

IV. Analysis of Key Issues and Recommendations

Key issues detailed in this section were identified through public input and information gathering as opportunities for Dunwoody Parks and Recreation. The following analysis and subsequent recommendations are provided to ensure that the Department is able to take tangible steps in the short, medium, and long-term.

A matrix (**Figure 18**) was developed to summarize the key issues using an “abc” ranking system, where each key issue is categorized as:

- a. **Immediate or short-term issue**
 - b. **Opportunity for improvement/expand or mid/longer-term issue**
 - c. **Minor or future issue**
- A blank box means that the issue was not addressed by that particular source.

The following source of input are represented in this ranking system matrix:

- Qualitative Data:
 - The consultant team
 - Department staff
 - Public meetings/focus groups
 - Existing documents
- Quantitative Data:
 - Community survey
 - City Data
 - Facility Assessment/LOS

Further description of each issue follows the matrix in **Figure 18**.

Figure 18: Key Issues facing the Department

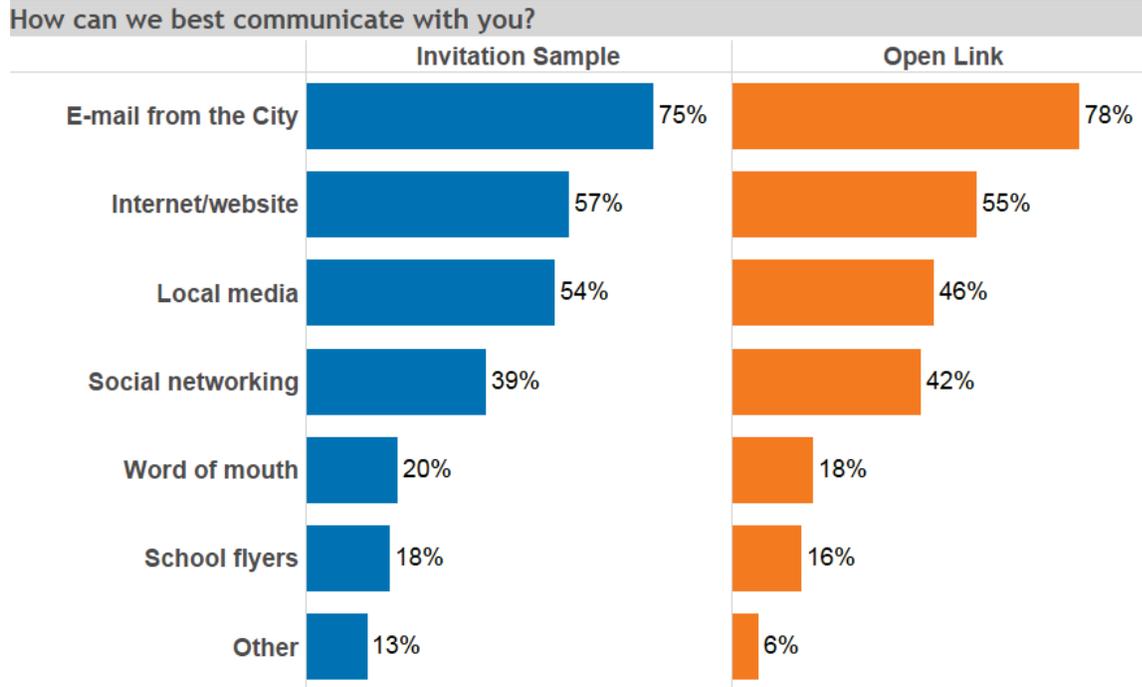
2016 Data Source	Qualitative Data				Quantitative Data		
	Consultant Team	Staff Input	Public Input	Existing Documents	Community Survey	City Data	Facility Assessment/LOS
 <p>Key Issue - Rating Scale</p> <p>a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed</p>							
Organizational							
Need better communication of activities and facilities between contracted nonprofits and the general public	b	b	b		b		
Increase staffing and contractors for expanded service delivery	a	a	a				
Confusion about ownership of parks and facilities	b	b	b				
Cooperative use of school facilities and scheduling	a	a	a				
Programs and Service Delivery							
Increase programs in education/enrichment, fitness/wellness, and youth sports	a	a	a		a		
Increase number of community events	a	a	a	a	a		
Increase opportunities for concerts, live performances, and other special events	a	a	a		a		
Balance passive (self-directed) and active (directed) programming	a	a					
Facilities and Amenities							
Maintain and improve existing facilities	a	a	a	a	a		a
Connections with pathways and trails	a	a	a	a	a		a
Redevelop Brook Run Park	a	a	a	a	a		a
Continue current level of field maintenance and increase number of rectangle fields or repurpose some existing natural turf fields to synthetic	a	a	a	a			
Improve and increase park amenities	a	a	a		a		
Add lights at parks and athletic fields for both increase playability and general safety and security	b	b	a		a		
Sports complex (indoor/outdoor) for hosting large-scale events and tournaments	b	b			a		
Level of Service							
Identify gaps that are in need of service	a	a	a				
Verify other Service Providers are not filling gaps	a	b					
Explore land preservation and acquisition opportunities	a	a	a		a		
Address low scoring components	a	a	a	a	a		
Finance							
Utilize equitable user fees to address increased programming and services	a	a	a		a		
Pursue grant opportunities, resource development for park redevelopment	a	a	a		a		
Explore Bond Referendum	a	a	a		a		

A. Organizational Opportunities

Improved Communication of Activities and Facilities between Contracted Nonprofits and the Public

While the Department provides services through contracts and partnerships, it should focus on establishing their marketing efforts. This includes its own efforts, distributed through its own channels, and cross-promotional opportunities with partners. **Figure 19** depicts the survey respondents when asked their preferred method of communication.

Figure 19: Best Form of Communication According to Survey Respondents



Increased Staffing or Contractors for Expanded Service Delivery

The public input process identified a desire from the community to increase and expanded services delivered by the Department. Due to current structure of the organization, these opportunities need to be provided through additional contracts for maintenance and programs, and the consideration of expanding contracts to instructors for programs such as fitness. Hiring a full time Recreation Program Supervisor has recently been done to increase the volume of programs implemented.

Clarify Ownership of Parks and Facilities

With the Department being relatively young, the community is looking for more information or clarification on what is, and what is not, a City-owned facility and service. As the Department expands its communication efforts, Department amenities and services should be a key message through logo/signage branding and all marketing/promotional materials.

Cooperative Use of School Facilities and Scheduling

The community expressed a desire to increase indoor programming in areas such as educational and fitness programs. Without a dedicated indoor facility to provide these services, the Department will need to rely on indoor spaces that already exist within the community that can accommodate a variety of opportunities. In many cases, school facilities are the best solution to providing alternatives to indoor space, and are utilized through intergovernmental agreements. Other opportunities for indoor program space include:

- Libraries
- Police/fire/community services buildings
- Churches
- Meeting/gathering spaces
- Private providers

Organizational Recommendations Summary

1. Develop Marketing Plan and Communication Plan to improve awareness and communication and better tell the story of social, cultural, and economic benefits of the Department.
2. Coordinate efforts with contracted nonprofits, DeKalb County, and the school system to promote facilities and parks.
3. Work with the school system to develop/modify an IGA for the scheduling and use of facilities.

B. Program and Service Opportunities

Increase Programs in Education/Enrichment, Fitness/Wellness, and Youth Sports

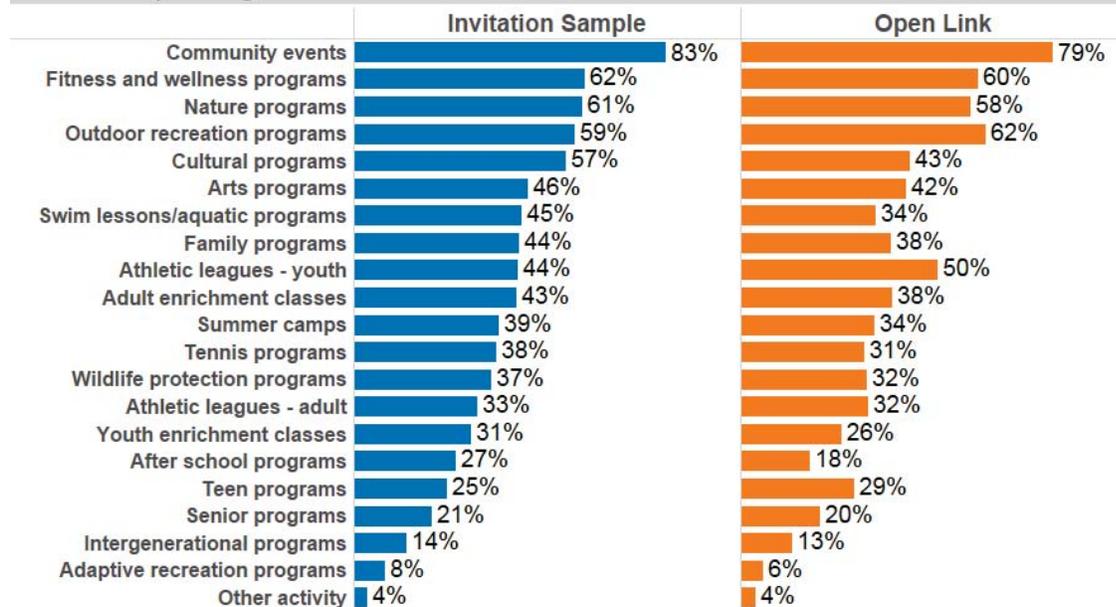
When asked, the community identified a number of programming areas where their household has an identified need (**Figure 20**). The Department should focus on the following areas:

- Education/enrichment/cultural
- Fitness/wellness
- Youth sports

These programming areas identified by the community are in line with national programming trends and the community's demographic analysis.

Figure 20: Programming Opportunities Identified by the Community

Does your household have a need for the following programs?
 Percent Responding "Yes"



Increase the Number of Community Events

Community events were also identified as an opportunity to expansion. This is a growing trend in the parks and recreation industry as new, young families look for opportunities to engage with their community and neighbors. While many of these opportunities do not provide financial benefit directly to the Department, there are many benefits to providing them. One major benefit, which is a goal identified in this plan, is increased awareness and outreach between the event provider and the community.

Increase Opportunities for Concerts, Live Performances, and Other Special Events

Another growing trend in the parks and recreation industry is providing cultural and arts services within a community. The Department should look for opportunities to provide these opportunities through:

- Concerts or concert series
- Live performances
- Special events

Balance Passive (self-directed) and Active (directed) Programming

As the parks and amenities are developed in Dunwoody, passive spaces for self-directed recreational activities such as picnics, playing tag, throwing a Frisbee, playing catch, observing nature, walking, playgrounds, nature trails, etc. should be balanced with active spaces for directed recreational activities such as baseball, softball, soccer, football, basketball, tennis, pickleball, etc. unless it is a special use park for one use over another.

Programs and Service Delivery Recommendations Summary

1. Continue to work with existing partners, seek out new partners, and/or singularly work to expand programs in the areas of education/enrichment, fitness/wellness, and youth sports.
2. Continue to work with existing partners, seek out new partners, and/or singularly work to expand community event opportunities.
3. Continue to work with existing partners, seek out new partners, and/or singularly work to expand concerts, live performances, and other citywide special events.
4. Continue to work with existing partners, seek out new partners, and/or singularly work to provide an equitable balance between passive (self-directed) and active (directed) programming.

C. Facility and Amenity Opportunities

Maintain and Improve Existing Facilities

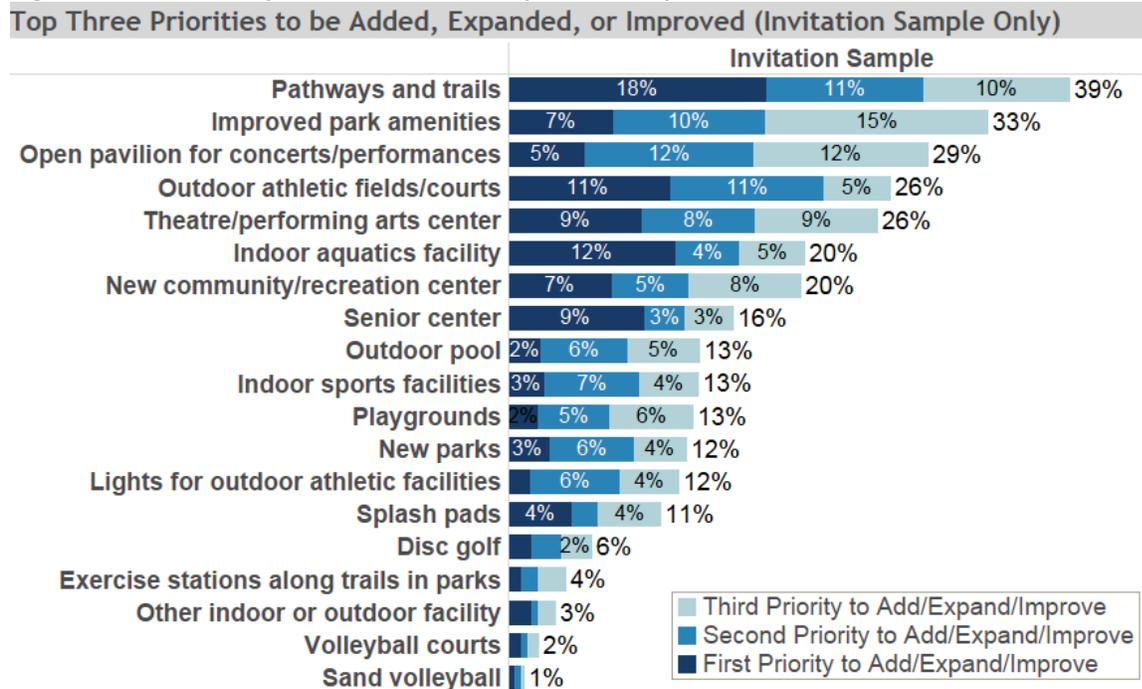
The public supported the idea of maintaining existing facilities as a priority but also to improve those existing facilities before developing new facilities. This is a very common public opinion across the country as facilities get utilized and worn down. It is much easier and more cost effective to improve an existing facility than to create new facilities. Once existing facilities have been upgraded and maintained to an adequate standard, the public supports building new amenities as long as there are resources to maintain these to the acceptable standards.

Improve Connectivity with Pathways and Trails

The top priority for the Department to focus on is pathways and trails (**Figure 21**). This is in line with national programming trends, and the community's demographic analysis. The connectivity of pathways, trails, and sidewalks as well as the expansion of the greenway system is an integral part of providing equitable access to recreation within a community, and has a profound impact the overall public health and wellness of an area.



Figure 21: Community Priorities to Add, Expand, or Improve



Redevelop Brook Run Park

Implement the Brook Run Park Master Plan located in Section III. C Parks Master Planning.

The primary capital improvements for Brook Run Park depicted in the Master Plan include the following:

- New Maintenance Facility
- Additional Picnic Area with Sand Volleyball
- Arboretum Forest adjacent to Greenhouses
- Great Lawn, Performance Stage, Pavilion
- New Basketball and Tennis Courts with Parking
- Memorial Plaza and Garden
- Additional Multi-Purpose Trail Spur
- New Restroom at Dog Park
- Disc Golf Course
- New Vehicular Entrance from Barclay Drive
- Two Multi-Use Fields, Overlook Plaza, Restroom and Parking

Continue Current Level of Field Maintenance and Increase the Number of Rectangle Fields or Repurpose some Existing Natural Turf Fields to Artificial Surfaces

Rectangle fields were identified by multiple sources as a potential component to add to the system. The current fields are grass, but the Department should consider repurposing some of the existing and new fields to artificial surfaces. Artificial turf may limit the short-term maintenance needed on these types of fields, and increase the playability due to improved surface conditions following inclement weather.

These types of amenities, though, do take significant capital investment. The Department would need to identify additional funding sources and partnerships to realize this opportunity in the mid-term.

Partnership opportunities in this area could include sports clubs and associations, neighboring towns/departments, and community foundations.

Improve and Increase Park Amenities

Repair or replace those park amenities that have been identified in the inventory section of this Master Plan as being near or having reached their life expectancy. Upgraded and new amenities should provide well-rounded activities that accommodate a variety of age groups and abilities. The park amenities that ranked the highest from the community to improve or expand include trails and greenways, open pavilion for concerts/performances, outdoor athletic fields, and courts.

Add Lights at Parks and Athletic Fields to Increase Playability and General Safety/Security

Lighting allows coordinators to program games and tournaments later in the day and earlier in the season. This is similar to artificial turf, but on a smaller scale. These upgrades would allow the Department to further utilize its fields, providing more access. Though these amenities would have less capital impact than turf fields, the Department would still need to re-evaluate the current budget or find additional sources of revenue to realize this project.

Add Sports Complex (Indoor/Outdoor) to Host Large-scale Events/Tournaments

Additional fields or gymnasiums could also be prioritized as an opportunity to host local, regional, and state sporting events on weekends with an opportunity for economic impact for the City while creating additional game and practice time for local teams during the week. The opportunities addressed above would alleviate some of the local capacity issues, but would not provide the same opportunities for generating additional revenue as a larger space or complex.

This amenity was also addressed by many alternative providers and stakeholders as an opportunity for partnerships in the future. A significant mix of funding opportunities would be required.

Facilities and Amenities Recommendations Summary

1. Continue to implement existing plans and Master Plan.
2. Continue to develop pathways and expand to connect neighborhoods and parks.
3. Implement Design of Brook Run Park.
4. Continue with current maintenance plan and explore options for more rectangular fields or addition of synthetic fields.
5. Repair or replace park amenities that are near or have reached their life expectancy.
6. Future athletic field and general park development should include adequate lighting to maximize use.
7. Look for opportunities for joint venture to develop for the region.

D. Level of Service Opportunities

Address Level of Service Gaps in Need of Service

The northeast and southwest portions of Dunwoody were identified as the largest geographic gaps of level of service. The City should consider park land acquisition in these underdeveloped growth areas if/when the opportunity arises.

Verify that Alternative Providers are not Already Filling Gaps

Primary similar alternative service providers have been identified and are not currently fulfilling the level of service gaps in the areas of anticipated population growth identified as the northeast and southwest portions of Dunwoody.

Explore Land Preservation/Acquisition Opportunities

The city of Dunwoody should work to make parks and open space a key consideration when procuring new property or redeveloping existing property.

Address Low Scoring Components

The lowest scoring amenities identified within the inventory of the park system that are near or have reached their life expectancy should be repaired or replaced. A list of these lowest scoring amenities has been given to the Parks and Recreations Department as a staff document.

Level of Service Recommendations Summary

1. Consider geographic barriers when looking at future facilities and services.
2. Map other service provider amenities that fill service gaps.
3. Work to make parks and open space a key consideration when procuring new property or redeveloping existing property.
4. Repair or replace park amenities that are near or have reached their life expectancy.

E. Financial Opportunities

Limited Funding for Park Redevelopment

The Department should consider alternative funding sources. Such consideration should not only be given to grant and philanthropic opportunities, but also include dedicated taxes, maintenance fees or impact fees to be utilized to fund amenities or improvements. While it is true that grant development and administration takes staff time, another option to consider is hiring an outside grant administrator who often performs such duties as a percentage of the overall grant. Many times, such administration can be written into the grant itself, or as an in-kind contribution. Following is a listing of potential funding opportunities for Dunwoody Parks and Recreation Department.

Potential Dunwoody Community Center Funding Sources

There are many different types of traditional and alternative potential funding sources that Park and Recreation agencies are funded. These funding sources are categorized for Dunwoody Parks and Recreation as either funding sources currently being utilized or potential funding opportunities in the future. They are listed as traditional funding sources and alternative funding sources in three tiers along with brief explanations which include:

Tier 1: These funding sources are currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Tier 2: These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Tier 3: These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia, or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies may be currently in use to some extent by your agency.

Traditional Tax and Exactions-Based Funding Resources

These funding sources are currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

General or Operating Fund

Parks and recreation services are typically funded by an agency’s General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property Tax

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

Sales Tax

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Development Funding

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not currently be available in the State of Georgia, or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Development Impact Fees

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

Local Improvement Districts

Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

Park Land Dedication Ordinance

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

Traditional Parks and Recreation Earned Revenue Resources

Fees and Charges

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Daily Admission and Annual Pass Sales or Vehicle Permits

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

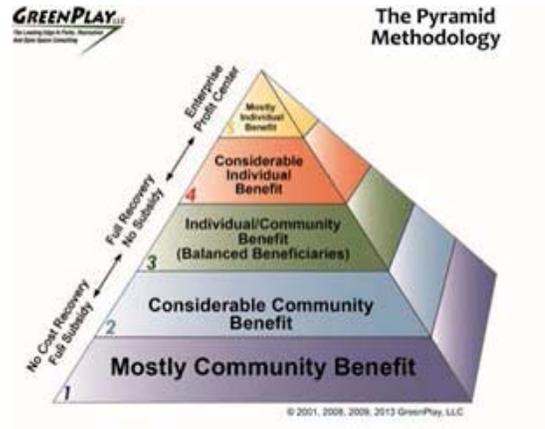
Registration Fees

This revenue source is for participating in programs, classes, activities, and events which typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

Utilize Equitable User Fees to Address Increased Programming/Services

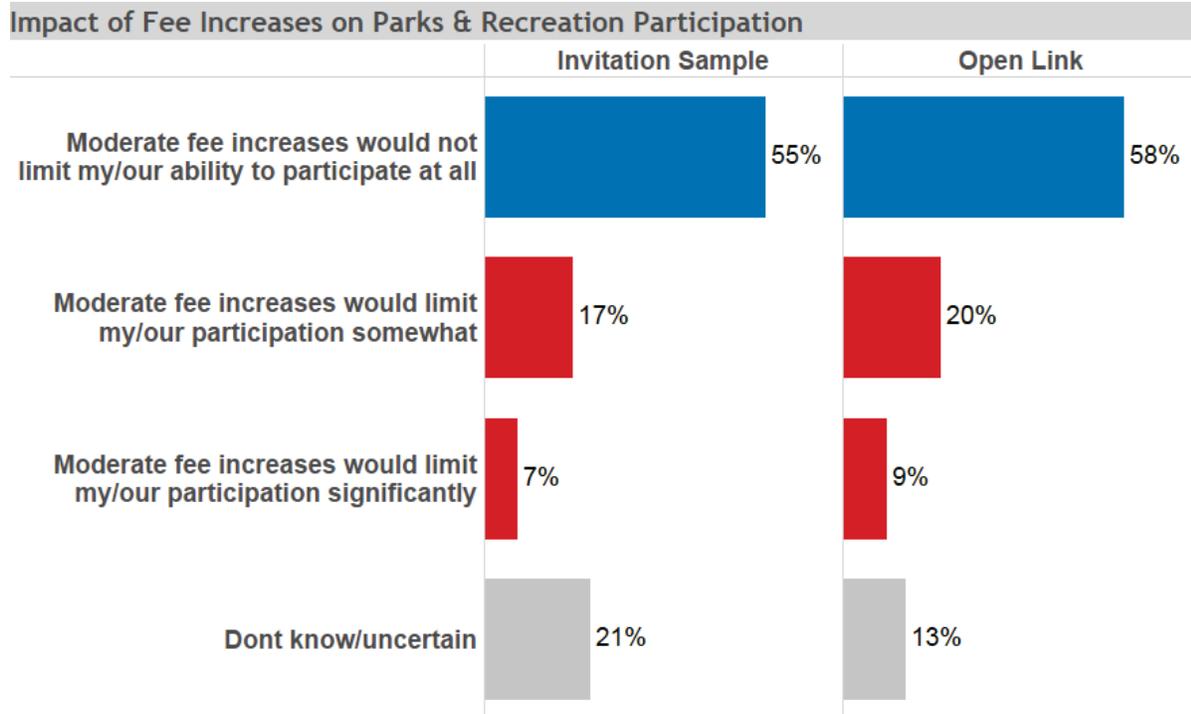
During the planning process, the Department attended a cost recovery workshop. Adopting a formal philosophy, and communicating it to elected officials and the public, can go a long way toward directing subsidies to the appropriate areas.

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining financial control, equitably pricing offerings, and helping to identify core services including programs and facilities. As operational costs continue to increase, revenues must increase at a higher rate in order to maintain current cost recovery, if that is the desire (**Figure 22** depicts the community’s perception of the impact of fee increases). An established cost recovery policy helps to allocate appropriate resources and charge appropriate fees for services to meet cost recovery targets. A beneficial summary of the pyramid methodology developed by GreenPlay, LLC, is illustrated on the right.



The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services. The Pyramid Methodology can be presented to staff in a focused workshop upon further request.

Figure 22: Community Response to the Impact of Fee Increases



Ticket Sales/Admissions

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

Alternative Parks and Recreation Operations and Capital Development Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies may currently be used by your agency, but may not be used to maximum effectiveness or capacity. Those that may not currently be used by your agency should be considered for a project's or the operation's specific relevance.

***NOTE:** Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within your city and your state, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

Loan Mechanisms

This funding source is potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Revenue Bonds

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issued for water, sewer or drainage charges, and other enterprise type activities.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Full Faith and Credit Bonds

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principle and interest uses available operating funds.

General Obligation Bonds

This refers to bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements. The City of Dunwoody should explore a Bond Referendum, as it was identified by the community as a dedicated funding mechanism that should be considered (**Figure 23 and 24**). This plan does not suggest that the community will support this type of funding, but the Department should explore the opportunity in depth. Successful bond referendums are passed with appropriate research, communication, and transparency.

Figure 23: Community Willingness to Support Types of Funding Mechanisms

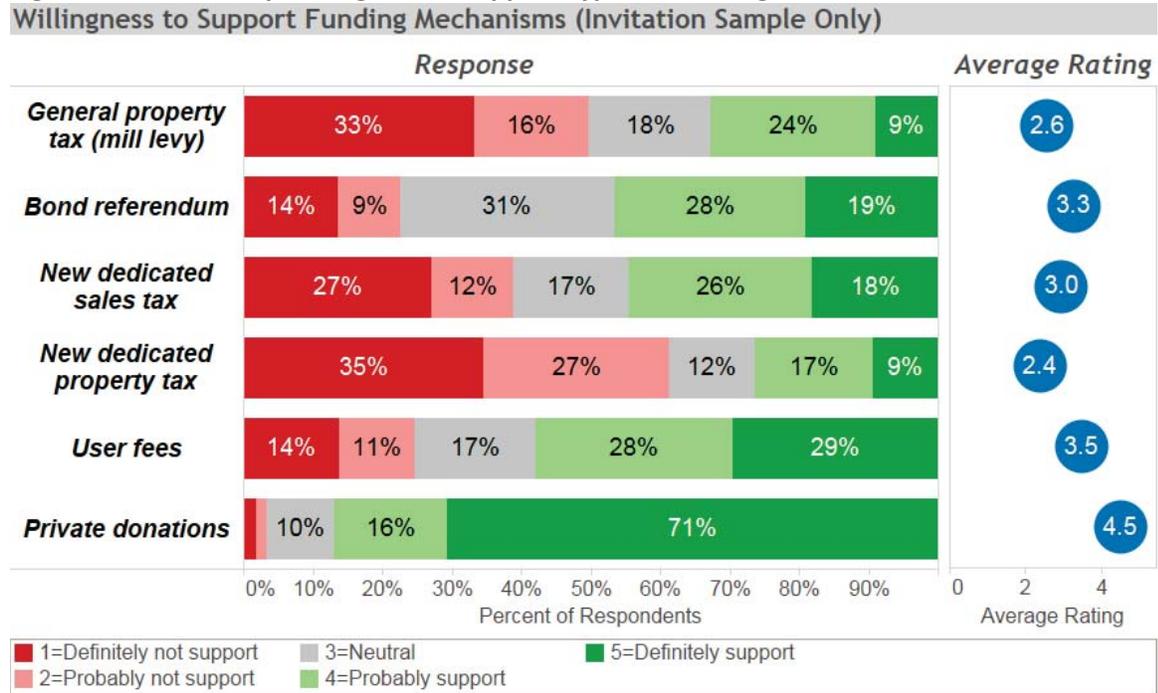
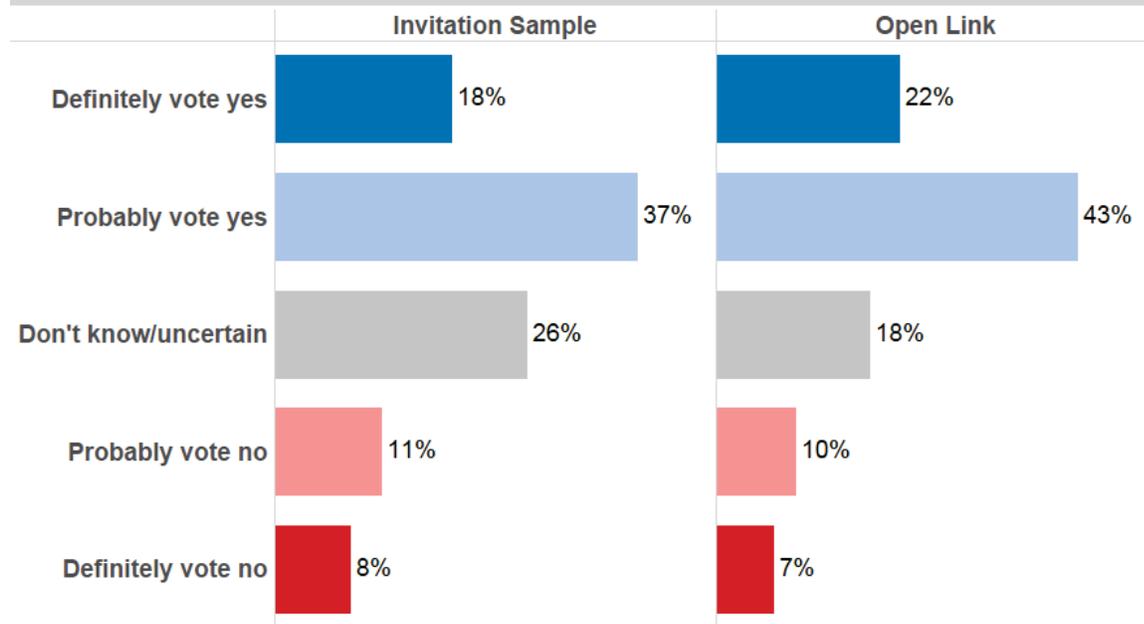


Figure 24: Community Support for a Bond Referendum

How likely would you be to support a Bond Referendum that includes funding for parks and recreation enhancements?



Alternative Service Delivery and Funding Structures

This funding source is potential funding opportunities Dunwoody Parks and Recreation *would consider* for additional funding of capital and operational expenditures.

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation *could consider* for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia, or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Annual Appropriation/Leasehold Financing

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. For example, an agency can enter into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of an agency and are therefore more costly. Since a separate corporation issues these bonds, they do not impact an agency’s debt limitations and do not require a vote. However, they also do not entitle an agency to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

Inter-local Agreements

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel and mutually beneficial relationships can be fostered and may include the following:

- Possibly consider partnering with YMCA.
- Possibly consider partnering with School Districts.
- Possibly consider partnering with Kiwanis, Optimists, VFWs, Elks, Rotary, and other service and civic organizations.
- Definitely consider partnering with Convention and Visitors Bureau.
- Possibly consider partnering with Homeowner or Neighborhood Associations.
- Can or are partnering with Youth Sports Associations.
- Definitely consider partnering with Adult Sports Associations.
- Can or are partnering with private alternative providers.
- Definitely consider partnering with churches.

A Sample Partnership Policy has been provided to Dunwoody Parks and Recreation.

Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

These funding sources are currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Fundraising

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It is free to members, donations are tax deductible, and you have all the support you need from NRPA staff.

Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015. www.NRPA.org

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

Facilities and Equipment Grants

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want to allocate resources to an organization or program only to see it shut down in a few years because of poor management.

Philanthropic

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

Conservancies

According to a 2015 report by the Trust for Public Land, nearly half the nation's top 100 cities now have conservancies that are often driven by financial need. Charlie McCabe, director of the Center for City Park Excellence at the national Trust for Public Land, says conservancies represent the new norm for parks, many of which now rely on a combination of public and private funding. They're registered nonprofits that make formal agreements with a city or park district, usually to raise money for capital improvements or enhanced operations. While the nonprofits help cash-strapped cities improve parks without asking more from taxpayers, private funding for public spaces can spur accountability concerns. They should be visible and transparent by publishing annual reports and agreements, reporting donations, and involving stakeholders.

Volunteer Programs/In-Kind Services

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

This funding source is potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Naming Rights

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the "rights" to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

Corporate Sponsorships

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

A Sample Sponsorship Policy has been provided to Dunwoody Parks and Recreation Department.

General Purpose or Operating Grants

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, it supports management or administration and the associated fundraising, marketing, and financial management needs.

Program-Related Investments (PRIs)—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Matching Grants

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

Private Grant and Philanthropic Agencies

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: <http://foundationcenter.org>.
- Research www.ecivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Program or Support Grants

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

Seed Money or Start-up Grants

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund

This fund was reauthorized by Congress in December 2015 for 3 years. Generally during this short period the level of funding allocated to states (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs its State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

Neighborhood Park Watch

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Gifts in Perpetuity

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and is then available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit, because they do not have to pay for the land.

Maintenance Endowments

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Raffling

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

Recreational Trails Program (RTP)

The RTP provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. It is an assistance program of the Department of Transportation's Federal Highway Administration (FHWA). Federal transportation funds benefit recreation including hiking, bicycling, in-line skating, equestrian use, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles. The Fixing America's Surface Transportation (FAST) Act reauthorized the Recreational Trails Program (RTP) for Federal fiscal years 2016 through 2020 as a set-aside of funds from the Transportation Alternatives (TA) Set-Aside under Surface Transportation Block Grant Program (STBG). The amount set aside is equal to the State's FY 2009 RTP apportionment. Each State administers its own program. Contact your State RTP Administrator for guidance on State policies and project eligibility requirements.

Community Service Fees and Assessments

This funding source is *currently being used, or could easily be used* by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Equipment Rental

This revenue source is generated from the rental of equipment such as tables and chairs tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation *would consider* for additional funding of capital and operational expenditures.

Parking Fee

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

Room Overrides on Hotels for Sports Tournaments and Special Events

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

Security and Clean-Up Fees

An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

Contractual Services

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Cell Towers and Wi-Fi

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. It has connected 85 state parks with SBC Communications. For more information, contact California State Parks at www.parks.ca.gov. [2015/16 update: It is unclear whether CA is still charging for this service; this is being further researched]

Concession Management

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

Private Concessionaires

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to an agency.

This funding source is an opportunity that Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not currently be available in the State of Georgia, or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Merchandising Sales or Services

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

Permits, Licensing Rights and Use of Collateral Assets

This funding source is currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Special Use Permits

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Booth Lease Space

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

Catering Permits and Services

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

Filming Rights

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

Land Swaps

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

Leasebacks on Recreational Facilities

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Licensing Rights

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Manufacturing Product Testing and Display or Research

An agency may work with specific manufacturers to test their products in a park, recreation facility, or in a program or service. The agency may test the product under normal conditions and report the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results. Research Fees may be charged to allow research to occur on park lands or related to equipment used at parks. Companies may pay to have their equipment installed and tested to prove durability and user satisfaction. Product placement fees may also be an option – having a company that not only donates its equipment but also pays a fee to have its equipment used at a public facility.

Private Developers

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

Recycling Centers

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would or could consider for additional funding of capital and operational expenditures.

Greening Trends

Rooftop Gardens and Park Structures

Rooftop gardens (both public and private) create respites in a densely built environment and help reduce urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages (e.g., Millennium Park and Soldier Field Stadium/Burnham Park re-design in Chicago) and other structures (such as Freeway Park in Seattle, built in the 1970s).

Green Practices

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Use greywater
- Implement green operating practices

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below (**Table 11**) may be currently and successfully employed by your agency.

Table 11 : Green Practices Focus Area and Action Step

Focus Area	Action Step
Administrative	<ul style="list-style-type: none"> • Can recycle or are recycling office trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) • Possibly consider cleaning offices weekly instead of daily • Can go or are paperless • Can or are conserving resources • Definitely consider flex scheduling • Definitely consider virtual meetings
Operating Standards	<ul style="list-style-type: none"> • Definitely consider preventative maintenance • Definitely consider reducing driving • Definitely consider eliminating environmentally negative chemicals and materials • Can or are using green purchasing policies • Possibly consider LEED® design • Definitely consider purchasing better equipment and supplies that require less maintenance and are more durable
Sustainable Stewardship	<ul style="list-style-type: none"> • Can or are re-analyzing and revising practices and standards • Can or are monitoring and reporting results • Possibly consider leading by example • Definitely consider public education - not only should agencies lead by example, it benefits the public to know and learn a little bit about what green practices are actually in use in their community and how they might be able to incorporate some of the same features (maybe raingardens or LED lighting) in their own home to help conserve our shared natural resources. • Definitely consider incorporating stewardship principles in all Park and Recreation services • Definitely consider seeking available grant funding and Initiative awards

Financial Recommendations

1. Develop Cost Recovery Policy.
2. Explore alternative funding opportunities.
3. Bond funding for Parks and Recreation Facilities Improvements.

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