



CITY OF
OAKLAND

CITYWIDE PARKS CONDITION ASSESSMENT

EXECUTIVE SUMMARY



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1. Setting the Stage



Oakland's parks are among the City's most valuable public assets. They provide places for recreation, exercise, community gathering, cultural events, and environmental stewardship while contributing to public health, climate resilience, neighborhood identity, and economic vitality. As shared public spaces, parks also play an important role in expanding equitable access to recreation and community resources. Preserving these spaces is essential to maintaining the quality of life enjoyed by Oakland residents.

Like many mature urban park systems, Oakland's parks have evolved over decades through planned improvements, grant-funded projects, community partnerships, and ongoing maintenance. While this history has created a diverse and well-used park system, it has also resulted in facilities with varying ages, conditions, maintenance needs, and investment histories. Deferred maintenance, aging infrastructure, and limited resources have increased the complexity of maintaining the system and reinforced the need for a more strategic, equitable, and data-informed approach to long-term stewardship.

To better understand these challenges, the City of Oakland undertook a comprehensive assessment of its park system. The assessment established a consistent inventory of park assets, evaluated their physical condition, examined maintenance operations, estimated long-term lifecycle replacement needs, and assessed the implementation of Measure Q as a tool for advancing equitable park maintenance. Together, these efforts provide the City with a reliable technical foundation for managing its parks and planning future investments.

The assessment is intended to inform—not determine—future maintenance and capital investment decisions. The inventory, condition assessments, operational analysis, and lifecycle planning provide objective information regarding the City's physical assets and organizational capacity. Future decisions should integrate these technical findings with the City's adopted equity framework, the equitable investment principles established by the Department of Race and Equity, community priorities, operational considerations, funding availability, and other City policies.

Collectively, this project establishes Oakland's first integrated park asset management framework. By combining reliable asset information, standardized condition assessments, maintenance operations analysis, lifecycle planning, and equitable maintenance evaluation, the City now has a comprehensive understanding of its park system and a repeatable process for monitoring change over time. More importantly, it provides a foundation for transparent, informed, and equitable stewardship of one of Oakland's most important public resources.



Lakeside Park



2. Project Overview

BUILDING A FOUNDATION FOR STRATEGIC PARK MANAGEMENT

The City of Oakland initiated this assessment to establish a comprehensive understanding of its park system and create a consistent framework for managing one of the City's most important public assets. Rather than focusing on individual parks or isolated maintenance issues, the project evaluated the park system as a whole—examining physical assets, maintenance operations, long-term infrastructure needs, and the implementation of Measure Q to support equitable park maintenance.

The assessment provides objective technical information to support future planning, maintenance, and investment decisions. Through standardized inventory methods, condition assessments, operational analyses, and lifecycle planning, the City now has a reliable baseline for understanding existing conditions, monitoring change over time, and planning for future needs. These technical findings are intended to inform decision-making and should be considered alongside the City's adopted equity goals, the equitable investment principles established by the Department of Race and Equity, community priorities, operational considerations, funding availability, and other City policies.

FOUR COMPLEMENTARY TECHNICAL STUDIES

The project consists of four integrated studies that together establish a comprehensive asset management framework:

A. Park Asset Inventory and Condition Assessment

Established a comprehensive inventory of park assets and evaluated their physical condition using a standardized, repeatable methodology. The inventory provides an objective baseline for understanding the location, quantity, condition, and functionality of park infrastructure while supporting future asset management and lifecycle planning.

B. Parks Maintenance Operations Assessment

Evaluated the City's maintenance organization, staffing, operational practices, and service delivery to assess the City's capacity to maintain its park system and identify opportunities to improve efficiency, planning, and long-term stewardship.

C. Park Lifecycle Replacement and Investment Plan

Estimated long-term rehabilitation and replacement needs using observed asset conditions, anticipated service lives, and planning-level replacement costs. The analysis estimates approximately **\$395 million** in long-term capital replacement needs and provides a financial planning tool to support future Capital Improvement Program development.

D. Measure Q Equitable Park Maintenance Impact Assessment and Roadmap

Evaluated the implementation of Measure Q and identified opportunities to strengthen governance, accountability, performance measurement, and equitable park maintenance. The assessment focuses on improving maintenance outcomes and the quality of residents' park experiences rather than simply measuring expenditures or completed work activities.



AN INTEGRATED ASSET MANAGEMENT FRAMEWORK

Each study addresses a different aspect of park system management, but together they provide a comprehensive understanding of Oakland's parks. The inventory documents what assets exist, the condition assessment evaluates their physical condition, the operations assessment examines the City's capacity to maintain them, the lifecycle plan estimates long-term investment needs, and the Measure Q assessment provides a framework for advancing equitable park maintenance.

Collectively, these studies establish Oakland's first integrated park asset management framework. By combining objective technical information with the City's equity framework, community priorities, operational needs, and funding strategies, the assessment supports transparent, informed, and equitable decision-making while providing a foundation for the long-term stewardship of Oakland's park system.



Lake Merritt



3. Assessment Methodology

A COMPREHENSIVE AND INTEGRATED ASSESSMENT

The Oakland Parks System Assessment was developed to establish a consistent, objective understanding of the City's park assets, maintenance operations, long-term infrastructure needs, and equitable park maintenance. Rather than evaluating these topics independently, the project integrated four complementary studies into a single asset management framework that supports long-term planning and decision-making.

A standardized methodology was applied throughout the assessment to ensure that data collection, field evaluations, and recommendations were objective, repeatable, and suitable for future updates. Collectively, the studies provide a reliable technical foundation for maintenance planning, lifecycle forecasting, operational improvements, and long-range capital planning. Future maintenance and capital investment decisions should also incorporate the City's adopted equity goals, the equitable investment principles established by the Department of Race and Equity, community priorities, operational considerations, funding availability, and other City policies.

INVENTORY AND FIELD ASSESSMENT

The project began with a review of existing park inventory data, GIS information, planning documents, maintenance records, and other available City resources. This information was verified through comprehensive field inspections conducted throughout Oakland's park system.

During site visits, trained evaluators documented park amenities, verified asset information, assessed physical condition and functionality, and identified visible maintenance deficiencies, deferred maintenance, accessibility observations, and other conditions affecting park performance. The resulting inventory provides the City with its first consistent, citywide database of park assets and establishes a reliable baseline for future updates.

CONDITION ASSESSMENT

Park amenities were evaluated using a standardized visual assessment methodology that considered physical condition, functionality, maintenance needs, safety, and apparent remaining service life. To improve consistency, assessments were completed using calibrated evaluation procedures and standardized rating criteria.

The resulting condition ratings provide an objective, planning-level assessment of park assets that supports asset management, lifecycle planning, and long-term financial forecasting. The ratings establish a technical baseline for monitoring changes over time but are not intended to serve as a comprehensive methodology for prioritizing maintenance or capital improvements. Future investment decisions should integrate technical findings with equity considerations, community priorities, operational needs, funding availability, and other City-established decision-making criteria.

PLANNING-LEVEL ASSESSMENT

The assessment was intentionally developed as a planning tool rather than a detailed engineering or architectural evaluation. Ratings were based on observable field conditions and did not include destructive testing, detailed building evaluations, irrigation performance testing, or formal ADA compliance audits. While these evaluations may be appropriate for future projects, the methodology provides a practical and consistent framework for assessing more than one hundred parks across the city.



OPERATIONS, LIFECYCLE, AND EQUITY EVALUATION

Beyond the physical inventory, the assessment examined the City's maintenance operations, long-term infrastructure needs, and implementation of Measure Q.

The Maintenance Operations Assessment evaluated organizational structure, staffing, maintenance practices, and service delivery to better understand the City's capacity to maintain its park system. The Lifecycle Replacement and Investment Plan combined condition ratings with anticipated service lives and planning-level replacement costs to estimate future rehabilitation and replacement needs, organizing assets into short-, mid-, and long-term planning horizons to support financial planning. These planning horizons are intended to forecast infrastructure needs and do not establish implementation priorities.

The Measure Q Equitable Park Maintenance Impact Assessment evaluated governance, funding, maintenance reporting, and performance measures to identify opportunities to strengthen equitable maintenance outcomes. Together, these studies complement the technical assessment by recognizing that effective park stewardship depends on both sound asset management and equitable service delivery.

A FRAMEWORK FOR CONTINUOUS IMPROVEMENT

Perhaps the greatest value of the methodology is that it establishes a repeatable asset management framework rather than a one-time assessment. Because park assets have been inventoried and evaluated using standardized procedures, future reassessments can measure changes in condition, evaluate the effectiveness of maintenance and capital investments, update lifecycle projections, and support continuous improvement.

The methodology provides the City with a durable technical foundation for managing its park system while supporting transparent, informed, and equitable decision-making for years to come.



Burchalter Park



4. Oakland's Park System

A DIVERSE AND ESSENTIAL PUBLIC ASSET

Oakland's park system is one of the City's most valuable public resources, providing recreation, environmental benefits, community gathering spaces, and cultural destinations that serve residents throughout the city. Parks contribute to public health, climate resilience, neighborhood identity, and economic vitality while supporting a wide range of recreational opportunities for people of all ages.

The system includes neighborhood and community parks, athletic facilities, recreation centers, plazas, waterfront parks, trails, community gardens, and natural open spaces. This diversity is one of Oakland's greatest strengths, but it also creates a complex network of infrastructure with varying maintenance requirements, service lives, and operational needs.

The assessment recognizes that Oakland's parks function as an interconnected system rather than a collection of individual facilities. Effective stewardship requires reliable asset information, consistent maintenance practices, long-term planning, and strategic investment.

A MATURE AND EVOLVING PARK SYSTEM

Many of Oakland's parks have developed over decades through capital improvements, grants, partnerships, and community investment. As a result, individual parks often contain amenities constructed during different periods using different design standards and materials.

This evolution has created facilities with varying ages, conditions, and remaining service lives. While many assets continue to perform well with routine maintenance, others are approaching or have exceeded their expected lifespan, contributing to growing maintenance demands and long-term rehabilitation needs. These findings reinforce the importance of proactive asset management and lifecycle planning.

MAJOR OPPORTUNITIES AND CHALLENGES

THE ASSESSMENT IDENTIFIED SEVERAL KEY STRENGTHS WITHIN OAKLAND'S PARK SYSTEM, INCLUDING:



A diverse and extensive network of parks and recreation facilities.



Strong community value and public support for parks.



Dedicated maintenance staff committed to serving Oakland's neighborhoods.



Dedicated maintenance funding through Measure Q, complemented by future capital investment opportunities through grants, partnerships, and the City's Capital Improvement Program.



THE ASSESSMENT ALSO IDENTIFIED SEVERAL LONG-TERM CHALLENGES:



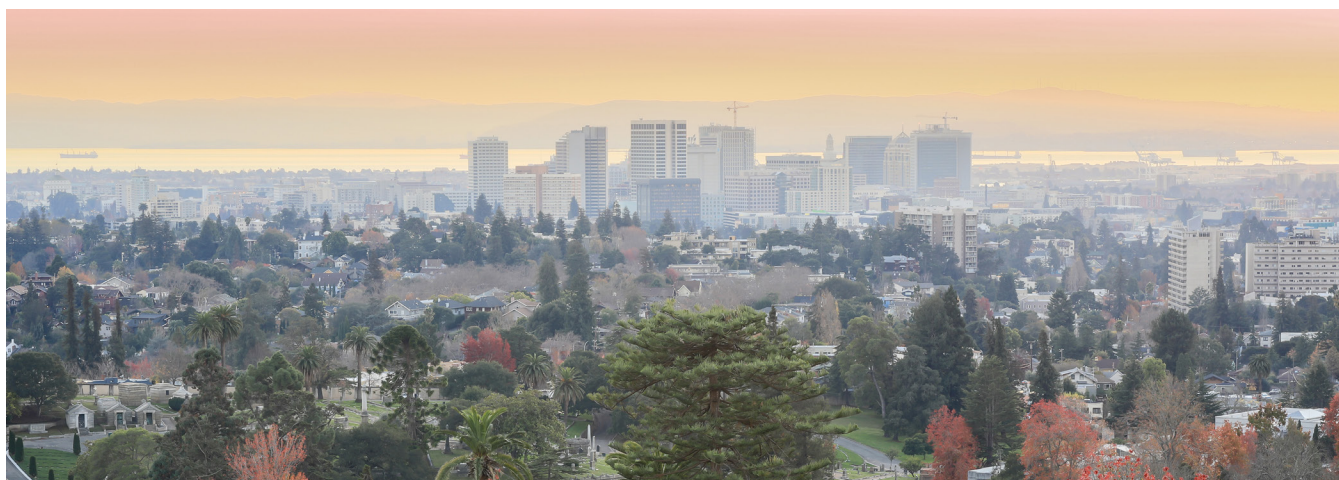
-  Aging infrastructure and deferred maintenance.
-  Increasing maintenance demands associated with a diverse park system.
-  Limited staffing and operational resources.
-  Significant long-term capital replacement needs.
-  Opportunities to improve asset management, performance measurement, and long-range planning.

These challenges are common among mature park systems, but Oakland now has the information needed to address them through a more proactive and coordinated approach.

ESTABLISHING A BASELINE FOR THE FUTURE

Perhaps the most significant outcome of the assessment is the establishment of Oakland's first comprehensive, citywide asset management baseline. By integrating the park inventory, condition assessments, maintenance operations evaluation, lifecycle planning, and Measure Q assessment, the City now has a consistent understanding of its park system and the factors influencing its long-term sustainability.

This technical foundation enables the City to monitor asset conditions, evaluate maintenance and capital investments, anticipate future infrastructure needs, and support transparent decision-making. When considered alongside the City's adopted equity framework, community priorities, operational needs, and available funding, the assessment provides a practical framework for the long-term stewardship of Oakland's parks.





5. Key Findings

A PARK SYSTEM AT A CRITICAL JUNCTURE

The assessment confirms that Oakland has an extensive, diverse, and highly valued park system that provides essential recreational, environmental, and community benefits. At the same time, aging infrastructure, deferred maintenance, increasing operational demands, and limited resources have created significant long-term challenges.

Together, the Park Asset Inventory and Condition Assessment, Maintenance Operations Assessment, Lifecycle Replacement and Investment Plan, and Measure Q Equitable Park Maintenance Impact Assessment provide a comprehensive understanding of the City's park system. These studies establish an objective technical foundation for future planning while recognizing that maintenance and capital investment decisions should also reflect the City's adopted equity framework, community priorities, operational needs, funding availability, and other policy objectives.

The assessment identifies five key findings that will shape the future stewardship of Oakland's parks.

Finding 1

OAKLAND HAS A DIVERSE AND VALUABLE PARK SYSTEM

Oakland maintains one of the region's most diverse municipal park systems, including neighborhood parks, community parks, athletic facilities, recreation centers, trails, plazas, waterfront parks, and natural open spaces. This diversity enriches the community but also creates varying maintenance requirements, service lives, and operational demands. Managing this system effectively requires reliable asset information, consistent maintenance practices, and long-term planning.

Finding 2

AGING INFRASTRUCTURE AND DEFERRED MAINTENANCE ARE WIDESPREAD

Many park assets continue to function effectively but are approaching or have exceeded their anticipated service lives. The assessment documented aging playgrounds, athletic facilities, restrooms, irrigation systems, pavement, site furnishings, and other infrastructure that will require rehabilitation or replacement over time.

These findings establish a planning-level understanding of existing conditions and should be considered alongside equity, community priorities, operational needs, and available funding when planning future maintenance and capital improvements.

Finding 3

MAINTENANCE CAPACITY IS UNDER INCREASING PRESSURE

The assessment found that Oakland's maintenance staff are highly dedicated and continue to maintain a large and diverse park system despite increasing operational demands and constrained resources. However, aging infrastructure, expanding maintenance responsibilities, and limited staffing make it difficult to transition from reactive maintenance to a more proactive asset management approach.

Strengthening organizational capacity, preventive maintenance, and operational efficiency will be essential to sustaining park conditions over the long term.



Montclair Park

Finding 4

LONG-TERM CAPITAL INVESTMENT NEEDS ARE SIGNIFICANT

Using observed asset conditions, anticipated service lives, and planning-level replacement costs, the Lifecycle Replacement and Investment Plan estimates approximately \$395 million in long-term rehabilitation and replacement needs across the park system.

These estimates support long-range financial planning and Capital Improvement Program development but are not intended to establish project priorities. Future capital investments should integrate technical information with the City's equity framework, community priorities, operational needs, funding availability, and other decision-making criteria.

Finding 5

EQUITABLE PARK MAINTENANCE REQUIRES BOTH DATA AND ACCOUNTABILITY

The Measure Q assessment concludes that equitable park maintenance depends on more than dedicated funding. Transparent governance, meaningful performance measures, organizational accountability, and consistent maintenance standards are equally important to delivering high-quality park experiences throughout Oakland.

When combined with the technical findings of the inventory, operations assessment, and lifecycle planning, the Measure Q recommendations provide a framework for advancing equitable, transparent, and effective park stewardship.

MOVING FORWARD

The assessment establishes Oakland's first integrated park asset management framework, providing the City with reliable information to guide maintenance planning, lifecycle forecasting, and long-range investment. While no single study is intended to determine maintenance or capital priorities, together they provide a strong technical foundation that can be integrated with the City's equity goals, community priorities, operational considerations, and funding strategies to support informed and transparent decision-making.



6. Park Asset Inventory and Condition Assessment

UNDERSTANDING OAKLAND'S PARK ASSETS

Effective park management begins with a clear understanding of what assets exist, where they are located, and their current condition. The Park Asset Inventory and Condition Assessment established Oakland's first comprehensive, citywide inventory of park assets through systematic field verification and standardized condition assessments.

The inventory documents the location, quantity, condition, and functionality of park amenities, providing the City with a reliable baseline for asset management, maintenance planning, lifecycle forecasting, and future investment decisions. Rather than establishing maintenance or capital priorities, the inventory provides objective technical information that can be integrated with the City's adopted equity framework, community priorities, operational needs, funding availability, and other decision-making considerations.

WHAT THE ASSESSMENT REVEALED

The assessment confirmed that Oakland's park system includes a diverse range of recreational amenities and supporting infrastructure, including playgrounds, athletic facilities, trails, restrooms, recreation buildings, parking areas, lighting, irrigation systems, landscaping, and site furnishings.

While many assets remain functional and continue to serve the public well, the assessment also identified significant variation in age, condition, and remaining service life throughout the system. Many facilities exhibit the effects of aging infrastructure and deferred maintenance, indicating that rehabilitation or replacement will be needed over time to maintain safe, functional, and welcoming parks.

CONDITION RATINGS AS A PLANNING TOOL

Each park asset was evaluated using a standardized condition rating methodology that considered physical condition, functionality, maintenance needs, safety, and apparent remaining service life. These ratings provide a consistent, objective measure of asset condition that supports maintenance planning, lifecycle forecasting, budgeting, and future reassessments.

The condition ratings are intended to support asset management and long-term planning. They are not intended to serve as a comprehensive methodology for prioritizing maintenance or capital investment. Future decisions should also consider equity, community priorities, operational needs, funding availability, and other City-established policy objectives.

SUPPORTING LONG-TERM STEWARDSHIP

One of the assessment's most important findings is the extent to which deferred maintenance has accumulated across Oakland's park system. This condition reflects the challenges of maintaining a mature and complex system with finite resources rather than a lack of ongoing stewardship. The continued functionality of many park assets is a testament to the dedication of City maintenance staff, who have extended the useful life of facilities through routine maintenance and repair.

More importantly, the inventory establishes a living asset management system that can be updated as parks evolve and new information becomes available. Periodic reassessments will allow the City to monitor changing conditions, evaluate the effectiveness of maintenance and capital investments, refine lifecycle projections, and support informed decision-making for years to come.



7. Parks Maintenance Operations Assessment

EVALUATING MAINTENANCE CAPACITY

Well-maintained parks depend not only on quality infrastructure but also on the organizational capacity to care for those assets over time. The Parks Maintenance Operations Assessment evaluated the City's maintenance program, including organizational structure, staffing, maintenance practices, work planning, resource allocation, and service delivery to better understand the City's ability to maintain its park system.

The assessment recognizes that Oakland's maintenance staff are responsible for caring for a large, diverse, and aging park system while balancing increasing service demands and finite resources. The evaluation focused on identifying opportunities to improve operational efficiency, support preventive maintenance, and strengthen long-term stewardship.

Key Findings

The assessment found that City staff have demonstrated a strong commitment to maintaining Oakland's parks despite significant operational challenges. Routine maintenance and repair efforts have extended the useful life of many park assets and helped sustain park operations under increasingly constrained conditions.

At the same time, the assessment identified several factors that limit long-term effectiveness, including aging infrastructure, deferred maintenance, increasing workloads, staffing and resource constraints, inconsistent asset information, and limited use of preventive maintenance practices. These challenges often require staff to prioritize reactive repairs over planned maintenance, making it difficult to address maintenance needs proactively.

The assessment also identified opportunities to strengthen work planning, improve asset management, enhance performance tracking, and better align staffing and resources with maintenance priorities.

SUPPORTING LONG-TERM STEWARDSHIP

Effective maintenance is essential to preserving public investments and extending the service life of park assets. While future capital improvements will address aging infrastructure, long-term success also depends on maintaining existing facilities through consistent preventive maintenance, reliable asset information, and efficient operations.

The Maintenance Operations Assessment provides a framework for improving organizational effectiveness and supporting more proactive park management. When integrated with the Park Asset Inventory, Lifecycle Replacement and Investment Plan, and Measure Q Equitable Park Maintenance Impact Assessment, the recommendations help establish a comprehensive approach to maintaining Oakland's parks.

Consistent with the overall assessment, operational improvements should be implemented in coordination with the City's adopted equity framework, community priorities, available resources, and organizational goals to support equitable, transparent, and sustainable park stewardship.



8. Park Lifecycle Replacement and Investment Plan

PLANNING FOR LONG-TERM INVESTMENT

Maintaining Oakland's park system requires planning beyond day-to-day maintenance. As park infrastructure ages, facilities must eventually be rehabilitated or replaced to remain safe, functional, and accessible. The Park Lifecycle Replacement and Investment Plan provides a long-range financial planning framework by estimating when major park assets will likely require replacement and the investment needed to sustain the park system over time.

The plan combines the results of the Park Asset Inventory and Condition Assessment with anticipated asset service lives and planning-level replacement costs to estimate future rehabilitation and replacement needs. These estimates support long-term capital planning and budgeting while providing a consistent approach for forecasting future infrastructure needs.

Key Findings

The assessment estimates approximately \$395 million in long-term rehabilitation and replacement needs across Oakland's park system. These needs reflect the cumulative effects of aging infrastructure, deferred maintenance, and the diverse range of facilities maintained throughout the City's parks.

Replacement needs vary considerably across asset types and park locations. While some facilities will require investment in the near term, many assets can continue to serve the public effectively with ongoing maintenance before replacement becomes necessary. Organizing replacement needs into short-, mid-, and long-term planning horizons allows the City to better anticipate future funding requirements and coordinate capital improvements over time.

A PLANNING TOOL—NOT A PRIORITIZATION FRAMEWORK

The Lifecycle Replacement and Investment Plan is intended to support financial planning rather than establish project priorities. Cost estimates are based on observed asset conditions, anticipated service lives, and planning-level replacement costs and provide an order-of-magnitude understanding of future investment needs.

Future capital investment decisions should integrate this technical information with the City's adopted equity framework, the equitable investment principles established by the Department of Race and Equity, community priorities, operational considerations, funding availability, grant opportunities, and other City priorities. In this way, the lifecycle plan serves as one component of a broader, transparent decision-making process.

SUPPORTING SUSTAINABLE STEWARDSHIP

One of the assessment's most important contributions is shifting investment planning from a reactive approach to a more proactive strategy. By anticipating future replacement needs, the City can better coordinate maintenance, rehabilitation, and capital improvements, reduce unexpected infrastructure failures, and make more informed funding decisions.

When integrated with the Park Asset Inventory, Maintenance Operations Assessment, and Measure Q Equitable Park Maintenance Impact Assessment, the Lifecycle Replacement and Investment Plan provides a practical framework for preserving Oakland's park assets and supporting their long-term sustainability.



9. Measure Q Equitable Park Maintenance Impact Assessment

ADVANCING EQUITABLE PARK MAINTENANCE

Measure Q provides dedicated funding to support the maintenance of Oakland's parks and recreational facilities, creating an opportunity to improve park conditions and enhance the quality of residents' experiences. The Measure Q Equitable Park Maintenance Impact Assessment evaluated how maintenance resources are planned, managed, and measured, with the goal of strengthening transparency, accountability, and equitable service delivery.

The assessment recognizes that equitable park maintenance extends beyond funding levels. Achieving equitable outcomes also depends on consistent maintenance standards, reliable data, clear performance measures, effective organizational practices, and meaningful community engagement.

Key Findings

The assessment found that Measure Q has strengthened the City's ability to invest in park maintenance and has created opportunities to improve long-term stewardship. At the same time, it identified opportunities to enhance governance, clarify roles and responsibilities, strengthen performance measurement, improve maintenance reporting, and better align decision-making with the City's adopted equity framework.

The assessment also found that evaluating equitable maintenance requires consideration of multiple factors, including park conditions, maintenance outcomes, community experience, historic investment patterns, operational capacity, and neighborhood needs. No single metric or condition score is sufficient to evaluate equitable maintenance or determine future investment decisions.

STRENGTHENING ACCOUNTABILITY AND DECISION-MAKING

The assessment recommends establishing clear performance measures that evaluate maintenance outcomes rather than simply tracking expenditures or completed work activities. Reliable asset information, standardized condition assessments, and consistent reporting provide the City with better tools for evaluating progress and communicating results to decision-makers and the public.

The Park Asset Inventory and Condition Assessment, Maintenance Operations Assessment, and Lifecycle Replacement and Investment Plan each contribute objective technical information that supports this process. Together, these studies improve transparency and help inform future maintenance planning, while recognizing that decisions should also reflect equity goals, community priorities, operational considerations, available funding, and other City policies.

A ROADMAP FOR CONTINUOUS IMPROVEMENT

The Measure Q Equitable Park Maintenance Impact Assessment provides a framework for strengthening equitable maintenance over time through improved governance, performance management, organizational accountability, and data-informed decision-making.

When combined with the other components of the Oakland Parks System Assessment, the Measure Q roadmap supports a more transparent, equitable, and sustainable approach to park stewardship. It establishes a process for continuously evaluating maintenance outcomes and adapting strategies as community needs, park conditions, and organizational priorities evolve.



10. Strategic Recommendations

FROM ASSESSMENT TO ACTION

The Oakland Parks System Assessment provides the City with a comprehensive understanding of its park assets, maintenance operations, long-term infrastructure needs, and opportunities to strengthen equitable park stewardship. Building on these findings, the following strategic recommendations provide a framework for improving the management, maintenance, and long-term sustainability of the park system.

The recommendations are intended to guide future planning and decision-making rather than establish a prescribed sequence of projects. Implementation should remain flexible and responsive to the City's adopted equity framework, community priorities, operational needs, available funding, partnership opportunities, and evolving park conditions.

1. Implement an Ongoing Asset Management Program

Maintain and regularly update the park asset inventory and condition assessment to support maintenance planning, capital improvement programming, and lifecycle forecasting. Periodic reassessments will enable the City to monitor changing conditions, evaluate completed investments, and improve long-term decision-making.

2. Strengthen Preventive Maintenance

Continue shifting from reactive repairs toward a more proactive maintenance approach by improving work planning, preventive maintenance practices, asset tracking, and operational efficiency. Investing in routine maintenance can extend asset life, reduce long-term costs, and improve park conditions.

3. Plan for Long-Term Capital Investment

Use the Lifecycle Replacement and Investment Plan to anticipate future rehabilitation and replacement needs, coordinate capital improvements, and support long-range financial planning. The lifecycle plan should serve as a planning tool that is integrated with equity goals, community priorities, funding opportunities, and City policies when establishing future capital programs.

4. Advance Equitable Park Stewardship

Continue strengthening the implementation of Measure Q by improving governance, performance measurement, maintenance reporting, and organizational accountability. Evaluate maintenance success based on park conditions and community outcomes rather than expenditures or activity levels alone.

5. Support Continuous Improvement

Establish a regular process for updating asset information, reviewing maintenance performance, reassessing lifecycle needs, and refining operational practices. A commitment to continuous improvement will help the City respond to changing community needs while preserving the long-term value of its park system.



A LONG-TERM COMMITMENT

No single recommendation will address every challenge identified through the assessment. Rather, the greatest benefit will come from implementing these strategies as part of an integrated asset management program that combines objective technical information with equitable decision-making, community priorities, operational considerations, and sustainable funding.

Together, these recommendations provide a practical roadmap for protecting Oakland's park assets, improving maintenance performance, and supporting equitable stewardship for future generations.



Lincoln Square Park



11. Implementation Framework

TURNING STRATEGY INTO ACTION

The Oakland Parks System Assessment establishes a practical framework for improving the management and long-term stewardship of the City's park system. Successful implementation will require ongoing commitment, regular evaluation, and coordination across departments as park conditions, community needs, and available resources evolve.

Rather than serving as a one-time study, the assessment is intended to function as a living asset management program that supports continuous planning, maintenance, and investment. Regular updates to the park inventory, condition assessments, maintenance operations, and lifecycle projections will enable the City to make informed decisions based on current information and changing priorities.

IMPLEMENTATION PRIORITIES

Successful implementation should focus on several key actions:

- Maintain and periodically update the park asset inventory and condition assessments.
- Incorporate lifecycle replacement forecasts into long-range capital planning and budgeting.
- Strengthen preventive maintenance practices and improve operational efficiency.
- Continue advancing equitable park maintenance through transparent governance, performance measurement, and community engagement.
- Monitor progress and refine strategies as conditions, funding, and organizational priorities evolve.

MEASURING SUCCESS

Implementation should include regular performance monitoring to evaluate both park conditions and maintenance outcomes. Consistent reporting, reliable asset data, and periodic reassessments will help the City measure progress, identify emerging needs, and adapt management strategies over time.

The technical information developed through this assessment provides an objective foundation for monitoring system performance. Decisions regarding maintenance and capital investment should continue to integrate these technical findings with the City's adopted equity framework, the equitable investment principles established by the Department of Race and Equity, community priorities, operational needs, funding availability, and other City policies.

A LIVING ASSET MANAGEMENT PROGRAM

The greatest value of this assessment lies not only in the information collected today, but in the City's ability to build upon it over time. By maintaining current asset information, evaluating maintenance performance, planning proactively for infrastructure replacement, and continuously improving operations, Oakland can transition from reactive decision-making toward a more strategic, transparent, and equitable approach to park stewardship.

This implementation framework provides a foundation for sustaining Oakland's parks as safe, welcoming, and resilient community assets for generations to come.



12. Conclusion

A FOUNDATION FOR THE FUTURE

The Oakland Parks System Assessment represents an important milestone in the City's ongoing commitment to preserving and enhancing one of its most valuable public assets. By integrating the Park Asset Inventory and Condition Assessment, Maintenance Operations Assessment, Lifecycle Replacement and Investment Plan, and Measure Q Equitable Park Maintenance Impact Assessment, the City now has a comprehensive understanding of its park system and a consistent framework for managing it over time.

The assessment establishes an objective technical foundation for asset management, maintenance planning, lifecycle forecasting, and long-range capital planning. While these findings provide critical decision-support information, future maintenance and capital investment decisions should continue to integrate the City's adopted equity framework, the equitable investment principles established by the Department of Race and Equity, community priorities, operational needs, funding availability, and other City policies.

Perhaps the most significant outcome of this effort is the establishment of a repeatable asset management framework that can evolve with the City's needs. By maintaining current asset information, evaluating maintenance performance, planning proactively for infrastructure replacement, and continuously refining operations, Oakland will be better positioned to preserve the value of its parks and provide high-quality public spaces for future generations.

The long-term success of Oakland's park system will depend on sustained investment, effective maintenance, transparent decision-making, and an ongoing commitment to equitable stewardship. This assessment provides the City with the information, tools, and framework needed to support those efforts and guide the continued stewardship of Oakland's parks for years to come.

