

ITEM 9
Treasure Island Development Authority
City and County of San Francisco
Meeting of March 13, 2024

Subject: Long-Term Operations and Management of TIDA's
Parks and Open Space aka "The Road Map"

Contact: AnMarie Rodgers, Treasure Island Deputy Director

Reviewed by: Robert Beck, Treasure Island Director

Long-Term Operations and Management
TIDA’s Parks and Open Space
aka “The Road Map”

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Background

At its February 14, 2024 Hearing, the TIDA Board requested information on the most recent projections of costs and revenues for parks maintenance, inclusive of public art within the parks. The TIDA Board also requested a further review of specific governance models for parks operations and maintenance and a “Road Map” to move beyond study and into action.

- 1. TIDA Response: Recent Budget Projections.** The most recent workload projections which underlie our parks operation and maintenance cost estimates were provided by MJM Management Group and presented to the TIDA Board in early 2020, hereinafter “MJM Budget”. The budget was developed by setting a level of service for each park (high, base, low) and extrapolating costs from comparable SF Mission Bay Parks and Yerba Buena Parks, which were under the care of MJM at that time. The MJM Budget included: engineering, landscape, janitorial, utility and equipment costs. The MJM Budget did not include administration, management, security, and capital costs. Page 28 of the MJM Budget provides a summary overview (See: Attachment 1: The MJM Budget Slidedeck titled “Parks Operations & Maintenance TIDA ITC- Budget Review”, February 18, 2020.) The next section of this report, “The Long Term Operations and Maintenance of Parks” aka “The Road Map”, describes the next steps in refining the 2020 budget produced by MJM). The MJM Budget projected that the first Phase I parks would be open to the public in FY 21/22. With delays, the Phase I Parks that are open or will be open shortly. Therefore, comparisons may be made across the MJM Budget FY21/22 with this upcoming fiscal year’s submitted budget. Such a comparison would find that the MJM Budget O&M Subtotal, after reimbursement by H.O.A., was estimated to be \$1.2M. TIDA’s proposed budget contains \$1.6M for O&M in the budget recommended on February 14, 2024¹.
- 2. TIDA Response: A Snapshot of Public Private Partnerships in Parks.** An abbreviated review of a few notable private public partnerships is provided in the attached Exhibit B. There are many nationwide experts on parks organization and governance, some of whom have been hired by or consulted by TIDA in the past. During this cursory review, since February 2024, a couple of additional resources are provided for those seeking to learn more: an online publication by the Brookings Institute titled, “How Place Governance Impacts the Civic Potential of Public Places²” and “Who Cleans the Park? Public Work and Urban Governance in New York City” a book available online or through the Lawrence Berkeley National Library. Due to current legal and policy constraints on contracting, however, I have asked staff to focus efforts on the “Road Map” for establishing the permanent operations and maintenance of the park.
- 3. Road Map.** We are keenly aware of the need to move toward action. The bulk of this report outlines the context for our work and ends with a “Compass Rose” to guide our initial journey towards the final Long Term Plan for TIDA’s Major Parks.

¹ TIDA. “Budget Submittal of the Treasure Island Development Authority for Fiscal Year 2024-25 and Fiscal Year 2025-26 to the Mayor’s Budget Office “ February 14, 2024. <https://www.sf.gov/sites/default/files/2024-02/2.14.24%20Item%208%20Budget.pdf>

² Love, Hanna and Kok, Cailean. Brookings Institute. “How Place Governance Impacts The Civic Potential of Public Places”. July 27, 2021. <https://www.brookings.edu/articles/how-place-governance-impacts-the-civic-potential-of-public-places/>

Parks Operations and Maintenance Approach (aka “The Road Map”)

To: Members of the TIDA Board

From: Bob Beck, Director

Date: March 7, 2024

Re: Director’s Statement on Maintenance and Operations of Parks

With “The Rocks Dog Park” and the new “Clipper Cove Beach Access” pathway now open and several more parks nearing City ownership and operation, this statement endeavors to break the decision-making gridlock and advance seamless care and maintenance of all TIDA parks upon acceptance.

Since at least 2008, TIDA staff and Board members have grappled with the challenges of a myriad of strategies available for planning for the operations, maintenance, and governance of Treasure Island’s parks. While the assessments have varied to some degree, largely the consensus held two points 1) that TIDA, as a small agency, would not be able to grow through the addition of in-house staff to undertake the tasks of operation and maintenance and 2) early access to horticultural expertise would be important to the establishment and sustainability of the future parks. These two conclusions then beg the question “if not TIDA, then who does the work?”.

The potential establishment of a conservancy has been a leading idea for both funding and in providing contracting and staffing flexibility in maintaining parks. In consultation with the City Attorney’s Office, we have come to understand that the same constraints on staffing and contracting that apply to TIDA would also extend to an affiliated conservancy. While a conservancy can still play an important role in community building, advocacy, and fund-raising, this effectively severs the question of whether and when to form a conservancy from the question of how to plan for the initial operation and maintenance of the island’s parks.

It is with a keen understanding of these limitations, that I present the best options available to us today. TIDA has and is working with Rubicon, Public Works, Literacy for Environmental Justice and outside contractors to maintain historical landscaped and natural areas on Treasure Island and Yerba Buena Island and has extended these resources to maintain the initial parks as they have been completed. **I have instructed staff to pursue a work order agreement with the established experts in the San Francisco Recreation and Parks Department to supplement these resources and move our capabilities to a higher level. This is the most viable approach to ensure high-quality management, operations and administration supported by a deep pool of knowledge and expertise.** This approach is presented in part because of the real constraints on the options. First and foremost, the rules around contracting are clear that any contract for work that a City employee could perform is subject to Civil Service Commission approval. Because park operation and maintenance are core City services, utilizing the services of the City’s Recreation and Parks Department is the best path forward. While contracts may be appropriate for certain short-term or specialized projects, contracting out labor will not a sustainable

long-term solution for either TIDA nor for a potential conservancy that is associated with TIDA. While this may seem limiting, it also narrows our options, eliminates decision-making gridlock, and provides clarity in how we move forward.

Moving forward with the Recreation and Parks Department for long-term care and maintenance does not preclude the creation of a conservancy. To the contrary, the potential of a conservancy for fiduciary support and advocacy remains clear, but it also clear that an established set of parks and core collection of committed, engaged stakeholders will be necessary to effectively organize and sustain a conservancy. As such, TIDA will seek to foster a parks partnership with a nonprofit/conservancy as additional Phase 1 parks are completed and the number of island residents and visitors grows over the next five (5) years.

The Maintenance & Operations TIDA's Parks & Open Space

Section 1: Who does the work?

As parks are built, public employees, working for the City and County of San Francisco will maintain and operate the parks, as contemplated by the City Charter. The Civil Service Commission (CSC), established by the Charter, has the authority to “adopt rules, policies and procedures to carry out the civil service merit system provisions of th[e] charter.” (Charter Sec. 10.101.) The CSC’s December 2023 “Policy of the Civil Service Commission on Personal Service Contracts³” states, “If an existing civil service class of employees could perform the work a department proposes to contract out, the Commission may approve a request if the department demonstrates an exception is warranted.” The policy further states,

With some exceptions, the Commission is responsible for reviewing the scope of services departments seek to contract out. If there is an existing civil service class that can perform the type of work required, departments must seek approval from the Commission. Departments seeking such approval must demonstrate a compelling basis to contract out. Examples of compelling factors that may be considered for contracting out include:

1. Immediately needed services to address unanticipated or transitional situations, or services needed to address urgent situations that do not rise to the level of an “emergency”;
2. Short-term or capital projects requiring diverse skills, expertise, and/or knowledge;
3. Services required on an as-needed or intermittent basis (e.g., peaks in workload); or
4. Circumstances where there is a demonstrable potential conflict of interest (e.g., independent appraisals, audits, inspections, third party reviews and evaluations).

This is a non-exhaustive list and departments should provide the Commission with information about whether a compelling reason exists that warrants contracting out. Whether it is possible to hire additional City employees to perform the needed work.

Here, long term operation and maintenance of TIDA parks does not fall into any of these categories of exceptions, and there is no “compelling basis” for TIDA to contract out for these services. There are civil service classifications for all TIDA’s parkland needs: planning (5278, 5291, etc), administration (3422, 3464), gardeners (3410, 3417), natural resource management (3420, 3421), integrated pest management (3424, 3425), stationary engineering (7333, 7334, 7335), labor (7215, 7501, 7514) facility operators, programming (3283, 3279) and leasing staff, park ranger (8208, 8210) and trades (incl. plumber 7347, electrician 7345, cement mason 7311, glazier 7326, locksmith 7342) .

³ Civil Service Commission, City and County of San Francisco, “Policy of the Civil Service Commission on Personal Service Contracts”. December 2023. [Personal-Services-Contracts.pdf \(sf.gov\)](#)

If in the future, roles are identified that do not fall into an existing Civil Service Classification, the City could create new classifications appropriate to the work. If a need for an outside contractor arises, the City would evaluate that need on a case-by-case basis. While certain interim needs can be contracted out via the “rights of first offer” or ROFO as described in the Jobs EOP, permanent duties must be compliant with the Charter.

The work of maintaining the parks of Treasure Island and Yerba Buena Island has been anticipated for decades. The need for care is long-term and consistently aligned with knowledge base and services that the Recreation and Parks Department (hereinafter “RPD”) provides. In alignment with the Charter and consistent with the Civil Service Commission policy and practice, we will seek to enter into an agreement with RPD for the long-term care of the parks.

Section 2: The Right Plan for Today.

While contracting limitations remove some options from consideration, many of today’s circumstances combine to reinforce that an agreement with the RDP will achieve multiple city goals while meeting the needs of Treasure Island and Yerba Buena Island.

TIDA Urgency. With the opening of the first parks, “The Rocks Dog Park” and the new Clipper Cove beach access pathway, the initial maintenance and operations will be completed through TIDA’s existing staff, Public Works work order, Recreation and Parks Work Order and contract support, including Rubicon. An amendment to the annual Professional Services Agreement with Rubicon, to add the additional parks space opening in 2024, was approved by the TIDA Board in February. Funding for Rubicon’s increased scope will be taken from the Authority’s existing facilities maintenance account. Funding for additional Public Works expenses incurred for Parks repair and maintenance will be taken from existing TIDA-Public Works work order. The schedule of park openings will accelerate with Causeway Park, Panorama Park, and Waterfront Plaza opening in the first half of 2024 and Cityside Park, Cultural Park and Clipper Cove Park opening in 2025. The rapid sequence of park openings necessitates decisive action. A work order arrangement with RPD will provide us with access to horticulture and operational expertise during the crucial establishment period of the island’s initial parks to make sure that we are prepared to both plan for their initial operations, but also to monitor and adapt to usage patterns as they evolve.

City Budget Priorities. The City and the State are facing an unprecedented economic downturn. In the Mayor’s budget instructions for the upcoming year, General Fund revenues are predicted to fall \$245 million short of expenditures. This resulted in rare mid-year budget reductions to General Fund departments at a rate of 10% for the current year, plus a 5% contingency proposal for the current fiscal year, 2024-2025⁴ General Fund departments are to prepare the same 10% reduced General Fund support, and 5% contingency reduction for FY 25-26 too. Keeping current employees working and using TIDA funds to fill in the General Funds shortfalls will be mutually beneficial. The Mayor’s budget priorities include improving public safety, citywide economic vitality and accountability and equity in services and spending would be served as well.

⁴ Mayor Breed’s “Budget Outlook & Department Instructions”, Mayor’s Office of Public Policy and Finance. [Mayor London Breed Budget Sliddeck](#) Retrieved on January 1, 2024.

Integrating TI/YBI into City’s Full Services. TIDA’s priority to integrate Treasure Island and Yerba Buena Island into the broader network of City services will be served by integrating the parks system with the larger programs and operations of RPD. The RPD boasts a deep pool of expertise across the board for all the services that TIDA is expected to need. RPD manages a \$240 million annual operating budget and over 4,133 acres, of which 3,400 acres are in San Francisco proper, making the department one of the largest land managers in the City. RPD manages a large and diverse park system providing recreation facilities and programs for all ages and interests of San Franciscans, including over 230 regional, citywide, and neighborhood parks, 179 playgrounds and play areas, 59 athletic fields, 82 recreation centers and clubhouses, 9 pools, and over 1,100 acres of natural open spaces.

RPD provides centralized administrative services and resources throughout their park system, that would support RPD staff on-site at TI/YBI. RPD’s administrative services will provide cost savings and an organizational capacity and depth far beyond that which TIDA could achieve independently staffing the necessary operation and maintenance functions.

Assurance of High-Quality Care. According to the Trust for Public Land, San Francisco has some of the best parks in the country.⁵ This year’s national rankings listed San Francisco as seventh in the nation, with perfect scores of 100 for access and investment.⁶ The areas for improvement include acreage and equity—both of which will increase as TI/YBI parklands open.

Locally, the Controller’s Office, in cooperation with the Recreation and Parks Department, established objective and measurable park maintenance standards that confirm this national impression. The citywide park maintenance score for the fiscal year 2022-2023 (FY23) stands at an **impressive 91 percent**, maintaining the high standards achieved in the previous fiscal year (FY22).⁷ Parks that score at or above 85 percent are generally well-maintained.

Emphasis on Equity. According to the Trust for Public Land, San Francisco has racial disparities in who has access to parks. Residents in neighborhoods with high concentrations of Black, Hispanic, Asian American and other people of color have access to 35% less park space per person than the city’s average, and 56% less than residents in neighborhoods with high concentrations of white people.⁸ Equity in parks on Treasure and Yerba Buena Islands will be critical. With 27% affordable housing, the Islands will continue to be economically diverse. However, there will be a noticeable gap of middle-income residents. Programming and design of parks spaces must be intentional for all members of the community to feel a sense of belonging. The Recreation and Parks department has been active in analyzing equity and posting strong improvements for more than 5 years.⁹ Their metrics seek to track and improve

⁵ Trust for Public Land. “The Power of Parks to Promote Health”, [The-Power-of-Parks-to-Promote-Health-A-Trust-for-Public-Land-Special-Report.pdf](https://www.trustforpublicland.org/wp-content/uploads/2021/06/The-Power-of-Parks-to-Promote-Health-A-Trust-for-Public-Land-Special-Report.pdf) (tpl.org)

⁶ San Francisco’s 2023 Park Score, Trust for Public Lands. https://parkserve.tpl.org/downloads/pdfs/San%20Francisco_CA.pdf Retrieved on January 3, 2024.

⁷ City & County of San Francisco, Office of the Controller. “Park Maintenance Standards Selected Highlights | FY2022-23”, [FY2023 Park Maintenance Standards Annual Report 2.pdf](https://www.sfdph.org/dph/eh/prevention/Pages/FY2023-Park-Maintenance-Standards-Annual-Report-2.pdf) (sf.gov)

⁸ A. Fitzpatrick, K. Beheraj, M.R. Dickey. "[San Francisco has some of the best parks in the country](https://www.axios.com/san-francisco-has-some-of-the-best-parks-in-the-country-2024-02-29)" - [Axios San Francisco](https://www.axios.com/san-francisco-has-some-of-the-best-parks-in-the-country-2024-02-29), Retrieved February 29, 2024.

⁹ SF Recreation and Parks Department. “Equity Analysis and Metrics FY22” [Equity-Analysis_Metrics-FY22-staff-report_Commission](https://www.sfrecrecreation.org/equity-analysis-metrics-fy22-staff-report-commission) (sfrecpark.org), November 17, 2022.

along four strategic goals: 1) inspire place, 2) inspire play, 3) inspire investment, and 4) inspire stewardship.¹⁰

Fiscal Capacity. We are working closely with RPD to determine costs per acre and if and when any further revenue source might be necessary to maintain the parks to the Department’s standards.

Consistency with Recent City Practice. Since the adoption of the Treasure Island/Yerba Buena Island Development Agreement and related documents, the City has grappled with the care and maintenance of other City parks. For instance, CII, formerly known as the Redevelopment Agency, operated the Mission Bay Parks through a private management company that handled the day-to-day operations, such as permits for special events, security, gardening, and janitorial duties. The parks system includes playgrounds, dog parks, picnic areas, boat launches, sport courts and pocket parks. As the development of Mission Bay concluded, the OCII Commission took action to integrate the new neighborhood into not only the fabric of the City; but also the structure of City government. As the Chair of the Mission Bay Community Advisory Committee, and long-time Mission Creek Harbor resident described this marked a natural transition in the reclamation of the neighborhood,

“The Eastern part of San Francisco has historically been underinvested in and disenfranchised. This transfer marks the culmination of a process that has provided much-needed housing, jobs, and open green space, parks, and recreation. Mission Creek originally flowed from what is now Mission Dolores, into the San Francisco Bay, and provided a natural habitat and refuge for wildlife. These parks are the next step in reclaiming nature and open space for all San Franciscans. We will be providing crucial access to the waterfront and water activities, particularly for low-income and BIPOC communities that live here.”¹¹ -- Sarah Davis

Experience in Management of New Parks. In 2023, the Recreation and Parks Department began operating the more than 24 acres of new public parks in the Mission Bay neighborhood. “Mission Bay is a vibrant, inclusive neighborhood and its parks are no exception,” said Mayor Breed. “The City of San Francisco is proud to take over stewardship of these public treasures and build upon the vision and success of OCII. Thanks to our investment in recreation and public spaces, San Francisco’s parks are considered among the best in the world. We are thrilled to welcome Mission Bay into our legendary park system.”¹²

Section 3: Near-Term Care of All Parks & The Long-Term Care of Smaller Parks & Landscapes.

Overview. TIDA, Rubicon, Public Works and Recreation and Parks Department and the SF Department of Environment (SFE) are currently collaborating on care for the parks. This partnership will continue in

¹⁰ SF Recreation and Parks Department. [Strategic Plan 2023-2027 \(sfrecrepark.org\)](https://sfrecrepark.org). Retrieved on February 29, 2024.

¹¹ SF Recreation and Parks Department. Press Release, “[News Flash • SF Announces Plans to Operate Over 23 Acres of \(sfrecrepark.org\)](https://sfrecrepark.org/NewsFlash/SFAnnouncesPlansToOperateOver23AcresOf)”, <https://sfrecrepark.org/CivicAlerts.aspx?AID=1548> Retrieved on February 29, 2024.

¹² SF Recreation and Parks Department. Press Release, “[News Flash • SF Announces Plans to Operate Over 23 Acres of \(sfrecrepark.org\)](https://sfrecrepark.org/NewsFlash/SFAnnouncesPlansToOperateOver23AcresOf)”, <https://sfrecrepark.org/CivicAlerts.aspx?AID=1548> Retrieved on February 29, 2024.

the near term. The Jobs EOP establishes that the care models for three types of land: 1) TIDA-owned 2) land associated with housing developments, including shared public ways and neighborhood parks; and 3) land involving the transfer of the Authority's interest. Currently, all three types of land have had near-term care where the bulk of the labor was performed by Rubicon workers. Over time, as development continues, the major parks will grow under the Land Type 1, TIDA lands. Land Type 2, the land associated with housing developments will also expand and will be managed by multiple owners and Homeowner Associations. Similarly, Land Type 3, where the TIDA's interest is transferred to a long-term lessee will expand. Land Type 3 properties are expected to include, but are not limited to: Buildings 1, 2 and 3; the Nimitz House Historic District; the common exterior areas of Developer retail uses.

Long-Term Care of Smaller Parks & Landscapes. These last two landscape types: Type 2, associated with housing, and Type 3, lands where the the TIDA's interest has transferred, are not subject to collective bargaining agreements in either the near-term nor the long-term. For these two land types in the long-term, the right-of-first offer provisions of the Jobs EOP will remain the primary pathway for both landscaping and maintenance care of these growing lands. Notably, these types of lands will transfer to private or nonprofit ownership structures. At the point of transfer, the Jobs EOP will continue to govern care. These lands are expected to be under the management rubric of private homeowners associations and commercial business districts. As for item i) TIDA-owned lands, which includes the large-scale park lands contracting will continue to be possible for the near-term and for specialized needs, consistent within the constraints the Civil Service Commission, collective bargaining agreements, the San Francisco Municipal Code, the City Charter, and the Jobs EOP, which notes that these publicly-owned lands are subject to *collective bargaining agreements* (emphasis added).

Near-Term Plan for All Parks.

Within the existing TIDA budget, TIDA currently maintains the existing interim parks and open spaces on the island including the Treasure Island residential open spaces, Perimeter Path, the Great Lawn, Clipper Cove Beach, the Island's Native Plant Demonstration Gardens and the ShipShape Gather Garden through a combination of resources:

- TIDA oversight/contract monitoring/materials and equipment procurement
- San Francisco Public Works work-ordering for trades work, repairs, inspections,
- Private contracting for landscape management and integrated pest management services (Rubicon Programs, Pestec, Toolworks, Literacy for Environmental Justice),
- City Work orders for further technical and specialized expertise (SF Environment)

When the first park, "The Rocks," opened in November 2023, TIDA began administration through these existing resources, inclusive of private contracts. As additional parks opened, Rubicon, Public Works and TIDA will share responsibilities for assuring day-to-day appearance and general conditions of these first parks are at the level expected of world class open spaces. SF Public Works' full-time on-Island personnel will regularly monitor the conditions of facility systems, parks equipment, hardscapes and infrastructure, accessing Public Works trades shops including electricians, plumbers, cement/concrete shop, and locksmiths. TIDA staff, supplemented by biodiversity staff from the San Francisco Environment (SFE), have developed and grown Rubicon's capacity for appropriate care and

management of the parks, consistent with the “Bay Friendly” management approaches to landscaping, plant, tree and soil care and health.

TIDA also utilizes private contractors to perform regular natural areas land management at several extant unimproved natural areas throughout Yerba Buena Island, including Rubicon and contractors selected by TIDA through competitive selection. TIDA recently sought, and received, Civil Service Commission approval of a short-term professional services contract for natural areas land management on Yerba Buena Island. The term of this agreement does not exceed four years, and Civil Service Commission comments made during the hearing indicated that TIDA’s long-term natural areas lands management needs should not rely on private contracting as a long-term means of performing these services. TIDA and SFE staff have also planned and implemented special projects on TI/YBI including installation of demonstration native plant gardens, hosting an annual Yerba Buena Island Bioblitz and hosting volunteer stewardship events for City departments, community and corporate groups, and more. In coordination with TIDA’s non-profit partners, TIDA has also developed a community garden within Treasure Island housing and implemented community agriculture projects with Indigenous Permaculture.

TIDA’s real estate staff have facilitated permitting and execution of a wide variety of large, high-quality public events on-Island attracting 5,000-10,000 or more visitors per day including sponsored events like TreasureFest, Dragon Boat Races, Oracle Open World customer appreciation events, Treasure Island Triathlon and the Treasure Island Music Festival, to name a few. TIDA Real Estate also manages unsponsored events, including Fleet Week, Fourth of July and the New Year’s Fireworks displays. This team works diligently to lease and manage the many TIDA public venues as well as managing and permitting a steady drumbeat of film and photo production activity throughout the year.

Resources at TIDA’s disposal also include additional operational partners including Toolworks and Rubicon, Literacy for Environmental Justice, and TIDA’s standard departmental purchasing capacity for acquiring supplies and materials such as local native plants, equipment and infrastructure, signage and more. Based upon these past experiences, maintenance, and operation of the parks to be completed in the initial subphases are well within the capabilities of existing staff and resources.

Newly added near-term capacity from the Recreation and Parks Department. For several years TIDA has maintained work orders with the Recreation and Parks to consult on two key tasks: 1) review of future TI/YBI Parks designs at the 30, 60, 90% complete milestones and 2) review of the interim parks operating and maintenance structure and Parks O&M Manual. For the former, Recreation and Parks Department is adding their parks and trades experience to our engineering team in review of the parks plans prior to construction. For the latter, Recreation and Parks Staff are assessing and suggesting improvements to TIDA’s current interim parks operations and maintenance structure and processes. They are working to identify any efficiencies to be implemented which may improve TIDA’s interim delivery of appropriate levels of Parks operations and maintenance. Their advice is based on experience best practices and consistent with the size and scale of the Phase One parks to be managed by TIDA.

Section 4: Cultivating a Conservancy, Partnering with Nonprofits

Deciding that the TIDA will pursue an agreement with the RPD still enables the establishment of partnerships with park-oriented nonprofits. While a conservancy with private labor would not operate nor maintain city parks, a nonprofit conservancy can provide fiscal support, expertise, and volunteer

advocates for the parklands on The Islands. Given the low population of the islands today, the best way to develop a strong constituency to provide meaningful support for the development of or partnership with nonprofits as TIDA continues to build iconic parks. Yerba Buena Island parks already form a distinctive character with monument art, history and gathering space as Panorama Park. These spaces are complimented with the stormwater wetlands and natural areas that flank the hill. Going forward, within five to seven years, the realization of additional parks and adjacent housing may inspire private interest that has failed to materialize over the past decade.

In 2009, a parks partnership strategic consultant, Kathy Blaha Consulting, reviewed the materials that TIDA had produced about a conservancy. At that time, the consultant recommended that pursuing the establishment of a conservancy begin with efforts to form a “friends group”. As strong outside interest in participating in a “friends group” grows, that’s when the investment of resources in advancement of a conservancy would be warranted. The 2009 report laid out the following steps:

1. **Finding Partners, Starting Process and Timeline.** The first step to forming a conservancy would be establishing momentum outside of City staff. This could be either supporting the establishment of a 'friends group', a working group to act as the foundation for a new conservancy or partnering with existing nonprofits. Non-profits who have a specific interest in the ecological, cultural or historical foundations of the parks and open spaces may be natural fits for the current TI/YBI parks. Complementing the partnership with the RPD, TIDA could work with a non-profit like the San Francisco Parks Alliance to provide additional resources and programming. Alternatively, as the parks develop, the park identities around themes of nature, ecology, sports, or agriculture may resonate with existing nonprofits who would seek partnership to fulfill their missions. Similarly, existing nonprofits on the islands such as Rubicon, Toolworks, One Treasure Island, or other OTI-Partner Organizations may have the capacity to morph their structure in alignment with the growing parks need. The “finding partners” stage would test interest, commitment, and talent as well as evaluate the capacity and fiscal implications of various partnerships.
2. **Drafting Mission Statement and Guiding Principles.** With motivated private individuals who have demonstrated interest and capacity, staff could host community meetings to discuss the future of TIDA parks. Participation in this public dialog could form the basis for a mission statement that derives both from the vision for the development of the islands and community need. TIDA staff could assist with convening these community meetings. Ultimately, however, the parties who would form the nonprofit should be articulating their mission and framing their approach within the adopted framework of the development and within the ecosystem of existing nonprofits. For the establishment of a new nonprofit conservancy or a new partnership with an existing nonprofit, a robust feasibility assessment should demonstrate that these factors align for success.
3. **Developing a Framework for Conservancy/Non-Profit Relationship:** A critical aspect of the strategic plan is establishing the relationship between the City of San Francisco and potential partner(s). This involves more than a simple matrix, this work product demands collaboration between TIDA, the City Administrator, the Recreation and Parks Department, the City Attorneys, and the yet-to-be found private parties. Together, a detailed plan for partnership, authority, accountability, and transparency can outline how the partner would be additive to TIDA’s parks.

4. **Mutually agreeable business plan.** The key element, of the partnership agreement, should define the work and demonstrate the long-term viability of the nongovernmental organization within the framework of the relationship. The nonprofit business plan should be led by the private parties, with input by the City of San Francisco. The business plan’s fiscal foundation must be strong. Michael Boland, from the Presidio Trust, emphasized that the most successful conservancies generate revenue. The three opportunities to support base operations include income, philanthropy, and membership. At the Presidio Trust, the concessions stand provides a key revenue source¹³. The ultimate business plan should identify opportunities for the nonprofit to support TIDA’s implementation of the Parks Master Plan, ensuring that the level of excellence desired is met, and identify revenue vehicles that are compliant within TIDA’s regulatory context, including the Parks Master Plan, the Development Agreement, and the City’s Charter and Municipal Codes. Components of this business plan could include a vision statement and organizational goals and values, an outline of public engagement and programming strategies, collaborations with additional partners, such as with One Treasure Island and its partner agencies, staffing goals, and a robust financial plan supported by revenue generation strategies.

Section 5: Long-Term Planning For Major Parks, The Compass Rose.

Long-Term Plan. TIDA will work with City agencies to explore the fiscal and governmental parameters for working with the RPD. TIDA and RPD will coordinate on a shared understanding of RPD’s scope of services and cost estimates for operations, maintenance and programming of Treasure Island and Yerba Buena Island’s Phase One parks. RPD will employ a robust model for calculating hours of labor based up park types and user and facility needs. Together, these City staff will explore the expected costs and revenues and confirm if revenues exceed, meet, or fall short of expected costs.

Simultaneously, TIDA will seek consultant support using the \$250k in TIDA’s 2025 budget to test the feasibility of a parks care partnership between the Recreation and Parks Department, TIDA, and a nonprofit partner or conservancy. These funds could be used towards the two complementary thrusts: 1) testing the public performance projections and 2) developing feasibility parameters for the yet-to-be determined nonprofit partner.

Potential tasks in an scope of work for the nonprofit partner could be center on an economic analysis that could lay the groundwork for a parks nonprofit business plan. The economic analysis, in particular, should develop visitation forecasts for the parks by local, regional and weekend visitors. There should



The Compass Rose. The Compass Rose is the navigation aide that helps orient those using a map. TIDA’s Compass Rose provides the orientation for our first steps in the Director’s Journey of establishing a standard of excellence for the parks.

¹³ Boland, Michael. Discussion with AnMarie Rodgers. March 6, 2024.

be an exploration of potential roles that define how the nonprofit would support for TIDA's parks. Each of these potential roles should undergo fiscal viability testing – not every needed role is viable for philanthropic support. Therefore, a survey of income streams and grant opportunities should be conducted that is mindful of local and regional competition that the potential nonprofit would face. The assessment of “competition” should review existing nonprofits and should consider if viable park nonprofit partners are already incorporated or if a fully new nonprofit is warranted. Existing nonprofits include not only park-oriented nonprofits like the San Francisco Parks Alliance; but also island specific nonprofits like One Treasure Island and their nonprofit member organizations, including Rubicon and Toolworks.

A potential scope for testing the performance of the park care by public workers will benefit from the fiscal feasibility work too. A contemporary projection of park users for all stage one parks, for instance could help TIDA evaluate how near our "standard of excellence" RPD baseline care will reach relative to expected visitation. Staff from the RPD have detailed models of park types that can forecast costs and care for operations and maintenance in detail. With this information, TIDA staff could determine what, if any, funding capacity remains for moving beyond the R&P baseline care to excellence in care. If additional funding is needed, an economic consultant could map potential revenue streams to augment parks care. With this collaboration tested by outside review, TIDA and RPD staff could report out adjustments to the permanent management plan this year. This scale of consultant analysis is unlikely to be completed this year; but staff believe it is possible to define the scope, secure a consultant, and deliver the product within 18 months. During this Calendar Year 2024, a joint proposal by RPD and TIDA staff could be produced for presentation to the TIDA Board and The Recreation and Parks Commission.

Exhibit A: Financing The Care of TIDA’s Parks

Table 1: Park Schedule

This table calculates acreage and acceptance dates of parks as of 2024. **Bold parks** are the Stage One Parks.

Facility	Acreage (approx.)	Sq Feet (approx)	Acceptance Date		
			Quarter	Year	FY
Causeway Park	0.5	20,000	2	2024	2024
Panorama Park	2.2	95,832	1	2024	2024
Signal Point	1.7	74,052	1	2024	2024
The Rocks Dog Park	0.3	13,068	4	2023	2024
Waterfront Plaza	1.6	70,000	2	2024	2024
Cityside Park 1 & 2	5.7	248, 292	2	2025	2025
Beach Park (Quarters 10 Park)	0.8	34,848	2	2025	2025
Cultural Park	2.7	119,000	2	2025	2025
YBI Trails 1	9.1	396,396	3	2025	2026
Clipper Cove Promenade 1	0.7	32,350	2	2025	2025
Building 1 Plaza	2.5	110,000	1	2030	2030
Marina Plaza	2.0	55,000	1	2030	2030
West Stormwater (Buckeye Grove)	2.1	92,645	1	2023	2023
East Stormwater (Willow Bridge)	1.3	56,796	1	2023	2023
Eastside Commons 1	0.5	21,054	1	2028	2028
YBI Trails 2	57.6	396,396	1	2030	2030
Clipper Cove Promenade 2	2.1	89,298	1	2031	2031
Clipper Cove Promenade 3	2.1	89,298	1	2031	2031
Eastern Shoreline Park 1	3.3	142,296	1	2031	2031
Eastside Commons 2	0.5	21,054	1	2032	2032
Eastside Commons 3	0.5	21,054	1	2032	2032
Eastside Park 2	2.0	87,120	1	2032	2032
Eastside Commons 4	0.5	21,054	1	2032	2032
Cityside Park 3	4.6	201,465	1	2033	2033
Eastside Park 3	2.0	87,120	1	2034	2034
Eastside Commons 5	0.5	21,054	1	2034	2034

Eastern Shoreline Park 2	3.3	142,296	1	2034	2034
Eastside Park 4	2.0	87,120	1	2035	2035
Eastside Commons 6	0.5	21,054	1	2035	2035
School District Open Space	6.3	274,428	1	2035	2035
Eastern Shoreline Park 3	3.3	142,296	1	2035	2035
Urban Farm 2	6.3	272,250	1	2042	2042
Urban Farm 1	6.3	272,250	1	2038	2038
Cityside Park 4	4.6	201,465	1	2038	2038
Sports Park	21.0	914,760	1	2038	2038
Urban Farm 3	6.3	272,250	1	2040	2040
Cityside Park 5	4.6	201,465	1	2040	2040
Urban Farm 4	6.3	272,250	1	2041	2041
Cityside Park 6	4.6	201,465	1	2041	2041
Northern Shoreline Park / The Wilds	103.0	4,486,680	1	2040	2040
TOTALS	287.43	10,130,279			

Table 2: Projected Revenues

Fiscal Year	Revenue	Park Acreage	O&M per/acre
2024	\$2,500,000	10	\$256,937
2025	\$2,520,000	20	\$128,375
2026	\$2,540,400	25	\$101,616
2027	\$2,561,208	25	\$102,448
2028	\$2,582,432	25	\$103,297
2029	\$4,104,081	25	\$164,163

This table projects the funds available for park and open space maintenance, inclusive of the care of public art. This table does not include an additional \$250k in the proposed budget for 2025 for specialized work, such as forecast visitation, horticultural care during start-up and testing of assumptions as the City plans for permanent parks operations and maintenance.

In the coming months, TIDA and Recreation and Parks Department will collaborate to understand their scope of services and cost estimates for Phase One parks. The Parks & Recreation Department has a robust model for calculating hours of labor based up parks facilities. Together, these City staff will explore the expected costs and revenues and confirm if revenues exceed or fall short of expected costs.

Exhibit B: Survey of Park Conservancies

A Survey of Potential Roles

Park conservancies and nonprofits that support public parks play a number of roles across the county. In January, the TIDA Board held a retreat at the Presidio Trust. During that retreat, Presidio Trust Director, Michael Boland described the importance of bringing community partner nonprofits from underrepresented communities into Tunnel Tops Park. In a recent article in Pacific Horticulture¹⁴, Sarah Beck asked Mr. Boland if he had any advice for other cities and landscapes in the Pacific region about how they can achieve successes that The Presidio models. He provided a two-prong answer.

The first is thrilling for me, that we are finally, finally, embracing the Anthropocene. That we are finally embracing and accepting the reality that the world is dominated by humans and that we need to free our minds to think about nature in a new way, and that we need to think expansively about the different things that look like nature and things that create ecological value because those are two really different things. And I think we conflate them all the time.

The second thing is, it takes a village to do everything and every project we've ever done has required so many different people. They've been better because of it. One of our community partners in the Bayview (a traditionally underserved and underrepresented San Francisco Community) who is giving us feedback how to make The Presidio truly a place that's truly welcoming to their community, whether it's a kid who lives up the hill that wants to spend their life as a park ranger and first connected with nature, watching hawks down in the Tennessee Hollow Watershed below their home.

All of those various forces can come together around parks. It's one of the few democratic platforms that remain in our cities. They're free. They really are for everyone. They always have been a place. They maybe haven't welcomed everybody. They haven't been good at that. They fall prey to the same kinds of prejudices and pressures and tensions that the rest of cities do. But most fundamentally, they're one of the few remaining democratic platforms in our communities.

And so to me, the important thing is that anyone working in this space be open to that and embrace that notion that it's our responsibility to make sure that everyone that is an owner of these open spaces, which is everyone, that they be part of the process. They be part of the conversation and that we listen with equal intensity to everyone about what these places should be.

~Michael Boland.

In conversations with Kevin Conger and Chris Guillard, Partners at CMG¹⁵, they described the varied roles that conservancies may play.

- **Branding & Cultivating Identity Districts.** Some conservancies have a function that aligns with the unique characteristics of the park, such as a native plant nonprofit and a natural area, or an art nonprofit that is drawn to support a municipal art collection.
- **Fundraising & Philanthropy.** Fundraising and philanthropic engagement can bring resources to parklands that outstrip tax payer support of parks.

¹⁴ Skonberg, Kelsey. "Pacific Horticulture Podcast" Fall 2022. <https://pacifichorticulture.org/articles/thrilling-humanized-nature-in-the-anthropocene-with-garden-futurist-michael-boland/>

¹⁵ Rodgers, AnMarie. Conversation with CMG Partners Kevin Conger and Chris Guillard, March 2024.

- **Programming & Engagement.** The Botanical Garden Society at Strybing Arboretum operates in partnership with the Recreations and Parks Department. This nonprofit serves the community through youth education, the operation of a library of horticulture, docent training, daily free guided walks, sponsoring education and community programming, conducting marketing and outreach and managing the visitor experience and volunteer programs. It also operates a small bookstore and retail plant arbor. Through fundraising it helps with garden improvements and
- **Specific Expertise.** The Botanical Garden Society in Golden Gate park also demonstrates this role by doing some specialty curatorial work through plant collection management and propagation.
- **Daily Maintenance & Care.** While this task can be done by nonprofits, typically the daily maintenance routines for public parks are covered by public employees.

A Snapshot of Some Partnerships

Recreation & Parks Department and the Gardens of Golden Gate Park (SF Botanical Garden Society).

RPD and the San Francisco Botanical Garden Society have established a private-public partnership, the Gardens of Golden Gate Park, which subsequently created a matrix for sharing revenue and maintenance responsibilities. The Gardens include the San Francisco Botanical Garden, the Conservatory of Flowers, and the Japanese Tea Garden.

Entity	Primary Tasks	Revenue Streams	Operating Expenses
Gardens of Golden Gate Park (San Francisco Botanical Garden Society)	Youth education programs Horticultural library operation. Docent training and guided walks. Visitor services and volunteer programs. Garden improvements and plant collection management. Plant propagation and conservation.	Memberships. Private event rentals (shared with SFRPD). Retail operations. Donations and grants.	Program services. Management and general expenses. Fundraising expenses
SF Recreation & Parks Department	Maintenance and operation of public parks and recreational facilities within the city. Reimbursed GGGP for expenses in collecting fees.	Government funding. Fees for recreational activities and facility rentals. Admissions fees collected by GGGP along with other fees from rentals, concessions.	Maintenance of parks and recreational facilities. Staff salaries and administrative expenses. Program development and community services

This table outlines the primary tasks, revenue streams, and operating expenses of both the Golden Gate Gardens (San Francisco Botanical Garden Society) and the SF Recreation & Parks Department, illustrating

their distinct but complementary roles in the operation and maintenance of public gardens and parks in San Francisco.

The San Francisco Recreation & Parks Department (SFRPD) and the San Francisco Parks Alliance (SFPA) have a collaborative partnership aimed at enhancing and preserving the parks, open spaces, and recreational opportunities across San Francisco. While SFRPD is a city department responsible for the management and operation of the city's park system and recreational facilities, SFPA is a nonprofit organization that works to support community groups, advocate for park improvements, and fund projects and programs that enrich the city's parks and recreational offerings.

Support and Advocacy: SFPA acts as a champion for parks and recreational spaces in San Francisco, working closely with SFRPD to identify needs, support community initiatives, and advocate for funding and resources. SFPA helps to bridge the gap between the community's desires and the department's capabilities.

Funding and Project Implementation: SFPA often raises funds for park projects, programs, and improvements. This includes capital projects, beautification efforts, and educational programs that SFRPD may not have the resources to fully support on its own.

Community Engagement and Volunteerism: SFPA plays a crucial role in engaging the community in the care and improvement of parks. By working with neighborhood groups, and other stakeholders, SFPA helps to foster a sense of stewardship and community pride in the parks, complementing the efforts of RPD.

Advocacy and Policy: In addition to supporting specific projects and programs, SFPA works at the policy level to advocate for policies and practices that benefit San Francisco's parks and open spaces. This includes working with city officials, other nonprofits, and the community to ensure that parks and recreational needs are prioritized in city planning and budgeting processes.

This partnership allows for a dynamic approach to managing and enhancing San Francisco's parks and recreational facilities, combining the strengths of a government department with the flexibility and community-focused approach of a nonprofit organization. Together, SFRPD and SFPA work towards a common goal of creating and maintaining vibrant, accessible, and sustainable parks and recreational spaces for the benefit of all San Francisco residents and visitors.

Salesforce Park (Private Corporation) and the Transbay Joint Powers Authority (TJPA)

Management and Operations: Salesforce Park, a major urban park located atop the Salesforce Transit Center in San Francisco, is managed by the Transbay Joint Powers. The TJPA oversees the park's maintenance, programming, and operations, ensuring that this unique public space serves as a vibrant community asset. The East Cut CBD funds some programming (yoga, etc.) and smaller niceties like Holiday lights. The corporation did purchase naming rights to the park, which provides some financing support.

Public-Private Partnership: The park's development and ongoing operations are supported through a partnership between the TJPA and private corporations, led by Salesforce, alongside other corporate stakeholders. This collaboration highlights a model where public infrastructure benefits from private support, enhancing urban green spaces and community amenities.

Brooklyn Bridge Park Conservancy and NYC Parks Department

Collaborative Management: The Brooklyn Bridge Park Conservancy partners with the NYC Parks Department to manage and operate Brooklyn Bridge Park, a dynamic waterfront park in New York City. The Conservancy supports the park through fundraising, programming, and environmental stewardship efforts.

Community Engagement and Programming: The Conservancy plays a key role in developing and implementing a wide range of public programs, educational initiatives, and recreational activities, enhancing the visitor experience and fostering community involvement in the park.

Regional Parks Foundation and the East Bay Regional Park District

Funding and Support: The Regional Parks Foundation supports the East Bay Regional Park District by raising funds to provide universal access, environmental stewardship, educational and recreational programs, and the acquisition of parklands. This partnership ensures that the extensive network of parks and trails in the East Bay remains accessible and well-maintained.

Programs and Accessibility: Through this partnership, the Foundation helps to ensure that underserved communities have access to the parks and that educational programs reach a wide audience, promoting conservation and outdoor education across all age groups.

Other Notable Partnerships

The Presidio Trust, Golden Gate National Parks Conservancy, and the National Parks Service. This unique model includes two government entities, The National Parks Service and The Presidio Trust. The Presidio Trust was established by Congress as a wholly owned corporation of the U.S. Government. The Presidio Trust Act gives the Presidio Trust the flexibility to operate in the marketplace, make real-time decisions, and retain revenues to reinvest in the Presidio¹⁶. Michael Boland, is the Chief Park Officer of the Presidio Trust. The Golden Gate National Parks Conservancy is the nonprofit partner of the National Park Service overseeing the Golden Gate National Recreation Area, spanning the San Francisco Bay Area, including Muir Woods, Ocean Beach, Crissy Field, and Alcatraz Island. The programs of the Presidio Trust include: 1) Park Interpretation and Visitor Services, 2) Park Enhancements and Stewardship, and 3) Youth, Volunteer, and Community Programs¹⁷.

¹⁶ Presidio Trust. "2023 Performance and Accountability Report" https://wp.presidio.gov/wp-content/uploads/2023/11/2023-PT-Performance-and-Accountability-Report_final_ACCESSIBLE.pdf, retrieved on March 7, 2024.

¹⁷ Presidio Trust. "Financial Statements 2022", https://www.parksconservancy.org/file/42754/download?token=ZugY_WvO, Retrieved March 7, 2024.

Central Park Conservancy and NYC Parks Department: This iconic partnership involves the Central Park Conservancy, a private, nonprofit organization, taking on the primary responsibility for the day-to-day maintenance, operations, and restoration of Central Park in partnership with the NYC Parks Department, serving as a model for urban park management worldwide.

Friends of the High Line and NYC Parks Department: The High Line, an elevated rail line transformed into a public park on Manhattan's West Side, is managed and operated by Friends of the High Line in partnership with the NYC Parks Department. This collaboration focuses on maintaining the park's unique landscape, public art installations, and offering an array of community and educational programs.

These partnerships between public agencies and nonprofit organizations or private stakeholders showcase the diverse ways in which collaboration can enhance, preserve, and activate public parks and recreational spaces, benefiting communities and enriching urban environments.

Attachment 1: MJM Budget Slidedeck

Parks Operations & Maintenance 2020

Presented by TICD & CMG
at the
Infrastructure and Transportation Committee of the TIDA Board
as part of the Budget Review, February 18, 2020

An aerial architectural rendering of Treasure Island and Yerba Buena Island. The rendering shows a detailed urban layout with buildings, streets, and green spaces. The islands are surrounded by water, and a bridge is visible on the right side. The text is overlaid in the center of the image.

PARKS OPERATIONS & MAINTENANCE: TIDA ITC - BUDGET REVIEW

TREASURE ISLAND & YERBA BUENA ISLAND

FEBRUARY 18TH, 2020

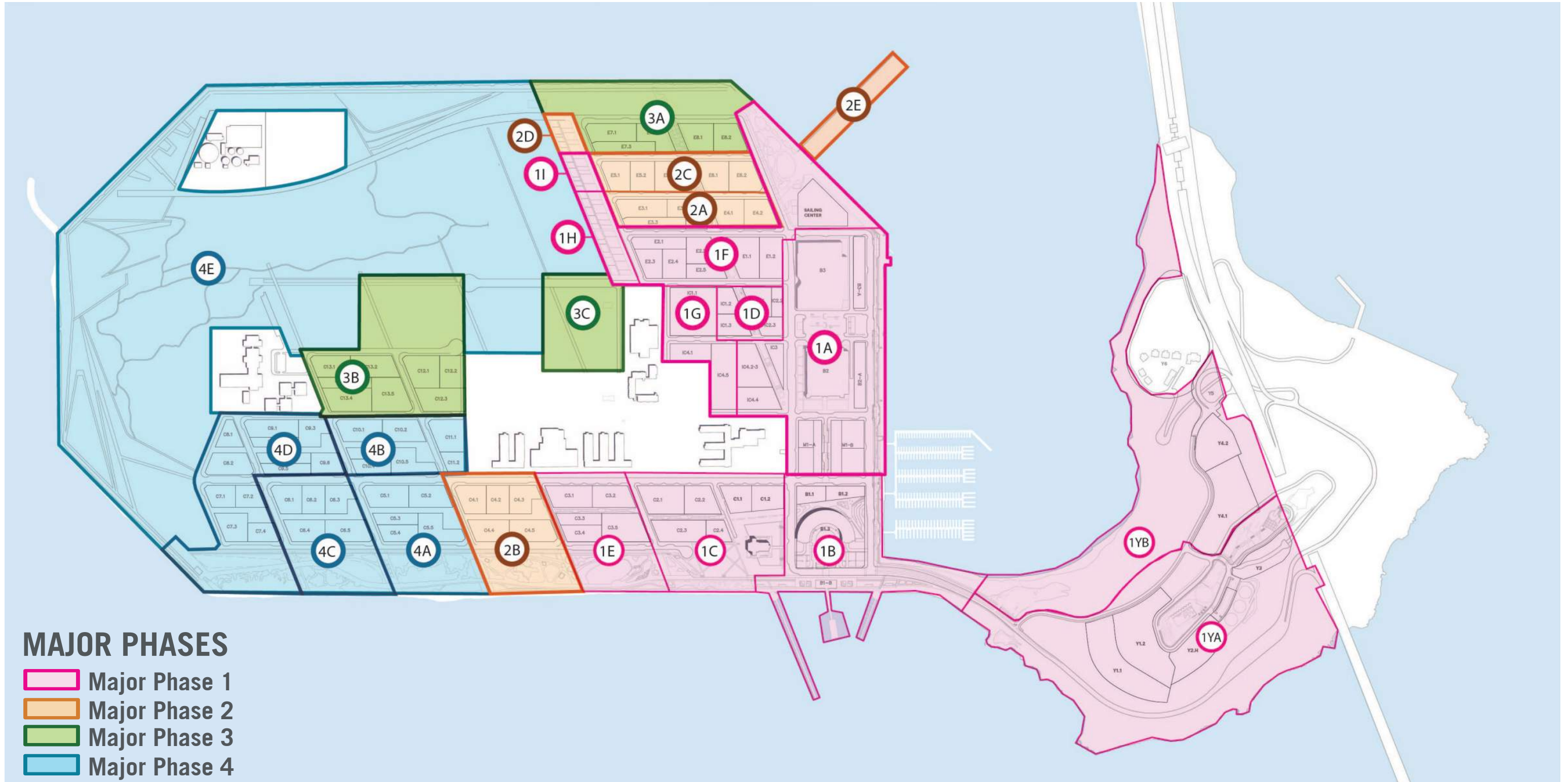
Operations & Maintenance Manual Goals

- Provide a comprehensive document that defines system-wide and park specific maintenance requirements and guidelines.
- Define 'Levels of Service' based on park location, program, and scale.
- Provide specific guidance for Management, Engineering, Landscape Maintenance, and Janitorial Services.
- **Develop a comprehensive O&M budget with detailed estimates for the Stage 1 Parks and projections for parks in future phases.**
- Create a 'living document' that is organized to accommodate future phases parks and document updates.
- Structure the document so that it can be used for service procurement and requests and proposals.

Parks & Open Space System



Major Phases



Phase 1 Parks (Sub-phases 1YA, 1YB, 1B, 1C, 1E)



Fiscal Year 20/21 Construction Completion



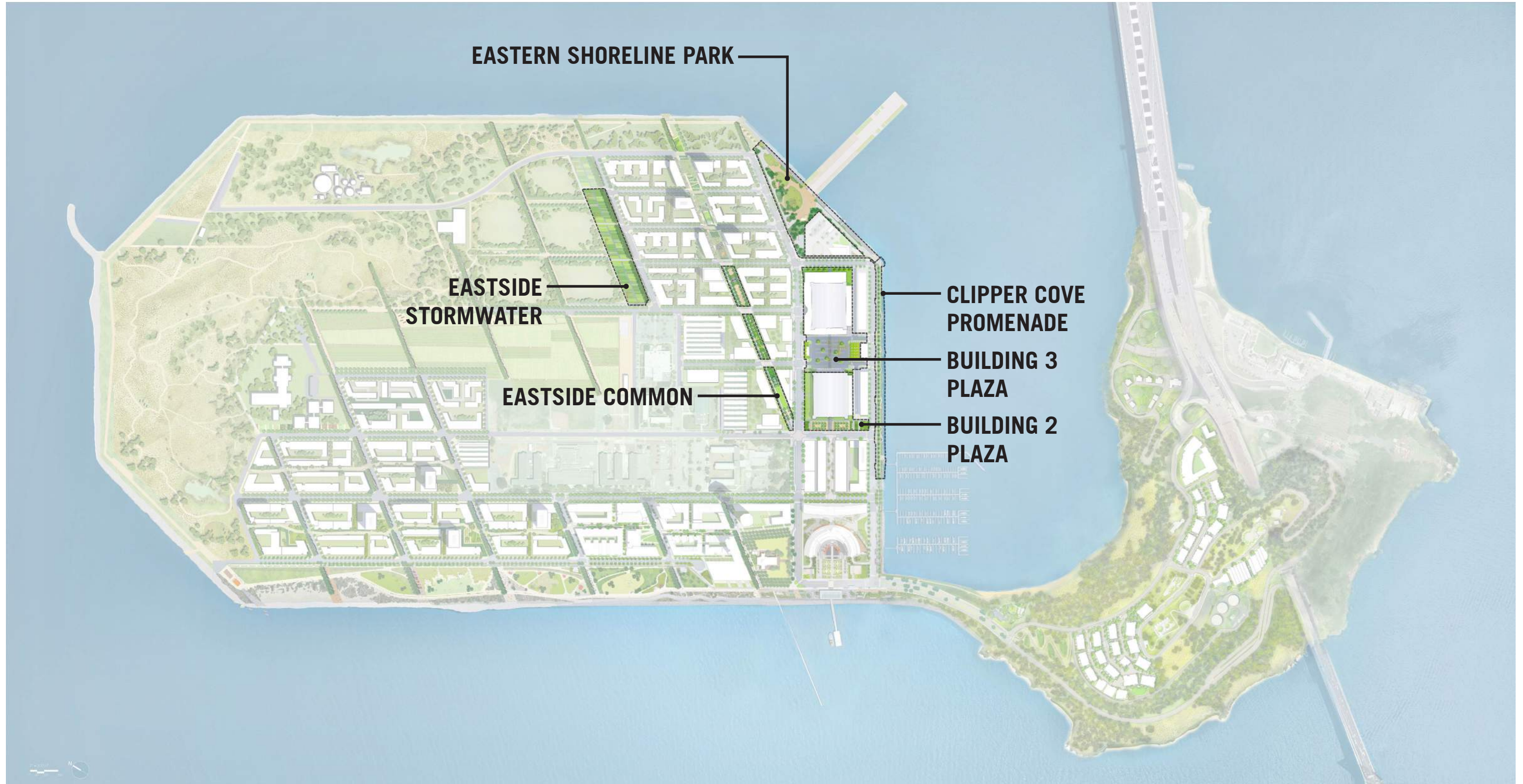
Fiscal Year 21/22 Construction Completion



Fiscal Year 22/23 Construction Completion



Later Phase Parks, Major Phase 1 (FY 25/26)



Major Phase 2 Parks (FY 26/27)



Major Phase 3 Parks (FY 27/28)



Major Phase 4 Parks (FY 30/31)



Budget Methodology

- **Established Levels of Service based on park design, program, and anticipated use**

	ENGINEERING	LANDSCAPE	JANITORIAL
HIGH		Recommended for prominent spaces with high intensity of use	
BASE		Base recommended level of maintenance	
LOW		Recommended for more remote spaces with lower intensity of use	

Budget Methodology

- **In conjunction with Levels of Service, budgets determined based on maintenance costs associated with comparable San Francisco Parks in Mission Bay and Yerba Buena Gardens.**

What is included in the budget?

- **Engineering tasks**
- **Landscape contract and tasks**
- **Janitorial tasks**
- **Utility & equipment costs**

What is **not** included in the budget?

- **General administration and management**
- **Security**
- **Capital expenses**
- **Revenue from events**

Engineering

	ENGINEERING	LANDSCAPE	JANITORIAL
HIGH	Higher anticipated cost for high use or specific programming		
BASE	<p style="text-align: center;">↑</p> Repair and preventative maintenance for the following: <ul style="list-style-type: none"> • Utility systems • Paving • Restroom facilities • Furniture, fixtures, and equipment <p style="text-align: center;">↓</p>		
LOW	Lower anticipated cost for more remote spaces with lower intensity of use		

Levels of Service: Engineering

		Utility Systems	Paving	Restroom Facilities	Furniture, Fixtures, & Equipment
MAINTENANCE LEVELS	HIGH	<ul style="list-style-type: none"> Provide a higher level of inspection, reporting, and repair of utility systems based on intensity of use and importance of public safety and operations. Start-up to include inspection of all faucets, toilets, lighting systems, and other machinery to ensure all is in working order, and information logged, including any repairs. Follow a maintenance protocol to routinely inspect all systems and perform minor repairs or adjustments immediately, in advance of problems occurring. Repairs to all site features should be done immediately with available personnel and materials from back stock. 	<ul style="list-style-type: none"> Higher frequency and intensity of inspection and non-emergency repairs are prioritized. 	<ul style="list-style-type: none"> Provide a high level of inspection, reporting, and repairs to restroom facilities as required to ensure public safety and functionality of restrooms. Repairs to be scheduled during normal maintenance time and prioritized. 	<ul style="list-style-type: none"> Provide a high level of inspection, reporting, repair and replacement of furniture, fixtures and equipment. Furnishings to be inspected daily with hazards and graffiti to be repaired immediately, when discovered. Preventative coatings applied as needed and at least two times per year to any fixtures or furniture.
	BASE	<ul style="list-style-type: none"> Provide inspection, reporting, and repairs to all utility systems as required to ensure public safety, park operations and long-term functionality of systems. Daily startup includes reading and documenting all utilities and site meters (water, gas, electrical). Emergencies and hazards shall be identified and repaired as promptly as possible and as needed to ensure public safety and operations. All non-emergency repairs will be monitored, reported, and scheduled for repair during as needed. Full monitoring and maintenance program to be implemented weekly, monthly, quarterly, and annually. 	<ul style="list-style-type: none"> Regular inspection and reporting on all paving surfaces to ensure compliance with ADA requirements, safety and durability of surfaces. Emergencies and Hazards shall be identified and repaired as promptly as possible and as needed to ensure public safety and operations. All non-emergency repairs will be monitored, reported, and scheduled for repair during as needed during normal maintenance periods. 	<ul style="list-style-type: none"> Provide regular inspection, reporting, and repairs to all restroom facilities as required to ensure public safety and functionality of restrooms. Repairs to be scheduled during normal maintenance time. 	<ul style="list-style-type: none"> Provide regular inspection, reporting, repair and replacement of furniture, fixtures and equipment. Furnishings to be inspected daily with hazards and graffiti to be repaired within 24 hours. Broken/damaged items to be removed and replaced with backstock during routine maintenance schedule. Painted surfaces or other finishes to be inspected for flaking, rust or other issues, and fixed during routine maintenance schedule. Preventative coatings applied annually to any fixtures or furniture. Wood surface oils applied as needed. Oil finishes performed monthly on furnishings near the water. Equipment: preventative maintenance quarterly, repairs as needed.
	LOW	<ul style="list-style-type: none"> Provide a lower level of inspection, reporting, and repair of utility systems based on intensity of use and importance of public safety and operations. Read and document all utilities and site meters (water, gas, electrical) once a week. 	<ul style="list-style-type: none"> Lower frequency and intensity of inspection and scheduling of non-emergency repairs 	<ul style="list-style-type: none"> Not applicable: lower standard of care not recommended for restrooms. 	<ul style="list-style-type: none"> Provide a lower level of inspection, reporting, repair and replacement of furniture, fixtures and equipment. Furnishing should be inspected weekly. Problems identified and minor repairs performed during routine maintenance schedule. Broken/damaged items must be replaced, with a work order developed to purchase replacements.

Engineering Frequency Schedule: Hilltop Park

	Daily	X/Wk	Weekly	Monthly	X/Year	Other	Comments
Pavement							
Inspect for lifts/cracks			X				
Repair						As needed	Per specifications
Decomposed Granite							
Inspect for consistency			X				
Infill					2X		
Hardscape pathways							
Inspect	X						
Repair							Immediately
Preventative Maintenance					4X		
Colored asphalt							
Inspect	X						
Repair							Immediately
Preventative Maintenance					4X		
Pavers							
Inspect	X						
Repair							Immediately
Preventative Maintenance					4X		
Bikeracks							
Inspect	X						
Repair							Immediately
Walls and Exterior							

	Daily	X/Wk	Weekly	Monthly	X/Year	Other	Comments
Surfaces							
Apply & maintain graffiti sealant			X				As needed
Clean glass block surfaces				X			
Inspect	X						
Touch-up or repaint						As needed	
Site Furniture							
Maintain			X				
Inspect	X					Regularly	
Lighting and Electrical							
Inventory all light bulbs and build stock							Initially and on an ongoing basis
Replace lamps							As necessary
Clean fixtures				X			
Inspect for maintenance					4	Regularly	Per manufacturers recommendations
Routine maintenance			X				
Perform a preventative maintenance program for mechanical & lighting	X					As needed	Light rounds once per month, visual inspection daily
Plumbing							
Inspect drains				X			
Backflow device testing					1		Annual testing, year round inspection
Inspect water meters				X			
Inspect water pumps	X						
Service water pumps	X						

Landscape

	ENGINEERING	LANDSCAPE	JANITORIAL
HIGH		Higher anticipated cost for high use or specific programming	
BASE		<p style="text-align: center;">↑</p> Monitoring, maintenance, and care for the following: <ul style="list-style-type: none"> • Irrigation systems • Trees and understory • Lawn and turf *Assumes 1 year maintenance period in construction contract <p style="text-align: center;">↓</p>	
LOW		Lower anticipated cost for more remote spaces with lower intensity of use	

Levels of Service: Landscape

		Irrigation/Water Management	Trees & Understory	Lawn & Turf
MAINTENANCE LEVELS	HIGH	<ul style="list-style-type: none"> Higher levels of monitoring, irrigation management, and repair based on location, scale, type and complexity of landscape. Inspect systems and lateral lines weekly for leaks, drips and broken heads. Daily inspection and management of spray irrigation systems and all lawn areas. 	<ul style="list-style-type: none"> Higher level of monitoring, soils management, pruning, weeding, and plant removal/replacement based on location, scale, type and complexity of landscape. Semi-annual soil testing and organic fertilization as required based on species. Annual or semi-annual tree pruning as required to ensure public safety, structure/aesthetic quality and long-term health of trees. Annual arborist visit and report. High level of weeding to prevent invasive plant issues and maintenance aesthetic quality of landscape consistent with design intent. 	<ul style="list-style-type: none"> Provide a high level of turf maintenance, mowing, and soil management for high use areas and athletic fields. Grass height maintained according to species/variety of grass and purpose and water management scheduled around each activity. Regular inspection, aeration, fertilization and renewal. Free and clear of weeds and divots at all times. Athletic Fields will require immediate response to daily restoration needs by scheduled activities, with preparation immediately before and after use.
	BASE	<ul style="list-style-type: none"> Moderate levels of monitoring, irrigation management, and repair based on location, scale, type and complexity of landscape. Complete annual audit of irrigation systems and water usage Inspect systems regularly for clogged heads or drip systems and to ensure timers working properly. Water meters read two times per week to detect any leaks. Mainline leaks repaired immediately. 	<ul style="list-style-type: none"> Moderate level of monitoring, soils management, pruning, weeding, and plant removal/replacement based on location, scale, type and complexity of landscape. Annual soil testing and organic fertilization as required based on species. Tree pruning as required to ensure public safety and long-term tree health. Annual arborist visit and report, first year and every three years. Regular weeding to prevent invasive plant issues and maintenance aesthetic quality of landscape consistent with design intent. Annual review, removal and replacement of understory and groundcover plantings. 	<ul style="list-style-type: none"> Provide regular turf maintenance, mowing, and soil management for general purpose and moderate use lawn areas. Mowing as needed to maintain appropriate lawn height based on turf type and use. Weed Control: inspect and hand-pull weeds weekly. Regular monitoring and treatment for pests through Integrated Pest Management Program. Aeration, thatching and re-seeding two times annually. Soil testing annually, amend soil in accordance with test results. Before events, develop mitigation and restoration plan to occur immediately after.
	LOW	<ul style="list-style-type: none"> Lower levels of monitoring, irrigation management, and repair based on location, scale, type and complexity of landscape. Applies to natural areas and opens spaces with temporary, limited, or no irrigation. 	<ul style="list-style-type: none"> Lower level of monitoring, soils management, pruning, weeding, and plant removal/replacement based on location, scale, type and complexity of landscape. Soil testing and organic fertilization as required based on visual inspections and general health of plants. 	<ul style="list-style-type: none"> Not applicable

Landscape Frequency Schedule: Hilltop Park

A.	Lawn Care	Daily	Weekly	Bi-Weekly	Monthly	X/Year	As Needed	Comments
1	Leaf Litter Removal	X						2-3 times a week as needed
2	Clipping Removal		X					When mowing
3	Neat Appearance	X						
4	Weed Control- Hand pulling		X					Weed control inspected once per week
5	Irrigation Programming	X						
6	Irrigation Check		X					Irrigation audit to be conducted each Spring. Systems turned off start of rainy season, turned back on in early Spring.
7	Fertilize				X			Soil testing annually, fertilize based on result of testing
8	Pest Control		X					
	a. Monitor	X						
9	Mow		X					April – Oct weekly, twice month Nov - March
10	Edge		X					
11	Aeration					4		Spot aeration of turf areas after events as needed.
12	Dethatch						X	As Needed
13	Overseed turf after events						X	
B.	Ground Cover Care	Daily	Weekly	Bi-Weekly	Monthly	X/Year	As Needed	Comments
1	Leaf Litter Removal		X					
2	Trash Removal	X						
3	Neat Appearance	X						
4	Weed Control - Hand pulling		X					
5	Irrigation Programming	X						
6	Irrigation Check		X			1		
7	Fertilize					6		
8	Pest Control							
	a. Monitor	X						
	b. Snails					4		
	c. Other Treatments					4		
9	Prune				X			
10	Edge				X			
11	Cultivate						X	

	c. Other Treatments							4		
9	Prune					X				
10	Edge					X				
11	Cultivate								X	
C.	Tree & Shrub Care	Daily	Weekly	Bi-Weekly	Monthly	X/Year	As Needed	Comments		
1	Leaf Litter Removal		X							
2	Trash Removal	X								
3	Neat Appearance	X								
4	Weed Control - Hand pulling		X							
5	Irrigation Programming		X							
6	Irrigation Check		X			1				
7	Fertilize					4				
8	IPM									
	a. Monitor	X								
	b. Snails		X							Rainy Season
	c. Treat trees					3				
10	Pruning-Size					4	X			
11	Pruning-Tree Roots									As needed
	Inspect shrubs	X								
	Raise plants that have settled									As needed
13	Staking-Remove/Adjust					X				
14	Vine Training					X				
D.	Paved Area Care	Daily	Weekly	Bi-Weekly	Monthly	X/Year	As Needed	Comments		
1	Leaf Litter Removal		X							Pathways to be cleared after mowing
2	Trash Removal		X							Cuttings and other debris to be removed after trimming
3	Neat Appearance		X							
4	Weed Control		X							
G.	Special Considerations	Daily	Weekly	Bi-Weekly	Monthly	X/Year	As Needed	Comments		
1	Site Reviews/Inspections		2X							With Agency staff
2	Landscape Maintenance Report									Includes Water Management
3	Irrigation Report					1				Provide specifics, Re: condition of system
5	Replace Controller Batteries					1				
6	Soil Moisture Checks			X						Bi-weekly - trees
7	Soil Sample Testing					2				
8	Soil Compaction Tests					4				
9	Clean Valve Boxes					1				
10	Equipment Cleaning/Maintenance		X							
11	Mulch Replenishment				X					

Janitorial

	ENGINEERING	LANDSCAPE	JANITORIAL
HIGH			Higher anticipated cost due to intensity of use or specific programming needs
BASE			Janitorial services provided for the following: <ul style="list-style-type: none"> • Furniture, fixtures, and equipment • Paving • Waste management • Graffiti • Restroom facilities
LOW			Lower anticipated cost for more remote spaces with lower intensity of use

Levels of Service: Janitorial

		Furniture, Fixtures, & Equipment	Paving	Waste Management	Graffiti	Restrooms
MAINTENANCE LEVELS	HIGH	<ul style="list-style-type: none"> Provide daily inspection and cleaning of furnishings. 	<ul style="list-style-type: none"> In high-traffic areas, hardscape should be swept or blown daily or twice daily to ensure a safe and clean surface. Steam clean twice monthly. 	<ul style="list-style-type: none"> Waste collection for high use areas with monitoring of waste receptacles three times daily. Collection of waste from receptacles at 4/5 capacity in morning, mid-day and afternoon as needed. Water's edge: Litter and debris removed three times per day, morning and afternoon. Litter and trash removal at a higher level in picnic areas. 	<ul style="list-style-type: none"> Graffiti inspection should be done daily. Mitigation measures and/or removal should be completed immediately. 	<ul style="list-style-type: none"> Restrooms cleaned thoroughly three times a day, with spot inspections and restocking every 20-30 minutes during high volume times. High and low cleaning twice a year.
	BASE	<ul style="list-style-type: none"> Provide a moderate level of inspection and cleaning of furnishings, daily to weekly depending on use patterns. 	<ul style="list-style-type: none"> Hardscape should be swept or blown regularly to ensure a safe and clean surface. Steam clean monthly. Report any trip and fall hazards immediately to the engineering department. 	<ul style="list-style-type: none"> Waste collection for moderate use areas with monitoring of waste receptacles twice daily. Collection of waste from receptacles at 4/5 capacity in morning and afternoon as needed. Hand collection, raking, sweeping and/or blowing of litter should be done early in morning 7 days per week. Hot spots checked throughout the day. Water's edge: Litter and debris removed twice a day, morning and afternoon. Extra receptacles provided during special events in strategic locations or specific areas of increased attendance. 	<ul style="list-style-type: none"> Graffiti inspection should be done daily. Mitigation measures and/or removal should be completed within 24 hours. 	<ul style="list-style-type: none"> Restrooms inspected and cleaned thoroughly three times a day. Paper towel dispensers, soap dispenser and toilet paper should be restocked regularly based on inspections and every hour during high volume times. Restrooms inspected, stocked, and any necessary repairs reported to engineering department daily. Large volume events may require a restroom monitor to be on hand for the duration of the event. Hours of operation should adjusted for both low usage periods and during weather conditions that diminish use.
	LOW	<ul style="list-style-type: none"> Provide a lower level of inspection and cleaning of furnishings, weekly to monthly, depending on use patterns. 	<ul style="list-style-type: none"> Hardscape should be swept or blown as needed to ensure a safe and clean surface. Steam clean quarterly or as needed based on use patterns. 	<ul style="list-style-type: none"> Waste collection for low use areas with monitoring of waste receptacles once daily. Collection of waste from receptacles at 4/5 capacity as needed. Hand removal, raking, and blowing of litter and debris on paths and trails should be done periodically as needed to maintain a safe and debris free surface. 	<ul style="list-style-type: none"> Graffiti inspection should be done regular based on use patterns. Mitigation measures and/or removal should be completed within 48 hours. 	<ul style="list-style-type: none"> Not applicable

Janitorial frequency schedule: Hilltop Park

	Daily	X/Wk	Weekly	Monthly	X/Year	Other	Comments
Litter Control							
Control litter	X						
Empty trash receptacles	X						
Control litter after events						Per event	
Pavement (colored asphalt, concrete, pavers)							
Sweep	X						
Steam Clean (excluding pavers)						As needed	
Buff Clean – Pavers						As needed	With stone scrubber machine
Inspect for lifts/cracks			X				Provide condition report to Property Mgr.
Walls and Interior/Exterior Surfaces							
Clean Surfaces	X						
Remove postings/graffiti	X						Immediately
Clean glass Maintenance Building and doors					2		
Wipe fingerprints on doors	X						
Site furniture							
Cleaned	X						
Signage							
Inspect	X						
Remove postings/graffiti							Immediately
Clean			X				
Interior spaces							
Storage room		1					

	Daily	X/Wk	Weekly	Monthly	X/Year	Other	Comments
Mechanical Room				2X			
Other incidental spaces		1					
Empty trash receptacles	X						
High and low cleanings			X				
Rest rooms	X						
Cleaned	X						Continuously
Stocked	X						Continuously
Clean janitorial closet & disinfect slop sink	X						

Detailed Parks Budgets

- **Materials and supplies**
- **Contractual services (Landscape and Janitorial Services)**
- **Fire/Life/Safety**
- **Additional services**
- **Utilities**
- **Management**
- **Contingency**

Note: preliminary budgets account for anticipated cost escalation.

Detailed Park Budget: Hilltop Park West

Treasure Island and Yerba Buena Island Operations and Maintenance										
Hilltop Park West - Operating Expenses										
General Account	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
OPERATING EXPENSES										
MATERIALS & SUPPLIES										
Janitorial Supplies		\$ 1,500	\$ 1,553	\$ 1,607	\$ 1,663	\$ 1,721	\$ 1,782	\$ 1,844	\$ 1,908	\$ 1,975
Lighting Supplies		\$ 500	\$ 518	\$ 536	\$ 554	\$ 574	\$ 594	\$ 615	\$ 636	\$ 658
Back flow prevention Maint.		\$ 700	\$ 725	\$ 750	\$ 776	\$ 803	\$ 831	\$ 860	\$ 891	\$ 922
Stone/Hardscape Maint. Supplies		\$ 284	\$ 294	\$ 304	\$ 315	\$ 326	\$ 337	\$ 349	\$ 361	\$ 374
Plumbing Supplies		\$ 331	\$ 343	\$ 355	\$ 367	\$ 380	\$ 393	\$ 407	\$ 421	\$ 436
Electrical Supplies		\$ 100	\$ 104	\$ 107	\$ 111	\$ 115	\$ 119	\$ 123	\$ 127	\$ 132
Vehicle Supplies/Fuel		\$ 200	\$ 207	\$ 214	\$ 222	\$ 230	\$ 238	\$ 246	\$ 254	\$ 263
Hardware		\$ 200	\$ 207	\$ 214	\$ 222	\$ 230	\$ 238	\$ 246	\$ 254	\$ 263
Uniform Supplies		\$ 680	\$ 704	\$ 728	\$ 754	\$ 780	\$ 808	\$ 836	\$ 865	\$ 895
Small Tools & Equipment		\$ 800	\$ 828	\$ 857	\$ 887	\$ 918	\$ 950	\$ 983	\$ 1,018	\$ 1,053
General Maint. Supplies		\$ 2,700	\$ 2,795	\$ 2,892	\$ 2,994	\$ 3,098	\$ 3,207	\$ 3,319	\$ 3,435	\$ 3,555
Pet Waste		\$ 1,000	\$ 1,035	\$ 1,071	\$ 1,109	\$ 1,148	\$ 1,188	\$ 1,229	\$ 1,272	\$ 1,317
TOTAL MATERIALS & SUPPLIES	\$ -	\$ 8,995	\$ 9,310	\$ 9,636	\$ 9,973	\$ 10,322	\$ 10,683	\$ 11,057	\$ 11,444	\$ 11,845
CONTRACTUAL SERVICES										
Landscape										
Landscape Oversight		\$ 18,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landscape Contract		\$ -	\$ 75,000	\$ 132,275	\$ 132,275	\$ 132,275	\$ 132,275	\$ 132,275	\$ 132,275	\$ 132,275
Landscape Extras		\$ 2,500	\$ 2,588	\$ 2,678	\$ 2,772	\$ 2,869	\$ 2,969	\$ 3,073	\$ 3,181	\$ 3,292
Landscape - Pest Control		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Landscape	\$ -	\$ 21,250	\$ 77,588	\$ 134,953	\$ 135,047	\$ 135,144	\$ 135,244	\$ 135,348	\$ 135,456	\$ 135,567
Janitorial										
Janitorial Contract		\$ 65,500	\$ 67,793	\$ 70,165	\$ 72,621	\$ 75,163	\$ 77,793	\$ 80,516	\$ 83,334	\$ 86,251
Janitorial Extras		\$ 7,500	\$ 7,763	\$ 8,034	\$ 8,315	\$ 8,606	\$ 8,908	\$ 9,219	\$ 9,542	\$ 9,876
Total Janitorial	\$ -	\$ 73,000	\$ 75,555	\$ 78,199	\$ 80,936	\$ 83,769	\$ 86,701	\$ 89,736	\$ 92,876	\$ 96,127
Special Maintenance Projects	\$ -	\$ 4,000	\$ 4,140	\$ 4,285	\$ 4,435	\$ 4,590	\$ 4,751	\$ 4,917	\$ 5,089	\$ 5,267

Detailed Park Budget: Hilltop Park West

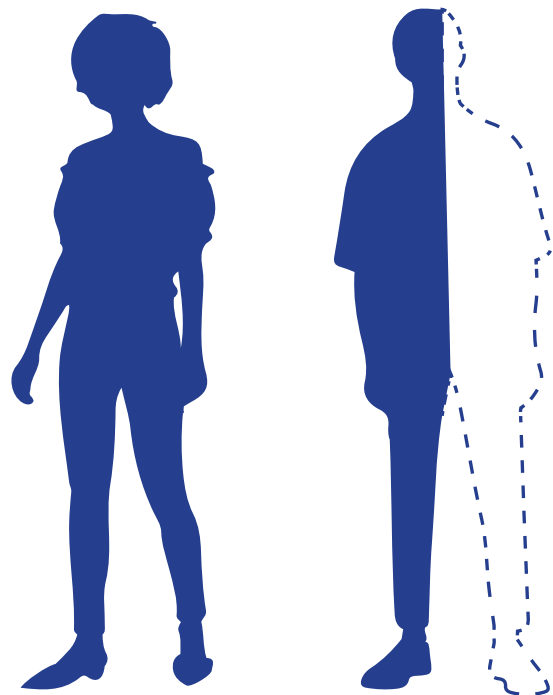
Treasure Island and Yerba Buena Island Operations and Maintenance										
Hilltop Park West - Operating Expenses										
General Account	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Fire/Life/Safety										
Fire/Life/Safety Testing		\$ 828	\$ 857	\$ 887	\$ 918	\$ 950	\$ 983	\$ 1,018	\$ 1,053	\$ 1,090
Fire/Life/Monitoring		\$ 1,500	\$ 1,553	\$ 1,607	\$ 1,663	\$ 1,721	\$ 1,782	\$ 1,844	\$ 1,908	\$ 1,975
Hazmat Inspections		\$ 250	\$ 259	\$ 268	\$ 277	\$ 287	\$ 297	\$ 307	\$ 318	\$ 329
Bioswale Certifications		\$ 1,087	\$ 1,125	\$ 1,164	\$ 1,205	\$ 1,247	\$ 1,291	\$ 1,336	\$ 1,383	\$ 1,431
Total Fire/Life/Safety	\$ -	\$ 3,665	\$ 3,793	\$ 3,926	\$ 4,063	\$ 4,206	\$ 4,353	\$ 4,505	\$ 4,663	\$ 4,826
Additional Services										
Pest Control		\$ 1,900	\$ 1,967	\$ 2,035	\$ 2,107	\$ 2,180	\$ 2,257	\$ 2,336	\$ 2,417	\$ 2,502
Stone/Hardscape M&R		\$ 1,565	\$ 1,620	\$ 1,676	\$ 1,735	\$ 1,796	\$ 1,859	\$ 1,924	\$ 1,991	\$ 2,061
Electrical M&R		\$ 500	\$ 518	\$ 536	\$ 554	\$ 574	\$ 594	\$ 615	\$ 636	\$ 658
Plumbing/Drain Maint M&R		\$ 500	\$ 518	\$ 536	\$ 554	\$ 574	\$ 594	\$ 615	\$ 636	\$ 658
Artwork M&R		\$ 391	\$ 405	\$ 419	\$ 434	\$ 449	\$ 464	\$ 481	\$ 497	\$ 515
Steam Cleaning		\$ 1,435	\$ 1,485	\$ 1,537	\$ 1,591	\$ 1,647	\$ 1,704	\$ 1,764	\$ 1,826	\$ 1,890
Total Additional Services	\$ -	\$ 6,291	\$ 6,511	\$ 6,739	\$ 6,975	\$ 7,219	\$ 7,472	\$ 7,733	\$ 8,004	\$ 8,284
TOTAL CONTRACTUAL SERVICES	\$ -	\$ 108,206	\$ 167,587	\$ 228,103	\$ 231,457	\$ 234,928	\$ 238,521	\$ 242,239	\$ 246,088	\$ 250,072
UTILITIES										
Electricity-Hetch Hetchy		\$ 7,500	\$ 7,763	\$ 8,034	\$ 8,315	\$ 8,606	\$ 8,908	\$ 9,219	\$ 9,542	\$ 9,876
Water & Sewer		\$ 20,618	\$ 21,340	\$ 22,087	\$ 22,860	\$ 23,660	\$ 24,488	\$ 25,345	\$ 26,232	\$ 27,150
Total Utilities	\$ -	\$ 28,118	\$ 29,102	\$ 30,121	\$ 31,175	\$ 32,266	\$ 33,395	\$ 34,564	\$ 35,774	\$ 37,026
MANAGEMENT FEES	\$ -	\$ 15,000	\$ 15,525	\$ 16,068	\$ 16,631	\$ 17,213	\$ 17,815	\$ 18,439	\$ 19,084	\$ 19,752
CONTINGENCY		\$ 21,000	\$ 21,735	\$ 22,496	\$ 23,283	\$ 24,098	\$ 24,941	\$ 25,814	\$ 26,718	\$ 27,653
TOTAL PARK EXPENSES	\$ -	\$ 181,319	\$ 243,259	\$ 306,423	\$ 312,518	\$ 318,827	\$ 325,356	\$ 332,114	\$ 339,108	\$ 346,347

Budget Summary

Treasure Island and Yerba Buena Island Operations and Maintenance										
<i>Preliminary Budget Summary, 2/5/2020</i>										
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 30/31
PARK OPERATING and MAINTENANCE EXPENSES										
YBI Natural Areas	\$ 168,392	\$ 174,286	\$ 180,386	\$ 186,699	\$ 193,234	\$ 199,997	\$ 206,997	\$ 214,242	\$ 221,740	\$ 229,501
YBI - East Stormwater	\$ 24,839	\$ 103,404	\$ 115,109	\$ 119,137	\$ 123,307	\$ 127,623	\$ 132,090	\$ 136,713	\$ 141,498	\$ 146,450
YBI - Causeway Slopes & Beach Access	\$ 26,156	\$ 117,364	\$ 152,910	\$ 158,262	\$ 163,801	\$ 169,534	\$ 175,468	\$ 181,609	\$ 187,965	\$ 194,544
YBI - Macalla Stormwater	\$ 38,895	\$ 157,088	\$ 179,198	\$ 185,469	\$ 191,961	\$ 198,680	\$ 205,633	\$ 212,831	\$ 220,280	\$ 227,989
YBI - Hilltop Park East		\$ 120,076	\$ 166,995	\$ 172,840	\$ 178,889	\$ 185,151	\$ 191,631	\$ 198,338	\$ 205,280	\$ 212,464
YBI - Dog Park		\$ 35,945	\$ 40,109	\$ 41,513	\$ 42,966	\$ 44,470	\$ 46,026	\$ 47,637	\$ 49,305	\$ 51,030
YBI - Hilltop Park West		\$ 181,319	\$ 243,259	\$ 306,423	\$ 312,518	\$ 318,827	\$ 325,356	\$ 332,114	\$ 339,108	\$ 346,347
YBI - Causeway Stormwater		\$ 17,822	\$ 17,822	\$ 30,769	\$ 33,722	\$ 36,124	\$ 37,388	\$ 38,697	\$ 40,051	\$ 41,453
YBI - Beach Park & Quarters 10		\$ 17,822	\$ 111,110	\$ 137,317	\$ 142,123	\$ 147,097	\$ 152,245	\$ 157,574	\$ 163,089	\$ 168,797
YBI Trails		\$ 21,011	\$ 74,896	\$ 98,217	\$ 101,655	\$ 105,213	\$ 108,895	\$ 112,707	\$ 116,651	\$ 120,734
TI - Cityside Park (Phase 1)		\$ 80,897	\$ 157,330	\$ 200,307	\$ 207,317	\$ 214,574	\$ 222,084	\$ 229,857	\$ 237,902	\$ 246,228
TI - Cityside Park (Stormwater)		\$ 18,887	\$ 36,887	\$ 45,395	\$ 46,984	\$ 48,628	\$ 50,330	\$ 52,092	\$ 53,915	\$ 55,802
TI - Cityside Park (Phase 2)		\$ 88,811	\$ 318,864	\$ 404,948	\$ 419,121	\$ 433,790	\$ 448,973	\$ 464,687	\$ 480,951	\$ 497,784
TI - Waterfront Plaza		\$ 65,025	\$ 126,668	\$ 138,744	\$ 143,600	\$ 148,626	\$ 153,828	\$ 159,212	\$ 164,784	\$ 170,552
TI - Building 1 Plaza		\$ 96,599	\$ 191,602	\$ 237,759	\$ 246,081	\$ 254,694	\$ 263,608	\$ 272,834	\$ 282,383	\$ 292,267
TI - Clipper Cove Promenade		\$ 4,996	\$ 58,479	\$ 75,778	\$ 78,430	\$ 81,175	\$ 84,016	\$ 86,956	\$ 90,000	\$ 93,150
TI - Cultural Park			\$ 134,184	\$ 191,205	\$ 270,365	\$ 279,828	\$ 289,622	\$ 299,758	\$ 310,250	\$ 321,109
TI - Marina Plaza			\$ 29,611	\$ 105,001	\$ 137,139	\$ 141,938	\$ 146,906	\$ 152,048	\$ 157,370	\$ 162,878
TI - Later Major Phase 1*						\$ 1,419,593	\$ 1,469,279	\$ 1,520,704	\$ 1,573,928	\$ 1,629,016
TI - Phase 2 Parks**							\$ 733,497	\$ 759,169	\$ 785,740	\$ 813,241
TI - Phase 3 Parks***								\$ 723,738	\$ 749,069	\$ 775,286
TI - Phase 4 Parks****										\$ 4,405,794
PARK TOTALS	\$ 258,282	\$ 1,301,351	\$ 2,335,419	\$ 2,835,783	\$ 3,033,212	\$ 4,555,559	\$ 5,443,871	\$ 6,353,515	\$ 6,571,258	\$ 11,202,417
PARKS TO BE REIMBURSED BY H.O.A										
YBI - East Stormwater	\$ 24,839	\$ 103,404	\$ 115,109	\$ 119,137	\$ 123,307	\$ 127,623	\$ 132,090	\$ 136,713	\$ 141,498	\$ 146,450
YBI - Macalla Stormwater	\$ 38,895	\$ 157,088	\$ 179,198	\$ 185,469	\$ 191,961	\$ 198,680	\$ 205,633	\$ 212,831	\$ 220,280	\$ 227,989
TI - Cityside Park (Stormwater)	--	\$ 18,887	\$ 18,887	\$ 36,887	\$ 45,395	\$ 46,984	\$ 48,628	\$ 50,330	\$ 52,092	\$ 53,915
Parks O+M Subtotal	\$ 194,548	\$ 1,021,973	\$ 2,022,227	\$ 2,494,289	\$ 2,672,549	\$ 4,182,273	\$ 5,057,520	\$ 5,953,641	\$ 6,157,389	\$ 10,774,062

Administration and Engineering Staffing

FY 20/21



**Stationary Engineer (F/T)*
General Manager (P/T)***

FY 22/23



**Stationary Engineer (F/T)
General Manager (F/T)**

FY 23/24



**Stationary Engineer (F/T)
General Manager (F/T)
Maintenance Engineer (F/T)
Property Coordinator (F/T)**

***Covered by Current TIDA Staff**

Operations and Maintenance Schedule

Document and budget refinement	March 2020
Overall document review (includes parks..... specific chapter and budget updates)	April 2020
Presentation of final document.....	May 2020
O+M document complete	End of May 2020