

Program Name: Admissions - Punch cards

Expiration?

Prior History	Type	Fee Chg yes/no	Number Sold per year	Punches per pass	Total Visits	Fee	Revenue
					<b>save approx. 1 free visit</b>		
	10 - Child RES	new	0	10	0	\$ 27.00	\$ -
	10 - Child NR	new	0	10	0	\$ -	\$ -
	10 - Youth RES	new	0	10	0	\$ 36.00	\$ -
	10 - Youth NR	new	0	10	0	\$ -	\$ -
	10 - Adult RES	new	0	10	0	\$ 54.00	\$ -
	10 - Adult NR	new	0	10	0	\$ -	\$ -
	10 - Senior RES	new	0	10	0	\$ -	\$ -
	10 - Senior NR	new	0	10	0	\$ -	\$ -
	10 - Disabled RES	new	0	10	0	\$ -	\$ -
	10 - Disabled NR	new	0	10	0	\$ -	\$ -
			0		<b>save approx. 2 free visits</b>		
	20 - Child RES	new	0	20	0	\$ 54.00	\$ -
	20 - Child NR	new	0	20	0	\$ -	\$ -
	20 - Youth RES	new	125	20	2500	\$ 72.00	\$ 9,000.00
	20 - Youth NR	new	0	20	0	\$ -	\$ -
	20 - Adult RES	new	400	20	8000	\$ 108.00	\$ 43,200.00
	20 - Adult NR	new	0	20	0	\$ -	\$ -
	20 - Senior RES	new	0	20	0	\$ -	\$ -
	20 - Senior NR	new	0	20	0	\$ -	\$ -
	20 - Disabled RES	new	0	20	0	\$ -	\$ -
	20 - Disabled NR	new	0	20	0	\$ -	\$ -
	<b>Total</b>		<b>525</b>		<b>10500</b>		
<b>Total Punch card Revenue</b>							<b>\$ 52,200.00</b>



**Fruita, Pro Forma Base Program w/Child Care & 1 1/2 Court Gym & 3  
Additional Lap Lanes**

Weekly lifeguard cost estimate - does not include Aquatics Program Leader hours on deck

Start	End	Hours	Day							# of Days	Staff	Man hours	"@" \$10/hr
5:30am	9am	3.5	Monday	Tuesday	Wed	Thursday	Friday			5	1	17.5	\$ 175
9am	11am	2					Friday	Saturday		1	2	4	\$ 40
11am	1pm	2	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday	7	2	28	\$ 280
1pm	3pm	2					Friday	Saturday	Sunday	2	3	12	\$ 120
3pm	6pm	3	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday	7	3	63	\$ 630
6pm	8pm	2	Monday	Tuesday	Wed	Thursday	Friday	Saturday		6	3	36	\$ 360
8pm	9pm	1	Monday	Tuesday	Wed	Thursday	Friday			5	2	10	\$ 100
<b>Totals</b>		<b>15.5</b>									<b>16</b>	<b>170.5</b>	<b>\$ 1,705</b>

# Weeks **50** \$ **85,250**

**Annual**

**Notes:** Costs may be lowered through reduced hours, restricted access or hourly wages.

**Fruita, Pro Forma Base Program w/Child Care & 1 1/2 Court Gym & 3  
Additional Lap Lanes**

	Duration	Rate	# of students/class	Hours/Class	Per Session	Hours Per Year	Per Hours	Instructor	
								cost/hr - yr	Gross revenue
Group lessons (6 week sessions)	6	\$35	6	0.5	45	270	\$10		
Classes per session	15								
# of sessions per year	6								
# of classes per year	90		540	45				\$2,700	\$18,900
									\$16,200
Private lessons (ongoing)	each	\$15	2.5	0.5		100			
# of private lessons per year	200							\$1,000	\$7,500
									\$6,500
Scuba/snorkel classes (6 week sess	6	\$50	6	1	6	12	\$25		
# of classes per year	2							\$300	\$600
									\$300
Intro to kayak (6 week sessions)	6	\$50	6	1	6	12	\$25		
# of classes per year	2							\$300	\$600
									\$300
Water exercise (6 week sessions)	6	\$35	12	0.5	3	15	\$35		
# of classes per year	5		60					\$525	\$2,100
									\$1,575
Birthday Parties	1	\$125	10	2	2	160	\$95		
	80							\$4,800	\$10,000
									\$7,600
<b>Total</b>								<b>\$39,700</b>	<b>\$32,475</b>

For 9 months operation, reduce class revenues by 1/6 to \$15700 with net revenues of \$13,500.

Other revenue sources should remain the same.

# of classes will vary according to presence of other programs in the area or if the pool will have exclusivity.

With nearly 2,500 kids in a five mile radius, there should be strong demand for the swim lesson program.

Pricing can be more aggressive if desired or if there is a shortage of instructors.

Certain classes (mom & tot, level 4 and up) can enroll up to 8 students for greater revenue potential.

*Appendix E – Sample Partnership Policy*

# Sample XX Partnership Policy and Proposal Format

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# XX Partnership Policy And Proposal Format

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<i>Part One</i>	<i>Page</i>
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B. Background and Assumptions	TBD
C. Partnership Definition	TBD
D. Possible Types of Active Partners	TBD
E. Sponsorships	TBD
F. Limited Decision-Making Partnerships	TBD
G. Benefits of Partnerships	TBD
II. The Partnering Process	TBD
III. The Partnership Evaluation Process	
A. Mission Statements and Goals	TBD
B. Other Considerations	TBD
C. Selection Criteria	TBD
D. Additional Assistance	TBD
 <i>Part Two</i>	
Proposed Partnership Outline Format	TBD

## I. XX Partnership Policy

### A. Purpose

This policy is designed to guide the process for XX in their desire to partner with other private, non-profit, or other governmental entities for the development, design, construction and operation of possibly partnered recreational or related facilities and/or program partnerships that may occur on the Agency property.

XX would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the Agency to develop recreational and related facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the Agency, as well as for the citizens of the community.

**This policy document is designed to:**

- Provide essential background information,
- Provide parameters for gathering information regarding the needs and contributions of potential partners, and
- Identify how the partnerships will benefit XX and the community.

**Part Two, The “Proposed Partnership Outline Format”**, provides a format that is intended to help guide Proposing Partners in creating a proposal for review with XX staff.

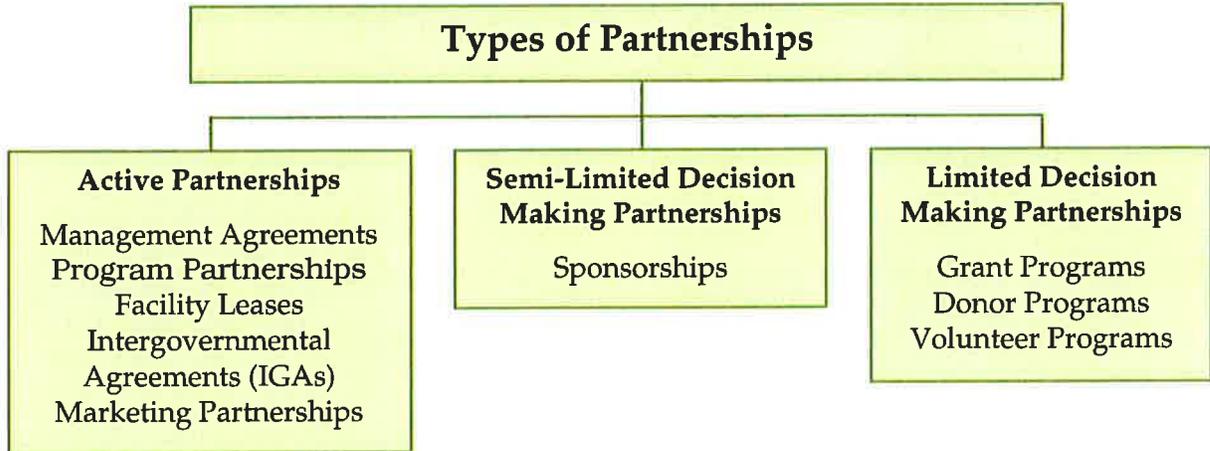
### B. Background and Assumptions

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community’s benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

#### **A Note on Privatization:**

This application is specific for proposed partnering for new facilities or programs. This information does not intend to address the issue of privatization or transferring existing agency functions to a non-agency entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The agency is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current agency functions, please call or outline your ideas in a letter for the agency’s consideration.

Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds, (5) labor, (6) materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy.



**D. Possible Types of Active Partnerships**

XX is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed “Active” Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

Examples of Public/Private Partnerships

- A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on Agency land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and needs a spot to place it.

- Several neighboring businesses see the need for a place for their employees to work out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the Agency to operate for additional public users.
- A biking club wants to fund the building of a racecourse through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the Agency in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the Agency.
- A garden club wants land to build unique butterfly gardens. They will tend the gardens and just need a location and irrigation water.

#### Examples of Public/Non-Profit Partnerships

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the Agency to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the Agency to lease the land.

#### Examples of Public/Public Partnerships

- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build two gyms adjacent to Agency facilities to share for their training during the day. The gyms would be open for the Agency to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the Agency manages and maintains the wall to provide public use during off hours.
- A university needs meeting rooms. They fund a multi-use building on Agency land that can be used for Agency community programs at night.

## **E. Sponsorships**

XX is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see *the XX Sponsorship Policy* for more information.

## **F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs**

While this policy document focuses on the parameters for more active types of partnerships, the Agency is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

## **G. Benefits of Partnerships with XX**

The Agency expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

### *Benefits for the Agency and the Community:*

- Merging of resources to create a higher level of service and facility availability for community members.
- Making alternative funding sources available for public community amenities.
- Tapping into the dynamic and entrepreneurial traits of private industry.
- Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
- Meeting the needs of specific groups of users through the availability of land for development and community use.

### *Benefits for the Partners:*

- Land and/or facility availability at a subsidized level for specific facility and/or program needs.
- Sharing of the risk with an established stable governmental entity.
- Becoming part of a larger network of support for management and promotion of facilities and programs.
- Availability of professional Agency recreation and planning experts to maximize the facilities and programs that may result.
- Availability of Agency staff facilitation to help streamline the planning and operational efforts.

## **II. The Partnering Process**

The steps for the creation of a partnership with the XX are as follows:

- A. XX will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the Agency. This will be done through notification in area newspapers, listing in the brochure, and through any other notification method that is feasible.

- B. The proposing partner takes the first step to propose partnering with the Agency. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Agency asks for a **Preliminary Proposal** according to a specific format as outlined in *Part Two - Proposed Partnership Outline Format*.
- C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Agency Mission and Goals, and the Selection Criteria, an Agency staff or appointed representative will be assigned to work with potential partners.
- D. The Agency representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Agency representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Agency departments, providing guidance for the partners as to necessary steps.
- E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the Agency to seek a **Request For Proposal (RFP)** from competing/ collaborating organizations.

**Request For Proposal (RFP) Trigger:** In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than \$5,000, and the Agency has not already undergone a public process for solicitation of that particular type of partnership, the Agency will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- F. For most projects, a **Formal Proposal** from the partners for their desired development project will need to be presented for the Agency's official development review processes and approvals. The project may require approval by the Legal, Planning, Fire and Safety, Finance and/or other Agency Departments, Parks and Recreation Advisory Board, Planning Board, Elected Officials, and/or the Agency Manager's Office, depending on project complexity and applicable Agency Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the Agency for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.
- G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Agency's staff, while some projects may proceed most efficiently if the Agency contributes staff resources to the partnership.

## NEED SPECIFIC MISSION STATEMENT

### Sample XX Parks & Recreation Mission Statement:

The XX Parks & Recreation Department provides and cares for public park lands and creates opportunities for personal growth. We work with the citizens of the Agency to provide a broad spectrum of opportunities to renew, restore, refresh, and recreate, balancing often stressful life-styles. We encourage the participation of individuals and families to develop the highest possible level of physical and mental well-being. We believe that well-balanced, healthy people contribute to a productive and healthy community.

## NEED SPECIFIC GOALS

### Sample Goals of the Park & Recreation Department:

- Promoting physical and mental health and fitness
- Nourishing the development of children and youth
- Helping to build strong communities and neighborhoods
- Promoting environmental stewardship
- Providing beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserving cultural and historic features within the Agency's parks and recreation systems

Providing a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

## B. Other Considerations

### *1. Costs for the Proposal Approval Process*

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Agency ordinances.

Successful Partnerships will take these costs into account and may plan for Agency recovery of some or all of these costs within the proposal framework. Some of these costs could be reimbursed through a negotiated agreement once operations begin, considered as construction expenses, or covered through some other creative means.

### *2. Land Use and/or Site Improvements*

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as Agency contributions and may need to be negotiated for a project include:

- Any Facilities or non-existent Infrastructure Construction
- Roads or Street improvements
- Maintenance to Specified Standards
- Staffing
- Parking
- Snow Removal
- Lighting
- Outdoor Restrooms
- Water Fountains
- Complementary uses of the Site
- Utility Improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.)
- Custodial Services
- Trash Removal

### *3. Need*

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need. Proposals should specifically explain how if they propose to be made available with a subsidy, as would be the case if a partnership is made through the dedication of public land or facilities as a lower than market value.

### *4. Funding*

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for Agency citizens, will the Agency consider contributing resources at a below market value to a project. The Agency recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

**The details of approved and pending funding sources should be clearly identified in a proposal.**

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Getting alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. A local librarian can help with foundation and grant resources. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

All plans for using alternative funding should be clearly identified. The Agency has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.

### C. Selection Criteria

In assessing a partnership opportunity to provide facilities and services, the Agency will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two gives a structure to use in creating a proposal. Agency staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Agency and affected Department's Mission Statement and Goals?
- How does the proposed facility fit into the current Agency and the affected Department's Master Plan?
- How does the facility/program meet the needs of Agency residents?
- How will the project generate more revenue and/or less cost per participant than the Agency can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the Agency borders and within adjacent Agencies?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the Agency of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants
- What are the overall benefits for both the Agency and the Proposing Partners?

### D. Additional Assistance

XX is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.
- Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the XX Comprehensive and Master Plans, the Parks and Recreation Master Plan, site maps, and other documents are available at the Agency Offices. These documents may be copied or reviewed, but may not be taken off-site.
- The XX Web Site (*insert web site address here*) has additional information.
- If additional help or information is needed, please call (###) ###-####.

*Part Two*  
**Proposed Partnership Outline Format**  
(Sample format to be used by the Parks & Recreation Department)

Please provide as much information as possible in the following outline form.

**I. Description of Proposing Organization:**

- Name of Organization
- Years in Existence
- Contact Names, Mailing Address
- Physical Address, Phone, Fax, E-mail
- Purpose of Organization
- Services Provided
- Member/User Profiles
- Accomplishments
- Legal Status

**II. Summary of Proposal** (100 words or less)

What is being proposed?

**III. Benefits to the Partnering Organization**

Why is your organization interested in partnering with the XX Parks & Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

**IV. Benefits to the XX Parks & Recreation Department**

Please individually list and discuss the benefits (monetary and non-monetary) for the XX Parks & Recreation Department and residents of the Agency.

**V. Details (as currently known)**

The following page lists a series of *Guiding Questions* to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of XX Parks & Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

## *Guiding Questions*

### *Meeting the Needs of our Community:*

- In your experience, how does the project align with park and recreation goals?
- How does the proposed program or facility meet a need for Agency residents?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

### *The Financial Aspect:*

- Can the project generate more revenue and/or less cost per participant than the Agency can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants? What are the anticipated prices for participants?
- What resources are expected to come from the Parks & Recreation Department?
- Will there be a monetary benefit for the Agency, and if so, how and how much?

### *Logistics:*

- How much space do you need? What type of space?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEO requirements?

### *Agreements and Evaluation:*

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure the Agency of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of "exit strategies" should we include?
- What should be done if the project does not meet the conditions of the original agreements?

*Appendix F – Sample Sponsorship Policy*

*SAMPLE*

**XX**

# **Parks & Recreation Department**

## **Sponsorship Policy**

*Created for XX by:*



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# XX Parks & Recreation Department

## Sponsorship Policy

*Note: Terms in this document may need to be changed to directly reflect the terms used by and that are specific to the agency/organization, e.g. city, county, district, department, etc.*

### Introduction

The following guidelines in this Sponsorship Policy have been specifically designed for the XX Parks & Recreation Department, while considering that these guidelines may be later adapted and implemented on a city-wide basis. Some assumptions regarding this policy are:

- Partnerships for recreation and parks facilities and program development may be pursued based on the XX Partnership Policy, encouraging the development of partnerships for the benefit of the city, its citizens, and potential partners. Sponsorships are one type of partnership, and one avenue of procurement for alternative funding resources. The Sponsorship Policy may evolve as the needs of new projects and other City departments are incorporated into its usage.
- Broad guidelines are offered in this policy to delineate primarily which types of sponsors and approval levels are currently acceptable for the XX Parks & Recreation Department.
- The policy should ensure that the definition of potential sponsors may include non-commercial community organizations (for example: YMCA's and Universities), but does not include a forum for non-commercial speech or advertising.
- Sponsorships are clearly defined and are different from advertisements. Advertisements are one type of benefit that may be offered to a sponsor in exchange for cash or in-kind sponsorship.
- The difference between sponsors and donors must be clarified, as some staff and the public often confuse and misuse these terms.

### Structure

**Part A** of this document gives the **Sponsorship Policy**

**Part B** gives the **Levels of Sponsorship Tiers and Benefits**

**Part C** provides the vocabulary and **Glossary of Sponsorship Terms**

**Part A.**  
**Sponsorship Policy**  
**XX Parks & Recreation Department**

**I. Purpose**

In an effort to utilize and maximize the community's resources, it is in the best interest of the City's Parks & Recreation Department to create and enhance relationship-based sponsorships. This may be accomplished by providing local, regional, and national commercial businesses and non-profit groups a method for becoming involved with the many opportunities provided by the Parks & Recreation Department. The Department delivers quality, life-enriching activities to the broadest base of the community. This translates into exceptional visibility for sponsors and supporters. It is the goal of the Department to create relationships and partnerships with sponsors for the financial benefit of the Department.

**Sponsorships vs. Donations**

It is important to note that there is a difference between a sponsorship and a donation. Basically, sponsorships are cash or in-kind products and services offered by sponsors with the clear expectation that an obligation is created. The recipient is obliged to return something of value to the sponsor. The value is typically public recognition and publicity or advertising highlighting the contribution of the sponsor and/or the sponsor's name, logo, message, products or services. The Sponsor usually has clear marketing objectives that they are trying to achieve, including but not limited to the ability to drive sales directly based on the sponsorship, and/or quite often, the right to be the exclusive sponsor in a specific category of sales. The arrangement is typically consummated by a letter of agreement or contractual arrangement that details the particulars of the exchange.

In contrast, a donation comes with no restrictions on how the money or in-kind resources are used. This policy specifically addresses sponsorships, the agreements for the procurement of the resources, and the benefits provided in return for securing those resources. Since donations or gifts come with no restrictions or expected benefits for the donor, a policy is generally not needed.

**II. Guidelines for Acceptable Sponsorships**

Sponsors should be businesses, non-profit groups, or individuals that promote mutually beneficial relationships for the Parks & Recreation Department. All potentially sponsored properties (facilities, events or programs) should be reviewed in terms of creating synergistic working relationships with regards to benefits, community contributions, knowledge, and political sensitivity. All sponsored properties should promote the goals and mission of the Parks & Recreation Department as follows:

<b>Under \$1,000</b>	The program or project staff may approve this level of Agreement, with review by their supervising Management Team Member.
<b>\$1,001 to \$10,000</b>	The Agreement needs approval of a Management Team Member.
<b>\$10,001 to \$25,000</b>	The Agreement needs approval of the entire Senior Management Team and Department Director
<b>Over \$25,000</b>	The Agreement needs approval by City Council.

**C. No Non-Commercial Forum is Permitted**

This criterion deals with the commercial character of a sponsorship message. The Agency intends to create a limited forum, focused on advertisements incidental to commercial sponsorships of Parks & Recreation facilities and programs. While non-commercial community organizations or individuals may wish to sponsor Department activities or facilities for various reasons, no non-commercial speech is permitted in the limited forum created by this policy:

Advertisements incidental to commercial sponsorship must primarily propose a commercial transaction, either directly, through the text, or indirectly, through the association of the sponsor’s name with the commercial transaction of purchasing the commercial goods or services which the sponsor sells.

The reasons for this portion of the Policy include:

- The desirability of avoiding non-commercial proselytizing of a “captive audience” of event spectators and participants;
- The constitutional prohibition on any view-point related decisions about permitted advertising coupled with the danger that the Agency and the Parks & Recreation Department would be associated with advertising anyway;
- The desire of the Agency to maximize income from sponsorship, weighed against the likelihood that commercial sponsors would be dissuaded from using the same forum commonly used by persons wishing to communicate non-commercial messages, some of which could be offensive to the public;
- The desire of the Agency to maintain a position of neutrality on political and religious issues;
- In the case of religious advertising and political advertising, specific concerns about the danger of “excessive entanglement” with religion (and resultant constitutional violations) and the danger of election campaign law violations, respectively.

Guidelines for calculating the **Levels of Sponsorship Tiers and Benefits** are provided and outlined in **Part B**.

**IV. Additional Guidelines for Implementation**

**A. Equitable Offerings**

It is important that all sponsorships of equal levels across divisions within Parks & Recreation yield the same value of benefits for potential sponsors.

and, typically, seek at least a two to one return on their investment. Likewise, the Agency should not pursue sponsorships unless the total value the Agency receives is greater than the Agency's real costs.

A hierarchy of Sponsors for events, programs, or facilities with more than one sponsor is listed below from the highest level to the lowest. Not all Levels will necessarily be used in each Sponsorship Plan. Note that the hierarchy is not dependent on specific levels or amounts of sponsorship. Specific levels and amounts should be designed for each property before sponsorships are procured within the approved Sponsorship Plan. Complete definitions of terms are included in **Part C**.

*Hierarchy of Sponsorship Levels (highest to lowest)*

**Parks and Recreation Department-Wide Sponsor ⇒  
Facility/Park Title or Primary Sponsor ⇒  
Event/Program Title or Primary Sponsor ⇒  
Presenting Sponsor (Facility, Event or Program) ⇒  
Facility/Park Sponsor ⇒  
Program/Event Sponsor ⇒ Media Sponsor ⇒ Official Supplier ⇒  
Co-sponsor**

This hierarchy will help decide the amounts to ask various sponsors for, and determine what levels of benefits to provide. It is important to build flexibility and choice into each level so that sponsors can have the ability to choose options that will best fit their objectives. Note that the benefits listed under each level are examples of value. The listing does not mean that all of the benefits should be offered. It is a menu of options for possible benefits, depending on the circumstances. These are listed primarily as a guideline for **maximum** benefit values. It is recommended that each project create a project-specific Sponsorship Plan for approval in advance of Sponsorship procurement, based on the benefits available and the values specific to the project.

### **I. Sponsorship Assets and Related Benefits Inventory**

***TO BE DETERMINED FOR EACH AGENCY BASED ON OFFERINGS (PROPERTIES),  
VALUATION, AND DETERMINED BENEFITS***

*A tiered structure of actual values and approval levels should be determined as part of a Sponsorship Plan.*

### **Part C. Glossary of Sponsorship Terms**

#### **Activation**

The marketing activity a company conducts to promote its sponsorship. Money spent on activation is over and above the rights fee paid to the sponsored property. Also known as leverage.

**Advertising**

The direct sale of print or some other types of City communication medium to provide access to a select target market.

**Ambush Marketing**

A promotional strategy whereby a non-sponsor attempts to capitalize on the popularity/prestige of a property by giving the false impression that it is a sponsor. Often employed by the competitors of a property's official sponsors.

**Audio Mention**

The mention of a sponsor during a TV or radio broadcast.

**Business-to-Business Sponsorship**

Programs intended to influence corporate purchase/awareness, as opposed to individual consumers.

**Category Exclusivity**

The right of a sponsor to be the only company within its product or service category associated with the sponsored property.

**Cause Marketing**

Promotional strategy that links a company's sales campaign directly to a non-profit organization. Generally includes an offer by the sponsor to make a donation to the cause with purchase of its product or service. Unlike philanthropy, money spent on cause marketing is a business expense, not a donation, and is expected to show a return on investment.

**Cosponsors**

Sponsors of the same property.

**CPM (Cost Per Thousand)**

The cost to deliver an ad message to a thousand people.

**Cross-Promotions**

A joint marketing effort conducted by two or more cosponsors using the sponsored property as the central theme.

**Donations**

Cash or in-kind gifts that do not include any additional negotiated conditions in return. Synonyms: Philanthropy, Patronage.

**Editorial Coverage**

Exposure that is generated by media coverage of the sponsored property that includes mention of the sponsor.

**Media Sponsor**

TV and radio stations, print media and outdoor advertising companies that provide either cash, or more frequently advertising time or space, to a property in exchange for official designation.

**Municipal Marketing**

Promotional strategy linking a company to community services and activities (sponsorship of parks and recreation programs, libraries, etc.)

**Option to Renew**

Contractual right to renew a sponsorship on specified terms.

**Philanthropy**

Support for a non-profit property where no commercial advantage is expected. Synonym: Patronage.

**Perimeter Advertising**

Stationary advertising around the perimeter of an arena or event site, often reserved for sponsors.

**Premiums**

Souvenir merchandise, produced to promote a sponsor's involvement with a property (customized with the names/logos of the sponsor and the property).

**Presenting Sponsor**

The sponsor that has its name presented just below that of the sponsored property. In presenting arrangements, the event/facility name and the sponsor name are not fully integrated since the word(s) "presents" or "presented by" always come between them.

**Primary Sponsor**

The sponsor paying the largest fee and receiving the most prominent identification (Would be naming rights or title sponsor if sponsored property sold name or title).

**Property**

A unique, commercially exploitable entity (could be a facility, site, event, or program)  
Synonyms: sponsee, rightsholder, seller.

**Right of First Refusal**

Contractual right granting a sponsor the right to match any offer the property receives during a specific period of time in the sponsor's product category.

**Selling Rights**

The ability of a sponsor to earn back some or all of its sponsorship fee selling its product or service to the property or its attendees or members.

**Signage**

Banners, billboards, electronic messages, decals, etc., displayed on-site with sponsors ID.

**Sole Sponsor**

A company that has paid to be the only sponsor of a property.

**Sponsee**

A property available for sponsorship.

**Sponsor**

An entity that pays a property for the right to promote itself and its products or services in association with the property.

**Sponsor ID**

Visual and audio recognition of sponsor in property's publications and advertising; public-address and on-air broadcast mentions.

**Sponsorship**

The relationship between a sponsor and a property, in which the sponsor pays a cash or in-kind fee in return for access to the commercial potential associated with the property.

**Sponsorship Agency**

A firm which specializes in advising on, managing, brokering, or organizing sponsored properties. The agency may be employed by either the sponsor or property.

**Sponsorship Fee**

Payment made by a sponsor to a property.

**Sports Marketing**

Promotional strategy linking a company to sports (sponsorship of competitions, teams, leagues, etc.)

**Supplier**

Official provider of goods or services in exchange for designated recognition. This level is below official sponsor, and the benefits provided are limited accordingly.

**Title Sponsor**

The sponsor that has its name incorporated into the name of the sponsored property.

**Venue Marketing**

Promotional strategy linking a sponsor to a physical site (sponsorship of stadiums, arenas, auditoriums, amphitheaters, racetracks, fairgrounds, etc.)

**Web Sponsorship**

The purchase (in cash or trade) of the right to utilize the commercial potential associated with a site on the World Wide Web, including integrated relationship building and branding.

## *Appendix G – Key Success Factors*



## Achieving Desired Results from the Business Plan and Operational Pro-forma

Of course it is desirable to achieve the projected results from the Business Plan and/or Operational Pro-Forma, but there are many factors which can contribute to the successful implementation of the plans. Many of these assumptions and contributing factors can be addressed for optimal performance before, during and after opening:

### A. The Operational Pro-forma Assumptions

In order to complete operational budget planning, assumptions must be made regarding a variety of projections. The typical projections use an approach to estimating expenses and projecting revenues which may either be moderately aggressive or conservative. Plans can be based on a basic understanding of the conceptual project, operational assumptions approved by the client and the best information available regarding the market area and current practices of the City, County or District. The estimates are made in current year dollars. While we utilize all techniques available to help with accuracy in creating projections, there are many variables that cannot be completely accurately determined during this conceptual planning stage, and/or are subject to change during the actual design and implementation process, there can be no guarantee that the estimates and projections will be met.

Revenue projections are based on the square footage and design of components included in the facility, the demographics of the local service area, the current status of alternative providers in the service area and a comparison to other facilities in the surrounding communities or state, and around the country, with similar components. Actual figures will vary based on the final design of the facility and the activity spaces included, any changes in the market at the time of opening, the designated facility operating philosophy, the aggressiveness of fees and charges and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility.

Expenditures estimates are based on the type and size of the activity and support spaces in the center, and the anticipated hours of operation. Where possible and available, calculations are based on actual practice or methodology, and other expenses are estimated based on experience at similar facilities.

## B. Achieving the Goals of the Business Plan and Operational Pro-forma

In order to best actualize optimal operational and financial performance, the following concepts are recommended:

### 1. Monitor Performance

- **Create Performance Measures:** Performance measures are quantifiable evaluations of the organization's performance on a pre-determined set of criteria measured over time. The agreement upon standard performance measures allows the organization to judge its progress over time (internal benchmarking) and identify areas of strength and weakness.
- **Detail Specific Objectives:** These are action statements or tasks which define the measurable work accomplishments of an organization through the staff over a specific timeframe. They are directly related to the annual workplan, divisional business plan, the overall long range strategic plan or master plan, the mission, vision, core values and services for the agency or department. The accomplishment of these goals and objectives will affect the defined performance measures and the staff's performance evaluation.
- **Track the Usage**
  - **Capacity - Occupancy or Participation Rates:** The number of available spaces. Occupancy or Participation rates are the ratio of filled spaces to available spaces. Over- and under-capacity issues can be addressed by giving residents pre-registration priority, adjustments to the price based on peak or off-peak time or a market price differential.
  - **Participation Rates:** Participation refers to the number of those who are enrolled in a program, workshop, activity or event. They are the users, the enrollees or class attendees.
  - **Visitor Occasion:** The count of the number of people who use the organization's facilities each day throughout the year. This number will include multiple counts of a person who has repeat uses.
- **Benchmarking for a Snapshot:** External benchmarking is the study of a competitor's product or business practices in order to improve the performance of one's own company. This may include **Survey Benchmarking**, which compares the way your community compares to other like community in survey responses, and/or **Administrative Benchmarking**, which analyzed how your agency compares to other like agencies in terms of budget, land holdings, staffing ratios, and other administrative factors.
- **Survey Users:** Conduct periodic surveys on how users get their information, satisfaction levels, other program desires, and comments.
- **Comment Cards:** Provide opportunities for users to comment on issues and post the answers or results. Reward their willingness to offer feedback.

2. **Follow the Business Plan:** A business plan details how business will be conducted. It's a formal written planning document to communicate with members of a management team, employees, customers or financial backers, often for a specific project or bond measure. It is ideal for seeking money from outside investors or lenders or for projects of mutual interest.

In general, the plan:

- supports the vision of the overall guiding plan
- is used for marketing and funding
- describes core services
- identifies core competencies
- includes benchmarks and performance measures
- includes an operational pro-forma

A business plan is the result of thoroughly investigating your industry, your market, your product, your financial situation, and your proposed organization. A business plan outline provides an organized system for researching the feasibility of your business. In addition to providing a game plan for directing and guiding your business, a completed business plan can provide a great tool for communicating your business to potential investors and banking institutions.

**3. Reduce and Manage Direct Cost:** Direct cost includes all the specific, identifiable expenses (fixed and variable) associated with operating a facility, providing a service or program. These expenses would not exist without the program or service and often increase exponentially. These are costs that could be covered through fees and charges. Direct costs for programs and services may include the following:

- Regular part time benefited or non-benefited and seasonal salaries for instructors, leaders, aides, field supervisors, officials, coaches, and some temporary help for vacancies or absences;
  - Personnel benefits including FICA and Medicaid, Social Security, Self Insured Worker's Compensation Insurance, Unemployment Insurance; currently estimated at a percentage of salaries for regular full-time benefited employees, a percentage of salaries for regular part time benefited employees, and a percentage for regular part-time non-benefited and seasonal employees.
  - Contractual services for coaches, officials, instructors, etc.;
  - Consumable equipment and supplies both purchased and leased, such as balls, paper, clay and glazes, kiln firing, art supplies provided by instructor or agency, chalk, cell phones;
  - Uniforms, tee shirts, for participants and staff;
  - Non-consumable equipment purchased only for the program that require periodic, continual replacement or are necessary for the start of the program that are averaged or allocated, such as yoga mats, blocks, bouncy balls, low free weights, racquets and goggles;
  - Training specifically for the program or service like CPR and First Aid, on-going or reimbursed training and certifications;
  - Transportation costs such as van driver and mileage, parking, tolls, detailing, or rental of busses, etc.;
  - Entry fees, tickets, admissions for participants and leaders/instructors;
  - Rental fees for facilities, spaces, janitors, charge backs, etc.;
  - Operating expenses of replacement costs due to damage or loss;
- Any other costs associated or attributed specifically with the program or service.

#### 4. Review Fee Structures

- **Peak versus Off-Peak Pricing**
  - **Off-Peak:** Period of least demand for services and programs.
  - **Peak:** Period of highest demand for services and programs. Peak and off-peak categorizations may vary for services and programs within a facility or park. For example, in a park, day use may be highest during the same time period in which demand for interpretive programs is low.
- **Price Differentials:** Offering variations of the price to a particular group, which may achieve more equitable and efficient service delivery. Different groups are charged different prices for the same service, even though there is no direct corresponding difference in the costs of providing the service to each of these groups. Price differentials can be based on resident (tax payer)/non-resident, age categories, location of facility, time or season, quantity of use, incentives, etc. The trend is to give residents a discount off the fee versus charging non-residents more.
  - **Resident versus Non-Resident Fees**
    - **Resident:** Often defined as those who pay taxes to and live within the service boundary of the city or district, own property, youth through age 18 years who attend local public school district and private schools, government employees, resident workers, active military, etc....
    - **Non-Resident:** Is a person whose primary residence is outside of the organization's service area and doesn't meet the residency test in any way.
  - **Low Income fees versus a Scholarship Policy**
  - **Disabled**
  - **Age Groups**
  - **Seasonal Users**
- **Flexibility of Fees versus Too Many Options**
  - **Admission Fees:** Daily, Passes, Punch Cards, Coupon Books
  - **Passes:** Monthly Pass, 3-Month Pass, 6-Month Pass, Annual Pass, Seasonal, Summer Only, Disabled, Low Income
  - **Multiple in Group:** Individual, Couple, Household, Family, Plus add-ons, Corporate, Business,
  - **Age Groups:** Adult, Teen, Youth, Child, Senior
- **Memberships versus Passes**
  - **Membership:** This is a count of how many belong to a club or group. Membership is the number of people who have purchased a membership to a facility or program (also often used interchangeably to mean annual, semi-annual or monthly pass holders). Membership can be paid or unpaid.
  - **Passes:** Allow you to provide a discount for frequent users. This is a marketing strategy
- **Cost Recovery and Fees**
  - **Full Cost Recovery Fee:** The fee recovers the total cost of a service or program including all direct and all indirect costs, enabling the breakeven point to be reached. Full-cost recovery is often used as a strategy for services perceived as "private," benefiting only users while offering no external benefits to the general community.

- **Market Rate Fee:** Fee based on demand for a service or facility. The market rate is determined by identifying all providers of an identical service (i.e. private sector providers, other municipalities, etc.), and setting the fee at the highest level the market will bear.
- **Partial Overhead Cost Recovery Fee/Cost:** Fee recovers something less than full cost. This partial cost fee could be set at a percentage of direct costs, all direct costs, all direct costs plus a percentage of indirect costs, or some combination. The remaining portion of the costs will be subsidized.

## 5. Implement Effective Marketing or Service Communicating Techniques

- **Have a Marketing or Service Communication Plan, Review It and Follow It!**
- **Marketing of Service Communication Plan:** A marketing or service communication plan details the methods of promoting, advertising or communicating your programs and services to the public. It should also include methods for understanding your market and reaching them for input as well as promotion; as well as market research. It outlines the promotional tools and strategies employed by your agency or department and will discuss strategies for production and distribution of materials, standards, timelines, and expectations for materials.
- **Promote the Benefits:** The degree to which programs and services positively impact the public (individual and community), or in other words, the results of the programs and services. Are the individual and community better off, worse off, or unchanged as a result of programs and services?
- **Promote the Savings or Convenience:** Daily Admission or Monthly Passes offer convenience to the non-committed user. Household and Annual Passes and Punch Cards offer financial savings for the frequent user. Punch Cards expiring in a year are also convenient for infrequent users. Coupon Books are convenient to those who might lose a punch card or pass like children using the center by themselves.
- **Benefit versus Value or Intent:** Benefit is defined as the advantage, use or outcome to a group or individual. Value is the judgment of worth or the degree of usefulness or importance placed on a service or activity by personal opinion. The intent or intention of a program is the purpose, aim or end.
  - **Value:** (perceived and real) Participant/user expectations of the worth and quality of a program or service based on the benefits received.
- **Focus on Current User Retention versus Attracting a New Non-User**
  - **Participant/Guest/User/Visitor:** Persons who use facilities and services, visit parks, and participate in programs and activities.
  - **Non-User:** Those who have never stepped into the parks, facilities, taken the programs or used the organization's facilities or services.
- **Empower Employees:** Allow the front line employees to solve customer complaints with get in free tokens, offer credits and refunds, and make decisions in the best interest of customer retention and satisfaction.

## 6. Continually Improve the Customer Service Experience

- **Train Staff -** Provide ongoing customer service training including the use of available media, video taping, role playing, incentives, reward and recognition.
- **Define Minimum Service Level:** The "acceptable" service level at facilities; a function of maintenance levels, staffing levels, types and numbers of amenities

available (picnic sites, nature trails, restrooms, recreation centers, etc.) types and numbers of additional program offerings, quality of customer service, etc.

- **Define Optimum Service Level:** The “best” program and facility service; a function of maintenance levels, staffing levels, types and numbers of amenities available (picnic sites, nature trails, restrooms, recreation centers, etc.) types and numbers of additional program offerings, quality of customer service, etc.

## 7. Create User Friendly Policies

- **Scholarship/Fee Reduction Policy:** The scholarship or fee reduction policy is intended to provide an objective way to provide recreation and leisure opportunities at a reduced rate to citizens of the agency with economic need. Ability to pay should not be a factor for participation. The agency will work directly with the appropriate social services agency to provide a means of identification of residents meeting eligibility requirements. Eligibility determination could be based on the HUD scale and income verification to determine eligibility. Depending upon the systems in place for identification of need, residents may be subsidized between a certain range of percentage or at more than one level depending upon need.
- **Refund Policy:** (A typical policy may include)
  - All programs take place rain or shine. Full refunds or credits for classes will be made automatically when:
    - classes have reached their maximum enrollments;
    - classes are canceled by the organization due to insufficient enrollment or other unforeseen reasons;
  - For any reason other than those noted above, pre-paid registrations:
    - canceled at least (X number) days in advance are 100% refundable;
    - canceled less than (X number) days and more than (X number) days in advance are (X%) refundable;
    - canceled days or less in advances are not refundable.
  - Allow (X number) days for refund processing. Credit card charge refunds will be made directly to the charge card account.
- **Returned Check Policy:** Pursuant to policy, an assessment fee of (X dollar) will be charged for a returned check.

## 8. Opening Impacts which may Impact Performance

- **Seasonality of Opening:** If the facility has a high reliance on fitness and wellness amenities, programs and services, then a January opening is often desirable so that you can take advantage of New Year’s resolutions. If the facility has a high reliance on leisure aquatics, camp and indoor playground amenities, programs and services, then a summer opening may help.
- **Operating Hours:** Are you open when peak use occurs? Should these be adjusted? Are you open too much or too little? Is there a 24/7 demand?

## C. Definitions

When we discuss achieving the goals of the Business Plan and Operational Pro-forma, we off the following terms defined by **Merriam-Webster Online Dictionary**:

**Manifest**      *transitive verb:* to make evident or certain by showing or displaying

<b>Materialize</b>	<i>transitive verb</i> : 1 a : to make material : OBJECTIFY
<b>Objectify</b>	<i>transitive verb</i> 1 : to treat as an object or cause to have objective reality 2 : to give expression to (as an abstract notion, feeling, or ideal) in a form that can be experienced by others
<b>Actualize</b>	<i>transitive verb</i> : to make actual : REALIZE
<b>Realize</b>	<i>transitive verb</i> 1 a : to bring into concrete existence : ACCOMPLISH 2 a : to convert into actual money b : to bring or get by sale, investment, or effort : GAIN
<b>Accomplish</b>	<i>transitive verb</i> 1 : to bring about (a result) by effort 2 : to bring to completion : FULFILL 3 : to succeed in reaching (a stage in a progression)
<b>Gain</b>	<i>noun</i> 1 : resources or advantage acquired or increased : PROFIT 2 : the act or process of gaining 3 a : an increase in amount, magnitude, or degree
<b>Fulfill</b>	<i>transitive verb</i> 1 <i>archaic</i> : to make full : FILL 2 a : to put into effect : EXECUTE b : to meet the requirements of (a business order) c : to bring to an end d : to measure up to : SATISFY 3 a : to convert into reality b : to develop the full potentialities of
<b>Profit</b>	<i>noun</i> 1 : a valuable return : GAIN 2 : the excess of returns over expenditure in a transaction or series of transactions; <i>especially</i> : the excess of the selling price of goods over their cost 3 : net income usually for a given period of time 4 : the ratio of profit for a given year to the amount of capital invested or to the value of sales 5 : the compensation accruing to entrepreneurs for the assumption of risk in business enterprise as distinguished from wages or rent
<b>Execute</b>	<i>transitive verb</i> 1 : to carry out fully : put completely into effect 2 : to do what is provided or required by
<b>Satisfy</b>	<i>transitive verb</i> 1 a : to carry out the terms of (as a contract) b : to meet a financial obligation to
<b>Achieve</b>	<i>transitive verb</i> 1 : to carry out successfully : ACCOMPLISH 2 : to get or attain as the result of exertion <i>intransitive verb</i> : to attain a desired end or aim : become successful

*Sources:*

GreenPlay, LLC ([www.GreenPlayllc.com](http://www.GreenPlayllc.com))

The leading edge in management consulting for Parks, Recreation, Open Space and related industries.

Merriam-Webster Online Dictionary ([www.m-w.com](http://www.m-w.com))

About.com (<http://retail.about.com/od/glossary/g/cogs.htm>)

About.Com was founded in 1996 (as The Mining Company) by Scott Kurnit and a dedicated group of entrepreneurs. It was re-named About.Com in 1999 to reflect its growing breadth of content, services and ease of use. In 2001, About, Inc. was acquired by PRIMEDIA Inc. In 2005 About, Inc. was acquired by The New York Times Company(NYSE: NYT).

BPlans.com ([www.bplans.com](http://www.bplans.com))

Bplans.com contains the largest single collection of free sample business plans online. In addition to that, it has helpful tools and know-how for managing your business. Bplans.com includes practical advice on planning, interactive tools, and a panel of experts who have answered more than 1,400 questions from people like you. Bplans.com has also won several awards as a valuable "plain talk" resource.

Bplans.com is owned and operated by Palo Alto Software, Inc. as a free resource to help entrepreneurs plan better businesses. Palo Alto Software-The Planning People-develops, publishes, and markets software products for use with personal computers. Its products offer task-oriented, "know how" solutions for small-business and home-office entrepreneurs, professionals, and middle managers. The company is a privately-owned corporation in Eugene, Oregon.

Bizminer ([www.bizminer.com](http://www.bizminer.com))

BizMiner (the Brandow Company, Inc.) has been based in Camp Hill, PA since its establishment in 1990. BizMiner has built its reputation on quality industry research and data development. The company pioneers online delivery of detailed industry analysis to small and large businesses and entrepreneurs through its local and national Marketing Plan Research Profiles, Financial Analysis Profiles, Local Business Summaries, State Market Index Profiles, Franchise Profiles and Business Risk Index series. BizMiner's proprietary research methodology tracks and analyzes the experience of over 18 million US business facilities, condensing millions of data points into the unique measures found in our profile series. Consultants and larger firms also benefit from our Research License options.

Entrepreneur ([www.entrepreneur.com](http://www.entrepreneur.com))

Washington Small Business Development Center (<http://www.wsbdc.org/index.htm>)