



PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland

POLICY NAME: PP&R Friends & Partners Policy

Policy Category: Community Relations – Friends & Partners

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Introduction

The mission of Portland Parks & Recreation is to help Portlanders play - providing the safe places, facilities, and programs which promote physical, mental, and social activity. We get people, especially kids, outside, active, and connected to the community. As we do this, there will be an increase in the wellness of our residents and the livability of our city. We accomplish this through:

- Establishing, safeguarding and restoring the parks, natural areas, public places, and urban forest of the city, ensuring that these are accessible to all;
- Developing and maintaining excellent facilities and places for public recreation and community building;
- Providing dynamic recreation programs and services that promote health and well-being for all;
- Partnering with the community we serve.

The purpose of this Partnership Development Policy is to outline for staff and the public, principles and procedures to be followed as Portland Parks & Recreation (PP&R) considers partnership opportunities with public and private entities to deliver and or support Bureau programs and services. This policy provides a framework for expanding opportunities for interested parties to engage in partnerships with PP&R that meet the Bureau’s mission and result in clear public benefits.

Organizations/Individuals Affected

- Portland Parks & Recreation
- Portland Parks Board
- Advisory Councils
- Friends Groups
- Volunteer Groups
- Partner Groups and Organizations

Policy Statement

PP&R recognizes that developing mutually beneficial partnerships with individuals, nonprofit organizations, private entities, public agencies, and community groups is a sustainable and fitting way to steward Portland’s beloved parks system and ensure a legacy for future generations. Partnerships increase the variety and quality of parks, natural areas, the urban forest and recreation programs, help make physical improvements, provide maintenance to parks and facilities, increase equitable access to programs, and aide in the stewardship of those parks and facilities over their lifetime. Finally, partnering with the community we serve offers opportunities for community building, and fosters civic engagement, allows PP&R to be innovative and responsive to the meet the diverse needs of the community.

PP&R will consider new partnerships as they are brought forward and will continue to actively pursue partnerships as deemed necessary to achieve the mission of the bureau. It is important to continuously evaluate partnerships to assess effectiveness in supporting the Bureau's core mission, addressing the needs set forth in PP&R Strategic Plans, achievement of desired outcomes, and provision of public benefits. Parks staff are encouraged to seek new potential partnerships, and to continue to be stewards of partnerships as they are enfolded into the organization.

PP&R will pursue partnerships based on the following principles:

1. The proposed partnership or activity is lawful and is consistent with PP&R's overall vision, mission, values, and equity statement.
2. The proposed partnership or activity will help Parks carry out one or many of PP&R's strategic planning goals.
3. The proposed partnership will support the city's equity goals of engaging the entire community, including but not limited to; communities of color, immigrant and refugee communities, people living with a disability, and those experiencing low-income; with the goal that the entire community benefits from our parks, natural areas and recreation services.
4. The proposed partnership or activity must include some level of clear, measureable, and significant public benefit that adds value to the park experience and opportunities to recreate.
5. The proposed partnership is in compliance with PP&R approved policies and guidelines and meets all city, state, and federal rules and regulations. In some cases organizations will need to purchase adequate insurance that names the City of Portland as additionally insured.
6. The proposed partnership should follow all applicable processes and procedures (ie Parks Proposal Process, NPUP, etc.)
7. The proposed partnership or activity should not displace existing PP&R programming, unless pursuing the proposed partnership allows PP&R to reallocate current resources to new programs and services, provide more benefit to the public, or increase efficiency of utilization of PP&R resources.
8. If the proposed partnership or activity is going to be at a PP&R facility and the activity is similar to a program already offered by PP&R, key staff will review the proposed activity and decide if it provides added value. If it does not provide added value, it will be denied.
9. The proposed partnership or activity should not adversely impact PP&R's facilities, developed parks or natural areas.
10. There will be no private use of public land exclusively for personal gain.

Recognition

PP&R shall take appropriate action to recognize those partnerships that have resulted in significant benefits to the Bureau and/or the public. Sponsorships will follow the Sponsorship Policy as referenced in the end of this policy.

Recognizing that their agreements with PP&R already allow them to provide services and programs, current partners with active operating and management agreements, such as the Hoyt Arboretum, Pittock Mansion, Lan Su Chinese Garden, Leach Botanical Garden, and The Japanese Garden (etc.) are not immediately subject to this policy, and PP&R shall make best efforts to phase in compliance.

Partnership proposals which are not initially approved can be renegotiated and submitted to PP&R staff for reconsideration. If staff and a potential partner cannot reach agreement, the proposed partnership agreement may be reviewed by the appropriate staff liaison to the group, the Division Manager, in consultation with the Partnership Coordinator and the Property and Business Development Manager. If necessary, the Director of PP&R will make the final decision on whether or not to accept any partnership proposal and agreement.

Definitions

Partnerships – is a working relationship with another organization that has compatible values and goals with PP&R and which is mutually beneficial. The partnership may be formed around a single activity or event or it may be long-term and multi-faceted. Partnership does not automatically imply a legally binding relationship.

Friends Group – a group of people or organization that, through written agreement, provide a direct benefit to PP&R, Community Centers, Sites or Programming, through in-kind support, cash donation, volunteerism or advocacy. The mission of a Friends Group is in direct alignment with the mission of PP&R.

Friends groups provide a valuable added benefit to our parks by instilling pride and responsibility for Portland's natural resources. Friends contribute skills and knowledge as well as other resources to enable PP&R staff to accomplish projects beyond day to day operations. Friends also make natural resources, park safety and beauty a priority in their communities.

Partner Group – an individual, organization, or group that, through a written agreement, provides a benefit to PP&R or Portland's citizens and likewise, gets benefits from PP&R. The mission of a Partner Group does not necessarily have direct alignment with the mission of PP&R however at the time of partnership with the bureau; there is obvious mission alignment between the two bodies. These groups may include for profit or non-profit agencies and individuals noted below:

- Individuals who can provide services, money or time.
- Social service or community partners, people or services.
- Non-profit partnership similar to social service or community partners.
- Volunteer/neighborhood partnerships such as: Neighborhood Associations, informal volunteer groups, episodic volunteers, or sponsored volunteer opportunities.

Partnership Agreement – a written agreement with a partner that has shared mission values, and goals, and which results in mutual benefits. Can be in the form of a Stewardship Agreement, Friends Group Agreement, MOU, or binding contract.

Public Benefit – an activity or service that accomplishes a public purpose promoting the needs, interest, social, economic and cultural well-being, and health and safety of a community.

Strategic Plans – PP&R have a multitude of strategic planning documents, below are some examples. This list is not intended to be comprehensive. Parks 2020 Vision, Strategic Plan 2012-2015, Strategic Plan, Urban Forestry Plan, Capital Management Plan, Equity Roadmap

Sample models of public/private partnership

The Bureau has a vast amount of partnerships supporting its efforts. The partnerships vary from property management, to stewardship, to coordination of volunteer efforts. A few examples are below;

- I. Venues
 - a. Pittock Mansion
 - b. Pioneer Courthouse Square
 - c. Lan Su Chinese Garden
- II. Friends
 - a. Friends of Laurelhurst Park
 - b. Friends of South Park Blocks
 - c. Leach Garden Friends
- III. Community Based Organizations (CBOs)
 - a. Immigrant & Refugee Community Organization (IRCO)
 - b. Native American Youth and Family Center (NAYA)
 - c. Asian Pacific American Network of Oregon (APANO)

- IV. Neighborhood Associations
 - a. East Portland Neighborhood Office (EPNO)
 - b. Southwest Neighborhoods, Inc. (SWNI)
 - c. North Portland Neighborhood Services (NPNS)
- V. Volunteer Organizations
 - a. Hands on Portland
 - b. Churches
 - c. SOLVE

Responsibility of PP&R	Responsibility of the Friend or Partner
<ul style="list-style-type: none"> • The Community Relations Team (CRT) and the Property and Business Development Team (PBDT) are responsible for overseeing and coordinating various aspects of partnership development and contracts for PP&R. Other teams within the bureau are responsible for providing staff liaisons to the various partnerships. • The CRT and the PBDT will be available, as needed, to help PP&R staff review and assess desirability of potential partnerships, and to assist in developing partnership agreements. • The PP&R Partnership Coordinator will be the first point of contact when new partnerships are being sought and will forward to appropriate parties in the bureau. • PP&R staff shall submit potential partnership opportunities that exceed the delegated authority of the Division Manager to the BDT manager for review and approval, prior to implementation. • PP&R Director will review proposed partnerships that result in agreements expected to last over one year. • PP&R will assign a primary staff liaison, and when appropriate a secondary staff liaison as the main point of contact (or secondary) for Friends & Partner Groups. These assignments will be reviewed from time to time and staff capacity will be assessed. Commitments of liaisons will be outlined in written agreement • PP&R will provide technical assistance to F&P groups as needed and per the written agreement • City Attorney will review and PP&R Director will approve all binding contracts. 	<ul style="list-style-type: none"> • Contact appropriate PP&R Partnership Coordinator to discuss potential partnership. • Meet with PP&R staff to outline goals of partnership • Develop scope and mission for the group. • Identify members who will be signing the paperwork for partnership. • Submit an application to PP&R (see Friends Group Toolkit). • Hold an organizational meeting to discuss: <ul style="list-style-type: none"> ▪ Creating a mission statement and purpose of the group ▪ Establishing leadership roles of the group ▪ Discussion of other business of the group ▪ Drafting a proposed applicable agreement to submit to PP&R ▪ Securing PP&R volunteer forms and signatures for members • Submit necessary completed documents to PP&R • Work with PP&R staff to finalize the written agreement • Update agreement (as often as agreed upon by both parties) • If partnership includes volunteer hours; they must be tracked and provided to PP&R Volunteer Coordinator quarterly or as per agreement • If partnership includes cash or in-kind donations to PP&R, its sites or programming; these monies must be tracked and provided to PP&R Partnership Coordinator annually

Procedure

PP&R staff, when considering entering in partnership agreements shall:

- Review and complete the attached “Partnership Criteria and Assessment Checklist” (Appendix A) and submit it to their immediate supervisor.

- Review related policies and procedures and follow as appropriate and necessary
- Seek assistance, if needed from the CRT and BDT in negotiation and writing agreements.
- Staff will consult with BDT Manager early in consideration of any Partnerships where this some degree of exchange of services in lieu of a financial commitment of the parties.

Related Policies, Procedures & Forms

- Sponsorship Policy
- Naming Policy
- Signage Policy
- Park Use Permitting Process
- Non-Park Use Permitting Process
- Park Project Proposal Process

Appendices

- Appendix A: Roles & Responsibility of a Parks Staff Liaison
- Appendix B: Partnership Criteria and Assessment Checklist
- Appendix C: Current list of partnerships
- Appendix D: Friends Group Toolkit
- Appendix E: Templates for Memorandum of Understanding, Friends Group Agreement, Stewardship Agreement

APPENDIX A

Major Role & Responsibilities for PP&R Staff Liaisons to Friends & Partner Groups

Role: To represent the bureau with our external community partners. To establish and maintain a positive, collaborative, working relationship with Friends & Partner (F&P) groups in efforts to continue the stewardship of Portland parks and facilities. Promote civic engagement and build community.

Below is a list of responsibilities of liaisons to F&P groups. This is a broad framework of the many ways in which staff liaisons support the work of F&P groups but is not intended to be prescriptive. Liaisons will have many of the following duties, with the role varying from group to group. Expectations of Liaison for any given group will be reflected in a written agreement. The responsibility of each individual liaison will be determined through the needs of the group and the capacity of the liaison with guidance and support from their supervisor and when necessary the Partnership Coordinator.

Responsibilities:

1. Acts as the primary point of contact for PP&R
2. Talk through and create a written agreement of expectations and roles for both the F&P group and PP&R (Partnership Coordinator will provide assistance)
 - a. Sample agreements will be provided
3. Attend F&P meetings (when applicable per agreement)
 - a. Represent PP&R on Board of F&P
 - b. Organize collaborative meetings with F&P and PP&R staff when necessary
4. Interacts with funding stream (when applicable per agreement)
5. Events (when applicable per agreement)
 - a. Coordination/Logistics and safety with PP&R staff/services/sites
 - b. Programming using PP&R staff/services/sites
 - c. Marketing/Promotion collaboration
6. Administrative
 - a. Upkeep of internal files on P&F groups
7. Capacity Building/Technical Assistance (TA) (when applicable per agreement)
 - a. Development
 - b. Volunteer recruitment
 - c. Marketing
 - d. Equity goals
 - e. Parks proposal process
 - f. Other TA as needed