

**Parks Landscape and Custodial Services  
Preliminary Business Case Analysis  
3/18/2011**

Preliminary

## **Current Service Model:**

The Parks, Recreation and Neighborhood Services department provides a wide variety of parks maintenance services throughout the City's 180 Neighborhood parks, 9 regional parks, and 39 Civic ground sites. As a whole, PRNS maintains an estimated 3,436 acres citywide (2,002 developed and 1,434 undeveloped), providing services such as turf, landscape, equipment, and custodial maintenance that keep the City's parks clean, green, and safe for the community.

This business case analysis evaluates the Parks, Recreation and Neighborhood Services Department's (PRNS) current delivery model for providing landscape maintenance services to civic grounds and neighborhood parks that are two (2) acres or less in size (referred to as "pocket parks" in this study), as well as park restroom custodial services throughout the City. This analysis does not address the landscape services for larger neighborhood and regional parks. Additional analysis would be needed to evaluate alternative service delivery models for other park services.

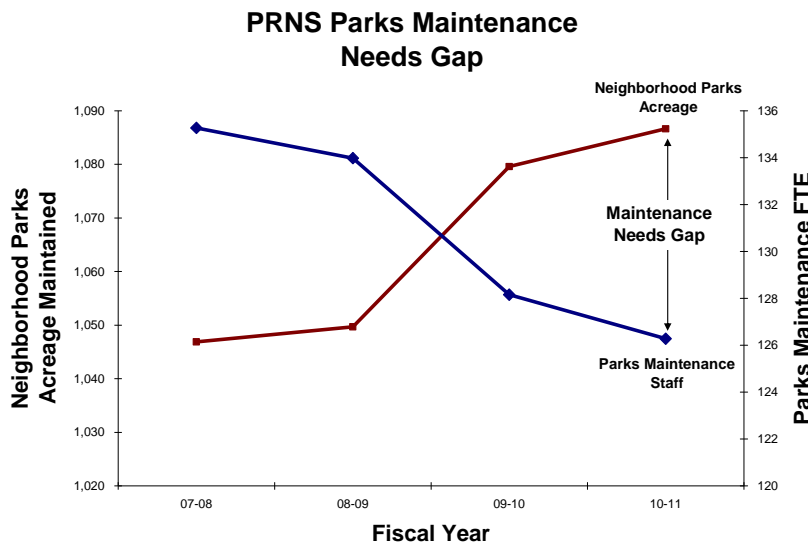
The functional objective in providing landscape and custodial maintenance services to civic grounds, pocket parks, and park restrooms is to ensure the cleanliness and safety of these facilities to the public during regular hours of operation. Landscape maintenance services include park litter pick-up and trash removal; mowing, planting, raking, and weed abatement; tree and shrub trimming; and, irrigation systems maintenance. Custodial maintenance includes cleaning and stocking restrooms, opening and closing the restroom buildings, and performing minor repairs. All of these services ensure that the public has access to clean, green, and safe parks and facilities.

- Civic Grounds, Pocket Parks, and Restroom Facilities – PRNS provides landscape maintenance services to 39 civic grounds sites (Old Martin Luther King Jr. Library, City Hall, etc.) and 59 pocket parks (which collectively comprise 87.11 of PRNS' 2,002 developed acres currently serviced), as well as custodial services for 87 park restrooms located throughout the City (See Attachment A, "Parks Landscape and Custodial Services – Service Delivery Evaluation Facilities Inventory"). The pocket parks and restrooms are opened and maintained from sunrise to one hour after sunset, seven days a week. The civic grounds have varied operating hours and are serviced based on civic facility need.
- Staffing Structure – PRNS employs approximately 38 fulltime FTE to provide the landscape and custodial services discussed in this business case analysis each year and has accounted for these FTE in its 2011-12 Base Budget proposals. The FTE count is based on an aggregate total of the staffing hours allocated to landscape and custodial services. As such, the FTE represent workload demands, rather than a representation of specific individuals. In practice, the work is broadly accomplished by a larger number of individuals (not just 38 employees) who share these custodial/landscape maintenance duties on a daily basis. At present, none of the assigned staff are dedicated solely to custodial or landscape maintenance duties. The personal costs in this analysis are based on the current budgeted costs of 38 actual full-time positions, which would be eliminated if the City decides to use contracted services to maintain civic grounds, pocket parks, and restrooms.
- Current Costs – As illustrated in Table A. below, the proposed 2011-12 base budget costs for these landscape and custodial services is \$3.73 million, which is made up of personal services, salary, fringe (including health, dental, unemployment, etc.), retirement costs, and non-personal funds. The overhead associated with the staffing costs is estimated to be \$680,000 per year. However, these costs do not result in direct expenditure reductions in the General Fund if contracted services are pursued.

**Table A: Proposed 2011-12 Base Budget Costs**

Classifications	FTE	Personal Cost	Total Proposed Base Cost (Including Non-Personal Costs)	
<b>Custodial Services</b>				
Maintenance Supervisor	1.0	\$126,000	Salary Retirement Fringe Non-Personal <b>Sub-Total</b>	\$1,478,000 \$439,000 \$407,000 <u>\$602,000</u> <b>\$2,926,000</b>
Gardener	3.0	\$249,000		
Groundswoker	8.0	\$643,000		
Maintenance Assistant	18.0	\$1,305,000		
<b>Sub-Total</b>	<b>30.0</b>	<b>\$2,323,000</b>		
<b>Landscape Maintenance</b>				
Gardener	1.0	\$86,000	Salary Retirement Fringe Non-Personal <b>Sub-Total</b>	\$397,000 \$118,000 \$82,000 <u>\$208,000</u> <b>\$805,000</b>
Groundswoker	1.0	\$79,000		
Maintenance Assistant	6.0	\$432,000		
<b>Sub-Total</b>	<b>8.0</b>	<b>\$597,000</b>		
<b>Custodial/Landscape TOTAL</b>	<b>38.0</b>	<b>\$2,920,000</b>		

Over the past several years, the department has successfully managed the expansion of the City’s facilities and parks space, while at the same time dealing with a significant and steady decline in neighborhood park staff that maintains that acreage. Although the department has been able to manage more with less for several years, we have reached a point where the expanding maintenance needs gap makes that no longer possible.



With a steadily decreasing capacity to perform all of the maintenance services required by such a large parks system, routine cosmetic maintenance services such as play lot cleaning, weed abatement, plant replacement, edging, etc., are being performed less and less frequently as time goes on. Although staff will continue to focus first on health and safety activities (restroom cleaning, park safety checks, trash disposal, etc.), without taking action to mitigate the expanding needs gap, staff’s capacity to focus on compliance with state playground safety

standards, for instance, and tasks and projects that make the City's high demand parks attractive to users will continue to deteriorate. PRNS needs to focus on maintaining "high touch" facilities, but won't have the capacity to do so unless we take steps to reduce the lighter and more voluminous workload demands of custodial and pocket parks/civic grounds maintenance.

### **New Service Model Concept:**

This business case analysis evaluates moving from the current service delivery model above, to a contracted services model to provide Parks custodial and landscape maintenance services (parks < 2 acres). Given fiscal constraints, growing labor costs, declining staff levels, increasing park acreage, and the need to remain fiscally viable, this evaluation is time-critical.

PRNS evaluated the new service model with the current City provided service model by comparing cost and quality. To evaluate cost, PRNS assessed the service costs rendered to other local agencies as well as the service costs for the City's current landscape services and custodial services agreements. The cost analysis is further described below.

To evaluate quality, PRNS considered the experiences of other City departments that have contracted service models for custodial and landscape maintenance services (Public Works and the Department of Transportation). In addition, PRNS evaluated the experiences of other agencies that have already successfully employed contracted service models of delivery (such as the cities of Roseville, Brentwood, and Gilroy). This comparative evaluation involved surveying their satisfaction with the services being delivered, and conducting site visits to evaluate those services in the context of the service quality the City currently receives. In all circumstances, City departments and other agencies, indicated a high level of satisfaction with the services being received. In addition, PRNS was able to determine first-hand that the quality and condition of the other agencies' parks and restroom facilities were comparable to the existing levels of service provided by current staff. Consequently, our conclusion is that the City can maintain the same level of service currently provided by City staff and realize an estimated savings of \$1.874 Million per year.

### **Projected On-going Annual Savings & FY2011-2012 Budgetary Savings**

To calculate the ongoing savings, PRNS compared its personal and non-personal 2011-12 Base Budget costs with estimated service costs derived from current City contracts and/or contract rates obtained from other comparable agencies. In addition, contract administration expenses were included in the estimated annual contract costs with the assumption that a full-time Parks Facilities Supervisor will be needed to direct and monitor the City's new vendor services agreements (80% Custodial/20% Landscape).

Table B. below provides a comparison of the cost for the current City service provided model and a contracted services model. Overall, it is estimated that the City would realize \$1.874 million in ongoing savings under the new model (\$1.563 million for custodial and \$311,000 for landscape services). However, it is important to note due to the City's Federated Retirement plan pension obligations for 2011-2012 fiscal year, the Year 1 savings (FY2011-2012 budgetary savings) is estimated to be approximately \$1.3 Million. Transition costs will include unemployment and other minor costs such as badging. Several factors affect the cost of unemployment that are unknown at this time. These costs will be identified as part of the overall 2011-2012 budget process.

**Table B: Custodial & Landscape Maintenance Services  
Projected On-going Annual Savings**

	FTE	2011-12 Base Costs <sup>1</sup>	Estimated Annual Contract Costs	Estimated City Savings
<b>Custodial Services</b>				
Maintenance Supervisor	1.0	\$126,000	Vendor Cost: \$1,252,000 Contract Administration: <u>\$111,000</u> <b>Sub-Total \$1,363,000</b>	
Gardener	3.0	\$249,000		
Groundswoker	8.0	\$643,000		
Maintenance Assistant	18.0	\$1,305,000		
Non-Personal	n/a	\$602,000		
<b>Sub-Total</b>	<b>30.0</b>	<b>\$2,926,000</b>		<b>\$1,563,000</b>
<b>Landscape Maintenance Services</b>				
Gardener	1.0	\$86,000	Vendor Cost: \$466,000 Contract Administration: <u>\$28,000</u> <b>Sub-Total \$494,000</b>	
Groundswoker	1.0	\$79,000		
Maintenance Assistant	6.0	\$432,000		
Non-Personal	n/a	\$208,000		
<b>Sub-Total</b>	<b>8.0</b>	<b>\$805,000</b>		<b>\$311,000</b>
<b>TOTAL ONGOING SAVINGS</b>	<b>38.0</b>	<b>\$3,731,000</b>	<b>TOTAL \$1,857,000</b>	<b>\$1,874,000</b>

<sup>1</sup> As noted above, the overhead associated with the staffing costs is estimated to be \$680,000 million per year. If overhead head costs are added to the City's salary expenses, the savings will increase to \$2.55 million (\$1.874 million + \$680,000).

At present, the 39 civic grounds sites, 59 pocket parks, and 87 restrooms demand significant staff time relative to the shrinking workforce. Contracting with a vendor to provide services on these smaller grounds will allow PRNS to focus remaining staff's attention on larger parks and higher-leverage activities (sports field maintenance, picnic ground development, playground safety and maintenance, etc.).

By using contracted services, the department expects to maintain the standards of accessibility and cleanliness of civic grounds, pocket parks, and restroom facilities that the community has come to demand and expect, while at the same time achieving the efficiencies among remaining staff needed to maintain the current levels of services at high demand parks and make improvements to the quality and safety of parks with revenue-generating amenities.

## **Service Delivery Evaluation Decision-Making Criteria:**

- 1. What is the potential impact on public employees currently providing the service and on the workforce in general with respect to issues such as workload, productivity, diversity, and availability of measures to mitigate negative impacts? Impacts will specifically be evaluated relative to the City's core values (Integrity \* Innovation \* Excellence \* Collaboration \* Respect \* Celebration).**

Thirty of the 38 positions affected by this Business Case Analysis are currently filled. These city employees will likely be subject to re-assignment, demotion, or layoff if the City were to contract-out Custodial Services. The impact to employees may be mitigated by establishing criteria in a Request for Proposals process that gives preference to proposing vendors who commit to hiring displaced employees.

With a smaller workforce that has greater focus on higher leverage technical skills, remaining employees will have increased opportunities to grow in their assignments. The department would like to increase its training efforts by focusing on higher skills training for parks maintenance staff, leaving the more semi-skilled custodial and small park/site maintenance duties to a vendor.

With greater capacity to focus on higher leverage work, the remaining staff will have greater capacity to record and track the performance of our maintenance and improvement efforts and institute operational improvements in quality and efficiency. In particular, the new model focuses on two key organizational values:

**Innovation** – The ability to vary staffing throughout the year is a key point of innovation in this evaluation. Landscape and custodial maintenance requirements vary by seasonal use; however, at present, the City incurs salary and benefit costs throughout the entire year for maintaining staff levels necessary to address heavy summer seasonal activity, regardless of typical winter slow-downs. Contracting-out services will reduce the City's costs for managing a fixed number of full-time staff, while providing the staffing flexibility necessary to meet the City's operational service standards, regardless of the season. As a result, PRNS will also realize an increase of its Part-time to Full-time staffing ratios.

**Excellence** – The new model will foster opportunities for continuous quality improvement by requiring the selected vendor to provide systems for tracking and measuring cost, quality, and cycle-time for landscape and custodial maintenance. This has been a challenge for PRNS in the past given the various other duties shared among staff. This will be a more manageable task for vendors with a more limited focus. With these service metrics, the department will be able to ensure that performance guarantees are met and improvement opportunities are identified and addressed.

- 2. Is it practical for City staff to provide the proposed service (versus being precluded by proprietary, supply chain, or other factors)?**

City staff currently provides the services that the new model would provide. Although it is practical to continue performing the existing services with existing staff, it is not cost-effective or efficient to do so, relative to the expected costs of hiring a vendor to provide the same services at less cost. Contracting the service will save the City \$1.874 million per year and, as noted above, service delivery improvements are likely given a vendor's ability to vary staffing levels based on seasonal need, which the City currently does not have.

**3. Is there limited market competition for the service or other reasons that the City directly providing the service would protect public interests from default or service interruption?**

No. The custodial and landscape maintenance work needed is readily available in the marketplace through many outside vendors. Consequently, there is no underlying reason for the City to continue to provide the services with in-house staffing. It is important to note that the City already contracts-out for custodial, landscape contractors, tree trimming, and many other types of services. To illustrate the accessibility of these types of services, when Airport Department prepared an RFP for custodial services last year, they received 100 inquiries and 50 RFP responses. In addition, there are other Northern California municipalities who outsource these services including Gilroy, Brentwood, and Roseville.

Additionally, the RFP can be written in such a manner that would allow for the bids received to be used at a later time should the awarded contractor stop providing the service.

**4. Is there currently a City staff unit capable of and interested in developing a managed competition proposal?**

It is possible that a City staff unit exists that is interested in creating and proposing an alternative or comparable service delivery model; however, at this point, the department has not identified such a group.

**5. Is the workload sufficiently steady to support a permanent workforce (versus episodic)?**

Yes. The work involved is not episodic in nature, but rather consistent and repetitive on a day to day basis. With that said, there is a seasonal component to parks maintenance work that requires a flexibility in determining work schedules that can be better achieved with contracted part-time staff. In the case of park restroom custodial services, winter and fall are typically slow use season. As a result, frequency of visits may be reduced as needed and the contracted vendor would only be paid for services rendered.

**6. Is a City interest served by being a long term direct service provider, such as avoiding future costs?**

No. There is no significant City interest in being a long term direct service provider. In the new model, the use of contract services will result in \$1.874 million in savings and will enable the City to manage consistent levels of service delivery over time (the City will not have the challenge of managing set resources to seasonal service demands). In addition, PRNS may see improvements in service delivery because private vendors will be more narrowly focused than City staff in addressing their day-to-day work. A vendor will have the advantage of providing specialized training to their staff, which the City has not been able to do given the broad range of maintenance duties to which staff are assigned. With a specialized focus, vendors will have the ability to track cost, quality and cycle-time measures out in the field, and provide that information to the City on a regular basis. This will enable the City to hold the vendor accountable to agreed upon service delivery standards and equip

the organization with the data needed to identify improvement initiatives that may exist, but are not currently evident.

**7. Is the service model likely to improve the quality, customer satisfaction, and/or responsiveness for the same or lower cost, with particular focus on the General Fund?**

Yes. The new model for custodial maintenance service delivery contemplates replacing in-house maintenance staff with contract custodians on a productive hour to productive hour basis. This will result in continued service at the current level, or better, with significant dollar savings. This also means that service level decisions, which vary with the weather, the season, and the park attendance during the weekday (lower) and on the weekends (higher), can be made depending on needs of the parks and budget available. Service will be based on consumer demand, not city employee work schedule.

**8. Do local, state and federal laws, regulations, and funding guidelines restrict the method of service delivery, and if so can these restrictions be changed?**

No. There are no restrictions on the method of service delivery.

**9. What risks to the City and public do the service delivery models present, and how would these risks be managed?**

The risks of implementing the new delivery model are relatively low. The following is a primary list, with comments regarding mitigation efforts that will be addressed in the RFP and contract negotiation process:

- A. Continuity of Services and Service Disruption – This is a minor risk as there are many service providers in the area and the state that can step-in at a moment's notice should the City opt to terminate the agreement for non-performance;
- B. Vendor Damage to Public and Private Property – Require the vendor to furnish proof of liability insurance required by the City's Risk Management Dept;
- C. Public Safety Around Vendor Employees – Require the vendor to conduct California Department of Justice fingerprint checks for staff and adhere to the City's fingerprint clearance standards at City facilities;
- D. Environmental Protections – Require the vendor to conform to the same environmental protection requirements that the City currently adheres to related to cleaning agents, pesticides, and other chemical usage;
- E. Ongoing Awareness of Capital Maintenance/Repair Needs – Require vendor to provide notification to the City regarding broken restroom appliances, doors, etc;
- F. Consistent Quality of Services – Require the vendor to deliver on performance standards requested in the RFP and codified in the service agreements;
- G. Prevailing and Living Wage Compliance – Require the vendor to conform to City of San Jose's prevailing wage and living wage policies



**10. Is the City able to cost-effectively maintain the specialized skills, technology, and equipment needed for the service?**

Yes. The RFP would ask that the contractor provide the equipment, supplies (Pressure washers, cleaning supplies, and paper products) and training for their staff to provide the custodial services.

The costs for this service as provided by the City are significantly greater than the costs if the service is provided through the new model.

**11. Does the service delivery model maximize the leveraging of prospective non-City resources (such as sponsorships and donations)?**

Yes. The new service delivery model maximizes the capabilities of specialized contractors in the marketplace for the provision of these services. Because these potential contractors provide the service exclusively, they are able to manage that service and the related costs more effectively than the City. There are no current non-City resources in the area of sponsorships or donation identified. If the outsourcing model provides improved quality, it may draw more sponsorship / donation interests from non-City resources.

**12. Is there management and administrative capacity to support the in-house workforce or contract oversight needed?**

Yes. The new service delivery model retains a Park Facilities Supervisor to provide oversight and administration of the contract.

**Public/Private Competition Policy (policy 0-29)**

Given the magnitude of the potential cost savings estimated in this business case analysis (\$1.874 million), the difficulty of closely matching that savings under the City's current classification and compensation system, and the urgent need to reduce cost to the General Fund while ensuring the existing service level, the Department recommends that the City Council not implement a managed competition process. In the event that such a process is pursued, PRNS would be required to provide staff training in accordance with the policy and estimates that the one-time expenses would amount to approximately \$200,000 and take 18 months to complete.

**Next Steps**

The department intends to utilize the existing Request for Proposals (RFP) processes already underway for custodial and landscape services. Given the urgency of this proposal relative to the City's fiscal circumstances, the department may consider renegotiating existing custodial and/or landscape services contracts already in place within the City to address interim service needs during the RFP selection process (if selection extends into the 2011-12 fiscal year) and while transition to the final vendor(s) occurs.

**Key Milestones****Schedule**

Development of Custodial Maintenance RFP	Feb/March 2011
Conduct Stakeholder Outreach/Meet and Confer	March-April 2011
Release Custodial Maintenance RFP	March-April 2011
Redeployment/Transition of affected staff*	March-June 2011
Review RFP submittals and recommend vendor**	May 2011
Prepare draft Council Memo	May 2011
Contract negotiations, development, and execution	May-June 2011
Council approves contracted service model	June 2011
Council approves service agreement(s)	June 2011

\*If and when the current model and corresponding agreements are approved, affected City staff will be re-deployed to other assignments until position eliminations become effective (at which time the City will administer its layoff and bumping process in accordance with Civil Service rules).

\*\*Timing and progress dependent on Purchasing/Finance RFP timeline and includes proposal evaluation/qualification review, candidate interviews, follow-up, and vendor selection/recommendation

## Attachment A

### Parks Landscape and Custodial Services – Service Delivery Evaluation Facilities Inventory Restrooms, Civic Grounds, and Parks Less than Two Acres

DESCRIPTION	COUNCIL DISTRICT	ACRES	SQUARE FEET	RESTROOMS	POCKET PARKS	CIVIC GROUNDS
ALMADEN LAKE PARK, WEST SIDE	10	NA	241.4	X		
ALMADEN LAKE PARK, EAST SIDE	10	NA	233.7	X		
ALUM ROCK PARK, LIVE OAK	5	NA	270.0	X		
ALUM ROCK PARK, MINERAL SPRINGS	5	NA	270.0	X		
ALUM ROCK PARK, YOUTH SCIENCE INSTITUTE AREA	5	NA	418.9	X		
ALUM ROCK PARK, VISITOR CENTER	5	NA	240.0	X		
ALUM ROCK PARK, LOG CABIN	5	NA	270.0	X		
ALUM ROCK PARK, QUAIL HOLLOW	5	NA	135.7	X		
ALUM ROCK PARK, RUSTICLANDS AREA	5	NA	279.3	X		
ALUM ROCK PARK, EAGLE ROCK AREA	5	NA	140.0	X		
ALUM ROCK PARK, PENITENCIA ENTRANCE AREA	5	NA	148.9	X		
BACKESTO PARK, EMPIRE ST. SIDE	3	NA	224.0	X		
BACKESTO PARK, 15TH ST SIDE	3	NA	309.0	X		
BELLEVUE PARK	5	NA	244.0	X		
BIEBRACH PARK	3	NA	200.5	X		
BOGGINI PARK	8	NA	194.3	X		
CAHALAN PARK	10	NA	168.0	X		
CALABAZAS PARK	1	NA	195.0	X		
CAPITOL PARK	5	NA	195.1	X		
CATALDI PARK, WESTERN PARKING LOT	4	NA	152.5	X		
CATALDI PARK, EASTERN PARKING LOT	4	NA	267.2	X		
COLUMBUS PARK EAST	3	NA	189.0	X		
COLUMBUS PARK WEST	3	NA	210.3	X		
DEANZA PARK	9	NA	196.8	X		
DOERR PARK	9	NA	177.1	X		
EDENVALE GARDEN PARK	2		167.7	X		
EMMA PRUSCH FARM PARK	5	NA	169.8	X		
EVERGREEN PARK	8	NA	203.8	X		
FLICKINGER PARK	4	NA	513.8	X		
FOWLER CREEK PARK	8	NA	238.3	X		
FRANK M. SANTANA PARK	6	NA	201.0	X		

Attachment A, Facilities Inventory, con't

DESCRIPTION	COUNCIL DISTRICT	ACRES	SQUARE FEET	RESTROOMS	POCKET PARKS	CIVIC GROUNDS
GREAT OAKS PARK	2	NA	193.8	X		
GREYSTONE PARK	10	NA	198.2	X		
GUADALUPE OAK GROVE PARK	10	NA	380.0	X		
GUADALUPE RIVER PARK (ARENA GREEN BY CAROUSEL)	3	NA	436.4	X		
GUADALUPE RIVER PARK (CONFLUENCE POINT)	3	NA	343.2	X		
HATHAWAY PARK	1	NA	193.8	X		
HILLVIEW PARK	5	NA	178.9	X		
HOUGE PARK	9	NA	304.0	X		
JOHN MISE PARK	1	NA	187.4	X		
JOHN P. MCENERY PARK	3	NA	350.6	X		
KELLEY PARK, HISTORY PARK	7	NA	257.0	X		
KELLEY PARK, JAPANESE FRIENDSHIP GARDENS	7	NA	713.8	X		
KIRK PARK, WEST END OF MOST NORHTERN BUILDING	9	NA	128.3	X		
KIRK PARK, EXTERIOR DOOR RESTROOMS ON NORTHERN AND SOUTHERN BUILDINGS	9	NA	340.3	X		
LA COLINA PARK	2	NA	186.2	X		
LAKE CUNNINGHAM PARK, PARKING LOT A AREA	8	NA	435.2	X		
LAKE CUNNINGHAM PARK, PARKING LOT C	8	NA	440.3	X		
LAKE CUNNINGHAM PARK, MARINA	8	NA	315.0	X		
LAKE CUNNINGHAM PARK, SKATE PARK	8	NA	112.0	X		
LINCOLN GLEN PARK	6	NA	125.7	X		
LONE HILL PARK	9	NA	248.8	X		
LOS PASEOS PARK	2	NA	215.9	X		
MARIJANE HAMANN PARK	6	NA	179.6	X		
MAYFAIR PARK (PART OF COMMUNITY CENTER)	5	NA	216.0	X		
MEADOWFAIR PARK	8	NA	120.0	X		
METCALF PARK	2	NA	281.6	X		
MUNICIPAL ROSE GARDEN, NORTH ENTRANCE	6	NA	200.0	X		
MUNICIPAL ROSE GARDEN, SOUTH ENTRANCE	6	NA	200.0	X		
MURDOCK PARK	1	NA	197.2	X		
OVERFELT GARDENS PARK	5	NA	192.0	X		
PARMA PARK	10	NA	204.0	X		
PAUL MOORE PARK	9	NA	200.2	X		

Attachment A, Facilities Inventory, con't

DESCRIPTION	COUNCIL DISTRICT	ACRES	SQUARE FEET	RESTROOMS	POCKET PARKS	CIVIC GROUNDS
PENITENCIA CREEK PARK, NORHT-EAST OF COMMUNITY CENTER	4	NA	309.2	X		
PLATA ARROYO PARK	5	NA	186.6	X		
RAINBOW PARK	1	NA	279.6	X		
RAMAC PARK (HITACHI PARK 10 ACRE SITE)	2	NA	323.6	X		
RAMBLEWOOD PARK	7	NA	227.1	X		
RAYMOND BERNAL JR. MEMORIAL PARK	3	NA	199.7	X		
RIVER GLEN PARK	6	NA	171.8	X		
ROOSEVELT PARK	3	NA	232.0	X		
ROY M. BUTCHER PARK	9	NA	196.7	X		
RYLAND PARK	3	NA	316.0	X		
SAN TOMAS PARK	1	NA	296.0	X		
SARATOGA CREEK PARK	1	NA	210.0	X		
SELMA OLINDER PARK, NORTH OF COMMUNITY CENTER	3	NA	200.0	X		
SELMA OLINDER PARK, SOUTH OF SELMA OLINDER ELEM. SCHOOL	3	NA	203.5	X		
SILVER CREEK LINEAR PARK, SILVER CREEK RD. & GREENYARD ST.	8	NA	78.0	X		
SILVER CREEK LINEAR PARK/PICNIC MEADOW	8	NA	168.0	X		
SOLARI PARK	7	NA	349.4	X		
STARBIRD PARK	1	NA	232.4	X		
TULLY COMMUNITY BALLFIELDS	7	NA	343.0	X		
VISTA PARK	10	NA	374.0	X		
WALLENBERG PARK	6	NA	566.0	X		
WATSON PARK, SCHEDULED TO OPEN JULY 1, 2011	3	NA	Under Construction	X		
WELCH PARK	8	NA	222.0	X		
WILLOW STREET-FRANK BRAMHALL PARK	6	NA	400.0	X		
ABORN PARK	8	1.5	NA		X	
AVENIDA ESPANA PARK	2	0.91	NA		X	
BARBERRY LANE WALKWAY	7	0.5	NA		X	
BELLEVUE AVE PARK	5	1.66	NA		X	
BESTOR ART PARK	3	0.669	NA		X	
BONITA PARK	3	0.84	NA		X	
BUENA VISTA PARK	6	0.12	NA		X	
CANYON CREEK PARK	8	1.2	NA		X	
CAROLYN NORRIS PARK	9	1.34	NA		X	

Attachment A, Facilities Inventory, con't

DESCRIPTION	COUNCIL DISTRICT	ACRES	SQUARE FEET	RESTROOMS	POCKET PARKS	CIVIC GROUNDS
CASELL PARK	5	1.4	NA		X	
CHILDREN OF THE RAINBOW	5	1.3	NA		X	
CHRIS HOTTS PARK	10	1	NA		X	
DARYLVIEW COURT TRAIL	8	0.7	NA		X	
DOBERN BRIDGE TRAIL	5	0.063	NA		X	
ERIKSON PARK	9	1.6	NA		X	
FALLS CREEK PARK LANDS	8	1.07	NA		X	
FLEMING PARK	5	0.4	NA		X	
FOOTHILL PARK	10	0.1	NA		X	
FORESTDALE TOT LOT	3	0.4	NA		X	
GLEASON AVENUE MINI-PARK	1	0.17	NA		X	
GRAN PARADISO PARK	4	1.25	NA		X	
GREGORY TOT LOT	6	0.2	NA		X	
GUADALUPE RIVER PARK - DISCOVERY DOG PARK	3	0.39	NA		X	
GULLO PARK	1	0.7	NA		X	
HACIENDA PARK	3	0.3	NA		X	
HESTER PARK	6	0.5	NA		X	
HUERTA TOT LOT	9	0.3	NA		X	
HUMMINGBIRD PARK	6	0.39	NA		X	
JACKSON MADDEN PARK*	5	0.3	NA		X	
LA RAGIONE TOT LOT	7	0.12	NA		X	
LONE BLUFF MINI PARK	7	0.07	NA		X	
LUNA PARK	3	1.2	NA		X	
MCLAUGHLIN PARK	7	0.6	NA		X	
MONTGOMERY HILL PARK	8	0.01	NA		X	
NANCY LANE TOT LOT	5	0.1	NA		X	
NISICH PROPERTY UNDEVELOPED PARK	7	0	NA		X	
O'DONNELL PARK	3	0.72	NA		X	
OUR PARK	5	0.5	NA		X	
PARQUE DE LA AMISTAD	5	1	NA		X	
PARQUE DE LOS POBLEDORES (GORE) PLAZA	3	0.2	NA		X	
PARQUE DE PADRE MATEO SHEEDY PARK	3	0.26	NA		X	
PFEIFFER PARK	10	0.45	NA		X	
RIVER OAKS PARKWAY (TRAIL HEAD)	4	0.1	NA		X	
ROCK SPRINGS PARK	7	0.5	NA		X	

Attachment A, Facilities Inventory, con't

DESCRIPTION	COUNCIL DISTRICT	ACRES	SQUARE FEET	RESTROOMS	POCKET PARKS	CIVIC GROUNDS
ROSEMARY GARDEN PARK	3	1.36	NA		X	
ROY AVENUE PARK	6	1	NA		X	
RUSSO PARK	9	0.35	NA		X	
SAN ANTONIO TOT LOT*	5	0.08	NA		X	
SCENIC MEADOWS PARK (SITES 1, 2, & 3)	8	1.05	NA		X	
SCOTTSDALE PARK	9	0.42	NA		X	
SHADY OAKS PARK	2	1.3	NA		X	
ST. ELIZABETH PARK	6	0.7	NA		X	
THEODORE LENZEN PARK	6	0.5	NA		X	
TURTLE ROCK PARK	7	0.7	NA		X	
VIEIRA PARK	7	1.63	NA		X	
VIEIRA PARK OUTLOOK	7	0.37	NA		X	
WILCOX PARK	6	1.9	NA		X	
WILLIAM H CILKER PARK	9	1.88	NA		X	
ZOLEZZI PARK	5	1	NA		X	
ALMA COMMUNITY CENTER	7	1.5	NA			X
ALUM ROCK LIBRARY GROUNDS	5	1.18	NA			X
ALUM ROCK YOUTH CENTER	4	0.69	NA			X
ALVISO COMMUNITY POLICING CENTER (OLD LIBRARY)	4	0.3	NA			X
ANIMAL CARE CENTER	7	2.68	NA			X
BERRYESSA YOUTH CENTER - MODULARS	4	0.2	NA			X
BIBLIOTECA LIB & WASHINGTON YOUTH CTR & LOPEZ PARK	3	1.8	NA			X
BOYS & GIRLS CLUB, 2195 CUNNINGHAM AVENUE	8	2.49	NA			X
CAMBRIAN LIBRARY	9	0.5	NA			X
CITY HALL GROUNDS	3	3.43	NA			X
CYPRESS SENIOR CENTER	1	1.9	NA			X
EAST BRANCH CARNEGIE LIBRARY	3	0.3	NA			X
EDENVALE LIBRARY GROUNDS	2	2.2	NA			X
EDENVALE COMMUNITY CENTER	2	1.602	NA			X
FAIR SWIM CENTER	7	3	NA			X

Attachment A, Facilities Inventory, con't

DESCRIPTION	COUNCIL DISTRICT	ACRES	SQUARE FEET	RESTROOMS	POCKET PARKS	CIVIC GROUNDS
FALLON HOUSE	3	0.53	NA			X
FIRE TRAINING CENTER	6	0.6	NA			X
GEORGE SHIRAKAWA COMMUNITY CENTER GROUNDS	7	5.2	NA			X
GUADALUPE PARKING LOT	3	0.1	NA			X
HEALTH BUILDING GROUNDS	3	2.04	NA			X
NEW HILLVIEW LIBRARY	5	2.02	NA			X
JOYCE ELLINGTON (EMPIRE) LIBRARY	3	0.57	NA			X
LAS PLUMAS WAREHOUSE	3	0.6	NA			X
MEADOWFAIR COMMUNITY CENTER	8	0.2	NA			X
MUNICIPAL RIFLE RANGE	7	0.5	NA			X
NOBLE HOUSE (OLD BERRYESSA TEEN CENTER)	4	0.1	NA			X
NORTHSIDE SENIOR CENTER	3	0.12	NA			X
OHLONE INDIAN BURIAL GROUNDS	10	0.1	NA			X
OLD MARTIN LUTHER KING LIBRARY	3	0.5	NA			X
PEARL AVENUE LIBRARY	10	0.78	NA			X
PERALTA ADOBE	3	0.5	NA			X
SANTA TERESA LIBRARY	2	1.04	NA			X
SOUTHSIDE COMMUNITY CENTER	2	2.97	NA			X
STOCKTON STREET PARKING LOT	3	0.5	NA			X
SUPERBLOCK PARKING LOT	3	0.23	NA			X
VINELAND BRANCH LIBRARY	10	1.38	NA			X
WEST PD - COMM POLICING CTR & PRNS BUILDING	1	0.25	NA			X
WEST VALLEY LIBRARY	1	0.46	NA			X
WILLOW GLEN LIBRARY	6	0.71	NA			X
<b>Total Park and Civic Ground Acreage:</b>		<b>87.11</b>				
			<b>Total Restroom Square Feet:</b>	<b>21,425.2</b>		
				<b>Total Number of Restrooms:</b>	<b>87</b>	
					<b>Total Number of "Pocket Parks":</b>	<b>59</b>
						<b>Total Number of Civic Grounds:</b> <b>39</b>