

CHAPTER THREE - SITUATIONAL ASSESSMENT

3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of the Fair Oaks Census-Designated Place (CDP) as defined by the U.S. Census Bureau. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and spending power of the residents through household income statistics. It is important to note that while the demographics analysis evaluates the population characteristics based on the CDP data, the Fair Oaks Recreation and Parks District does tend to serve an audience outside that as well. This report and the Master Plan will reference terminology recognized by the U.S. Census Bureau

Additionally, the population numbers provided for the future are projections as best provided by Environmental Services Research Institute (ESRI). It would not be possible to guarantee that these projections would come to fruition to the exact extent projected.

3.1.1 SUMMARY

From its early days as being a “Sunset Colony” or a leading citrus provider, to its current day status as an attractive community close to Sacramento, Fair Oaks has come a long way. It is an unincorporated community represented by Roberta MacGlashan on the Sacramento County Board of Supervisors and is home to an increasingly diverse population.

The District provides a variety of offerings for the community, including some unique special events often held at the Fair Oaks Village, often on the Plaza Park Amphitheater. The Fair Oaks Theater Festival, The Spring Fest and Chicken Festival are among the popular events that are held annually. A number of these programs are organized by the Fair Oaks Recreation and Park District that was established in 1945 to provide recreation and park facilities, and programs for the community. From that point on, the District has expanded to comprise nine developed parks totaling 122.22 acres in size. These include: Bannister Park, Fair Oaks Plaza Park, Miller Park, Phoenix Park, Fair Oaks Park, Little Phoenix Park, Montview Park and Village Park. The variety of recreation programming offered includes Special Events, Day Camps, Teen Programs and Trips, Adult Sports Leagues, Senior Activities, Youth Programs, Leisure Enrichment Classes, and year-round recreation programs that serve the 25,000 plus population in the CDP boundaries and several more outside.

The Fair Oaks service area has grown at a mild pace over the last several years. From 2000 to 2009, the **total service area population** grew by only 3.2% to its current population of 28,948. The total population is projected to increase to 30,811 by 2024. The gender composition currently has a higher percentage of females (51.1%) and this trend is projected to remain constant.

The **population by major age segment** demonstrates a significant aging trend. The 55+ population comprised of only 25.9% of the population in 2000 but is expected to grow to over 38% in the next 15 years 2024. The next highest population age segment is the 35-54 age groups which comprised 30.3% in 2009.

From a **race** standpoint, the Fair Oaks service area has a majority Caucasian population with over 80% falling in that group. The community is expected to become more and more diverse in the years ahead. By 2024, it is anticipated that only 75% of the population will be Caucasian, while the Asian population is next with 8.5%. Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to more than double from 6% in 2000 to 14% in 2024.

Note: The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The nomenclature used in the report has been derived from this.

American Indian

This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian

This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

African American

This includes a person having origins in any of the black racial groups of Africa.

Hispanic or Latino

This includes a person of Cuban, Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Native Hawaiian or Other Pacific Islander

This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Caucasian

This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

The **income characteristics** do exhibit above average trends when compared to the state and national averages and are projected to grow positively in the upcoming years. The service area's median household income was \$63,529 in 2000 and is projected to increase nearly 50% to \$87,207 by 2024. These numbers compare favorably with the national (median household income - \$50,007) and state averages (median household income - \$58,361).

3.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2009, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI; straight line linear regression was utilized for projected 2019 and 2024 demographics. The Fair Oaks CDP service area was utilized as the demographic analysis boundary.

3.1.3 FAIR OAKS SERVICE AREA

3.1.3.1 POPULATION

The Fair Oaks CDP service area has grown at a mild pace over the last several years. From 2000 to 2009, the service area population grew by only 3.2%. This translates into a total population growth of 940 total persons or essentially 0.36% annual growth rate. Projecting ahead, the CDP’s growth rate is expected to increase at a slightly decreasing rate 2009 to 2024. The growth rate is expected to be 2.5% from 2009 – 2014, 1.8% from 2014 – 2019 and 1.9% from 2019 – 2024.

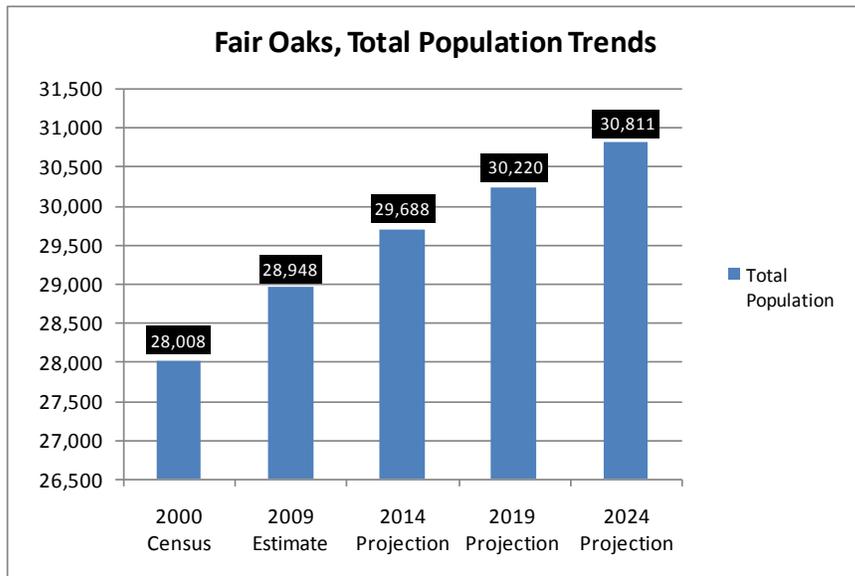


Figure 27 –Total Population Trends

Based on the projections through 2024, the CDP is expected to have approximately 12,033 households and a total population of 30,811.

3.1.3.2 AGE SEGMENT

The Fair Oaks CDP population by major age segment demonstrates a significant aging trend. The 55+ population comprised of only 25.9% of the population in 2000. This number is projected to grow to over 38% in the next 15 years by 2024. This would mean that more than one out of every three individuals in Fair Oaks will be over the age of 55. This is similar to nationwide trends that point to a growth pattern in the 55+ age group as a result of increased life expectancies and the baby boomer population entering that age group. However, it will also mean that the District will have to proactively plan its facilities and program offerings to cater to this active adult population.

Though, the 35 and under population will make up less than 40% of the total population composition in the foreseeable future, it is important for the District to focus on and continue to provide youth based programming as a means to attract younger families and fresh job seekers. Some programs types include youth based programming, before and after school programs as well as sports leagues and tournaments catered to them.

Among other age segments, there is a decrease in the under-18 and 35-54 age groups while the 18-34 age segments are essentially consistent throughout the study period.

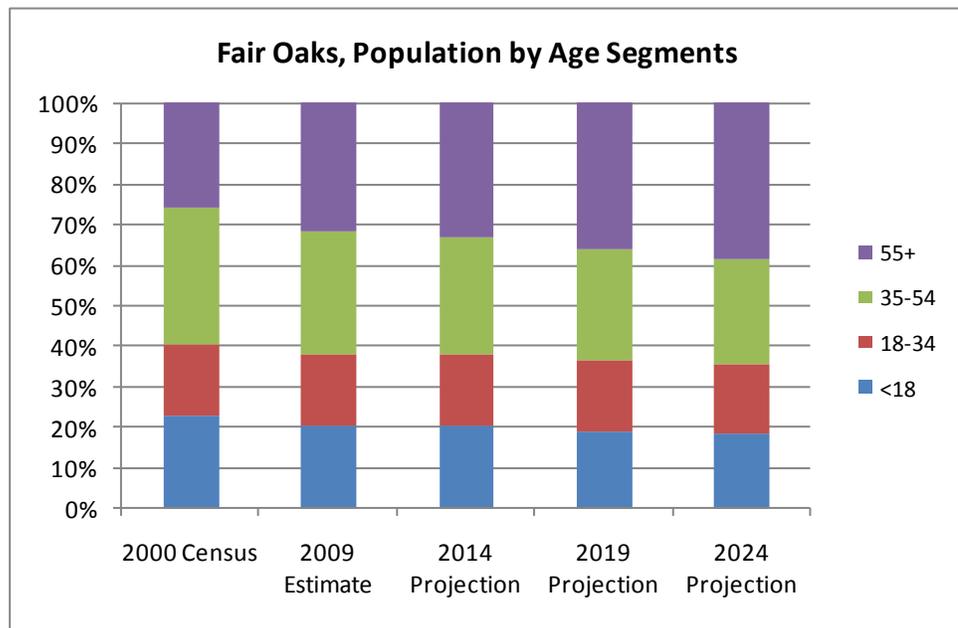


Figure 28 - Population by Major Age Segment

In general, such diverse population compositions require systems to provide a wide variety of recreational, health and wellness, educational and entertainment options focused on family activities as well as active adult programming. They include programs that will place a heavy emphasis on community wide special events, performing arts, therapeutic recreation programs, and life skill programs, family activities such as biking, walking, and swimming, and general entertainment and leisure activities.

3.1.3.3 GENDER

The gender distribution for the Fair Oaks CDP is slightly skewed towards the female population which accounts for approximately 51.1% of the population in 2000 (Figure 3). This distribution is projected to remain constant throughout the next five, ten, and fifteen year study periods.

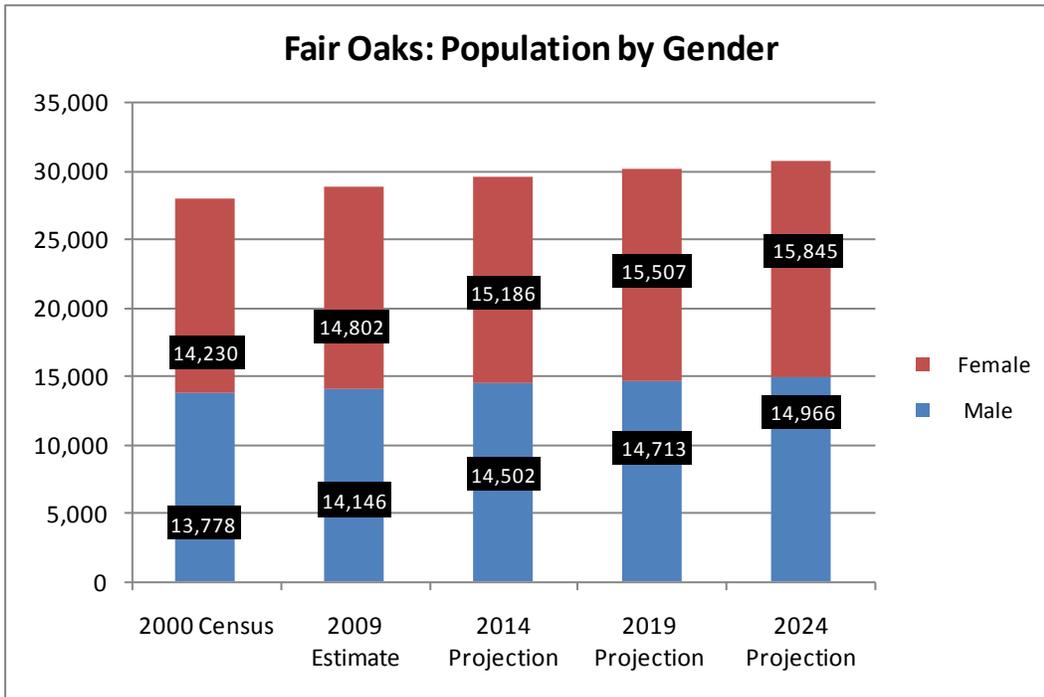


Figure 29 –Population by Gender

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed through American Sports Data and other sources in the industry over the past twenty years, the top ten recreational activities for females are currently:

1. Walking
2. Aerobics
3. General exercising
4. Biking
5. Jogging
6. Basketball
7. Lifting weights

8. Golf
9. Swimming
10. Tennis

The top ten recreational activities for males are:

1. Golf
2. Basketball
3. Walking
4. Jogging
5. Biking
6. Lifting weights
7. Football
8. Hiking
9. Fishing
10. Hunting

While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

3.1.3.4 RACE AND ETHNICITY

From a race standpoint, the Fair Oaks CDP service area has a majority Caucasian population with over 80% falling in that group. That is a 20% drop from the 88% of the total population that they comprised in 2000. The community is expected to become more and more diverse in the years ahead. By 2024, it is anticipated that only 75% of the population will be Caucasian while the Asian population is next with 8.5% and those of Two or More Races will also comprise 8.5% (**Figure 30**).

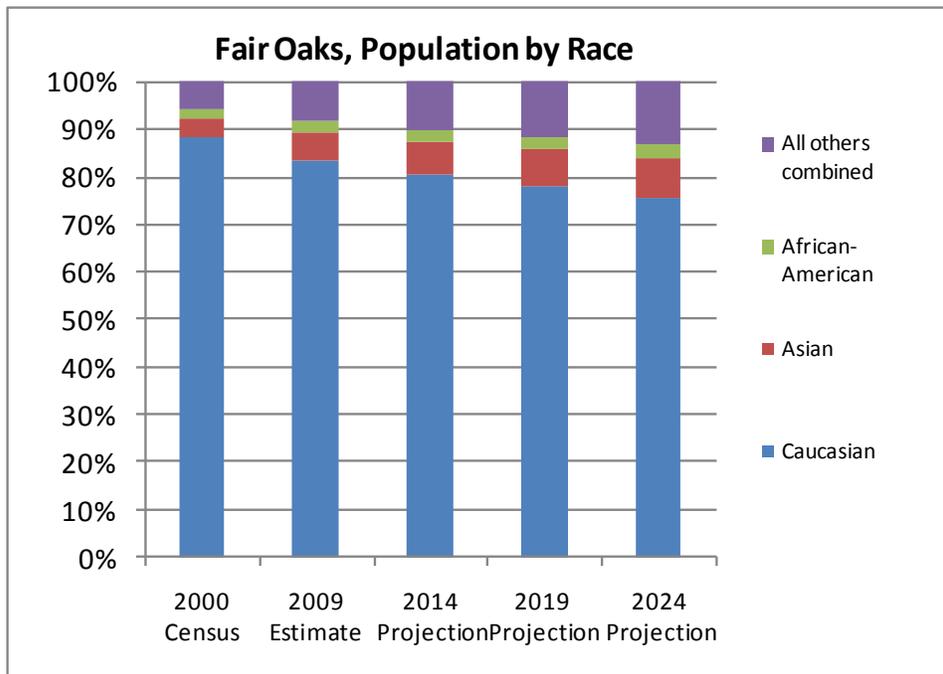


Figure 30 - Population by Race/Ethnicity

Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to more than double from 6% in 2000 to 14% in 2024 (Figure 31).

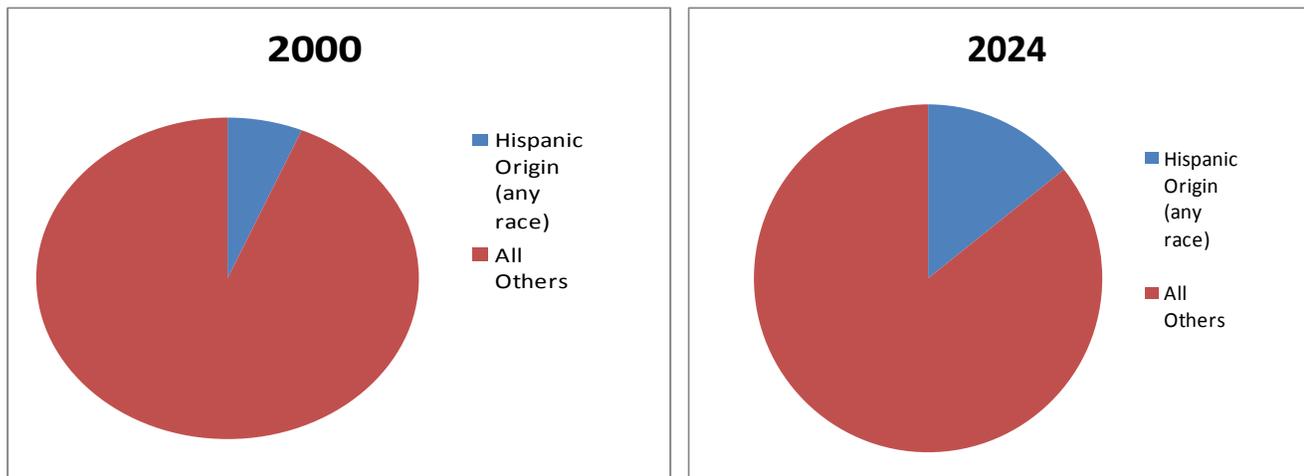


Figure 31 - Percentage of Individuals of Hispanic / Latino origin

3.1.3.5 PARTICIPATION TRENDS BY RACE/ETHNICITY

The Caucasian population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the Caucasian populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic

groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics.

The African-American population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The Asian population a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as **Caucasian** in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

1. Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year);
2. Recreational Walking – 37.0% participation rate;
3. Recreational Bicycling – 20.6% participation rate;
4. Bowling – 20.4% participation rate;
5. Treadmill Exercise – 19.1% participation rate;

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the Caucasian population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the Caucasian population is more likely to participate in than the general public.

The five most popular activities for those of **Hispanic / Latino descent** are:

1. Recreational Swimming – 33.2% participation rate;
2. Recreational Walking – 31.2% participation rate;
3. Recreational Bicycling – 19.7% participation rate;
4. Bowling – 18.5% participation rate;
5. Running/Jogging – 18.0% participation rate;

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

The top five recreational activities for the **Asian** populace in regards to participation percentages are:

1. Recreational Walking – 33.3% participation rate;
2. Recreational Swimming – 31.9% participation rate;
3. Running/Jogging – 21.6% participation rate;
4. Bowling – 20.5% participation rate;
5. Treadmill Exercise – 20.3% participation rate;

The Asian populace participates in multiple recreational activities at a greater rate than the general population, with lacrosse being the activity boasting the greatest index of 615. Squash (Index Of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asian's are more than twice as likely to participate in than the general public.

Analyzing the top five activities that the **African-American** populace participates in at the greatest rate results in:

1. Recreational Walking – 26.7% participation rate;
2. Recreational Swimming – 20.2% participation rate;
3. Basketball – 19.8% participation rate;
4. Bowling – 17.5% participation rate;
5. Running/Jogging – 14.3% participation rate;

The African-American population, like the Hispanic population, is more than twice as likely to participate in boxing (Index of 208). Football (Index of 199) and basketball (Index of 160) are also among the higher participated in activities among the African-American populace.

3.1.3.6 HOUSEHOLDS AND INCOME

Currently, there are an estimated 11,547 households in the Fair Oaks CDP service area with an average household size of 2.48 persons. The Fair Oaks CDP’s income characteristics exhibit growth trends.

The service area’s median household income was \$63,529 in 2000 and is projected to increase nearly 50% to \$87,207 by 2024. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$31,874 in 2000 to \$44,418 by 2024 (**Figure 32**).

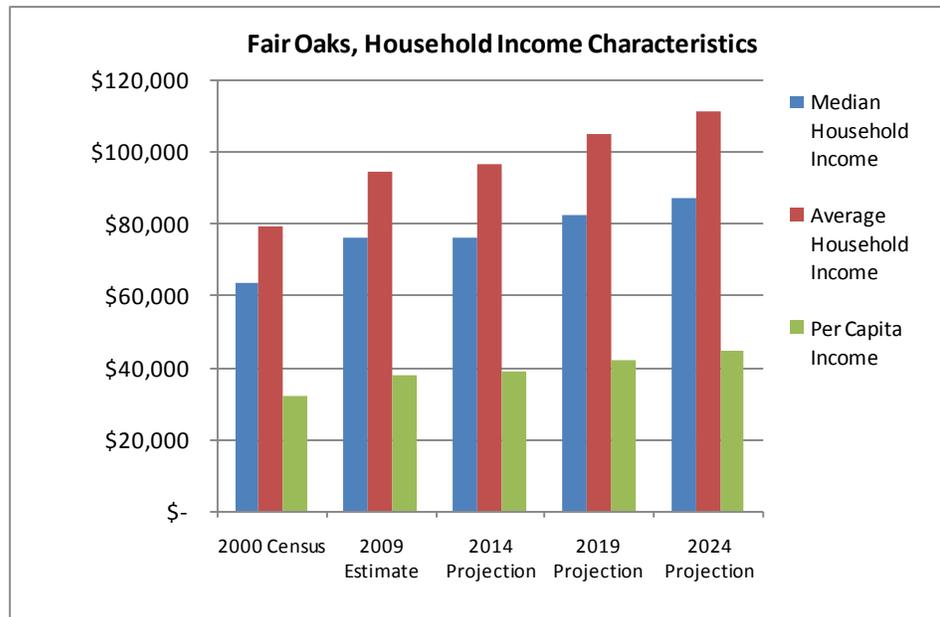


Figure 32 –Income Characteristics

Additionally, as **Figure 33** shows, the CDP’s income characteristics are significantly higher than state and national averages. Despite the overall economy, these numbers indicate the availability of some levels of disposable income that the community would be able to spend on quality and parks and recreation offerings that serve their needs and offer value for their money.

Overall, these trends put a greater emphasis on the FCPRD to ensure a variety of programming that caters to diverse age segments and families as a whole while creating effective pricing policies to ensure sustainability.

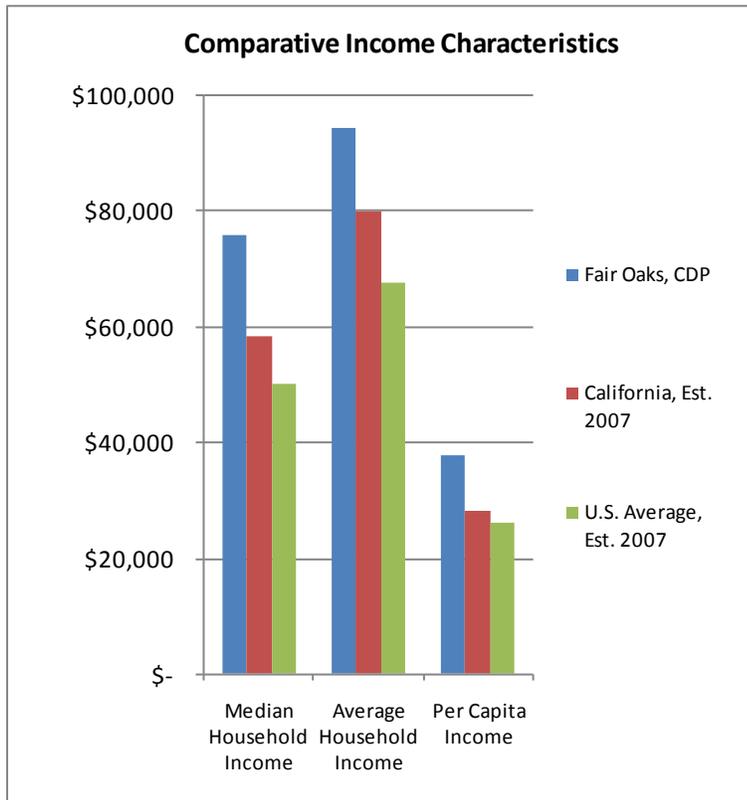


Figure 33 –Comparative Income Characteristics

3.2 MARKET ANALYSIS

3.2.1 MARKET SATURATION EVALUATION

District facilities and those of other districts and cities within a 20 minute drive time from Fair Oaks were modeled by desktop assessment for Market Saturation Evaluation, or areas exhibiting service based on drive time to show potential gaps in service for the region. Facilities were geo-coded by address and are represented on the map by a shading of blue circles representing a grouping of total assets. The groupings utilized are shown in **Figure 34**. The total number of districts evaluated and the total assets for each district are represented in **Figure 35**.

	District	Aquatic Facility	Diamond Field	General Open Space Area	Multipurpose Field	Outdoor Basketball Court	Play Area	Tennis Court
Tennis Court Drive Times								
1 to 4 Courts – 8 Minutes								
5 to 10 Courts – 15 Minutes								
11 or More Courts – 25 Minutes								
Outdoor Baseball Court Drive Times								
1 to 4 Courts – 5 Minutes								
5 to 8 Courts – 12 Minutes								
9 or More Courts – 15 Minutes								
Multipurpose Field Drive Times								
1 to 2 Fields – 8 Minutes	Arcade Creek Park District	0	8	7	7	13.5	11	22
3 to 6 Fields – 15 Minutes	Arden Manor Park District	1	16	3	0	12	4	4
7 or More Fields – 25 Minutes	Arden Park Park District	1	4	0	6	10	3	4
	Carmichael Park District	4	90	11	20	63.5	21	21
General Open Space Area Drive Times	City of Folsom Parks and Recreation	2	106	23	31	84	40	49
1 to 2 Areas – 5 Minutes	City of Sacramento Parks and Recreation	14	272	54	78	166	112	114
3 to 6 Areas – 8 Minutes	Cordova Park District	5	126	31	48	100.5	45	62
7 or More Areas – 12 Minutes	Fair Oaks Park District	2	48	8	17	18	8	20
Diamond Field Drive Times	Fulton El Camino Park District	2	14	8	7	19.5	13	14
1 to 2 Fields – 8 Minutes	Mission Oaks Park District	5	92	18	18	81	29	67
3 to 6 Fields – 12 Minutes	North Highlands District	6	62	20	16	28	31	1
7 or More Fields – 20 Minutes	Orangevale Park District	2	50	10	22	64	22	19
Aquatic Facility Drive Times	Rio Linda Elverta Park District	0	0	1	9	4	1	0
1 or More Facilities – 15 Minutes	Southgate Park District	1	0	1	3	4.5	4	2
	Sunrise Park District	4	172	28	39	129	55	53
Play Area Drive Times								
1 or More Areas – 15 Minutes	Total	49	1060	223	321	797.5	399	452

Figure 34 - Groupings

Figure 35 - Inventories

Each facility grouping was then assigned a drive time based on PROS extensive experience in the recreation industry. Patterns have repeatedly shown that typical recreation occurs within a twelve minute drive time, varying due to conditions, travel trends and facility offerings. Drive time analysis was developed with ESRI’s database of national transportation routes which utilize major road segmentation of Street Map USA representing interstates,

USDOT highways, and state department highways and roadways. From each facility point, ESRI's Network Analyst traverses every road traveling at an assumed speed limit depending on road classification – State Highways and US Highways are classified by ESRI as 15-65 miles-per-hour (mph) and interstate freeways are classified as 50-65 mph. Attempts to include stop signs and lights, turn modeling, slow road segments, and traffic congestion were made but are not inclusive.

The drive time areas are depicted by the orange polygon areas on the map. The map is shown in detail for the immediate area surrounding District, with an overview map showing the surrounding region. The slightly darker orange polygon area within the district limits is representative of the fact that it is within the service area and does not differentiate from the orange polygon area outside of the service area for any other reason.

The portions of the map that are not encompassed with the orange polygon area represent areas that are not saturated or underserved areas. This portrays the assumed unmet need for additional services based on drive times.

Interpretations of the maps are that most of District is adequately served based on drive time analysis, with a small unmet need for Play Areas in the south, central portion of the district and General Open Space Areas in the south, central and the eastern portions of the district.

The District therefore needs to look into differentiation by product rather than by asset as the market is saturated. To differentiate by product in a saturated market the District needs to focus on the quality of asset, the program price point, the amenity offering and/or level of service offered.

The individual drive times were created based on gross generalities of what typical recreational consumer habits and are based on a desktop assessment. They do not take into account the societal and emotional aspects of individual beliefs and preferences, and do not address the condition of facility, additional amenities and ancillary enhancements, spatial location and associated perceived safety, or organizational influence.

3.2.2 TENNIS COURTS

The first grouping of tennis courts is assets with 1 to 4 courts. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with an eight minute drive time accordingly. The second grouping is assets with 5 to 10 courts. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a fifteen minute drive time. The last grouping is assets with 11 or more courts. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a twenty-five minute drive time to suit the more specialized need.

The orange on the map (**Figure 36**) represents the market saturation of tennis courts assets. As evident on the map, the area in and around District boundary appears to be serviced from an accessibility standpoint. If the District desires to capture a greater portion of the market, the will need to look into differentiation by product for tennis courts based on quality of asset, program price point, amenity offering or level of service offered.



Market Analysis - Tennis Court Market Saturation Evaluation
Based on Desktop Assessment

Fair Oaks Recreation and Park District
Master Plan for Parks, Facilities and Recreation Services

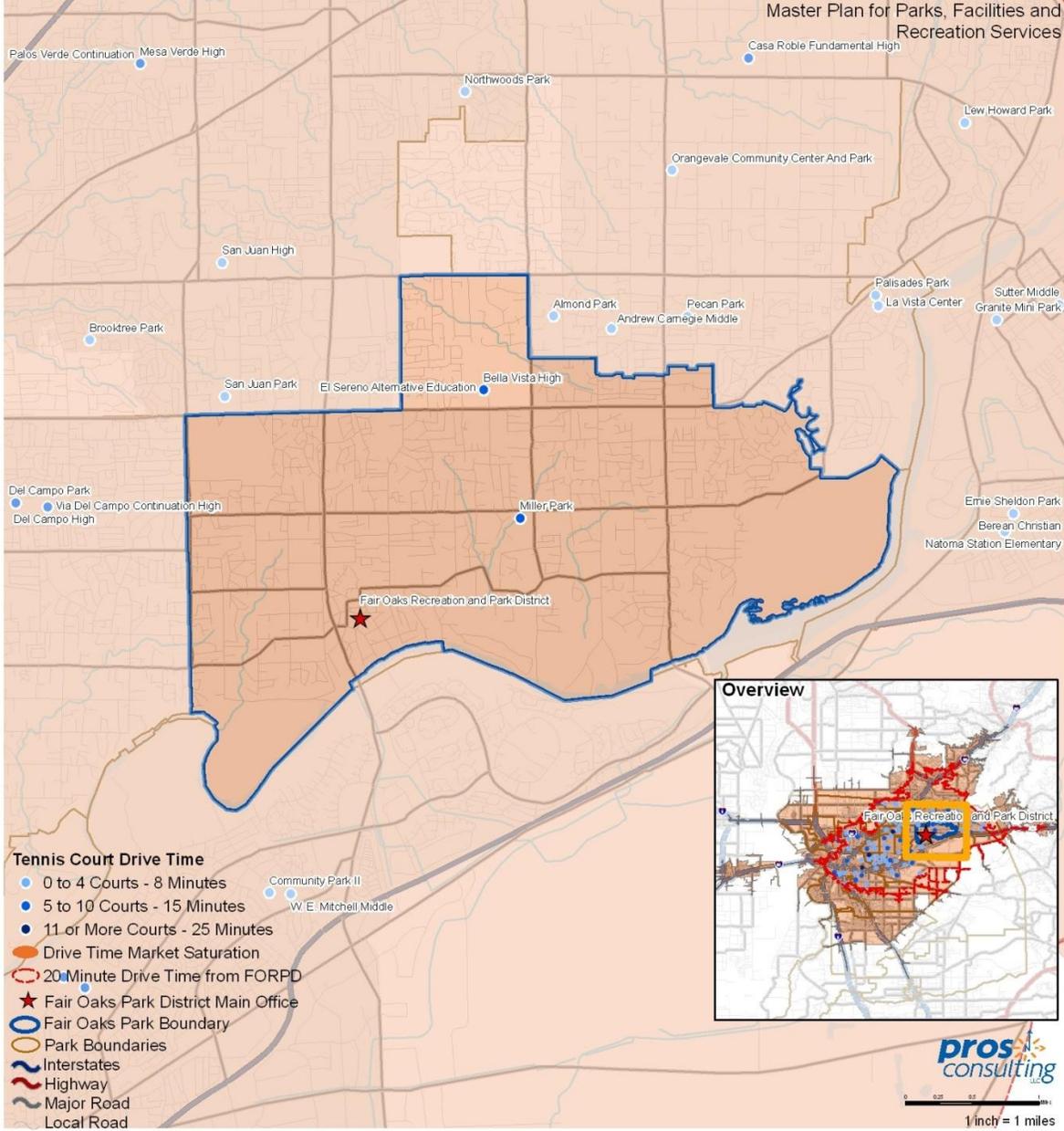


Figure 36 - Tennis Court Market Saturation Evaluation

3.2.3 OUTDOOR BASKETBALL COURTS

The first grouping of outdoor basketball courts is assets with 1 to 4 courts. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with a five minute drive time accordingly. The second grouping is assets with 5 to 8 courts. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a twelve minute drive time. The last grouping is assets with 9 or more courts. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a fifteen minute drive time to suit the more specialized need.

The orange on the map (**Figure 37**) represents the market saturation of tennis courts assets. As evident on the map, the area within the District boundary appears to be serviced from an accessibility standpoint. To the south of the district boundary there is market potential from two pockets that do not appear to be serviced, though there are non-district assets within a closer distance than District assets. If the District desires to capture a greater portion of the market, the will need to look into differentiation by product for outdoor basketball courts based on quality of asset, program price point, amenity offering or level of service offered.

3.2.4 MULTIPURPOSE FIELDS

The first grouping of multipurpose fields is assets with 1 to 2 fields. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with an eight minute drive time accordingly. The second grouping is assets with 3 to 6 fields. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a fifteen minute drive time. The last grouping is assets with 7 or more fields. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a twenty-five minute drive time to suit the more specialized need.

The orange on the map (**Figure 38**) represents the market saturation of multipurpose field assets. As evident on the map, the area within the District boundary appears to be serviced from an accessibility standpoint. To the south of the district boundary there is market potential from one pocket that do not appear to be serviced, though there are non-district assets within a closer distance than District assets. If the District desires to capture a greater portion of the market, the will need to look into differentiation by product for multipurpose fields based on quality of asset, program price point, amenity offering or level of service offered.

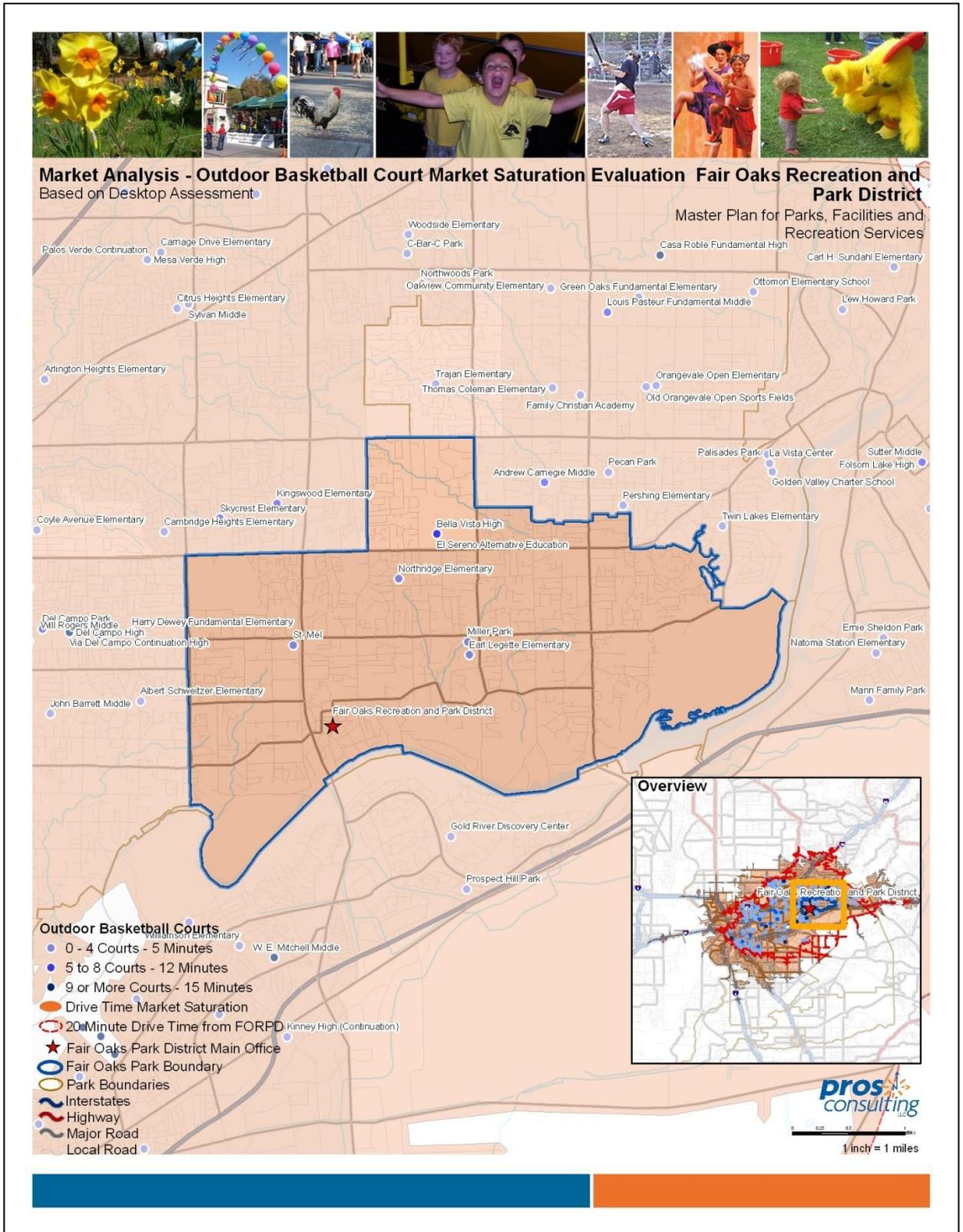


Figure 37 - Outdoor Basketball Court Market Saturation Evaluation

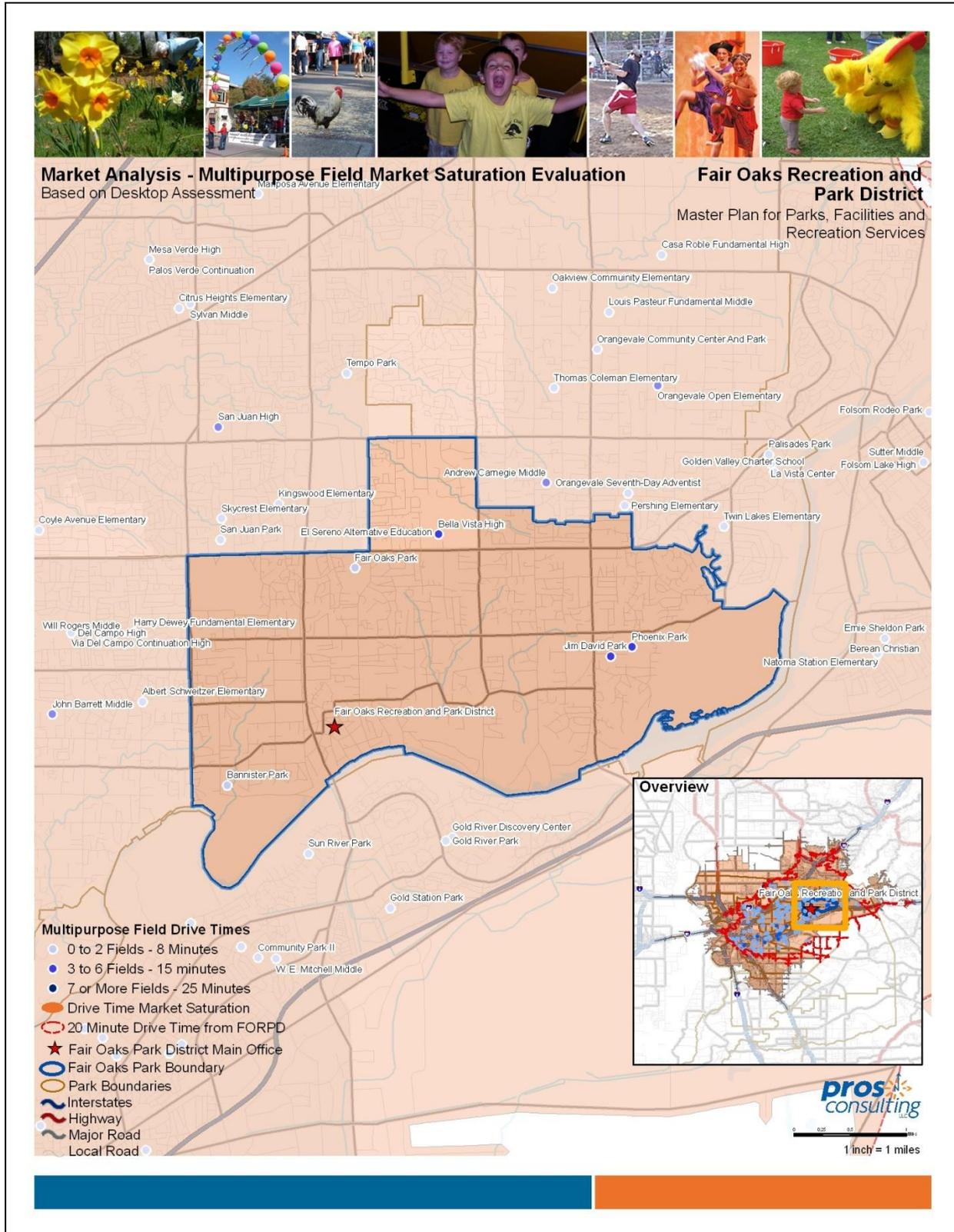


Figure 38 - Multipurpose Field Market Saturation Evaluation

3.2.5 GENERAL OPEN SPACE AREAS

Assessing on gross generalities, general open space areas draw on magnitudes of scale. This is being that the more open space area assets available typically the more other assets are available, guiding the grouping and drive times. The first grouping of General Open Space Areas is assets with 1 to 2 areas and they are modeled with a five minute drive time accordingly. The second grouping is assets with 3 to 6 areas and they are hence modeled with an eight minute drive time. The last grouping is assets with 7 or more area and they are duly modeled with a twelve minute drive time.

The orange on the map (**Figure 39**) represents the market saturation of general open space area assets. As evident on the map, the area within the District boundary appears to be well serviced from an accessibility standpoint; however there are 6 small pockets with potential to capture market share. To the north and south of the district boundary there is market potential from multiple pockets that do not appear to be serviced, though there are non-district facilities competing with District facilities. If the District desires to capture a greater portion of the market, the will need to add additional assets near the pockets and/or look into differentiation by product for general open space areas based on quality of asset, amenity offering or level of service offered.

3.2.6 DIAMOND FIELDS

The first grouping of diamond fields is assets with 1 to 2 fields. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with an eight minute drive time accordingly. The second grouping is assets with 3 to 6 fields. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a twelve minute drive time. The last grouping is assets with 7 or more fields. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a twenty minute drive time to suit the more specialized need.

The orange on the map (**Figure 40**) represents the market saturation of multipurpose field assets. As evident on the map, the area in and around the District boundary appears to be serviced from an accessibility standpoint. If the District desires to potentially capture a greater portion of the market, the will need to look into in differentiation by product for diamond fields based on quality of asset, program price point, amenity offering or level of service offered.

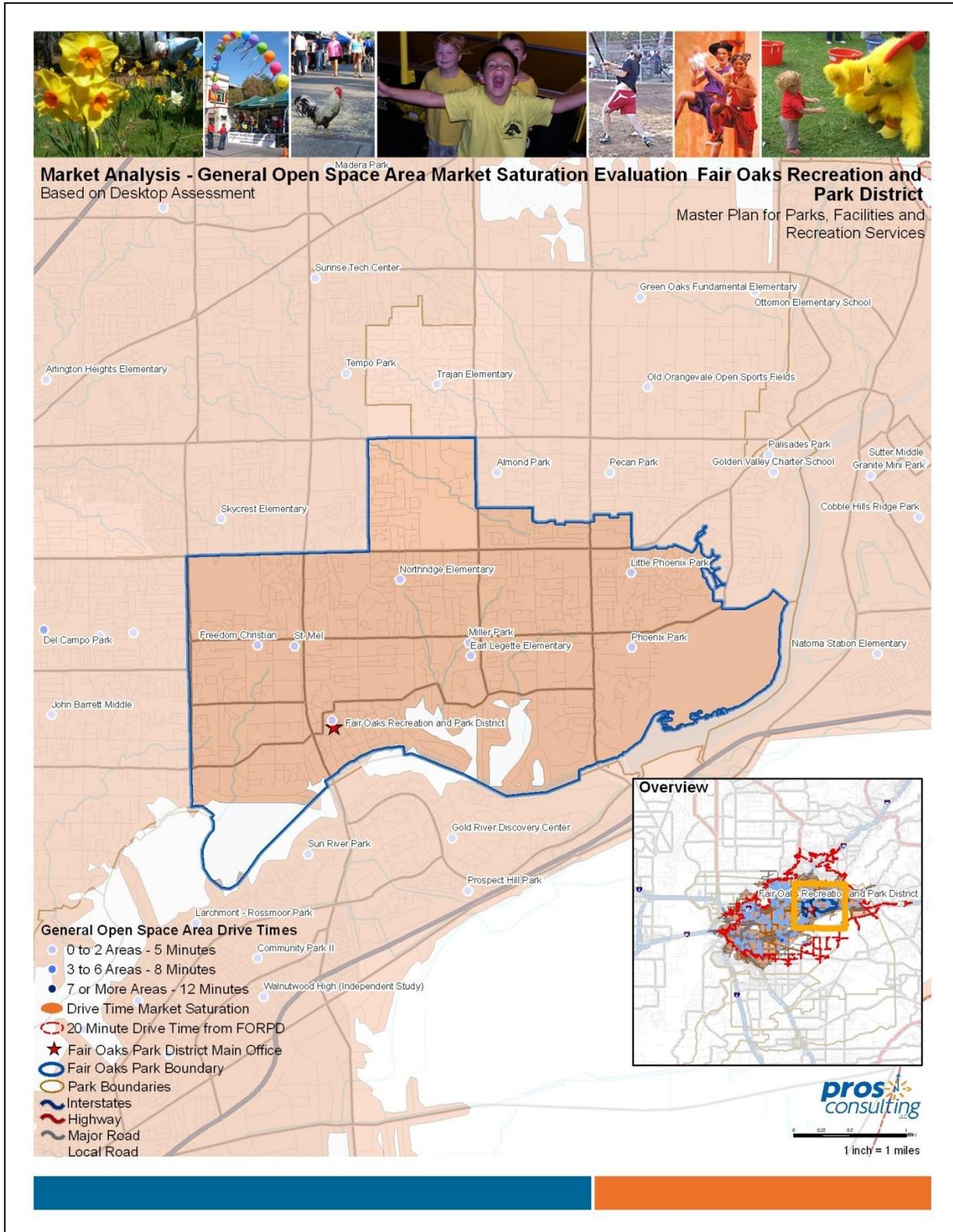


Figure 39 - General Open Space Market Saturation Evaluation



Market Analysis - Diamond Field Market Saturation Evaluation
Based on Desktop Assessment

Fair Oaks Recreation and Park District
Master Plan for Parks, Facilities and Recreation Services

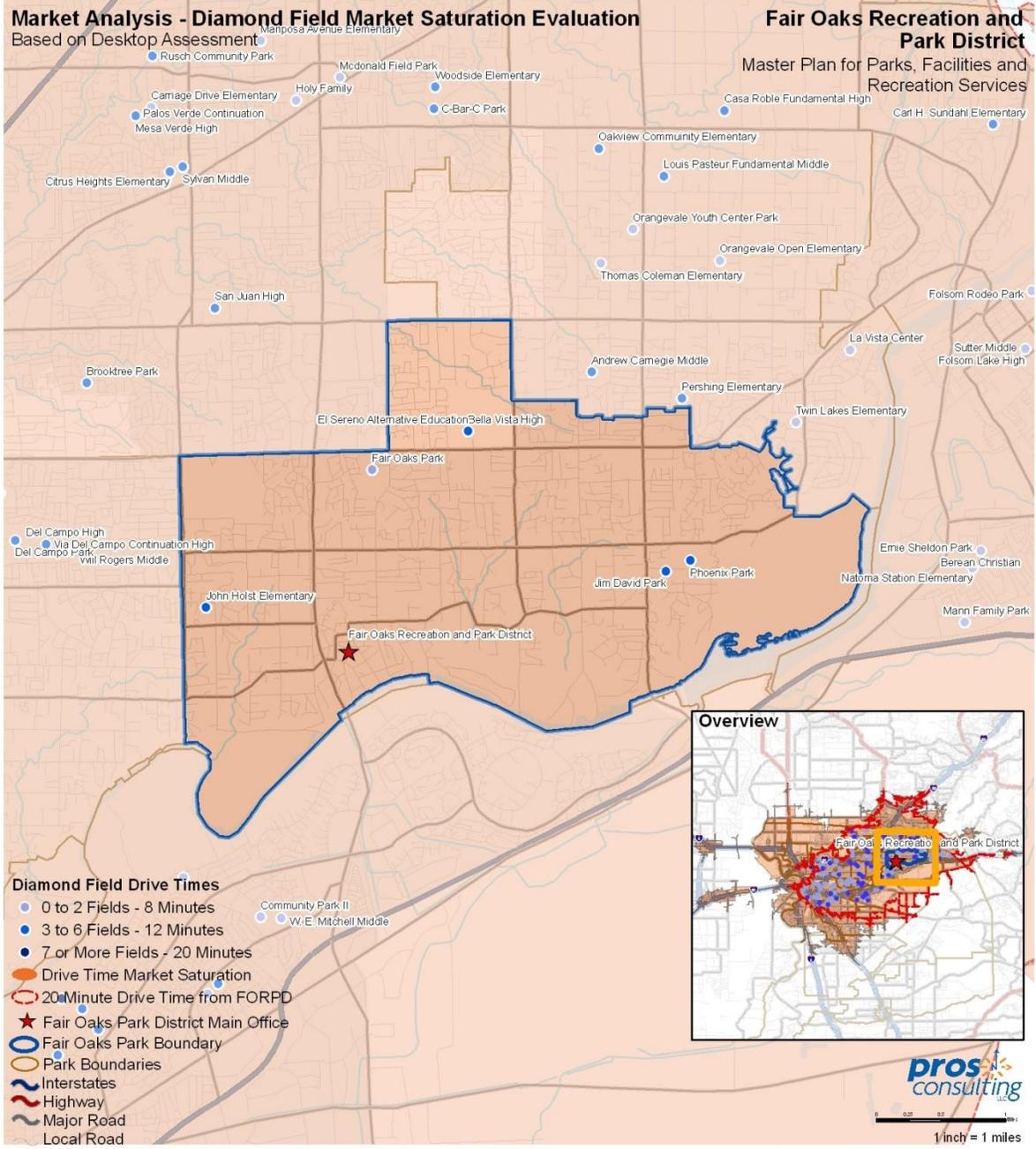


Figure 40 - Diamond Field Market Saturation Evaluation

3.2.7 AQUATIC FACILITIES

Aquatic Facilities are not grouped into classifications as findings have repeatedly shown a typical recreational pattern of a 15 minute drive time based on a desktop assessment.

The orange on the map (**Figure 41**) represents the market saturation of multipurpose field assets. As evident on the map, the area in and around the District boundary appears to be serviced from an accessibility standpoint. If the District desires to potentially capture a greater portion of the market, the will need to look differentiation by product for aquatic facilities based on the quality of asset, program price point, amenity offering and/or level of service offered.

3.2.8 PLAY AREAS

Play Areas are not grouped into classifications as findings have repeatedly shown a typical recreational pattern of a 6 minute drive time based on a desktop assessment.

The orange on the map (**Figure 42**) represents the market saturation of play areas. As evident on the map, the area within the District boundary appears to be well serviced from an accessibility standpoint; however there are many small pockets with potential to capture market share. To the north and south of the district boundary there is market potential from multiple pockets that do not appear to be serviced, though there are non-district facilities competing with District facilities. If the District desires to capture a greater portion of the market, the will need to add additional assets near the pockets and/or look into differentiation by product for general open space areas based on quality of asset, amenity offering and/or level of service offered.



Market Analysis - Aquatic Facility Market Saturation Evaluation
Based on Desktop Assessment

Fair Oaks Recreation and Park District

Master Plan for Parks, Facilities and Recreation Services

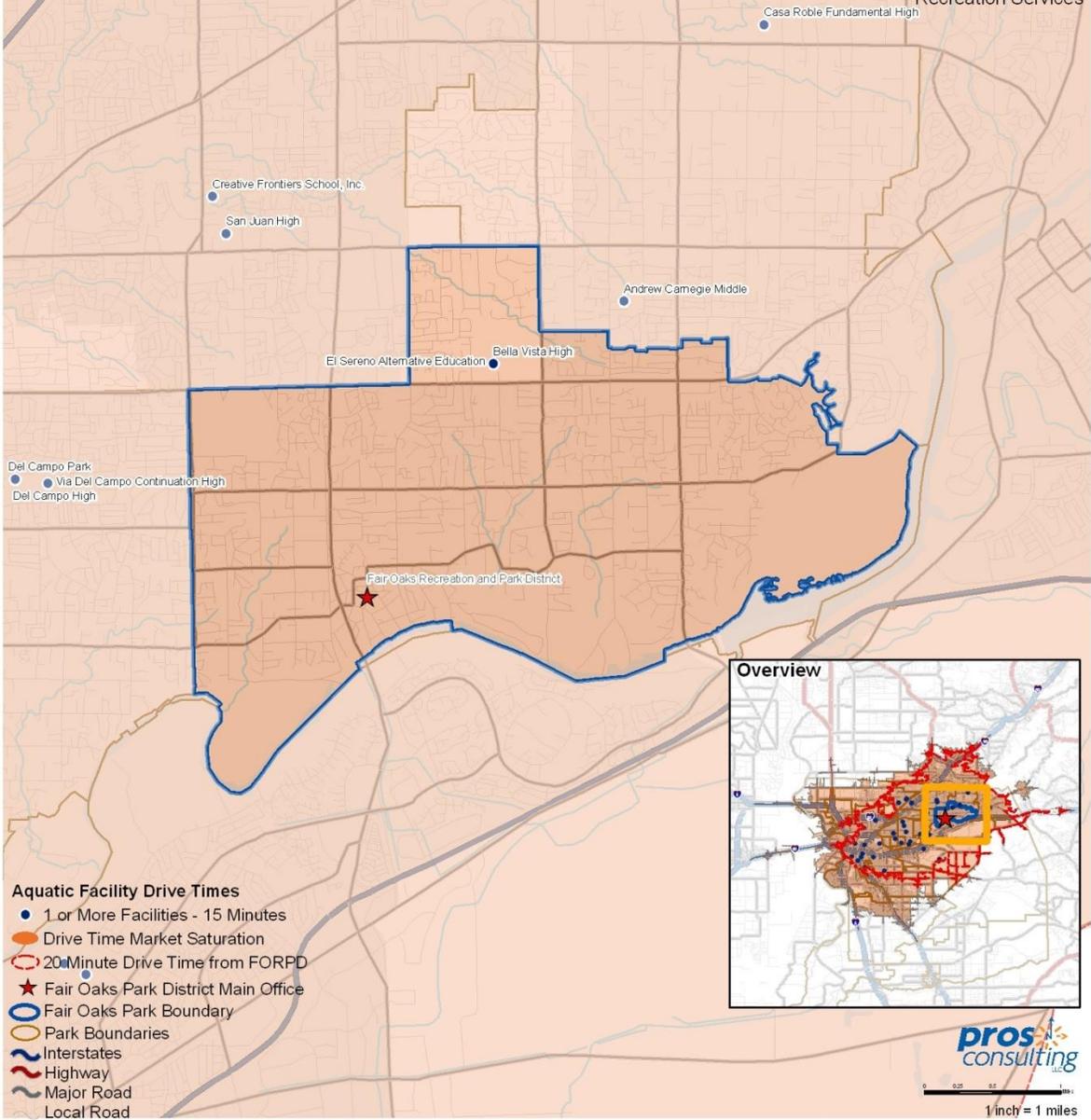


Figure 41 - Aquatic Facility Market Saturation Evaluation

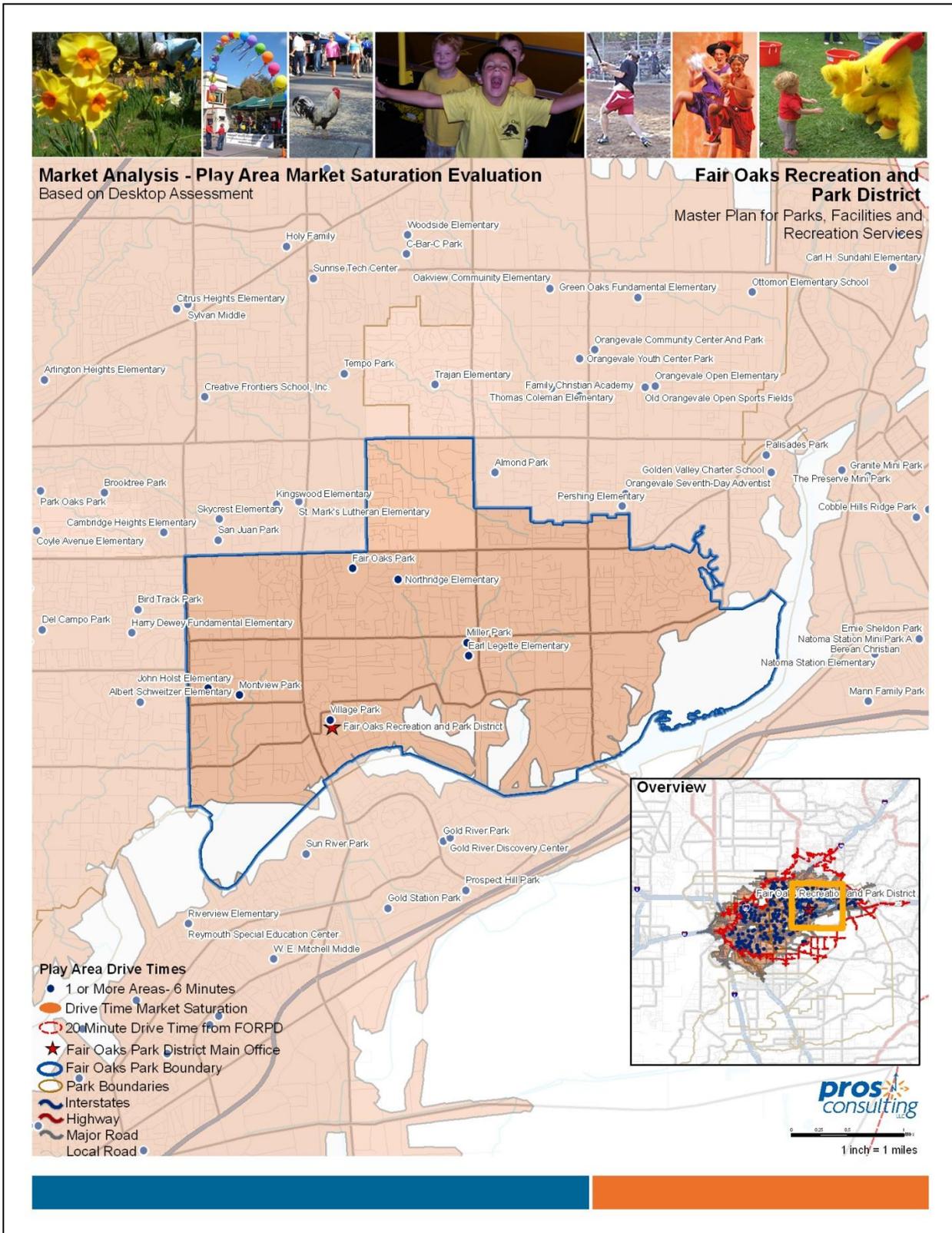


Figure 42 - Play Area Market Saturation Evaluation

3.3 PARTNERSHIP ANALYSIS

3.3.1 INTRODUCTION

Fair Oaks Recreation and Park District has 61 of different type of partnerships in place to help them deliver services to the citizens of Fair Oaks. The District describes their partnerships as community partnerships some of which include:

- San Juan Unified School District
- Local surrounding city or special district parks and recreation departments that include Sunrise Park District, City of Roseville Parks and Recreation, City of Folsom Parks and Recreation, Rancho Cordova Parks and Recreation, Cosumnes Parks and Recreation District, Orangevale Recreation and Park District, Carmichael Parks and Recreation District, City of Rocklin Park and Recreation, Southgate Parks and Recreation, West Sacramento Parks and Recreation.
- Water District
- Cemetery District
- Historical Society
- Chamber of Commerce
- Fair Oaks Rotary Club and Fair Oaks Lions Club
- Fair Oaks Theatre Festival
- Sacramento Public Library

Typical best practice parks and recreation departments that include Park Districts, Cities and Counties have three types of partnerships in place and they include **public/public partnerships, public/non-for profit partnerships, and public/private partnerships.**

Most parks and recreation systems strive to have written partnership agreements upfront that focus on outcomes each partner desires to achieve as part of the partnership agreement. These partnership agreements determine the resources each partner will put into the partnership to help achieve the outcomes both partners desire. This requires the park and recreation systems to have written policies for each type of partnership they are involved with that focuses on why the Park and Recreation System desires to be involved in the partnership, for what purpose, for what outcome, and at what costs. Ideally, these types of partnerships are designed to be as equitable as possible.

Upfront, there should be a formal calculation as to the investment cost each partner will put into the partnership, as well as the expected outcomes and how each partnership will measure their results so each partner can see the results of their efforts and the value of having the partnership in place. The results of the partnership are presented to each partner's respective governing boards or bodies to determine on an annual basis whether the partnership will continue the next year and/or adjustments that need to be made to the partnership agreement to make it more equitable and fair.

In the case of District's efforts toward creating partnerships, the District does not have specific policies on what constitutes a community partner and what criteria will be used to determine what is a community partner for the various types of partnerships they have in place. This would help the District to manage all its partnerships effectively and identify its budget outlay as a part of the annual partnership budget.

This would also allow the District to say "no" to groups who desire the District to invest in their program or cause when they do not meet the partnership policy criteria. The District currently has written contract agreements with all of their partners except Alcoholics Anonymous, but the majority of the partnership agreements are not reviewed on an annual basis.

The District does have facility partnerships in place that include a cost and fee schedule but the fees for facility rentals are not calculated on a direct and indirect cost basis. The District does not calculate their own costs or what each partner puts into the partnership nor does it require the partner to demonstrate the costs that they are putting into the partnership. If the District did so, it would allow the District to evaluate the fairness of each partnership and how much the District desires to subsidize the partnership. This evaluation would also require the District to develop a true cost of service for all of the facilities they manage and how much of the costs are attributable to the partners who use the facilities, which currently is not a practice.

As an example, the District currently charges sports teams \$60 per field, per month which does not cover the true cost to manage and maintain these facilities, the same issue currently exists with the Tennis Association that pays \$400 a month when the lighting costs are \$1,200 a month for the tennis facility the District owns and operates. The District Board does not meet annually with existing partners to review performance measures and the investment each partner puts into the partnership, which also should be considered. This

review would demonstrate accountability for both partners. This also would require the partners to demonstrate the level of investment and benefit each receives from the partnership and would eliminate the sense of entitlement that certain partners have in place with the District currently.

The majority of the partnerships were not part of an overall partnership strategy developed by the District, but were developed out of a reactionary mode to address community needs. The District does not have a cost-benefit approach to their partnerships and has difficulty holding partners accountable. The District does not have set meetings to review their partnerships. This used to be a practice; however, there were never any performance indicators in place so the meetings were not as productive as they could have been and many partners failed to attend the meetings when requested.

Many of the District's partners feel entitled to get preferential treatment towards using the District's facilities but do not want to be managed as an extension of the District. It seems that they prefer to have money, staff, and facilities provided by the District with little accountability associated with the resources they receive from the District, especially as it applies to free or nominal space the District provides to the partner. The number and types of partnerships listed by staff seem to lack the focus on why the District is involved in the partnership.

Some program partnerships also lack clarity as to what each partner is providing, as well as how each partner is cross promoted to the other partner's constituencies. A review of the partnership agreement that the District has with a not-for-profit group shows that the agreement does not spell out the costs that each is putting into the partnership. Also, there are no measureable outcomes associated with the agreement except the requirements of providing liability coverage for the District for events held in District's facility. There is a cost associated with a rental but it does not factor in the true cost of the value of the space.

The following are PROS' recommendations for future partnerships for District:

- **Establish individual policies and criteria** for what constitutes public/public partners, public/not-for-profit partners and public/private partners and seek the Park District Board's approval. These partnership policies need to be tied to an overall vision of the District and each partnership needs to demonstrate how they are contributing to the vision and mission of the District.
- **Establish the cost of service** the District is putting into each partnership and what each partner is providing to the partnership with an established cost benefit of the partnership with measurable outcomes to be achieved for each partnership to keep the agreement in place and measured on a yearly basis. With the amount of turnover of many of the groups the District is involved in, it would help both groups to manage in a more accountable manner and limit entitlement.
- **Review reasons for District's involvement** in each partnership that they have in place, for what purpose and for what outcome and prepare a white paper on each partnership that describes the relationship that is tied to the partnership agreement and what the expectations are in detail so there are no unknown expectations from either party.

- **Establish a regional strategic approach to partnerships** in helping the District achieve their master plan goals for land use, facility development and use, and program delivery to the citizens of the District. Potential partnerships could include Carmichael Park District, Sunrise Park District, Orangevale Park District, Cordova Park District, Mission Oaks Park District, City of Folsom Park and Recreation among others. Some specific examples include partnering with Sunrise Park District and Orangevale Park District for use of their aquatic facility versus building an aquatic facility or the District providing sports groups in Cordova and Orangevale places to play softball on its fields.
- **Establish written agreements with each partner** that includes why the District and the partner are involved in the partnership, for what purpose and for what costs that each partner will be involved and committed to the partnership. The agreement should also detail how the partnership will be measured through established partnership outcomes each partner desires to gain from the partnership agreement. In addition, the agreement should describe ways to track the true cost of service for each partnership and what each partner is putting into the partnership. Based on that the District can make financial adjustments as needed to achieve the level of equity desired. Budget individual partnership monies as part of the annual budget as a set line item.
- **Meet annually with each partner** and report out the results of the partnership to each other's Board and determine where adjustments need to be made to keep the partnership as equitable and accountable as possible.
- **Undo un-necessary or entitled partnerships** over the next three years that are not equitable or fair as it applies to the taxpayers of District.
- **Eliminate partnerships that don't focus on helping District achieve their vision and mission** for the Park District and doesn't meet the cost benefit requirements for an equitable partnership.
- **Teach and train staff** on how to negotiate partnership agreements and manage them for the future.
- **Seek development partnerships for needed recreation facilities** in District for program purposes with San Juan Unified School District and or city or park districts that surround Fair Oaks in the next five years to maximize the District's resources.
- **Meet with San Juan School District to discuss opportunities** to share facilities and open space in school facilities for recreation purposes in Fair Oaks.
- **Develop and implement a partnership plan for the next five years** to maximize the District's resources and meet the vision and fulfill the mission of the District.

3.3.2 PARTNERSHIP DEVELOPMENT AND PHILOSOPHY

Partnership policies need to promote fairness and equity within the existing and future partnerships. Certain partnership principles must be adopted by District for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation that describes the reason for creation of the partnership and establishes an outcome that benefits each partner's involvement
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and that document that an evaluation will be held on a two yearly basis with reports back to the Park District Board on the outcomes of the partnership and how equitable the partnership remains
- All partnerships will track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing
- Each partner will not treat one another as a client-to-client relationship, but will create a partnership culture that focuses on planning together on a yearly basis; communicating weekly/ monthly on how the partnership is working; and annually reporting to each other's board or owners on how well the partnership is working and the results of their efforts to the taxpayers of Fair Oaks
- Full financial disclosure by both partners to each other will be made available when issues arise
- Training of each other's staff on the respective partner's values and yearly goals and work plans will be performed annually so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies

The following policies will be developed and approved by District for staff to implement over the next several years.

3.3.2.1 PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with the District working with cities, park districts, schools, colleges, and any other municipal services in the Fair Oaks region. Working together on the development, sharing, and/or operating costs of parks and recreation facilities and programs will be as follows:

- Each partner will meet with the District staff annually to plan and share activity-based costs and equity invested by each partner in the partnership
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the outcomes desired by both parties
- Each partner will focus on meeting a balance of equity for the value received for each agreed-to partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed

- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement
- Each partner will meet with the other partner’s respective board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis
- If conflicts arise between partners, the District Administrator along with the other public agency’s highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

3.3.2.2 PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with District and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within the District system. These principles are as follows:

- The not-for-profit partner agency or group involved with District must first recognize that they are in a partnership with the District to provide a public service or good; conversely, the District must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency or group
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year
- Each partner will focus on meeting a balance of 50% equity as established in the planning session with the District. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned
- Each partner will appoint a liaison to serve each partnering agency for communication purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed

- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner or the people served by the partnership
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement
- If conflicts should arise during the partnership year, the District Administrator and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue. It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner
- Financial payments by the not-for-profit agency will be made monthly to District as outlined in the working agreement to meet the equity level desired of the partnership

3.3.2.3 PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to the District and includes businesses, private groups, private associations, or individuals who desire to make a profit from use of District facilities or programs. It would also be applicable if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on District-owned property, or has a contract with the District to provide a task or service on the District's behalf at District facilities. The partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the District and Park Board must recognize that they must allow that entity to make a profit
- In developing a public/private partnership, the District and staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement
- In developing a public/private partnership, the District Board and staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by District staff. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the District, and overall coordination with the District for the services rendered
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the District Board and staff. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The District Board and staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved

- The District Board has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner’s legal councils. If none can be achieved, the partnership shall be dissolved

3.3.3 DRIVE TIME ANALYSIS

The following pages depict the market saturation based on existence of like-service providers. The like-service providers are assessed by 20 minute drive times (coded by colors) with additional driving distances of 30 and 45 minutes provided to show the additional reach from Fair Oaks’ primary facility. The maps are created for the following amenities

- Aquatics Facilities
- Basketball Courts
- Diamond Fields
- General Open Space
- Multipurpose Fields
- Playgrounds
- Tennis Courts

The 20-minute drive times are depicted by the red polygon areas on the map, the 30-minute drive times are depicted by the orange polygon areas on the map and the 45-minute drive times are depicted by the yellow polygon areas on the map. Each of the drive time areas represent corresponding drive times based on posted speed limits of all roads/thoroughfares. 20-minute drive times for like-service providers were utilized based on travel trends and standard facility offerings. Drive times do not include stop signs or stop lights or any impeded traffic flow; drive time analysis depicts a “best-case scenario” or optimal drive time.

The District’s primary facility is denoted with a red star with the boundaries of the District outlines in blue. The like-service providers are denoted by the black points with white outlines within the 20-minute drive time. The like-service providers were geo-coded based on a desktop assessment of aerial photographs based on locations of recreation and school properties provided by Sacramento County GIS.

Figure 43 is a drive-time map that was created for Aquatic Facilities. As can be seen from the Aquatics Facility map, there is the presence of the high number of Aquatics Facilities (49) within a 20 minute drive-time of the Fair Oaks’ service area. This might indicate a limited need for additional Aquatic Facilities for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. In discussions with San Juan School District they have excess capacity at some of the pools.

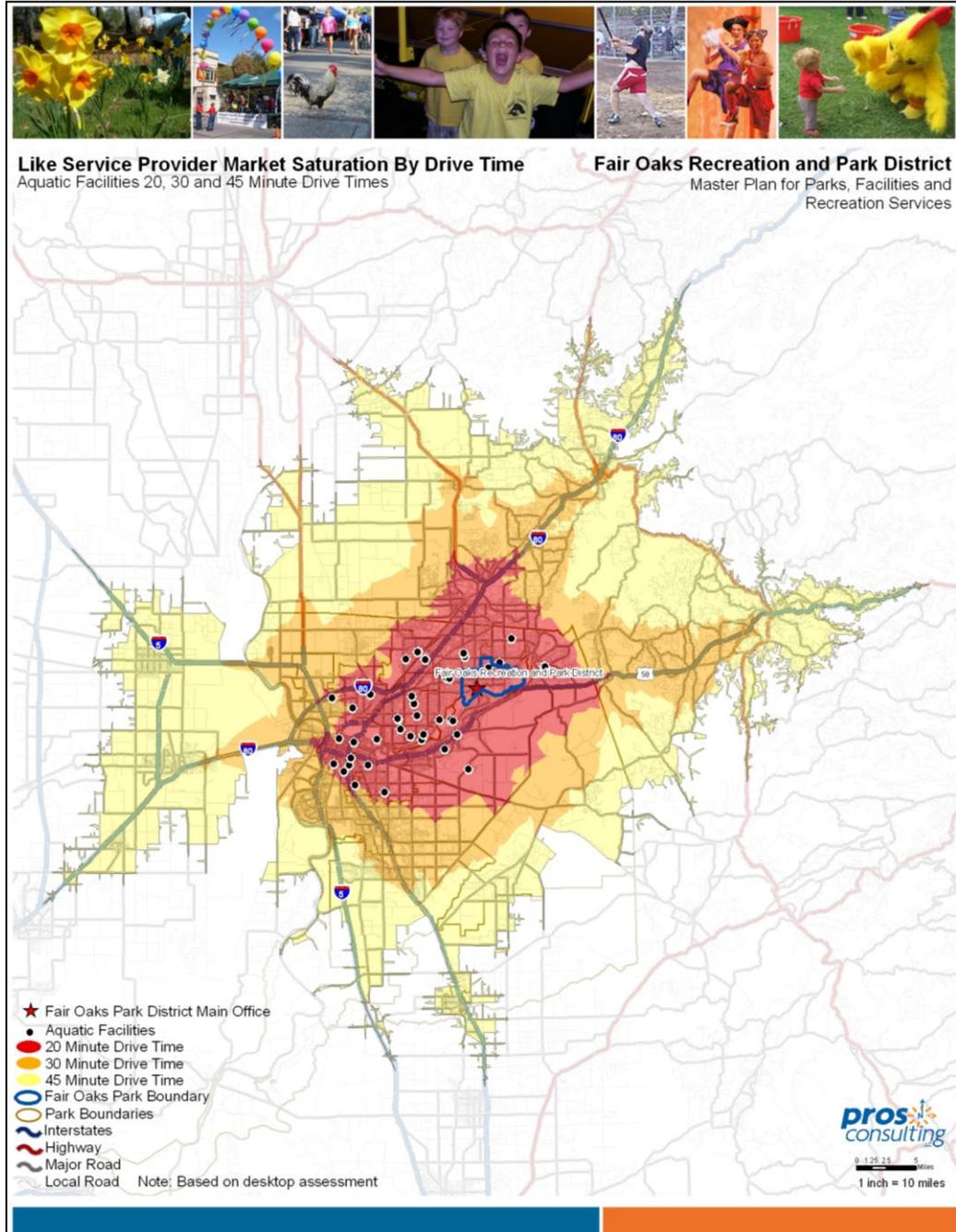


Figure 43 - Aquatic Facilities

Figure 44 is a drive-time map that was created for Basketball Facilities. As can be seen from the Basketball Courts map, there is the presence of the high number of Basketball Courts (797.50) within a 20 minute drive-time of the Fair Oaks’ service area. This indicates a limited need for additional Basketball Courts for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Basketball Courts in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

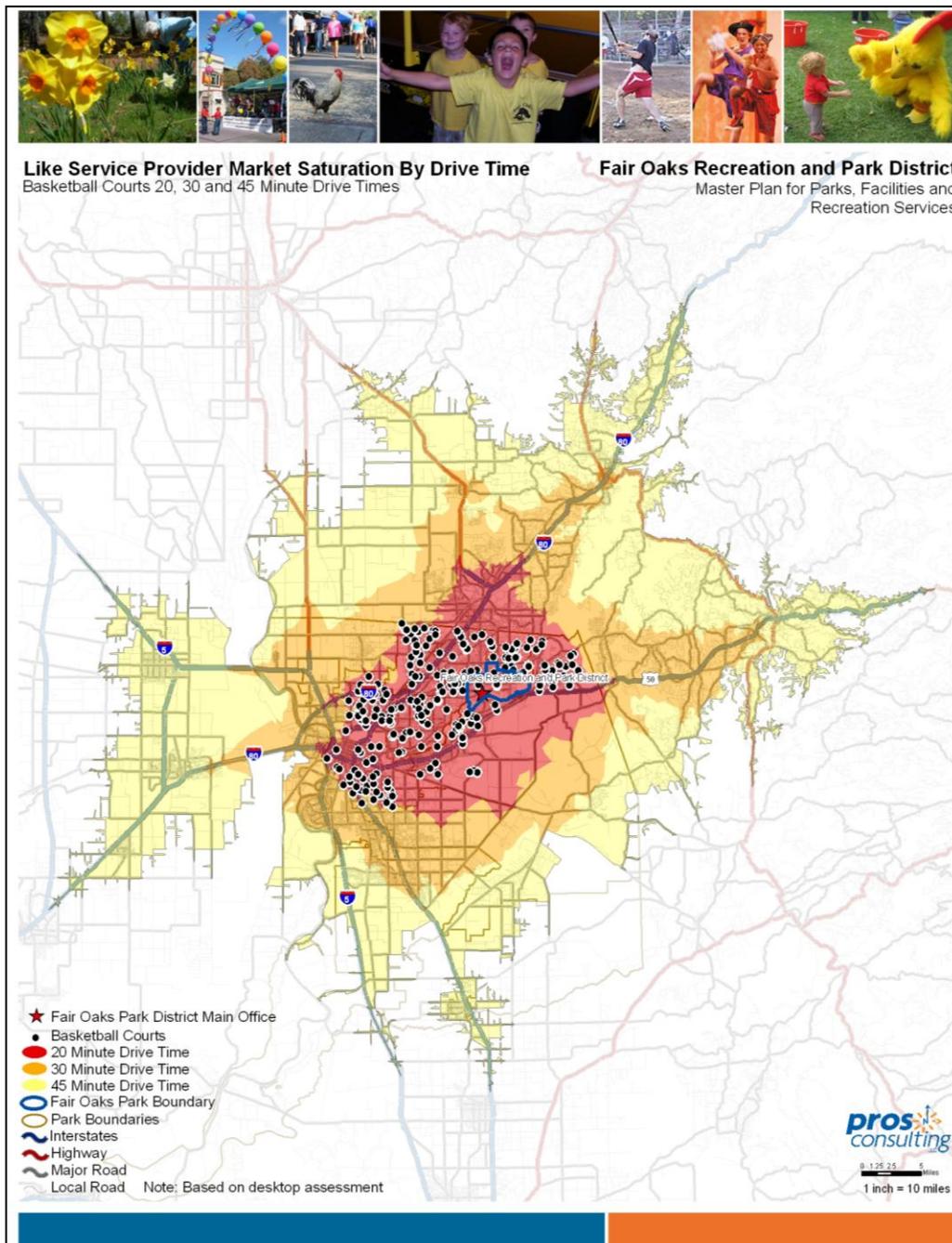


Figure 44 - Basketball Courts

Figure 45 is a drive-time map that was created for Diamond Fields. As can be seen from the Diamond Fields map, there is the presence of the high number of Diamond Fields (530) within a 20 minute drive-time of the Fair Oaks’ service area. This might indicate a limited need for additional Diamond Facilities for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Diamond Fields in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

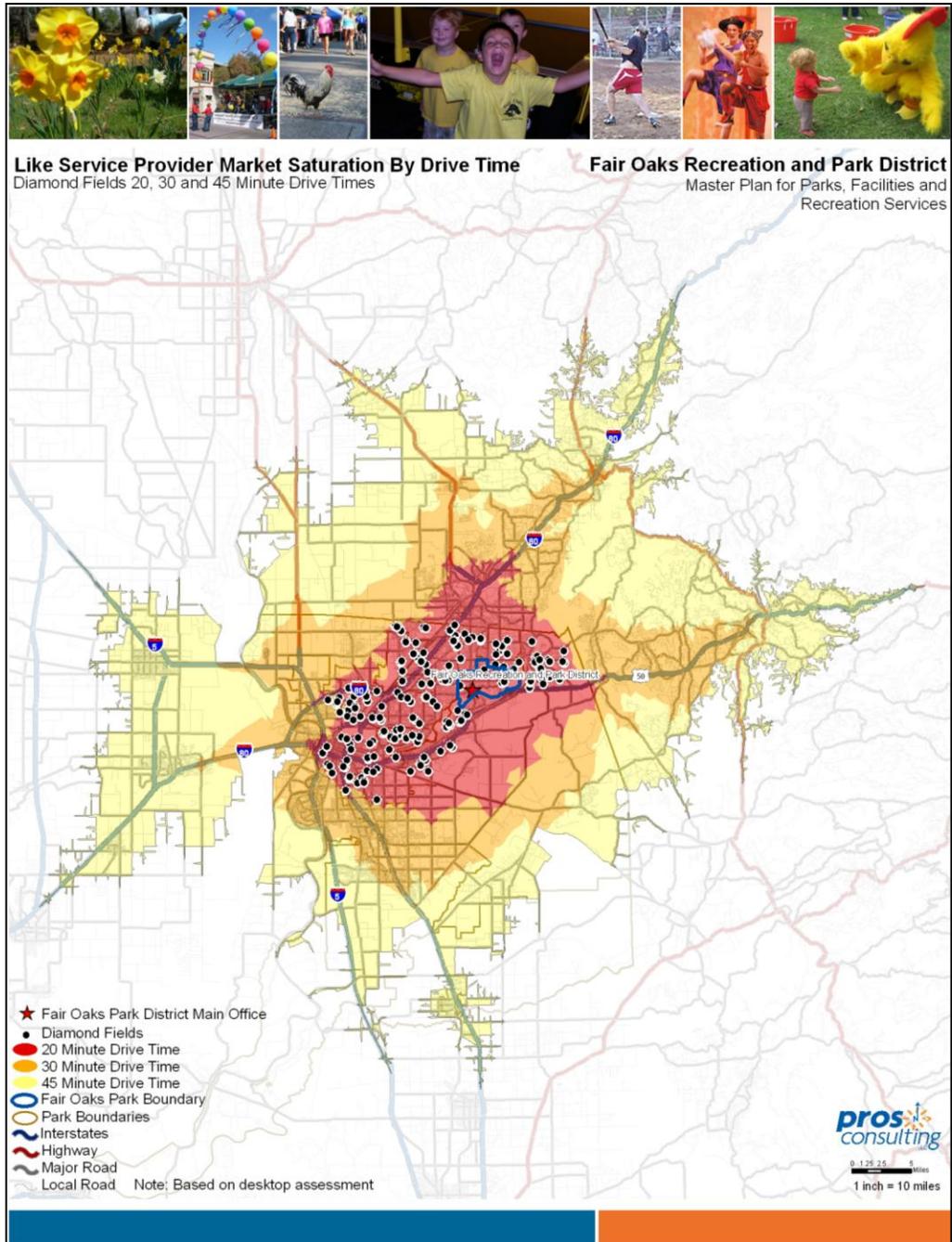


Figure 45 - Diamond Fields

Figure 46 is a drive-time map that was created for General Open Spaces. As can be seen from the General Open Spaces map, there is the presence of the high number of General Open Spaces (223) within a 20 minute drive-time of the Fair Oaks’ service area. This might indicate a limited need for additional General Open Spaces for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/amenity. There does seem to be a concentration of General Open Spaces in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

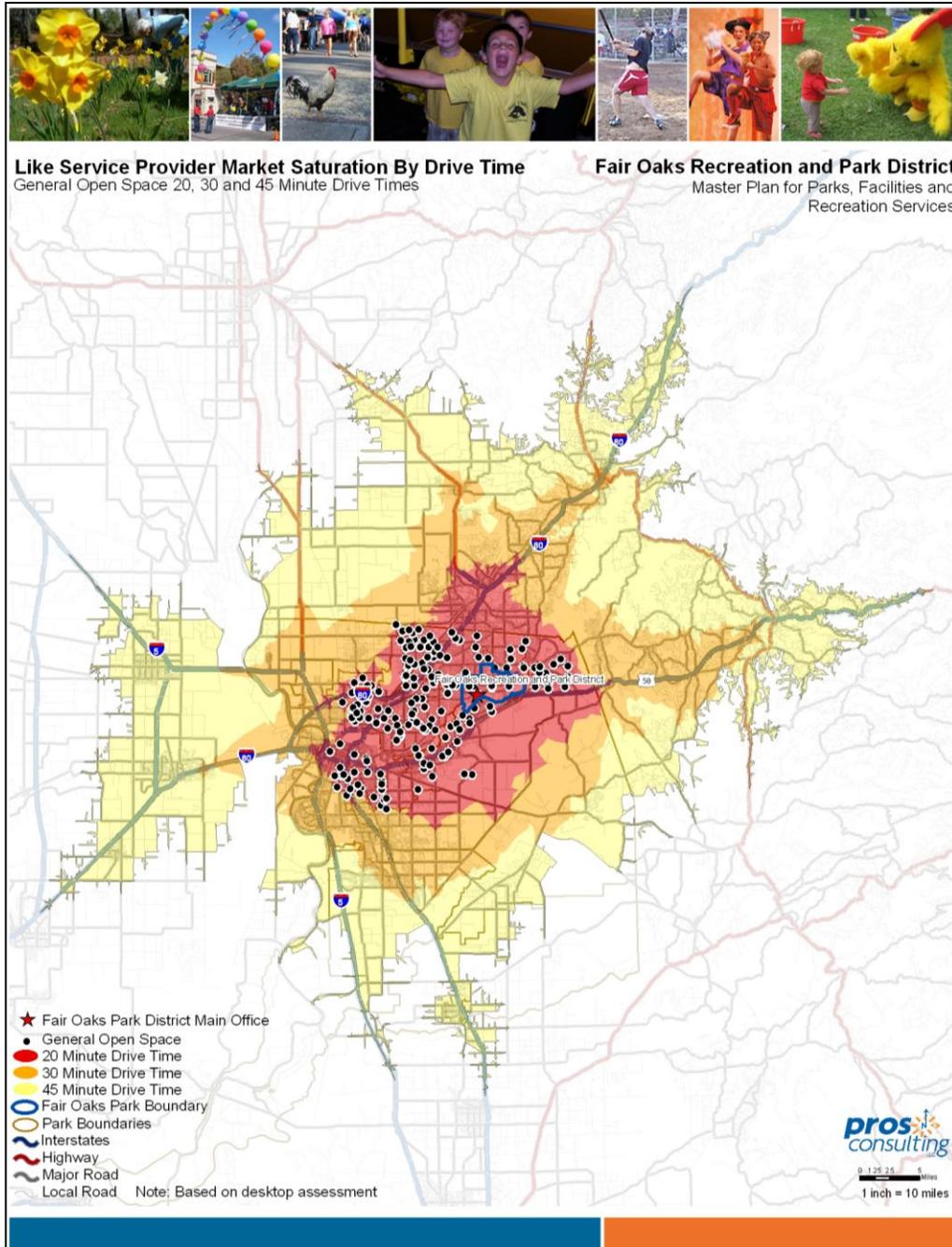


Figure 46 - General Open Space

Figure 47 is a drive-time map that was created for Multipurpose Fields. As can be seen from the Multipurpose Fields map, there is the presence of the high number of Multipurpose Fields (321) within a 20 minute drive-time of the Fair Oaks' service area. This might indicate a limited need for additional Multipurpose Fields for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Multipurpose Fields in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

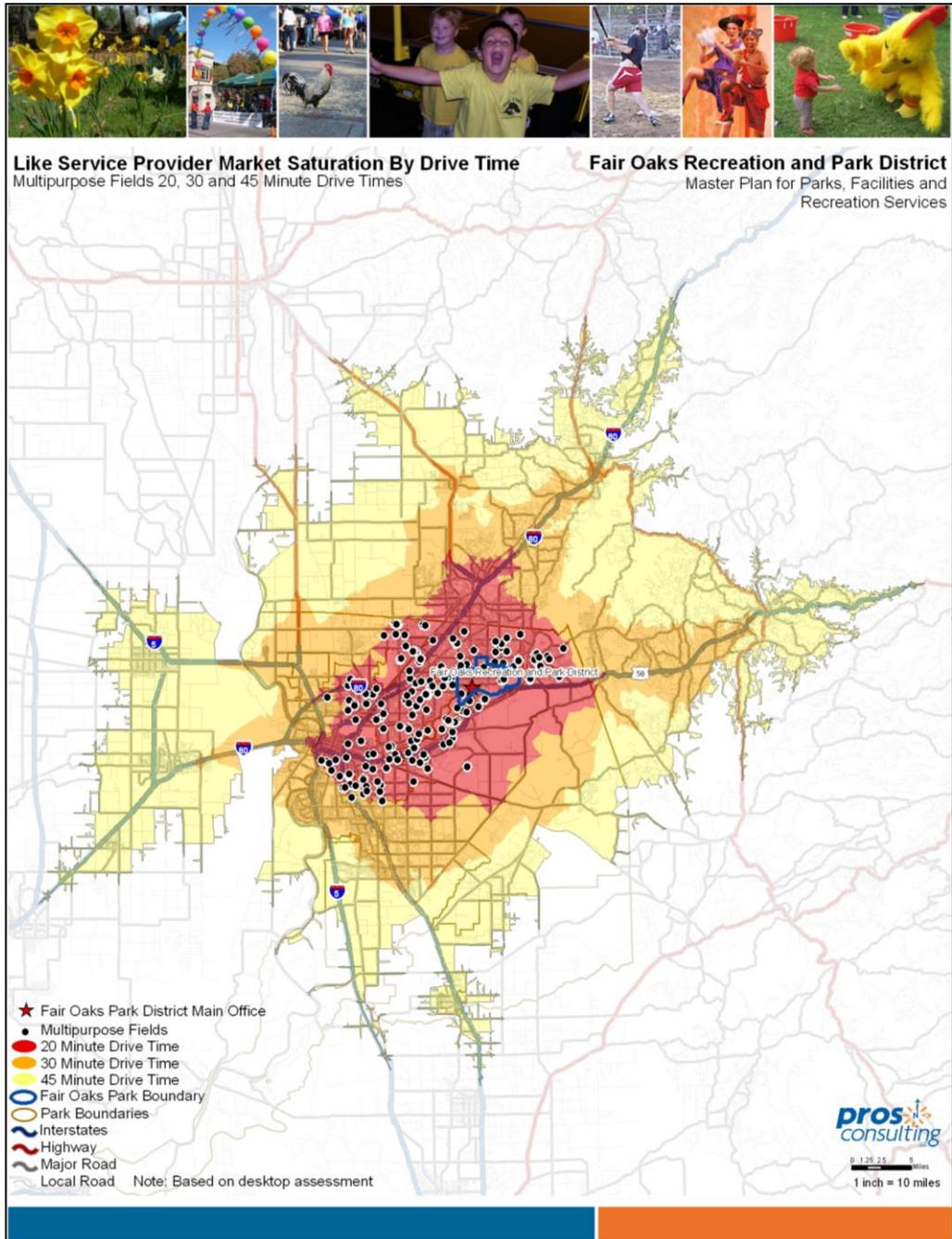


Figure 47 - Multipurpose Fields

Figure 48 is a drive-time map that was created for Playgrounds. As can be seen from the Playgrounds map, there is the presence of the high number of Playgrounds (399) within a 20 minute drive-time of the Fair Oaks’ service area. This might indicate a limited need for additional Playgrounds for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Playgrounds in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

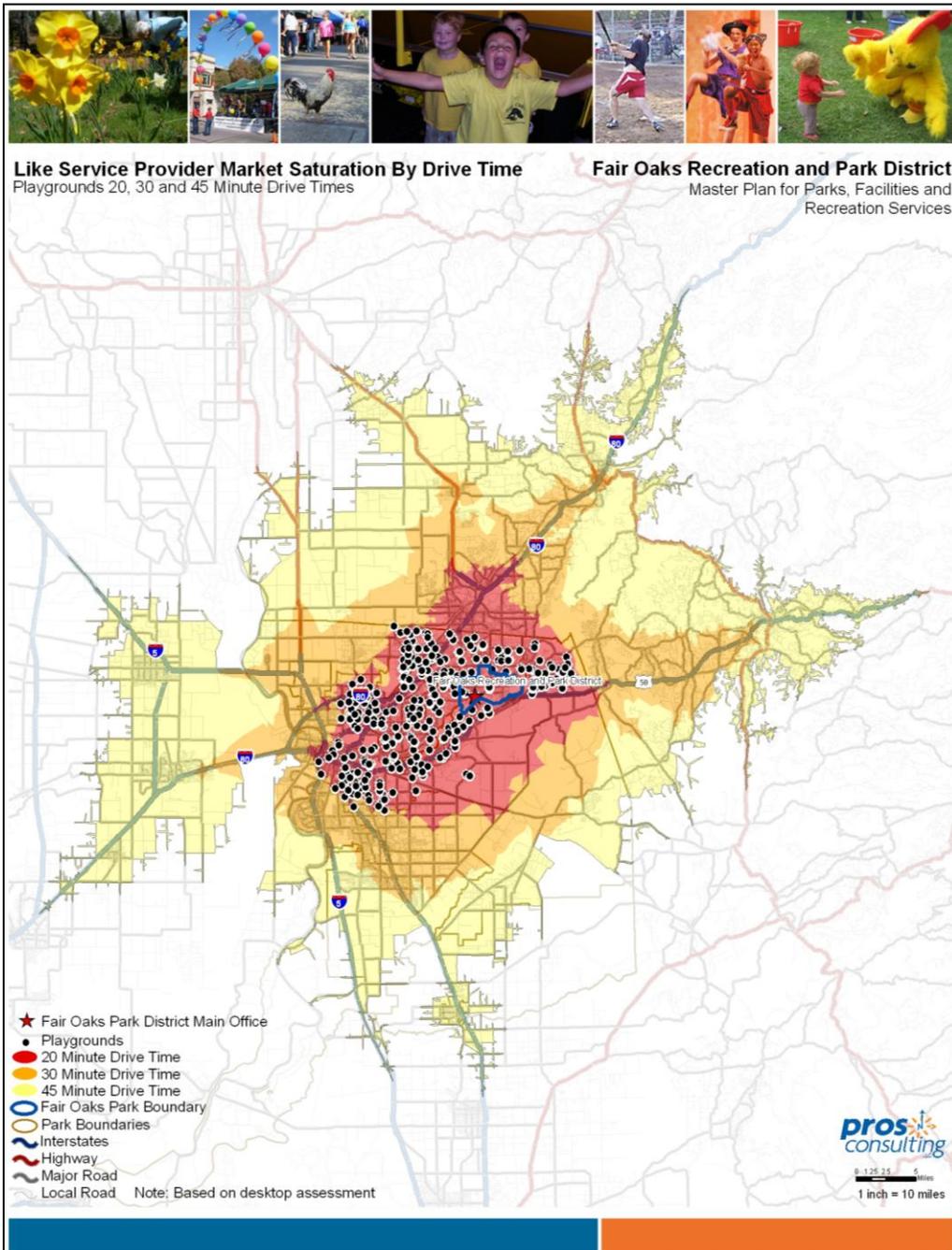


Figure 48 - Playgrounds

Figure 49 is a drive-time map that was created for Tennis Courts. As can be seen from the Tennis Courts map, there is the presence of the high number of Tennis Courts (452) within a 20 minute drive-time of the Fair Oaks’ service area. This might indicate a limited need for additional Tennis Courts for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Tennis Courts in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

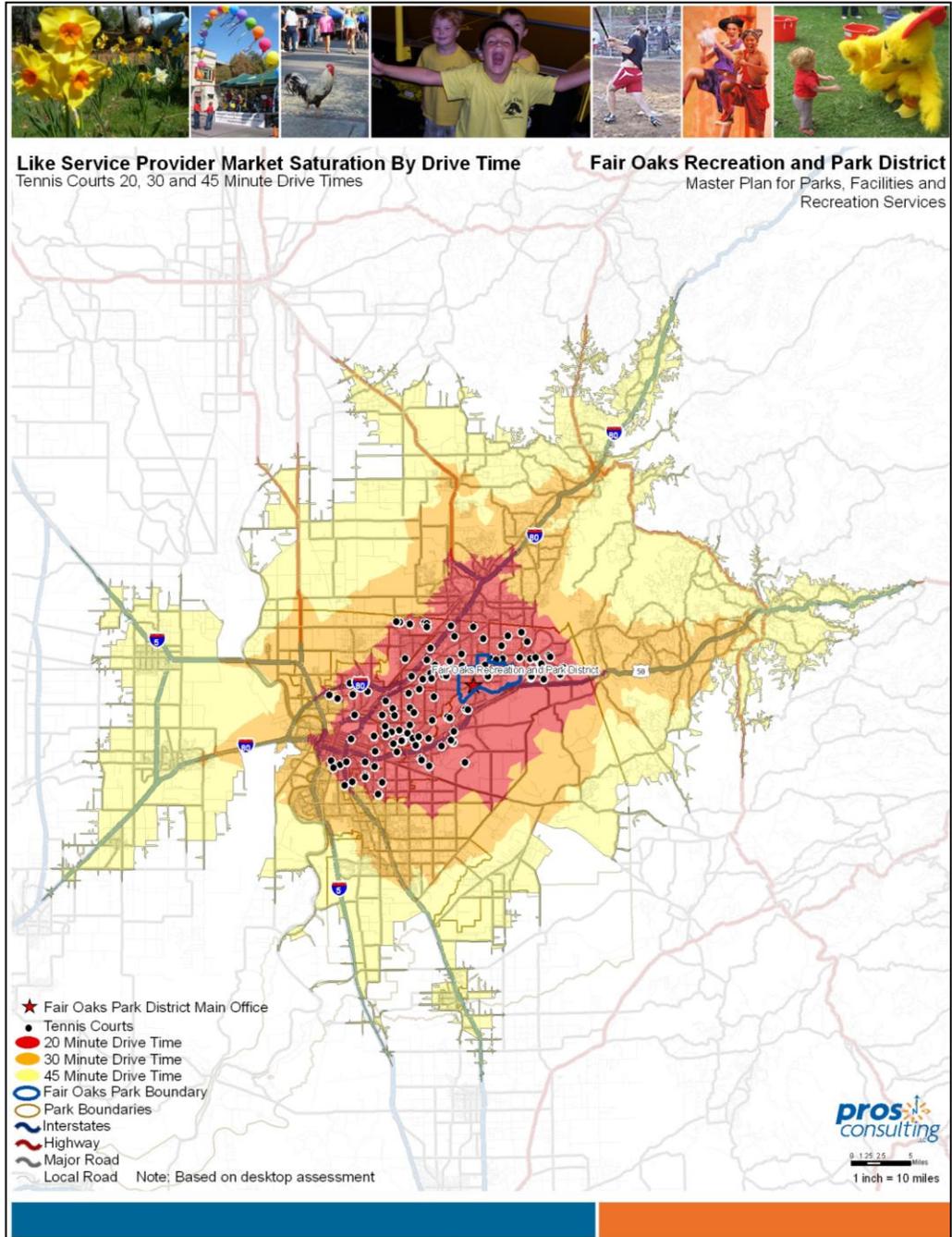


Figure 49 – Tennis Courts

3.3.4 PARTNERSHIP REQUEST FORM

3.3.4.1 BACKGROUND

In an effort to coordinate Partnerships with private and not-for-profit partners to enhance parks and recreational services and facilities in the District, staff desires a detailed procedures / process to guide their efforts. The specific objectives of the Partnership Policy and Procedures are as follows:

- To establish and guide relationships with existing and potential partners who share the District's commitment to provide the highest quality parks and recreation environment throughout District
- To generate revenue to fund existing and additional facilities, projects, programs and events provided to residents in order to maintain valuable and important parks and recreation services and facilities within specific boundaries and with built-in safeguards against misuse of this revenue opportunity tool
- To minimize the competition between facilities and programs within the District based on the existing partners and maximizing the cumulative revenue from these partners

This procedure process is intended to guide the staff in partnership management and development. All collective partnerships must meet District legal considerations and policies and reinforce the District's mission, values and priorities.

3.3.4.2 DEFINITIONS

The following definitions, guidelines and principles are established to maintain flexibility in developing mutually beneficial relationships with our partners.

Partnership: A partnership is an organized and agreed-to relationship between District with another public agency, not-for-profit, or business where complementary resources are combined to establish a mutual direction or complete a mutually beneficial project, program, facility or event. The level of investment by each partner is on an equity level and is agreed on in advance to develop a project, program, facility or event. All partners must receive a return on their investment in the partnership.

3.3.4.3 PROCEDURES

All proposals for partnerships must be submitted in writing on the Partnership Proposal form attached. The Administrator or his/her designee will review the proposal, seek advice from the District Board and make a decision on the proposal. This agreement will include the contract partnership relationship; the term and renewal opportunities; description of programs, the project, and activities to be provided; description of fees, commissions, and/or in-kind services provided to the District; the marketing rights and benefits provided to the partner; termination provisions, and performance measures expected on behalf of the partner and District.

3.3.4.4 CRITERIA

The Partnership Team within the District may use, but is not limited to, the following criteria when evaluating a partnership proposal; in all cases, the Administrator will have the prerogative to accept or reject the proposal:

- The compatibility of the partner's products, customers and promotional goals with District's Mission
- The partner's past record of involvement in the Fair Oaks community on projects
- The desirability of association – the image of the partner is in good standing in the community and would not damage the image of District
- The timeliness or readiness of the partner to enter into an agreement
- The actual value in cash, or in-kind goods or services, of the proposal in relation to the benefit to the District
- Community support for, or opposition to, the proposal
- The operating and maintenance costs associated with the proposal on behalf of District
- The partnership's record of responsible environmental stewardship
- That the partners users base is made up is at least 75% of them being Fair Oaks' residents

3.3.4.5 RESPONSIBILITIES

- All partnership activities once approved will be coordinated by the Fair Oak Recreation and Park staff involved in the agreement
- The District staff will be responsible for implementing the partnership program under the terms of the agreement and will provide guidance to the partner regarding the interpretation and application of this policy
- Provide assistance and advice to District staff and the partner's staff
- Review and assist in the development of the partnership agreement as requested
- Track and report the results and outcomes of the partnership agreement as outlined

Contract Responsibilities

- Each partner involved will designate a person to be responsible for their portion of following the terms of the agreement
- The agreement will outline appropriate terms and timelines to be implemented by each party

3.3.4.6 PARTNERSHIP OUTLINE FORMAT (SEE FORM 1)

- Description of Proposing Partner
- Name of the Organization

- Years in Existence
- Contact Name, Mailing Address, Physical Address, Phone, Fax, Email
- Purpose of the Organization or Business
- Services Provided
- Member/Users/ Customer Profiles
- Accomplishments
- Legal Status
- Decision Making Authority
- Who is authorized to negotiate on behalf of the partner? Who or what group?
- Summary of Proposal (100 words or less)
- What is being proposed in terms of capital development, and program needs?
- Why is the partnering group interested in partnering with District? Please individually list and discuss the benefits (monetary and non-monetary) for your organization and District.



Partnership Request Form

Completed by the Partner Interested in Working with the District

Form 1

Name: _____ Title: _____ Phone: _____

Email: _____ Work Location: _____

Years in Existence: _____ Purpose of the Organization or Business: _____

Customer Profile: _____

Legal Status: _____

Person Authorized to Negotiate on Behalf of the Organization: _____

Name of Project, Program or Event: _____

Brief Description of Project:

Date of Project, Beginning: _____ End: _____

Target Market of Participants and how many come from Fair Oaks: _____

Number of Spectators/Users/Participants Anticipated: _____

Describe Community Need Being Addressed (100 words or less): _____

What is Being Proposed in Terms of Capital Development or Program Needs? _____

3.3.4.7 ADDITIONAL DETAILS THAT NEED TO BE SUBMITTED

These are the additional details that need to be submitted by the partner who desires to be involved in development of a park, facility, program, or event:

- Please identify the details that can help outline the benefits of a possible partnership. Try to answer as many as possible questions District may have and your vision and initial plans for your concept, operations, projected costs and revenues, staffing, and or any scheduling or maintenance needs, etc.
 - How does the partnership meet the needs of the community?
 - Outline the financial aspects of your investment and the expectations of Fair Oaks Recreation District investment
 - Outline the logistics of the partnership
 - What types of insurance will be needed and who will be responsible for acquiring and paying the premiums on the policies needed for the partnership?
 - What is your experience or your business experience in providing this type of partnership as it applies to a program, event or facility?
 - How, by whom, and at what intervals should the project be evaluated?
 - How can you assure District of long-term stability of your organization or business?
 - What type or length of agreement are you looking for in this partnership?
 - What should be done if the project does not meet the conditions of the original agreements?