

FOR INFORMATION ONLY

CITY OF LOS ANGELES
DEPARTMENT OF RECREATION AND PARKS

December 14, 2011

TO: BOARD OF RECREATION AND PARK COMMISSIONERS

FROM:


JON KIRK MUKRI
General Manager

SUBJECT: PARTNERSHIP DIVISION – STRATEGIC GOALS AND CURRENT FISCAL YEAR PLANS

At the Board of Recreation and Park Commissioners (Board) meeting of August 3, 2011, the Partnership Division (Division) presented a progress report covering March 2011 through July 2011. The Board accepted the update and requested a report back on the Division's strategic framework for the future and specific plans for soliciting new collaborative relationships and funders.

Strategic Framework and Goals

Developing strategic goals for the Division began with defining a Division vision and mission conforming to the overall vision, mission, and program priorities of the Department of Recreation and Parks (Department).

- Vision: Communities experiencing the best recreational opportunities because of Recreation and Parks.
- Mission: To enhance and expand recreational programs and services through public-private collaborative relationships.
- Marketing Theme: Experience a Healthy Lifestyle

Division staff formulated specific goals and tasks in line with the Department's Five Year Strategic Planning Objectives, specifically - *Identify New Funding Sources, Revenue Streams, and Opportunities for Public-Private Partnerships*.

GOAL: Communicate activities and accomplishments of Division to improve collaboration and support within the Department.

Tasks include:

- Promote visibility of Division activity through Department newsletters and other internal communication
- Continue training and updating staff in the field on Division activities and initiatives

GOAL: Evaluate existing relationships with outside organizations for conformance with current Policies and possible expansion.

Tasks include:

- Evaluate the quality and value of existing relationships, and explore possible expansion or enhancement opportunities
- Transition existing relationships into new agreements, implementing new Cost Recovery protocols

GOAL: Develop and implement a marketing theme for Department programs and activities in partner/sponsor solicitation materials.

Tasks include:

- Re-format Division website; launch with continuous updates.
- Create solicitation packages (“Sponsorship Decks”) for core programs, Infrastructure repair and upgrades, and new capital improvements

GOAL: Develop and implement a sponsorship policy and park signage policy.

Tasks include:

- Prepare and obtain authorization for policies on sponsorship solicitation, evaluation, approval, recognition, benefits, and guidelines for signage in parks
- Create standards and tools for measuring the impact of restored, expanded, or new programs
- Develop and implement a solicitation follow-up procedure, including “next-year revisit” protocols and a de-brief procedure to discuss what’s been learned from positive and negative outcomes

Samples of Division Progress

Agreements are in process for every community garden which is operated by an outside organization, seven of which have already been approved by the Board. Information and policy issues relating to child care, parent cooperatives, and Head Start and pre-school organizations operating on park property have been presented to the Board, and agreements with 18 childcare-related operators are under review to determine their future outcomes. The Division is working closely with the Department’s Municipal Sports Section to address another major category of collaborative relationships, which involves the primary-use of certain sports fields by youth baseball and soccer organizations, for which preliminary research and negotiation are already underway. The focus of this effort is to ensure compliance with Department Policy requirements.

The ongoing study on the status of city-wide joint-use (Study) with Los Angeles area schools, including Los Angeles Unified School District (LAUSD), private and independent charter, and schools from outside the City, is completed and being used to improve and/or correct certain shared-use situations at certain parks and schools. In addition, Study findings have identified

additional recreational opportunities and possible revenue streams from the 363 scenarios at 232 schools and parks where there is either a one-way or reciprocal use relationship between a particular school and park (58 schools and 174 parks). For example, among 30 school sites which are subject to the terms and conditions of an executed joint use agreement (JUA), 18 were identified as having no Department activity due to a lack of programming resources. These sites are now being targeted by the Department for possible permitting to outside community groups for recreational purposes, subject to applicable permit fees, and/or implementation of Department programming where possible. The Study has also found that use of park property by schools exceeds the Department's use of school property, and that some independent charter schools (not under LAUSD) are receiving fee waivers designed for LAUSD public schools only. These and other findings are prompting steps to revise the procedures and fee rates for use of parks by schools.

Field training regarding Division projects and processes has been provided to all sections and divisions in field operations. Currently, a second round of information sharing and dialog is underway, as Division staff attend meetings with supervisory and field staff to answer questions, hear about issues, and share ideas for supporting the Department.

Shared and primary use cost recovery fee schedules for utilities, solid resources (trash), and staff oversight/services have been developed. They are presently being applied in new agreements and permits which are subject to individual consideration by the Board. Cost recovery fee collection is the standard practice for collaborative relationships through shared and primary-use arrangements, as new agreements and permits (right of entry, Muni-Sports, etc.) are executed. Since June, 2011, when the Division began implementing cost recovery fee requirements through new agreements and permits, over \$13,000 has been collected, an unprecedented step for the Department.

The Division is working on sponsorship and signage policies with other RAP Divisions which will be sent to the Board. The sponsorship policy discusses guidelines for soliciting, evaluating, selecting, and implementing sponsorships from potential non-profit and for-profit organizations to support the Department's core programs and services, facilities, and visible displays of recognition and other sponsor benefits. The signage policy discusses guidelines, protocols, and requirements for placing signage in parks, as related to sponsorship recognition and naming. In tandem, staff has designed a basic format and content for a sponsorship solicitation package, called a "Sponsorship Deck" which provides detailed information on opportunities for supporting the Department.

New Partner and Sponsor Solicitation Plan

The immediate focus of sponsorship and partnership solicitation are core mission programs. They are being captured in a series of "Sponsorship Decks," which feature common content to which detailed proposals for support of specific programs and/or facilities can be attached. The basic component pages show general information and numbers about the Department, the

Division, the communities served, and types of potential benefits for sponsors. Tailored pages offer descriptions, justifications, budgets, objectives, and other specifics about programs and facilities in need of support, such as the Aquatics Junior Lifeguards program, Sports Field Renovation or development of sports fields, the refurbishment of pools, or the revival of the Wonderful Outdoor World (WOW) camping program; all tied together with the theme of "Experience a Healthy Lifestyle." A "Sponsorship Deck" is attached as an example.

The programs to be marketed for the first round include:

- Citywide core programs (such as support for aquatics and afterschool programs)
- Opportunities to expand on proven existing programs (such as expanding the number of facilities in the Natasha Watley Girls Softball League)
- Special clientele and unique cultural programs (such as W.O.W. or a citywide dance project)
- Support for the Baseball L.A. program
- Funding for Pool Refurbishments
- Funding for the development of synthetic athletic fields.

Additionally, the Division has researched and applied to foundations and for-profit organizations with sponsorship programs; developed a college internship proposal for filming Public Service Announcements (PSA) promoting the Department and its activities; is in discussions with certain celebrities interested in participating in Department PSA's; have applied to local businesses for sponsor support; and, have proposed the expansion of several long-standing collaborative relationships. Each effort has contributed to refining our strategic approach, our solicitation materials, and our follow-through plans. Among the things learned so far is the recommendation that an active presence on the Internet and with social media environments could be helpful in appealing to potential sponsors and marketing the Department to the general public. The Division is also working very closely with the Los Angeles Parks Foundation (LAPF) to collaborate on opportunities we uncover and to assist on opportunities identified or solicited by LAPF for the benefit of City parks.

Based on research and experience, staff has compiled a target list to contact with the initial set of Sponsorship Decks. For example:

- Financial Institutions
- Corporations such as major retail outlets with community giving programs
- Neighborhood Councils
- Chambers of Commerce and Service Clubs
- Philanthropist organizations with interest in the subject areas (i.e. water safety, girls sports, or dance)
- Regional and local retail businesses (such as sporting equipment stores or pool suppliers)
- Local sports teams

Looking Ahead

Agreements take time to negotiate, and even once a mutually acceptable agreement is prepared, the approval and execution of the document can take up to six months to process through the City's review and approval levels (or longer if an agreement also needs City Council approval). In an effort to close this time gap, right-of-entry permits are being used as an interim measure pending the Board's approval and execution of the agreement. However, a recommendation to increase efficiencies in processing agreements could be to obtain Board approval authorizing staff to negotiate, prepare and execute partnership agreements at the beginning of the agreement process as opposed to the current protocol of obtaining Board approval at the end of the process. Oftentimes the implementation of projects or programs may be lost or delayed through the approval process due to the required time involved in obtaining final approvals from the Board, Mayor and Council.

As the Board considers various cost recovery fee schedules, it is recommended that certain "partial recovery fees" also be considered for use with permit groups and other organizations that traditionally have been using park facilities for free. The relationship of the Department to LAUSD and to private and charter schools, and how costs should be waived or shared, also needs resolution in the near future. A comprehensive review and revision of the Schedule of Rates and Fees, as it relates to school use and other fee waivers, is also recommended as such changes could result in additional revenue when fees are updated and/or modified to match current policies and conform to certain economic trends.

As part of the Division's development of a Solicitation Plan, the Division is also establishing criteria, requirements, benefits, and procedures for agreements involving possible revenue sharing and/or in-kind program related contributions and/or services (i.e. special appearances or engagements, public service announcements, and/or event participation).

A Partnership Database would enhance the Division's efficiencies by enabling Division staff to manage information better, particularly in helping to track solicitation contacts, monitor and evaluate the Department's collaborative relationships, and be aware of agreement expirations and renewals. An initial database application was developed for the Division when the unit was first forming, based on preliminary assumptions about the Division's business rules. However, after the Division was formed and started work, most of the pre-formation assumptions and templates were modified by actual experience. Substantial re-design of the application is needed to effectively collect data, keep track of progress, and provide statistical reports, conforming to the new business rules based on actual practice. The Division has discussed these requirements with the Systems Division (Systems) and will continue to work cooperatively with Systems until the database is fully developed.

FISCAL IMPACT STATEMENT:

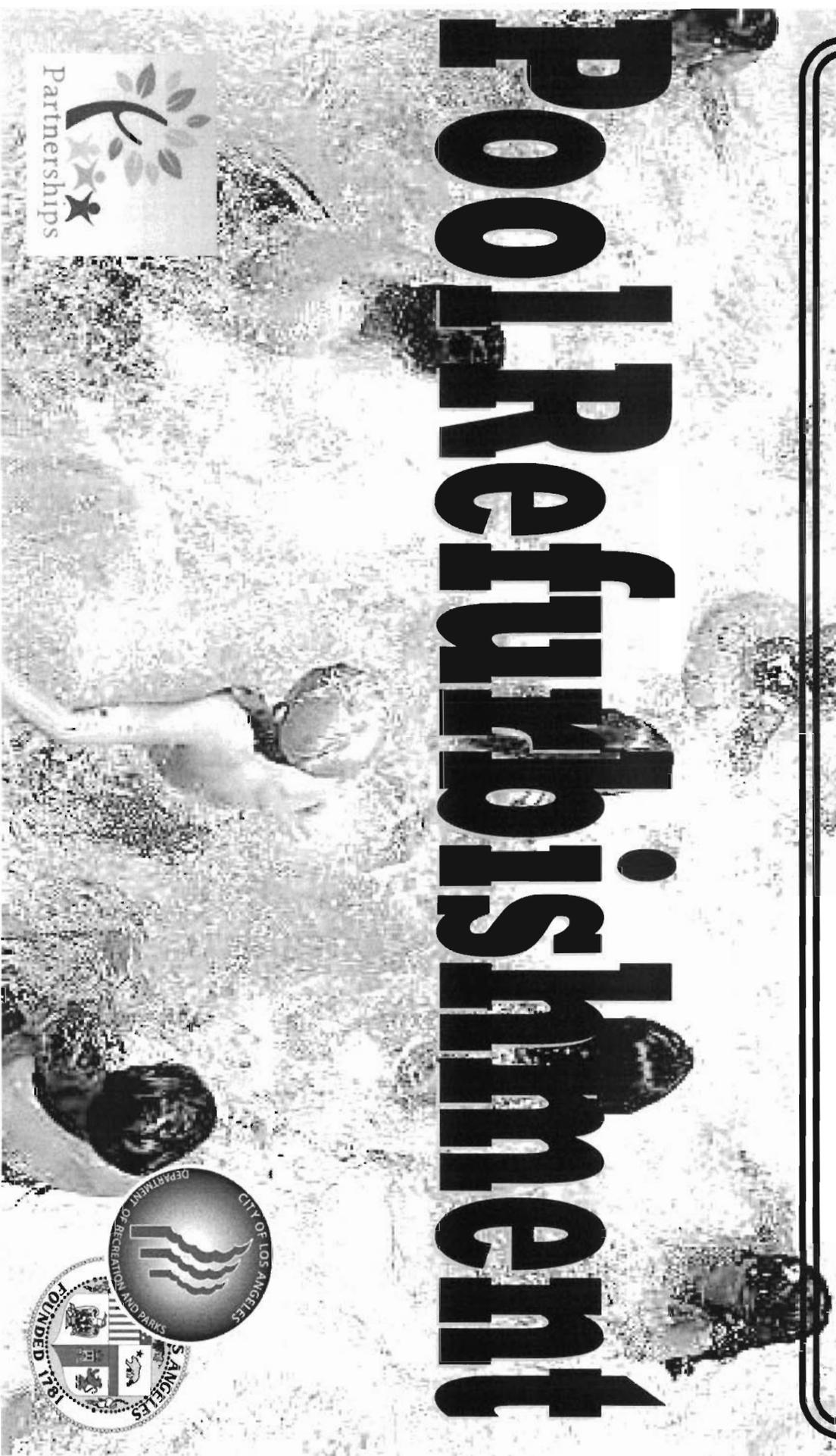
There will be no impact to the Department's general fund other than the potential for increased revenues through the collection of various cost recovery fees.

This report was prepared by Vicki Israel, Assistant General Manager, Partnership and Revenue Branch and Joel Alvarez, Senior Management Analyst I, Partnership Division

Experience a Healthy Lifestyle

City of Los Angeles Department of Recreation & Parks

Pool Refurbishment



Partnership Division

Creating collaborative partnerships to provide positive programming



Vision
To provide communities with the best recreational experiences and opportunities through the Department of Recreation and Parks facilities and programs

Mission
To enhance and expand recreational programs and services through public and private collaborations

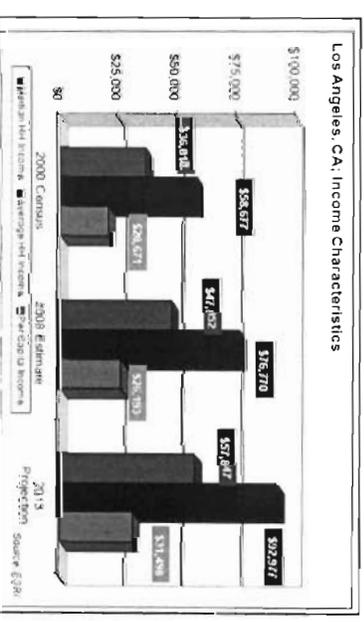
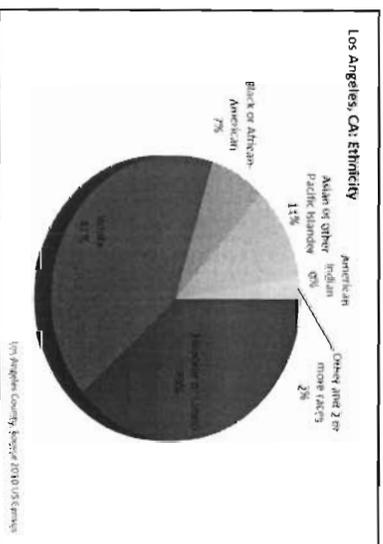
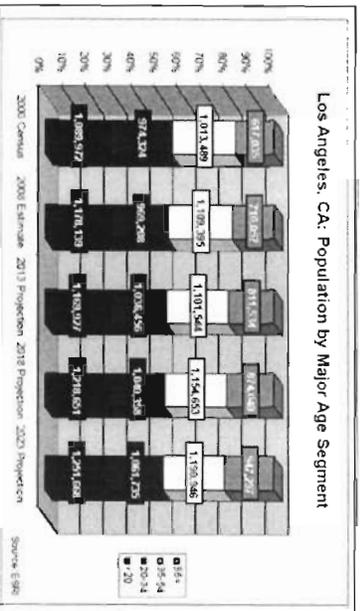


City of Los Angeles Demographics

The City of Los Angeles has a population which is culturally, socially, and economically diverse.

Currently there are an estimated 1.3 million households. The City has grown at a relatively flat rate since 2000 and is projected to increase, resulting in a total projected population of 4.1 million persons by 2013.

The estimated 2008 median household income indicated a 30% increase since 2000. It was projected to increase by 2013; however, due to the economic down turn, there has been negative economic growth.

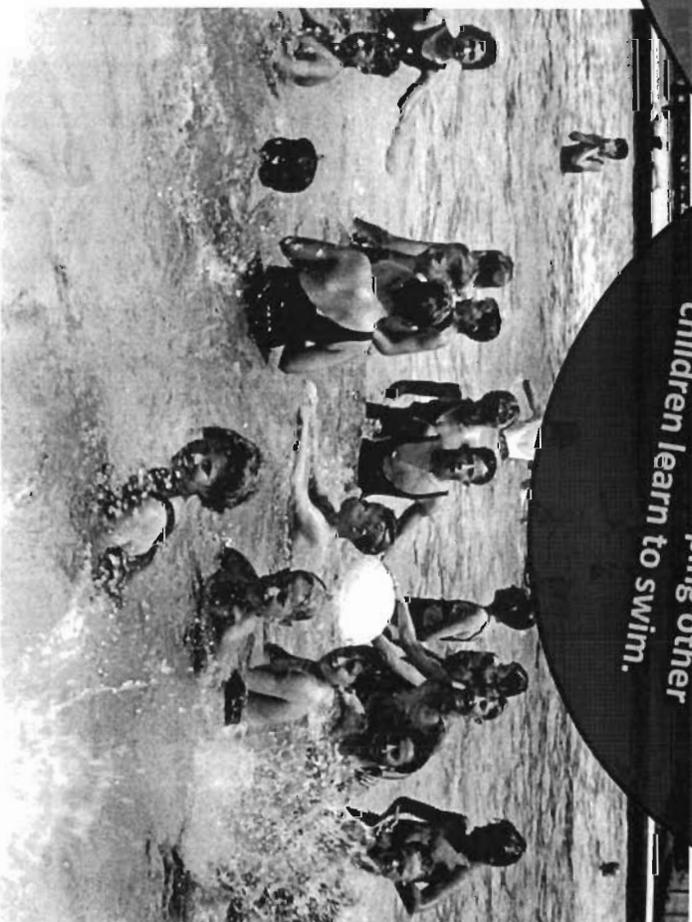


City of Los Angeles Municipal Pools

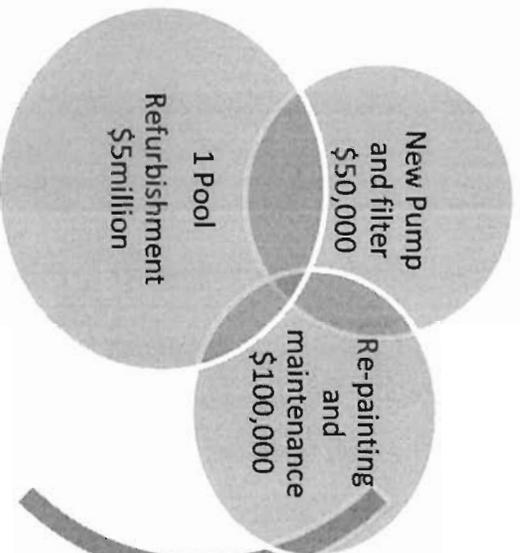
Los Angeles changed municipal recreation in the U.S. in 1904 by creating the nation's first Playground Department. Innovation continued with wading pools installed at playgrounds, swimming holes along the Arroyo Seco, and the first concrete pools built for the equal enjoyment of all residents. By the end of the 1920's the City had 11 municipal pools, 4 pools at camps, and a beach lifeguarding program for Venice and other beaches.

Voters in the City expressed support for recreation programs and pools with passage of bonds in 1923, 1946, 1957, resulting in construction of the majority of the municipal pool system enjoyed by Angelenos today. Now there is a resurgence in municipal swimming program interest, reflected in new programs such as Operation Splash (free swim lessons) and Jr Lifeguard program, sponsored in part by Kaiser Permanente and LA 84 Foundation.

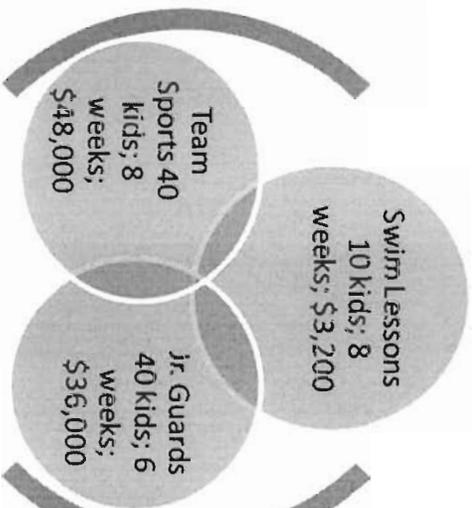
Comedian Lou Costello, who lost his 1-year-old son to accidental drowning in the family pool, raised money to build a public recreational swimming pool (Lou Costello, Jr. Pool) to honor his son's memory by helping other children learn to swim.



Types of Sponsorships



CASH DONATIONS



PROGRAMS AND SCHOLARSHIPS



IN-KIND PRODUCT AND EQUIPMENT DONATIONS

Recognition Opportunities

Sponsorships are tailored to maximize recognition of your organization

Collaborate with a world renowned leader in recreation

- Certificate of Recognition
- Public relation opportunities and community outreach

Work with highly trained professional staff who have connections with local businesses, community leaders and residents

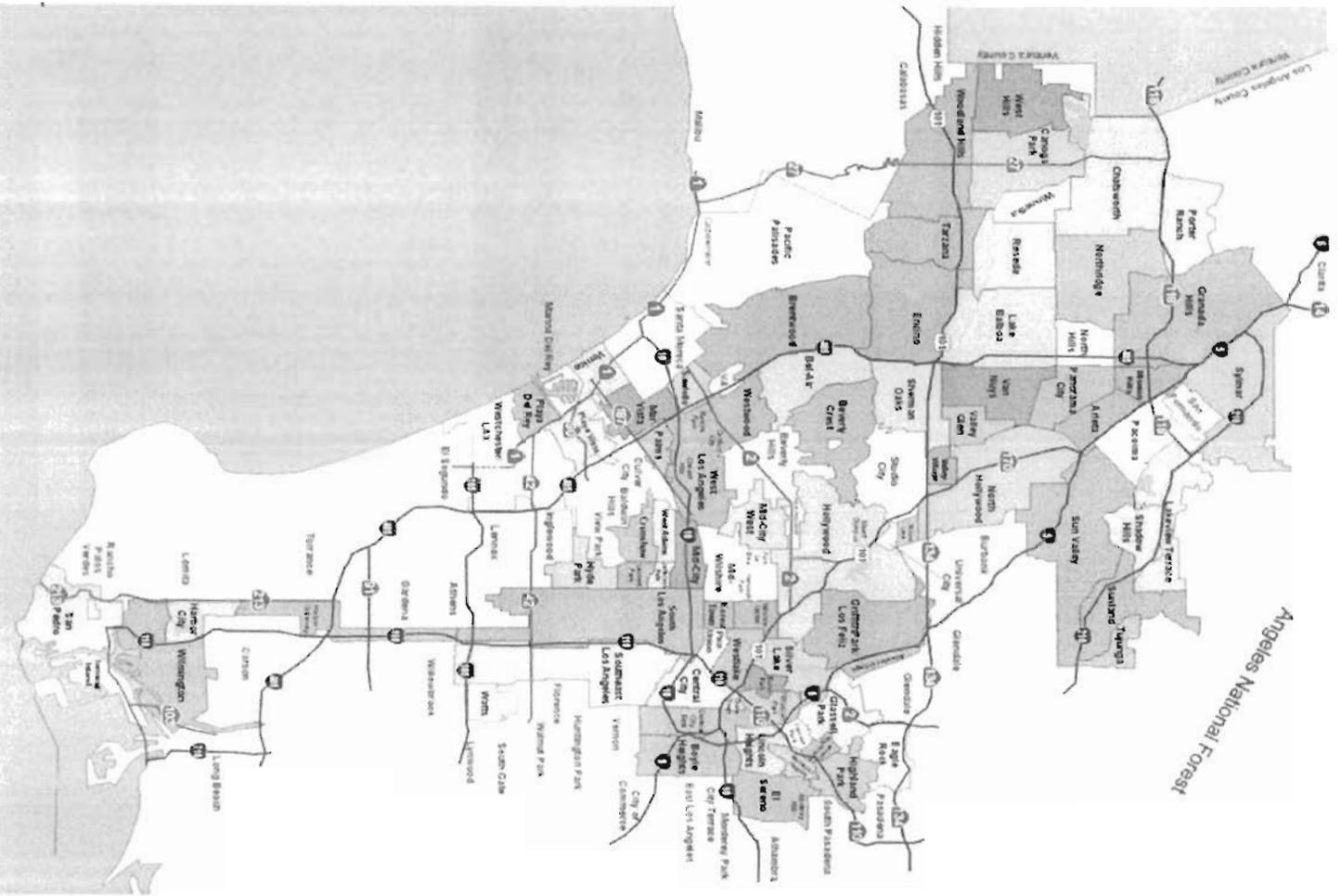
- Invitation to speak at events and ceremonies
- Opportunities to communicate with Department full and part time employees
- Provide exclusive opportunities to Department clientele

Cross promotion to our audience of 1.3 million households

- Communication with potential customers
- Logo featured on participant T-shirts; promotional items
- Logo featured on Department website; center brochures; program flyers
- Collaborative media; social media

Unique benefits can be tailored to your organization

- Exclusive product distribution opportunities
- 10 x 10 Booth space at regional and/or citywide events
- Banners at each participating site during the event/program



Department of Recreation and Parks

Partnership Division

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