

**CITY OF OAKLAND**  
**AGENDA REPORT**

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

NOV 18 PM 12:46

TO: Office of the City Administrator  
ATTN: Dan Lindheim  
FROM: Office of Parks and Recreation  
DATE: December 1, 2009

RE: **A Status Report On The Process And Criteria Being Used To Allow Private Companies To Use And/Or Manage City Park Facilities**

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**SUMMARY**

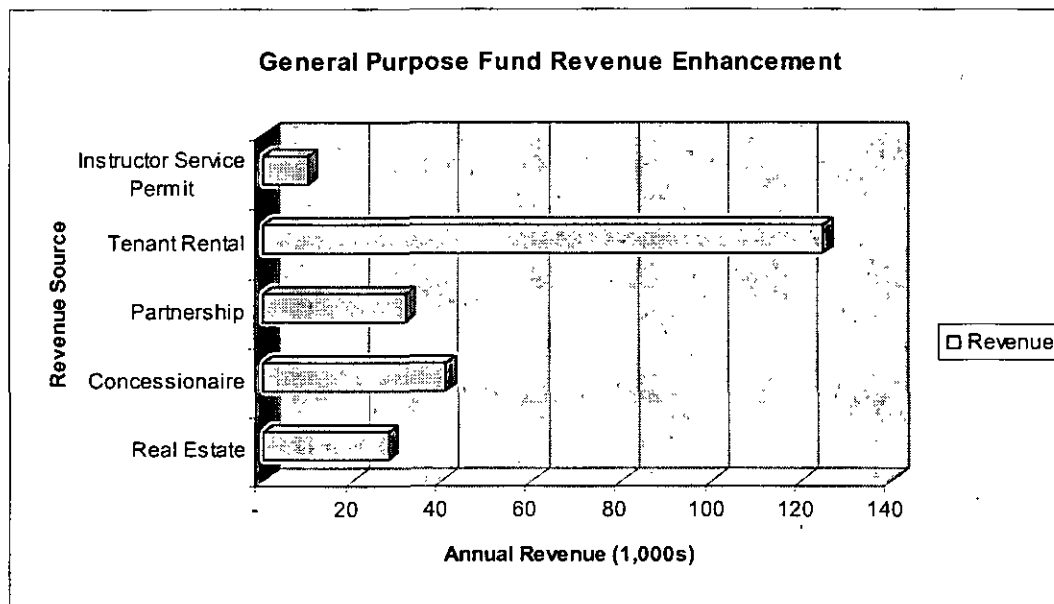
Staff has prepared a report in response to Council's inquiry regarding the Office of Parks and Recreation's (OPR) process and criteria used when partnering with or allowing the use of City park facilities by non-City organizations. It is the practice of OPR to network with nonprofit organizations and other like-minded community organizations (NPO) sharing common goals with OPR, Oakland City Council, and the Office of the Mayor. Consideration is given to community need and demand, existing programs in the area, open participation, and evaluation of the benefit to the community, OPR and City. The Office of Parks and Recreation does not typically partner with private companies for the use and/or management of City park facilities with the exceptions of regional facilities such as golf courses. As budget constraints increase OPR will continue to be creative when evaluating partnership opportunities at under utilized facilities and during non-peak hours, that bring revenue and program support to the Department offsetting the cost of recreation programs to ensure Oakland residents continue to receive quality programs and services.

**FISCAL IMPACT**

This is an informational / status report. There are no fiscal impacts.

As illustrated in the graph below, OPR annually generates a revenue stream of over \$240,000 through partnerships, concessionaire agreements, shared use real estate licenses, tenant rentals and fee based adult instructor service permit classes. The Office of Parks and Recreation continues to explore entrepreneurial opportunities to expand its programs with expected increases in new revenue and additional offset of expenses.

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## BACKGROUND

During the 2007 budget process, departments were given the charge to “think outside the box” and to consider entrepreneurial prospects, while reducing budgets and relying less on the general purpose fund. To that end, the management team at OPR developed partnerships and programs that serve as great public benefit to various communities either through park improvements and/or program development, or both. The Office of Parks and Recreation continues to respond to reduction of departmental personnel and operating and maintenance budgets by looking to other sources and methods to close the gap. OPR recognizes that funding is not available to expand programs, however by working with partners to leverage services, the implementation of adult fee base classes at neighborhood recreation centers in addition to enterprise sites, and expanding the opportunities to partner with schools and community based organizations are affording OPR the ability to continue to provide quality programs and services.

## KEY ISSUES AND IMPACTS

The Department is committed to total community engagement and building community support via bi-annual Community Focus Groups, Recreation Advisory Council regular meetings at recreation centers, parent boards, public meetings through the Park and Recreation Advisory Commission (PRAC), and periodic community meetings to address issues and concerns. OPR strives to promote listening forums followed by identified actions that are expected to be implemented. OPR is working with PRAC to host citywide training for Recreation Center Advisory Boards per the guidelines established by PRAC in the Community Recreation Center Advisory Council Manual. The training is expected to take place early in 2010.

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## **POLICY DESCRIPTION**

The development of OPR partnerships are derived from a community expressed interest, need or desire, or may come from a NPO interested in providing a specialized service or program not currently available from OPR staff.

### **Criteria Considered Before Partnering:**

- Is the partnership in line with City Council, Office of the Mayor and OPR goals?
- Is participation open to all?
- Does the partnership directly benefit the community OPR serves?
- Does the partnership meet an expressed need of the community?
- Will the partnership generate a revenue stream or relieve expenses?
- Will the partnership program displace an existing viable OPR program or group?
- Are there any costs to OPR?

### Types of Partnerships

**Adult Enrichment Courses:** OPR offers Adult Enrichment Courses with topics ranging from Fitness Bootcamp and Salsa Dancing to Notary 101. Courses held at OPR facilities fill a void on topics not currently available from OPR staff. Under an Instructor Service Permit, the City receives 30 percent of revenue generated with the Instructor receiving 70 percent. This arrangement is practiced throughout the recreation profession and has the potential to yield significant amounts of revenue for OPR.

**Environmental and Community Stewardship:** OPR partners with community groups to expand programs, improve facilities, and reduce maintenance costs. The Golden State Bonsai partnership for Lakeside Park Bonsai Garden, Dunsmuir Hellman Historic Estate for the management and oversight of the gardens and facilities, Friends of Peralta Hacienda Historical Park agreement for the use of the Peralta House as a cultural museum, Friends of Oakland Parks and Recreation agreement for the purpose of securing private and public funding for capital improvements to parks and for recreation projects, Park Day School rental of Studio One for music classes, partnerships with ODOG at numerous dog play areas, and the City Slicker Farms partnership for the Community Market Farm at Fitzgerald and Union Plaza Parks are all successful examples of community stewardship partnerships.

In addition to those in process, OPR is currently in conversation with a number of interested urban farming groups for the purposed utilization of blighted parks, open space and parks slated for closure as possible greening projects for Oakland. There is a need to expand community based stewardship programs at parks and facilities citywide, and it is the Department's objective that each partnership includes a youth and/or seniors component that provides job-training skills or simple techniques of backyard gardening with the purpose of encouraging healthy lifestyles

and physical fitness. To date OPR has met with Urban Roots, Hope Collaborative, and Familyhood Connection, Inc. (Kijiji Grows). In partnership with the Department of Human Services, OPR plans to utilize the Senior Service America Innovation grant to expand the intergenerational connection through the use of community gardens at San Antonio and Golden Gate Recreation Centers and at Lafayette School in partnership with deFremery Recreation Center.

**Utilizing Facility Non-Peak Hours:** OPR has explored opportunities with private and nonprofit organizations to utilize recreation facilities during the non-peak hours of weekdays 9 a.m. – 3 p.m. A pilot program with Bridgemount Academy at Mosswood Recreation Center patterned after the Sequoia Nursery and Maxwell Park Peter Pan agreements, is working well. Bridgemount Academy K-5 educational classes not only provide revenue to OPR through a real estate license agreement and increase after school program enrollment at the Recreation Center, but they also build community by exposing and involving new families to Mosswood Park and Recreation Center amenities.

**Marketing & Exposure:** OPR is investigating ways to involve corporate America with OPR facilities in the capacity of both user and supporter. The Central Reservations Unit (CRU) is shifting its marketing strategy beyond the traditional wedding customer to attract corporations to OPR's serene park settings for retreats and meetings. Additionally, CRU is expanding its wedding services with the addition of linen, china, and glassware services and the establishment of a preferred caterer list. Each of these services is offered through an agreement with an external vendor in which the department collects a percentage from the vendor. Another avenue the Department is exploring is corporate signage at ball fields and sponsorship of ball teams, with funds raised earmarked to defray maintenance and program costs.

**Exploring Non-Traditional Uses:** The Malonga Casquelourd Center for the Arts uniquely blends a public performance facility with housing and office space for artist. The Real Estate Division is in the process of implementing an agreement to have a café opened at the facility. It is believed patrons, program participants, residents and the general public will generate sufficient traffic to make the café successful. The General Purpose Fund (1010) will receive an estimated \$20,400 in revenue annually from the café.

## **SUSTAINABLE OPPORTUNITIES**

**Economic:** Data continues to indicate that improved parks and quality programs add to the economic value of a community. OPR leverages partnerships to provide opportunities at under utilized facilities that bring revenue and program support to the Department, offsetting the cost of recreation programs while ensuring Oakland residents continue to receive quality programs and services.

**Environmental:** Environmental impact varies by partnership and program. Through the iGreen team, OPR strives to leverage partnerships to expose and engage youth to environmental stewardship practices. Kijiji Grows alternative method of aquaponic farming promoting sustainable growing methods with reduced water consumption and City Slickers Market Farms are excellent examples of this.

**Social Equity:** OPR chooses Partners that share common goals with OPR, Oakland City Council, and the Office of the Mayor. Programs and services are affordable and open to all Oakland citizens and visitors.

### **DISABILITY AND SENIOR CITIZEN ACCESS**

Any improvements to City owned facilities would conform to the requirements of the Americans with Disabilities Act, the Older American Act, and other applicable laws. OPR programs often include an intergenerational component. In particular, urban gardening groups and community gardening sites provide an ideal environment to create and grow intergenerational mentorship programs.

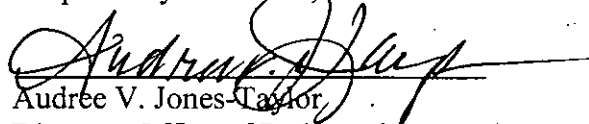
### **RECOMMENDATION**

Staff recommends that the City Council continue to support the Office of Parks and Recreation in its entrepreneurial efforts.

### **ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that the City Council receive this status report.

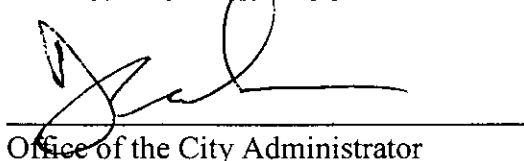
Respectfully submitted,



Audree V. Jones-Taylor,  
Director, Office of Parks and Recreation

Prepared by: Dana Riley, Assistant to the Director  
Office of Parks and Recreation

APPROVED AND FORWARDED TO THE  
LIFE ENRICHMENT COMMITTEE:

  
Office of the City Administrator

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