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Funding Parks Through Private-public Partnerships in Berkeley, California

Susan Ferrera

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By

Susan Ferrera

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Professor Dr. Alan Roper

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Abstract

In the current economic climate cities are preparing for the worst. During economic downturns urban public parks play an even greater role in the quality of life for the citizens of a city, as people stay closer to home. Parks provide the public a place to recreate, socialize, and exercise, among many things. Parks provide environmental benefits that are being valued more and more. These include the flow and intensity of storm water run off, wildlife habitat, and carbon sequestering. Park funding has not kept up with the need to maintain parks and many parks throughout the nation are in a state of decay. Park managers, elected officials, and the general public have common concerns over this. They are also leading the way to fund parks. This thesis answers the question: Is private-public partnerships a good avenue for funding parks? This research study focused on the City of Berkeley that is an urban city in the East Bay of the San Francisco Bay area. It followed three streams of research. These were: research of existing park foundations, trusts, and park partnerships; interviews of key informants from some of the organizations; a comparison of the park website of the City of Berkeley with those of cities of comparable populations size. This study concluded that park foundations may be too complex for the city to promote at this time but park partnership and other groups are not. Park managers should analyze their available resource and those of the partnership organizations, synchronize their goals with those of the citizenship group, and formalize their relationship. These recommendations could be useful to elected officials, citizen activists, or private organization leaders, to name a few.

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Introduction

Public Parks play an important role in the quality of life for the public (Ee, 2006). The relationship between parks, recreation and public health has been well noted ((Anonymous, 2004, Cohen, 2007, Mitchel, 2008, Saelens, 2008). The public use of parks can build community (Arai, 1997). One study of local institutions found that the number of pro-social places (schools, parks, recreation centers, parks and libraries) is positively related to higher levels of participation in neighborhood activities (Roman, 2004). Roman (2004) found that these pro-social places were positively related to residents' satisfaction of the block in which they live. Studies find an economic value to parks and to the nature within the parks. Many studies have been on the value of property values (East Bay, 2000). However parks, as a whole, are difficult to measure in their economic value because there are many variables. Recently economic value has been placed on trees and their contribution to environmental health. Parks tend to be cut from city budgets before other vital services, such as police and fire. The public loves their parks but funding for many park and recreation districts throughout the country has declined in relation to the growing population and requests for service. City management and civic leaders had to defer maintenance and close parks in order to balance budgets. They work constantly to consider new and reliable ways to fund parks (California, 2008).

After many years of decline in their parks, citizens have come to see that they must help their communities beyond just paying taxes. They no longer expect government to do it all. It is unknown whether this trend will increase or decrease in these current economic times. What is known is that there is no quick fix to the economy. What we do know is that citizens, managers and civic leaders must continue to apply the belt-tightening skills that they have honed over the past decades. We must be lean and keen. That is to say, while working within lean, or shrinking,

budgets, we must find ways to keep an eye on efficiency while supporting the community, caring for the safety of parks, and planning for the long term. We must do all this with the vision of improving the quality of life for the public. We want more than to just get by. We want to thrive.

Volunteerism is a strong value in American culture. In 2007, 60.8 million volunteers dedicated 8.1 billion hours of service to community organizations. When quantified for economic value, the numbers are impressive. The estimated economic contribution of the volunteer hours served in the State of California is $17.5 billion annually (Volunteering, 2008). Closer to Berkeley, the residents of the City of San Francisco averaged 31.9 hours in a year.

The desire of the public to volunteer, when mixed with indications of increased civic involvement in government, indicates a powerful trend. It is one that public managers can, and should, actively participate in. Scholars have noted that many in the public have recognized that government cannot do everything alone. In fact one scholar found that there is a shift from the citizen as simply voter, volunteer, and consumer to citizens as problem solvers who co-create goods and the shift is also from public leaders as those who just provide the solutions to one who are partners and organizers of citizen actions (Boyte, 2005). Other scholars have found that the relationship of the citizen and the public servant has changed and it continues to evolve towards one of more collaboration and partnership (Pradeep, 2005). Many posit models, methods, and recommendations for developing these relationships (Cooper, 2006, Ebdon, 2006, Irvin, 2004, Jones, 2000, Vigoda, 2002). Simply, we all must help. When we look at parks we see an emergence of self-organization of volunteerism in the form of "friends groups" and "partnership" associations. These are non-profit organizations, which are composed of civic-minded individuals who take on a task or organize around a concept. For example, 25 years ago a non-

profit organization formed a conservancy to improve Central Park in New York City. Today they manage the park under a contract with the New York City Parks Department (Central Park, 2008). Since then they branched out to improve all the parks in the City. Other associations have sprung up unrelated to this early group. They emerged on their own. They have done it while partnering with the City's park managers. Evidence of partnership associations is seen throughout the country at all levels of civic engagement from small towns through to a national scope. They are found in rural, suburban, and urban communities. Some started from a partnership or "friends of" groups (San Francisco Trust, 2008), some grew and became a foundation with a mission to fund partnership groups (City Parks, 2008), and others began as foundations (Seattle Parks, 2008).

Historically, foundations and partnership associations have emerged and organized themselves separate from government leadership. However, the most successful groups have done so in partnership with the park management (National Parks, 2008). The National Recreation and Park Association developed a training course for individuals who want to start a partnership association and one for agencies who want to encourage them (NRPA, 2008). A fundamental message in both courses is that success is made when the association has a clear mission that includes goals that are complementary to the goals of the park managers. Citizens can partner with managers to develop performance goals to improve their own quality of life (Epstein, 2006). Another key competency is when both agency managers and volunteers communicate and work together to identify and achieve those common goals. This question posed in this thesis is: Is a park foundation or park partnership a good avenue to fund parks? This study will propose sources to pursue and methods to follow to promote funding of the city parks. It will recommend action to take specifically for the City of Berkeley. Additionally,

many of these methods and recommendations may be useful to elected officials, citizens, and city managers in other cities.

The research to answer this question took three parallel routes that converged for the final analysis. These included a study of some existing park partnerships and park foundations, some cities that are comparable in population to the City of Berkeley, and key informant interviews. The result is an analysis that recommends the best avenue for the City of Berkeley parks department to pursue to encourage private funding of city parks.

Background

The City of Berkeley was selected for this study because it is the city where the researcher is a resident, served on the park and recreation commission, and now works as a park manager. The citizenry is active in volunteering and they have a high level of civic efficacy as evidenced by multiple volunteer organizations and public meetings. For example, there are 40 citizen commissions in the city of 105,000. It has a high degree of political activism. This, along with the presence of the University, makes it unique for any sized city. The City of Berkeley is in the San Francisco Bay Area of California. It has a population of 105,385 and a median household income of $44,485 (Berkeley, 2007). In the city's community profile stated "Berkeley is a city with a small population and a big reputation (Berkeley, 2007, p.1)." It went on to note that there are 30 cities in California bigger that Berkeley. And yet [they] are famous around the globe as "a center for academic achievement, scientific exploration, free speech and the arts (Berkeley, 2007, p.1)."

The City of Berkeley has 52 parks, 242 acres of open space and 105 walking trails and pathways that wind their way through the hills and flatlands of Berkeley (City of Berkeley, 2007). The City is nestled in its own watershed. It has five creeks that run from the ridge tops to

they bay. Berkeley loves its parks. This is demonstrated through their existence and the fact that

the voters passed a tax (Park Tax) to fund the parks right after the passage of Proposition 13

which was a California State ballot initiative that limited tax increases and has had the effect of

pinching off and reducing funding for basic city services throughout the State of California. The

Park Tax kept the parks open and it paid for basic services. Nonetheless, the parks department,

along with all city departments, suffered a budget cut five years ago. Also, there is no economic

relief in sight, costs of supplies and labor are increasing, and the State and Federal budgets are

suffering deficits. The good news is that the City of Berkeley is in good fiscal condition this

year while many of its neighboring cities are looking at severe cuts and one recently filed for

bankruptcy (Vallejo, 2008). If the ballot is a measure of public support, then Berkeley supports

their city management. In the recent November 2008 elections four out of four bond measures

passed to fund fire service, library services, and to release the use of the park tax funds. The

voters also approved a measure to continue a two county park bond to help the region support

parks. Some of these funds will come to Berkeley.

   The love for the parks and the pride of civic involvement is also evident by the

volunteerism of the citizens. There are over 16 "friends of parks" type associations. There are

hundreds of neighborhood associations but there is no accurate count because associations

emerge from specific needs and they ebb and flow. There is a name for an association for almost

every park. These groups emerge when there is work to do or during changes in operations and

design or during conflict. This civic opinion and involvement is not unique only to the citizens

of Berkeley, but the quantity and density of the discourse and activism may be. This is not the

focus of this study, but it is important when considering the context of support, public

involvement and the potential conflict in park management. City and Park Managers have a

finite amount of time to serve the entire city efficiently and equitably. This study seeks to shed light on what is the best private-public venue for park management to support so that both the time, money, and resources of the volunteers and the park managers are best put to use.

Before proceeding further it is important to understand the historical context of the City of Berkeley. Berkeley became a city in response to the actions by another city. It had been two small communities, distinctly different from each other. One is on the west side in the West side by the bay. It was working class and, as summed up with one author (Wollenberg, 2008), enjoyed beer over wine. The other was on the north side of Berkeley, in the hills. It was wealthier and had established itself around the newly created University of California. The City of Oakland wanted to annex the area that is now Berkeley yet the residents and merchants of these communities, perhaps true to Berkeley's nature, responded to the threat, unified over great differences, and joined as a City in 1878. These differences, though muted, may exist now both in feeling and in fact. Though the city parks in the South and West side of the city have received their equal share of funding and capital improvement in the past five years, the feelings of inequity linger, perhaps from the patterns that were established in this early years as well as the larger nature of socioeconomic differences.

The growth of Berkeley was impacted in part by major national events. The 1906 Earthquake in San Francisco left San Francisco in shambles and many businesses relocated to West Berkeley and created a new light-industrial area. The center of the city filled in after the housing boom of the post world-war-two era. Berkeley appeared to become one contiguous city (Wollenberg, 2008). It is the opinion of the writer of this paper that these early divisions lay as the basis to a common sentiment that South and West Berkeley get less resources and attention than North Berkeley. In addition to potential class differences race and ethnicity often come in

to discussion. Though culturally and racially very diverse, the City is not diverse equally throughout. Scholars have found that people use their parks differently both in the unique activities they pursue as well as with relation to race, gender, and ethnicity (Cassandra, 2007, Ewert, 1990, Pearce, 1990, Ho, 2005). Additionally, the concept of environmental justice, which grew out of the discovery that polluted areas where disproportionally near poor communities, is now applied to gauge the equitable distribution of parks (Bowen, 2002). This paper will not delve in to these topics but this is an important context to understand because to work in parks is to work with these feelings and beliefs. To find a venue that serves the public fairly, one must understand this sensitivity and look at the work in this context. To support partnership groups in North Berkeley or to spend more resources on work in North Berkeley may feed into this real or imagined imbalance. Conversely, to use resources unequally in South Berkeley can be considered unfair by North Berkeley. To make too much out of this separation could in turn, increase the chasm. The goal of all managers should be to serve all citizens fairly, and justly with the principle of civility held in highest regard. For this reason, this study chose a park in the west side of town in the event that this study might help gauge the value of foundations and partnerships in serving all the citizens of Berkeley. This study will focus on park maintenance and capital improvement but it will include other park management areas, such as programming as they arise.

Literature Review

The literature reviewed crossed professional and academic disciplines. Information on park foundations and partnerships were found through searching the World Wide Web and the literature of professional associations as well as through searches of the ProQuest database. The most current research was sought out because the focus of this study is dependent on discovery

and analysis of the current park management, park partnership trends in the current economic environment. The sources are from unpublished master thesis and professional journals. The areas of study included: Urban forestry, park history, and trends in urban park funding,

Urban Forestry: Partnerships in tree planting

Tree planting is a simple measure of and output as a performance measurement. It has measured volunteer time, cost, and the park resources that are used to meet specific goals such as the number of trees planted per year. For these reasons, research on tree planting and public participation is applicable to this study. A search for "trees" was used as one way to find relevant information on partnerships on the web pages of the City's web sites.

Tree planting is a popular activity for citizens who love their urban forests. It is also an important task for City managers and civic leaders who want to improve the environment of their urban forest. Trees provide summer shade, increase oxygen, filter pollution, reduce storm water runoff, increase carbon sequestering (they store carbon which would otherwise lead to global warming), and they green cities and this helps improve the health of residents (Maco, 2005).

In an unpublished thesis titled "Partnerships in urban forestry: Cities and nonprofit tree planting organizations in the northeastern United States" (Armstrong, 2003) the researcher surveyed nonprofit tree planting groups and city forestry programs in the northeastern United States. There were four main focus areas: organization characteristics, the perception of the forest, the role of the volunteers, and the communication between groups. The goal was to compare these and study perceptions and the effectiveness of communication. The researcher used a 27-question survey to gather the information and used tables and a list of the answers listed by questions to demonstrate it. They concluded that both the volunteers and the foresters placed a high value on the role of volunteers in urban forestry but the volunteers rated

themselves higher then the foresters did with regards to how well the work the volunteers fit the

goals of the foresters. The volunteers thought they met the goals better then the foresters did.

Additionally, the volunteers thought they maintained the newly planted trees better whereas the

foresters thoughts less so. This study underscored a thread found through much of the literature

and Internet-based searched on currently active partnership associations. The volunteers may

have a higher regard for working towards the common goals then do the managers and their

measure of performance may vary, but all highly value the participation of the volunteers.

Park Trends: the fifth era of revival

Before we can recommend actions we must identify emerging trends. Identifying trends

help us look to the horizon and chart a course. An unpublished thesis titled " Park planning in

the fifth era: perceptions of selected Texas professionals" the researcher, Maria Alejandra Pena

(2006), posited that we are entering a fifth era of park planning and she called it the "revival

era". She cited an earlier researcher (Cranz cited in Pena, 2006, p.3) defined the previous four

eras and for recognizing a fifth era. Pena summed up Cranz's list of eras as: "Pleasure ground

era (1850-1900), Reform park era (1900-1930), Recreational facility era (1930-1965), and Open

space system era (1965-1995)." The Pleasure ground era was one with amusement parks. The

Reform park era focused on improving society by creating parks. The Recreational era focused

on creating playfields and team sport fields such as ball fields. Natural areas, greenways and

trail linkages were created during the open space system era.

She noted that the fifth era, the Revival era, is comprised of two movements. One is in

"existing urban park systems" and the other is in the "new urban and suburban park systems"

(Pena, 2006). The existing park systems are reviving their parks through redesign and enhancing

existing park systems. The new park systems are including new trends in undeveloped parks.

Pena (2006) used a methodology similar to the method used in the research for this topic. Pena (2006) interviewed key informants who she identified as leaders in park planning. They had 19 years of experience on the average. She initially contacted them by phone. Three were interviewed in person, and seven where interviewed by phone. She asked seven questions. These questions where: What is your title and occupation? How many years of experience do you have in park planning?, Who are today's public park users?, What trends do you see emerging in park and recreation planning?, What challenges exist today in park and recreation planning? What makes parks successful? How does this period of time impact the field of landscape architecture? She included their answer. These typically filled two pages with text.

The research identified the opinion that new recreational facilities are an emerging trend, that they are focused on special needs for potential users, and for a diverse user. Park users include infants to seniors and parks are designed to meet all users. Aquatic play areas are moving towards zero depth for play. The parks are being designed to be accessible to all users. These are easier and less expensive to maintain and children enjoy them. Dog parks and rock climbing parks are an ongoing trend. Sustainable park design is in the forefront as planners look to use recycled materials and seek financial sustainability through maintenance systems. They are maintained more naturally with less water. They noted that the community must be involved and Pena (2006, p. 51) noted "ultimately, people make a park successful." She summed up by stating five main characteristics of the fifth park area. These are: City management and professionals have recognized parks as important to provide quality of life and positive economic impact, that users consist of all citizens, there is a need for a new type of recreation facilities, the revival movement is supported by park planning, and park departments are able to fund projects

and maintain new and existing parks and recreation facilities, and park departments are funding

parks in new and creative ways.

The City of Berkeley park system is clearly in this fifth era. The existing parks

are currently undergoing a period of rejuvenation but, due to funding constraints, the capital

improvements cannot keep up with the public's demand for them. The goal of this research

paper is to assess the best use of public resources and to creatively develop or select the means to

fund parks in the City of Berkeley. The research of Pena (2006) can apply to Berkeley and

appears similar to the same challenges and opportunities faced by the parks in the City of

Berkeley. In that, Pena's research represents the perspective and experience of the profession of

park management. This goal of this research paper is to bring it home to be creative and useful

for the City of Berkeley.

Park partnerships: building methods and skills to support partnerships

The study of private-public partnerships lead to the Wallace Foundation's website and

The Urban Institute's 36 page report by Chris Wallace (Wallace, 1999), "Partnerships for Parks:

lesson from the Lila-Wallace Readers Digest Urban Parks Program." The report provided a

foundation to build on for this thesis. It studied private-public partnerships and defined them as

"agreements among multiple public and private parties to risk money, time, influence, or other

assets in pursuit of joint goals (p. 17)." It noted that "Between 1977 and 1994, the nonprofit

sector overall was the fastest-growing part of the national economy, growing 4.3 percent

annually, compared with a 2.1 percent growth rate for for-profit business and a 2.3 percent

growth rate for government (p. 12)." They noted that a systems change occurred in

national foundations that moved from project focused that supported one time initiatives

to one that altered relationships within policies, programs, and institutions that lead to

sustainability of solutions to social problems. Fostering collaboration became a core system strategy.

They noted that park agencies and their primary nonprofit partners usually have the most invested and the most to lose in the parks partnerships. This underscored the importance of this thesis. With much to lose on both sides of the partnership, a well thought out, strategic approach is needed before an agency partner co-joins and supports a partnership organization and visa-versa. The Walker's report (1999) aids with this by stating the challenges of partnerships. These are: "capacity shortfalls, inadequate commitment, flawed strategies, insufficient returns, and failures to communicate (p. 29)." They put forth that the partners in their Urban Park Initiative have devised strategies to sustain each other's commitments. These are: "confront poor performance, clarify responsibilities and reconcile, raise the stakes, increase rewards, change the number of partners (increase), lengthen the time horizons, and make sure contributions and payoffs are public (p. 30)".

Walker (p. 30, 1999) noted "Accountability trumps flagging commitment." This researcher saw the same weakness and used the question of performance measurement in the informant interviews as a means to discern weaknesses and strengths in the organizations and partnerships in this study. These strategies are seen during the course of the informant interviews in this study and these principles are reflected in the training course found through the professional organization, the National Recreation and Park Association.

National Recreation and Park Association: training resources
There are many organizations that were studied to find relevant literature. The

National Recreation and Park Association (National, 2008) did not have a great deal of literature on park partnerships but it had one very useful tool for managers. It links to a free course to citizens that start a friends group or a partnership (Pyxis, 2008). It takes them through the process of developing their organization, establishing themselves as a non-profit and working with a public agency. It also offers a course, for a nominal fee, to agency representatives on how to work with partners groups and develop a mutual agreement. The researcher of the study of this paper took both courses during the research for this paper. It is copyrighted and thus, not copied in to this research paper. It included links to exemplary sites for each point it is teaching the student. For example, it has links to one organization's by-laws, to an agreement, to a non-profit status forms, and to a mission statement. The general message is for private-public partnerships to form agreements.

The National Parks and Recreation Association produced a book on managing park and recreation agencies and in it they state clearly that partnerships should not be seen as privatization of park but rather "as cooperative relationships with others to achieve a specific goal (Smissen, 2005, p. 523)." They go on to note the success is measured "in terms of programs and services delivered, resources used efficiently, and participant levels of satisfaction (Smissen, 2005, p. 523)."

National Park Service

Relevant and extensive literature was found through the National Park Services website on partnerships (NPS, 2008). They noted, "Partnerships largely succeed based on common interests, realistic expectations and goals, personalities, persistence, and process. Failure to follow proven process is usually a fatal flaw in most partnership endeavors (NPS, 2008, p. 1)." The National Park Service provided an excellent list of best practices and

discussion on friends groups and partnerships in a document titled " Center for Park Management. Best Practices in Friends Groups and National Parks" (Cherng, 2005, p. 1). They noted "they provide community legitimacy and access to key business and political leaders. Friends fundraise, friend-raise and advocate (Cherng, 2005, p. 4)." These observations can pertain to urban city parks as well but as one informant interviewed in this study of this thesis noted that the park management handles maintenance and capital improvement and their foundation handles all the programming in the parks. For the City of Berkeley, it is likely that citizens will expect public servants to provide basic services and for the public-private partnership to create new and improved parks.

They predicted that the relationship and existence of friends groups would grow and that one concern is that the Federal Government might cut back on funding if they think the groups can take over where professionals work now. They also noted that this is unlikely.

They developed a list of best practices. In it they concluded that to have success, park management and park friends must share a mission and have similar goals. They must develop mutual trust. This comes with time. They must contribute equally, be aware of park priorities and non-profit needs. They need to keep clear, constant communication, meet formally and informally (lunch) to help understanding. They need to commit to a long-term relationship and institutionalize it so it can survive succession changes. It is best to create a culture of sharing and collaboration. Finally, they stated that mutual respect promotes success

The National Park Service also provides literature on fund raising (NPS, 2008). This is important for park managers to understand how to raise funds or to support partnership

that raise funds for parks. These principles include: raise money from the perspective of the marketplace (listen to each donor, move people intellectually and emotionally); get people involved; set the pace for giving (the early donor sets the pace, if you ask for average you will get below average results); apply the campaign principle "Structure makes people more productive. It gives them standards against which they can measure their performance (anonymous quoted in NPS, 2008, p. 1)." ask for money (people give to people, the one who asks first must give first); practice stewardship; kindle the spirit of philanthropy (NPS, 2008, p. 1).

This theme is found in other literature as well. Wondolleck (2001, p. 1)) performed a follow-up study of a 1994 research about collaborative relationship between the USDA Forest Service and other public and private groups. There were 230 potential success stories. After seven years 66 percent are still in place. She noted that four critical factors accounted for sustained success. These were: "the continuity of people and philosophy; agency commitment; having a compelling focus; and putting a mechanism in place that supports continued involvement."

This study is focused on providing recommendations for the City of Berkeley. One journal article proposed that public managers must know five variable dimensions of collaboration (Thomson, 2006). These are governance, administration, organizational autonomy, mutuality, and norms. The scholars stated that the key to managers getting things done is the right combination of administrative capacity and social capacity. Agronoff (2006) studied collaborative networks for managers and concluded that even though inter-organizational networks are primarily self-organizing they need structure and managed like organizations but in collaborative, nonhierarchical ways.

The Economic Environment and Philanthropy

To anticipate trends one can look to recent studies of the economy as it relates to parks. One scholar (Lyman, 2008) posited that public parks could help lift declining cities out of downward spirals. He noted a "Green Renaissance" and a green infrastructure has more opportunity to bloom in a weak economy as real estate values lower. One mayor proposed that rather then growing the city, cities would be better off improving the quality of life.

Even in a tight economic market, philanthropy is not necessarily dead. Some donors want to make sure they make an impact in low-income communities. One article cited that 2/3 of $3.07 billion in 2006 benefited local communities (Anonymous, 2008).

A close look at philanthropy by one scholar opined if public spending crowds out philanthropy (Brooks, 2000). He wondered if non-profits could begin to look like quasi-public agencies. He studied spending in arts, education and culture and found that one dollar in state spending crowded out about 2 cents in donations. He found no evidence that public funding crowds out giving to education, arts and culture. Though he did not study parks, these finding provide some sense that public funding does not take away significantly from philanthropic giving.

There are signs that philanthropy continues to be valued by Americans. For the last few decades charitable giving has been around 2% of pretax income (Grote, 2007). One group, called the 50% league, pledged to give 50% of their pretax income (Grote, 2007). Global poverty and climate change are their priorities. This is one indication of the source of funding that may be available to parks. In the past ten years private foundations have grown from $250 to $600 Billion (Grote, 2008). One foundation executive officer noted that wealthy individuals are often drawn to giving for tax deductions but stay after a change of consciousness (Allen,

2005). To find sources for funding parks, a city the size of the City of Berkeley might find donors from the 78,000 private foundations in the United States of which 88% are family foundations (Grote, 2008).

New York Cities City Park Foundation raised $2.5 million for one park and pays for a park manager, two gardeners, and four security officers (Stewart, 2001). The park renovation included $6 million endowment for maintenance and improvements (Stewart, 2001).

Philanthropy is in the spotlight in public administration and two recent journal articles in the Public Administration Review shed light on this. In a journal article titled "Looking a gift horse in the mouth: Challenges in managing philanthropic support for public services" the scholar (Brecher, 2008) discussed the benefits and drawbacks of nonprofit and public sector collaboration. He noted that collaboration could promote management innovation and increase resources that can also lead to inequities of service quality and availability. He noted that particular goals can overshadow broader public interest and it can politicize what had been purely bureaucratic decision making. He suggested that to offset this, managers could develop techniques associated with risks. This is at the heart of this thesis study. It is the opinion of the writer of this research paper that park managers have a responsibility to provide equitable service to an entire city, not just to the highly able and motivated leaders of civic spirited friends and partners groups. What was learned from this research is that through the use of an agreement with partner organizations, managers and nonprofit organizations can communicate about this concern and would more likely reach a point of success. Bercher (2008) termed the types of nonprofit roles that exist. These included assistance provider, catalyst, co-managers, sole managers, and citywide partners. Bercher (2008) noted that parks located in wealthy neighborhoods tended to attract greater resources then poorer neighborhoods. Bercher (2008)

posits that what he called "nonprofit-as-supplemental collaboration" focus on the well-being of one particular group rather then the entire population.

Partnership Performance Measures

This study seeks to determine the best source of funding for parks. To evaluate this, there are questions that specifically seek to get the informants perception on how success is measured. Rather then use the terminology of performance measurements; one scholar defined a more specific concept of citizenship outcomes (Wichowsky, 2008). She compared citizen outcomes to the traditional administrative perspective that focus on mission-based performance and contrasted those to the policy feedback perspective that focused on civic policy and implementation. Some of the components she sees as citizenship outcomes are that social trust and civic engagement is built, that political efficacy is enhanced, and that political participation is encouraged. The Berkeley Partners for Parks organization did not articulate performance measurements in their literature but it is likely that as they judge their accomplishments, they would include these values. A park manager would be well advised to value these citizenship goals, as they do mission-based goals.

Methods

As stated earlier, these are the research questions:

Thesis Question

What is the best avenue to encourage private funding of public parks in the City of Berkeley?

Sub questions

1. Is a private foundation the best source for private funding of public parks in the City of Berkeley?

2. Is a "friends of the parks" or "parks partners" type association the best source for private funding of public parks in the City of Berkeley?

3. Is there another source for private funding of parks in the City of Berkeley?

4. If so, what is it?

5. What are the methods to use to encourage and support the source?

The research is a qualitative study. It is divided in to three streams of research that flow in to a confluence of analysis and conclude with findings, and recommendations. The first stream is on the study of park foundations, trusts, and partnerships. The second stream consisted of interviews of key informants for the purpose of getting insight in to this topic, to look for trends, and to get advice for the City of Berkeley. The third stream compared the parks and private-partner groups of the City of Berkeley with those of other cities and specifically, the presence of partnerships or friends groups. These three streams were compared and contrasted. Commonalities and differences were analyzed. From this, the thesis question and sub-questions were answered and recommendations on park funding were presented.

Operative Definitions

Best – That which is the optimal selection from multiple choices of to select or not select a method or course of action. "Most productive of good: offering or producing the greatest advantage, utility, or satisfaction (Merriam, 2008, p. 1)."

City of Berkeley – A charter city in the East Bay area of the San Francisco Bay Area with a population of 105,000 people.

Encourage- To support, stimulate, promote or foster.

Friends of parks- "One who supports, sympathizes with, or patronizes a group, cause, or movement: friends of the clean air movement (Dictionary, 2008)."

Methods- "A way, technique, or process of or for doing something. A body of skills or
techniques (Merriam, 2008, p. 1)."

Park foundation- A legal entity set up by an individual, a family, or a group of individuals for the
purpose of philanthropy.

Park partnership- A non-profit umbrella organization that provides aid in the way of funds,
resources, or expertise to affiliate groups.

Private funding- A source of funding that comes from a non-public source or entity.

Public Park- "A piece of ground in or near a city for ornament or recreation, kept in its natural
state. (Merriam, 2008, p. 1)."

Source- A generative force or cause. A point of origin or procurement or beginning (Merriam,
2008).

Foundations, Trusts, and Partnership Organizations

The park foundations, trusts and partnerships that were selected for close study were
chosen based on the researchers knowledge and from a search of literature, newspapers, and the
world-wide-web. The search for literature was run through ProQuest (ProQuest). The search of
the world-wide-web was run throughout October, November, and December of the year 2008.
The search terms used included "park foundation", "foundation", "charitable", "volunteer",
"park partnerships", "private-public partnerships", "park funding", "trust", "park trust", "friend
of", and "friends of parks", "urban forestry", "tree planting". The term "urban forestry" was
used because the City of Berkeley has an urban forestry program and tree planting is a popular
civic and volunteer program for cities and volunteers. The search for this term resulted in the
discovery of links related to volunteers, foundations, trusts, and performance measurements.
Tree planting programs have a simple, common performance measurement of the number of

trees planted per year. This lends itself to comparisons for Berkeley. Also, cities with urban forestry programs often posted this information on their city web page and this provided a venue to find comparable cities.

One park trust was found after study from one other website indicated that they had a four (out of four) star rating from an organization that rated charitable organizations. Follow-up to that charitable rating site revealed that the first organization no longer had a four star rating and, instead, the charitable rating site listed another park foundation as highly rated. Research in to that park foundation and its city and park department found a good website and led to that foundation being included in the key informant interviews but the organization never sent the promised answers. Also, the discovery of the charitable rating organization rating also led the researcher to develop other recommendations in this study. However, further interviews discredited the use of sites that offered charitable ratings for free. Thus discrediting this site as a recommended tool for evaluating foundations.

The information and data from the organization collected came from the website of the organization. These results did not provide data that could be statistically analyzed, nor was that the goal. These results were displayed in a table (Table 1.) in order to compare, contrast and analyze the information, identify trends, and provide a window in to the state of the park public-private collaboration. The table included the name of the organization, the location of the organization, the population it serves, the year of its creation, the age of the organization, and a collection of relevant performance measurements or distinct observations.

From this compilation three cities were selected to pursue for key informant interviews. One was selected because it was a trust that developed out of a partnership organization (San Francisco, 2008), one was selected because it was a foundation in a city whose voting public

continues to approve tax measures that have spurred exemplary park revitalization and new has created new parks (Seattle, 2008). One city was selected because it has a park partnership organization that is similar to the one in Berkeley (Oakland, 2008). It is a city that is denser as Berkeley and it is about three times the size but it shares a similar culture, economic climate, regional climate and a strong cultural and economic environment. The results of this search are displayed in a table (Table 1.).

Key Informant Interviews

Twelve key informants were interviewed. They were asked seven to ten questions each. One set was of the leaders of the organizations and one park manager who worked outside of the City of Berkeley, the second set were the leaders within the City of Berkeley, and the third was the public who had a relationship with a park in the City of Berkeley. The focus park was selected because it is in the west side of Berkeley and is currently being considered for improvements to revitalize the park. Additionally, it is in the area of town where neighbors often express that they are underserved by city services as compared to the wealthier parts of town.

The organizational leaders that were not in Berkeley where asked how they measured their success, what their strategy was to survive or thrive in the current economic environment and what they would recommend for a city the size of Berkeley. The leaders in the City of Berkeley where asked if they were familiar with the needs of the public, how they thought the goals of the City Council, City management, and the partnership for parks organization fit together, and how the partnership for parks organization measured their success. The park users and neighbors were asked if they where familiar with any groups or organizations working in or near the park and what they liked or disliked in the park.

The full list of questions is in Appendix B. The following is a grouping of the questions asked according to two topic areas: performance measurement and economic recommendations.

Performance measurement questions

foundations/partnerships/trusts and friends

- How does (partnership/trust/foundation) measure its performance and success?

- What methods or procedures help (partnership/trust/foundation) it to be successful at meeting your mission goals and objectives?

- How does (partnership/trust/foundation) fit in with the goals and objectives of the elected officials of the city you work in?

- How does (partnership/trust/foundation) fit in with the goals and objectives of the city staff that manage the parks?

- What is the most successful method that you use to ensure that your actions meet the needs of the community you help?

City of Berkeley Elected Official, Park Manager, and Park Partner organization.

- What methods do you think help the Berkeley Partners for Parks or "Friends of" groups support the mission goals and objectives of the City Council? The City Management? the Parks Management?, the community?

- What do you think people dislike about James Kenny Park?

- What is the most successful method that you, as a park manager, use to ensure that your actions meet the needs of the community?

- Why do you think people start or participate in park partners or "friends of" organizations?

- What do you think people like about James Kenny Park?

- What do you think people dislike about James Kenny Park?

- Are the Berkeley Partners for Parks or "Friends of" groups working in or near James Kenny Park?

City of Berkeley Park Use in the focus park, Neighbor of the focus park

- Do you know how the Berkeley Partners for Parks or "Friends of" groups measure their performance and success? If so, how?

- What do you like about James Kenny Park? Dislike?

- Are there "Friends of" organizations or is the Berkeley Partners for Parks working on anything in or near James Kenny Park?

Park funding recommendations

Foundations/partnerships/trusts and friends

- Why do individuals or corporations give to your (partnership/trust/foundation)?

- What measures will you take to adapt to this current economic environment?

- Can you recommend any models for funding ongoing maintenance of parks that (partnership/trust/foundation) might create?

- What recommendations would you give to a park manager of a city with a population of 100,000 who might want to encourage the creation of a (partnership/trust/foundation) in their city?

City of Berkeley Elected Official, Park Manager, and Park Partner organization.

- What measures will you take to adapt to this current economic environment?

The key informants groups included leaders from two park foundations, a trust, a partnership organization, and the City of Berkeley. The City of Berkeley group included an interview with the elected official whose constituents included the ward of the focus park, three park users, and two neighbors of the focus park.

The key informants for the organizations outside the city of Berkeley were selected based on the role they played in the organization that was selected. They were found through the

organizations website. They were contacted through e-mail. The researcher sent each an e-mail introducing themselves and the research topic. The seven to ten questions were included and the researcher indicated they would follow-up with a phone call. Follow-up phone calls where made to the organizations of these informants. These were very effective and either resulted in a discussion with the key informant, or with someone that could represent the same level of experience. In one case an informant did not respond, but another manager in the department responded for the department.

The interviews for informants in the City of Berkeley were managed in a variety of ways. The first contact to an elected official was made via e-mail on a Sunday night. It was returned via e-mail by Monday afternoon. The researcher saw the elected at a social engagement that evening and thanked them. The elected official said they happened to have a moment and filled it out, a rare occurrence since their aide usual handles such matters.

The Director of the Department of Park, Recreation and Waterfront was interviewed in two sessions, in person. The president of the Partnership for Parks was interviewed in person, over lunch and the interview questions were sent a week before by e-mail.

The key informants that were park users and neighbors were convenience interviews. The researcher walked around the park on a sunny weekend afternoon and approached the park users. The researcher found neighbors by circumventing the park in a two to three block radius and approaching people on the street.

Selected Cities that Compare to the City of Berkeley

The goal of this research is to provide recommendations to park managers of the City of Berkeley. A method was developed specifically for this research to find a city that could be compared with Berkeley. The City of Oakland is the most similar but it is three times its size.

Other cities in the San Francisco Bay Area were studied. Though, like the City of Oakland, they shared many commonalities with the City of Berkeley, the researcher of this study sought to go beyond the familiar and consider cities throughout the United States and specifically of the same population size.

The researcher also developed a method to find comparable cities through the use of the world-wide-web. The goal was to find a set of cities to compare to the City of Berkeley parks as it relates to private-public partnerships and to do this in a time efficient manner. The goal was not to undertake an expansive, fully comprehensive analysis. That would have extended this thesis research beyond its scope and outside the limited resource of time for this study. The objective was to narrow the scope to a manageable size. The researcher found a website that used data from the U.S. Census to find all U.S. cities with a population between 100,000 people and 110,000 people in the year 2006. The primary U.S. Census web page was not useful for this because the data was tabulated and organized in a way that was not easy to search for that narrow, specific scope. The U.S. Census page had lists for cities over 100,000 in population but that list was too large to manage efficiently. Instead, a website was found that linked to this primary U.S. Census data and a query "find cities with a population between 100,000 and 110,000" resulted in a list narrow enough for the scope of this research. An effort was made to run a primary search based on urban density rather then by population but that proved unsuccessful in the time budgeted for the task and it was abandoned in the interest of using the resource of time most efficiently towards the goal of reducing the list of cities to a manageable size. A list of cities with a population between 100,000 and 110,000 in the year 2006 was compiled and placed in to a table. Each cities website was studied and provided the data.

Data and Information Collection and Analysis

The data and information collected for this research falls within any one of three streams of information and data. These groups are the study of foundations and partnerships, the study of comparable cities to Berkeley, and information from informant interviews of stakeholders from the first groups, foundations, trusts and partnerships, and from the second group, the City of Berkeley.

Foundations, Trusts and Partnerships

The organizations that where selected for this research were selected based on the researchers personal knowledge and experience, during the research of this papers, and from a web search using the "Google" browser using the terms "foundation", "parks foundation", "trust", "park partnerships", "park partners". Data from the organizations web site was the source of all the data that is listed in the following table titled "Comparisons of some Park Foundations, Trusts and Partnerships" except for the population size served. This information came from the U.S. Census web site (U.S. Census, 2008). This table ranks the organizations by the size of the population served (U.S. Census, 2007) from smallest to largest. It notes the age of the organization. It includes some measures of performance such as the amount of money raised and the number of affiliates served. This study did not research or analyze correlations between population, age, funding or affiliates but the table does provide a visual display of the organizations researched in this study. It shares some of the information the organizations display on their web sites. This provides a snapshot in to what the organizations value and count as well as specific measurements, such as funds raised.

Table 1.

Table of the Comparison of Some Park Foundations, Trusts, and Park Partnerships

Association	Population year 2007 (Quickfacts, 2008)	Age (Years)	Total raised (Millions)	Total raised in one year (Millions)	Agents and Affiliates (Number)
Friends of Santa Cruz Parks, Santa Cruz, CA. (Santa Cruz, 2008)	54,778	32	10	Not available on website	Not available on website
Berkeley Partners for Parks, Berkeley, CA (Berkeley, 2008)	101,555	13	Not available on website	Not available on website	31
Friends of Oakland Park and Recreation, Oakland CA. (Oakland, 2008)	397,067	25	Not available on website	Not available on website	60
Seattle Parks Foundation, San Francisco, CA. (San Francisco, 2008)	582,454	7	Not available on website	11.5	Not available on website
San Francisco Parks Trust, San Francisco, CA. (San Francisco, 2008)	744,041	35	Not available on website	0.5	15
Chicago Friends of parks, Chicago, Il. (Chicago, 2008)	2,833,321	33	6	Not available on website	Not available on website
Partnerships for Parks, New York City, NY (Partnerships, 2008)	8,214,426	13	Not available on website	Not available on website	4,000
City Parks Foundation, New York City, CA (CityParks, 2008)	8,214,426	19	Not available on website	Not available on website	Not available on website
California State Parks Foundation, California (State of California, 2008)	36,457,549	41	Not available on website	136	Not available on website
National Parks Foundation, The United States (National Parks, 2008)	299,398,484	41	Not available on website	43	Not available on website

This table also provides a starting point for what could be further research in to this area.

Firstly, filling in this table through further research might be revealing of the state of foundations

in the United States and in itself, may provide clues as to what makes an organization successful.

Equally useful might be who started it, why it started, and what it took to keep it going.

Questions arise such as "Is there a correlation between age of the organization and the population

served, or the amount of funds raised?" In this table, the two organizations that serve the most

people also raise the most and are the oldest. Can these even be compared? If so, would urban

density be the next level of measurement to use? The answer to these questions was not the goal

or intent of the research of this study. The goal was to answer the question whether park

foundations or park partnerships are a good means to fund parks and to provide

recommendations for the park managers for the City of Berkeley. With that in mind, we can

conclude, from this table, that foundations, partnerships, and "Friends of" organizations are

found to serve all sizes of populations. Within this small set of 10 organizations we found a

range of 34 years in age from seven to 41 years with and average age of 25.9 years. This also

shows that the most raised was 136 millions dollars over the life of the oldest organization that

serves one of the largest populations. We see partnership organizations whose affiliate umbrella

encompasses anywhere from 15 to 4,000 affiliate groups. We can deduce that organizations

whose purpose it is to support parks are varied and broad in their scope and range.

Informant Interview Results: Leaders of Parks Organizations and Park Managers

To take this further, all of these organizations where invited to answer eight to 10

questions regarding the funding of parks. Some responded and 10 leaders were interviewed as

well as one park manager. They were asked how they measure their performance, how the work

of the funding organization fits with the goals of the city and the managers and how they intend

to adapt to the current fiscal environment. They were asked what they would recommend for a

city the size of the City of Berkeley. The results were varied yet shared common points.

The commonalities are that they are all focused on trying new venues to fund their parks. Some have already seen a decline in donations and some worry that the national and state crisis will reduce grants and individual charitable giving. They recommend being as creative as possible. One organization is looking in to endowments to fund city park maintenance. At least one other organization leader mentioned endowments too. One informant stated that the question is not "Why do individuals or corporations fund your organization" rather it should be "Why should they continue to fund and maintain the organization." In none of these was there a lack of spirit, enthusiasm and motivation. They all had clear goals and plans. All seem to take on the challenge of the current fiscal crisis with the gusto everyone wants to see in a leader. One informant stated that parks often get cut over other types of services in part because there not as many economic studies that place a price value on parks because there are so many factors that come in to play.

The informant recommendations for a city the size of the City of Berkeley were varied and they all readily shared their knowledge. One recommended developing clear goals and objectives and a strategic plan. Another sent their internal document, a three page strategic plan. One informant was asked a follow up question as to if these organizations compete for the same dollars. They answered that they all know the same sources of funding, and that they are all asking for funds from those sources. They recommend that leaders look to new opportunities and funding sources. They said that one such source is transportation funding.

Comparison of the City of Berkeley to comparable cities could shed some light on how to craft a policy, develop methods or provide recommendations specific to the City of Berkeley. As discussed earlier in the methods section of this paper, a method to find comparable cities was developed based on the size of the population that fell between 100,000 and 110,000 population

in 2005 based on the U.S. Census. The U.S. Census website did not have the information

available in that range, nor did it have any tools to search for it. A website was found that

searched the U.S. Census data for U.S. Cities over 100,000 in population in 2005 (Infoplease,

2008). 31 cities fell within that range. The cities were: Berkeley, CA, Ann Arbor MI, Lansing,

MI, Gainesville, FL, Bellevue, WA, Mirimar, FL, Daly City, CA, Visalia, CA, Ventura, CA,

Santa Clara, CA, Costa Mesa, CA, Cambridge, MA, Fairfield, CA, Green Bay, WI, Miramar, FL,

Norwalk, CA, Richmond, CA, West Covina, CA, Pueblo, CO, Waterbury, CT, Downey, CA,

Pompano Beach, FL. Lowell, MA. Burbank, CA. Manchester, NH, Erie, PN, Clarksville, TN,

McAllen, TX, Provo, UT, West Valley, UT, and Portsmouth, VI.

The official city web sites of these cities were searched for parks links within the sites

and using the following search words: "park", "friends of", "partners", "park partnerships", and

"tree". The search word "tree" often revealed volunteer programs and donations pages as well as

urban forestry programs that might be similar to the City of Berkeley's program. The web sites

were then searched and rated for the presence or links to funding organizations such as "Friend

of" or "park partners" groups. The site was noted in the table as links being "None" or the

number of "partner" or "friends" groups found. That there were no links found does not mean

that no groups are active in the city. It only means that none were found in a search of the cities

official web site.

The city web sites were also rated according to the level of information and usability of

the site with regards to parks. The ratings were: weak, good, or excellent and were based on the

researchers general opinion of the site. Further detailed analysis was not needed for the purpose

of this study. The results were tabulated, with descriptions and the web site link and it is listed

the appendix of this paper. For example, some cities that where rated as having no park

partnership organization on their web site had street tree programs similar to the City of Berkeley. The full list of cities is included in the appendix of this paper along with their web addresses for quick referencing. This is referred to in the conclusion of this paper in the resources list.

The next step to finding out if these cities have park partnership organizations could be to call the park manager in the city by phone and ask them. This study stopped there and the existing list was narrowed down to three cities that had park partnerships listed on their web sites. These were Ann Arbor Michigan, Lansing Michigan, and Gainesville Florida. Further study of these cities may reveal other similarities and differences to the City of Berkeley. Ann Arbor, Michigan and Lansing, Michigan were very comparable cities that have park partnerships with a very comparable urban and street tree program. Ann Arbor, MI boasts many awards on their websites and they placed the urban forestry program under ecosystem management. They are dissimilar in that they are inland and in a different region. Further study of comparable cities should take a closer at Daly City, CA, Amherst MA, Bellevue, WA, and other California cities. Though these did not rise up in this search, they share strong commonalities due to similar regional economies, urban density, racial composition, and natural environment. Rather then search first by population, a preferred search would be by urban density.

Table 2.

Table of the Comparison of the Websites of Four Cities.

City Name	"Partners" or "Friends" links found	Park website	Comparison to the City of Berkeley
Berkeley, CA (Berkeley, 2008)	Excellent	Excellent	Has a link to four friends groups and one partnership group that links to 16 groups. Have 2 dog parks. 30,000 street trees.
Ann Arbor, MI (Ann Arbor, 2008)	Excellent	Excellent	Has a university in the City. 5 friends groups. 3 dog parks. Forestry and Parks program are together. 50,000 street trees.
Lansing, MI (Lansing, 2008)	Good	Excellent	Forestry Division. 5 friends groups. 1 is a dog group.
Gainesville, FL (Gainesville, 2008)	One	Excellent	Urban Forestry but a warmer climate. 1 friends group. 26,000 trees.

For the purpose of this study, however, the finding is that of the 31 cities that were in the same 100,000 to 110,000 population range as the City of Berkeley in the year 2006 four, or 13%, had official city web sites that listed park partnership organizations. This placed Berkeley at the top of this class with over three times the links that the other three sites had. A closer look at the websites of these four cities placed Berkeley top among all with regards to the resources available to help volunteers organize or participate. This is in big part because of the website of the "Berkeley Partners for Parks (BPFP). They provide advice to help people organize, to help them file for 501(c) non-profit status, and to help with the new IRS rules, referred to as form 990 to name a few. The site also provided suggestions on how to work successfully with the City managers and Council Members. One of the strongest qualities was the tone of cooperation and positive attitude that they set on their web site. It provided useful, active links to all 16 affiliate groups. For the park manager who must carefully manage and measure their limited time

equitably to all residents of a city, the site sets a tone of mutual cooperation and one that a manager could trust is in the best interest of all.   For example, they have an excellent section titled "tips for activists." It stated, "Always be nice to government officials or staff. They'll be grateful, because they get dumped on so often. And thank everyone for everything. People remember how you make them feel (BPFP, 2008, p. 1)." Trust is an essential need for all relationships. One study found that trust in citizens is a relevant and valid predictor of the public administrators proactive involvement with citizens (Yang, 2005). This means that without it, the citizens are less likely to be involved. Perhaps this is one reason that of all comparably sized city websites this one shines with the greatest number of affiliates under their umbrella with 16 in all. It is focused on success as measured by the activist's ability to collaborate with all stakeholders. Even with this there are friends groups in the City of Berkeley but they are not all affiliates. Some do not know of the organization and some decline to participate. Berkeley Partners for Parks has their own standard of cooperation. If someone wants to build a friends group to target a person or entity in a negative manner, they may also decline to be part of the neutral nature of the Berkeley Partners for Parks umbrella. One turned down participation because their information was edited. BPFP removed some language that focused negatively on a person and the group subsequently declined to participate further. Some "friends" groups do not know about the Berkeley Partners for Parks. Berkeley is filled with people who take an active role in their community and they do it alone and with others.

Informant interviews in the City of Berkeley

To delve deeper in to the nature of partnerships in the City of Berkeley this study interviewed eight key informants in the City of Berkeley. These focused on a park in the west side of Berkeley (the "focus park"). These informants included: the elected official in the area

of the focus park, the Director of Parks for the City of Berkeley, a leader of the Berkeley Partners

for Parks, two neighbors of the focus park (convenience interviews), and three park users

interviewed in the focus park (convenience interviews). What was revealing was that the elected

official and the park manager where informed as to what the public liked and disliked about the

park. The common mention was that the public does not like it when people sit and drink or

smoke in the park. The opinions varied as to other dislikes but most called attention to the

recreations centers lack of welcoming and to the need of a nice, permanent public restroom. The

leader of Berkeley Partners for Parks (BPFP) was not familiar with the park but was familiar

with the efforts of some people to want to be the representatives of the park. He did have

experience with a group that call themselves the friends of the focus park but they declined to

participate with BPFP because the president edited their write up about their organization. The

leader edited out some negative comments directed at an individual, in keeping with the mission

of the BPFP organization, and the group declined to agree with the editing and to participate

further. This process is one of the strength of this organization at noted by the elected and the

park manager. The neighbors and park users had no knowledge of any organization that work in

or near the park. They both noted that the strength of the Berkeley Partners for Parks and any

Friends organization is the vetting of public ideas. The collaboration between citizens to

communicate and discuss what is important among them, separate from elected officials and

managers, is a valuable and important process. This is consistent with the information found

through the sources mentioned in this paper. People donate because they are sure their time and

money will go to the project of their choice and it will not get lost in the larger, broader costs of

maintaining and running government.

The park user informants and neighborhood informants did not know of any organizations that are active in the area, including BPFP, a neighborhood association, or a friends group. The park manager and the elected official cannot meet with all and their motivations are not seen as the same as those of fellow residents and volunteers. The goals that emerge from that process are clearer and more representative than one very active, vocal individual. The end result is that plans have more likelihood to move to completion. The completion of projects is one measure that informants and the websites of organizations frequently noted as measures of performance and success.

Research of other sources of funding involved studying any web sites with links to volunteer pages and pages for direct donations. Many park websites had ways to donate directly for tree planting, memorial benches, adopt-a-park, and adopt-a-swing (for park users with special needs). The website of two corporations in the City of Berkeley were studied. Those were the Bayer Corporation and Pete's coffee. Pete's coffee started in Berkeley and has outlets in the city, but no corporate offices. Both companies list the philanthropy they are involved with and their criteria. Neither had clear relationships with urban parks.

<div align="center">Results and Findings</div>

The results of this study are that both foundations and park partnership organizations are viable means to fund parks. Park foundations have started when the energy and enthusiasm of a leader sees a need and fills it. Another is when an existing organization, such as a park partnership type organization evolves into specializing on finding funding through grants, endowments, donations or other forms and distributes it to programs or parks, as in the case of the City Parks Foundation of New York City and the San Francisco Trust of San Francisco. Some start right into foundations due to the enthusiasm and commitment of an individual, such

as the Seattle Parks Foundation. These foundations fill a niche where parks departments cannot. In the case of the City Parks Foundation, the city of New York Parks Department started it and the foundation eventually separated itself from the city and now funds and operates programs in the parks.

This study found that foundations serve a wide range of populations. The smaller organizations tend to focus on special areas such as open space and natural ecosystem purchases and education. The larger ones focus on a full range of needs as with the National Parks Foundation and the San Francisco Parks Trust. The City of Berkeley could have its own foundation. The city itself, or a motivated individual could start this. However, foundations are becoming increasingly complex. Recently the Internal Revenue Service redesigned Form 990 in December 2007. It "is based on three guiding principles: enhancing transparency, promoting tax compliance, and minimizing the burden on the filing organization (IRS, 2008)." This may be too much for a department in a medium sized city to take on. However, the informant interviews discovered that Berkeley Partners for Parks started their own trust campaign this year.

Other sources of funding could come from Corporations in the form of a one-time donation or a fund and endowment to maintain a park that is beneficial to their employees or that meets their very specific funding criteria. For example, Bayer Corporation has its offices near a park but the access to the park is limited by train tracks. It might be worth approaching them to pay for a train track crossing so their employees could exercise in the park during their break time of directly before or after work. This, in turn, would greatly benefit the neighborhood in the west part of the city.

There are many resources from which the City of Berkeley can draw. The following are recommendations for the city and park managers in the City of Berkeley. These can also be used

by any city, foundation, partnership, and friends group, individual who seeks to promote the funding of parks in their city or in an area of special interest to them.

Policy Recommendations

The recommendations of this paper are that managers should analyze, synchronize and formalize their private-public relationships. They should analyze their available resources and their goals. They should find common ground between their goals and those of the private organization. They should synchronize with these groups and build competencies together through education, experience, and training. They should develop a policy for collaboration with private groups, and with the City Council, and other stakeholders. They should formalize a relationship with partners that meet their criteria.

Recommendations for City of Berkeley Park Managers

- Develop a policy for working with friends groups and the BPFP. Link these with the City Manager's and the City Council's goals and objectives. Collaborate with city staff and Council Members to develop these criteria.

- Work with Berkeley Partners for Parks and develop a formal agreement. It should be one that matches citizenship outcomes with the city's mission goals and objectives.

- Work directly with any interested friends groups and develop an agreement if they meet the criteria set by the parks department.

- Encourage all interested Citizens to take the free training on how to start and run a friends group that is offered by the National Parks and Recreation Association (NRPA) (Pyxis, 2008).

- Have all managers who might work with the Berkeley Partners for Parks or other Friends groups take the NRPA training on how an agency can work with partnerships groups (Pyxis, 2008).

- Read and study the information prepared by the National Park Service (National Parks, 2008) and the Wallace Foundation (Wallace, 2008) that pertain to city parks and partnerships.

- Join the e-mail list of exemplary organizations and keep up on the directions they head in and how they do what they do. These include City Parks Foundation, San Francisco Trust and Seattle Parks Foundation.

- Consider joining the City Parks Alliance.

- Nominate the Berkeley Partners for Parks for an award from the NRPS. Post their success on the City of Berkeley Parks web page. Make a special note of the "Tips for activists" page.

- Reach out to corporations that do business in the City of Berkeley. Promote parks near them as candidate for funding to improve and promote exercise opportunities for their employees as well as donations to support the City.

- Develop a direct donation page on the parks site that can accept donations directly for memorial benches, tree planting, or that offers a gradient of donation opportunities to replace or upgrade park amenities.

- Create a new type of adopt-a-park. Try adopt-a-tot lot.

- Develop an awards program for all volunteers to the parks. Keep track of the hours they spend or other measure of accomplishment. Reward them with certificates or letters of appreciation.

- Research other, new funding sources such as linkages to transportation funding or those that promote green employment.

- Consider recommending that the Berkeley Partners for Parks receive and award from the National Park and Recreation Association for their website and that they include them in the training as an example of good collaboration and partnership leadership through the use of a website.

- This researcher should condense this paper in to an executive summary that could be shared with others in the same spirit that people contributed to this research. It can be posted to the BPFP site, sent to the key informants, and shared with mangers.

Summary and Conclusion

It is safe to say that a foundation is a good avenue for funding parks but at this time, one may be too difficult for the City of Berkeley to encourage one. Further research and observation is recommended. Additionally, they need private leaders to take it on. The City of Berkeley has a much loved park system. It is varied and expansive. The citizenry love their parks and they are very active in civic issues. The fiscal situations, compared to many cities, are in good standing. The resource of the city may not be able to start its own trust but, if an organization or individual emerges to lead one, the city could benefit greatly by supporting them and forming an agreement with them. In this paper we saw a small selection of foundations, trusts, partnership, and friends organizations. They had a wide range of age, financial wealth, populations served, and purposes. These are like a painters palate and each city is a new canvas from which its own unique masterpiece of parks can emerge and remain vibrant.

Park partnerships are a very good avenue to fund city parks. They emerge from the fundamental need of individuals to do something to improve their quality of life, and their parks

in particular. Individuals collaborate and form "friends of" groups, these can develop in to "park partnership" groups. The partnerships can be an umbrella that can help incubate new groups, strengthen old ones, and meld with managers to form common goals.

Other types of funding that city managers can develop are grants from priorities set by the President of the United States. Transportation funds will be one source of funds. The park managers will need to show the benefit of parks to these emerging priorities. Greenways, greenbelts and pedestrian and bicycle pathways are a few types of transportation hubs that could be explored. Corporations may get behind parks either in one time donations or in endowments that would support sustainability of a park, perhaps one that promotes good health to their employees. Individuals want to donate to their parks and they can do so through donations web pages. Donations for trees, benches, picnic tables and "adopt-a-park" programs are used throughout the nation and can be used in the City of Berkeley too.

What was learned from this study is that foundations come in many sizes and start in various ways. Some started as a foundation. Some started first as a friends group, evolved to a partnership then to a foundation. With each development, the original tiers remained. What was left is a lineage of citizen action and organizational development.

The City of Berkeley is unique in its population class in that only 13% of the 31 cities surveyed had partnership groups linked to their park websites. Berkeley is unique in that it had a partnership group with the most extensive and best developed web site. It had the most affiliates under its umbrella then any city in its population class. It is one that encourages kindness and collaboration. It is a model for others and encouraging to park managers. Berkeley Manager will be well advised to forge a mutual agreement with this organization.

This study opened up new areas that could reveal more. This study has a small sample of the world of park foundations, trusts, partnerships and friends groups. Some questions that arise are: How many are there? What types? How did they start? Who started them? Why do leaders start these? How do they measure success? Where are they headed?

The study of comparable cities raised other questions. These included: Is urban density a better primary measure of comparable city studies then population size? Is there a model by which a person could enter a city, select a set of parameters, and have comparable cities show up? For example, this study found a means to search for cities between 100,000 and 110,000 in population. Is there one that is available for the average person to use for other variable? For example a search of urban density would be very useful for this study. Though pages on the demographics of cities is available through websites, a program that sorts this quickly would be very useful to compare types of city programs. This study searched parks and acknowledged urban forestry. A search on urban forestry would be very helpful to share and promote best practices.

Further research to expand on this comparison would shed more light on the nature of organizations that fund parks. Identifying information could include the size of the annual budget and the source of it income. This might break down along: grants, endowments, municipal support. This could also include volunteer hours and the economic value of those hours. Performance measurements could include the number of projects completed and it could be compared to the number of projects begun. The measurements could include the number of affiliate groups served. A researcher could get this by calling the organization or looking at public information available from the tax returns and other records.

Furthers studies of these organizations and how they ensure equity along socioeconomic lines would be useful to managers who are have the moral responsibility to manage city resources equitably.

The shortcoming of this study includes time. It was created, conducted, and concluded within an 8-week period in addition to a more then full time workweek. It is also the strength of the study because the time of managers is limited and the efficient use of time is a valuable goal. Except for a few phone calls to key informants and two in person interviews during the lunch hour, all other work was done via e-mail and over the Internet in the evening. Time is a limitation because as some point, the research must stop. This weakness was also its strength because the methods developed here gave a glance in to the world of park foundations and park partnerships. In a world where public servants are challenged by time, the judicious use of time is in itself, a good model to follow. For example, the questions that were sent out by e-mail where followed up by phone. The key interview informants where eager and willing to talk. This was the best use of their time as they had time to think about the questions and did not have devote effort and time to writing. Other responded in short, yet very informative answers by e-mail. The study started out by focusing on the City of Berkeley. This was an excellent way to narrow the scope. Studying the websites of 31 cities was achievable within the 8-week limit of this study.

Another shortcoming of this type of survey is that it does not include representative sampling that could be statistically significant. One way to gather relevant data would be to use an internet-based survey program and send it out to park managers and to foundation leaders. A Likert scale could be used to explore rate responses. A study of this kind could expand on the questions in this study and they could be used to explore the issues

regarding equity as well as how the managers value the work of the foundations and visa-versa. Professional organizations are often a source of contact information for members.

The neighbor and park user interviews were very informative. The eight to 10 question method is a great way to engage the informant, yet keep the interview brief enough to respect their time, and to limit the amount of time needed to accurately record the information.

The study of corporate sponsors was brief yet revealing. Further study could include interviews to the executive in charge of giving to see how they might fit with the City of Berkeley. The website was informative and a good start. Other steps could include interviews with the City economic development staff and with the city parks alliance staff and foundation staff on how to approach corporation. Though there are experts on all of this, they not be readily available, or known, to managers of cities the size of Berkeley.

<div align="center">Conclusion</div>

As we enter in to a new era of revival for urban parks we are also entering a new economic environment that includes feeling of uncertainty. The nation is uncertain as to how long this economic downturn will last, what it might be called (recession, depression, correction, etc.), or how it will shape policies. Whether this economic era is called a recession, depression or a correction, one thing is certain, old ways and new ways will be valued and essential. The old way is of making every penny count through improving work productivity, through using tax dollars wisely, and of public servants doing more with less. The new way will include continued collaboration between public and private partnerships and shaping new models of funding. New models may include endowments that sustain parks, rather then just build new ones and leave them to slowly decay. New sources of funding may include transportation, sustainability, or green industries. New relationships may include an era of more formal relationships between

municipal managers and citizens. This paper proposes we embrace a new era of more purposeful, sustainable partnerships between public and private groups. This era is well underway and has been led by cities like New York City through their evolution of city management, park partnerships, and park foundations. San Francisco partnerships are another example of an evolution from park partners to foundations, based on the solid foundations of the citizens desire to take action and to not expect government to do it all. This emergent era is well underway and a savvy park manager would embrace this, help steer it, and work with renewed spirit to be the best we can be.

Much like the painter who has a unique vision, a city is filled with many painters painting on the same canvas, the park. A common phrase is "I do not know a lot about art but I know what I like when I see it." In the same way, many people use the same park but they see something different from it. The artist inspires them and managers are one of the artists. They often work to keep the canvas plain so that people can paint the park with the activities or visions of their choice. Park foundations leaders, donors, park partnership leaders and activists bring great color to this canvas. The era of revival can be one of new and blended colors if park managers and partnership groups form mutual agreements that put their time and effort in the same, yet not always identical, direction.

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Appendices

Appendix A. Gantt Chart

TASK	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8
EMPA 396 Oct-Dec 2008	■	■	■	■	■	■	■	■
Refine Hypothesis								
Develop survey instrument	■							
Identify representative sample								
Deploy survey questionnaire		■						
Collect relevant literature								
Analyze data from surveys			■	■	■			
Develop results and findings chapter								
Describe internal validity				■	■			
Write summary								
Develop capstone presentation							■	
Submit final capstone paper								
Write chapters:					■	■	■	
1. Introduction, Research question								
2. Literature Review	■	■	■	■	■			
3. Methodology								
4. Results/Findings/Analysis							■	
5. Conclusion/ policy recommendation								
Present Capstone							■	
Postmark Capstone submission								

Appendix B. Key Informant Questionnaire

Initial informant inquiry by E-mail

- *Foundation/trust/partnership executive*

- *Foundation/trust/partnership staff and/or executive*

Dear (foundation/trust/partnership executive), or Dear (staff person)

My name is Susan Ferrera and I am a graduate student in Public Administration at Golden Gate University in San Francisco. I am writing to ask you if you could answer nine questions for me. I am studying park foundations and park partnership organizations that support city parks. I found the (partnership/trust/foundation) to be a good organization based on what I have learned through your web page.

The goal of my study is to recommend to park managers the best method to encourage and support private-public partnerships to fund park improvements and maintenance in the City of Berkeley, CA. I would be happy to share my conclusion with you. Please take a few minutes to answer these questions. I will follow-up and try to reach you by phone too.

1. How does (partnership/trust/foundation) measure its performance and success?

2. What methods or procedures help (partnership/trust/foundation) to be successful at meeting your mission goals and objectives?

3. How does (partnership/trust/foundation) fit in with the goals and objectives of the elected officials of the city you work in?

4. How does (partnership/trust/foundation) fit in with the goals and objectives of the city staff that manage the parks?

5. What is the most successful method that you use to ensure that your actions meet the needs of the community you help?

6. Why do individuals or corporations give to your (partnership/trust/foundation)?

7. What measures will you take to adapt to this current economic environment?

8. Can you recommend any models for funding ongoing maintenance of parks that (partnership/trust/foundation) might create?

9. What recommendations would you give to a park manager of a city with a population of 100,000 who might want to encourage the creation of a

(partnership/trust/foundation) in their city?

Thank you very much for your attention. I wish you continued success in your foundation. Thank you for the good work you have done to benefit parks and the quality of life for the public.

Sincerely,
Susan Ferrera
Graduate Student Golden Gate University

E-mail response to a response to the foundation/trust/partnership informant

Dear (Informants name)

Thank you participating in my study of funding parks through private foundations and partnerships. I will send you the results of my study by e-mail by the end of January 2009. Thank you for your help.

Sincerely,
Susan Ferrera
Graduate Student Golden Gate University

Key informant: Park Manager in the city where the foundation/trust/partnership operates

Dear (Park Manager),

My name is Susan Ferrera and I am a graduate student in Public Administration at Golden Gate University in San Francisco. I am studying foundations and partnership organizations that support city parks. I would like to ask you nine questions. I found the (partnership/trust/foundation) to be a good organization based on what I have learned through their web page.

The survey is confidential and your participation will remain anonymous. The goal of my study is to recommend to park managers the best method to encourage and support private-public partnerships to fund park improvements and maintenance in the City of Berkeley, CA. I would be happy to share my conclusion with you. Please take a few minutes to answer these questions. I will follow-up and try to reach you by phone too.

1. How do you think the (partnership/trust/foundation) meets the goals and objectives they have set for themselves?

2. How does the (partnership/trust/foundation) fit in with the goals and objectives of the elected officials of the city you work in?

3. How does the (partnership/trust/foundation) fit in with the goals and objectives of the city

staff that manage the parks?

4. What methods do they use to meet those objectives that you think are successful?

5. What methods do you use to support them that you think have been successful?

6. What is the most successful method that they use to ensure that your actions meet the needs of the community they help?

7. What measures do you think they should take to adapt to this current economic environment?

8. Can you recommend any models for funding ongoing maintenance of parks that a (partnership/trust/foundation) might provide?

What recommendations would you give to a park manager of a mid-sized City with a 100,000-person population who might want to encourage the formation or a private-public partnership in the city?

Sincerely,

Susan Ferrera

Graduate Student Golden Gate University

City of Berkeley Informant Interviews

- *Parks Manager*

- *Elected official or their aide*

- *Leader of Park partnership or "Friends of" organization*

- *Park user in the focus park*

- *Neighbor near the focus park*

Parks Manager in the City of Berkeley

Dear (Parks Manager),

I am a graduate student in Public Administration at Golden Gate University in San Francisco. I would like to ask you ten questions. I am studying foundations and park partnership organizations that support city parks. My questions are about Berkeley Partners for Parks and the "Friends of" groups that are in Berkeley.

The goal of my study is to recommend to park managers the best method to encourage and support private-public partnerships to fund park improvements and maintenance in the City of Berkeley, CA. Please take a few minutes to answer these questions. I will follow-up and try to reach you in person, or by phone.

1. Do you know how the Berkeley Partners for Parks or "Friends of" groups measure their performance and success? If so, how?

2. What methods do you think help the Berkeley Partners for Parks or "Friends of" groups support the mission goals and objectives of the
Berkeley City Council?

3. How do you think the Berkeley Partners for Parks or "Friends of" fit in with the goals and objectives of the city management?

4. How do you think the Berkeley Partners for Parks or "Friends of" fit in with the goals and objectives of the park management?

5. What is the most successful method that you, as a park manager, use to ensure that your actions meet the needs of the community?

6. Why do you think people start or participate in park partners or "friends of" organizations?

7. What do you think people like about James Kenny Park?

8. What do you think people dislike about James Kenny Park?

9. Are the Berkeley Partners for Parks or "Friends of" groups working in or near James Kenny Park?

10. What measures will you take to adapt to this current economic environment?

Thank you very much for your attention. I wish you continued success in your work. Thank you for the good work you have done to benefit parks and the quality of life for the public.

Sincerely,
Susan Ferrera
Graduate Student Golden Gate University

Elected official or their aide in the City of Berkeley

Dear (Elected),

My name is Susan Ferrera and I am a graduate student in Public Administration at Golden Gate

University in San Francisco. I am studying about funding sources for parks and specifically about park foundations and park partnership organizations that support city parks. You may recognize my name as the Parks Superintendent for the City of Berkeley. I am not writing you in that capacity but rather as a student (I am also a resident).

The goal of my study is to recommend to park managers the best method to encourage and support private-public partnerships to fund park improvements and maintenance in the City of Berkeley, CA. I would like to ask you eight questions. Please take a few minutes to answer these questions. I will follow-up and try to reach you by phone.

1. There are private organizations in the City of Berkeley that focus on improving parks. These are in the forms of "partners for parks" and "friends of parks". Are you aware of them and, if so, which of them are you most familiar with?

2. Have you worked with any of these organizations?

3. Did they provide funds or other resources to improving or maintaining a park in your District?

4. How do you think the work of the park partnership/friends organizations fit with the Berkeley's Council goals and objectives?

5. Have any of these groups accomplished a project in a park in your District?

6. Do you know of any other types of private supporters, such as major donors or corporations, who might support the parks in the City of Berkeley?

7. What do you think the public values most about James Kenny Park?

8. What do you think the public likes least about James Kenny Park?

Leader of Park partnership or "Friends of" organization

Hi (Berkeley Partners for Park Executive),

It was nice to talk to you this week. I look forward to meeting with you on Friday. As I mentioned when we spoke, I am a graduate student in Public Administration at Golden Gate University in San Francisco. I am writing to ask you if you could answer ten questions for me. I am studying park foundations and park partnership organizations that support city parks.

The goal of my study is to recommend to park managers the best method to encourage and support private-public partnerships to fund park improvements and maintenance in the City of Berkeley, CA. I would be happy to share my conclusion with you. Please take a few minutes to answer these questions.

1. How did the Berkeley Partners for Parks start?

2. How does the Berkeley Partners for Parks or "Friends of" groups measure their performance and success?

3. What are the goals of your organization?

3. What methods do you think help the Berkeley Partners for Parks or "Friends of" groups support the mission goals and objectives of the Berkeley City Council?

4. How do you think the Berkeley Partners for Parks or "Friends of" fit in with the goals and objectives of the park management?

5. Why do you think people start, or participate in, park partners or "friends of" organizations?

6. Are you familiar with James Kenny Park, and if so, what do you think people like about James Kenny Park?

7. What do you think people dislike about James Kenny Park?

8. Are there "Friends of" organizations or is the Berkeley Partners for Parks working on anything in or near James Kenny Park?

9. Where do you think your organization is headed?

10. What measures will you take to adapt to this current economic environment?

Thank you very much for your attention. Thank you for the good work you have done to benefit parks and the quality of life for the public.

Key informant (convenience interview): Person found within two blocks of the focus park

Hello,
Excuse me. My name is Sue Ferrera and I am a student who is studying city parks and how they fit with the needs of the public. I would like to know what you think about the parks in your neighborhood. I have ten questions. Your answers will be anonymous and I would be happy to send you my results if you would like to see them. Could I ask you the seven questions?
(If no) Thank you for your time.
(If yes) Terrific. Thank you. (Start questioning)

1. Do you visit the parks in your neighborhood and if so, how do you use them?

2. Do you visit (the focus park)?

(If no, conclude the interview) Thank you for your time

3. What do you like most about the (focus) park?

4. What do you like least about the (focus) park?

5. What do you think of the condition and design of (the focus park)?

6. (If yes) How do you like to use the park? (If no) How do you use the parks that you visit?

7. Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?

8. (If yes) Can you recall any of their accomplishments?

9. Is there a neighborhood association in your neighborhood?

10. If so, what do they do for the parks?

Thank you for your time. Can I get your name for my records? Again, these are only for my study records and will not be seen by anyone else. If you would like to see the results of my study I would happy to e-mail or mail them to you. They will be available by the end of January 2009. Thank you very much for your time.

Key informant (convenience interview): Park user in the focus park

Hello,
Excuse me. My name is Sue Ferrera and I am a student of Public Administration at Golden Gate University in San Francisco who is studying city parks and how they fit with the needs of the public. I would like to know what you think about the parks in your neighborhood. I have ten questions. Your answers will be anonymous and I would be happy to send you my results if you would like to see them. Could I ask you the seven questions?
(If no) Thank you for your time.
(If yes) Terrific. Thank you. (Start questioning)

1. How often do you visit this park?

2. What do you like to do in this park?

3. What do you like most about this park?

4. What do you like least about this park?

5. What do you think of the condition and design of this park?

6. Is there a neighborhood association in your neighborhood?

7. If so, what do they do for the parks?

8. Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?

(If yes) Can you recall any of their accomplishments?

Thank you for your time. Can I get your name for my records? Again, these are only for my study records and will not be seen by anyone else. If you would like to see the results of my study I would happy to e-mail or mail them to you. They will be available by the end of January 2009. Thank you very much for your time.

Sincerely,
Susan Ferrera
Graduate Student Golden Gate University

Appendix C. Key Informant Verbatim Written Remarks

Informant Interview Transcriptions or E-mail responses

Response from a large City (City A) Parks Management Representative

(written response via E-mail)

1. How do you think the Seattle Parks Foundation meets the goals and objectives they have set for themselves?

The Parks Foundation has a strong Board of Directors and a strong, capable staff. They work closely with Parks staff, and we draw from each other's strengths.

2. How does the Seattle Parks Foundation fit in with the goals and objectives of the elected officials of the city you work in?

Very well. The Foundation is committed to improving and enhancing existing parks, maintaining new or improved parks, carrying out "green" practices, and creating community by creating and augmenting parks as places for people to gather, play, learn, and contemplate.

3. How does the Seattle Parks Foundation fit in with the goals and objectives of the city staff that manage the parks?

Very well. The Foundation exists to support and enhance the function of the parks in our neighborhoods, and our missions, goals, and objectives are very closely aligned.

4. What methods do they use to meet those objectives that you think are successful?

They are very successful at fund raising, which as a public entity Parks and Recreation cannot do. They choose projects carefully and work closely with our planning and development staff on physical improvements in order to make sure all projects comply with City ordinances, rules, and standards.

5. What methods do you use to support them that you think have been successful?

We are careful to keep in mind our mutual objectives, and our staff are eager and able to work closely with Foundation staff. We work closely together on public outreach, media strategies, and planning and development issues.

6. What is the most successful method that they use to ensure that your actions meet the needs of the community they help?

Close communication with (the) staff in Parks and Recreation who knows the community, its leaders, its organizations, and its needs.

7. What measures do you think they should take to adapt to this current economic environment?

Work to enhance their fund raising messages, possibly by pointing out the continuing support of Seattle voters, who just voted for a six-year, $145 million levy to acquire and develop more parks. In some cases, levy development funds do not cover the cost of a development project, so leveraging contributions would help to get some of them completed. They can also point out the importance of parks in an economic downturn, as people stay closer to home and increase their park use.

8. Can you recommend any models for funding ongoing maintenance of parks that a foundation might provide?

One that comes to mind is the creation of a fund by a neighborhood organization that supports the park, with pledges for ongoing donations.

9. What recommendations would you give to a park manager of a mid-sized City with a 100,000-person population who might want to encourage the formation or a private-public partnership in the city?

Identify and involve people who have the passion for the subject - who are real park users and lovers.

Involve people who have a strong presence in the community.

Appoint a strong and active Board of Directors who is willing to put in the time and effort to do the Board's work.

Ensure diversity, both from a race and social equity standpoint and from a park interest and use standpoint (e.g., advocates of both active and passive recreation) on the Board and staff.

Encourage the Foundation to have a vision that is specific enough to enable it to identify and gain consensus on projects, and broad enough to enable it to step outside the "normal" when it wants to.

Hire staff (this will start slowly - the Seattle Parks Foundation started out with a single staff person who is today the Executive Director) that are passionate about the work and, as the staff grows, are experts in their fields.

Hire a top-notch fundraiser.

Foundation Director serving a large city (City A)

1. How does your foundation measure its performance and success?

Number of park projects [we] complete and amount of private dollars [we] raised.

2. What methods or procedures help your foundation to be successful at meeting your mission goals and objectives?

Raise lots of private dollars and complete quality park projects (meet with individuals who have contributed part of the $28 million raised in the past seven years since our doors opened).

3. How does you foundation fit in with the goals and objectives of the elected officials of the city you work in?

Our projects are always consistent with the city comprehensive plan.

4. How does your foundation fit in with the goals and objectives of the city staff that manage the parks?

We work closely with city staff on all levels. Our board includes two ex-officio members: parks superintendent and representative from the park board.

5. What is the most successful method that you use to ensure that your actions meet the needs of the community you help?

I do not understand this question. We work with community members to plan, design, fundraise and construct park projects.

6. Why do individuals or corporations give to your foundation?

Because they care deeply about urban parks and [they] want to make them better.

7. What measures will you take to adapt to this current economic environment?

Maybe cut staff hours and number of current projects - it will be challenging.

8. Can you recommend any models for funding ongoing maintenance of parks that a foundation might create?

We are working on our first maintenance endowment whereby donors have contributed $200,000 to maintain a park. Generally, we believe that maintenance should be handled by the local jurisdiction.

9. What recommendations would you give to a park manager of a city with a population of 100,000 who might want to encourage the creation of a foundation in their city?

It is a great idea IF you have a very strong leader that can help recruit a top-level board of people who give generously and are comfortable asking for others to give. Also, a strong director.

Partnership for Parks President of a large city

Why are you doing this work?

I fell in to it. I was in a non-profit. I knew a Board Member for seven years. I filled in to help out through an interim crisis. When the director retired, I got the job. I had a finance and marketing background. I do it because I feel there is a need for urban parks in Oakland or any large city. There is no outdoor yard space. Kids need a place to recreate and feel safe. Many have full time working parents with two jobs. This is why I have stayed and I love to find the hidden treasures.

1. How does (partnership/trust/foundation) measure its performance and success?

First, we outline our goals annually. Second, [we outline] what it takes to achieve them [and] to partner with goals on the city side. [We] usually [do] pretty well.

2. What methods or procedures help (partnership/trust/foundation) to be successful at meeting your mission goals and objectives?

Our mission is to aide the city. We need the City's blessing bit we are not mandated to do what the city does. We want to improve the parks in an area and we talk to the right city employee

3. How does (partnership/trust/foundation) fit in with the goals and objectives of the elected officials of the city you work in?

There is no manager of parks. We get grants to the Recreation Center Director, scholarships, swim supplies. Oakland is unique. They split park maintenance.

4. How does (partnership/trust/foundation) fit in with the goals and objectives of the city staff that manage the parks?

Commitment depends on the project. A lot are community driven. We are unique. We work as a cosponsor. We raise funds and create new projects. They are tax deductable. We write grants.

5. What is the most successful method that you use to ensure that your actions meet the needs of the community you help?

[We] identify stakeholders. [We have done] large renovations in West Oakland with a sports users group but the community could not get at it. [We] took board representatives

from each sports group, community members, Council Members, Oakland Park and Recreation steering committee. [We looked at] who is using it. [We] cannot design. We take comments and funnel it down. Every group has a say and is represented.

6. Why do individuals or corporations give to your (partnership/trust/foundation)?

[The] community is seen as essential. We can leverage funding of $5,000 and $15,000 and get grants.

7. What measures will you take to adapt to this current economic environment?

[We will] start earlier and use creative approaches. [We] identify long-term sources of funding. [We will have] a matching-donor campaign. We are scaling back. We do notice. People see a need.

8. Can you recommend any models for funding ongoing maintenance of parks that (partnership/trust/foundation) might create?

No, but we are working on it right now. [We have] a landscape and lighting district it helped but after it passed the general fund went to other things. There is no cost of living increase in the defined assessment. Staff is being cut. It is very hard to find money for maintenance. Measure DD enhanced parks but the was no money for maintenance. [There is money for] Capital but none for maintenance.

Try a maintenance trust. Oakland Trust Corporation created stewards who perform park surveys.

Set up a model. Get initial funding to form a trust over a couple parks. [You can say] We provide x and you provide x staff.

Create new parks with development assessment districts. But it is impacting new development but [it does not] impact existing parks. [There is no capital or grants for maintenance].

Run a feasibility study on funding with staff and volunteers.

Corporation [may donate] but we cannot contract out work do to issues of union contracts and private funding.

9. What recommendations would you give to a park manager of a city with a population of 100,000 who might want to encourage the creation of a (partnership/trust/foundation) in their city?

It does not take all that much to get a foundation off the ground. It takes a group of

passionate people. We have done three things. We have fiscal sponsors. We meet our mission objectives and we created an umbrella [for groups].

Oakland has passionate people with pet ideas or neighborhood groups.

We give $25,000 in grants. Many go to the city for scholarships. We want to grow this in to mini-grants of $500 and $2,500. We outsource groups and garden groups. Lastly, we take on large renovation projects.

Response from a Director of a foundation serving a mega-city

The City Parks Foundation was created by the city park department in 1989 simply to serve in a fiscal sponsor role. It was a mechanism to give money to a not for profit organization and feel comfortable that the money was well spent. You can donate directly with confidence that the money will not go to a black whole but that it will get done so the parks department created city parks just to take donations to support parks. Within a couple years the foundation began to change. They begin to go to programming because people started to fund programs like tree planting. They wanted 10% to be spent on education for school kids. No one wanted to run the program so the foundation ran the program. Then the city ran the Center Stage Festival. After a couple years no one wanted to do it. They [the foundation] were asked to take it over. Then the tennis program for kids was going to get scuttled so they asked the park foundation to take over the tennis program.

Within three years the major tennis and major theatre concert series, then other programs came to the foundation. Then dozens and dozens of programs were all over the city. They were going to server fiscal sponsorship as it began to grow it became more and more independent but parks created but city parks started to raise its own money and start their own programs and became more and more independent. Fast forward to 2001. I became Executive Director so I took a look at this wonderful but no sense of mission or how we relate to the park department so I took it through a strategic planning process which guided our growth over the next seven years but basically the plan says the parks department is in charge of physical space who spend money on the hardware of the system and City Parks Foundation should raise money to deal with how people use the parks. The software is the friends groups and volunteers. We should consider ourselves a partner to the parks department. They raise their money. We raise ours. That has been over the last seven years.

We measure our success by how many people come in, what quality, how we impacted, and how we make parks better. Parks need adequate capital spending so there is appropriate maintenance. It needs people connected to the parks, involved in the parks.

Next year we will do less then last year. We will do less and fewer programs and since we expanded every year and in to the number of parks. The city has 1800 parks and we work in 750 of them. We were continuing our slow and steady march.

Cities call us all the time to start a park foundation. Talk to Sarasota, Florida and Charleston, South Caroline. Both cities. My staff and I went down and set up a foundation. We take tours of parks [and] see what is happening. We advise them to start with one or two simple projects that are highly visible and achievable. In Charleston we noticed that no parks had any names or signs. Different parks were called different things. We suggested a branding exercise on how they look in to the park. They did 25 to 30 and it had a big public impact to learn the history, and name sign. Sarasota youth recreation has extensive youth recreation. You can look at other cities. City Parks Alliance will let you.

Berkeley Informants

Response from Council Member, December 2, 2008

1.   There are private organizations in the City of Berkeley that focus on improving parks. These are in the forms of "partners for parks" and "friends of parks". Are you aware of them and, if so, which of them are you most familiar with?

(I am) aware of (Berkeley) Partners for Parks. The other groups are generally park-specific, i.e. friends of Live Oak Park.

2.   Have you worked with any of these organizations?

Yes, with partners for parks and with specific parks groups.

3.   Did they provide funds or other resources to improving or maintaining a park in your District?

Partners for Park assist with securing funds through grants and [through their] advocacy for funds.

4.   How do you think the work of the park partnership/friends organizations fit with the Berkeley's Council goals and objectives?

Perfectly.

5.   Have any of these groups accomplished a project in a park in your District?

The Totland play area was carefully planned with the community and volunteer efforts transformed the building under the guidance and drive of Jennifer Burke.

An ad hoc group took on the task of planning the older children's playground at Grant Street and Hearst at Ohlone Park, which started out with controversy but was righted by the community effort to each reach consensus.

The dog park group acts as the caretaker of the Ohlone Dog Park.

James Kenney Park neighbors recently came together to guide the city in improving the play area. Not much as Cedar Rose Park. The community gardens at Peralta and Hopkins have an active, committed group (several actually) that not only care take the gardens but oversee the Ohlone greenway.

6.   Do you know of any other types of private supporters, such as major donors or corporations, who might support the parks in the City of Berkeley?

No

7.   What do you think the public values most about James Kenny Park?

Ball fields and gym activities: basketball and tennis courts.

8.   What do you think the public likes least about James Kenny Park?

Outdoor areas are less attractive than other parks; the recreation center turns its back on the community (no visible welcoming entry), and there is a prevalence of litter.

Response from Berkeley Director of Parks, Recreation and Waterfront,

1. Do you know how the Berkeley Partners for Parks or "Friends of" groups measure their performance and success?

I do not think they formally measure it. I think they informally measure it. I think it is very much based on a project and if that project gets completed, then that is success. I think it is very much project driven. It is not necessarily looking at the larger picture and saying, "What's successful for the park system in Berkeley?" I think the outcomes they are looking at are project by project. So they are saying, "OK, well we wanted to landscape this area and this area got landscaped so that is success" but it is not looking at the broader area of the park system.

2. What methods do you think help the Berkeley Partners for Parks or "Friends of" groups support the mission, goals and objectives of the Berkeley City Council?

One of the things that I really like about what Berkeley Partners for Parks has done, that is really helpful to Council, is what they really have done is to create the "Friends of" organizations and to say "We have a group of stakeholders in a particular community which really care about a particular park and we are going to help to organize that group of people to advocate for, and raise funds for, the improvements that need to happen at those parks. I think that is a really good thing.

I think the difficulty comes in it not being necessarily coordinated, there not being friends of organizations in every park so what ends up happening is that you have areas of this city where

people are wealthier and have more time. The projects happen there. That's great for the council member, that 's great for the Council and that's great for the city that those things are happening but it is not happening at all parks so it ends up happening in generally more affluent areas where people have more time. In concept, this is all helpful to council and having a non-profit organization to help support the park system is a great thing. How is gets executed I think, there can be some improvements made to that.

3. How do you think the Berkeley Partners for Parks or "Friends of" fit in with the goals and objectives of the city management?

I think that if BPFP where to expand on the methodology that they currently use to get groups of stakeholders to clearly to articulate what they want and to prioritize these, that is helpful to the councilmember because then the Councilmember is aware what their constituents want and what the constituents priorities are.

I think it is helpful to the parks department because it helps the management and the city management also understands, because we are the implementers of some of the larger policy questions or issues are that come up. It also helps us to understand what the priorities of that community are and it gives us venue for us to have a conversation with the Councilmember about what his or her priorities might be for that park. The community may say we want to see things happen ABC but the Councilmember may say, yeah I totally agree with that but I have some other information and I think it should be BAC.

4. How do you think the Berkeley Partners for Parks or "Friends of" fit in with the goals and objectives of the park management?

For the parks division, I think it helps us develop relationships with community members that can be very positive forces for change. I think that it creates a dialog among both management and park department staff so that people have an understanding of both what the opportunities and the constraints are on both sides.

I think that it helps us to ultimately have more successful projects because through he negotiation process of use understanding what the community wants and the community understanding of what we are able to do and not able to do and what the rules are, because many people do not understand what the rules are, I think that is extraordinarily helpful to the relationship between the community, management and the parks division.

I also think that BPFP, if they are working with community members and vet some of this stuff first, so that BPFP understands the constraints and opportunities, then they can vet those and come to the city so that the priorities are clearer and go through some sort of a narrowing process around what some of the opportunities and constraints are that are based in reality. The helps to define expectations on the community side, which is incredibly helpful between community and the governmental entity.

5. What is the most successful method that you, as a park manager, use to ensure that your actions meet the needs of the community?

There are a lot of different methods. Some of the most successful methods are talking to the people who are impacted. Definitely talking to the staff who are very close to what is happening at whatever the site is. Working with the Parks and Recreation commission and working with Councilmember's and other stakeholders who will be impacted by whatever the action is.

6. Why do you think people start or participate in park partners or "friends of" organizations?

I think that people initially start to do it because the see a need that they want to have addressed and often it is something that they want to see improved or maintained differently. I think that is how people start. I think they stick with it, and their persistence, has a lot to do with how successful they are in achieving their goal. A lot of that has to do with how realistic they are with whatever their desire is. So if someone comes in an they want the park completely revamped and it is going to cost 2.2 million dollars and there is a pot of 2 million dollars for all the parks for that year, that person is not going to be successful because we are not going to spend 2 million on one persons needs. It all depends on how they are going to approach it. Are they going to be flexible? Are they going to compromise? And are they going to understand the realities, both the opportunities and the constraints that we live under.

7. What do you think people like about James Kenny Park?

I think one of the things people really like about James Kenny Park is because it is a place in the middle of an urban area where, in general, the wealthiest people in the city do not live. I think that people have liked to have this sort of oasis in the middle of this very densely populated urban area. I think that people like playing sports. It's a way that people congregate around sports and recreational activities. It's a way for people to come together for family barbeques of for gatherings of friends. The recreation center itself provides other types of opportunities like basketball, volleyball, and other programming that neighborhood kids can participate in and there is even a weight room there. So, it provides an all encompassing opportunity for community and recreating.

8. What do you think people dislike about James Kenny Park?

I think the main thing that people dislike about James Kenny Park is that it needs some work. I think people are unhappy that it does not have the latest and the greatest of things and that some people feel that some of what it does have is even inadequate. A lot of folks do not care about if it is the latest and the greatest but they do not think it is even adequate for the needs of the neighborhood.

I think the other thing that people dislike about James Kenny park is that some of the crime and hanging out and loitering that goes on in the park. In my opinion, it is not a function of the park but it is a function of the people who use the park. There is such a diverse group of folks that use James Kenny Park that sometimes that diversity of people doesn't mesh well. Or they look at each other and say (to themselves) "you are not like me so I am scared of you" or " I have whatever judgment I have about you". I think that, coupled with some of the crime that happens

and some of the elements that exist there and the maintenance of those elements are some of the things that make James Kenney problematic for folks.

9. Are the Berkeley Partners for Parks or "Friends of" groups working in or near James Kenny Park?

I think that there are people who want to become a "Friend of" James Kenny Park group who have not been traditionally associated with James Kenny Park. I think there is some motivation there to make that happen.

I think that typically BPFP does not work in some of some of these high-risk areas. I think that, in a way, that needs to change.

10. What measures will you take to adapt to this current economic environment?

For parks specifically, we are very, very, very fortunate to have a park tax in Berkeley that provides the most basic of services for our park system. In that way, again we are very fortunate. I think that in the next few years there is going to be no more money. We are going to tighten our belts in ways that we have not had to do so in a very long time. Everybody, municipalities, private companies, individuals, etc.

The way we are going to have to approach this is two fold. One is looking at what our core services are and trying to ensure that we meet those service needs that are core. The other thing is looking at how we work. How efficiently do we work? Are all of our employees working, or on they're way towards working at an acceptable level of performance? In the event that we have employees that are not working at acceptable levels of performance we need to manage those folks to higher levels of performance, or out of the organization. Long, long ago, the public sector was that there was so much money that you just hired and rehired. That was not a good way to operate and it is still not a good way to operate but now we cannot operate in that way.

I think what we have to do now is be very efficient about how we do our work without going crazy without a moment for people to take a break but we have to be efficient and we have to find ways of doing things that help increase our efficiency and some of that may be technology. It is going to frontload work but in the long term if what it is going to do is increase efficiency and create data banks of information that we do not have to recreate every five years, which is what happens when you do not have the technology to do your job, I think that it is going to be those types of things. It is how we manage the work. It is technology. It is core services and getting clear about those so we know exactly what it is we are here to do.

Response from the President of Berkeley Partners for Parks

1. How did the Berkeley Partners for Parks start?

2. How does the Berkeley Partners for Parks or "Friends of" groups measure their performance and success?

3. What are the goals of your organization?

4. What methods do you think help the Berkeley Partners for Parks or "Friends of" groups support the mission goals and objectives of the Berkeley City Council?

5. How do you think the Berkeley Partners for Parks or "Friends of" fit in with the goals and objectives of the park management?

6. Why do you think people start, or participate in, park partners or "friends of" organizations?

7. Are you familiar with James Kenny Park, and if so, what do you think people like about James Kenny Park?

8. What do you think people dislike about James Kenny Park?

9. Are there "Friends of" organizations or is the Berkeley Partners for Parks working on anything in or near James Kenny Park?

10. Where do you think your organization is headed?

11. What measures will you take to adapt to this current economic environment?

Response from a leader of the Berkeley Partners for Parks

1. How did the Berkeley Partners for Parks start?

BPFP started in 1993 (incorporated in 1995) by the founder of Codornices Park stewardship group, Amigos de Codornices, and the co-chairs of the Halcyon Neighborhood, who were engaged in a park-creation undertaking in developing Halcyon Commons. They were motivated by the desire to establish a collaborative and partnership-based city wide forum with the City of Berkeley to encourage greater community and city cooperation in park and open space maintenance, to cultivate informed advocacy for parks and foster constructive and non-adversarial input for park improvement grants that were becoming available at the time.

2. How does the Berkeley Partners for Parks or "Friends of" groups measure their performance and success?

BPFP is an umbrella group that provides technical assistance and fiscal sponsorship to groups, so we're not in the business of measuring performance, per se, though we do require financial criteria be met by friends groups to perform accounting on their behalf and for them to qualify for our fiscal sponsorship of a friends' groups grants and other funding, in the first place; among these policies are, "Requests for reimbursement are to be submitted to the affiliate's treasurer

accompanied by original receipts, along with a description of the nature or purpose of the expenditure signed by the submitter."

3. What are the goals of your organization?

Berkeley Partners for Parks works to:

  * Develop and cultivate wider community involvement in parks and open space in the City of Berkeley.

  * Encourage volunteerism on behalf of our parks, community gardens, and greening projects.

  * Support the formation of "adopt-a-park" groups to participate in ongoing maintenance and in the design and implementation of new features in our parks and urban landscaping.

  * Assist "adopt-a-park" groups in obtaining the needed financial and volunteer resources to accomplish park improvement projects.

  * Obtain citywide support for crucial areas of concern, such as bringing our play areas into compliance with current safety and accessibility standards.

  * Cultivate public-private partnerships with the City; local businesses, organizations, and neighbors to restore and improve our park system and other publicly owned open-space amenities.

3. What methods do you think help the Berkeley Partners for Parks or "Friends of" groups support the mission goals and objectives of the Berkeley City Council?

By meeting and working with City staff esp. from Parks Dept and by meeting informally with City council members, and attending PRC meetings on a regular basis we familiarize ourselves with the roles, responsibilities and administrative and financial limitations of the City

4. How do you think the Berkeley Partners for Parks or "Friends of" fit in with the goals and objectives of the park management?

The assumption of the question may be incorrect. Partnerships are not established or intended to fit the goals of an entity. Partnerships exist between entities for the purpose of taking common action on a shared objective. As a result of BPFP's years of partnerships with the City we've come to better understand the roles and goals of and constraints on the City and its staff; because of our familiarity with the City's administrative context and limitations, we've learned to work constructively with staff and officials within the parameters set by these factors. Berkeley Partners for Parks was founded partly to support parks and make its funding base go further through the value of in-kind contributions, "user development" in parks, and funding matches, but also to ameliorate perceived deficiencies in parks management; one of BPFP's major achievements has been to differentiate and support parks maintenance staff from that of the rest of City public works. BPFP has served to cultivate what could be called citizen creativity and

initiative to enable improvements and achievements. These have filled gaps that park management may have overlooked or given low priority due to pressing parks maintenance needs or liability concerns.

Nevertheless, Berkeley Partners for Parks fit quite well with the stated goals and objectives of park management, even as BPFP's mission is somewhat different, if complementary to that of the City, as suggested by our mission statement:

   * Develop and cultivate wider community interest in the Parks and other public amenities of Berkeley,

   * Encourage and support the organization of community groups to adopt and work for the welfare of parks and other public amenities in Berkeley

5. Why do you think people start, or participate in, park partners or "friends of" organizations?

People see an unmet need or potential in the park or open space that they feel responsibility for and wish to improve.

6. Are you familiar with James Kenny Park, and if so, what do you think people like about James Kenny Park?

Yes, I am and we encouraged neighbors to create a Friends of James Kenny Park. From what I gathered from residents attending our meeting when they joined as an affiliate, they liked the playground there and the proximity and intimate size of the park.

7. What do you think people dislike about James Kenny Park?

Hard to say, but it was apparent that they disliked a nasty neighbor who was apparently being abusive of a children using the park.

8. Are there "Friends of" organizations or is the Berkeley Partners for Parks working on anything in or near James Kenny Park?

As I mentioned a Friends of James Kenny Park was established, and we gave them guidance on how to move forward collaboratively and focusing on constructive projects and relationships that could advance their interests in park experience and facility improvements, but the litigious atmosphere appeared to have poisoned outlooks of the park advocates and made them mistrustful of one another and of BPFP.

9. Where do you think your organization is headed?

I see that we'll continue to be a proactive but neutral umbrella group that will provide fiscal support as needed and leadership on a few citywide initiatives, e.g., 1) to continue to push forward efforts to complete the south section of the SFROW (University Ave to Oregon St); 2) to

Invigorate and focus the conversation about the future of public pools in Berkeley, building on existing strategy forums and to 3) Promote and help secure funding for East Bay Labyrinth.

We will also continue to broaden Board membership to include other recreation and/or open space advocates and organizations and work in concert with City to launch a foundation function called the Parks Partnership Fund.

10.What measures will you take to adapt to this current economic environment?

I can't speak on behalf of BPFP on this question, as we've not taken this question up as a board, though I anticipate that we will. Speaking for myself, I anticipate that we'll continue to emphasize sweat equity and volunteer projects – for maintenance and construction; BPFP will be launching the parks partnership fund to allow donor driven funding of specific improvements (e.g. as memorial gifts).

Response from park user number one (of three). The first of a set of two people together.

1. How often do you visit this park?

Not very often.

2. What do you like to do in this park?

There is a wide diversity of people. People who bike, and are [here] with [their] families.

This is not my neighborhood park. I grew up in Berkeley. My neighborhood park is Ohlone. I know this park because I used to play little league here.

How do you use that park?
I take my dog there

3. What do you like most about this park?

Hanging out, enjoying the day.

4. What do you like least about this park?

They used to have basketball. I think they are on the other side. (Yes, they are)

5. What do you think of the condition and design of this park?

It is good. [There are] two separate areas. One is designated for basketball, on side is baseball and there is an area in between. There are play areas. I guess it gives people and option to bring their kids to two different sand boxes. That is kind of fun.

6. *Is there a neighborhood association in your neighborhood?*

No.

7. *If so, what do they do for the parks?*

8. *Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?*

9. No, but I would like to.

(If yes) Can you recall any of their accomplishments?

Response from park user number two (of three). The second of a set of two people together.

1. *How often do you visit this park?*

I am a visitor from Seattle. I am here visiting a friend. It is quite.

2. *What do you like to do in this park?*

My sister has a dog. She brings her dog here and I walked him down to the Marina.

3. *What do you like most about this park?*

I just met him [the other person interviewed]. He was nice.

4. *What do you like least about this park?*

No comment

5. *What do you think of the condition and design of this park?*

It is nice because it seems like it is part of the neighborhood. It is a nice walk to it. I think it fits in well.

6. *Is there a neighborhood association in your neighborhood?*

[Did not know]

7. *If so, what do they do for the parks?*

8. *Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?*

He- No, but I would like to.

9. (If yes) Can you recall any of their accomplishments?

Response from park user number three (of three) (translated to, and from, Spanish)

1. How often do you visit this park?

Two times a month.

2. What do you like to do in this park?

To play in the play area and tot lot.

3. What do you like most about this park?

At times there are many people drinking. Those of us with children go to another park when people are drinking. I live on 6th Street and when people are drinking her a go a little further away to another park.

The other park is better, with no on drinking?

Yes
4. What do you like least about this park?

Is it clean with no litter?

Yes.

Do you use the bathroom?

Yes, the bathroom in side the building.

5. What do you think of the condition and design of this park?

Good.

6. Is there a neighborhood association in your neighborhood?

No. I know the girls playing over there *(pointing to two young women with children)* but no associations.

7. You do not know of any associations for neighbors?

No

8. If so, what do they do for the parks?

9. Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?

No

10. (If yes) Can you recall any of their accomplishments?

Response from neighbor number one (of two)

1. Do you visit the parks in your neighborhood and if so, how do you use them?

Very often. I use baseball. James Kenny. Oceanview.

2. Do you visit (the focus park)?

   (He already answered this in #1)

3. What do you like most about the (focus) park?

The openness. It is nice and open.

4. What do you like least about the (focus) park?

Upgrades. It needs more upgrades. It should have a bathroom that people can use not a plastic portable one. It should have a structural one. It should be maintained. It is a growing neighborhood. There is a lot of money coming in to the area of Berkeley. I think that park is being neglected, not like some of the parks up in the hills like La Loma, Ohlone. The majority of those parks do have bathrooms.

Interviewer: Do people use the community center?

Not too many people know about the bathrooms. Live Oak has its own personal bathroom. They do have bathrooms inside the area but those are not used on the weekends because the majority of those are closed. They do have a bathroom in the gym. You have to go all the way in through the gym. They do have one but it is gated off and it is locked you can't get in there.

Who is your councilmember?

I do not recall.

5. What do you think of the condition and design of (the focus park)?

Like I said, it is a nice park. They have a nice field. I think they should get more money to bring it ups more. The tennis courts are so-so. Like I said, it would be nice if they have a bathroom that was taken care of.

6. (If yes) How do you like to use the park? (If no) How do you use the parks that you visit?

I use it for practice. I use Albany fields for little league baseball. I use it for basketball, tennis. I have growing kids so I spend a lot of quality time. Not too many picnics because there is no bathroom. If you were having a picnic there and they were middle age, a little older, where are they going to go? Oh, go in the bushes there.

7. Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?

No, I am not.

8. (If yes) Can you recall any of their accomplishments?

9. Is there a neighborhood association in your neighborhood?

Not that I am aware of. There has been a neighborhood watch. They do often have meetings but it is not very well publicized. Sometimes they have meetings at James Kenny but I have never been invited to those meetings. There might be something. I think maybe it should be more organized or a little more money put in to that so people can be aware of what is happening. Like I said, I grew up in this neighborhood and it really hasn't been any better as far as the park it is similar. But, from Sixth Street down on there has been big development. None of that money is getting put back on this side of the block. From all the tax money the city is getting we are not getting anything back from it on this side.

10. If so, what do they do for the parks?

Thank you for your time. (The conversation ensued....)

The big concern is having bathroom and clean water faucets. They have been there for 25 years. There has been a lot of tax from 4th street. They should donate. They should focus on that park.

All my baseball teams live up in the hills. Only two players live below San Pablo. That is what I had to do to put my kid in a sport or Albany little league, which is established or well organized. But you do not get that on this side of Cedar or San Pablo. It is not very organized.

Like I said there has been a lot of change. Tom Bates has a shit load of money to that complex at Gilman. Soccer fields. I mean, but still that money should have gone to update these fields. I know they need more fields. They could have put in one soccer and one baseball field. People give you money for signs. I have not seen that yet. Fourth Street brings in more taxes then the Shattuck area. They should put money in to this part of Berkeley.

initiative to enable improvements and achievements. These have filled gaps that park management may have overlooked or given low priority due to pressing parks maintenance needs or liability concerns.

Nevertheless, Berkeley Partners for Parks fit quite well with the stated goals and objectives of park management, even as BPFP's mission is somewhat different, if complementary to that of the City, as suggested by our mission statement:

   * Develop and cultivate wider community interest in the Parks and other public amenities of Berkeley,

   * Encourage and support the organization of community groups to adopt and work for the welfare of parks and other public amenities in Berkeley

5. Why do you think people start, or participate in, park partners or "friends of" organizations?

People see an unmet need or potential in the park or open space that they feel responsibility for and wish to improve.

6. Are you familiar with James Kenny Park, and if so, what do you think people like about James Kenny Park?

Yes, I am and we encouraged neighbors to create a Friends of James Kenny Park. From what I gathered from residents attending our meeting when they joined as an affiliate, they liked the playground there and the proximity and intimate size of the park.

7. What do you think people dislike about James Kenny Park?

Hard to say, but it was apparent that they disliked a nasty neighbor who was apparently being abusive of a children using the park.

8. Are there "Friends of" organizations or is the Berkeley Partners for Parks working on anything in or near James Kenny Park?

As I mentioned a Friends of James Kenny Park was established, and we gave them guidance on how to move forward collaboratively and focusing on constructive projects and relationships that could advance their interests in park experience and facility improvements, but the litigious atmosphere appeared to have poisoned outlooks of the park advocates and made them mistrustful of one another and of BPFP.

9. Where do you think your organization is headed?

I see that we'll continue to be a proactive but neutral umbrella group that will provide fiscal support as needed and leadership on a few citywide initiatives, e.g., 1) to continue to push forward efforts to complete the south section of the SFROW (University Ave to Oregon St); 2) to

Invigorate and focus the conversation about the future of public pools in Berkeley, building on existing strategy forums and to 3) Promote and help secure funding for East Bay Labyrinth.

We will also continue to broaden Board membership to include other recreation and/or open space advocates and organizations and work in concert with City to launch a foundation function called the Parks Partnership Fund.

10. What measures will you take to adapt to this current economic environment?

I can't speak on behalf of BPFP on this question, as we've not taken this question up as a board, though I anticipate that we will. Speaking for myself, I anticipate that we'll continue to emphasize sweat equity and volunteer projects – for maintenance and construction; BPFP will be launching the parks partnership fund to allow donor driven funding of specific improvements (e.g. as memorial gifts).

Response from park user number one (of three). The first of a set of two people together.

1. How often do you visit this park?

Not very often.

2. What do you like to do in this park?

There is a wide diversity of people. People who bike, and are [here] with [their] families.

This is not my neighborhood park. I grew up in Berkeley. My neighborhood park is Ohlone. I know this park because I used to play little league here.

How do you use that park?
I take my dog there

3. What do you like most about this park?

Hanging out, enjoying the day.

4. What do you like least about this park?

They used to have basketball. I think they are on the other side. (Yes, they are)

5. What do you think of the condition and design of this park?

It is good. [There are] two separate areas. One is designated for basketball, on side is baseball and there is an area in between. There are play areas. I guess it gives people and option to bring their kids to two different sand boxes. That is kind of fun.

6. Is there a neighborhood association in your neighborhood?

No.

7. If so, what do they do for the parks?

8. Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?

9. No, but I would like to.

(If yes) Can you recall any of their accomplishments?

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Response from neighbor number two (of two)

1. Do you visit the parks in your neighborhood and if so, how do you use them?

I went up to the top of the hill. I think it was Berkeley. Lawrence Hall of Science. I went up there looking for a botanical garden but I went to a park nearby.

2. Do you visit (the focus park)?

I have not visited the park.

(If no, conclude the interview) Thank you for your time

3. What do you like most about the (focus) park?

4. What do you like least about the (focus) park?

5. What do you think of the condition and design of (the focus park)?

6. (If yes) How do you like to use the park? (If no) How do you use the parks that you visit?

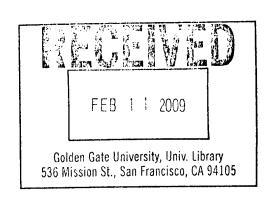*7. Are you familiar with any of the "partners for parks" or "friends of parks" organizations in the city?*

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10. If so, what do they do for the parks?