

Anderson, Ronnie Ryan

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Tuesday, January 16, 2007 12:31 PM
To: Ronnie Ryan Anderson
Cc: Amy Lang; David Sacks; Ellen Heath
Subject: Re: meeting minutes

Attachments: DeKalb_Parks_meeting_minutes_12-20-06.doc



DeKalb_Parks_meeting_minutes_1...

Ryan, We sent out meeting minutes right after the Christmas holidays, but perhaps they were lost in cyberspace. Enclosed, please find a copy of the minutes.

jim

James L. Sipes
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>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 1/9/2007 12:56 PM
>>> >>>
Ellen

Good Morning. I am still awaiting the notification(hand-out) that you all were suppose to produce indicating the "kick-off" of the Master Plan process. Also, one of your assistants were supposed to be forwarding us the minutes from the previous meeting. Thank you.

DeKalb County Parks and Recreation Master Plan
Progress Report #1

Prepared by EDAW
January 31, 2007

1. Develop master plan.

No progress on this task at this point in time.

2. Complete comprehensive data collection.

The majority of data collection has been completed. Among the information that has been compiled is the following:

- DeKalb County 2000-2010 Parks and Recreation Comprehensive Strategic Plan
- DeKalb County Parks Services division Reorganization / Management Plan
- DeKalb County RPCA Standard Design Handbook
- 2005 Status of Health in DeKalb Report
- Standard Design Handbook
- Comprehensive Strategic Plan Steering Committee
- SCORP documents

We are still waiting to receive some information from the County.

We have also collected Master Plans for neighboring counties, including Gwinnett County, in order to have an understanding of their potential impact on DeKalb County

3. Assess demand for park & recreation services.

We have begun the process of analyzing inventory data

We are in the process of collecting information for making a needs comparison with other counties.

Leisure Services is developing questionnaires and a schedule for surveying DeKalb County residents. We anticipate beginning the survey in the next week or so.

4. Assess current inventory of existing park areas and facilities.

We have completed the inventory of existing park areas and facilities.

5. Provide action plan to establish direction for Parks and Recreation Department.

No progress on this task at this point in time.

6. **Establish park standards to include a park classification system and park development guidelines.**

No progress on this task at this point in time.

7. **Identify providers of leisure and recreation activities. Determine impact, if any.**

We are currently in the process of identifying providers of leisure and recreation activities.

8. **Review all fee-based programs. Recommend philosophy & policy for charging fees. Identify and recommend non-tax revenue producing opportunities.**

No progress on this task at this point in time.

9. **Review security of facilities and impact of vandalism. Establish standards and recommend policies.**

No progress on this task at this point in time.

10. **Work Closely with designated staff. Present draft plan to the general public, county staff, and Advisory Board.**

Malvada Consulting Group is currently working on a Public Involvement/Communication Plan. We will have a schedule of meetings in the next couple of days.

February 1, 2007

Dekalb County Parks & Recreation Master Plan
Meeting Notes by EDAW

Try to avoid meeting when there is a full district commissioners meeting

The 4th Tuesday is an Advisory Board meeting

The County needs to provide 15 days prior notice for a public meeting.

There was a discussion about when to have a work session. The dates suggested were February 20 and 22, from 6 to 9 pm.

Advertising would be handled by putting posters in the recreation center, library, etc.

Dawn Cribb will handle coordination for public meeting from the County's side

Since the Maloof Center was not available for the County-wide meeting, the decision was made to hold it in the Decatur Library Auditorium. The meeting was set for the 20th at the Library. The auditorium will hold up to 200 people. Their projector is broken, so we need to bring our own. Dawn will take care of the legal notice. Miriam will work with Dawn on details of the meeting.

We need to interview all board members. Include other key people like Stregner, Metro Y, Health Department, Dr. Karen Mumpford, Criminal Justice (Juvenile Court), Public Safety, Park Police unit, organized sports, senior services (Human Services), Community Development, Environmental ...

SORBA is the Southeast Off-Road Bicycle Organization, and they need to be invited to public meetings

There will be up to 20 interviews ... there are 7 commissioners, so there will be 13 additional interviews. This should be a mix of agencies and organizations.

Crawford, the superintendent of schools, should be one of the one-on-one interviews

The County is going to put together a list of people to be interviewed.

A Board Representative needs to be part of the stakeholders group.

Stakeholders from communities need to be included. These would include chambers, etc.

Tom Martin, executive director of GRPA, should be included in the stakeholder group

Trust for Public Land was mentioned as an important player

Foundations are important ... the Blank Foundation has donated \$5 to \$6 million

Need to have representation from the public.

Churches need to be part of the stakeholders group

Many mega-churches are building recreation facilities for their membership.

Tourism is important

The connection to the corporate world is important, and it has been missing in the past.

Need to include golf courses and tennis centers as part of the discussion.

Rainbow Drive Park – an arts center will be in the park.

Girls & Boys Clubs, pools in subdivisions, YMCAs, churches, and other similar types of groups need to be included.

Off-leash areas will be an issue.

There needs to be a policy for working with schools, and the superintendent is the one to make this work.

We need to add a question in the survey about other providers, such as churches.

What types of programs do people want to see, and what kinds of services.

Fees and charges ... there are over 120 picnic shelters in the parks, and only 16 to 19 are leased.

There is no real policy/philosophy on fees and charges. How much should be free and how much should be charged?

There is no capacity to regulate fees for programs.

Anderson, Ronnie Ryan

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Monday, February 19, 2007 11:38 AM
To: Ellen Heath
Cc: GDALTON@co.dekalb.ga.us; JWDRAKE@co.dekalb.ga.us; MBDREW@co.dekalb.ga.us; Marvin F Billups Jr.; RRANDERS@co.dekalb.ga.us; Amy Lang; David Sacks
Subject: Draft of Survey
Attachments: DeKalb County_February 17-2007.doc



DeKalb
County_February 17-2007.doc
Ryan,

Enclosed is a draft copy of the survey for DeKalb County. Please have your team review this document so we can discuss it at our meeting later this week.

Thank you.

jim

James L. Sipes
Senior Associate
EDAW, Inc.
817 West Peachtree Street NW
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Atlanta, GA 30308
TEL 404-870-5339 ext. 3702
FAX 404-870-6590
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Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Wednesday, February 28, 2007 8:18 PM
To: rranders@co.dekalb.ga.us
Cc: Jim Sipes
Subject: Re: DeKalb County Comprehensive Planning Process

Hi Ryan, I'm traveling this week; we'll get a response to you early next week.

Regarding March 14, unfortunately I have a speaking engagement out of town that day that has been scheduled for 2 months. I could do any time Monday, Tuesday or Thursday that week; hope that's possible?

Please note that my address has changed. It is now ellen.heath@edaw.com

Thanks

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 02/27/07 2:33 PM

>>>

Ellen

The Department had an internal meeting on the comprehensive master planning process on Friday, February 23, 2007. As a result, please address the following issues and concerns in writing prior to March 14, 2007. There will be a meeting between EDAW and the Department on Wednesday, March 14, 2007 @ 2:00 pm.

1. The Department is in the process of finalizing its list of stakeholders. How does EDAW envision the role of the stakeholders in the comprehensive master planning process? How does EDAW plan on utilizing the stakeholders?
 2. Have the public involvement consultant draft a letter to go out to the potential stakeholders explaining their roles and forward it to the Department.
 3. Please submit to the Department a project schedule with a timeline of actual dates. Also, please provide dates (timeline) for tasks on the phasing of the master plan. Also, please try to utilize MS Word, whenever possible instead of excel. It is difficult to print the tables from excel. The Department has inquired about this document several times. The Department requests that EDAW provide us with the most optimum dates/time to have the public meetings based on your project work schedule. Please provide to the Department actual planned dates for the public meetings. Please provide a project timeline.
 4. Please pay more detail to your work as it relates to correspondence being forwarded to the Department. The survey was not in an acceptable professional format. It contained numerous grammatical errors and the overall look of the document was not aesthetically pleasing from a graphics standpoint. In other words, it did not look like a document a professional consulting firm would produce. Also, the survey was not clear and concise. It did not provide for an easy read. I can provide you with the actual problems with the survey. Please have the consultant to go back over the document and re-submit it to us with better graphics, quality and professionalism. Finally, please ensure that all future correspondence sent to the Department are in an acceptable high quality professional format, free of misspelled words and grammatical errors. The past correspondences sent to the Department lacked quality and professionalism.
 5. Please submit a preliminary report of findings whenever an invoice is submitted. It is easier for the Department to process the invoices with the proper required documentation. For instance, please provide us with the report on the establishing of the direction of the master plan process, development of the database, findings on our inventory, and the maps.
- In

other words, the deptment needs a copy of all the work as EDAW proceeds prior to fulfilling an invoice request.

Thank you and if you have any questions please reply via email.

Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Monday, March 05, 2007 4:00 PM
To: Ronnie Ryan Anderson
Subject: RE: DeKalb%20County%20Comprehensive%20Master%20Plan%20Public%20Me etin g%20Schedule

Ryan,

I assure you that we are interested and your project is a priority. After our slow start over the holidays, I believe that we have met all our deadlines and have responded in a timely fashion to all your requests. Please let me know when you have not received a response from us within a day or two. Two weeks ago we agreed that you and Jim would speak every week. Last week he called you and understood that the two of you were meeting; for some reason it didn't occur. Today you requested a meeting and we are set for tomorrow. Again, I think we have been responsive to your requests. Regarding our progress on project tasks:

- 1) We have completed our initial survey of all the parks.
- 2) We have collected and reviewed appropriate documents.
- 3) We met with you and scheduled public meetings; the Department canceled the first scheduled meeting with no warning or explanation. We had prepared the presentation for your review and scheduled a meeting to go over it.
- 4) We have discussed (at our meetings December 20 and February 1) the need for the Department to finalize our list of stakeholders to interview. Our recent scheduled meeting (February 21) to discuss this was, again, canceled at the last minute with no explanation.
- 5) We forwarded to you the draft survey and have received no specific comments, other than your email last week citing general dissatisfaction with the format of the survey. We need direction on the substance of the survey; whether the questions are the right ones, etc.

We are equally frustrated at the delays; we believed after our February 1 meeting we were on track with stakeholders and public meetings. After the cancellation of the February 21 meeting we realized there are no tasks that we can progress with until we have comments on the survey, a final stakeholders list, and a public meeting strategy.

Obviously, something is not working, because the Department is frustrate, and so are we. Is there something else you are expecting from us that we are not providing? Please let us know what you need from us to make things run more smoothly. We will make whatever resources available that are appropriate. We want to make this work. Look forward to seeing you tomorrow at 4.

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 3/5/2007 3:28 PM
>>>
Ellen

Please let me know on tomorrow whether or not EDAW really have the time, capacity and interest in working with DeKalb County Department of Parks and Recreation on the countywide master plan? It has been more than three months and we have not made any marked progress. Whenever, the Department requests information it is never returned in a timely matter. I expected much more from EDAW. We must get these issues hammered out on tomorrow one way or another.

Currently, EDAW is giving the impression that they are only marginally interested. We stated that we would have weekly conversations on this project, but I never hear from EDAW at all. Please tighten up and show more interest in our project. EDAW and the Department are supposed to be working closely together on this project. I am very much disappointed in the process so far. Maybe you should consider reassigning the project to someone else within your organization to get it moving more efficiently. Personally, I cannot take the fall for this. I have been more than patient with your organization.

-----Original Message-----

From: Ellen Heath [mailto:Ellen.Heath@edaw.com]
Sent: Monday, March 05, 2007 3:05 PM
To: Ronnie Ryan Anderson; Jim Sipes
Subject: Re:
DeKalb%20County%20Comprehensive%20Master%20Plan%20Public%20Meetin
g%20Schedule

ok we'll see if she's available tomorrow.

will let you know tomorrow about Saturday.

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 3/5/2007 2:38
PM
>>>

Ellen

I suggested some dates for the public meetings, please forward the information to your public involvement consultant and also request that she try to attend the meeting on tomorrow. Also, the Department is taking the Community Advisory Board members on a park tour and the Department would like for some one from EDAW to accompany the Department during the trip.

The park tour is scheduled for this Saturday, March 10, 2007.

<<DeKalb County Comprehensive Master Plan Public Meeting Schedule.doc>>

Drake, John

From: Anderson, Ronnie Ryan
Sent: Tuesday, March 27, 2007 12:14 PM
To: Drew, Marilyn Boyd; Drake, John; Billups Jr., Marvin F; Bryant, Mike G; Dalton, Gary
Cc: Ellen Heath; Jim Sipes
Subject: CAB%20Group%20Interview%20Minutes

Importance: High

Attachments: CAB Group Interview Minutes.doc



CAB Group
Interview Minutes.doc.

Enclosed are the minutes from the Citizens Advisory Board group interview as part of the master plan process. The meeting yielded over 50 recommendations and suggestions according to my notes. If something is missing please let me know. Thank you.

Group Interview of the Citizens Advisory Committee

MINUTES

MARCH 20, 2007

12:30 PM

MALOOF BUILDING

MEETING CALLED BY	Department of Parks and Recreation
TYPE OF MEETING	Parks and Recreation County Wide Master Plan
FACILITATOR	Ellen Heath, EDAW
NOTE TAKER	Ryan C. Anderson, Department of Parks and Recreation
ATTENDEES	Gloria Rainey , CAB Member; Zepora Roberts , CAB Member; Charles Richards , CAB Member; Nancy M. Thomas , CAB Member; Marilyn Boyd-Drew , Parks and Recreation; John Drake , Parks and Recreation; Mike Bryant , Department of Parks and Recreation; Gary Dalton , Department of Parks and Recreation; Ryan Anderson , Department of Parks and Recreation.

Recommendations/Suggestions from the Citizens Advisory Committee

RECOMMENDATION # 1	Make sure that survey sample is representative of the population, and sent to the right persons. People who actually use the Parks.
RECOMMENDATION # 2	What will make the plan a successful one? Appealing to Citizens, Long term maintenance issues need to be addressed.
RECOMMENDATION # 3	Equity and fairness in the Plan, some areas have no parks, such as Ellenwood.
RECOMMENDATION # 4	Accessibility-Parks within walking distance, accessible without a vehicle.
RECOMMENDATION # 5	More indoor pools/ADA pools. Pools located within each district or community so that people won't have to drive to get to a pool.
RECOMMENDATION # 6	More zero-entry pools. More indoor/outdoor pools county wide.
RECOMMENDATION # 7	"Pools are money-losers." Devise a strategy to lessen the impact of estimated 13.00 dollars "per head loss" of swimming pools in the county.
RECOMMENDATION # 8	Create a financial plan for charging a fee.
RECOMMENDATION # 9	Tax dollars should offset costs to residents for park and recreational services.
RECOMMENDATION # 10	Address the affordability issues of costs associated with park and recreational services, such as sports association fees.
RECOMMENDATION # 11	Use high quality materials in renovating or in construction of new parks and recreational facilities.
RECOMMENDATION # 12	Park located within every community of DeKalb County.
RECOMMENDATION # 13	Parks within walking distances for all residents.
RECOMMENDATION # 14	Department should seek more partnerships with the libraries, schools, and etc.
RECOMMENDATION # 15	Set aside land for greenspace/open space within every park.

RECOMMENDATION # 16	Every Park should have bike/walking trails.
RECOMMENDATION # 17	Parks should be more "child-friendly" and have more activities for children other than basketball.
RECOMMENDATION # 18	There should be recreation centers at all large parks.
RECOMMENDATION # 19	All parks should have environmental friendly lights.
RECOMMENDATION # 20	There should be amenities in all parks for children, parents, middle-aged and elderly.
RECOMMENDATION # 21	Programming that is inclusive of the middle-aged and elderly, and based on demographics.
RECOMMENDATION # 22	Parks and Recreational facilities should be multi-purpose for a host of activities including dancing.
RECOMMENDATION # 23	Population is increasing in DeKalb County for residents 65 years or older. Parks and Recreational facilities should be programmed for this population.
RECOMMENDATION # 24	The county has an excellent Parks/Recreation Staff because of their experience/knowledge. Staff is a strong point and the Department should start hiring young staff to mix new ideas in with the current ones.
RECOMMENDATION # 25	Remove Parks/Recreation Department from the BOC purview and remove politics from decision-making.
RECOMMENDATION # 26	Form Parks/Recreation Commission that is independent from the Board of Commissioners.
RECOMMENDATION # 27	Consolidate Parks and Recreation Bond dollars, and not spend based on districts.
RECOMMENDATION # 28	Create a non-partisan board to over the spending of bond dollars.
RECOMMENDATION # 29	More passive parks within the park system, i.e., Hidden Acres.
RECOMMENDATION # 30	A better mix/balance of active/passive parks/recreational services within the park system.
RECOMMENDATION # 31	Keep Callonwalde and Spiro Art Centers under the Department of Parks and Recreation.
RECOMMENDATION # 32	Develop a way to make classes at the Art Centers less expensive and more accessible to the citizens of the County.
RECOMMENDATION # 33	Better advertisement/marketing of the county's parks/recreational services and programs.
RECOMMENDATION # 34	Parks should have more visible signage indicating whereby a park is located.
RECOMMENDATION # 35	People living outside of the County should pay more in user fees than DeKalb County residents.
RECOMMENDATION # 36	The Department of Parks and Recreation should have a dedicated mileage to fund its operations.
RECOMMENDATION # 37	The general direction of the Department of Parks/Recreation is good.
RECOMMENDATION # 38	A better balance between facilities and programs.
RECOMMENDATION # 39	Private sector needs more presence within the park system. Seek more private partnerships.

RECOMMENDATION # 40	A more equitable distribution of land. Land costs more in the north than south. Find a balance.
RECOMMENDATION # 41	Prioritize projects and programs for the park system.
RECOMMENDATION # 42	Sports programs need to be confined. Sports Associations needs to be brought under the Department purview.
RECOMMENDATION # 43	The Department of Parks/Recreation should have more control over sports programs revenue.
RECOMMENDATION # 44	More scholarships for the underprivileged to participate in Park/Recreational programs.
RECOMMENDATION # 45	Summer Lunch Programs food is not good. Lunch should be better.
RECOMMENDATION # 46	More partnerships with the School Board, Library System and Youth Sports Associations within the county.
RECOMMENDATION # 47	Security cameras should be installed in the parks especially along the walking trails.
RECOMMENDATION # 48	Walking trails should be made to feel more secure.
RECOMMENDATION # 49	A public relations campaign to market activities in the parks and recreational facilities. Overall improved communication with the public about the department's activities.
RECOMMENDATION # 50	Increase the Park Patrol or create a Parks/Recreation security patrol not part of the Police Department.
RECOMMENDATION # 51	Increase the maintenance staff.
RECOMMENDATION # 52	Hire more multi-ethnic staff within the Department.
RECOMMENDATION # 53	Inter-connectivity of all parks within the DeKalb County park system.
RECOMMENDATION # 54	Increase property and building maintenance staff so that the Department will have control over its own maintenance staff. Full maintenance team for the Department.
RECOMMENDATION # 55	Update on 10 year maintenance plan.

OBSERVERS	
RESOURCE PERSONS	
SPECIAL NOTES	

Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Thursday, April 05, 2007 6:03 PM
To: Ronnie Ryan Anderson
Cc: Marvin F Billups Jr.; Jim Sipes
Subject: Re: Update/Status

Hi Ryan,

We are frustrated with the schedule and delays as well.
We worked with you and your group to come up with the following sequence of events:

- 1) survey
- 2) public meetings where survey results would be presented
- 3) interviews wherein survey results and public meeting input would be discussed.

we don't understand what the holdup is, but, as we've discussed, we need 4-5 weeks to administer the survey and analyze the results. so the early May public meetings are now not possible.

It seems like every time we meet things go well, and we leave having agreed upon a course of action and time line, but then things don't occur as planned. this happened in both February and March. so I hope next week's meeting can be more conclusive. please let me know what we can do on our end to help move things along.

we can bring with us on Wednesday the summary of the inventories. I am checking on the status of the GIS maps and analysis, but we want to make sure we have the latest GIS info from the county before we do our analysis, and as you know we were having some trouble getting the data.

I hope to have a definitive answer on where we are on that tomorrow (Amy is out of the office today).

I wish we could move forward on our own, but we need approval on the survey before we can make much more progress. Again, please let me know what we can do on our end to jumpstart the process.

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 4/5/2007 11:02

AM >>>

Ellen

Will EDAW meet the deadline for Phase I of the Master Plan? The Department really needs to see some work, i.e., preliminary reports. There are several things that I have been told that have been completed by EDAW. For example, site visits to all DeKalb Parks and Recreational facilities. The Departments would like to see the preliminary findings. Also, I am in the process of obtaining Ms. Drew's approval on the survey and the dates for the public meetings. Please do not allow those hold-ups to affect progress. It has been well over four months into the process. Our recurring monthly meeting is coming up in a few days and it would be a good idea if you brought some documents indicating EDAW's progress on the master plan. Thank you for your time and consideration.

Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Friday, April 06, 2007 10:49 AM
To: Ronnie Ryan Anderson
Cc: Marvin F Billups Jr.; Jim Sipes
Subject: RE: Update/Status

ok, Ryan, that's helpful. but we obviously have a communication problem, since Jim and Amy believe they've been asking for GIS files since Day 1 on the project. somehow our message is not getting across. since we hadn't been able to get anything, this week Amy finally called Denise, whom she's worked with before, so I'm glad that got the ball rolling.

unfortunately other than the GIS analysis there is not much we can do until we do these other steps (interviews, etc.). our budget constraints dictate that we must be efficient with our tasks; we don't want to go too far down the road and then find out that the administration or the department or other stakeholders have different priorities.

as I mentioned, Jim will bring the inventory data to the meeting on Wednesday. we will do the GIS analysis as quickly as we can as soon as we get the data.

we billed Task 1 because we have been working on this (although not as much as we would like, due to the delays) since January, and we can't have costs on the books that long without billing you something. what we would like to do is bill a percentage of tasks as they are completed, but our contract does not allow for that. if you would prefer to authorize payment that way that would be fine. that way we could bill, for example, 75% of task 1, and tie that to certain deliverables.

not sure how we can have more of a presence at the department, but we are open to suggestions. the monthly meetings are helpful, but as I said yesterday, we leave thinking things are on track and then it seems to fall apart somehow. maybe we can proceed with the departmental interviews in April. but again we need cooperation from the department in organizing those.

let's talk about all this next week. in the meantime have a great weekend.

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 4/6/2007 8:38 AM

>>>
I am sure that there are a myriad of tasks associated with the process that can be done without the survey and the final scheduling of the public meetings. The Department received an invoice from EDAW for work that was done, but the Department has not received a draft form of that work.

Phase I

can be done without those two tasks being finalized. As it relates to the GIS data from the county, I received a call from Denise Finley on yesterday stating that EDAW had just contacted her requesting park and recreational data. She wanted to know if it was okay for the GIS Department to release that data to EDAW. Matter of fact, the GIS Department prefers to release the data to me on a disc and I will have to get it to EDAW.

The Department wishes to handled this process in a certain way, and there is not much more I can do until the departmental hierarchy is more at ease with the current situation. I will request that my boss intercede and hopefully he can get this process moving along a lot faster. However, please do not allow the survey and final scheduling of the master plan to prevent your organization from moving forward. It would be more assuring if EDAW would have more of a presence within the Department during this process.

That

would really help to facilitate things and to gain the confidence of the Department's hierarchy. Thank you and I will get the GIS data to EDAW.

-----Original Message-----

From: Ellen Heath [mailto:Ellen.Heath@edaw.com]
Sent: Thursday, April 05, 2007 6:03 PM
To: Ronnie Ryan Anderson

Cc: Marvin F Billups Jr.; Jim Sipes
Subject: Re: Update/Status

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>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 4/5/2007 11:02 AM >>>
Ellen

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Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Thursday, May 10, 2007 6:10 PM
To: Ronnie Ryan Anderson
Cc: David Troncale; Jim Sipes
Subject: RE: DeKalb Parks and Recreation - Public Notice Flyer and text for Post Cards

Ryan,

I do not want to get into an email war, but I think most of this boils down to miscommunication. if there was an agenda yesterday to talk about Phase 1 products, that should have been communicated to us ahead of time. and if you were concerned that you hadn't received a full phase 1 report on April 16 I wish we could have discussed it in person when we met on April 16 and May 1.

regarding phase 1, part of that is the GIS maps. also the demographic analysis is conducted using GIS. as you know, we did not get the GIS information until the week of April 9. apparently we should have communicated to you in writing that that meant we would not have Phase 1 ready by April 16. we thought that was obvious.

for us the deadline of April 16 was set because we needed the information for the public meetings. when the County postponed the public meetings again, we did not see urgency in completing the information. again I apologize for not communicating that to you, but it would be helpful if you would communicate to us which schedules we are sticking to, and which we are not. frankly the County does not communicate a sense of urgency about this project. the public meetings have been delayed several times since February. when we met in December we told you that the first thing we wanted to do was stakeholder interviews. we gave you our recommendations at that meeting for who should be on the list. it is now May and we have yet to receive concurrence from the County on the list of stakeholders.

and I believe it is unfair to characterize the EDAW team as "not working" on the plan. or that you have not received any preliminary reports. as you know we provided preliminary summaries of previous reports, inventory of County facilities, and inventory of non-County facilities. the mapping and the demographic analysis are the major portions of Phase 1 that have not been delivered, and as mentioned above they are dependent on GIS data, which took a long time to get. you know that we are working on maps because you saw them yesterday.

in addition, as you know we have spent many hours (actually many more than budgeted) coordinating the survey, scheduling and re-scheduling meetings, and trying to get on track. I know you are frustrated but believe me we are equally frustrated that we can't get traction on this important project. we made it clear in our interview and at the kickoff meeting that this is a partnership. we can't work in a vacuum. we need information and concurrence from the county to make progress and so far that has been a monumental challenge.

nonetheless, in anticipation of the public meetings happening in June, it is Jim's first priority over the next two weeks to get you a complete phase 1 report.

I ask you to please speak with Jim on a regular basis and let him know immediately when you have these concerns. we think things are going fine and then suddenly get an email from you that they are not. I continue to think that if you talk more often we can avoid these misunderstandings. he has tried to call you several times today but the phone rings with no message. please call him tomorrow as he has things to discuss. he is your day-to-day project manager. if you can't get a response or satisfaction from him then by all means let me know.

we want the county to be happy and we are committed to a quality product. I believe if we communicate on a very regular basis about expectations that will happen. thanks and see you next Tuesday.

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 5/10/2007 10:27 AM >>>

The Department will take care of that. Anyway, that is minute. The main focus should be getting the work done in the required phases for the county wide master plan. Also, on yesterday things went pretty bad. It was very clear and apparent that EDAW has not been working on the county wide master plan. As a result, please focus on getting Phase I to the Department as soon as possible. The research, demographic profiles and socio-economic analyses and their accompanying maps should have been done by now.

The Department has not received any preliminary reports from EDAW as required by the RFP.

EDAW staff came to the meeting woefully unprepared on yesterday. It was embarrassing and professionally disrespectful. Please let me know what constraints are preventing EDAW from abiding by its contract with the county. And please do not say it was the survey that was holding up the work, because it is not even a part of Phase I. Please focus on the RFP and the Phased Project schedule. The Department has set a deadline of May

31 for Phase I. The original due date was April 16, 2007. Please keep in mind that we cannot precede with the public meetings without Phase I draft turned in to the Department.

Please send the Department a statement re-affirming that EDAW's work load is not such that it is preventing the organization from working on the DeKalb County Countywide Master Plan. We are six months into the process.

Thank you.

-----Original Message-----

From: Ellen Heath [mailto:Ellen.Heath@edaw.com]
Sent: Thursday, May 10, 2007 9:58 AM
To: Ronnie Ryan Anderson; mpc@malvada.net
Cc: Jim Sipes
Subject: RE: DeKalb Parks and Recreation - Public Notice Flyer and text fo r Post Cards

Ryan,

at our meeting at our office last week we discussed that Miriam would contact the commissioners' offices to make sure that they did not have conflicts with the dates.

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 5/10/2007 9:46 AM >>>
Miriam

The Department did not want you to contact the Commissioner's in setting up the public meetings. The Department prefers that you focus your efforts on ensuring a good turn-out of citizens, by developing an "eye-catching" flyer

and post card. The Department will handle setting up the venues for the public meetings and informing the BOC. We did not want to schedule the meetings based on the availability of the BOC members. The department just wanted to inform them that the meetings will be taking place in their perspective districts. The Department is trying to stay away from calling these meetings district meetings, instead all of them will be countywide meetings. Also, at the meeting on yesterday some dates were changed.

I will get back with you later today. Thank you.

From: Miriam P. Cummings [mailto:mpc@malvada.net]
Sent: Wednesday, May 09, 2007 9:28 PM
To: 'Anderson, Ronnie Ryan'
Subject: RE: DeKalb Parks and Recreation - Public Notice Flyer and text for Post Cards

Ryan...please get back to me in the morning with an approval on the location and dates so that I can move forward on the creative tools to support the project. Thanks!

From: Anderson, Ronnie Ryan [mailto:rlanders@co.dekalb.ga.us]
Sent: Wednesday, May 09, 2007 1:08 PM
To: mpc@malvada.net
Subject: RE: DeKalb Parks and Recreation - Public Notice Flyer and text for Post Cards

Okay, but work with Dawn on it. The draft that you sent was too wordy and not an "eye-catcher," according to the Department.

From: Miriam P. Cummings [mailto:mpc@malvada.net]
Sent: Wednesday, May 09, 2007 12:34 PM
To: 'Anderson, Ronnie Ryan'
Subject: RE: DeKalb Parks and Recreation - Public Notice Flyer and text for Post Cards

Ryan - I deleted the second page. This was basically a sample of what I would provide, get your comments and when dates and locations are approved, I will complete the public notice. Once you approve the locations and dates I will send you a completed version. Thank you.

Anderson, Ronnie Ryan

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Thursday, May 10, 2007 9:49 PM
To: rranders@co.dekalb.ga.us
Subject: Criticism

Importance: High

** High Priority **

Ryan,

If you would like criticize my work or my efforts, please show me the professional courtesy of contacting me directly.

Thank you.

James L. Sipes
Senior Associate
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Atlanta, GA 30308
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jim.sipes@edaw.com

Anderson, Ronnie Ryan

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Tuesday, May 15, 2007 3:09 PM
To: Marilyn Boyd Drew; Marvin F Billups Jr.; Ronnie Ryan Anderson
Cc: Amy Lang; Ellen Heath
Subject: Staff Interviews.

Ryan,

We are concerned that the staff interviews scheduled for today were cancelled. As per our discussions, information from these interviews is critical to help us identify major issues to address during the planning process.

As you know, Ellen revised her travel plans in order to accomodate this meeting today. If a meeting is to be cancelled, we would greatly appreciate knowing about it a little sooner ... calling us at 9 am to let us know a 10 am workshop (which was to last most of the day) has been cancelled makes it difficult for us to effectively manage our resources for this project.

Has there been discussions about rescheduling the interviews? These types of delays impact the entire schedule of the project.

Thank you.

jim

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jim.sipes@edaw.com

Anderson, Ronnie Ryan

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Friday, May 18, 2007 2:27 PM
To: Ronnie Ryan Anderson
Cc: Amy Lang; Ellen Heath
Subject: RE: request for meeting

Ryan,

We appreciate the time and effort you put into your response. As per earlier emails, we respectfully request a meet with you, Marvin, Ms. Drew, and other key DeKalb decision makers to clear up concerns regarding the direction of this project.

To be direct, we do not feel that we are getting clear direction from the Department, and many of the requests you are making are not consistent with the RFP or our contract. It is inappropriate for the Department to demand a linear process for a project such as this, which is nonlinear by its very nature. In addition, you refuse to allow us to initiate some tasks not in phase I, such as staff interviews, yet request us to do other tasks outside of phase I, such as preparing for public meetings, conducting the survey, etc. We have extensive experience preparing master plans similar to this, and we have a process that is effective and efficient. We respectfully request that we be allowed to complete this project as per our contract, and in a manner that our many years of experience tells us is the best way to proceed.

We made it clear back in December how important interviews were in this process; it is now May and we still are waiting to conduct these interviews. We have still not received a steering committee list or organization chart from the County, and repeated efforts to schedule interviews with staff have proven fruitless. Not being able to get input from staff and key stakeholders early on in the process will greatly hamper the applicability of our work. We need to develop an understanding of the Department and the DeKalb parks system, and we can't do that in a vacuum.

We have delivered drafts of reports, GIS maps, and data information. We typically do not prepare "final" drafts of anything this early in the planning process because the information will change as we continue the process. We have explained this repeatedly, to no avail. There is no mention of phases in the RFP. Although it is not effective for us to do so now, we are preparing "final" versions of all Phase I requirements. This may mean that the final report will not reflect all of the best information. We will have a report to you next week.

We are requesting a meeting with all Department decisions makers to ensure that the EDAW and the County are in agreement on the best way to proceed on this project. We fear that you will be dissatisfied with the results of the project if we follow the phases sequentially as per your requests. Our meeting a little over a week ago did not address the issues being discussed in this email. The idea that the County would refuse to meet with us to address issues and help ensure the success of this project is almost unfathomable.

In short, many of your requests are not consistent with our understanding of our contract, are greatly limiting the planning process, and far too often appear to be in contrast to directions provided earlier by the Department. We are not hearing a clear, consistent message from the Department.

As per previous emails, we request that these emails be cc'd to Marvin, Ms. Drew, and any other decision maker in the County that needs to be part of this discussion. This will help eliminate future misunderstandings.

We expect a meeting be set up with the Department to address these issues in the very near future. Please coordinate with us to make sure the scheduled meeting works for all parties.

Thank you. Please feel free to contact me if you have any questions.

jim

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>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 5/17/2007 10:34 AM >>>

I will try to set up a meeting. However, you just meet with them last week. I have worked on a lot of master plans and area studies, and there are several ways to go about doing one. However, the Department prefers that its Master Plan be done in Phases. The Department is trying to ensure that the Master Plan document is not hastily constructed. The Department desires to have a thorough master Plan that will be able to get adopted by the BOC. The last master plan done by EDAW for the county did not get adopted by the BOC. Please remember that EDAW is working for the County on this project.

As a result, EDAW should honor the Department's request. However, I am conveying to you the sentiment from the Department. Please complete Phase I and everything will fall into place.

There really is no need for a meeting with Marvin and Ms. Drew until EDAW delivers some work to the Department. Instead of going-on about this issue that time could be spent completing Phase I as requested by the Department.

I do not understand the reluctance on EDAW's part to honor the Department's request? The Department is reluctant to move forward without Phase I.

The Department's position is that EDAW needs to deliver some work. That is clear as I can spell it out. It has been six months and the Department has not even received a preliminary report of the initial findings. Please for the next two weeks focus on completing Phase I. Phase I draft has to be submitted to the department prior to moving forward to Phase II.

Also, check on the status of the flyer and postcard from your sub-consultant. Finally let me reiterate the Department position to you, the Department is looking for the deliverables for Phase I, ASAP.

Please respect the Department's position and complete Phase I. Because EDAW has not delivered any work to the Department other than a third party survey, the position on completing Phase I is firm. The Department needs the Phase I and the initial findings prior to moving forward.

Please do not use any more excuses about EDAW waiting on some materials.

The census bureau materials have been around for years. EDAW needs to deliver some work to the Department, and that is the Department's position.

Also, the Department will contact the BOC members in regards to the public meetings and schedule the venues, your sub-consultant can handle the rest.

-----Original Message-----

From: Jim Sipes [mailto:Jim.Sipes@edaw.com]
Sent: Wednesday, May 16, 2007 11:54 AM
To: Ronnie Ryan Anderson
Cc: Amy Lang; Ellen Heath

Subject: RE: request for meeting

Ryan,

We respectfully request a meeting with you, Marvin, and Ms. Drew to clarify direction from the Department.

Thank you.

jim

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>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 5/16/2007 11:40 AM >>>
Jim

Please refer back to the RFP and the phased project schedule. Phase I does not require the things you are mentioning. The interviews are part of Phase II. How can you conduct interviews when you are not able to convey to the public your initial findings? The initial findings are part of Phase I. The Department prefers that we complete the process in the required phases. Please stop going back and forward with me on this, and honor the Department's request. EDAW is working for the county on this project and the Department prefers that the project is done in a certain way.
Thank you.

-----Original Message-----

From: Jim Sipes [mailto:Jim.Sipes@edaw.com]
Sent: Wednesday, May 16, 2007 11:40 AM
To: Ronnie Ryan Anderson
Cc: Amy Lang; Ellen Heath
Subject: RE: request for meeting

Ryan,

We have said repeatedly this is not a linear process. We are working on completing Phase I, but we also need to conduct the interviews. We had discussions back in January about the need for interviews with stakeholders and staff. Not having the benefit of input from stakeholders and staff is a major limitation, even for how we organize Phase I information.

For example, as part of the inventory we included information about private recreation providers, facilities in subdivisions, churches, etc ... we need input from staff and stakeholders about their first-hand knowledge of the impact of these facilities, and we need to know what they are hearing from their constituents.

Also, let me re-emphasize that we request a meeting with Marvin and Ms. Drew to ensure that this project moves forward the way that it should.

Also, may I ask if you are cc'ing Marvin and Ms. Drew on these discussions. We think it is appropriate to cc them on all future emails in order to keep them in the loop and help clear up any misunderstandings.

Thank you. Please feel free to contact me if you have any questions.

jim

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>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 5/16/2007 11:21 AM >>>

Please focus on Phase I at this time. The Department is requiring that EDAW submit Phase I draft. After Phase I is submitted then we can move onto the staff interviews and public meetings, but the Department has to have Phase I before any public meetings can take place. The Department prefers that this project is done in phases. Please submit Phase I as soon as possible.

I will forward your message to Marvin and Ms. Drew to see if they want to have another meeting, but the main emphasis at this time should be getting Phase I to the Department as soon as possible. It will be difficult to move on without Phase I draft complete. I did not receive a revised questionnaire, please resend it to me. It has to be approved by the Department before any interviews can take place. Finally, let me re-emphasize, Phase I has to be submitted before we can move on. We cannot go into those meetings without Phase I. Why is it so difficult to complete Phase I?

-----Original Message-----

From: Jim Sipes [mailto:Jim.Sipes@edaw.com]
Sent: Wednesday, May 16, 2007 11:11 AM
To: Ronnie Ryan Anderson
Cc: Amy Lang; Ellen Heath
Subject: Re: request for meeting

Ryan,

As per previous discussions, completion of Phase I has nothing to do with staff interviews. As we have said repeatedly, information from the staff interviews would help us frame the way we put together Phase I. These tasks typically run parallel to each other.

Changes in scheduling are the direct result of delays at the County end.

The questionnaire was sent to you by Amy on Thursday of last week ... that was forwarded to you.

We respectfully request an emergency meeting with you, Marilyn Drew, Marvin Billups, and any other DeKalb County staff that need to be there to address issues such as the staff interviews, upcoming public meetings, etc. I am making this request to you, but if you prefer I can work directly with Marilyn or Marvin to set this meeting up.

Thank you. Please feel free to contact me if you have any questions.

jim

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>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 5/16/2007 10:55
AM >>>
Ellen

There will be no staff interviews until the Phase I draft has been submitted to the Department. Please focus your efforts on Phase I. Phase I is more than six weeks outstanding. The final due date is May 30, 2007.

Also,

I
have not received a revised questionnaire as you stated Jim. Thank you.



DeKalb County Department of Parks and Recreation

Weekly Project Status Report

Project Information		
Project Manager: <u>Jim Sipes, EDAW</u>	Deputy Director: <u>Marvin Billups</u>	
Division: <u>Park Planning and Development</u>	Manager: <u>R. Ryan Anderson</u>	
Report Start Date: <u>Monday, May 7 2007</u>	Report End Date: <u>Friday, May 18 2007</u>	
Short-Term Action Items	Due Date	Status
Developed written narrative for Inventory		Will be submitted to Department the week of 5/21/07
Developed written narrative of demographics		Will be submitted to Department the week of 5/21/07
Mapped inventory data on GIS		In progress. Will be submitted to Department the week of 5/21/07
Initiated setup of public meetings		In progress ...
Developing written narrative of standards and county comparisons	5-11-07	In progress. Will be submitted to Department the week of 5/21/07
Preparing materials for postcard, fliers, and adds		In progress
Long-Term Goals	Due Date	Progress
Conduct Staff Interviews		On hold
Conduct Public Meetings		In progress
Conduct Meetings with Steering Committee		On hold
Conduct public survey		In progress
Accomplishments		
Collecting the rest of the information needed for Phase I from the county. Developed written narratives for Phase I work. In the process of conducting public survey.		
Concerns		
<ol style="list-style-type: none"> 1. Directions from the Country are not always clear, and no not appear to be consistent with our contract. 2. Requests to meet with Department decision makers have not been agreed to as of today. 3. The linear process requested by Department will have a negative impact schedule and overall project quality. 4. Interviews with staff were cancelled, and have not been rescheduled. 5. Steering committee has still not been established, and meetings with this group have not been scheduled. 		

Anderson, Ronnie Ryan

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Tuesday, May 29, 2007 8:51 AM
To: Ronnie Ryan Anderson
Cc: Amy Lang; Ellen Heath
Subject: Re:

Attachments: Project Status Report-may25.doc



Project Status
Report-may25.do...

Ryan, enclosed is the status report for last week.

jim

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DeKalb County Department of Parks and Recreation

Weekly Project Status Report

Project Information		
Project Manager: <u>Jim Sipes, EDAW</u>	Deputy Director: <u>Marvin Billups</u>	
Division: <u>Park Planning and Development</u>	Manager: <u>R. Ryan Anderson</u>	
Report Start Date: <u>Monday, May 20 2007</u>	Report End Date: <u>Friday, May 25 2007</u>	
Short-Term Action Items	Due Date	Status
Developed written narrative for Inventory		Completed. Will be submitted to the Department on 5/30/07
Developed written narrative of demographics – the narrative addresses growth patterns and trends in the county. Analysis of this data and the impact it has on parks and recreation will be completed in a later section.		Completed. Will be submitted to the Department on 5/30/07
Completed GIS maps for Phase I ... the 18 maps include population density for 2000, 2006, 2010, and 2020; apartments included in inventory; population change from 2006 to 2010; churches included in inventory; maps for each of the five county districts; county park system map; county super district map; park expansions; private facilities included in inventory; and subdivision facilities included in inventory.		Completed. Will be submitted to the Department on 5/30/07
Initiated setup of public meetings – Miriam has been working with Dawn to prepare notices for the public meetings		In progress ...
Developing written narrative of standards and county comparisons – we conducted a comparison of the standards currently being used to those of Fairfax County, Virginia, and Gwinnet County.		Completed. Will be submitted to the Department on 5/30/07
Preparing materials for postcard, fliers, and adds.		In progress
Developer preliminary format for draft and final reports.		In progress
Long-Term Goals	Due Date	Progress
Conduct Staff Interviews		On hold
Conduct Public Meetings – Miriam is working with Dawn to set up public meetings, get advertisements out, etc.		Work on public meetings is in progress
Conduct Meetings with Steering Committee		On hold
Conduct public survey – the surveys have been sent out.		In progress – the survey has been completed and sent out. No notice of returns as of yet.
Accomplishments		

Completed work on Phase I. This information will be submitted to the County on May 30. The public survey has been sent out and is proceeding as planned.

Concerns

1. We are concerned with the status of the upcoming public meetings. Miriam indicates that she is not getting the necessary direction and input from the Department and is concerned about getting fliers, etc. out in time.
2. Interviews with staff were cancelled, and have not been rescheduled.
3. Steering committee has still not been established, and meetings with this group have not been scheduled.

Anderson, Ronnie Ryan

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Wednesday, June 06, 2007 9:26 AM
To: Ronnie Ryan Anderson
Cc: Marvin F' 'Billups Jr.; Ellen Heath
Subject: Re: Preparation for Upcoming Public Meetings

Attachments: DeKalb County Parks and Recreation Master Plan.doc



DeKalb County
Parks and Recrea...

Ryan,

Enclosed is a "script" that outlines our thoughts on the public meetings.

Also, Ellen is not available for our meeting on Wednesday of next week.
Would you like to reschedule?

Thank you.

jim

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jim.sipes@edaw.com

>>> "Anderson, Ronnie Ryan" <rranders@co.dekalb.ga.us> 6/5/2007 12:01
PM >>>
Ellen/Jim

The Department is requesting a written "script" of the how EDAW envision the upcoming public meetings unfolding, including a description of the roles the participants will play.. The Department would like a copy of the questionnaire (requested numerous times), PowerPoint presentation, proposed agenda, and any other documents used for the public meetings. Also, at the monthly meeting scheduled for Wednesday, June 13, 2007 the Department would like a "draft run" of the script for the public meetings. It is very important that we are able to show the Department that we are prepared for the public meetings. The Department prefers some type of interactive sessions. I need the requested script in writing for a meeting that I have to attend on tomorrow. This can be explained in a no more than two paragraphs. Thank you.

DeKalb County Parks and Recreation Master Plan Approach for Public Workshops

The public workshops are intended to provide an opportunity for DeKalb County residents and other interested individuals to participate in the planning process for a new Parks and Recreation Master Plan. The workshops are divided into six major components: (1) introduction; (2) overview of planning process; (3) update of current status of the process; (4) questions and answers, (5) public input, and (6) closing remarks.

We anticipate the introduction being given by a representative of the DeKalb County Parks Department. Most likely this would be Ms. Drew or Mr. Billups if they are available. This introduction would explain the intent of the planning process, define the goals and objectives, discuss schedule and opportunities for public involvement, introduce key stakeholders, describe the format of the workshop, and introduce the design team. This should take no more than 10 minutes.

EDAW will present an overview of the planning process. This presentation will be similar to that Ellen has already given to the Department. It will cover the 10 major plan components. This overview will take no more than 15 minutes.

EDAW will also present a short update on the current status of the project. This presentation will address information in Phase 1, such as demographics and ethnicity, and will include a short summary of the survey results. The intent is to give citizens a better idea of what others in the County have identified as positives and concerns of the existing park and recreation system, and the changes they would like to see in the near future. This update will take no more than 15 minutes.

After the presentations we will have a short question and answer session that is intended to respond to any immediate questions. We would allocate approximately 15 minutes for this part of the workshop.

At this point in the workshop we will divide into small groups and give workshop participants an important to share their thoughts, ideas, and concerns. The size of these groups will vary depending upon the number of people at a given workshop, with no more than 10 or 12 people per group. 8 to 10 people is preferred. We will prepare a set of questions for each group moderator to ask, such as, "If you could change any two things about the existing park system, what would they be?" Each group will have a moderator to keep the group focused and to write down all comments on a flip-chart. Ideally we will have a second person to write down comments, but the group moderator can do this if necessary. The moderators will be a combination of County and EDAW staff. This interactive session will last 30 minutes.

Following the small group sessions, the entire group will be pulled together for closing remarks by a representative of the Department. We will discuss what happens with the input from the workshop, and talk about future opportunities for involvement. There will also be sufficient time for questions and answers.

We will allocate a total of 2 hours for the workshop.

Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Tuesday, July 24, 2007 11:44 AM
To: Billups, Marvin F.; Anderson, Ronnie Ryan
Cc: Jim Sipes; Miriam Cummings
Subject: commissioners--need your advice

Ryan and Marvin,

we're not having much luck scheduling these interviews. over the past two weeks our office has left at least two messages with each commissioner's office requesting an interview. so far we've only three have responded, Commissioners Stokes, Ellis and Rader. I just got a message from Comm. Ellis' office that he can't make the interview this afternoon, and maybe we should speak with his assistant if we want his feedback on how the master plan is going.

needless to say this is disappointing. I ran into Commissioner Gannon a few weeks ago on an unrelated matter and she told me how much she wants to have input, we should be sure to talk to the commissioners, etc. but she has not responded either.

should we just give up or continue to try? do you think it would help if we sent them a letter stating how important their input is and why we want to talk to them?

Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Monday, August 27, 2007 4:33 PM
To: Drew, Marilyn Boyd; Billups, Marvin F.; Anderson, Ronnie Ryan
Cc: Jim Sipes
Subject: meeting tomorrow night

Marvin,

thanks for the discussion this afternoon regarding the meeting tomorrow night. to summarize, we will very briefly discuss the steps we have gone through, summarize major findings so far and ask them for feedback:

trails rank high
desire for ongoing maintenance funds; dedicated funding source
desire for neighborhood parks
desire for upgrade of existing facilities

also discuss some trends we know about that are happening nationwide:
aquatic facilities--more play features vs. lap pools
dog parks skate parks trails; passive space etc.

and ask for feedback related to trends; are these consistent with what they know about in their communities?

also generally what is their vision for the future of the system and the department?

if you disagree with any of this or want to make additions please let us know. thanks

Drake, John

From: Anderson, Ronnie Ryan
Sent: Tuesday, September 11, 2007 1:59 PM
To: Drake, John; Billups, Marvin F.; Bryant, Mike G.; Dalton, Gary; Anderson, Ronnie Ryan
Cc: Drew, Marilyn Boyd; Jim Sipes; ellen.heath@edaw.com
Subject: outline-8-30-07-with comments

Importance: High

Attachments: outline-8-30-07-with comments.doc



outline-8-30-07-wit
h comments....

All

Enclosed are the first round of staff comments from the 9-10-07 meeting on the Master Plan outline prepared by EDAW. EDAW please make the changes to the outline based on the staff comments. Thank you.

TABLE OF CONTENTS

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- 4 to 5 page summary of the report, with emphasis on recommendations

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- Acknowledgements
- Purpose of the Plan
- Scope of the Plan
- Summary of the Planning Process
- Public Participation Process
- Plan Goals and Priority Recommendations

Comment [rca1]: Vision/Mission Statement should be included in this section

SECTION 3: History of DeKalb County Parks and Recreation

- Introduction
- History of Department prior to 2000
- Departmental Mission statement, goals and objectives
- Development of 2000 Plan
- Changes since 2000 Plan
- Major Accomplishments since 2000 Plan
- Update of Greenspace Plan

Comment [rca2]: Add section on evaluation of current park system—current conditions-assessed.

Comment [rca3]: Add section on evaluation and assessment of the 2000 plan for comparison for where the department is today.

Comment [rca4]: Insert new Section 4 called Demographics and Socio-economic conditions. Move current bullet point 2.8 to the new section 4. Also, include overview of entire demographics and socio-economic conditions here.

SECTION 4: SECTION 6: Facilities, Inventory and Analysis

- 2.1 Inventory
- 2.2 County Parks and Recreation Facilities
- 2.3 City and State Facilities
- 2.4 Private Facilities
- 2.5 Consistency in Inventory
- 2.6 Park and Open Space Expansion
- 2.7 Funding
- 2.8 Demographics and Housing
 - Regional Demographics
 - DeKalb County Demographics
 - Population by Race and Ethnicity
 - Population by Age
 - Housing
- 2.9 Comparison of Standards
 - Definitions
 - Methodology
 - NRPA
 - DeKalb County, Georgia
 - Gwinnett County, Georgia
 - Fairfax County, Virginia
 - Recreation Centers
 - Aquatic Facilities
 - Athletic Fields
 - Tennis Courts

Comment [rca5]: This section becomes Section V. Remove bullet point 2.8 from this section. Add to this section current facts of findings. Also include in this section a review the documents that were required to be reviewed and their affect on the department's service delivery. Included among the documents are ARC polices, standards and recommendations; SCORE; DeKalb County Comprehensive Transportation plan; Comprehensive Planning information; DeKalb County Neighborhood Parks and Active Research Study Recreation; Status of Health in DeKalb Report; Current co polices, goals, reregulations related to park and open space

Comment [rca6]: include information on the rating of all parks and facilities. Please refer to RFP.

Comment [rca7]: Remove and add to Demographic and socio-economic section

Comment [rca8]: Not happy with the counties selected for comparison to DeKalb County. Those counties have dedicated funding sources and park authorities.

- o Basketball Courts
- o Golf Courses
- o County Park Acreage
- o Staffing
- Availability of recreation opportunities (non-county resources)
- Overview to Park and Facility Needs Assessment
 - o Survey Findings
 - o Demographics
- Trail, Paths & Greenway Analysis
- Surpluses and Deficits

Comment [rca9]: Add standards for dog parks, aquatic facilities, skate parks, athletic fields, tennis courts with lights, soccer fields, equestrian facilities, other special facilities, historic properties, baseball fields, lacrosse, cricket, and other nontraditional activities.

Comment [rca10]: Move to public

SECTION 5: Public Input Process

- Overview
- Public Survey
- Public Meetings
- Interviews with Department Staff
- Interviews with Executive Team
- Interviews with Board of Commissioners
- Interviews with elected officials
- Interviews with Advisory Board

Comment [rca11]: Describe and summarize the recommendations from staff, citizenry, elected officials, advisory board, etc. Place the actual comments in a table and include in appendix.

Comment [rca12]: Add information about the Steering Committee and their role

Comment [rca13]: Briefly describe the recommendations from each party in a summary format with implications and strategies. Place actual comments in a table and place in the appendix or list of figures.

SECTION 6: Trends Analysis

- Park & Open Space Analysis
- Demographic Analysis
 - Baby boomer generation
- Technology
- Policy Trends
- Organization and Structure Delivery Services
 - Annexation and Multi-jurisdiction consolidation
 - Outsourcing
 - Operational Structure & Department Organization
 - County's Role in Recreation Service Delivery
 - Defining County's Core Services
 - Staffing
 - Community Development
 - Customer Service
 - Performance Measurement
 - Access and Equity
 - Special Events and Tourism
 - Joint ventures / partnerships
 - Programming Inventory & Analysis
 - Monitoring & Updating the Master Plan
 - Volunteerism
 - Communication
 - Marketing
- Facilities
- Land Acquisition
- Economic and Financial Trends
 - Grants
 - Foundation / Authority
 - Privatization
 - Market driven

Comment [rca14]: Include trends from an ethnic and cultural point of views. I.e., Caribbean, refugees in Clarkston, Mexican, Asian, etc.

Comment [rca15]: How does this tie in. Please explain.

Comment [rca16]: Explain how this ties in.

Comment [rca17]: What is meant by this. Please explain.

Comment [rca18]: Add section called recreational programming and assess current conditions. Also include this portion as part of the Programming section. Programming is a priority item.

Comment [rca19]: These items should have their own bullets points with a lot of emphasis placed on communication and marketing.

Comment [rca20]: Tie in with market strategy.

- Pricing Strategy
- Specialized facilities
- Contracts
- Memorandum of Understanding
- Alternative funding sources
- Fees
- Maintenance
- Health and Wellness
 - Community fitness
 - Creative programming
 - Environmental education
 - Status of Health in DeKalb Report
- Social Programming / Quality of Live Services
- Security

Comment [rca21]: More priority should be given to maintenance. Assess current maintenance plans, list recommendations. Move up in the document with greater emphasis.

Comment [rca22]: Move to findings section. Should now be section 5.

Comment [rca23]: More emphasis should be placed on security in the document. Move up and make it a priority.

Comment [rca24]: Include Park Standards of Care.

SECTION 7: Park System Concept

- Overview
- County and Local Government Parks
- County Park Classification System
- New Classifications

SECTION 8: Recommendations

- Organization and Structure Recommendations
- Park System Concept Recommendations
- Park Inventory/Analysis and Development Recommendations
- Greenway Development Recommendations
- Land Acquisition Recommendations
- Recreation Facility Development Recommendations
- Policy Recommendations
- Delivery Services Recommendations
 - Annexation and Multi-jurisdiction consolidation
 - Outsourcing
 - Operational Structure & Department Organization
 - County's Role in Recreation Service Delivery
 - Strengths-Based Delivery System: The County's Role
 - Defining County's Core Services
 - Staffing
 - Community Development
 - Customer Service
 - Performance Measurement
 - Access and Equity
 - Special Events and Tourism
 - Joint ventures / partnerships.
 - Criteria for Park closures/Expansions
 - Programming Inventory & Analysis
 - Monitoring & Updating the Master Plan
 - Volunteerism
 - Communication
 - Marketing
- Facilities Recommendations
- Economic and Financial Recommendations
- Fees Recommendations
- Maintenance Recommendations

Comment [rca25]: Map

Comment [rca26]: Map

Comment [rca27]: Map proposed locations

Comment [rca28]: Map

Comment [rca29]: County unable to annex. Remove annexation.

Comment [rca30]: Explain

Comment [rca31]: Explain

Comment [rca32]: Explain

Comment [rca33]: Add information pertaining to Park closure criteria

Comment [rca34]: Add new section called programming and give greater emphasis on recreational programming including recommendations.

Comment [rca35]: Priority items place greater emphasis on these items.

Comment [rca36]: Priority Items. Explain current maintenance and give recommendations and strategies

- Security Recommendations
- Health and Wellness Recommendations
- Social Programming / Quality of Live Services Recommendations

Comment [rca37]: Priority items. Move up in document and place greater emphasis on these items. E

Comment [rca38]: List all strategies and recommendations in this portion. Develop numbering system for the recommendation, i.e., R1.

Comment [rca39]: Mention Capital improvement programs (CIP) and need for a sustainable and dedicated funding source.

SECTION 9: Sources

TECHNICAL REPORT (under separate cover)

- Detailed Park-by-Park Inventory
- Inventory Summary Report
- Public Survey and results
- Notes from all public meetings
- Notes from interviews with Department Staff
- Notes from interviews with Executive Team
- Notes from interviews with Board of Commissioners
- Notes from interviews with elected officials
- Notes from interviews with Advisory Board
- Forms and materials recommended for consideration

LIST OF MAPS

- Map 1 – Park Expansions since 2000 Parks & Recreation Plan (as of December 31, 2005)
- Map 2 – New Parks / Greenspace since 200 Parks & Recreation Plan (as of December 31, 2005)
- Population Density by Census Tract 2000
- Population Density by Census Tract 2006
- Population Density by Census Tract 2010
- Population Density by Census Tract 2015
- Population Density by Census Tract 2020
- Percent Change in Population 2006-2020
- Apartments with Recreation Facilities (select)
- Churches with Recreation Facilities (select)
- Park Expansions Since 2000 Parks and Recreation Plan (as of December 31, 2005)
- Private Recreation Facilities (selected)
- Subdivisions with Recreation Facilities (selected)
- Maps of different parks types
- Race based maps for programming (majority population around large parks and recreational facilities)
- Map with ratings of "good," "bad" or "fair" parks
- Service Area Map

Comment [rca40]: Add

Comment [rca41]: Add

Comment [rca42]: Add

Comment [rca43]: Add

LIST OF FIGURES

- Table 1 – Population of the Atlanta Region, 1900-2006
- Table 2 – Population Projections: DeKalb County (2000-2025)

Drake, John

From: Jim Sipes [Jim.Sipes@edaw.com]
Sent: Friday, September 21, 2007 11:54 AM
To: Dalton, Gary; Drake, John; Billups, Marvin F.; Bryant, Mike G.; Anderson, Ronnie Ryan
Cc: Drew, Marilyn Boyd; Ellen Heath
Subject: List of requests

Attachments: list of needs.doc



list of needs.doc
(68 KB)

Enclosed is a list of items that we need from the County in order to add the level of specificity needed for the Master Plan. The first half of the list was request several weeks, some other items were requested previously, and still others are new on the list.

We appreciate your effort in helping as obtain this information, and look forward to addressing this on Wednesday.

jim

Things we need!

- 1 Number of staff – total, and broken down by divisions
- 2 Organizational chart for Department
- 3 Organization chart for each Division
- 4 Budget information – for the department, each division, each center, and each special use
- 5 Visitor Information
- 6 Procedural manuals – any from the divisions or administration
- 7 Athletic Association Contracts
- 8 Facility lease use agreements (long term and short term)
- 9 Copy of maintenance process, including documentation they are currently using
- 10 Copy of Athletic Association, Contractor, and short use MOU
- 11 Example of emergency preparedness plan
- 12 CIP for the last 5 years
- 13 Joint use agreement with school system
- 14 Copy of Leon Younger comprehensive facilities management study
- 15 Copy of policies and outcomes from CIP
- 16 Revenue and expenditures analysis from 1994 to current.
- 17 Existing standards – to determine surplus or deficit in facilities
- 18 Copy of personal evaluation forms – pay for performance review
- 19 Maintenance Work Order System (automated and/or manual, including templates)
- 20 “311 Park Emergency” System, policies, procedures. It will be helpful to include a list of 2006/07 submitted requests/issues, responses and real costs for response.
- 21 Preventive Maintenance System to include policies, procedures, templates and record keeping practices.
- 22 Marketing policies and procedures – including templates.
- 23 Web site policies and procedures - who is responsible for updates, etc.?
- 24 Policies and procedures for grant submittals and building partnerships
- 25 A fees justification process. We are looking for fees based on quality record keeping based on true activity cost analysis. Will also be looking for added-value to program as a part of the equation.
- 26 We need a copy of the approved policy, per a comment from Commissioner Johnson, that “a security force was created but never enforced.”
- 27 The current departmental policies and procedures manual.
- 28 Current maintenance standards of care and how this information is conveyed to employees.
- 29 Site selection standards.
- 30 A copy of the typical school playground agreement and the critically important document memorializing the termination or release of responsibility.
- 31 Employee training and expectations policy and procedures.
- 32 The formal CIP request for FY2006 and 07 and the proposed list for 2008.
- 33 New employee orientation summary, outline and agenda.
- 34 Listing of non parks and recreation and non compensated maintenance activities experienced and logged in 2006 and 2007. This should include investment of man hours, equipment and costs.
- 35 Connectivity study completed by Dr. Mumford (this was mentioned during our August 9th Steering Committee Meeting).
- 36 Status of the County’s NRPA Accreditation efforts
- 37 Specifications on new recreation facilities being built (size, costs, materials, programming, scheduled opening date, etc.).
- 38 Specifications of each existing recreation facility (size, recent renovations, future plans, etc.
- 39 Staffing – number of total staff, staff per division, and staff responsibilities
- 40 A list of the different types of meetings currently being held in each Division, and how they are conducted.

41 List of programs offered at each recreation center, and the fee charged for each

Anderson, Ronnie Ryan

From: Ellen Heath [Ellen.Heath@edaw.com]
Sent: Sunday, September 30, 2007 2:37 PM
To: Anderson, Ronnie Ryan; Jim Sipes
Cc: Dalton, Gary; Drake, John; Billups, Marvin F.; Bryant, Mike G.
Subject: progress of plan

Importance: High

** High Priority **

We believe that our last couple of meetings have been productive and have included helpful, substantive dialogue regarding comments on our outline and preliminary recommendations. We were disappointed to learn that Wednesday's meeting was cancelled, that we are being requested to change this process of discussion, and that we have not received any of the information promised to us. In addition, we have not received responses to emails with questions regarding next week's scheduled public meeting, and we are not clear about whether the Department intends to hold the meeting.

When we interviewed for this project, we stressed the need for a collaborative process. Unfortunately that has not happened at the level any of us had hoped, and as a result we have concerns about the success of this project.

We understand the Department is frustrated with progress at this point. We are equally frustrated ... meetings are frequently cancelled, we do not get a timely response on requests, it seems to take a very long time for decisions to be made, and we have had precious little time to spend with the Executive Team. Time and time again we have believed that we've collectively agreed upon a course of action, and then somehow it changes after we leave.

We need face-to-face time to establish priorities on recommendations, determine how best to establish the justification for our recommendations, and to ensure the report addresses all of the details needed for a successful park and recreation system. In addition, we need the Department to provide the information we have requested so we can provide the level of specificity needed in the report.

What we clearly heard the Executive Team say last week is that (1) they wanted to receive draft documents as soon as they were available, and (2) they wanted to spend more time with us in a workshop setting, and (3) the information we have requested would be provided, with most of that being available Wednesday. Instead, we receive another level of protocol to go through that prevents us from sending information to the Executive Team, our meeting was cancelled, and we have received none of the information we have requested.

We believe the only way for this project to move forward in a productive, effective way is for us to follow our plan of action from last week. We remain committed to producing a plan that meets the County's needs, as we know you do, and we hope that Wednesday's meeting can be rescheduled immediately. please let us know when you would like to do this. thanks



DeKalb County Department of Parks and Recreation

Weekly Project Status Report

Project Information		
Project Manager: <u>Jim Sipes, EDAW</u>	Deputy Director: <u>Marvin Billups</u>	
Division: <u>Park Planning and Development</u>	Manager: <u>R. Ryan Anderson</u>	
Report Start Date: <u>Monday, September 28, 2007</u>	Report End Date: <u>Friday, October 5, 2007</u>	
Short-Term Action Items	Due Date	Status
Continued work on detailed analysis of each individual park		In Progress
		...
		...
Long-Term Goals	Due Date	Progress
Conduct additional Interviews requested by the Department		Waiting to meet with the Department to determine priorities to ask during interviews
Meet with Department to review Park Concepts, Preliminary Recommendations, and Trends		Waiting for the Department to reschedule cancelled meeting
Continue work on completing Preliminary Report and maps		Waiting to receive written feedback from Department on parts of the report that have been submitted for review
Add detail to the Preliminary Report and recommendations		Waiting for Department to respond to list of requested information
Accomplishments		
No significant accomplishments ... we are waiting for feedback from the Department.		
Concerns		

We submitted an extensive list of materials we need to obtain from the County, but have not received any of this material to date. It will be impossible for us to complete some of the task in our scope without this information. In addition, we are waiting for feedback from Department on parts of the report that have been submitted.