

2015

THE CITY OF  
**Doraville**



**Comprehensive Parks  
and Recreation Master  
Plan**

Prepared by:

**LA** **LOSE**  
**& ASSOCIATES, INC.**  
LANDSCAPE ARCHITECTURE • ARCHITECTURE • ENGINEERING • PLANNING

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## Acknowledgement

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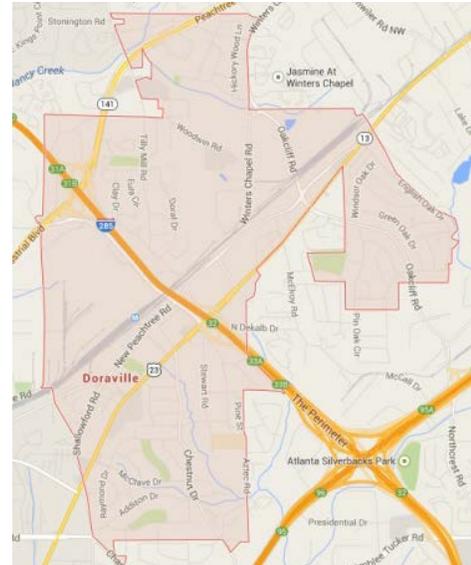
**Section I**  
Introduction  
and Community  
Profile



## Section 1: Intro and Community Profile

### Introduction

The City of Doraville's Parks & Recreation Department currently has seven park locations on approximately 41.87 acres. The mission of the Doraville Parks & Recreation Department is "promoting environmental awareness, while providing optimum recreational facilities as well as fun and exciting leisure opportunities for our diverse population." With this mission in mind, the Department chose to embark on a master plan process, which will guide the facilities and services into the future. The purpose of this master plan is to evaluate the current system and develop recommendations in order to achieve a shared vision for meeting the recreation needs of Doraville over the next ten years - from 2015 to 2025.



The City of Doraville Parks & Recreation Department selected Lose & Associates, Inc. to conduct this Parks and Recreation Master Plan. Lose & Associates, Inc. is a multi-disciplinary design firm specializing in park and recreation planning, with offices in Nashville, Tennessee, and Lawrenceville, Georgia. Using demographics, population projections, assessments of current facilities, national standards, and public input, Lose & Associates has developed a new ten-year master plan. This document serves as both a strategic plan and an action plan, providing the City of Doraville with guidelines for future program planning efforts and capital improvement projects.

Doraville is located in DeKalb County, Georgia. Doraville has an area of approximately 3.58 square miles and is one of eight municipalities in the county. According to the United States Census Bureau, Doraville has a population of approximately **10,603** residents. Incorporated in 1871, the heart of the community was the Atlanta and Richmond Air-Line Railway depot. Doraville's original boundary, as chartered by the State, was one-half mile in every direction from this historic depot. Today, the historic depot site is the current location of the Doraville MARTA station.



Given the proximity to Atlanta and its relatively gentle topography, Doraville will be a primary location for future development. Land development patterns are predominately inner-ring suburbs and commercial uses along the corridor with little to no undeveloped land within the city limits. The community boundary is surrounded by several other cities in the Metro Atlanta Region including Dunwoody, Norcross, Chamblee, and Tucker.

## Previous Studies

Recent studies conducted by Doraville were reviewed as part of the planning team's research. A summary of each document is provided below:

### 1. 2014 Livable Communities Form-Based Code (LCC) as adopted 6/16/14

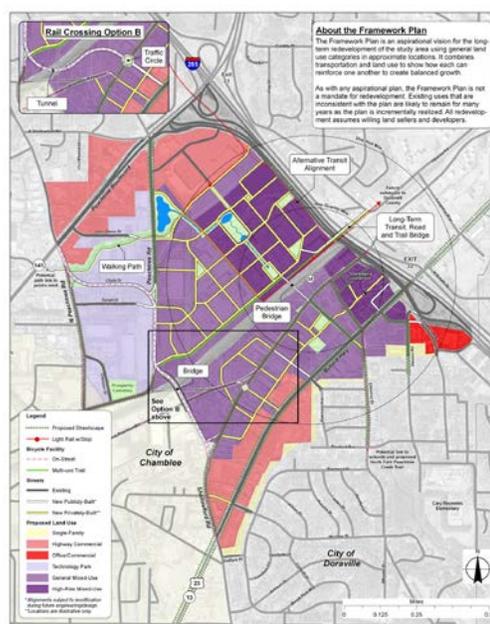
This ordinance, adopted June 16, 2014, provides specific regulatory requirements for greenways/multi-use paths. *Section 23-2033, Thoroughfares - Bicycle Facilities* states that greenway corridors shall be 30 feet wide, accessible to pedestrians with tree spacing a minimum of 30 feet on-center, and maximum of 60 feet on center. It also includes provisions regarding lighting.

### 2. 2012 Urban Redevelopment Plan I

This study focuses on redeveloping a 170+/- acre urban site in the downtown area. The document outlines the issues of the site, which was once home to General Motors, and provides a framework plan for redevelopment. The vision for the area includes a central mixed-use development around the MARTA station with new open space areas and multi-use trails, and capitalizes on existing infrastructure.

### 3. 2012 Active Living Initiative Plan

The plan initiative promotes active living and outlines three main goals: improving the pedestrian and bicycle experience, encouraging employer incentives, and promoting sustainability. The plan provides specific recommendations in order to meet these goals. For example, the plan recommends improving the pedestrian experience through repairing and installing sidewalks, installing crosswalks, implementing traffic calming measures and enforcing city codes. For bicycling, the plan recommends providing ample bicycle parking throughout the community, encouraging safety for bicyclists on shared roads. In addition, the plan recommends improving access to community parks and schools, promoting healthy workplaces, encouraging neighborhood unity and promoting awareness of active living opportunities.



**Framework Plan - DRAFT**

Prepared for:  
City of Doraville  
Prepared by:  
Tactical Design Group & Associates  
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January 26, 2011



#### **4. 2011-2016 Short Term Work Program**

This document provides a table that identifies the City's upcoming Short Term Work Program (STWP). The majority of the items were developed from the 2010 Livable Centers Initiative (LCI) Study, which was an addendum to the City's 2006 Comprehensive Plan.

#### **5. 2010 Downtown Doraville Master Plan Livable Centers Initiative**

This study incorporated key elements of the City's 2005 LCI Study and Georgia Tech's 2006 study of the General Motors plant redevelopment. The 2010 LCI was adopted by the City Council as an amendment to the Comprehensive Plan on August 22, 2011. This study provides an overall vision for Doraville's downtown area and helped guide the 2012 Urban Redevelopment Plan. The study provides a list of recommended capital improvement projects. Several of the projects listed have been completed or are in progress.

#### **6. 2000 DeKalb's Greenway Trails, GA**

This master plan for a greenway and trail network throughout the county was funded with Homestead Owner Sales Tax (HOST) funds. It provides detailed information on trail segments, priorities and cost analysis. The document was completed in January 2000. The plan prioritizes projects by funding source and perceived need.

#### **7. 2006 Doraville Comprehensive Plan Update**

The Community Assessment was the first phase in Doraville's 2006 Comprehensive Plan Update, which provided a foundation for subsequent studies. The plan includes an inventory of the parks and open space. It also identified opportunities and constraints related to open space, bicycle facilities, and other community facilities. A link to the full report is below:

<http://www.doravillega.us/wp-content/uploads/2013/07/Comp-Plan-Community-Participation-Program.pdf>

#### **8. 2005-2025 DeKalb County Comprehensive Plan**

This comprehensive plan includes all of DeKalb County, assessing a range of planning areas including population, economic development, housing, natural and cultural resources, solid waste management, community facilities, land use, and transportation. The plan outlines a vision and establishes strategic solutions for the County. A link to the full report is below:

<http://www.dca.ga.gov/largefiles/OPQG/2005/DeKalbCo.CAss.pdf>



## Community Profile

The recreation needs and trends of a community are dependent upon the preferences and lifestyles of its citizens. These lifestyles are often determined by age, gender, education and socio-economic status. While serving the community's recreation needs is a Parks and Recreation Department's central purpose, many recreation departments will remain with the status quo because of funding issues, lack of communication with residents, a lack of knowledge about its own community demographic, and an incomplete understanding of how that demographic profile can be used to help anticipate a community's recreation needs. Departments are likely to develop facilities based on the pressure of the moment, resulting in a disconnected assortment of facilities that typically meet the needs of one small sector of its community. For example, a department may feel pressure to provide more soccer fields from parents of small children which leads to the department removing trees from its dwindling supply of green space in a remote, inconvenient location. Reactionary decisions like this come at a high cost to the community; funds are spent without fully understanding a community's comprehensive needs. This could ultimately result in a poorly organized park system that residents find undesirable. Making long-term decisions guided by community demographics and projected populations can result in well planned and properly managed park facilities that anticipate a community's growing recreation needs.

Demographics support recommendations that are largely based on public input. This generates data that anticipates public desires and predicts the activities that will likely become most popular as a community's demographic profile changes over time. Age is likely the most influential aspect of recreation trends. Accurate data is available every ten years, so we must remember that demographic factors such as age are dynamic. For example, the child who is ten years old when a plan is developed may be interested in team sports like baseball; however, at the end of the plan's time frame, he has taken an interest in individual recreation activities like running and cycling. Knowledge of a community's age and its predicted changes are useful when a large percentage of the population will soon reach an age at which their recreation preferences are likely to change. This trend is now noticeable with the large number of baby-boomers who are reaching retirement age across the country.

Other demographic factors, such as gender and race, can quantify recommendations for park facilities and the design techniques used to construct them. For instance, a public input survey may indicate that women are most likely to use existing greenways, but they may avoid certain areas because they feel unsafe. Learning information like this could lead to recommendations to improve safety along trails and provide communities with recreation opportunities that they are currently lacking.



As part of the community profile, data on the following topics were gathered and analyzed:

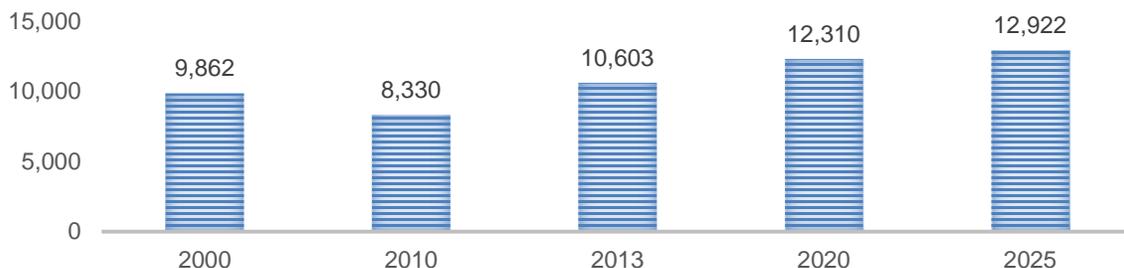
- Population Trends
- Comparison Communities' Population Trends
- Population Distribution near Major Parks
- Population by Age
- Race and Ethnicity
- Health Statistics
- Employment and Income
- Transportation

## Population Trends

According to the 2013 US Census, the city of Doraville has a total population of 10,603 residents. Doraville is approximately 3.58 square miles in size. This averages to be 2,325.5 persons per square mile. Evaluating this information is important because, as the city's population increases, so will its density. Proper planning requires the City to take the necessary steps to ensure that sufficient park lands remains available to accommodate the population.

Over a ten-year period, from 2000 to 2010, Census data figures show the population has decreased 15.53%. However, by 2013 the population had increased by 27.3% to 10,603. This downswing in population is likely due to the General Motors (GM) plant closing in 2008. Since that time, the community has rebounded. Census data shows this change is due to an increased number of Hispanic and Asian populations moving into the area.

**Figure 1.1: Population Trends**



Source: U.S. Census Bureau and DCA Planbuilder

As shown in **Figure 1.1**, the population is expected to increase steadily over the next ten years, projected to be 12,922 by 2025.



## Comparison Communities' Population Trends

Below is a table comparing Doraville to other nearby communities. *Table 1.1* and *Table 1.2* provide context for Doraville's land area and population density. As shown, Decatur is most similar to Doraville when comparing size and growth rates. Each community's park and recreation department is evaluated in Section 5: Budget Review.

**Table 1.1: Population Trends - Comparison Communities**

Jurisdiction	2000 Census Population	2010 Census Population	% Change from 2000 to 2010	2013 Census Population Estimates	% Change from 2010 to 2013
<b>Doraville</b>	<b>9,862</b>	<b>8,330</b>	<b>-15.5%</b>	<b>10,603</b>	<b>27.3%</b>
Decatur	18,147	19,335	6.5%	20,086	3.9%
Brookhaven	49,797	46,267	2.1%	50,603	9.4%
Dunwoody	32,808	46,267	19.5%	47,591	2.9%
Roswell	79,334	88,346	9.0%	94,034	6.4%
Alpharetta	34,854	57,551	30.0%	62,298	8.2%
<b>DeKalb County</b>	<b>665,865</b>	<b>691,893</b>	<b>3.9%</b>	<b>713,340</b>	<b>3.1%</b>
<b>Georgia</b>	<b>8,186,453</b>	<b>9,687,653</b>	<b>18.3%</b>	<b>9,994,759</b>	<b>3.2</b>

Source: US Census Bureau

**Table 1.2: Population Trends - Comparison Communities**

Jurisdiction	Land area in square miles (2010)	Persons per Household (2009-2013)	Population Density (2010)
<b>Doraville</b>	<b>3.58</b>	<b>3.27</b>	<b>2,327</b>
Decatur	4.27	2.20	4,528
Brookhaven	11.3	2.31	4,094
Dunwoody	12.95	2.39	3,573
Roswell	40.72	2.64	2,170
Alpharetta	26.91	2.73	2,139
<b>DeKalb County</b>	<b>267.58</b>	<b>2.59</b>	<b>2,586</b>
<b>Georgia</b>	<b>57,513.49</b>	<b>2.71</b>	<b>168</b>

Source: US Census Bureau



## Population in Relation to Park Distribution

In order to gain a better understanding of the distribution of parks relative to the population distribution in the city, a detailed analysis was conducted around the existing park sites in the system. Honeysuckle Park, with a service area of two miles, is the largest park and serves a majority of the community (see **Table 1.3**). As for the neighborhood parks, which have a service area of .5 mile, Brook Park services the most households, followed by Autumn Park, Flowers Park, and Bernard Halpern Park.

**Table 1.3: Population Distribution near Existing Parks**

Service Area	1/4-Mile Service Area		1/2-Mile Service Area		1-Mile Service Area	
	Population	Household Units	Population	Household Units	Population	Household Units
Honeysuckle Park					9,857	3,287
Autumn Park			2,548	941		
Brook Park			2,882	1,036		
Chicopee Park	276	109				
English Oak Park	395	120				
Flowers Park			1,727	559		
Bernard Halpern Park			1,501	596		

Source: <http://mcdc.missouri.edu/websas/caps10c.html>

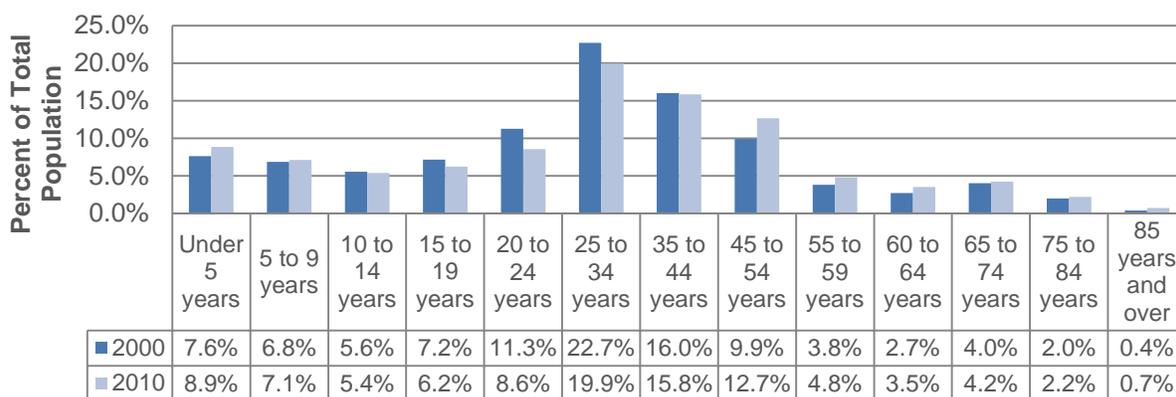
## Population by Age

Understanding the age of a population is a critical element to providing the proper amounts and varieties of recreational programming. The majority of the population is comprised of adults ages 25 to 34 years old (see **Figure 1.2**).

Of the thirteen age groups shown in **Figure 1.2**, five have decreased over the ten-year period. The largest decrease was the 20-24 and 25-34 age brackets, with a 2.7% and 2.8% decrease respectively. The largest increase is in the 45-54 age group. An increase in the under 5 age group has also occurred, which suggests that families are moving to the area.



**Figure 1.2: Population Change by Age 2000 and 2010**



Source: US Census Bureau

In order to gain a general understanding of which age group is growing by the largest amount, age groups were combined to provide a general comparison. **Table 1.4** provides an overview that suggests that while the largest age group (18-64) is decreasing, the youngest and oldest groups have not decreased proportionally.

**Table 1.4: Population Increase by Age Group**

Age Group	0-4	5-17	18-64	65+
<b>2000 Census</b>	753	1,575	6,904	630
<b>2010 Census</b>	738	1,325	5,671	596
<b>Percent Change</b>	-2.0%	-15.9%	-17.9%	-5.4%

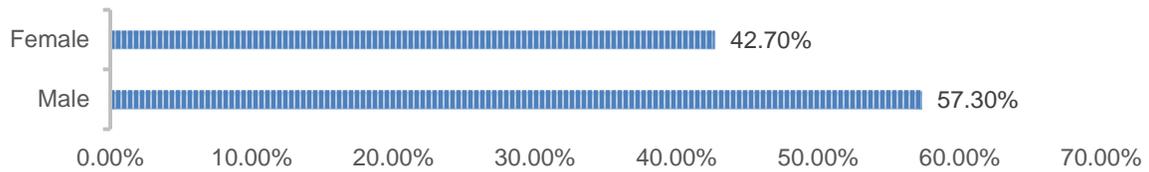
Source: US Census Bureau

## Population Gender

When reviewing population gender for the City of Doraville, we find a higher number of males (57%) (see **Figure 1.3**). This data is worth noting because it is unusual to have such a high number of males in the community. While the national trend is that more males are born, females typically outnumber males at older ages because the mortality rate of males is higher. Nationally, the average is 50.8% females to 49.2% males. When breaking the US into four regions, again there is a higher average of females. On the state and county level, we again find a majority of females. Typically when male populations exceed female populations, it is the result of an all-male school, military base, or male prison in the community. However, none of these facilities are located in Doraville. Therefore, the reason for the increased male population is thought to be the result of international and/or domestic migration.



**Figure 1.3: Gender**

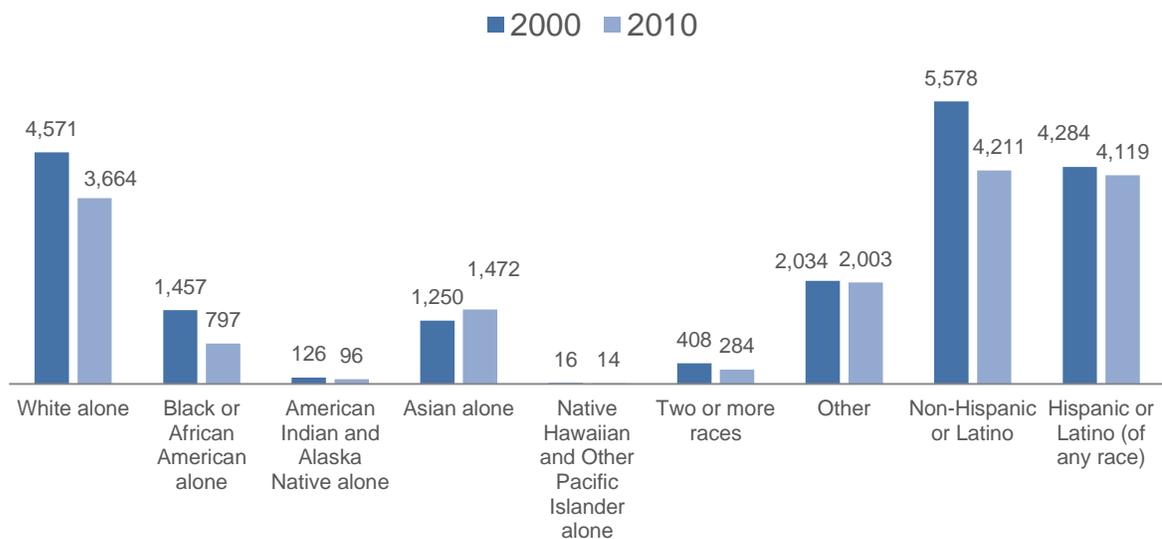


Source: 2009-2013 American Community Survey 5-Year Estimates

## Population Race and Ethnicity

An analysis of Doraville’s race and ethnicity reveals a once predominant Caucasian population that has been gradually diversifying over the last two decades. Statistics since 1990 show a decrease in the Caucasian and African American population (see **Figure 1.4**). Other minority populations (particularly those classified as Asian) are steadily growing in Doraville. Also, the Hispanic population continues to grow and is now larger than the non-Hispanic or Latino population. Doraville’s population is expected to grow and continue to change over the life of the master plan, contributing to greater diversity in the population.

**Figure 1.4: Race and Ethnicity**



Source: US Census Bureau



## Economic Trends

In researching the economic profile of the community, the planning team reviewed the home ownership rate, median household income, and the poverty rate. This data was then compared with state and national levels.

On average, Doraville has a lower home ownership rate than the county, state, and the national average. The median household income in Doraville is also lower than the county, state, and national levels. When comparing the poverty rate, Doraville is 28.8% higher than the county average (see **Table 1.5**).

**Table 1.5: Homeownership Rate, Median Household Income and Poverty Rate**

	Doraville	DeKalb County	Georgia	USA
Homeownership Rate	42.6%	56.7%	65.1%	64.9%
Median Household Income	\$40,955	\$50,856	\$49,179	\$53,046
Persons Below Poverty Level	26.7%	19.0%	18.2%	15.4%

Source: US Census Bureau 2009-2013

## Employment and Income

Income levels are of particular importance because they affect the community's ability to afford recreation programs and services. In communities with low-income levels, the government typically plays a major role in meeting citizens' recreation needs by providing funding for public recreation to subsidize recreation programs. Program fees also have to be lower than those offered in more affluent communities in order to meet the needs of the lower-income citizens. This affects the amount of revenue a department can self-generate to offset programming costs. As a whole, Doraville should plan accordingly due to its high poverty level (26.7%).



Table 1.6: Home Ownership Rate and Income	City of Doraville	DeKalb County	Georgia
Housing units, 2010	2,811	305,313	4,088,801
Homeownership rate, 2009-2013	42.6%	56.7%	65.1%
Housing units in multi-unit structures, percent, 2009-2013	41.8%	36.2%	20.5%
Median value of owner-occupied housing units, 2009-2013	\$145,100	\$168,900	\$151,300
Per capita money income in past 12 months (2013 dollars) 2009-2013	\$15,282	\$28,810	\$25,182
Median household income, 2009-2013	\$40,955	\$50,856	\$49,179
Persons below poverty level, percent, 2009-2013	26.7%	19.0%	18.2%

As shown in **Table 1.6**, Doraville has a lower home ownership rate and lower median value of owner-occupied housing units when compared to the county and state estimates. The home ownership rates and types are closely linked to income because housing areas with higher income rates generally have more recreation amenities as part of the development. Areas that would benefit the most from parks and recreation opportunities often have fewer resources to pay for these amenities.

## Health Trends

As part of the research, it is important to highlight the health issues related to inactivity. In general, people are less active than in the past due to an increase in sedentary lifestyles. This inactivity has led to an obesity epidemic, which continues to grow with the most dramatic increases seen in the southern United States. It affects life expectancy and has economic impacts on direct medical spending. According to the CDC, the “estimated annual medical cost of obesity in the U.S. was \$147 billion in 2008 [and] the medical costs for people who are obese were \$1,429 higher than those of normal weight.”

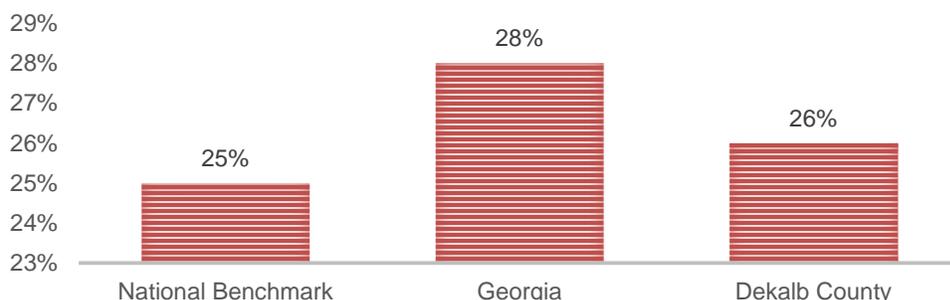
On average, the obesity rate is higher among middle aged adults (40-59 years old) than it is for adults under 39 or above 60. Multi-use paths, trails, sidewalks, and bike lanes provide citizens with an opportunity for exercise. Physical activity not only helps maintain a healthy weight, but it also benefits mental health, according to a study released in September 2014



by the University of East Anglia. Its research reveals that commuters who walk or cycle regularly have noticeably better mental health than those who commute by car.

With concerns growing nationally, it is important to look at the health statistics for Doraville. City officials, as well as residents of Doraville, need to understand these risks because strong action at the community level is critical to addressing chronic disease trends.

**Figure 1.5: Adult Obesity Rate**



Source: <http://www.countyhealthrankings.org>

\*90th percentile, i.e., only 10% are better.

As shown in the Adult Obesity Rate (**Figure 1.5**), the adult obesity rate for DeKalb County is 26%. This rate is lower than the state of Georgia and only slightly higher than the national benchmark. While this rate is lower than many other counties in the Southeast, the numbers are still concerning. A people's environment has an enormous impact on their choices. Having more parks, recreation amenities, sidewalks, bike lanes, and greenways can help to improve a community's overall health.

## Transportation

Doraville is home to a MARTA station that runs to downtown Atlanta. The community also has two interstate exits on Interstates 285, which bisects the community. In addition, Doraville has two major highways, Peachtree Industrial Blvd (SR 141) and Buford Hwy (SR 13), that run southwest to northeast alongside the MARTA line.

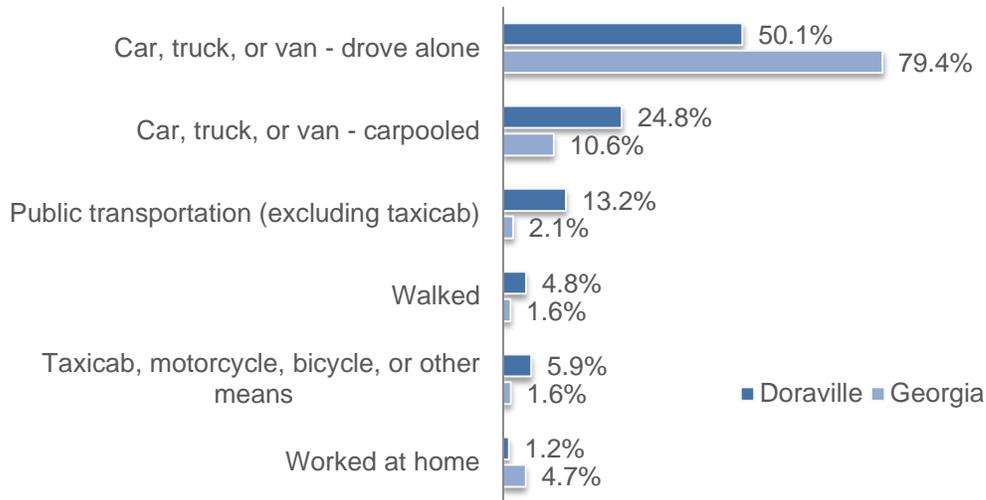
An important baseline to understand regarding transportation characteristics is how many residents are currently commuting by various transportation options. The predominate mode of travel and investment in Doraville and DeKalb County is automobile transportation, which is typical across the country.

According to the U.S. Census's American Community Survey, mean travel time to work in Doraville is 33.1 minutes, which is higher than the state average of 27 minutes and the national average of 25.5 minutes. Longer commutes can effect workers' free time and can contribute to health problems such as increased blood pressure. The U.S. Census's American Community Survey also provides data that gives us an estimation of how many



people walk and bicycle to work regularly. Using data from the American Community Survey, we can understand the rates of active transportation and compare to statewide averages (see **Figure 1.6**). We find that a majority of workers sixteen years and older drive alone 50% of the time, which is much lower than the state average of 79.4%. Many in Doraville carpool; they are more willing to take other modes of transportation such as walking, biking, and transit when compared to the state average.

**Figure 1.6: Commuting Habits**

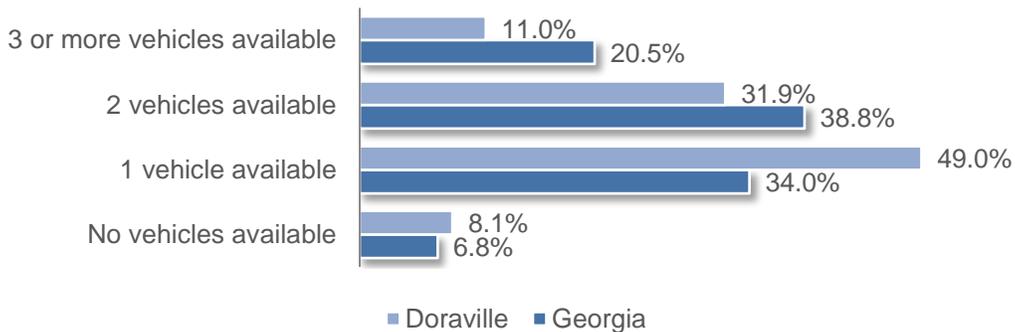


Source: U.S. Census' American Community Survey 2009-2013

One indicator of how many residents may commute by walking and biking is the number of vehicles per household. A lower number of vehicles per household is generally a sign of less driving and more using alternative modes of transportation.

As shown in **Figure 1.7**, fewer available vehicles are owned per household as compared to the state average. While almost half of Doraville residents own at least one vehicle, they are well below the state average when comparing ownership of two or more vehicles.

**Figure 1.7: Vehicles Available**



Another telling statistic is that 8.1% of Doraville residents do not own a car. According to the U.S. Census' American Community Survey, “workers with no available vehicle walked four times more and biked three-and-a-half times more than workers with one available vehicle.”

## Conclusions

The City of Doraville is an established community with an ethnically diverse population. This community has experienced changing economics with one of its largest employers leaving in 2009. Many studies have been conducted in Doraville in recent years that work to transform the downtown into a new mixed used development, which will continue to affect the community profile of Doraville.

As Doraville continues to change, demographic trends will vary as well. Currently, we find a growing Asian population with a greater number of males per females in the population. The largest increase of the various age groups is the 45-54 age group and we see an increase in the under 5 and 5-9 age groups, which suggests that couples are beginning families here or families are moving into the community from other places.

Through economic research, we found that the city of Doraville has seen an increase in the poverty rate, and that the homeownership rate is lower than state and national averages. We also find that Doraville residents own fewer vehicles on average and they are more likely to walk or take transit than some of the neighboring communities. Given the location of the MARTA train station and the city's proximity to Atlanta, this information is not surprising but will be important when designing and locating parks, greenways, and trail systems within the community.





## Section 2: Public Input

### Introduction

Public input is the critical component in developing a comprehensive plan for a parks and recreation master department. The citizens are the participants in and users of the parks system and recreation programs, and without strong support and usage by them, the parks system becomes ineffective. For the plan to be effective in improving service delivery and facilities, it must accurately reflect the facilities and programs most desired by the citizens of the community. The recommendations contained later in this master plan were driven by public input gathered through a variety of forums: input recorded in interviews, public meetings, focus group sessions with the steering committee, open houses, emails submitted to the City, and an online user survey of the residents of Doraville.

The public input process started with interviews that included meetings with the Parks Director and elected officials, as well as individuals representing citizen groups. These interviews were necessary to develop an understanding of how the Parks and Recreation Department and City government function. They also served to develop an understanding of issues that exist within the community and the Department itself. Interviews with elected officials provided the planning team with an overview of how the Department staff interact with elected officials and share information. The interviews also provided insight into their vision for long-term planning and administration of the Department, as well as the priorities for the Department as part of the overall City government.

### City Interviews

Interviews with parks staff, public officials and City administrative staff were conducted January 21-22, 2015. These interviews explored administrative practices, contract maintenance duties, ongoing partnership agreements and factors related to funding and park usage. Interviews with Parks and Recreation staff revealed information about the daily operations of the Department and provided insight into the opportunities and constraints of staff. These interviews also allowed elected officials the opportunity to share concerns over the current condition of the parks and what they felt were important projects to undertake.

### Partnering Meeting

Lose & Associates staff met with representatives of community recreation providers that partner with the City of Doraville. The purpose of the meeting was to understand the scope of services that the partners provide for the citizens of Doraville. The meeting was held on January 22, 2015, and began with a summary of the comprehensive planning process. A copy of the sign-in



sheet of meeting attendees is in the Appendix.

The following is a bulleted summary of the organization and some of the issues discussed in the meetings.

### **Georgia Sports Leagues, Mark Nations:**

- Runs leagues out of the Honeysuckle gym and programs for adult basketball, flag football and softball.
- Has a seasonal lease with the City. The City provides the facilities, gym managers and helps facilitate scheduling of leagues.
- User fees cover all costs, including rentals, umpires, equipment, etc.
- Would like to have more fields and expanded facility times to allow for expansion of programs.
- They manage a total of 500-750 participants in a given season. Basketball has 200-250 participants; Flag football has 100 participants; Softball has 100 participants.
- Also partners with area churches to run programming out of those facilities.
- Officials are required to have background checks.
- Not known how many of the participants are Doraville residents.
- No known coordination issues with the City.

### **Ivy Prep Academy, Dr. Terrence A. Waller:**

- Runs basketball and soccer programs for 6<sup>th</sup>-8<sup>th</sup> grade girls. 15-20 participants.
- Partners with other schools and churches for programs and facility space.
- Currently operating basketball out of Honeysuckle Park.
- Planning to start a soccer program soon. Would like to run out of Honeysuckle Park as well, but not finalized.
- Uses gym immediately after school. Sometimes scheduling conflicts occur with other youth leagues for time in the gym.
- Has a formal user agreement with the City.
- Performs own background checks on coaches.

### **Built 2 Last Sports, Joel Knight, Dan Heller, Rick Dowell:**

- Runs youth basketball clinics on Saturdays.
- Teach basketball fundamentals.
- Works with the City to coach youth out of Honeysuckle Park.
- Program also includes fun play (no score) for 4-7 year olds.
- Basketball program currently has 15-20 kids.
- Partners with Rick Dowell of Dowell Family Wellness, LLC, for physical treatment program. Provides advice to parents on their child's physical suitability for sports. Also serves as first point of rehab for program participants.

### **Center for Pan Asian Community Services, Victoria Huynh, Yotin Srivanjarean**

- Provides community orientation services for non-English speaking members of the community.



- Within the past year, they hosted a 400-person soccer tournament for the Hispanic and Asian communities.
- Partnered with the Korean Church to obtain a US Soccer Foundation grant to implement a soccer after-school program.
- Plan to develop their own soccer facility on their campus.
- Currently have 140 participants in their after-school program, but plan to increase to 250-300 once the new soccer program is in place.
- Will be looking to the City for help with coaches, supplies and possibly facilities.
- Would prefer to lease program space from the City.
- Currently operates a senior wellness program and would like to expand to include indoor water aerobics. Anticipate 300-400 seniors.
- Overall, they serve 2,600 participants monthly with their programs.
- They are looking to expand their facilities through a capital improvements program.
- Current location at Chamblee Road. Have been serving the area for 33 years.
- Not enough capacity for current demands. Having to turn people away for after-school programming.
- Transportation is a key issue for their clients. Would like support from the Parks Department to resolve this issue. Approximately 85% of participants are dependent on transportation services.

#### **North DeKalb Youth Football and Cheerleading, Cynthia Satterfield:**

- 200 kids currently in program. Have had up to 500 youth in the past.
- Honeysuckle is sufficient for current programming. Some minor concerns about the facility.
- The City was a funding contributor, now the organization operates as an independent contractor.
- Fully self-funded by fees.
- Less than 25% of program participants are Doraville residents.
- Consistently down 10% in participation from expected numbers.
- Primary demographic is non-city users.

#### **Open Discussion On How Doraville Parks Can Better Deliver Services:**

- Food truck night to gather community together to share information on programs.
- Develop large community playground comparable to Brook Run Park.
- Develop larger fields to support soccer.
- Seniors would like more tennis courts, lighted if possible.
- Recommend acquiring old Kmart space for expanded park property.
- Expand connectivity across I-285.
- Investigate developing old commercial properties for park programs and facilities.
- Develop stronger partnerships with area schools.
- Plan for anticipated growth
- Expand bilingual offerings.

## **Steering Committee Workshop**

On the evening of January 22, 2015, a Steering Committee Meeting was held. This meeting was a workshop with individuals of the community who represented a cross section of recreation and



green space advocates in the city. The participants worked in small groups and then collectively to respond to a series of questions. After an introduction by Lose & Associates, Inc., the group introduced themselves and split into two groups for the night's exercises. A copy of the sign-in sheet of meeting attendees is in the Appendix.

The Steering Committee outlined the critical issues, strengths and weaknesses of the Department and its facilities, and compiled a prioritized facilities wish list. According to the committee, the most critical issue is financial limitations. Doraville is viewed as having a strong senior program and great location, but lacking in facilities and bilingual staff. The committee would like the soccer program to be expanded with a desired focus on after-school programs with transportation. The team and collective responses to the questions are provided below:

### Discussion Group Topics:

#### **1) What are the five most critical issues facing the Doraville Parks and Recreation Department?**

##### **TEAM 1**

- Financial limits
- Aging facilities and poor or missing equipment
- Underuse of the parks (lack of play value)
- Lack of connectivity (for pedestrians and cyclists)
- Adequate staffing of parks

##### **TEAM 2**

- Finance/budget (cost of participation)
- Marketing and promotions
- Disconnect with third party programming
- Implementing new ideas difficult for existing staff (new programming)
- Partnering with corporations (sponsorships)

#### **2) Identify the strengths and weaknesses of the Doraville Parks and Recreation Department programs and facilities.**

##### **TEAM 1- Strengths**

- Senior programming such as Water Aerobics and Tai Chi
- Outdoor Volleyball
- Pool Programming
- Summer Programming
- Movie Under the Stars

##### **TEAM 2- Strengths**

- Location
- Leadership at senior parks
- Summer program
- School system relationships



### **TEAM 1- Weaknesses**

- Arena & Fields (security lighting and speeding)
- Lack of pool amenities
- Marketing of programs and facilities
- Underdevelopment of Brook Park.

### **TEAM 2- Weaknesses**

- No bilingual staff
- Inefficient park layout
- Customer service consistency
- Budget constraints
- Pool is underdeveloped and lacks accessibility and poor location
- Communications and marketing (social media and web)
- Security

***3) If money and politics were not issues, what programs would you include in the ideal park system for Doraville Parks and Recreation Department? What facilities would you include?***

### **TEAM 1- Programs**

- Soccer tournaments
- Pick-up soccer
- Kickball
- Dodgeball
- Pottery
- Bus Tours
- Cooking classes

### **TEAM 2- Programs**

- After school program with transportation
- Soccer
- Baseball
- Lacrosse
- Community gardens
- Neighborhood park events
- Running club (community 5K)

### **TEAM 1- Facilities**

- Nature trails
- Signage/wayfinding
- Park land
- Playgrounds
- Tennis Courts
- Multi-purpose trails
- Pool with amenities
- Special events coordinator



- Enhanced landscaping

#### **TEAM 2- Facilities**

- Meeting space
- Pavilions with grills
- Upgraded pool
- Upgraded tennis
- Nature trails
- Dog Park
- Outdoor Basketball
- Signage

#### **4) Prioritize *the lists of ideal programs and facilities identified in question 3.***

#### **PROGRAMS:**

- After school programs with transportation
- Soccer
- Baseball
- Lacrosse, Neighborhood Events, Running Club
- Other

#### **FACILITIES:**

- Pool with amenities
- Signage, Landscaping
- Nature trails
- Dog Park
- Playgrounds
- Other

## **Community Survey Findings**

A community survey was launched on April 2, 2015, and it closed on April 30, 2015. It was conducted by posting weblink on the City websites. The survey contained questions in both English and Spanish. We had 104 participants logged on to respond to the survey. For a population the size of Doraville, this amount gives us a confidence interval of 9.5 at a 95% confidence level. For example, if 40% of the respondents said they support a particular facility expansion, then we can be reasonably sure that if we asked the majority of the population, 31.5% to 49.5% would agree.

The survey questions assess the different types of programs that citizens are currently participating in and ones in which they show an interest. The survey results help the planning team to assess the priority for future facility development and types of improvements. They also provide insight into the community's desires for public recreation.



The following charts and graphs illustrate some of the survey results and compare responses. Additionally, some of the comments from respondents are included in this section. To see a copy of the survey questions, refer to the Appendix.

## Program and Activity Participation

To find out what programs and activities respondents prefer and which ones they would like to participate in, we asked a series of questions that listed programs and activities typically offered by parks and recreation departments. The programs and activities were classified into several categories: youth, adult, active adult (55 and over) and special events, classes and general park activities. Participants were asked to select programs and activities that they or their family members have and/or would like to participate in. For a complete list of activities, please see the Appendix.

In the analysis of the survey results, the following programs and activities are the top activities that respondents and their families have participated in. In the youth sports category, the survey results revealed that the majority of the respondents and their family have participated in youth sport activities, such as basketball.

### Top ranking youth sport activities:

#### Have participated in:

Youth Sports: Basketball League	22 responses
Youth Sports: Baseball League (tied)	15 responses
Youth Sports: Cheerleading (tied)	15 responses
Youth Sports: Tackle Football (tied)	15 responses
Youth Sports: Sports Camp	13 responses

When asked to identify the sport activities that they and their families would like to participate in from the same list, respondents revealed a strong desire for skateboarding, swim team and tennis programs for youth. Listed next are the top ranking activities and the number of responses.

#### Would like to participate in:

Youth Sports: Skating/Skateboarding (tied)	21 responses
Youth Sports: Swim Team (tied)	21 responses
Youth Sports: Tennis Programs (tied)	21 responses
Youth Sports: Volleyball	18 responses
Youth Sports: Track Team (tied)	18 responses

For adults sport activities, we find more responses for what they would like to do than what they are currently doing. Based on these limited results, it appears that adults in Doraville would like to see more outdoor fitness classes.

### Top ranking adult sport activities:

#### Have participated in:

Adult Sports: Co-ed Basketball	8 responses
--------------------------------	-------------



Adult Sports: Softball Leagues	7 responses
Adult Sports: Outdoor Fitness Classes	6 responses
Adult Sports: Baseball Leagues	5 responses
Adult Sports: Under 50 Basketball Leagues	4 responses

**Would like to participate in:**

Adult Sports: Outdoor Fitness Classes	35 responses
Adult Sports: Kickball Leagues	20 responses
Adult Sports: Swim Team	19 responses
Adult Sports: Co-ed Volleyball	18 responses
Adult Sports: Tennis (team)	17 responses

In the category of active adults or seniors, again we find a low amount of responses for the items listed when asked, “What activities you have participated in?” See the list below for the top ranking responses. Respondents chose Aquatic Aerobics as the highest activity in which they had participated. Aquatic Aerobics and Bowling tied for the most chosen activity that they would like to participate in.

**Top ranking senior activities:**

**Have participated in:**

Aquatic Aerobics	12 responses
Aerobics Classes	6 responses
Dance Classes (tied)	4 responses
Gardening (tied)	4 responses
Health/Fitness Classes (tied)	4 responses
Nature Programs (tied)	4 responses
Walking Club (tied)	4 responses

**Would like to participate in:**

Aquatic Aerobics (tied)	28 responses
Bowling (tied)	28 responses
Aerobics Classes (tied)	27 responses
Gardening (tied)	27 responses
Cooking Classes (tied)	27 responses
Health/Fitness Classes	26 responses

In order to find out what special events, classes and general park activities that respondents have participated in and would like to participate in, we listed nineteen different options. In analyzing the survey results, the following programs and activities are the top ranking activities. Notice that there was a higher number of responses for “would like to” than “have participated in.”

**Top ranking special events, classes and general park activities:**



**Have participated in:**

1. 5K Races/Triathlons	14 responses
2. Pavilion Rental	11 responses
3. Aerobics/Group Exercise	10 responses
4. Aquatics Fitness Classes (tied)	7 responses
4 Gardening (tied)	7 responses
4 Zumba Fitness Class	7 responses
5 Dance Classes -Ballet, Jazz, Hip-Hop, etc.	4 responses
5 Tai Chi or Qi Gong Classes	4 responses
5 Yoga	4 responses

**Would like to participate in:**

1. Yoga	41 responses
2. Aquatics Fitness Classes	36 responses
3. Cooking Classes	33 responses
4. Aerobics/Group Exercise	32 responses
5. Zumba Fitness Class	28 responses

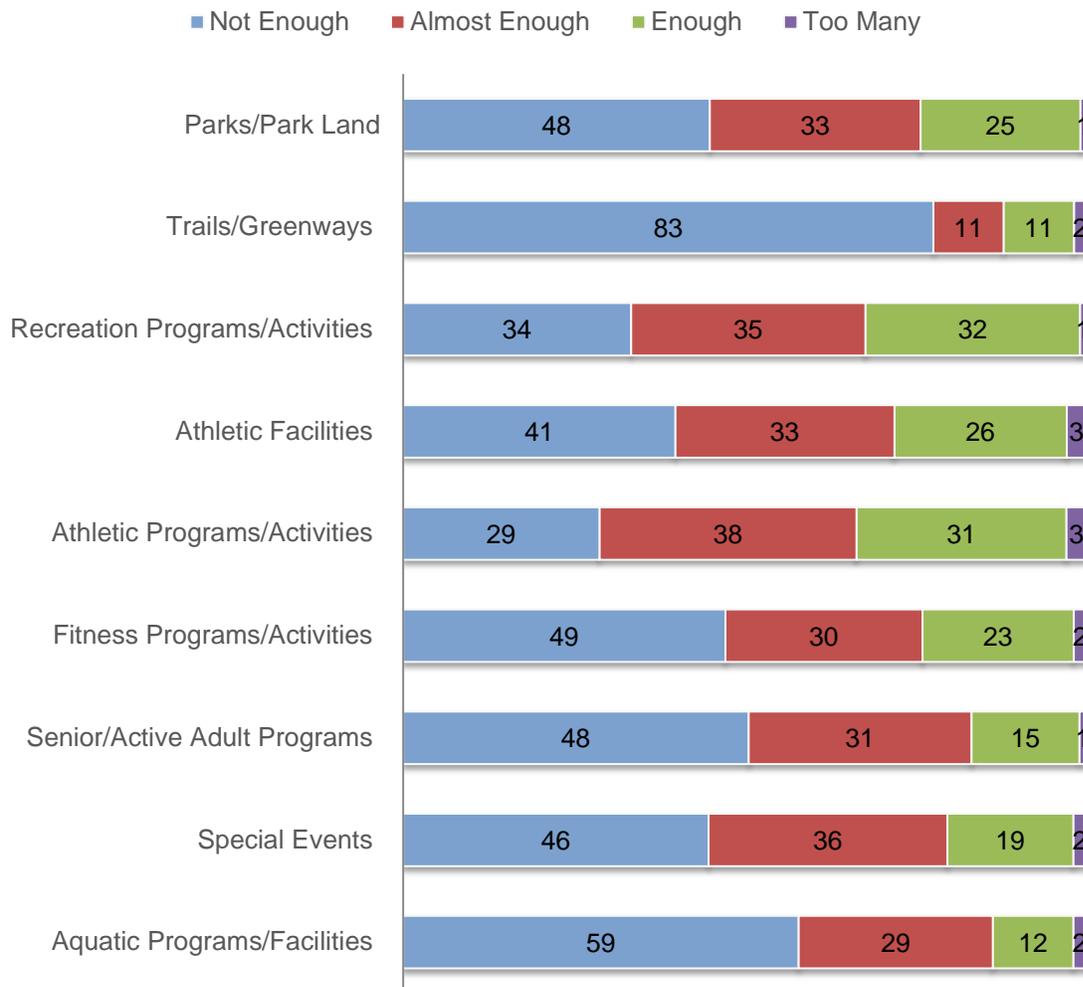
In summary, youth would like to participate in more skateboarding, swim team and tennis programs. Adults would like to see outdoor fitness activities and seniors favor aquatic aerobics and bowling. Yoga ranked highest in the general park activity category.



## Park and Program Usage

By utilizing the survey, researchers are able to find out more about park and program usage in Doraville. We asked residents, “Overall, how well do you think the following facilities, programs and activities provided by Doraville Parks and Recreation are currently meeting the needs of the community?” (See Figure 2.2). Most respondents indicated that there are “not enough” parks, trails, athletic programs/activities, fitness, senior activities, special events and aquatic programs. We find that almost no respondents indicated that the Doraville Parks and Recreation provided “too many” of the items listed.

**Figure 2.2: Overall, how well do you think the following facilities, programs and activities provided by Doraville are currently meeting the needs of the community? Please check appropriate response.**

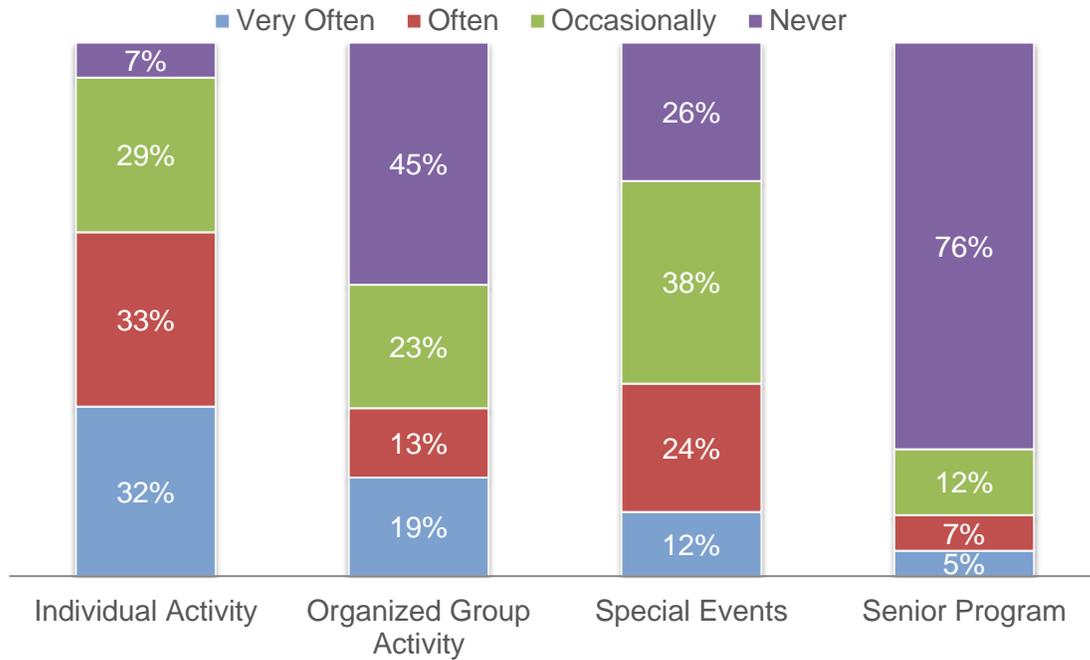


Trails and Greenways ranked the most “not enough.” This follows a similar trend we see across the country with residents desiring safe walking and biking trails/paths.



Next, we asked, “using the list below, indicate how often you take part in the following parks and recreation programs.” We listed special events, passive park usage, individual activity, organized group activity, and senior programs. Not surprisingly, most had not participated in the senior programs; we found most individuals had participated in individual and passive park activities.

**Figure 2.3: Using the list below, indicate how often you take part in the following parks and recreation programs:**



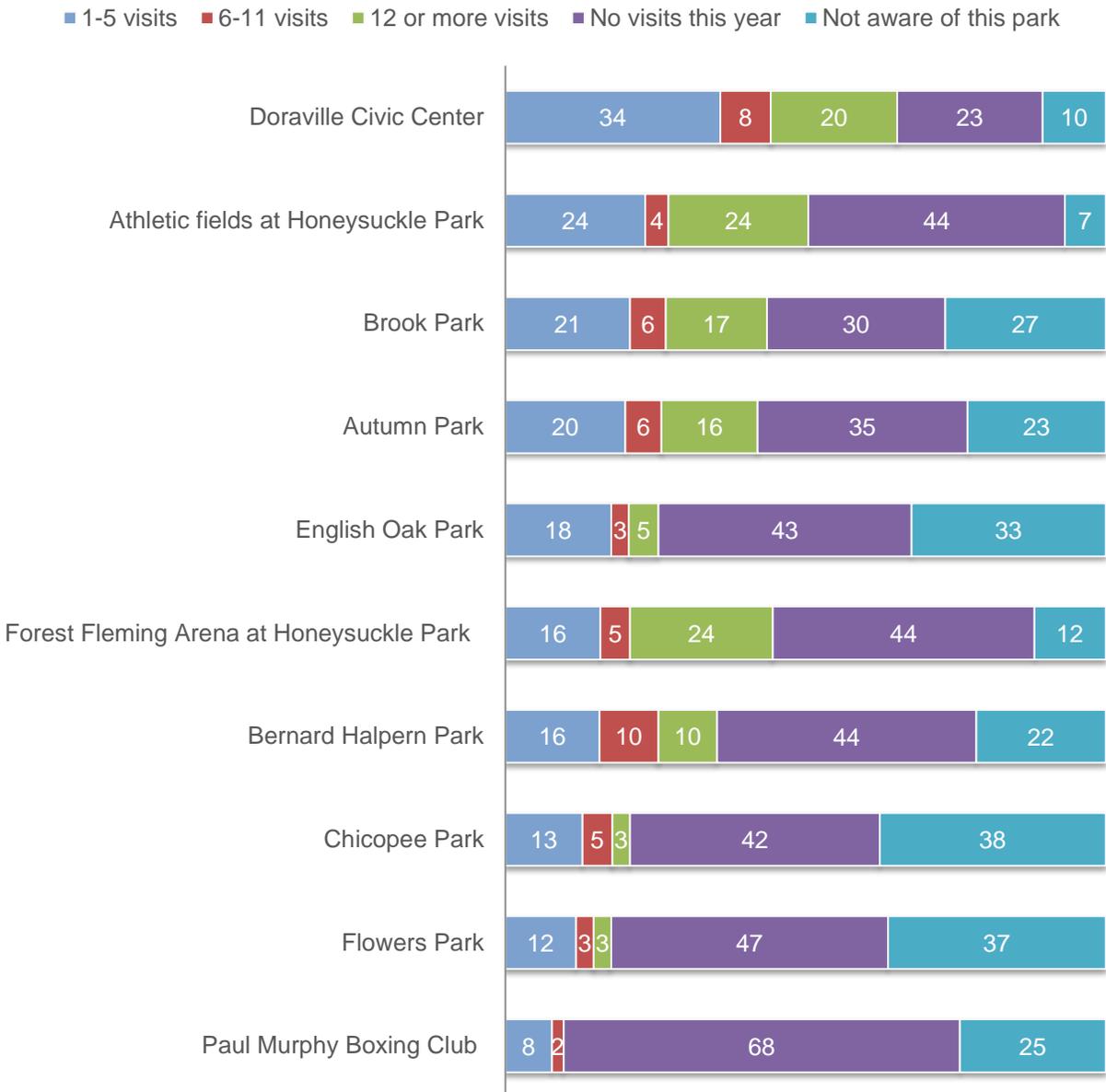
Below are the examples provided for each type of activity:

- Individual Activity - walking, bicycling, picnicking, flying kites, instructional program, visiting a playground and/or skateboarding
- Organized Group Activity - soccer, baseball, football, basketball, karate, dance class and/or tennis
- Special Events - Movie under the Stars, cultural events
- Senior Programs - fitness or other classes

Then, we requested, “for each of the parks listed below, please indicate how often you and/or members of your household have visited in the past year.” See Figure 2.4 for response data.



**Figure 2.4: For each of the parks listed below, please indicate how often you and/or members of your household have visited in the past year.**



During the analysis, we combined 1-5 visits, 6-11 visits and 12 or more visits. The five parks with the most visits (combined) per the survey responses were:

Doraville Civic Center
Athletic fields at Honeysuckle Park
Forest Fleming Arena at Honeysuckle Park
Brook Park
Autumn Park

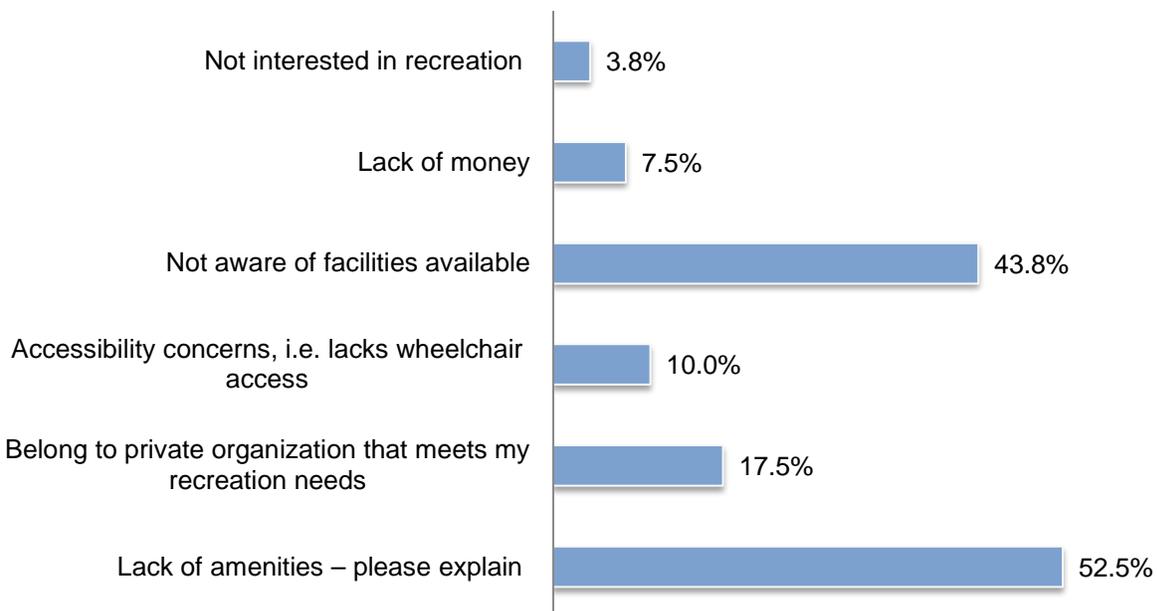


The park with the highest “no visits” per the survey response was Paul Murphy Boxing Club. We were not surprised by this low score due to the nature of the specialized activity at the facility.

## Barriers to Park Usage

The survey asked residents to indicate what prevents them and their families from using parks, facilities or trails. For this question, respondents could select multiple answers, which is why the percentages listed do not equal 100%. The most votes were given to “lack of amenities.” with “lack of money” falling into second place. Next, we find “not aware of facilities available” as the third most chosen category. See Figure 2.5.

**Figure 2.5: Please indicate if any of the following prevents you and/or members of your household from using Doraville's parks, facilities or trails?**



Under “lack of amenities – please explain,” we gathered 42 responses. Some of the comments are listed below:

- *Facilities and grounds need to be updated*
- *Nothing to attract you to want to go*
- *Needs more parent activities.*
- *Field House needs an upgrade and the fields. I'm a coach been there a long time. Would like to see improvement*
- *Halpern Park is in poor condition and depressing*
- *Pool needs to step up programs for kids and seniors*
- *Not the same as when Forest ran the park.*
- *Another pool is needed*
- *No hay demasiado espacio para estacionamiento y parques para niños pequeños (There is not enough room for parking or parks for young children.)*



- *Are there local pools available? I wasn't aware of any.*
- *Autumn Park needs a couple grilling areas but then would need to be "policed" so not just anyone is using them*
- *Need playground equipment, trails. If you want families to come, need bathrooms!*
- *Dogs loose, dog poop*
- *Bathroom facilities needed at all parks. All parks should be age unlimited facility offering swings for all ages including bench swings for couples and seniors.*
- *Swings/Benches*
- *The parks are abysmal. Been hearing about improvements for years yet nothing has been done to make them attractive or useful. The bridge in Autumn Park is going to collapse with someone on it. The pool needs serious attention. It has an outdated cleaning system and I am sure the leak has still not been fixed. The diving board needs to be replaced.*
- *Parks need updated. The city council members need to focus on investing in the town not bickering with each other*
- *Inadequate parking and play equipment for kids. I go to a Dunwoody park instead.*
- *WALKING AND BIKING TRAILS!*
- *Nothing for children under age 6/7*
- *No tennis courts, music in the park, etc.*
- *No activities for small kids*
- *The pocket parks offer no real recreational gear for children and are inconveniently located at odd places throughout the City. We take our children to parks in Brookhaven, Chamblee, and Dunwoody.*
- *Safety concerns*
- *Out dated equipment*
- *Would like a dog park*
- *No walking trails*
- *Autumn park should have a Parcourse/Fitness trail. Brook Park should have a dog park. These are things our neighbors in Northwoods have asked council for repeatedly. They are good for the community and would add desirability and quality of life to Doraville. Please call me to discuss these ideas if you are interested. [name and phone number retracted] Thank you.*
- *Need programs for toddlers*
- *need bathroom facility at bigger parks; Doraville pool could use expanded bathroom facility and fix the driveway to the pool;*
- *would like bike trails, gym facility with weights/aerobic machines, need more walking trails*
- *Tennis courts not kept up*
- *Northwoods is severely underserved.*
- *Does not have what we are looking for. No bike trails etc...*
- *Trails, path or sidewalk that connect neighborhoods and park.*
- *Circuit train areas, dog park, proper tennis courts would be great!*
- *Timing of offerings; no pool amenities*
- *Poor lighting at Honeysuckle at night, old pool and bathhouse, no soccer fields at Honeysuckle, short of staff for soccer, not enough PR about programs, water fountains don't work, hard to walk around the city or walk to pool or arena or even walk to MARTA safely*
- *The Oaks is a private club, no access for non-members*
- *Playground equipment is poor at Halpern*
- *We need a dog park*
- *Closest park, Brook, only has tennis and playground, others except Autumn Park, are too far away for me*



## Access to the Parks

As part of the survey, respondents were asked how far they would be willing to walk or bike to parks and recreation facilities.

An impressive total of 91% indicated they would walk up to two miles or 2-5 miles (77% + 14%) to reach parks and only 9% said they would not walk. The reason for those who would not walk could be influenced by perceptions of safety along the roadways or sidewalks, the distance of their homes from existing parks, and preference for automobile travel.

Biking had a higher percentage of respondents who would not bike (27%), which leaves 73% percent willing to bike. In the comments provided by some of the respondents, several noted that they do not own a bike. Most had concerns about their safety and the distance to the parks.

Clearly, the majority of respondents are willing to walk or bike. This support could mean that, with more multi-use paths and sidewalks to access parks and with the addition of other improvements such as bike racks, Doraville could see an increase in the use of alternative transportation. As a follow-up question, researchers asked, “If more sidewalks and trails were built in Doraville, would you be more likely to use them?” Over three-quarters of the respondents selected yes. See Figure 2.8.

Figure 2.6: Walk

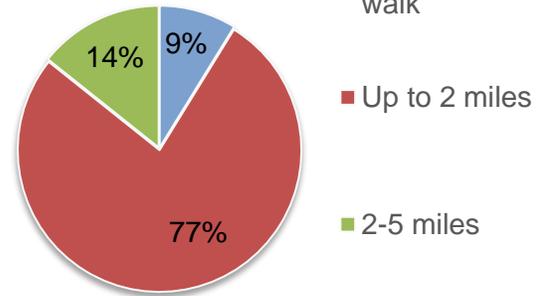


Figure 2.7: Bike

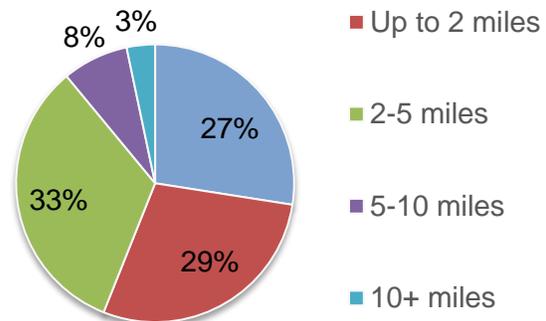
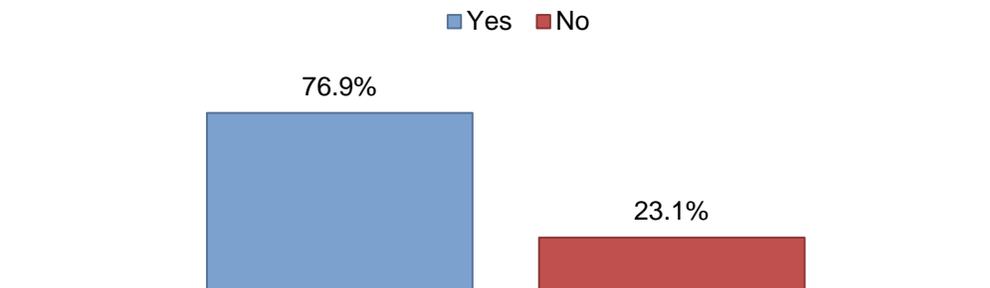


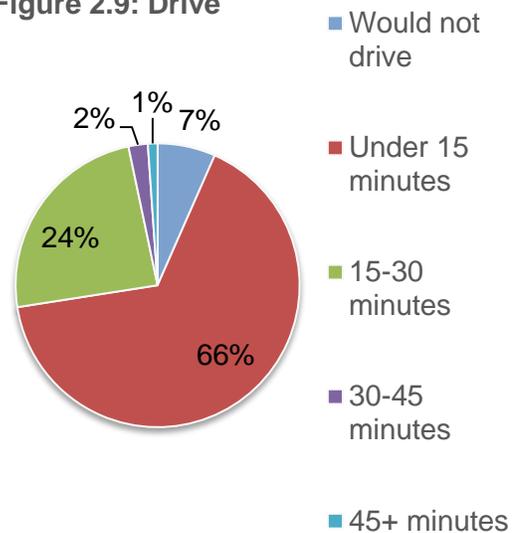
Figure 2.8: If more sidewalks and trails were built in Doraville, would you be more likely to walk to school, to shop, to work?



Researchers found that most respondents, when asked about driving to parks, want to drive in under 15 minutes (66%). This number is lower compared to other communities in which researchers have conducted surveys. The reason could be that these respondents in Doraville are not interested in driving due to traffic congestion in the area.

Next, researchers wanted to find out if respondents are traveling outside of Doraville for parks and recreation activities. The next figure indicates that the majority of respondents (86.2%) travel outside of Doraville to use parks and recreation facilities.

**Figure 2.9: Drive**



**Figure 2.10: Do you travel outside Doraville to use parks and recreation facilities?**

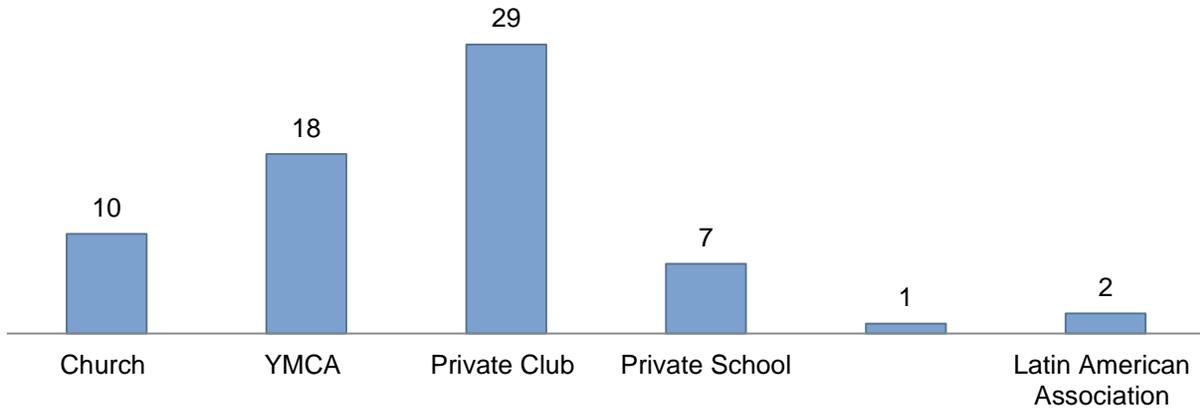


We then asked, if so, where? Many of the responses listed Dunwoody parks as well as Gwinnett parks. Given the close proximity of these other communities, this result is not surprising.

To find out what other providers of parks and recreation participants are using, we asked and found that many are using private clubs.

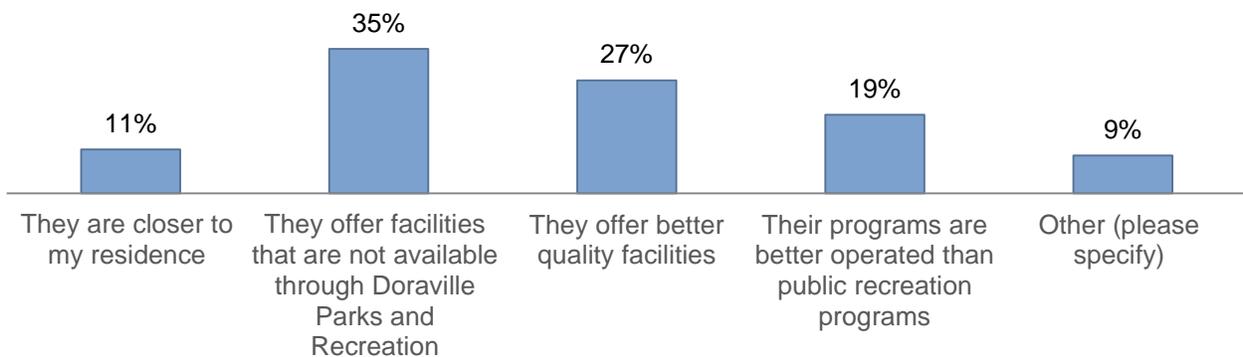


**Figure 2.10: Do you use recreation facilities offered by a church or other private providers?**



To understand why respondents use these other providers, we find that, mostly, it is because the other providers offer facilities not provided by Doraville (35%) or the facilities are better quality (27%). (See Figure 2.11)

**Figure 2.11: Factors that influence use of other facilities.**



Under “Other (please specify),” comments included:

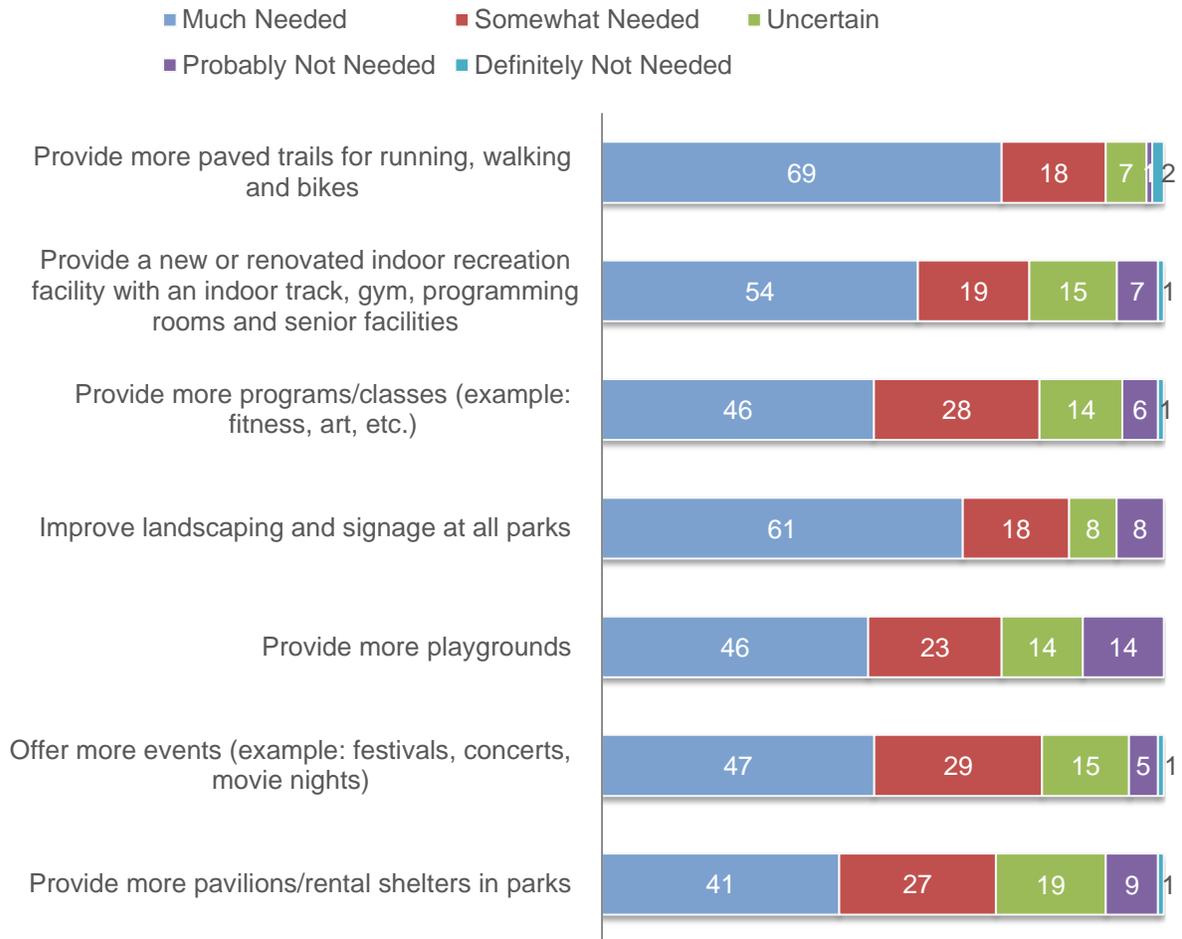
- *Weight training and group fitness classes that are not at Doraville*
- *Gyms and Golf courses*
- *It is a very nice park that's close to my friends.*
- *I participate in paid recreation*
- *I often visit playgrounds in other nearby cities that I feel have better or more entertaining play structures for my children.*
- *Programs are offered that are not available at Doraville and the times of programs work better for my schedule*
- *They offer programs for children under 6.*
- *Private gym. There aren't any in Doraville, to my knowledge.*
- *Belong to health clubs for variety of classes offered at more convenient hours*
- *Water Aerobics class offered by DeKalb County at the Dynamo Swim Club facility - year round classes at an affordable cost*
- *We don't have good facilities or enough staff.*
- *I presently don't feel safe walking on trails offered by Doraville. The JCC has security that patrols the campus and the walking trail.*



## Facility Priorities

In order to get a better understanding of the facilities priorities, we asked respondents to help prioritize funding improvements (see Figure 2.12).

**Figure 2.12: Listed below are some projects that Doraville may consider adding if funding is available. Please indicate what you feel is the level of need for each item.**



Below are the top “much needed” and “somewhat needed” items combined

### Top five “much needed” and “somewhat needed”:

Provide more paved trails for running, walking and bikes	87 responses
Improve landscaping and signage at all parks	79 responses
Offer more events (example: festivals, concerts, movie nights)	76 responses
Provide more programs/classes (example: fitness, art, etc.)	74 responses
Provide a new or renovated indoor recreation facility with an indoor track, gym, programming rooms and senior facilities	73 responses



In reviewing answers for this question, we find that the survey respondents desire more paved trails for running, walking and biking. They also support improvements to landscaping and signage at all parks.

**Top five “Probably not needed” and “definitely not needed”:**

Provide more playgrounds	14 responses
Provide more pavilions/rental shelters in parks	10 responses
Improve landscaping and signage at all parks	8 responses
Provide a new or renovated indoor recreation facility with an indoor track, gym, programming rooms and senior	8 responses
Provide more programs/classes (example: fitness, art, etc.)	7 responses

We find a low amount of votes given to the top “Probably not needed” and “definitely not needed” items when compared to the top items needed. The low amount of votes suggests that respondents think most items listed could benefit the community. The item with the most votes of not needed is providing more playgrounds. This result could be due to over half the respondents indicating that they do not have children at home.

Next, we asked, “Do you support modification/expansion of the existing swimming pool to provide more leisure aquatic amenities such as water slides, spray and splash features and shade areas on the pool deck?” We find that the majority are supportive of Doraville developing more indoor recreation facilities.

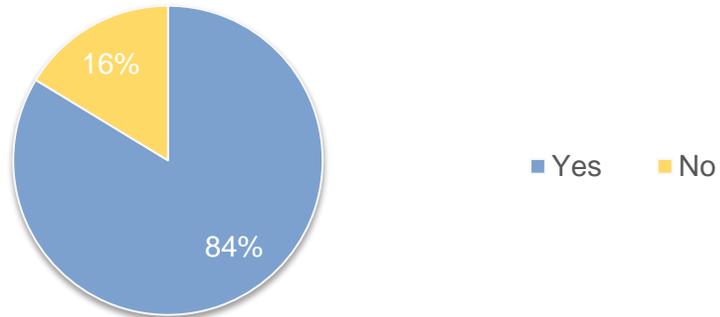
**Figure 2.13: Do you support modification/expansion of the existing swimming pool to provide more leisure aquatic amenities such as water slides, spray and splash features and shade areas on the pool deck?**



While the survey did not have wide spread participation, it appears that a majority would support improvements to the existing swimming pool. The Department should discuss options for improvements with focus groups that represent a range of interests prior to moving forward.



**Figure 2.14: Do you support the creation of additional multi-purpose sports fields to serve needs for soccer, football, lacrosse, both for youth and adult leagues?**

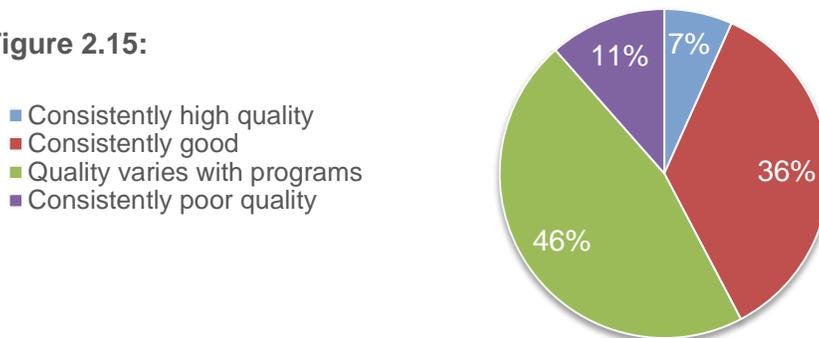


Again, it appears that a majority would support improvements.

## Overall Performance

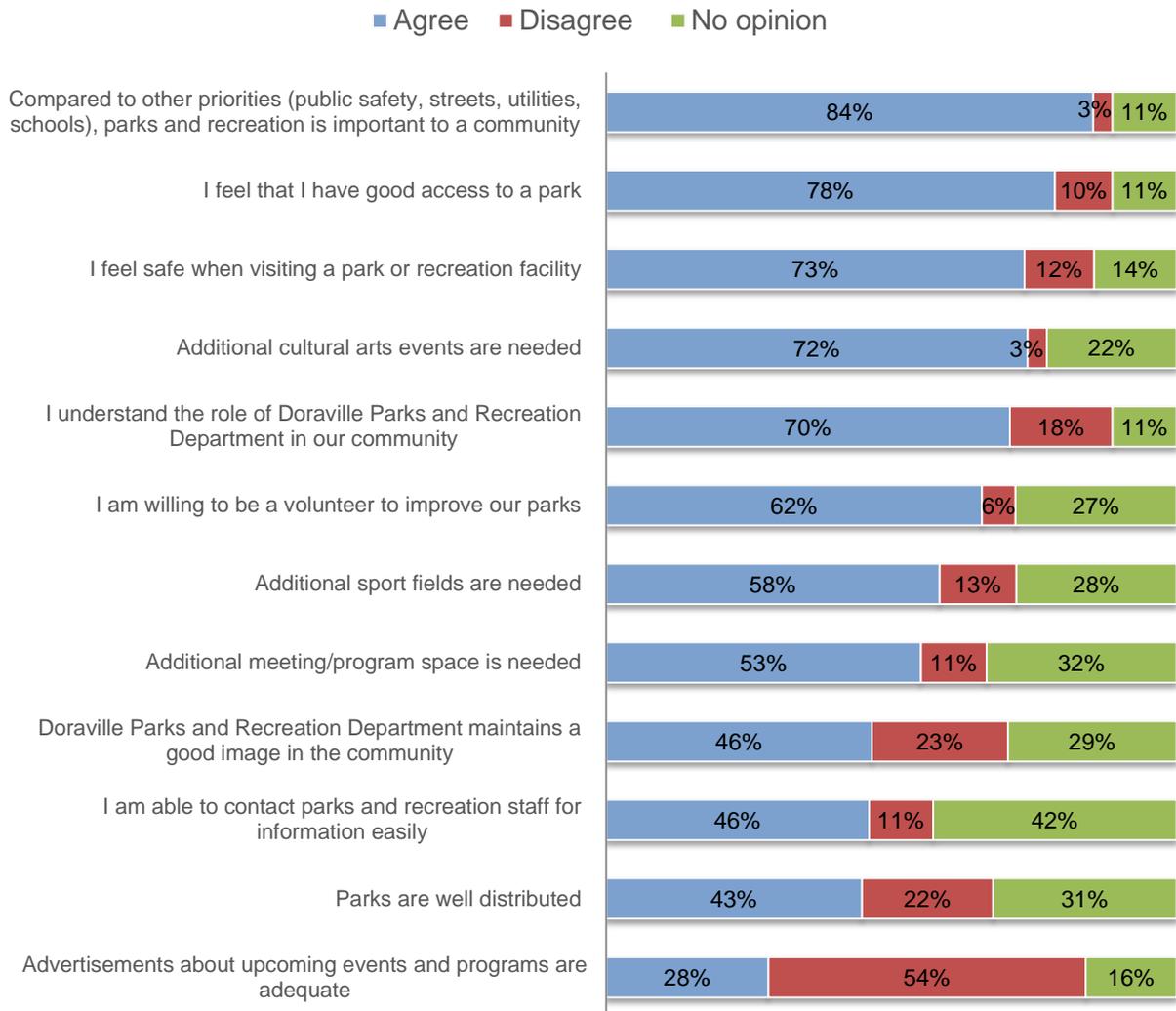
We asked respondents to give Doraville Parks and Recreation Department a grade as to the overall quality of the parks and recreation programs and activities. Of the total responses, 46% selected “quality varies with programs.” We found 36% rated the programs and activities “consistently good” and 7% rated them “consistently high quality.” In comparison to surveys conducted in other communities, this rating is low. With 11% selecting “consistently poor quality,” these results indicate a larger dissatisfaction than our researchers have seen compared to other communities.

**Figure 2.15:**



In order to get a better understanding of the facility priorities, we asked respondents to indicate if they agree, disagree or do not know about the following statements (see Figure 2.16).

**Figure 2.16: Please indicate if you agree, disagree or do not know about the following statements.**



The top five choices for “Agree” and “Disagree” are below.

**The top five “Agree” choices were:**

Compared to other priorities (public safety, streets, utilities, schools), parks and recreation is important to a community	84%
I feel that I have good access to a park	78%
I feel safe when visiting a park or recreation facility	73%
Additional cultural arts events are needed	72%
I understand the role of Doraville Parks and Recreation Department in our community	70%



**The top five “Disagree” choices were:**

Advertisements about upcoming events and programs are adequate	54%
Doraville Parks and Recreation Department maintains a good image in the community	23%
Parks are well distributed	22%
I understand the role of Doraville Parks and Recreation Department in our community	18%
Additional sport fields are needed	13%

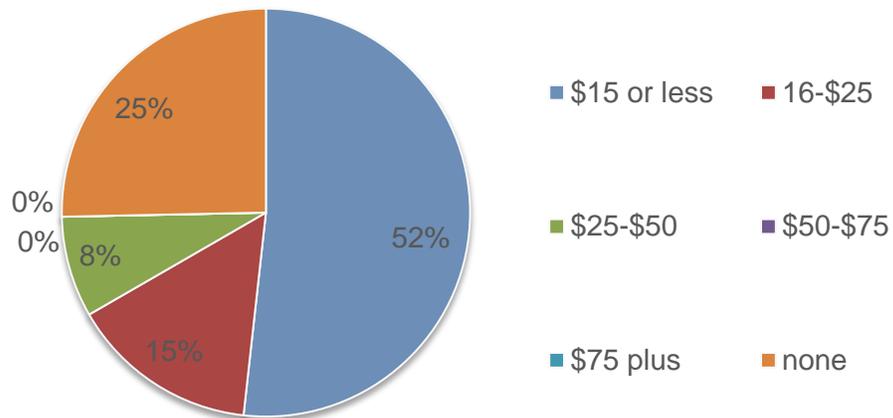
Notably, 84% of the respondents to this question feel that a good parks and recreation system is just as important as schools, fire and police protection. As shown in Figure 2.16, this statement had the highest selection for “agree.”

## Funding

Many parks and recreation departments are seeing more of their budgets cut and tax payers resisting any increase to fees despite greater demands on the system. In our next set of questions, we asked respondents of Doraville about their willingness to contribute.

We asked, “How much would you be willing to spend per month per household to support improved park maintenance and recreation services?” We found that overall, 75% would be willing to provide some type of financial support for improved park maintenance and recreation services, with only 25% unwilling to provide any support. See Figure 2.17 for a breakdown of the categories.

**Figure 2.17: Willingness to Spend per Month per Household**

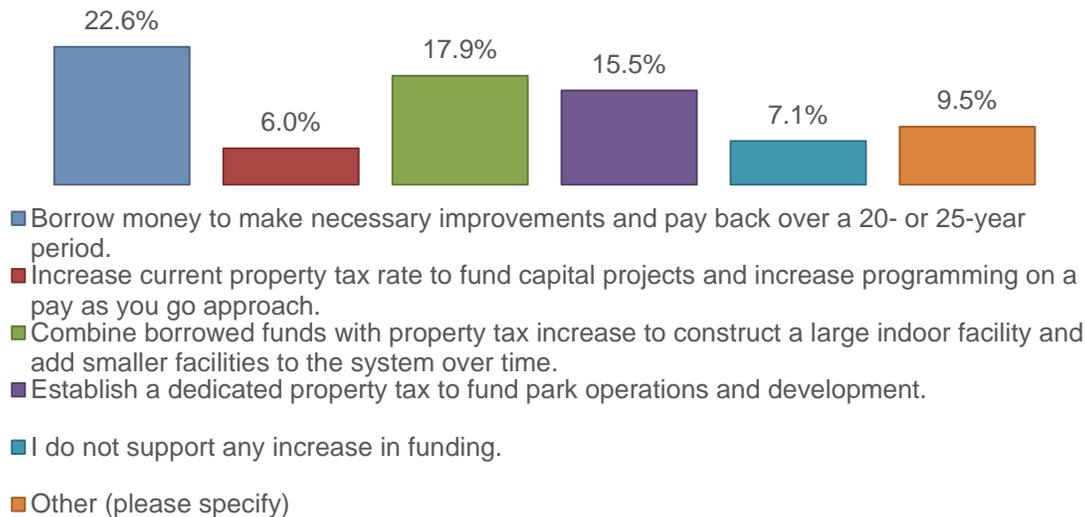


The following question asked respondents what methods of funding they prefer for park land acquisition, greenway and park facility renovation and development. Respondents were asked to indicate all funding options that they would support. The strongest support is for “Borrow



money to make necessary improvements and pay back over a 20- or 25-year period” (22.6%), with “Combine borrowed funds with property tax increase to construct a large indoor facility and add smaller facilities to the system over time” (17.9%) as the second most supported.

**Figure 2.18: Which method of funding for park land acquisition, greenway and park facility renovation and development would you prefer?**



Under “other (please specify)” we had the following comments:

- *Have events*
- *Side walk grants*
- *Seek as many Grant Opportunities as possible & solicit partnerships with our business community to help fund.*
- *Borrow for improvements and invest in attracting higher value businesses that will increase revenue*
- *sales tax*
- *Use the money from the current tax base. NO NEW TAXES. Furthermore, create one centralized park as a magnet location. See Brookhaven, Chamblee, Dunwoody and Norcross.*
- *I'm sure that there is grant money available that could help the city fund these projects.*
- *Improvements would be great, but do not raise our property taxes to fund the parks. Many neighbors would be willing to raise money or work to make improvements to the parks in our neighborhoods.*

In order to generate revenue to improve park maintenance and recreation programs offered in Doraville, we asked respondents to indicate all options that you would support for increasing funding for parks. “Build more facilities that generate revenue, such as a tournament facility” and “sponsor more tournaments and special events that generate sales tax and hotel tax dollars,” tied for the most popular options. The least favorite option is “Charge parking fees in parks.” All of these options will still require the Parks and Recreation Department to demonstrate how they will benefit the residents and will face opposition.



**Figure 2.19: In order to generate needed revenue to improve park facilities and recreation programs offered, please indicate all options that you would support for increasing funding for parks.**



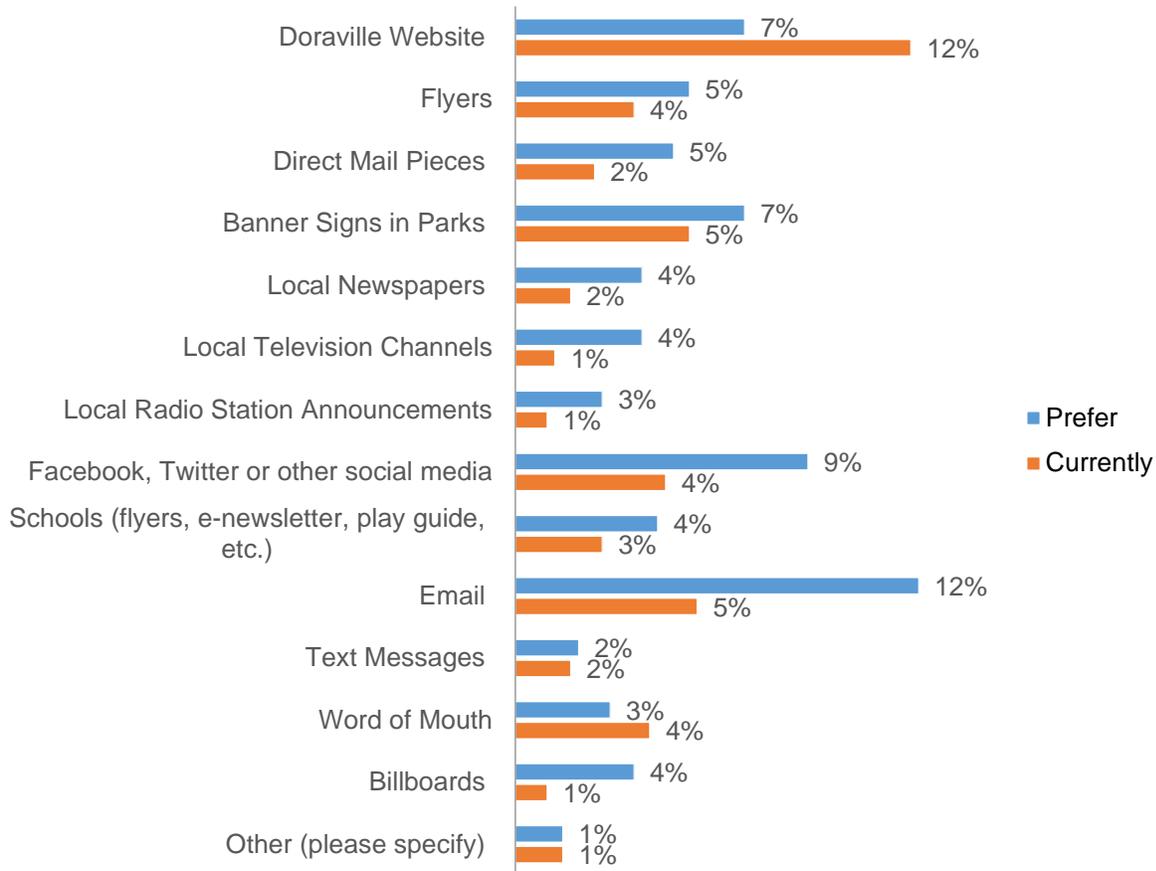
Some of the written comments under “other, please specify” included sponsoring soccer tournaments and “build/encourage through tax incentives more retail businesses to create more revenue.” Other ideas included penny sales tax, SPLOST funding and starting a park donation fund.



## Marketing

To determine how individuals find out about upcoming activities, the survey asked respondents to indicate the most common method for obtaining information about Doraville’s recreation events and programs. The most common information dissemination method is the Doraville website (12%). The most common “preferred” method is using email (12%). See Figure 2.20.

**Figure 2.20: Please indicate which of the following ways you currently and prefer to get information about events and programs?**

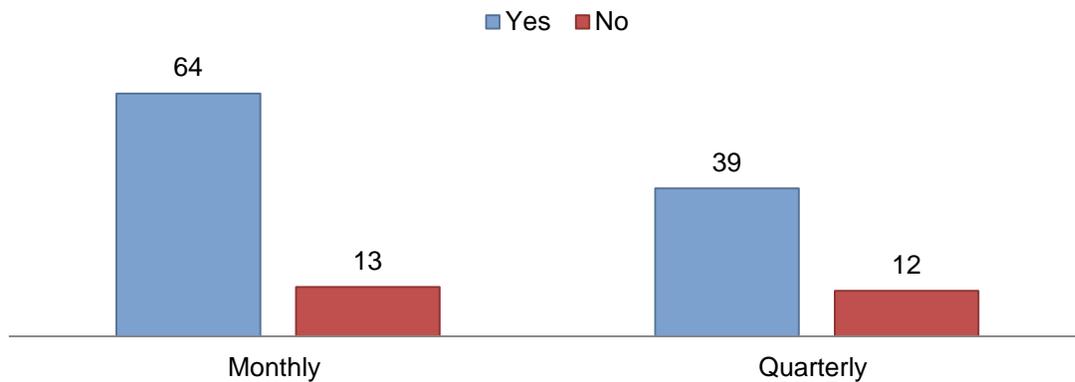


Doraville should consider sending direct emails and using newsletter services such as [Emma](#) or [MailChimp](#) for marketing through email. Sign-up links should be marketed through the City website and related social media outlets. We believe that Doraville should provide a monthly newsletter to keep users more informed by having a sign-up on the Doraville website and an unsubscribe option on the newsletter itself. The newsletters are cost-effective and recipients can easily share information with friends, family, co-workers, etc.

To find out how often residents would like to receive newsletters, we asked the following question:

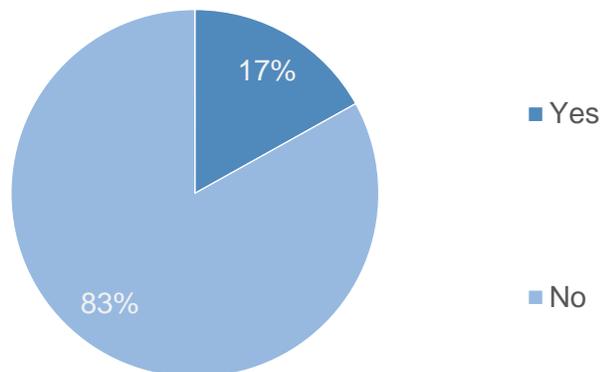


**Figure 2.21: Do you prefer a monthly or quarterly newsletter?**



We find that when asked if current marketing efforts by Doraville keeps them and their families informed on the recreation program opportunities, most individuals (83%) responded they feel that they are not informed.

**Figure 2.22: Do you feel current marketing efforts by Doraville Parks and Recreation Department keeps you and your family informed about recreation program opportunities?**



The team researchers found the Departments website to be up to date and easy to find basic information on parks and activities. We suggest utilizing the City's social media sites to disseminate information on upcoming events and activities. A monthly newsletter can help publicize upcoming events community-wide and provide updates on park projects and volunteer opportunities.

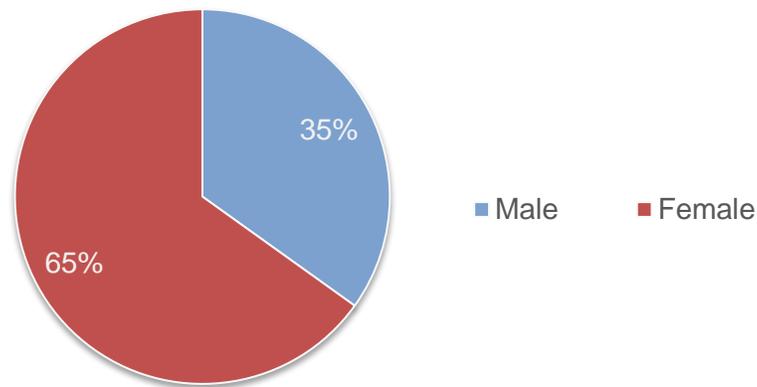


## Respondents' Demographics

The last section of the survey requested information about the respondents. While many of the questions are basic, the results provide insight on whether the survey reached a representative group of citizens when compared to census data. Overall, we find that the survey did not reach a similar demographic as the community profile.

We find that females represented the majority of respondents in the surveys (65%). In comparison, the U.S. Census Bureau estimates show that approximately 55% of the population in Doraville is male.

**Figure 2.23: Please indicate your gender.**



Researchers found the majority of the respondents were in the 35-44 age groups (25%), which is similar to U.S. Census Bureau data, as noted in Community Profile.

**Figure 2.24: Please indicate your age.**

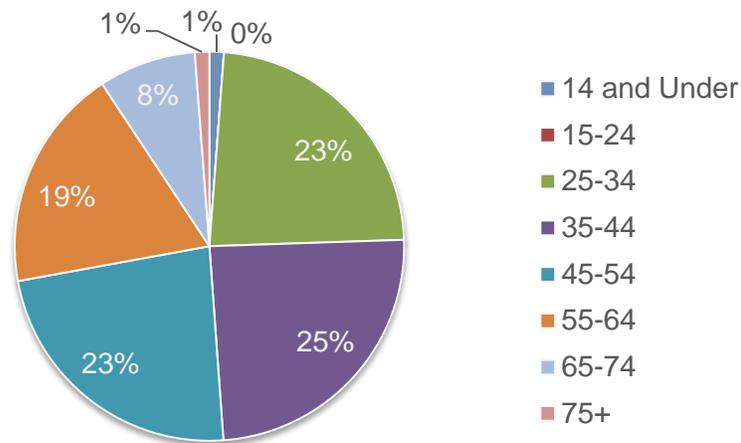


Figure 2.25 is a chart of the respondents' household types. The majority of respondents were couples with children (55%). Of those respondents that had children in their homes, most had children ages 5 to 11 (28 votes). Singles and couples with no children comprise nearly half the respondents (45%).

**Figure 2.25: Which of the following best describes your household?**

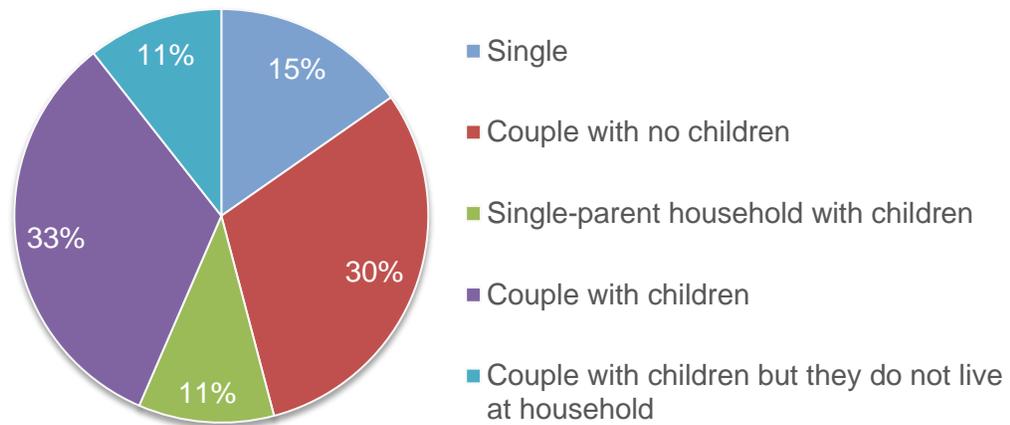
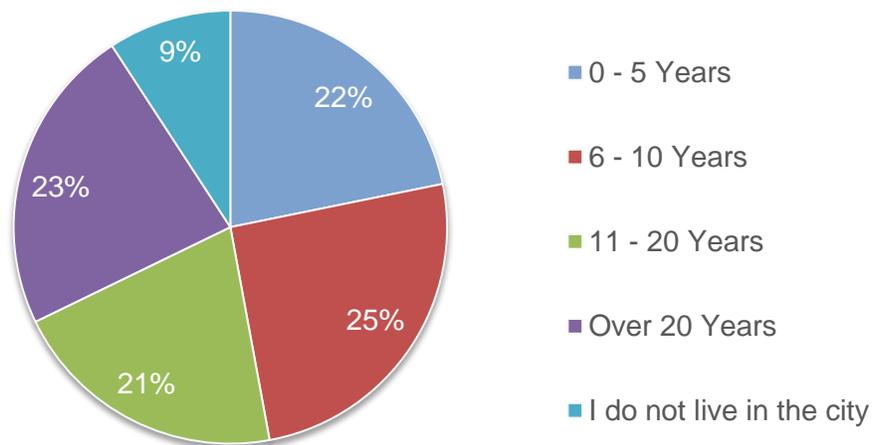


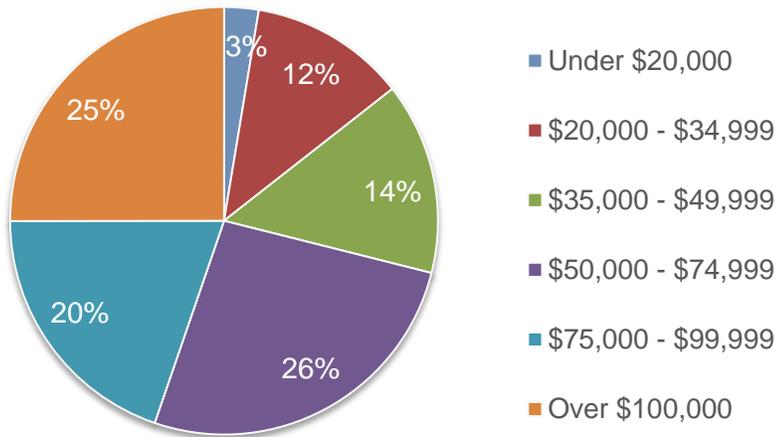
Figure 2.26 is a chart indicating how long respondents have lived in Doraville. The majority have lived in Doraville for 6-10 years (25%)

**Figure 2.26: How long have you lived in Doraville?**

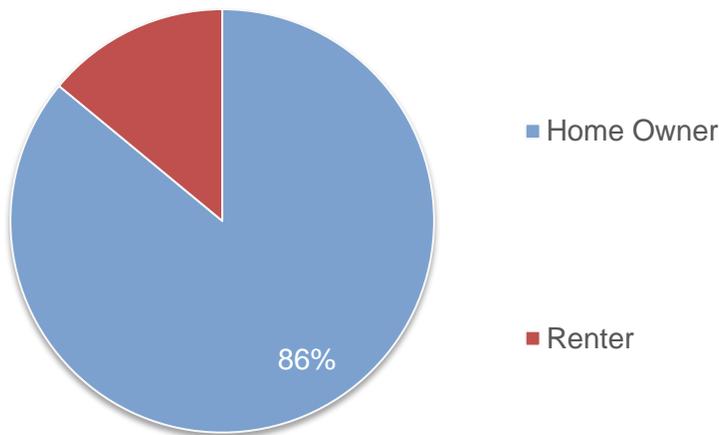


The next charts illustrate the respondents' income and housing status. According to the U.S. Census Bureau, the median income in Doraville from 2009-2013 is \$40,955. The respondents to this survey indicate a rate higher than the median with over 71% making \$50,000 or more; however, 34 respondents skipped this question.

What is your total annual household income?



Next, we asked about housing status. We found a much higher home ownership rate among our survey respondents than in the community at large. The US Census Bureau reports that the Homeownership rate for 2009-2013 was 42.6% in the city limits.



The last question in the survey asked, "Do you have any additional comments?" We had over 40 responses (listed below).

- *Although I'm not currently not a resident I have been a part of Doraville Parks and Rec. for over 20 years.*
- *Honeysuckle park is a nice park. They definitely could use some upgrades. The concession stand needs an overhaul, the restroom needs updating, and they could definitely use help with the cleanup after all home games (football, soccer, and baseball).*
- *My family has grown up at Forrest Fleming Arena and like to see it growing.*
- *Please make the old Kmart building into something the community can use*
- *If there were additional Senior activities, possibly offer weekends or evenings, for some Seniors still work.*
- *I grew up going to this park before they put the gym up. At least 20 yrs ago, mostly dirt was there. I think it's time for a change. I'm so embarrassed by how the city has dropped the ball. I will not let my kids participate at that park. Knowing it has great staff, the actual park looks out of date.*
- *To many Bee's and stuff that sting and football field need improvements better Bleacher's and shade*
- *remodel the football facility it is a hallmark of Doraville and a great program also need a better pool*
- *There is a "stadium" between the back of the police station and the pool. That should be fixed and you could host outdoor concerts and more outdoor movies and even live theater in that space.*
- *Si deberia de existir deportes para los padres. (There ought to be sports for parents.)*
- *I'm not aware of a lot of parks or pools in Doraville but will be checking out the website for more info. Most importantly I would love to see more pools in the area. We go to the Norcross Best Friend Park and pool sometimes and the kids love it there. I would also love to see more Movies under the Stars. We attended the Lego Movie last year and "everything was awesome"! It should be at least a monthly thing when it's warm outside. It would be cool to also sell movie snacks by renting a popcorn, snow cone and cotton candy machine. You could easily make back the rental money and then some.  
We are always looking for fun things to do as a family and I'm happy that Doraville is focusing on that lately.*
- *There is a real need for better communication with neighboring communities - I live in Chamblee and wish there was more "cross-pollination" with all of the cities so that it would be a better overall community. I take Zumba and the room is in need of some love - better ventilation, etc - and if there was a bigger room, that would be even better since there are many nights when we fill that room completely and have to be careful not to run into each other. From what I see, the overall job that y'all are doing is good but the buildings could certainly use some updates.*
- *I would like to see us have an annual festival with a true festival setting. I know we gave it a shot once before, but now I think it's crucial Doraville gets the recognition we deserve. We have a very diverse "artsy" community. That should be highlighted. I would love the opportunity to be involved in something like this. Thank you.*
- *A multiuse trail similar to the one at brook run would be amazing for Doraville. Creating a large park area with a splash fountain and renovated swimming pool would help revitalize the town center and be a nice gateway to the Assembly.*
- *use the "study" funds for the parks, DUH*
- *Though I do not have children living in my home, an after school program which includes tutoring for homework is necessary. There are too many 'latch-key' children needing mentors.*
- *I believe the focus should shift away from improving the city's resources for children and the elderly and move towards beautifying the city and making it a city for younger adults.*
- *I think a good playground structure at Bernard Halpern park would be well used and is a*



considerable oversight for an otherwise wonderful neighborhood park.

- The city council needs to stop fighting each other and invest in the parks. They need to let the city manager and the staff do their jobs
- I think it's great we have a parks and rec dept. I would like to see more money put into creating more rec programs for children and adults and see a larger club soccer program. We currently take our boys out of county for club soccer, but I would love to see a larger competitive program in our area. With more fields also. Thanks for all you do!
- WALKING TRAILS AND BIKE TRAILS ARE WHAT WE ARE LOOKING FOR.
- The biggest reason we travel elsewhere to go to other playgrounds is lack of bathroom at our neighborhood park. Otherwise, we love the park and fully support it. We also have used the civic center a lot as our house is too small to do much hosting. We have really loved having that available to us!
- As mentioned I would love to see Doraville as a whole become more pedestrian friendly and create more trails for walking and biking, more landscaping, trees and green space, benches for sitting, etc. Not just in designated parks but throughout the city. I'd also love to have a dog park here, although Brook Run isn't far away.
- I don't know where all the parks are, and we need refurbished and more tennis courts and the ability to have them lighted
- Please improve the parks like the city of Dunwoody has done
- Walking trails that connect the city together and provide convenient access to shopping are critical to help the city grow
- I am very interested in developing Autumn Park and Brook Park. They both have great potential for our neighborhood and the city's desirability in general. I would be happy to share my ideas with you. Please feel free to call or write to me anytime. Thank you for this opportunity.
- Not at this time but would like to see completion of a Senior Center soon
- A dog park would be great.
- They attract people from outside the community.
- Need soccer fields
- Bring activities into the Neighborhoods. Honeysuckle Park is for out of towners.
- We as a city need to increase and improve the size of the workout and dance spaces. Bright colors in the rooms, mirrors, ask the instructors what they need. Have fund raising events for the parks and rec via all of the available classes, let the instructors help plan the events and advertise classes. Have more updated and better working website. we need to be able to assist and allow volunteers from the community. it helps people want to use facilities and feel like they are a part of the city.
- Trail connectivity to other cities, Chamblee, Dunwoody, Norcross.
- Mainly we'd love a dog park. Then: improved tennis facilities, some kind of circuit training, or maybe just some better pull up bars, cleaner playground equipment, less fire ant hills, more tree care, dog waste bag stations, nicer trash cans, operational water fountains, updated signage, more pavilions with BBQ grills. Thanks for the survey!
- Though our daughter has now grown up, we really could have used an afterschool program that picked her up and kept her occupied until we got home from work. Also, we always sent her to the YMCA during summer because the Doraville Rec center was not open for all of the weeks school was out. The Doraville rec prices were better, but we really needed something that lasted the entire summer. I'm sure many working parents still need this. The fees at the YMCA are outrageous. Also, when events do occur, we are very interested, but we always find out about them after the fact. Advertising or sending info in a timely manner would be great!
- We need bilingual (Spanish and English) staff! Honeysuckle is well managed but understaffed.
- We need an annual festival like Ashford-Dunwoody's "Cherry Blossom" or "Dogwood Festival" considering size of course. I think bringing vendors, with families from the metro area could help support funding as well as provide insight on to the gorgeous neighborhood community we share.



- *Please complete Halpern renovation phases.*
- *Please renovate Forest Fleming arena to have a dedicated and large room for Zumba and other adult classes! The small room we have now is small, cramped, and very hot. It is not conducive to our dancing/Zumba.*
- *We need a dog park I can easily walk to from my home (within 0.25 miles)*

## Summary

In summary, we see similar results regarding sidewalk and biking infrastructure in this survey as in the *Doraville Active Living Plan*. We find that the majority of respondents are willing to walk or bike and these residents strongly desire more trails and sidewalks to connect them to parks. This desire for more trails and sidewalks is a trend that we have seen across the country.

We also find that respondents would like to have more special events and programs such as yoga. To find out about events and classes, respondents would like to have a monthly newsletter to keep them better informed. They prefer email but they would also like to receive information about the park offerings through social media.

To pay for the capital improvements, respondents support options such as borrowing money to make necessary improvements and paying it back over a 20- or 25-year period. They also support building more facilities that generate revenue, such as a tournament facility, and sponsoring more tournaments and special events that generate sales tax and hotel tax dollars. It also appears that respondents are not averse to paying for the improvements that they use, with 75% willing to pay \$15 or more a month to support improved park maintenance and recreation services.

Public input is a critical part of any planning effort. The Doraville Parks and Recreation Department should continue to reach out to its citizens for input as it moves forward with specific improvements to its parks. By listening and building strong support from its diverse population, the Department can provide a more effective park system to the community.

Doraville recognizes its strengths, such as its location, leadership at senior parks, and its summer programming; however, community stakeholders also realize its weaknesses, such as budget issues, a need for bilingual staff, and a need to improve connectivity to their families. If money and politics were not issues, Doraville would have more tournaments, afterschool programs with transportation, new and updated/improved facilities, and a variety of elements such as trails and indoor/outdoor facilities that appeal to a wide range of users.



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# Section 3

## Staffing and Operations



## Section 3: Staffing and Operations

This section assesses the Parks and Recreation Department's staffing and operations, then provides recommendations with an implementation plan. In its assessments and recommendations, the planning team drew on best practices in the field of parks and recreation, input received from elected officials, staff, public workshops, and the Community Survey, as well as the knowledge and experience of the planning team members. Other primary team resources included the Georgia Statewide Comprehensive Outdoor Recreation Plan (SCORP) and the National Parks and Recreation Association (NRPA) Commission for Accreditation of Parks and Recreation Agencies (CAPRA), which provides national up-to-date best practice standards for operating and managing Parks and Recreation agencies.

Benchmarking parks and recreation services is complex due to the variety and diversity of parks and recreation facilities and services provided by different public agencies across the country. Every community is unique and there are multiple approaches, or models, to the provision of parks and recreation programs and services. This is in contrast to benchmarking municipal services, such as police, where the programs and services across jurisdictions are more standardized.

Recognizing an absence of a national database for parks and recreation, the National Parks and Recreation Association (NRPA) initiated the Park and Recreation Operating Ratio and Geographic Information System (PRORAGIS) five years ago. PRORAGIS is a national benchmarking database for both operating data and GIS Mapping for Parks and Recreation. The 2014 Parks and Recreation National Database Report profiles and analyzes 500 agencies. As more agencies input data, the database will increase in value as a benchmarking tool. PRORAGIS benchmarking data is included, where applicable for this study.

The selection of specific cities as comparisons for benchmarking is a standard practice in parks and recreation planning. For the study, the selected benchmark cities include the neighboring jurisdictions of Brookhaven, Dunwoody, Alpharetta, Roswell, and Decatur.

### Current Staffing Levels

When one compares the overall staff size of other similar Georgia agencies to that of Doraville Parks and Recreation, it is apparent that Doraville has a pressing need for additional staff. Besides the Director of Parks and Recreation, the Department currently has only two full-time employees in the recreation division: the Assistant Director/Athletic Manager and an unfunded position. The Assistant Director is an hourly employee. Public



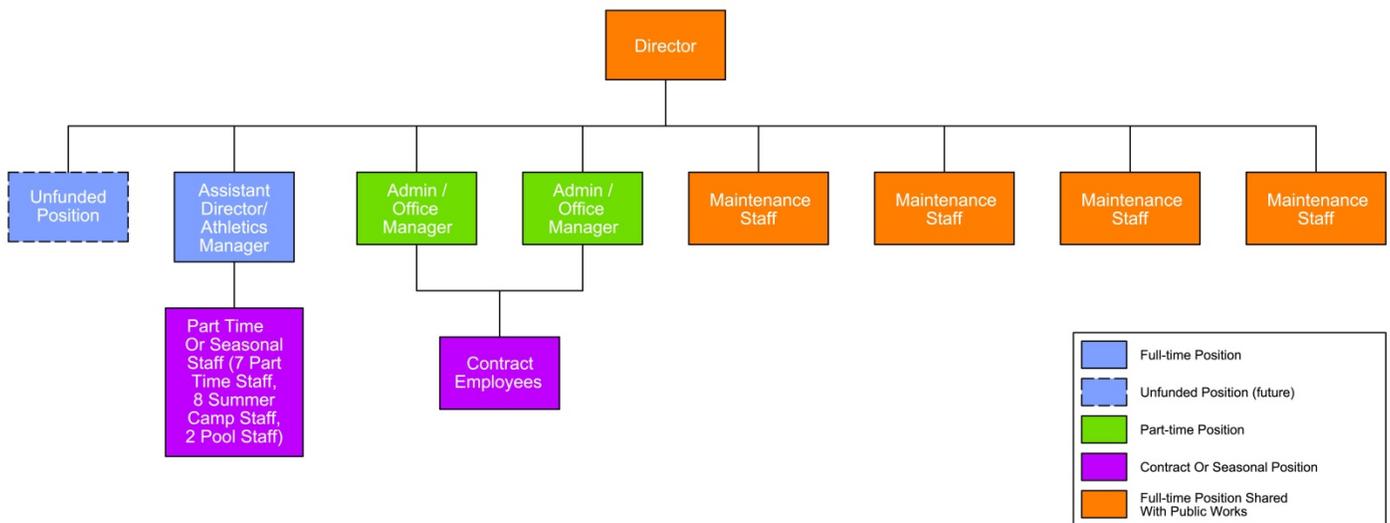
Works is assigned under the direction of the Director of Parks and Recreation but has little or no contact with the Department other than answering to the Director and assigning personnel to maintain park facilities. There are two part-time administrative/office managers that work at the discretion of the Director of Parks and Recreation. The two employees may perform other duties as assigned by the Director. The Public Works division has eight full-time employees that are not accounted for in the Park and Recreation Budget.

The Department has additional employees in the following categories: seven (7) annual part-time employees that assist with athletics and other programs year-round as needed for support; eight (8) seasonal part time employees to carry out the programming duties during summer camping season; two (2) seasonal part time pool attendants to work the gates and assist with swim lessons; and four (4) seasonal employees to carry out maintenance duties during the peak spring and summer seasons. Additionally, the Department lists five (5) employees as contractors.

## Assessment

Department positions have been funded in the FYE15 budget. While job descriptions are provided, lines of responsibility are being identified by the Director as preliminarily outlined in **Figure 4.1**.

**Figure 4.1: Current Organizational Structure**



As **Figure 4.1** illustrates, this structure includes a number of direct reports to the Director. In addition to overall operations, the Director should focus on financial planning and implementation of the overall mission of the Department.

Staffing costs, whether direct hires or contracted, represent a high percentage of a department’s operating budget. **Table 4.2** includes staffing and staffing costs as a percentage of the total City operating budgets for the benchmark cities.

**Table 4.2: Benchmarking: Staffing**

Location	2014 Budget Staffing	Staffing as a % of 2014 Operating Budget
Doraville	2 FT, 2 PT, 5 FT Shared Staff	58.5%
Brookhaven	6	59%
Dunwoody	1FT	11.5%
Alpharetta	51 FTEs	55.8%
Roswell	106 FTE	55.8%
Decatur	7 FT; 49 PT	62.1%

*Source: Base data obtained from online 2014 budget documents*

As the table indicates, the City of Doraville’s 2014 budget for staff funding represents 58.5% of the operating budget. At 58.5%, the funding for staffing is very consistent with other agencies in the area that are operating a traditional recreation department. It is important to note that Dunwoody provides parks maintenance and capital parks development, but does not operate facilities or offer programs like the majority of the benchmark agencies. Rather, the City facilitates recreation services provided by community partners. Doraville’s 2015 FYE budget increases the staffing as a percentage of operating budget to 63.1% - an increase of 4.6%, which should be sufficient to absorb some of the positions named above. However, the City should reassess funding for staffing as necessary to accommodate the recommended organizational structure.

## Key Observations and Summary Recommendations

A dedicated *Program and Special Events Coordinator* needs to be charged to develop, plan, coordinate, and carry out programs that are presently under the direct control of the Department. The coordinator should also work with other allied agencies (such as the Latin



American Association and The Center for Pan Asian Community Services) to determine where the various groups could complement one another. Other citywide special events could be assigned to this position as well, rather than taxing the resources of other staff. There is a current unfilled and unbudgeted position within the Department's structure that could be modified to fit these needs. Filling this position and establishing responsibilities should be a **high priority** of the Department.

More control over the contract and rental employees should be exercised in order to determine quality of programs as well as to control finances. This should be a **moderate priority**. Employees, whether full or part time, should not be affiliated with a rental or contract group so as to ensure that all fiscal arrangements are carried out in such a way that no inappropriateness can be assumed. This should be **high priority**.

Because the Department Director is responsible for other aspects of City services, maintenance staff is also assigned to other City needs. For instance, the same staff assigned to cutting grass within the parks also cut grass on other City properties and right-of-ways. Stretching staff too thinly has led to a decline over time in the overall upkeep of all City-owned properties. Dedicated staff should be assigned to maintaining the parks, separate from other city needs. Currently, this should be a **moderate priority**, but could become **higher** if additional properties are added.

The Department needs to evaluate its current organizational structure (see **Figure 4.1**) and management strategies in order to facilitate the development of programs and to generate need for program staff, as indicated in the proposed organizational structure shown in **Figure 4.3**. This should be a **high priority**.

**In order to increase the functionality of the Department it will be advantageous to accomplish the following:**

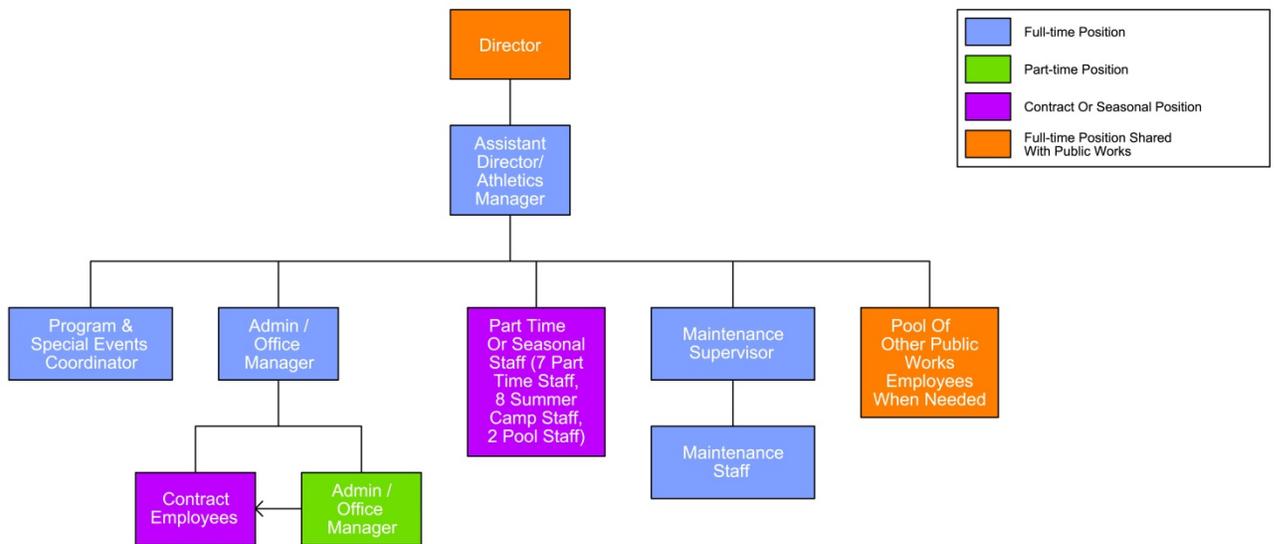
- 1. Convert at least one part time administrative/office manager position to a full time position in order to create continuity in operation methods. This employee would answer directly to the Director. Also, the contract program employees will have a specific contact within the Department.**
- 2. Create two full time park maintenance positions that will answer directly to Park and Recreation staff as designated by the Director. Part-time maintenance staff will be supervised by these employees. It is understood that the Director of Public Works answers to the Parks and Recreation Director, but other duties in Public Works may deter them from getting jobs started or completed.**
- 3. Create the Program & Special Events Coordinator position to immediately transform programming, other than athletics, under this employee's responsibility. This will streamline the programming process and lead to development of other avenues for programming with allied groups.**



4. The Director will have more time for administrative duties when the Assistant Director, Program Coordinator, administrative office manager, and park maintenance personnel have specific delineated duties and responsibilities.
5. The Director should use more of his time for marketing and public relations responsibilities within the community as subordinates will be carrying out some of his current responsibilities.
6. The Director should work on organizational structure, delineation of duties, development of policies and procedures, and coordinate management strategies with the City Administrator and supervisory personnel within the Department.

Based on the hires that have already been made, the allocation of budget funding and for consistency with other facility recommendations, the study team suggests a Department organizational chart for the near term as shown in **Figure 4.3**.

**Figure 4.3: Recommended Organizational Structure**



This recommendation represents a change in both organization structure and positions from the approved positions in the 2015 budget. A review is provided below of each position, as recommended in **Figure 4.3**.

**Parks and Recreation Director**

The Director position is currently filled and reports to the City Manager. In addition to management and administrative duties related to the Parks and Recreation Department, this position will also be shared with the Public Works Department to oversee the planning and implementation of all facilities maintenance and long-term planning efforts.



### **Assistant Director / Athletics Manager**

The Assistant Director's position, which is currently filled, will assist the Director in overseeing the overall operations of the Parks Department. The Director will make assignments to the Assistant Director as needed. This position will be charged with coordinating athletic programming provided by the City, as well as oversight of part-time or seasonal staff. In some agencies, the Assistant Director will also take on a major role focusing either on park maintenance or other programming to allow the Director to focus on management and administrative duties.

### **Administrative Assistant/Office Manager**

Currently, this role is filled by two part-time positions. The design team recommends that the City convert one of these positions to full-time staff and maintain a second position as a part-time assistant. This will provide more consistent standards and communications for the department. The Administrative Assistant job description includes direct support for customer service, facility rentals, daily operations for Municipal Information Systems (MUNIS), records management, bookkeeping, schedules, meeting agendas/minutes, as well as the development of marketing materials. These are priority operations functions and these positions are critical to the department. Both the full-time and part-time Administrative Assistants will oversee the duties and coordination of any contract employees.

### **Program & Special Events Coordinator**

The addition of a Program & Special Events Coordinator is recommended as a new position whose priority is programming. The primary focus of this position is developing and implementing a program plan to address the community needs with a mix of service delivery options including contracted staff, private provider agreements, community partners and volunteers. Additionally, this position would have the responsibility of facilitating and enhancing existing events and recruiting and developing new events. Special events bring neighbors together and build community identity. Work should be coordinated with the Tourism Office and business community to maximize tourism dollars and promote local businesses. Sponsorships should be obtained to limit City funding. A mix of free and fee-based events with community wide appeal and for targeted populations are appropriate. The position should work closely with community partners and volunteers to develop a robust mix of special events. In traditional parks and recreation departments, this position is considered a permanent City employee.

### **Maintenance Supervisor**

A new staff position that is needed is the position of Maintenance Supervisor. The Maintenance Supervisor would be responsible for all maintenance operations specifically for the Parks and Recreation Department. They would direct both in-house maintenance staff and coordinate with contract maintenance staff. While this position would report directly to



the Assistant Director for daily operations and planning, this position would coordinate with the Director for any long term planning.

### **Maintenance Staff**

Currently, the Department utilizes shared maintenance staff with the Public Works Department. The planning team recommends providing at least one full-time position dedicated specifically to the Parks and Recreation Department. Additional dedicated staff may be added in the future, as necessary.

### **Part-Time or Seasonal Staff**

These positions will be assigned as needed by the Assistant Director. Part-time staff may be hired as necessary to provide assistance on a wide range of assignments in order to evenly distribute the workload of the Department. In a similar fashion, Seasonal staff may be assigned for specialized positions, such as lifeguards or summer camp counselors.

### **Public Works Employees**

These full time positions already exist and are under the supervision of the Public Works Director. To be able to deliver services within the City's established budget, the Assistant Director may coordinate with the Public Works Department for additional assistance when needed. An example of this relationship is utilizing public works employees to help set up and tear down special events hosted by the City. This flexibility is necessary to deliver effective services without the financial burden of additional dedicated Parks and Recreation Department employees.

## **Operations**

Currently, much of the department's programming within the City is provided by non-profit or private organizations. In most cases, these entities utilize department facilities. Currently, the City has partnerships with the following groups to provide a variety of programming:

- Sugar Bert's Boxing Academy
- Georgia Sports Leagues
- Universal Martial Arts & Fitness
- Mei Zhong Yang style Taijiquan Association, USA
- Incite Dance Classes
- Healthy Hearts Low-Impact Aerobics with Diane Hutchison
- Zumba with Connie Z Cody
- Water Aerobics with Elaine Adams
- North DeKalb Youth Athletic Association
- Built 2 Last Sports
- Latin American Association



- The Center for Pan Asian Community Services

Collaborative partnerships with these organizations can extend the reach of the Parks and Recreation Department, leverage funding, provide volunteerism, and develop support and advocacy for parks and recreation. Partnership development requires staff resources. Additionally, standardized user agreements should be implemented for these and any future community partnerships.

## Assessment

### Maintenance

The International City County Managers Association (ICMA) data indicates a ratio of 1 FTE per 18-20 acres of maintained parkland as a general standard for parks maintenance with the best practice as a 12 to 1 ratio. PRORAGIS data reveals a wide range of park acres maintained per FTE with an overall median ratio of 9 to 1. Alpharetta's ratio, as reported in the 2014 budget, is 15 to 1. Applying an 18 acre per FTE standard for Doraville's 41.87 acres of parks indicates a need for three parks maintenance workers. This can be accomplished using the two dedicated positions as well as the pool of Public Works employees as previously stated.

A focus on improving the safety, access and aesthetics of the parks system should be the highest priority for the Parks and Recreation Department. The planning team recommends that the City develop parks maintenance standards to serve as the basis of the parks maintenance staff assignments. At least one employee should hold a Certified Playground Safety Inspector (CPSI) Certification. In addition to routine maintenance, the Maintenance Supervisor should implement a preventive maintenance plan and a regular inspections program. A digital inspections and work order system would assist in scheduling work, tracking costs and prioritizing the repair of unsafe conditions. Performance measures should be developed to track workload indicators and performance.

### Contract Management

Parks and Recreation Departments often extend their ability to offer programs or enhance services through private sector contracts. As previously discussed, Doraville enlists a variety of private contractors to facilitate programs not currently managed by the City. Major reasons that cities contract with private providers include:

- The job, or service, requires a specialized skill that staff does not have, but is readily available in the private sector
- The City would have to purchase specialty and costly equipment to perform a task, but private contractors have the equipment in inventory
- The function is intended to be operated with a business model vs public sector model



- The City wants to offer a service but wants to share, or reduce, its level of risk
- A cost savings is realized.

Contract management is most effective when it is seamless, operating as an extension of staff. Its success is dependent on 1) the detail and clarity of the contract document and 2) regular staff oversight and evaluation of the contractor's performance. It is a common misconception that contract management eliminates the need for staff.

### **Community Partnerships**

City officials have expressed an interest in developing community partnerships as a strategy to improve services while containing City costs. The City's nonprofit partnership goals can best be progressed by creating a framework and process that facilitate non-profit volunteerism and cost sharing for park improvements. A policy needs to be developed that establishes the rules, conditions, and priorities for matching contributions for park improvements. The Parks and Recreation Department should initiate and establish "Friends Groups" with formalized policies, procedures, and written agreements. The Program & Special Events Coordinator, as recommended in the staffing section of this report, should have the responsibility for managing the non-profit partnership program.

### **Other Potential Partnerships**

#### **Public- Public Partnerships**

Partnerships with other public agencies provide additional opportunities for Doraville to efficiently provide expanded parks and recreation services for its residents. Citizens generally view cooperative public-public partnerships as a wise use of tax dollars.

The schools provide facilities that are also needed for community parks and recreation. Joint use agreements with schools are common practice for parks and recreation departments. With a shortage of park acreage and public green space, the City's investment in improving school facilities to new City standards in exchange for joint use should be an important strategy. It is important that the joint use agreement protects the City's investment on school property by providing an acceptable level of community use during reasonable hours. Often, the City also pays for the ongoing maintenance of the school joint use areas. School security issues are a threat to school use agreements. For success, the elected officials and staff from both agencies must have a clear understanding of the goals, the terms of the agreement must be specific, an exit strategy should be included, and regular communication should be prescribed for key staff in the implementation of the agreement.

Doraville's neighboring jurisdictions of Dunwoody, Norcross, and Tucker also offer parks and recreation services. Regional partnerships not only provide efficiencies in services, but also improve the opportunity for state and federal grants. Granting agencies' criteria for funding



prioritize a regional approach to planning. For example, the best greenway systems do not stop at city or county lines, but continue across jurisdictions to create interconnected transportation corridors and access to important destinations. The greenway systems require joint planning. There are many areas where joint planning and efficient use of existing facilities provide improved recreation opportunities without increasing costs. A joint agreement would assure access and funds that would have been needed to provide a similar, or duplicate need, is freed for an alternate priority. A joint venture to develop a regional recreation facility that would serve the citizens of multiple jurisdictions could be an efficient use of tax dollars. The planning team recommends that Doraville consider a regional approach to providing and sharing recreation facilities to eliminate unnecessary duplication of facilities and stretch tax dollars. Discussions should be initiated with other elected bodies.

## Policies, Procedures, Standards, and Plans

The Commission for Accreditation for Parks and Recreation Agencies (CAPRA) has established standards for the Management of Parks and Recreation. CAPRA provides the most comprehensive guide for standards, plans, policies and procedures needed for properly functioning departments.

While Doraville is several years away from positioning itself for accreditation consideration, and may not even choose to seek accreditation, it is recommended that the City use the standards as a framework for developing policies, procedures, standards, and plans. CAPRA specifically identifies standards that should be fundamental to parks and recreation agencies, along with other desired best practices. The planning team recommends that the staff prioritize policies, procedures, standards, and plans based on CAPRA fundamental standards specific to parks and recreation and other immediate policy needs specific to Doraville, based on the study findings. The critical list includes:

- Strategic Plan with Mission, Vision, and Goals
- Administrative Policies and Procedures
- Maintenance and Operations Management and Standards
- Background Investigations
- Comprehensive Revenue Policy
- Recreation Programming Plan
- Public Information Policy and Procedure
- General Security Plan



- Risk Management Plan and Procedures
- Systematic Evaluation Processes
- Policy for Partner Cost Sharing for Investment in Parks
- Sponsorship Policy

## Marketing and Customer Service

Marketing and customer service are basic functions of parks and recreation departments. In the Doraville Parks and Recreation Department, marketing and customer service is the responsibility of the Administrative Assistant's position.

The public input findings revealed that additional marketing is needed to inform the citizens of programs and parks. The planning team recommends that additional funds be allocated in the budget for contracted marketing services through a private vendor for newsletter development and distribution. Social media has moved into the mainstream as a way for parks and recreation departments to connect with citizens. The demographic profile for Doraville suggests that social media, including Facebook and Twitter, would be successful tools for improving communications and promoting the parks and recreation programs.

Web links to local volunteer groups that operate in the parks are also important to marketing recreation opportunities throughout the city. During interviews with many of the existing organization that use the parks, several indicated they have websites. Since they do much of the programming for youth sports, linking to their websites will make it easier for new residents to find out who to contact for various sports and registration periods. All contract vendors who operate in the parks should also have web links posted.

Booth space should be obtained at special events for staff and volunteers to engage citizens and build awareness about the parks in order to promote programs. Flyers should be outsourced for distribution.

Online program registration provides easy access for citizens to sign up for programs. The ease of registration drives program participation and revenue. Registration software interfaces with financial systems for improved fiscal control. Valuable data for tracking and reporting program participation and facility use is easily accessed for goal setting and performance measurement. The planning team recommends that the Director work with the IT department to evaluate and make budget recommendations to implement an online system.



Another important part of the marketing effort is the ease at which citizens can interact with the staff. The current park offices do not reflect well on the City or the Department. It is recommended that the park's offices be relocated to a location that is large enough to house the entire Department in an easily accessible location. The office should have at least one large conference room for staff meetings, a workroom for assembling documents, and sufficient office space to house the staff. Signage should be provided to clearly identify the buildings as the Parks Administrative Headquarters. In the lobby, there should be racks for program guides and fliers, and at least two work stations for online registration for those who need assistance or do not have a home computer.

## Citizen Advisory Board

The function of a Citizen Advisory Board is considered a parks and recreation best practice. While Board structure, responsibilities, and activities vary from community to community, it plays an important role in enhancing public involvement, providing input and guidance to staff and elected officials on important decisions, engaging the public, and advocating for parks and recreation. Citizen Advisory Board membership should represent broad interests in parks facilities, recreation programs, and opportunities.

Boards are established by the elected officials in the code of ordinances stipulating the purpose, membership qualifications and numbers, appointment procedures, length of appointment, and method for removal or replacement. By-laws and meeting schedules are often set by policy for ease in making future modifications. Members are appointed by the elected body and the Parks and Recreation Director provides staff support for Board meetings and activities.

While a Steering Committee for the Master Plan process was established, the City has not established a Citizen Advisory Board for Parks and Recreation. It is clear from the level of participation in the public input process that many citizens would be interested in serving on a Parks and Recreation Citizen Advisory Board. A Board would provide valuable input and public engagement as the city moves forward with completing and implementing the Parks and Recreation Master Plan.

## Key Observations and Summary Recommendations

- Reconfigure existing organizational chart to effectively distribute workload and permit key positions to focus on specialized tasks.
- Continue existing partnerships with private and non-profit recreation providers while implementing standardized agreements and policies.



- Seek out and collaborate with other providers in the area to expand services. This includes private, non-profit, schools, churches and other municipal providers in the area.
- Develop and implement department standards, plans, policies, and procedures using CAPRA's accreditation framework as a guide. If desired, expand on this framework to see accreditation.
- Develop and implement maintenance standards as well as a preventative maintenance plan and regular inspections plan.
- Establish a firm customer service and marketing strategy to expand community awareness and involvement.
- Consider the establishment of a Citizen Advisory Board to solidify communications between the community and the Parks and Recreation Department.





# Section 4 Programming



## Section 4: Programming

Programming is an important component of the success of any department, and with a good balance of both athletics and non-athletic offerings, programming greatly benefits the people of the community by enhancing their quality of life. To function truly as a modern parks and recreation department, there has to be a commitment to the recreation side. Unlike most other government departments, park and recreation staff engage and interact with the public on a daily basis at a more personal level. Programming gets people to interact with each other and, depending on the type of program, it can also promote teamwork and self-improvement. The City of Doraville Parks and Recreation Department is committed to promoting environmental awareness while providing optimum recreational facilities as well as fun and exciting leisure opportunities for their diverse population. Recreation plays an important part in keeping our minds and bodies fit and active. They encourage patrons to visit their parks and participate in special events and recreation programs. But, due to budget constraints, the Department provides a limited number of recreation opportunities and facilities.

An analysis of recreation programming is one of the basic components of this master plan. A department should offer a myriad of programs for all ages from youth to senior citizens. A diversified program offering creates the opportunity to include citizens who may never have participated in recreation activities. Based upon the program opportunities, constraints faced by the department, community concerns and desires, and staff opinions on programs, this section identifies issues and opportunities and makes recommendations for future programming.

### Community Programming Benefits

A well-rounded and diverse parks and recreation department provides many benefits to the community it serves. As discussed in the 1995 National Recreation and Park Association publication “Park, Recreation, Open Space and Greenway Guidelines,” the four categories of benefits are personal, economic, social, and environmental. Each benefit is consequential to the community and has specific rewards.

- **Personal Benefits** of a comprehensive delivery system include: a full and meaningful life, good health, stress management, self-esteem, positive self-image, a balanced life, achieving full potential, gaining life satisfaction, human development, positive lifestyle choices, and an improved quality of life.



- **Economic Benefits** include: preventive health care, a productive work force, big economic returns on small investments, business relocation and expansion, reduction in high cost vandalism and criminal activity, tourism growth, and environmental investments that pay for themselves.
- **Social Benefits** include: building strong communities while reducing alienation, loneliness, and anti-social behavior; promoting ethnic and cultural harmony; building strong families; increasing opportunity for community involvement, shared management, and ownership of resources; and, providing a foundation for community pride.
- **Environmental Benefits** include: environmental health, environmental protection and rehabilitation, environmental education, environmental investment increasing property values, and insurance for a continuing healthy environmental future.

Further NRPA studies have shown that parks and recreation have three values that make them essential services to communities: economic value, health and environmental benefits, and social importance. Parks improve the local tax base and increase property values. Parks and recreation programs and services contribute to the health of children, adults, and seniors. Parks are a tangible reflection of the quality of life in a community.

## Doraville Parks and Recreation Department Programs

The Department offers programs in four basic categories: fitness and wellness, youth sports, special events, and facilities/neighborhood parks. These programs are offered in the City's parks and facilities and cover most age groups. The Department utilizes its existing facilities, which range from a pool, sports fields, arena (Recreation Center), Civic Center, and the Paul Murphy Boxing Club to neighborhood parks. However, other than the Forest Fleming Arena and the Doraville Civic Center (1665 square foot) adequate indoor facilities, such as gymnasiums and activity rooms, are lacking and limit the expansion of programming. Staffing levels and funding are low when compared to departments with more programming opportunities. However, the Department is able to deliver a variety of programs thanks to partnerships with community groups, athletic associations, and contract instructors. Structured programs are provided for the community at some of the department's facilities. These programs include a variety of activities such as youth athletics. The youth of Doraville also have the opportunity to participate in day camps and other special events. Adults have a limited amount of activities other than exercise opportunities, an open gym, and league play for athletics. The senior demographic living in the Doraville represents 12.8% of the total population. Adults should be able to participate in a variety of programs and activities such as arts and crafts, table games, luncheons, travel, and exercise programs. Unstructured activities and services are provided to Doraville residents through the use of the City's park system. The Department offers sports fields,



playgrounds, and open areas for free play outside of scheduled activities. Court games, picnic shelters, and playgrounds are offered for the casual park user. The Department and its staff want to expand their inventory of offered programs. At present, the department's programs are primarily geared towards youth, which make up 52% of the total population.

Research indicates that the sports and athletic needs of the city's youth are being met fairly well; however, the athletic associations running the programs seem to have a problem with the condition of the facilities, particularly the field house. The recreation needs of the senior population are only served by the "Healthy Hearts" low impact aerobics. More programs need to be added for adults in the non-athletic category. Teens are a difficult group to capture. The Department has expressed a desire to expand their programming options, but a lack of funding, facilities, and programming staff have proved a deterrent to expanded programming. If a Program and Special Events Coordinator is added, he or she must think out of the box and take advantage of attendance at programming workshops. The Department needs to evaluate its organizational structure and management strategies to better facilitate the development of programs and generate a need for program staff. A dedicated program staff person is needed in order to increase the number and diversity of programs the Department can provide. A new structure with established evaluations and reporting processes, as well as department leadership in programming is needed for staff. This will help to create the accountability necessary for the development of new programs and the provision of quality services. A new structure of evaluation and reporting should be developed in the form of personal contact, questionnaires, and community meetings to determine the needs and wants of the community. This is particularly important with the racial makeup of the community, which has a high Hispanic and Latino population plus an ever increasing Asian population.

## Athletics

The Department's athletic programs offered to participants 5 years old and older include ongoing leagues and one day events. Children, particularly boys, are the best served group. Such programs include baseball, football, cheerleading, basketball, and soccer.

## Youth

With the exception of a youth football and cheerleading, which is provided by the North DeKalb Youth Athletic Association (NDYAA), all traditional youth athletic programs are run by the Department. The Department provides youth baseball (Little League 2015), girls' softball, and soccer. The youth basketball league has proven to be slightly successful with 150 participants last season; whereas, the football and cheerleading program had a combined 225 participants. The basketball program, which is available to ages 6-13, utilizes Forest Fleming Arena gymnasium and volunteer coaches. The football program also relies on volunteers and is played at Honeysuckle Park.



## Adults/Instructional Classes

Most adult programming is provided by vendors renting the facilities. Examples of such are: Zumba, martial arts, boxing, dance, basketball, volleyball, and softball. Part-time staff provide “Healthy Hearts” aerobics, Tai chi, and Qi Gong classes.

## Aquatics

The Department has a limited aquatics program. Swim lessons are taught in two week sessions of 4 days per week during open pool season via the pool contractor. There were only 25 lessons given in 2014. Other aquatic opportunities are open swim at the Doraville Municipal Pool located in Flowers Park. The pool is a 25 meter facility. Water aerobics for seniors 55 and older is provided by part-time staff at specifically scheduled times during the pool season. Private swim clubs are available throughout the metro area.

## Community Programs and Special Events

The Department offers community programs and special events from camps, Movies Under the Stars, and dancing experiences (ballet, jazz and hip-hop) by rental.

## Youth Programs

Several weeks of day camps are available to Doraville youth. Ages 5-12 are eligible for a day camp during the summer. Boxing is another youth program that is provided by rental agreement. Athletic activities are also available.

## Outdoor Programs

Outdoor programming opportunities are very limited. A shortage of staff and natural space results in these type programs not being offered. Such programming would have to be done outside the corporate limits of the city.

## Senior Programs

The programs for senior citizens are extremely limited. A limited number of opportunities are provided by part-time staff and rental programs for these citizens.

## Therapeutic Recreation

The Department currently does not offer organized therapeutic programs. There are many opportunities waiting to be served for the physically and mentally challenged citizens of the city. A good working relationship should be formulated between the schools, training facilities, and recreation department to provide activities. Six percent (6%) of the population is classified as noninstitutionalized with a disability. It is recommended that the Department initiate and/or co-sponsor a Special Olympics program in the community.



## Programs Participation

Participation in the Department's programs have shown a slight increase each year in youth activities and contracted programs. Current participation levels are: Soccer-75, Football-150, Cheerleading-75, Basketball-150, and Baseball-50. Football and cheerleading are offered by outside organizations utilizing Department facilities. The basketball, soccer and baseball programs are Department organized and operated. The adult programs in athletics are offered via rental programs. The Department's rental programs for adults continue to increase. Much of the increase can be attributed to the Department web site and through getting the parks and recreation message out to the public with brochures and flyers.

## Partnerships

The Department's programming is supplemented by facility rentals and contracts with other organizations to provide programs.

## Athletic Associations/Franchise Leagues

The Department partners with North DeKalb Youth Athletic Association to provide youth football and cheerleading at Department facilities.

## Partnership Recommendations

The purpose of developing cooperative service agreements, partnerships, volunteers, and collaborations is to promote community involvement in Department activities, increase services offered to the public, reduce the expense of providing services, increase the visibility of the Department, develop a sense of community, create leadership, and encourage new resources in the community. For example, to provide for the growing and changing demands of the community, it would be beneficial to seek out and utilize official partnerships as well as increased volunteer efforts to provide for the community's desires for more recreation programming.

## Athletic Associations

The Department has standard rental and facility use agreement forms. Currently, Parks and Recreation facility use agreements are used between the Department and North DeKalb Youth Athletic Association for use of the Department's facilities. The contract does not request critical information such as the Association's bylaws, player information, or background checks on officials and coaches. In addition, the agreement gives all revenue to the Association with the exception of 3%, including tournament revenue, plus the Department will maintain the facilities and pay all utilities. The Association is responsible for maintenance and all improvements that will, in the opinion of the City, are for the primary benefit of the user. More consideration is needed to regulate the amount of revenue the Association retains. The NDYAA provides a very valuable service to the community, invests a great deal of time, and interjects a moderate amount of money in facility improvements, but the relationship with the association needs to improve. The Association feels that the



Department is not always amiable to their requests. The agreements should be revised such that, at a minimum, there should be provisions within the agreement for the Department to recoup their direct expenses for items like utility bills and maintenance costs for work performed by Department staff, administrative fees (cost for processing agreements, enforcement, etc.), and impacts on infrastructure (parking, field lighting, fencing, park roads, etc.).

## Alternative Providers

In addition to the Department's partnerships, there are a number of alternative recreation providers in the area including private and nonprofit organizations. These providers include private instructional facilities (e.g., martial arts, dance, gymnastics, etc.), youth nonprofits and the local school district. These include, but are not limited to the following:

- Boy Scouts
- Girl Scouts
- Boys and Girls Club of DeKalb County
- Private Instructional Facilities (dance schools, martial arts, gymnastics, etc.)
- Private Fitness Clubs
- Local Churches
- Private Schools
- Neighborhood/Homeowners Associations
- Golf Courses and Country Clubs (public and private)
- The Center for Pan Asian Community Services
- The Latin American Association

## Alternative Provider Recommendations

The Department must work to communicate and collaborate with these alternative providers in order to avoid duplication of services. But at the same time, the Department does not want to limit opportunities by cutting services just because another provider also offers the program. In many cases, there is duplication because there is a great demand for a service, or the users prefer one provider over another. In addition, these programs vary between providers with regard to cost, age groups, skill levels, or recreation versus competitive play, etc. The Department already fills some of these gaps with their program offerings, but could expand to provide more. The Department should focus on providing more for teens city-wide. Teens are often a difficult age group to program for, but the Department should consider offering extreme sports programs, outdoor programs, cultural programs, and more social activities that are typically popular among teens. It is important to monitor participation levels in Department-operated programs and those of other providers to ensure that programs are keeping pace with local community demand and changing recreation preferences. It is also important to keep up to date on programming trends nationwide by participating in national and state conferences, programming webinars, and by reviewing parks and recreation publications and speaking to recreation providers in other comparable communities about their successes.



In particular, the Department, through the new position of Program and Special Events Coordinator, should coordinate with the Center for Pan Asian Community Services and the Latin American Association on how to support their programs, which tend to remove pressure from the Department's offerings. From speaking with representatives of the CPACS, we have learned that they are able to run programs and offer facilities, but they are unable to provide transportation so that interested citizens can reach their programs.

## Recreation Trends

Recreation programming must remain flexible to respond to the changing needs of a community. Many factors impact the type of recreation programs desired in a community, including both individual and collective community factors, as well as national factors.

## Population-Based Programming

### Youth

Participation in out-of-school activities and programs offers support for youth and working families while benefiting the youth socially, emotionally, and academically. After-school programs have been proven to decrease juvenile crime, violence, drug use, smoking, alcohol abuse, and teen pregnancy. Many children prefer team sports such as basketball, soccer, and baseball, while others prefer individual activities provided in a group setting such as painting, crafts and computer training. Organized afterschool activities, extreme sports, club sports, and programs targeted to school age children in communities around the country could fill the fitness void that is growing wider in schools.

The lack of physical education in schools and the increased sedentary lifestyle of children are leading to a growing number of children on medication for Type 2 diabetes, high cholesterol, and attention deficit disorder. Several publications have reported this frightening trend. There is growing concern from medical groups, the CDC, and others across the country that we must teach children to make better lifestyle choices. NRPA has worked on several initiatives including "No Child Left Inside" legislation to fund more programs that get children outside and active. Additionally, as education funding for the arts is being cut, parents and youth are looking to parks and recreation agencies to fill this gap with enrichment programs that teach skills for life.

### Older Adults

Older Americans' leisure time is increasingly being spent doing physical activities, in educational classes, partaking in adventure travel, and attending sporting events. These trends may be the result of the fact that for many, retirement is starting earlier than it has in the past. Approximately 70% of the current retired population entered retirement before the age of 65. The population of Doraville shows that 12.85% of the population is 55 and older. These new retirees are younger, healthier, and have more wealth to spend for the services they want. These trends may explain the nationally changing demands from traditional low-



cost social services to more active programming for which older residents are willing to pay. Active seniors are looking for programs that allow them to interact with others from their generation. But at the same time, they do not want programs that are not challenging or fun. Many senior centers now have competitive programs that are age specific to meet the interest of today's active seniors. With the absence of a Senior Center in Doraville, it falls upon the Recreation Department to explore avenues to meet the needs of seniors.

## **Universal Recreation**

Programs, as well as both indoor and outdoor facilities, should strive to be "universally" accessible. The physically and/or mentally challenged population is growing rapidly. Communities should reach out to increase awareness and opportunities for physical activity for individuals who may otherwise be overlooked.

Recreation departments across the country play a major role in providing opportunities for our country's special needs adults since, once the school age population is passed, there are fewer opportunities for recreation and interaction with the general populous. Investing in park and recreation renovation and updates that make facilities more user-friendly and allow for programming for individuals of all abilities will increase the recreation opportunities for the special needs segment of the community.

## **Activity-Based Programming**

### **Less Time for Recreation**

Americans have less leisure time now than ever before, which has led to changes in recreation patterns. People have less unstructured time after taking care of their daily responsibilities, which means activities are moving toward unstructured, individual and drop-in programs. Participation in structured programmed activities has decreased while programs with both indoor and outdoor exercise continue to increase in popularity such as cross-fit opportunities.

### **Drop-In Programs**

Several recreation departments offer many programs on a drop-in basis. The term "drop-in sports" means that no registration is required and no additional fees are applied to the participant. This type of programming allows people to participate in recreation activities without a consistent attendance or monetary commitment.

### **Extreme Sports and Activities**

Participation in recreation has shifted over the past several years, and the demand for "extreme" sports and activities has been on the increase. Sports such as inline skating, skateboarding, BMX, and skate park facilities are favorites because at least one or more of these activities is possible year-round. Demand for alternative amenities such as climbing walls, BMX tracks, and indoor soccer are also on the increase. Many want riskier outdoor



recreation opportunities like trail mountain biking, BMX courses, and off-roading with vehicles. One activity in particular that is increasing in national popularity is geocaching, a high-tech adventure game that uses GPS technology and clues to locate hidden objects. Geocaching is merely one of many such innovative mergers of technology and outdoor recreation and is an activity that can very easily be partnered with other agencies in the area.

## **Environmental, Outdoor, and Nature-Based Recreation**

In recent years there has been a heightened awareness of environmental and conservation issues in the United States and worldwide. Terms like "green" and "sustainable" are being used to describe maintenance and construction practices, development policies, household products, and ways of living. These same terms and concepts are being applied to recreation as well, with a focus on environmental and outdoor recreation. The purpose of these programs is to educate the public, foster a sense of environmental stewardship, and to get people outdoors and in touch with nature. Most often these programs can be offered to small groups at little or no cost.

## **Fitness and Obesity**

Since Americans are spending less time exercising and participating in outdoor recreation, the number of overweight and obese citizens has increased drastically. In 1990, there were only ten states where less than 10% of the population was obese. In 2013, there are no states with less than 21.3 % obesity. In Georgia, 30.3% of the population is considered to be obese which ranks it at number 18 in obesity. The 10 highest states with obesity are all in the South or Midwest. 40.7% of Latino boys are obese. A startling fact is that as of 2013, 16.9% of children in the U.S. are obese and 31.8% are either obese or overweight. These scary statistics show the need for parks and recreation providers to reevaluate their programs and consider providing programs that teach and show our youth and young adults how to better integrate active and healthy recreation into their daily lives. With more than 50% of U.S. adults are not getting enough physical activity to provide health benefits and 25% not doing any activities at all in their leisure time, the expenses of obesity-related health problems continue to grow.

The Center for Disease Control (CDC) recommends children and adolescents should have 60 minutes or more of physical activity each day. Adults should have (150) minutes each week of moderate-intensity aerobic activity (e.g., brisk walking), or 75 minutes each week of vigorous-intensity aerobic activity (e.g., jogging or running), or an equivalent mix of moderate- and vigorous-intensity aerobic activity. The number of people who follow these guidelines continues to decrease. In addition, the number of people not meeting the recommended levels of activity, the number who are inactive, and the number of people who do not participate in any leisure-time physical activity continues to increase with age. In 2005, the Tennessee Recreation and Parks Association (TRPA) published an article in their



quarterly newsletter entitled, "Active Living Behaviors: A Fact Sheet on Physical Activity, Obesity and the Role of Parks and Recreation". The article included results of a municipal survey to explore what role parks and recreation has in addressing obesity. The highlights of the survey results are as follows:

- Nearly 67% said that physical activity opportunities, such as walking to work or playing in the park, were an important issue to residents in their community.
- Nearly 65% said it is very important for the local government to encourage and provide physical activity opportunities.
- Overall, respondents agreed that local parks and recreation departments should take the leading role in developing a community conducive to active living.
- Many of the departments are already supporting recreational programs that encourage active living in their community.
- 67% of respondents said that the primary barrier facing communities in promoting active living behaviors is due to lacking funds, staff, or resources.

The article also states that "active living" is a way of life that integrates 30 minutes of physical activity into daily routines. This can be accomplished in many ways, such as walking/bicycling to work or school, playing in the park, utilizing greenways, or working in the yard.

## Program Ideas for Other Communities

Across the country, parks and recreation departments are offering programs that meet the needs of the diverse populations they serve. These populations include singles, families, children, teens, and adults, as well as those with special interests, needs, and abilities. A look at what other departments are doing across the country reveals that many are addressing the trends discussed above and maximizing the recreation opportunities for their communities.

Some of these recreation programming trends may be similar to what the Department currently offers, but they may also offer some ideas for the development of new programs. In developing a diverse recreation program, the Department must be aware of the changing interests, needs and demands of the community. Providing a wide range of opportunities will engage more of the community in recreation. Efforts to determine the recreation desires of the community is imperative.

## Special Events

Every community has different reasons to celebrate, but some events are universal and can be shared by all communities. In neighboring Roswell, there is a Kid's Dog Show in which children ages 5 to 15 can show off their dogs for a variety of awards (e.g., most obedient, best trick, best costumed dog, etc.). Fishing Rodeos, which are offered by departments across the country, are successful examples that also take advantage of natural resources



in the area. In Denver, Colorado, the parks department bases celebrations around holidays like Halloween with a community party and offer seniors a Thanksgiving luncheon. In Mecklenburg County, North Carolina, there is a Sports Challenge Day for children ages 10 and older. The event, held during a school break, allows participants to compete in passing, punting, kicking, and other skills. In Carrollton, Georgia, there is an annual Baby Olympics in which babies compete in the fastest crawl. Parents are timed in the fastest baby change and photos are judged for cutest by a panel of judges.

Across the country, parks and recreation departments have used the popularity of reality television competitions like *American Idol*, *Dancing with the Stars*, *The Amazing Race*, *Top Chef*, and *America's Got Talent* to create their own local competitions modeled after these shows. This format has been followed in Nashville, Tennessee, where competitions were held at several community centers and semi-finalists were selected to perform at a final show at which a winner was selected. In Mt. Pleasant, Michigan, they have an event modeled after *The Amazing Race* in which a team of two must use communication skills and teamwork to race through a series of mental and physical challenges.

## Youth Programs

In Carrollton, Georgia, youth can participate in boxing fundamentals, competitive boxing, wrestling, cross country, dancing, art programs, drama, and self-defense classes. Both Atlanta, Georgia, and Denver, Colorado, have comprehensive selections of arts and culture programs such as pottery, ceramics, painting, figure drawing, photography, music lessons, and dance. Denver also offers courses for youth wellness that include cooking and nutrition classes.

Programming for teenagers can be difficult, as they are often an age group that gets left out of park programs. Mecklenburg County, North Carolina, has several programs geared specifically toward teens, including “MeckTeens Chefs” (cooking class), teen dance aerobics, teen talk sessions, college planning courses, dance competitions, fencing, and a cooking competition. At its skate parks, Mecklenburg County Park and Recreation Department offers skate tournaments (ages 10 to 21), a Skate with Santa event (ages 6 to 18), and skating and biking lessons (ages 6+ including adults). The Department also organizes trips to visit other skate parks throughout the state.

Some departments are using youth's interest and skills in videogames to host tournaments. For example, Mecklenburg County hosts monthly Nintendo Wii tournaments.

## Therapeutic Recreation

Inclusion of people with disabilities is a high priority in many departments across the country. In Denver there are options for special needs individuals, ages six months to adult. Programs include hip hop dance off (ages 13 +), ceramics (ages 16 +), rock climbing (ages 8+), tumbling (ages 1 to 7), sports conditioning (ages 13 +), and circuit training (ages 18+). As previously stated, Doraville does not have a formal therapeutic program.



## Environmental and Outdoor Programs

Interest in environmental and outdoor programs is growing. Programming for such in Doraville may have to reach out to other areas in the metro area to provide venues for some of the after mentioned activities. Atlanta has several outdoor programs, including introduction to canoeing and kayaking, introduction to camping, rock climbing, bouldering, hiking, orienteering, introduction to tree climbing, and geocaching. Denver, a community known for its outdoor recreation, offers day trips to state parks, full moon hikes, outdoor cooking, and a meal planning class. Programs like basic birding, nature photography, and tree identification can be offered in any of the parks within Doraville. An Eco Trekkers program covers a variety of nature topics for children. The Department may host family-oriented outdoor events, including Family Health and Fitness Days or Family Scavenger Hunts. Volunteers can help clean up the parks and waterways for a cooperative litter sweep. In Nashville, individuals can fill out a permit to hide caches in parks as part of their geocaching program. Although, a limit should be established on the number and type of caches placed in parks.

## Trends Overview and Recommendations

American society and the Doraville community are changing in many ways that are impacting parks and recreation. For example, the population is growing older, with the Baby Boomer generation turning 55, and is becoming more diverse in terms of race and ethnicity. This provides both opportunities and challenges for park and recreation providers, in terms of programming and participation. Physical limits are placed on the programming and facilities by a lack of open space in Doraville.

Americans' busy lifestyles and competition for leisure choices is changing how public recreation providers are meeting their clients' needs. The long-held practice of offering the same programs year after year in a highly structured environment is falling out of favor. However, programs that offer different types of exercise and relaxation, specialized wellness and fitness training, and cultural and enrichment programs are growing for all ages.

Therefore, a "one-size-fits-all" approach to programming, facilities, and organization will most likely not be successful. The park and recreation industry must remain flexible, participate in the planning process, and think both creatively and strategically so that each agency can make a positive influence on the community and its resident's lives.

It is recommended that the Department review the community data generated during the master planning process as a starting point for developing new programs. Targeted programs should be developed and planned to meet specific programs that are currently underdeveloped or absent from the current program roster. It should be noted that a combination of full-time staff, part-time staff, paid/contract instructors, and volunteers will be required for each new program and overall full-time staffing loads may require increases in certain programming positions.



Based on national trends and the City's demographics, the Department may want to focus on providing the following services:

- More activities and facilities for the aging baby boomers, such as increased fitness offerings, arts and crafts classes, and dance programs; youth and special needs mentoring programs; a diversified cultural program and active social programs from competitive sports to cards, or game-type tournaments.
- Many agencies are working with seniors to participate in the Senior Olympics and other event-based activities that require year-round training. More programs, community activities, and special events for families and individuals of all ages are recommended. Community and special events bring citizens of all backgrounds and interests together and enforce a sense of community pride.
- Provide more activities that are alternatives to traditional sports programming, such as extreme sports, arts and cultural activities, outdoor activities, and environmental education.

## Recommendations Summary

There is a desire for recreation programming to be more broad-based rather than program-specific. Citizens and staff often express a need for more outdoor/environmental education programs; health, nutrition, and wellness programs; cultural programming; and more activities for all age groups and abilities. Many of these programs are dependent upon facility renovations and new facility development. Although facility recommendations are discussed in another section, it is important to note that the development of new facilities such as recreation centers, outdoor facilities, and programming buildings will increase the potential programs that can be offered. Another issue often reported is that facilities need to be renovated.

Staffing levels are another key issue to expanding existing programs and providing new programs in the future. Hiring additional staff will be a high priority in the near and long-term. In the near term, the Department has two facilities that can be programmed now, but have limited programs due to the lack of staff. In the short-term, staff is needed specifically for programming. Additionally, select, nationwide popular programs could be offered if more staff was available. Additional staff and facilities would allow for a growth in after-school programs and other programs that are prohibited from taking place due to restrictions placed on the center after school. A dedicated programmer is a must for the Department to grow. Investments in staff, equipment and new facilities are necessary to make the Department's programs even better and to reach more of the Doraville population. However, the investment would be returned by an increase in program revenues. The increased revenues can be used to offset the costs associated with expanded and/or new programs. The Director and senior staff should regularly evaluate their current program offerings to determine which programs should be eliminated as well as which should grow and what new



programs should be offered. The next step is to determine what is needed (i.e., equipment, facilities, funding, staff, etc.) in order to expand or offer the new programs.

## Development of New Programs

- Increase the number and variety of non-athletic and/or non-traditional programs for all age groups, including extreme sports (skateboarding programs, dodge ball, ropes course), aquatics, arts and crafts, cultural and health, and wellness programs. Use existing facilities to start new programming. (High Priority)
- Develop community gardening programs at parks throughout the city. (Medium Priority)
- Develop Therapeutic Recreation programming to include Special Olympics, job training programs and other programs to match demand. (High Priority)
- Develop Special Olympic, Senior Olympic, and Paralympic programs at existing facilities and new facilities, then at new facilities as they are developed. (Medium Priority)
- Develop senior program offerings. (Medium Priority)
- Develop individual-based walking and running programs by utilizing greenways, walking trails, and sidewalks. (High Priority)
- Expand and develop adult programs such as arts and crafts, cultural programs, and travel clubs. (High Priority)
- Increase indoor fitness programs. Future indoor facilities need to provide opportunities for more indoor programming such as weight and exercise facilities. (Medium Priority)
- Implement new programs and events within the framework of existing facilities as well as future developments. (Medium Priority)
- Expand aquatic opportunities such as swimming programs, swim team, therapeutic programs, and aerobic water activities. (High Priority)
- Develop a revenue producing facility to include a recreation center, a cultural activities center, a fitness center, and an aquatic center. (High Priority)
- Closely coordinate with other community groups, such as the Center for Pan Asian Community Services, as they expand their facilities and programming to avoid duplication of services - but also coordinate to see how the City can assist with items such as transportation, lease of space, etc. This should not require a large commitment of time or resources, but would go a long way to fulfilling unmet needs. (High Priority)

## Administrative

In order to provide more effective delivery of programs and services, some administrative procedures need to be reviewed and changed:



- Evaluate factors involved in providing services directly, as opposed to being merely a facilitator. These factors include officials, utilities, maintenance, equipment, supervisory personnel, among others.
- Hold quarterly meetings within the Department to increase communications, visioning, program evaluation, and strategic planning. (High Priority)
- Hold staff accountable for the development of new programs, identifying goals, and establishing performance measures. Management should review and approve these items on a quarterly or bi-annual basis. (High Priority)
- Increase partnerships with the public, private schools, and allied providers to deliver a wider variety of programming to the community. Develop a school use agreement. (High Priority)
- Revisit contracts and rental agreements to be used between the Department and the groups/associations that use City facilities. The agreement form should ensure a more equitable relationship for the City, including financial arrangements. (High Priority)
- Immediately hire a programmer to expand programs for all age groups as well as review existing programs with administration that are provided by rental or contract to determine if it would be more advantageous to offer them through department staff. (High Priority)
- Track program participant satisfaction through user surveys or questionnaires completed at the end of each program. (Medium Priority)



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# Section 5

## Budget Review



## Section 5: Budget Review

Doraville has a total operating budget of \$12,545,000, which includes \$496,000 for the Recreation Department, \$115,070 for recreation programs, \$61,900 for the swimming pool, \$32,500 for parks, and \$41,700 for parks maintenance. The FYE 2015 operating budget for all recreation-related departments is \$747,390.

### Assessment

#### Per Capita Expenditure

The per capita expense for parks and recreation is a standard benchmark statistic for comparing and analyzing the level of a community's investment in parks and recreation. In the Community Survey, 81% of the respondents indicated that they would be willing to provide some type of financial support for improved park maintenance and recreation services, with only 19% unwilling to provide any support.

**Table 5.1** compares Doraville's per capita spending for parks and recreation to the selected benchmark communities in Georgia, as well as the median per capita expenditure as reported in PRORAGIS. The operating costs, rather than operating plus capital costs, are used as a comparison. Capital costs often vary widely from year to year based on the funding of construction and acquisition projects, whereas operations costs typically remain relatively constant from year to year.

In its most recent publication, PRORAGIS reported a median operation expense per capita of \$77 for the 500 agencies profiled. A 2006 study conducted by the International City/County Management Association (ICMA) of 125 cities indicated a per capita operations expense of \$45.96 for cities with populations under 100,000.



**Table 5.1: Benchmark City Populations and Per Capita Operating Expenses for Parks and Recreation for 2014**

Location	Population	Parks and Recreation Per Capita Expenditures (2014 Operating)
Doraville	10,603	\$70*
Brookhaven	55,418	\$17
Dunwoody	48,081	\$22
Alpharetta	60,659	\$113
Roswell	94,105	\$109
Decatur	20,178	\$75

Source: Base data from online Budget Documents

\* Based on Doraville FY2015 Parks budget

A comparison to other benchmark cities in Table 5.1 would suggest that Doraville’s per capita spending is in the neighborhood of Decatur’s per capita spending, and more than that of other adjacent communities. The cities of Alpharetta and Roswell have higher per capita spending levels and are recognized annually for the quality of their parks and programs. It is important to note that Dunwoody develops and maintains parks and facilities and facilitates program delivery by non-profit community groups.

When comparing the level of service that Doraville provides for its citizens, this analysis of per capita spending is only partially reliable due to the relatively small size of Doraville’s population in comparison to the other benchmark cities. In reality, there is an economy of scale in place where a small city will have the same service delivery requirements as a mid-size neighbor, whose larger population allows this mid-size city to spend a smaller percentage of its overall budget, resulting in a smaller per capita spending number. This is accomplished while still providing its citizens with a higher level of service. In other words, there is a certain base level of expense that even small cities must spend to provide a minimal level of service. When that cost is compared to its smaller population, that figure can give the impression of a proper per capita spending plan, when it needs to be higher just to provide the same amount of service. In events such as this, another useful tool to gauge a community’s spending level is park and recreation spending as a percentage of the total city operating costs.



## Percentage of Total City Operating Costs

The percentage of the City's operating expenses allocated for Parks and Recreation also serves as a measure of commitment to Parks and Recreation. Budgets establish City priorities. In the Community Survey, notably, 84% of respondents feel that a good parks and recreation system is just as important as schools, fire, and police protection. **Table 5.2** below provides a comparison of Doraville with the Benchmark cities.

**Table 5.2: Percentage of City Operations Budgets for Parks and Recreation**

Location	Parks and Recreation Operating Budget as a % of Total Operating Budget
Doraville	5.9%
Brookhaven	5.1%
Dunwoody	6.4%
Alpharetta	13.1%
Roswell	16.9%
Decatur	8.6%

*Source: Base data online budget documents*

When comparing the recreation budget to Doraville's overall budget, we see that recreation accounts for less than 6% of the City's total expenditures. Compared to neighboring benchmark community, Doraville's recreation spending comprises a lower percentage of the overall budget for cities with well-established parks and recreation departments. Comparison data was unavailable from PRORAGIS. Again, the more recently incorporated City of Brookhaven is only slightly behind Doraville, whereas both Alpharetta and Roswell dedicate significantly higher percentages of operating costs to Parks and Recreation. As a result, cities such as Decatur, Roswell and Alpharetta are providing a higher level of service to their citizens.

A quick comparison to a few other smaller communities shows that in 2014:

- Cullman, AL (population 15,145) spends \$171.67 per capita or 9.1% of its overall city budget on recreation.
- Westerville, OH (population 37,667) spends \$136.44 per capita or 15.8% of its overall city budget on recreation.
- Kettering, OH (population 55,705) spends \$185.50 per capita or 15.4% of its overall city budget on recreation.

*Source: Base data online budget documents, US Census Bureau Quickfacts 2014*



In general, Doraville is spending near the average of other cities' per capita for park and recreation services, however, due to its small size, the average per capita spending is not able to provide the same level of service. When compared to percentage of the overall city budget, Doraville's recreation budget lags behind that of its neighbors. In order to increase the level of service to be comparable to that of the benchmark communities, Doraville must increase the level of funding in order to meet the citizen's needs.

### Staffing

Staffing represents the largest commitment of funding for public parks and recreation departments across the country. (Note: Dunwoody model as an exception below.) Doraville's 2015 budget includes a total of \$419,554 in salaries, health insurance, contract labor, and professional service accounts. **Table 5.3** shows staffing costs as a total of the benchmark cities total operating parks and recreation budgets.

**Table 5.3: Staffing as a Percentage of Operating Budget**

Location	Personnel Services as a % of Operating Budget
Doraville	70.86%
Brookhaven	59.2%
Dunwoody	11.5%
Alpharetta	55.8%
Roswell	55.8%
Decatur	62.1%

*Source: Base data from online budget documents*

Doraville's 2015 staffing budget for parks and recreation is slightly higher than established benchmark cities that offer "full service" parks and recreation departments. At the current funding levels, the City should be able to begin to implement programming as staff positions are hired.

### Maintenance

Doraville's parks need significant repairs and improvements, which will be discussed in Section 6, and parks maintenance is a high priority. The 2015 budget includes \$12,500 for general repairs and maintenance, and \$1,500 for lawn maintenance. In total, this amounts to less than 3% of the Department's total operating budget.



Following the development of maintenance standards as well as a preventative maintenance plan and a regular inspections program, the Department should evaluate if the allocated funding is sufficient to meet the established goals.

### Revenue Recovery Rate

Revenues generated for Parks and Recreation services are expressed as a percentage of the operating costs and reported as the Revenue Recovery Rate. The implementation of financial sustainability practices, in the form of revenue and pricing policies, has risen in importance with parks and recreation agencies across the country. Best practice agencies establish a philosophical basis for revenue recovery rates that vary by program type, service level tier and population served with fees based on the cost of service. The draft 2014 -2016 Georgia SCORP identifies “help[ing] recreation providers generate revenue and ensure financial sustainability” as one the top three priorities.

While revenues collected by Cities for parks and recreation services are not typically applied directly to the parks and recreation budget, they are viewed as an offset to the cost of operating the parks and recreation department. **Table 5.4** shows the sources and percentages of direct revenue generated as profiled and compiled in PRORAGIS.

**Table 5.4: Parks and Recreation Direct Sources of Revenue**

Sources of Direct Revenue	% of Total
Programs and class fees and charges	44.49%
Facility entry fees/memberships	22.59%
Facility rentals	16.15%
Other	9.9%
Concessions, resale items	4.83%
Facility or property leases	1.97%
Sale of real property	0.06%

*Source: NRPA PRORAGIS 2014 National Database Report, Page 9*

Although not included in the PRORAGIS database, sponsorships for teams, programs and facilities (naming rights) and grants are also important revenue sources that should not be excluded in the Revenue Recovery Rate calculation.



**Table 5.5: Recovery Rates for Benchmark Cities Based on 2014 Budgeted Expenses and Revenues**

Location	Revenue Recovery Rate as a % of Operations
Brookhaven	5.3%
Dunwoody	0.9%
Alpharetta	25.5%
Roswell	44.9%
Decatur	40.3%

*Source: Base data from online budget documents*

The 2014 PRORAGIS report indicates a median revenue recovery rate of 26.9%. Dr. John Crompton, a noted Texas A&M professor in the study of benefits and impacts of Leisure Studies, has estimated the national average revenue recovery rate at 34%.

Programs drive revenue in parks and recreation as evidenced, in **Table 5.5**. Dunwoody does not provide programs, but facilitates the use of facilities for programs offered by community non-profit organizations. Dunwoody’s sole direct operations revenue source as reported in the 2014 budget is pavilion rentals. Of course, the calculation does not take into account in-kind services provided by volunteer groups. Roswell has the most aggressive revenue policies. A revenue policy would enable Doraville to structure a sustainable system that is supported by both taxes and user fees.

Income levels are an indicator of the ability to pay. The average household income levels, as documented in the study’s Community Profile and included in **Table 5.6**, compares Doraville to the benchmark cities and demonstrates that Doraville is well below the state and national averages.



**Table 5.6: Average Household Income**

Location	Average Household Income
Doraville, GA	\$40,955
Brookhaven, GA	\$97,731
Dunwoody, GA	\$112,224
Alpharetta, GA	\$117,249
Roswell, GA	\$111,396
Decatur, GA	\$89,914
DeKalb County	\$73,419
Georgia	\$68,741
United States	\$74,349

*Source: Community Profile, Section 2*

Revenue policies define tiered service levels such as basic services, supplemental services, and special facilities with fees set to recover a specified percentage of the cost to deliver the service. Tiered service levels address both populations served and the level of exclusivity of the use. For example, the cost recovery rate for an exercise class as a part of a senior program may be less than the cost recovery rate for an adult program exercise class. As another example, a pavilion rental by a private company would be considered an exclusive use and would be expected to cover costs, at a minimum.

The City should design new facilities with a strategic focus on revenue generation. For example, incorporate food and beverage and retail sales. As another example, consider designing dog parks with electronic membership pass card entry to provide revenues to offset costs.

The implementation of revenue policies requires staff training to understand the cost of service in order to calculate fees. Scholarship opportunities should be made available as a component of the policy.



## Capital Improvements

*City of Doraville*  
*FYE 2015 Approved Budget*  
*June 16, 2014*

*Dept. 6100*

*Recreation*

The following projects are being funded as a part of the Capital Improvement Plan approved early in 2014. These expenditures are not included in the operational budget presented above.

Project Name	Budget	Project #	Amount
Pool/Police Retaining Wall	FYE2015 Proposed	PR-13-0001	160,000
Halpern Park Renovation	FYE2015 Proposed	PR-13-0005	100,000
Playground Equipment (City Wide)	FYE2015 Proposed	PR-13-0007	10,000
Field House Renovation (Honeysuckle Park)	FYE2015 Proposed	PR-14-0005	50,000
Sidewalks/Trails	FYE2015 Proposed	PR-14-0013	50,000
			370,000
Honeysuckle Park Bleachers	FYE2014 Amended	PR-13-0004	30,000
Parks/Walkability Master Plan (Citywide)	FYE2014 Amended	PR-13-0006	100,000
Gym Roof Renovation	FYE2014 Amended	PR-14-0002	35,000
Vehicle Lifecycle Replacement Program	FYE2014 Amended	PR-14-0006	35,000
			200,000

### Capital Development Funding

Funding the study's capital development recommendations will require careful planning with multiple funding sources. A complete list of alternative funding sources for capital projects are found in Section 8, Funding Options.

The City needs to develop a 10-year Parks and Recreation Capital Improvement Plan based on the study recommendations. The recommendations for the plan can be found in Section 7, Opinion of Costs and Phasing.

### Key Observations and Summary Recommendations

- Develop a Revenue Policy based on the cost of service with a three tiered service level system and a phased approach to move toward a more self-sustaining system. Track revenues as a percentage of department operating costs.
- Increased funding is necessary to initiate and expand operations of the Parks and Recreation Department.



- The FY2015 budget does not provide adequate funding for parks maintenance. Develop parks maintenance performance standards and budget funding to provide a parks maintenance worker to park acreage ratio of 1:18.
- Develop a 10-year capital improvement plan to fund the parks and recreation projects.





**Section 6**  
Facility  
Assessment &  
Recommendations



## Section 6: Facility Assessments and Recommendations

Assessment of existing parks and recreation facilities is a primary task of the planning team. This evaluation includes facilities provided by the City of Doraville, as well as other public and private recreation providers in the area, to determine the level of access to facilities and recreation services in the city. The primary groups providing recreation facilities in and around Doraville are the Recreation and Parks Department; DeKalb County Department of Recreation, Parks and



Cultural Affairs; the Cities of Dunwoody, Tucker, Norcross, and Chamblee; churches and other religious organizations; and private not-for-profit providers who use Doraville park facilities to offer programs. There are also some private recreation providers in the city, primarily in the form of multi-family residential developments that offer swimming and/or tennis.

The planning team visited each one of the parks in the city of Doraville and conducted an individual site assessment. These assessments help determine the diversity of facilities, distribution patterns, maintenance practices, age, condition, and compliance with the accessibility requirements of the Americans with Disabilities Act (ADA). The planning team also looked for design characteristics that either reduced or increased maintenance requirements or affected the way a park functions. After completing site visits and inventories, a written narrative of recommendations was prepared for each park to address existing conditions, use patterns, and the potential for redevelopment and expansion.

The planning team classified each of the existing parks according to the National Recreation and Park Association's (NRPA) guidelines for service areas to determine the level of service offered to citizens throughout the city and to identify service gaps based on the location of the parks. The team also made recommendations for future park development patterns that



will better serve citizens by providing improved access to parks and will reduce travel time and service gaps throughout the city. Proposed greenway routes were also examined to look at possible connections between parks, neighborhoods, and other recreation facilities throughout the city.

The NRPA guidelines for facility development and parkland on a per capita basis were reviewed, along with current NRPA PRORAGIS inventories for cities under 35,000 in population, to gain an understanding of the level of service, in terms of parkland and facilities, being provided in Doraville. The planning team then developed the recommended levels of services, which have been included in this master plan. These recommended standards were then presented to a citizen steering committee appointed by the Mayor and Council and used to develop local standards based on the unique characteristics of Doraville. These community-based standards were then used to identify deficiencies within the system based on acreage, facility type, and distribution. These same factors, along with interviews and public comments gathered as part of this planning process, were used to make the recommendations found throughout this section. Recommendations have been made for all existing park properties and new park construction to help reduce current deficiencies and provide more equitable park opportunities for all City of Doraville residents. General park recommendations have also been made for issues that exist throughout the entire park system, particularly those that deal with safety, ADA requirements, and maintenance reduction.

## NRPA Guidelines

In 1995, the NRPA published *Park, Open Space, and Greenway Guidelines* by James D. Mertes, Ph.D, CLP, and James R. Hall, CLP. The book presented a template of typical park classifications, number of acres a system should have, and recommended service levels based on population. Strictly intended as a guideline, the book did not take into account the unique character of each community throughout the country. Local trends and the popularity of some activities often dictate a greater need for particular facilities. The guidelines serve as a good baseline for determining a minimum standard.

To supplement the 1995 guidelines, we looked at more recent data compiled by NRPA through their PRORAGIS database. **Table 6.1** below lists the median population served per facility.



**Table 6.1: Facility Types, Fiscal Year 2013**

Median Jurisdiction	Population Per Facility
Playground	3,840
Diamond fields (e.g., baseball/softball)	3,403
Rectangular fields (e.g., football/soccer)	4,202
Tennis court (outdoor)	4,283
Basketball court (outdoor)	6,644
Recreation/community center	24,645
Swimming pool (outdoor)	30,376
Community gardens	32,529
Dog Park	50,852
Golf course (9 holes)	29,631
Swimming pool (indoor)	61,322
Tennis court (indoor)	22,852

In addition, if we look at agencies serving similar populations and with budgets of less than 4 million dollars, we have additional data with respect to the number of acres provided per 1000 residents based on the response of 38 park agencies across the country (see **Table 6.2**).

**Table 6.2: Acreage of Parkland per 1,000 Population**

Number of Responses	38
Lower Quartile	6.5
Median	10.8
Upper Quartile	18.5
Average	16.3

These guidelines, coupled with input received from the community, analysis of participation numbers for various activities, and comparisons to similar communities, were used to develop recommended level of service standards for Doraville.

For a public park provider, the guidelines suggest, “a park system, at a minimum, should be composed of a ‘core’ system of park lands, with a total of 6.25 to 10.5 acres of developed



open space per 1,000 population” (Mertes,1995). In looking at the 2014 PRORAGIS database for similar departments, we see the lower and median quartile agencies following within the range. Doraville has approximately 41.87 acres of parkland serving a population of approximately 10,603 residents. This is approximately 3.95 acres per 1,000 residents. This places the City significantly below the lower quartile when compared with similar agencies.

Due to the limited availability of open space and undeveloped land in the city, the planning team recommends a park acreage goal of 5.5 acres of parkland per 1,000 residents. This would increase overall park acreage to 67 acres by 2020 in order to fill service gaps identified later in this Section. The recommended community standards chart showing all the recommended park and facility standards for the City of Doraville, along with current and projected deficiencies, is shown in **Table 6.3**.

**Table 6.3: NRPA Standards and Developed Standards for Park Facilities**

Community Based Standard and NRPA Standards for Park Facilities Population	NRPA Recommended Level of Service	Community-based Desired Level of Service	Existing Number of Doraville Park Acres and Facilities	Current Acreage and Facility Need Based on Doraville Estimated 2013 Population	NRPA Facility Recommendation Based on Doraville Estimated 2013 Population	Current Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	Current Facility Deficit/ Surplus (using Desired Level of Service)	Future Acreage and Facility Need Based on Doraville Estimated 2020 Population	NRPA Facility Recommendation Based on Doraville Estimated 2020 Population	Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	2020 Facility Deficit/ Surplus (using Desired Level of Service)
				10,603				12,310			
Acreage	10.5/1,000	5.5/1,000	41.8	58	111	-70	-16	67	129	-87	-25
Outdoor Basketball	1/5,000	1/10,000	4	1	2	2	3	1	2	2	3
Tennis	1/2,000	1/2,000	2	5	5	-3	-3	6	6	-4	-4
Volleyball (outdoor)	1/5,000	1/10,000	0	1	2	-2	-1	1	2	-2	-1
Baseball/Softball	1/2,500	1/2,500	3	4	4	-1	-1	4	4	-1	-1
Football	1/20,000	1/10,000	2	1	1	1	1	1	1	1	1
Soccer/Multi-Use	1/10,000	1/3,000	1	3	1	0	-2	4	1	0	-3
Swim Pool/Aquatics <sup>1</sup>	1/20,000	1/20,000	1	1	1	0	0	1	1	0	0
Running Track	1/20,000	1/20,000	2	1	1	1	1	1	1	1	1
Trail System (mile)	1/3,000	1/3,000	0	3	3	-3	-3	4	4	-4	-4
Playground	1/1,000	1/5,000	11	2	10	1	9	2	12	-1	9
Community Center	1/50,000	1/50,000	1	1	1	0	0	1	1	0	0
Picnic Pavilion	1/2,000	1/5,000	8	2	5	3	6	2	6	2	6
Skate Park	1/100,000	1/100,000	0	1	1	-1	-1	1	1	-1	-1

<sup>1</sup>Includes spraygrounds

Population Data Source: Doraville Community Assessment Plan



**Table 6.3** uses Doraville’s estimated population of 10,603 and NRPA standards to determine where deficiencies and surpluses in the park system exist. The recommended community-based standards reflect other recreation providers in the community, such as churches, schools, neighborhood associations, and private clubs. The figures shown in **Table 6.3** do not include facilities found on school properties that are not open to the public during the school day, nor do they include the park acreage of churches and private facilities, as they are not fully accessible to the public either. However, these facilities were considered in order to develop the recommended service levels. Based on research and interviews, the planning team has recommended lower facility numbers in some categories and higher ratios in others to provide services that are more balanced in the future. As an example, even though some private organizations offer soccer programs, the condition of soccer fields in Doraville reveals the need for more field space.

Based on both the established NRPA standards and the recommended community-based standards, Doraville is deficient in key categories such as overall parkland, tennis and trails. Conversely, the standards suggest that there are too many playgrounds in the park system. It is clear that additional parks, facilities, greenways and natural areas are needed throughout the community. This evaluation is also consistent with the comments heard in the interviews, the public meetings, and the community survey.

The planning team’s observations and review of public input indicate deficiencies other than just a lack of facilities. Other deficiencies in the parks include overuse, causing increased maintenance needs and environmental degradation of resources, lack of diversity of facilities, and deferred maintenance that are now creating safety and ADA issues. Many survey comments and public input comments spoke to the need to make the parks more attractive and to improve the overall level of maintenance. Based on these findings, it is clear that the City needs to acquire more parkland in order to provide additional facilities. In addition, existing parks should be redeveloped where possible to maximize diversity and the quality of current facilities.

## Park Classifications

For many years, communities across the country have developed parks within a basic classification system developed by NRPA in order to offer balanced parks and recreation opportunities to residents. The standard park system is made up of the following park classifications:

- Mini-Park/Pocket Park
- Neighborhood Park
- School Park
- Community Park
- Large Urban Park
- Natural Resource Area



- Special-Use Park
- Greenway
- Sports Complex

Critical to the service delivery system of any parks and recreation department is the provision of the four basic park categories: mini, neighborhood, community and regional/large urban park. In urban or high-density areas where the proper level of neighborhood and community parks are not adequate to meet the community needs, a larger hybrid park has developed in recent years known as the large urban park. These parks are larger in size and provide activities commonly found in community parks, but also offer areas that preserve natural settings and provide community open space. Beyond these five basic park types are sports complex, special-use parks, natural areas/preserves, greenways, school parks and private parks/recreation facilities that complete the system of parks in most communities. Each is classified differently based upon the types of amenities, size, service area and how access is gained to the facility. The following gives a description of the different types of parks and facilities common to a system.

### **Mini-Park**

The smallest type of park, a mini-park, is typically a site less than five acres. Another term, "pocket park," has been used in some instances to identify a mini-park. The park is designed primarily to attract residents who live within a quarter mile of the park. The park is generally a walk-to type park, meaning no parking facilities for vehicles are normally available. Mini-parks' service levels are 0.25 to 0.5 acres per thousand residents.

Size normally prescribes these parks to be passive, limited-activity park facilities. Common elements include benches, playgrounds and tables in an attractively landscaped setting. The parks are sometimes themed to blend in with the surrounding neighborhood. Designs sometimes match the existing homes, fencing, sidewalk pavers, etc. A park of this size is not developed with fields for league play or community-wide events.

### **Neighborhood Park**

Neighborhood parks are found in most county and city systems. The park normally has 2 to 10 acres and typically serves a population living within a half mile of the park. Neighborhood parks concentrate intense recreation activities and facilities into a limited amount of space. Facilities typical to this park include:

- Playing Fields
- Playgrounds
- Shelters
- Walking Paths
- Swimming Pool
- Parking Facilities



- Restrooms/Concessions

Parking is necessary for this type of facility due to its scope of activities and size. The standard for parking is a minimum of seven spaces for the first ten acres, and one additional space for each additional acre. This may vary based upon the activities and program appeal. If team sport facilities or special features such as a swimming pool are included, parking spaces in the range of 40 per field or greater will be needed.

Although the park is classified as a neighborhood park, the scope of people served can vary based upon densities and the number of other parks available. Typically, one neighborhood park should serve between 10,000 to 20,000 residents, or one to two acres per 1,000 people.

### **Community Park**

Community parks are needed within a system to ensure that all users' recreation needs and interests are addressed and included. This type of park expands beyond a local neighborhood and may sometimes include several neighborhoods. The concept behind community parks is to include essentially a one-stop-shop for all recreation users. It should include a mix of active and passive activities and attract users of all ages. From sports fields to a community center, the park should provide as many recreation and support services as possible. A park of this size and scope commonly has from 30 to 50 acres.

Community parks have both day and night activities. Large facilities, such as a large indoor fitness/recreation center or multi-field sports complex, can be placed in such a facility because of the amount of space available and ability to buffer from the surrounding community.

The service area for such a facility can vary based upon the size and scope of activities offered. However, a facility of this type may serve anywhere from 50,000 to 80,000 people, or 5 to 8 acres per 1,000 people. User analyses are often based upon a service radius, while others in more urban areas may be based upon drive times.

### **Large Urban Park**

A large urban park is typically the largest park within a system. These parks are normally found in large park systems, highly populated communities or in communities with pockets of high populations. The size of these parks varies from a minimum of 50 to 75 acres, up to several hundred acres, depending on the type of activities and the amount of use.

The service radius for this type of facility is tied to the facilities provided in the park and the overall community makeup. In many large urban systems where there are multiple large urban parks, each park will serve a five-mile or 15 to 30 minute drive time for core recreation



services and may serve an entire community if a unique or one-of-a-kind facility is provided there.

### **Special-Use Park**

Special-use parks are designed to meet the needs of a specific user group. An example of a special-use park would be a golf course, a zoo or a museum. A typical feature of these parks is that they are normally good revenue generators. If maintained and properly staffed, these parks can provide a substantial cash flow for the designated entity.

These facilities can vary in size according to the demand and type of layout. For example, a regulation size (par 72) golf course would need at least 140 acres, while an executive style (par 60) layout may only require 100 to 120 acres, based upon amenities such as driving range and practice facilities.

### **Natural Resource Area/Preserve**

According to the NRPA, natural resource areas are defined as “lands set aside for preservation of significant natural resources, remnant landscapes, open space and visual aesthetics/buffering.” These lands consist of:

- Individual sites exhibiting natural resources
- Lands unsuitable for development but offering natural resource potential (examples: parcels with steep slopes and natural vegetation, drainage ways and ravines, surface water management areas and utility easements)
- Protected land, such as wetlands, lowlands and shorelines along waterways, lakes and ponds

Acquisition of natural resource areas and preserves serves to enhance the quality of the community by maintaining a portion of its natural amenities.

### **Greenways**

Greenways have become one of the most popular family recreation activities across the country. The value of greenways in terms of recreation, education and resource protection is invaluable. Greenways serve as linkages between cities, parks, schools, commercial areas and neighborhoods. They provide a safe mode of transportation that preserves the environment.

Typically, greenways can vary between 10 to 14 feet wide and can be paved or natural surface. When developing a greenway system, corridors should be identified where people will access the area easily. Greenways connect elements within the community and incorporate all the characteristics of the natural resource areas. Greenway corridors should be no less than 50 feet in width, except in neighborhoods, where 25 feet may be acceptable.



In his article published in 1995, Julius Fabos, a former professor of Landscape Architecture at the University of Massachusetts, divides greenways into three categories: ecological, recreational and cultural.

Greenways can be located in a variety of settings and can be utilized for active and passive recreation activities. Ecologically speaking, they are typically located along natural environments such as rivers, ridgelines and coastal areas. These trails provide connections to nature, protect and maintain biodiversity, minimize development, and provide for wildlife migration across natural and manmade boundaries.

Recreational greenways commonly link elements that have diverse and significant landscapes. Many link rural areas to more urban locales and range from local trails to larger systems. Most are paved trails that accommodate pedestrians, skaters and bicycles.

Another type of greenway is the cultural trail, which connects areas of significant historic value and culture. Economic benefits from these types of trails may be significant if linkages can be directed toward areas of commerce to provide an infrastructure for commuting.

### **School Parks**

School park sites are an excellent way to combine resources and provide accessible recreation amenities to the community. Depending on the school type (i.e. elementary, middle, high school) the size of the park will be dictated by the land available adjacent to the school. Typically, middle and high schools are constructed with youth athletic fields to support team sports. These facilities provide the basis for developing a community park or, at the very least, youth athletic fields for recreation programs. The selection of school sites is determined by the school district, and the countywide or citywide distribution of students. The school site selection criteria may or may not meet the needs for parkland distribution. When development of school parks is possible, guidelines for neighborhood/community parks should be followed to meet the needs of residents. When joint developments occur, features common to other parks in the county and surrounding cities (i.e. signs) should be used to identify the property as a public facility.

### **Private Park/Recreation Facility and Church/Non-profit Groups**

The private park and recreation facility, as described by the NRPA, meets one of the two following characteristics:

“Private Parks, such as swimming pools, tennis courts, and party houses, are generally within a residential area developed for the exclusive use of residents and are maintained through a neighborhood association. They are not, however, a complete substitute for public recreation space. Private Recreation Facilities that are for-profit enterprises, such as health and fitness clubs, golf courses, water parks, amusement parks and sports facilities. Not-for-profit private providers include the YMCA, churches, and private schools and colleges that offer sports and recreation facilities.”



These facility types can be entirely private or, in many cases, be a joint venture between a public entity and a private organization. Partnerships of this kind allow for the provision of facilities and programs at a reduced cost to the public sector.

One key partnering opportunity would be with the Center for Pan Asian Community Services. Currently, they offer a wide variety of programs to the community, particularly in the area of recreation. Leadership from this group has expressed an interest in expanding their soccer program, which would require additional fields.

### **Other Park and Recreation Service Providers**

As previously mentioned, the biggest providers of recreation facilities other than the City are local churches and religious-based organizations. These private providers are all membership-based and are commonly found in metropolitan areas. It is the planning team's experience that most private providers serve a different user group than public recreation facilities. Public providers tend to be more family orientated and offer programs that, in many cases, are not revenue generators for the facility, while private facilities offer programs that can cover cost. The same is true for religion-sponsored facilities; there is a segment of the population that does not feel comfortable participating in programs that are religion-based. Therefore, a mix in the types of providers is needed to meet the needs of the entire community.

### **Community Green Space and Zoning Provisions**

Other factors that can impact the delivery of parks and recreation services and the provision for greenways and open space in the community are the requirements associated with land development within a community. There is a broad range of community zoning and open space standards across the country. Some communities have very strict requirements for funding park development, which range from setting aside land for public parks to paying fees that help construct parks. Several rapidly growing communities have charged park impact fees in an effort to keep pace with the growth, while others have used a less clear-cut approach and have negotiated with landholders and developers to acquire parkland.

Doraville's Livable Communities Form-Based Code establishes development regulations requiring that no less than five percent (5%) of proposed development be dedicated as civic space. Per the code's definition, such civic space may be designed as park, greenspace, plaza, square or playground. While this requirement will increase the amount of public open space within the city, it is not anticipated that such developments would likely be sized so as to accommodate active recreation, but, rather, passive greenspace. Without the dedication of additional greenspace capable of supporting active programming, the City will have to continue to internally develop active civic areas, rather than relying on private developers to meet the City's growing needs.



Many communities have set up detailed requirements that look at the total recreation needs of a community other than those that can be met on site by each individual development. Many communities start with mandatory park dedication requirements with an option to pay a fee in lieu of dedicating the land. The parkland dedication takes into account the facilities that would normally be found in both neighborhood and community parks. This is done by keeping an inventory of current facilities on an annual basis and developing level of service ratios on a per capita basis. The better ordinances seek to balance the dedication of land that is provided in the community where the development is occurring, or at the nearest community park that will actually serve the development. In a city like Doraville, where high-density vertical development is anticipated such as is proposed in the new GM plant renovation, a “fee in lieu of” arrangement would be a good alternative to address the impact of thousands of new residents living in multi-story units. The money collected could then be used to upgrade or add facilities at one of the existing community parks to meet sport field needs and interior programming space. Collierville, Tennessee, has a good ordinance for both parkland and greenway ordinance tied to new development and would be a good one to review if the city decides to pursue mandatory parkland dedication requirements.

Another new trend for green development is to offer incentive programs to developers who set aside open space or utilize green infrastructure solutions in their developments. Nashville, Tennessee, has developed a form-based zoning code for the central business district that has incentives for green roofs, rain gardens and structured parking. The incentive is in the form of density credits, which can in turn be used to increase density of the development or be sold as credits to other developers, who can use them on a different property. These types of incentive programs could work well around the MARTA station to gain valuable green space and parkland.

## Service Area Analyses

### Gap Analysis

A gap analysis is an assessment of the service areas of facilities to determine if there are areas of a community that are being underserved and represent gaps in the overall service standard for each park category. The service area analysis begins by classifying existing parks using the NRPA park categories. All existing parks were classified based on use patterns as well as size and NRPA standards (*see Table 6.4*). Service areas for each category were also provided.



**Table 6.4: Park Acreage by Service Area**

SERVICE AREAS	CLASSIFICATIONS	PARK ACREAGE	TOTAL PARK ACREAGE
<b>0.25 Miles</b>	<b>Mini-Parks / Playlots</b>		<b>3.95</b>
	Chicopee Park	2.14	
	English Oak Park	1.81	
<b>0.50 Miles</b>	<b>Neighborhood Parks</b>		<b>17.83</b>
	Autumn Park	5.93	
	Brook Park	6.07	
	Flowers Park	1.63	
	Bernard Halpern Park	4.20	
<b>2.00 Miles</b>	<b>Community Parks</b>		<b>20.09</b>
	Honeysuckle Park	20.09	
<b>Total Park Lands</b>			<b>41.87</b>

The maps on the following pages illustrate the service area analysis and are described in the text below. **Figures 6.1 through 6.3** show the relationships of existing parks to the community as a whole. Their service areas reflect the NRPA community park standard of .25 mile for mini parks, .5 mile for neighborhood parks, and 2 miles for community parks.

**Figure 6.1** is a map showing the location of the City’s parks, other recreation properties, and other City-owned properties located within the municipal boundaries. This map also shows the proposed routes of future greenways.

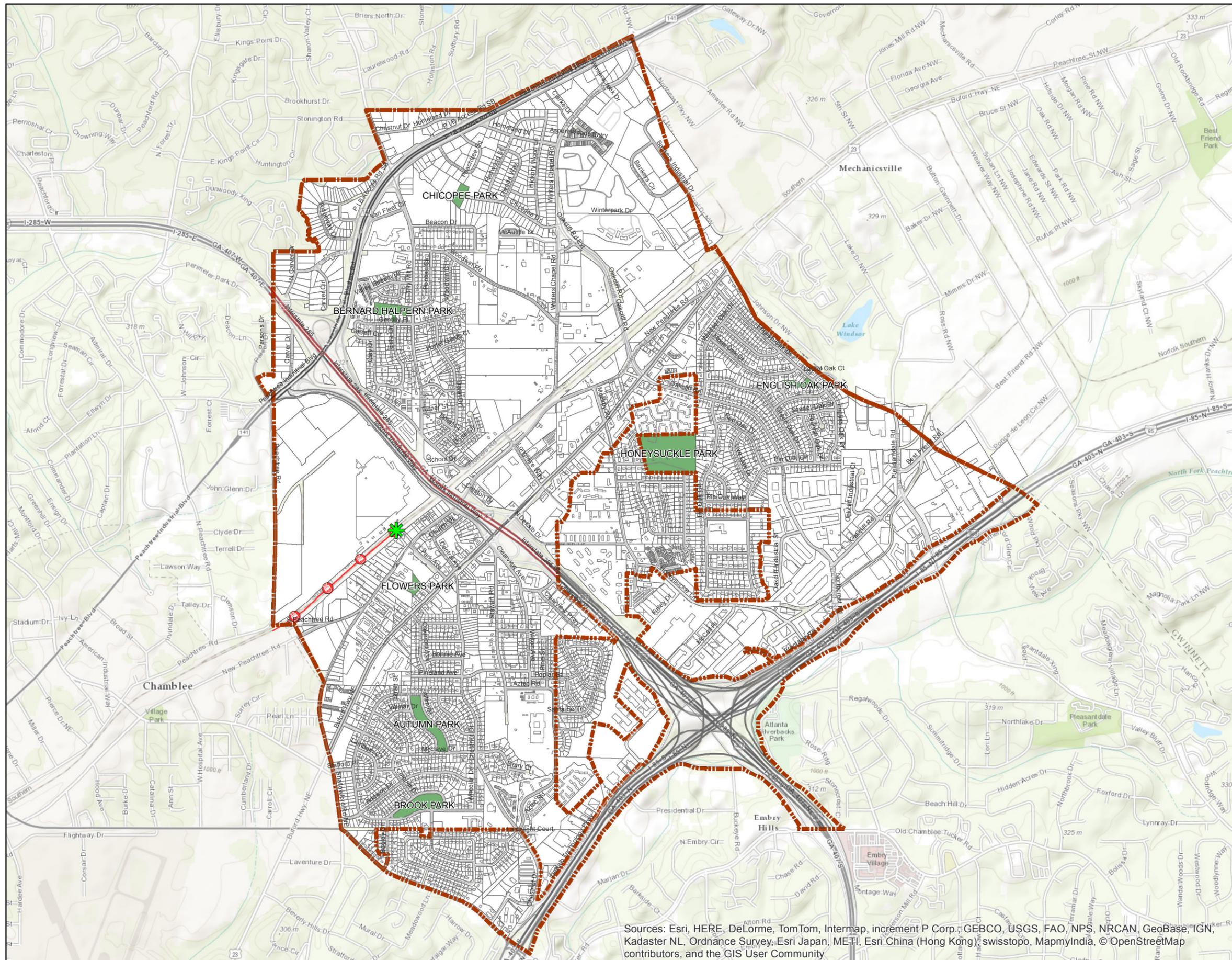
**Figure 6.2** shows what is commonly called a gap analysis map. These maps show the existing park service areas. An analysis of the map shows that many of the park service areas are limited by physical impediments, such as interstate and rail corridors. As a result, parks serving a particular neighborhood may be cut off from an adjacent area due to the lack of pedestrian facilities. As a result, current park properties do not allow the City to offer a balanced level of service to all residents.

Utilizing the information provided in the community profile, along with the gap analysis and community desired service levels, the planning team recommends that the City undergo a feasibility study to investigate areas of interest for lands that may be acquired to increase overall park system acreage and to provide capacity for additional facilities desired by the community. Four areas proposed for further additional investigation, as shown on **Figure 6.3** include:

- Northeast Park: Properties east of Winters Chapel Road/Oakcliff Road and north of Buford Highway
- Southeast Park: Properties east of Northcrest Road and north of Interstate 85



**FIGURE 6.1**  
EXISTING PARKS



**Legend**

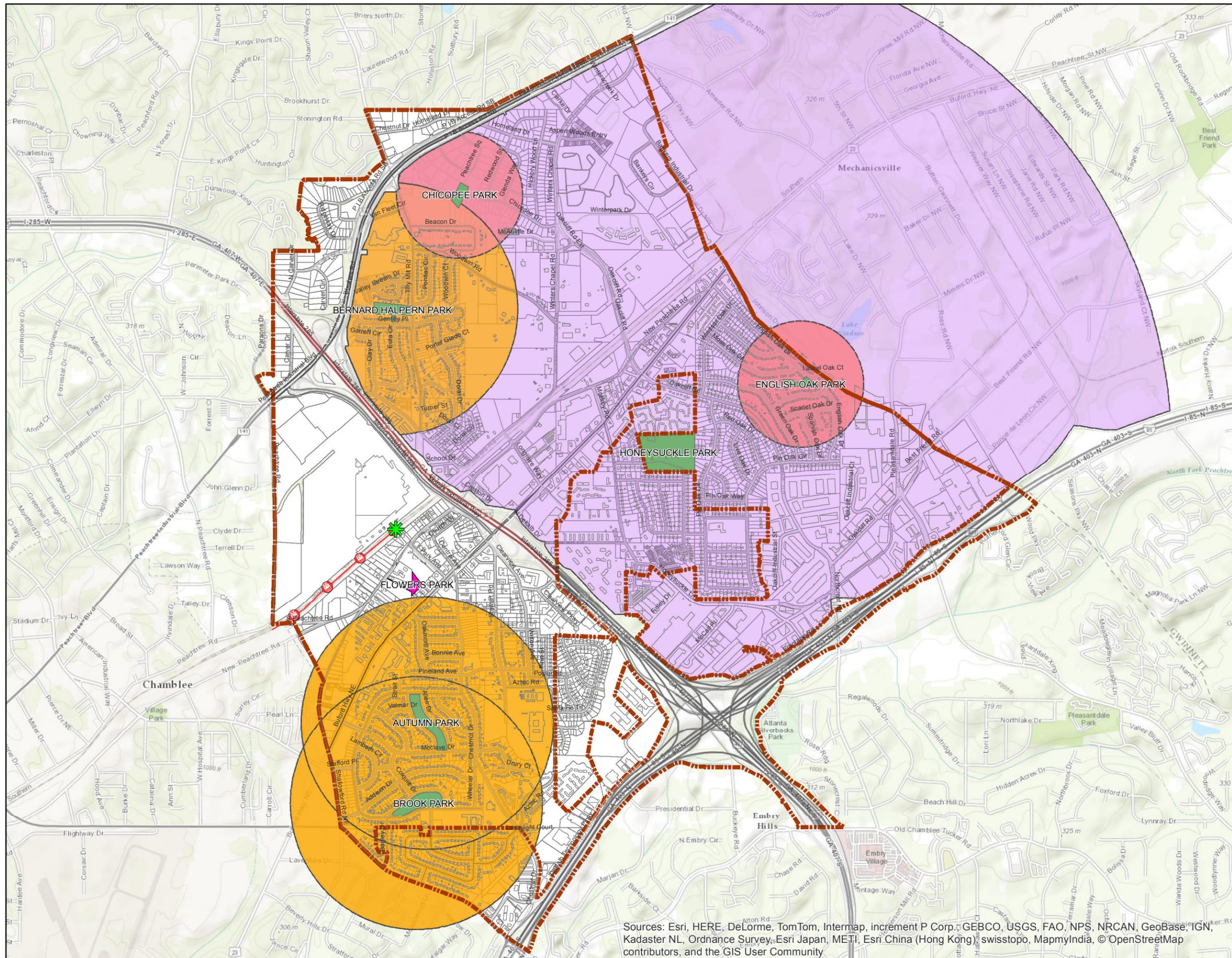
-  City Parks
-  MARTA Railway
-  MARTA Station
-  City Limits

Sources: Esri, HERE, DeLorme, TomTom, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



0 0.1 0.2 0.4 0.6 0.8 Miles

**FIGURE 6.2**  
EXISTING PARKS  
SERVICE AREA ANALYSIS



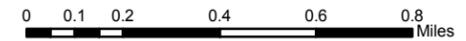
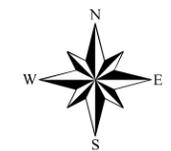
**Legend**

- City Parks
- Special Use Park (Serves Entire City)

**PARK SERVICE AREAS**

- 1/4 MILE Mini Park
- 1/2 MILE Neighborhood Park
- 2 MILES Community Park
- MARTA Railway
- MARTA Station
- City Limits

Sources: Esri, HERE, DeLorme, TomTom, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



- West Park: Properties north of Buford Highway and west of Interstate 85, extending to the current city limits
- Interstate Park: Properties near the south end of the Interstate 85 and Interstate 285 interchange (Spaghetti Junction)

New Neighborhood Parks: Properties within the stated areas of interest for Northeast Park, Southeast Park and Interstate Park should be studied to determine their suitability for development of neighborhood park-level facilities, including, but not limited to parking, walking trails, playgrounds, picnic pavilions, restrooms, outdoor courts and at least one location for an off-leash dog park.

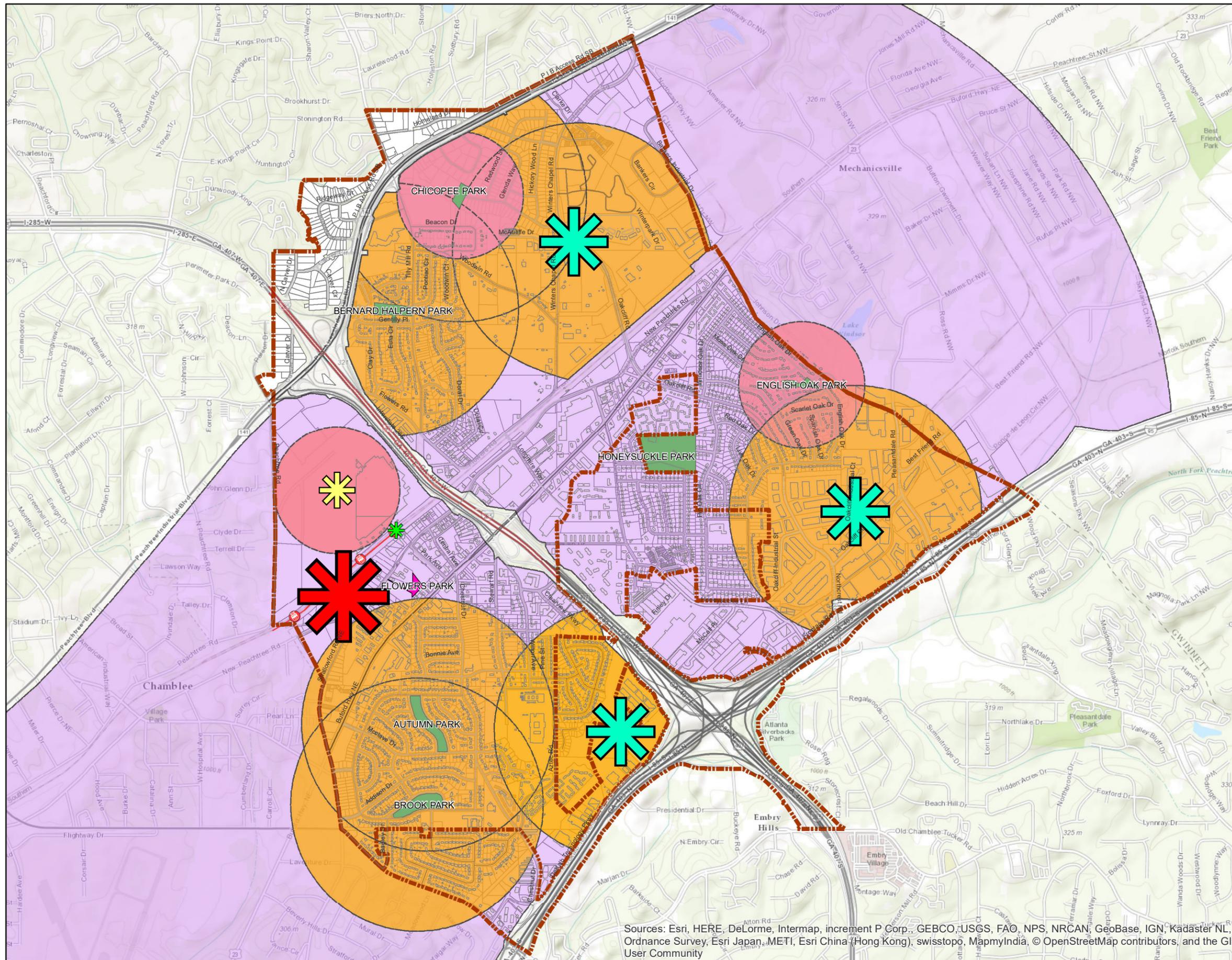
New Community Park: Properties within the stated area of interest for West Park should be evaluated for their capacity to include community park-level facilities, even though available properties may not have the acreage available for traditional community parks. An emphasis for development of multi-purpose fields and other associated amenities should be investigated for these properties. Observations have been made that underutilized parcels that could support large field development exist along the MARTA rail corridor. Although not immediately contiguous to the properties, the existing pool at Flowers Park, as well as the greenspace around City Hall, constitute other components of a community park. One could envision a redesigned Flowers Park and general area adjacent to the MARTA station that includes a pool, large greenspace, community meeting spaces (should some of the existing buildings, such as the library, be incorporated), and a multi-use field complex nearby serving as “sister parks” to fulfill the need for a community park in this area. Should these areas be considered for City Hall or library relocation, or expansion of the new mixed use development at the old GM site, meeting the needs of a community park should be part of those plans.

The addition of these parklands will address deficiencies in parkland acreage and facilities while also filling in much-needed service gaps within the city, as shown in **Figure 6.3**. It should be noted that the development requirements for the GM Plant conversion require that dedicated civic space such as parks and open lawn areas be developed along with the proposed development. As a result, it is not suggested that the City seek to develop additional parklands to specifically address.

New Mini Parks: During interviews with elected officials, a desire was voiced for small greenspaces for reading books, contemplation in nature, and other activities. Because these spaces can be carved from existing development as well as available small greenspaces, but will only serve a small area. When possible, the City should seek to acquire these spaces. In particular, small mini parks could offer the residents living north and west of Peachtree Industrial Blvd, where the City adjoins Dunwoody, and areas north and east of Interstate 285, south of Honeysuckle Park.



**FIGURE 6.3**  
GAP ANALYSIS OF  
EXISTING & FUTURE PARKS



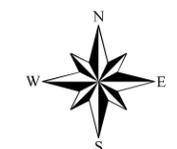
**Legend**

- GM Redevelopment
- Future Neighborhood Park (in general area)
- Future Community Park (in general area)
- City Parks
- Special Use Park (Serves Entire City)

**PARK SERVICE AREAS**

- 1/4 MILE Mini Park
- 1/2 MILE Neighborhood Park
- 2 MILES Community Park
- MARTA Railway
- MARTA Station
- City Limits

Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



## Proposed Greenway Routing

One of the best methods to add natural resources to the park system is through greenway development. Survey responses revealed a high desire to add more greenways to the trail system throughout the city.

A minimum 50' greenway corridor is recommended and 100' is preferred where it can be obtained. The topographic relief found along the proposed greenway corridors may also require the trail to have switchbacks to comply with ADA grade requirements, as well as make it more bicycle friendly for the average rider. A wide easement will allow for longer switch backs as the trail climbs a steep terrain. It will also allow the trail to meander within the easement, adding interest along the greenway corridor.

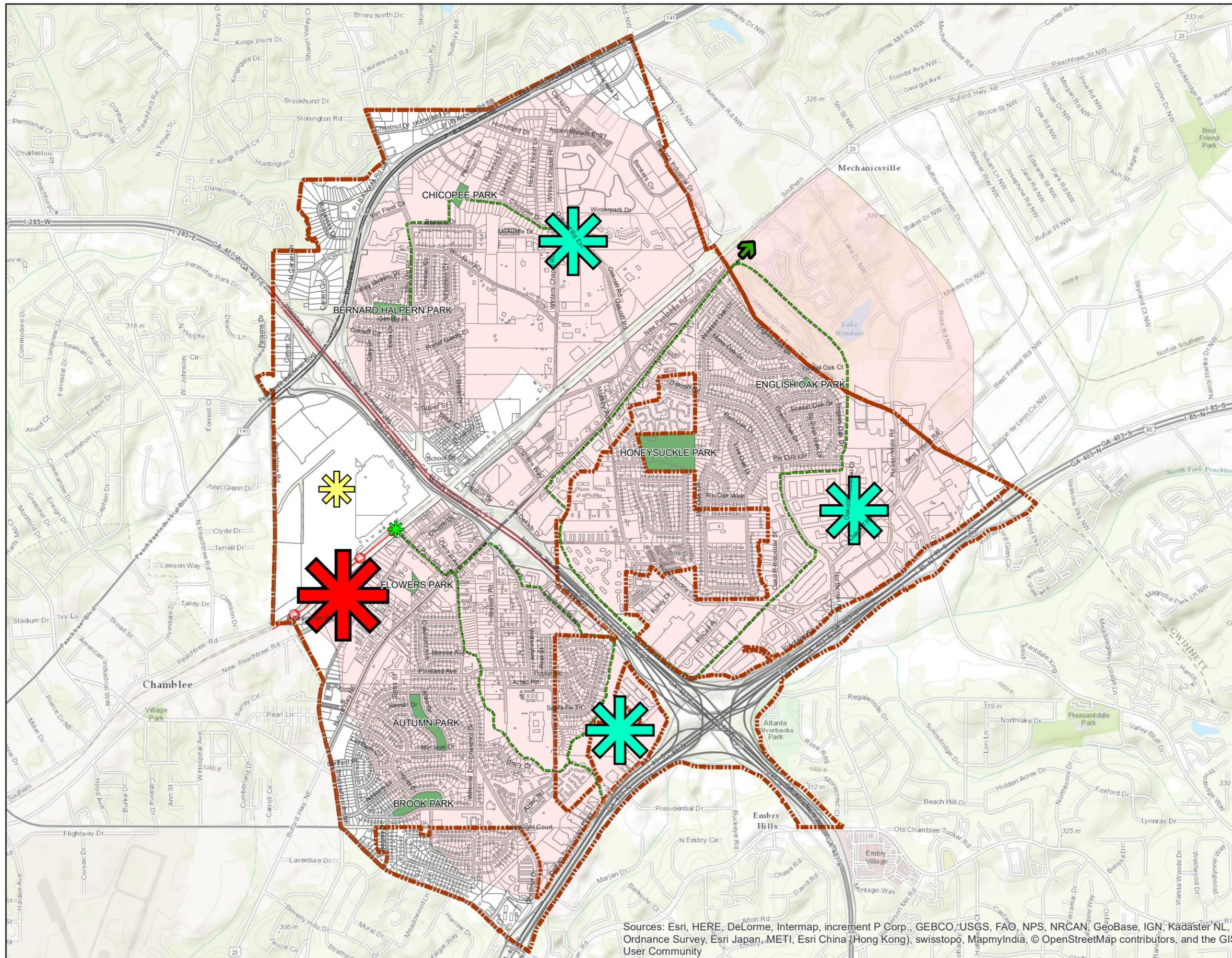
If the City could obtain easements along stream corridors and develop greenways, it would insure both protection of the resources and access. The improved access could be used to increase public awareness of the value of these stream corridor resources and greatly expand city park acreage through the applications of easements rather than fee simple purchases of property.

In some situations, greenway corridors must be routed through existing development, as is the case in Doraville. Generally speaking, these corridors are significantly narrower and are often limited to widened sidewalks and at-grade street crossings. These corridors are challenging in that they require considerable coordination with existing developments and property owners, but they also present a rare opportunity to provide pedestrian connections to a wide variety of residential and commercial developments.

**Figure 6.4** illustrates the location of proposed greenway corridors relative to the existing park facilities. Information from several studies was utilized, including the *DeKalb County PATH Plan 2000*, *Gwinnett County Open Space and Greenways Master Plan 2012*, as well as investigations using aerial photography and GIS data, to delineate the greenway routes shown on the map. Because of the divisions within the city due to interstate, highway and rail corridors, a feasible connection across the city was unable to be determined to meet Doraville's current greenway needs. Rather, the planning team identified two loops and one linear park connection to serve as internal pedestrian corridors to link together key residential areas and parks. The proposed routes involve a combination of new multi-use trails and widening of existing sidewalks. Portions of these corridors are slated to travel along existing utility easements and stream corridors where they diverge from roadside facilities. The City will have to undertake additional feasibility studies for each of these greenway corridors to gain a ground-level understanding of these routes, their potential connections to existing and future corridors in adjacent jurisdictions, and their associated opportunities and challenges.



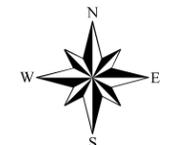
**FIGURE 6.4**  
FUTURE GREENWAYS  
SERVICE AREA ANALYSIS



**Legend**

-  GM Redevelopment
-  Future Neighborhood Park (in general area)
-  Future Community Park (in general area)
-  City Parks
-  Future Greenways Planned by Others
-  1/2 MILE Future Greenway Service Area (reachable via sidewalks)
-  MARTA Railway
-  MARTA Station
-  City Limits

Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



0 0.1 0.2 0.4 0.6 0.8 Miles

Once the feasibility studies are complete and a formal master plan is adopted, the City should identify the development phases then initiate construction documents and property acquisition documents. This process could take up to two years to complete. Once the land is acquired, construction should begin. The City should continue this process for each phase until the entire greenway is constructed.

Other recommended sections of the greenway should be developed over the next ten years as funding becomes available.

In order to improve the balance of service, it is clear that additional property and facilities will be needed. Greenway development, along with redevelopment of existing parks, will provide the greatest initial impact and expand recreation opportunities. Because there is so little land available, it is critical to secure land purchases quickly, even if development has to wait for some years. Therefore, in our summary of recommendations, we have ranked acquisition of parkland and greenway corridors and the redevelopment of existing parks as the priorities. These priorities are followed by improving the overall safety and ADA accessibility at all other facilities.

## **General Park Evaluations, Observations and Recommendations**

The completion of the existing facility assessments has revealed a park system that is in fair to poor condition. The facilities in the best shape were found to be Bernard Halpern Park and English Oaks Park. Beyond these few facilities, most all other facilities in the park system need major renovations. The facilities vary in age and style, as they have been developed over a number of years. All of the facilities were developed by DeKalb County before they were purchased by the City. Many of the parks are located in residential neighborhoods and lack proper roadway access for the amount of use the parks generate. As the city continues to grow and densities increase, access to the many parks will become difficult.

### **General Park Observations**

- Items listed in “good” condition are either new or require little maintenance or repairs. Items listed in “fair” condition are still functional but require maintenance to ensure their use throughout the life of the master plan. Items listed in “poor” condition will require replacement during the span of this master plan.
- In general, all the parks have major ADA access issues. Proper access routes connecting parking lots to facilities is a major issue. Another issue is bringing bathrooms into compliance or making them operational.
- Lighting levels in parking lots are inconsistent
- Most sports fields have turf conditions that are not suitable for play



- Old fencing is found throughout the parks and does not meet functional requirements and is distracting for the parks appearance
- Current tennis court conditions make these facilities not suitable for play.
- Playground conditions vary widely from new to being in need of total replacement
- Most items noted during the assessment were found to be in poor condition. Team members noted that the majority of issues found throughout the site were maintenance-related and primarily due to age and the high levels of use at each park.
- Signage at each park is inconsistent. Recommend developing sign standards to bring park facilities to full compliance and to create a unified look.
- Site furnishing such as benches and trashcans are needed throughout the parks, along with standardization of the site furnishings.
- Parking quantities are inadequate in neighborhood and community parks.
- Several areas require additional maintenance due to excessive use and erosion. Where steep slopes are difficult to maintain, recommend low-maintenance plantings for both aesthetics and erosion control.
- Restrooms should be provided at all neighborhood parks.
- The football field at Honeysuckle Park is overused, resulting in poor turf quality. If the current level of programming is to remain, alternative synthetic turf material should be explored or increased maintenance of natural surfaces will be needed.
- Most of the pavilions throughout the park system are in need of renovation or replacement

### Americans with Disabilities Act (ADA)

A large issue facing both public and private recreation providers is the ability to enhance access for disabled patrons. Park and recreation departments are not exempt from this requirement, and legislation dictates that primary park amenities be barrier-free.

Primary access routes as described in the Recommendations for Accessibility Guidelines: Recreation Facilities and Outdoor Developed Areas, by the U.S. Architectural and Transportation Barriers Compliance Board (Access Board) are defined in the following manner:



Outdoor recreation access routes are the paths that connect the primary developed spaces and elements that are basic to the recreation experience being offered at the site. For



example, the outdoor recreation access routes at a picnic ground are the paths linking the parking area, restrooms, picnic units and water hydrants. While many of these elements – parking area, restroom and water hydrant – are not the primary reason for a person to visit the site, they are basic developed elements that serve all visitors.

Designers and managers, in consultation with users, must determine which of the developed activities and elements at a recreation site are basic to the recreation experience being offered. Further, they must insure that there is a comprehensive system of outdoor recreation access routes that connect all primary elements and spaces with each other and with accessible parking spaces and facility entrances. This determination should be based upon visitor expectations as well as the level of development at the site.

The ADA regulations were updated in July of 2010, when President Obama signed the legislation that governs the design standards. The new standards offer more governance and specifics than the previous standards, but still leave some room for interpretation for some park facilities; however, they are very specific in their requirements for all playgrounds, hard courts, pathways, spectator areas, water play features, restrooms and programming spaces to be accessible. The guidelines provide specifics on maximum vertical and horizontal slopes that can be used along access routes if they are to be compliant. Several of the key standards that will impact new park and renovation projects are as follows:

*206.2.13 Exercise Machines and Equipment. Exercise machines and equipment required to comply with 236 shall be on an accessible route.*

*206.2.17 Play Areas. Play areas shall provide accessible routes in accordance with 206.2.17. Accessible routes serving play areas shall comply with Chapter 4 except as modified by 1008.2.*

*206.2.17.1 Ground Level and Elevated Play Components. At least one accessible route shall be provided within the play area. The accessible route shall connect ground level play components required to comply with 240.2.1 and elevated play components required to comply with 240.2.2, including entry and exit points of the play components.*

*206.2.17.2 Soft Contained Play Structures. Where three or fewer entry points are provided for soft contained play structures, at least one entry point shall be on an accessible route. Where four or more entry points are provided for soft contained play structures, at least two entry points shall be on an accessible route.*

For more information on ADA requirements, please visit:

<http://www.ada.gov/regs2010/2010ADASTandards/2010ADASTandards.pdf>

## **Playground Safety Standards**

Another prominent issue within some park systems is the non-compliance of playground equipment to safety standards by organizations such as the American Society for Testing



and Materials (ASTM), the U.S. Consumer Product Safety Commission (CPSC) and the International Play Equipment Manufacturers' Association (IPEMA). The standards proposed by these organizations are meant to serve as a guideline to help create atmospheres that are safe and pose a minimal threat of injury. Studies show that the majority of injuries sustained on public playgrounds are to the head—a result of falls from the play structure to the ground. For this reason, consideration has been given as to what the critical fall height would be in which a fatal head injury might occur.

Guidelines have been established measuring the impact performance of various materials. As with ADA issues, alternatives should be studied and a standard established for implementation of safe play environments throughout the parks system.

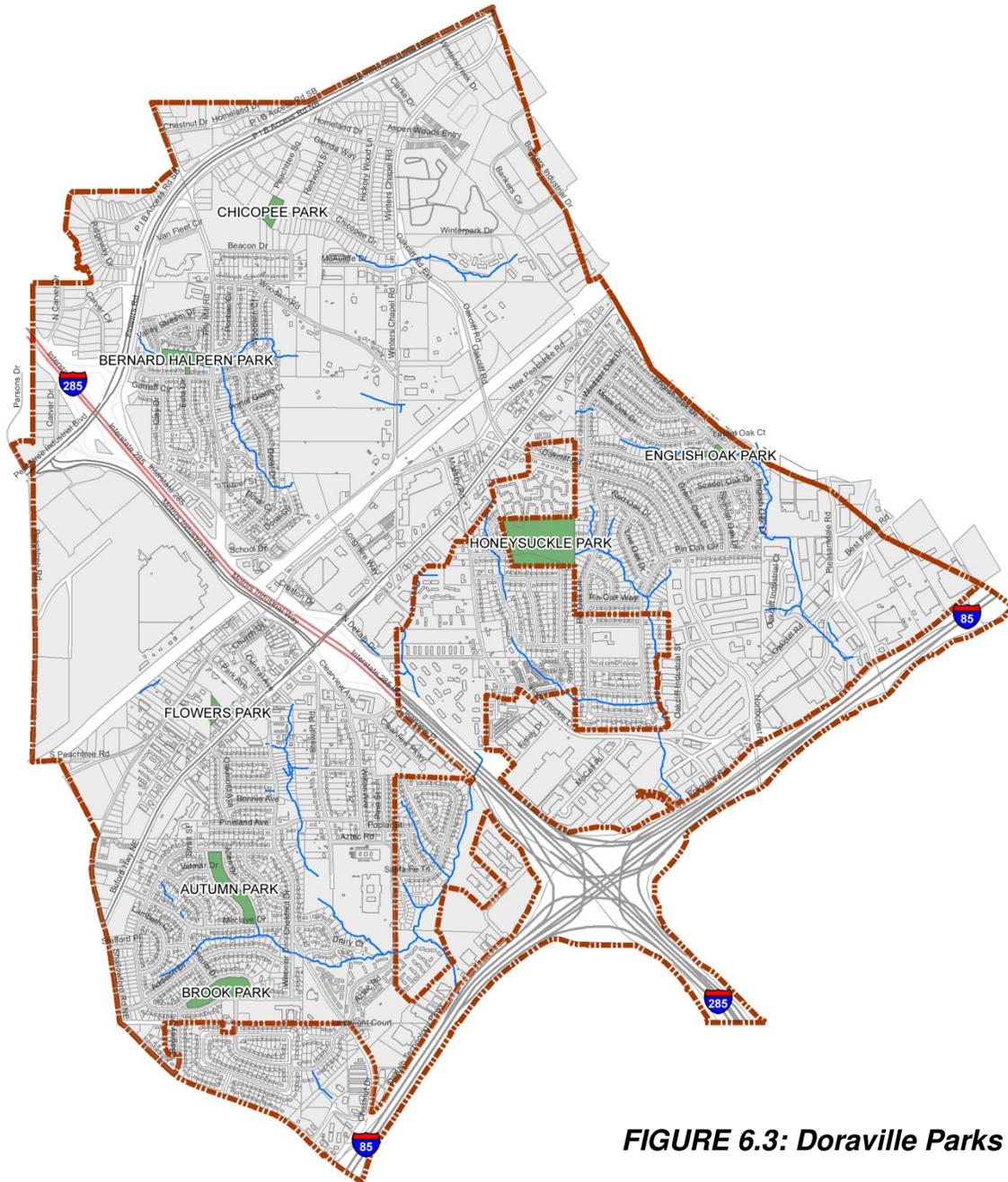
While the playgrounds throughout the park system have safety surfaces, the current level of maintenance does not meet the requirements for these surfaces to be considered compliant. The use of natural surface wood chips is a common playground surface material but has much higher maintenance requirements to maintain its safety rating. Many of the playgrounds lacked proper maintenance, which should occur daily. Newer poured-in-place rubber surfaces are becoming more cost effective, as they involve a higher initial cost but eliminate the need for annual maintenance and material costs. As playgrounds are added to the system and older equipment is updated, this type of surfacing should be examined as an alternative.

The team recommends that at least one member of the park staff maintain a playground safety certification (Certified Playground Safety Inspector, CPSI) to monitor playground conditions and limit the City's liability. This is a standard practice in public park agencies across the country.



# Individual Park and Facility Assessments and Recommendations

The following are individual park assessments and recommendations. Information regarding the size, location and amenities within each park and facility is listed. Planning team members analyzed facilities for their age, functionality and conditions, then provided recommendations. Below is a map with the location of each park.



**FIGURE 6.3: Doraville Parks**



## Mini-Parks

### Chicopee Park

**Location:** Chicopee Drive

**Size:** 2.14 Acres

**Classification:** Mini-Park

**Review:** This pocket park is located at dead end of road in residential area. The park serves nearby residents. There is no off-street parking, just a turnaround for vehicles. At the park, we found a small metal pavilion with a built-in grill in good condition. In addition, there are two picnic tables, four trash cans, no ADA

- Playground structure good condition, timber border, mulch surfacing, no ADA
- Older swings: (3) belt, (1) bucket; timber; mulch; no ADA
- New bench swing, plastic border, much, no ADA
- Open lawn area, no irrigation, no lighting, sloped

Overall, the park is in good condition; however, accessibility is an issue with the presence of obstacles that affected use for visitors who are disabled. Below is a summary of recommendations.

#### **Recommendations:**

- Address ADA compliance issues
- Consolidate play equipment.
- Provide a walking loop to connect play features to the access points



## English Oak Park

**Location:** 4074 English Oak Drive

**Size:** 1.81 Acres

**Classification:** Mini-Park

**Review:** English Oaks Park has pull-off parking, including a few handicapped spaces, but they are not fully ADA compliant. Other park amenities include:

- Decorative fence with pilasters along front
- Walking trail, paved
- Wood exercise stations
- Neighborhood information board
- Bench swings, bench, trash cans
- Pavilion
- Polygon structure, excellent condition
- (5) tables, (2) grills, (4) trash cans
- Paver accent sidewalk
- Playground
  - 2-5 year old structure, fair condition, plastic border, mulch, no ADA
  - Swings: (2) belt, (1) toddler; (1) bucket, plastic border, mulch; no ADA; fair condition
  - Spring riders, mulch, plastic border, no ADA
- Horseshoe pit, no ADA



### **Recommendations:**

- Relocate ADA parking
- Address ADA compliance issues
- Consolidate play equipment



## Neighborhood Parks

### Autumn Park

**Location:** Allen Drive

**Size:** 5.93 Acres

**Classification:** Neighborhood Park

#### **Review:**

- Linear drainage corridor with passive park elements on the sides
- Multiple bench swings, in various locations, overlook the creek below
- Multiple swing sets throughout the site, mulch/pine straw, timber borders, no ADA
- 2-5 year old playground in good condition, timber border, mulch, no ADA
- Park signage on both ends of park

#### **Recommendations:**

- Provide perimeter walking loop with paved connections to park amenities
- Address ADA
- Clear invasive species from stream corridor
- Provide a restroom facility



## Brook Park

**Location:** 3193 Raymond Drive

**Size:** 6.07 Acres

**Classification:** Neighborhood Park

### Review:

- Large linear greenway that serves as a drainage corridor (not stream)
- Multiple benches and trash cans located throughout park
- 2-5 year old play structure, good condition, mulch, timber border, no ADA
- Old swings, no surfacing
- 2 lighted tennis courts that need new fencing and surface repair
- Drinking fountain at tennis not ADA
- Pavilion
  - Brick, metal roof with built-in grill
  - (2) picnic tables, permanent
  - (4) trash cans
- Old stand-alone slide needs removal
- Old swings: (2) belt, (1) bucket; mulch; plastic border; no ADA
- Some site lighting around the playground and pavilion

### Recommendations:

- Renovate tennis courts
- Add perimeter walking loop with paved access to park amenities
- Consolidate playground area, make ADA
- General maintenance is needed on pavilion
- Provide a restroom facility



## Flowers Park

**Location:** 3740 Park Avenue

**Size:** 4.63 Acres

**Classification:** Neighborhood Park

**Review:** This park's main amenity is the Doraville pool, which is "Z" shaped with stair entry, 3' to 4' deep with an 11' diving well at end. It has a portable pool lift available. The pool deck is in fair condition. The pool has a storage building that is also in fair condition. There is also a covered patio with residential grade patio furniture.

### **Pool House**

- Men's room has 1 urinal, 1 toilet, 1 sink, no ADA, no partitions and women's room has 1 sink, 2 toilets, no ADA
- Ticketing and vending room, no cooking, no warming, no ADA counters
- Outdoor showers
- Pool area has barbed wire perimeter fence
- Parking lot has no ADA access to pool
- Remnants of old ball field include concrete bleachers, restroom building, and dugouts, now a detention area for police headquarters
- Park access is off a residential driveway from New Peachtree Road. The building is owned by the City and leased as commercial space. The driveway is single-vehicle wide with poor routing to pool.



### **Recommendations:**

- Expand pool area to include splash pad and new ticketing/pool house bldg.
- Coordinate with adjacent church for shared driveway access from New Peachtree Rd.
- Consider acquisition of adjacent properties for park expansion.
- Demo residential building and redevelop front of park.
- Add parking lot lighting



## Bernard Halpern Park

**Location:** 4150 Tilly Mill Road

**Size:** 4.20 Acres

**Classification:** Neighborhood Park

### **Review:**

- Serves the Tilly Mill neighborhood in northern Doraville
- (2) Soccer Courts (lighted)
- Multi-purpose Playing Field (unlighted)
- Picnic Pavilion
- Playground Equipment
- Shuffleboard
- Basketball goal in the parking area
- Playground with climber, (1) belt and (1) bucket swing, mulch, with a plastic border

The playing field has artificial turf and it is in good condition, except for the entry area from parking. The open lawn area, not irrigated, not lighted, and needs re-grading.

The pavilion at the park is brick with wood trusses, metal roof, built-in grill, and it is in good condition. In the pavilion, we found two permanent tables and three trashcans. The tables are not ADA compliant and the pavilion is not ADA accessible.

The park has a new concrete walking path with bridge connection to adjacent townhomes. There are also high-end residential benches and trash receptacles.

### **Recommendations:**

- General ADA considerations
- Renovate parking areas
- Open lawn area re-graded, irrigated
- Basketball goal area, needs to be repaved, restriped
- Provide a restroom facility



# Community Parks

## Honeysuckle Park

**Location:** 3037 Pleasant Valley Drive

**Size:** 20.09 Acres

**Classification:** Community Park



### Review:

- Inventory: Forest Fleming Arena, Football field (lighted), (3) lighted baseball fields, (1) partially-lighted tee ball field, Paved walking trail with exercise stations, Off-street parking, (2) Playgrounds, Obstacle Course, and Multiple Buildings as follows: (3) Storage Sheds, Field House, Restroom, Ticket Booth, Baseball Scorer, and Picnic Pavilion
- Paved parking off Pleasant Valley Drive
  - Not well defined between road and parking
  - Handicapped spaces too steep slope, no proper signage or accessible route into complex
  - Parking and road poorly lit at night
  - New striping needed
- Football field
  - Lighted with wood poles.
  - Crowned field, irrigated, fair condition, but needs regrading to eliminate dips/humps
  - Chain link fence perimeter in poor condition
  - Multiple concrete bleachers and elevated metal bleachers, no ADA seats, poor condition
  - Field House needs to be removed, multiple hazards from several additions
    - Serves as registration, storage, team locker rooms, scoring, restrooms, concessions, and referee rooms.
  - Restroom Building (Livery Stable) has covered area and storage trailers on both sides, non-compliant ADA amenities, drainage toward building entry is not intercepted by trench drain
  - Field house plaza is poorly lit and drains onto adjacent ballfield
- Parking lot storage building holds baseball equipment and mowing equipment, block building with asphalt roof
- Baseball Scorer building has storage below and scoring/pressbox up top, recommend total renovation
- Ticket booth is a wood structure with asphalt roof, poor condition
- Picnic pavilion and swings
  - Not ADA compliant
  - (8) wood picnic tables, (4) trash receptacles, and (2) grills
  - Wood structure, asphalt roof in fair condition



- Swing: (2) toddler, (2) belt, timber border, mulch, no ADA, good condition
  - (2) bench swings, timber border, mulch, no ADA, fair condition
- Front softball field
  - Dugout located in parking lot
  - Lighted, irrigated
  - Plaza drains into field
  - Score tower poor condition
  - Backstop damaged, lots of rust
  - Fencing has barbed top
  - No ADA
- Overflow Parking is a gravel/grass area with direct access off Pleasant Valley Drive
- Playground
  - Older style swings only, (2) bucket, (2) belt, mulch, timber border, no ADA
- Walking trail
  - Asphalt, condition varies
  - Loop includes roadway of Pleasant Valley Drive
  - Exercise station equipment relatively new. Timber borders, mulch, no ADA
  - Boardwalk connection to adjacent neighborhood, includes timber steps, no ADA, potentially hazardous due to holes and lack of paved connection
- Rear baseball
  - Poor dugout roofs, no ADA
  - Lighted, irrigated
  - Backstop and scorer tower in poor condition
  - Bleachers not on pad
- Obstacle course
  - Timber border with pinestraw
- Tee Ball
  - All grasses, no irrigation, partially lighted, no irrigation
  - Steep slope on playing surface
  - Fencing, dugouts, score tower in poor condition
  - Bleacher not on pad
  - No ADA
- Big Baseball
  - Arch backstop
  - Field lighted, irrigated, good condition
  - Fencing, dugouts, score tower poor condition
  - No ADA

**Recommendations:**

- Master plan the entire park for renovations.
- Immediate needs include renovation of football field turf and fencing as well as addressing safety concerns with spectator seating areas and existing field house.
- Baseball fields can be serviceable for near term with new fencing, dugouts, backstops, etc.
- Address general ADA renovations.



**Recommendations (cont.):**

- Address parking layout, lighting.
- Consolidate storage into single maintenance yard.
- Renovate and consolidate playground equipment.

## Special Use Facility

### Paul Murphy Boxing Club

**Location:** 3785 King Avenue

**Review:**

- Old utility building leased to a tenant, used as a boxing training facility
- Metal panel, metal roof building
- Ventilation and heat only, no AC
- Limited off-street parking due to adjacent businesses and steep grade of road



**Recommendations:**

- Provide ADA parking
- Continue general upkeep. Consider selling to private enterprise



# Community Centers

## Doraville Civic Center

**Location:** 3770 Central Avenue

Review:

- Old residential building, brick with asphalt roof on full basement
- Off-street parking with lighting, handicapped parking needs signage
- Downstairs currently used for storage, has garage access
- Upstairs has general assembly room, kitchen, storage, fireplace, and restrooms
  - Men's restroom has (1) sink, (1) toilet, (1) urinal, no ADA
  - Women's restroom has (1) toilet, (1) sink, no ADA
- Drinking fountain inside not ADA



### **Recommendations:**

- Address ADA concerns
- General renovations and upkeep

## Forest Fleming Arena (Honeysuckle Park)

**Location:** 3037 Pleasant Valley Drive

**Size:** 17,000 square feet

**Classification:** Community Center

Fleming Arena is a 17,000 square foot facility that can seat up to 600. It has two basketball courts and two volleyball courts. The arena also houses two full-size classrooms, locker and shower facilities, and a concession stand. The Parks and Recreation Department offices are also within the building.

Review:

- Serviced by asphalt parking lot, lot has lighting and is secured by a gate
  - Parking lot has 2 handicapped spaces that are non-ADA compliant
  - Handicapped ramp, rails and pavement transition to building are non ADA
- Storage building is adjacent to parking lot for mowing equipment, wood panel on slab with a metal roof
- Building Exterior
  - Metal panels with metal roof
  - Perimeter security lighting, security cameras



- Side emergency exit does not open onto pavement
- Small picnic area out front with stone pavers
- Drinking fountain not working, not ADA
- Building Interior
  - Drop tile ceiling with signs of water damage
  - Kitchen
    - Residential appliances w/ 2-bay sink
    - Non-ADA serving countertop
    - Damage to flooring at drain
  - Men's Restroom
    - 2 sink, 1 urinal, 2 toilet
    - Non-ADA
    - Red, slip- resist tile
  - Men's Locker Room & Women's Locker Room
    - Used as storage
    - 4-bay shower stall
    - Non-ADA drinking fountain
  - Women's Restroom
    - 3 toilets, 2 sinks
    - Non-ADA
  - Staff offices
    - 2 rooms, front also serves as check-in
    - Both offer views into lobby and gym area
  - Front Activity Room
    - Class room
    - Mechanical room
      - 3 units, also used for storage
      - Condensate lines on floor are tripping hazard and easy to break
  - Rear Activity Room
    - Dance class mirror and rails
    - Storage room for trophies and holiday décor
  - Gym
    - 6 goals (4 retractable)
    - 1 side of roll-out bleachers
    - HVAC
    - Gym flooring damage along edge, especially near maintenance access doors
    - IT room in corner
    - (2) maintenance storage rooms
    - Skylights have been painted over

**Recommendations:**

- General maintenance and upkeep
- Address ADA concerns on interior and exterior
- The facility is serviceable
- Replace gymnasium flooring.



# General Recommendations

## Develop Facility Design Standards

The basis for creating a strong image of the Recreation and Parks Department is to follow design guidelines and standards in park development that allow a visitor to immediately identify a public park by the elements that are present there. Design standards also reinforce the branding efforts of communities who want to present a unified approach among all public facilities. Gwinnett County is a great example of a park system that uses standard design guidelines in their parks, which are readily identifiable by residents and visitors to the county.

## Architectural

Architectural standards apply to the built structures within a park and dictate such elements as construction materials, roofing materials, paint colors, hardware and furnishings. While a strong park system does not require that every structure look exactly the same, using a combination of the same building materials and colors is enough to create an identity for the park structures. Using common hardware and building materials throughout the park system can reduce maintenance costs by increasing the efficiency of repairs. Our observations indicate a lack of architectural uniformity in Doraville parks.

## Athletic Amenity Standards

Athletic amenity standards relate to backstops/dugouts, bleachers, fencing, gates, lighting, scorers' stands, irrigation, turf, spectator seating, concession/restroom buildings and other elements that support the athletic fields or complexes. Using the same fencing materials and dugout standards, etc. helps to strengthen a system's image by creating uniformity at major features found in the interior of a park. It also allows for the development of uniform field maintenance when all fields contain the same equipment and mechanical systems.

Due to the high usage level of the athletic fields at Honeysuckle Park, there are ongoing issues with turf care and safety. The City should consider a long range renovation plan to include using synthetic turf on some fields and open areas in the park system to maximize the use of these spaces. Not only would synthetic turf reduce long-term maintenance, it would reduce weather-related delays and would support increased programming and use of these spaces. A design standard for synthetic fields should be developed with the overall field standards.

## General Site Amenity Standards

General site amenity standards are some of the easiest and most cost feasible to implement. They include such things as perimeter fencing and gates, furniture, green space irrigation, landscape planting, trash receptacles, lighting and playgrounds. Some basic guidelines for developing a standard package for park amenities include specifying elements



that are produced by the same product supplier and are of the same color scheme and design style.

Using the same plant materials at park entrances and around key park features like pavilions or restroom buildings is one way of using site amenity standards to create an identity for the system. Maintenance of these landscapes is simplified because the inventory of replacement landscape material has been established beforehand. Repairs are made faster and scheduling is easier because time standards for repetitive repairs can be tracked. Our observations indicate a lack of uniformity in the site furnishings and landscaping.

### **Parking, Circulation and Site Development Standards**

Parking, circulation and site development standards relate to the dimensions and construction specifications of parking, paving, roads, sidewalks and trails. These standards set parameters for the layout of new or redeveloped parks through requirements such as the type of curb and gutter found along roadways and parking lots and the minimum width of sidewalks. In addition, these standards can provide general guidelines that minimize the visual impact of parking to create circulation that is more efficient by grouping similar activities like basketball, tennis and other court games.

Some parking, circulation and site development standards that should be considered include:

- Providing shade for picnic areas during 11:00 am and 5:00 pm
- Maximum buildable slope of 20% with 2-15% being most desirable
- Providing a proper balance of wooded and open lawn areas
- Minimizing offensive sounds and smells through careful site selection
- Minimizing the impact of lighting through the placement and selection of light fixtures
- Locating large facilities in open areas and on flatter slopes to minimize removal of existing tree canopy
- Providing shade along walking paths and playgrounds
- Providing a central restroom for several recreation facilities to share in more developed parks
- Locating facilities where they are visible from a main road
- Locating unique park facilities in locations that are accessible for walkers and cyclists
- Locating parks along proposed greenway corridors
- Establishing parking ratios for each type of facility
- Providing standard turf and maintenance for dog parks
- Identifying and specifying where green infrastructure systems should be used
- When looking at parking lot layouts, the following should be considered:
  - Minimizing the visual impact of large parking lots with landscaping
  - Utilizing right-angled parking for the greatest space efficiency



- Providing overflow parking on stabilized turf or lawn areas
- Separating pedestrian and vehicular circulation routes
- Using wheel stops where parking spaces abut sidewalks
- Using porous pavements and bioswales to reduce and clean stormwater runoff
- Determining where reuse or installation of granite curbs is appropriate

## Sign Standards

Entrance signs, directional signs and identification signs are critical elements for providing a standard image of the park system. Park sign programs can be implemented into an existing community-wide wayfinding program or as an independent program.

The existing granite park entry signs are attractive and could be used as the bases for develop park sign standards. These signs can be updated to add the name of city to the signs. Additional landscaping around these signs should also be added to enhance the setting of the signs. A uniform set of park signage standards should be developed.

## Greenways

### Create a Greenway Conservation Easement Document

The potential for development of greenways throughout the city creates the need for a greenway conservation easement document. This document is a tool to gain access for greenways across private property without having to purchase the property or acquire the land at a reduced rate. Parks staff should work with the City's legal counsel to create this document to be used for greenway corridor acquisitions. Another option for obtaining greenway easement is to work with a non-profit agency such as the Path Foundation. The Path Foundation is an established greenway development non-profit that works with communities in the Greater Atlanta Metro area to obtain greenway routes. They would be a good partner for the City to work with as it initiates its own greenway development program.

- Improve sidewalk and bicycle lanes throughout the city to provide access to greenways, parks and public transportation
- Create walking and running clubs when greenways are developed
- Sponsor a minimum of one 5K and 10K run/walk on community greenways and trails
- Greenways should complement complete street initiatives in the city and street crossings should be at controlled intersections or through grade separation (when possible) to improve safety for the greenway user
- Greenways should have a minimum 12' paved surface where space allows to better accommodate different user groups
- Good directional signage and rules should be provided at all trailhead access points



When viewed collectively, these recommendations reflect the development of a park system that is commonly found in other communities in the Metro Atlanta Region, and are also consistent with comments heard during the public input process and in the survey responses gathered during this master planning effort. Many of the goals outlined above will allow the city to create, over time, a more balanced park system that is more consistent with typical park systems.

## Park Development Priorities

The planning team has prioritized the projects recommended throughout this master plan. For a detailed phasing of these projects, including opinions of cost and the year in which they should be implemented, refer to **Section 7**, Opinions of Probable Cost and Phasing.

### Tier One Priorities

Tier One Priorities are the actions that should be taken and the park projects that should be funded in the next 24 months. Many of the projects listed in Tier One are additional studies on existing facilities that are needed to determine which existing facilities should be renovated and which one should be removed.

- Address facility ADA deficiencies and general site recommendations.
- Develop long-range master plan for renovation of Honeysuckle Park.
- Develop site feasibility studies for future park(s) consisting of additional athletic fields and courts.
- Begin development of feasibility studies for proposed greenway routing.
- Develop facility design standards plan and begin implementation.

### Tier Two Priorities

Tier Two Priorities are projects to be completed in months 25-60 following adoption of this master plan. Begin redevelopment of parks per the capital plan.

- Continue to address facility ADA deficiencies and general site recommendations.
- Develop construction documents for renovations of Honeysuckle Park.
- Continue feasibility studies for proposed greenway routing and identify at least one route to begin construction documents and development.
- Acquire additional parkland for development following recommendations from feasibility study and begin construction documents.
- Continue implementation of facility development standards.

### Tier Three Priorities

Tier Three Priorities are projects to be completed in months 61-120 following adoption of this master plan.



- Complete construction documents for recommended greenway corridors and complete development.
- Develop acquired parklands to meet community needs.
- Implement Honeysuckle Park renovations.





## Section 7: Opinion of Costs and Phasing

### Opinions of Probable Cost and Phasing Plan

In order to develop a long term capital plan for improving and expanding the park system, opinions of probable cost for suggested park improvements are needed. Opinions of cost have been developed for each existing park based on field observations and known costs. These opinions total just over \$4,000,000 in capital improvement needs for the next three years in order to bring existing facilities up to speed in terms of quality, safety, and ADA compliance. A breakdown of these opinions of probable costs can be found in the **Appendix**.

The recommended facilities discussed in **Section 6** are needed to provide expanded recreation opportunities and improved service to Doraville's citizens, reducing overuse and overcrowding at existing parks. As previously noted, land acquisition costs can vary greatly depending on a wide variety of factors. For this reason, City leadership will have to establish a reasonable goal over the coming years to determine how much of the recommended land acquisition mentioned in this report is feasible. However, the planning team has placed budgetary numbers for future parks and greenways based on known costs for comparably sized facilities with similar amenities. In total, over seven miles of greenway corridor have been identified at a value of just over \$9,000,000. Greenways in this region typically cost approximately \$1,000,000 per mile, but this valuation may be slightly higher in developed urban corridors like Doraville. Similarly, the planning team has allocated a budget of nearly \$8,000,000 for the development costs of the four additional park properties recommended in this report.

The City is faced with a challenge in meeting the needs and desires of the community while having a common sense approach to funding these goals. While comments were heard about not raising taxes to improve the park system, survey findings indicate strong support to fund park improvements. Those who completed the survey funding question supported funding park improvements at a level of 75%, compared to only 25% that did not support any type of funding. This is a clear indicator from the community that new or current funding sources should be directed to improving the parks.

**Figure 7.1** shows a ten-year phasing plan that has been developed. Implementation is broken into three tiers to coincide with the overall recommendations made in **Section 6: Tier One** projects are to be completed in the next 24 months; **Tier Two** projects are to be completed within the next 60 months; and **Tier Three** projects are to be completed within 120 months.



EXISTING PARK RENOVATIONS	TIER 1		TIER 2			TIER 3					TOTAL
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Chicopee Park				\$75,000			\$55,000				\$130,000
English Oak Park		\$10,000		\$25,000		\$15,000		\$45,000			\$95,000
Autumn Park	\$10,000		\$50,000		\$125,000			\$155,000			\$340,000
Brook Park	\$25,000	\$125,000		\$150,000		\$75,000	\$35,000		\$150,000		\$560,000
Flowers Park	\$315,000		\$315,000		\$385,000		\$285,000				\$1,300,000
Bernard Halpern Park		\$80,000		\$35,000		\$45,000		\$55,000			\$215,000
Honeysuckle Park						\$1,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$440,000	\$5,940,000
<b>RENOVATIONS TOTAL</b>	<b>\$350,000</b>	<b>\$215,000</b>	<b>\$365,000</b>	<b>\$285,000</b>	<b>\$510,000</b>	<b>\$1,135,000</b>	<b>\$1,875,000</b>	<b>\$1,755,000</b>	<b>\$1,650,000</b>	<b>\$440,000</b>	<b>\$8,580,000</b>
<b>NEW PARK, FACILITY AND GREENWAY CAPITAL COSTS</b>											
Northeast Park								\$1,750,000			\$1,750,000
Southeast Park								\$1,750,000			\$1,750,000
West Park						\$2,500,000					\$2,500,000
Interstate Park									\$2,000,000		\$2,000,000
West Greenway Loop					\$1,920,000						\$1,920,000
East Greenway Loop							\$2,900,000			\$2,900,000	\$5,800,000
Chicopee/Halpern Connector Trail				\$1,770,000							\$1,770,000
<b>New Park, Facility and Greenway Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,770,000</b>	<b>\$1,920,000</b>	<b>\$2,500,000</b>	<b>\$2,900,000</b>	<b>\$3,500,000</b>	<b>\$0</b>	<b>\$4,900,000</b>	<b>\$17,490,000</b>
<b>LAND ACQUISITION COSTS</b>											
Park Land Acquisition			TBD	TBD	TBD	TBD					\$0
Greenway Acquisition			TBD	TBD	TBD						\$0
<b>LAND ACQUISITION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>GENERAL DESIGN STANDARDS &amp; STUDIES</b>											
Sign Standards		\$40,000									\$40,000
Design Standards		\$60,000									\$60,000
Parkland Feasibility			\$85,000								\$85,000
Greenway Feasibility- West Loop				\$30,000							\$30,000
Greenway Feasibility- East Loop					\$35,000						\$35,000
Greenway Feasibility- Connector Trail			\$25,000								\$25,000
<b>GENERAL PARK DESIGN TOTAL</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$110,000</b>	<b>\$30,000</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$275,000</b>
<b>YEARLY TOTAL</b>	<b>\$350,000</b>	<b>\$315,000</b>	<b>\$475,000</b>	<b>\$2,085,000</b>	<b>\$2,465,000</b>	<b>\$3,635,000</b>	<b>\$4,775,000</b>	<b>\$5,255,000</b>	<b>\$1,650,000</b>	<b>\$5,340,000</b>	<b>\$26,345,000</b>

Tier1 and Tier 2 TOTAL           \$5,690,000  
Tier3 TOTAL                       \$20,655,000  
TOTAL                                 \$26,345,000

Existing Funding                   \$747,390  
Existing Funding Projection (10 Year)   \$7,473,900  
Total Funds Needed for 10 Year Program   \$18,871,100

**GRAND TOTAL                   \$26,345,000**

Ten Year Average Spending           \$2,634,500.00  
Per Capita (10603) Spending Average  
\$248.47  
Per Household (2811) Average Spending   \$937.21  
Monthly Spending Per Household         \$78.10

\*Funding is subject to annual budget allocation by Mayor and Council, potential bond issuance, and the availability of funding from federal and state grants.

**Figure 7.1**  
Ten Year Spending Plan

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**Section 8**  
Funding  
Options



## Section 8: Funding Options

As the City continues its transition over the next ten years, Doraville officials will have to provide new facilities, maintain existing facilities and operate a growing Recreation and Parks Department. In this section of the report, we have documented current funding practices and identified opportunities to gain additional funding and tools for continued development of the Department.

### Current Funding

The City has set aside \$570,000 for capital projects in the current year budget. This funding is coming from the general fund. If this level of funding is maintained over 10 years, a total of \$5,700,000 in park development and redevelopment could be completed. It is clear the City will need to explore other methods to increase funding if the goal of improving the overall quality of the park facilities is to be met. In the following paragraphs, alternative funding options are explored.

Historically, the main sources of capital funding for parks and recreation agencies in the state of Georgia are:

- Special Purpose Local Option Sales Tax (SPLOST)
- General Obligation Bond
- Program User Fees
- Local Option Sales Tax (LOS)
- Impact or Other Development Fees
- General Fund Tax Dollars
- State and Federal Grants

## Traditional Primary Funding Methods

### Special Purpose Local Option Sales Tax (SPLOST)

The largest and most commonly used funding source for capital projects in Georgia is the Special Purpose Local Option Sales Tax (SPLOST) program. SPLOST referendums are placed on the ballot by county governments, and as such, the county controls when and if this type of funding will become available. If a SPLOST is passed in DeKalb County, the City of Doraville will receive a proportional share of the funds collected based on the city's population. As part of the process, projects which are to be funded by the tax dollars collected must be identified prior to the vote so voters know what is to be constructed. Because so much of this process is controlled by the County, this is not seen as a viable funding source at this time.

### General Obligation Bonds

The use of a bond program would be a viable option to initiate a major capital program for parks and recreation facilities. The city could do a bond letting to fund a portion of the capital projects outlined in this master plan. The bond would be paid back over a 20 or 25-year period and would allow the City to begin to meet the facility needs of the community.

Cobb County, Cherokee County and DeKalb County, along with the City of Roswell, have in the not-so-distant past, passed bond programs that included recreation facilities and are in the process of completing the projects funded by the bonds. Like the SPLOST, projects to be funded by the bond program must be identified prior to voters going to the polls to vote.

A bond program in the 25 million dollar range would allow the City to quickly complete approximately 15 to 20 million dollars in park projects depending upon the interest rate and payback period. Using a 4.5% interest rate and a payback of \$1,250,000 per year over 20 years, approximately \$15 million in projects and land acquisition could be completed over the next three to five years. If the City would commit to maintaining the current funding of \$570,000 per year for capital improvements, the total bond program would come down slightly but still provide a means to have a major impact over a short period of time.

A variety of methods exist for funding the repayment of a bond. Funding can be from a single source, such as using a portion of existing tax revenues. It can also come from a special fee added to a utility rate, or other similar fees that residents of a community are charged. Determining the most feasible single source or combination of sources will be critical for the City.



## User Fees

User fees assessed by parks and recreation agencies are wide and variable. Fees can be charged for facility maintenance and added to program registrations or for park access that is charged on a daily or annual basis. Other user fees include memberships to special facilities and centers and program fees charged for instructional programs. The combination of these fees can be a major revenue generator for the City.

Program user fees are a collection of entry fees and program registrations. Funds collected are primarily used to offset operating expenses to provide services to Doraville citizens. Current program fees and revenue generation have not been a major focus for the Department, a trend that should be viewed differently. In the operational and budget assessment, no additional sources of income were identified. Development of a fees and charges policy has been recommended, and once completed, user fee collection should increase dramatically. Several examples of how fees could impact funding for new development are provided below.

## Non-Resident Fees

Currently, some non-resident fees are being charged by the City. Non-resident fees are charged to facility users who do not reside within the city limits of a community. An example would be charging a non-resident fee at a swimming pool. Residents pay a set fee and non-residents pay a higher fee. Current non-resident fees are minimally inflated over resident fees. Furthermore, non-resident fees are being charged by some of the third party program providers, but these funds are not being remitted to the City. Facilities that require higher levels of maintenance, such as dog parks, pools and community gardens are the type of facilities where non-resident fees should be charged. Moving forward, the City should assess facilities and programs and determine which would be best to charge non-resident fees and reconsider the amount of those fees.

## Parks Access Fee

Some communities across the country assess their citizens with an annual park access fee. Butler County Metro Parks System in Ohio charges an annual access fee and uses parking stickers on resident cars to insure the fees have been paid. In the community survey, 9 percent of respondents indicated they would use a park fee to improve park maintenance and recreation programs. This type of fee would be a good alternative for non-residents who would rather pay one standard fee rather than a non-resident fee for every program or activity they choose. If the City of Doraville were to charge each of the 2,811 households a park access fee of \$120.00 dollars annually, this would generate approximately \$337,000 per year. This figure would continue to grow as the population of the city grows. In the community survey, 22.6% of respondents indicated that borrowing funds and repaying them over a 20 to 25 year period was a good option. Another 17.9% supported combining borrowed funds with millage fund in order to increase the ability to construct a few large facilities quickly and add smaller facilities to the system over time.



The implementation of a park access fee would require a few operational changes at parks. Staff would have to be hired to implement the fee program and to monitor the parks in order to enforce visitor parking stickers. A local ordinance would have to be passed to address fines for those who park in the parks without the parking passes. While these operational changes would require an initial investment, the increased revenue that a park access fee would generate would far exceed the cost.

It is in the Department's best interest to evaluate the existing pricing strategies, develop a cost recovery philosophy and goals for both City-sponsored and association-sponsored programs that truly reflect the community's values placed on recreation and parks services, and to provide for the sustainability of the Department. The Department should examine their current fee structure to identify where increases may be appropriate; factors such as inflation rates, rising energy costs, land values, higher maintenance levels provided by the city and new facility development should all be taken into account.

### **Dedicated Millage**

As stated in the park access fee discussion, the combination of a millage and borrowed funds was the top choice for funding large park improvements quickly. A dedicated millage could be earmarked for repayment of a city bond program that includes park projects. As the City looks at roads and other community needs, it is clear that a bond program backed by dedicated millage is the most feasible alternative. Unlike county governments who have access to the SPLOST, cities have fewer options when it comes to repaying a bond program. By dedicating a millage for recreation, the City would create a dedicated funding source and know from year to year what funds would be available for debt service and operations of the Parks and Recreation Department.

## **Regulatory Funding or Development Sources**

The employment of regulatory means to aid the development of parks and greenways is used by many city governments across the country. In the case of parks, land set aside or a fee in lieu of land set aside are common and would provide either needed parkland or funds for acquisition of park land. As discussed in Section 6, a mandatory parkland dedication or fee in lieu of dedication is already included in Doraville's Livable Communities Form-Based Code in order to gain more public park land to offset the impacts of residential development in the city.

## **Right-of-Way or Greenway Easement Dedication**

Another missing tool in Doraville is mandatory right-of-way dedication for multi-use greenway development that is outside of the roadway system. As new developments are planned along proposed greenways in Doraville, there is no provision for the mandatory



dedication of right-of-ways or greenway easements for the multi-use greenways recommended in this master plan. These non-road routes are equally important to the development of a comprehensive greenway system; therefore, the mandatory dedication of R.O.W. or easements should be explored by the City's planning staff.

Because much of Doraville is built-out, these mandatory dedications will primarily benefit the city in redevelopment districts initially. As other areas of the city transition over time, additional dedications should occur and aid in completing the entire greenway system.

## Lodging, Car Rentals and Liquor Excise Taxes

Many communities nationally are incorporating lodging taxes to pay for many tourism related programs, including parks and recreation improvements. Jurisdictions have implemented or are considering instituting a lodging tax to fund future capital improvements that may lead to increased tourism and overnight stays.

Doraville currently collects a hotel/motel tax at 5%. By comparison, Johns Creek charges a rate of 7% and Dunwoody charges 5%. Consideration should be given to increasing the tax and dedicating this increase to funding capital development of park facilities. The funds collected could be used as one of the sources to retire a bond program.

On rental vehicles, the City of Doraville collects a tax of 3%. Sandy Springs, Dunwoody and Johns Creek all charge 3%. Doraville should consider an increase in this fee and use the additional funds collected to help retire a bond program.

Doraville currently collects liquor tax at 3% per drink but as well as additional wholesale taxes on beer and wine, based on the size of the item sold. By comparison, Dunwoody currently collects 3% per drink and additional wholesale taxes for beer and wine based on the size of the item sold. Consideration should be given to increasing the tax per drink and establishing a wholesale tax on beer and wine. The city should use the increased revenue to fund capital development of park facilities. The funds collected could be used as one of the sources to retire a bond program.

A common element of all these fees is that they are paid by residents and non-residents alike. Based on the location of Doraville and the number of non-residents that shop and use local businesses, a combination of these taxes could generate a significant amount of money for park capital projects.

## Local Income Tax

Georgia also authorizes counties and localities to levy a 1% local option income tax, with voter approval. Because the City has a limit on property taxes, this may be another tool for



funding capital development for parks. The income tax levy could be set for a predetermined time frame in order to allow the City to purchase land and develop parks and then sunset the income tax when the funding needs have been met.



## Alternative Funding Sources

### Partnerships

Other municipalities traditionally work with partnership organizations, such as athletic associations and park friend groups to assist in fund raising for capital projects. As discussed in Section 4, Doraville partners with multiple organizations to offer a wide variety of programming that utilize the Department's facilities. A process should be established to encourage these groups to actively contribute to a capital projects campaign, either through a facilities assessment or through fundraising. Developing existing and future partnerships to include joint funding for capital projects should be a priority for the City.

Guidelines should be developed as a process for these groups to identify facility improvements they would like to make in a park. Once in place, these groups can submit a project they would like to develop in a park for consideration. If the project is approved and the group raises the necessary funds to construct the project, it should then be allowed to move forward.

### "Buy-A-Foot" Programs

"Buy-a-Foot" programs have been successful in raising funds and awareness for trail and greenway projects across the country. Under local initiatives, citizens are encouraged to purchase one linear foot of the greenway by donating the cost of construction. An excellent example of a successful endeavor is the High Point (North Carolina) Greenway "Buy-a-Foot" campaign, in which linear greenway "feet" were sold at a cost of \$25 per foot. Those who donated were given a greenway T-shirt and a certificate. This project provided an estimated \$5,000 in funds.

### Fundraising

Local fundraising is a mechanism that has worked effectively in communities across the country. Although a strong local effort is involved, this mechanism typically generates a vast amount of support and publicity. Local businesses, organizations and private individuals can pledge funding over a specific period of time.

In most communities, a recreation and parks advisory board plays an active role in fundraising for their department. Following the recommendations of this report, Doraville should develop a parks board where members play a vital role in providing guidance, expertise, advocacy, political support, fundraising efforts and representation of the agency's constituents. One of the primary responsibilities of a board is to assist in the development, acquisition and management of Department resources.

Board members can be more proactive by initiating a variety of fundraising tasks, such as collaborating with the recommended "Friends of Parks" groups to send direct mail letters,



promoting sponsorship of programs and naming rights, seeking in-kind donations, hosting special events (e.g., golf tournaments, fundraiser dinners, events to honor volunteers, silent auctions and themed socials) and soliciting charitable donations of money and lands.

Currently, the funds that are collected are transferred to agencies that promote tourism within the city. While it is not the main focus of the Recreation and Parks Department, promoting tourism that results in overnight stays in local hotels/motels (e.g., tournaments, special events) is one of its functions, and the Department should receive a portion of these funds.

### **Naming Rights**

Naming rights became prominent in the 1990s, when larger sports venues and cultural spaces were named after a company or individual. Many examples of successful ventures are known today, like Dick's Sporting Goods Park in Denver (home of the Colorado Rapids soccer team), the American Airlines Arena in Miami (home of the Miami Heat NBA team), and the multi-purpose American Airlines Center in Dallas.

Public naming rights have been growing due to tighter agency budgets. The attraction of public venues is the varied tiers of naming rights that can be allowed. In a large sports complex for example, agencies can solicit naming rights for the entire facility for a prescribed amount of money or tailor it towards naming a locker room within the facility for a lesser fee.

Agencies are creative in selling not only spaces but placing products within the Department to generate new revenues. In 2002, Los Angeles city lifeguards sported Izod swimsuits as the "official swimwear of the Los Angeles City Beach Lifeguards" and the Skokie (IL) Park District collected \$150,000 annually from Pepsi for it being its "exclusive soft drink provider."

### **Exclusive Beverage Rights**

Many communities leverage the right to be the sole beverage supplier to a city or to the parks and recreation department by soliciting annual payments for soft drink suppliers. These sole supplier agreements usually cover a five year period to allow the supplier to make a good return on their investment. Some of these agreements also include advertising rights, including supplying scoreboards for recreation fields and facilities.

### **Grants**

#### **Transportation Enhancements (TE)**

The Transportation Enhancements (TE) program funds a wide variety of transportation-related community projects. This program is the largest source of funding for trails and related facilities. Transportation Enhancement projects must relate to surface transportation and compete among numerous projects. Greenways and other recreational trails are eligible for TE funding as long as the project has a transportation element being funded.



There are a variety of Transportation Enhancement categories. The three that most relate to greenways and recreational trails are pedestrian and bicycle facilities, pedestrian and bicycle safety and educational activities, and conversion of abandoned railway corridors to trails. The Georgia Department of Transportation (GDOT) is the agency responsible for administering Transportation Enhancement funds in Georgia. Doraville could possibly fund portions of the recommended greenway system through annual applications to GDOT. These grants are 80 percent federal and 20 percent local funding. Therefore, for every \$1.00 invested by the City, the City receives \$4.00 in grant funds. Individual projects can receive a maximum of \$1 million.

Website:

<https://www.dot.ga.gov/localgovernment/FundingPrograms/TransportationEnhancement/Pages/default.aspx>

### **Safe Routes to School (SRTS)**

The Safe Routes to School (SRTS) program, which is also administered by GDOT, funds walking and bicycle facilities that connect residents to schools. The goals of the program are to enable and encourage children to walk and bike to school safely, make walking and biking a safer and more appealing transportation choice, facilitate the planning and development of projects and activities that will improve safety, and to reduce traffic, fuel consumption and air pollution in the vicinity of elementary and middle schools. This grant does not require a match, but grant funds are limited to \$500,000 per application per funding cycle. Applications received from a project sponsor may include multiple elements, such as sidewalks, bike lanes and speed humps, but cannot exceed \$500,000. Website:

<http://www.saferoutesinfo.org/>

### **Recreational Trails Program (RTP)**

This program was initiated through the TEA-21 legislation. Funds are awarded for the construction of trails and support facilities. Emphasis is on the construction of multi-use trails, such as biking, hiking, equestrian, motorized, etc. In Georgia, administration of this program is handled by staff of the Department of Natural Resources, Division of Parks, Recreation and Historic Sites.

Like the Transportation Enhancements program, the RTP is a matching grant with 80 percent federal funding and 20 percent local funding. Funds may be used for:

- Maintenance and restoration of existing trails
- Development and rehabilitation of trailside and trailhead facilities and trail linkages
- Purchase and lease of trail construction and maintenance equipment
- Construction of new trails (with restrictions for new trails on Federal lands)
- Acquisition of easements or property for trails
- Assessment of trail conditions for accessibility and maintenance



- Development and dissemination of publications and operation of educational programs to promote safety and environmental protection, (as those objectives relate to one or more of the use of recreational trails, supporting non-law enforcement trail safety and trail use monitoring patrol programs, and providing trail-related training), (limited to 5 percent of a State's funds)
- State administrative costs for the RTP (limited to 7 percent of a State's funds)

Website: [http://www.fhwa.dot.gov/environment/recreational\\_trails/](http://www.fhwa.dot.gov/environment/recreational_trails/)

### **Community Development Block Grants**

Although this program funds housing, public facilities, economic development and community projects, recreation could be a minor component of the project. For example, a mini park could be constructed on land purchased through the housing project that services primarily low- to moderate-income individuals. The program is administered through the Georgia Department of Community Affairs.

Website: <http://www.dca.state.ga.us/communities/CDBG>

### **Environmental Education Grants**

This program is sponsored by the EPA's Environmental Education Division (EED), Office of Children's Health Protection and Environmental Education. It supports environmental education projects that enhance the public's awareness, knowledge, and skills to help people make informed decisions that affect environmental quality. The EPA awards grants each year based on funding appropriated by Congress. Annual funding for the program ranges between \$2 and \$3 million. Most grants will be in the \$15,000 to \$25,000 range.

In Georgia, these grants are administered by the Department of Natural Resources. Grant deadlines for this grant program are normally in December of each year. Website: <http://www.dnr.state.md.us/education/are/aregrants.asp>

### **Land and Water Conservation Fund**

For many years since the mid-1960s, the Land and Water Conservation Fund (LWCF) program provided funds for outdoor recreation acquisition and development; however, over the last few years, the funding has been extremely limited. In Georgia, administration of LWCF is handled by staff of the Department of Natural Resources (DNR), Division of Parks, Recreation and Historic Sites. Funding for this program varies from year to year based on funding from the United States Congress. Website: <http://lwcfc coalition.org/>

### **Georgia Heritage Grant**

Georgia Heritage Grant Program re-opens for SFY2015. After a hiatus of several years, limited funding for preservation projects through the Georgia Heritage Grant Program is available for the SFY2015 cycle. This grant program is 60%/40% reimbursable. Applications are now available on the HPD website. The application postmark deadline date is July 11,



2014. Eligible applicants include local governments and non-profit secular organizations for historic properties listed in or eligible for listing in the Georgia Register of Historic Places. Eligible activities include predevelopment projects, such as preservation plans, feasibility studies or historic structure reports and development projects for actual "bricks and mortar" rehabilitation." For further information, please contact Carole Moore at 404-651-5566 or [carole.moore@dnr.state.ga.us](mailto:carole.moore@dnr.state.ga.us).

### **GATEway Grant Program**

GATE is an acronym for Georgia Transportation Enhancement. The GATEway Grant Program assists communities in their efforts to beautify roadsides along state routes. The mission of the GATEway Grant Program is to provide funding for roadside enhancement and beautification projects along Georgia's roadsides.

The funding for grants comes from contributory value fees paid by outdoor advertising companies to the Department for vegetation removal at outdoor advertising signs. The funds may be used only for landscape plant material and its installation for the furtherance of roadside enhancement and beautification projects along state routes in Georgia. Website: <http://www.dot.ga.gov/localgovernment/FundingPrograms/gateway/Pages/default.aspx>

### **Other Transportation Grant Opportunities**

Because the Atlanta Regional Commission is under federal mandate to improve air quality, there are several other specific grants available through GDOT to fund alternative transportation. The Recreation and Parks Department should work closely with the city's Department of Transportation to pursue funds for sidewalks, trails and bike lanes to connect to the community's parks, many of which are adjacent to schools.

## **Funding Recommendations Summary**

Survey responses (22.6%) indicated their support to borrow money to develop parks and pay it back over a long period of time. It is clear that additional funding will be needed if the goal of improving park facilities quickly is to be achieved. Several comments were received through the public input process that stated citizen frustration with the rate at which park improvements are being completed. The most viable means of completing the redevelopment of park facilities and construction of new facilities is a general obligation bond. The years of postponed maintenance and renovation of the city parks has created millions of dollars of deferred maintenance. At the current rate of funding of \$570,000 per year, it could be decades before facility needs will be addressed. To determine the best course of action, City staff should explore the recommendations contained in this master plan and develop several alternative funding programs that can be reviewed by City Council to determine which funding method works best for the city.



Other steps that will increase the rate of park and greenway development but on a much smaller scale include the following:

***Implement regulatory tools for mandatory parkland and greenway rights-of-way or easements in the zoning code.*** This is one of the few no-cost options for the City and is a standard requirement in many communities across the country.

***Develop an expanded fees and charges policy.*** The Department should reassess and expand the current fees and charges policy, as discussed in Section 4, which can be applied to all programs they offer. The fees and charges policy shall clearly define the various levels of general funds that will be used to fund each type of program so that revenue generating goals for the Department can be set for individual programs, as well as the Department as a whole. This should be a high priority for the Department and should be completed in the next six months. Increasing self-generated revenues will be a vital part of the increased funding for the Department, but is dependent on providing adequate park facilities, as discussed in Section 4.

***Build on existing partnerships.*** Building stronger relationships with current community partners and developing new partnerships could allow the Department to provide services through allied providers to keep operational cost low and raise funds for capital projects. The city should continue to make park land available for local groups who raise money to fund improvements. This is a common practice across the country. A good example is the Friends of Warner Parks in Nashville, Tennessee; they just raised over 3 million dollars to buy additional land for Nashville's largest park.

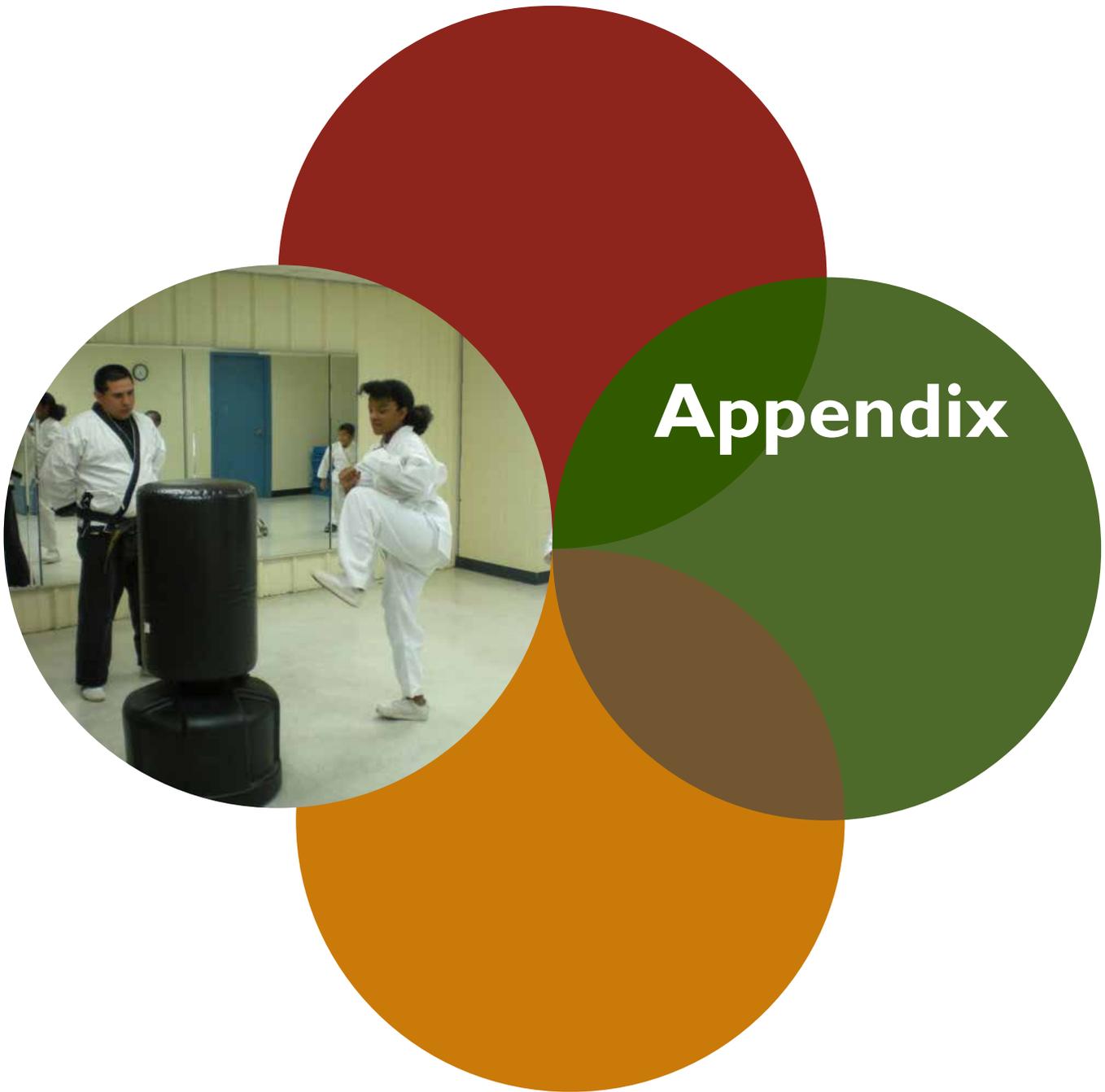
Any agreements with these partners should be in writing in the form of intergovernmental agreements (IGA), memorandums of understanding (MOU), memorandums of agreement (MOA) or other similar written agreement formats to ensure that all parties understand their roles and responsibilities.

***Seek grants and leverage existing funds as potential matches.*** Expand the level of grant writing that is done by the Department. Grants have been, and will continue to be a credible funding source for special projects and plans. Grants should not be sought as a primary revenue source, but as a supplement to the Department and capital funding. The Recreation and Parks Department should work closely with the city's Transportation Department to pursue GDOT grant funds for sidewalks, greenways and bike lanes.



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# Survey Questions

## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**Dear Resident:**

**Welcome to the Doraville Parks and Recreation Survey. In an effort to improve services and guide the future development of programs and facilities, Doraville is conducting a strategic parks and recreation master plan. A major component of this process is extensive public input, which includes this community survey.**

**Your participation in this survey is crucial in determining the future direction and goals of our community's parks and recreation. Even if you do not currently participate in any park programs or utilize the park system in any way, your survey answers will still be important.**

**Thank you for your time and valuable input.**

**Sincerely,  
Rip Robertson, CPMM, CPRE, CPSI  
Recreation, Parks & Facilities Director  
Parks and Recreation Department  
City of Doraville**

-----English-Spanish Translation-----

**Estimado residente:**

**Bienvenidos al Encuesta sobre Parques y Recreación en la ciudad de Doraville. La ciudad de Doraville está creando un plan maestro de parques y recreación. Una meta del plan es mejorar los servicios y guiar el desarrollo futuro de los programas y facilidades del Departamento. Un gran componente de este proceso es la solicitud de participación pública, que incluye las respuestas a esta encuesta comunitaria.**

**Su participación en este encuesta es muy importante en identificar metas para nuestros parques y programas de recreación. Aunque no participa en programas del parque ni utiliza el sistema del parque, ya vale su respuesta a esa encuesta.**

**Gracias de antemano por su tiempo y su participación importante.**

**Atentamente,**

**Rip Robertson  
Director de Recreación, Parques y Facilidades  
Departamento de Parques y Facilidades  
Ciudad de Doraville**



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**1. How would you rate the Doraville Parks and Recreation programs and activities? (¿En su opinión, cómo son las programas y actividades que ofrece el Departamento de Parques y Recreación de la ciudad de Doraville?)**

- Consistently high quality (Todas son de una alta calidad)  
 Consistently good (Son consistentemente buenas)  
 Quality varies with programs (Cada programa varía en la calidad)  
 Consistently poor quality (Son consistentemente malas)

**2. Overall, how well do you think the following facilities, programs and activities provided by Doraville are currently meeting the needs of the community? Please check appropriate response. (Usando la lista de abajo, indique a que nivel las facilidades, actividades y programas satisfacen las necesidades de la comunidad.)**

	Not Enough (Insuficiente)	Almost Enough (Casi suficiente)	Enough (Suficiente)	Too Many (Demasiado)
Parks/Park Land (Parques / tierra del parque)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trails/Greenways (Senderos / vías verdes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation Programs/Activities (Programas y actividades de recreación)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Athletic Facilities (Facilidades atléticas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Athletic Programs/Activities (Programas y actividades atléticas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fitness Programs/Activities (Programas y actividades de mantenimiento físico)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior/Active Adult Programs (Programas para adultos mayores en activo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Events (Eventos especiales)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aquatic Programs/Facilities (Programas y facilidades acuáticas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**3. Using the list below, indicate how often you take part in the following parks and recreation programs: (Usando la lista de abajo, indice con que frecuencia usa las siguientes programas de parque y recreación:)**

	Very Often (Con mucha frecuencia)	Often (A menudo)	Occasionally (De vez en cuando)	Never (Nunca)
Individual Activity - walking, bicycling, picnicking, flying kites, instructional program, visiting a playground and/or skateboarding (Actividad individual: caminando, montando en bicicleta, haciendo un picnic, volando una cometa, asistiendo a un clase, visitando un patio de recreo, y / o andando en monopatin)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity - soccer, baseball, football, basketball, karate, dance class and/or tennis (Actividad organizado para grupos: fútbol, béisbol, fútbol americano, baloncesto, karate, clase de baile y / o tenis)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Events - Movie under the Stars, cultural events (Eventos especiales: Películas Debajo de las Estrellas, eventos culturales)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Programs - fitness or other classes (Programas para adultos mayores en activo: clase de ejercicio u otra clase)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4. For each of the parks listed below, please indicate how often you and or members of your household have visited in the past year. (Usando la lista de abajo, indice la frecuencia con la que Usted o su familia ha visitado cada parque en el año pasado)**

	1-5 visits (1-5 visitas)	6-11 visits (6-11 visitas)	12 or more visits (12 o más visitas)	No visits this year (No he visitado este año)	Not aware of this park (No sé acerca de este parque)
Doraville Civic Center (Centro Cívico de Doraville)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Athletic fields at Honeysuckle Park (Campos deportivos en Honeysuckle Park )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forest Fleming Arena at Honeysuckle Park (La Arena de Forest Fleming en Honeysuckle Park)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paul Murphy Boxing Club (El Club de Boxeo de Paul Murphy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autumn Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brook Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chicopee Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
English Oak Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flowers Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bernard Halpern Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**5. Please indicate if any of the following prevents you and/or members of your household from using Doraville's parks, facilities or trails? Please check all that apply. (¿Hay algo que impide a Usted o a su familia de usando los parques, facilidades o senderos de Doraville? Por favor, elija todo lo que se aplica.)**

- Not interested in recreation (No tengo / tenemos interés en recreación)
- Lack of money (No tengo / tenemos suficiente dinero)
- Not aware of facilities available (No sé / sabemos acerca de las facilidades disponibles)
- Accessibility concerns, i.e. lacks wheelchair access (Tengo / tenemos preocupaciones sobre el acceso (por ejemplo, la falta de acceso para sillas de ruedas))
- Belong to private organization that meets my recreation needs (Soy / somos miembro(s) de un club privado que provee todos mis / nuestras necesidades recreos)
- Lack of amenities – please explain (Hay una falta de amenidades (favor de explicar abajo))  
\_\_\_\_\_

## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**6. Listed below are some projects that Doraville may consider adding if funding is available. Please indicate what you feel is the level of need for each item. (En la lista de abajo son algunos proyectos que la ciudad de Doraville puede considerar por implementación si hay fondos disponibles. Favor de indicar el nivel de necesidad por cada proyecto.)**

	Much Needed (Muy necesario)	Somewhat Needed (Algo necesario)	Uncertain (Sin opinión)	Probably Not Needed (Probablemente no sea necesario)	Definitely Not Needed (Por seguro no es necesario)
Provide more paved trails for running, walking and bikes (Proveer más senderos pavimentados para el correr, caminar, y andar en bicicleta)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a new or renovated indoor recreation facility with an indoor track, gym, programming rooms and senior facilities (Proveer una facilidad de recreo, nueva o renovada, que ofrece una pista cubierta, un gimnasio, aulas, y facilidades para adultos mayores.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more programs/classes (example: fitness, art, etc.) (Proveer más clases y programas (por ejemplo: ejercicio, arte))	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve landscaping and signage at all parks (Mejorar la jardinería y señalización en todas los parques.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more playgrounds (Proveer más patios de recreos)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer more events (example: festivals, concerts, movie nights) (Ofrecer más eventos (por ejemplo: festivales, conciertos, proyecciones de películas) )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more pavilions/rental shelters in parks (Proveer más paviliones de alquilar)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**7. Please place a check next to the Youth Sports that you OR members of your family have and/or would like to participate in: (¿Cuáles son las deportes juveniles en que Usted o su familia ha jugado o quiere jugar? Favor de elegir todo lo que se aplica.)**

	Have Participated (He/hemos jugado)	Would Like to Participate (Quiero/queremos jugar)
1. Youth Sports: Archery (Deportes Juveniles: Tiro con arco)	<input type="checkbox"/>	<input type="checkbox"/>
2. Youth Sports: Baseball League (Deportes juveniles: Liga de béisbol)	<input type="checkbox"/>	<input type="checkbox"/>
3. Youth Sports: Basketball League (Deportes juveniles: Liga de baloncesto)	<input type="checkbox"/>	<input type="checkbox"/>
4. Youth Sports: Cheerleading (Deportes juveniles: Porristas)	<input type="checkbox"/>	<input type="checkbox"/>
5. Youth Sports: Disc Golf League (Deportes juveniles: Liga de disc golf)	<input type="checkbox"/>	<input type="checkbox"/>
6. Youth Sports: Flag Football (Deportes juveniles: Flag football)	<input type="checkbox"/>	<input type="checkbox"/>
7. Youth Sports: Indoor Soccer (Deportes juveniles: Fútbol sala)	<input type="checkbox"/>	<input type="checkbox"/>
8. Youth Sports: Lacrosse League (Deportes juveniles: Liga de lacrosse)	<input type="checkbox"/>	<input type="checkbox"/>
9. Youth Sports: Select Soccer League (Deportes juveniles: Liga de fútbol selectivo)	<input type="checkbox"/>	<input type="checkbox"/>
10. Youth Sports: Skating/Skateboarding (Deportes juveniles: Patinaje / andando en monopatín)	<input type="checkbox"/>	<input type="checkbox"/>
11. Youth Sports: Soccer League (Deportes juveniles: Liga de fútbol)	<input type="checkbox"/>	<input type="checkbox"/>
12. Youth Sports: Softball - Fast Pitch (Deportes juveniles: Liga de softbol de lanzamiento rápido)	<input type="checkbox"/>	<input type="checkbox"/>
13. Youth Sports: Special Needs League (Deportes juveniles: Liga de necesidades especiales)	<input type="checkbox"/>	<input type="checkbox"/>
14. Youth Sports: Sports Camp (Deportes juveniles: El Campo Deportivo)	<input type="checkbox"/>	<input type="checkbox"/>
15. Youth Sports: Swim Team (Deportes juveniles: Equipo de natación)	<input type="checkbox"/>	<input type="checkbox"/>
16. Youth Sports: Tackle Football (Deportes juveniles: Fútbol americano)	<input type="checkbox"/>	<input type="checkbox"/>
17. Youth Sports: Tennis Programs (Deportes juveniles: Programas de tenis)	<input type="checkbox"/>	<input type="checkbox"/>
18. Youth Sports: Track Team (Deportes juveniles: Equipo de atletismo)	<input type="checkbox"/>	<input type="checkbox"/>
19. Youth Sports: Travel Baseball League (Deportes juveniles: Liga de béisbol de viajes)	<input type="checkbox"/>	<input type="checkbox"/>



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

20. Youth Sports: Volleyball (Deportes juveniles: Voleibol)

**8. Please place a check next to the Adult Sports that you OR members of your family have and/or would like to participate in. (¿Cuáles son las Deportes para Adultos en que Usted o su familia ha jugado o quiere jugar? Favor de elegir todo lo que se aplica.)**

	Have Participated (He / hemos jugado)	Would Like to Participate (Quiero / queremos jugar)
21. Adult Sports: Baseball Leagues (Deportes para Adultos: Liga de béisbol)	<input type="checkbox"/>	<input type="checkbox"/>
22. Adult Sports: Co-ed Basketball (Deportes para Adultos: Liga coed de baloncesto)	<input type="checkbox"/>	<input type="checkbox"/>
23. Adult Sports: Co-ed Volleyball (Deportes para Adultos: Liga coed de Voleibol)	<input type="checkbox"/>	<input type="checkbox"/>
24. Adult Sports: Disc Golf Leagues (Deportes para Adultos: Liga de disc golf)	<input type="checkbox"/>	<input type="checkbox"/>
25. Adult Sports: Flag Football Leagues (Deportes para Adultos Liga de flag football)	<input type="checkbox"/>	<input type="checkbox"/>
26. Adult Sports: Indoor Soccer (Deportes para Adultos: Liga de fútbol sala)	<input type="checkbox"/>	<input type="checkbox"/>
27. Adult Sports: Kickball Leagues (Deportes para Adultos: Liga de kickball)	<input type="checkbox"/>	<input type="checkbox"/>
28. Adult Sports: Outdoor Fitness Classes (Deportes para Adultos: Clases de ejercicio al aire libre)	<input type="checkbox"/>	<input type="checkbox"/>
29. Adult Sports: Soccer (Deportes para Adultos: Fútbol)	<input type="checkbox"/>	<input type="checkbox"/>
30. Adult Sports: Softball Leagues (Deportes para Adultos: Liga de softball)	<input type="checkbox"/>	<input type="checkbox"/>
31. Adult Sports: Special Needs Leagues (Deportes para Adultos: Liga de necesidades especiales)	<input type="checkbox"/>	<input type="checkbox"/>
32. Adult Sports: Swim Team (Deportes para Adultos: Equipo de natación)	<input type="checkbox"/>	<input type="checkbox"/>
33. Adult Sports: Tennis (team) (Deportes para Adultos: Tenis (Equipo de))	<input type="checkbox"/>	<input type="checkbox"/>
34. Adult Sports: Ultimate Frisbee (Deportes para Adultos: Ultimate frisbee)	<input type="checkbox"/>	<input type="checkbox"/>
35. Adult Sports: Under 50 Basketball Leagues (Deportes para Adultos: Liga de baloncesto (mejores de 50 años))	<input type="checkbox"/>	<input type="checkbox"/>
36 Adult Sports: Volleyball Leagues (Deportes para Adultos: Liga de Voleibol)	<input type="checkbox"/>	<input type="checkbox"/>



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**9. Please place a check next to the Active Adult Programs (55+) that you OR members of your family have and/or would like to participate in. (¿Cuáles son las Programa para Adultos Mayores en Activo (55+) en que Usted o su familia ha participado o quiere participar? Favor de elegir todo lo que se aplica.)**

	Have Participated (He / hemos participado)	Would Like to Participate (Quiero / queremos participar)
37. Aerobics Classes (Clases de aeróbic)	<input type="checkbox"/>	<input type="checkbox"/>
38. Aquatic Aerobics (Aeróbic acuático)	<input type="checkbox"/>	<input type="checkbox"/>
39. Archery Classes/Team (Tiro con arco (clases o equipo))	<input type="checkbox"/>	<input type="checkbox"/>
40. Bingo (Bingo)	<input type="checkbox"/>	<input type="checkbox"/>
41. Board Game Tournaments (Torneo de juegos de mesa)	<input type="checkbox"/>	<input type="checkbox"/>
42. Bowling (Juego de bolos)	<input type="checkbox"/>	<input type="checkbox"/>
43. Card Tournaments (Torneo de juegos de cartas)	<input type="checkbox"/>	<input type="checkbox"/>
44. Computer Classes (Clases de la computación)	<input type="checkbox"/>	<input type="checkbox"/>
45. Cooking Classes (Clases de cocina)	<input type="checkbox"/>	<input type="checkbox"/>
46. Dance Classes (Clases de baile)	<input type="checkbox"/>	<input type="checkbox"/>
47. Fly Fishing Classes (Clases de pesca con mosca)	<input type="checkbox"/>	<input type="checkbox"/>
48. Gardening (Jardinería)	<input type="checkbox"/>	<input type="checkbox"/>
49. Geo-caching Classes (Clases de geo-caching)	<input type="checkbox"/>	<input type="checkbox"/>
50. Golf Tournaments (Torneo de golf)	<input type="checkbox"/>	<input type="checkbox"/>
51. Health/Fitness Classes (Clases de salud / ejercicio)	<input type="checkbox"/>	<input type="checkbox"/>
52. iPhone/mobile phone Classes (Clases de teléfonos celulares (como el iPhone))	<input type="checkbox"/>	<input type="checkbox"/>
53. Nature Programs (Actividades en la naturaleza)	<input type="checkbox"/>	<input type="checkbox"/>
54. Photography Classes (Clases de fotografía)	<input type="checkbox"/>	<input type="checkbox"/>
55. Quilting (Clases de acolchados)	<input type="checkbox"/>	<input type="checkbox"/>
56. Running Club (Club de corredores)	<input type="checkbox"/>	<input type="checkbox"/>
57. Senior Games (Torneos para adultos mayores)	<input type="checkbox"/>	<input type="checkbox"/>
58. Senior Trips (Viajes para adultos mayores)	<input type="checkbox"/>	<input type="checkbox"/>
59. Shuffle Board Leagues (Liga de juegos de tejo)	<input type="checkbox"/>	<input type="checkbox"/>
60. Walking Club (Club de caminar)	<input type="checkbox"/>	<input type="checkbox"/>



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**10. Please place a check next to the Special Events, Classes and General Park Activities that you OR members of your family have and/or would like to participate in. (¿Cuáles son los Eventos Especiales, Clases o Actividades Generales de la Sistema de Parques en que Usted o su familia ha participado o quiere participar? Favor de elegir todo lo que se aplica.)**

	Have Participated (He / hemos participado)	Would Like to Participate (Quiero / queremos participar)
61. 5K Races/Triathlons (Carreras 5K / Triatlón)	<input type="checkbox"/>	<input type="checkbox"/>
62. Aerobics/Group Exercise (Aérobic / Ejercicio en grupo)	<input type="checkbox"/>	<input type="checkbox"/>
63. Aquatics Fitness Classes (Clases de Acuático)	<input type="checkbox"/>	<input type="checkbox"/>
64. Bicycle Safety (Seguridad en la bicicleta)	<input type="checkbox"/>	<input type="checkbox"/>
65. Bocce/Shuffleboard (Bocce / juegos de tejo)	<input type="checkbox"/>	<input type="checkbox"/>
66. Boxing Lessons (Clases de boxeo)	<input type="checkbox"/>	<input type="checkbox"/>
67. Cell Phone/Smart Phone Class (Clases de teléfonos celulares (como el iPhone))	<input type="checkbox"/>	<input type="checkbox"/>
68. Challenge/Ropes Course (Talleres de Cuerdas)	<input type="checkbox"/>	<input type="checkbox"/>
69. Classes for People with Special Needs (Clases para personas con necesidades especiales)	<input type="checkbox"/>	<input type="checkbox"/>
70. Computer Classes (Clases de la computación)	<input type="checkbox"/>	<input type="checkbox"/>
71. Cooking Classes (Clases de cocina)	<input type="checkbox"/>	<input type="checkbox"/>
72. Dance Classes -Ballet, Jazz, Hip-Hop, etc.) (Clases de baile - ballet, jazz, hip hop)	<input type="checkbox"/>	<input type="checkbox"/>
73. Disc Golf (Disc Golf)	<input type="checkbox"/>	<input type="checkbox"/>
74. Gardening (Jardinería)	<input type="checkbox"/>	<input type="checkbox"/>
75. Martial Arts Lessons (Artes marciales)	<input type="checkbox"/>	<input type="checkbox"/>
76. Pavilion Rental (Alquilar de pavilion)	<input type="checkbox"/>	<input type="checkbox"/>
77. Tai Chi or Qi Gong Classes (Clases de tai chi o qi gong)	<input type="checkbox"/>	<input type="checkbox"/>
78. Yoga (Yoga)	<input type="checkbox"/>	<input type="checkbox"/>
79. Zumba Fitness Class (Clases de zumba)	<input type="checkbox"/>	<input type="checkbox"/>

**11. Do you support modification/expansion of the existing swimming pool to provide more leisure aquatic amenities such as water slides, spray and splash features and shade areas on the pool deck? (¿Aprueba Usted la modificación o expansión de la piscina para proveer más amenidades acuáticas como tobogán, salpicaduras y rociadas, y estructuras de sombra?)**

Yes (SI)

No (No)



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**12. Do you support the creation of additional multi-purpose sports fields to serve needs for soccer, football, lacrosse, both for youth and adult leagues? (¿Aprueba Usted la creación de más campos deportivos para juegos de fútbol, fútbol americano y lacrosse por deportes juveniles y adultos?)**

Yes (SI)

No (No)

**13. If more sidewalks and trails were built in Doraville, would you be more likely to walk to school, to shop, to work? (Si había más senderos y aceras en la ciudad de Doravile, caminaría a escuela, a compras, y / o al trabajo con más frecuencia?)**

Yes (SI)

No (No)

**14. Not counting MARTA or other large public transportation systems, do you have access to private vehicular transportation? Either your own private vehicle, or a shared vehicle with friends and relatives? (¿Tiene acceso a transporte privado (su propio automóvil o un que comparte con familia o amigos)? Favor de excluir MARTA u otro sistema público de transporte.)**

Yes (SI)

No (No)

Other (please specify) Otra (favor de especificar)



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

15. Please indicate if you agree, disagree or do not know about the following statements (Favor de indicar si está de acuerdo, si no está de acuerdo o si falta una opinión sobre las siguientes declaraciones:)

	Agree (Estoy de acuerdo)	Disagree (No estoy de acuerdo)	No opinion (Falta una opinión)
Advertisements about upcoming events and programs are adequate (Anuncios sobre eventos y programas son suficientes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional sport fields are needed (Se necesita más campos deportivos)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional meeting/program space is needed (Se necesita más aulas para clases y programas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional cultural arts events are needed (Se necesita más eventos culturales y artísticos)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doraville Parks and Recreation Department maintains a good image in the community (El Departamento de Parques y Recreación de la ciudad de Doraville mantiene una buena imagen en el comunidad.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to other priorities (public safety, streets, utilities, schools), parks and recreation is important to a community (En comparación con con otras prioridades (seguridad publico, calles, servicios públicos, escuelas), los parques y el recreo son importantes a la comunidad)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the role of Doraville Parks and Recreation Department in our community (Entiendo el papel del Departamento de Parques y Recreación en la ciudad de Doraville)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to contact parks and recreation staff for information easily (Es fácil obtener información del empleados del Departamento de Parques y Recreación)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe when visiting a park or recreation facility (Siento seguro(a) cuando visito parques o facilidades de recreo en la ciudad de Doraville)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I have good access to a park (Tengo buen acceso a un parque)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks are well distributed (Los parques son bien distribuidos por la ciudad)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to be a volunteer to improve our parks (Estoy dispuesto(a) a ser un voluntario(a) para mejorar nuestros parques)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**\*16. How far would you be willing to walk, drive or ride a bicycle to parks and recreation facilities if safe multi-use trails, sidewalks or bicycle lanes were provided throughout the city? (Si había senderos, aceras, y ciclovías seguros, que distancia caminaría, andaría en bicicleta o conduciría a parques y facilidades de recreo?)**

Walk  
(Caminar)      Drive  
(Conducir)      Ride a Bike  
(Andar en  
bicicleta)

Check ONE choice per drop-down menu (Elija una respuesta por cada opción)

If you would not walk or bicycle, why? (Si no caminaría o montaría en bicicleta, ¿por qué no?)

**17. Do you travel outside Doraville to use parks and recreation facilities? (¿Viaja afuera de Doraville para usar parques y facilidades recreos?)**

- Yes (SI)  
 No (No)

If so, where? (Si la respuesta es "sí," ¿A donde viaja?)

**18. Do you use recreation facilities offered by a church or other private providers? (¿Usa facilidades recreos que ofrece una iglesia u otra organización privada?)**

	Yes (SI)	No (No)
Church (Iglesia)	<input type="radio"/>	<input type="radio"/>
YMCA (YMCA)	<input type="radio"/>	<input type="radio"/>
Military (Militar)	<input type="radio"/>	<input type="radio"/>
Private Club (Club privado)	<input type="radio"/>	<input type="radio"/>
Private School (Escuela privada)	<input type="radio"/>	<input type="radio"/>
Center for Pan Asian Community Services (Center for Pan Asian Community Services)	<input type="radio"/>	<input type="radio"/>
Latin American Association (Asociación Latino-Americano)	<input type="radio"/>	<input type="radio"/>





## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**19. If you answered "yes" above, please check the factors that influence your decision to use these other facilities. (Si responde "SI" en la pregunta arriba, favor de elegir los factores que le influyen a su decisión a usar estas otras facilidades.)**

	Yes (SI)	No (No)
They are closer to my residence (Son más cerca a mi casa)	<input type="radio"/>	<input type="radio"/>
They offer facilities that are not available through Doraville Parks and Recreation (Ofrecen facilidades que Doraville no ofrece)	<input type="radio"/>	<input type="radio"/>
They offer better quality facilities (Las facilidades son de una mejor calidad)	<input type="radio"/>	<input type="radio"/>
Their programs are better operated than public recreation programs (Sus programas son mejores que las que ofrece la ciudad de Doraville)	<input type="radio"/>	<input type="radio"/>
Other (please specify) Otra (favor de especificar)	<input style="width: 100%; height: 20px;" type="text"/>	

**20. Which method of funding for park land acquisition, greenway and park facility renovation and development would you prefer? (Hay varias opciones para financiar la compra de tierra para crear parques nuevos y para crear o renovar vías verdes y facilidades recreos. ¿Cuál prefiere usted?)**

- Borrow money to make necessary improvements and pay back over a 20- or 25-year period. (Presta dinero para hacer las mejoras necesarias y paga el préstamo en 20 - 25 años.)
- Increase current property tax rate to fund capital projects and increase programming on a pay as you go approach. (Aumentar los impuestos de propiedad para financiar proyectos de capital y aumentar las programación cuando sea posible.)
- Combine borrowed funds with property tax increase to construct a large indoor facility and add smaller facilities to the system over time. (Combina fondos prestados con una aumentación en los impuestos de propiedad para construir una grande facilidad con amenidades adentro y construir otras facilidades más pequeños con el tiempo.)
- Build more facilities that generate revenue. (Construyen más facilidades que ggenerarán ingresos.)
- Establish a dedicated property tax to fund park operations and development. (Crea un impuesto de propiedad exclusivamente para financiar las operaciones y el desarrollo del parque.)
- I do not support any increase in funding. (No apruebo ningún incremento de la financiación.)

Other (please specify) Otra (favor de especificar)



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**21. In order to generate needed revenue to improve park facilities and recreation programs offered, please indicate all options that you would support for increasing funding for parks. (Hay varias opciones para generar ingresos necesarios para mejorar las facilidades recreos y las programas ofrecidas. ¿Cuál prefiere usted?)**

- Charge parking fees in parks (Cobrar tarifas de estacionamiento.)
- Charge an annual park user fee per household (Cobrar una cuota anual a los usuarios a nivel hogar)
- Increase rental fees for park facilities (Subir las tasas de alquiler de las facilidades del parque)
- Increase program user fees (Subir las tasas usuarios de las programas)
- Charge non-city residents higher fees (Subir las tasas para visitantes que viven afuera de la ciudad de Doraville)
- Build more facilities that generate revenue, such as a tournament facility (Construir más facilidades que generarán ingresos, como una facilidad de tomeo)
- Sponsor more tournaments and special events that generate sales tax and hotel tax dollars (Presentar más torneos y eventos especiales que generarán impuestos sobra las ventas y del hotel)

Other (please specify) Otro (Favor de especificar).

**22. How much would you be willing to spend per month per household to support improved park maintenance and recreation services? (Check ONE) (¿Cuanto dinero gastaría cada mes, por hogar, para mejorar el mantenimiento de parques y los servicios recreos? (Elija UNO)).**

- \$15 or less (\$15 o menos)
- \$50-\$75
- 16-\$25
- \$75 plus (\$75 o más)
- \$25-\$50
- none (nada)

**23. Do you feel current marketing efforts by Doraville Parks and Recreation Department keeps you and your family informed about recreation program opportunities? (Considere las esfuerzos de márketing del Departamento de Parques y Recreación de la ciudad de Doraville. ¿Son efectivas en informarle a Usted y a su familia sobre las programas recreos?)**

- Yes (SI)
- No (No)



## Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)

**24. Please indicate which of the following ways you currently and prefer to get information about events and programs? (Favor de indicar como recibe información sobre eventos y programas actualmente y como prefiere recibir la misma información?)**

	Currently (Actualmente)	Prefer (Preferencia)
Doraville Website (La sitio web de la ciudad de Doraville)	<input type="checkbox"/>	<input type="checkbox"/>
Flyers ( Folletos)	<input type="checkbox"/>	<input type="checkbox"/>
Direct Mail Pieces (Correo directo)	<input type="checkbox"/>	<input type="checkbox"/>
Banner Signs in Parks (Los pósteres en parques)	<input type="checkbox"/>	<input type="checkbox"/>
Local Newspapers (Periódicos locales)	<input type="checkbox"/>	<input type="checkbox"/>
Local Television Channels (Canales de televisión locales)	<input type="checkbox"/>	<input type="checkbox"/>
Local Radio Station Announcements (Anuncios en la radio local)	<input type="checkbox"/>	<input type="checkbox"/>
Facebook, Twitter or other social media (Facebook, Twitter u otros medios sociales)	<input type="checkbox"/>	<input type="checkbox"/>
Schools (flyers, e-newsletter, play guide, etc.) (Escuelas (Folletos, boletín electrónico, guía de diversiones))	<input type="checkbox"/>	<input type="checkbox"/>
Email (Email)	<input type="checkbox"/>	<input type="checkbox"/>
Text Messages (Mensajes de texto)	<input type="checkbox"/>	<input type="checkbox"/>
Word of Mouth (Boca a boca)	<input type="checkbox"/>	<input type="checkbox"/>
Billboards (Vallas)	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) Otra (favor de especificar)	<input style="width: 100%;" type="text"/>	

**25. Would you like to receive a monthly or quarterly newsletter via email to inform you and your family on classes, programs and special events? (¿Le gustaría a Usted y a su familia recibir un boletín electrónico cada mes o cada trimestre con información sobre clases, programas y eventos especiales?)**

	Yes (Si)	No (No)
Monthly (Cada mes)	<input type="radio"/>	<input type="radio"/>
Quarterly (Cada trimestre)	<input type="radio"/>	<input type="radio"/>

**26. How long have you lived in Doraville? (¿Por cuanto años ha vivido en la ciudad de Doraville?)**

- |  |   |
|--|---|
| <input type="radio"/> 0 - 5 Years (0 - 5 años)     | <input type="radio"/> Over 20 Years (más de 20 años)                                |
| <input type="radio"/> 6 - 10 Years (6 - 10 años)   | <input type="radio"/> I do not live in the city (No vivo en la ciudad de Doraville) |
| <input type="radio"/> 11 - 20 Years (11 - 20 años) |   |



**Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)**

**27. Please indicate your age. (Por favor, indice su edad).**

- 14 and Under (menos de 14)    15-24    25-34    35-44    45-54    55-64    65-74    75+

**28. Please indicate your gender. (Por favor, indice su género.)**

- Male (masculino)    Female (femenino)

**29. Which of the following best describes your household? (¿En la lista de abajo, cuál es la mejor descripción de su hogar?)**

- Single (Solo(a))  
 Couple with no children (Pareja sin hijos)  
 Single-parent household with children (Familia monoparental con hijos)  
 Couple with children (Pareja con hijos)  
 Couple with children but they do not live at household (Pareja con hijos que no viven en hogar)

Other, please specify (Otro, favor de especificar)

**30. If you have children at home, how many children do you have in each of the following age groups? (¿Si tiene hijos en el hogar, cuantos tiene en las siguientes grupos de edad)**

Under 5 years of age (Menos de 5 años)   5 to 11 years of age (Entre 5 - 11 años)   12 to 19 years of age (Entre 12 - 19 años)   20 years + (Más de 20 años)

\*         

**31. If you have children at home, would you like the Doraville Parks and Recreation Department to offer after school care (with transportation), and would you use it for your children's after school care needs? (¿Si tiene hijos en el hogar, le gustaria a Usted que el Departamento de Parques y Recreación de la ciudad de Doraville ofrece programas después de la escuela (con transporte) y las usaría por sus propios hijos?)**

- Yes (SI)  
 No (No)

**32. What is your total annual household income? (¿Que es el ingreso anual de su hogar?)**

- Under \$20,000 (Menos de \$20,000)    \$50,000 - \$74,999  
 \$20,000 - \$34,999    \$75,000 - \$99,999  
 \$35,000 - \$49,999    Over \$100,000 (Más de \$100,000)

**33. Please check your housing status. (¿Es usted dueño(a) de la casa o arrendatario(a)?)**

- Home Owner (Dueño(a) de la casa)    Renter (Arrendatario(a))

**Doraville Parks & Recreation Survey (Encuesta sobre parques y recreación)**

**34. Do you have any additional comments regarding Doraville parks and recreation? (¿Tiene otros comentarios sobre parques y recreación en la ciudad de Doraville?)**



## Opinions of Probable Cost

Doraville Parks And Recreation Department	
Opinion of Probable Cost- 5-27-15	
Item	Cost
<b>EXISTING FACILITIES</b>	
<b>Chicopee Park</b>	
Layout survey	\$1,500
Handicapped space, sign and access	\$3,000
Paved walkways	\$30,000
Playground renovations	\$25,000
Site furnishing budget	\$12,000
Landscaping	\$10,000
Park signage	\$7,500
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$112,140</b>
<b>Design Services (CD)</b>	<b>\$10,000</b>
<b>total</b>	<b>\$122,140</b>
<b>Recommended Budget</b>	<b>\$130,000</b>
<b>English Oak Park</b>	
Layout survey	\$1,500
Relocated handicapped space, sign and access	\$6,000
Paved walkways, improvements	\$5,000
Playground renovations	\$25,000
Site furnishings budget	\$15,000
Landscaping	\$5,000
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$72,450</b>
<b>Design Services (CD)</b>	<b>\$10,000</b>
<b>total</b>	<b>\$82,450</b>
<b>Recommended Budget</b>	<b>\$95,000</b>
<b>Autumn Park</b>	
Layout survey	\$2,000
Paved walkways	\$125,000
Playground renovations	\$50,000



Remove invasives	\$10,000
Site furnishing budget	\$30,000
Landscaping	\$10,000
Park signage	\$15,000
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$304,920</b>
<b>Design Services (CD)</b>	<b>\$25,000</b>
<b>total</b>	<b>\$329,920</b>
<b>Recommended Budget</b>	<b>\$340,000</b>
<b>Brook Park</b>	
Layout survey	\$2,500
Handicapped parking, sign and access	\$7,500
Paved walkways	\$135,000
Playground renovations	\$60,000
Tennis renovations	\$100,000
Pavilion renovations	\$25,000
Site furnishing budget	\$30,000
Accent lighting	\$20,000
Park signage	\$15,000
Landscaping	\$10,000
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$510,300</b>
<b>Design Services (CD)</b>	<b>\$35,000</b>
<b>total</b>	<b>\$545,300</b>
<b>Recommended Budget</b>	<b>\$560,000</b>
<b>Flowers Park</b>	
Layout Survey	\$3,500
Parking and site access renovations	\$150,000
Ticketing/pool house building	\$475,000
Splash pad	\$125,000
Parking lot lighting	\$35,000
Demolition of old ballpark buildings, office building	\$15,000
Retaining wall	\$100,000
Land acquisition	TBD
Park expansion	TBD
Landscaping	\$20,000
Park signage	\$7,500
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$1,173,060</b>



<b>Design Services (MP &amp; CD)</b>	<b>\$110,000</b>
<b>total</b>	<b>\$1,283,060</b>
<b>Recommended Budget</b>	<b>\$1,300,000</b>
<b>Bernard Halpern Park</b>	
Layout survey	\$2,000
Parking renovations	\$35,000
Parking lot lighting	\$30,000
Grading	\$5,000
Paved walkways	\$8,000
Site furnishing budget	\$10,000
Landscaping	\$25,000
Irrigation	\$25,000
Park signage	\$7,500
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$185,850</b>
<b>Design Services (CD)</b>	<b>\$20,000</b>
<b>total</b>	<b>\$205,850</b>
<b>Recommended Budget</b>	<b>\$215,000</b>
<b>Honeysuckle Park</b>	
Layout survey	\$8,000
Parking improvements	\$250,000
Parking lot lighting	\$40,000
Paved walkways, ADA improvements	\$45,000
Baseball renovations (fencing, dugouts, score towers, field improvements)	\$200,000
Football renovations (fencing, field improvements)	\$50,000
Demolition (ballfields, field house, restrooms, ticketing, baseball scoring)	\$60,000
Playground consolidation, renovations	\$150,000
Gynasium flooring	\$170,000
Landscaping	\$50,000
Irrigation	\$30,000
Park signage	\$10,000
Master Plan renovations	TBD
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$1,339,380</b>
<b>Design Services (MP &amp; CD)</b>	<b>\$85,000</b>
<b>total</b>	<b>\$1,424,380</b>
<b>Recommended Budget</b>	<b>\$1,440,000</b>



<b>TOTAL</b>	<b>\$4,080,000</b>
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<b>PROPOSED GREENWAYS</b>	
<b>West Greenway Loop</b>	
Layout survey	\$10,000
New paved multi-purpose trail	\$1,250,000
Widen existing sidewalk for multi-purpose trail	\$160,000
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$1,789,200</b>
<b>Design Services (MP &amp; CD)</b>	<b>\$145,000</b>
<b>total</b>	<b>\$1,934,200</b>
<b>Recommended Budget</b>	<b>\$1,950,000</b>

<b>East Greenway Loop</b>	
Layout survey	\$20,000
New paved multi-purpose trail	\$3,300,000
Widen existing sidewalk for multi-purpose trail	\$1,000,000
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$5,443,200</b>
<b>Design Services (MP &amp; CD)</b>	<b>\$350,000</b>
<b>total</b>	<b>\$5,793,200</b>
<b>Recommended Budget</b>	<b>\$5,800,000</b>

<b>Chicopee/Halpern Connector Trail</b>	
Layout survey	\$8,000
New paved multi-purpose trail	\$990,000
Widen existing sidewalk for multi-purpose trail	\$310,000
<b>Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency</b>	<b>\$1,648,080</b>
<b>Design Services (MP &amp; CD)</b>	<b>\$130,000</b>
<b>total</b>	<b>\$1,778,080</b>
<b>Recommended Budget</b>	<b>\$1,800,000</b>

<b>TOTAL</b>	<b>\$9,550,000</b>
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