

DEVELOPING MEANINGFUL PARTNERSHIPS

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GUIDELINES FOR DEVELOPING MEANINGFUL PARTNERSHIPS

- Educate Staff and Others to Include Involvement
- Conduct a Needs Assessment and Resources Inventory
- Identify Prospective Partners and Investigate Their Needs and Resources
- Compare and Contrast Needs and Resources
- Develop a Partnership Proposal Designed to “Achieve Success”
- Propose a Partnership Agreement



PARTNERSHIP MISSION STATEMENT

- To continually meet the recreation and park needs of our community, despite a reduction in financial resources, a multi-faceted strategy of Grants, Alliances, Partnerships, and Sponsorships (G.A.P.S.) is an alternative.
- This strategy will facilitate mutually beneficial relationships with businesses, neighborhood groups, and community organizations to increase community contributions to programs, events, and facilities.



GOALS OF G.A.P.S. (GRANTS, ALLIANCES, PARTNERSHIPS, SPONSORSHIPS)

- To reduce expenditures through bartering and tradeouts. Don't give away your services and facilities.
- To create new revenue opportunities.
- To identify new target customers/audiences.
- To maximize program offerings and facility usage.
- To leverage facilities, services, and expertise.
- To solicit matching community contributions and track the dollar value of those contributions.



CHARACTERISTICS OF SUCCESSFUL PARTNERSHIPS

- Communication: sharing information, directness, active listening, outcomes discussed regularly.
- Trust: ability to be honest and have confidence in each other.
- Operational Characteristics: joint mission, goals and objectives, having well-planned meetings/evaluations.
- Flexibility: can make changes in the operation of the partnership when necessary.



THE PARTNERSHIP PROCESS



DO A QUICK PARTNERSHIP FEASIBILITY ASSESSMENT (IN OTHER WORDS EVALUATE THE PROGRAM/EVENT BEFORE ACCEPTING OR REJECTING)

- Does the program fit within your schedule or will it monopolize time disallowing other quality programs?
- Does the program fit the mission of your Department?
- What are the partners expectations from your agency and staff?
- How will the partner market the program to attract the community?
- What is the partners experience with delivering the program/event?
- Is the partnership a one time or continuing commitment?
- Does the partner have a positive community image?
- Will the community benefit from the program/event?



EVALUATION (POINTS TO CONSIDER)

- Were the outcomes met? How?
- Was the program/event successful? Should it continue?
- If the program/event was only partially successful, can it be enhanced to improve the outcomes?
- If successful, can the partnership be broadened to other areas (do the feasibility assessment)?

Evaluate the results of the partnership relationship:

- Was the relationship successful? How?
- Does the relationship make the program successful? If not, why? Can the program survive without the partner?
- If needed, should other partners be recruited for additional resources?



PROPOSAL OUTLINE

- Summary of Program.
- Organization Information.
- Mission Statement.
- Needs Assessment (documentation verifying there is a community need for this program; target audience).
- Explain Program (include goals/measurable outcomes, action plan and implementation timeline, curriculum).
- Evaluation (how will goals/outcomes be measured).
- Budget Summary (operating budget): personnel, office costs, utilities, janitorial, furniture, equipment, office supplies, travel, telephone, postage, insurance.



THE PROPOSAL FROM THE POTENTIAL PARTNER OR FROM YOU

The Partnership proposal should:

- Describe the proposed program or event.
- Describe the target audience who will benefit.
- Describe the marketing approach.
- Describe the benefits of the program or event
- Describe measurable goals/outcomes.
- List contributions to the partnership with dollar values.



Question to ask: Is the partner flexible enough to make changes? If not, this is not an ideal partnership, they're simply asking for support.

THE MEETING

- Review or draft proposed agreement.
- Talk openly.
- Listen.
- Negotiate (tie your needs to community needs).
- Solicit their opinion.
- Give your opinion.
- Respect each other.
- Redraft agreement (may require a second meeting or phone conversation; if needed, talk with the Partnership Manager).
- Get a commitment (signature on the agreement).

If you did the feasibility assessment correctly, the meeting should go smoothly.



DOCUMENT THE PARTNERSHIP BY CLEARLY DETAILING:

- Length of the partnership.
- Purpose of partnership and any other details of the agreement, i.e. timelines, details of program, etc.
- Evaluation dates.
- Contributions and values (park values based on fees and charge booklet).
- Outcomes/goals (obligations).
- Partner contact name, title, organization, complete address, phone number, fax number.



COMMON DOCUMENTATION ERRORS

- **Incomplete addresses:** need street address, city, state, and zip code.
- **No phone numbers/fax numbers.**
- **Location of Project:** field is usually not completed on the first screen.
- **Lack of sufficient detailed information in the contribution section.**
- **Lack of detailed outcomes for partner and park.**



BENEFITS OF DEVELOPING PARTNERSHIPS

- *Constituents expect more and better goods and services from the public, nonprofit or commercial providers that serve them. As resources become more limited and technology and information management becomes more complex, park and recreation managers need to have access to a broad spectrum of skills, tools, and information. These and other factors have encouraged the growth of partnerships.*

Partnerships specifically contribute by:

- *Stretching existing resources*
- *Reducing the duplication of services*
- *Heightening organization credibility*
- *Enhancing organizational relationships*
- *Contributing to community building*



THE PARTNERSHIP AGREEMENT



CERTIFICATE OF LIABILITY INSURANCE

- The partner must provide liability insurance when the partnership is a special event, concert, sports program, or a youth program.
- Partner can request a copy of “Certificate of Liability Insurance” from their insurance agent. (If the partnership will last more than one year, or the partner will do multiple programs, a ‘blanket’ certificate may be requested).
- The amount of liability must be determined by your legal counsel or legal office.
- The certificate of liability must be determined by your legal counsel or legal office.
- The certificate must be implemented before the program starts.
- The cost of the insurance is a partner contribution.
- The Partner should provide co-insurance for the agency.



MAKING AMENDMENTS TO THE AGREEMENT (AMENDMENTS MUST BE AGREED UPON BY PARK STAFF AND PARTNER)

WHEN TO AMEND?

- During the negotiation process, before signing of agreement.
Example: partner wants to add an indemnification clause.
- After the signed agreement, when the outcomes, contributions, purpose, evaluation dates, have modified, and /or additional partners have been added.
Amendment sheet is added to agreement.

HOW TO AMEND?

- Send the amendment to the Partnership Manager.
- Partnership Manager will contact partner and/or their lawyer (for clarification if needed).
- Partnership Manager will contact Park's council to review/rewrite.



TERMINATING A PARTNERSHIP



WHY? WHEN? HOW?

Why? When?

- Partner consistently did not comply with the outcomes, contributions and /or agreement terms in the agreement.
- Partner did an action outside of the agreement, i.e. charged a fee that was not approved by the partnership.

How?

- Make sure evaluation document the inconsistent performance and that the partner is definitely aware of the problem(s).
- Communicate performance issues with your supervisor and the Partnership Manager before any termination.
- Perform the termination meeting with your supervisor and/or the Partnership Manager (and possibly Park's council).
- Termination letter is written on department letterhead.



SAMPLE TERMINATION LETTER

Dear (partner name)

Pursuant to the agreed upon and signed partnership agreement, we are terminating the partnership with (organization name) effective (date).

Termination is based upon the partner's consistent noncompliance with the (state one if not all) outcomes, contributions , and/or agreement terms stated in the partnership agreement. Documentation of non-compliant performance is also stated in the evaluation form which are attached to this letter.

(if applicable) The immediate return of park facility keys and alarm codes to the park manager is imperative. Noncompliance will result in possible litigation.

Respectfully,

Your name and title



THE FUTURE IS IN PARTNERSHIPS!



THANK YOU!

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