



MEMORANDUM

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cc: Edwin Chan, Human Services Agency, San Mateo County
Sarah Kinahan, Child Care Consultant
From: Joanne Brion, Brion Economics Team
Subject: FINAL Early Learning Facilities (ELF) - Seven Site Assessments; BE #2513 - SMC
Date: February 6, 2017

INTRODUCTION

This technical memorandum is part of a larger effort undertaken by the County of San Mateo’s Human Services Agency in partnership with First 5 San Mateo County and the Child Care Partnership Council of San Mateo County. BEI has been retained by the County to evaluate what it takes to develop new child care centers, in a selection of settings. Based on results from initial interviews with respondents to the *San Mateo County Early Learning Facilities Stakeholder Survey* and the *Provider Survey*, both of which were conducted in 2016, the BEI Team, along with members of this study’s project committee, selected seven (7) Early Learning Facilities (ELF) sites for further assessments of possibilities, challenges, and other information about each site. These sites were selected based on having the greatest potential to be developed; and the overall need in the site’s jurisdiction, determined by the percent of demand met and the number of spaces needed, using rankings developed for this assessment. (See **Table A** in **Appendix A** for rankings.) The seven sites selected for further analysis were:

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For each site, the goal was to determine what it would take to develop and implement the sites, both in terms of licensing and cost, and to understand the issues and challenges that child care organizations who want to start or expand face in San Mateo County. Potential sites included those identified by existing child care providers, religious organizations, city leaders and employees, school district leaders and employees, and local developers and land owners.¹ By understanding the challenges that child care operators are up against, policy makers may develop suggestions and tools to overcome these challenges. Additional site feasibility work, funding analysis, and project information would be needed for each site to determine if they are financially viable. However, possible configurations and general cost estimates are provided for the sites that were deemed to be possibilities.

Summary of Findings by Site

A brief summary of findings for each site is included here. More detailed write-ups of each site are in the next section of this memorandum. **Table S-1** summarizes the possible projects and their costs.

1. Daniel Webster Elementary School, Daly City

This site has potential for a child care center serving 124 children, including infants, toddlers, and preschoolers. The Superintendent of the School District understands the current and future need for early childhood facilities in Daly City. Although the district currently runs a preschool program for 3- and 4-year-olds, there is an additional 1 acre that could be available for infant and additional preschool slots. It is important to the Superintendent that the facility's design compliments the exterior of the existing school building; a facility comprised of multiple portables with a unifying façade would be most cost-effective. Based on very general cost estimates, this site is expected to cost at least \$3.1 million or \$25,000 per child care slot, excluding outdoor play yards, site work, and infrastructure needs.

2. Fair Oaks Center at St. Anthony's Church, Menlo Park

The Institute for Human and Social Development (IHSD) currently leases land from St. Anthony's Church and has three portable buildings that provide care for 60 children through their Head Start program. They would like to expand to serve an additional 40 children. The new classrooms would need to fit on currently leased land, as no additional land is available to lease. The most cost-effective way to increase capacity would be to add a new 2-classroom portable building in one of the current outdoor yards. The cost would be approximately \$1.0 million, excluding site work and the replacement/reconfiguration of the existing outdoor yards.

3. Midway Village, Daly City

Midway Village is an affordable housing development operated by San Mateo County's Housing Authority. Peninsula Family Services currently runs a child care center on the site, housed in deteriorating portables. Beginning in 2017, the Housing Authority will begin a multi-year plan

¹ See Appendix C for the complete list of sites considered for this study.

to rebuild all of the housing on the site, including a shell for a new child care facility. Peninsula Family Services is very interested in expanding the number of children served at this location. They currently serve 108 children in the new facility and would like to serve 124. The warm shell is assumed to be provided by the county as part of the housing project renovations. The tenant improvements for the child care center are estimated at \$3.9 million, excluding outdoor yards.

4. *First Presbyterian Church, San Mateo*

First Presbyterian Church has underutilized space and support from the parish to lease space to a third party to operate a full-time child care program. They currently run an infant, toddler, and preschool program one day a week for less than four hours. As such, it is not required to meet full-day licensing standards. In order to license this space for full-day child care, it will need to meet additional licensing requirements and current fire codes. Because the building is older, bringing the space to current code requirements would be costly. In addition, operating a full-day childcare program would require a Special Use Permit due to zoning, which can be difficult to obtain. There are two options worth noting that could work. Option 1 would be a center for 10 infants/toddlers and 15 preschoolers. Option 2 would serve 10 infants/toddlers and 39 preschool children. The costs for Option 1, with 25 children, range from \$256,400 to \$775,800 depending on the amount of work required and the specific building code requirements that need to be met. For Option 2, with 49 children, it would cost approximately \$2.0 million. Cost-wise, this is a very expensive option to serve 49 children; without outside funding it may not be feasible.

5. *Cañada College, Redwood City*

Building 22 on the Cañada Community College campus was built as an early learning facility in 2002 but was never used for child care. Instead it was turned into college classrooms and offices. The College is now interested in converting it back to its original intended child care use as the College's Child Study Lab, which could serve 84 children. It is estimated that it will cost \$2.6 million or \$31,000 per slot to renovate the building to serve as the Child Study Lab.

6. *Various Sites, Cabrillo Unified School District*

Based on survey responses and an initial phone interview, Cabrillo Unified School District stated that they had some empty lots in El Granada and some potential sites in Half Moon Bay that could serve as potential early learning facilities if there was demonstrated need and funding available. The one site that was evaluated would require the relocation of school district offices; however, there is no apparent location for this office space. Thus this site was eliminated from further assessment. The other sites are in locations where there is not sufficient demand.

7. Oddstad School Site, Pacifica

Pacifica Unified School District hired a consulting firm in 2016 to work on developing a proposal for workforce housing on the vacant Oddstad Elementary School site. At the time of our initial conversation with the district in August 2016, the superintendent stated that the consultant had two upcoming community meetings in the fall, and that incorporating child care on the site could be a possibility. However, when we followed up in November 2016, the plan review for workforce housing had been approved by the school district board and an RFP had been released for a developer. While it is possible that some portion of the site could be set aside for a child care center, district staff seemed focused on housing for this site.

Table S-1
Cost Estimates for Potential ELF Case Study Sites
San Mateo Countywide Child Care Study - 2016

Site	Jurisdiction	Facility Type	Type of Development/ Construction	Sqft of Space	Building Space Cost per Sqft	Outdoor Costs	Estimated Number of Slots	Estimated Cost Per Slot	Estimated Total Cost
1. Daniel Webster Elementary School	Daly City	School District Site	Portables (1)	9,920	\$318	na	124	\$25,400	\$3,149,600
2. Fair Oaks Center at St. Anthony's Church	Menlo Park	Faith Based Organization	Portables (1)	3,200	\$318	na	40	\$25,400	\$1,016,000
3. Midway Village	Daly City	Affordable Housing Development	Tenant Improvements Only (2)	14,000	\$275	na	124	\$31,048	\$3,850,000
4. First Presbyterian Church	San Mateo	Faith Based Organization	Remodel with options						
Option 1A: 25 slots			Basic Remodel	2,164	\$100	\$40,000	25	\$10,256	\$256,400
Option 1B: 25 slots			Code & Emerg. Exit	2,164	\$340	\$40,000	25	\$31,030	\$775,760
Option 2: 49 slots			2 floors, Code, Emerg. Exit	4,654	\$425	\$70,000	49	\$41,795	\$2,047,950
5. Cañada College	Redwood City	Community College Campus	Remodel	14,500	\$150	\$400,000	84	\$30,655	\$2,575,000

(1) Assumes 80 sqft per child care slot, on average, in portables.

(2) Assumes County provides warm shell with housing project.

Sources: Kathryn Tama; Brion Economics, Inc.

Overall Lessons Learned

- **Cost and Funding:** Most organizations do not have available resources to fund the development of child care centers. While there are potential sites, those contacted do not have the resources to build new child care facilities or classrooms, although they are very interested and positive about the prospects.

- **Building Codes:** Many sites that are potentially available are older buildings and may trigger building code upgrades, which can be costly. Upgrades can include emergency access, disabled access, and/or general building code changes from the last 20-plus years.
- **Zoning and Permits:** Some sites will need some sort of zoning change, change of use permit, or a new conditional use Permit (CUP) or special use permit.² These entitlements are expensive, time consuming, and are not guaranteed. Neighborhood opposition can be strong due to parking, traffic, and noise concerns, even when the site would be ideal.
- **Licensing:** Some sites may require Community Care Licensing waivers for outdoor space requirements, etc.
- **Multiple parties and approvals.** Most sites will require multiple city approvals and permits, which makes child care, with its very low profit margin, challenging to develop.
- **Lack of Available Land:** Given the need for affordable housing and housing in general, finding sites for child care has proven very difficult. San Mateo County is in the heart of the high-tech economy. Demand for market rate housing and office development is strong and price child care out of the market.
- **School Districts and Faith Based Organizations:** These two entities appear to be the most readily available organizations to provide new child care. Both entities have either building space or land available to support child care. Their missions and values also align with the provision of child care and early learning.
- **Interest and Need.** In all cases, people we contacted for this study felt there was a need for additional child care, regardless of the location. People were interested in figuring out how they could help but were not always sure who would pay for new facilities.
- **Challenges:** There are multiple challenges facing the child care industry that are widely understood by providers and agencies supporting child care, but not necessarily commonly known in the broader planning and policy world. The cost of development and land relative to the income generated by child care renders it financially infeasible in a hot real estate market such as San Mateo County. On top of cost, there are issues including NIMBYism, planning and building code requirements, licensing issues, fire and access issues, etc., all of which combined can make putting together a new child care center project a daunting prospect. Our research bears out these issues.

The following summarizes the research conducted for each of the seven site assessments, two of which were eliminated after some further research.

² Each city may have a different label for a change of use, conditional use, or special use permit; these are basically required when the zoning allows for a use but under certain conditions or discretionary review by the city staff and decision makers. In this study we use the term Conditional Use Permit or CUP to refer to all of these possible permits.

1. DANIEL WEBSTER ELEMENTARY SCHOOL, DALY CITY

Address: 425 El Dorado Drive, Daly City

Size of site or building: 336,473 sqft lot

Facility Type: School District

School Districts can have two types of children's centers operating on school property: 1) operated by district; and 2) operated by third party. Third-party (i.e. non-district) operators either:

- Lease vacant or under-utilized classrooms, or an entire vacant elementary school building.
- Lease space for individual portable classrooms for above-ground installation.
- Lease space for a center comprised of combined portables with on-ground or above-ground installation.

Background

The Superintendent of the School District understands the current and future need for early childhood facilities in Daly City. Most of the district's elementary schools have or will have at least one preschool classroom run by the district. The Daniel Webster Elementary School site has approximately 1 acre that the Superintendent would like to lease to a third-party child care provider to develop and operate a children's center. This site has potential for a child care center serving 124 children, including infants, toddlers, and preschoolers. The district currently operates a preschool program (3 to 4-year-olds) at this site and would like to have the third-party preschool curriculum complement the school district's preschool program for an easy transition to kindergarten. The district would like to see a well-designed center, not a hodgepodge of individual classrooms.

Assets

- Excellent site for a child care center with large open space in a school neighborhood
- Supportive Superintendent who would help the project's development along
- No CUP will be necessary

Issues

- Site-development work related to sewer, electrical, possible water, grading, etc. will be needed:
- Division of the State Architect (DSA) review, approval, and inspections will be needed on public school property.
- The project has some design, engineering, and construction-adjacency issues: it may require new site drainage, shared entry drive/road with future teacher housing, school parking lot expansion, construction while school is in session, shared land security, neighborhood input meetings, etc.

- May need community input due to increased traffic in local neighborhood.
- A provider will need to be identified with the interest and capacity to take on a project with a large construction budget.

Option: Child Care Center Construction – 124 Slots

- Comprised of 28 infant toddlers, 24 two-year-olds, and 72 preschoolers.

Licensing and Facility Issues

- Licensing should go smoothly; facility will be designed to meet licensing requirements, accreditation standards, and best practices.
- Facility will need to be well-designed to match or enhance existing elementary school building.
- A portion of the outdoor yards could be designed for public use when the center is not in operation.

Estimated Costs

Based on data from the financial analysis prepared by BEI for this effort, we estimate that the project may cost about \$3.1 million, assuming \$25,400 per child care slot in portables.³ This cost estimate excludes outdoor play yards, site work and infrastructure requirements. The site work would require additional assessment and funding. The DSA review would add to the cost.

Discussion

Superintendent Bernie Vidales discussed his ideas for the site. He envisioned an infant-toddler center built and operated by a third-party provider. An infant-toddler center would complement the School District's preschool on the property. He mentioned that most of the elementary schools in his district have or will have preschools run by the district. He is aware of the need for infant care in his district.

BEI discussed the difficulty of operating stand-alone infant-toddler centers, and how they are not financially feasible due to their high cost. BEI asked Superintendent Vidales if he would consider a children's center for infants, toddlers, and preschoolers. He said it might be an issue; given the different curriculum between the school district and the other preschool, the third-party preschoolers may not be prepared when they enter the school district kindergarten. BEI discussed the fact that both programs have the potential to work together when preparing the children for school.

Superintendent Vidales acknowledged that the school district couldn't meet all the preschool demand and that he could see an infant-toddler program with preschoolers. He was keen that the new center be aesthetically pleasing and not just a collection of individual portables. BEI discussed how portables can be combined and given decks and overhangs to look like a well-designed building. Superintendent Vidales asked where the funding to build the facility would come from.

³ This is the average price per slot developed in our prior cost analysis for this study.

2. FAIR OAKS CENTER, ST ANTHONY'S CHURCH, SAN MATEO

Address: 3500-02 Middlefield Road, Menlo Park

Size of site or building: 7.76-acre site

Facility Type: Faith Based Organization

Churches and other faith based organizations often provide child care on their sites either for their members or as a business; they can operate them directly or through a third-party provider. They often have quite a bit of land and parking that is underutilized during the week. Many feel that these services are part of their church's core values in serving both their members and the community. For others, it is a source of income from space and land that is underused. Churches often lease two types of space to child care providers:

- Under-utilized building space, empty classrooms, offices, etc.
- Excess parish land to locate a child care center in portables

Background

St. Anthony's Catholic Church leases land to the Institute for Human and Social Development (IHSD) for their child care program. IHSD has three portable buildings containing preschool classrooms (serving 60 Head Start children) and administrative offices for their home-based program (serving 100 families). IHSD would like to increase its preschool capacity by 40 slots by adding a portable building with two classrooms within the property they currently lease.

Assets

- IHSD has been providing Head Start programs in San Mateo County since 1983 and has a long-term lease with the Archdiocese of San Francisco.
- There is ample parking available in the church's parking lot for any additional parking that may be required when increasing capacity.
- Due to the location of this site, the center serves families from Menlo Park and Redwood City (including unincorporated North Fair Oaks).

Issues

- An assessment of the site's land improvements (i.e. sewer, water, electrical, etc.) would be needed to determine the capacity to add the new building system requirements. IHSD paid for a new water line and fire hydrant when installing their original buildings.
- The new building must fit within the current leased land; there is no additional land to lease.
- Depending how construction takes place and is scheduled, temporary classrooms might be needed for some of the current programs.

Option: New Portables with 2 Classrooms in Existing Outdoor Yard

It would be most cost effective if a new portable building could be installed in one of the existing outdoor yards. If not, the existing portable buildings would need to be relocated or reconfigured to make room for the new classrooms, causing them to be brought up to code. The existing portable buildings are from the 1990s.

Licensing & Outdoor Issues

- The new portable building would be constructed to meet licensing and building code requirements.
- The current outdoor yards would need to be improved and expanded.

Estimated Costs

- Assuming a new portable building averages \$25,400 per child care slot, the total cost would be approximately \$1 million for 40 slots, excluding site assessments costs or improvements, site improvements and the replacement or reconfiguration of the existing outdoor yards.

3. MIDWAY VILLAGE, DALY CITY

Address: 45 Midway Drive, Daly City

Size of site or building: Not available

Facility Type: Children's Center in Affordable Housing Development

Child care centers within housing developments are typically a ground floor space in a vertical mixed-use building. If affordable housing developments include a child care facility, there are two options:

- The developer provides the warm or cold shell and manages the design and construction of tenant improvements for the child care provider; this is the most effective and efficient.
- The developer provides the shell, and the child care provider manages the design and construction of the tenant improvements.

Background

Midway Village is a San Mateo County Housing Authority's affordable housing development. The Housing Authority has a multi-year plan to rebuild all the development's housing. They hope to build the new child care center during the first construction phase. The project will be designed in 2017 and construction would commence thereafter.

Peninsula Family Services currently operates the Midway Children's Center located within the housing development and serves 108 children (including infants, toddlers, and preschoolers). It is housed in a collection of old portables which are deteriorating and need to be replaced. Peninsula Family Services is very interested in the development of a new facility and the opportunity to increase the number of children they serve to 124.

We presume that San Mateo County Housing Authority supports the construction of a warm shell for a new child care facility and the management of tenant improvements for Peninsula Family Services. However, additional research on this issue would be required.

Assets

- Excellent site for a child care center with an affordable housing development.
- San Mateo County Housing Authority and Peninsula Family Services have a solid working relationship and are collaborating to move the project forward.
- Site improvements and perimeter landscaping will be provided by the Housing Authority.

Issues

- Source(s) of funding for the tenant improvements (child care build-out) have not been determined.

Option: New Construction – 124 slots

- Comprised of 28 infants, 24 two-year-olds and 72 preschoolers
- Assumes 14,000 sqft of building space.

Licensing Issues

- Licensing should go smoothly; facility will be designed to meet licensing requirements, accreditation standards, and best practices.

Facility Assumptions

- A portion of the outdoor yards could be designed for public use when center not operation.
- Facility square footage is an estimate.
- Based on San Francisco LIIF data - prevailing wage - Tenant Improvements (TIs) average \$275 per sqft.
- Assumes County provides finished warm shell.

Estimated Costs

- TIs Only – 14,000 sqft costing \$275 per sqft, \$3,850,000,⁴ or about \$31,048 per child care slot.

⁴ Excludes outdoor yards.

4. FIRST PRESBYTERIAN CHURCH, CITY OF SAN MATEO

Address: 2500 Hacienda Street, San Mateo

Size of site or building: 0.62 acre lot

Facility Type: Faith Based / Church Leases Space to Child Care Operator

Churches often lease two types of space to child care providers:

- Under-utilized building space, empty classrooms, offices, etc.
- Excess parish land to locate a child care center in portables

Background

This church site has two under-utilized buildings and there is support from the parish leadership to lease the space to a third party to operate a full-time child care program. Some of the available space is currently used by the church. They provide parish children with a one day per week program for four hours or less. This frequency and duration allows the church to operate the program without obtaining a license. The church's hope is that the current children they serve in their four-hour program would be eligible to attend the new full-day program. The church would like the program to be faith-based but is open to considering options.

To operate a full-day program, the church would need to adhere to CA Licensing requirements and obtain a license and pass fire inspection requirements for both the facility and the outdoor play areas.

Special Requirements

- The church property is zoned R1. A Change of Use Permit, or a Special Use Permit, will be required; this can be a costly and lengthy city planning department process that requires neighborhood buy-in. Planning departments typically require various studies for a conditional use permit, i.e. traffic studies, environmental impact studies, sewer system capacity studies, etc.
- If a building permit is required, the remodel costs will increase, since pulling a permit requires the building be brought up to current code standards. This typically includes installing fire suppression systems, electrical, plumbing, disability access, and earthquake upgrades, etc. The current building appears to be from the 1960s and has had some recent remodeling.
- Classrooms are currently located in a two-story building.

Assets

- There is ample parking available in the church's parking lot directly across the street. Most likely the parking requirements can be accommodated within the Church's existing parking lot.
- At some time in the past, two classrooms were used by a third party to provide child care for a number of children. It's not known whether this was a licensed program.

Option 1: Infant-toddler & Preschool Program – 25 slots

The existing classrooms could be licensed for a total of 25 children, 10 infants-toddlers, and 15 preschoolers. The infant and toddler classrooms were nicely remodeled at some point. The building with the infant and toddler classrooms has child care program administration offices and some storage. A classroom in an adjacent building could accommodate 15 preschool children, as it has access to a sink and a toilet.

Licensing and Fire Inspection

- The Fire Marshall may require an additional emergency exit door in the infant classroom as this space does not have immediate access to the outdoors. Rather, its emergency egress is through a hallway.
- Licensing would require the existing preschool climbing structure in the outdoor yard to be removed and replaced with age-appropriate equipment and activities.

Facility Issues

- If an additional emergency fire exit is not required in the infant room, the facility cost would be nominal, and include replacing flooring, painting, removing built-ins, adding wall cabinets and counters, etc.
- If an additional emergency fire exit is needed, a permit may cause the 1st and 2nd floors of the building to be brought up to current codes.
- The sizable outdoor yard will need to be renovated to offer appropriate infant-toddler developmental activities and equipment and to enhance safety.
- A new outdoor yard would need to be created for the preschool room.

Estimated Cost Option 1A – Basic Remodel

- Remodel of three 1st floor classrooms: 2,164 sqft costing \$100 per sqft, \$216,400 total
- Outdoor Yard Improvements: 2,000 sqft costing \$20 per sqft, \$40,000 total
- **Total Cost: \$256,400 or \$10,256 per child care slot**

Estimated Cost Option 1B – Extensive Remodel

- Remodel of three 1st floor classrooms: 2,164 sqft costing \$340 per sqft, \$735,760 total
- Outdoor Yard Improvements: 2,000 sqft costing \$20 per sqft, \$40,000 total
- **Total Cost: \$775,760 or \$31,030 per child care slot**

Option 2 – Renovate 1st and 2nd Floors – 49 slots

This option would add a Preschool Classroom for 24 children on the 2nd floor plus the three classrooms on the 1st floor, serving 10 infant-toddlers and 15 preschoolers for a total of 49 child care slots.

Facility Requirements

- The entire second floor would need to be reconfigured into one large preschool classroom with required restrooms and classroom plumbing.
- A reconfiguration of the first floor would allow direct access into the infant-toddler outdoor yard.

Licensing and Fire Inspection

- An exterior exit from second floor that leads directly from the classroom to the outdoors may be required by the Fire Marshall.
- Licensing requires separate outdoor yards for infant-toddler and preschool programs.
- A licensing waiver will be needed for having less than the required outdoor space: 3,675 sqft is required and the site has 2,800 sqft available.

Planning and Building Codes

- A Conditional Use Permit (CUP) will be required by the City Planning Department.
- The required second story exit would be a platform with a staircase, with its landing in a new preschool outdoor yard.
- The entire building will need to meet current code standards.
- An additional preschool outdoor yard for the 2nd floor preschool will need to be created.

Estimated Cost Option 2 – Two floors, Extensive Remodel

- Major Remodel – Code, CUP, etc.: 4,564 sqft costing \$425 per sqft, \$1,977,950 total
- Outdoor Yard Improvements: 2,800 sqft costing \$25 per sqft, \$70,000 total
- **Total Cost: \$2,047,950 or \$41,795 per child care slot**

Discussion

The owner has expressed interest in seeing this site developed into a formal child care center. The site would require work to develop a child care program serving infants, toddlers, and preschoolers. The site could serve infants, toddlers, and preschoolers now with some improvement to the classrooms and outdoor yards. While it could be expensive, it is technically feasible. It would take funding and leadership to accomplish a project at this location. Adequate parking is also a strong asset. The age of

the building is a challenge as the reuse and new zoning could trigger building code upgrades throughout the building.

The costs will depend on how flexible the City would be with requirements, and whether any city fees could be waived or reduced.

5. CAÑADA COLLEGE CAMPUS BUILDING 22

Address: 4200 Farm Hill Blvd. Bldg. 22, Redwood City

Size of site or building: 42.4 acres (total campus)

Facility Type: Community College Campus

Background

Building 22 was originally constructed as a campus children's center in 2002. However, it was never used as intended. Instead, it was remodeled to use as offices and adult classrooms. The college is now interested in returning the building to its original intended use as the campus children's center and Cañada College's Child Study Lab. Cañada College would like to serve a total of 84 children, including 12 infants-toddlers and 72 preschoolers. The Child Study Lab would serve parents with a full range of incomes, which would break down as roughly:

- Children of currently enrolled students at 60% of capacity – approximately 85% of the students live in San Mateo County.
- Children of College employees and the Community at 40% of capacity.

Assets

- The building was originally designed and constructed as a children's center.
- All classrooms would have direct access to their specific outdoor yard.
- The project would not require a Change of Use Permit.
- There is parking adjacent to the building. Two college parking lots are also within walking distance.
- The College is supportive of project; they will move Building 22's existing offices and adult classrooms into a newly planned campus building slated for construction in 2020-21. If the Child Study Lab's construction takes place sooner, temporary portable office and classroom space will be provided.
- Licensing should go smoothly, due to the fact that it was originally designed as a children's center.
- Adequate outdoor yard space is available for the required separate infant-toddler and preschool yards.
- The San Mateo College District provides child care for students, faculty and staff at Skyline College and the College of San Mateo. Operating a Child Study Lab at Cañada College is an excellent expansion of this commitment to child care and to the large student population in the Early Childhood Education/Child Development Program.

Facility Requirements

- The project will require the Division of the State Architect (DSA) review, approval and inspections. This adds time and expense to the project.
- The building may need to be brought up to current standards. California's building code has been revised twice since the building's construction, in 2007 and 2010.
- Fencing will be required for the outdoor yards (there's no existing fence). The remodel of the building may include the removal, modification, and addition of walls and doors, new millwork, flooring and lighting fixtures, painting, additional plumbing for additional toilets and sinks, new appliances, acoustic and HVAC enhancements.
- The outdoor yards will need to be designed with new construction of improvements as the outdoor space was not developed in 2002.

Option: Child Care Center – 84 Child Care Slots

- Base construction has been generally estimated at \$60 per sqft (does not include soft costs, FF&E, DSA, security, etc.)
- Outdoor space may require site work and demolition
- Facility and Outdoor Square footage is an estimate

Estimated Costs

- Remodel: 14,500 sqft costing \$150 per sqft, \$2,175,000 total
- Outdoor Yard Improvements: 8,000 sqft costing \$50 per sqft, \$400,000 total
- **Total Cost: \$2,575,000 or \$30,655 per child care slot**

6. VARIOUS SITES, CABRILLO UNIFIED SCHOOL DISTRICT, COAST SIDE

Facility Type: School District

Background

In August 2016, in a phone interview following up on her survey response, Superintendent Jane Yuster discussed the fact that Cabrillo Unified School District has several undeveloped parcels along the coast (a 15-acre site and a 10-acre site in El Granada). Ms. Yuster also mentioned potential for a preschool on school district office property in Half Moon Bay, as she assumed that demand is in Half Moon Bay or south. She said that the district office site has room and could move if needed—there has been discussion about this before. In addition, Hatch Elementary has a preschool that could expand and El Granada Elementary could probably also house a program. Ms. Yuster mentioned that they don't have funding to add or expand child care services but that they would be very willing to do so with financial support. For this reason, the school district was added to the seven potential sites list.

Options

When BEI contacted Superintendent Yuster to use the school district office as a case study site assessment, she was no longer interested in discussing any of these options so they were removed from the potential site assessments.

7. ODDSTADT ELEMENTARY SCHOOL, PACIFICA UNIFIED SCHOOL DISTRICT

Address: 930 Oddstadt Blvd., Pacifica

Size of site or building: 6.1 acre lot

Facility Type: School District

Background

Based on a phone conversation with Superintendent Wendy Tuckloff in August 2016, she stated that Oddstadt Elementary School has not been operated for several years. She said that the school district is in the process of possibly turning the site into workforce housing for teachers, and that they are working with a consulting group to develop a conceptual plan for the site to take to the community. One of the areas of consideration is having a child care center onsite as well. The school district is looking to make housing and child care more affordable to teachers since they cannot increase their salaries. The school district currently leases space to providers and they are looking at having MOUs with these providers to offer discounted rates to teachers in exchange for lower rent.

Superintendent Tuckloff invited us to attend a community workshop but it was not possible, due to schedule conflicts.

Options

When contacted as a case study site, there was no response. On October 26, 2016, the Pacifica School District Board members unanimously approved the goal of using the Oddstad site for employee housing and are requesting an RFP from the developer.⁵

It is possible that a child care center could be incorporated into the site, but it would require the district to request this from the chosen developer. It would likely reduce the number of residential units that could be provided or require increased density.

⁵ Refer to the District website <http://www.pacificasd.org/District/1121-District-Information.html>. There is a presentation by Education Housing Partners (updated Sept 16, 2016) about the affordable staff housing development as well as a traffic study and FAQ sheet.

APPENDICES

Appendix A: Selection of ELF Sites for Case Studies

The BEI Team prepared a list and summary table of the top candidate sites based on the survey responses and follow up phone interviews. A summary for each site, including information collected during the phone interviews, and the pros and cons of each site, was presented to the study's committee and from that the seven sites were selected. The relative need for child care in each community is summarized below in **Table A**. The first section ranks cities by the percent of current demand met and the second section, by the number of spaces needed as of June 2016.

Table A
Summary of City Rankings
San Mateo County Child Care Study - 2016

Ranking - % of Demand Met			Ranking by No. of Spaces Needed		
City	% Met	Rank	City	Shortfall	Rank
Brisbane	22%	1	Daly City/Colma	(2,051)	1
Daly City/Colma	49%	1	Redwood City (2)	(2,524)	1
East Palo Alto	50%	1	East Palo Alto	(862)	2
Hillsborough	32%	1	San Carlos	(637)	2
Belmont	61%	2	Menlo Park (2)	(730)	2
Half Moon Bay Region (1)	61%	2	San Mateo	(992)	2
Redwood City (2)	57%	2	Brisbane	(255)	3
San Carlos	57%	2	Belmont	(465)	3
Burlingame	69%	3	Half Moon Bay Region (1)	(349)	3
Menlo Park (2)	68%	3	Burlingame	(489)	3
Millbrae	68%	3	Pacifica	(447)	3
Pacifica	67%	3	San Bruno	(298)	3
Portola Valley	77%	3	South San Francisco	(408)	3
San Mateo	80%	3	Hillsborough	(213)	4
Woodside	67%	3	Millbrae	(247)	4
San Bruno	83%	4	Portola Valley	(45)	5
South San Francisco	88%	4	Woodside	(55)	5
South Coast (3)	195%	5	South Coast (3)	26	5
Atherton	157%	5	Atherton	110	5
Foster City	110%	5	Foster City	141	5

Source: Brion Economics, Inc.

Appendix B: Maps and Diagrams of Potential Sites

Several parcel maps or building plans were available for some of the evaluated sites as follows:

Figure 1: Daniel Webster School, Jefferson USD, Daly City - Parcel Map

Figure 2: Fair Oaks Center, St. Anthony's Church, Menlo Park - Building Floor & Site Plan

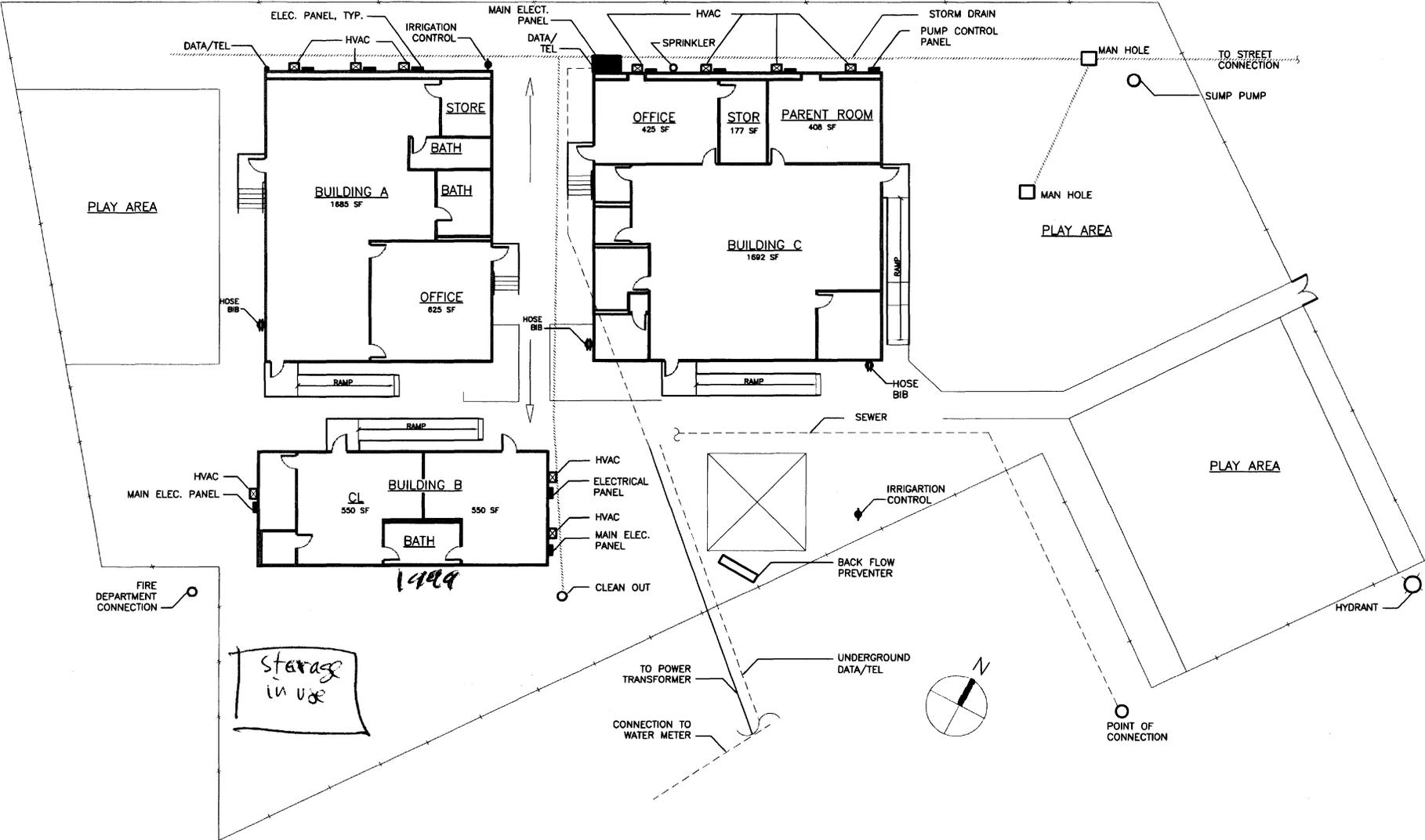
Figure 3: First Presbyterian Church, San Mateo - Building Plans

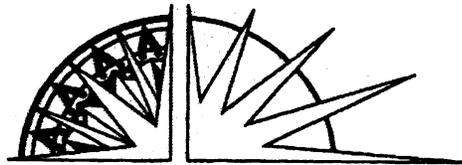
Appendix C: Summary of Potential Lead Sites for New Early Learning Facilities

The following matrix summarizes all the site leads that were investigated for the overall study, including those analyzed in this memorandum.

3502 MIDDLEFIELD RD

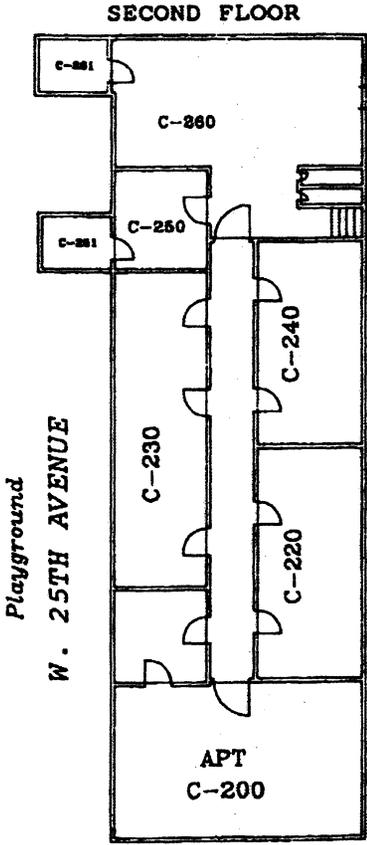
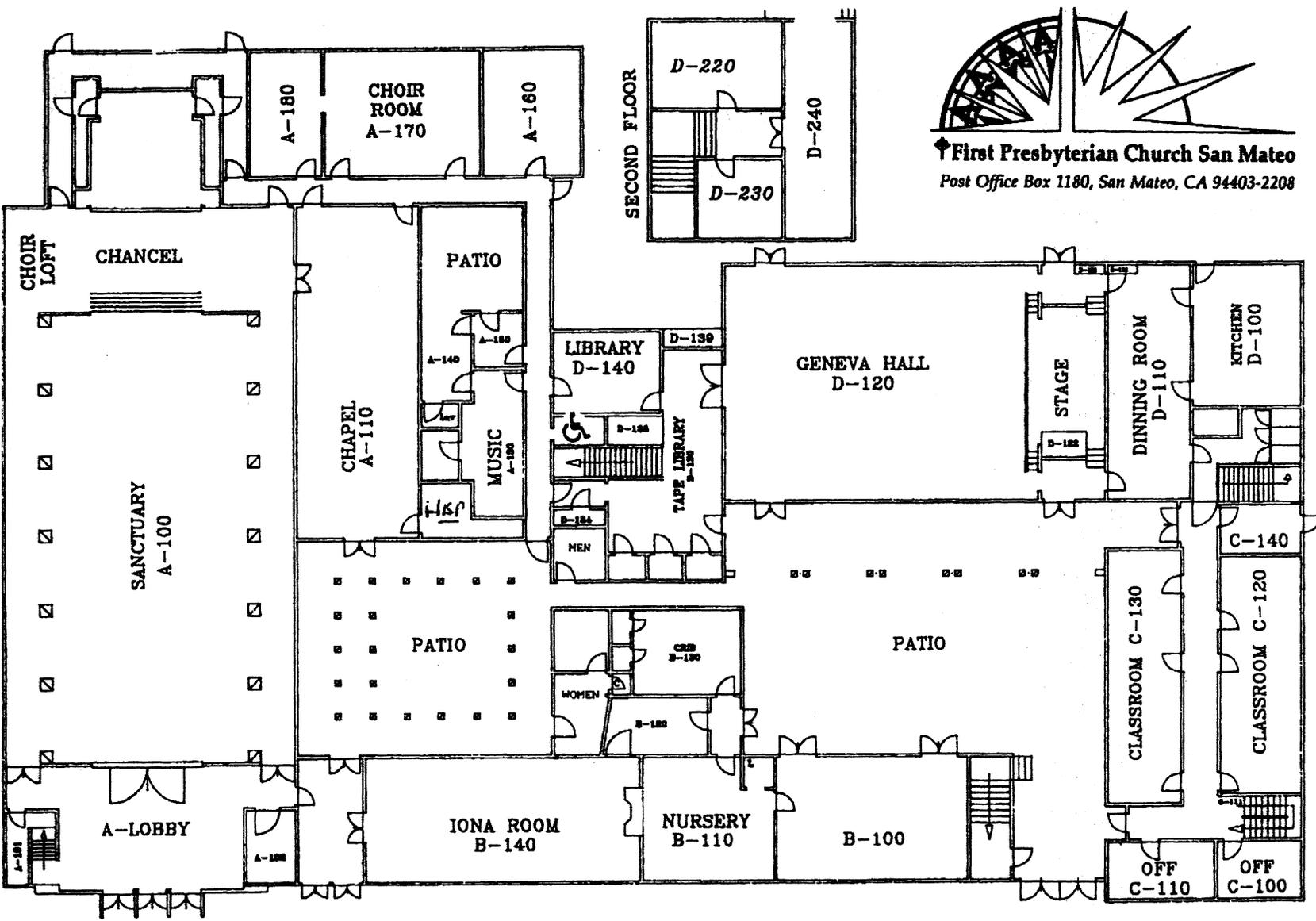
Figure 1: Building Floor Plan
FAIR OAKS CENTER, ST ANTHONY'S
CHURCH, SAN MATEO





First Presbyterian Church San Mateo
Post Office Box 1180, San Mateo, CA 94403-2208

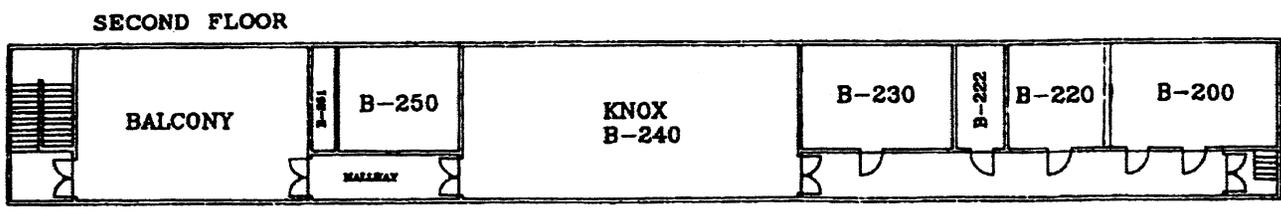
Figure 2:
Bldg. Plans

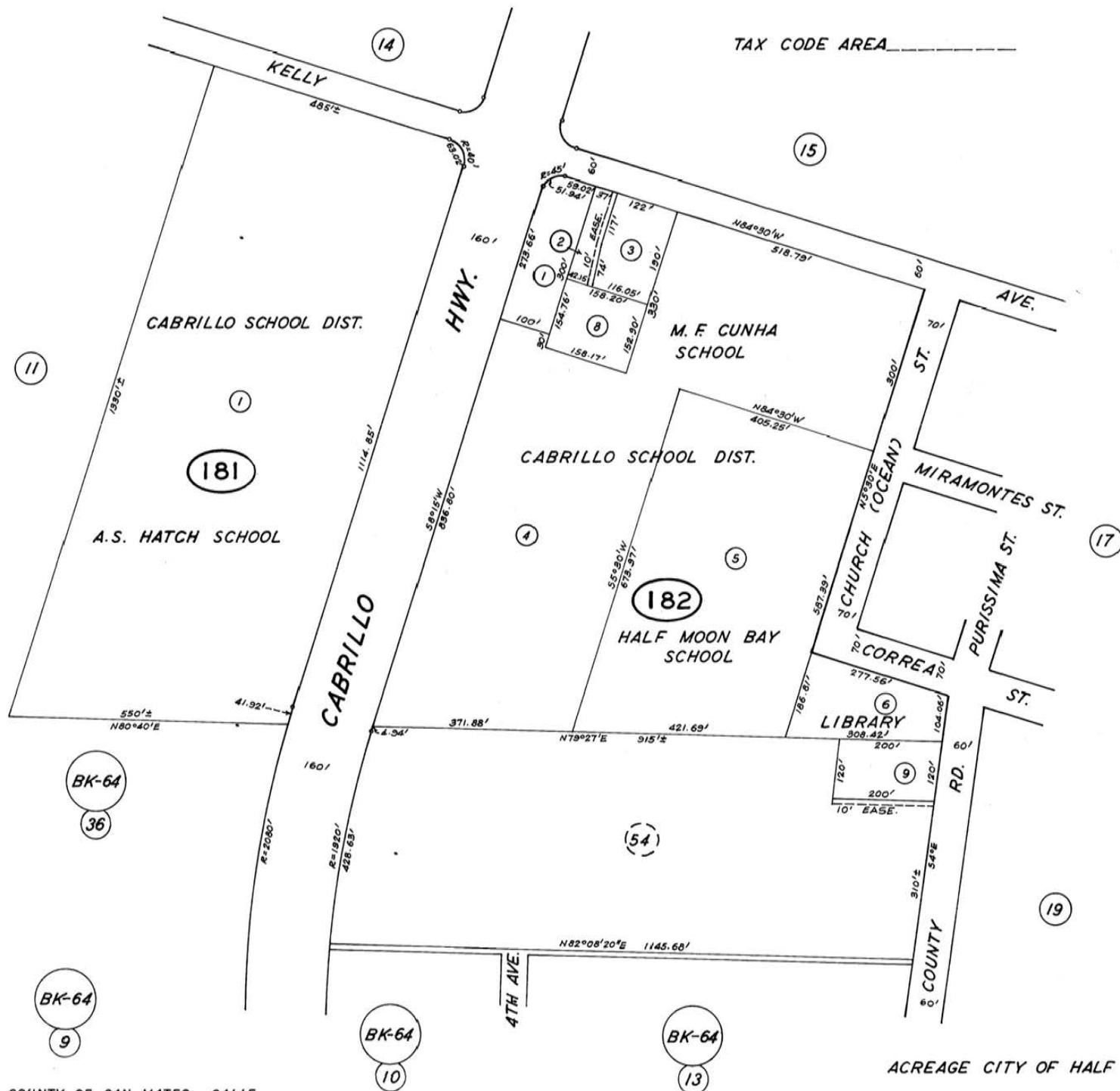


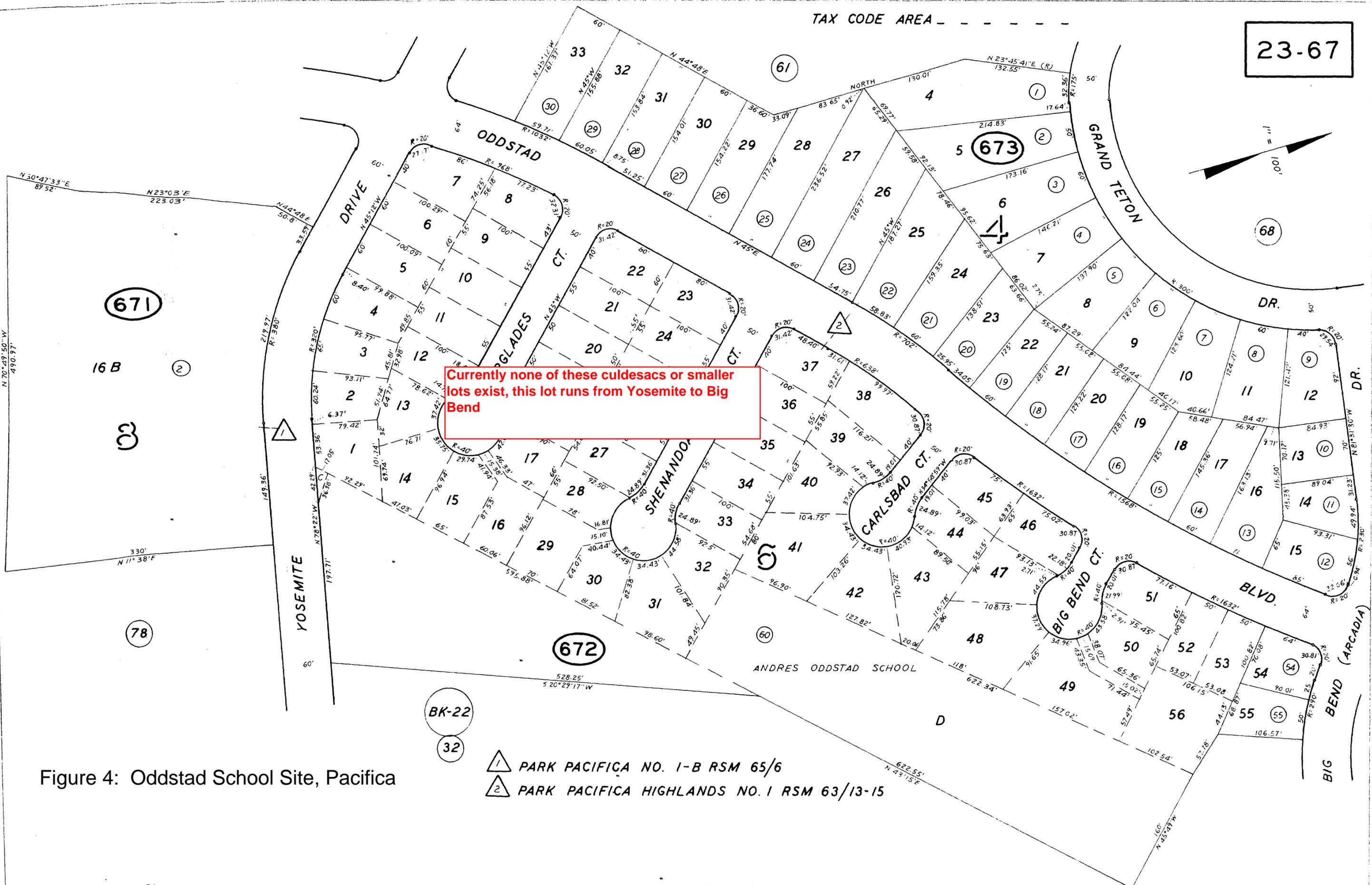
HACIENDA STREET



LIGHTHOUSE (E-100)
CHURCH OFFICES
BARNABAS COUNSELING CENTER







Currently none of these culdesacs or smaller lots exist, this lot runs from Yosemite to Big Bend

- △ PARK PACIFICA NO. 1-B RSM 65/6
- PARK PACIFICA HIGHLANDS NO. 1 RSM 63/13-15

Figure 4: Oddstad School Site, Pacifica

Appendix C:
Summary of Potential Lead Sites for New Early Learning Facilities
San Mateo County ELF Needs Assessment Study

Lead #	Contact Name	Org.	City	Location/ Address	Owner If Known	No. of Children Served/ Size of Site	Notes
Initial Follow Up Complete							
1	Henry Adams	San Mateo Buddhist Temple	San Mateo	2 South Claremont St.	San Mateo Buddhist Temple	none currently	Has space that needs development
2	Matthew Woodward	Transfiguration Episcopal Church	San Mateo	3900 Alameda de las Pulgas		30 mornings only	Has parish hall that could be used in addition to increasing hours of enrollment at the existing preschool.
3	Gladys Gardner	First Presbyterian Church	San Mateo	2500 Hacienda St/194 W 25th Ave	First Presbyterian Church	35-50 at the Friday am playgroup	4 classrooms currently only used on Friday mornings. Very interested in expanding.
4	Thomas Skilling	St. Pauls Episcopal Church	Burlingame	415 El Camino		60 part-time mornings	Has unused space that could be used in addition to increasing hours of enrollment at the existing preschool.
5	Rabbi Cory Helfand	Peninsula Sinai Congregation	Foster City	499 Boothbay Ave			5-6 rooms that were formerly leased to child care. Currently used in the afternoon by Indian language school. Very interested in contributing to child care. Offers site visit.
6	Jeanne McLaughlin	St. Andrews Episcopal Church	San Bruno	1600 Santa Lucia Ave.	St. Andrews Episcopal Church	License for 55	This church and St Elizabeths, below, are in the process of merging. Not sure which facility will be used long term. Very interested in expanding.
7	Deborah Hawkins	St Elizabeths Episcopal Church	S. San Francisco	280 Country Club Dr	St Elizabeths Episcopal Church	License for 15	Open space that could also be developed.
8	Bernie Vidales	Jefferson Elementary School Dist	Daly City	425 El Dorado Dr.	Jefferson Elementary School Dist	none currently	Undeveloped land by Daniel Webster Elem, and possible other elem school sites. Need to support childcare is high in this location.
9	Darcy Forsell	City Planning	San Mateo				Possible SMC open land. Construction planning insight. Information on use of funding.
10	Andy Lagow	La Honda-Pescadero USD	Pescadero				Site at the high school that is currently seeking funding.
11	Wendy S. Tukloff	Superintendent Pacifica USD	Pacifica				Currently unused Oddstad elem school.
12	Jane Yuster	Cabrillo USD	Granada / Half Moon Bay				25 acres of undeveloped land. Possible space at El Granada elementary. School office property / building, possible space at Hatch Elementary.
13	Agnes Chan	Coastside Children Center Program	Granada/Half Moon Bay	Farallone elementary	School district		Operates programs on district property. Wanted to expand program at Farallone site.
14	Craig Baker	San Carlos School District	San Carlos				Two potential sites to develop. Both owned by school district. One could be sold or leased. Other one would be long term lease. See detailed notes for more info.
15	Gloria Marshall	Creative Montisori	East Palo Alto	1421 Bay Rd	St Francis Church	120	Operates program on church property. Church has land to expand program - portables, program would like to expand infant toddler and preschool

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Summary of Potential Lead Sites for New Early Learning Facilities
San Mateo County ELF Needs Assessment Study

Lead #	Contact Name	Org.	City	Location/ Address	Owner If Known	No. of Children Served/ Size of Site	Notes
16	?	?	East Palo Alto	Bay Road	?		This was site TPS was looking at as temporary site by using portables. City Planning proposed unreasonable requirements.
17	Suzanne Able	Puente	Pescadero		School district		Operates community service programs on school site. I (Kathy Tama) worked with Puente looking at creating a center at the Pescadero elementary school site - lack of funding.
18	Angel Barrios	IHSD	San Mateo County	various properties	Catholic Archdiocese of San Francisco		Angel has leases with the Archdiocese and they have mentioned if she needs additional sites to let them know. She has the cocontact. Says they have many properties throughout San Mateo County.
19	Angel Barrios	IHSD	South San Francisco	865 Southwood Drive	Leased to IHSD	add 8 infants	IHSD currently leases space, it has a portable building that is used as an office, if building was reconfigured it could be uaes as an infant classroom.
20	Angel Barrios	IHSD	Menlo Park	3205 Middlefield Rd. Fair Oaks Site	Leased from Archdiocese of SF	add 2 classrooms	If current center was reconfigured 2 additional classrooms could be added, either IT or preschool
21	Angel Barrios	IHSD	East Palo Alto	2 Elementary schools	Ravenswood City School District		Angel thinks there are classrooms available.
22	Symphonic Real Estate Services	Broker for landlord	Redwood City		Port of RWC	9,000 sqft	Potential site requires port to allow child care on property
23	Karen Haas-Foletta	Footsteps	Belmont/ San Carlos Area		Represented by broker		Interest in Mkt rate lease for space to put modular center
Other Site Leads							
1	Maryann Moise Derwin	City Council	Portola Valley	4141 Alpine Rd.		62	Windmill school, moving to a new site 900 Portola Rd. Enrollment will increase to 126.
2	Rabbi Eisner/ Tamir Frankel	Peninsula Temple Beth El/ Ganon Preschool	San Mateo	1700 Alameda de las Pulgas			Has existing childcare. Do not receive a reply regarding existing capacity or possibly increasing capacity
3	Heather Clearly	Penn Fam Services	South San Fran	Midway	Affordable Housing Corp	100+?	Operates center on site. Housing authority is planning to remodel the affordable housing complex where the center is located.
Following Up Pending							
1	Scott Bohannon	Bohannon Development Organization	Menlo Park				Left several VM; and had call set up but they cancelled.
2	Steven Turner		Redwood City				Working with Kristen to identify possible sites; several considered by not viable.
3	Kristen Anderson		Redwood City				
4	Tim Shrimpton		Belmont				

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Lead #	Contact Name	Org.	City	Location/ Address	Owner If Known	No. of Children Served/ Size of Site	Notes
5	Charles Stone	City Council	Belmont				Commercial properties may have space: Redevelopment sites on Hill St and Elco, Belmont. Seris-Regis projects and SHC development.
6	Vacant with CU for Child Care	Was Casa de Bambini	Menlo Park	1251 Obrian Drive	Private owner	72	Very large property - warehouse in light industrial area
7	Karen Haas-Foletta	Footsteps	Belmont		School district	Operates programs on district properties	Karen has mentioned that the Business Manager for the Belmont Redwoodshores School District, Craig Goldman, has expressed interest in Early Childhood Hub within the school district.
8	Patty Hall (through Kristen Anderson)	Canada College	Redwood City	4200 Farm Hill Blvd.	Community College		Has ECE building that was built 12-13 years ago and is currently used as classrooms. Interested in making it ECE uses again. Via email to Kristen Anderson.
No Response or Not a Lead							
1	Patricia Jenkins						
2	Rev Ben Meyer						
3	Peter Salmas						
4	Pastor Steve Wong						
5	Duke Taber						
6	Masonic Temple						
7	Catherine Carlton						
8	Nirmala Bandrapalli						
9	Denise Porterfield						
10	Amy Leer						
11	Heather Cleary						
12	Burlingame Point project						
13	Carol Groom, admin is Ricky	San Mateo County Supervisor	San Mateo				
14	Shelly Masur	Councilmember	Redwood City				
15	Meg Clark	Home & Hope	Burlingame				

Source: Brion Economics, Inc.