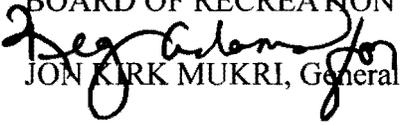


CITY OF LOS ANGELES
DEPARTMENT OF RECREATION AND PARKS

TO: BOARD OF RECREATION AND PARK COMMISSIONERS
FROM:  JON KIRK MUKRI, General Manager
SUBJECT: PARTNERSHIP AND REVENUE BRANCH – SUMMARY OF 2012
CALENDAR YEAR ACTIVITIES AND ACCOMPLISHMENTS

Over the past year, the Partnership and Grants Administration Divisions of the Department of Recreation and Parks (“Department”) Partnership and Revenue Branch (“Branch”), continued to pursue the objective to “*Identify New Funding Sources, Revenue Streams, and Opportunities for Public-Private Partnerships*”, which was derived from the Five Year Strategic Planning Objectives established by the Board of Recreation and Park Commissioners. As a further strategic guide, the Branch uses the vision and mission developed at the Board’s direction:

- Vision: Communities experience the best recreational opportunities because of Recreation and Parks.
- Mission: We enhance and expand recreational programs and services through public-private collaboration.
- Slogan (theme for solicitation marketing): Experience a Healthy Lifestyle

On March 14, 2011, the Department created the new Branch which is partly comprised of a new Partnership Division and the existing Grants Administration Division. On August 3, 2011, the Partnership Division provided the Board with an update on its progress during the first six (6) months of its inception. This Report highlights some of the activities and accomplishments achieved by the Branch during the 2012 calendar year. Following this report, in July 2013 the Branch will provide the Board with a report providing an update on Branch activities and accomplishments during the six (6) month period, January to June 2013. Thereafter, reports to update the Board will be provided on a fiscal year basis.

Branch Functions

The Branch was initially tasked with centralizing all of the Department’s existing and future collaborative relationships with non-profit organizations, foundations, corporate contributors, public-private grant providers, and other park supporters and affiliates. In summary, each Division focuses on the following:

- A. Partnership Division: One of the Partnership Division’s initial assignments was to identify and update all pre-existing relationships with organizations operating on park property which had agreements or other documentation that was expired or outdated. In general, the

Partnership Division negotiates, prepares, and shepherds various types of agreements through the Department and/or City approval process, such as:

- Operations and maintenance agreements authorizing qualified non-profit organizations to occupy and/or use park property to provide communities with recreational programs and services;
- Gift Agreements for the acceptance of funding, capital improvements, and/or in-kind products and/or services to enhance and/or support Department facilities, programs, and/or services;
- Program and Service Agreements for the operation, enhancement, and/or support of existing Department recreation programs and services or creation of new ones, in coordination with the Department's Operations Branch; and,
- Joint-Use Agreements with the Los Angeles Unified School District (LAUSD) for the shared and reciprocal use of school and park recreational facilities for the public's benefit and enjoyment.

In addition, the Partnership Division works closely with Department field staff to identify areas of need and facility availability to target potential park supporters and collaborating organizations for the solicitation and implementation of sponsorships and other contributions.

B. Grants Administration Division: Prior to the Department's reorganization in 2011, the Grants Administration Division was responsible for securing and administering capital and maintenance grants solely. One of the Department's goals of the reorganization was to increase grant management efficiency by centralizing both capital and program grants throughout the Department. As a result, the Grants Administration Division assumed the additional responsibility of securing and managing program grants.

2012 Branch Financial Activities and Accomplishments

In 2012, the Partnership Division was successful in soliciting, negotiating, preparing, and assisting in the execution and implementation of various collaborative agreements, projects, and programs (collectively, "Collaborations"), as well as the establishment of several policies authorizing the Department to collect Cost Recovery Reimbursement Fees from organizations operating on park property. Success in formalizing agreements with such organizations has facilitated the collection of Cost Recovery Reimbursement Fees for the first time in Department history, offsetting Department costs associated with utilities, solid waste removal and/or collection, and staff costs impacting the Department's general fund.

The following is a summary of Collaborations and associated value of all services and contributions received by and through the Partnership Division during the 2012 year, including the amount of Cost Recovery Reimbursement Fees collected; all collectively amounting to approximately \$5,925,369:

- Collaborative Agreements with organizations providing public services and programs on park property – valued at approximately \$2,985,264 (based on various organizations operating costs).
- Gift Agreements for substantial capital improvements enhancing parks and facilities – approximately \$2,010,777;
- Cash Contributions in support of park facilities and programs – approximately \$270,233;
- In-kind Contributions in support of Department programming and services – valued at approximately \$537,262.
- Cost Recovery reimbursement Fees - \$121,833.

Total Value of Collaborations: \$5,925,369

In 2012, the Grants Administration Division applied for:

- Thirteen (13) capital grants totaling \$27,490,673 in requests, and was awarded ten (10) of the capital grants totaling \$22,272,173;
- Twelve (12) program grants totaling \$2,109,401 in requests, and was awarded nine (9) of the program grants totaling \$1,818,741;
- Proposition-K and Proposition-A maintenance funds totaling \$4,609,464 in requests, and was awarded \$4,231,301 in maintenance funding.

Total Value of Awarded Grants: \$28,322,215

A list of grants that the Grants Administration Division applied for and was awarded during 2012 is attached.

Los Angeles Parks Foundation – The Branch closely coordinates with the Los Angeles Parks Foundation (LAPF), often preparing gift agreements and otherwise facilitating the implementation of projects with funds raised by LAPF. Essentially, LAPF has assisted the Department by primarily focusing on capital funding and providing fiscal sponsorship services in situations when the Department cannot apply directly for funds as a municipality. In addition to working with the LAPF, in 2012 the Branch was also successful in negotiating fees from unique users of park property and worked with and received financial support from a number of foundations, non-profit organizations, corporate contributors, and community groups, for various capital improvement projects and program support through capital, cash, and in-kind contributions collectively valued at \$2,818,272.

Approximate Total Value of Branch Activities: \$37,065,856

2012 Public-Private Collaborations

Some examples of Department collaborations involving gift and program agreements which the Branch generated or assisted in, to enhance and expand sports programs and improve facilities at various park sites from prominent sports organizations and figures:

- Nike USA and LA84 Foundation Synthetic Field Refurbishment and Installations.
- L.A. Clippers Youth Basketball Leagues and Clinics Funding and In-kind Support.
- L.A. Clippers Late Night Hoops Adult Basketball League Funding and In-kind Support.
- Dodgers Dream Foundation and LA84 Foundation Baseball Field Improvements for the creation of Dodgers Dream Fields.
- Natasha Watley Foundation Girls Softball League funding and In-kind Support.
- Lisa Leslie Basketball and Leadership Academy Fee Payments and In-kind Services benefitting the Department, such as on-air mention of her collaboration with the Department during her appearances on ABC Channel 7 Eye Witness News “Sports Zone”.
- Major League Baseball (MLB) and Reviving Baseball in Inner-Cities (RBI) Funding and In-kind Support for the Department’s Youth Baseball Programs, naming the Department as one of only three affiliated youth organizations in the Los Angeles area to receive the official collaboration and financial support, providing uniforms, equipment, and expense funding (for officials and other costs) for a Fall League baseball program in the Pacific and Metro Regions.
- United States Tennis Association Refurbishment of Sixteen (16) Tennis Courts.

There are also examples of new collaborations which produced new programs and services, and enhanced existing facilities:

- The Weingart Foundation funded the Department’s Broadband Technology Opportunities Program (BTOP) awarded a \$25,000 grant at five (5) computer/recreation centers.
- Diller von-Furstenberg Family Foundation (DvFFF) provided funds in the amount of \$141,000 for the refurbishment of four (4) outdoor basketball courts at Venice Beach, and committed to funding Phase II valued at approximately \$179,000 for the refurbishment of seven (7) more courts at five (5) additional park sites.
- PepsiCo and one of its recycling partners, funded the installation of interactive, reward based recycling kiosks called “Dream Machines”, at fifteen (15) Department facilities.
- California State University Dominguez Hills, graduate students worked with Branch staff to write and produce a 30-second Public Service Announcement (PSA) film promoting the healthy benefits of recreational activities in parks. The completed PSA has since been aired on CityView Channel 35, on-line venues, and soon to be on Public Broadcasting Service (PBS).

Although approved on February 6, 2013, the Partnership Division negotiated an agreement with the Campo de Cahuenga Historical Memorial Association in 2012, for their continued operation and maintenance of the Campo de Cahuenga historical site, and establishing a fee schedule to be included in the Department’s Schedule of Rates and Fees, by which the Historical Association will be authorized to permit the facility to the public for special event rentals, then share in the revenue with the Department. Revenue retained by the Association is to be used only to operate, maintain and preserve the Campo.

Branch Accomplishments Shared

The Branch had multiple opportunities to share these experiences and program innovations at the recent annual conference of the National Recreation and Park Association. Well-attended presentations about the Branch, about the collaboration with LAPF and about program collaborations with other organizations, engendered much interest from representatives of other park and recreation jurisdictions. Branch Staff have met with other California cities and have corresponded with cities around the nation to provide information on our agreements and Branch efforts to boost public-private collaborations and increase grant seeking opportunities.

Policy Approvals

The Branch developed three (3) Cost Recovery Reimbursement Fee Schedules for Utilities (approved July 13, 2011 - Report No. 11-202), Solid Resources (approved February 1, 2012 - Report No. 12-028), and Staff Impact (approved July 19, 2012 - Report no. 12-217). These Cost Recovery Reimbursement Fee schedules are now applied by the Branch consistently with all collaborating organizations in all Branch permits and agreements.

A policy on Naming of Parks, Recreational Facilities, and Park Amenities is under development in collaboration with the Planning, Construction and Maintenance Branch and the Board's Facility Repair and Maintenance Task Force. The policy has enormous potential to stimulate sponsorship opportunities and ensure publically transparent naming decisions.

In response to various proposals received from potential sponsors and park supporters, the following draft policies have been prepared and are presently under review:

- **Sponsorship Recognition Policy:** A policy on recognizing sponsors through facility signage as well as other methods. Under this proposed Policy, each situation would be subject to a formal written agreement and details would be reviewed and approved on a case-by-case basis by the Board. This draft Policy would provide general guidelines for the Board's consideration of each aspect of recognition, including harmony of message and design.
- **In-Kind Contributions Policy:** The intent of this proposed policy could potentially allow partnering organizations who provide various services, make donations, or provide certain materials or equipment (collectively, "In-kind Contributions") to request the Department credit the monetary value of those In-kind Contributions as a non-cash payment of an equal portion of published facility use permit fees. The proposed Policy could expand opportunities for collaborations by allowing flexibility in negotiating agreements with in-kind services as non-cash payments.

Joint Use of Schools and Parks

In December 2011, the Branch completed a City-wide survey on the shared use of recreation and athletic facilities at parks and schools to identify all existing and potential shared use relationships between the Department and Los Angeles area schools.

Despite ongoing communications and good faith efforts, Joint Use and Reciprocal Use of school and Recreation and Parks facilities between the Los Angeles Unified School District (LAUSD) and the Department has been complicated by the relative budget strains felt by both organizations, with LAUSD proposing to charge the Department for use of its school recreation facilities rather than continue under the traditional reciprocal use scenario. However, increased communication internally among this Branch, Planning, Construction and Maintenance Branch, Operations Branch, and externally with LAUSD representatives have helped to clarify each agency's position and is leading to new discussions on future joint use agreements and fee arrangements.

Current Branch Activities

Currently, the Grants Administration Division is administering approximately \$47,549,549 in capital grant funding, and approximately \$2,321,836 program grant funding from County, State, Federal, and private funding sources.

The following is a summary of Partnership Division agreements which have been finalized or are in the process of being finalized with organizations occupying and/or using park property to provide programs and/or services to the community:

- Sixteen (16) Head Start, Preschool, and/or Cooperative Nursery School Organizations
- Seven (7) Senior Citizen Services Organizations
- Ten (10) Community Garden Organizations
- Three (3) Museums and Historic Sites

Field Staff Communications – Field staff training and communication with Region Operations staff remains an on-going activity. In addition to regular meetings with staff and supervisors, the Branch developed a new Handbook reference manual for field staff use in looking up information, from cost recovery fee details to flow charts for grant applications.

Looking Ahead

The Branch will continue pressing forward in three major areas for 2013:

- Finalizing agreements with organizations which have long-standing operations on park property;

- Seeking new and expanded collaborations with organizations to enrich service levels; and,
- Exploring more deeply, opportunities to generate sponsorship arrangements.

Review of corporate sponsorship programs and marketing collaborations developed in other cities reveals common elements that yield success and could be replicated by the Department. Generally stated, marketing collaborations which give the City licensing fees (or capital development costs) and then provide the sponsor various opportunities to directly access consumer markets are well positioned to succeed. There are common elements to successful municipal sponsorship programs in other cities. A number of these are already underway by the Branch, such as developing a Naming Policy and a Sponsorship Policy and Guidelines. Other elements for consideration include:

- Allowing and encouraging sales and exclusive access to City employees.
- Providing exclusive sales opportunities and product giveaways to clientele of City facilities.
- Promoting the collaboration in the media.
- Offering communication with potential customers via visibility on websites and social media sites.
- Providing exclusive product distribution opportunities and traditional sponsor-recognition (i.e. temporary banners) at annual events and seasonal activities.

The Branch is hopeful for the completion of the Partnership Database in 2013, as it will help to increase efficiencies among Branch staff by tracking and providing much needed information on the Department's existing collaborative relationships, monitoring Branch and partner activities, accounting for finances, and planning for additional collaborations in the future.

In 2013, the Grants Administration Division will work to identify additional program grants to effectively support and enhance existing Department programs, and identify opportunities for the creation of new programs.

The Branch looks forward to continuing its efforts in 2013.

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

DEPARTMENT OF RECREATION AND PARKS

Attachment

FISCAL YEAR 2011-12

GRANTS AWARDED

NO.	NAME of GRANT PROGRAM	GRANT TYPE	AMOUNT REQUESTED	DATE APPLIED	DATE NOTIFIED	AMOUNT AWARDED	CF NO.
1	Los Angeles Universal Pre-School 2011	P	\$ 68,640.00	05/31/11	07/01/11	\$ 68,640.00	
2	Montrose Settlements Restoration Program - Fishing Outreach Mini-Grants 2011	P	\$ 5,000.00	04/28/11	08/24/11	\$ 5,000.00	
3	CDE Summer Food Service Program 2011-2012	P	\$ 1,250,006.00	07/01/11	09/01/11	\$ 728,595.14	
4	CDBG 38th Year-Youth Recreation and Nutrition	P	\$ 1,221,470.00	10/14/11	03/01/12	\$ 973,477.00	11-1593
5	Kaiser Permanente – Operation Splash Program 2012	P	\$ 265,000.00	11/23/11	03/15/12	\$ 265,000.00	
6	National Recreation and Parks Association Serving Communities Grant 2012	P	\$ 60,000.00	03/14/12	03/23/12	\$ 50,000.00	
7	LA84 Foundation – Summer Swim 2012	P	\$ 85,000.00	02/23/12	04/05/12	\$ 85,000.00	
8	Cal Fire Urban and Community Forestry Program – Tree Inventory Grant 2011/2012	P	\$ 200,000.00	09/23/11	04/18/12	\$ 199,997.14	
9	Montrose Settlements Restoration Program - Fishing Outreach Mini-Grants 2012	P	\$ 10,000.00	04/11/12	05/09/12	\$ 10,000.00	11-0988
10	Jim Gilliam Child Care Center - CDE 2012-13 CCTR	P	\$ 6,030.00	11/28/11	06/21/12	\$ 5,452.00	
11	Jim Gilliam Child Care Center - CDE 2012-13 CSPP	P	\$ 178,261.00	11/28/11	06/21/12	\$ 161,175.00	
							\$ 2,552,336.28

CAPITAL							
1	Housing-Related Parks Program 2010	C	\$ 1,594,850.00	07/26/11	10/24/11	\$ 1,594,850.00	11-1378
2	Baldwin Hills Conservancy Proposition 40 Grant Program – Authorization to Submit Grant Application for the Norman O. Houston Park Improvement Project	C	\$ 1,800,000.00	01/05/12	01/20/12	\$ 1,800,000.00	11-2037 (12/16/11)
3	NRPA Sprite Spark Parks Grant	C	\$ 10,000.00	12/01/11	02/07/12	\$ 10,000.00	
4	Proposition 84 Statewide Park – Albion Riverside Park	C	\$ 5,000,000.00		03/26/12	\$ 5,000,000.00	12-0558
5	Proposition 84 Statewide Park – York-Avenue 50 Park	C	\$ 2,875,000.00		03/26/12	\$ 2,875,000.00	12-0558
6	Kaboom! Let's Play Spruce Grant Program	C	\$ 3,500.00	02/29/12	04/24/12	\$ 35,000.00	
7	Housing-Related Parks Program 2011	C	\$ 1,891,300.00	03/28/12	06/27/12	\$ 1,891,300.00	11-1378 (08-28-12)
							\$ 13,206,150.00