and powers are defined by the law of its state. As noted, San Bruno was incorporated in 1914, and it operates under the council-manager form of government. Policy-making and legislative authority are given to the City Council, and their Council is made up of the Mayor and four other elected officials. City Council members are elected at-large for staggered four-year terms, and the Mayor is elected for a two-year term. The City Council oversees approving ordinances, official budget adoption, appointing committees, and choosing the City Manager, City Clerk, and City Attorney. San Bruno provides public services including police, fire, public works, water, sewer, and stormwater, community services, recreation, senior programming, and library

services. General government activities include City administration, legal services, finance, human resources, and technology (San Bruno Government, n.d.).

Historical Overview

The history of San Bruno is intriguing and fascinating. Taking the opportunity to use the Recreation and Aquatic Center to tell the story through exhibits, photos and or digital mediums throughout the facility supports the efforts of creating a destination site, and is aligned with the City's vision of, "*San Bruno will be the Peninsula City of choice in which to live, work, shop and play.*" (sanbruno.ca.gov) San Bruno has a history that shows an evolution of a City as it is today. The dynamic story begins with Native American tribes that have been known to have occupied the land before other groups began to explore the region. It is documented that over 50 tribes occupied San Bruno and the surrounding area during the early 1700s. A few of the identifiable tribes include Ramaytush, Oholone, and Muwekma (Native Land Digital, n.d.).

As the Spanish entered into the region, the most notable explorers spread word of the greater San Francisco Bay. "Spanish Army Captain Gaspar de Portola was documented in 1769 to be, as an outcome of his expedition, the first European to view the San Francisco

Bay” (Tolles et al., 2014, p. 5). In 1775, Spanish explorers traveled along the Pacific coast. As other expeditions commenced, one Spanish expedition, which was commanded by Bruno Heceta, resulted in a key moment in history. The San Bruno Mountain was named after the explorer Captain Bruno Heceta. Ultimately, the City of San Bruno was named after the mountain (City of San Bruno, 2020).

The City is located at the crossroads of the two main paths around San Bruno Mountain. These paths were established very early in the area’s European settlement: Bayshore Road and Mission Road/Railroad (City of San Bruno, 2020). In the 1860s, train station construction was underway. “Passenger service on the Peninsula corridor began Oct. 18, 1863 under the authority of the San Francisco and San Jose Railroad Company.” (Milestones, n.d.) By the 1880’s, San Bruno had developed into a burgeoning City that served as a gateway of supply for livestock and dairy to San Francisco residents (Tolles et al., 2014).

The turn of the 20th century included many changes for San Bruno. The population surged following the Great 1906 San Francisco Fire and Earthquake, which led to the construction of three public schools in six years. In late 1906, the first public school was completed. The history of Allen School and its service to San Bruno can be traced back to 1910 with the foundation of Edgemont School. Old Edgemont School opened in 1910 on the site of the current district offices.

In 1910, a new neighborhood arose called Huntington Park, a neighborhood in San Bruno. Lots could be purchased for \$225. Buyers could pay \$5 a month.

Courtesy San Bruno Public Library Mark” (Tolles et al., 2014, p. 11). On August 7, 1912, El Camino Real which runs north/south through San Bruno became the first paved highway that ran through the State (Clifford, 2017).

On December 23, 1914, the City became an incorporated municipal law agency with a population at the time of approximately 1,400 residents. Louis Traeger, who had moved to San Bruno after the 1906 earthquake was elected as the City’s first Mayor. The population passed 1,500 by 1920 and soared to over 3,600 by 1930 (Tolles et al., 2014, p. 8).

In April 1942, the Wartime Civil Control Administration of the US Army converted a popular race track in the Bay Area, the Tanforan Racetrack, into an assembly center. The Tanforan Assembly Center was one of the fifteen assembly centers used to house Japanese and Japanese American citizens. This historical event took place after enacting the Executive Order 9066 in its first months (Rozas-Krause, 2018), which authorized the evacuation of all persons deemed a threat to national security from the West Coast to relocation centers further inland.

The second event of the 1940s that changed San Bruno was the purchase and development of much of the land owned in the City by the Mills family, founders of the Bank of California. The new owner, George Williams, built houses marketed to military support personnel and veterans returning from service in World War II. Soon after Williams developed the Mills Park Addition, the western hills of San Bruno were also developed with housing. The housing boom that took place between the 1940’s and 1960’s transformed San Bruno from a town of about 6,500 to a thriving community of over 35,000 by the mid 1960’s. Since then, the population has stabilized due to a lack of available land.



Advocating for a New Vision

As the city was growing in population in the 40’s the imagination of many residents ran rampant as to how to honor the fallen soldiers. According to Historical Resource Evaluation of the War Memorial Community Center and San Bruno Park Pool Facility, (LSA Project # GRP1803) Even before the end of World War I, debates over the nature and purpose of memorializing the war began in the United States known as “The Living Memorial Movement”.

There were different opinions regarding the Living Memorial Movement. One group promoted traditional means of memorializing what war represents, as well

as its proper place in the public memory. This group defined proper commemoration as involving funerary art, such as statues, obelisks, triumphal arches, and bronze plaques engraved with the names of war dead. However, another group, rejected this tradition as nothing more than “dead monuments” that celebrated individual generals, nationalistic symbols, and important public figures rather than the everyday soldiers who fought and died.

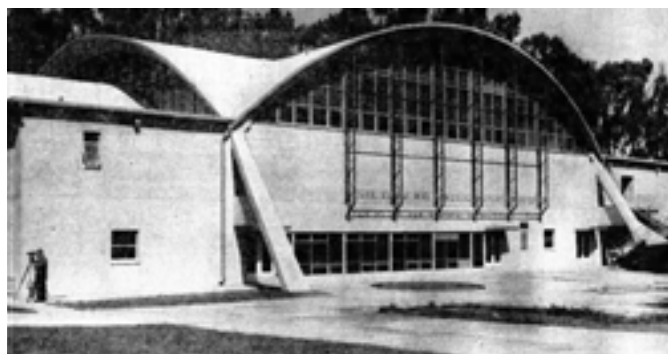
Advocates for a new way to commemorate wars promoted the concept of “Living Memorials”. Living Memorials would be dynamic and create spaces for a multitude of uses to include everyday socializing, exercise programs, education, and art classes, and organized sporting events. These facilities would also be civic venues to be used as polling places, forums for public meetings, and communal gathering spots to celebrate public holidays. Critics argued that Living Memorials prevented society from paying the proper respect for war dead by merging spaces formally dedicated to their memory with non-commemoration-oriented activities, suggesting that they could not be simultaneously sacred and secular. However, such arguments were put forward by a diminishing minority.

By 1930, communities nationwide embraced the Living Memorial concept by constructing “buildings, auditoriums, libraries, schools, playgrounds, parks, planting trees, and constructing highways or parkways or, like San Diego, building convention centers.”

During the Great Depression, this investment got a boost by New Deal era programs such as the Works Progress Administration, (WPA) Civilian Conservation Corps, and others. During WWII, servicemen were polled on what kind of memorial they would like built for them, and a Service Men’s Weekly outreach found that 3,500 respondents stated “No more stone cannons. No more stone statues. No more granite pillars. And no more parks with flowers.” Instead, servicemen wanted “a community center, a real one which will answer all the needs” of their hometowns. Taking this forthright feedback seriously from soon-returning veterans, many communities began organizing, making plans, and raising funds to build multi-use public spaces and facilities. By 1944, “over 1,444 communities throughout America were building projects of this kind.

According to the LSA- Environmental Impact Report January 2020 for the City of San Bruno’s Recreation and

Aquatic Center, the city moved towards embracing the Living Memorial movement in 1945 in meeting with the Progress Club of San Bruno. Mayor Edward McGuire broached the idea of building “a Living Memorial to be erected at the entrance to the City Park.” The idea of what form the Living Memorial would take ranged from a monument with names inscribed to a building “to supply meeting places for youngsters as well as adults of the community.” The organization and funding of the project were not intended to be in the hands of a small group of people, but rather the vision was to make it “a community project and everyone in the community should participate” The San Bruno Community Center, Incorporated (SBCC), was formed to organize the effort and guide the project. That same year the SBCC invited James Needles a member of the State Advisory



Committee on Living Memorials, to give a speech. In his speech, Needles discussed how the San Bruno’s Living Memorial would accomplish several pressing needs at once, including making youngsters more physically fit – so to make them better potential draftees; hosting organized recreation programs to instill a sense of fair play and determination to win; and preventing juvenile delinquency by giving young men and women something to do. The building would be a two-story structure, a full court gymnasium for basketball, and a space to host community dances, and special events. The City, would be responsible for the adjacent swimming pool.

Fundraising for this facility began June 10, 1945. Over the next 10 years, the SBCC utilized many different means to raise funds, including direct donations, carnivals, dinners, private parties, bingo games, and costume parties (LSA Report) The War Memorial Community Center formally opened on June 1, 1956, but was not fully completed and furnished until January 1958. The Community Center amenities included a basketball court, a senior center, a teen center, a ceramics room, recreation offices, and a kitchen.

In the Beginning

The Recreation Center became ‘the new hot spot’. It was interesting to hear the stories from community members as they reflected on the Veterans Recreation Center, remembering when the former Philadelphia Warriors moved to San Francisco, the now Golden State Warriors used the gymnasium as their practice facility. Park and Recreation Commissioner David Nigel had the opportunity to meet Wilt Chamberlain, Al Attles, Fred Hetzel, and many other players in the Veterans Memorial Recreation Center’s gymnasium. He also remembers working with teacher Jim Tambellini in organizing and coordinating one of the first basketball leagues for all of San Bruno Elementary Schools using the gym. This

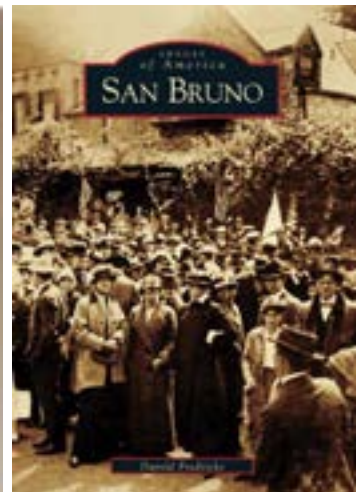


was under the direction of Recreation Supervisor Doug Dawkins. Not only did the Commissioner run leagues, he personally played basketball at the gym during the years 1959 - 1970 during an open gym session.

In 1989, the City of San Bruno commissioned South San Francisco-based Group 4 Architecture, Research, and Planning, Inc., to carry out a “Phase 1 Improvements” project, consisting of a partial interior remodel of the Community Center. The project involved remodeling the offices, meeting rooms, teen center, and tots’ room to accommodate new office space for San Bruno Parks, Recreation and Community Services Department Administration.

Commitment and Growth

The city remained committed to the Living Memorial Movement concept, and on June 3, 2006, the City of San Bruno celebrated the building’s 50-year anniversary and commemorated the anniversary and rededicated it, “In honor of the men and women who have served to secure and protect our freedom. The citizens of the City of San Bruno demonstrate their gratitude by renaming this facility in memory of all veterans past and present.” A bronze plaque is affixed on the building’s south façade near the main entrance way.



The Community Center remains a destination and popular facility for the community and the Golden State Warriors. In 2019 Steph Curry produced his Under Armour Curry 6 “Ruin the Game” at the Veterans Recreation Center’s Gymnasium. <https://www.youtube.com/watch?v=R0Samhndiss>.

Over the last 65 years, the recreation center has been home to an array of excellent programs and services. However, it is important to note that 2020 brought a new awareness of the power, strength, and value of recreation and parks

COVID-19 validated that parks are essential, and recreation programs and services are the threads that knit communities into the fabric that they are. Across the globe, park and recreation agencies demonstrated in new ways how relevant parks and recreation is to the landscape of a city. San Bruno Community Services Department showed up in many ways: From hosting creative online classes, in-person outdoor classes, (as allowed by the San Mateo Public Health and State of California guidelines) to connect with nature and hosting drive by and drive through community events such as Jinxed Joyride Halloween Drive, Through the annual

Christmas tree lighting with social distancing in place, and a citywide caravan-Jingle Around the Block with Santa and the San Bruno Fire Department.

The Recreation Division provided an array of virtual programs, including an 8-week summer camp, consisting of 5 activities per day, which drew the interest of over 272 registered participants. They also partnered with the California Parks and Recreation Society to offer the Agents of Discovery, an augmented reality game, to engage the entire community in various activities at city parks during the COVID-19 pandemic.

The Recreation Division did not stop with summer programs; the fall and winter programs exceeded expectations despite the loss of 64 part-time staff offering programs such as:

- Rec in a Bag
- San Bruno Camp-In
- Virtual 5K
- Youth Fitness Challenge
- Virtual Halloween Costume Contest
- Jinxed Joyride Halloween Drive
- Letters from Santa
- Santa’s Hotline
- Jingle around the Block

In addition to a host of fall and winter enrichment virtual classes, employees continued the meal and wellness check-in services for seniors. Over 3,071 meals were delivered, including 1,126 “Grab and Go” meals, all

while following the State and County Health Department.

The pool facility building is located near the center of San Bruno City Park. The pool facility consists of two reinforced-concrete in-ground pools, a single-story, 3,000-square-foot bathhouse of reinforced-concrete construction, and water filtration, chlorination, and heating equipment, surrounded by a chain-link fence. The main pool is “L-shaped” and is between three and ten feet deep. The second pool is a square, one-foot-deep toddler pool. The bathhouse building is a typical example of International/Modern institutional architecture, per the LSA- Environmental Impact Report January 2020.

Although the pool does not carry any historic significance, it has created years of memories for San Bruno’s residence. In the summer of 2019, San Bruno celebrated the Aquatic Center’s 60th anniversary which was its last year of operation due to COVID-19 and in preparation for the new Recreation and Aquatic Center.

Over the years and prior to the closure, staff has won several awards at the annual Bay Area Pool Operators Association (BAPOA). Lifeguard games over the past ten years and have brought home several trophies. In 2019 the team took 1st place in Active Rescue and placed 3rd overall in the games for the Bay Area.



Several aquatic camps have been added to the programming to add variety and more options to our community, such as:

- Mermaid Camp
- Pirate Camp
- Water Polo Camp
- Dive-in Movies

Staff is excited about the opportunities for expanded programming that the new Recreation and Aquatic Center can bring to San Bruno.

Between the Recreation Veteran Memorial Center and the Aquatic Center, there is approximately, 29,500 square feet of space for programming and activities that have created memories, won awards and inspired others to grow and become productive members of the San Bruno community.

Present Day Context

Fast-forward to the present. The September 9, 2010 gas line explosion in the Crestmoor neighborhood was a shattering event that led to the creation of the San Bruno Community Foundation. The San Bruno Community Foundation is the nonprofit organization created in 2013 by the City of San Bruno City Council to administer the \$70 million in restitution funds received from PG&E (San Bruno Community Foundation, n.d.). The Foundation is responsible for determining the use of the funds and administering them for the long-term benefit of the San Bruno community as a whole. The unfortunate tragedy, however, now affords the City the opportunity to invest and support the physical, mental, social, spiritual and intellectual growth of its residents through the development of the Recreation and Aquatic Center.

The RAC, similar to the development of the Veteran Recreation Center efforts in 1945, came about through extensive community outreach and engagement. The community was engaged to determine the best purpose of restitution settlement funds resulting from the 2010 PG&E gas explosion.

In 2017, the City of San Bruno once again commissioned Group 4 Architecture, Research & Planning, Inc (G4) to develop concepts for a combined community recreation and aquatics center. G4 is a full-service architecture firm with the experience and expertise to inspire and create a vibrant space that can cultivate and enhance community relationships.

Over 2,000 participants from the community and City leadership set priorities and provided programming and design strategies. In 2018, San Bruno City Council unanimously authorized Group 4 to engage Phase 2 work through construction and completion of the project.

The new Recreation and Aquatic Center will replace the existing and aged 14,500 sq. ft. gymnasium/recreation center and 12,000 sq. ft. swimming pool at the current location in San Bruno City Park. The new 49,360 sq. ft. facility design carefully balances aquatics, recreation programming, fitness and community gathering while utilizing shared lobby and other spaces. The project site size is approximately 5.6-acres.

The consultants found it interesting that the needs in 2021 resonated with the community desires in 1945. According to the City of San Bruno Community Facilities Prioritization plan, the community sought out a design that would become a place for community gatherings and for cultural activities, and facilities that are flexible enough to offer multiple services in one space, the RAC offers all of this. Additionally, it was noted that there is a need for self-directed learning and recreation support for youth, as well as programs that address health, early childhood literacy, teen education, college preparedness, and fitness support for all ages. The community also wanted to be sure programming engages millennials in the community, teaches adult skills (such as parenting, home buying, and job searching), and provides job skills to teens, elderly, immigrants, and other interested individuals. Such programming also aligns with the six common nationally-known program categories that are further outlined on [page 59](#).



Equally important is that the new Recreation and Aquatic Center’s location within City Park provides for the opportunity to create strong connections to the natural environment, while preserving the park’s open spaces and vegetation. The design team was inspired by the park’s serene natural setting, view corridors, and distinctive series of open spaces, spanning from the lower playground and ballfields to the Beckner Shelter and trailhead to Junipero County Park.



The new facility will be two stories in height. These efforts have led to the renderings shown in this document and is divided into three distinct areas.

Each area corresponds to the central programmatic feature of the amenity – a) Aquatic, b) Community, and c) Recreation. The main entry is located between the recreation and community center areas. The staff area and central service desk is situated in the lobby, allowing for a single point of operations, and amplifying visual control over the entry and both ends of the building. The second level houses the recreation center classroom spaces. The upstairs design will allow for youth, teen, and adult enrichment opportunities as well as support community meetings and rentals.

Ground level and in the opposite direction from the lobby Gymnasium. The gymnasium will include a regulation basketball court that is designed to allow for two cross courts for the younger age group. In addition to serving as a sports complex, the gym is designed for multi-use, and will accommodate events ranging from sporting events to serving as exhibit hall for conferences, banquets and social gatherings.

The construction of the Natatorium and Aquatic amenities are just as exciting for the residents – the splash pad, outdoor pool and natatorium has the swimming community on the edge of their seats with anticipation of the 2023 opening day. The existing swimming pool will be demolished and returned to open park space once construction begins.

The overall design of the center is to preserve outdoor uses such as the Rotary Pavilion which will be relocated to the new open space, allowing for popular Concerts in the Park and exciting community events to occur in this reclaimed park space. Guided by the new CSD leadership the Rotary Pavilion will be increased in size from 24 sq. ft. - 28 sq. ft. with added features to include lighting, and infrastructure for an amplification system while creating an inviting and exciting destination site for the residents.

Other significant design changes beyond the facility include changes to the parking lot and the existing creek. The primary parking lot serving the building would be



maintained in an improved lot directly adjacent to the building, in a similar location to where the parking spaces are today and rerouting of the existing creek, the redesign of the creek will prevent future flooding.

This project has been a labor of love, commitment and determination from the Mayor, City Council, the City Manager and every department within the city of San Bruno.

The RAC will change the city’s profile, lifestyle and image. It will be seen throughout the Peninsula as a “City with a Heart” and people will come to exercise theirs.

Demographics

Overview

The demographic profile is a viable mechanism for making decisions about current and potential program users. In order to take advantage of the limited resources in the City, this analysis aims to pinpoint the probable demand for programs and services. Included in this report is age, income, household data, and a few other demographic measures. An examination of income, household composition, and age groupings within a specified location will help to make inferences about the prospect of demand for recreation and aquatic programs and services. Demographic data supplied in this report is based upon the US Census Bureau’s American Community Survey and other statistical information available to the public.

Local Economy and Financial Overview

San Bruno is proximate to Interstate 280 and 380 and Highway 101, allowing easy commute to major commerce hubs in the San Francisco Bay Area. San Francisco, which is one of the most visited cities in the United States, is easily accessible from San Bruno. South San Francisco (SSF) is the epicenter of the Biotechnology industry and the home of industry giants

such as Genentech, Inc. SSF has the largest biotech cluster in the world, with over 200 biotech companies and the nation’s premier life sciences workforce drawing from nearby UCSF, Stanford, and other world-class academic institutions. The economic boom of the biotechnology industry has placed San Bruno in a unique position to leverage resources for the City’s economic base and the RAC.

Silicon Valley is the heart for tech professionals located just south of San Bruno. Bay Area Rapid Transit (BART) and the historical Caltrain allows patrons ease of travel with accessible transit systems. San Francisco International Airport is conveniently located adjacent to San Bruno and has great potential to attract a wide variety of travelers and tourists.

San Bruno has been labeled the airport city and for residents, businesses, and other commercial enterprises it is a place that bodes well for those looking for social and economic growth. San Bruno has a robust housing market, and over the last several years, housing trends validate the lucrative market values and sales activity in the region. The City projects that economic growth will continue at a moderate pace over a number of years. The City’s unemployment rate remains below 3%. Job growth

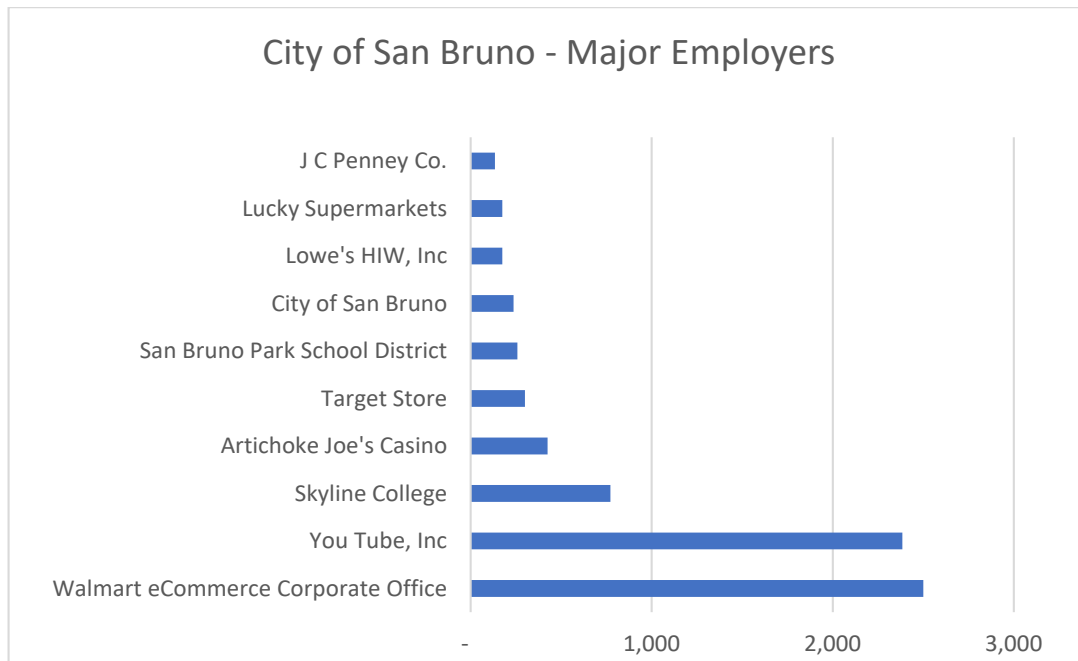


Figure 1. City of San Bruno - Major Employers from A to Z (Databases.com)

has led to an increase in commercial and residential development activity. (Avenu Unsights & Analytics).

Major Employers

One of the most critical indicators in determining who best to target in a particular marketplace are local employers. The major employers in the City include those organizations that employ approximately 130 or more employees. The number of employees that the top 10 companies employed in total is nearly 7,400 employees.

The data includes different corporate structures including subsidiary, branch, single, or headquarters locations. A business query was conducted to include location, employee size and sales volume. (See Figure 1)

Education in San Bruno

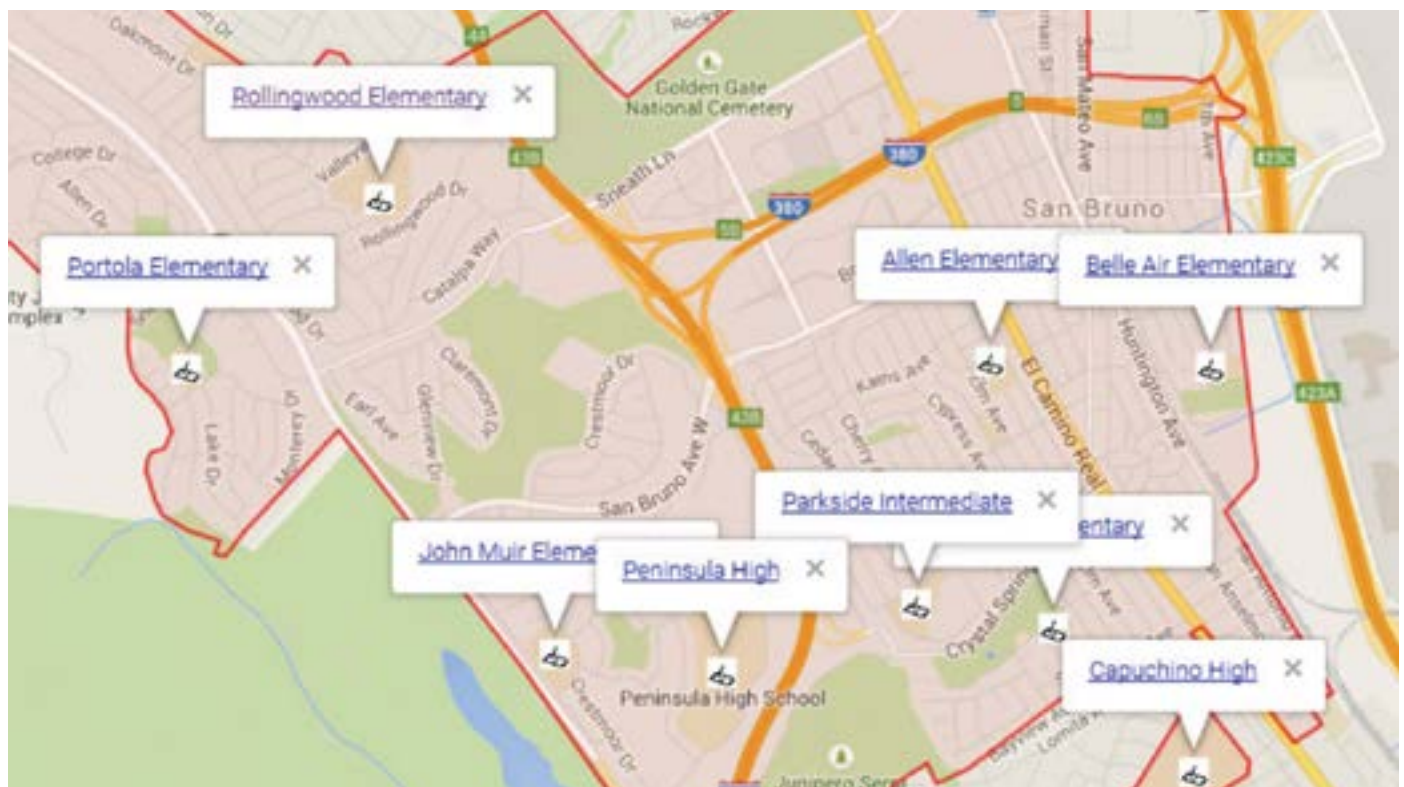
The City of San Bruno is an access point to a vast number of educational resources for its community and neighboring communities. Schools play a critical role to both families and students, young and older, as they provide a place of pride and a place of identification to inspire students to learn in their natural environment and contribute to their community. The opportunities in San Bruno range from pre-kindergarten to higher education,

meeting most families’ needs. The local public education system, filled with great cultural and socioeconomic diversity, includes:

- ▶ San Bruno Park School District – Serving students grades pre-kindergarten through 8th at five elementary campuses and one intermediate campus in San Bruno with an estimated enrollment of 2,500[1] students.
- ▶ San Mateo Union High School District (Capuchino High School) – Serving students grades 9th – 12th at one campus in San Bruno.
- ▶ San Mateo County Community College District (Skyline College) – Community college offering post-secondary education, and workforce development and training programs at one campus in San Bruno.

In addition to the public education system, there are several parochial and other private schools in the San Bruno community including St. Robert Catholic Elementary School, Highlands Christian School, Stratford Elementary School, as well as a variety of preschool programs.

The City of San Bruno has partnered with local schools to offer a variety of educational and extracurricular services including tutoring, art programs, after-school



programs, and winter/spring/summer break programs, all of which are offered on school campus or at public facilities.

The City looks forward to continuing and expanding its partnerships with the various educational institutions in San Bruno. This may include STEM Classes, fitness and wellness programs, and sharing in the use of space for overall programming and community needs.

Population

San Bruno's population growth most notably occurred between 1940 and 1970. Post-World War II construction resulted in a population boom from 6,500 in the 1940s to 35,000 in the mid-1960s. Modern-day estimates have shown a slower increase due to limited space. According to the United States Census, San Bruno's population was estimated to be 42,807 in 2019.

According to the United States Census Data, San Bruno grew by two percent from 2000 to 2010. As of 2010, there were 14,701 households with an average of 2.77 persons per household.

The Association of Bay Area Governments (ABAG) predicts that San Bruno's growth will continue to pick



up over the next few decades as a result of its proximity to well-paying jobs. Based on growth projections for the region from the state's Department of Housing and Community Development (HCD), ABAG allocates regional housing needs to each city and county within the nine-counties of San Francisco Bay Area. ABAG also uses the data to develop forecasts for population, households, and economic activity at the municipal level. According to Plan Bay Area 2040, San Bruno's population was estimated to be 41,445 in 2020. However, according to the United States Census, the City of San Bruno had an estimated population of 42,807 as of 2019, thus exceeding ABAG's projection by more than 3%. ABAG projects the City's population will be 51,370 by 2040.

ABAG has already started work on Plan Bay Area 2050 which forecast regional growth in the Bay Area between the Plan baseline year (2015) and the Plan horizon year (2050). The draft plan has identified San Bruno within its growth geographies which seeks to focus future development in transit rich communities with good access to jobs. The Plan anticipates San Bruno will have 0.7% of the Bay Area's households in 2050 and a 20% growth rate.

The population forecast helps to provide a snapshot of future trends based on assumptions on future development, capacity demographic changes, and the growth of economic conditions. ABAG has given San Bruno a draft housing allocation of 3,162 housing units to be produced in the United States from 2023 – 2031. This housing allocation represents a 174% increase over San Bruno's fifth Regional Housing Needs Allocation (RHNA) cycle.

All of this data points to the fact that San Bruno is expected to experience a substantial population increase within the coming decades. With this data the city must adequately plan to provide services and facilities to accommodate the anticipated new residents.

¹City of San Bruno. *City of San Bruno Housing Element 2015-2023*. April 2015.

²ibid.

³California Department of Finance. *E-1 Population Estimates for Cities, Counties, and the State – January 1, 2019 and 2020*.

⁴Association of Bay Area Governments. *Projections 2040, A Companion to Plan Bay Area 2040*. November 2018.

⁵Association of Bay Area Governments. *Regional Housing Needs Allocation Draft Methodology: San Francisco Bay Area, 2023-2031*. February 2021.

Race and Hispanic Origin

San Bruno, CA is home to a population of 42,807 people as of 2019. According available census data, San Bruno’s population has a large population of White’s with 44.3% representation.

American Indian and Alaska Native people represent the smallest population in the city. Asian Americans make up the second largest population, while the Hispanic or Latino population comes in third (See Table 1).

Age Matters

Based on a variety of resources including information from the City of San Bruno Community Facilities Prioritization February 2017 final report community Forum, the millennials are the consumer of the future as they rely heavily on social media for social connection, Wi-Fi connectivity, life skills education (i.e., home buying and parenting), increased opportunity for recreation and fitness, wood floor for dance, and access to aquatic activities. All of which the Recreation Aquatic Center stands to offer.

The population of active older adults in San Bruno is getting older and becoming a greater percentage of the total population. Active aging is an important trend and suggests a demand for lifelong learning and fitness options focused on Boomers and older adults. The RAC would serve this growing population well in providing lifelong learning programs that include: Multi-generation programming, enrichment classes for older adults, travel and computer literacy.

San Bruno Language

A significant number of San Bruno residents speak languages other than English. According to 2018 US Census data, 51.2% of San Bruno residents speak only English, while 48.8% speak other languages. The non-English language spoken by the largest group is Spanish, which is spoken by 19.2% of the population. This information demonstrates that the Community Service Department should be attentive to the language characteristics of the community, should have adequate cultural representation in the staff, and staff must be culturally competent to serve the growing diversity of the community.

Table 1

U.S. Census Race & Hispanic Origin	%
American Indian and Alaska Native alone, percent	0.10%
Black or African American alone, percent	1.00%
Native Hawaiian and Other Pacific Islander alone, percent	2.90%
Two or More Races, percent	7.70%
Hispanic or Latino, percent	26.80%
Asian alone, percent	31.10%
White alone, not Hispanic or Latino, percent	32.80%

*The concept of race is separate from the concept of Hispanic origin. Percentages of the various race categories add to 100 percent, and should not be combined with the percent Hispanic.

**White alone, Hispanic or Latino are individuals who responded “No, not Spanish/Hispanic or Latino” and who reported “White” as their only entry in the race question.

Fact Notes

(a) Includes persons reporting only one race

(b) Hispanic may be of any race, so also are included in applicable race categories

Income

San Bruno is uniquely positioned, as the city is sandwiched between the populated biotech, South San Francisco and the technology populated Silicon Valley. With the growing population and companies like Walmart and YouTube making it their home, the RAC is positioned to benefit economically.

According to the 2018 U.S. Census Bureau, the annual median household income in San Bruno is \$102,101 which is lower than the countywide median of \$136,000. Median income data is collected from both American Survey and Puerto Rico Community Survey. The Survey is conducted annually by the U.S. Census Bureau. A sample of 3.5 million housing unit addresses are interviewed over a 12-month period. The estimate describes the average value of a person, household, and housing unit characteristics over a time.

There is some consideration to be made when examining the income in San Bruno. San Mateo County had the second-highest income gap in the region, with the richest earning \$810,917 per year while the bottom fifth earned \$25,039 (Hellerstein, n.d., para. 9). San Bruno has 23 percent of its population in the lowest percentile. “Income disparity in the Bay Area is higher than anywhere else in the United States. According to an analysis conducted this year by the Public Policy Institute of California, residents in the 90th percentile of incomes earned \$384,000 a year, compared with those at the bottom 10th percentile, who earned just \$32,000.”

(Rust, 2020, para. 23). Residents in the 10th percentile are particularly at risk for overpaying for housing.

The City of San Bruno is a unique community and with the growth of the surrounding industry and population, the City’s challenge will be to ensure that they serve all constituents and provide programs that are attractive to all residents and visitors.

Table 2: the IRS Tax Statistics Income (SOI) identifies adjusted income by ranges of annual income. The table summarizes the number of returns filed in 2018 by income range. The total is the entire amount of tax revenue received by the IRS from each income classification. For 2018, a total of 23,230 returns were filed and the sum of income recorded for the tax year was over 2.25 billion dollars. From the lower tier of income reported to the top tier of income reported, there is a difference of \$827,354,000. The variance between average income from lower to top tier brackets in the chart below is a difference of \$342,520 (See Figure 5).

There is a significant gap which is approximately 27 times larger than the lower tier. There are a number of factors to consider when assessing the data such as the age of the filer.

Based on this data, a key recommendation for the City is that the Community Service Department should solicit sponsorships and donations to offset disparities and create greater access to programming. This may be accomplished by set-aside funding for those populations.

Table 2. IRS Tax Statistics 2018

IRS Tax Statistics of Income (SOI) - Individual Income Tax Statistics - 2018			
All returns filed in 94066 zip code (regardless of age)			
Size of Adjusted Gross Income	Avg. Income Per Return	# of Returns	Total Income
\$1 under \$25,000	12,845	5,030	64,612,000
\$25,000 under \$50,000	37,696	4,680	176,418,000
\$50,000 under \$75,000	62,438	3,680	229,771,000
\$75,000 under \$100,000	87,597	2,520	220,745,000
\$100,000 under \$200,000	140,507	4,810	675,840,000
\$200,000 or more	355,365	2,510	891,966,000
Total		23,230	2,259,352,000



Facility Case Studies

Through the Lens of Operations

The Consultants conducted a comparative analysis of the City of Folsom’s Steve Miklos Aquatic Center, and three similarly sized Parks & Recreation Departments (Cities of San Ramon, Morgan Hill, and Newark). Consultants selected these comparable facilities/departments because of the similarity in size, programs, and geographic location. It was the Consultant’s original intent to do a more comprehensive analysis, however, after reviewing the available data for over 40 municipalities, we learned:

- Published financial statements are inconsistent and vary in depth and detail;
- The range of program offerings was significantly different from city to city; and
- It was difficult to reach staff during the COVID-19 pandemic.

Given the challenge of finding reliable comparable data, the Consultants chose to bring their collective experience in the parks and recreation industry to bear on selected

and relevant case studies to form the best analysis. We chose to bring their collective experience in the parks and recreation industry to bear on selected and relevant case studies to form the best analysis. We examined the following case studies at the departmental level and were able to compare the financial assessment, operational methodology, and cost recovery percentages as listed in Table 3.

The benchmark analysis provided insight into how the City of San Bruno could compare to similar public facilities. “Benchmarking is a critical step in the identification of potential risks, risks which could result in timeline delays, cost overruns, derailment, or a study necessitating a rescue. Decisions for risk mitigation are best made using data-driven evidence so that timely interventions can be made” (Sujay Jadhav as city by, Clinical Trials Week, 2016, para. 9). We focused on information from regional facilities with indoor pools, outdoor pools, event spaces, fitness accommodations, or other amenities. This research stage gave way to understanding methods and practices that similar

facilities used to deliver the best customer-centric service possible with the limited resources available. Criteria included:

- ▶ Daily operations similar to what is anticipated for the San Bruno RAC
- ▶ Public facility with programs that targeted diverse populations within city limits
- ▶ Capacity for competitive programs and specialized offerings for wide-ranging communities

The facilities were selected, and formal information requests were submitted to each facility. The request included information regarding the revenue, operating expenditures, outsourced services, programs, and more.

A follow-up was conducted to each of the four comparable to gain additional knowledge about specific operational details and its overall programming in considering general principles regarding the facility’s programming, maintenance and cost recovering percentages. Table 3 provides a summary of the four facilities compared to the City of San Bruno 2019-20 Budgeted FY and the projected FY 2023-24 RAC forecasted financials.

Table 3. Financial Summary and Contracting Services Assessment

Financial Summary and Contract Service Assessment						
Recreation Services Departments by Comparable Cities						
	City of Folsom	City of San Ramon	City of Morgan Hill	City of Newark	City of San Bruno	City of San Bruno
	Pop. 81,328	Pop. 75,995	Pop. 45,952	Pop. 49,149	Pop. 42,807	Pop. 42,807
	2019-20	2019-20	2019-20	2018-2020	FY 2019-20*	2023-24**
Revenue	547,145	4,570,476	4,707,569	2,979,000	1,735,000	3,197,091
Expense	1,334,842	7,836,018	6,910,513	5,985,200	2,558,630	4,999,831
Net Income	(787,697)	(3,265,542)	(2,202,944)	(3,006,200)	(823,630)	(1,802,739)
Cost Recovery (%)	41%	58%	68%	50%	68%	64%
Contracted Services						
Programs	Staff	Staff	Staff	Staff	Staff	Staff
Operations & Maintenance	Staff	Staff/ Vendor	Vendor	Staff	Staff	Staff

* Amended FY 2019-20 Budget per pg. 173 of the City of San Bruno Adopted FY 2020-21 Operating and Capital Budget

**The information obtained through the Consultants analysis and projections.

Analysis results included:

- ▶ The City of San Bruno’s RAC cost recovery projections are in line with industry standards.
- ▶ The City of San Bruno’s RAC dependence on subsidies (General Fund) and their current subsidy are within the industry norm.
- ▶ The industry norms for contracting out a portion or full maintenance of a facility have occurred with comparable jurisdictions.

The Consultants met with the Facilities Supervisor and the Facilities Technician, for the City of San Bruno to discuss maintenance and operational desires for the RAC. The city staff provided the Consultants with a list of staffing, equipment, and essentials for the facility. A summary of anticipated necessities to operate the RAC internally, is as follows:

Staffing

Staff proposed the addition of 4.00 FTEs of full-time staff and 2.45 FTEs of part-time classifications as outlined below:

- ▶ Custodian I, Custodian II, Parks Maintenance Tech I, and Parks Maintenance Tech II.
- ▶ Part-Time (PT) Staffing:
 - PT Custodians for Saturday and Sunday (8-hours each day).
 - PT Maintenance Technicians for Saturday and Sunday (4-hours each day) and emergency calls after-hours.
- ▶ Additional overtime hours for the Lead Custodian for quality control checks, on Saturday and Sunday.

Equipment

One-time equipment cost includes floor buffers and scrubbers, vacuums, power washers, and a scissor mechanical lift to maintain the lighting and wooden slabs.

Outsourcing Requirements

Due to the magnitude of the facility and the intent to generate revenue, there was a concern in reference to the potential demands to maintain the facility at a higher standard in comparison to other facilities. To that end, there was a request by those interviewed to outsource the following functions: Generator maintenance, HVAC, window cleaning, pool water testing, pump and pipe maintenance, pool cleaning and inspection, elevator maintenance, gym fan maintenance, audio equipment maintenance, automatic gate and room divider maintenance, kitchen exhaust maintenance, fire sprinkler testing, duct cleaning, and fire extinguisher maintenance.

In addition to the needs as identified above, further requests were noted relating to training, certification, supplies, and materials. There was concern with the existing internal knowledge to perform full maintenance at the RAC and the potential need for a hybrid approach (city and vendor facility maintenance) for full facility maintenance. The transition from the Veterans Memorial to the proposed RAC would require the training and certification of staff and management support to ensure the system is supported and maintained as designed.

We recommend that the City of San Bruno consider outsourcing the operations and maintenance expenditures as we anticipated savings which are detailed in the Finance Section. The contracting out of maintenance will allow programming staff to focus on revenue-generating services and other priority program-related operations and overall facility management.

Taking a hybrid approach estimated by the Consultants for the facility maintenance of the RAC would be costly and a huge undertaking for the Facilities Division.

The next section identifies the cities reviewed for the case study within this project. Readers will notice that in some of the cities under review, the overall operations of the organization’s recreation and community services department are based on their budget documents. For San Bruno, the focus is on the recreation division as noted in the title, what we learned from the City’s budget breakdown, and staff interviews. You will find a detailed analysis of each facility for a more in-depth assessment on the next several pages.



1) City of San Bruno: Recreation Services Division (population 42,807)

The San Bruno Recreation and Aquatic Center project is in the early stages of development, and the budget is currently set at a total of \$67.5 million. The structure is planned to include a gym, indoor pool, community lounge, community hall, elevated walking track, ample parking, outdoor pool, and zero-entry splash pad. The square footage of the entire facility is projected to total 49,360 sq. ft.

The San Bruno Recreation and Aquatic Center is projected to generate approximately \$3.19 million in 2023-24 and expend \$4.9 million in operations, staff, and maintenance costs. The projected financials will render a cost recovery rate of approximately 64%. The recovery rate is consistent for the facilities in the region. It is recommended that the Community Services Department consider a hybrid model for contracting services within programming and maintenance that will contribute to a higher cost recovery rate. (See Table 4)

Table 4. City of Bruno

City of San Bruno		
	Pop. 42,807	
	Profit and Loss	
	FY 2019-20*	2023-24**
Revenue	1,735,000	3,197,091
Expense	2,558,630	4,999,831
Net Income	(823,630)	(1,802,739)
Cost Recovery (%)	68%	64%
	Contracted Services	
	Staff	Vendor
Programs	Yes	No
Operations & Maintenance	Yes	No

* Amended FY 2019-20 Budget per pg. 173 of the City of San Bruno Adopted FY 2020-21 Operating and Capital Budget

** The information obtained through the Consultants analysis and projections.



2) City of Folsom: Steve Miklos Aquatic Center (population 81,328)

The Folsom Parks & Recreation Department operates and maintains various city facilities, including a community center, professional art gallery, senior center, and even a zoo sanctuary. Many of the facilities offer rental opportunities ranging from individual rooms to the entire facility. Folsom’s Landscape and Lighting division is also part of the Parks & Recreation Department. The City provides services to a population of 81,328 as of 2019 (U.S. Census Bureau 2019).

According to the City’s staff report, the Steve Miklos Aquatic Center started operations in 2001 and has served over 4,500,000 people since then. The Aquatic Center comprises three separate pools: a 50-meter pool, an instructional pool, and an activity pool.

The Steve Miklos Aquatic Center generated \$547,145 in revenue and expended \$1.33 million dollars in operating costs. The financials render a cost recovery rate of approximately 41%. The recovery rate is consistent with the facilities in the region. The City of Folsom does not contract out any of its services. They use internal staff for all operations and maintenance. (See Table 5)

Table 5. City of Folsom

City of Folsom: Steve Miklos Aquatic Center		
Pop. 81,328		
Profit and Loss		
		2019-20
Revenue		547,145
Expense		1,334,842
Net Income		(787,697)
Cost Recovery (%)		41%
Contracted Services		
	Staff	Vendor
Programs	Yes	No
Operations & Maintenance	Yes	No

*The information provided in this report was obtained from the City of Folsom through publicly available information for fiscal year 2019-20.



3) City of San Ramon: Parks & Community Services Dept. (population 75,995)

The Parks and Community Services Department was established in 1985. Since that time, the park system has grown to include 450.67 acres and 26 miles of trails. The City operates three community centers, two aquatic centers, two performing arts theatres, and a 16-acre historic property known as Forest Home Farms Historic Park.

In 2014-15 the Parks & Community Services Department processed 23,450 registrations for its programs & activities.

Amenities of the Dougherty Valley Aquatic Center

- ▶ 50 Meter Pool
- ▶ Play Structure Pool
- ▶ Diving Boards
- ▶ Picnic Area

The Public Services Department provides maintenance of the city’s parks, open space, and trail. The work is accomplished through city staff and contracted services. The Department also maintains all city buildings and facilities, including the Community Centers, Aquatic Centers, and libraries (Harrison & Associates, 2016).

According to their annual budget, the Community Service Department received \$4.5 million in revenue and spent \$7.8 million in expenses for the fiscal year ending June 2020. The financials represent a cost recovery rate of approximately 58%. (See Table 6)

The City of San Ramon utilizes a contract servicing model that supports a higher cost recovery than the other facilities presented in this report.

Table 6. City of Ramon

City of San Ramon		
Pop. 75,995		
Profit and Loss		
		2019-20
Revenue		4,570,476
Expense		7,836,018
Net Income		(3,265,542)
Cost Recovery (%)		58%
Contracted Services		
	Staff	Vendor
Programs	Yes	No
Operations & Maintenance	Yes	Yes

*The information provided in this report was obtained from the City of San Ramon through publicly available information for fiscal year 2019-20.



4) City of Morgan Hill: Community Service Department (population 45,952)

The City of Morgan Hill’s Community Services Department operates the Centennial Recreation Center, Aquatic Center, Outdoor Sports Center, Community & Cultural Center, and various recreation programs and activities year-round.

The instructional pool has 6 lanes of 25-yard x 52’ lanes that are 3.5’-7.5’ deep

- ▶ The competition pool is 50-meter x 25-yard that is 4’ to 13.5’ deep
- ▶ There is a beach entry with water play structures and waterslides
- ▶ The facility includes misting sprays, water fountains, and other water structures
- ▶ Outdoor sports and a variety of recreational programs

The City of Morgan Hill has partnered with the YMCA; with this relationship, the facility receives a substantial contribution towards maintenance for the facility’s operations in addition to providing a source of service income.

The Community Service Department received \$4.7 million in revenue and spent \$6.9 million in expenses for the fiscal year ending June 2020. The financials represent a cost recovery rate of approximately 68%. The City of Morgan Hill utilizes a contract servicing model that supports a higher cost recovery compared to other facilities presented in this report.

The recreation center has the highest cost recovery rate compared to similar facilities. The rate is approximately 68% for the fiscal year 2019-20. (See Table 7).

Table 7. City of Morgan Hill

City of Morgan Hill		
Pop. 45,952		
Profit and Loss		
	2019-20	
Revenue	4,707,569	
Expense	6,910,513	
Net Income	(2,202,944)	
Cost Recovery (%)	68%	
Contracted Services		
	Staff	Vendor
Programs	Yes	No
Operations & Maintenance	No	Yes

*The information provided in this report was obtained from the City of Morgan Hill through publicly available information for fiscal year 2019-20.



5) City of Newark: Recreation & Community Services Dept. (population 49,149)

The City of Newark operates and maintains 131 acres of city parks and several recreational facilities. Of this total, 121 acres are owned by the city, and 10 acres are leased from the Newark Unified School District. There are 13 parks in the city, including eight neighborhood parks, three Community parks, the Shirley Sisk Grove and the MacGregor Playing Fields. The city also owns and operates the Silliman Activity and Family Aquatic Center, the Clark W. Redeker Newark Senior Center, and the Newark Community Center (closed but available for rental). In addition to city-owned parks, there are privately owned mini-parks in some neighborhoods.

The Recreation and Community Service Department budgeted approximately \$2.9 million in revenue and \$5.9 million in expenses for the biennial budget. The financials represent a cost recovery rate of roughly 50%. The recovery rate is consistent with other facilities in the region. (See Table 8)

The City of Newark does not contract out any of its services. They use internal staff for all operations and maintenance.

Table 8. City of Newark

City of Newark		
Pop. 49,149		
Profit and Loss		
	2018-2020	
Revenue	2,979,000	
Expense	5,985,200	
Net Income	(3,006,200)	
Cost Recovery (%)	50%	
Contracted Services		
	Staff	Vendor
Programs	Yes	No
Operations & Maintenance	Yes	No

*The information provided in this report was obtained from the City of Newark through publicly available information for fiscal year 2018-20. The City of Folsom has a biennial budget.

Financial Review

City of San Bruno Recreation & Aquatics Center

Overall Financial Forecast

As part of the business planning process, a rigorous review was conducted of the current recreation facility's financials, the Consultants interviewed critical staff, including the Facilities Maintenance team, fiscal staff, and internal stakeholders. The consulting team reviewed the Councilman-Hunsaker Feasibility Study and assessed current best practices to provide revenue and expense

forecasts for the City of San Bruno Recreation and Aquatics Center (RAC).

The purpose of this analysis is intended to understand how to ensure the facility operates at an optimal performance level to ensure maximum revenue outcomes. The combination of input from stakeholders serves as a basis for developing assumptions that will be used to forecast future revenue opportunities.



The financial analysis projects future revenue recoveries and expenditures of the RAC and determines if the facility would experience cost recovery. Our financial model anticipates a 10% increase in revenue year-after-

year with the increases flattening out in year four (FY 2026-27). It is anticipated the RAC facility will open in the calendar year 2023. The below table represents the overall projected financials for the facility. (See Table 9)

Table 9. Revenue and Expenditure Analysis

Revenue and Expenditure Forecast 4-Year

Revenue	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Aquatics	727,372	800,110	880,121	968,133
Recreation Services	679,264	747,190	821,909	904,100
Contract Classes	436,662	480,328	528,361	581,197
Facility Rentals	1,353,793	1,489,172	1,638,089	1,801,898
Total Revenue	3,197,091	3,516,801	3,868,481	4,255,329

Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Salaries & Benefits	3,348,763	3,449,226	3,552,702	3,659,283
Supplies & Materials	1,038,349	1,069,499	1,101,584	1,134,631
Intergovernmental Transfers	612,719	631,101	650,034	669,535
Total Expenditures	4,999,831	5,149,826	5,304,320	5,463,450

Net Income	(1,802,739)	(1,633,025)	(1,435,840)	(1,208,121)
General Fund Subsidy*	1,142,056	1,176,318	1,211,607	1,247,955
Saving - Contracting Out O&M	322,257	331,925	341,882	352,139
Saving - Monitoring Staff Hires	600,000	450,000	300,000	150,000
Total Savings/(Deficit)**	\$261,574	\$325,217	\$417,650	\$541,973

* Average Adopted Budget FY 2019-20 (\$823,630) and FY 2020-21 (\$1,266,656) appropriation; plus 3.0% inflation increase.

As a result of all the information collected for this Strategic Business Plan, we anticipate the RAC will operate with a \$261K surplus resulting in a reduction in support from the General Fund or a contribution to future capital and maintenance needs of the facility in year one (FY 2023-24) The projected surplus is a result of the additional square footage of space, new or expanded programming, and excellent services to the community. Traditionally, during the first year of operation in any new facility, it takes time to build clientele to maximize revenue potential. With the administrative costs and high cost to provide aquatics programs, we anticipate that the facility will always require a subsidy, which is not new, the General Fund traditionally has subsidized Recreation Services. Current projections assume that same level of contribution for future years.

Revenue analysis

Revenue assumptions were based on a variety of information from key stakeholders. When assessing revenues, we focused on pre-COVID-19 revenue projects and programming numbers. According to the City of San Bruno’s FY 20-21 Administration & Recreation Services Budget Summary the department’s revenue for 2019-2020 was \$1,735,000. We anticipate the wide distribution of a COVID-19 vaccine that would eventually normalize programs and operations by the time the RAC would open in 2023. We expect the general population, special user groups, and rental revenue will make this a

The RAC can serve as a revenue-generating venue, become a gathering place for community events and programs, and demand market-rate cost recoveries for all services. In our financial model, we anticipate a 10% increase in revenue year-after-year. This assumption is based on the anticipation that staff will improve program offerings, increase marketing of the facility, and increase the demand for the facility’s quality service offerings. If revenue targets are exceeded, the additional funding will relieve pressure from the General Fund and other City of San Bruno funding sources.

destination facility in San Bruno. Programming revenue is based on user groups and local programming fees. The fee structure is based on pass/script holders, and other users attracted to the facility because of its unique programs and services. Revenue is estimated, taking the suggested current Master Fee Schedule into account, current market rates, and projected increases over the next three years and utilization figures outlined in this Plan into account. The below figure summarizes the projected revenues for the first four years of operation. (See Figure 2)

Projected Revenue Based on a 4-Year Trend Analysis



Figure 2. Projected Revenue Based on a 4-Year Trend Analysis

Aquatics

The City of San Bruno’s design for the Recreation and Aquatics Center includes two pools and a splash pad. The six-lane, 25-meter outdoor pool will be operational on a seasonal basis for a minimum of 16 weeks annually. The natatorium projected revenues are based on the assumption that the indoor six-lane 25-meter pool will be operated year-round. Both pools’ primary focus is the traditional aspects of pool participation (i.e., lap lanes, swimming lessons, aerobics, and recreation swim). There is a high demand for Master Swim programs, water polo practices, and indoor swim meets based on interviews with stakeholders and potential partners.

Our analysis attempts to tap into both the traditional market and engage those focused on water play and other social aspects. Due to this facility’s nature, the potential revenue of competitive teams and party rentals must be taken into serious consideration. The competitive programs will pay rental fees to the City to use the pools, and year-round aquatic parties will be highly desired in San Bruno. Figure 3 outlines in detail projected revenue for aquatics.

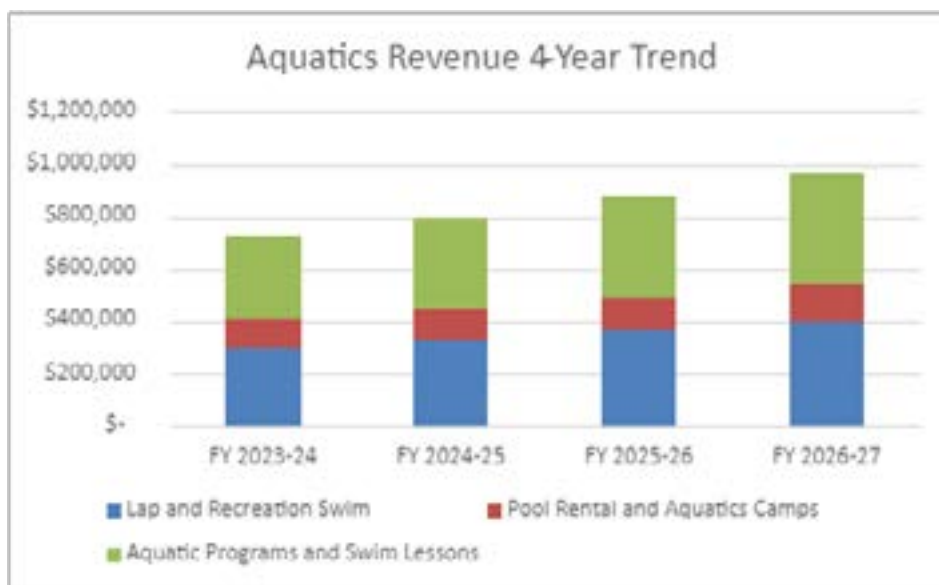


Figure 3. Aquatics Revenue 4-Year Trend

Recreation Services

The Recreation Division of the Community Services Department is responsible for implementing the programs, policies, and services for the City of San Bruno. Responsibilities include planning, directing, coordinating, and evaluating the related programs and projects. This Plan assesses the revenue potential of

current and proposed future recreation programs and services (e.g., youth and adult sports, camps, classes, and fitness activities). Services include offering a wide range of leisure classes to the residents of San Bruno. Figure 4 outlines in detail revenue across four-year analysis.



Figure 4. Recreation Revenue 4-Year Trend

Fitness Facilities, Contract Classes & Passes/Scripts

The projections in Figure 5 are based on the assumption that the RAC is available 7-days a week, year-round. The facilities offer a wide range of meetings, community, kitchen, gymnasium, and aquatic space to suit any inquiry and needs. Room options can transform from casual and rustic to formal and elegant and are convenient,

flexible, and affordable. We anticipate that audio/visual equipment and screens will be available for small and large events. It is expected that this area would be the largest revenue source for the RAC, and the most critical staffing investment for the City of San Bruno, Recreation Services Department. According to the Convention and Visitors Bureau, San Bruno is the busiest tourist and visitor’s hub on the Peninsula, yet it lacks in providing adequate venues to host conferences, corporate functions and sporting events. (See Appendix 1)



Figure 5. Contract Classes & Memberships 4-Year Trend

Facility Rentals

The projections in Figure 6 are based on the assumption that the RAC is available 7-days a week, year-round. The facilities offer a wide range of meetings, community, kitchen, gymnasium, and aquatic space to suit any inquiry and needs. Room options can transform from casual and rustic to formal and elegant and are convenient, flexible, and affordable. We anticipate that audio/visual equipment and screens will be available for small and large events.

It is expected that this area would be the largest revenue source for the RAC, and the most critical staffing investment for the City of San Bruno, Recreation Services Department. According to the Convention and Visitors Bureau, San Bruno is the busiest tourist and visitor’s hub on the Peninsula, yet it lacks in providing adequate venues to host conferences, corporate functions and sporting events. (See Appendix 1)

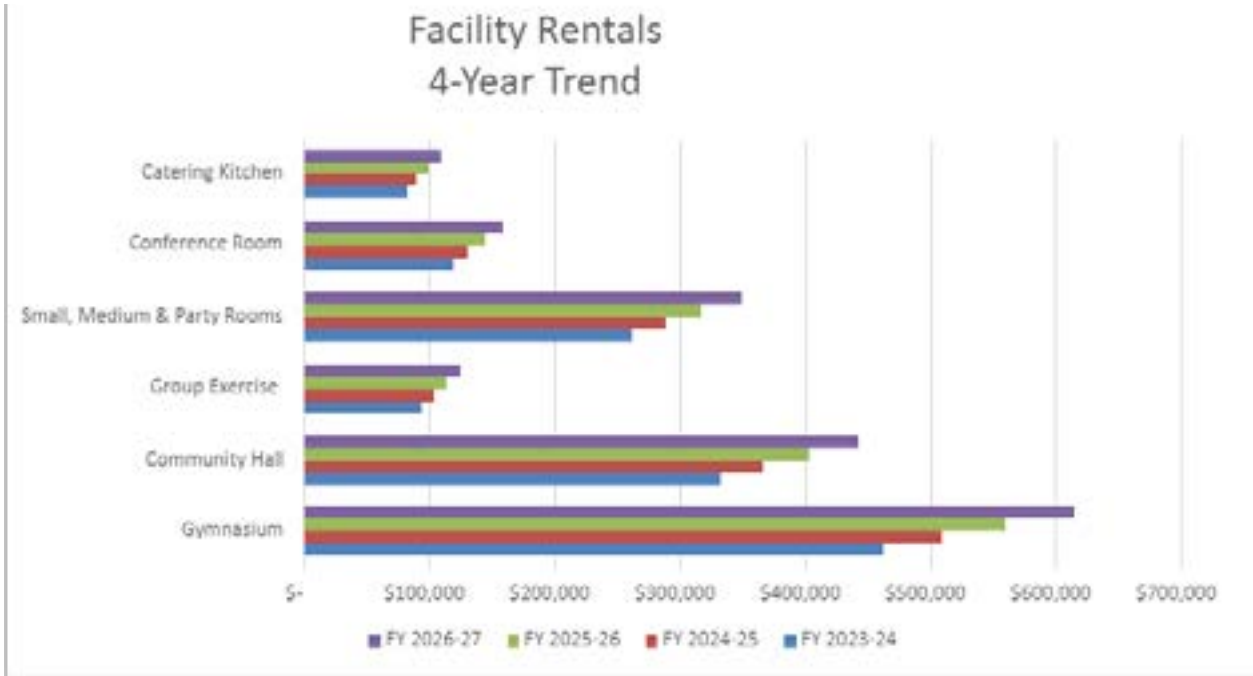


Figure 6. Facility Rentals 4-Year Trend

Revenue Summary

The City of San Bruno will require a strong, visionary professional leader focused on revenue-generating programs to ensure the facility’s maximal potential. It is recommended that the Recreation Manager position be recruited from the hospitality, tourism, and visitor’s bureau discipline. Understanding that facility rental and

aquatic activities represent (65%) of revenues. The staff must operate the facility as an enterprise and have the background and knowledge to expand programs beyond the traditional recreation and community center services for the RAC to be successful. Figure 7 outlines the percent of revenue by category.



Percentage of Revenue by Category

■ Aquatics ■ Recreation Services ■ Contract Courses ■ Facility Rentals

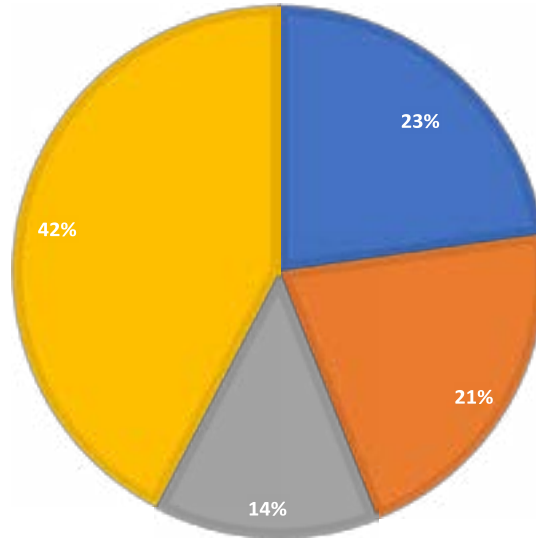


Figure 7. Percent Revenue by Category

Expenditure Analysis

In performing this analysis for the RAC’s anticipated costs, we analyzed the current year budget and operating cost of the existing facility, reviewed the Councilman-Hunsaker report, assessed current labor agreements, and reviewed the Community Services Department 5-Year Forecast as prescribed in the FY 2020-21 adopted budget. The current personnel and operating costs and integrated the precents to estimate the projected future costs were then evaluated. The average cost of living increases and inflation percentages are represented at 3%.

In alignment with best practices, we developed a staffing strategy to ensure maximal use of the facility and the best program alternatives for maximal revenue recovery.

We also assessed current expenditure and other reports to reassess costs to include additional amenities of the RAC. Table 10 represents the projected costs to operate the RAC.



Four-Year Expenditure Analysis (4-Year Forecast)

Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Salaries & Benefits	3,348,763	3,449,226	3,552,702	3,659,283
Supplies & Materials	1,038,349	1,069,499	1,101,584	1,134,631
Intergovernmental Transfers	612,719	631,101	650,034	669,535
Total Expenditures	4,999,831	5,149,826	5,304,320	5,463,450

Table 10. Four-Year Expenditure Analysis

Personnel Cost

In assessing the RAC cost drivers, personnel costs are expected to increase by 173% from the current FY 2020-21 budget of \$1,225,448 (pg.176) to FY 2023-24 (projected to be \$3,348,763) by the time the facility is due to open. Additional staff will be needed to create and manage increased programming, to provide high quality facility maintenance and management, and to staff seasonal programs (part time staff). The summary of these areas are as follows:

- ▶ **Full-time staffing** – Increase programming staff to ensure proper oversight, reduce risk, and increase capacity to drive revenues for the RAC.
- ▶ **Part-time staffing** – Increase staff for year-round and seasonal pools and staff to support revenue-generating programs
- ▶ **Maintenance Staff** – In performing interviews with staff, and due to the new facility’s size and sophistication, additional maintenance staff will be needed to ensure the facility is presented at a service level to attract and sustain new clients and revenue.



The below table includes a detailed breakdown of the proposed classifications by full-time equivalents (FTE's). (See Table 11)

Table 11. Staffing Breakdown

City of San Bruno - Staffing Needs for RAC

CLASSIFICATION	TYPE	BUDGETED PERSONEL COSTS	PROPOSED PERSONEL COSTS	INC/(DEC) FTE
		BUDGETED FTE	PROPOSED FTE	
RECREATION - FULL-TIME				
ACCOUNTING & CUSTOMER SERVICE REP II	FULL-TIME	0.40	0.40	-
COMMUNITY SERVICES DIRECTOR	FULL-TIME	0.40	0.40	-
COMMUNITY SERVICES SUPERINTENDENT	FULL-TIME	0.65	0.65	-
MANAGEMENT ASSISTANT	FULL-TIME	0.50	0.50	-
RECREATION SERVICES COORDINATOR	FULL-TIME	2.00	3.00	1.00
RECREATION SERVICES MANAGER	FULL-TIME	-	1.00	1.00
RECREATION SERVICES SUPERVISOR (One ONLY)	FULL-TIME	1.00	2.00	1.00
TOTAL FULL TIME STAFF (ADDITIONS)		4.95	7.95	3.00
PARKS AND RECREATION - PART-TIME				
CUSTODIAN I *	PART-TIME	-	2.45	2.45
LIFEGUARD I	PART-TIME	0.54	5.40	4.85
LIFEGUARD II	PART-TIME	1.09	5.40	4.31
RECREATION LEADER I	PART-TIME	1.75	4.93	3.18
RECREATION LEADER II	PART-TIME	2.15	5.06	2.91
RECREATION SPECIALIST	PART-TIME	1.00	4.45	3.45
SITE (POOL) MANAGER	PART-TIME	0.27	1.38	1.11
WATER SAFETY INSTRUCTOR I	PART-TIME	0.27	1.95	1.68
WATER SAFETY INSTRUCTOR II	PART-TIME	0.54	1.95	1.41
BUS DRIVER	PART-TIME	1.00	0.50	(0.50)
TOTAL PART TIME STAFF (ADDITIONS)		8.62	33.46	24.84
MAINTENANCE POSITIONS				
CUSTODIAN I	FULL-TIME	-	1.00	1.00
CUSTODIAN II	FULL-TIME	-	1.00	1.00
PARKS MAINTENANCE TECHNICIAN I	FULL-TIME	-	1.00	1.00
PARKS MAINTENANCE TECHNICIAN II	FULL-TIME	-	1.00	1.00
TOTAL FULL TIME STAFF (ADDITIONS)		-	4.00	4.00
TOTAL STAFFING COSTS	FT & PT	13.57	45.41	31.84

* Custodian I TPT does not exist within the current salary schedule. Will need to create a TPT classification.

Also, part-time staff represents nearly 44% of the total staffing need to operate this facility adequately. See Figure 8 identifying recommended staff allocation.

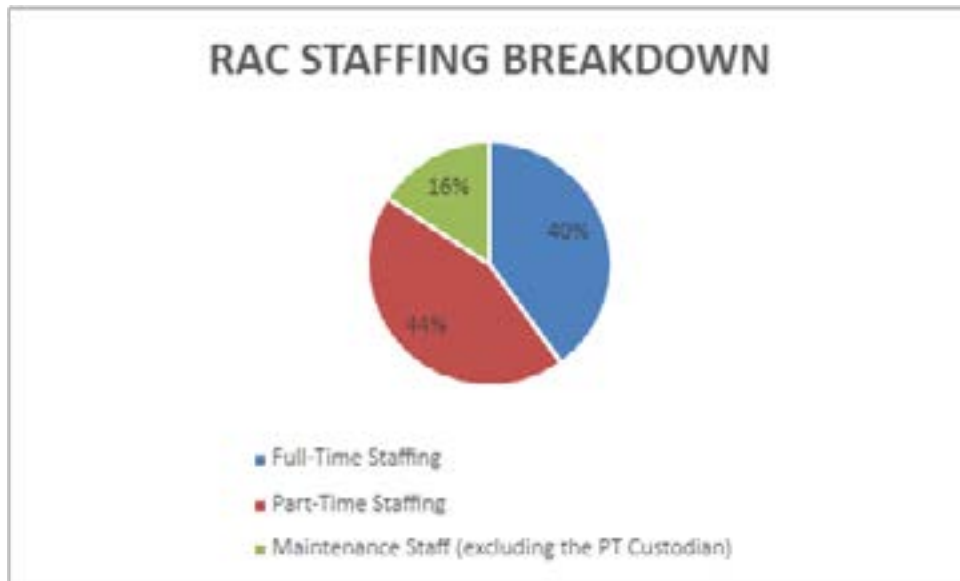


Figure 8. RAC Staffing Breakdown



Staffing Levels

This Strategic/Business Plan includes sample best practices in developing solid recreation programs that are designed with the community in mind. It is critical to align the skill sets of staff with an organizational model that would best serve the City of San Bruno's community as outlined in the Table 12 organizational chart. To that end, there are several considerations the Consultants feel are essential in meeting the demands and expectations of the San Bruno residents, and to ensure the revenue is realized as outlined in Table 9.

The Community Services Department will require strong visionary professional leaders with a lens focused on revenue-generating, an innovative and creative mindset, and a passion for partnerships and community engagement. Delivering quality programs and attracting users that have not traditionally participated in, or been invited to the offerings, will require "out of the box" thinking for staff. While Consultants stress the need to hire a Recreation Manager in the upcoming year, there will be a need for two additional program coordinators.

It is important to note that the Consultants used titles that are currently within the City's organization, consideration should be given towards developing new job descriptions that will ensure the facility's maximal potential. For example, it is strongly recommended that the Recreation Manager position be recruited from the hospitality, tourism, and visitor's bureau discipline. The current job description may not be attractive to individuals

that the City is interested in recruiting. The same will hold true for the Full-Time Program Coordinators. The delivery of recreation services and programs is changing; and, with this change, a shift in recruiting, hiring, and compensation must be considered. The RAC is not your average recreation community center; it is a State-of-the-Art Enterprise Facility!

As noted above, the facility and aquatic activities represent 65% of revenues. Staff must therefore operate the facility as an enterprise and have the background and knowledge to expand programs beyond the traditional recreation and community center services for the RAC to be successful.

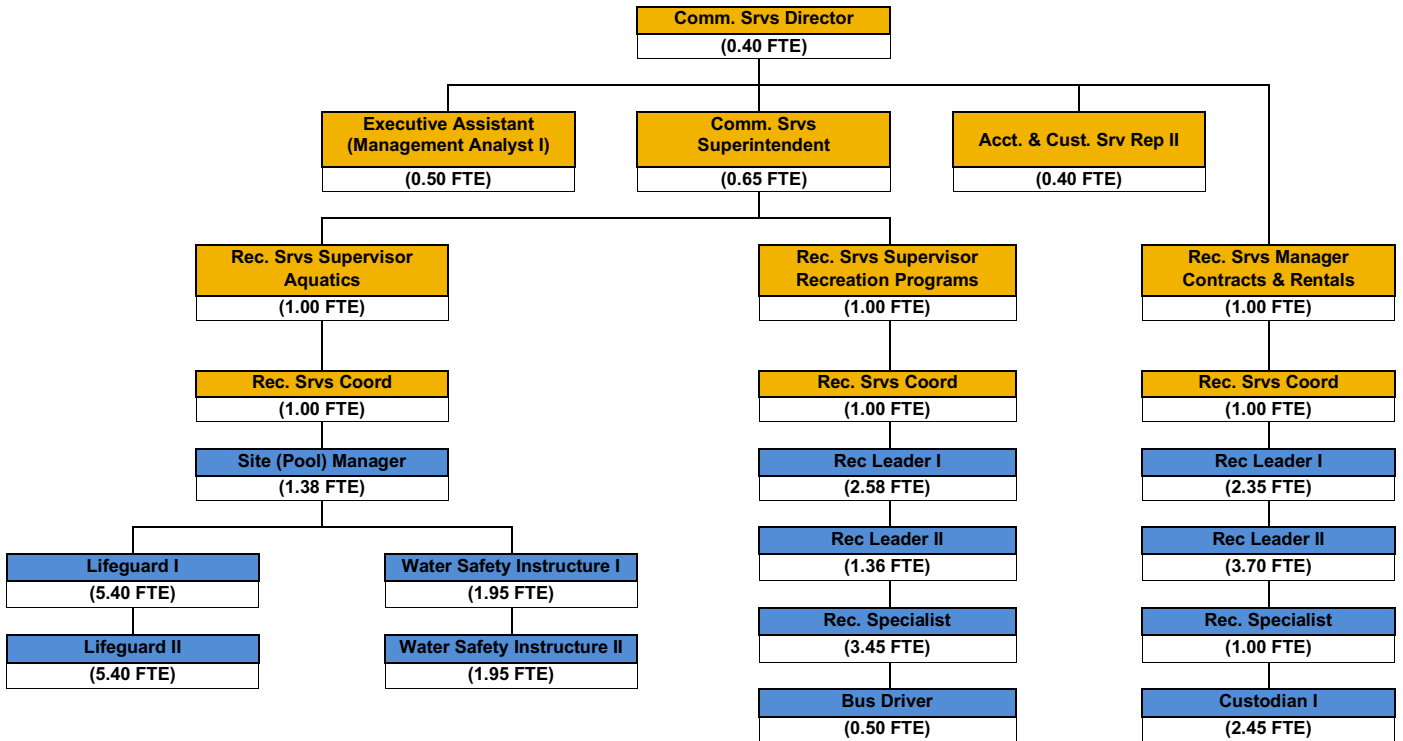
The standards for staffing vary based on several variables therefore it is hard to determine what is sufficient. The National Parks and Recreation 2016 field report indicates that a typical park and recreation agency has 7.4 FTEs on staff for each 10,000 residents living in the jurisdiction served by the agency. The challenge in calculating the staffing level for the RAC in comparison to national standards is skewed, because we have not included park maintenance as part of the programming or operations equation. The recommended staffing level was derived from discussion with staff and from the City of San Bruno budget summary pre COVID-19, and further research.

The organization chart below demonstrates the hierarchy of recommended staffing levels based on interviews and discussions with staff.



Table 12. (FT=yellow, PT=blue)

**City of San Bruno
Recreation Services Division
Proposed Organizational Chart (41.41 FTEs)**



The Consultants assessed best practices in developing an organizational model that would best serve the City of San Bruno’s community. Also, we wanted an organizational chart that delineated operational functions that would lend to more efficient processes, higher-level of accountability, and a model that provided an elevated level of services. As displayed in the organizational chart (Table 12), four units within the Recreation Services Division are recommended, to include the following:

- ▶ Administrative Services Unit
- ▶ Aquatics Service Unit
- ▶ Recreation Programming unit
- ▶ Enterprise Program Unit
(contract classes and facility rentals)

Operating Expenditures

Analysis of Expenses

In assessing the RAC’s future operating expenditures, we used the Councilman-Hunsaker report’s 2018 Market Analysis to ground our projections. The accuracy of the forecasts was then verified. We then applied a 3.0% inflationary factor. The breakdown is as follows per Councilman-Hunsaker’s 2018 Market Analysis:

Commodities

Commodities are day-to-day products used to operate aquatic centers. Office supplies, program supplies, custodial supplies, repair supplies, and chemicals are included. In determining annual chemical expense, chemical treatment assumes calcium hypochlorite and muriatic acid (pH buffer). Chemical use can depend upon the bather load and chemical balance of the water. In estimating annual costs, medium bather load figures were assumed.

Heating/Dehumidification

In determining utility costs, current energy costs at other facilities in the area were reviewed. Total costs include energy, energy demand, and delivery charges. Caution must be used when comparing this cost with operating expenses of other facilities across the country.

The organization chart identifies full-time staff in yellow shade and part-time staff in blue shade. With this staffing combination, the RAC will be well positioned to serve the City of San Bruno and be a self-sufficient facility reducing the need to draw additional resources from the City’s General Fund.



Electricity

The calculations are based on 2018 utility rate information. A figure of \$0.08 cents per kWh was estimated based on the current City of San Bruno actuals, including both demand and energy costs.

Water and Sewer

Water and sewer services will be needed for domestic use and compensation for evaporation and backwashing purposes. The backwash water and domestic water will be released to the sanitary system. This does not include landscape irrigation.

Insurance

Insurance denotes liability for more people and more structure based on visits and labor. Since this facility’s owner-operator is not yet determined, insurance costs were excluded from the expense budget.

An assessment of the Councilman-Hunsaker 2018 Market Analysis was completed, and it was found that their assumptions were within our margin of error. Results are identified in the below table, to include current operating costs. (See Table 13)

Table 13. Operating Expense Breakdown

Operating Expense Breakdown

Operating Expenses	Year 1 FY 2023-24	Year 2 FY 2024-25	Year 3 FY 2025-26	Year 4 FY 2026-27
Operating Supplies	427,290	440,109	453,312	466,911
Building and Grounds Maintenance	345,803	356,177	366,863	377,869
Training / Meetings / Conferences	26,575	27,372	28,194	29,039
Utilities	238,680	245,840	253,216	260,812
Total Expenditures	1,038,349	1,069,499	1,101,584	1,134,631

Other Expenditure

In reviewing the FY 2020-21 adopted budget, intergovernmental and internal services fund transfers were included as outlined in the below table. (See Table 14).

Table 14. Other Expense Breakdown

Other Expense Breakdown

Operating Expenses	Year 1 FY 2023-24	Year 2 FY 2024-25	Year 3 FY 2025-26	Year 4 FY 2026-27
Intergovernmental / Other	43,600	44,908	46,255	47,643
Internal Service Allocations	366,690	377,690	389,021	400,692
Interdepartmental Charges	202,430	208,503	214,758	221,201
Total Expenditures	612,719	631,101	650,034	669,535

Saving Levers

The City of San Bruno could experience a reduction in costs to the RAC. The City of San Bruno should consider contracting out the maintenance aspects for the new RAC and this would include:

- ▶ Building maintenance & engineering (mechanical, electrical, and plumbing)
- ▶ Pool maintenance, janitorial
- ▶ Landscaping

The City could save an estimated \$322,257. The cost to support the facility’s maintenance and mechanical systems are estimated to be about \$24.00 per square foot. The current budget to include City staff, maintenance and systems contractors, and internal services support is illustrated in the below table. (See Table 15)

The consultants met with facility’s maintenance team, and the team was very clear in terms of their needs and concerns in maintaining certain areas of the facility. The facility’s maintenance team felt strongly about maintaining current contracts to ensure the level of services that would meet the expectations of the community they are charged to serve.

Table 15. Potential Savings

Expenditure Type	Budget
Staff & Fringe	689,764
Maintenance, Building and Grounds	345,803
Internal Services	366,690
In-House Estimated Cost	1,402,257
Contract-Out (\$24 per Sqft.)	1,080,000
Difference (Savings)	\$322,257

Appendix 2 shows the Scope of Work for the City of Oakland’s East Oakland Sports Center’s maintenance contract. We used the EOSC facility compared to the RAC because the two facilities share similar amenities, community uses, and labor costs. The EOSC was listed as a model city, however, it was difficult to gather the cost analysis due to the shared operational cost between Public Works and the Recreation and Parks Department.

The additional cost-saving measure would include reserving full-time, and part-time staffing hires until the programs support staff hiring. Our estimates include the cost of 100% hiring. However, a key recommendation is to increase the staffing level gradually based on increase in programs and facility use. For example, in year one of the facility opening, San Bruno could save as much as \$600,000 if full-time and part-time hires are deferred until the program supports the additional staff.



Public/Private Partnerships



As society enters into yet another era with unforeseen challenges and adjusting to our “new normal” as a profession, understanding that success is measured through community engagement and satisfaction is paramount; however, COVID-19 has created a quandary for cities nationwide. The coronavirus has demonstrated the need to leverage the City’s services and programs in order to enhance the great programs offered by the Community Services Department. Additionally, seeking ways to develop new and creative programming that will not only attract new users but sustain their commitment and engagement for years to come is vital. Partnerships, both public and private, are a must for success.

Developing relationships is the entrée to a successful partnership, and local residents are the first ingredient that goes into the cadre of opportunity, followed by community-based organizations, local businesses and the surrounding businesses. The Recreation and Aquatic Center has a lot to offer by way of programming and those services will be discussed in more detail within the Strategic Plan component of creating a new model and design for recreation programming post-COVID-19.

2020 has been a challenging year that left the City of San Bruno in a deficit of \$8 million dollars due to the decline in City, county and state tax revenues. As the City prepares to break ground on this beautifully designed two-story,

49,360 sq. ft. facility in 2023, the success of the RAC will whole-heartedly depend on the leadership and excitement of its employees and City champions. The quality of the programs and the manner of community engagement will be a driving force in attracting its users. Delivering high-quality services in a clean and welcoming environment for all participants, users and patrons will be a key factor in the growth of the facility and should remain a commitment of the Community Services Department.

What we know to be true, based on literature and reports from the National Parks and Recreation Association is *“the typical park and recreation agency generates \$1 million in non-tax revenues on an annual basis, although this amount can vary greatly based on agency size, services and facilities offered by the agency and the mandate from agency leadership and policymakers”* (NRPA Field Report, 2016). In other words, there is no one-size-fits all formula for how recreation and park agencies and professionals meet their mission nor is there any simple set of standards for all agencies. These reports reflect the most comprehensive resource of data and insight for recreation and park agencies across the nation. Agency data has been shared in PRORAGIS, NRPA’s benchmarking resource that assists professionals in the effective management and planning of their operations and facilities. Subsequently, this detail is provided for the City of San Bruno as part of

the recommendations set forth in this Strategic Business Plan.

For example, the typical agency offers an average of 187 programs each year; 120 of those programs are fee-based events. Consequently, advance planning, networking and building relationships will be critical for the RAC beginning in 2021-22 to develop new customers. Therefore, public-private partnerships will no longer be the three P's that the profession runs from, but what the profession will continue to gravitate towards. Within the three "Ps" the private "P", is one in particular,

Philanthropic Strategy

The primary goal of the philanthropic strategy is to secure sustained, multi-year financial commitments from the philanthropic (or "funder") community to support the RAC. (Appendix 3-Funder/Timeline)

- ▶ Deepen relationships with non-profit organizations (or "NPOs") through integrated programming, volunteerism and advocacy.
- ▶ Leverage network access resources (e.g., corporate partners, athletes, and influencers) directly or through third party consultants to create organic storytelling opportunities.

that should be emphasized and sought out as a separate funding source of opportunity that will help tell the story of the dynamics of partnerships and the high return on investment. If the relationships are built in a way that benefits the community and the organization/foundation, the essential "P" is the Philanthropic community. The Bay Area is saturated with gift giving foundations, bequest and individuals seeking an opportunity to support the efforts of others. However, gaining the attention and support of the giving population requires a well thought out strategy. A brief guide is listed below in Appendix 3, which includes a strategy outline to potential funders with a timeline tracker.

- ▶ Align community value proposition with key funder.
- ▶ Focus areas (e.g., health and wellness, education/after-school programming).
- ▶ Provide space that showcases the value of its support and financial commitment (e.g., donor walls, naming rights, and or innovative digital advertisement).
- ▶ Use of social media and other forms of media as essential for success.



As stated in the [NRPA Monthly Magazine August issue](#), *“One uncertainty in this current economy is the effect on corporate willingness to engage with non-revenue generating initiatives, since park partnerships will almost always fit in that category. This current global health crisis will likely be defined by our response to it. Do we adapt, come together and innovate to create a new and brighter future? That’s how the Great Depression and World War II led to the birth of one of the greatest middle classes in the history of the world”*.

Benefits For Partnering Organizations

The RAC will offer many benefits for potential partnering organizations. Regarding local colleges as another example, Skyline College, for instance, does not have a pool, and currently depends on their sister college (College of San Mateo) to attract students interested in swimming. Having an indoor pool that can serve as community education classes and offer swimming tournaments hosted by Skyline would be of tremendous benefit to their students and the community at large. These benefits are endless in supporting the college’s mission, to provide an environment for faculty, staff and students to enjoy in a more cooperative workplace culture as they enhance their relationships outside of the campus and classroom.

Another great connection was made with the British Swim School, a national franchise located in over 200 locations, including in San Bruno. This partnership could serve as a revenue sharing partner, offering lessons, providing and sharing life guards, in addition to recommending a number of water survival programs at the RAC or simply opt out lanes, according to needs. Additionally, the Master Swim Teams has expressed a high level of interest in the utilization of both the natatorium and outdoor pool for programs and tournaments.

Based on our research and interviews with a variety of organizations and individuals, there are many ways the City can choose to collaborate with private partners. There are a host of components of partnership agreements in

The success of the City of San Bruno RAC will depend upon partners from both the private sector and from the philanthropic world. There are many economic, marketing and personal growth benefits for the recreation center and the local businesses/civic organizations to participate in public/private partnership. Unique and fresh programming ideas, coupled with the scope of programs can attract (at no cost) media attention and coverage, which can lead to increased visibility, usage for current and new programming, and increased revenue.

municipal parks and recreation documents that can serve as a template and the research of James Wollenburg can provide guidance. The Consultants recommend that the CSD staff look into the options and possibilities of what agreements and components might serve well for the RAC.

The RAC can indisputably become the venue of choice for the Peninsula, which is aligned with the vision of the City to be the City of choice on the Peninsula. There are over 170 hotels and 1800 guest rooms on the Peninsula within a 3.4-mile radius of the Recreation and Aquatic Center. This venue is of high interest because many of the hotels do not have pools. Furthermore, none of the hotels within the 15-mile radius are home to a 25 yard-six lane natatorium, have the capacity to host large banquet style events, or have the ability to provide a full functioning wellness center with trainers and classes. The RAC can be that venue to provide what is lacking at other facilities.

What we learned, and clearly heard from the Convention Bureau’s leadership team, is that there is a definite need for a facility of this magnitude. San Bruno has a high number of visitors and business travelers; they are an untapped resource for the City. Partnering with these entities to fill the void during non-program hours will serve several purposes: a) Increase overall and program exposure in the community, b) increase awareness and boosting client enrollment and participation, c) increase business opportunities, revenue and enhance partnerships. Partnering with the Chamber of Commerce, and the San Mateo County/Silicon Valley Convention and Visitors Bureau can provide many dividends, ranging from the shared use of calendars highlighting local events, looping the RAC on the hotel local TV stations, and hosting joint exhibits and trade shows, and the utilization of its own employees to make the RAC the gym of choice. Partnering with this segment in a way that is feasible will



support the vision of all entities. There will be a broader and more positive brand locally, and recognition in the community to a larger audience and increased community goodwill. Additionally, an augmented civic reputation is a valuable accolade for people of all ages, cultures and backgrounds.

There is a role that the City should consider when partnering, and that is exercising its commitment by remaining an active member of the San Bruno Chamber of Commerce and joining the San Mateo County/Silicon Valley Convention and Visitors Bureau. The networking capabilities are profound and can provide various opportunities to create new business and personal relationships. An annual budget allocation should be

Community Benefits

While there has been a lot of discussion about partnerships, and leveraging services for the purpose of sustainability, there must be an equal balance of community benefits, support and total community engagement. The City must never lose sight of the tragedy that has made this venue a reality. To that end, the programming, event rentals, services and the overall use, must be accessible, available, affordable and accountable for all the residents.

The RAC will offer spaces for: weddings, showers, family special events, and more. It will be a premiere venue for these types of activities and services among other options. The Rotary Club has also committed to joining forces with the City in the relocation of the Rotary Pavilion. The rebuilding of this beautiful outdoor structure right outside the community hall will add value to such events held at the RAC.

Schools, Organizations & Families with Young Children

The facility is designed to be flexible for educational programs that appeal to families and local groups serving young children. The meeting rooms are designed to be flexible in nature to offer social recreation for toddlers while parents are working out, or enrolled in a class, for instance. Local organizations should be encouraged to use the RAC to host monthly meetings, award dinners and special events. It would be important to also define roles and partnerships with the various School Districts and organizations through joint use agreements that are reciprocal in nature but supports also, the cost recovery of the employee's time- that is assigned to host the program, meeting or workshop.

considered to allow the Community Service Department to join such organizations. In addition to joining the various business organizations, it is important to become an active member and take full advantage of the services provided.

A return on the investment for the partners and the City can be tremendous including generating media attention, increasing revenue, and attracting the unaware resident or external employees. When businesses are able to demonstrate, internally and externally, that they are invested in the community as well as in the wellbeing of their employees, and they are a good civic-oriented organization, everyone wins. A list of organizations of potential partners can be found in Appendix 4.

A broad range of leading regional-based businesses, educational institutions, health care organizations, nonprofits, senior services, and trade associations were researched, identified and contacted. The size of the businesses reviewed range from sole proprietors and entrepreneurs to local and national companies. Organizations contacted are based in San Bruno as well as throughout San Mateo County and the San Francisco Bay Area as a whole. Organizations were also contacted as another means of increasing the awareness and visibility of the RAC and offer expanded revenue opportunities for the Center and the San Bruno community, broadly.

Appendix 4 includes the entities that have expressed interest to learn more about the RAC, or share information with their work colleagues, clients and members of their professional or community organization. This list consists of potential partnerships that serve a diverse scope of audiences across the lifespan ranging from children/youth and teens to adults and seniors.





New Model For Delivering Recreation Programs and Services

There are hundreds of innovative models for delivering recreation programs and services to local communities. The City of San Bruno should seek to be inspired to build solutions that keep pace with innovative programs, activities, facilities, and inclusive community offerings. This section merely provides a few examples of model parks and recreation programs. From programs youth and young adults to families and senior leisure activities, these community examples are provided with the hope that the City of San Bruno will take programming efforts from anticipated to exceptional.

The Youth Voice

Listening to young people has become more vital over the years; hence this section leads with the “youth voice.” The youth from the Leos Lions Club and Interact Rotary Club from Cappuccino High School, under the leadership of Greg Pierce, were interviewed. They were clear about their interest and discussed the value of the youth voice and potential uses of the RAC space. Their sample recommendations include:

a. Having their own general (open space) art area in RAC that has available easels, paint, table with random objects for sketchers to use, pool volleyball, and having a smoothie stand in or near the pool area.

b. Small community skate park available to roller skate, ride bikes, and skate boards.

c. Special guest speakers: Arts professionals (such as pottery); university faculty or staff specializing in college application & writing; near-by restaurant owner/chefs to come and do a class, cooking a specific food item (i.e., mooncakes).

d. Zip lining, archery, rock climbing either available in RAC or local field trips. Fieldtrips to include a mixture of high school grades 9th – 12th.

e. Suggested art classes: sustainability, fashion, tote bag sessions, how to make our own jewelry.

f. Timeframes for events/classes: Children (a.m.), High School (+3p.m.), Adults (p.m.).

g. Provide supervision for ages (under 18 yrs.) such as in the gym and the weight room.

h. Frisbee (non-traditional) ultimate frisbee course.

i. Anything that enhances “things-to-do” providing expert instructors.

It is no surprise to the Consultants that many of the youth ideas, wishes and desires are aligned with national trends. In addition, many are aligned with the programs mentioned in the City Master Plan such as extreme sports, skateboarding, climbing wall, mountain biking and inline skating. Although the RAC may not be suited for some of these activities requested by the young people, partnering with nearby agencies and coordinating field trips as part of the RAC programs will enhance the delivery of services and fill a void within this crucial target population. In addition, the RAC activity considerations could include mobile play units such as portable climbing walls, skateboard ramps, and arcade games. The San Bruno youth input is also aligned with the six common program areas as outlined below.

Six Common Nationally-known Program Categories

Readers of this Plan exploring model programs and designs will recognize that, regardless of the size of an agency, there are programs that are universal in attracting users and residents. The sections that follow include program models, trends and the most popular/common services; regardless of size of city or organization, the programs that follow are the six most common recreation program categories nationwide with sample activities for RAC consideration (no particular order):

1) Fitness & Wellness Programs

• Adventure outings	• Pilates
• Aquatics	• Playground
• Basketball court	• Sauna/steam room
• Bowling alley	• Sports programs / leagues / intramurals
• Climbing wall	• Squash courts
• Cycling (indoor) & bike rentals (outdoor)	• Tennis court
• Dance	• Track
• Golf	• Volleyball court
• Gym / strength training facilities	• Yoga
• Ice rink	• Women’s weight lifting
• Personal training	• Zumba

2) Children/Youth Programs

• Summer camps	• Art & enrichment
• Childcare / afterschool programs	• Music activities
• Teen programs / youth groups	• Martial arts

3) Classes, Clubs, and Volunteering

• Arts & crafts	• Health education, nutrition
• Community service events	• Meditation
• Computer	• Tennis lessons
• Cooking / life skills	• Tree planting program
• Environmental & outdoor education	

4) Social Services

• Food, shelter, housing & emergency assistance	• Mobile shower & laundry service
• Free Wi-Fi	• Parenting classes
• Immigration & citizenship services	• Support groups
• Job placement, youth employment, college to career	• Lobbying and other civic engagement activities

5) Community Events

• Concerts in the park	• Movie events (e.g., “Movies in the Park” and “Movies in the Pool”)
• Family events, activities, intergenerational	• Nature Activities
• Game nights	• Summer events & activities

Specialty Programs & Events

• Food Court, Food Trucks & Carts, Concession Stands (e.g., pop-up)	• “Escape Room” opportunities from nonprofits to corporate groups (e.g., team building phenomenon)
• Weddings and wedding receptions	• Holiday events (across religious sectors)

Any effective program model, especially one that represents change, requires the use of tried and true methods of making information available to the target audience. Through research and internal and external interview discussions, the Consultants not only identified program trends and the common ground for program services, but have also identified model programs that are either similar in population, or facility size, or demonstrate program offerings. These programs do not necessarily change based on the population, age, race, gender or income. What we found to be consistent were a) active websites with up-to-date program information

b) description of who they serve, c) a list of program offerings, d) revenue source for services e) mission statements f) partnerships g) outreach/marketing and h) community surveys.

The programs that follow, are samples of excellent program models to review and consider for relevant ideas. These are based on a comparative analysis of relevant programs and agencies suggested for the San Bruno RAC to generate additional new ideas:

1) Redwood City Parks | Recreation & Community (pop. 88,314)

Description: They provide people of all ages in their community great public spaces and outstanding programs (Link to their [strategic plan](#))

Programs & Activities: This department provides camps, classes, after school programs, sports, and events to the people in Redwood City.

Human Services - provides assistance for:	
<ul style="list-style-type: none"> Arts and Parks events (Recyclable crafts, creating puppets, painting etc.) 	<ul style="list-style-type: none"> Food, Shelter, Housing, and other Emergency Assistance/Social Services Mobile Shower and Laundry Service
<ul style="list-style-type: none"> Summer Camps (Specialty & Sports, recreation and wilderness camp) 	<ul style="list-style-type: none"> Home sharing Program
<ul style="list-style-type: none"> Senior programs (Clubs and organizations including: Watercolor painting Crafts social clubs Writing club Tap dance) 	<ul style="list-style-type: none"> Childcare and Early Child Development Program
<ul style="list-style-type: none"> Fitness and Wellness Gym membership, Morning fitness/walks) 	<ul style="list-style-type: none"> Immigration and Citizenship Services
<ul style="list-style-type: none"> Support Groups 	<ul style="list-style-type: none"> Services for Victims of Violent Crimes

Revenue generating ideas: Summer camps provide a decent revenue, gym memberships, sports leagues/classes (membership price)

Mission Statement: Enhance the quality of life in Redwood City, Provide safe, inviting and beautifully maintained parks and facilities, Create safe, inviting, and fun public spaces, Provide arts, culture and entertainment opportunities. Be person-focused and responsive that reflect we care about a community of all ages

Partnerships: Partnerships produce new parks and facilities

Do start Development Company LLCM: Redwood City Parks and Arts Foundation - \$125,000

Stanford University: Recreation and Wellness - \$1,000,000

Pauls Corporation: Parks - \$737,857

Outreach efforts: N/A

Community surveys: The survey showed a high rate of use and satisfaction, areas for improvement and park & recreation maintenance.



2) Ability First (Southern CA; HQ in Pasadena)

Description: AbilityFirst™ strengthens and cultivates skills that give our participants the tools to successfully navigate each transition in life, including building social connections and independence; employment preparation, training and experience; and, fun and engaging activities that offer families an opportunity to refresh and recharge. AbilityFirst is a 501(c)3 nonprofit that provides programs and services to help children and adults with disabilities reach their full potential. Sample programs & activities:

Programs & Activities:

• Youth Employment programs	• Social Recreation programs
• Basic Life Skills	• Job Placement programs
• Healthy Living (Swimming)	• Explore Ability (<i>adult day and community integration program</i>)
• Socialization Skills programs	• Aquatics program
• Communication Skills programs	• College to Career program

Revenue generating ideas: Events, shows, donations

Mission: AbilityFirst™ provides a variety of programs designed to help people with disabilities achieve their personal best throughout their lives. We do this by creating targeted programming to help an individual successfully transition from childhood to adult life.

Partnerships:

AS&F Foundation (\$250,000 and above)

Weingart Foundation (\$150,000 – \$249,000)

May and Stanley Smith Charitable Trust (\$100,000 – \$149,999)

The Ahmanson Foundation, Annenberg Foundation, Quetico, LLC, Subaru of Glendale, Union Bank Foundation (\$50,000 – \$99,999)

The Capital Group Companies Charitable Foundation, Comerica Bank, Edison International, The Georgina Fredrick Children’s Foundation, Gesner-Johnson Foundation, The Green Foundation, Lawry’s Restaurants, Inc., Nextera Energy, Stranahan Foundation (\$25,000 – \$49,999)

Outreach: Charity events, festivals, social events such as fashion shows

Community surveys: N/A



3) Mill Valley Park and Recreation (pop. 14,151)

Description: Mill Valley Recreation Department strives to provide exceptional facilities, programs, amenities and events for the citizens of Mill Valley and Marin County. Our programming (arts, cultural, recreational and leisure) promotes opportunities for play in support of active lifestyles at any age.

Programs & Activities:

• Camps for adults, children and seniors	• Teen and Youth programs
• Arts & Crafts	• Enrichment programs
• After School Programs	• Preschool at the center
• Health and Wellness	• Scholarship programs
• Arts & Culture programs	• Art Commission
• Aquatics & Fitness	• Dance Classes

Revenue generating ideas: Rentals for the community center, Golf clubhouse, Party packages, Pool Parties, Fields and parks. Community events and special events.

Partnerships: They have a partnership page on the website but no specific names listed.

Outreach: Community events, special events, tournaments, sport events, seasonal programs



4) Burlingame Park and Recreation (pop. 30,743)

Description: The Burlingame Parks and Recreation Foundation, a 501(c)3 non-profit organization, was founded to enhance the life of all residents in Burlingame and the surrounding communities by working with our City staff to facilitate volunteer opportunities, provide community outreach for park and recreation, and raise funds to support our local programs, facilities, and services.

Programs & Activities:

• Adult Softball	• Badminton	• Holiday Tree Lighting
• Men’s Basketball	• Swim club/school	• Holiday events
• Women’s Basketball	• Swim team	• Arts and Crafts
• Bocce League	• Water Polo	• Adventure Camps
• Volleyball	• Masters swim	• Enrichment classes and camps
• Flag Football	• Lab Swimming	• Leadership trainings
• Tennis	• Water Aerobics	• Youth Advisory Committee
• Track	• Red Cross Classes	• Senior programs and activities
• Golf	• Movies and Music in the park	• Pet Parade

Revenue generating ideas: Special events such as holiday, sports and conferences, donations.

Mission: To raise funds that provide scholarship assistance for enrollment in Park and Rec programs, fund additional Park and Rec programs, and provide the necessary equipment, repairs, and capital improvements as needed to Burlingame facilities.

Partnerships: Not listed

Outreach: Community events, special events, tournaments, sport events, seasonal programs



5) Burlington Parks, Recreation and Waterfront, Vermont (pop. 43,021)

Description: The Burlington parks system includes over 35 parks that cover 520 acres of open space that are loved by residents of the City and our visitors, who recognize Burlington as an international destination for tourism. Burlington’s urban parks offer important social gathering spaces for recreation, concerts and events, swimming and boating, community rides and races, urban camping, farmers markets, garden plots, and more.

Programs & Activities:

• Youth Camps	• Fitness (<i>yoga, self-defense classes</i>)
• Youth sport leagues	• Music, creative arts and learning programs
• Indoor activities (<i>yoga, table tennis, line dancing, walking, basketball, indoor soccer, pickle ball and more</i>)	• Outdoor recreation
• Swimming	• Nutrition programs
• Movie nights	

Revenue generating ideas: Membership fees, camp fees, rentals, events fees, youth program lessons

Mission: To connect diverse and dynamic public spaces and programs which grow, inspire and create inclusive social interaction through land, water and people.

Values: Accessibility – Emphasis on universal design principles and financial sensitivity for all experiences.

Integrity – Trust developed in doing our work in the public realm.

Dependability – Service-oriented and responsive customer service.

Health & Wellness – Focus on active, healthy and balanced lifestyles.

Teamwork/Partnership – Commitment to collaboration and coordination with our community and colleagues.

Inclusive – Fostering cultures of all kinds.

Stewardship – Of public service and a sustainable environment.

Quality – “In all that we do”

Partnerships:

• Winooski Valley Park District	• Spectrum Youth & Family Services
• Maritime Museum	• The Pomerleau Family YMCA
• Boys and Girls Club	• Outright Vermont
• Sara Holbrook Center	• AALV
• King Street Center	• Age Well

Outreach efforts: Community events, informational meetings, council/board meetings, newsletters

6) San Francisco State University, Mashouf Wellness Center

Description: We inspire the lifelong holistic wellbeing and success of every student within our community.

Programs & Activities:

• Aquatic programs and classes	• Sports Clubs
• Climbing Wall	• San Francisco State kids Camp
• Fitness classes	• Special Events
• Gator Outdoor Adventures	• Open Rec
• Intramural Sports	• Wellness

Revenue generating ideas: Memberships, Swim Lessons, Personal Training, Massage, Special events, community events, and rentals.

Mission: The Mashouf Wellness Center is a student-driven wellness center guiding development through transformative activities, creating a sense of belonging within our community, and being a key partner in integrating health and wellness across the University.

Partnerships:

• Bay Area Homelessness Program	• Community Health Outreach Workers Programs	• NSF Alliance for Minority Participation
• Bay Area Center for Training in Early Childhood Violence Intervention and Counseling	• Community Involvement Center	• NSF/SF Bay Area Collaborative for Excellence in Teacher Preparation
• Bay Area School Development Program	• The Comprehensive Teacher Education Institute	• Office of Biomedical Research
• California Research Institute	• Energy Analysis and Diagnostic Center	• Romberg Tiburon Center for Environmental Studies
• Career Center	• Ethnic Diversity Training Project	• San Francisco Math Leadership Project
• Center for the Integration and Improvement of Journalism	• Institute for Multicultural Research and Practice	• San Francisco Urban Institute
• Center for the Study of Enterprise	• Marian Wright Edelman Institute for the Study of Children, Youth, and Families	• Step to College
• Cesar Chavez Institute for Public Policy	• Minority Biomedical Research Support Program	• SFSU Institute on Disability
• Child Study Center	• Mission Academic Complex	• Wheeled Mobility Center
• Clinical Schools Project	• Muir Alternative Teacher Education Program	

Training, Association Memberships, Conferences/Workshops

Equally important to recruiting, hiring and staff compensation, is the ongoing training, industry membership and conferences that will be essential in keeping up with the trends, policies and common best practices as identified in this Plan. The sample training/conferences and membership associations that follow would add value to the San Bruno RAC and encourage both personal and professional growth.

In this section is a list highlighting parks and recreation industry resources recommended for the RAC to pursue for organizational membership and staff to be

involved with for their professional development. This resource list includes fitness-related, aquatic/pools, and recreation centers, for facility management and program development.

Not only are the following organizations great for personal/professional growth, they would add also, a high level of value to the RAC as a whole. The networking and benefits are endless. Membership and active engagement are highly recommended in ensuring quality programs/services and maintaining high standards for all employees.



A) National Recreation & Park Association (NRPA): (nrpa.org)

Description: The National Recreation and Park Association (NRPA) is the leading not-for-profit organization dedicated to building strong, healthy and resilient communities through the power of parks and recreation. NRPA advances this vision by investing in and championing the work of park and recreation professionals as a catalyst for positive change in service of equity, climate-readiness, and overall health and well-being.

Certificate Programs

NRPA Certificate programs provide participants with training developed around specialized topics for the park and recreation field. After successfully demonstrating knowledge of the course content, professionals will receive a certificate of completion. More professionals are looking at certification as a means to demonstrate their commitment and value to the profession and for personal growth. NRPA offers certification in a variety of disciplines including aquatics and marketing.

Scholarships and Fellowships

In addition to the training and certifications NRPA is committed to mentorship, this possible through the availability for scholarships and fellowships. The scholarships and fellowships provide recipients with the opportunity to attend and explore the operation of the field at the NRPA Annual Conference. A primary focus is to inspire future participation and leadership in NRPA and to develop professional contacts with leadership and members from around the nation. Scholarships are available for: Young Professional Fellowships, Student Scholarships, and Diversity Scholarships.

NRPA Aquatic Management Professional Certificate:

The NRPA Aquatic Management Professional Certificate provides employees with the knowledge and skills for effective aquatic facility management. This online certificate program will strengthen staff management skills and increase their understanding of aquatic facility operations.

B) California Parks and Recreation Association (CPRS.org)

Mission: The California Park & Recreation Society's mission is to advance the park and recreation profession through education, networking, resources and advocacy.

CPRS members are united in their commitment to improving people's lives. This networking happens across disciplines and agency boundaries to achieve together what we cannot do alone. CPRS strives to educate policy makers so that they vote with the premise that parks and recreation is an essential community service.

Like NRPA, CPRS offers Conferences and [Mini Conferences](#) throughout the year ranging from CA Aquatic Management School, Certified Playground Safety Inspector, Directors and Executive Summits, Maintenance Management School, School of Rec, Online Recreation Therapy, Park Planning and Development Institute, Playground and Field Maintenance Academies.

C) The Association of Aquatic Professionals

Description: The Association of Aquatic Professionals is a domestic 501(c)3 Non-Profit Corporation and is run by an all-volunteer Board of Directors and a full-time Executive Director/CEO that exclusively promotes and advocates policies, practices and procedures that contribute to safer and improved aquatic education, aquatic recreation activities, programs, and facilities.

This association provides and supports quality aquatic education opportunities; coordinates and conducts research in the field of aquatic management and safety; promotes coordination and cooperation between established aquatic associations responsible for all aspects of aquatic programming, aquatic management, aquatic operation and maintenance and aquatic facility design. Membership consist of Individual memberships as well as Commercial / Consultant ranging from 5-person agency to 100-person agency. Offering a variety of conferences and training as noted on their website.

D) U.S. Masters Swimming

Description: U.S. Masters Swimming is a national membership-operated nonprofit that provides membership benefits to nearly 65,000 Masters Swimmers across the country. These benefits include [insurance](#), [SWIMMER](#) magazine, [sanctioned events](#), and more. USMS and [its 52 Local Masters Swimming Committees \(LMSCs\)](#) provide direct support to more than 1,500 Masters Swimming clubs and workout groups.

Structure and organization of USMS programs vary and are driven by factors such as pool availability, instructor or coach availability, community support, and finances. Memberships consist of USMS Membership National and Local Masters Swimming Committee. U.S Masters Swimming offers a variety of fitness related training Basic Training, High Intensity Training, Open Water Training, High Volume Training, Low Volume or Limited Mobility Training, Stroke and IM Training, and Fitness events.

This Plan includes the importance of quality staffing, and the need for ongoing training and staff development to ensure quality and creative programs. The next section addresses best practices to attract and sustain a broad range of users including the surrounding communities and target the untapped resources in the City of San Bruno.

Best Practices for Recreation Program Services

What is a best practice?

“A method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.” (– Business Dictionary)

A best practice is also professional practice that has been designed, field tested, and disseminated. A procedure that results in desired outcomes at multiple levels (e.g., administrative, programmatic, consumer).

The [National Recreation and Parks Association](#) has an abundance of resources as it relates to recreation best practices ranging from addressing quality recreation programs and substance abuse/mental health disorders to making the case for parks/outdoor recreation and related health benefits.

The consistent and successful messages gleaned from our research and community interviews include the following components and themes that made model programs and agencies stand out and considered as a best practice. The following areas are highlighted in relationship to the key area of the RAC: a) Recreation Programs b) Aquatics, and c) Fitness Centers and should be considered for the Community Services Department as the RAC evolves.

Note: Each bulleted list is in no particular order.



Recreation Centers & Programs

<ul style="list-style-type: none"> • Write a mission statement that articulates agency values, builds on existing service models, uses an organizational structure, includes principles of inclusion, and contains steps on how to implement these values
<ul style="list-style-type: none"> • Encourage volunteerism and community engagement
<ul style="list-style-type: none"> • Focus on youth engagement
<ul style="list-style-type: none"> • Out-of-school-time (OST) programming (e.g., Summer camps, Organized youth sports leagues, After school care)
<ul style="list-style-type: none"> • Provide healthy meals and snacks through USDA child nutrition programs (57% of national OST programs do so)
<ul style="list-style-type: none"> • Connect kids to nature
<ul style="list-style-type: none"> • Use a variety of recruitment methods and “meet kids where they are” (e.g., schools, youth sports programs, afterschool programs)
<ul style="list-style-type: none"> • Use preferred communication channels & styles (e.g., text, social media, use photos & videos to keep it interesting, be consistent & direct)
<ul style="list-style-type: none"> • Work with existing youth leaders/influencers (e.g., kids who are outgoing and vocal, or have a following in person or on social media)
<ul style="list-style-type: none"> • Raise awareness early on
<ul style="list-style-type: none"> • Educate the community & children on key issues
<ul style="list-style-type: none"> • Build relationships across the community as a whole
<ul style="list-style-type: none"> • Community partnerships with other organizations
<ul style="list-style-type: none"> • Offer incentives
<ul style="list-style-type: none"> • Partner with local businesses who might recruit youth volunteers as employees or offer gift cards for participation
<ul style="list-style-type: none"> • Recruit youth volunteers for recreation center or program staff roles
<ul style="list-style-type: none"> • Letters of recommendation for college or employment from recreation center staff
<ul style="list-style-type: none"> • Engage youth in policy development
<ul style="list-style-type: none"> • Encourage youth leaders to participate in town hall meetings
<ul style="list-style-type: none"> • Be inclusive!
<ul style="list-style-type: none"> • Youth from all cultures, backgrounds, abilities, genders, and ages should feel welcome
<ul style="list-style-type: none"> • Include youth in organization-wide decisions
<ul style="list-style-type: none"> • Create real-time surveys & evaluations (continually monitor and measure the needs of each program; catch issues immediately)
<ul style="list-style-type: none"> • Research and develop trainings for volunteers
<ul style="list-style-type: none"> • Research and develop trainings for staff
<ul style="list-style-type: none"> • Develop specific rules & expectations for those involved in recreation activities

Aquatics Centers

• Hire staff committed to service, safety, and professionalism
• Hire professional and certified staff
• Have qualified/certified lifeguards on duty at all times
• Include unique aquatic features
• Water slides (different sizes, lengths, shapes)
• Aquatic rock walls
• Other adventurous features
• Ensure the pools and features can accommodate the amount of people who will use them
• Host parties & events (weekly, monthly, seasonal)
• “Back-to-school” events
• Offer party/celebration services
• Offer concessions and cabanas
• Offer swim lessons
• Follow all codes and regulations carefully!

Fitness Centers

• Ensure excellent customer service
• Offer appropriate fitness services & facilities
• Offer group classes
• Use appropriate technology
• Offer locker rooms
• Create loyalty programs
• Strive for the highest quality
• Ensure cleanliness of facility
• Maintain functioning equipment
• Use online marketing strategies
• Make participation convenient for customers
• Charge fair fees
• Keep facility open during appropriate days & times
• Offer on-site parking

It is recommended that the RAC develop a unique mission statement that articulates agency values, builds on existing service models, uses a functional organizational structure, includes principles of inclusion, and contains steps on how to implement these values.

Whereas the Consultants expressed the need for exceptional staffing, made note of key best practices, and acknowledged the success of past programs. Programmatic innovations that surface over time should serve the needs of the community while keeping up with state and national trends. The following domains are the core components of cutting-edge program categories stemming from the literature and various agency sources (no particular order).

- ▶ Summer camps: Recreation agencies typically offer some sort of summer camp. Some of the options that they offer are recreation camps, sports camps, specialty camps, wilderness camps and art camps. These camps are, and should be, provided for children of all ages and across abilities.
- ▶ Senior clubs and programs: Sample activities include crafts, writing clubs, dance classes, fitness classes and programs, yoga, etc.
- ▶ Fitness and wellness: Fitness classes that offer Pilates, Zumba, Dance Workouts, Strength Training, Personal Training etc. The City of San Bruno also has fitness centers, open gym time, and programs specifically for seniors; the RAC must still involve the elder/senior population.
- ▶ Human services programs: All the cutting-edge recreation models researched offer some sort of human service assistance. Examples include food, shelter, housing, and other emergency assistance/ social services, support groups, job placements, communication skills programs (e.g., ESL) and college and career programs.
- ▶ Art programs: All the models provide some sort of art programs, classes or events. Examples include crafts, music, gardening, watercolor painting, art classes and events, sculpting courses etc.

- ▶ Special events: All the programs have some events hosted throughout the year. They include game nights, field trips, climbing walls, bowling, cooking classes, community service events etc.
- ▶ Sport clubs and programs: They all offer some form of sport club or team. They have youth, adult and senior sport leagues, disability-related accessible teams, etc.
- ▶ Education: Examples include STEM programs, scholarships, internships, leadership development, health education, after school programs, reading and math programs, etc.
- ▶ Aquatic: This includes swimming classes for various age groups, specialty aquatics programs, therapeutic wellness, and aquatic-related exercise programs for seniors, etc.

While the Consultants recommend national trends and research be considered, we want to also acknowledge, as mentioned earlier in this Plan, that knowing your community’s demands and expectations will be critical in the development and implementation of the programs and services. The demographics continue to change including the disposable income in the community; therefore, expanding the target populations and catering to a variety of audiences will be the key to the success of the Recreation and Aquatic Center.

Part of knowing the success of past programs means understanding the history of those programs that brought the community together and were a highlight of the 2020 San Bruno State of the City Address. This included such well-received events as: The Pancake Breakfast, Easter Egg Hunt, Community Day, Coffee with a Cop, Music in the Park, Shakespeare in the Park, National Night Out, Halloween Celebration, Blood Drive, and Police vs Fire Department. We highly recommend these community events, combined with other civic and nonprofit events organized by other agencies around the City, could and should be held at the new Recreation Center. An added feature would be to host the annual State of the City Address at the RAC. These types of community-wide events being held at and hosted by the RAC would allow the Center to become the new “Hub” for the City of San Bruno.

Additional recommended programs, special events, activities, outreach, and community engagement for the City of San Bruno RAC to consider

Programs

- ▶ Plan an “off the grid” event inviting all local, especially new, restaurants to set up/sell, have live bands, etc. Model example is [The Presidio](#)
- ▶ Golden State Warriors used to practice at the Veterans Memorial Recreation Center. Invite them (the entire team or a few players) to practice at the new RAC. Invite regional youth to attend, hold a basketball clinic and an educational program. This special event should attract a large crowd, would be an exciting photo opportunity, a potential news story and would introduce the center to many members of the community (who could become members). Sample resource: [Golden State Warriors](#), Community Affairs
- ▶ Job readiness workshops for junior high and/or high school students. As these young people explore various vocations, they should be properly prepared and develop positive lifelong skills which will help them to excel, professionally and personally, and have a positive introduction into the work world. This practical information can help each student as they develop their future career path. Sample topics: appropriate attire for an interview, networking, professional attitude, time management, team building skills, how to write a resume, preparing for an interview, conflict resolution and identifying their career path. Have guest speakers from the work sector.
- ▶ Career related field trips and visit regional businesses for high schools students.
- ▶ “Junior Chef”: Hands-on fun program to teach youth about the basics of cooking, the benefits of healthy eating habits and how to read container/package labels. Students will spend time in the kitchen. Possible field trips to local restaurants, a caterer and/or the market where they can meet and talk with the owner/ general manager. Final activity/ celebration: students prepare a simple meal in the center’s kitchen and serve it to their family members.
- ▶ “Cooking for College”: Sample description: An interactive hands-on class providing students with practical information regarding how to purchase, prepare, cook and store food. Audience: High school students (juniors and seniors) who will be going to college and/or current college students. Both of these audiences may be living on their own for the first time and have not spent much time in the kitchen and/or cooked for themselves. Class could be taught by local chefs and/or a nutritionist and students could be provided with handouts covering topics and/or basic cooking guidelines Sample topics and suggestions:
 - ▶ How to buy food...reading labels, buying produce, dairy and meats
 - ▶ How to budget for food purchases
 - ▶ Healthy eating habits on a limited budget
 - ▶ Preparing food before cooking
 - ▶ Cooking simple meals
 - ▶ Proper way to store food
 - ▶ Introduction to kitchen utensils
 - ▶ How the body uses food
 - ▶ Possible field trip to the farmer’s market and a local market (and/or consider inviting local farmers to the RAC and host farmer’s markets on the plaza)
 - ▶ Invite guest speakers
 - ▶ Alternative activities (i.e., non-traditional program designs)
 - [Nontraditional Activities to benefit youth who avoid team sport](#)
 - [The “Peaceful Dragon”](#) (example from Charlotte, NC)
 - [Traditional versus Non-Traditional Outdoor Activities \(Infographic\)](#)

Furthermore, other existing and recommended program offerings can be found in Appendix 4

Outreach & Community Engagement

- ▶ “City with a Heart” – Maximize use of as a City-wide tagline. Create mutually beneficial partnerships with various health/medical related organizations (e.g., Kaiser Permanente, Sutter Health, Canopy Health) to offer community workshops, classes and seminars to educate the community about the mental (reduced stress) and physical benefits of regular exercise, along with proper nutrition and sleeping habits. Offer guest lectures at the Center on health related topics.
- ▶ Special “heart” related event activities could be created for Valentine’s Day and to acknowledge someone who is special in your life. Option: Partner with American Heart Association. Offer Red Cross training classes.
- ▶ Hold a family-oriented fun fitness competition event at the Center.
- ▶ Outdoor activities can include different running events, push-ups/sit-ups tabling by various health related organizations, invite food vendors, have a mobile rock climbing wall and provide health related presentations in the community hall.
- ▶ Host a health education fair for community members, especially those individuals who are in a challenging economic situation.

Other outreach examples based on what surfaced as most popular in the literature:

• Community satisfaction surveys	• Charity events
• Community events	• Festivals
• Community meetings/listening sessions/ focus groups	• Council or board meetings
• Newsletters and/or eNews	• Sponsorships
• Social media	• Volunteering programs
• Scholarship programs	• “Adopt A Park”
• Community Recognition Award	• Service Recognition Program





Recommended Priorities For Program and Operations

It is important to note that each section of this Plan has a series of suggestions and recommendations for new program offerings and RAC operations. This category includes core recommendations for nonprofits, private entities, government institutions as well as marketing and outreach.

Non-profit/Non-Governmental Organizations and Private Institutions

- ▶ Encourage regional nonprofits to use the Center for work or community functions, fundraising gathering and/or personal use.
- ▶ Encourage local nonprofits to use the Center for workshops, retreats, fundraising events, educational programs and celebrations (e.g., Rotary Club, Lions Club, ethnic minority organizations, social service providers).
- ▶ Develop partnerships with the British Swim School, Masters Swim Club, and other local swim clubs to enhance new opportunities and share revenue sources.
- ▶ Engage the local hotel and hospitality industry to maximize use of RAC facilities.
- ▶ San Bruno Chamber of Commerce:
 - Encourage all Chamber members, from sole practitioners to regional and national companies, to become pass-holders of the RAC.
 - Offer a discount rate for the use of the RAC as one of the benefits of membership with the San Bruno Chamber of Commerce Encourage members to take advantage of the recreation and exercise opportunities that are available for themselves and family members.
 - Offer a membership program to Chamber members who do not have an exercise program as part of their employee benefits. An exercise program will provide employees/members to become more engaged in their community, reduce personal and work-related stress, improve the quality of their lives and become a more productive employee.
 - Invite Chamber members to use the meeting rooms and/or the community hall to make professional presentations, teach seminars or a subject of personal interest. This is an excellent opportunity to increase their professional exposure to potential clients, build their business and contribute to the education of the community and use the meeting rooms to hold retreats or training programs.

Conclusion and Summary

The City of San Bruno Recreation and Aquatic Center is a beautiful state-of-the-art facility; the staff and community will be transitioning from a 14,500 sq. ft. facility and a 12,500 sq. ft. outdoor pool to a two story 49,360 sq. ft. facility with a natatorium and an outdoor pool and zero depth splash pad. The returns on the investment for the residents/community cannot be overstated. The RAC will be the driver of recreation services and a venue for special events, weddings, tournaments and conferences along the Peninsula. The RAC will fulfill the vision of the City with potential to be the Peninsula City of Choice in which to live, learn, work, shop and play.

Outreach and marketing will be critical to the success and sustainability of the RAC. As noted in this Plan, according to the IRS in 2018, a total of 23,230 tax returns were filed by San Bruno residents and the sum of income recorded for the tax year was over 2.2 billion dollars. The Consultants consider this a seriously under-tapped resource. San Bruno is an extremely busy visitor and traveler/tourist city among other assets, there is a lot of potential to be explored.

With the increasing population overall, and the general shift in the business industry in San Bruno, the RAC, and the City as a whole is at its prime for growth and program development. The key will be in recruiting, hiring and compensating quality employees that have the expertise, passion, skills and an entrepreneurial spirit. Additionally, success is not possible without the commitment and support from the City and RAC leadership and municipal governing bodies to engage the community as a whole; this might require a shift in the mindset for the City.

The beauty of the RAC is that the amenities will allow participants to meet their individual recreation demands as well as health and wellness expectations regardless if

they are seeking passive or active recreation and play. The elements are there, are accessible and affordable, and will be available seven days a week. As stated in the San Bruno General Plan, programming largely depends on the community's interest and should be financed through user fees.

This Strategic Business Plan is designed to be a living document that is fluid in recommendations and suggestions. It is important to note that each section of this Plan has a series of suggestions and recommendations for new program offerings and RAC operations. As seen in Appendix 5. By no means should this document be considered the means to implement the day-to-day programming.

This Plan is loaded with ideas based on research, data and various facts obtained from a multitude of sources, and like-minded models. The goal was to provide a roadmap based on local expertise from a variety of disciplines that could support in creating a vision and story of the possibilities post COVID-19 for the new Recreation and Aquatic Center. As a reminder, pre-COVID-19 the administration and recreation services and recreation division generated over 1.7 million dollars in revenue while operating the 14,500 sq. ft. facility. Based on the research of the Consultants, there is a probability that there will be a significant increase in revenue to offset the additional operation of the RAC.

2023 should be a year of celebration, excitement, enthusiasm and pride for those that made this facility possible. Paying tribute especially to those who lost their lives and homes in the PG&E tragedy that gave way for the Recreation and Aquatic Center. May they be remembered and recognized by every patron that walks through the doors and may their life and legacy be forever remembered.

Appendix 1. Comparables: Venues Facilities Services

Facility Venue	Facilities / Offerings	Annual Event Type&Services Provided	\$ Rate Ranges
San Bruno Recreation & Aquatic Center	<ul style="list-style-type: none"> • Indoor Natorium • Fitness & Wellness Center • Gymnasium • Community Room • Outdoor Pool • Running Track • Conference Room • Exercise Room 	<ul style="list-style-type: none"> • Tournaments • Weddings • Showers • Family Gatherings • Birthday Parties • Swim Meets • Workshops 	\$42.00 - \$518.00 per Hour
Hotel Aura San Bruno	<ul style="list-style-type: none"> • Meeting Room (8 seats) 	<ul style="list-style-type: none"> • Corporate Meetings 	\$100.00 per Day
Villa Montes Hotel San Bruno	<ul style="list-style-type: none"> • Meeting Room • Banquet (50 person capacity) • Classroom (35 person capacity) • Spa • Gym • Fitness Center • Indoor Pool 	<ul style="list-style-type: none"> • Corporate Meetings • Sitdown Banquet for Special Events • Weddings • Reunions • Holiday Events 	\$150.00 per Hour (6-hour minimum)
Courtyard SF Airport (SFO) San Bruno	<ul style="list-style-type: none"> • 40 Person • Theatre Style • 27 Person • Classroom Seating • 150 Person • Theatre Style • 81 Person • School Style Meeting 	<ul style="list-style-type: none"> • Corporate Meetings & Training Programs • Special Events • Weddings • Bar / Bat Mitzvahs • Memorial Services • Award Ceremonies • Family Reunions 	\$800.00 (+) per Hour 25 - 30 Persons No Food & Beverage minimum AV not Available (okay to bring own AV)
Airport Conference Center Burlingame	<ul style="list-style-type: none"> • Meeting Rooms : Qty 02 *Max Capacity (08 Persons) *Max Capacity (11 Persons) 	<ul style="list-style-type: none"> • Professional Meeting Rooms 	\$35.00 per hour \$200.00 per day
Ramada Wyndham Hotel San Bruno	<ul style="list-style-type: none"> • Meeting Room (08 person capacity) • Gym • Fitness Center 	<ul style="list-style-type: none"> • Corporate Meetings 	\$75.00 per Day
South San Francisco Conference Center South San Francisco	<ul style="list-style-type: none"> • Meeting Room : Qty 11 * Conference Space for Rent * 20,500 sq. ft. 	<ul style="list-style-type: none"> • Meetings & Conference • Celebrations • Weddings • Reunions • Parties • Banquets 	Cost varies by Function & Room Size
Orange Memorial Pool South San Francisco	<ul style="list-style-type: none"> • Lap Swim • Swim Team • Party Rentals • Water Aerobics • Lifeguard Certification Courses 	<ul style="list-style-type: none"> • Swimming • Parties • Special Events 	\$4.75 per Day - Child \$5.75 per Day - Adult \$52.50 per Monthly - Adult

Appendix 1. Comparables: Venues Facilities Services

Facility Venue	Facilities / Offerings	Annual Event Type&Services Provided	\$ Rate Ranges
La Petite Baleen Swim School CLOSED Due To Covid San Bruno	<ul style="list-style-type: none"> Swim Lessons 	<ul style="list-style-type: none"> Swimming Instructions Training 	\$4.75 per Day - Admission Complementary "Family Swim" w/ Lesson Package \$125.00per Monthly
Pomeroy Pool CLOSED Due To Covid San Francisco	<ul style="list-style-type: none"> Lap Swimming Swim Lessons Therapy Pool 	<ul style="list-style-type: none"> N/A 	\$112.00 per Week (2 Person Pass) \$168.00 per Week (3 Person Pass)
Fitness 19 NO POOL Daily City	<ul style="list-style-type: none"> Fitness / Wellness Center: <ul style="list-style-type: none"> * Treadmills * Classes * Yoga * Zumba * Pilates * Cardio * Dance * Indoor Cycling * Weights (Free) 	<ul style="list-style-type: none"> NO MEETING SPACE 	\$22.99 per Month \$14.99 per Month
Planet Fitness NO POOL Daly City	<ul style="list-style-type: none"> Hydromassage Tanning Gym Fitness Center Lifeguard Certification Courses 	<ul style="list-style-type: none"> NO MEETING SPACE 	\$22.99 per Month \$10.00 per Month Free Classes for groups up to 5 Person
Snap Fitness CLOSED Due To Covid NO POOL Daly City	<ul style="list-style-type: none"> Weights (Free) Cardio Classes Strength Training Personal Trainers 	<ul style="list-style-type: none"> NO MEETING SPAC 	\$70.00 One-Time Fee (+) \$50.00 per Month - Individual \$85.00 per Month - Couples \$120.00 per Month - Family
District Dining The Farollon Room Skyline College San Bruno	<ul style="list-style-type: none"> Open Room Ideal for All Occassions * Min Guest Count: 90 Persons * Max Party / Wedding Capacity: 240 * Max Auditorium Seating Capacity: 300 * Max Capacity for Events requiring Activity space, i.e., Silent Auction: 230 <i>Includes Space for Dance Floor (+) Buffet, LCD Monitor Walls, Podium, (+) AV Capabilities</i> 	<ul style="list-style-type: none"> Weddings Corporate Events Parties Silent Auctions 	\$3,900.00 per Hour MON-THUR \$4,700.00 per Hour FRI - SUN

Appendix 2. East Oakland Sports Center (EOSC)

RFP for Property Management and Maintenance Services for EOSC

May 2015

INTRODUCTION

The City is seeking to hire a Property Management and Maintenance firm to provide routine and non-routine maintenance and management services for East Oakland Sports Center in the areas of:

- A. building maintenance & engineering (mechanical, electrical and plumbing);
- B. pool maintenance;
- C. janitorial, and;
- D. landscaping

Opened to the public in 2011, the LEED-Certified, two-story facility consists of 25,000 square feet of building floor space. For more information about the facility, please visit: <http://www2.oaklandnet.com/Government/o/opr/s/facility/OAK029284>

There is a 9,000 square foot indoor swimming pool building (natatorium) with 1,000 square foot auxiliary mechanical room that houses the pool controls and equipment, a 3,500 square foot indoor recreational swimming pool, 3,400 square feet of changing/ locker rooms and rest rooms, a 2,600 square foot reception area with meeting rooms and offices, 2,700 square foot aerobics room, 3,800 square foot fitness center, 3,800 square feet of storage, mechanical and circulation. The exterior includes a 20,000 square foot parking lot and 18,000 sq. ft. of landscaping.

The Firm shall provide a full range of routine and non-routine building maintenance and management services as described in the Scope of Services, either with its own forces or with subcontractors. All subcontracts shall be administered and paid for by the Firm. The City shall be billed monthly. The City is responsible for paying the utility bills for gas, electric, water, waste management and recycling, and will continue to be billed directly by these service providers.

Proposing firms must demonstrate the following minimum requirements in their proposals:

- A. Proof the Firm has held one or more government or private sector contracts within the last 36 months, similar in scope and facility type or size;
- B. Proof of Firm's satisfactory performance by providing references from other clients; and
- C. Ability to provide the necessary expertise and resources to satisfactorily fulfill the terms of the contract.

SCOPE OF SERVICES

Proposing Firms must demonstrate the ability to provide all labor, supervision, materials, supplies, tools, transportation and equipment to provide maintenance operations in the areas of building maintenance & engineering (mechanical, electrical and plumbing & pool maintenance), janitorial, and landscaping.

Appendix 2. East Oakland Sports Center (EOSC)

RFP for Property Management and Maintenance Services for EOSC

May 2015

The scope of services to be provided by the awarded Firm shall include, but is not limited to, the following:

A. Task 1 – Building Maintenance & Engineering Services

Location/ Asset	Operation- Task	Frequency
HVAC	Inspect system, replace filters, lubricate motors check AC / Heat operation. Perform service as required or specified by the Mfg.	Quarterly
Dehumidifier	Inspect system, clean condensation pans, replace filters, perform service as required or specified by the Mfg.	
Electrical/ Lights	Interior: Check and replace lights as needed, test all GFCI circuits for proper operation, perform annual infrared scan of all electrical panel. Exterior: check and replace exterior building lights and parking lot lights.	As needed/ Annual
Water Heaters	Drain, flush and inspect annually.	Annual
Plumbing Fixtures	Check drinking fountains, sinks, toilets, urinals, faucets, shower heads, valves, lines, hoses, drains for proper operation and leaks. Make necessary repairs as needed.	Weekly/ As needed
EMS	Test and inspect energy management system, service and adjust as needed.	Weekly
Fire and Life Safety	Check control panel for notifications/ alarms, check pull-stations, smoke heads	Weekly
Doors	Inspect for proper operation, check panic bars, locking mechanisms, latching hardware.	Weekly/ As needed
Elevators	Inspect daily to ensure that elevator is operating properly, manage elevator repair and service contract, coordinate passenger elevator service and coordinate State inspections and annual certifications through service provider.	Daily/ As needed
Roof	Inspect roof, clean drains and gutters	Annual
Natatorium	Check fans, lights, HVAC equipment for proper operation	Daily
Pool	Test chlorine & ph levels, record readings and adjust or calibrate to satisfy Health Department requirements, inspect equipment room, log filtration pressures and perform backwashing of filtration systems. Clean pump strainer basket, perform evaluation and fine-tuning of chemical outputs as required	Daily/ Annual
Pool Slide	Inspect daily, make repairs as needed, log and record all repair efforts for routine health Department inspections	Daily

Appendix 2. East Oakland Sports Center (EOSC)

RFP for Property Management and Maintenance Services for EOSC

May 2015

Pool Filter Service	Inspect media, rebuild sequence valve, perform backwash performance review	Annual
Pool Heater Service	<ul style="list-style-type: none"> Disassemble heater to inspect and clean burners and gas manifolds. Clean upper cabinet, fans and squirrel cage. Test and set gas manifold pressures. Test and set combustion air cabinet pressures Confirm proper vent draft. Test and set inlet water and delta temperatures. Lubricate booster pump bearing assembly. Complete chemical evaluation to confirm proper water balance utilizing both saturation and Ryznar Index. Replace heater filters. 	Bi-Annual
Parking Lot	Check fence and vehicle access gate in parking lot, adjust or repair as needed.	Weekly
Parking Lot	Sweep and remove debris from parking stalls, fence and building perimeter	Daily

B. Task 2 – Janitorial/ Custodial Services

Location/ Asset	Operation - Task	Frequency
Restroom/ Locker rooms	Replenish paper products, soap, empty trash and recyclables, disinfect fixtures, showers, toilets and urinals, clean mirrors, dust surfaces, ledges, wipe walls, doors and partitions with trigger sprayer, disinfectant and cloth, clean and mop floors.	3x daily
Gym	Wet mop & rinse floor, dust surfaces and ledges, clean windows.	1x daily
Gym	Sweep floor with dust mop, empty trash, damp mop.	3x daily
Dance Studio	Empty trash and recycling, sweep, wet mop & rinse floor, dust surfaces and ledges, clean windows and mirrors, disinfect bars and equipment n door glass.	1x daily
Lunch/ Break Room	Empty trash and recycling receptacles, replenish paper products and soap, scrub and clean sinks, clean metal surfaces with trigger sprayer, dust surfaces, ledges and wipe walls, sweep and wet mop floors.	2x daily
Common Area	Empty trash and recycling receptacles, clean door facings and other surfaces with trigger sprayer, dust ledges and vertical surfaces, wipe walls, vacuum, mats and carpeting, sweep and wet mop floors.	2x daily

Appendix 2. East Oakland Sports Center (EOSC)

RFP for Property Management and Maintenance Services for EOSC

May 2015

Offices	Empty trash and recycling receptacles, clean and disinfect door facings and other surfaces with trigger sprayer, dust ledges and vertical surfaces, wipe walls, vacuum carpeting, clean upholstered furniture and dust and wipe hard surfaces, desks tables, etc.	1x daily
Exterior	Clean entry door glass, sweep matting, remove debris around perimeter of building, empty trash and recycling containers.	3x daily

C. Task 3 – Landscaping Services

Location	Operation - Task	Frequency
Exterior/ Grounds	Mow turf grass, edge, clean and trim around raised objects with string trimmer, clear weeds and planter boxes.	1x week
Exterior/ Grounds	Aerate, apply fertilizer, clear crab grass and weeds.	1x month
Exterior/ Grounds	Check and repair all irrigation components, i.e. controllers, sprinkler heads, plumbing, valves, timers and other related parts and equipment.	Weekly/ As Needed

The selected Firm will also be responsible for non-routine maintenance, repairs and/or replacement of building MEP systems and equipment, abatement of graffiti and the repair or replacement of broken furnishings, fixtures and windows caused by acts of vandalism, theft, accidental occurrences or other causes.

As a LEED-certified facility, all cleaning efforts, materials, supplies and chemicals must be approved and comply with LEED- certification requirements. Firms will be required to verify and ensure that subcontractors use environmentally sound cleaning products wherever practical. The City wishes to ensure a scent- free/ allergen-free environment as much as possible and reserves the right to inspect products on demand.

Chemicals used by the Firm or subcontractor for landscaping purposes must meet all Federal State and Local regulations and ordinances.

Appendix 3. Funder Timeline & Tracker

POTENTIAL PARTNERS	EVENTS OR ACTIVITIES	TIMING	FOCUS AREA	NOTES
<u>YMCA of South San Francisco</u>	Leverage partnership to coordinate: <ul style="list-style-type: none"> • After school youth programs • School supply drives • Fundraising events coordinated with schools & Community Services • Holiday events and activities 	Year-round	<ul style="list-style-type: none"> • Education • Youth programs • Human services • STEM, STEAM • Arts and culture 	Coordinate messaging, focused storytelling cadence to amplify quarterly, high impact events
<u>Boys and Girls Club of South San Francisco</u>	Coordinate 1-2 large activities that align with RAC mission: <ul style="list-style-type: none"> • Deploy support as needed and directed to increasing awareness of RAC • Leverage high brand awareness among athletes and influencers to increase network access 	2Qtr & 3Qtr 2021	<ul style="list-style-type: none"> • Education • STEM, STEAM. Arts and culture 	Assign liaison to establish and manage relationship
<u>Low Income Investment Fund</u>	Develop partnership to increase access to longtime supporters and funders	Ongoing	<ul style="list-style-type: none"> • Housing Affordability • Human Services 	
<u>CuriOdyssey</u>	As a non-profit science museum and zoo, CuriOdyssey lets kids loose to observe wild animals, experiment with scientific phenomena and let the natural world answer their questions. “We treat kids like the geniuses they are.”	Ongoing	<ul style="list-style-type: none"> • STEM, STEAM • Arts and culture 	Invited to apply for general ops support
<u>Rebuilding Together Peninsula</u>	Since 1989, Rebuilding Together Peninsula has provided renovation and repair services for the Peninsula’s most vulnerable homeowners—seniors, veterans, persons with disabilities, and families with children and community facilities.	Ongoing	<ul style="list-style-type: none"> • Housing Affordability • Human Services 	<ul style="list-style-type: none"> • GSJ approved \$20k for organization for NRD and support to source additional skilled volunteers • Org working with community bank to secure a date for a build later in the year

Appendix 3. Funder Timeline & Tracker

POTENTIAL PARTNERS	EVENTS OR ACTIVITIES	TIMING	FOCUS AREA	NOTES
<u>Habitat for Humanity Greater San Francisco</u>	Habitat works toward our vision by building strength, stability and self-reliance in partnership with families in need of decent and affordable housing. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage.	April & May	Housing Affordability Human Services	* TBD of support their annual Framing the Future Breakfast * Private Bank has been introduced to the organization to secure a date for build later in the year
<u>Latino Commission on Alcohol and Drug Abuse Services</u>	Latino Commission on Alc/DA Services (Casa Los Hermanos) in San Bruno, California is an alcohol rehab center focusing on substance abuse treatment services.	Ongoing	Human Services	Invited to apply for general operations support
<u>Society of St. Vincent de Paul of San Mateo County (SVdP)</u>	SVdP provides Safety-Net services for families and individuals in our community.	Ongoing	Human Services	
<u>Catholic Worker Hospitality House</u>	The mission of Catholic Worker Hospitality House is to serve the needs of low-income and homeless individuals in our community.	Ongoing	Human Services	
<u>San Francisco 49ers Foundation and the 49ers Academy</u>	It is considered to be the nonprofit community funding extension for the team. Foundation areas of interest are youth and education. The main funding priority for this sports team foundation is underserved youth.	2Qtr, 3Qtr, 4Qtr 2021	<ul style="list-style-type: none"> • Education • Youth programs 	
<u>Golden State Warriors Foundation</u>	The Warriors Community Foundation supports education and youth development to promote thriving students, schools and communities. Investing in youth and education	2Qtr, 3Qtr, 4Qtr 2021	<ul style="list-style-type: none"> • Education • Youth programs 	

Appendix 3. Funder Timeline & Tracker

POTENTIAL PARTNERS	EVENTS OR ACTIVITIES	TIMING	FOCUS AREA	NOTES
<u>San Francisco Foundation</u>	Mission is to mobilize resources and act as a catalyst for change to build strong communities, foster civic leadership, and promote philanthropy in the San Francisco Bay Area.	2Qtr, 3Qtr, 4Qtr 2021	<ul style="list-style-type: none"> • Housing Affordability • Human Services • Education • Youth programs 	
<u>Homework Central</u>	Homework Central strives to create educational equity for disadvantaged elementary school students who aren't receiving the support they need.	2Qtr, 3Qtr, 4Qtr 2021	<ul style="list-style-type: none"> • Education • Youth programs 	
<u>San Bruno Education Fund</u>	"We believe our public schools should be filled with a balance of core academics and enrichment opportunities that fuel our children's desire to learn."	Ongoing	<ul style="list-style-type: none"> • Education • Youth programs 	
<u>Samaritan House</u>	"We understand how a happy & healthy childhood contributes to achievement throughout life. Samaritan House supports our families with children in a range of different ways, so that kids can be just as prepared as their more affluent peers."	Ongoing	<ul style="list-style-type: none"> • Housing Affordability • Human Services 	
<u>Salvation Army of South San Francisco</u>	The Salvation Army is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.	Ongoing	<ul style="list-style-type: none"> • Housing Affordability • Human Services` 	

Appendix 4. Organizations of Potential Business Partners

Organization of Potential Business Partner (BP)	Facilities / Offerings	Contact Name	Contact Information
American Fundraising Professionals - Golden Gate Chapter	Trade association for non-profit fundraising	Victoria Silverman	victoria@cooksilverman.com
Bay Area Entrepreneur Center	Services for start-ups	Pcyeta Stroud	stroud@smccd.edu
BB Events	Event planning	Becca Bloom	becca@bbevents.biz
British Swimming School, Bay Area	Aquatic Programs, Water Safety Classes	Pamela Resser	pamelaresser@britishswimschool.com
California Life Science Association	Life science trade association	Kris Quigley	kquigley@califesciences.org
Camp Edmo	Steam programs/summer camps/K-12	Eduardo Caballero	eduardo@campedmo.org
Canopy Health	Health care services	Teresa Lopez	teresa.lopez@canopyhealth.net
Catholic Charities	Provider of children, seniors and immigration services	Patty Clement	pclement@catholiccharitiessf.org
City of San Bruno	City government	Jennifer Dianos	jdianos@sanbruno.ca.gov
CityNet Services	Cable services for San Bruno	Sandeep Krishnamurthy	skrishnamurthy@sanbruno.ca.gov
Family Caregiver Alliance	Provide caregiving services	Christina Irving	cirving@cregiver.org
Genentech Corporate & Employee Giving	Biotech company	Rajnar Von Schiber	von-schiber.rajnar@gene.com
Gordon Insurance	insurance company	Barbara Einsiedl	beinsiedl@gordoninsurance.com
International Live Events Association	Professional Trade Association	Hugh Groman	hugh@gromangroup.com
Jewish Family & Children Services	Community Services for youth and families	Michelle Javid	michellej@jfs.org
Meeting Planners International	Professional Trade Association	Lucy Giovandro Watts	lucyg@mpincc.org
New North Church	Church/Community Services	Adam Darbonne	adamd@newnorth.church
Peninsula Family Service	Early learning and older adult services	Susan Houston	susan@peninsulafamilyservice.org
Peninsula Healthcare District	Provides healthcare services in San Mateo County	Ashley McDevitt	ashley.mcdevitt@peninsulahealthcaredistrict.org
Pin@y Educational Partnership	Partnership programs/service learning	Alvin Gubatina	gubatina@smccd.edu
Polka Dot Powerhouse	Women's professional organization	Karen Hoffman	polkadotkaren@gmail.com
Renaissance Center	Entrepreneurial services/economically diverse audience	Sharon Miller	sharon@rencenter.org
Robert Riechel - San Bruno Resident	Provides public relations services/online	Robert Reichel	robertreichel@att.net
San Bruno Chamber of Commerce	Civic/Business organization	Pceta Stroud	stroud@
San Bruno Lions Club	Community Service organization	Marco Durazo	mdurazo619@gmail.com
San Francisco International Airport (SFO)	International Airport	Doug Yakel	doug.yakel@flysfo.com
San Francisco Veterans Center	Provides Physical Therapy services for veterans	Christian Dillion	christian.dillion@va.gov
San Mateo Bar Association	Professional Trade Association	Walter Shjeflo	walter.shjeflo@fox-shjeflo.com
San Mateo Board Supervisor, David Canepa - District 5	San Mateo County Supervisor	Dave Canepa	david@davidcanepa.com
San Mateo County / Silicon Valley Convention & Visitors Bureau	Civic Oriented Trade Association	Nova Maldonado	nova@visitsmcvs.com
San Mateo County Board of Realtors	Professional Trade Association	Gina Zari	gina@samcar.org
San Mateo County Health	County Health Provider	Christina Ugaitafa	cugaitafa@co.sanmateo.ca.us
San Mateo Supervisor, Dave Pine - District 1	San Mateo County Supervisor	Dave Pine	dpine@smcgov.org
School of Environmental Leadership	Environmental Programs/Students, K-college	Alyssa Hagerbrant	alyssahagerbrant@seilc.org
Shelley Golden Style	Personal Branding Image Consultant	Shelley Golden	shelley@shelleygoldenstyle.com
Skyline College	Community College	Alvin Gubatina	gubatina@smccd.edu
Skyline College Athletic Department	Community college/recreational programs	Joe Morello	jmorello@smccdedu
Society of Human Resouces Management	Professional Trade Association	Gina Ayllon	gina.ayllon@shrm.org
State Farm Insurance	Insurance company	Wayne Weathers	wayne@weathersinsurance.net
Tanera i Nia Tahitian Cultural Center	Teaches traditional Tahitian culture	Ryan Samn	999x24k@gmail.com
The Bay Area Science Festival	Annual science festival for students and families	Katherine Nielsen	katherine.nielsen@ucsf.edu
The Church of Latter Day Saints	Community Services for youth and seniors	Ane Pasina	alpasina1@aol.com
Toastmasters International	Public Speaking Training	Diane Pleuss	dpleuss@francoice.com

Appendix 5. Program Offerings

Program Offerings Past & Existing	Program Offerings Recommended
Adult Basketball	Adult Kickball
Adult Flag football	Adult Martial Arts
Adult Open Gym	Arts Unleashed
Adult Soccer	Cooking for College
Adult Sports	Culinary & Cooking Classes
Adventure Camp	e-Sports NOM
Adventure Camp (Field Trip)	Education Programs for Teens
Camp Kaleidoscope (regular)	Elementary Kickball
Camp Kaleidoscope (field trip)	Fitness & Wellness for Adults
Elementary Basketball	Fitness & Wellness for Seniors
Elementary Flag Football	Human Services Programs
Elementary Volleyball	Middle School Kickball
Leaders-in-Training	Youth Martial Arts
Middle School Badminton	
Middle School Basketball	
Middle School Volleyball	
Middle School Cross Country	
Middle School Flag Football	
Middle School Golf	
Middle School Tennis	
Middle School Track	
Mini Kaleidoscope (Full Day)	
Mini Kaleidoscope (Half Day)	
Spring Camp - Extended Camp	
Spring Camp	
Spring Camp	
Spring Camp	
Summer Camp - Extended	
Summer Camp	
Winter Camp - Extended	
Winter Camp	
Youth Open Gym	

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