

**APPROVED**  
OCT 09 2009

REPORT OF GENERAL MANAGER

NO. 09-261

DATE October 9, 2009

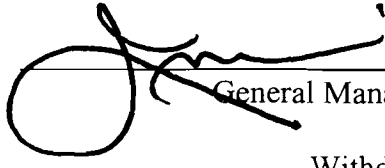
BOARD OF RECREATION  
and PARK COMMISSIONERS

C.D. ALL

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: BOARD POLICY ON PARTNERSHIPS

R. Adams	_____	J. Kolb	_____
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S. Huntley	_____	K. Regan	_____
V. Israel	_____	*M. Shull	<u><i>M. Shull</i></u>

  
\_\_\_\_\_  
General Manager

Approved *with amendments*

Disapproved \_\_\_\_\_

Withdrawn \_\_\_\_\_

RECOMMENDATION:

That the Board:

1. Approve the attached "Board Policy on Partnerships" which concerns entering into Partnerships with individuals, entities, or organizations for the benefit of the community; and,
2. Instruct staff to continue the evaluation process for the current list of partnerships and move forward with the recommendations of the partnership committee described in the body of this report.

SUMMARY:

The Department of Recreation and Parks has a long history of entering into agreements with outside entities in order to provide services, programs, or capital improvements at Department facilities for the benefit of the community. The services obtained from these agreements include tutoring, career exploration/job readiness programs, martial arts or gymnastic classes which may be offered by an individual; senior and intergenerational programs funded and operated by non-profit organizations; and various capital improvements which include artificial turf fields, universal access playgrounds, senior centers, and museums to name a few. Generally, the Department enters into these types of agreements because the Department is unable to provide the services or benefits or deems the services or benefits are in the best interest of the community. These types of agreements should be differentiated from our concessionaire type of agreements where private organizations use park land

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to make a profit. The Department usually receives a set amount on a monthly basis plus an additional percentage of the profit.

For the most part, the entities we engage with deliver the services or benefits that the community needs. However, in some cases, the entities are unable to deliver the service at an acceptable level or not at all. In most cases, this is due to a lack or loss of funding or poor planning. In general, the Department sees the benefits in engaging other entities and considers most as “partners” since they share the same vision and goal.

Recently, the Partnership Committee made up of Department staff with varied experience and backgrounds, including recreation, planning, operations, and management, was formed. The Committee considered, reviewed, and evaluated over 200 current “partners” with a focus on the services or benefits provided and the satisfaction of the constituents and staff. From this process, the Committee was able to synthesize and develop partnership criteria and standards. This further evolved into the Board Policy being considered in this report.

It should be noted that the following information was considered in the over-all process:

1. Service or Benefit provided - recreation, cultural, life skills, human services, maintenance
2. Scope - whether the services being provided are site-specific only or Department or City wide
3. Corporate Type - whether the partner is a for-profit corporation or non-profit
4. Number of participants served on annual basis
5. Population Served - children, youth/teens, adults, seniors, families, etc.
6. Partnership status - whether the agreement is current or expired
7. Survey - responsiveness to the survey distributed

The proposed Board Policy on Partnerships is included as Attachment A. The intent of the policy is to create a standard by which Department staff can evaluate the value or benefit of a proposed partnership. The policy is purposefully written as simply as possible. There may be certain exceptions. All known circumstances have been considered in the “Further Explanation” section of the policy.

The Committee considers the approval of the proposed policy as a major achievement in this process and understands that there are many more considerations as we move forward. As such, the committee is presenting a list of further actions that must be completed. These are included as Attachment B for the approval of the Board.

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FISCAL IMPACT STATEMENT:

Implementation of this policy has no foreseen impact on the General Fund.

This report was prepared by Cid Macaraeg, Sr. Management Analyst II, Real Estate and Asset Management, Planning and Development Division.

## ATTACHMENT A

### DEPARTMENT OF RECREATION AND PARKS

### PROPOSED BOARD POLICY ON PARTNERSHIPS

#### MISSION STATEMENT

##### OUR MISSION

Our mission is to enrich the lives of the residents of the City of Los Angeles by providing safe, welcoming parks and recreation facilities and affordable, diverse recreation and human services activities for people of all ages to play, learn, contemplate, build community and be good stewards of our environment.

##### OUR VISION

Our vision is to provide affordable recreational, physical and cultural opportunities for all of Los Angeles residents, with a focus on families, youth development and building healthy communities. The programs and services offered by the Department will provide excellent value and quality and emphasize the equitable distribution of resources throughout the City. We will offer these programs in safe, attractive and well-maintained facilities that will reflect the public's needs and interests.

##### OUR MOTTO

We build healthy communities through people, parks and programs.

## PROPOSED BOARD POLICY

NOTE: THIS POLICY IS TO BE IMPLEMENTED IN ACCORDANCE WITH THE FOLLOWING EXPLANATION

1. The Department shall enter into a partnership with any individual, entity, and private or governmental organization, only if the benefit of the partnership helps to satisfy or achieve the Department's mission and vision.
2. The partnership must show a clear community benefit or address an identified Department need or priority. The benefit must be non-exclusive and be open to most of, if not the entire, community.
3. The benefit that the Department or community receives shall be at the partner's expense. These expenses shall include but not be limited to cost of capital improvements, maintenance, operations, programming, utilities, insurance, etc.
4. The partner must show financial stability and/or qualification/ability to provide the benefit for the duration of the partnership.
5. The partner shall acknowledge and incorporate the Department's name and/or likeness in all public relations and marketing materials, as well as, other outreach efforts. Such materials and efforts shall be approved by the Department prior to all such usage.

## BOARD POLICY FURTHER EXPLAINED

NOTE: EACH SECTION HEREIN EXPANDS ON THE LIKE NUMBERED SECTION IN THE POLICY

1. The Department's mission and vision is to provide services and opportunities for the benefit and betterment of the residents of the City of Los Angeles. In certain instances, the Department is unable to provide such services and opportunities due to a lack of available staff, facilities, or funds. It is during these situations that it would be to the advantage of the community that an outside individual, entity or organization, be brought in to provide these desired services. Generally, these services and opportunities are provided on land owned by or under the control of the Department. Therefore, it is imperative that the partnership helps to satisfy or achieve the Department's mission and vision.
2. As stated, partnerships must show a clear benefit or address a Department need. The benefit or the addressing of a need should not already be available at the Department facility that it will be provided at or readily available in that facility's community. The benefit or program offered must be free of charge, low cost, or of equal cost to similar programs provided within the same community. The partner must acknowledge that the land or facility being used is owned by or controlled by the Department and therefore must be available to the entire community. Partners may have priority use of said land or facilities as approved by the Department. At all other times, said land or facilities shall be available for the use by the Department or the general public. It is important that there be equal access to all which shall include children with special needs (when applicable).
3. The Department's contribution to the partnership is to provide land or facilities owned by or under the control of the Department. All costs associated with the benefit being provided shall be at the partners' expense. The partner shall be responsible for providing all funds needed to design, construct, maintain, and, in some instances, operate any kind of capital improvement. The partner shall be responsible for all materials and related costs, including adequate staff to provide for proper supervision and safety, for programs being provided. Actual costs per participant shall be identified and reported to the Department, if feasible. The partner shall pay for all utility costs, permit fees, or other applicable fees. The partner shall also need to satisfy all City requirements and ordinances, including providing adequate liability insurance that names the City/Department as an additional insured.
4. Any partner, should it be an individual, entity or organization, must be qualified to provide the benefit it offers. Qualifications shall include certifications by recognized certifying bodies for that benefit, proven experience through similar services or programs offered by the partner in other places, or proposals reviewed and approved by an evaluation panel composed of Department experts. In addition to qualifications, the partner must prove that it has the resources or the ability to obtain

the resources needed to provide the intended benefit. This shall include but not be limited to actual funds, financial statements, and letters of commitment from funding or grant sources. It is paramount that participants of the benefits or programs offered are satisfied or show progress in learning. Feedback on such matters shall be a factor in determining the continuation or cancellation of any partnership.

5. It is expected that the partner shall be actively engaged in community outreach on a continuing basis to promote its benefits and programs. It is through this outreach that the partner must acknowledge and recognize the Department's role, contribution, and assistance. All partnership related outreach or marketing materials must be approved by the Department. All marketing materials must include "City of Los Angeles, Department of Recreation and Parks" as a recognized partner. The partner is also expected to collaborate in Department program outreach efforts which may include, but not be limited to, mailings and/or flyer distribution. Neither entity will use the other party's name, logo, trademark or trade name without the approval of the other.

## ATTACHMENT B

### RECOMMENDED FURTHER ACTIONS FOR PARTNERSHIPS

Submitted by the RAP Partnership Committee

1. That the Partnership Committee schedule meetings with partners that are considered "High Risk". These are typically partners that provide on-going services without a current agreement in place or are deemed to provide inadequate service. The intent of this is to bring these partners into compliance with the approved policy. If needed, staff will issue temporary right of entry permits to those partners without current agreements.
2. That the Partnership Committee members work with the City Attorney to reduce the number of types of agreements the City uses to engage partners. Further, that simplified templates be created for each type that can easily be used by Department staff.
3. That the Department create a "Partnership Program" to oversee the various partnerships with its initial tasks as follows:
  - a. Create a database of all partnerships.
  - b. Create a process to issue partners with certificates of recognition for complying with the Board Policy.
  - c. Develop a partnership manual for current and potential partners.
  - d. Develop a website where prospective partners or the general public could obtain information.
  - e. Be able to develop a GIS map of all the partnership locations.
4. That the Planning and Development section report back to the Board on the progress of these action items.



VERBAL AMENDMENT TO 09-261

Add the ff. to Attachment "A" "BOARD POLICY":

6. All partners will be required to enter into a written agreement with the Department for the benefit it will be providing.

Add the ff. to Attachment "A" "BOARD POLICY FURTHER EXPLAINED":

6. All partners (whether they are a one person operation or a large non-profit organization) must execute or sign an agreement that shows the benefit or benefits that the partner will be providing. The agreement shall also spell out the obligations of each party. At this time, the Department uses about seven different types of agreements. The goal of the partnership committee is to reduce this to four and will contain standard language in a format that can easily be completed by staff.