




Your City, Seattle

Department Policy & Procedure

Subject: Partnership Development	Number 060-P 3.9.2
	Effective February 1, 2010
	Supersedes
Approved: 	Department: Parks & Recreation
Page 1 of 8	

1. PURPOSE

1.1. The purpose of this Partnership Development Policy is to outline for staff and the public, principles and procedures to be followed as Seattle Parks and Recreation (Parks) considers partnership opportunities with public and private entities to deliver and/or support department programs and services. This policy provides a framework for expanding opportunities for interested parties to engage in partnerships with Seattle Parks and Recreation that may not only involve monetary consideration but also an exchange of services that meet the Department's mission and result in clear public benefits.

2. ORGANIZATIONS/INDIVIDUALS AFFECTED

- 2.1. Seattle Parks and Recreation (Parks)
- 2.2. Board of Park Commissioners
- 2.3. Department Advisory Councils/Associated Recreation Council (ARC)
- 2.4. Park Neighbors
- 2.5. Current Parks concessionaires and contracting parties
- 2.6. Potential public and private sector partners
- 2.7. Park users

3. POLICY

3.1. Seattle Parks and Recreation recognizes that developing mutually beneficial partnerships with individuals, nonprofit organizations, private entities, public agencies, and community groups is a viable and appropriate way to increase the variety and quality of parks and recreation programs available to the citizens of Seattle, as well as, make physical improvements to parks and facilities. Seattle Parks and Recreation will consider partnership ideas and proposals as they are brought forward and will actively pursue partnerships as deemed appropriate. It is important to evaluate these partnerships on an ongoing basis to assess effectiveness in supporting the department's core mission, achievement of desired outcomes and provision of public benefits. All Parks staff will take the initiative in seeking new potential partnerships.

- 3.2. The following principles will help determine whether or not to consider a particular partnership:
 - 3.2.1. The proposed partnership is lawful and is consistent with the Seattle Parks and Recreation's overall vision, mission, and values.
 - 3.2.2. The proposed partnership will help Parks carry out the Strategic Action Plan, most importantly, in the area of partnership development noted in Goal 6 (A) of the plan.
 - 3.2.3. There will be no private use of public land exclusively for personal gain.
 - 3.2.4. Any partnership must include some level of clear, measurable, and significant public benefit that adds value to the park experience and opportunities to recreate.
 - 3.2.5. The proposed activity should not displace existing Parks, Associated Recreation Council (ARC), or other partner programs, unless pursuing the proposed partnership allows Parks to reallocate current resources to new programs and services, provide more benefit to the public, or increase efficiency of utilization of Parks resources.
 - 3.2.6. If the proposed activity is going to be at a Parks' facility and the activity is similar to a program that ARC has already established at this facility, then Parks staff will involve ARC staff in reviewing this proposed activity and decide if it provides an added value. If not, then it will be denied.
 - 3.2.7. Focused encouragement and support ought to be given to partnerships with non-traditional partners that will help engage populations that are underutilizing Parks' facilities, programs, and services. The proposed activity should not adversely impact and/or restrict public access to parks, facilities, or programs.
 - 3.2.8. The proposed activity should not adversely impact Parks' facilities or parkland, including wildlife habitats.
 - 3.2.9. The proposed activity and partnership agreement meets all city, state, and federal rules and regulations. All private, for-profit entities must secure a valid City of Seattle business license and purchase adequate insurance that names the City of Seattle additionally insured.
 - 3.2.10. The proposed partnership is in compliance with the Park's approved policies and guidelines.
- 3.3 Seattle Parks and Recreation shall take appropriate action(s) to recognize those partnerships that have resulted in significant benefits to the department and/or the public.
- 3.4 Recognizing that their agreements with Parks already allow them to provide services and programs, current partners with active operating and management agreements, such as the Seattle Arboretum Foundation, the Seattle Parks Foundation, ARC, Center for Wooden Boats, and Museum of History and Industry and the Seattle Asian Art Museum, are not subject to this policy.
- 3.5 Partnership proposals which are not initially approved can be renegotiated and submitted to Park staff for reconsideration. If staff and a potential partner cannot reach agreement, the proposed partnership agreement may be reviewed by the appropriate Division Director, in consultation with the Partnerships Manager. If necessary, the Superintendent will make the final decision whether or not to accept any partnership proposal and agreement.

4. DEFINITIONS

- 4.1. Partnership(s) – as defined in the department’s Strategic Action Plan, is a working relationship with another organization that has compatible values and goals and which results in mutual benefits. The partnership may be formed around a single activity or event or it may be long-term and multi-faceted.
- 4.2. Partner - an individual, organization, or group that, through a written agreement, provides a benefit to Seattle Parks and Recreation or Seattle’s citizens and in exchange gets some benefit from Seattle Parks and Recreation. These may include for profit or non-profit agencies and individuals noted below:
 - 4.2.1 Individuals who can provide services, money, or time.
 - 4.2.2 Businesses or corporations who provide money, time, people, and other goods or services.
 - 4.2.3 Social service or community partners people or services.
 - 4.2.4 Non-profit partnership similar to social service or community partners.
 - 4.2.5 Volunteer/neighborhood partnerships—park sponsored volunteer opportunities and “Friends of” groups who provide volunteer time, money, and other resources.
- 4.3. Partnership Agreement – a written agreement with a Partner that has compatible values, goals, and which results in mutual benefits and is legally binding.
- 4.4. Public Benefit – an activity or service that accomplishes a public purpose promoting the needs, interests, social, economic and cultural well-being, and health and safety of a community.
- 4.5 Concession Contract- A concession contract is a long term contract approved by the Seattle City Council by which an authorized park related revenue producing service, facility or product is provided to the public in, or on, Parks and Recreation Department property by a private individual or company who remits to the Department a remuneration for the privilege of using public property for private gain.

5. RESPONSIBILITY

- 5.1. Partnerships and Business Resources Unit is responsible for overseeing and coordinating partnership development and contracts for Seattle Parks and Recreation.
- 5.2. Partnerships and Business Resources Unit will be available, as needed, to help Parks staff review and assess desirability of potential partnerships, and to assist in developing partnership agreements.
- 5.3. Seattle Parks and Recreation staff shall submit those potential partnership opportunities that exceed the delegated authority of the Division Director for entering into contracts and agreements, to the Partnerships Manager for review and approval, prior to implementation.
- 5.4. Seattle Board of Park Commissioners and Seattle City Council will review proposed Partnerships that result in Concession Agreements expected to last over one year.
- 5.5. City Attorney reviews templates for recurring contractual partnerships or unique language for non-recurring contractual partnerships.

6.0 PROCEDURE

- 6.1 Parks staff, when considering entering into partnership agreements shall:

- 6.1.1 Review and complete the attached “Partnership Criteria and Assessment Checklist” (Appendix A) and submit it to their immediate supervisor.
- 6.1.2 Review Policies 060-P3.9.1 and 3.9.1.1 and follow them as appropriate.
- 6.1.3 Seek assistance, if needed, from the Partnerships and Business Resources Unit in negotiating and writing the MOA, contract or other type of partnerships agreement.
- 6.1.4 Staff will consult with the Partnership Manager early in the consideration of a Partnership where there is some degree of exchange of services in lieu of a financial commitment of the parties.

7.0 REFERENCES

- 7.1 Number 060-P 3.9.1 Department Policy & Procedure-- Concession Contracts and Use Permits.
- 7.2 Number 060-P 3.9.1.1 Concession Contracts: Public Participation In Request for Proposal.
- 7.3 Number 060-P 1.5.1 Corporate Sponsorship Policy.
- 7.4 Seattle Parks and Recreation Strategic Action Plan, Building for Tomorrow, Today. September 1, 2008 as it may be updated or amended.

8.0 APPENDICES

- 8.1 Appendix A: Partnership Criteria and Assessment Checklist.

APPENDIX A: PARTNERSHIP CRITERIA AND ASSESSMENT CHECKLIST

The following are key analytical questions that can assist Parks staff in deciding whether or not to pursue a particular partnership, and can help in negotiating a formal partnership agreement. The criteria fall into four categories: 1) how the proposed partnership aligns with established Seattle Parks and Recreation mission, values and policies; 2) benefits the proposed partnership will provide Parks and/or the public; 3) budget considerations; and 4) community relations.

Pre-Implementation Key Analytical Questions	Summary response	Go/No-go
<p>1. Alignment with department mission, values, and policies Does the proposed partnership: a. Support the department's mission and priorities? If yes, how? b. Assist the department in achieving the goals of the Strategic Action Plan?</p>		
<p>c. Align with DPR policies? Recommended policies to review: Department Use Management Guidelines (#7-13-01-00 to 7-13-01-12 in the Policy and Procedures Manual); Seattle Department Park Codes SMC 18.10; Public Involvement Policy/Process; Concession Policy; Naming Policy; Donation Policy; Sponsorship Policy; and Park Classification Policy; Fees and Charges Policy d. Align with the Joint Use Agreement with Seattle School District?</p>		
<p>2. Benefits to the Department and the Public Will the proposed partnership: a. Increase public access to parks, facilities or programs? - Lower user fees - Increase operating hours - Add programs/services</p>	<p align="center">Summary Response</p>	<p align="center">Go/No-go</p>

<p>b. Help meet the needs and interests of underserved and/or diverse populations; add new user groups?</p> <ul style="list-style-type: none"> - increase variety of programs/services - increase capacity that will expand access by diverse user groups 		
<p>c. Improve quality of programs/services?</p> <ul style="list-style-type: none"> - physical improvements or added amenities to facilities, parks, athletic fields, etc. How will these be maintained? - increase safety - enhance quality of current program/services 		
<p>d. Other benefits to the public and/or department?</p>		

	Summary Response	Go/No-go
<p>3. Budget Considerations Does the proposed partnership: a. Provide a financial benefit to the department?</p> <ul style="list-style-type: none"> - bring in additional revenue - potentially reduces department operating, maintenance or capital costs 		
<p>b. Compliment efforts by other department partners, including Seattle Parks Foundation and Associated Recreation Council?</p>		
<p>c. Align with Capital Improvement Plan?</p>		
<p>d. Leverage existing resources?</p>		
<p>e. Potentially increase or decrease the department's legal liability?</p>		

4. Community Relations	Summary Response	Go/No-go
Does the proposed partnership:		
a. Have the potential for controversy? Why or why not?		
b. Have the potential of being perceived as commercialization of parks without offsetting public benefits? Why or why not?		
c. Require a public involvement process? If yes, how and by whom? How will public feedback be collected and measured?		
d. Require a marketing or communications plan? If yes, please describe.		
e. Have the potential for negative impact to the neighboring community (ies)? - Increased traffic, noise, or reduced available parking		
f. Have the potential to adversely impact parkland or result in significant change of use?		
Other Considerations	Summary Response	Go/No-go
Will this proposal require review and approval?		
a. If partnership agreement results in significant change of use or activity in a park, or significant commitment of resources by the City, it needs review by the Parks Board of Commissioners, and Mayoral and City Council approval. b. law department reviews agreement templates for recurring contractual partnerships or unique language for non-recurring contractual partnerships		

NOTE: If any of the responses to any of the Analytical Questions 1-3 are a resounding “No-go” then the proposal is deemed unacceptable. If the majority of responses to Analytical Question 4 are a “Yes”, then the proposal is deemed unacceptable.

Post-Implementation Partnership Assessment Questions

It is important to monitor ongoing partnerships and evaluate their success. Following are some key questions to help with this evaluation.

1. **Benefits**
 - Did the Partnership result in expected benefits to the department and/or the public?
 - Were the desired goals achieved? Are there positive measurable outcomes? Is there data to support outcome achievement?
 - Have overall expectation and goals of Parks staff been satisfied?
 - Were the terms and conditions of the partnership agreement between the potential partner/sponsor and Parks met and to the satisfaction of both parties?
2. **Cost Benefit**
 - Did this partnership bring in new income to Parks?
 - Did this partnership achieve revenue and expense reduction expectations?
 - Did this partnership result in added short or long term costs to Parks?
 - Did this partnership result in added or decreased liability to Parks?
3. **Community Relations**
 - Was there adequate marketing or public involvement?
 - Was there public feedback about the partnership? (i.e., complaint boxes, recreation coordinators’ feedback, informal survey, etc.)
 - Are the majority of users/ participants satisfied with the partnership program/services, or gave no substantial negative feedback?
4. **Renewal:** If the outcome of the evaluation of the partnership agreement is positive, Parks may renew by issuing a one year extension or begin the process of a long term agreement that would be legislated.