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CITY HALL • 1 FRANK H. OGAWA PLAZA • OAKLAND, CALIFORNIA 94612

Office of the City Administrator  
Deborah A. Edgerly  
City Administrator

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FAX (510) 238-2223  
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July 11, 2006

City Council Life Enrichment Committee  
Oakland, California

Dear Chairperson Chang and Members of the Life Enrichment Committee:

**RE: Resolution Authorizing Amendment No. 2 to the Fifteen-Year Agreement between the City of Oakland and the East Bay Zoological Society, Inc., for the Management and Operation of the Knowland Park and Zoo, Expiring on October 31, 2019, that Substitutes the Requirement of “One-Free Admission Day per Month for Oakland Residents” with the “Zoo-to-Community: An Urban Outreach Program”**

#### **SUMMARY**

The fifteen-year original Agreement between the City of Oakland (“City”) and East Bay Zoological Society, Inc., (“Society”) for operation, management, improvement and maintenance of the City-owned Knowland Park and Zoo (Zoo) at 9777 Golf Links Road, Oakland, CA, which expires October 31, 2019, requires the Society to provide one-free admission day per month for Oakland residents.

At Society’s request, on April 5, 2005, the Council approved delaying implementation of the one free day per month for Oakland residents until July 1, 2005. Society has not yet implemented the one-free day per month program. Rather, after evaluating the potential impact and logistics of the one free day, Society developed an alternative approach, which it believes could better meet Council’s desires to reach Oakland children and youth and families who might not otherwise have access to the Zoo.

Society proposes that Council consider and approve amending the original management and operation Agreement to allow Society to replace the “one free day per month for Oakland residents” with the “Zoo-to-Community: An Urban Outreach Program”. (See attached letter of request)

Item No. \_\_\_\_\_  
Life Enrichment Cmte  
July 11, 2006

A Resolution has been prepared that authorizes the requested amendment. A copy of the draft of Amendment No. 2 is attached to the report.

### **FISCAL IMPACT**

Approval of the amendment does not result in any fiscal impact to the City.

### **BACKGROUND**

Resolution No. 78872 C.M.S., adopted on October 19, 2004, authorized a fifteen-year agreement between the City and Society for the management and operation of Knowland Park and Zoo, which expires on October 31, 2019.

On April 5, 2005, at Society's request, Council agreed to delay implementation of the one free admission day requirement as well as the Living Wage Ordinance until July 1, 2005. Resolution 79157 C.M.S., adopted on April 19, 2005, suspended the Living Wage requirements for Society until July 1, 2005, due to economic hardship.

The Zoo Agreement was fully executed on May 23, 2005. Amendment No. 1 to the Agreement was executed on November 3, 2005. Amendment No. 1 incorporated the \$500,000 per year increase in City subsidy to Society, as approved in the Adopted Budget, for FY 2005-07 (July 1, 2005 to June 30, 2007) *only*, for a total amount not to exceed \$672,414.

### **KEY ISSUES AND IMPACTS**

Society's proposed Zoo-to-Community program aims to overcome barriers to access (e.g., transportation, economic, etc.) and to increase Oakland resident access to the Zoo exhibit area and the entire Zoo experience. The program specifically targets attracting Oakland residents through (1) schools with low-income designations; (2) Parks and Recreation programs in low-income areas; (3) Head Start supported pre-schools; (4) senior programs; (5) schools or centers for persons with disabilities; (6) community youth clubs; and (7) family "free day" vouchers.

The Zoo-to-Community approach expects to increase the free services to Oakland schools and residents through its expansion of continuing programs and the introduction of new programs:

- Zoo outings to explore Zoo exhibits (*Expansion*)
- Educational programs including classroom instruction and guided tours (*Expansion*)

- Zoomobile brings the Zoo to schools, senior and community centers and medical facilities (*Expansion*)
- Sponsored transportation (*New*)
- Special education projects with target schools (*New*)
- Paid internships for low-income diverse students (*New*)
- Family vouchers – weekdays and weekends (*New*)

Society set specific outreach and attendance goals for each component, as outlined in Exhibit A, Zoo-to-Community: An Urban Outreach Program.

Society will work with the Office of Parks and Recreation, Department of Human Services, Oakland Unified School District, and community organizations in implementing the program and gain participation from the diverse communities of Oakland.

Society commits to performing on-going and annual Program Evaluation of the Zoo-to-Community program, including involvement of stakeholders.

Society shall annually submit, on or before November 1<sup>st</sup> of each year, to City a written report on its evaluation and findings regarding the extent to which the Zoo-to-Community program is achieving its goal to increase and enhance Oakland resident access to the Zoo and Zoo experiences. If the Zoo-to-Community program does not meet that goal, City shall meet with Society to revise its program so that the program achieves the goal of increasing Oakland resident access to the Zoo. The revised program must be approved by City Council.

## **SUSTAINABLE OPPORTUNITIES**

Economic: The proposed amendment would provide internships for low-income teens to enhance career development and future employment opportunities.

Environmental: The proposed amendment would provide new educational opportunities to Oakland youth regarding conservation and the environment.

Social Equity: The proposed amendment has the potential to increase Zoo program accessibility to Oakland residents, with an emphasis on low-income children and families.

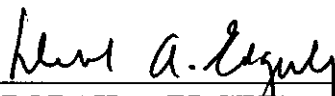
## **DISABILITY AND SENIOR CITIZEN ACCESS**

The proposed Zoo-to-Community program provides increased access by Oakland residents who would not otherwise have access to the Zoo, including seniors and persons with disabilities.

**ACTION REQUESTED OF COUNCIL**

Staff requests Council approval of the Resolution authorizing the City Administrator to negotiate and execute Amendment No. 2 to the original Agreement that substitutes the “one free day per month for Oakland residents” with the “Zoo-to-Community: An Urban Outreach Program”.

Respectfully submitted,

  
**DEBORAH A. EDGERLY**  
City Administrator

Prepared by:  
Melanie Fong  
Assistant to the City Administrator

Attachments:  
East Bay Zoological Society letter  
Amendment No. 2 & Exhibit A



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BOARD OF TRUSTEES**  
*A non-profit organization*

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CITY OF OAKLAND  
OFFICE OF CITY MANAGER

06 JUN 15 PM 2:33

May 22, 2006

Deborah Edgerly  
City Administrator  
One City Hall Plaza, 3<sup>rd</sup> Fl.  
Oakland, CA 94612

Dear Ms. Edgerly:

The Oakland Zoo is proposing an amendment to our management agreement with the City of Oakland. We propose to substitute our Zoo-to-Community: An Urban Outreach Program for the one free day per month for Oakland residents' provision of the Management Agreement. We have evaluated the potential impact of such a program and the logistics of implementing such a program. While a free day would provide access to the Zoo for all Oakland residents, it would do very little to provide access to the Zoo for those Oakland residents that have the most difficulty in accessing the rich array of services and programs that we offer. The Zoo-to-Community program is designed to not only provide access to the general exhibit area, but, also to provide access to unique Zoo experiences.

*Implementing a free day program is more complicated than it first appears and we do not feel it satisfies the desires of the Council. The problems we anticipate are:*

1. Verification of Oakland residency. How do we do this without appearing too inquisitive? How do we validate residency for children?
2. Our gate admission staff, typically teenagers, would be on the front line for handling disputes. We train our staff for customer services, but they will be in a very awkward position in sorting out Oakland residents from all other visitors. What do we do with family members that are not Oakland residents?
3. Only admission to the Zoo would be free, parking and other facilities would still involve a charge.
4. With 12 free admission days per year, we would expect a decline in the number of memberships, thus decreasing revenue which could be used to increase access for under-represented groups.
5. From necessity, the free day would be during the week which would not increase access for families with working parents.
6. A free day is of value to the mobile and healthy but does nothing to enhance access for persons with disabilities.

The free day does not seem to address the desire of the Council which we understand is to increase access to the Zoo and its many programs to Oakland residents, who would not otherwise have access. Zoo-to-Community has been designed to be a comprehensive program that specifically targets all Oakland residents. The program includes:

- a. Zoo outings to explore the Zoo's exhibits.
- b. Educational programming including classroom instructions and guided tours.
- c. Zoomobile visits that bring the Zoo to schools, senior and community centers and medical facilities.
- d. Sponsored transportation. Getting to the Zoo is often the greatest obstacle.
- e. Special educational projects with targeted schools.
- f. Paid internships for low income diverse students.
- g. Family vouchers to targeted groups for access both weekdays and weekends, allowing the family to choose when they visit.

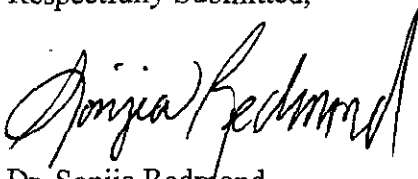
We currently provide Zoo School and Zoomobile visits at a discount for Oakland schools. The Zoo-to-Community program will be expanded significantly both in number of events as well as in the people that we serve. Sponsored transportation, special educational projects, internships and career fairs are totally new outreach programs for the Zoo. The program objectives, outlined in the presentation, for 2006/2007 reflect increases over our free services to Oakland schools and residents. The proposed Zoo-to-Community program exceeds the desire and intent of the Council.

The expanded and new facets of Zoo-to-Community will be initiated July 1, 2006. We will undertake a marketing program to publicize the program through schools, Parks and Recreation, senior centers, medical facilities, local churches and the media. The Zoo has the resources to implement the program and is only waiting for approval from the City Council to initiate the new programs.


The Oakland Zoo takes its responsibility to serve the community seriously. The power point presentation outlines our goals and objectives, plan for implementation and a rigorous evaluation process. We are committed to evaluating and measuring: 1) how well we meet and exceed our targets, 2) where we can expand content and participation, and, 3) what we can add to the program to make it a model Urban Outreach Program for a community cultural institution.

Thank you for hearing our request to amend the Management Agreement. Please do not hesitate to contact us if you have additional questions.

Respectfully Submitted,



Dr. Sonjia Redmond  
Chair, Education Committee



Dr. Joel J. Parrott  
Executive Director

## Zoo-to-Community: An Outreach Program

### Vouchers

The Zoo-to-Community: An Outreach Program anticipates the distribution of vouchers to targeted Oakland residents to encourage, by free admission, families to visit the Oakland Zoo. We currently have a program where we distribute Guest Passes for free admission through our education department. This would include Zoomobile and Zoo School visits. The passes are distributed at targeted low income schools in both Alameda and Contra Costa Counties. We do not keep track of the total number of Guest Passes distributed; however, we do count them when redeemed. For the most recent fiscal year this amounted to 8,885 or 2.9% of our total admission (approximately equal number of adults and children) with a value of \$63,334.

For the voucher program, within the Zoo-to-Community program, our intent is to be more targeted in our approach. Our goal, as stated in the proposal, is to distribute vouchers so that 20,000 people can attend, the vouchers themselves would be for family admissions, as we currently do. Draft terms of the vouchers would be:

1. Each voucher would entitle 4 children and two adults free admission to the Zoo
2. Vouchers could be used on any day the Zoo is opened.
3. The vouchers would have a 6 month expiration date.
4. Proof, by the adults, of Oakland residency would be required.
5. The back of each pass will carry a family oriented marketing slogan such as, "Bring your Family and Friends to the Zoo" or "The Oakland Zoo: Your Family Place"

The vouchers would be distributed:

- a. As part of Zoomobile visits to target schools
- b. As part of Zoo School visits from target schools
- c. Through Oakland Parks & Recreation Department programs for targeted youth
- d. Oakland Based Church groups
- e. Through youth organizations like Girl Scouts, Boys Scouts and Girls and Boys Clubs.

We know from prior experience that we have to make these groups aware of the program in order for it to work. The Education Department of the Zoo will market the Zoo-to-Community to the Oakland schools and youth groups. The Marketing Department will specifically market the program to church groups (as was recently done with our 1<sup>st</sup> Annual Health Fair Day), parks and recreation and senior centers.

Amendment No. 2 to Agreement  
between  
East Bay Zoological Society, Inc. and the City of Oakland

This Amendment to the Agreement between the City of Oakland, a municipal corporation, (“CITY”) and East Bay Zoological Society, Inc., a California nonprofit public benefit corporation ( “SOCIETY”) for the operation and management of CITY-owned zoo and park dated May 23, 2005 (hereinafter “Agreement”) is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2006. Amendment No.2 pertains only to Section 11 Charges and Fees (c), (page 6 of the original Agreement),

In lieu of the One Free Admission Day per Month for Oakland Residents [Section 11 Charges and Fees, (c)], SOCIETY shall operate a Zoo-to-Community program to increase access of Oakland residents, especially children and youth, to the variety of enriching exhibits, programs and experiences offered by the Oakland Zoo, which help to maintain and improve the quality of life in the City of Oakland.

The Zoo-to-Community Program shall include, but is not limited to, the following components:

- Zoo outings to explore Zoo exhibits
- Educational programs including classroom instruction and guided tours
- Zoomobile that brings the Zoo to schools, senior and community centers and medical facilities
- Sponsored transportation
- Special education projects with target schools
- Paid internships for low-income diverse students
- Family vouchers (20,000) – weekdays and weekends

SOCIETY’S Zoo-to-Community: An Urban Outreach Program description is attached and incorporated herein as Exhibit A.

SOCIETY shall work with the Office of Parks and Recreation, Department of Human Services, Oakland Unified School District, and local community organizations in implementing the program and gaining participation from the diverse communities of Oakland.

SOCIETY commits to and shall perform on-going and annual Program Evaluation of the Zoo-to-Community program, including involvement of stakeholders.

SOCIETY shall annually submit, on or before November 1<sup>st</sup> of each year, to CITY a written report on its evaluation and findings regarding the extent to which the Zoo-to-Community program is achieving its goal to increase and enhance Oakland resident access to the Zoo and Zoo experiences. If the Zoo-to-Community program does not meet that goal, CITY shall meet with SOCIETY to revise its program so that the program achieves the goal of increasing Oakland resident access to the Zoo. The revised program must be approved by the City Council.





# **ZOO-TO-COMMUNITY**

**An Urban Outreach Program**

**Of the Oakland Zoo  
Oakland, California**

**A Presentation to the City of Oakland**

# **Mission of Zoo-To-Community**

- **To expand access to the educational and conservation programs of the Oakland Zoo to inspire respect for and stewardship of the natural world.**

# TARGET POPULATIONS

**Citizens of Oakland with limited access to the Oakland Zoo due to geographical, economic, physiological or other barriers, including:**

- **Schools with federal low income designations**
- **City of Oakland Parks and Recreation programs in low income areas**
- **Headstart supported pre-schools**
- **Seniors**
- **Schools or centers for persons with disabilities**
- **Community Youth Clubs** (Boys/ Girls Clubs, Big Brothers/Sisters)

# **A Multi-faceted Outreach Approach**

- **Host groups for Zoo outings**
- **Host groups for educational programming**
- **Zoo Mobile visits to targeted sites**
- **Zoo sponsored transportation for groups**
- **Special projects with selected schools**
- **Internships for low income diverse teens**

# **ZOO OUTINGS**

**Zoo will host groups for general visits:**

- **Self-guided tours with zoo field guides**
- **Self-guided tours with teacher supervision**
- **Docent guided tours**
- **Conservation programs include Arroyo Viejo Creek Restoration Project**

# **EDUCATIONAL PROGRAMMING**

- **Onsite state of the art educational facility**
- **Experience professional educational staff**
- **Curriculum integrated with California K-12 Education Standards**
- **Coordination with teachers prior to visits**

# **ZOO MOBILE AND CONSERVATION VAN OUTREACH**

- **Take animals to citizens**
- **Take educational programs to citizens**
  - Initial exposure to Zoo's mission**
  - Create desire for total experience**



# **ZOO SPONSORED TRANSPORT**

- **Providing bus transportation to Zoo**
  - **Relieves community of transport barrier**
  - **Enhances attendance of targeted groups**

# **SPECIAL EDUCATIONAL PROJECTS**

- **Enhance relationships with selected schools**
- **Provide in-depth curriculum on animals and conservation**

# **INTERNSHIPS FOR LOW INCOME DIVERSE TEENS**

- **Provide internships for select students**
- **Enhance career development opportunities for low income teens**
- **Enhance diversity of current Zoo staff**
- **Provide linkages to targeted low income diverse communities**
- **Enhance participation in conservation research**

# Program Objectives FY 2006-07

## Increase Outreach to Targeted Populations

<u>Initiative</u>	<u>(#)</u>	<u>People Served</u>
• Zoo outings	(10)	500
• Ed'nal programs	(10)	500
• Zoo Mobile visits	(15)	300
• Transport (Bus Days)	(20)	Counted Above
• Special Projects	(2)	80
• Career Night (Teens)	(2)	100
• Internships for teens (3 per semester)	(9)	9
• Voucher Distribution		20,000
• Overnight Programs	(5)	<u>100</u>
» Total		21,589

# Estimated Costs FY 2006-07

<u>Initiative</u>	<u>(#)</u>	<u>Estimated Value/Cost</u>
• Zoo outings	(10) (500 x \$6.00)	\$3,000
• Ed'nal programs	(10)	\$4,000
• Zoo Mobile visits	(15)	\$3,750
• Transport (Bus Days)	(20) (1,000 x \$6.00)	\$16,000
• Special Projects	(2)	\$10,000 (staff time)
• Career Nights	(2)	\$1,000
• Internships for teens	(9)	\$45,000 (staff time)
• Overnight Programs	(5)	\$4,000
• Voucher Distribution	(20,000)	
	(10,000 adults x \$9.00)	\$90,000
	(10,000 children x \$5.50)	\$60,000
	<b>TOTAL</b>	<b>\$236,750</b>

# Zoo-To-Community PROGRAM EVALUATION

- **Front-end Evaluation**
  - Involvement of stakeholders in program design
- **Formative Evaluation**
  - Feedback during design and development
- **Remedial Evaluation**
  - Improvements/corrections during implementation
- **Summative Evaluation**
  - Assessment of outcomes or impact

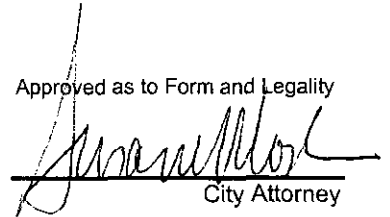
Storksdieck, Martin, 2005. How to reach urban communities:  
Lessons learned from museum evaluation in Ted Trzyna, ed., The  
Urban Imperative. California Institute of Public Affairs,  
Sacramento, California.

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2006 JUN 29 PM 7:49

# OAKLAND CITY COUNCIL

Approved as to Form and Legality



City Attorney

RESOLUTION No. \_\_\_\_\_ C.M.S.

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**RESOLUTION AUTHORIZING AMENDMENT No. 2 TO THE FIFTEEN YEAR AGREEMENT BETWEEN THE CITY OF OAKLAND AND THE EAST BAY ZOOLOGICAL SOCIETY, INC., FOR THE MANAGEMENT AND OPERATION OF THE KNOWLAND PARK AND ZOO, EXPIRING ON OCTOBER 31, 2019, THAT SUBSTITUTES THE REQUIREMENT OF "ONE-FREE ADMISSION DAY PER MONTH FOR OAKLAND RESIDENTS" WITH THE "ZOO-TO-COMMUNITY: AN URBAN OUTREACH PROGRAM"**

**WHEREAS**, the City of Oakland ("City") and the East Bay Zoological Society, Inc., a nonprofit corporation ("Society"), executed a fifteen year Agreement on May 23, 2005, as authorized by Resolution No. 78872 C.M.S., for the purpose of operating, managing, maintaining and improving Knowland Park and Zoo for the use and benefit of the public; and

**WHEREAS**, the Zoo and Park is a unique and important asset for the education, recreation and enjoyment of Oakland's children, students, residents and visitors; and

**WHEREAS**, the Agreement requires Society to provide one free admission day per month for Oakland residents to the Zoo and Park; and

**WHEREAS**, Society evaluated the potential impact and logistics of providing one free admission day per month to Oakland residents, and has proposed an alternative approach that Society believes would better meet City Council's desire to reach Oakland children, youth and families who might not otherwise have access to the Zoo; and

**WHEREAS**, Society proposes to substitute the required "one free admission day per month for Oakland residents" with the multi-faceted "Zoo-to-Community: Urban Outreach Program";

**WHEREAS**, the proposed "Zoo-to-Community: Urban Outreach Program" is comprised of targeted outreach, sponsored transportation, special education projects, paid internships for low-income diverse students, family vouchers for weekday and weekend Zoo visits, collaboration with City and community agencies for program implementation, program evaluation, and other key components and elements, it shows considerable promise for increasing Oakland resident access to the Zoo exhibit area and the entire Zoo experience; now therefore be it

**RESOLVED:** That the City Administrator of the City of Oakland is hereby authorized and directed to negotiate and execute an amendment to the original Agreement to substitute the required "one free admission day per month for Oakland residents" with the multi-faceted "Zoo-to-Community: Urban Outreach Program"; and be it

**FURTHER RESOLVED:** That the Office of the City Attorney shall review and approve the amendment to the Agreement authorized by this Resolution prior to the City Administrator's execution of same; and a copy of the amended Agreement will be on file at the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 2006

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, and PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
of the City of Oakland, California