

CITY OF OAKLAND
AGENDA REPORT

2005 JUN 29 PM 3: 30

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Office of Parks and Recreation
DATE: July 12, 2005

RE: A REPORT AND RECOMMENDATION FOR THE PROCESS AND "DEAL POINTS" FOR A NEW REQUEST FOR PROPOSALS FOR THE OPERATION AND MANAGEMENT OF OAKLAND CITY STABLES

SUMMARY

This report provides Council with a description of a proposed process and an outline of the criteria or "deal points" for a new Request for Proposals (RFP) to be issued for the operation and management of Oakland City Stables.

The new RFP will contain many of the same requirements of the original. However, staff is recommending revisions that will help make clear the Council's goals for the stables, and be broad enough in design to allow respondents to be creative in their proposals. The RFP will stipulate in detail the funds available for capital improvements, with realistic timelines for release of those funds, and make it clear that there *are no City funds available to subsidize youth programs*.

By revising the process, providing clear guidance, implementing extensive outreach, and allowing adequate time for responses, the City can expect to receive qualified proposals that will meet Council objectives for the operation and management of the City Stables site.

FISCAL IMPACT

Approval of the process and "deal points" for a new Request for Proposals for the operation and management of Oakland City Stables would have an estimated cost of \$128,000 for the planning, design and execution of repairs and improvements to the City Stables site. Those repairs would include new roofs for the barns to protect the building from further damage, structural repairs to the barns to ensure safety standards are met, and the purchase and installation of a prefabricated building to be used as a feed and hay shed. OPR believes this would make the site and RFP more attractive to potential bidders by having a 'ready to move in' site available for concessions and programming. There is a balance of approximately \$130,000 from the \$172,000 in City funds set aside as a grant match for capital improvements to City Stables under Project No. C213720. Those funds could be made available to begin to refurbish the site.

Item: _____
Life Enrichment Committee
July 12, 2005

BACKGROUND

City Stables Management

City Stables was shut down entirely on September 1, 2004. All horses were removed and the facility has remained closed since that time. Currently there are no programs and no horses, and, as of July 1, 2005, no caretaker at the City Stables site.

An RFP had been issued for the operation and management of Oakland City Stables in October of 2004, but the response was limited. On June 14, 2005, after returning to Council without a concessionaire to recommend, staff made the recommendation to permanently close City Stables as an equestrian site. The Life Enrichment Committee rejected staff's report to close City Stables as an equestrian site but approved OPR's proposal to operate an eight-week summer program in partnership with East Bay Conservation Corps (EBCC) and the Police Activities League (PAL). Furthermore, Council directed staff to return to the Life Enrichment Committee with the "deal points" for a new RFP, if a new RFP were to be approved.

KEY ISSUES AND IMPACTS

Revising the Process

Previously, the outreach for concessionaires was conducted locally in the Bay Area and the RFP allowed 35 days for submittal of proposals. Under the revised process, prospective concessionaires would have 135 days (or a little more than four months) to research and write their proposal. Outreach would be conducted both on a local and national level with local outreach being conducted broadly throughout the community and national outreach being targeted to equestrian communities through equestrian magazines, professional equestrian organizations, and other stable operations.

Deal Points for New Two-Step Solicitation Process

- Staff proposes that the process for identifying an appropriate concessionaire begin with a Request for Qualifications (RFQ) for which there would be broad local outreach and targeted national outreach for respondents. Respondents to the RFQ who demonstrate possession of the necessary qualifications would then be invited to submit a proposal. The RFQ would be active for 90 days from date of issue followed by an RFP that would be active for 45 days from date of issue. If the RFQ were issued in September 2005 and qualified responses were received, staff could recommend a new concessionaire by March 2006.
- By further clarifying Council's goals for the stables, the resulting proposal design will allow respondents to be creative in their proposals. Staff proposes that the RFP be broad enough to encourage proposed concessionaires to creatively partner to meet best practices

Item: _____
Life Enrichment Committee
July 12, 2005

expectations and program objectives for programming and in managing the financial plan for the stables.

- In its current state, City Stables is not habitable for equestrian programs or horse boarding. The RFQ and RFP will stipulate the funds available for capital improvements with realistic timelines for release of those funds.
 - In order for a prospective concessionaire to be successful at the site, staff recommends that Council authorize the release of \$128,000 to make the minimal repairs necessary to begin turnkey operations on site.
 - An alternative to releasing \$128,000 would be to offer the proposed concessionaire a dollar-for-dollar match of capital improvement funds that the concessionaire would bring to the project.
- Staff further recommends that the City grant the proposed concessionaire a 9-month grace period to implement an equestrian program for inner city youth. The RFQ and RFP will make it clear that there are no City funds available to subsidize youth programs.
- Staff also plans to seek outside sources for in-kind or gift-in-place opportunities to repair stables, paddocks, grading, and pathways to supplement available funds.

Deal Points on Proposed Concessionaire Qualifications

The prospective concessionaire, in order to be successful in meeting the minimum qualifications in the RFQ, would have to possess and be able to demonstrate the following qualifications:

Experience

- Five years' experience in providing enrichment programs for inner-city youth.
- A minimum of five years' work experience in the care of horses.
- Experience and demonstrated ability to work with City staff, community groups, and other stakeholders.

Supporting Documentation

- Evidence of the ability to secure insurance for horse boarding and youth equestrian programs.
- Documentation of successful programming for youth participants.
- Documentation of ability to manage both the boarding operation and recreation programs at City Stables.
- Evidence of the capacity for fund development to offset youth program costs.
- A detailed Business Plan that is sound and demonstrates the capacity to achieve financial projections.

- Demonstrated ability and commitment to implementing a youth equestrian program for inner city youth within the first nine months of concessionaire's contract.
- Demonstrated ability to meet the objectives and plans of the existing capital improvement project plan.
- Demonstrated ability to provide long term and ongoing security and maintenance plans.
- Demonstrated ability to maintain financial and operational records, policies, and practices.
- Demonstrated ability to pay all utilities at the City Stables site including: water, garbage, electricity, phone, and gas.
- A clear plan for the removal of manure for fly abatement at the City Stables site.

Capital Improvement Needs

Once a concessionaire is in place and has begun operations, Public Works Agency and Parks and Recreation staff would work with the concessionaire and City Stables Advisory Council to re-evaluate priorities regarding the renovation of the site and come up with a scope of work and plan for implementation of the remaining capital improvement projects to be funded by the Roberti-Z'berg-Harris Grant Program.

SUSTAINABLE OPPORTUNITIES

Economic: There will be sustainable opportunities for local vendors if they are successful in the bid process and in their delivery of a variety of services. New job opportunities may also arise out of the need for program staff for a variety of equestrian programs.

Environmental: A functioning operation of City Stables would provide program participants with positive exposure to nature, horses and the ecology of the area.

Social Equity: Under the proposed concession, equestrian programs would be offered to low-income or otherwise disadvantaged youth.

DISABILITY AND SENIOR CITIZEN ACCESS

Facility is ADA accessible and could accommodate programs for persons with disability and seniors citizens.

RECOMMENDATIONS AND RATIONALE

1. Staff recommends that Council authorize the release of \$128,000 funds to make the minimal repairs necessary to begin operations at City Stables.
2. Staff recommends that the process for identifying an appropriate concessionaire begin with a Request for Qualifications (RFQ) for which there would be broad local outreach and targeted national outreach for respondents. Respondents to the RFQ who demonstrate possession of the necessary qualifications would then be invited to submit a proposal.
3. Staff further recommends that prospective concessionaires possess and be able to demonstrate the qualifications outlined above under “Key Impacts.”

The advantages of implementing the above recommendations would be that the City would be preserving an important and valued asset, a revised process would provide the opportunity for more interested parties to respond to the Request for Proposals, and respondents would be required to possess the minimum qualifications to run a successful youth equestrian and horse boarding operation at City Stables.

The disadvantage to implementing the above recommendations would be a significant amount of funds would have to be spent without guarantee that the concessionaire would be successful or that the expenses would be reimbursable by the State. Also, it is unpredictable as to whether or not an appropriate, qualified concessionaire would apply.

ALTERNATIVE RECOMMENDATION

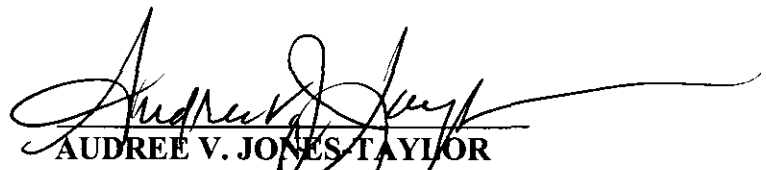
There has been considerable interest expressed by members of the City Stables Advisory Council and other community members to develop a collaborative plan for operating City Stables as both an equestrian program site and horse boarding operation. If OPR receives a sound proposal from the local collaboration that meets the minimum qualifications described above, prior to the planned issuance of the RFP/RFQ in September 2005, staff would return to the Life Enrichment Committee on September 13, 2005 to review and seek Council approval of such a plan in lieu of issuing an RFQ/RFP. The advantages to this approach are that it would engage the existing community stakeholders in the property, it would most likely be a collaborative effort that would cut across a culturally diverse group of participants, and the members to the collaboration would each be able to bring their unique expertise to the project. Although regarded by many as a potential win-win for the City, youth, and the Advisory Council, it can only be considered as an uncertain alternative at this time pending the outcome of the local efforts by September.

Item: _____
Life Enrichment Committee
July 12, 2005

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that City Council approve a revised process and accept “deal points” for a new Request for Proposals (RFP) to be issued for the operation and management of Oakland City Stables.

Respectfully submitted,


AUDREE V. JONES TAYLOR
Director, Office of Parks and Recreation

Prepared by:
Kip Walsh, Office Administrator
Office of Parks and Recreation

APPROVED AND FORWARDED TO THE
LIFE ENRICHMENT COMMITTEE:


OFFICE OF THE CITY ADMINISTRATOR

Item: _____
Life Enrichment Committee
July 12, 2005